Ramco Systems

Buy



Deal wins momentum intact remotely; tight cost initiatives revives OPM

- RMCS reported strong results with Revenue growth of 4.5% QoQ at \$19.4mn as against our estimate of \$16.5mn as deal signings normalizes in Q1 alongwith continued improvement on faster Go-lives.
- Company won new orders worth U\$\$21.3mn in Q1FY21, taking the unexecuted order book to U\$\$164mn (2x revenue). Order intake improved materially after a brief freeze in March'20 (signed \$13mn in Q4); although sales continues to remain largely digital-led only.
- Profitability in Q1 significantly with EBIT margins (Ex-FX) at 14.9% as it saved materially on personnel cost (steep pay-cuts to top 90 employees) and significant savings on SG&A (especially on Travel and Marketing), We do not see this as sustainable and should normalize to 12% for the full year.
- Result commentary and performance both has been a positive surprise and has led to restoration of our growth/estimates largely back to prepandemic levels. Also, positive newsflow on execution in terms of faster deployment would help it pace up the revenue recognition; factoring the same we retain our Buy rating on the stock with a DCFbased TP of Rs250 (implies 15x/12.5x PER on FY22E/FY23E earnings).

Aviation drives performance beat; reduced pipeline still encouraging

The current quarter revenue performance was led by strong deal signings in Aviation at US\$7.6mn (LQ \$4.3mn), that resulted in stronger Licence revenues and improved GM on overall basis. The deal win momentum normalises despite the sales/marketing mode continues to stay remote. Company is incrementally focusing on Webinars compared for spends for events/Google Adwords. The pipeline was bit hazy post pandemic but has now normalised at US\$570mn as compared to Q4 exit run rate of US\$650mn. The company is hopeful of improved performance given decent win ratios, increased deal-recognition through improved implementation and partially sustainable cost factors.

Profitability to drop sharply in Q2 and then to improve systemically

RMCS adjusted profitability (ex of Forex) performance stood at 14.5% in Q1 as it tightened its belt on all cost line items right from personnel expenses (salary cut, people cut), SG&A (travel cut, marketing cost, lower G&A). However, most of these would return back to normalcy in Q2 and would improve systemically with improved operating leverage.

Q1FY21 Result (Rs Mn)

Particulars	Q1FY21	Q1FY20	YoY (%)	Q4FY20	QoQ (%)
Revenue	1,452	1,397	4.0	1,329	9.3
Total Expense	1,003	1,157	(13.3)	1,141	(12.1)
EBITDA	450	240	87.3	187	140.1
Depreciation	174	165	5.8	167	4.5
EBIT	276	76	264.8	21	1233.0
Other Income	34	22	51.5	26	28.5
Interest	29	30	(3.3)	29	(0.8)
EBT	281	68	311.4	18	1446.8
Tax	139	39	258.2	75	85.8
RPAT	138	28	385.0	(59)	(336.1)
APAT	138	28	385.0	(59)	(336.1)
			(bps)		(bps)
Gross Margin (%)	55.2	55.4	(19)	54.9	29
EBITDA Margin (%)	31.0	17.2	1377	14.1	1686
NPM (%)	9.5	2.0	747	(4.4)	1392
Tax Rate (%)	49.5	56.8	(734)	411.8	(36237)
EBIT Margin (%)	19.0	5.4	1356	1.6	1741

СМР	Rs 157
Target / Upside	Rs 250 / 59%
BSE Sensex	38,206
NSE Nifty	11,270
Scrip Details	
Equity / FV	Rs 306mn / Rs 10
Market Cap	Rs 5bn
	US\$ 66mn
52-week High/Low	Rs 219/Rs 64
Avg. Volume (no)	480,938
NSE Symbol	RAMCOSYS
Bloomberg Code	RMCS IN
Shareholding Patte	rn Jun'20(%)
Promoters	54.7
MF/Banks/FIs	13.3
FIIs	5.4
Public / Others	26.7

Valuation (x)

	FY20A	FY21E	FY22E
P/E	47.3	13.1	9.5
EV/EBITDA	5.5	3.6	2.7
ROE (%)	1.7	5.9	7.6
RoACE (%)	3.4	6.7	8.1

Estimates (Rs mn)

	FY20A	FY21E	FY22E
Revenue	5,689	6,001	6,878
EBITDA	1,030	1,431	1,627
PAT	102	366	508
EPS (Rs.)	3.3	12.0	16.6

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Exhibit 1: Quarterly performance versus estimates

		Estin	nates	% Var	iation	
(in Rs mn)	Actual	Dolat	Consensus	Dolat	Consensus	Comment
Revenues (in US\$ mn)	19	17	NA	17.8	NA	Revenues beat led by strong deal signings in Aviation business
Sales	1,452	1,221	NA	19.0	NA	signings in Aviation business
EBIT	276	(16)	NA	(1821.0)	NA	Strict cost measures, temporary
EBIT, margin	19.0	(1.3)	NA	2,030 bps	NA	savings on travel, digital sales drives OPM beat
PAT	138	(15)	NA	(1030.1)	NA	Strong collections helped in improved net other income

Source: Company, DART

Change in estimates

Accounting for result beat, confident commentary, reduced cost base, increased acceptance of remote implementation/sales has led to improved growth estimate for FY21 by 7%; and large swing in profitability (700bps/480bps respectively for FY21/22E). The confidence in big improvement is emanating from improved implementation cycle (led by increased automation), and remote deployment that would mean better gross margins, which along with remote selling as well as lower marketing cost would lead to further gains in operating margins. As a result, we see significant improvement in our EPS estimates.

Exhibit 2: Change in estimates

(Rs mn)	FY20		FY21E			FY22E	
	Actual	Old	New	% change	Old	New	% Change
Revenues (US\$ mn)	81.1	75.0	80.1	6.8	91.00	91.1	0.1
YoY growth (%)	5	(2)	5		21	15	
Revenues	5,689	5,550	6,001	8.1	6,734	6,878	2.1
EBIT	365	267	727	172.2	572	907	58.6
EBIT Margin (%)	6.4	4.8	12.1	-	8.5	13.2	-
Net profits	104	103	366	255.4	293	508	73.1
EPS (Rs)	3.4	3.25	12.0	267.6	9.25	16.6	79.1

Source: Company, DART

Exhibit 3: Key assumptions in our estimates

Metrics (%) YoY growth	FY20A	FY21E	FY22E
Growth in Revenues (US\$ terms)	4	(1)	14
Growth in HCM business (US\$ terms)	(1)	0	31
Growth in ERP business (US\$ terms)	14	(5)	10
Growth in Aviation business (US\$ terms)	(4)	3	(7)
INR/US\$ realised rate	70.2	74.9	75.5

Source: Company, DART





Exhibit 4: Quarterly and YTD Performance Trend

Rs mn	Q1FY20	Q2FY20	Q3FY20	Q4FY20	Q1FY21	YoY (%)	QoQ (%)	YTDFY20	YTDFY21	YoY (%)
Revenues(US\$ mn)	20.2	21.5	20.8	18.6	19.4	(3.5)	4.5	20.2	19.4	(3.5)
Revenue	1,397	1,493	1,471	1,329	1,452	4.0	9.3	1,397	1,452	4.0
Operating Expenditure	1,157	1,182	1,179	1,141	1,003	(13.3)	(12.1)	1,157	1,003	(13.3)
Cost of revenues	623	658	693	599	650	4.4	8.6	623	650	4.4
as % of sales	44.6	44.1	47.1	45.1	44.8			44.6	44.8	
SG&A expenses	534	523	486	543	353	(34.0)	(35.0)	534	353	(34.0)
as % of sales	38.2	35.1	33.0	40.9	24.3			38.2	24.3	
EBITDA	240	311	292	187	450	87.3	140.1	240	450	87.3
Depreciation	165	164	169	167	174			165	174	
EBIT	76	147	123	21	276	264.8	1,233.0	76	276	264.8
Other Income	(7)	(10)	(11)	(3)	5	(171.8)	(307.1)	(7)	5	
PBT	68	137	112	18	281	311.4	1,446.8	68	281	311.4
Total Tax	39	62	53	75	139			39	139	
Reported PAT	28	75	59	(59)	138	385.0	(336.1)	28	138	385.0
Reported EPS	0.9	2.4	1.9	(1.9)	4.5	385.0	(336.1)	0.9	4.5	385.0
Margins (%)						(bps)	(bps)			
EBIDTA	17.2	20.8	19.8	14.1	31.0	1,377	1,686	17.2	31.0	1,377
EBIT	5.4	9.8	8.3	1.6	19.0	1,356	1,741	5.4	19.0	1,356
EBT	4.9	9.2	7.6	1.4	19.3	1,444	1,796	4.9	19.3	1,444
PAT	2.0	5.0	4.0	(4.4)	9.5	747	1,392	2.0	9.5	747
Effective Tax rate	56.8	45.2	47.0	411.8	49.5	(734)	(36,237)	56.8	49.5	(734)

Source: DART, Company

What to expect next Quarter

We expect flattish revenue performance in Q2 as surprise growth in Aviation would normalize while the traction in Logistic-ERP improves (HRP likely to see better momentum in Q3 as more employees return to offices/plants). Profitability is also likely to normalize to a large degree as some office return to operations, travel begins and marketing spends are increased to chase growth. Also we do not see any significant gains on Fx as against Rs59mn in Q1. We expect operating leverage led OPM gains to step in Q3 onwards.

Exhibit 5: What to expect next Quarter

(Rs Mn)	Q2FY21E	Q1FY21	Q2FY20	QoQ (%)	YoY (%)
Sales (US\$ mn)	19.5	19.5	21.5	0.0	(9.5)
Sales	1,459	1,452	1,493	0.4	(2.3)
EBIT	158	276	147	(42.6)	7.9
PAT	88	138	74	(36.5)	18.6
EPS (Rs)	2.9	4.5	2.4	(36.5)	18.6
EBIT Margin (%)	10.8	19.0	9.8	(812 bps)	103 bps

Source: DART, Company





Concall key takeaways

- Strong order bookings given environment: TCV signings for the quarter were good at US\$21.3mn while below the quarterly run rate of about US\$25mn but strong given weak demand environment as well as travel restrictions. During the quarter it has signed four \$1mn+ deals across three business segments Aviation (Military MRO in US), Logistics (in India) and HR-Payroll (5000 employees across 13 countries). Total unexecuted order book stands at US\$164mn 2x of its TTM revenues.
- Pipeline down but still encouraging: After a brief halt in signings and commitments during March-April period. Most of its pipeline has revived back and now stands at US\$ 570mn (was \$650mn in Mar'20) that includes: HRP \$267mn; Aviation \$173mn; ERP \$130mn. It is getting more enquiries across product as well as for Digital Transformation offerings as clients are slowly adopting to New Normal.
- **Execution is improving:** The company is progressing well on its drive to reduce implementation cycle. With the help of leveraging AI/ML engines it has been able to optimize its delivery period considerably and expect the standard go-live cycle to cut down in ERP-Logistic deals to 9months (earlier 1year+) and to just 2 months in HRP (earlier upto 6-8 months). Now the next focus is to improved customer experience (more modern) as the depth of the software is already satisfactory.
- Remote operations becoming New Normal: Customers are slowly adopting to remote execution, delivery and even Sales (deal closures). This has helped in growth revival as well as lower cost as clients are still paying onsite billing rate although services/sales are delivered offshore in WFH mode.
- HRP growth to revive in H2 (37% of rev): Company remains confident of its superior product and better client positioning to help it sustained improved growth momentum in HPR segment starting H2 as employees return to Office/Plants. The product continues to remain unique given highest number of integrated payrolls (50 countries completed for US also; next in development is for UK region) as well as unique Covid specific features embedded offerings (thermal detection entry, social distancing alarm, tracking contacts etc.) that is witnessing strong enquiries and confirmation. Recently it won a deal with Semiconductor major wherein it has received work for its 10k employees in one market which can eventually be extended for workforce in rest other Plants. The trend is definitely very encouraging for HPR as more and more companies may go for outsouring given its noncore nature and increased preference for specialist. However, short term challenge remains given increased unemployment and consistent decline in workforce in many distress industries.
- Aviation to remain volatile (19% of rev) The demand in the segment remains healthy as it is able to win more deals from the OEMs supplier for US Defense segment. This segment is witnessing traction given increased acceptance for third-party vendors in Defence deals under the Trump Administration (thus any change in Govt in US may materially dampen these prospects); however, for the moment it does not see any constraints on demand side as the scope/scale is immense and competitive positioning in superior, as its offering is emerging as ideal platform for the available demand.
- ERP/Logistic to revive earliest (40% of rev) Given its wide offerings (Warehouse mgmt., Transport mgmt. System, Fleet mgmt., Route-Optimization, and on ERP side Digital Transformation and Enterprise Asset mgmt.) and increased volumes for ecommerce led third-party logistic





players; company is confident of faster demand recovery in the Logitic/ERP vertical.

- Strict Cost saving measures deployed: RMCS deployed tough cost cutting measures that included steep salary cut for its Top-90 executives (25-30% cut), hiring freeze, zero-hikes and so on.
- Gross margins to stay high: Above factors led to improved Gross Margins during the quarter Aviation at 60% (FY20 it was 53% led by higher Licence sales in Q1); ERP at 50%+ (better than its typical run rate at ¬45%) that in turn compensated for lower GM for HRP at 40% in Q1 (noramlised GM is 48%).
- SG&A cost to normalize gradually: Company witnessed sharp 35% drop in SG&A expenses. The savings was led by significant savings on travel bills, G&A, adoption for newer ways of marketing (Digital –webinars) and Rs 60mn favorable Fx swing. The current spends on marketing are likely to add savings of about \$110k-\$130k per month primarily on Digital marketing (run rate of about US\$0.4mn) and events (run rate of about \$1.6mn on events).
- Ind AS 116 adoption impact in FY20: Also Rent cost has bit normalized in Q1 after an impact of about 0.5mn\$ in FY20 due to adoption of IND AS116 (FY19 rent charge was US\$2.38mn; but in FY20 it got booked US\$1mn in Depreciation and US\$1.84mn in Interest line item).

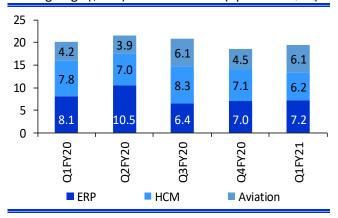


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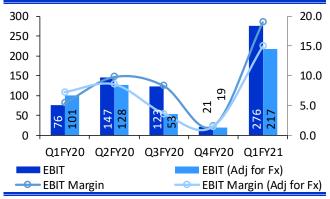
Story in Charts

Exhibit 6: Revenue growth (4.5% QoQ) led by strong deal signings (\$ mn) in Aviation SBU (up 34.4% QoQ)



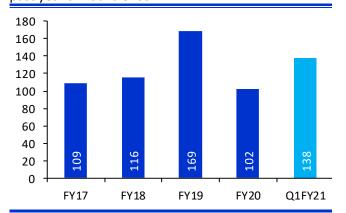
Source: DART, Company

Exhibit 8: EBIT Margin and EBIT (Adj FX) Trend (Rs mn)



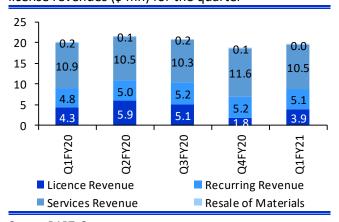
Source: DART, Company

Exhibit 10: Q1FY21 PAT (Rs mn) Performance is equal past year annual trends



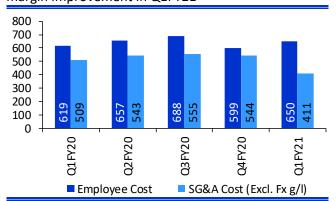
Source: DART, Company

Exhibit 7: Higher On – premise deals drive better license revenues (\$ mn) for the quarter



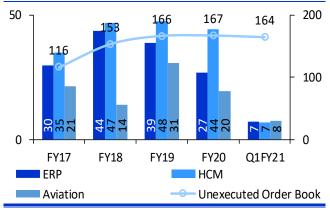
Source: DART, Company

Exhibit 9: Absolute Cost Cut in SG&A (Rs mn) led to margin improvement in Q1FY21



Source: DART, Company

Exhibit 11: Bookings returning to normalcy even remotely. Unexecuted Order Book encouraging (\$ mn)



Source: DART, Company





Exhibit 12: Operating Metrics

Metrics	Q1FY19	Q2FY19	Q3FY19	Q4FY19	Q1FY20	Q2FY20	Q3FY20	Q4FY20	Q1FY21
\$ Revenues	19.0	19.0	20.1	20.2	20.2	21.5	20.8	18.6	19.4
QoQ	2	0	5	1	0	7	(3)	(11)	5
YoY	10.8	5.6	3.5	8.7	5.9	13.0	3.7	(7.8)	(3.5)
LTM Revenues rolling	75.0	76.0	76.7	78.3	79.4	81.9	82.6	81.1	80.4
Bookings - Business (\$mn)									
ERP	15.2	5.8	6.7	11.1	5.1	14.9	2.6	4.1	7.1
HCM	4.6	14.6	15.8	12.5	14.5	9.4	15.6	4.8	6.7
Aviation	5.8	9.1	6.7	9.0	1.9	1.8	11.6	4.3	7.6
Total	25.6	29.6	29.2	32.6	21.5	26.0	29.8	13.1	21.4
Unexecuted Order Book	150.5	161.0	168.0	166.0	168.0	168.2	176.9	166.6	164.0
YoY	19.1	19.9	20.1	8.5	11.6	4.5	5.3	0.3	(2.4)
Revenue segments (\$mn)									
Products - Core	10.8	11.3	12.1	11.8	9.1	10.9	10.4	7.0	8.9
- License revenues	6.4	6.8	7.6	7.1	4.3	5.9	5.1	1.8	3.9
- Recurring	4.4	4.4	4.6	4.7	4.8	5.0	5.2	5.2	5.1
Services	7.9	7.5	7.9	8.4	10.9	10.5	10.3	11.6	10.5
- BPO	0.7	0.7	0.7	0.8	0.8	1.0	1.1	1.4	1.4
- Implementation	7.2	6.8	7.2	7.6	10.1	9.6	9.2	10.2	9.2
Resale of Material	0.4	0.3	0.1	0.0	0.2	0.1	0.2	0.1	0.0
Industry Practice (\$mn)									
ERP	9.0	6.0	5.8	7.4	8.1	10.5	6.4	7.0	7.2
HCM	5.0	8.2	9.8	7.6	7.8	7.0	8.3	7.1	6.2
Aviation	5.0	4.8	4.5	5.3	4.2	3.9	6.1	4.5	6.1
Industry Practice (YoY)									
ERP	14.5	(30.2)	(22.0)	0.4	(9.8)	74.5	10.3	(5.4)	(11.7)
HCM	9.6	58.6	48.5	2.4	55.8	(14.1)	(15.3)	(5.7)	(20.2)
Aviation	5.7	14.2	(16.5)	36.7	(15.8)	(18.3)	36.5	(14.3)	43.4
Geography segments (\$mn)									
America	3.5	4.7	4.1	4.9	3.6	3.6	3.9	3.4	5.6
Europe	0.5	0.6	0.4	0.6	0.8	0.5	0.6	0.6	0.5
APAC	8.6	7.5	8.2	8.0	7.4	10.5	9.3	7.9	6.9
India	4.4	4.0	3.9	3.9	6.5	5.1	4.2	4.4	4.3
Middle East and North Africa	2.1	2.3	3.4	2.9	1.8	1.8	2.8	2.3	2.2
Customer Metrics									
No. of New Customers Added	24	15	25	16	14	17	13	6	12
% Rev from New Customers	30	27	38	36	17	24	21	14	18
Bookings carried over	17.9	21.6	18.1	20.8	17.9	19.8	23.5	11.3	17.5
Revenues from existing customers	13.3	13.9	12.4	12.9	16.7	16.3	16.4	16.0	15.9

Source: DART, Company





Profit	and	l ncc	Acc	nunt

(Rs Mn)	FY19A	FY20A	FY21E	FY22E
Revenue	5,421	5,689	6,001	6,878
Total Expense	4,542	4,659	4,570	5,251
COGS	2,355	2,573	2,713	2,981
Employees Cost	0	0	0	0
Other expenses	2,187	2,086	1,857	2,270
EBIDTA	880	1,030	1,431	1,627
Depreciation	511	665	704	720
EBIT	369	365	727	907
Interest	42	122	108	104
Other Income	97	92	126	120
Exc. / E.O. items	0	0	0	0
EBT	423	335	745	923
Tax	255	228	373	415
RPAT	169	102	366	508
Minority Interest	0	7	6	0
Profit/Loss share of associates	0	2	0	0
АРАТ	169	102	366	508

Balance Sheet

(Rs Mn)	FY19A	FY20A	FY21E	FY22E
Sources of Funds				
Equity Capital	306	306	312	312
Minority Interest	13	21	15	15
Reserves & Surplus	5,469	5,752	6,130	6,638
Net Worth	5,776	6,058	6,442	6,950
Total Debt	820	863	863	863
Net Deferred Tax Liability	0	0	0	0
Total Capital Employed	6,609	6,942	7,320	7,828

Applications of Funds

Net Block	2,640	2,688	2,669	2,619
CWIP	0	0	0	0
Investments	133	66	66	66
Current Assets, Loans & Advances	5,654	7,026	7,434	8,165
Inventories	0	0	0	0
Receivables	1,462	1,902	1,973	2,167
Cash and Bank Balances	112	152	649	1,334
Loans and Advances	1,056	1,134	1,111	1,089
Other Current Assets	3,025	3,839	3,701	3,575
Less: Current Liabilities & Provisions	1,818	2,839	2,849	3,022
Payables	447	576	501	575
Other Current Liabilities	1,372	2,263	2,348	2,446
sub total				
Net Current Assets	3,836	4,187	4,585	5,143
Total Assets	6,609	6,942	7,320	7,828

E – Estimates





Ca) Margins (%)	Important Ratios				
Gross Porfit Margin	Particulars	FY19A	FY20A	FY21E	FY22E
Gross Porfit Margin	(A) Margins (%)				
EBIDTA Margin 16.2 18.1 23.8 23.3 EBIT Margin 6.8 6.4 12.1 13.3 TAX rate 60.2 68.0 50.0 45.0 Net Profit Margin 3.1 1.8 6.1 7.7 (B) As Percentage of Net Sales (%) Core 43.4 45.2 45.2 43.3 Employee 0.0		56.6	54.8	54.8	56.7
EBIT Margin 6.8 6.4 12.1 13.2 Tax rate 60.2 68.0 50.0 45.0 Net Profit Margin 3.1 1.8 6.1 7.4 (B) As Percentage of Net Sales (%) 3.1 1.8 6.1 7.4 COGS 43.4 45.2 45.2 43.3 Employee 0.0 0.0 0.0 0.0 Other 40.3 36.7 30.9 33.3 (C) Measure of Financial Status 6.8 8.8 3.0 6.8 8.8 Inventory days 0 0 0 0 0 0 0 Debtors days 98 122 12.0 11.5 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1 12.5 12.1		16.2	18.1	23.8	23.7
Net Profit Margin 3.1 1.8 6.1 7.4		6.8	6.4	12.1	13.2
COGS	Tax rate	60.2	68.0	50.0	45.0
COGS 43.4 45.2 45.2 43.3 Employee 0.0 0.0 0.0 0.0 Other 40.3 36.7 30.9 33.3 IC) Measure of Financial Status Total Color of Color	Net Profit Margin	3.1	1.8	6.1	7.4
COGS 43.4 45.2 45.2 43.3 Employee 0.0 0.0 0.0 0.0 Other 40.3 36.7 30.9 33.3 IC) Measure of Financial Status Total Color of Color	(B) As Percentage of Net Sales (%)				
Other 40.3 36.7 30.9 33.6 (C) Measure of Financial Status Compose Debt / Equity 0.1 0.1 0.1 0.1 0.1 Gross Debt / Equity 0.1 0.1 0.1 0.1 0.1 0.0 Inventory days 0 <td></td> <td>43.4</td> <td>45.2</td> <td>45.2</td> <td>43.3</td>		43.4	45.2	45.2	43.3
Other 40.3 36.7 30.9 33.6 (C) Measure of Financial Status Compose Debt / Equity 0.1 0.1 0.1 0.1 0.1 Gross Debt / Equity 0.1 0.1 0.1 0.1 0.1 0.0 Inventory days 0 <td>Employee</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td>	Employee	0.0	0.0	0.0	0.0
Gross Debt / Equity 0.1 0.1 0.1 0.1 Interest Coverage 8.8 3.0 6.8 8.7 Inventory days 0 0 0 0 0 Debtors days 98 122 120 115 Average Cost of Debt 7.0 14.5 12.5 12.1 Payable days 30 37 30 33 Working Capital days 258 269 279 275 FAT/O 2.1 2.1 2.2 2.6 (D) Measures of Investment 2 21.7 25.0 34.9 40.0 CEPS (Rs) 2.1.7 25.0 34.9 40.0 0.0 0.0 0.0 DPS (Rs) 0.0		40.3	36.7	30.9	33.0
Gross Debt / Equity 0.1 0.1 0.1 0.1 Interest Coverage 8.8 3.0 6.8 8.7 Inventory days 0 0 0 0 0 Debtors days 98 122 120 115 Average Cost of Debt 7.0 14.5 12.5 12.1 Payable days 30 37 30 33 Working Capital days 258 269 279 275 FAT/O 2.1 2.1 2.2 2.6 (D) Measures of Investment 2 21.7 25.0 34.9 40.0 CEPS (Rs) 2.1.7 25.0 34.9 40.0 0.0 0.0 0.0 DPS (Rs) 0.0	(C) Measure of Financial Status				
Interest Coverage	·	0.1	0.1	0.1	0.1
Inventory days			······		8.7
Debtors days 98 122 120 115 Average Cost of Debt 7.0 14.5 12.5 12.5 Payable days 30 37 30 31 Working Capital days 258 269 279 27 FA T/O 2.1 2.1 2.2 2.6 (D) Measures of Investment 3.3 12.0 16.6 CEPS (Rs) 5.4 3.3 12.0 16.6 CEPS (Rs) 21.7 25.0 34.9 40.0 DPS (Rs) 0.0 0.0 0.0 0.0 DPS (Rs) 0.0 0.0 0.0 0.0 DPS (Rs) 184.2 197.8 210.3 226.5 RoANW (%) 3.0 1.7 5.9 7.6 RoACE (%) 3.4 3.4 6.7 8.3 RoAIC (%) 6.0 5.5 10.8 13.8 (E) Valuation Ratios 157 157 157 157 157 157 157 <td></td> <td>0</td> <td>0</td> <td>0</td> <td>0</td>		0	0	0	0
Average Cost of Debt 7.0 14.5 12.5 12.1 Payable days 30 37 30 33 Working Capital days 258 269 279 275 FAT/O 2.1 2.1 2.2 2.2 (D) Measures of Investment ABPS (Rs) 5.4 3.3 12.0 16.6 CEPS (Rs) 21.7 25.0 34.9 40.0 DPS (Rs) 0.0 0.0 0.0 0.0 DPS (Rs) 10.0 0.0 0.0 0.0 BVPS (Rs) 184.2 197.8 210.3 226.5 RoANW (%) 3.0 1.7 5.9 7.6 RoACE (%) 3.4 3.4 4.6 7.8.1 RoALC (%) 6.0 5.5 10.8 13.8 FV 29.1 47.3 13.1 9.2 MCap (Rs Mn) 4.927 4.927 4.927 4.927 MCap (Rs Mn) 4.927 4.927 4.927 4.92		98	122	120	115
Working Capital days 258 269 279 275 FA T/O 2.1 2.1 2.2 2.6 CPD (D) Measures of Investment S.4 3.3 12.0 16.6 CEPS (Rs) 5.4 3.3 12.0 34.9 40.0 CEPS (Rs) 0.0 0.0 0.0 0.0 0.0 DIVIdent Payout (%) 0.0 0.0 0.0 0.0 0.0 0.0 BVPS (Rs) 184.2 197.8 210.3 226.5 RoANW (%) 3.0 1.7 5.9 7.6 7.6 RoANW (%) 3.0 1.7 5.9 7.6 RoACE (%) 3.4 3.4 6.7 8.1 8.1 8.3 8.1		7.0	14.5	12.5	12.1
Working Capital days 258 269 279 275 FA T/O 2.1 2.1 2.2 2.6 CPD (D) Measures of Investment S.4 3.3 12.0 16.6 CEPS (Rs) 5.4 3.3 12.0 34.9 40.0 CEPS (Rs) 0.0 0.0 0.0 0.0 0.0 DIVIdent Payout (%) 0.0 0.0 0.0 0.0 0.0 0.0 BVPS (Rs) 184.2 197.8 210.3 226.5 RoANW (%) 3.0 1.7 5.9 7.6 7.6 RoANW (%) 3.0 1.7 5.9 7.6 RoACE (%) 3.4 3.4 6.7 8.1 8.1 8.3 8.1	Payable days	30	37	30	31
CP Measures of Investment CF CF CF CF CF CF CF C		258	269	279	273
AEPS (Rs) 5.4 3.3 12.0 16.6 CEPS (Rs) 21.7 25.0 34.9 40.0 DPS (Rs) 0.0 0.0 0.0 0.0 Dividend Payout (%) 0.0 0.0 0.0 0.0 BVPS (Rs) 184.2 197.8 210.3 226.5 ROANW (%) 3.0 1.7 5.9 7.6 ROACE (%) 3.4 3.4 6.7 8.3 ROALD (%) 6.0 5.5 10.8 13.8 CEV (%) 1.57 157 157 157 P/E 29.1 47.3 13.1 9.5 P/E 29.1 47.3 13.1 9.5 Mcap (Rs Mn) 4,927 4,927 4,927 4,927 MCap/ Sales 0.9 0.9 0.8 0.7 EV 5,635 5,637 5,140 4,455 EV/Sales 1.0 0.9 0.8 0.7 P/BV 0.9 <th< td=""><td>FA T/O</td><td>2.1</td><td>2.1</td><td>2.2</td><td>2.6</td></th<>	FA T/O	2.1	2.1	2.2	2.6
AEPS (Rs) 5.4 3.3 12.0 16.6 CEPS (Rs) 21.7 25.0 34.9 40.0 DPS (Rs) 0.0 0.0 0.0 0.0 Dividend Payout (%) 0.0 0.0 0.0 0.0 BVPS (Rs) 184.2 197.8 210.3 226.5 ROANW (%) 3.0 1.7 5.9 7.6 ROACE (%) 3.4 3.4 6.7 8.3 ROALD (%) 6.0 5.5 10.8 13.8 CEV (%) 1.57 157 157 157 P/E 29.1 47.3 13.1 9.5 P/E 29.1 47.3 13.1 9.5 Mcap (Rs Mn) 4,927 4,927 4,927 4,927 MCap/ Sales 0.9 0.9 0.8 0.7 EV 5,635 5,637 5,140 4,455 EV/Sales 1.0 0.9 0.8 0.7 P/BV 0.9 <th< td=""><td>(D) Measures of Investment</td><td></td><td></td><td></td><td></td></th<>	(D) Measures of Investment				
CEPS (RS) 21.7 25.0 34.9 40.1 DPS (RS) 0.0 0.0 0.0 0.0 Dividend Payout (%) 0.0 0.0 0.0 0.0 BVPS (RS) 184.2 197.8 210.3 226.5 RoANW (%) 3.0 1.7 5.9 7.6 ROACE (%) 3.4 3.4 6.7 8.1 ROAIC (%) 6.0 5.5 10.8 13.8 CEValuation Ratios 157 1		5.4	3.3	12.0	16.6
DPS (Rs) 0.0 0.0 0.0 0.0 Dividend Payout (%) 0.0 0.0 0.0 0.0 BVPS (Rs) 184.2 197.8 210.3 226.5 RoANW (%) 3.0 1.7 5.9 7.6 ROACE (%) 3.4 3.4 6.7 8.3 ROAIC (%) 6.0 5.5 10.8 13.8 (E) Valuation Ratios CMP (Rs) 157 152 152 1492 152		21.7	25.0	34.9	40.1
BVPS (Rs) 184.2 197.8 210.3 226.5 RoANW (%) 3.0 1.7 5.9 7.6 RoACE (%) 3.4 3.4 6.7 8.3 RoAIC (%) 6.0 5.5 10.8 13.8 (E) Valuation Ratios CMP (Rs) 157 149 152 14927 4,927 4,927 4,927 4,927 4,927 4,927 4,927 4,927 4,927 4,525 15		0.0	0.0	0.0	0.0
BVPS (Rs) 184.2 197.8 210.3 226.5 RoANW (%) 3.0 1.7 5.9 7.6 RoACE (%) 3.4 3.4 6.7 8.3 RoAIC (%) 6.0 5.5 10.8 13.8 (E) Valuation Ratios CMP (Rs) 157 149 152 14927 4,927 4,927 4,927 4,927 4,927 4,927 4,927 4,927 4,927 4,525 15	Dividend Payout (%)	0.0	0.0	0.0	0.0
ROACE (%) 3.4 3.4 6.7 8.1 ROAIC (%) 6.0 5.5 10.8 13.8 EV Valuation Ratios CMP (Rs) 157 <td></td> <td>184.2</td> <td>197.8</td> <td>210.3</td> <td>226.9</td>		184.2	197.8	210.3	226.9
ROAIC (%) 6.0 5.5 10.8 13.8 (E) Valuation Ratios CMP (Rs) 157 4,927 4,927 4,927 4,927 4,927 4,927 4,525 14,55 15,53 16,03 2,73 17,10 15,53 16,03 17,1 15,53 16,03 15,73 16,03 15,73 14,63 15,73 15,73 15,73 15,73 15,73 15,73 15,73 15,73 15,73 15	RoANW (%)	3.0	1.7	5.9	7.6
(E) Valuation Ratios 157 157 157 157 CMP (Rs) 157 157 157 157 P/E 29.1 47.3 13.1 9.5 Mcap (Rs Mn) 4,927 4,927 4,927 4,927 MCap/ Sales 0.9 0.9 0.8 0.7 EV 5,635 5,637 5,140 4,455 EV/Sales 1.0 1.0 0.9 0.6 EV/EBITDA 6.4 5.5 3.6 2.7 P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 EVERBITDA 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.9 APAT 46.2	RoACE (%)	3.4	3.4	6.7	8.1
CMP (Rs) 157 157 157 157 P/E 29.1 47.3 13.1 9.5 Mcap (Rs Mn) 4,927 4,927 4,927 4,927 MCap/ Sales 0.9 0.9 0.8 0.7 EV 5,635 5,637 5,140 4,455 EV/Sales 1.0 1.0 0.9 0.6 EV/EBITDA 6.4 5.5 3.6 2.7 P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.5 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 CFO 84 505	RoAIC (%)	6.0	5.5	10.8	13.8
P/E 29.1 47.3 13.1 9.5 Mcap (Rs Mn) 4,927 4,927 4,927 4,927 MCap/ Sales 0.9 0.9 0.8 0.7 EV 5,635 5,637 5,140 4,455 EV/Sales 1.0 1.0 0.9 0.6 EV/EBITDA 6.4 5.5 3.6 2.7 P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 (F) Growth Rate (%) Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.5 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 CFO 84 505 1,284 1,459	(E) Valuation Ratios				
Mcap (Rs Mn) 4,927 4,927 4,927 4,927 MCap/ Sales 0.9 0.9 0.8 0.7 EV 5,635 5,637 5,140 4,455 EV/Sales 1.0 1.0 0.9 0.6 EV/EBITDA 6.4 5.5 3.6 2.7 P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 (F) Growth Rate (%) Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.9 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670 CFF 456 (20) (101) (104 FCFF	CMP (Rs)	157	157	157	157
MCap/ Sales 0.9 0.9 0.8 0.7 EV 5,635 5,637 5,140 4,455 EV/Sales 1.0 1.0 0.9 0.6 EV/EBITDA 6.4 5.5 3.6 2.7 P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 (F) Growth Rate (%) Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.9 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 CFI (497) (573) (685) (670 CFI (497) (573) (685) (670	P/E	29.1	47.3	13.1	9.5
EV 5,635 5,637 5,140 4,455 EV/Sales 1.0 1.0 0.9 0.6 EV/EBITDA 6.4 5.5 3.6 2.7 P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 (F) Growth Rate (%) Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.9 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow (Rs Mn) FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670 CFF 456 (20) <td>Mcap (Rs Mn)</td> <td>4,927</td> <td>4,927</td> <td>4,927</td> <td>4,927</td>	Mcap (Rs Mn)	4,927	4,927	4,927	4,927
EV/Sales 1.0 1.0 0.9 0.6 EV/EBITDA 6.4 5.5 3.6 2.7 P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 (F) Growth Rate (%) Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.9 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow PY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670 CFF 456 (20) (101) (104 FCFF (461) (80) 599 785	MCap/ Sales	0.9	0.9	0.8	0.7
EV/EBITDA 6.4 5.5 3.6 2.7 P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 (F) Growth Rate (%) Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.9 APAT 46.2 (39.8) 260.2 38.5 Cash Flow (Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,456 CFI (497) (573) (685) (670 CFF 456 (20) (101) (104 FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,295		5,635	5,637	5,140	4,455
P/BV 0.9 0.8 0.7 0.7 Dividend Yield (%) 0.0 0.0 0.0 0.0 (F) Growth Rate (%) Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.5 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow (Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,455 CFI (497) (573) (685) (670 CFF 456 (20) (101) (104 FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,295			1.0	0.9	0.6
Dividend Yield (%) 0.0 0			······	······	2.7
(F) Growth Rate (%) Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.5 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow (Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670) CFF 456 (20) (101) (104 FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299		······································	·····		0.7
Revenue 15.5 4.9 5.5 14.6 EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.5 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow (Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670) CFF 456 (20) (101) (104 FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 1,295 Closing Cash 94 116 614 1,295	Dividend Yield (%)	0.0	0.0	0.0	0.0
EBITDA 16.0 17.1 38.9 13.7 EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.9 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow IRS Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670 CFF 456 (20) (101) (104 FCFF (461) (80) 599 789 Opening Cash 125 94 116 614 1,299	(F) Growth Rate (%)				
EBIT 43.4 (0.9) 98.9 24.8 PBT 24.0 (20.8) 122.3 23.5 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow (Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670) CFF 456 (20) (101) (104) FCFF (461) (80) 599 789 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299		.	······	.	14.6
PBT 24.0 (20.8) 122.3 23.5 APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow (Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670 CFF 456 (20) (101) (104 FCFF (461) (80) 599 789 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299				······	13.7
APAT 46.2 (39.8) 260.2 38.5 EPS 44.3 (38.4) 260.2 38.5 Cash Flow (Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670) CFF 456 (20) (101) (104) FCFF (461) (80) 599 789 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299			······		
EPS 44.3 (38.4) 260.2 38.5 Cash Flow (Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,455 CFI (497) (573) (685) (670) CFF 456 (20) (101) (104) FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,295					23.9
Cash Flow FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670) CFF 456 (20) (101) (104) FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299					
(Rs Mn) FY19A FY20A FY21E FY22E CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670) CFF 456 (20) (101) (104) FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299	EPS	44.3	(38.4)	260.2	38.5
CFO 84 505 1,284 1,459 CFI (497) (573) (685) (670) CFF 456 (20) (101) (104) FCFF (461) (80) 599 789 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299	Cash Flow				
CFI (497) (573) (685) (670) CFF 456 (20) (101) (104) FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,295	(Rs Mn)	FY19A	FY20A	FY21E	FY22E
CFI (497) (573) (685) (670) CFF 456 (20) (101) (104) FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,295		84	505		1,459
CFF 456 (20) (101) (104) FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,295				······	
FCFF (461) (80) 599 785 Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299		······································			(104)
Opening Cash 125 94 116 614 Closing Cash 94 116 614 1,299		.			789
Closing Cash 94 116 614 1,299		······································	-		614
			······	.	1,299
	E – Estimates				



August 10, 2020 9



DART RATING MATRIX

Total Return Expectation (12 Months)

Buy	> 20%
Accumulate	10 to 20%
Reduce	0 to 10%
Sell	< 0%

Rating and Target Price History



Managing Director

Purvag Shah

Month	Rating	TP (Rs.)	Price (Rs.)
Nov-19	Buy	250	167
Jan-20	Buy	250	181

+9122 4096 9747

*Price as on recommendation date

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Analyst(s) Certification

The research analyst(s), with respect to each issuer and its securities covered by them in this research report, certify that: All of the views expressed in this research report accurately reflect his or her or their personal views about all of the issuers and their securities; and No part of his or her or their compensation was, is, or will be directly or indirectly related to the specific recommendations or views expressed in this research report.

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