

# Indian Hotel

BSE SENSEX 51,823  
 S&P CNX 15,413

**CMP: INR215 TP: INR278 (+30%) Buy**

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## IHCL

### Stock Info

Bloomberg	IH IN
Equity Shares (m)	1,420
M.Cap.(INRb)/(USD\$)	305.5 / 3.9
52-Week Range (INR)	269 / 129
1, 6, 12 Rel. Per (%)	1/28/60
12M Avg Val (INR M)	1600
Free float (%)	61.8

### Financials Snapshot (INR b)

Y/E MARCH	2022	2023E	2024E
Sales	30.6	49.7	56.1
EBITDA	4.0	13.2	17.0
Adj. PAT	-2.6	4.9	7.9
EBITDA Margin (%)	13.2	26.6	30.4
Cons. Adj. EPS (INR)	(1.8)	3.4	5.6
EPS Gr. (%)	NA	NA	62.1
BV/Sh. (INR)	49.7	52.6	57.5

### Ratios

Net D:E	(0.0)	(0.1)	(0.2)
RoE (%)	(4.8)	6.7	10.1
RoCE (%)	1.3	8.1	11.5
Payout (%)	(28.0)	17.5	10.8

### Valuations

P/E (x)	(117.7)	62.6	38.6
EV/EBITDA (x)	76.7	23.2	17.4
Div. Yield (%)	0.2	0.3	0.3
FCF Yield (%)	0.8	2.3	3.4

### Shareholding pattern (%)

As On	Mar-22	Dec-21	Mar-21
Promoter	38.2	41.1	40.8
DII	28.6	25.3	29.2
FII	16.0	15.2	12.3
Others	17.1	18.5	17.8

FII Includes depository receipts

## Leveraging brands leading to diversified business

Indian Hotels (IH) FY22 annual report highlights the company's efforts to grow its existing and new businesses, improve its margins, and deploy its capital efficiently to generate better returns.

### Expansion in traditional and new businesses to drive growth

- Hotel Brands (Traditional business):** IH has introduced AHVAAN 2025 strategy, under which it expects to reach a portfolio of 300 hotels, comprising **Taj** (100), **Vivanta** and **SeleQtions** (75), and **Ginger** (125). For details on AHVAAN 2025, refer to [IH Analyst meet report](#).
- As on 31<sup>st</sup> March 2022, IH has 20,581 rooms, after adding around 1,156 rooms in FY22. While owned rooms increased from 10,202 in FY21 to 10,364 in FY22, the managed rooms increased from 6,496 to 7,439 over the year.
- IH has a pipeline of 60 Hotels (over 7,500 rooms) with a well-diversified mix of Taj (32%), SeleQtions (9%), Vivanta (19%), and Ginger (40%). Under this robust Hotel pipeline, the share of management contracts is 74%. The remaining 26% is owned by the company. And 92% of the owned hotels belong to the Ginger brand.
- Further, with an increasing asset light portfolio, IH is expected to continue to grow through management contracts. While the management fees grew to INR2.31b in FY22 from INR1.77b in FY17, the company expects to register a CAGR of ~15% to over INR4b in the next four years.
- Beyond Hotels (new business):** IH has taken its business model beyond the traditional hotel business and is expanding into homestays under **amã Stays & Trails** brand. Under **amã Stays & Trails**, it has already signed up for 90 homestays and is planning to take the total to over 500 by FY25-26.
- Further, **Qmin** is present in over 20 cities with expected expansion to over 25 cities, delivering food from over 40 hotels and 90 IHCL restaurants. Further, IH has launched 4 lifestyle gourmet Qmin stores in Mumbai and Delhi combined and 11 Qmin cafes in Bengaluru. The management plans to diversify further into cloud kitchens to reduce dependence on its Hotel portfolio. The GMV for the Qmin brand was upwards of INR660m in FY22.
- Taj's exclusive business club '**The Chambers**' was re-imagined and has over 2,200 members currently. It has generated revenue of INR850m in FY22 with a potential to reach INR1.5b by FY26. 'The Chambers' is a higher margin business, with a 75% flow through.

### Strong recovery in subsidiaries driving robust revenue growth of IH

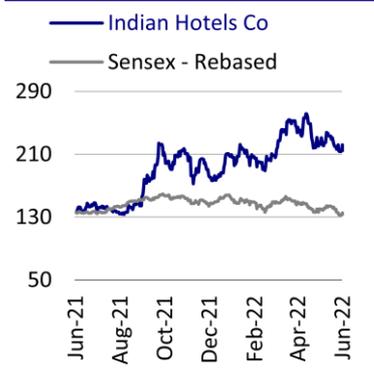
- In FY22, revenues of subsidiaries (consolidated less standalone) grew 2.4x to INR10.5b. EBITDA stood at INR165m against EBITDA loss of INR2.65b in FY21.

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**Investors are advised to refer through important disclosures made at the last page of the Research Report.**

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**Stock performance (one-year)**

- Domestic subsidiary PIEM Hotels Ltd recorded revenue growth of 75% YoY to INR2,621m in FY22. EBITDA loss for PIEM stood at INR8m in FY22 against the loss of INR457m in FY21. Further, the subsidiary generated positive CFO (cash flow from operations) of INR189m in FY22 against cash outflow from operations of INR402m in FY21, owing to reduction in losses and better working capital management during the year.
- Another domestic subsidiary Roots Corporation Ltd recorded revenue growth of 36% YoY to INR1,709m in FY22. EBITDA of the subsidiary grew 22x to INR347m in FY22. Roots Corporation has generated CFO of INR290m in FY22 against INR196m in FY21.
- Revenue from international subsidiary 'St James Courts Hotel' grew 4.6x YoY to INR2,005m in FY22. EBITDA of the subsidiary stood at INR143m in FY22 against EBITDA loss of INR270m in FY21. St James has refinanced the debt of £52m maturing during the year. Further, it has taken two additional loan facilities of £4m each for general corporate purpose and capital expenditure (loan of £1m utilized each). Therefore, the debt as on 31<sup>st</sup> March 2022 stood at £53.6m against £48.9m in FY21. During FY22, it received Government's Furlough scheme grant of £0.7m against £3.6m in FY21. (scheme launched by the UK government to support employers to retain and continue to pay staff while businesses were closed)
- Another international subsidiary 'The United Overseas Holdings Inc' grew revenue by 3.2x YoY to INR3,082m in FY22. EBITDA loss for the subsidiary stood at INR749m in FY22 against the loss of INR1,934m in FY21. The cash position of United Overseas improved marginally to USD2.7m in FY22 from USD1.9m in FY21. The increase in cash balance was mostly on account of receipt of additional funding of USD15m from the parent company and refinancing of the existing debt. Further, the company has carried out cost rationalization at The Pierre which includes: i) manpower rationalization, ii) lease renegotiation, and iii) surrender of the leased ballroom. This will result in permanent cost savings of ~USD5m per annum.
- The company simplified its holding structure with acquisition of the balance 37.07% shareholding of Roots Corporation Limited from the existing investors at INR4.5b making it a wholly owned subsidiary of the company.

### Improving business activity and better cost management led to strong financial performance

- **Overall Revenue** (consolidated) grew 94% YoY to INR30.6b, with major revenue contribution coming from India at INR24.9b, followed by USA and UK at INR3.1b and INR2.4b, respectively. The company's EBITDA stood at INR4.1b in FY22 compared with an operating loss of INR3.6b in FY21. Consolidated net cash generated from operating activities doubled to INR6.7b (+1.1x YoY) for FY22, led by improvement in business activities and working capital days, with *CFO/EBITDA ratio standing at 163%*. Its consolidated performance during FY22 was aided by a reduction in total fixed costs/corporate overheads by 18%/28%.
- **Overall expenditure** (consolidated) increased 37% YoY to INR26.5b. The cost of fuel, power, and lights were INR2.2b in FY22 (7.4% of sales) from INR1.7b in FY21 (11% of sales). Although fuel cost to sales reduced on account of operating leverage, it still continued to be higher than the historical average of 6%, due to steep increase in fuel prices.

- **Cost management:** Corporate overheads stood at INR2.5b in FY22, a sharp 28% drop from INR3.5b in FY20. The company has managed this reduction through redeployment, multi-skilling, restructuring, and prudent allocation of resources. The staff-to-room ratio for Taj stood at 1.7 in Mar'22 v/s 1.62/2.17 in Apr'21/Apr'20 and for Ginger stood at 0.38 in Mar'22 v/s 0.39/0.4 in Apr'21/Apr'20.
- **Debt:** Consolidated gross debt/net cash as of Mar'22 stood at INR19.9b/INR1.1b v/s gross/net debt INR36.3b/INR31.1b as of Mar'21.
- **Contingent liability:** IH contingent liability stands at INR11.1b with disputed statutory dues of INR5.3b and legal dispute (related to lease agreements) of INR5.8b

**Following are key insights from the analysis of revenue breakup on standalone basis:**

- **(a) Room income** grew 80% YoY with an average occupancy at 53% (+14pp YoY), ARR of INR 9,717 (+32% YoY) leading to RevPAR of INR 5,103(+76% YoY). The Company saw a gradual rise in occupancies immediately after the second and third wave of the pandemic. (refer exhibit 5)
- **(b) Food and beverage** income grew 78% YoY. Banqueting business doubled while the restaurant business grew by around 50% YoY. Food and beverage revenue was at 65% of the pre-pandemic level. Resident guests continued to contribute predominantly to restaurant business, given the resurgent waves and capacity constraints in force for most of the year.
- **(c) Other operating income** increased 43% YoY with increase in Chamber initiation fees for new members, 'The Chamber's' membership fees from the existing members, transportation, spa, and salon income.
- **(d) Management and reimbursable fees** increased 2.2x YoY to INR 1,986m due to an increase in the business activity levels of managed properties in the portfolio and new managed properties commencing operations.

**Valuation and view**

- Its asset-light model, and new and reimagined revenue-generating avenues, with higher EBITDA margins, bodes well for an expansion in RoCE.
- Like FY22, we expect a strong recovery in FY23 and FY24, led by: a) an improvement in ARR once economic activity normalizes; b) improved occupancies, led by business travelers as well as the Leisure segment; c) cost rationalization efforts; d) an increase in F&B income as banqueting/conferences normalizes; and e) higher income from management contracts.
- We reiterate our Buy rating with a SoTP-based TP of INR278.

**Exhibit 1: Valuation methodology**

Particulars	Methodology	Metrics	FY24	Multiple (x)	Value (INRm)	Value/ share (INR)
<b>IHCL- ex JV/ Associate</b>						
EV	EV/EBITDA (x)	EBITDA	17,025	22	3,81,369	268
Less: Net Debt					14,544	10
Less: Minority Interest					-5,930	(4)
Sub Total					3,89,983	275
<b>JV/Associate</b>						
Taj GVK (IHCL's share - 25.5%) - JV	20% discount to MCAP	Attributable Mcap	2,774	80%	2,220	1.6
Oriental Hotel (IHCL's share - 35.7%) - Associate	20% discount to MCAP	Attributable Mcap	4,198	80%	3,359	2.4
<b>Sub Total</b>					<b>5,578</b>	<b>3.9</b>
<b>Target Price</b>					<b>3,95,561</b>	<b>278</b>

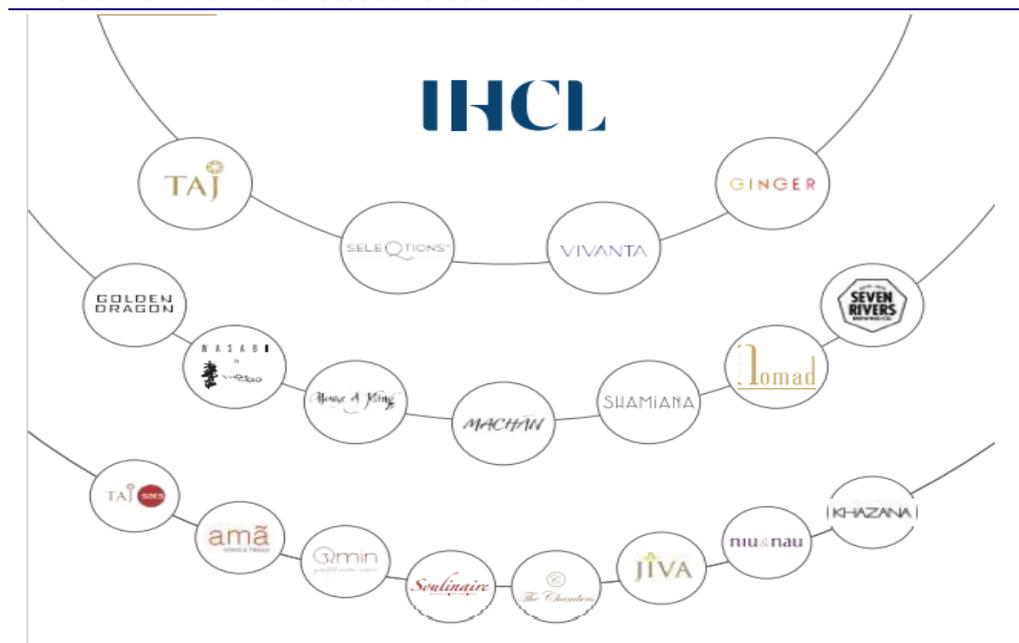
Sources: Company, MOFSL

**Exhibit 2: IH's aspirations under AHVAAN 2025**



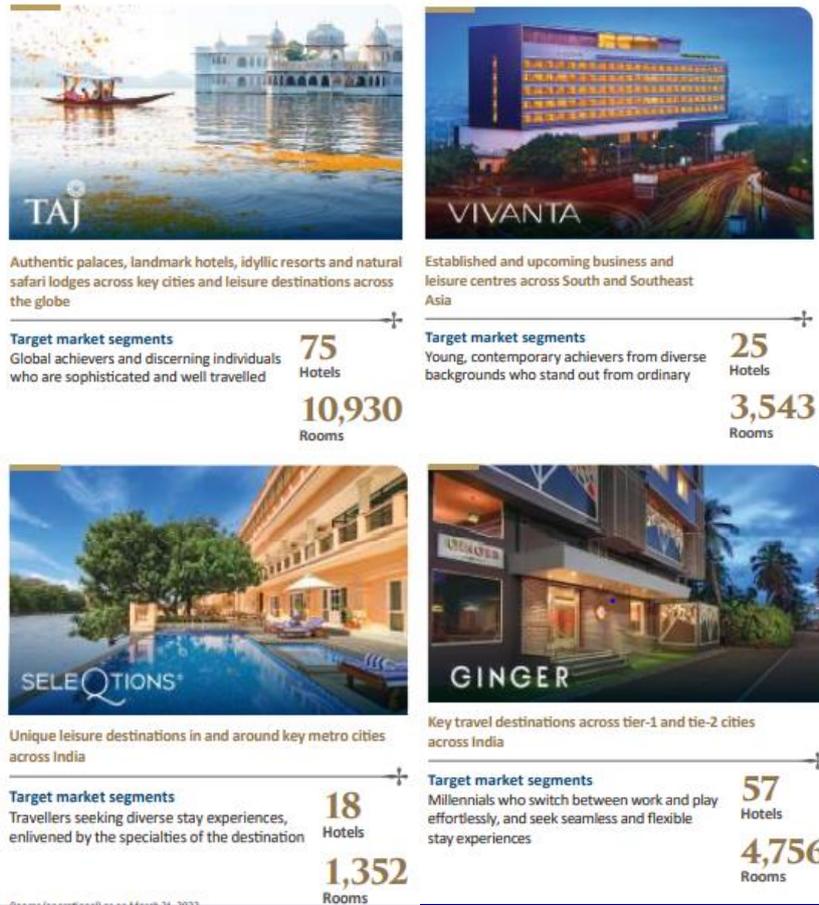
Sources: Company, MOFSL

**Exhibit 3: From a branded house to house of brands**



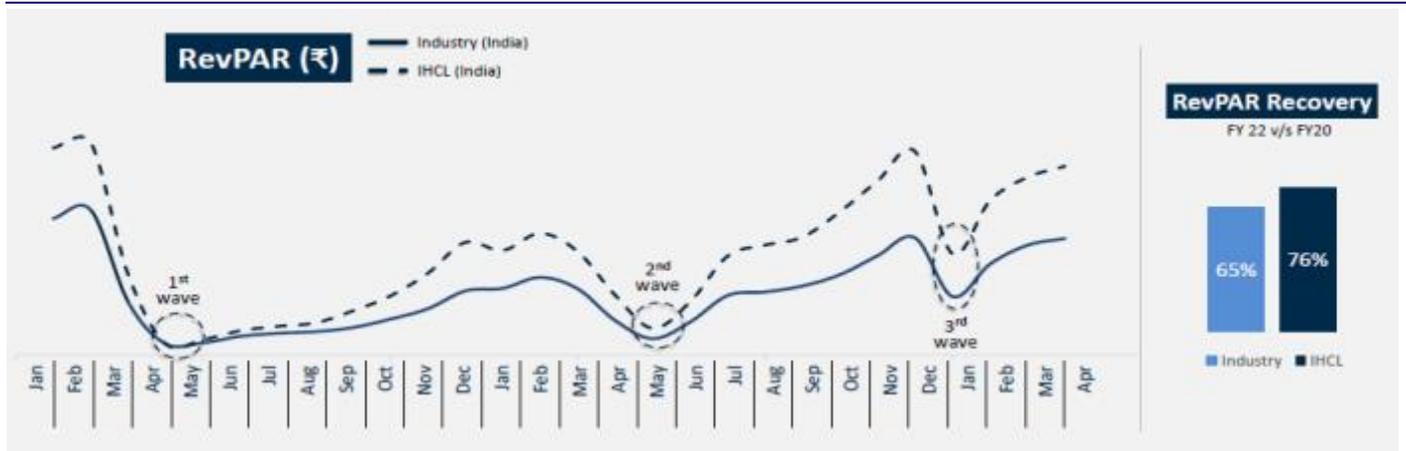
Sources: Company, MOFSL

**Exhibit 4: Hotel Brands of IHCL**



Source: MOFSL, Company

**Exhibit 5: Strong recovery after each COVID wave**



Sources: Company, MOFSL

**Exhibit 6: PIEM Hotels Ltd historical annual performance**

Particulars	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Revenue	2,936	2,953	3,048	3,388	3,461	3,521	3,855	3,847	1,500	2,621
YoY Growth (%)		1%	3%	11%	2%	2%	10%	0%	-61%	75%
EBITDA	709	535	489	521	326	276	440	544	(457)	(8)
EBITDA Margin (%)	24%	18%	16%	15%	9%	8%	11%	14%	-30%	0%
PAT	522	411	322	315	162	(43)	273	79	(688)	(26)

Sources: Company, MOFSL

**Exhibit 7: Roots Corporation Ltd historical annual performance**

Particulars	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Revenue	955	1,164	1,257	1,416	1,546	1,842	2,035	2,105	1,255	1,709
YoY Growth (%)		22%	8%	13%	9%	19%	10%	3%	-40%	36%
EBITDA	124	195	192	230	155	139	149	483	16	347
EBITDA Margin (%)	13%	17%	15%	16%	10%	8%	7%	23%	1%	20%
PAT	(14)	10	14	(111)	(38)	(191)	(150)	(228)	(494)	(339)

Sources: Company, MOFSL

**Exhibit 8: St James Court Hotel historical annual performance**

Particulars	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Revenue	2,630	2,895	2,989	3,216	3,118	2,793	3,310	3,525	323	2,005
YoY Growth (%)		10%	3%	8%	-3%	-10%	18%	7%	-91%	520%
EBITDA*	542	562	698	677	665	204	737	812	(270)	143
EBITDA Margin (%)	21%	19%	23%	21%	21%	7%	22%	23%	-84%	7%
PAT	88	16	123	382	476	305	379	285	(673)	(179)

\*includes grant received under Corona Virus Job Retention Scheme in the United Kingdom (UK) of INR71.9m in FY22 (Previous year INR355m)

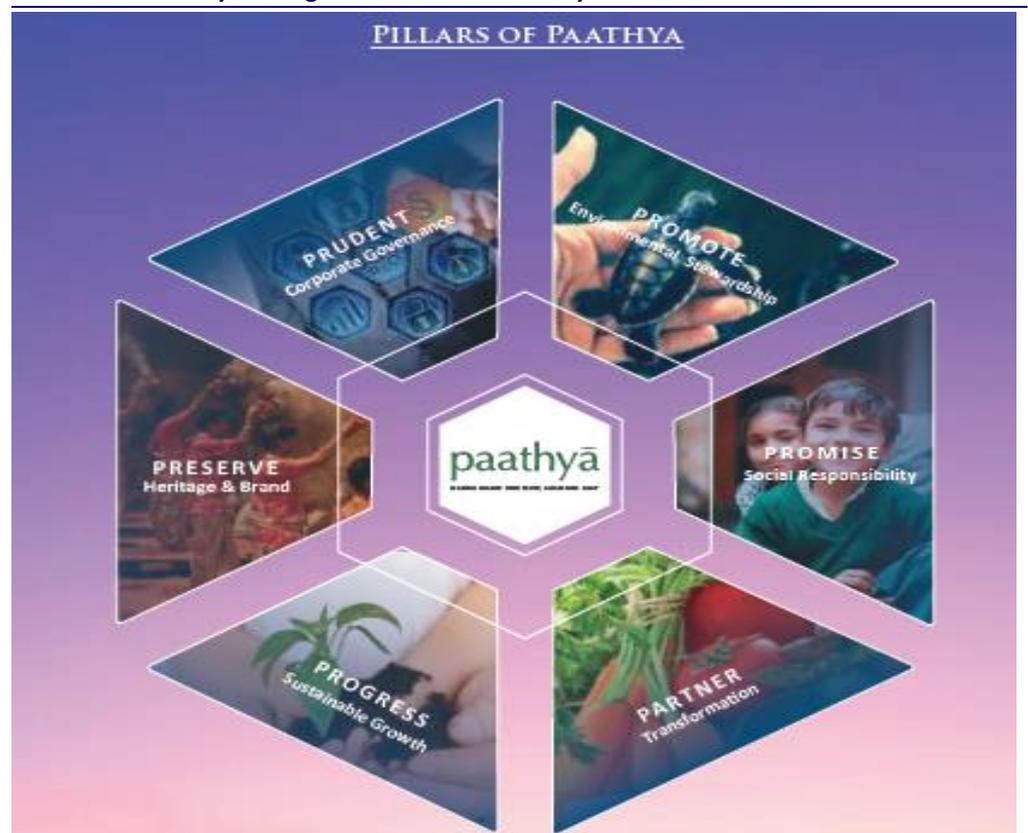
Sources: Company, MOFSL

**Exhibit 9: United Holding Overseas Inc historical annual performance**

Particulars	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Revenue	5,830	7,314	7,418	7,977	6,551	5,821	6,396	6,651	969	3,082
YoY Growth (%)		25%	1%	8%	-18%	-11%	10%	4%	-85%	218%
EBITDA*	(1,086)	(744)	(916)	(791)	(973)	(815)	(558)	(714)	(1,934)	(749)
EBITDA Margin (%)	-19%	-10%	-12%	-10%	-15%	-14%	-9%	-11%	-200%	-24%
PAT	(1,838)	(1,547)	(1,766)	(1,783)	(2,669)	(1,198)	(491)	(1,059)	(2,416)	(1,189)

\*includes grant received under Employee Retention Card Scheme in the United States of America (USA) of INR40.4m in FY22 (Previous year INR227.2m)

Sources: Company, MOFSL

**Exhibit 10: Industry-leading ESG framework: Paathya**

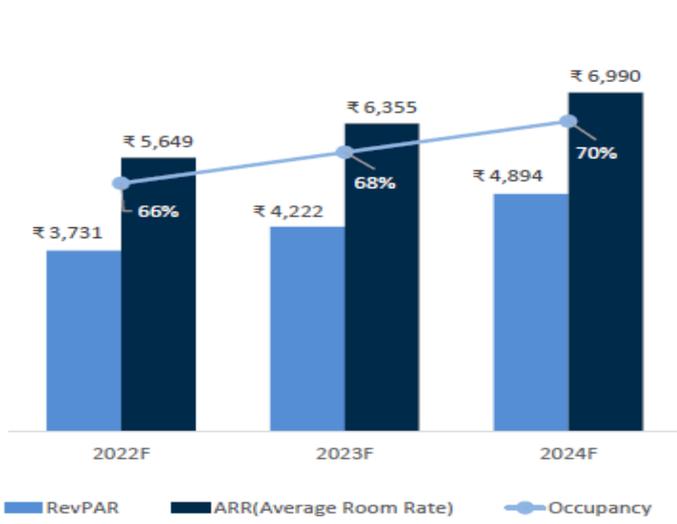
Sources: Company, MOFSL

Exhibit 11: Qmin – Signature Food delivery service App



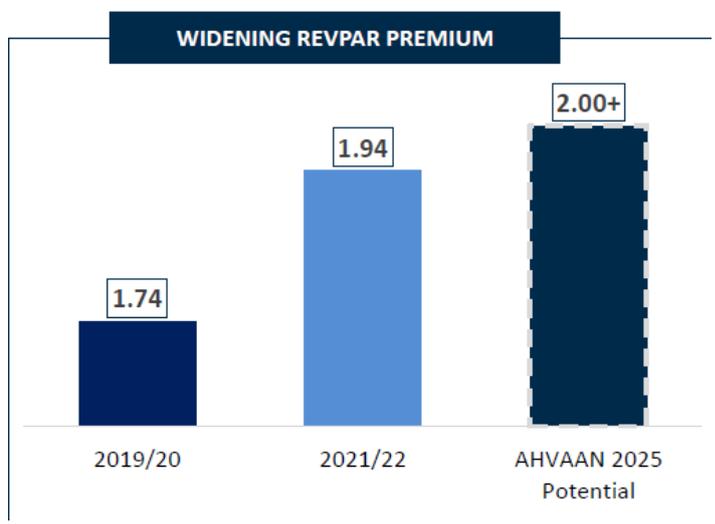
Source: Company, MOFSL

Exhibit 12: Like-for-like growth driven by a strong industry recovery



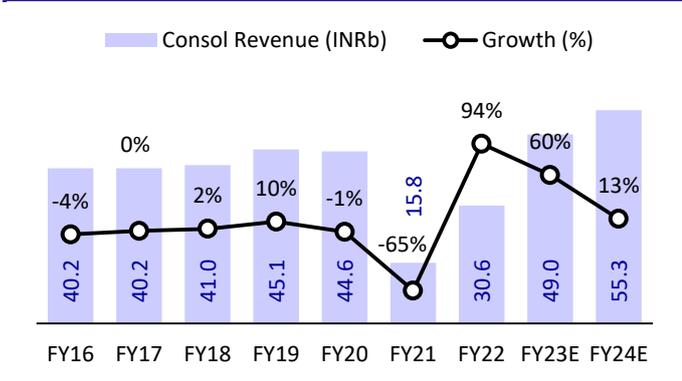
Sources: MOFSL, Company

Exhibit 13: Like-for-like growth driven by higher market share



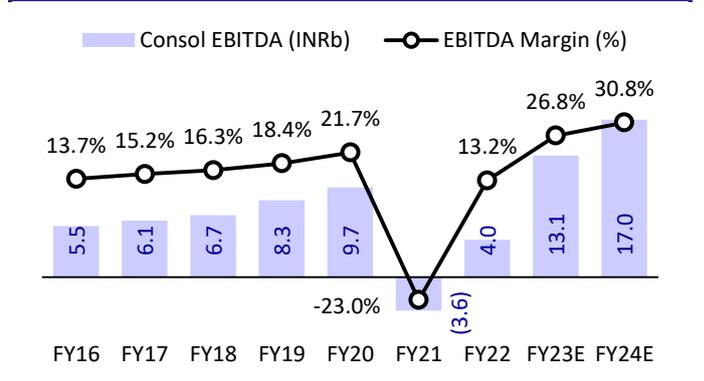
Sources: MOFSL, Company

Exhibit 14: Consolidated revenue trend



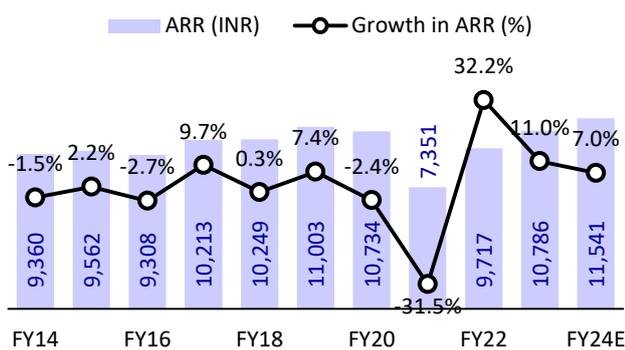
Sources: Company, MOFSL

Exhibit 15: Consolidated EBITDA trend



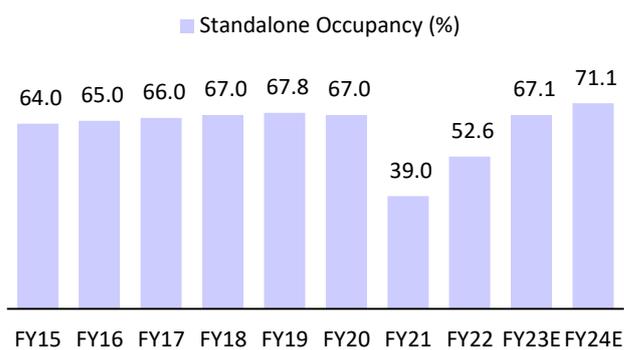
Sources: Company, MOFSL

**Exhibit 16: Standalone ARR to surpass FY20 levels by FY24E**



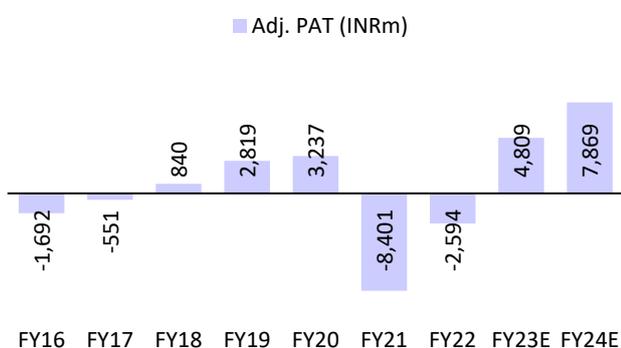
Sources: Company, MOFSL

**Exhibit 17: Standalone occupancy trends**



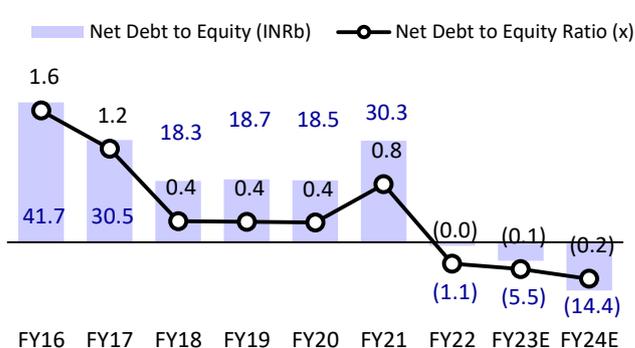
Sources: Company, MOFSL

**Exhibit 18: Consolidated adjusted PAT trend**



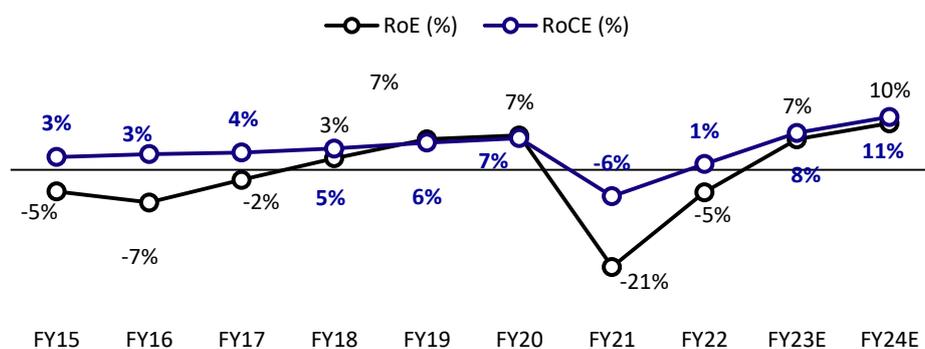
Sources: Company, MOFSL

**Exhibit 19: Trend in net debt-to-equity ratio**



Sources: Company, MOFSL

**Exhibit 20: Consolidated RoE and RoCE trend**



Sources: Company, MOFSL

## Financials and valuations

### Consolidated - Income Statement

(INRm)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
<b>Total Income from Operations</b>	<b>40,206</b>	<b>41,036</b>	<b>45,120</b>	<b>44,631</b>	<b>15,752</b>	<b>30,562</b>	<b>49,698</b>	<b>56,062</b>
Change (%)	-0.1	2.1	10.0	-1.1	-64.7	94.0	62.6	12.8
<b>Total Expenditure</b>	<b>34,110</b>	<b>34,332</b>	<b>36,823</b>	<b>34,956</b>	<b>19,369</b>	<b>26,515</b>	<b>36,494</b>	<b>39,036</b>
% of Sales	84.8	83.7	81.6	78.3	123.0	86.8	73.4	69.6
<b>EBITDA</b>	<b>6,096</b>	<b>6,704</b>	<b>8,297</b>	<b>9,675</b>	<b>-3,618</b>	<b>4,048</b>	<b>13,204</b>	<b>17,025</b>
Margin (%)	15.2	16.3	18.4	21.7	-23.0	13.2	26.6	30.4
Depreciation	2,994	3,012	3,279	4,042	4,096	4,061	4,308	4,570
<b>EBIT</b>	<b>3,102</b>	<b>3,692</b>	<b>5,019</b>	<b>5,633</b>	<b>-7,714</b>	<b>-13</b>	<b>8,896</b>	<b>12,455</b>
Int. and Finance Charges	3,238	2,690	1,901	3,411	4,028	4,277	2,814	2,019
Other Income	549	617	834	1,324	1,647	1,552	1,590	1,794
<b>PBT bef. EO Exp.</b>	<b>413</b>	<b>1,618</b>	<b>3,951</b>	<b>3,546</b>	<b>-10,095</b>	<b>-2,738</b>	<b>7,673</b>	<b>12,230</b>
EO Items	-108	225	66	410	1,600	156	0	0
<b>PBT after EO Exp.</b>	<b>306</b>	<b>1,843</b>	<b>4,017</b>	<b>3,955</b>	<b>-8,495</b>	<b>-2,582</b>	<b>7,673</b>	<b>12,230</b>
Total Tax	1,137	1,211	1,571	448	-1,553	-358	2,532	4,036
Tax Rate (%)	372.2	65.7	39.1	11.3	18.3	13.9	33.0	33.0
Minority Interest	-200	-376	-422	-37	259	253	266	292
<b>Reported PAT</b>	<b>-632</b>	<b>1,009</b>	<b>2,868</b>	<b>3,544</b>	<b>-7,201</b>	<b>-2,477</b>	<b>4,875</b>	<b>7,902</b>
<b>Adjusted PAT</b>	<b>-551</b>	<b>840</b>	<b>2,819</b>	<b>3,237</b>	<b>-8,401</b>	<b>-2,594</b>	<b>4,875</b>	<b>7,902</b>
Change (%)	NA	NA	235.4	14.8	-359.5	NA	NA	62.1
Margin (%)	-1.4	2.0	6.2	7.3	-53.3	-8.5	9.8	14.1

### Consolidated - Balance Sheet

(INRm)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Equity Share Capital	989	1,189	1,189	1,189	1,189	1,420	1,420	1,420
Total Reserves	24,188	40,622	42,291	42,379	35,295	69,202	73,225	80,274
<b>Net Worth</b>	<b>25,177</b>	<b>41,811</b>	<b>43,480</b>	<b>43,568</b>	<b>36,484</b>	<b>70,623</b>	<b>74,645</b>	<b>81,695</b>
Minority Interest	7,378	7,774	7,999	7,649	6,346	5,930	5,930	5,930
Total Loans	33,830	24,270	23,260	26,020	36,328	19,848	9,148	1,148
Lease Liability	0	0	0	18,987	18,464	18,604	18,604	18,604
Deferred Tax Liabilities	2,820	3,563	3,768	1,869	781	876	876	876
<b>Capital Employed</b>	<b>69,206</b>	<b>77,418</b>	<b>78,506</b>	<b>98,093</b>	<b>98,403</b>	<b>1,15,880</b>	<b>1,09,203</b>	<b>1,08,252</b>
Gross Block	57,923	63,356	69,051	73,316	81,772	85,655	89,201	93,111
Less: Accum. Deprn.	5,506	7,385	10,663	14,706	18,802	22,863	27,170	31,741
<b>Net Fixed Assets</b>	<b>52,417</b>	<b>55,971</b>	<b>58,388</b>	<b>58,610</b>	<b>62,970</b>	<b>62,792</b>	<b>62,031</b>	<b>61,370</b>
Goodwill on Consolidation	5,737	5,655	5,835	6,146	6,110	6,229	6,229	6,229
Right-of-Use assets				15,833	15,297	15,134	15,134	15,134
Capital WIP	2,227	1,970	1,162	2,441	1,650	1,933	2,387	2,477
<b>Total Investments</b>	<b>12,437</b>	<b>15,965</b>	<b>13,351</b>	<b>14,266</b>	<b>14,832</b>	<b>19,668</b>	<b>19,668</b>	<b>19,668</b>
<b>Curr. Assets, Loans&amp;Adv.</b>	<b>13,173</b>	<b>14,184</b>	<b>17,102</b>	<b>17,887</b>	<b>14,269</b>	<b>25,139</b>	<b>21,272</b>	<b>22,895</b>
Inventory	804	857	804	936	929	1,008	1,200	1,176
Account Receivables	2,721	3,286	3,214	2,900	2,198	2,553	3,404	3,840
Cash and Bank Balance	2,471	2,703	2,409	3,156	1,536	11,878	5,734	6,667
Loans and Advances	7,177	7,338	10,675	10,895	9,605	9,700	10,934	11,212
<b>Curr. Liability &amp; Prov.</b>	<b>16,785</b>	<b>16,328</b>	<b>17,331</b>	<b>17,090</b>	<b>16,724</b>	<b>15,016</b>	<b>17,518</b>	<b>19,521</b>
Account Payables	3,370	3,513	3,253	3,893	3,178	3,873	4,099	4,385
Other Current Liabilities	11,305	10,349	11,579	10,441	10,921	8,233	9,940	11,212
Provisions	2,110	2,465	2,500	2,756	2,625	2,909	3,479	3,924
<b>Net Current Assets</b>	<b>-3,612</b>	<b>-2,143</b>	<b>-229</b>	<b>798</b>	<b>-2,456</b>	<b>10,123</b>	<b>3,754</b>	<b>3,374</b>
<b>Appl. of Funds</b>	<b>69,206</b>	<b>77,418</b>	<b>78,507</b>	<b>98,093</b>	<b>98,403</b>	<b>1,15,880</b>	<b>1,09,203</b>	<b>1,08,252</b>

## Financials and valuations

### Ratios

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
<b>Basic (INR)</b>								
<b>EPS</b>	<b>-0.4</b>	<b>0.6</b>	<b>2.0</b>	<b>2.3</b>	<b>-5.9</b>	<b>-1.8</b>	<b>3.4</b>	<b>5.6</b>
Cash EPS	1.7	2.7	4.3	5.1	-3.0	1.0	6.5	8.8
BV/Share	17.7	29.4	30.6	30.7	25.7	49.7	52.6	57.5
DPS	0.2	0.2	0.4	0.4	0.4	0.4	0.6	0.6
Payout (%)	-53.9	41.9	25.3	20.5	-9.6	-28.0	17.5	10.8
<b>Valuation (x)</b>								
P/E	-553.6	363.2	108.3	94.3	-36.3	-117.7	62.6	38.6
Cash P/E	125.0	79.2	50.1	41.9	-70.9	208.2	33.2	24.5
P/BV	12.1	7.3	7.0	7.0	8.4	4.3	4.1	3.7
EV/Sales	8.5	8.1	7.4	7.4	21.7	10.2	6.2	5.3
EV/EBITDA	56.3	49.4	40.0	34.3	-94.5	76.7	23.2	17.4
Dividend Yield (%)	0.1	0.1	0.2	0.2	0.2	0.2	0.3	0.3
FCF per share	6.7	-0.1	1.4	1.7	-7.6	1.7	4.9	7.3
EV/ Adj Rooms (INRm)	36.3	33.9	33.2	32.1	33.1	29.6	28.6	27.3
EBITDA/ Room (INR)	4,129	4,341	5,193	5,974	-7,214	4,605	7,929	9,247
<b>Return Ratios (%)</b>								
RoE	-2.2	2.5	6.6	7.4	-21.0	-4.8	6.7	10.1
RoCE	3.8	4.6	5.9	6.8	-5.7	1.3	8.1	11.5
RoIC	-14.9	2.3	5.2	7.1	-7.9	0.0	7.3	10.4
<b>Working Capital Ratios</b>								
Fixed Asset Turnover (x)	0.7	0.6	0.7	0.6	0.2	0.4	0.6	0.6
Asset Turnover (x)	0.6	0.5	0.6	0.5	0.2	0.3	0.5	0.5
Inventory (Days)	7	8	7	8	22	12	9	8
Debtor (Days)	25	29	26	24	51	30	25	25
Creditor (Days)	31	31	26	32	74	46	30	29
<b>Leverage Ratio (x)</b>								
Current Ratio	0.8	0.9	1.0	1.0	0.9	1.7	1.2	1.2
Interest Cover Ratio	1.0	1.4	2.6	1.7	-1.9	0.0	3.2	6.2
Net Debt/Equity	1.2	0.4	0.4	0.4	0.8	0.0	-0.1	-0.2

### Consolidated - Cash Flow Statement

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
<b>(INRm)</b>								
<b>OP/(Loss) before Tax</b>	<b>306</b>	<b>1,618</b>	<b>4,017</b>	<b>3,955</b>	<b>-10,095</b>	<b>-2,738</b>	<b>7,673</b>	<b>12,230</b>
Depreciation	2,994	3,012	3,279	4,042	4,096	4,061	4,308	4,570
Interest & Finance Charges	3,015	2,073	1,068	2,087	2,381	2,725	1,223	225
Direct Taxes Paid	-868	-1,425	-1,571	-448	1,553	358	-2,532	-4,036
(Inc)/Dec in WC	-599	-1,033	323	-1,402	-2,722	2,155	226	1,312
<b>CF from Operations</b>	<b>4,848</b>	<b>4,246</b>	<b>7,115</b>	<b>8,235</b>	<b>-4,786</b>	<b>6,560</b>	<b>10,898</b>	<b>14,302</b>
Others	498	675	0	0	1,600	156	0	0
<b>CF from Operating incl EO</b>	<b>5,345</b>	<b>4,920</b>	<b>7,114</b>	<b>8,235</b>	<b>-3,187</b>	<b>6,716</b>	<b>10,898</b>	<b>14,302</b>
(Inc)/Dec in FA	4,193	-5,094	-5,067	-5,855	-7,629	-4,286	-4,000	-4,000
<b>Free Cash Flow</b>	<b>9,538</b>	<b>-174</b>	<b>2,048</b>	<b>2,380</b>	<b>-10,816</b>	<b>2,431</b>	<b>6,898</b>	<b>10,302</b>
(Pur)/Sale of Investments	4,425	-1,462	2,614	-915	-566	-4,836	0	0
Others	496	912	-1,428	1,750	6,998	-7,303	1,590	1,794
<b>CF from Investments</b>	<b>9,114</b>	<b>-5,644</b>	<b>-3,882</b>	<b>-5,019</b>	<b>-1,197</b>	<b>-16,425</b>	<b>-2,410</b>	<b>-2,206</b>
Issue of Shares	0	14,999	0	0	0	231	0	0
Inc/(Dec) in Debt	-11,719	-9,498	-1,010	2,760	10,308	-16,481	-10,700	-8,000
Interest Paid	-1,637	-4,089	-1,901	-3,411	-4,028	-4,277	-2,814	-2,019
Dividend Paid	-458	-447	-725	-725	-693	-693	-852	-852
Others	0	-7	110	-1,093	-2,823	41,270	-266	-292
<b>CF from Fin. Activity</b>	<b>-13,814</b>	<b>957</b>	<b>-3,527</b>	<b>-2,470</b>	<b>2,764</b>	<b>20,050</b>	<b>-14,632</b>	<b>-11,164</b>
<b>Inc/Dec of Cash</b>	<b>645</b>	<b>233</b>	<b>-294</b>	<b>746</b>	<b>-1,620</b>	<b>10,342</b>	<b>-6,144</b>	<b>932</b>
Opening Balance	1,826	2,471	2,704	2,409	3,156	1,536	11,878	5,734
<b>Closing Balance</b>	<b>2,471</b>	<b>2,704</b>	<b>2,409</b>	<b>3,156</b>	<b>1,536</b>	<b>11,878</b>	<b>5,734</b>	<b>6,667</b>

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SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
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