

United Spirits

Estimate changes

TP change

Rating change



Bloomberg	UNSP IN
Equity Shares (m)	727
M.Cap.(INRb)/(USDb)	428.2 / 5.7
52-Week Range (INR)	743 / 443
1, 6, 12 Rel. Per (%)	11/16/23
12M Avg Val (INR M)	1419

Financials & Valuations (INR b)

Y/E March	2020	2021E	2022E
Sales	90.9	74.5	91.5
Sales Gr. (%)	1.2	-18.0	22.7
EBITDA	15.1	10.4	15.6
Margin (%)	16.6	14.0	17.1
PAT	7.9	5.2	9.6
EPS (INR)	10.9	7.1	13.2
EPS Gr. (%)	16.9	-34.6	85.3
BV/Sh.(INR)	52.4	59.6	72.8

Ratios

RoE (%)	20.8	12.0	18.1
RoCE (%)	17.3	17.8	24.4
Payout (%)	0.0	0.0	0.0

Valuations

P/E (x)	54.3	83.0	44.8
P/BV (x)	11.3	9.9	8.1
EV/EBITDA (x)	29.3	41.3	27.2

Shareholding pattern (%)

As On	Mar-20	Dec-19	Mar-19
Promoter	56.8	56.8	56.8
DII	9.2	7.7	6.9
FII	20.5	22.4	22.6
Others	13.5	13.1	13.8

FII Includes depository receipts

CMP: INR589
TP: INR543 (-8%)
Neutral

Weak results; tough times to continue

- UNSP's 4QFY20 results were worse than expectations. If bulk scotch sales (that could be lumpy but not extraordinary) are excluded, then results would be even weaker.
- While UNSP's PAT CAGR for 5 years ending FY20 stood at 33%, FY21 and FY22E are likely to be the lost years for UNSP and other alcohol companies with negligible earnings growth. Impact of extremely sharp excise increases across states would only exacerbate the pressure on FY21 profitability.
- Further, we believe profitability is already sharply impacted by (a) the absence of any sales until 3rd May, and (b) absence of sales from on-trade channel (20-25% of sales), which is expected to last for a significantly large part of the year after the latest MHA guidelines.
- Maintain **Neutral** on UNSP on account of fair valuations.

4QFY20: COVID-19 adversely impacts volumes hurting sales

- Standalone net sales declined 11.4% YoY to INR19.9b (v/s est. INR21.3b). Underlying net sales, excl. the one-off sale of bulk Scotch, declined 14.8%.
- Overall reported volumes declined 13.3% (v/s est. -10%). P&A/Popular volumes declined 20%/6.6% YoY.
- Reported gross margin contracted by 430bp to 42.2%, primarily due to COGS inflation as well as the dilutive impact of the last tranche of bulk Scotch sales. Underlying gross margin, excluding the one-off sale of bulk Scotch, was down 364bp to 42.9%.
- Despite significant gross margin compression, reported EBITDA margin expanded 100bp YoY to 13.6% (v/s est. 11.9%), primarily delivered through savings in operating costs. As a % of sales, other expenses declined 130bp YoY, while staff costs and ad spends declined 200bp YoY each.
- Adjusted for one-off impact of bulk Scotch sales and restructuring costs, underlying EBITDA declined 16.2% YoY and underlying EBITDA margin was down 21bp YoY to 13.2%.
- Reported EBITDA declined 4.3% YoY to INR2.7b (v/s est. INR2.5b).
- Reported PBT declined 18.1% YoY to INR1.6b (v/s est. INR1.8b).
- Adjusted PAT declined 16.9% to INR1.1b (v/s est. INR1.5b). Reported PAT declined 81.1% to INR239m on account of higher taxes. The taxes were higher than usual as the company opted to settle its past income tax disputes under the Direct Tax Vivad se Vishwas Act, 2020. This led to recognition of INR857m of tax relating to earlier years in 4QFY20.

FY20 performance

- FY20 sales/EBITDA/Adj. PAT growth stood at 1.2%/ 17.1%/16.9% YoY.
- The company repaid debt amounting to INR4.9b, comprising a reduction in Commercial Papers of INR9b and an increase in bank loans of INR4.1b. Net debt as of Mar'20 stood at INR20.7b, down 20% YoY.

- On an average basis, inventory/receivable/payable days declined by 1/10/5 days to 75/96/50 days respectively, improving the cash conversion cycle by 6 days to 121 days.
- Operating cash flow declined by 22.2% to INR6.7b.

Highlights from management commentary

- Management does not expect hyperinflation in ENA costs.
- There was some loss of market share in 4QFY20 as the company tightened credit against credit extension by peers.
- So far only two states have granted price increase as these decisions have been delayed by other priorities at the state government level.
- Receivable days have not increased sharply so far as earlier feared.

Valuation and view

- As highlighted [in our alcohol sector downgrade](#) report in May'20, outlook on earnings growth is weak for alcohol companies, leading to a significant slowdown in earnings growth (from >30% growth in the 5 years ending FY20). Weak results have led to further EPS cuts of 6.4%/4.0% for FY21/FY22E.
- Impact of extremely sharp excise increases across states would only exacerbate the pressure on FY21 profitability. Further, we believe profitability is already sharply impacted by (a) the absence of any sales until 3rd May, and (b) absence of sales from on-trade channel (20-25% of sales), which is expected to last for a significantly large part of the year after the latest MHA guidelines.
- In capital intensive businesses like UNSP, earnings setback leads to sharper deterioration in RoEs compared to staples' companies with low capital intensity. RoE for FY21/FY22E is likely to be well below the 20% range witnessed over the past four years.
- Our DCF-based TP leads to an 8% downside to CMP (effective target multiple of 41x Mar'22E EPS). Maintain **Neutral**.

Quarterly Performance

	(INR M)											
Y/E March (Standalone)	FY19				FY20				FY19	FY20	FY20	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE	(%)
Volume growth %	1.1	10.3	3.8	1.0	6.0	1.0	-1.8	-13.3	3.9	-1.2	-10.0	
Total revenues	20,088	22,249	24,969	22,500	22,184	22,962	25,825	19,938	89,806	90,909	21,272	-6.3%
YoY change (%)	12.7	14.0	10.3	3.5	10.4	3.2	3.4	-11.4	9.9	1.2	-5.5	
Gross Profit	10,090	11,175	12,130	10,462	10,497	10,325	11,459	8,408	43,857	40,689	9,690	
Margin (%)	50.2	50.2	48.6	46.5	47.3	45.0	44.4	42.2	48.8	44.8	45.6	
EBITDA	2,387	4,429	3,582	2,836	3,971	4,156	4,240	2,714	12,874	15,081	2,539	6.9%
Margins (%)	11.9	19.9	14.3	12.6	17.9	18.1	16.4	13.6	14.3	16.6	11.9	
EBITDA growth (%)	38.8	61.6	30.7	2.9	66.4	-6.2	18.4	-4.3	25.2	17.1	-10.5	
Depreciation	339	350	355	401	500	573	524	678	1,445	2,275	513	
Interest	582	438	575	605	520	452	455	480	2,200	1,907	443	
PBT From operations	1,466	3,641	2,652	1,830	2,951	3,131	3,261	1,556	9,229	10,899	1,584	
Other income	133	167	533	119	101	137	176	41	952	455	205	
PBT	1,599	3,808	3,185	1,949	3,052	3,268	3,437	1,597	10,181	11,354	1,789	-10.7%
Tax	545	1,221	1,059	641	1,065	1,022	849	510	3,416	3,445	297	
Rate (%)	34.1	32.1	33.2	32.9	34.9	31.3	24.7	31.9	33.6	30.3	16.6	
Adj. PAT	1,054	2,587	2,126	1,308	1,987	2,246	2,588	1,087	6,765	7,909	1,491	-27.1%
YoY change (%)	45.6	89.8	43.5	-29.3	88.5	-13.2	21.7	-16.9	38.1	16.9	14.0	

E: MOFSL Estimates; quarterly numbers for FY19 are adjusted for re-grouping impact

Key Performance Indicators

Y/E March (Standalone)	FY19				FY20			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Key Metrics								
Sales Volume (m Cases)	18.2	20.4	21.9	21.1	19.3	20.6	21.5	18.3
Volume Growth %	1.1	10.3	3.8	1.0	6.0	1.0	-1.8	-13.3
Realisation/case (INR)	1,104	1,091	1,140	1,066	1,149	1,115	1,201	1,090
Realisation growth %	11.5	3.4	6.3	2.5	4.1	2.2	5.4	2.2
EBIDTA/Case (INR)	131.2	217.1	163.6	134.4	205.8	201.7	197.2	148.3
Segmental performance								
P&A Volumes (m Cases)	9.5	10.5	11.1	10.5	10.3	10.8	11.4	8.4
Popular Volumes (m Cases)	8.7	9.9	10.8	10.6	9.0	9.8	10.1	9.9
P&A Volumes Growth (%)	13.1	15.4	12.1	7.1	8.4	2.9	2.7	-20.0
Popular Volumes Growth (%)	-9.4	5.3	-3.6	-4.5	3.4	-1.0	-6.5	-6.6
P&A Sales Growth (%)	19.0	19.0	16.0	8.0	9.0	0.0	8.0	-15.6
Popular Sales Growth (%)	-3.0	8.0	-3.0	-2.0	2.0	-1.0	-5.0	-11.4
2Y average growth (%)								
Volume	-8.9	-2.8	-5.2	-0.7	3.6	5.6	1.0	-6.2
Sales	0.0	5.1	1.3	5.4	11.6	8.6	6.9	-3.9
EBITDA	9.7	40.4	11.9	4.3	52.6	27.7	24.5	-0.7
PAT	16.3	64.6	21.9	27.1	67.1	38.3	32.6	-23.1
% of Sales								
COGS	49.8	49.8	51.4	53.5	52.7	55.0	55.6	57.8
Operating expenses	38.3	30.3	34.2	33.9	29.4	26.9	28.0	28.6
Depreciation	1.7	1.6	1.4	1.8	2.3	2.5	2.0	3.4
YoY change (%)								
COGS	5.9	10.4	10.6	10.6	16.9	14.1	11.9	-4.2
Operating expenses	15.7	0.1	3.2	-5.8	-15.3	-8.6	-15.5	-25.3
Other Income	-57.1	-46.1	122.1	-90.2	-24.1	-18.0	-67.0	-65.5
EBIT	46.4	69.0	34.3	1.9	69.5	-12.2	15.2	-16.4

E: MOFSL Estimates



Management call highlights

COVID-19 impact and recent developments

- Lockdown 1.0 and lockdown 2.0 witnessed no sales.
- All factories are currently operating only on single shift.
- 65% off-trade outlets are now open across the country.
- Key challenges for the company include aggressive taxation, down-trading, absence of on-premise sales, and negative impact of COVID-19 on tourism and hospitality.
- Management is unable to predict any demand recovery in states that have taken price increase.
- As of now, the company believes that collections of receivables are under control. 70% of sales is to state corporations, and hence, are safe.
- States are under financial stress and are unable to even pay salaries to government employees. Thus, states are desperate to mop up whatever revenues they can.
- UNSP has received price increases from only 2 states in recent weeks. Price increase window is shut in many states for the next couple of months.
- Green-shoots for the alcohol industry include home delivery and duty being paid on duty-free sales.

- In 4QFY20, some peers increased credit and reduced prices whereas UNSP tightened credit given the risks. Therefore, UNSP may have lost some market share but management does not believe this loss is a cause for concern.
- Recent trends include (a) more demand for larger packs, and (b) down-trading given the tax increases.
- 20-25% comes from on-trade sales.
- Duty-free forms two-third and duty-paid forms one-third of the Bottled-in-Origin (BIO) business. As duty-free consumption would be lower in the near future, UNSP could see some benefit through duty-paid business.

Home delivery and home consumption of alcohol

- So far, six states have allowed home delivery of alcohol. Spirits are easier to transport compared to beer, hence, it could benefit more from delivery.
- Fulfillment of home delivery would be done by retail outlets. Retailers cannot be bypassed given the high license fees that they have paid.
- For many consumers in India, drinking alcohol at home is considered taboo. Nevertheless, a gradual shift toward home consumption could happen.
- Socializing is more of a beer occasion whereas drinking at home is a spirits occasion. Hence, UNSP may do better in the current lockdown scenario. Similar trends have been observed in the US in recent weeks.

Re-launches

- *Royal Challenge* is currently undergoing a re-launch exercise.
- Initial response to renovation of *McDowell's No. 1* has been good.

Other points

- UNSP does not expect hyper-inflation on ENA. 4QFY20 ENA prices have been flat QoQ, but up YoY.
- The company has put in place a strong succession plan for all key company positions.
- For FY20, net sales of bulk scotch declined 1.5% YoY with 0.4% YoY sales growth in the Prestige & above segment.
- Near-term outlook for margins would remain uncertain.
- Last year, UNSP took price increases in 18 states.

Key Exhibits

- For 4QFY20, net sales declined 15.6%/11.4% YoY for P&A/Popular, respectively.
- Net sales of Popular segment in priority states declined 5.4% and 1.5% in 4QFY20 and FY20, respectively.

Exhibit 1: Overall volumes declined 13.3% YoY to 18.3m cases in 4QFY20 v/s 21.1m in 4QFY19

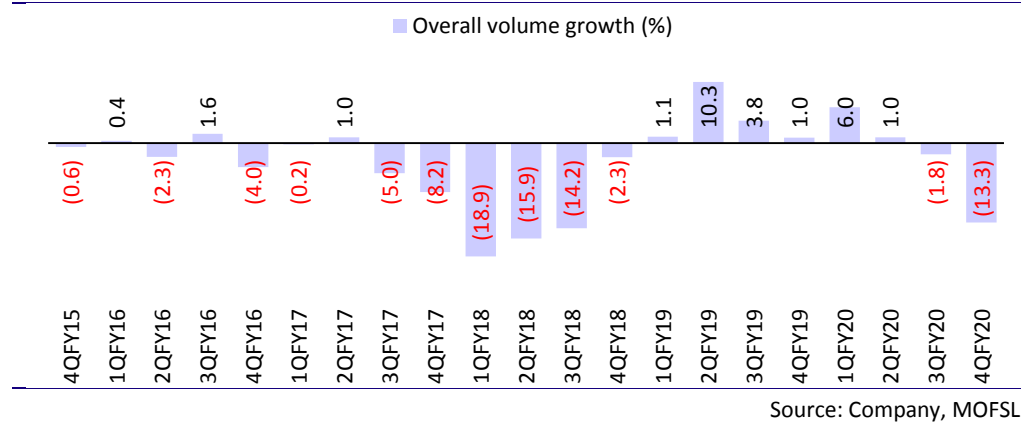


Exhibit 2: P&A volumes declined 20% YoY

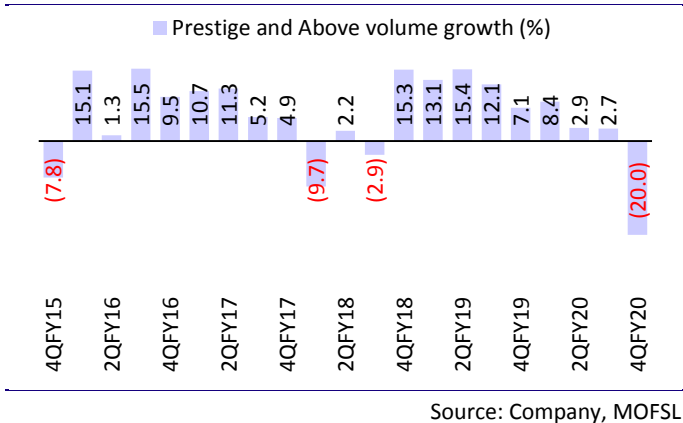


Exhibit 3: Popular volumes down 6.6% YoY in 4QFY20

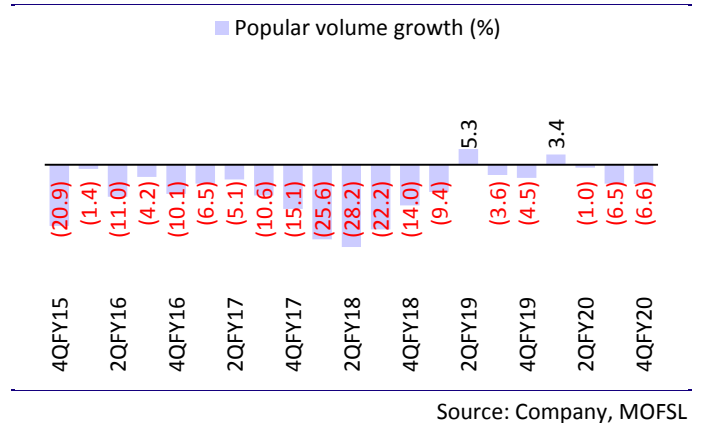


Exhibit 4: P&A value growth declined 15.6% YoY

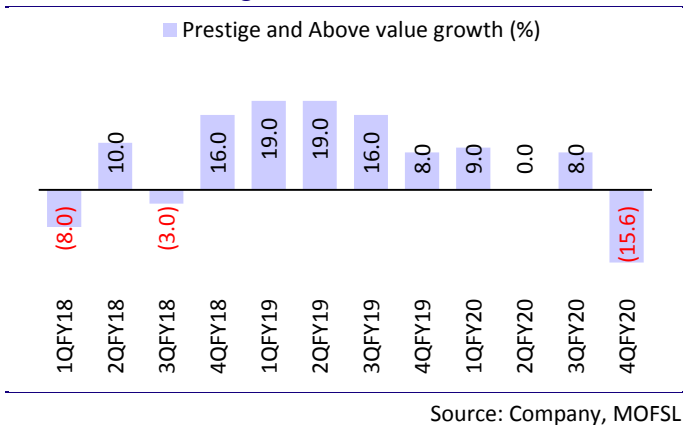


Exhibit 5: Popular declined in value by 11.4% YoY in 4QFY20

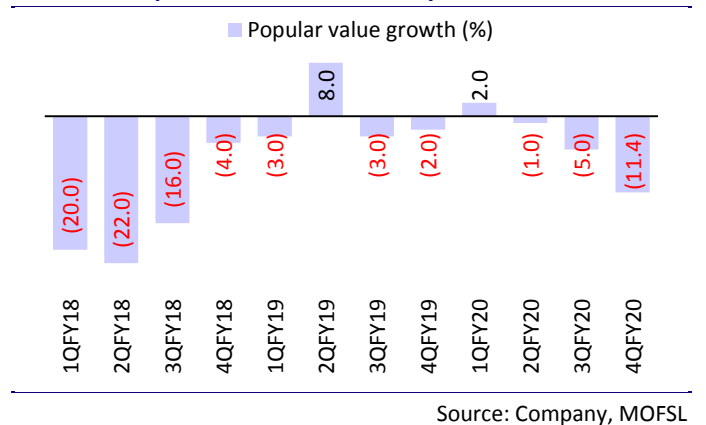
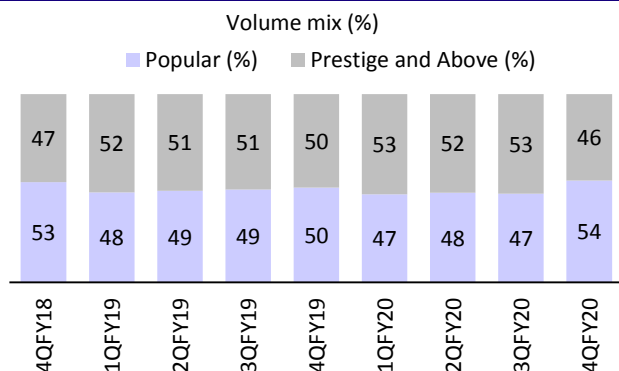
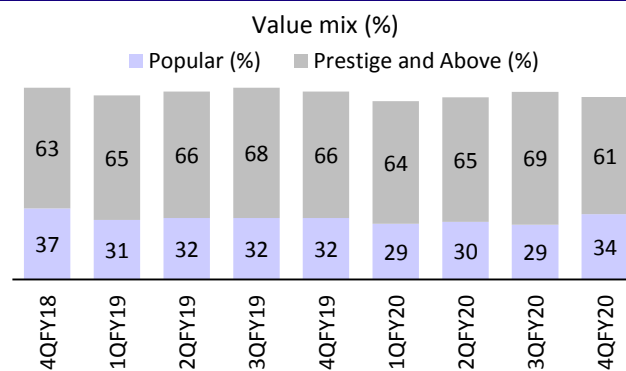


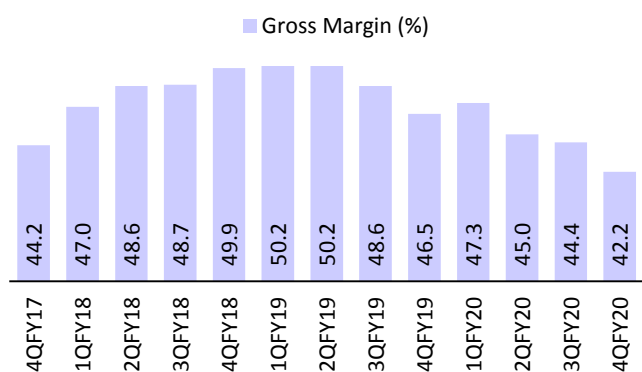
Exhibit 6: P&A volume contribution declined to 46%...

Source: Company, MOFSL

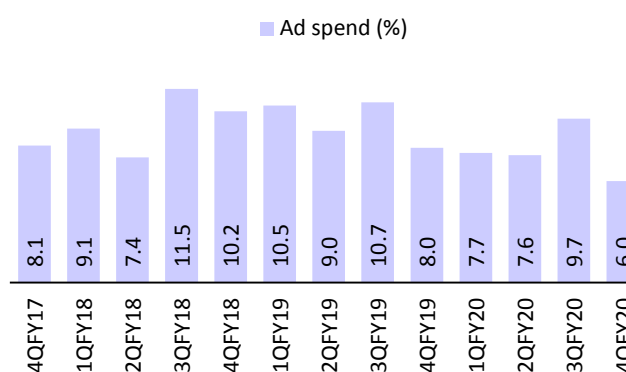
Exhibit 7: ...and NSV contribution to 61% in 4QFY20

Source: Company, MOFSL

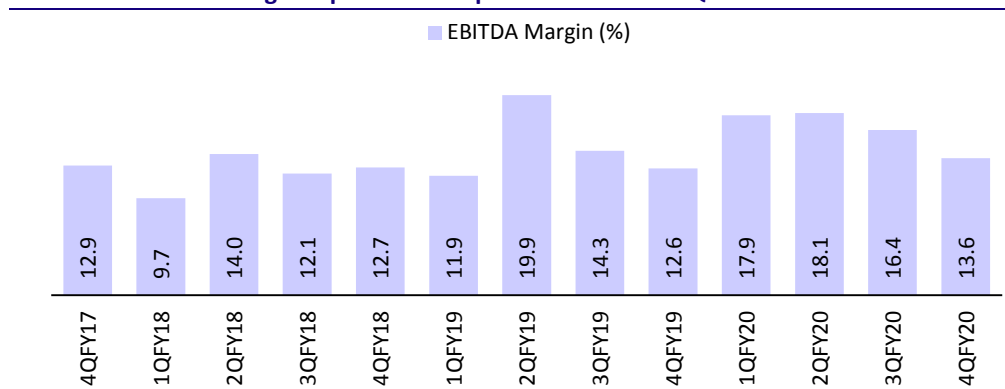
- **Reported gross margin contracted by 430bp to 42.2%**, primarily due to COGS inflation as well as the dilutive impact of the last tranche of bulk Scotch sales. Underlying gross margin, excluding the one-off sale of bulk Scotch was 42.9%, down 364bp.
- Despite significant gross margin compression, reported EBITDA margin expanded 100bp YoY to 13.6% (v/s est. 11.9%), primarily delivered through savings in operating costs. As a % of sales, other expenses declined 130bp YoY, staff costs declined 200bp YoY and ad spends declined 200bp YoY.
- Adjusted for one-off impact of bulk Scotch sales and restructuring costs, underlying EBITDA declined 16.2% YoY and underlying EBITDA margin was down 21bp YoY at 13.2%.
- Ad spends were down 33.3% on an absolute basis. The reinvestment rate for the year was 8.1%, net of bulk Scotch sales.
- Reported EBITDA declined 4.3% YoY to INR2.7b (v/s est. INR2.5b).

Exhibit 8: Reported gross margin stood at 42.2%

Source: Company, MOFSL

Exhibit 9: Advertising expenses were down in 4QFY20 (-200bp YoY to 6% of sales; down 33.3% YoY on absolute basis)

Source: Company, MOFSL

Exhibit 10: EBITDA margin expanded 100bp YoY to 13.6% in 4QFY20

Source: Company, MOFSL

Valuation and view

Diageo gaining control has led to a dramatic turnaround since FY15

- **Weak revenue growth but strong profitability improvement:** Over FY15-20, while sales CAGR stood at 2.7%, EBITDA CAGR was strong at 17.8% and PBT/PAT CAGR even more impressive at 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 revenues has jumped from 40% in FY15 to ~68% in FY20. However, the overall pace of sales growth was lower than expected.
- **Mix improvement led to sharp margin expansion:** Reorganization of the portfolio toward the more profitable P&A segment led to EBITDA margin expanding from 9.1% in FY14 to 16.6% in FY20.
- **Continuous efforts on cost reduction and improving efficiencies:** Working capital reduction, sale of non-core assets, limited capex and improved profitability led to net debt declining and interest costs reducing by ~60% during FY15-20E, driving the largest chunk of PBT growth over the past five years.

Multiple headwinds led by COVID-19 make us cautious on UNSP

- As highlighted [in our alcohol sector downgrade](#) report in May'20, outlook on earnings growth is weak for alcohol companies, leading to a significant slowdown in earnings growth (from >30% growth in the 5 years ending FY20). Weak results have led to further EPS cuts of 6.4%/4.0% for FY21/FY22E.
- Impact of extremely sharp excise increases across states would only exacerbate the pressure on FY21 profitability. Further, we believe profitability is already sharply impacted by (a) the absence of any sales until 3rd May, and (b) absence of sales from on-trade channel (20-25% of sales), which is expected to last for a significantly large part of the year after the latest MHA guidelines.
- In capital intensive businesses like UNSP, earnings setback leads to sharper deterioration in RoEs compared to staples' companies with low capital intensity. RoE for FY21/FY22E is likely to be well below the 20% range witnessed over the past four years.
- Our DCF-based TP leads to an 8% downside to CMP (effective target multiple of 41x Mar'22E EPS). Maintain **Neutral**.

Exhibit 11: There is 6.4%/4% cut in our PAT forecasts for FY21/22E

INR Mn	New		Old		% Change	
	FY21E	FY22E	FY21E	FY22E	FY21E	FY22E
Total Income	74,534	91,483	74,534	91,483	0.0%	0.0%
EBITDA	10,405	15,644	10,405	15,644	0.0%	0.0%
Adjusted PAT	5,175	9,591	5,532	9,993	-6.4%	-4.0%

Source: Company, MOFSL

Exhibit 12: DCF derived price target of INR801 implying 22% upside

INR m	2020
Total Revenue	90,909
EBITDA	15,081
Other income	455
Tax	-3,445
WC change	-2,361
Capex	-1,978
FCF	7,752
PV of each FCF	7,752
Sum of PV of FCF	248,018
Terminal value	1,217,666
PV of terminal value	171,625
EV	419,643
Net debt	25,237
Equity value	394,406
No of shares	727
Per share value	543

Source: Company, MOFSL

Financials and valuations

Income Statement						(INR M)	
Y/E March	2016	2017	2018	2019	2020	2021E	2022E
Total Revenue	82,482	85,476	81,701	89,806	90,909	74,534	91,483
Change (%)	3.7	3.6	-4.4	9.9	1.2	-18.0	22.7
Gross Profit	34,076	36,632	39,725	43,857	40,689	34,658	43,912
Margin (%)	41.3	42.9	48.6	48.8	44.8	46.5	48.0
Other Expenditure	-25,212	-26,922	-29,446	-30,983	-25,608	-24,254	-28,268
EBITDA	8,864	9,710	10,279	12,874	15,081	10,405	15,644
Change (%)	33.2	9.5	5.9	25.2	17.1	-31.0	50.3
Margin (%)	10.7	11.4	12.6	14.3	16.6	14.0	17.1
Depreciation	-1,017	-1,323	-1,351	-1,445	-2,275	-2,298	-2,596
Int. and Fin. Charges	-4,469	-3,690	-2,675	-2,200	-1,907	-1,716	-858
Other Income	1,057	1,111	1,080	952	455	528	633
Profit before Taxes	4,435	5,808	7,333	10,181	11,354	6,919	12,822
Change (%)	101.3	31.0	26.3	38.8	11.5	-39.1	85.3
Margin (%)	5.4	6.8	9.0	11.3	12.5	9.3	14.0
Tax	2,358	1,923	2,433	3,416	3,445	1,743	3,231
Tax Rate (%)	53.2	33.1	33.2	33.6	30.3	25.2	25.2
Adjusted PAT	2,076	3,884	4,900	6,765	7,909	5,175	9,591
Change (%)	8.1	87.1	26.1	38.1	16.9	-34.6	85.3
Margin (%)	2.5	4.5	6.0	7.5	8.7	6.9	10.5
Non-rec. (Exp)/Income	-858	-2,186	717	-179	-862	0	0
Reported PAT	1,219	1,699	5,617	6,586	7,047	5,175	9,591

Balance Sheet						(INR M)	
Y/E March	2016	2017	2018	2019	2020	2021E	2022E
Share Capital	1,453	1,453	1,453	1,453	1,453	1,453	1,453
Reserves	15,687	17,925	23,585	29,862	36,644	41,819	51,410
Net Worth	17,140	19,378	25,038	31,315	38,097	43,272	52,863
Loans	37,082	40,407	32,505	25,825	15,195	6,695	4,695
Deferred Tax Liabilities	-1,539	-1,241	-856	-1,878	-1,590	-1,590	-1,590
Capital Employed	52,683	58,544	56,687	55,262	51,702	48,377	55,968
Gross Block	17,389	14,091	13,561	16,406	20,746	21,246	22,746
Less: Accum. Depn.	-6,627	-2,219	-3,540	-5,124	-7,399	-9,697	-12,293
Net Fixed Assets	10,762	11,872	10,021	11,282	13,347	11,549	10,453
Capital WIP	2,449	851	980	1,171	1,187	1,187	1,187
Investments	93	3,238	2,775	2,984	2,526	3,326	8,326
Curr. Assets, L&A	67,082	70,763	71,778	69,308	66,895	68,570	77,550
Inventory	18,999	18,538	18,694	18,767	18,361	15,652	19,211
Account Receivables	23,140	29,605	26,998	25,181	22,835	24,504	30,077
Cash and Bank	3,362	523	1,198	588	345	3,309	689
Others	21,581	22,097	24,888	24,772	25,354	25,104	27,573
Curr. Liab. and Prov.	27,703	28,180	28,867	29,483	32,253	36,255	41,547
Account Payables	10,018	11,798	13,935	13,360	11,712	11,360	13,334
Other Liabilities	14,643	13,345	11,490	12,346	16,196	20,115	22,956
Provisions	3,042	3,037	3,442	3,777	4,345	4,780	5,257
Net Current Assets	39,379	42,583	42,911	39,825	34,642	32,315	36,002
Application of Funds	52,683	58,544	56,687	55,262	51,702	48,377	55,968

E: MOFSL Estimates

Financials and valuations

Ratios

Y/E March	2016	2017	2018	2019	2020	2021E	2022E
Basic (INR)							
EPS	2.9	5.3	6.7	9.3	10.9	7.1	13.2
Cash EPS	4.3	7.2	8.6	11.3	14.0	10.3	16.8
BV/Share	23.6	26.7	34.5	43.1	52.4	59.6	72.8
Valuation (x)							
P/E	206.8	110.5	87.6	63.5	54.3	83.0	44.8
Cash P/E	138.8	82.5	68.7	52.3	42.2	57.5	35.2
EV/Sales	1.3	1.3	1.3	1.1	1.0	1.0	0.8
EV/EBITDA	52.2	48.0	44.5	35.1	29.3	41.3	27.2
P/BV	25.1	22.2	17.1	13.7	11.3	9.9	8.1
Return Ratios (%)							
RoE	11.4	21.3	19.6	21.6	20.8	12.0	18.1
RoCE	6.7	11.4	11.6	14.7	17.3	17.8	24.4
RoIC	6.7	11.1	11.3	14.9	18.2	13.8	22.6
Working Capital Ratios							
Asset Turnover (x)	1.6	1.5	1.4	1.6	1.8	1.5	1.6
Leverage Ratio							
Debt/Equity (x)	2.2	2.1	1.3	0.8	0.4	0.2	0.1

Cash Flow Statement

Y/E March	2016	2017	2018	2019	2020	2021E	2022E
(INR M)							
OP/(loss) before Tax	3,155	2,546	8,403	9,914	11,347	6,919	12,822
Int./Div. Received	1,567	-413	205	1,245	-559	-528	-633
Depreciation and Amort.	1,017	1,323	1,351	1,445	2,275	2,298	2,596
Interest Paid	3,990	3,488	1,708	1,775	1,626	1,716	858
Direct Taxes Paid	-1,637	-1,943	-3,898	-8,238	-5,658	-1,743	-3,231
Incr/Decr in WC	-5,826	1,732	1,694	2,434	-2,361	5,292	-6,308
CF from Operations	2,266	6,733	9,463	8,575	6,670	13,953	6,104
(Incr)/Decr in FA	-2,222	-1,509	41	-656	-1,978	-500	-1,500
Free Cash Flow	1,232	5,476	9,621	8,332	6,331	13,981	5,237
(Pur)/Sale of Investments	8,686	111	213	319	0	-800	-5,000
Other investing items	2,140	-2,973	1,174	-142	599	0	0
CF from Invest.	9,792	-4,119	1,545	-66	260	-772	-5,867
Issue of Shares	0	0	0	0	0	0	0
Incr/Decr in Debt	-6,606	-3,325	-7,902	-7,004	-5,572	-8,500	-2,000
Dividend Paid	0	0	0	0	0	0	0
Others	-4,487	-2,128	-2,431	-2,115	-1,601	-1,716	-858
CF from Fin. Activity	-11,093	-5,453	-10,333	-9,119	-7,173	-10,216	-2,858
Incr/Decr of Cash	965	-2,839	675	-610	-243	2,964	-2,621
Add: Opening Balance	2,397	3,362	523	1,198	588	345	3,309
Closing Balance	3,362	523	1,198	588	345	3,309	689

E: MOFSL Estimates

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
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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