Motilal Oswal

23 June 2020 Update | Sector: Consumer

Marico

BSE SENSEX 34,732

S&P CNX

10,244

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Stock Info

Bloomberg	MRCO IN
Equity Shares (m)	1,290
M.Cap.(INRb)/(USDb)	428.6 / 5.6
52-Week Range (INR)	404 / 234
1, 6, 12 Rel. Per (%)	-9/16/2
12M Avg Val (INR M)	878
Free float (%)	40.4

Financials Snapshot (INR b)

Y/E March	2020	2021E	2022E
Sales	73.2	73.8	84.3
Sales Gr. (%)	-0.3	0.9	14.1
EBITDA	14.7	14.6	16.7
EBITDA Margin (%)	20.1	19.8	19.9
Adj. PAT	10.5	10.4	12.0
Adj. EPS (INR)	8.1	8.1	9.3
EPS Gr. (%)	13.4	-0.7	14.9
BV/Sh.(INR)	23.4	30.2	30.7
Ratios			
RoE (%)	34.9	30.1	30.5
RoCE (%)	31.9	27.3	27.9
Payout (%)	96.0	94.8	94.5
Valuation			
P/E (x)	40.5	40.8	35.5
P/BV (x)	14.1	10.9	10.7
EV/EBITDA (x)	28.7	28.1	24.6
Div. Yield (%)	2.3	2.3	2.7

Shareholding pattern (%)

As On	Mar-20	Dec-19	Mar-19		
Promoter	59.6	59.6	59.7		
DII	10.7	9.7	5.6		
FII	22.8	23.9	26.6		
Others	6.9	6.8	8.0		
FII Includes depository receipts					

Stock Performance (1-year)



CMP: INR330

TP: INR385 (+17%)

Buy

Resilient portfolio; inexpensive valuations

With the COVID-19 crisis having impacted nearly every industry, we were interested in learning about the strategies being adopted by large corporates to cope with the changing times. Therefore, we interacted with the management of Marico (MRCO) in this regard, as well as to obtain a longer term perspective on the company's prospects. Here are the key highlights from our discussion:

- Commendable revival in performance: The Company's overall business has seen gradual improvement from mid-April to date, and is currently clocking more than 90% of its FY20 average monthly sales. Moreover, pipeline inventory is also at a manageable rate at the company level and MRCO has started producing most of the range. In terms of working capital, normalcy has already returned in trade, but consumers are expected to continue to downtrade or prefer LUPs going ahead as well.
- Rural to fare better than urban, given that: a) Agriculture has been least impacted by COVID-19 among the sectors, b) a significant share of migrant labor has returned to villages, potentially resulting in the lower end of consumption shifting to rural, c) the forecast for monsoon is better than the long-term average, and d) MGNREGA wages have been raised.
- COVID-19 to accelerate shift from unorganized to organized: Copra costs are deflationary, and given the pandemic situation, a number of smaller/regional players are finding it difficult to manage their working capital. Hence, large players such as MRCO should gain share from them.
- With premiumization taking a backseat in FY21, company likely to focus on innovative, sustainable portfolio rather that opportunistic one: MRCO expects relatively discretionary categories (35% of the portfolio) such as male styling, premium hair nourishment, and premium hair oil in the Value-Added Hair Oil (VAHO) to witness impact on sales in the near term. Hence, company will focus on launching products in more relevant categories (mass), such as Health, Wellness, & Immunity and Hygiene.
- Market share gains on improved availability and the right pricing: MRCO is witnessing deflation in copra by ~10% (v/s 2–3 months ago). A benign raw material cycle should allow the company to offer products at a lower price and make the material available across channels.

Robust outlook: MRCO believes that, if Covid situation remains as is and doesn't worsen, than on steady state its revenue growth for the balance nine months of the fiscal should be in positive trajectory and this will be supported by significant share gains opportunities available in 65% of its portfolio. Furthermore, the company targets same EBITDA margins as last year and this should be supported by various cost management initiatives, such as reducing: a) A&P spends as a percentage of sales (to 9% in FY21 from 9.9% in FY20), b) fixed overheads cost except employee spends, and (c) material costs as indicated above thereby offsetting impact of downtrading and faster growth in the relatively lower margin foods portfolio.

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Investors are advised to refer through important disclosures made at the last page of the Research Report. Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital. expectation of possible inflation.
While the longer term growth trajectory and eventual rerating would be determined by the success of its new products (an area in which it has seen limited success thus far), valuations at 35.5x FY22 EPS (close to 10 year average of 35.6) appear comfortable for a business that has better earnings visibility over peers. We maintain Buy rating with TP of INR385 (40x June'22 EPS).

peers. Furthermore, the outlook on material costs is also better than the earlier

Detailed takeaways from the call

Performance highlights

- The company resumed the production of Edible Oils and Foods in April, although at a reduced capacity; thereafter in May, production in these categories reached a near-normal level.
- Hair Oils and Personal Care: In these categories, operations resumed in late-April/early-May at a lower capacity and are gradually scaling up in June.
- The company's overall business has seen gradual improvement from mid-April to date, and is currently clocking more than 90% of its FY20 average monthly sales.
- Saffola Edible Oils and Foods: These have continued their healthy run with robust growth. Parachute Coconut Oil has also shown resilience and is clocking FY20 average sales. VAHO saw a gradual uptick toward the end of April. However, the Premium Personal Care category continues to move slowly.
- Pipeline inventory: This is at a manageable rate at the company level. MRCO has started producing most of the range. At the distributor level, it continues to be on the lower side. Trade inventories have declined significantly.
- Channel performance: General trade (GT) and e-commerce are faring well currently. Large-format modern trade (MT) outlets and wholesale have been impacted due to supply chain issues. MRCO expects to see normalcy soon in the MT channel, but wholesale should continue to remain under pressure for long. On the other hand, MRCO has been focusing on deepening its direct presence in rural and has increased the number of stockists by ~40% in the last 1.5 years, which should benefit the company in the current scenario.
- Channel conflicts: These were addressed by: a) launching differentiated SKUs across channels, e.g., 500ml Parachute Oil in GT v/s 550–600ml in MT, b) introducing a price control mechanism, c) segregating non-differentiated SKUs into three different buckets, (e.g. large packs are more advantageous toward new-age channels, LUPs are focused on GT, and the mid-segment has strong price control).
- In terms of working capital, normalcy has already returned in trade, but consumers are expected to downtrade or prefer LUPs going ahead.

Rural to fare better than urban

- Significant slowdown has been witnessed in rural in the past on account of: a) falling wage rates, b) low food inflation / high non-food inflation, and c) low spend on MGNREGA.
- However company believes that, going ahead, rural should perform better than urban, given that: a) Agriculture has been least impacted by COVID-19 among the sectors, b) a significant share of migrant labor has returned to villages, potentially resulting in the lower end of consumption shifting to rural, c) the forecast for monsoon is better than the long-term average, and d) MGNREGA wages have been raised.

COVID-19 to accelerate shift from unorganized to organized

- In the Coconut Oil category, 35% of the market is unorganized (loose form). MRCO believes that, the current environment has placed Coconut Oil (Parachute) in an extremely favorable position given the rising awareness for hygiene. From a 100–125bps conversion every year, the rate should speed up further in FY21.
- Moreover, within the organized market, MRCO has ~61% market share in Coconut Oil, followed by Dabur, Shalimar, and other regional players, which account for ~19% share in total; the balance 20% of the market has a very long tail, with players having a mere 1–2% share each. Copra rates are not inflationary, but given the pandemic situation, a number of smaller/regional/local players are finding it difficult to manage their working capital. Hence, large players such as MRCO should gain share from them, which is likely to be the case for other categories as well.

Premiumization to take a backseat for the next year

- MRCO expects discretionary categories (15% of the portfolio) such as male styling, premium hair nourishment, and premium hair oil in the Value-Added Hair Oil (VAHO 25%) category to suffer in the near term – the category is indexed at around 1.6x v/s base oil in terms of pricing. However, with pricing intervention in the mid-segment of VAHO, the company should be able to revive growth in this category.
- On the other hand, ~65% of the company's portfolio (including Parachute Oil, Saffola Oil, and Foods) is positively placed in the current environment.

Focus on creating sustainable and innovative portfolio over opportunistic one

- Over the years, MRCO has focused on launching new products in premium segments. However, with lower disposable income due to COVID-19-related challenges, the premiumization trend is likely to be impacted.
- Hence, in FY21, the company would focus on launching products in more relevant categories (mass), such as Health, Wellness, & Immunity and Hygiene.
- Within Health, Wellness, & Immunity, the company would participate in broader categories, but in the case of Hygiene, it would focus on category creation.

Market share gains on improved availability and the right pricing:

- MRCO is witnessing deflation in copra by ~10% (v/s 2–3 months ago). A benign raw material cycle should allow the company to offer products at a lower price and make the material available across channels.
- With improved availability and the right pricing, the company should be able to gain market share in the Coconut Oil, Hair Oil, and Foods categories.

Other points

- Edible Oils and Foods: This portfolio has a margin profile lower than the company margin profile. Although slowdown in the discretionary category would put pressure on gross margins, benign raw material costs, including for liquid paraffin, should support packaging costs. Moreover, the focus on managing other overhead costs should also support margins. As the Foods portfolio gains scale, A&P intensity would be lower than that in the Personal Care category. Hence, the net margin profile would continue to be healthy.
- Saffola: The Company is seeing good traction for the Saffola Active and Gold categories in 1QFY21. Even after eliminating the impact of the pandemic, MRCO expects high single digit to low double digit growth in this brand owing to: a) its improving availability, b) the right pricing, c) the removal of Saffola Gold trade offers and introduction of reduced pricing from INR159 to INR139, d) the provision of the 5+1 offer consistently, e) brand communication focused on care sentiment v/s cure sentiment previously.
- No significant threat from private labels: MRCO does not foresee any threat to the business from private labels as they are likely to impact no. 3 or no. 4 players and not the leader. If Jiomart were to turn big, the company would deal with it like any other intermediary. However, the only challenge would be to get retailers on board as they are reluctant to show their entire turnover on the platform.
- A&P: On this front, the company's share of spend in digital is at ~18% v/s ~13% three years ago.

Key Charts

Exhibit 1: In 95% of its portfolio, Marico's brands are No. 1 or No. 2

Category	Indicative Market Share (%) #		
Coconut Oil (India)	~ 58%		
Coconut Oil (Bangladesh)	~ 86%		
Super Premium Refined Edible Oils (India)	~ 66%		
Oats (India)	~ 27%*		
Hair Oils (India)	~ 33%		
Male Shampoo (Vietnam)	~ 38%*		
Hair Styling (Egypt)	~ 54%*		
Hair Gels & Creams (India)	~ 62%*		
Post Wash Hair Serum (India)	~83%		
Roll-On Deodorants (Vietnam)	~32%		
	Coconut Oil (India) Coconut Oil (Bangladesh) Super Premium Refined Edible Oils (India) Oats (India) Hair Oils (India) Male Shampoo (Vietnam) Hair Styling (Egypt) Hair Gels & Creams (India) Post Wash Hair Serum (India)		

*Value market share

Source: Nielsen, Company, MOFSL

Exhibit 2: Material cost outlook remains benign

RM change	Cochin/ Kochi Coconut Oil	Copra Calicut/ Kozhikode	Safflower Oil Nominal Bombay	Kardi Oil Jalna	Rice Bran oil	Liquid Paraffin	HDPE
ΥοΥ %							
1QFY19	40.1	42.0	20.4	26.0	18.0	12.3	22.2
2QFY19	11.0	6.1	22.0	-0.7	14.2	26.6	29.3
3QFY19	-18.3	-23.0	13.3	5.6	9.7	17.8	21.5
4QFY19	-15.0	-18.7	7.0	11.1	-0.1	-3.2	-9.2
1QFY20	-23.6	-25.3	2.2	19.8	-11.7	-0.5	-21.3
2QFY20	-12.1	-10.0	4.7	23.2	-12.3	-9.2	-27.6
3QFY20	3.2	4.7	8.4	40.9	1.0	-16.6	-29.4
4QFY20	-2.9	-0.3	12.1	26.6	7.4	-3.2	-15.2
1QFY21 TD	13.0	9.6	15.7	20.8	13.5	-8.6	-16.7
QoQ %							
1QFY19	-3.4	-5.6	4.3	-7.6	9.8	-1.6	9.4
2QFY19	-9.3	-12.5	6.0	-2.7	5.7	3.3	2.7
3QFY19	-12.4	-12.1	-2.3	10.2	-8.0	9.3	-4.8
4QFY19	10.7	11.9	-0.9	12.1	-6.3	-12.9	-15.2
1QFY20	-13.1	-13.2	-0.5	-0.4	-3.0	1.2	-5.2
2QFY20	4.3	5.4	8.6	0.0	4.9	-5.7	-5.4
3QFY20	2.8	2.2	1.2	26.1	5.9	0.4	-7.2
4QFY20	4.2	6.6	2.5	0.7	-0.3	1.1	1.9
1QFY21 TD	1.2	-4.6	2.8	-4.9	2.5	-4.4	-6.9

Source: Company, MOFSL

Exhibit 3: International business exposure

Companies	~International revenue
Dabur	30%
Emami	15%
GCPL	47%
ITC	< 10%
Marico	12%

Source: Company, MOFSL

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Exhibit 4: Price reduction in Parachute to provide solace on overall volume growth					
Movements in MRP in SKUs	Dec'18	Nov'19	Dec'19		
PCNO (100ml)	39	39	34		
PCNO (250ml)	105	105	100		
QoQ & YoY change (%)					
PCNO (100ml)			-12.8		
PCNO (250ml)			-4.8		

Source: Company, MOFSL

Exhibit 5: Compared to other companies of its size, performance over the last 5 years while slower ...

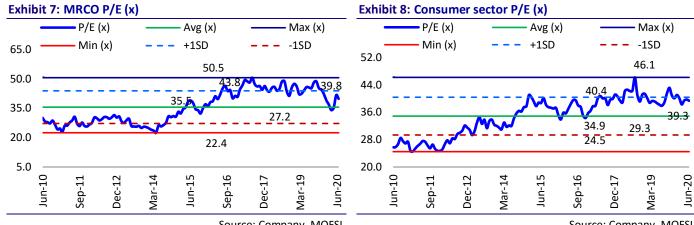
Y/E March	2015	2016	2017	2018	2019	2020	5Y CAGR (%)
Net Sales	57,330	60,173	59,178	63,220	73,340	73,150	5.0
Change (%)	22.3	5.0	-1.7	6.8	16.0	-0.3	
EBITDA	8,701	10,514	11,593	11,370	13,250	14,690	11.0
Change (%)	16.4	20.8	10.3	-1.9	16.5	10.9	
Margin (%)	15.2	17.5	19.6	18.0	18.1	20.1	490bp
Profit before Taxes	8,217	10,292	11,497	11,170	12,570	14,030	11.3
Change (%)	18.2	27.2	11.7	-2.8	12.5	11.6	
Margin (%)	14.3	17.1	19.4	17.7	17.1	19.2	480bp
Profit after Taxes	5,735	7,233	8,110	8,140	9,260	10,500	12.9
Change (%)	18.1	26.1	12.1	0.4	13.8	13.4	
Margin (%)	10.0	12.0	13.7	12.9	12.6	14.4	440bp

Source: Company, MOFSL

Exhibit 6: ... than earlier part of the decade has been much better than peers

Y/E March	2010	2011	2012	2013	2014	2015	5Y CAGR (%)	2016
Net Sales	26,608	31,283	39,682	45,843	46,865	57 <i>,</i> 330	16.6	60,173
Change (%)	11.4	17.6	26.8	15.5	2.2	22.3		5.0
EBITDA	3,751	4,098	4,729	6,140	7,477	8,701	18.3	10,14
Change (%)	23.4	9.2	15.4	29.8	21.8	16.4		20.8
Margin (%)	14.1	13.1	11.9	13.4	16.0	15.2	110bp	17.5
Profit before Taxes	3,076	3,275	4,021	5,187	6,946	8,217	21.7	10,292
Change (%)	25.7	6.5	22.8	29.0	31.9	18.2		27.2
Margin (%)	11.6	10.5	10.1	11.3	14.8	14.3	270bp	17.1
Profit after Taxes	2,414	2,375	3,189	3,627	4,854	5,735	18.9	7,233
Change (%)	19.4	-0.3	33.5	15.0	33.8	18.1		26.1
Margin (%)	9.1	7.6	8.0	7.9	10.4	10.0	90bp	12.0

Source: Company, MOFSL



Source: Company, MOFSL

Source: Company, MOFSL

Financials and valuations

Income Statement								(INR M)
Y/E March	2015	2016	2017	2018	2019	2020	2021 E	2022E
Net Sales	57,330	60,173	59,178	63,220	73,340	73,150	73,824	84,265
Change (%)	22.3	5.0	-1.7	6.8	16.0	-0.3	0.9	14.1
COGS	31,356	30,887	28,472	33,720	40,170	37,450	38,159	43,447
Gross Profit	25,974	29,286	30,706	29,500	33,170	35,700	35,665	40,817
Margin (%)	45.3	48.7	51.9	46.7	45.2	48.8	48.3	48.4
Operating Expenses	17,274	18,773	19,113	18,130	19,920	21,010	21,041	24,071
EBITDA	8,701	10,514	11,593	11,370	13,250	14,690	14,624	16,746
Change (%)	16.4	20.8	10.3	-1.9	16.5	10.9	-0.4	14.5
Margin (%)	15.2	17.5	19.6	18.0	18.1	20.1	19.8	19.9
Depreciation	843	949	903	890	1,310	1,400	1,474	1,636
Int. and Fin. Charges	230	206	166	160	400	500	581	719
Other Income - Recurring	589	933	973	850	1,030	1,240	1,656	1,917
Profit before Taxes	8,217	10,292	11,497	11,170	12,570	14,030	14,226	16,307
Change (%)	18.2	27.2	11.7	-2.8	12.5	11.6	1.4	14.6
Margin (%)	14.3	17.1	19.4	17.7	17.1	19.2	19.3	19.4
Current Tax (excl MAT Ent)	2,383	2,503	2,922	2,840	3,310	3,470	3,509	4,023
Deferred Tax	-15	551	455	60	-180	-160	. 71	, 82
Tax Rate (%)	28.8	29.7	29.4	26.0	24.9	23.6	25.2	25.2
Minority Interest	-114	-5	-10	-130	-180	-220	-220	-220
Profit after Taxes	5,735	7,233	8,110	8,140	9,260	10,500	10,425	11,983
Change (%)	18.1	26.1	12.1	0.4	13.8	13.4	-0.7	14.9
Margin (%)	10.0	12.0	13.7	12.9	12.6	14.4	14.1	14.2
Extraordinary items	0	-5	0	0	1,880	-290	0	0
Reported PAT	5,735	7,228	8,110	8,140	11,140	10,210	10,425	11,983
.								
Balance Sheet								(INR M)
Y/E March	2015	2016	2017	2018	2019	2020	2021 E	2022E
Share Capital	1,290	1,290	1,291	1,290	1,290	1,290	1,290	1,290
Reserves	16,958	18,884	21,966	24,140	28,700	28,940	37,660	38,323
Net Worth	18,248	20,174	23,257	25,430	29,990	30,230	38,950	39,613
Minority Interest	137	143	133	120	110	130	130	130
Loans	4,279	3,313	2,388	3,090	3,490	5,580	6,030	6,480
Capital Employed	22,664	23,630	25,778	28,640	33,590	35,940	45,110	46,223
Gross Fixed Assets	8,807	6,119	7,440	8,120	9,140	13,110	11,790	13,090
Intangibles	1,034	328	361	600	550	410	605	605
Less: Accum. Depn.	-3,973	-917	-1,749	-2,480	-3,250	-4,650	-6,124	-7,760
Net Fixed Assets	5,868	5,531	6,053	6,240	6,440	8,870	6,271	5,935
Capital WIP	30	367	112	270	450	580	580	580
Goodwill	4,892	4,974	4,795	4,860	5,030	5,380	5,480	5,580
Investments	2,838	5,439	6,082	5,430	4,500	7,040	13,000	12,000
Curr. Assets, L&A	17,625	16,852	19,191	23,920	29,120	26,560	34,620	38,520
Inventory	9,947	9,256	12,534	15,110	14,110	13,800	15,503	17,359
Account Receivables	1,768	2,521	2,470	3,400	5,170	5,390	6,275	6,741
Cash and Bank Balance	2,049	3,171	2,360	2,010	5,520	2,790	7,163	7,837
Others	3,861	1,904	1,828	3,400	4,320	4,580	5,678	6,583
Curr. Liab. and Prov.	8,511	9,953	10,329	11,880	13,710	14,020	14,841	16,392
Current Liabilities	7,471	8,395	9,040	10,560	12,260	12,690	13,342	14,757
Accounts Payable	5,643	6,690	6,966	8,220	9,440	9,780	10,176	11,339
Provisions	1,040	1,558	1,289	1,320	1,450	1,330	1,499	1,635
Net Current Assets	9,115	6,899	8,862	12,040	15,410	12,540	19,779	22,128
Deferred Tax Liability	-79	421	-125	-200	1,760	1,530	0	0
Application of Funds	22,664	23,630	25,778	28,640	33,590	35,940	45,110	46,223

E: MOFSL Estimates

Financials and valuations

Ratios								
Y/E March	2015	2016	2017	2018	2019	2020	2021E	2022E
Basic (INR)								
EPS	4.4	5.6	6.3	6.3	7.2	8.1	8.1	9.3
Cash EPS	5.0	6.3	6.8	7.0	9.7	9.0	9.2	10.6
BV/Share	14.1	15.6	18.0	19.7	23.2	23.4	30.2	30.7
DPS	1.2	3.5	4.3	4.6	6.6	7.6	7.7	8.8
Payout %	28.1	62.4	67.6	72.4	76.3	96.0	94.8	94.5
Valuation (x)								
P/E	74.2	58.9	52.5	52.3	46.0	40.5	40.8	35.5
Cash P/E	66.0	52.1	48.2	47.1	34.2	36.7	35.8	31.3
EV/Sales	7.4	7.0	7.1	6.7	5.7	5.8	5.6	4.9
EV/EBITDA	48.9	40.0	36.2	37.1	31.6	28.7	28.1	24.6
P/BV	23.3	21.1	18.3	16.7	14.2	14.1	10.9	10.7
Dividend Yield (%)	0.4	1.1	1.3	1.4	2.0	2.3	2.3	2.7
Return Ratios (%)								
RoE	36.0	37.7	37.3	33.4	33.4	34.9	30.1	30.5
RoCE	27.7	31.9	33.3	30.8	31.3	31.9	27.3	27.9
RoIC	35.7	41.5	47.4	40.7	40.7	41.7	39.4	45.1
Leverage Ratio						_		
Debt/Equity (x)	0.2	0.2	0.1	0.1	0.1	0.2	0.2	0.2
Cash Flow Statement								(INR M)
Y/E March	2015	2016	2017	2018	2019	2020	2021 E	2022E
OP/(loss) before Tax	8,217	10,287	11,487	11,170	12,630	13,740	14,226	16,307
Int./Div. Received	-185	-594	-43	-280	320	-1,000	-1,656	-1,917
Depreciation	843	949	903	890	960	1,500	1,474	1,636
Interest Paid	39	206	-197	-180	-300	500	581	719
Direct Taxes Paid	-2,097	-2,474	-2,964	-2,950	-3,200	-2,890	-3,509	-4,023
(Incr)/Decr in WC	-169	-197	-2,698	-3,490	210	330	-2,865	-1,676
CF from Operations	6,648	8,176	6,487	5,160	10,620	12,180	8,249	11,047
(Incr)/Decr in FA	-581	-864	-815	-1,280	-1,430	-1,860	1,125	-1,300
Free Cash Flow	6,068		5,673	3,880				
(Pur)/Sale of Investments	410	7,312 -1,180	5,073 15	700	9,190	10,320 -2,540	9,374 -5,960	9,747
Others	-2,238	1,000	-760	700	1,030 -180			1,000 -438
CF from Invest.	-2,238 - 2,408	- 1,044	-1,560	160	-180	-4,125 - 8,525	10,368 5,533	-438 - 738
Issue of Shares	6	5	0	0	0	0	0	0
(Incr)/Decr in Debt	-437	0	0	0	0	2,090	450	450
Dividend Paid	-3,001	-5,023	-5,088	-6,360	-6,820	-8,495	-9,799	-9,886
Others	-2,824	-992	-652	690	290	20	-61	-199
CF from Fin. Activity	-6,255	-6,010	-5,740	-5,670	-6,530	-6,385	-9,409	-9,635
ci iroin fin. Activity								
Incr/Decr of Cash	-2,015	1,122	-812	-350	3,510	-2,730	4,373	674
	-2,015 4,064	1,122 2,049	-812 3,171	-350 2,360	3,510 2,010	-2,730 5,520	4,373 2,790	674 7,163

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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