

Estimate change



TP change



Rating change



|                       |             |
|-----------------------|-------------|
| Bloomberg             | TEAM IN     |
| Equity Shares (m)     | 17          |
| M.Cap.(INRb)/(USDb)   | 29.5 / 0.4  |
| 52-Week Range (INR)   | 3192 / 1421 |
| 1, 6, 12 Rel. Per (%) | 3/-11/-26   |
| 12M Avg Val (INR M)   | 52          |

## Financials & Valuations (INR b)

| Y/E Mar           | 2020  | 2021E | 2022E |
|-------------------|-------|-------|-------|
| Sales             | 52.0  | 54.6  | 69.5  |
| EBIT Margin (%)   | 1.4   | 1.8   | 1.9   |
| PAT               | 0.8   | 1.2   | 1.4   |
| EPS (INR)         | 48.9  | 67.9  | 83.0  |
| EPS Gr. (%)       | -14.7 | 38.8  | 22.3  |
| BV/Sh. (INR)      | 334.6 | 402.5 | 485.5 |
| <b>Ratios</b>     |       |       |       |
| RoE (%)           | 15.0  | 18.4  | 18.7  |
| RoCE (%)          | 5.8   | 16.3  | 17.3  |
| Payout (%)        | 0.0   | 0.0   | 0.0   |
| <b>Valuations</b> |       |       |       |
| P/E (x)           | 35.2  | 25.4  | 20.7  |
| P/BV (x)          | 5.1   | 4.3   | 3.5   |
| EV/EBITDA (x)     | 31.9  | 21.4  | 15.4  |
| Div Yield (%)     | 0.0   | 0.0   | 0.0   |

## Shareholding pattern (%)

| As On    | Mar-20 | Dec-19 | Mar-19 |
|----------|--------|--------|--------|
| Promoter | 40.0   | 40.0   | 40.8   |
| DII      | 10.5   | 9.3    | 6.2    |
| FII      | 41.0   | 43.1   | 45.2   |
| Others   | 8.5    | 7.6    | 7.8    |

FII Includes depository receipts

**CMP: INR1,728**
**TP: INR2,600 (+51%)**
**Buy**

## Strong headroom for margin expansion

### Sharp moderation in unemployment provides comfort; Reiterate Buy

- Adjusted for one-offs, TEAM's 4QFY20 results were largely in line with estimates. TEAM's outlook toward a potential recovery from 2QFY21 was encouraging. Sharp moderation in urban unemployment over the previous week (~17% v/s 25% during the lockdown) gives us more confidence on its recovery. We expect the current situation to drive conversion of certain otherwise strictly permanent roles to flexi roles.
- Aggressive cost rationalization measures, full-year consolidation of a higher margin entity (IMSI), and shift in mix toward apprentices provides strong headroom for margin expansion during FY21E (50bp/40bp v/s reported/adjusted EBIT margins in FY20).
- For FY21-22E, we upgrade our EPS estimate by 15% and expect ~31% PAT CAGR. Our DCF-based TP of INR 2,600 implies 32x FY22E EPS. Reiterate **Buy**.

### Operationally in line results, adjusted for one-offs

- In 4QFY20, TEAM's revenue/adj. EBIT/adj. PAT grew 14%/-23%/-26% YoY (v/s est. 16%/-19%/-14% YoY). For FY20, revenue / adj. EBIT / adj. PAT grew 17%/-13%/-15% YoY.
- On an organic basis, revenue increased ~13% YoY. Including inorganic contribution from the IMSI, overall revenue growth stood at ~14.3% YoY.
- Across segments, General Staffing grew ~13% YoY and Specialized Staffing reported ~16% YoY (organic) growth. Including contribution from IMSI, Specialized Staffing reported ~34% YoY growth.
- Associate count in General Staffing segment witnessed a drop of ~6k QoQ.
- However, margins in General Staffing and Specialized Staffing segments remained stable, which is encouraging.
- There were one-off items in the reported financials: (a) P&L provision in specialized staffing and other HR services (INR62m), (b) provision write-back from the previous quarters in other HR services (INR45m), (c) MAT credit write-off (INR496m), as the company is moving to the new tax regime, and (d) 80JAA driven quarterly tax aberrations. Adjusted for these one-offs, reported results were largely in line with our estimates.
- Key operational metrics like RPAPM (INR748 v/s INR751 in 3Q), productivity (264 v/s 266 in 3QFY20) and share of funded clients (14%) remained stable.

### Highlights from management commentary

- Management expects ~15-20% headcount reduction in the general staffing segment in 1QFY21. We currently factor in ~5% headcount decline for FY21.
- Stable demand environment is seen in IT and Telecom staffing segments.
- The company expects phased recovery across verticals starting from 2QFY21. Recovery in some verticals like logistics and manufacturing is expected to take longer (over 2HFY21).
- TEAM has reduced its core employee base by ~150. Management hinted at scope for further rationalization of ~300 employees, translating into cost savings of INR10-15m per month.

Sudheer Guntupalli – Research analyst (Sudheer.Guntupalli@MotilalOswal.com); +91 22 6129 1530

Research analyst: Mohit Sharma (Mohit.Sharma@MotilalOswal.com); +91226129 1531/ Heenal Gada (Heenal.Gada@MotilalOswal.com); +91225036 2654

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- Buoyed by this cost savings and other cost rationalization initiatives, management expects EBIT margins to recover to 1.9% in FY21. We are currently building in 1.8% EBIT margin for the year.
- TDS receivable (amounting to ~INR400m) is expected to get released to the company over the next two months, thereby strengthening its cash position.

#### Valuation and view – Uncertainty declines meaningfully!

- As the economy prepares for a phased re-opening and given that clients have already incurred the bench cost of associates for the previous two months, it is unlikely that TEAM would see a sharp spike in demobilization requests (May-Jul'20).
- The propensity of enterprises to dodge supply-side disruption risk would be another key tailwind – (a) an increase in the pipeline of open positions in some verticals (NBFCs/Cards and Ecommerce), and (b) a rise in sales, logistics, collection agents, and customer service role requirements in a post-lockdown economy, which should drive resilience.
- Additionally, the current situation should also drive the conversion of certain otherwise strictly permanent roles to flexi roles.
- Significant pull-back in urban unemployment rate over the previous week (~17% v/s 25% during lockdown; Source – CMIE) gives us further comfort.
- As the government looks forward to liberalizing and formalizing the labor markets, TEAM should be among the biggest direct beneficiaries.
- We upgrade our EPS estimate for FY21-22E by 15%, given the positive commentary around (a) recovery, and (b) EBIT margin expansion. Our DCF based TP of INR2,600 implies 32x FY22E EPS. Reiterate **Buy**.

#### Consolidated Quarterly Performance

| Consolidated Quarterly Performance |        |        |        |        |        |        |        |        |        |        |        | (INR m)  |
|------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|
|                                    | FY19   |        |        |        | FY20   |        |        |        | FY19   | FY20   | Est.   | Var.     |
|                                    | 1Q     | 2Q     | 3Q     | 4Q     | 1Q     | 2Q     | 3Q     | 4Q     |        |        | 4QFY20 | (% / bp) |
| Revenue                            | 10,213 | 10,907 | 11,722 | 11,634 | 12,512 | 12,678 | 13,514 | 13,303 | 44,476 | 52,007 | 13,495 | -1%      |
| YoY Change (%)                     | 19.7%  | 24.6%  | 28%    | 19.0%  | 22.5%  | 16%    | 15%    | 14.3%  | 23%    | 17%    | 16.0%  |          |
| Total income from operations       | 10,213 | 10,907 | 11,722 | 11,634 | 12,512 | 12,678 | 13,514 | 13,303 | 44,476 | 52,007 | 13,495 | -1%      |
| YoY Change (%)                     | 19.7%  | 24.6%  | 27.7%  | 19.0%  | 22.5%  | 16.2%  | 15.3%  | 14.3%  | 22.7%  | 16.9%  | 16.0%  | -165bQ   |
| Total Expenditure                  | 10,012 | 10,666 | 11,477 | 11,377 | 12,281 | 12,433 | 13,239 | 13,104 | 43,531 | 51,056 | 13,230 | -1%      |
| Reported EBITDA                    | 202    | 240    | 245    | 257    | 232    | 245    | 275    | 199    | 945    | 951    | 265    | -25%     |
| Margins (%)                        | 2.0%   | 2.2%   | 2.1%   | 2.2%   | 1.9%   | 1.9%   | 2.0%   | 1.5%   | 2.1%   | 1.8%   | 2.0%   | -46bQ    |
| Adj. EBITDA                        | 202    | 240    | 245    | 257    | 232    | 245    | 275    | 261    | 945    | 1,013  | 265    | -1%      |
| Margins (%)                        | 2.0%   | 2.2%   | 2.1%   | 2.2%   | 1.9%   | 1.9%   | 2.0%   | 2.0%   | 2.1%   | 1.9%   | 2.0%   | 0bQ      |
| Depreciation                       | 27     | 29     | 25     | 25     | 61     | 66     | 76     | 83     | 105    | 286    | 76     |          |
| Reported EBIT                      | 175    | 211    | 220    | 232    | 171    | 179    | 199    | 116    | 839    | 665    | 189    | -38%     |
| Margins (%)                        | 1.7%   | 1.9%   | 1.9%   | 2.0%   | 1.4%   | 1.4%   | 1.5%   | 0.9%   | 1.9%   | 1.3%   | 1.4%   | -52bQ    |
| Adj. EBIT                          | 175    | 211    | 220    | 232    | 171    | 179    | 199    | 178    | 839    | 727    | 189    | -5%      |
| Margins (%)                        | 1.7%   | 1.9%   | 1.9%   | 2.0%   | 1.4%   | 1.4%   | 1.5%   | 1.3%   | 1.9%   | 1.4%   | 1.4%   | -6bQ     |
| Interest                           | 11     | 14     | 13     | 14     | 28     | 29     | 29     | 37     | 52     | 123    | 29     | 27%      |
| Other Income                       | 52     | 40     | 36     | 52     | 35     | 54     | 73     | 147    | 181    | 308    | 70     | 110%     |
| PBT before EO expense              | 217    | 238    | 243    | 270    | 178    | 204    | 243    | 227    | 968    | 851    | 230    | -1%      |
| Share of profit from associate     | -1     | -1     | 0      | -2     | -5     | -9     | -4     | -3     | -4     | -21    | -5     | 0        |
| Reported PBT                       | 216    | 237    | 244    | 268    | 173    | 195    | 238    | 224    | 964    | 830    | 225    | 0%       |
| Adj. PBT                           | 216    | 237    | 244    | 268    | 173    | 195    | 238    | 214    | 964    | 820    | 225    | -5%      |
| Tax                                | -3     | -12    | -9     | 8      | -15    | -6     | -16    | 518    | -16    | 480    | 0      |          |
| Rate (%)                           | -1%    | -5%    | -4%    | 3%     | -9%    | -3%    | -7%    | 232%   | -2%    | 58%    | 0%     | 23160bQ  |
| Reported PAT                       | 218    | 249    | 253    | 260    | 188    | 202    | 255    | -294   | 980    | 350    | 225    | -231%    |
| YoY Change (%)                     | 33%    | 43%    | 37%    | 23%    | -14%   | -19%   | 1%     | -213%  | 33%    | -64%   | -14%   | -19940bQ |
| Margins (%)                        | 2.1%   | 2.3%   | 2.2%   | 2.2%   | 1.5%   | 1.6%   | 1.9%   | -2.2%  | 2.2%   | 0.7%   | 1.7%   | -388bQ   |
| Adjusted PAT                       | 218    | 249    | 253    | 260    | 188    | 202    | 255    | 192    | 980    | 836    | 225    | -15%     |
| YoY Change (%)                     | 33%    | 43%    | 37%    | 23%    | -14%   | -19%   | 1%     | -26%   | 33%    | -15%   | -14%   | -1264bQ  |
| Margins (%)                        | 2.1%   | 2.3%   | 2.2%   | 2.2%   | 1.5%   | 1.6%   | 1.9%   | 1.4%   | 2.2%   | 1.6%   | 1.7%   | -22bQ    |

**Key Perfor. Indicators**

| Y/E March                   | FY19     |          |          |          | FY20     |          |          |          | FY19     | FY20     |
|-----------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|                             | 1Q       | 2Q       | 3Q       | 4Q       | 1Q       | 2Q       | 3Q       | 4Q       |          |          |
| Headcount                   |          |          |          |          |          |          |          |          |          |          |
| General staffing associates | 1,37,735 | 1,45,145 | 1,52,693 | 1,54,095 | 1,60,614 | 1,65,029 | 1,67,216 | 1,61,365 | 1,54,095 | 1,61,365 |
| Apprentices                 | 47,493   | 48,725   | 52,525   | 56,169   | 57,292   | 51,341   | 52,388   | 50,620   | 56,169   | 50,620   |
| Specialised staffing        | 6,407    | 6,065    | 6,117    | 5,947    | 6,858    | 6,549    | 8,244    | 8,225    | 5,947    | 8,225    |
| Core Employees              | 1,726    | 1,704    | 1,708    | 1,687    | 1,818    | 2,005    | 2,150    | 2,128    | 1,687    | 2,128    |
| Revenue                     |          |          |          |          |          |          |          |          |          |          |
| General staffing            | 9,161    | 9,773    | 10,617   | 10,565   | 11,306   | 11,392   | 12,161   | 11,954   | 40,115   | 46,813   |
| Specialised staffing        | 750      | 756      | 792      | 794      | 982      | 1,005    | 1,046    | 1,065    | 3,092    | 4,098    |
| Other HR Services           | 303      | 377      | 314      | 275      | 224      | 282      | 306      | 284      | 1,269    | 1,096    |
| Operating Margins           |          |          |          |          |          |          |          |          |          |          |
| General staffing            | 1.6      | 1.8      | 2.0      | 2.3      | 2.0      | 1.8      | 1.6      | 0.0      | 1.9      | 1.9      |
| Specialised staffing        | 7.2      | 7.7      | 6.2      | 6.0      | 6.4      | 6.1      | 7.4      | 0.1      | 6.7      | 6.6      |
| Other HR Services           | 7.4      | 10.1     | 0.3      | 5.5      | (28.3)   | (1.3)    | 1.9      | (0.1)    | 6.0      | (9.2)    |

**Management commentary highlights**

- Management expects ~15-20% headcount reduction in the general staffing segment in 1QFY21. We currently factor in ~5% headcount decline for FY21.
- Stable demand environment is seen in IT and Telecom staffing segments.
- The company expects phased recovery across verticals starting from 2QFY21. Recovery in some verticals like logistics and manufacturing is expected to take longer (over 2HFY21).
- TEAM has reduced its core employee base by ~150. Management hinted at scope for further rationalization of ~300 employees, translating into cost savings of INR10-15m per month.
- Buoyed by this cost savings and other cost rationalization initiatives, management expects EBIT margins to recover to 1.9% in FY21. We are currently building in 1.8% EBIT margin for the year.
- TDS receivable (amounting to ~INR400m) is expected to get released to the company over the next two months, thereby strengthening its cash position.

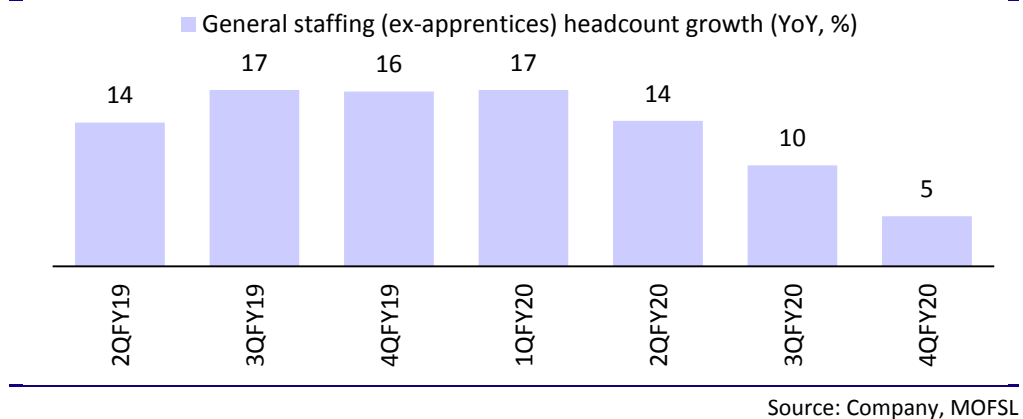
**Operationally in line results; Adjusted for one-offs**

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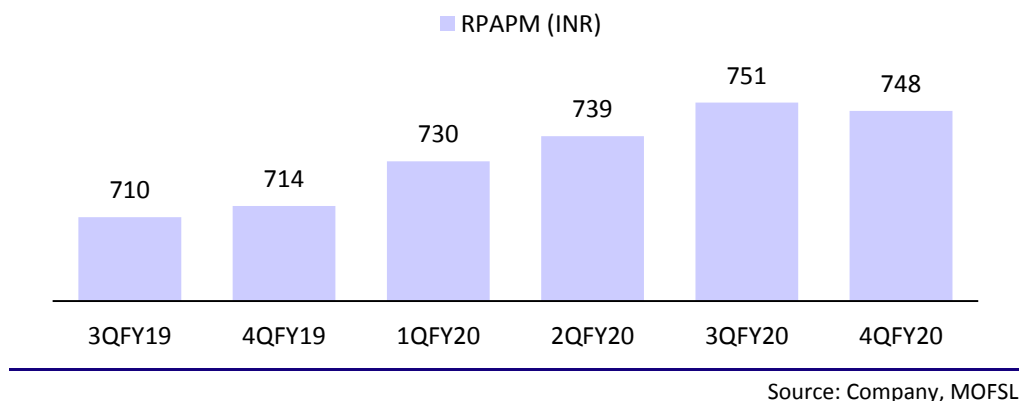
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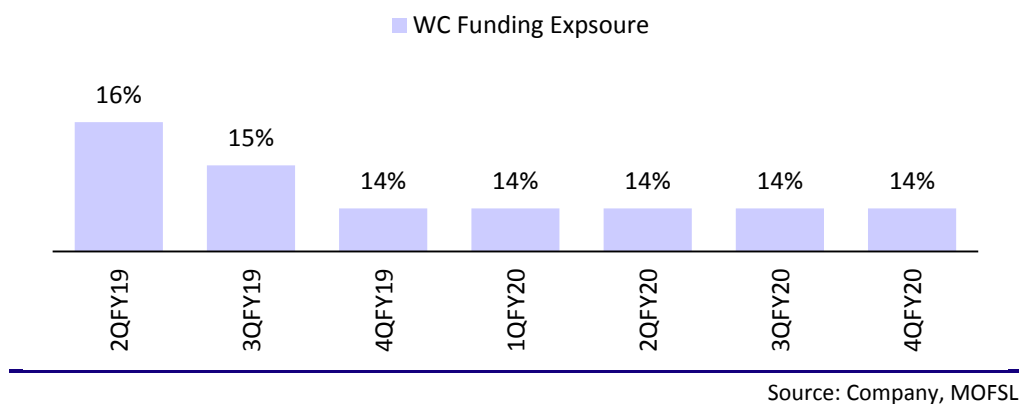
**Exhibit 1: Weak growth in general staffing led by softness in Mar'20 due to COVID-19**

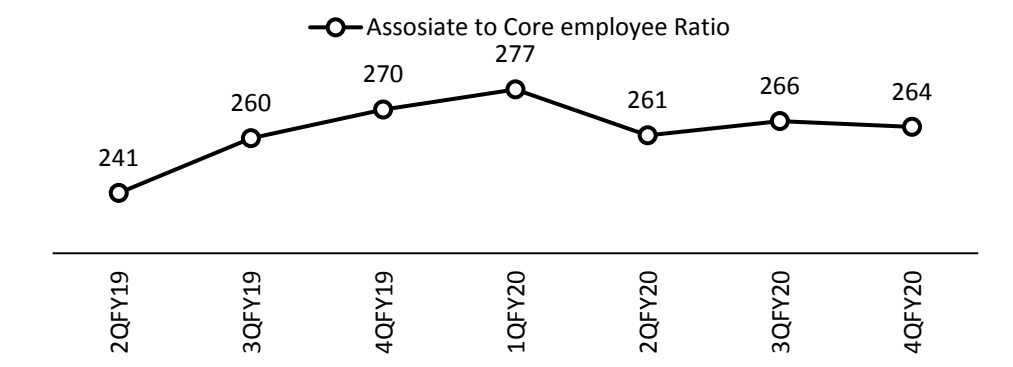


**Exhibit 2: Despite the weakness in headcount addition, realizations are largely stable**



**Exhibit 3: Working capital funding exposure of TEAM remains constant at 14%**



**Exhibit 4: Associate to core ratio remained largely stable**

Source: Company, MOFSL

**Valuation view**

- As the economy prepares for a phased re-opening and given that clients have already incurred the bench cost of associates for the previous two months, it is unlikely that TEAM would see a sharp spike in demobilization requests (May-Jul'20).
- The propensity of enterprises to dodge supply-side disruption risk would be another key tailwind – (a) an increase in the pipeline of open positions in some verticals (NBFCs/Cards and Ecommerce), and (b) a rise in sales, logistics, collection agents, and customer service role requirements in a post-lockdown economy, which should drive resilience.
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- We upgrade our EPS estimate for FY21-22E by 15%, given the positive commentary around (a) recovery, and (b) EBIT margin expansion. Our DCF based TP of INR2,600 implies 32x FY22E EPS. Reiterate **Buy**.

## Financials and valuations

| Income Statement                    |               |               |               |               |               |               |               | (INR m)       |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Y/E March                           | FY15          | FY16          | FY17          | FY18          | FY19          | FY20          | FY21E         | FY22E         |
| <b>Total Income from Operations</b> | <b>20,071</b> | <b>25,049</b> | <b>30,419</b> | <b>36,241</b> | <b>44,476</b> | <b>52,007</b> | <b>54,615</b> | <b>69,464</b> |
| Change (%)                          | 31.2          | 24.8          | 21.4          | 19.1          | 22.7          | 16.9          | 5.0           | 27.2          |
| Employee Benefit Expense            | 19,445        | 24,391        | 29,377        | 34,712        | 41,971        | 49,365        | 51,339        | 65,270        |
| Other Expense                       | 385           | 400           | 599           | 841           | 1,560         | 1,691         | 1,988         | 2,527         |
| <b>Total Expenditure</b>            | <b>19,830</b> | <b>24,791</b> | <b>29,976</b> | <b>35,553</b> | <b>43,531</b> | <b>51,056</b> | <b>53,327</b> | <b>67,797</b> |
| % of Sales                          | 98.8          | 99.0          | 98.5          | 98.1          | 97.9          | 98.2          | 97.6          | 97.6          |
| <b>EBITDA</b>                       | <b>240</b>    | <b>258</b>    | <b>443</b>    | <b>688</b>    | <b>945</b>    | <b>951</b>    | <b>1,288</b>  | <b>1,667</b>  |
| Margin (%)                          | 1.2           | 1.0           | 1.5           | 1.9           | 2.1           | 1.8           | 2.4           | 2.4           |
| Depreciation                        | 27            | 30            | 43            | 92            | 105           | 286           | 288           | 348           |
| <b>EBIT</b>                         | <b>213</b>    | <b>228</b>    | <b>400</b>    | <b>596</b>    | <b>839</b>    | <b>665</b>    | <b>1,000</b>  | <b>1,319</b>  |
| Int. and Finance Charges            | 1             | 4             | 11            | 25            | 52            | 123           | 120           | 120           |
| Other Income                        | 114           | 154           | 224           | 154           | 177           | 288           | 280           | 220           |
| <b>PBT bef. EO Exp.</b>             | <b>326</b>    | <b>378</b>    | <b>613</b>    | <b>725</b>    | <b>964</b>    | <b>830</b>    | <b>1,160</b>  | <b>1,419</b>  |
| EO Items                            | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| <b>PBT</b>                          | <b>326</b>    | <b>378</b>    | <b>613</b>    | <b>725</b>    | <b>964</b>    | <b>830</b>    | <b>1,160</b>  | <b>1,419</b>  |
| Total Tax                           | 18            | 130           | -50           | -9            | -16           | 480           | 0             | 0             |
| Tax Rate (%)                        | 5.5           | 34.4          | -8.2          | -1.3          | -1.7          | 57.8          | 0.0           | 0.0           |
| Minority Interest                   | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| <b>Reported PAT</b>                 | <b>308</b>    | <b>248</b>    | <b>663</b>    | <b>735</b>    | <b>980</b>    | <b>350</b>    | <b>1,160</b>  | <b>1,419</b>  |
| <b>Adjusted PAT</b>                 | <b>308</b>    | <b>248</b>    | <b>663</b>    | <b>735</b>    | <b>980</b>    | <b>836</b>    | <b>1,160</b>  | <b>1,419</b>  |
| Change (%)                          | 73.2          | -19.4         | 167.5         | 10.7          | 33.4          | -14.7         | 38.8          | 22.3          |
| Margin (%)                          | 1.5           | 1.0           | 2.2           | 2.0           | 2.2           | 1.6           | 2.1           | 2.0           |

| Balance Sheet                       |              |              |              |              |              |              |               | (INR m)       |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|
| Y/E March                           | FY15         | FY16         | FY17         | FY18         | FY19         | FY20         | FY21E         | FY22E         |
| Equity Share Capital                | 5            | 171          | 171          | 171          | 171          | 171          | 171           | 171           |
| Total Reserves                      | 1,480        | 2,945        | 3,640        | 4,246        | 5,220        | 5,550        | 6,710         | 8,129         |
| <b>Net Worth</b>                    | <b>1,485</b> | <b>3,116</b> | <b>3,811</b> | <b>4,417</b> | <b>5,391</b> | <b>5,721</b> | <b>6,881</b>  | <b>8,300</b>  |
| Total Loans                         | 228          | 526          | 435          | 559          | 767          | 1,854        | 1,280         | 1,342         |
| <b>Capital Employed</b>             | <b>1,713</b> | <b>3,642</b> | <b>4,247</b> | <b>4,976</b> | <b>6,158</b> | <b>7,575</b> | <b>8,161</b>  | <b>9,642</b>  |
| <b>Net Fixed Assets</b>             | <b>95</b>    | <b>111</b>   | <b>1,029</b> | <b>1,378</b> | <b>1,578</b> | <b>2,360</b> | <b>1,361</b>  | <b>1,361</b>  |
| <b>Total Investments</b>            | <b>0</b>     | <b>0</b>     | <b>103</b>   | <b>593</b>   | <b>414</b>   | <b>253</b>   | <b>253</b>    | <b>253</b>    |
| <b>Curr. Assets, Loans&amp;Adv.</b> | <b>3,354</b> | <b>5,629</b> | <b>5,641</b> | <b>6,491</b> | <b>8,251</b> | <b>9,795</b> | <b>12,153</b> | <b>15,164</b> |
| Inventory                           | 2            | 2            | 2            | 0            | 0            | 0            | 3             | 4             |
| Account Receivables                 | 805          | 1,205        | 1,872        | 2,235        | 2,643        | 2,959        | 3,441         | 3,997         |
| Cash and Bank Balance               | 1,147        | 2,590        | 1,593        | 1,424        | 1,230        | 970          | 3,183         | 5,163         |
| Loans and Advances                  | 1,400        | 1,832        | 2,174        | 2,832        | 4,377        | 5,866        | 5,526         | 6,001         |
| <b>Curr. Liability &amp; Prov.</b>  | <b>1,792</b> | <b>2,144</b> | <b>2,677</b> | <b>3,885</b> | <b>4,737</b> | <b>4,977</b> | <b>5,751</b>  | <b>7,280</b>  |
| Other Current Liabilities           | 1,702        | 2,051        | 2,525        | 3,661        | 4,347        | 4,490        | 5,517         | 7,017         |
| Provisions                          | 90           | 93           | 152          | 224          | 391          | 487          | 234           | 263           |
| <b>Net Current Assets</b>           | <b>1,562</b> | <b>3,485</b> | <b>2,964</b> | <b>2,606</b> | <b>3,513</b> | <b>4,818</b> | <b>6,403</b>  | <b>7,884</b>  |
| Deferred Tax assets                 | 56           | 45           | 149          | 399          | 653          | 144          | 144           | 144           |
| <b>Appl. of Funds</b>               | <b>1,713</b> | <b>3,642</b> | <b>4,247</b> | <b>4,976</b> | <b>6,158</b> | <b>7,575</b> | <b>8,161</b>  | <b>9,642</b>  |

## Financials and valuations

### Ratios

| Y/E March                     | FY15        | FY16        | FY17        | FY18        | FY19        | FY20        | FY21E       | FY22E       |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Basic (INR)</b>            |             |             |             |             |             |             |             |             |
| <b>EPS</b>                    | <b>18.0</b> | <b>14.5</b> | <b>38.8</b> | <b>43.0</b> | <b>57.3</b> | <b>48.9</b> | <b>67.9</b> | <b>83.0</b> |
| Cash EPS                      | 19.6        | 16.3        | 41.3        | 48.3        | 63.5        | 65.6        | 84.7        | 103.4       |
| BV/Share                      | 86.9        | 182.2       | 222.9       | 258.3       | 315.3       | 334.6       | 402.5       | 485.5       |
| DPS                           | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         |
| Payout (%)                    | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         |
| <b>Valuation (x)</b>          |             |             |             |             |             |             |             |             |
| P/E                           | 95.6        | 118.7       | 44.4        | 40.1        | 30.0        | 35.2        | 25.4        | 20.7        |
| Cash P/E                      | 87.9        | 105.9       | 41.7        | 35.6        | 27.1        | 26.2        | 20.3        | 16.7        |
| P/BV                          | 19.8        | 9.4         | 7.7         | 6.7         | 5.5         | 5.1         | 4.3         | 3.5         |
| EV/Sales                      | 1.4         | 1.1         | 0.9         | 0.8         | 0.7         | 0.6         | 0.5         | 0.4         |
| EV/EBITDA                     | 118.6       | 106.2       | 63.8        | 41.5        | 30.7        | 31.9        | 21.4        | 15.4        |
| FCF per share                 | 17.8        | -8.9        | 18.3        | 69.5        | 11.5        | -25.0       | 91.5        | 136.1       |
| <b>Return Ratios (%)</b>      |             |             |             |             |             |             |             |             |
| RoE                           | 23.0        | 10.8        | 19.2        | 17.9        | 20.0        | 15.0        | 18.4        | 18.7        |
| RoCE                          | 20.0        | 9.4         | 17.1        | 16.5        | 18.6        | 5.8         | 16.3        | 17.3        |
| RoIC                          | 36.5        | 18.5        | 24.0        | 21.9        | 22.8        | 5.2         | 18.1        | 29.5        |
| <b>Working Capital Ratios</b> |             |             |             |             |             |             |             |             |
| Asset Turnover (x)            | 11.7        | 6.9         | 7.2         | 7.3         | 7.2         | 6.9         | 6.7         | 7.2         |
| Debtor (Days)                 | 15          | 18          | 22          | 23          | 22          | 21          | 23          | 21          |
| <b>Leverage Ratio (x)</b>     |             |             |             |             |             |             |             |             |
| Current Ratio                 | 1.9         | 2.6         | 2.1         | 1.7         | 1.7         | 2.0         | 2.1         | 2.1         |
| Interest Cover Ratio          | 153.5       | 58.1        | 36.5        | 24.2        | 16.1        | 5.4         | 8.3         | 11.0        |
| Net Debt/Equity               | -0.6        | -0.7        | -0.3        | -0.3        | -0.2        | 0.1         | -0.3        | -0.5        |

### Cash Flow Statement

(INR m)

| Y/E March                        | FY15        | FY16          | FY17        | FY18         | FY19         | FY20         | FY21E        | FY22E        |
|----------------------------------|-------------|---------------|-------------|--------------|--------------|--------------|--------------|--------------|
| OP/(Loss) before Tax             | 316         | 378           | 613         | 725          | 964          | 830          | 1,160        | 1,419        |
| Depreciation                     | 27          | 30            | 43          | 92           | 105          | 286          | 288          | 348          |
| Interest & Finance Charges       | -65         | -99           | -114        | 132          | 128          | 186          | 180          | 120          |
| Direct Taxes Paid                | 17          | -265          | -191        | 9            | 16           | -480         | 0            | 0            |
| (Inc)/Dec in WC                  | 48          | -150          | -19         | 252          | -927         | -1,134       | 54           | 561          |
| <b>CF from Operations</b>        | <b>343</b>  | <b>-105</b>   | <b>332</b>  | <b>1,210</b> | <b>287</b>   | <b>-313</b>  | <b>1,682</b> | <b>2,448</b> |
| Others                           | 0           | 0             | 0           | 0            | 0            | 0            | 0            | 0            |
| <b>CF from Operating incl EO</b> | <b>343</b>  | <b>-105</b>   | <b>332</b>  | <b>1,210</b> | <b>287</b>   | <b>-313</b>  | <b>1,682</b> | <b>2,448</b> |
| (Inc)/Dec in FA                  | -38         | -47           | -18         | -22          | -91          | -115         | -118         | -122         |
| <b>Free Cash Flow</b>            | <b>305</b>  | <b>-152</b>   | <b>314</b>  | <b>1,188</b> | <b>196</b>   | <b>-428</b>  | <b>1,564</b> | <b>2,326</b> |
| (Pur)/Sale of Investments        | -186        | -1,192        | -202        | 0            | 0            | 0            | 0            | 0            |
| Others                           | -20         | 52            | 51          | 0            | 0            | 0            | 0            | 0            |
| <b>CF from Investments</b>       | <b>-244</b> | <b>-1,187</b> | <b>-169</b> | <b>-22</b>   | <b>-91</b>   | <b>-115</b>  | <b>-118</b>  | <b>-122</b>  |
| Issue of Shares                  | 0           | 1,380         | -2          | 0            | 0            | 0            | 0            | 0            |
| Inc/(Dec) in Debt                | -8          | 194           | -399        | 62           | 33           | 656          | 0            | 0            |
| Interest Paid                    | -1          | -4            | -11         | 0            | 0            | 0            | 0            | 0            |
| <b>CF from Fin. Activity</b>     | <b>-10</b>  | <b>1,569</b>  | <b>-412</b> | <b>62</b>    | <b>33</b>    | <b>656</b>   | <b>0</b>     | <b>0</b>     |
| <b>Inc/Dec of Cash</b>           | <b>89</b>   | <b>277</b>    | <b>-249</b> | <b>1,250</b> | <b>230</b>   | <b>229</b>   | <b>1,564</b> | <b>2,326</b> |
| Opening Balance                  | 129         | 218           | 496         | 1,593        | 1,424        | 1,230        | 970          | 3,183        |
| <b>Closing Balance</b>           | <b>218</b>  | <b>496</b>    | <b>247</b>  | <b>2,843</b> | <b>1,654</b> | <b>1,459</b> | <b>2,534</b> | <b>5,509</b> |

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

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