

# **Aditya Birla Fashion**

SSE SENSEX 34,911 S&P CNX 10,311 CMP: INR133 TP: INR180 (+34%)

Buy

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#### Stock Info

Bloomberg	ABFRL IN
Equity Shares (m)	772
M.Cap.(INRb)/(USDb)	103 / 1.4
52-Week Range (INR)	285 / 97
1, 6, 12 Rel. Per (%)	6/-27/-26
12M Avg Val (INR M)	176
Free float (%)	40.9

#### Financials Snapshot (INR b)

Y/E March	FY20	FY21E	FY22E
Sales	87.4	75.8	93.7
EBITDA	4.7	1.7	6.3
Adj. PAT	0.6	-3.3	1.0
EBITDA Margin (%)	5.3	2.3	6.7
Adj. EPS (INR)	0.7	-4.3	1.3
EPS Gr. (%)	-56.7	NM	NM
BV/Sh. (INR)	14.0	9.7	11.0
Ratios			
Net D:E	4.4	6.9	5.8
RoE (%)	4.4	NM	12.6
RoCE (%)	NM	NM	5.2
Payout (%)	0.0	0.0	0.0
Valuations			
P/E (x)	188.2	NM	102.4
EV/EBITDA (x)	33.0	90.6	24.3
EV/Sales (x)	1.8	2.1	1.6
Div. Yield (%)	0.0	0.0	0.0
FCF Yield (%)	1.3	NM	3.0

#### Shareholding pattern (%)

As On	Mar-20	Dec-19	Mar-19
Promoter	59.1	59.1	59.1
DII	21.9	21.1	18.3
FII	9.0	9.7	9.8
Others	10.0	10.1	12.8

# FII Includes depository receipts Stock Performance (1-year)



### On steady ground

Leverage key concern, but strong parentage to help

### ABFRL stock under pressure

As the COVID-19 led lockdown is gradually lifted, retail stocks (in line with overall market) seem to be in a rebound mode. Yet, the ABFRL stock is down 53% (decline much higher than other retailers) from its peak in Feb'20, which could largely be pinned on its high leverage. We believe this significant correction provides a strong entry opportunity in the ABFRL stock as the company has (a) healthy cost cutting initiatives, (b) manageable leverage, (c) consistent execution capability, and (d) strong parentage. These factors give us confidence that ABFRL would emerge much stronger from the current crisis and win market share from smaller unorganized players.

#### How much cost reduction is achievable?

Our broad workings indicate that at revenue of INR60b, ABFRL would reach EBITDA break-even on the back of 50% gross margin and 25% reduction in existing operating cost of IN40b in FY21. Thus, any incremental revenue could contribute to profitability. We estimate monthly cash-burn of ~INR1.5-1.8b during the lockdown (for rent and employee cost), while post lockdown it could be ~INR3.4b. Our expectation of ~20-25% operating cost reduction is achievable as (a) rental cost negotiations with landlords are on with good success, especially as some high street properties have already granted rental waivers for the lockdown period and lowered rent for FY21, (b) employee cost could be reduced across the front end, factory and head office with savings from variable pay, repositioning of employees to other verticals and some natural churn, (c) SG&A may see >25% savings coming from multiple discretionary and non-core variable costs, including traveling, training, etc. Yet, we have factored in 11% decrease, offering room for an upside (refer exhibits 2, 3, 4).

#### How much hit is expected on FY21 Balance Sheet?

In FY21, the impact on balance sheet could come from two sources – cash-burn and increasing working capital (WC). We expect net debt in FY21 to reach INR19b (v/s INR25b in FY20), on the back of INR10b rights issue, partly offset by WC and maintenance capex of ~INR2-3b. EBITDA may achieve break-even despite the sharp decline in revenue. On FY22E normalized EBITDA of INR6.3b (cut by 39% due to the COVID-19 impact), it works out to 2.7x Net Debt/EBITDA. We believe that net debt would peak to ~INR30b in 1QFY21, with INR1.5-1.8b monthly cashburn and no material WC increase due to the lockdown. From 2QFY21, the cashburn should reduce and turn into a source of cash flow 2HFY21 onwards. On the other hand, working capital could see minimal rise from an already large inventory increase of INR536m to INR8.4b in FY21E.

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#### Revenue to drop in FY21, but to normalize in FY22E (earnings revision)

Clearly, FY21 is a year of cash savings. We have cut FY21 revenue/EBITDA by 27%/80% (pre COVID-19 era), factoring in 13%/63% decline in FY21. However, once markets reach a point of stability in ~9 months, ABFRL should benefit from its (a) healthy cost cutting initiatives, (b) manageable leverage, (c) consistent execution capability, and (d) strong parentage, which should allow it to gain market share. We expect FY22E revenue growth of 24%, deriving EBITDA of INR6.3b (v/s INR4.6b in FY19) and EBITDA margin of 6.7% (similar to FY19 EBITDA margin of 6.8%). Note that ABFRL's FY22E EBITDA margin (pre COVID-19 period) was expected much higher earlier at 8.8% (EBITDA cut of 39%). While we believe ABFRL's real potential is much higher, comparatively our FY22E numbers are conservative to that extent.

#### Unmatched scale; strong execution capability

ABFRL's leverage remains a key concern as can be gauged from its valuation discount v/s peers like Trent (ABFRL's trades at 24x of FY22E EV/EBITDA v/s Trent's 42x). However, it is not strictly comparable as it does not factor in the valuation of ABFRL's loss-making new ventures and Trent's JV – Zara and Star Bazaar. Further, we believe that the company's consistent execution capability and best-inclass parentage is usually overlooked. ABFRL is the largest independent apparel player with the highest number of brands in India, which speaks volumes for its execution capability. The company has also consistently improved its earnings graph with revenue/EBITDA CAGR of 37%/75% over FY14-19. If the dented FY20 growth is taken into consideration, then revenue/EBITDA CAGR would stand at 32%/55% over FY14-20.

During FY14-20, Pantaloons continued its EBITDA margin improvement from 2% to 6%. Losses from new verticals have remained a concern but its share in total EBITDA is consistently reducing. New growth engines – Innerwear and ethnic wear – may offer good growth opportunities for the future. On the other hand, ABFRL's strong parentage should comfortably manage its net debt of INR25b (FY20). The rights issue will also partly address the debt concerns, along with net PBT benefit of 74% and net EPS benefit of 67% post the equity dilution impact in FY22E.

#### Valuation and view

Clearly, earnings should take another 3-6 months (around the festive season) to show some traction, hence the ABFRL stock may offer limited upside in the near term. However, it trades at FY22E EV/EBITDA multiple of 24x, which is at ~15% discount to its 3-year average multiple of 29x (until Mar'20) and offers good opportunity. Further, 'Unlock 1.0' may also build some optimism for the stock. We have assigned (a) 22x EV/EBITDA on FY22E EBITDA to the Lifestyle segment given its strong brand value and better return profile, (b) 20x EV/EBITDA on FY22E EBITDA to Pantaloons as we believe though there is a strong foundation for future growth, it is yet has to attain scale, improve RoCE and margins, and (c) 1x EV/sales to other businesses, which are still loss-making but have strong potential to grow over time. Thus, we arrive at 30x FY22E implied EV/EBITDA with a TP of INR180. Maintain Buy.

### Significant cost reduction to curb opex

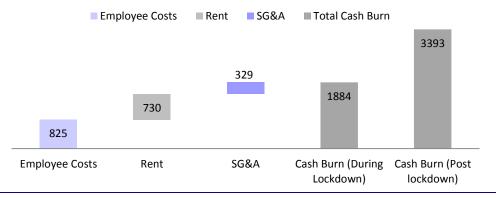
- We have done a scenario analysis (refer exhibit 1) reflecting ABFRL's EBITDA sensitivity to revenues in FY21E. We have considered three cases with corresponding reduction in cost of retailing (i.e. at 25%, 15%, 10% lower costs YoY) over FY20 (as reduction in costs is a factor of revenues lost). Further, we have reduced our gross margins to 50% (v/s stable state gross margins of ~53-54%) to reflect some additional discounts to liquidate the inventory.
- Our analysis, thus, indicates that even with revenue of INR60b, ABFRL would almost reach break-even on EBITDA level with 50% gross margin and 25% reduction in operating cost from IN40b in FY20 to INR36b. If the revenue decline in FY21E is lower at ~14-20%, then the reduction in operating cost too would be lower, thus, having a lower impact on profitability.
- Of the total INR40b operating cost in FY20, nearly 31% was toward rent, 26% toward employee expenses and the rest 43% toward SG&A. During the lockdown, since store/other discretionary costs would be limited, the monthly cash-burn could be restricted to ~INR1.5-1.8b for rent and employee cost. Post lockdown, after including SG&A, monthly operating expenses could stand at ~INR3.4b. Subsequently, we believe that FY21 operating cost could reduce by about 20-25%. Yet, we have factored in ~11% decrease in operating costs, building a lag in cost cutting.

Exhibit 1: EBITDA sensitivity to sales and costs FY21E (INR m)

Scenario Analysis for FY21E	FY20	FY21 Estimated	Scenario 1	Scenario 2	Scenario 3
Revenue	87,425	75,768	60,000	70,000	75,000
YoY growth	13%	-13%	-31%	-20%	-14%
Gross Margins	52%	50%	50%	50%	50%
Gross Profit	45,368	37,871	30,000	35,000	37,500
Reduction in costs over FY20		11%	25%	15%	10%
Employee Cost	10,584	9,698	7,938	8,996	9,526
Rent	12,468	11,580	9,351	10,598	11,222
Other Expenses	17,661	14,873	13,246	15,012	15,895
Total Operating Expenses	40,713	36,151	30,535	34,606	36,642
Monthly cash expense	3,393	3,013	2,545	2,884	3,053
EBITDA	4,655	1,719	(535)	394	858
EBITDA Margins	5%	2%	-1%	1%	1%
YoY growth	18%	-63%	-25%	-15%	-10%

Source: MOFSL, Company

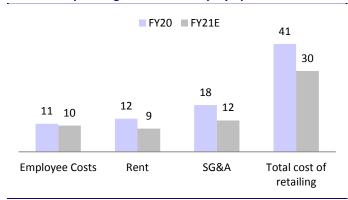
Exhibit 2: Expect ~INR3.4b operating cost per month (post cost-cutting measures in SG&A)

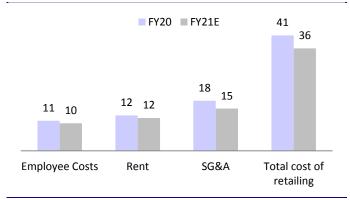


Source: MOFSL, Company

Exhibit 3: Operating costs could drop by up to ~25% YoY...

Exhibit 4: ...but, we have conservatively built in 11% drop in costs





Source: MOFSL, Company Source: MOFSL, Company

#### Leverage should not be a greater worry

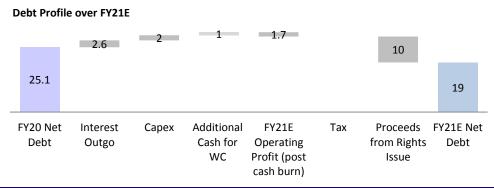
- ABFRL's key concern remains its high net debt, which grew 53% from INR16b in FY19 to INR25b in FY20. This growth was due to losses in the Fast Fashion and other business segments as well as inorganic expansion (ABFRL expanded into niche ethnic/ceremonial wear category by acquiring stakes in brands 'Jaypore' and 'Nikhil & Shantanu'.
- Given the lockdown period in 1QFY21, net debt could further increase to ~INR30b with ~INR1.5-1.8b monthly cash-burn. However, 2QFY21 onwards, the cash-burn could reduce and turn into a source of cash flow from 2HFY21. We expect FY21 EBITDA to remain positive as management is focused on reducing operating costs by nearly 20-25% (in line with the revenue decline). Additionally, in a weak market environment, no fresh capex is expected and even WC may be restricted, leading to limited funding requirements. Store addition intensity should take a breather in FY21; we expect just 100/25 store adds for Lifestyle EBOs/Pantaloons in the year (v/s FY19/20 store adds of 167/273 for Lifestyle EBOs and 33/34 for Pantaloons). We expect capex to be lower at INR2b in FY21E (v/s INR4.7b in FY20).
- Thus, we expect overall net debt (including interest cost and post the rights issue), at INR19b in FY21. This is higher than management's net debt target of INR15b. Management had earlier hinted that funds from the rights issue would be completely utilized to reduce debt.
- On the other hand, ABFRL comes from one of the largest conglomerate business houses. This gives us comfort on management's ability to deleverage, as net debt of INR25b looks insignificant in the overall larger scheme. While this could dilute earnings due to strong operating leverage, the rights issue is likely to be EPS accretive. The rights issue is estimated to result in ~INR1b of interest savings in FY22E. Thus, PBT could jump 74% by ~INR1b over the current forecasted PBT of INR1.4b with EPS benefit of 67% post the dilution impact in FY22E. Once EBITDA stabilizes in FY22E, its net debt-EBITDA could decline to 2.7x with FY22 FBITDA estimated at INR6.3b.

**Exhibit 5: Rights issue impact on FY22E PBT and EPS** 

Particulars	Amount in INR m
Issue Size	10,000
Current Market Price (INR)	133
Discount (%)	15%
Issue Price	115
Number of shares issued (m)	87.1
Current shares outstanding (m)	774.0
Post Issue Shares outstanding (m)	861.1
Dilution (%)	10%
Interest saving	1,000
PBT in FY22E	1,351
Incremental PBT in FY22E	74%
EPS in FY22E (INR)	1.3
EPS enhancement in FY22E (INR)	0.9
Incremental EPS in FY22E (INR)	67%

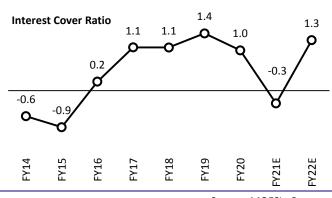
Source: MOFSL, Company

Exhibit 6: Debt estimated at INR19b over FY21, aided by rights issue (INR b)



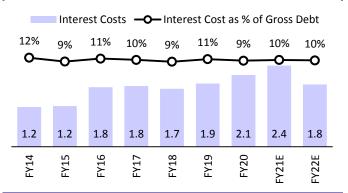
Source: MOFSL, Company

Exhibit 7: Interest coverage ratio to be stable at ~1.3x...



Source: MOFSL, Company

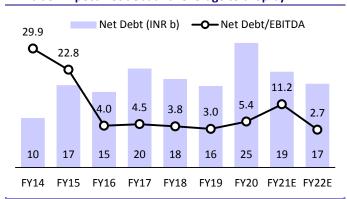
Exhibit 8: ...and interest cost to drop in FY22E



Source: MOFSL, Company

Exhibit 9: Expect Net debt and leverage to drop by FY22E

#### Exhibit 10: Net debt/EBITDA to remain comfortable at 2.7x



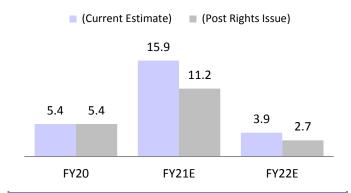


Exhibit 11: Savings in interest cost to boost FY22E PBT by 74%

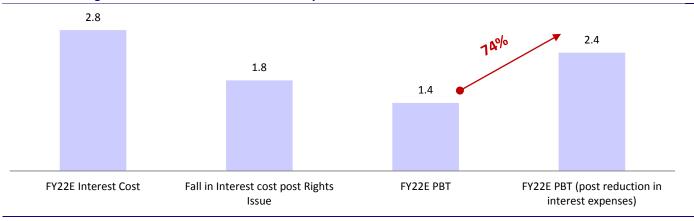
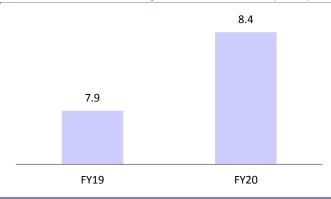


Exhibit 12: Rise in inventory due to store closure (INR b)

Exhibit 13: Expect capex to moderate over FY21-22E...



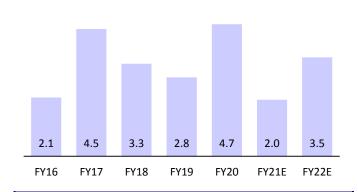
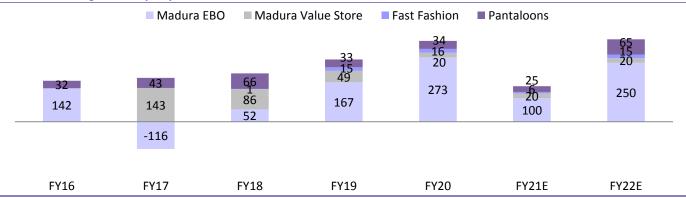


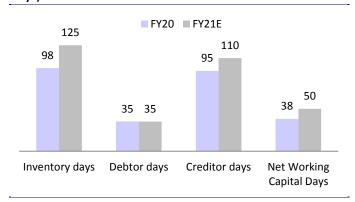
Exhibit 14: ...along with drop in pace of store adds

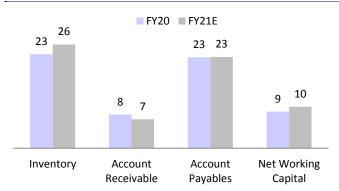


Source: MOFSL, Company

Exhibit 15: Working capital cycle to expand in FY21E (in days)

Exhibit 16: Net WC requirement to rise by ~INR1b in FY21E (INR b)





Source: MOFSL, Company

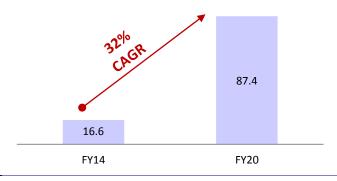
Source: MOFSL, Company

### Strong execution across business segments

- ABFRL has (a) consistent execution, and (b) best-in-class parentage (Aditya Birla Group). The company is the largest independent apparel player with the highest number of brands in India, which speaks volumes for its execution capability. The company has also consistently improved its earnings graph with revenue/EBITDA CAGR of 37%/75% over FY14-19. Considering the dented FY20 growth, revenue/EBITDA CAGR would stand at 32%/55% over FY14-20.
- Pantaloons' (ABFRL acquired from Future Retail) EBITDA margin has improved from 2% in FY14 to 6% in FY20. Its contribution to overall EBITDA has increased from 9% in FY14 to 41% in FY20. This could be attributed to management's focus to (a) build strong private-label brands like *Rangmanch, Annabelle, SF Jeans, Byford*, etc., and (b) optimize the store size, thereby reducing cost overheads. Lifestyle brands too are diversifying with increased focus on women's wear and casual-wear collection (which is expected to gain share from the declining trend in the formal-wear category).
- While losses from new verticals remain a concern, it is expected to reduce on improving efficiency and higher scale. The new Innerwear segment has shown consistent sales growth from ~INR1b in FY18 to INR2.7b in FY20 and is giving tough competition to some prominent names in the Innerwear market. Ethnic wear also offers good growth opportunity.

Exhibit 17: ABFRL delivered 32% sales CAGR (INR b)...

Exhibit 18: ...and 55% EBITDA CAGR (INR b) over FY14-20...

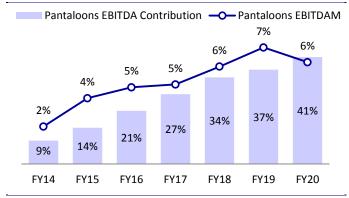


Source: MOFSL, Company



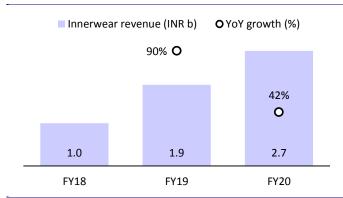
Source: MOFSL, Company

Exhibit 19: Pantaloons' EBITDAM/EBITDA contribution (INR b)



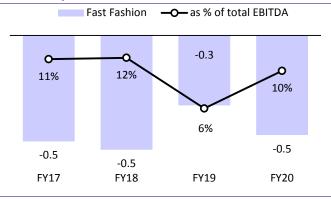
Source: MOFSL, Company

Exhibit 20: ABFRL's new foray 'Innerwear' has been fruitful so far



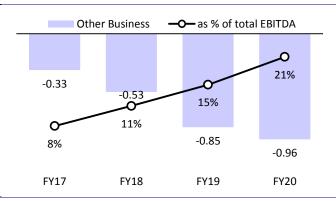
Source: MOFSL, Company

Exhibit 21: EBITDA losses (INR b) from fast fashion have been steady while...



Source: MOFSL, Company

Exhibit 22: ...EBITDA losses (INR b) from other business have increased in FY20



Source: MOFSL, Company

#### Valuation and view

- ABFRL offers secular growth potential with a unique portfolio of established industry-leading brands and high-growth categories such as the value fashion retail chain.
- Its strong platform of established brands, deep distribution, and sound management capabilities have allowed it to launch multiple products across the Apparel category, such as foray into the Innerwear segment, women's Fast Fashion, Casual Wear, and Luxury Retail, which have the potential to fuel growth and drive valuations.
- However, a high leverage (net debt of INR25b; net debt to EBITDA was 5.4x in FY20), partly attributed to the persistence of its loss-making businesses, has turned into a key concern, especially at a time when liquidity is of utmost importance.
- While we understand that earnings will take 3-6 months until the festive season to show some traction, the stock offers limited upside in the near term. However, we see it as an opportunity due to (a) it trading at FY22E EV/EBITDA multiple of 24x, which is at ~15% discount to 3-year average multiple of 29x (until Mar'20), and (b) its strong position in the apparel segment, which leads us to value ABFRL at ~20% premium to its peers under our coverage.

We have assigned (a) 22x EV/EBITDA on FY22E EBITDA to the Lifestyle segment given its strong brand value and better return profile, (b) 20x EV/EBITDA on FY22E EBITDA to Pantaloons as we believe though there is a strong foundation for future growth, it is yet has to attain scale, improve RoCE and margins, and (c) 1x EV/sales to other businesses (which include Fast Fashion and Innerwear), which are still loss-making but have strong potential to grow over time. Thus, we arrive at 30x FY22E implied EV/EBITDA with a TP of INR180.

**Exhibit 23: Valuation based on SOTP** 

Particulars	EBITDA/Sales	Multiple	EV
Lifestyle Brands	5,247	22	115,424
Pantaloons	1,794	20	35,874
Others	11,552	1	12,707
Total EV			164,005
Less: Net debt			24,882
Equity Value			139,123
No of Shares			774
Target Price (INR)			180
CMP			134
Upside			34%

Source: MOFSL, Company

Exhibit 24: Price decline larger than earnings cut

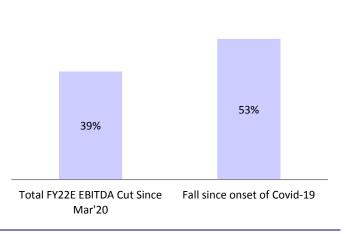
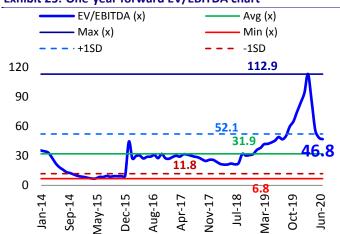


Exhibit 25: One-year forward EV/EBITDA chart

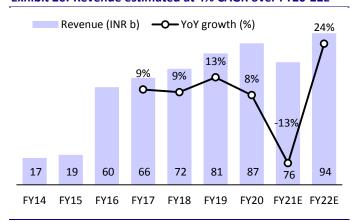


Source: MOFSL, Company Source: MOFSL, Company

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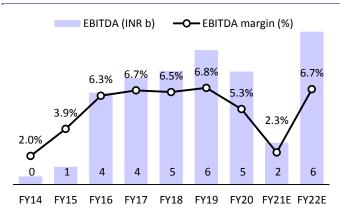
### **Story in Charts**

Exhibit 26: Revenue estimated at 4% CAGR over FY20-22E



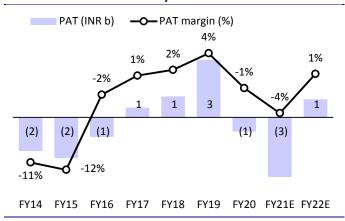
Source: MOFSL, Company

Exhibit 27: EBITDA estimated at 12% CAGR over FY20-22E



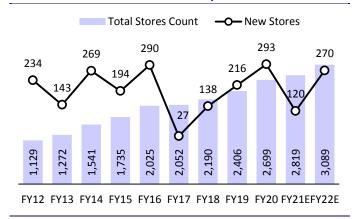
Source: MOFSL, Company

Exhibit 28: PAT to stabilize by FY22E



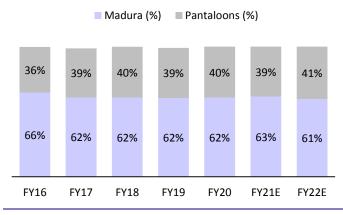
Source: MOFSL, Company

Exhibit 29: Madura's store addition pace remains robust



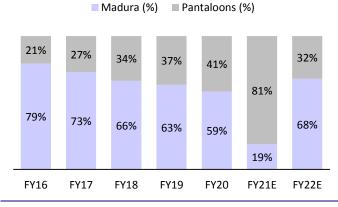
Source: MOFSL, Company

Exhibit 30: Madura/Pantaloons revenue contribution



Source: MOFSL, Company

Exhibit 31: Madura's FY21E EBITDA contribution to decline temporarily



Source: MOFSL, Company

Exhibit 32: Pantaloons' store add trend

107

FY14

134

FY15

166

FY16

209

FY17

## 

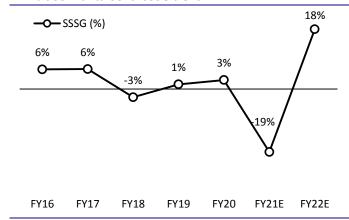
275

FY18

308

342

**Exhibit 33: Pantaloons' SSSG trend** 



Source: MOFSL, Company

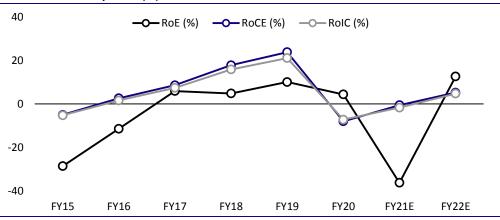
367

432

Source: MOFSL, Company

Exhibit 34: Return profile (%)

FY19 FY20E FY21E FY22E



Source: Company, MOFSL

## **Financials and valuations**

Standalone - Income Statement Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	(INR m) FY22E
Total Income from Operations	<b>18,507</b> 11.4	<b>60,339</b> 226.0	<b>66,029</b> 9.4	<b>71,721</b> 8.6	<b>81,177</b> 13.2	<b>87,425</b> 7.7	<b>75,768</b> -13.3	93,656
Change (%)								23.6
Raw Materials	10,004	27,518	30,070	33,901	39,250	42,058	37,898	45,725
Employees Cost	1,837	6,205	7,058	7,723	9,130	10,584	9,698	12,409
Rent	2,825	9,032	10,871	10,429	11,104	12,468	11,580	12,563
Other Expenses	3,114	13,801	13,638	14,985	16,153	17,661	14,873	16,658
Total Expenditure	17,780	56,555	61,637	67,038	75,637	82,771	74,049	87,355
% of Sales	96.1	93.7	93.3	93.5	93.2	94.7	97.7	93.3
EBITDA	727	3,784	4,392	4,683	5,541	4,655	1,719	6,301
Margin (%)	3.9	6.3	6.7	6.5	6.8	5.3	2.3	6.7
Depreciation	1,835	3,381	2,425	2,805	2,823	2,488	2,562	2,727
EBIT	-1,108	403	1,967	1,878	2,717	2,167	-843	3,575
Int. and Finance Charges	1,202	1,765	1,797	1,716	1,874	2,123	2,614	2,799
Other Income	28	264	382	328	648	522	548	575
PBT bef. EO Exp.	-2,281	-1,098	552	490	1,491	565	-2,909	1,351
EO Items	0	0	0	0	0	0	0	C
PBT after EO Exp.	-2,281	-1,098	552	490	1,491	565	-2,909	1,351
Total Tax	0	0	0	-688	-1,721	1,361	426	338
Tax Rate (%)	0.0	0.0	0.0	-140.5	-115.4	240.8	-14.6	25.0
Reported PAT	-2,281	-1,098	552	1,178	3,212	-796	-3,335	1,013
Adjusted PAT	-2,281	-1,098	552	494	1,273	551	-3,335	1,013
Change (%)	21.5	-51.9	-150.3	-10.5	157.7	-56.7	-705.3	-130.4
Margin (%)	-12.3	-1.8	0.8	0.7	1.6	0.6	-4.4	1.1
Standalone - Balance Sheet								(INR m)
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Equity Share Capital	928	7,688	7,705	7,717	7,735	7,740	7,740	7,740
Total Reserves	9,211	1,367	1,876	3,214	6,554	3,119	-216	797
Net Worth	10,139	9,055	9,582	10,931	14,289	10,859	7,524	8,537
Total Loans	16,864	15,436	20,446	18,615	17,029	52,437	52,937	50,437
Deferred Tax Liabilities	0	0	0	-688	-2,634	-1,950	-1,950	-1,950
Capital Employed	27,003	24,491	30,028	28,857	28,684	61,346	58,510	57,023
Net Fixed Assets	24,681	23,232	24,871	25,823	25,555	47,319	46,757	47,531
Capital WIP	157	254	250	459	224	401	401	401
Total Investments	0	0	0	42	42	1,700	0	0
Curr. Assets, Loans&Adv.	19,796	22,338	25,238	30,326	37,756	45,520	44,566	46,298
Inventory	11,503	14,105	14,313	16,912	19,213	23,494	25,948	25,659
Account Receivables	4,085	3,124	4,522	5,518	7,866	8,402	7,265	8,981
Cash and Bank Balance	270	192	497	728	574	2,651	973	881
Loans and Advances	3,938	4,917	5,907	7,168	10,103	10,974	10,379	10,777
Curr. Liability & Prov.	17,631	21,334	20,331	27,793	34,893	33,594	33,213	37,206
Account Payables	12,415	14,298	14,578	20,093	23,986	22,733	22,834	24,376
Other Current Liabilities	4,621	6,290	3,823	5,780	8,885	9,011	8,303	10,264
Prov'IS (Pre IndAS 116)'ions	595	746	1,929	1,920	2,023	1,850	2,076	2,566
Net Current Assets	2,165	1,005	4,907	2,533	2,863	11,926	11,352	9,092

## **Financials and valuations**

Ratios						
Y/E March FY15 FY:	l6 FY17	FY18	FY19	FY20	FY21E	FY22E
Basic (INR)						
EPS -3.0 -1	.4 0.7	0.6	1.6	0.9	-4.3	1.3
Cash EPS -0.6 3	.0 3.9	4.3	5.3	4.1	-1.0	4.8
BV/Share 13.2 11	.8 12.4	14.2	18.5	14.0	9.7	11.0
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
Valuation (x)						
P/E NM N	M 187.0	209.0	81.4	150.3	NM	102.4
Cash P/E NM 45	.2 34.7	31.3	25.2	32.6	NM	27.7
P/BV 10.2 11	.4 10.8	9.4	7.2	9.6	13.8	12.1
EV/Sales 1.6 2	.0 1.9	1.7	1.5	1.8	2.1	1.6
EV/EBITDA 39.9 31	.3 28.1	25.9	21.7	33.0	90.6	24.3
Dividend Yield (%) 0.0 0	.0 0.0	0.0	0.0	0.0	0.0	0.0
FCF per share NM 1	.3 -0.3	3.5	3.2	2.5	NM	6.0
Return Ratios (%)						
	M 5.9		10.1	5.5	NM	12.6
	.6 8.6		23.8	NM	NM	5.2
	.6 7.4	15.9	21.1	NM	NM	4.8
Working Capital Ratios						
	.4 2.4		2.4	1.5	1.3	1.5
	.5 2.2		2.8	1.4	1.3	1.6
, , , ,	35 79	86	86	98	125	100
	19 25		35	35	35	35
	36 81	102	108	95	110	95
Leverage Ratio (x)						
	.0 1.2		1.1	1.4	1.3	1.2
	.2 1.1		1.4	1.0	NM	1.3
Net Debt/Equity 1.6 1	.7 2.1	1.6	1.1	4.4	6.9	5.8
Standalone - Cash Flow Statement						(INR m)
Y/E March FY15 FY:	L6 FY17	FY18	FY19	FY20	FY21E	FY22E
OP/(Loss) before Tax -2,281 -1,09		490	1,491	-91	-2,909	1,351
Depreciation 1,835 3,38		2,805	2,823	8,768	2,562	2,727
Interest & Finance Charges 1,202 1,76			1,846	4,200	2,614	2,799
	19 -30		-196	-61	-426	-338
(Inc)/Dec in WC -1,096 -74			-937	-6,082	-1,104	2,168
CF from Operations -357 3,20			5,028	6,734	737	8,707
Others -3 -1			249	-117	-548	-575
CF from Operating incl EO -359 3,10			5,276	6,617	189	8,132
(Inc)/Dec in FA -1,163 -2,03			-2,792	-4,668	-2,000	-3,500
Free Cash Flow -1,522 1,03			2,484	1,949	-1,811	4,632
(Pur)/Sale of Investments 75	0 4		22	-11,079	1,700	0
Others 198 2:	L9 40	58	6	7	549	576
CF from Investments -889 -1,89	57 -4,455	-3,250	-2,763	-5,740	249	-2,924
Issue of Shares 0 -:	l6 11	12	9	72	0	0
Inc/(Dec) in Debt 2,602 50	08 1,948	-1,832	-1,576	10,725	500	-2,500
		-649	-1,098	-4,226	-2,614	-2,799
Interest Paid -1,191 -1,83	21 -1,450			7,220		
Interest Paid -1,191 -1,82 Dividend Paid 0	21 -1,450 0 0		0	0	0	0
		0				0
Dividend Paid         0           Others         0           CF from Fin. Activity         1,411         -1,33	0 0	0	0	0	0	
Dividend Paid         0           Others         0           CF from Fin. Activity         1,411         -1,33	0 0	0 0 - <b>2,469</b>	0	0 -5,370	0	0
Dividend Paid         0           Others         0           CF from Fin. Activity         1,411         -1,33           Inc/Dec of Cash         162         -3	0 0 0 0 <b>30 509</b>	0 0 - <b>2,469</b> <b>233</b>	0 0 - <b>2,664</b>	0 -5,370 <b>1,202</b>	0 0 <b>-2,114</b>	0 - <b>5,299</b>

NOTES

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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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