

Shoppers Stop

Estimate change	
TP change	←
Rating change	\longrightarrow

Bloomberg	SHOP IN
Equity Shares (m)	88
M.Cap.(INRb)/(USDb)	15.8 / 0.2
52-Week Range (INR)	447 / 131
1, 6, 12 Rel. Per (%)	2/-38/-58
12M Avg Val (INR M)	36
Free float (%)	36.1

Financials & Valuations (INR b)

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Y/E March	FY20	FY21E	FY22E							
Sales	34.6	20.4	31.4							
EBITDA	5.5	1.4	4.7							
Adj. PAT	-1.2	-3.5	-1.3							
EBIT Margin (%)	15.9	6.9	15.1							
Adj. EPS (INR)	-14.7	-41.9	-15.1							
EPS Gr. (%)	NM	NM	NM							
BV/Sh. (INR)	8.0	-33.9	-49.0							
Ratios										
Net D:E	30.8	-7.0	-4.4							
RoE (%)	NM	NM	NM							
RoCE (%)	16.5	NM	2.8							
Payout (%)	0.0	0.0	0.0							
Valuations										
P/E (x)	NM	NM	NM							
EV/EBITDA (x)	3.1	11.6	3.1							
EV/Sales (x)	0.5	0.8	0.5							
Div. Yield (%)	0.0	0.0	0.0							

Shareholding pattern (%)

As On	Jun-20	Mar-20	Jun-19
Promoter	63.9	63.9	63.7
DII	20.8	21.1	18.2
FII	6.7	7.0	7.0
Others	8.6	8.1	11.1

FII Includes depository receipts

CMP: INR180 TP: INR190 (+6%) Neutral

Sluggish recovery

- Shoppers Stop (SHOP)'s revenues were down 65% YoY, impacted by COVID-19, as operational days were down 20% and footfall was down ~60% YoY. Despite this, better-than-expected cost-control measures with a ~75% reduction in operating expense and rental exemptions restricted EBITDA loss to INR347m (v/s INR679m expected operating loss).
- The pre-festive season saw healthy demand and an increase in footfall, albeit lower than last year. We cut our revenue/EBITDA estimate for FY21 by 10%/10% due to the prolonged impact of COVID-19. However, we raise our FY22 revenue/EBITDA by 5–6%, factoring FY21/FY22E EBITDA of INR1.4b/INR4.7b.

Limited operating loss on improved cost measures

- Shoppers Stop's standalone revenue fell 65% YoY to INR2.9b (8% beat), weighed by hampered store operations during the quarter. This was attributable to operational days being 20% lower YoY due to lockdown.
- EBITDA loss stood at INR347m (v/s est. loss of INR596m), cushioned by 34%/35% YoY drop in employee/SG&A costs.
- Other income was at INR631m (3.5x YoY), including INR525m adjusted for rent concessions, as provided by MCA. Thus, actual other income stood at INR106m (drop of 42% YoY).
- Shoppers Stop reported exceptional charges of INR100m toward impairment charges for Crossword bookstores (INR200m impairment charges recorded in 4QFY20). This resulted in accumulated loss of INR588m as of Sept'20, against equity investment of INR350m. Thus, net adj. loss stood at INR1.1b (v/s est. loss of INR1.5b).
- SHOP has appointed Mr Venugopal Nair as the new MD & CEO and Additional Director. Mr Nair served as Chief Commercial Officer of Trent and was recently appointed as CEO of Westside.

Highlights from management commentary

- Of INR4.5b savings this year, expect INR2b to be permanent savings and continue next year.
- Festive sales are down 25% v/s last year pre-Dussehra in the eastern region.
- The drop in gross margins is attributable to provisions and the rising share of private label brands; gross margins are expected to return by the start of FY21. The impact on the GM from private labels stands at -265bps.
- The company aims to be debt-free by Mar'21 or Sept'21.

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Valuation and view

- The Lifestyle Apparel segment is likely to see a pronounced impact due to various factors. (A) The company caters to higher ticket sizes, and consumers may downtrade in the prevailing economic scenario. (B) Recent trends indicate a growing online traction as consumers move to alternate channels. This may hurt SHOP as it has limited product differentiation. (C) A higher share of stores at malls may get impacted by restricted footfall / slower rental negotiations (v/s the high street).
- Increasing revenue contribution from the 'Personal Shopper' program and beauty products is encouraging. However, declining footfall and slower samestore sales growth (SSSG), even prior to COVID-19, raises concerns related to revenue recovery once the market stabilizes.
- The contribution of private products to revenue is still extremely low. Furthermore, competitors such as Pantaloons, Max, Reliance Trends, FBB, Westside, and Zudio are better placed to attract customers within this price range.
- Shoppers Stop's debt has increased to INR2.15b as operating losses have risen during the lockdown. This would be further accentuated by ~19% equity dilution due to an INR3b rights issue announced recently.
- We value SHOP on an SOTP basis. We assign EV/EBITDA of 7x to standalone (Shoppers Stop) & EV/sales of 1x to Crossword on FY22E, to arrive at TP of INR190. Maintain Neutral.

Y/E March		FY20				FY2	1		FY20	FY21	FY21E	Est. Var
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE			2Q	(%)
Total Revenue from Operations	8,324	8,453	9,941	7,092	539	2,924	7,242	8,164	33,810	18,869	2,715	8
YoY Change (%)	NA	2.3	-0.5	-29.0	NA	-64.9	-14.3	-17.9	-2.9	-44.2	-67.4	
Total Expenditure	6,942	7,081	7,966	6,326	1,563	3,271	6,109	6,568	28,315	17,512	3,312	-1
EBITDA	1,382	1,372	1,975	766	-1,024	-347	1,133	1,595	5,495	1,357	-596	-42
EBITDA Margin (%)	16.6	16.2	19.9	10.8	-189.9	-11.9	15.6	19.5	16.3	7.2	-22.0	
Depreciation	884	878	934	1,696	997	941	948	952	4,392	3,838	1,001	-6
Interest	484	474	478	508	552	607	609	607	1,944	2,375	550	10
Other Income	24	181	66	64	1,040	631	300	300	335	2,271	300	110
PBT before EO expense	38	201	629	-1,375	-1,533	-1,265	-124	336	-506	-2,585	-1,848	-32
PBT	38	201	629	-1,575	-1,533	-1,365	-124	336	-706	-2,685	-1,848	-26
Tax	14	255	681	-247	-382	-342	-24	66	703	-682	-362	
Rate (%)	35.8	126.7	108.3	15.7	24.9	25.1	19.6	19.6	-99.5	25.4	19.6	
Reported PAT	24	-54	-52	-1,328	-1,151	-1,023	-100	270	-1,409	-2,003	-1,486	-31
Adj PAT	81	-54	-52	-734	-1,112	-1,123	-100	270	-759	-2,063	-1,486	-24
YoY Change (%)	-17.4	-140.7	-111.1	-343.3	-1,476.6	NM	90.7	-136.8	-175.9	171.8 -	1,939.9	

Y/E March		FY20				FY2	1		FY20	FY21E
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE		
Shoppers Stop Stores										
Total Stores	83	84	89	84	84	85	86	87	84	84
Store Adds	0	1	5	-5	0	1	1	1	1	0
Revenue/store	113	108	130	88	6	32	85	103	438	6
Beauty Stores										
Total Stores	132	135	143	144	143	142	145	154	144	143
Store Adds	5	3	8	1	-1	-1	3	9	17	-1
Revenue/store	13	13	15	11	1	4	12	13	53	1
Gross Margins (%)	42.8	41.4	42.6	40.0	32.1	32.5	36.0	38.7	41.8	32.1
EBITDA Margins (%)	16.6	16.2	19.9	10.8	-189.9	-11.9	15.6	19.5	16.3	7.2
PAT Margins (%)	1.0	-0.6	-0.5	-10.4	-206.1	-38.4	-1.4	3.3	-2.2	-10.9

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Plans to raise INR3b by rights issue to boost liquidity

- SHOP has announced an INR3b raise in rights issue.
- Assuming equity issuances at ~15% discount to current price, this would result in ~20.5m share issuances and equity dilution of 19% for existing shareholders.
- Cash and bank deposits stood at INR870m as of Sep'20.
- Consolidated net debt stood at INR2.15b.
- Consol. inventory stood at INR10.6b as of Sep'20 (v/s INR12.3b in Mar'20).

Other business highlights

- The company opened up a Shoppers Stop department store during the quarter, taking the total store count to 85.
- Private label share increased to 15.5% (+50bps QoQ).
- Sales from the online channel grew by 50% YoY, forming 7.8% of the total revenue.
- The number of First Citizen customers total 7.4m, with the company adding 0.13m customers during the quarter.
- The conversion ratio improved by 16% YoY and average transaction value by 5% YoY.
- The 'Personal Shopper' program, which contributed 14% to sales, has a 2.8x average ticket size.
- 1HFY21 sales stood at INR3.5b (-79% YoY) and EBITDA loss at INR1.4b (v/s EBITDA profit of INR2.8b in 1HFY20).

Exhibit 1: Rights issue details

Particulars	Amount in INR m
Issue Size	3,000
Discount to CMP (%)	15%
Issue Price	148
Number of shares issued (m)	20.3
Current shares outstanding (m)	88
Post Issue Shares outstanding (m)	108
Equity Dilution (%)	19%

Source: Company, MOFSL

Exhibit 2: Shoppers Stop - SOTP Valuation

	Methodology	Driver (INR b)	Multiple	Fair Value (INR b)	Value/sh (INR)
Standalone (Shoppers Stop)	EV/EBITDA	5	7	35	395
Crossword	EV/Sales	2	1	2	19
Total Enterprise Value			1	36	414
Less Net debt				20	224
Equity Value				17	190
Shares o/s (m)				88.0	
CMP (INR)					178
Upside (%)					6

Source: MOFSL, Company

Exhibit 3: SHOP – 1-year forward P/E band

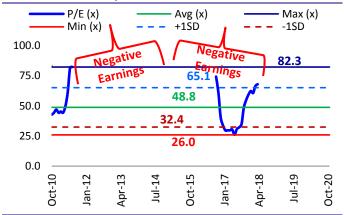
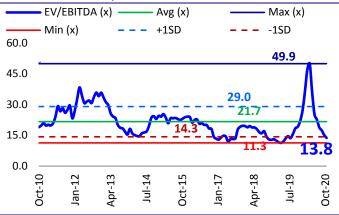


Exhibit 4: SHOP – 1-year forward EV/EBITDA band



Source: Bloomberg, MOFSL



Highlights from management commentary Business performance

Source: Bloomberg, MOFSL

- Operational days: Operational days were at 80% v/s last year, and store operational hours are returning to normal (up to 9pm) post state government approvals.
- Footfall: Footfall was down 65% in September. Standalone stores' footfall declined 59%, but was better v/s mall stores.
- Bill size: ATV is up 20% YoY and the average bill value is up 6% YoY.
- Cost savings: SHOP had INR1.85b and INR1.3b in cost savings in 1Q and 2Q, respectively. Savings from lease rentals were 40%, and other expenses formed the remaining 60% of the total savings. Of INR4.5b savings this year, expect INR2b to be permanent savings and continue next year.
- Margin benefit: Going ahead, ~1% margin accretion would be seen from employee cost and ~1% from store operational cost.
- Private brands: Value buying is strong, especially in private brands and products below INR999.
- **Rental exemptions:** Rental exemptions are in the range of 25–75%, while some stores have moved on to revenue-sharing agreements.
- Online conversion: The online conversion rate stands at 1.5%, and the company aims to reach 2.5%.
- Online business: The online business has seen marginal profits in the past quarter, and this may continue in future.

Business outlook and festive expectations

- Amazon partnership: 50 shops are currently on Amazon; gradually, more stores and products would be integrated with Amazon's e-commerce platform and would account for a large portion of sales in future.
- **Personal Shopper:** The program has seen great traction online as well. The bill size is 2.8x when personal shoppers offer shopping assistance.
- Beauty segment: The company plans to launch one more private brand in the Beauty segment.
- MD & CEO appointment: Mr Venu Nair joined the company as MD & CEO of Shoppers Stop. He served as CEO of Westside and earlier worked with Marks & Spencer as well.

■ **Festive sales:** Festive sales are down 25% v/s last year pre-Dussehra in the eastern region.

- Store openings/closures: It opened one Shoppers Stop store in Lucknow in 2QFY21 and would be closing another three to four stores. Expect 5–10% of store closures, mostly in the metros.
- **Gross margins:** The drop in gross margins is attributable to provisions and the rising share of private label brands; gross margins are expected to return by the start of FY21. The impact on the GM from private labels stands at -265bps.
- **Debt:** It aims to be debt-free by Mar'21 or Sept'21.

Exhibit 5: Standalone quarterly performance (INR m)

	2QFY20	1QFY21	2QFY21	YoY%	QoQ%	2QFY21E	v/s Est (%)
Total Revenue	8,453	539	2,924	-65	442	2,715	8
Raw Material cost	4,951	366	1,974	-60	439	1,738	14
Gross Profit	3,502	173	950	-73	449	978	-3
Gross margin (%)	41.4	32.1	32.5	-894.5	3 9.6	36.0	-351.9
Employee Costs	830	748	545	-34	-27	805	-32
Rent	135	0	0	-100	#DIV/0!	90	-100
SGA Expenses	1,164	449	752	-35	67	679	11
EBITDA	1,372	-1,024	-347	NM	NM	-596	NM
EBITDA margin (%)	16.2	-189.9	-11.9	NM	NM	-22.0	NM
Depreciation and amortization	878	997	941	7	-6	1,001	-6
EBIT	494	-2,021	-1,288	NM	NM	-1,598	NM
EBIT margin (%)	5.8	-374.9	-44.1	NM	NM	-58.8	NM
Finance Costs	474	552	607	28	10	550	10
Other income	181	1,040	631	248	-39	300	110
Exceptional item	0	0	-100	NM	NM	0	NM
Profit before Tax	201	-1,533	-1,365	NM	NM	-1,848	-26
Tax	255	-382	-342	NM	NM	-362	-6
Tax rate (%)	126.7	24.9	25.1	NM	NM	19.6	NM
Profit after Tax	-54	-1,151	-1,023	NM	NM	-1,486	NM
Adj Profit after Tax	-54	-1,112	-1,123	NM	NM	-1,486	NM

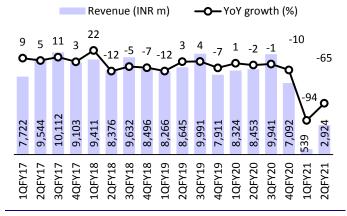
Source: MOFSL, Company

Exhibit 6: Standalone estimate change summary

	FY21E	FY22E
Revenue (INR m)		
Old	21,195	28,105
Actual/New	18,869	29,748
Change (%)	-11.0	5.8
EBITDA (INR m)		
Old	1,500	4,428
Actual/New	1,357	4,698
Change (%)	<i>-9.5</i>	6.1
EBITDA margin (%)		
Old	7.1	15.8
Actual/New	7.2	15.8
Change (bp)	12	4
PAT (INR m)		
Old	-3,976	-1,311
Actual/New	-4,028	-1,225
Change (%)	1.3	-6.5
Adj. EPS (INR)		
Old	-45.2	-14.9
Actual/New	-45.8	-13.9
Change (%)	1.3	-6.5

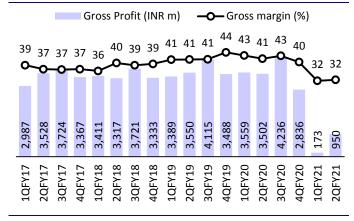
Story in charts

Exhibit 7: Standalone revenue was down 65% YoY



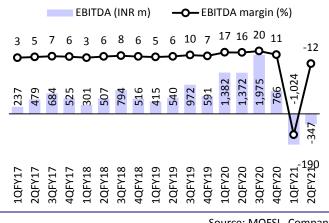
Source: MOFSL, Company

Exhibit 8: Standalone gross margin declined 950bp YoY



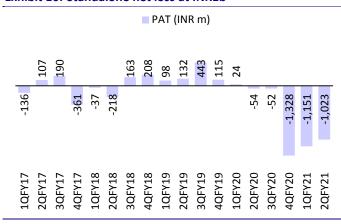
Source: MOFSL, Company

Exhibit 9: Standalone EBITDA turned to loss of INRO.3b



Source: MOFSL, Company

Exhibit 10: Standalone net loss at INR1b



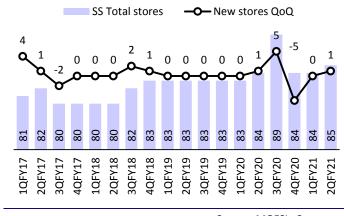
Source: MOFSL, Company

Exhibit 11: Beauty store count at 131



Source: MOFSL, Company

Exhibit 12: Total dept. store count at 85

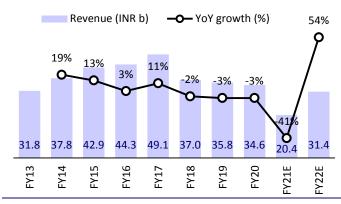


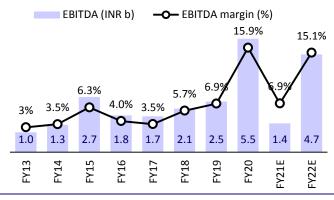
Source: MOFSL, Company

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Exhibit 13: Consol. revenue CAGR of -5% over FY20-22E

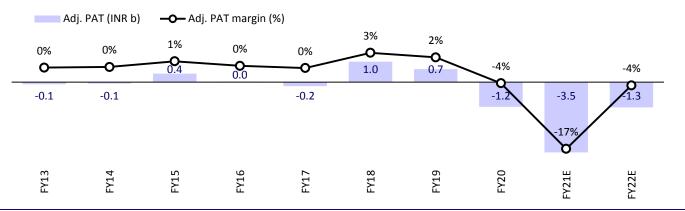
Exhibit 14: EBITDA CAGR of -7% over FY20-22E





Source: MOFSL, Company Source: MOFSL, Company

Exhibit 15: Expect consol. adj. loss over FY21–22E



Source: MOFSL, Company

Financials and valuations – standalone

Standalone – Income Statement		****				F1.10.0	E1/0 1 =	(INR m)
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Total Income from Operations	30,420	33,548	36,480	35,915	34,813	33,810	18,869	29,748
Change (%)	12.1 18,764	10.3	8.7	-1.6	-3.1 20,272	-2.9	-44.2 11,982	57.7
Raw Materials Employees Cost	2,270	20,679 2,455	22,874	22,134	3,145	19,676 3,219	2,511	17,403
Lease Rentals	2,270	3,128	2,735 3,480	3,013 3,597	3,145	560	2,511	2,888
Other Expenses	4,644	5,239	5,467	5,054	5,000	4,860	3,019	4,760
Total Expenditure	28,531	31,502	34,555	33,799	32,280	28,315	17,512	25,050
% of Sales	93.8	93.9	94.7	94.1	92.7	83.7	92.8	84.2
EBITDA	1,889	2,046	1,925	2,116	2,533	5,494	1,357	4,698
Margin (%)	6.2	6.1	5.3	5.9	7.3	16.3	7.2	15.8
Depreciation	858	977	1,155	1,119	1,351	4,392	3,838	4,050
EBIT	1,031	1,070	770	997	1,182	1,102	-2,481	648
Int. and Finance Charges	512	572	585	362	124	1,944	2,375	2,450
Other Income	177	302	296	160	179	335	147	164
PBT bef. EO Exp.	696	801	481	796	1,237	-507	-4,710	-1,638
EO Items	0	-238	-478	-504	0	-200	0	C
PBT after EO Exp.	696	563	3	292	1,237	-707	-4,710	-1,638
Total Tax	288	334	203	176	449	703	-682	-412
Tax Rate (%)	41.4	59.3	6425.7	60.2	36.3	-99.5	14.5	25.2
Minority Interest	0	0	0	0	0	0	0	0
Reported PAT	407	229	-199	116	788	-1,409	-4,028	-1,225
Adjusted PAT	407	-9	-677	765	1,001	-1,609	-4,028	-1,225
Change (%)	12.1	-102.3	7,183.7	-213.0	30.8	-260.8	150.3	-69.6
Margin (%)	1.3	0.0	-1.9	2.1	2.9	-4.8	-21.3	-4.1
Standalone – Balance Sheet								(INR m)
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Equity Share Capital	417	417	418	440	440	440	440	440
Total Reserves	7,236	7,369	7,190	9,094	9,337	926	-3,101	-4,327
Net Worth	7,653	7,786	7,608	9,534	9,776	1,366	-2,661	-3,887
Total Loans	5,184	5,898	5,759	874	0	1,237	1,237	1,237
Lease Liabilities	-, -		-,			20,678	20,678	20,678
Deferred Tax Liabilities	96	-36	-43	-198	-320	-2,641	-2,641	-2,641
Capital Employed	12,932	13,649	13,324	10,210	9,457	20,640	16,612	15,387
Gross Block	9,684	7,165	8,125	9,282	10,103	27,331	28,152	29,515
Less: Accum. Deprn.	3,721	850	1,772	2,804	4,155	8,547	12,385	16,435
Net Fixed Assets	5,963	6,315	6,353	6,478	5,948	18,784	15,767	13,079
Right to use assets						13,257	13,257	13,257
Capital WIP	142	280	169	182	351	443	443	443
Total Investments	4,065	4,054	4,080	3,176	2,935	2,057	2,057	2,057
Curr. Assets, Loans&Adv.	7,732	8,421	7,712	7,592	15,199	16,727	14,050	15,472
Inventory	3,296	3,859	3,528	3,284	10,535	12,239	10,856	10,188
Account Receivables	223	237	357	437	444	351	196	309
Cash and Bank Balance	49	53	50	52	167	13	-984	1,713
Loans and Advances	4,164	4,272	3,777	3,818	4,052	4,125	3,983	3,263
Curr. Liability & Prov.	4,971	5,420	4,990	7,218	14,977	17,370	15,704	15,664
•								
Account Payables	3,314	3,706	3,302	4,886	12,542	14,967	13,787	13,112
Other Current Liabilities	1,540	1,652	1,617	2,252	2,341	2,295	1,809	2,445
Provisions	118	62	72	79	93	108	108	108
Net Current Assets	2,762	3,000	2,722	374	222	-643	-1,654	-192
Appl. of Funds	12,932	13,649	13,324	10,210	9,457	20,640	16,612	15,387

Financials and valuations – standalone

Ratios								
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Basic (INR)								
EPS	4.6	-0.1	-7.7	8.7	11.4	-17.0	-45.8	-13.9
Cash EPS	14.4	11.0	5.4	21.4	26.7	11.1	-2.2	32.1
BV/Share	87.0	88.5	86.5	108.4	111.1	15.5	-30.3	-44.2
DPS	0.7	0.7	0.7	0.8	0.8	0.0	0.0	0.0
Payout (%)	18.5	32.9	-37.8	67.8	9.8	0.0	0.0	0.0
Valuation (x)								
P/E	38.2	-1,674.1	-23.0	20.3	15.6	-10.4	-3.8	-12.6
Cash P/E	12.3	16.1	32.6	8.3	6.6	16.0	-81.7	5.5
P/BV	2.0	2.0	2.0	1.6	1.6	11.4	-5.8	-4.0
EV/Sales	0.7	0.6	0.6	0.5	0.4	1.1	0.9	0.5
EV/EBITDA	11.0	10.5	11.1	7.7	6.1	20.7	13.0	3.2
Dividend Yield (%)	0.4	0.4	0.4	0.4	0.4	0.0	0.0	0.0
FCF per share	1.5	2.2	5.8	23.2	11.1	43.9	13.1	57.3
Return Ratios (%)								
RoE	5.5	-0.1	-8.8	8.9	10.4	-26.9	622.0	37.4
RoCE	5.7	4.2	-498.4	3.9	8.6	-4.4	-338.7	-29.8
RoIC	7.4	4.9	-532.7	5.0	11.8	-12.0	-12.8	3.7
Working Capital Ratios								
Fixed Asset Turnover (x)	3.1	4.7	4.5	3.9	3.4	1.3	0.7	1.0
Asset Turnover (x)	2.4	2.5	2.7	3.5	3.7	1.6	1.1	1.9
Inventory (Days)	40	42	35	33	110	132	210	125
Debtor (Days)	3	3	4	4	5	4	4	4
Creditor (Days)	40	40	33	50	132	162	267	161
Leverage Ratio (x)								
Current Ratio	1.6	1.6	1.5	1.1	1.0	1.0	0.9	1.0
Interest Cover Ratio	2.0	1.9	1.3	2.8	9.5	-10.2	-1.0	0.3
Net Debt/Equity	0.1	0.2	0.2	-0.2	-0.3	14.5	-0.1	0.7
Standalone – Cash Flow Statement								(INR m)
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
OP/(Loss) before Tax	696	801	481	796	1,237	-707	-4,710	-1,638
Depreciation	858	977	1,155	1,119	1,351	4,392	3,838	4,050
Interest & Finance Charges	512	572	585	362	124	1,944	2,375	2,450
Direct Taxes Paid	-243	-437	-237	-356	-565	-422	682	412
(Inc)/Dec in WC	-378	-137	-264	1,341	-24	538	-69	1,296
CF from Operations	1,445	1,775	1,720	3,261	2,124	5,745	2,117	6,570
Others	-145	-147	-150	-43	-24	-101	-147	-164
CF from Operating incl EO	1,299	1,628	1,570	3,218	2,100	5,644	1,970	6,406
(Inc)/Dec in FA	-1,166	-1,431	-1,063	-1,179	-1,123	-1,786	-821	-1,363
Free Cash Flow	133	196	506	2,039	977	3,858	1,149	5,043
(Pur)/Sale of Investments	-189	-220	-502	456	-224	-1,033	0	0
Others	-99	28	725	1,128	36	1,321	1,566	1,440
CF from Investments	-1,454	-1,624	-841	405	-1,311	-1,498	745	77
Issue of Shares	41	22	9	1,814	11	0	0	0
Inc/(Dec) in Debt	671	717	-140	-4,062	-398	-400	0	0
Interest Paid	-506	-574	-581	-378	-124	-1,944	-2,375	-2,450
Dividend Paid	-73	-75	0	-75	-80	-80	0	0
Others	0	-72	0	0	0	-1,809	0	0
CF from Fin. Activity	133	18	-712	-2,701	-591	-4,232	-2,375	-2,450
Inc/Dec of Cash	-22	22	17	922	198	-87	340	4,033
Opening Balance	71	31	34	-870	-31	99	-1,324	-2,320
Closing Balance	49	53	50	52	167	12	-984	1,713

Financials and valuations – consolidated

Consolidated - Income Statement									(INR m)
Consolidated – Income Statement Y/E March	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Total Income from Operations	37,783	42,869	44,320	49,101	36,967	35,779	34,639	20,358	31,422
Change (%)	18.9	13.5	3.4	10.8	-24.7	-3.2	-3.2	-41.2	54.4
Raw Materials	24,464	26,925	28,632	31,892	22,679	20,782	20,065	12,741	18,257
Employees Cost	2,918	3,157	3,330	3,886	3,157	3,296	3,346	2,697	3,097
Lease Rentals	0	0	0	0	4,188	4,045	660	0	0
Other Expenses	9,068	10,107	10,566	11,581	4,828	5,199	5,053	3,518	5,321
Total Expenditure	36,449	40,189	42,529	47,359	34,852	33,323	29,124	18,956	26,674
% of Sales	96.5	93.7	96.0	96.5	94.3	93.1	84.1	93.1	84.9
EBITDA	1,334	2,680	1,791	1,743	2,115	2,457	5,515	1,401	4,748
Margin (%)	3.5	6.3	4.0	3.5	5.7	6.9	15.9	6.9	15.1
Depreciation	981	1,253	1,297	1,510	1,149	1,406	4,504	3,950	4,162
EBIT	353	1,427	494	233	966	1,051	1,011	-2,549	586
Int. and Finance Charges	653	781	848	874	377	138	1,973	2,390	2,465
Other Income	62	133	285	188	180	187	342	129	146
PBT bef. EO Exp.	-239	778	-69	-453	769	1,099	-620	-4,810	-1,732
EO Items	-7	0	0	-128	2,160	0	-97	0	0
PBT after EO Exp.	-245	778	-69	-581	2,929	1,099	-716	-4,810	-1,732
Total Tax	257	288	334	203	176	449	704	-1,311	-472
Tax Rate (%)	-104.7	37.0	-482.1	-34.9	6.0	40.9	-98.3	27.3	27.3
Minority Interest	-420	66	-427	-411	-297	0	0	0	0
Loss from discontinued operations	-0.9	0.1	0.1	-0.1	-608.2	-0.1	0.0	0.0	0.0
Reported PAT	-83	424	24	-373	2,442	650	-1,420	-3,499	-1,260
Adjusted PAT	-68	424	24	-200	1,020	650	-1,229	-3,499	-1,260
Change (%)	-31.6	-723.7	-94.3	-925.4	-610.6	-36.3	-289.1	184.7	-64.0
Margin (%)	-0.2	1.0	0.1	-0.4	2.8	1.8	-3.5	-17.2	-4.0
									(101D)
Consolidated – Balance Sheet	EV14	EV1E	EV16	EV17	EV10	EV10	EV20	EV21E	(INR m)
Y/E March	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Y/E March Equity Share Capital	416	417	417	418	440	440	440	440	FY22E 440
Y/E March Equity Share Capital Total Reserves	416 4,489	417 4,867	417 4,734	418 4,375	440 8,605	440 8,707	440 226	440 -3,272	FY22E 440 -4,532
Y/E March Equity Share Capital Total Reserves Net Worth	416 4,489 4,905	417 4,867 5,284	417 4,734 5,151	418 4,375 4,792	440 8,605 9,044	440 8,707 9,147	440 226 666	440 -3,272 -2,832	FY22E 440 -4,532 -4,092
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest	416 4,489 4,905 15	417 4,867 5,284 261	417 4,734 5,151 -12	418 4,375 4,792 52	440 8,605 9,044 0	440 8,707 9,147 0	440 226 666 0	440 -3,272 -2,832 0	FY22E 440 -4,532 -4,092 0
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans	416 4,489 4,905	417 4,867 5,284	417 4,734 5,151	418 4,375 4,792	440 8,605 9,044	440 8,707 9,147	440 226 666 0 1,555	440 -3,272 -2,832 0 1,559	FY22E 440 -4,532 -4,092 0 1,559
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities	416 4,489 4,905 15 6,449	417 4,867 5,284 261 7,512	417 4,734 5,151 -12 8,290	418 4,375 4,792 52 8,851	440 8,605 9,044 0 1,253	440 8,707 9,147 0 322	440 226 666 0 1,555 20,894	440 -3,272 -2,832 0 1,559 20,894	FY22E 440 -4,532 -4,092 0 1,559 20,894
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities	416 4,489 4,905 15 6,449	417 4,867 5,284 261 7,512	417 4,734 5,151 -12 8,290	418 4,375 4,792 52 8,851	440 8,605 9,044 0 1,253	440 8,707 9,147 0 322	440 226 666 0 1,555 20,894 -2,641	440 -3,272 -2,832 0 1,559 20,894 -2,641	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed	416 4,489 4,905 15 6,449 100 11,468	417 4,867 5,284 261 7,512 96 13,153	417 4,734 5,151 -12 8,290 -36 13,393	418 4,375 4,792 52 8,851 -43 13,652	440 8,605 9,044 0 1,253 -198 10,100	440 8,707 9,147 0 322 -320 9,149	440 226 666 0 1,555 20,894 -2,641 20,474	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block	416 4,489 4,905 15 6,449 100 11,468 11,716	417 4,867 5,284 261 7,512 96 13,153 13,162	417 4,734 5,151 -12 8,290 -36 13,393 8,954	418 4,375 4,792 52 8,851 -43 13,652 9,749	440 8,605 9,044 0 1,253 -198 10,100 8,687	440 8,707 9,147 0 322 -320 9,149 9,514	440 226 666 0 1,555 20,894 -2,641 20,474 26,974	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn.	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057	440 8,707 9,147 0 322 -320 9,149 9,514 3,463	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets	416 4,489 4,905 15 6,449 100 11,468 11,716	417 4,867 5,284 261 7,512 96 13,153 13,162	417 4,734 5,151 -12 8,290 -36 13,393 8,954	418 4,375 4,792 52 8,851 -43 13,652 9,749	440 8,605 9,044 0 1,253 -198 10,100 8,687	440 8,707 9,147 0 322 -320 9,149 9,514	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422	440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv.	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0 8,808	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390 10,489	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199 10,898	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825 7,946	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584 15,354	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905 16,811	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905 15,797	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905 14,669
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv. Inventory	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509 5,063	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv.	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0 8,808 4,490	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390 10,489 5,792 519	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199 10,898 5,776	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825 7,946 3,563	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584 15,354 10,719	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905 16,811 12,392	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905 15,797 11,053	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905 14,669 10,433 310
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv. Inventory Account Receivables	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0 8,808 4,490 480	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509 5,063 1,015	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390 10,489 5,792	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199 10,898 5,776 568	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825 7,946 3,563 477	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584 15,354 10,719 472	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905 16,811 12,392 341	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905 15,797 11,053 191	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905 14,669 10,433
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv. Inventory Account Receivables Cash and Bank Balance	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0 8,808 4,490 480 279	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509 5,063 1,015 199	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390 10,489 5,792 519 103	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199 10,898 5,776 568 76	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825 7,946 3,563 477 60	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584 15,354 10,719 472 174	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905 16,811 12,392 341 44	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905 15,797 11,053 191 831	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905 14,669 10,433 310 2,408
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv. Inventory Account Receivables Cash and Bank Balance Loans and Advances	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0 8,808 4,490 480 279 3,559	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509 5,063 1,015 199 4,231	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390 10,489 5,792 519 103 4,075	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199 10,898 5,776 568 76 4,478	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825 7,946 3,563 477 60 3,845	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584 15,354 10,719 472 174 3,988	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905 16,811 12,392 341 44 4,035	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905 15,797 11,053 191 831 3,723	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905 14,669 10,433 310 2,408 1,517
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv. Inventory Account Receivables Cash and Bank Balance Loans and Advances Curr. Liability & Prov.	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0 8,808 4,490 480 279 3,559 6,302	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509 5,063 1,015 199 4,231 6,661	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390 10,489 5,792 519 103 4,075 6,889	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199 10,898 5,776 568 76 4,478 6,869	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825 7,946 3,563 477 60 3,845 7,578	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584 15,354 10,719 472 174 3,988 15,286	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905 16,811 12,392 341 44 4,035 17,694	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905 15,797 11,053 191 831 3,723 16,884	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905 14,669 10,433 310 2,408 1,517 14,288
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv. Inventory Account Receivables Cash and Bank Balance Loans and Advances Curr. Liability & Prov. Account Payables	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0 8,808 4,490 480 279 3,559 6,302 4,387	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509 5,063 1,015 199 4,231 6,661 4,688	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390 10,489 5,792 519 103 4,075 6,889 4,944	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199 10,898 5,776 568 76 4,478 6,869 4,908	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825 7,946 3,563 477 60 3,845 7,578 5,191	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584 15,354 10,719 472 174 3,988 15,286 12,771	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905 16,811 12,392 341 44 4,035 17,694 15,219	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905 15,797 11,053 191 831 3,723 16,884 15,072	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905 14,669 10,433 310 2,408 1,517 14,288 14,397
Y/E March Equity Share Capital Total Reserves Net Worth Minority Interest Total Loans Lease Liabilities Deferred Tax Liabilities Capital Employed Gross Block Less: Accum. Deprn. Net Fixed Assets Right to use assets Goodwill on Consolidation Capital WIP Total Investments Curr. Assets, Loans&Adv. Inventory Account Receivables Cash and Bank Balance Loans and Advances Curr. Liability & Prov. Account Payables Other Current Liabilities	416 4,489 4,905 15 6,449 100 11,468 11,716 4,139 7,577 1,019 367 0 8,808 4,490 480 279 3,559 6,302 4,387 1,795	417 4,867 5,284 261 7,512 96 13,153 13,162 5,151 8,012 1,019 276 0 10,509 5,063 1,015 199 4,231 6,661 4,688 1,844	417 4,734 5,151 -12 8,290 -36 13,393 8,954 861 8,093 976 333 390 10,489 5,792 519 103 4,075 6,889 4,944 1,863	418 4,375 4,792 52 8,851 -43 13,652 9,749 1,501 8,248 976 200 199 10,898 5,776 568 76 4,478 6,869 4,908 1,861	440 8,605 9,044 0 1,253 -198 10,100 8,687 2,057 6,630 97 182 2,825 7,946 3,563 477 60 3,845 7,578 5,191 2,305	440 8,707 9,147 0 322 -320 9,149 9,514 3,463 6,050 97 351 2,584 15,354 10,719 472 174 3,988 15,286 12,771 2,418	440 226 666 0 1,555 20,894 -2,641 20,474 26,974 7,967 19,007 13,422 0 444 1,905 16,811 12,392 341 44 4,035 17,694 15,219 2,364	440 -3,272 -2,832 0 1,559 20,894 -2,641 16,980 27,562 11,845 15,717 13,422 0 444 1,905 15,797 11,053 191 831 3,723 16,884 15,072 1,700	FY22E 440 -4,532 -4,092 0 1,559 20,894 -2,641 15,720 28,925 15,935 12,990 13,422 0 444 1,905 14,669 10,433 310 2,408 1,517 14,288 14,397 -109

Financials and valuations – consolidated

Y/E March FY15 FY16 FY17 FY18 FY19 FY20 FY21E FY22E Bast (INR) FY18 3 -2.4 1.2.2 7.8 1.3.2 -4.19 1.5.1 Cash FPS 20.1 15.8 15.7 26.0 2.46 1.7.2 5.4 34.7 DPS 0.7 0.7 0.8 0.8 0.0 0.0 0.0 PSyout (K) 1.7.7 310.3 20.2 3.2 1.19 0.0 0.0 Valuation (x) 1.7.7 310.3 2.0.2 3.2 1.19 0.0 0.0 Valuation (x) 1.7.7 310.3 2.0.2 3.2 1.19 0.0 0.0 Valuation (x) 1.8.8 61.0 -74.0 1.4.5 2.2.7 1.3.4 4.2 11.7 P/Sue 2.8 2.9 3.1 1.6 1.6 2.2.2 3.3 3.6 1.1 1.0 0.0 0.0 0.0 0.0 0.0	Ratios								
Basic (INR)	- ,	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22F
Fig.		1125	20	1127	20	1125	1120		
Cash IPS 20.1 15.8 15.7 26.0 24.6 17.2 5.4 43.7 BV/Share 63.3 61.7 57.4 108.3 109.5 8.0 -33.9 49.0 PSY 0.7 0.7 0.8 0.8 0.8 0.0 0.0 40.0 Psylor 1.7 30.3 20.2 3.2 11.9 0.0 0.0 0.0 Psylor 2.8 61.0 7.40 14.5 2.27 13.4 4.2 11.7 Cash PF 8.8 61.0 1.40 1.6 1.6 22.2 5.2 3.6 ElySales 0.5 0.5 0.5 0.5 0.4 1.1 8.0 3.6 4.0 ElySales 0.2 1.2 1.1 1.6 1.6 1.2 2.2 3.6 3.6 ElySales 0.2 1.2 1.2 1.2 3.6 4.0 4.0 4.0 4.0 1.0 4.0 <th< td=""><td></td><td>5.1</td><td>0.3</td><td>-2.4</td><td>12.2</td><td>7.8</td><td>-13.2</td><td>-41.9</td><td>-15.1</td></th<>		5.1	0.3	-2.4	12.2	7.8	-13.2	-41.9	-15.1
BV/Share 63.3 61.7 57.4 108.3 109.5 8.0 -33.9 49.0 DPS 0.7 0.7 0.8 0.8 0.8 0.0 0.0 0.0 0.0 Psyout (%) 17.7 310.3 2-0.2 3.2 11.9 0.0 0.0 0.0 Psyout (%) 17.7 310.3 2-0.2 3.2 11.9 0.0 0.0 0.0 0.0 Psyout (%) 17.7 310.3 2-0.2 3.2 11.9 0.0 0.0 0.0 0.0 Psyout (%) 17.7 310.3 2-0.2 3.2 11.9 0.0 0.0 0.0 0.0 Psyout (%) 17.7 310.3 2-0.2 3.2 3.2 11.9 0.0 0.0 0.0 0.0 Psyout (%) 17.7 310.3 2-0.2 3.2 3.2 11.9 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0									
PPS Q7									
Payout (%)									
Name	Payout (%)	17.7	310.3		3.2	11.9	0.0	0.0	0.0
P E	_ , , , ,								
Cash P/E 8.8 11.2 11.3 6.8 7.2 10.3 22.6 5.1 P/BV 2.8 2.9 3.1 1.6 1.6 22.2 -5.2 -3.6 EV/Sales 0.5 0.5 0.5 0.4 1.1 0.8 0.5 EV/EBITOA 8.2 12.8 13.5 7.9 6.4 21.6 0.0 0.0 0.0 POWIGHOR (MIGI(%) 0.4 0.4 0.4 0.4 0.4 0.4 0.4 0.4 0.0 0.0 0.0 FCF per share 6.2 2.0 -5.7 20.9 1.4 4.9 3.6 4.0 3.3 3.6 4.0 7.1 -22.4 32.3 3.6 4.0 7.1 -5.7 8.2 2.8 2.2 2.8 2.2 2.8 2.2 2.8 2.2 2.8 2.2 2.8 2.2 2.8 2.2 2.8 2.2 2.8 2.2 2.8 2.2 2.8 2.		34.8	610.6	-74.0	14.5	22.7	-13.4	-4.2	-11.7
EV/Sales 0.5 0.5 0.5 0.4 1.1 0.8 0.5 EV/BEITDA 8.2 12.8 13.5 7.9 6.4 21.6 11.6 3.1 Dividend Yield (%) 0.4 0.4 0.4 0.4 0.4 0.0 0.0 0.0 FCF per share 6.2 2.0 5.7 2.09 14.8 44.9 3.4 4.4 2.4 4.0 4.0 4.0 4.0 4.0 4.0 4.0 4.0 4.0 4.0 4.0 4.0 7.0 2.2.8 2.8 8.0 5.0 4.0 7.0 7.2 2.2 2.8 8.0 6.0 4.3 3.3 4.0		8.8	11.2	11.3	6.8	7.2	10.3	32.6	5.1
EV/EBITOA 8.2 1.2.8 13.5 7.9 6.4 21.6 11.6 3.1 Dividend Yield (%) 0.4 0.4 0.4 0.4 0.0 0.0 0.0 FCF per share 6.2 2.0 -5.7 20.9 14.8 44.9 34.6 44.8 ReC 8.3 0.5 -4.0 14.7 7.1 -22.4 323.1 36.4 RoC 8.1 34.6 4.2 9.0 7.4 -5.7 -8.2 2.8 RoC 8.3 3.4 9.0 9.0 7.4 -5.7 -8.2 2.8 RoC 8.3 3.4 9.0 4.3 3.8 1.4 0.7 1.1 Asset Turnover (x) 3.3 3.3 3.6 3.7 3.9 1.7 1.2 2.0 Inventory (Days) 43 48 43 3.5 1.09 1.1 1.1 0.0 1.0 1.0 1.0 1.0 1.0 1.0 <td>P/BV</td> <td>2.8</td> <td>2.9</td> <td>3.1</td> <td>1.6</td> <td>1.6</td> <td>22.2</td> <td>-5.2</td> <td>-3.6</td>	P/BV	2.8	2.9	3.1	1.6	1.6	22.2	-5.2	-3.6
Divident Viel (%) 0,4 0,4 0,4 0,4 0,4 0,4 0,0 0,	EV/Sales	0.5	0.5	0.5	0.5	0.4	1.1	0.8	0.5
FCF per share 6,2 2,0 2,5 20,9 14,8 44,9 34,6 44,3 8,4 8	EV/EBITDA	8.2	12.8	13.5	7.9	6.4	21.6	11.6	3.1
Ret Ret	Dividend Yield (%)	0.4	0.4	0.4	0.4	0.4	0.0	0.0	0.0
RoE 8.3 0.5 4.0 14.7 7.1 -22.4 323.1 36.6 RoCE 8.1 34.6 4.2 9.0 9.5 -13.9 -11.6 3.4 Working Capital Ratios Fixed Asset Turnover (x) 3.3 4.9 5.0 4.3 3.8 1.4 0.7 1.1 Asset Turnover (x) 3.3 4.9 5.0 4.3 3.8 1.4 0.7 1.2 2.0 Inventory (Days) 43 48 43 35 109 131 198 121 Debtor (Days) 40 41 36 51 130 160 270 167 120 10 100 10 10 10 160 270 167 11 11 160 10 1.0	FCF per share	-6.2	-2.0	-5.7	20.9	14.8	44.9	34.6	44.3
Roce	Return Ratios (%)								
Role	RoE	8.3	0.5	-4.0	14.7	7.1	-22.4	323.1	36.4
Working Capital Ratios Fixed Asset Turnover (x) 3.3 4.9 5.0 4.3 3.8 1.4 0.7 1.1	RoCE	8.1	34.6	4.2	9.0	7.4	-5.7	-8.2	2.8
Fixed Asset Turnover (x) 3.3 4.9 5.0 4.3 3.8 1.4 0.7 1.1 Asset Turnover (x) 3.3 3.3 3.5 3.7 3.9 1.7 1.2 2.0 Inventory (Days) 43 48 43 35 1.09 131 198 211 Debtor (Days) 9 4 4 5 5 4 3 4 Creditor (Days) 40 41 36 51 130 160 270 167 Everage Ratio (x)	RoIC	7.6	22.8	2.4	9.0	9.5	-13.9	-11.6	3.4
Asset Turnover (x) 3.3 3.3 3.6 3.7 3.9 1.7 1.2 2.0 Inventory (Days) 43 48 43 35 109 131 198 121 Debtor (Days) 9 4 4 5 5 4 3 3 4 Cerditor (Days) 40 41 36 51 130 160 270 167 Leverage Ratio (x)	Working Capital Ratios								
Inventory (Days)	Fixed Asset Turnover (x)		4.9				1.4	0.7	1.1
Debtor (Days)	Asset Turnover (x)		3.3	3.6	3.7	3.9	1.7	1.2	2.0
Creditor (Days) 40 41 36 51 130 160 270 167 Leverage Ratio (x) Userage Ratio (x) Current Ratio 1.6 1.5 1.6 1.0 1.0 1.0 0.9 1.0 Interest Cover Ratio 1.8 0.6 0.3 2.6 7.6 -10.1 -1.1 0.2 Net Debt/Equity 1.4 1.5 1.8 -0.2 -0.3 30.8 -7.0 -4.4 Consolidated – Cash Flow Statement (INR m) Y/E March FY15 FY16 FY17 FY18 FY19 FY20 FY21E FY22E OP/(Los) before Tax 778 -95 -581 2,320 1,099 -716 -4,810 -1,732 Depreciation 1,253 1,297 1,187 1,149 1,406 4,504 3,950 4,162 Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,2465	Inventory (Days)		48			109	131	198	121
Current Ratio (x) 1.6 1.5 1.6 1.0 1.	. , ,		4						
Current Ratio 1.6 1.5 1.6 1.0 1.0 1.0 0.9 1.0 Interest Cover Ratio 1.8 0.6 0.3 2.6 7.6 -10.1 -1.1 0.2 Net Debt/Equity 1.4 1.5 1.8 -0.2 -0.3 30.8 -7.0 -4.4 Consolidated – Cash Flow Statement (INR m) Y/E March FY15 FY16 FY17 FY18 FY19 FY20 FY21E FY22E OP/(Loss) before Tax 778 -95 -581 2,320 1,099 -7.6 -4,810 -1,732 Depreciation 1,253 1,297 1,187 1,149 1,406 4,504 3,950 4,162 Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,465 Direct Taxes Paid -231 -425 -241 -356 -449 -424 1,311 47		40	41	36	51	130	160	270	167
Interest Cover Ratio 1.8 0.6 0.3 2.6 7.6 -10.1 -1.1 0.2 Net Debt/Equity 1.4 1.5 1.8 -0.2 -0.3 30.8 -7.0 -4.4 Consolidated - Cash Flow Statement									
Consolidated – Cash Flow Statement FY15 FY16 FY17 FY18 FY19 FY20 FY21E FY22E OP/(Loss) before Tax 778 -95 -581 2,320 1,099 -716 -4,810 -1,732 Depreciation 1,253 1,297 1,187 1,149 1,406 4,504 3,950 4,162 Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,465 Direct Taxes Paid -231 -425 -241 -356 -449 -424 1,311 472 (Inc)/Dec in WC -1,499 -69 -502 1,749 51 616 992 110 CF from Operations 1,083 1,556 462 2,529 2,485 5,953 3,833 5,476 Others 24 -3 178 -2,258 -187 -191 -129 -146 CF from Operating incl EO 1,107 1,554 640 2,981 2,299 5,7									
Consolidated – Cash Flow Statement (INR m) Y/E March FY15 FY16 FY17 FY18 FY19 FY20 FY21E FY22E OP/(Loss) before Tax 778 -95 -581 2,320 1,099 -716 -4,810 -1,732 Depreciation 1,253 1,297 1,187 1,149 1,406 4,504 3,950 4,162 Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,465 Direct Taxes Paid -231 -425 -241 -356 -449 -424 1,311 472 (Inc)/Dec in WC -1,499 -69 -502 1,749 291 616 992 111 472 (Inc)/Dec in WC -1,499 -69 -502 1,749 291 616 992 114 Others 24 -3 178 -2,258 -187 -191 -129 -146 CF from Operating incl EO 1,07									
Y/E March FY15 FY16 FY17 FY18 FY19 FY20 FY21E FY22E OP/(Loss) before Tax 778 -95 -581 2,320 1,099 -716 -4,810 -1,732 Depreciation 1,253 1,297 1,187 1,149 1,406 4,504 3,950 4,162 Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,465 Direct Taxes Paid -231 -425 -241 -356 -449 -424 1,311 472 (Inc)/Dec in WC -1,499 -69 -502 1,749 291 616 992 110 CF from Operations 1,083 1,556 462 5,239 2,485 5,953 3,833 5,476 Others 24 -3 178 -2,258 -187 -191 -129 -146 CF from Operations 1,071 1,554 640 2,981 2,299 5,761 3,704	Net Debt/Equity	1.4	1.5	1.8	-0.2	-0.3	30.8	-7.0	-4.4
Y/E March FY15 FY16 FY17 FY18 FY19 FY20 FY21E FY22E OP/(Loss) before Tax 778 -95 -581 2,320 1,099 -716 -4,810 -1,732 Depreciation 1,253 1,297 1,187 1,149 1,406 4,504 3,950 4,162 Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,465 Direct Taxes Paid -231 -425 -241 -356 -449 -424 1,311 472 (Inc)/Dec in WC -1,499 -69 -502 1,749 291 616 992 110 CF from Operations 1,083 1,556 462 5,239 2,485 5,953 3,833 5,476 Others 24 -3 178 -2,258 -187 -191 -129 -146 CF from Operations 1,071 1,554 640 2,981 2,299 5,761 3,704	Consolidated – Cash Flow Statement								(INR m)
OP/(Loss) before Tax 778 -95 -581 2,320 1,099 -716 -4,810 -1,732 Depreciation 1,253 1,297 1,187 1,149 1,406 4,504 3,950 4,162 Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,465 Direct Taxes Paid -231 -425 -241 -356 -449 -424 1,311 472 (Inc)/Dec in WC -1,499 -69 -502 1,749 291 616 992 110 Others 1,083 1,556 462 5,239 2,485 5,953 3,833 5,476 Others 24 -3 178 -2,258 -187 -191 -129 -146 CF from Operating incl EO 1,107 1,554 640 2,981 2,299 5,761 3,704 5,330 (Inc)/Dec in FA -1,624 -1,722 -1,114 -1,141 -996 -1,810	-	FV15	FY16	FY17	FV18	FV19	FY20	FV21F	· ·
Depreciation 1,253 1,297 1,187 1,149 1,406 4,504 3,950 4,162 Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,465 Direct Taxes Paid -231 -425 -241 -356 -449 -424 1,311 472 (Inc)/Dec in WC -1,499 -69 -502 1,749 291 616 992 110 CF from Operations 1,083 1,556 462 5,239 2,485 5,953 3,833 5,476 Others 24 -3 178 -2,258 -187 -191 -129 -146 CF from Operating incl EO 1,107 1,554 640 -2,981 2,299 5,761 3,704 5,330 (Inc)/Dec in FA -1,624 -1,722 -1,114 -1,14 -996 -1,810 -660 -1,355 Free Cash Flow -517 -169 -474 1,840 1,303 3,952									
Interest & Finance Charges 781 848 600 377 138 1,973 2,390 2,465								•	•
Direct Taxes Paid -231 -425 -241 -356 -449 -424 1,311 472 (Inc)/Dec in WC -1,499 -69 -502 1,749 291 616 992 110 CF from Operations 1,083 1,556 462 5,239 2,485 5,953 3,833 5,476 Others 24 -3 178 -2,258 -187 -191 -129 -146 CF from Operating incl EO 1,107 1,554 640 2,981 2,299 5,761 3,704 5,330 (Inc)/Dec in FA -1,624 -1,722 -1,114 -1,141 -996 -1,810 -660 -1,435 Free Cash Flow -517 -169 -474 1,840 1,303 3,952 3,044 3,895 (Pur)/Sale of Investments 0 0 0 644 241 -1,078 0 0 Others 49 35 1,333 536 577 1,698 1,781	· ·								
(Inc)/Dec in WC -1,499 -69 -502 1,749 291 616 992 110 CF from Operations 1,083 1,556 462 5,239 2,485 5,953 3,833 5,476 Others 24 -3 178 -2,258 -187 -191 -129 -146 CF from Operating incl EO 1,107 1,554 640 2,981 2,299 5,761 3,704 5,330 (Inc)/Dec in FA -1,624 -1,722 -1,114 -1,141 -996 -1,810 -660 -1,435 Free Cash Flow -517 -169 -474 1,840 1,303 3,952 3,044 3,895 (Pur)/Sale of Investments 0 0 0 644 241 -1,078 0 0 Others 49 35 1,333 536 577 1,698 1,781 1,798 CF from Investments -1,576 -1,687 218 39 -178 -1,189 1,121									
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Others 182 207 476 145 0 -1,857 0 0 CF from Fin. Activity 455 105 -98 -1,710 -1,616 -4,332 -2,385 -2,465 Inc/Dec of Cash -14 -28 760 1,310 504 240 2,440 3,229 Opening Balance 210 132 -684 -1,250 -330 -196 -1,609 -821	Dividend Paid	-73		0	-75	0			
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Inc/Dec of Cash -14 -28 760 1,310 504 240 2,440 3,229 Opening Balance 210 132 -684 -1,250 -330 -196 -1,609 -821	CF from Fin. Activity	455	105	-98	-1,710	-1,616		-2,385	-2,465
Opening Balance 210 132 -684 -1,250 -330 -196 -1,609 -821		-14	-28	760					
				-684			-196		
		196	104	76		175	43		2,408

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			

*In case the recommendation given by the Research Analyst is inconsistent with the investment rating legend for a continuous period of 30 days, the Research Analyst shall within following 30 days take appropriate measures to make the recommendation consistent with the investment rating legend.

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