

Indian Hotels

,

Bloomberg	IH IN
Equity Shares (m)	1,420
M.Cap.(INRb)/(USDb)	447.9 / 5.5
52-Week Range (INR)	349 / 171
1, 6, 12 Rel. Per (%)	-13/26/48
12M Avg Val (INR M)	1643

Financials & Valuations (INR b)

	•		
Y/E Mar	2022	2023E	2024E
Sales	30.6	55.1	62.0
EBITDA	4.0	16.3	19.8
PAT	-2.6	7.6	10.2
EBITDA (%)	13.2	29.6	32.0
EPS (INR)	(1.8)	5.4	7.2
EPS Gr. (%)	(69.1)	393.2	34.4
BV/Sh. (INR)	49.7	54.5	60.9
Ratios			
Net D/E	(0.0)	(0.1)	(0.2)
RoE (%)	(4.8)	10.3	12.5
RoCE (%)	1.3	10.1	13.0
Payout (%)	(28.0)	11.2	11.1
Valuations			
P/E (x)	(172.6)	58.9	43.8
EV/EBITDA (x)	111.8	27.3	22.0
Div Yield (%)	0.1	0.2	0.3
FCF Yield (%)	0.5	2.2	2.4

Shareholding pattern (%)

As On	Sep-22	Jun-22	Sep-21
Promoter	38.2	38.2	40.8
DII	29.3	29.7	27.1
FII	16.3	15.1	13.5
Others	16.2	17.1	18.7

FII Includes depository receipts

CMP: INR315 TP: INR365 (+16%) Buy

Occupancy and ARR sustain above pre-Covid levels

Operating performance misses estimate on higher-than-expected cost

- Indian Hotels (IH)'s consolidated revenue/EBITDA in 2QFY23 sustained above pre-Covid levels (2QFY20) by 22%/1.8x, led by a strong recovery in standalone occupancy/ARR (up 200bp/27% v/s 2QFY20), respectively.
- Occupancy (like-for-like) in the Business/Leisure segments remained above 2QFY20 levels by 4pp/6pp to 76%/54% in 2QFY23, while the same for Palaces/Ginger is lower by 3pp/10pp to 43%/58%, respectively.
- We largely retain our FY23/FY24 EBITDA estimates aided by robust demand in 2HFY23E due to the strong wedding season, increase in inbound travel, and India assuming the G20 presidency (meetings across India). Maintain BUY with an SoTP-based TP of INR365.

Resilient demand continues to drive revenue

- IH's consolidated revenue in 2QFY23 grew 69% YoY (-3% QoQ) to INR12.3b (est. INR11.9b). EBITDA surged 4x YoY (-22% QoQ) to INR2.94b (est. INR3.35b). Adjusted PAT stood at INR1.1b (est. INR1.3b) v/s a loss of INR1.1b in 2QFY22. IH witnessed an EBITDA flow through of 59% from 2QFY20 levels.
- Standalone revenue/EBITDA in 2QFY23 surpassed pre-Covid levels by 25%/76% to INR7.5b/INR2.2b (up 63%/3.5x YoY, down 1%/18% QoQ), led by a strong recovery in both Occupancy/ARR (up 200bp/27% v/s 2QFY20), respectively. EBITDA jumped 3.5x YoY (-18% QoQ) to INR2.1b. IH witnessed an EBITDA flow through of 61% from 2QFY20 levels.
- Subsidiary (consolidated less standalone) sales surged 81% YoY (-4% QoQ) to INR4.8b, led by 16%/43%/62% YoY growth in revenue from PIEM/Roots/Benares v/s 2QFY20 levels. Subsidiary EBITDA grew 6.6x YoY (-31% QoQ) to INR812m during the quarter.
- For 1HFY23, revenue surged 2.3x YoY to INR25b while EBITDA/PAT stood at INR6.7b/INR2.9b v/s loss of INR760m/INR4.1b in 1HFY22, respectively. Net cash stood at INR3.9b v/s net debt of INR35.7b in 1HFY22.

Highlights from the management commentary

- RevPAR growth in key cities such as Mumbai/Bengaluru/Delhi & NCR was higher by 28%/20%/20% in 2QFY23 v/s 2QFY20, respectively.
- As per HVS Anarock and STR Global, all-India RevPAR/Occupancy/ARR are projected to increase 13%/120bp/11% to INR5,085/70%/INR7,260 in 3QFY23 v/s 3QFY20 (pre-Covid level), respectively.
- Higher employee cost in 2QFY23 was attributed to increments coupled with one-time wage settlements taken place during the pandemic (reflecting now). Manpower per room for Taj/Vivanta/Ginger in Sep'22 stood at 1.88x/1.2x/0.43x v/s 2.17x/1.48x/0.48x in Apr'22, respectively.

Valuation and view

We expect the strong momentum to continue in FY23 and FY24, led by: a) a further improvement in ARR and occupancy due to favorable demand-supply dynamics; b) higher income from management contracts; and c) unlocking value by launching reimagined and new brands.

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We largely retain our FY23/FY24 EBITDA estimates aided by robust demand in 2HFY23E due to the strong wedding season, increase in inbound travel, and India assuming the G20 presidency (meetings across India). Maintain BUY with an SoTP-based TP of INR365.

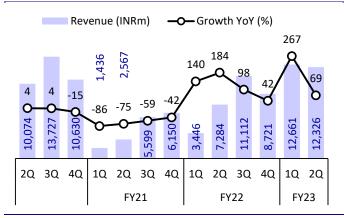
(INR m) **Consolidated - Quarterly Earning Model** FY22 FY23 FY22 Var Y/E March FY23E FY23E 1Q 2Q **3Q** 4Q **1Q** 2Q 3QE 4QE (%) **2Q Gross Sales** 3,446 7,284 11,112 8,721 12,661 12,326 15,724 14,346 30,562 55,056 11,945 3 YoY Change (%) 139.9 94.0 64.0 183.8 98.5 41.8 267.5 69.2 41.5 64.5 80.1 7,895 7,131 9,386 10,315 10,191 26,515 38,774 **Total Expenditure** 4,934 6,555 8,882 8,591 **EBITDA** -1,488 2,940 -12 4,048 16,282 3,354 728 3,218 1,590 3,779 5,408 4,155 Margins (%) -43.2 10.0 23.9 29.0 18.2 29.8 34.4 29.0 13.2 29.6 28.1 4,192 Depreciation 1,025 1,018 999 1,019 1,026 1,026 1,050 1,090 4,061 1,050 1,097 1,249 570 Interest 1,139 792 624 600 580 4,277 2,374 600 250 300 400 300 Other Income 258 239 227 828 271 1,552 1,221 -3,354 -1,189 1,197 2,401 1,564 4,078 2,895 2,004 **PBT before EO expense** 607 -2,738 10,938 -203 Extra-Ord expense 108 102 -164 91 -123 0 0 -156 -32 2,004 **PBT** -3,150 -1,297 1,095 771 2,309 1,687 4,078 2,895 -2,582 10,970 Tax -450 -113 232 -26 443 869 -358 648 1,224 3,183 661 14.3 8.7 21.2 -3.4 28.1 26.3 30.0 30.0 13.9 29.0 33.0 Minority Interest & Profit/Loss of Asso. Cos. 73 22 103 55 -39 28 108 58 253 155 23 Reported PAT -2,773 -1,206 760 742 1,701 1,216 2,747 1,969 -2,477 7,632 1.320 619 1,123 1,969 7,608 1,320 Adj PAT -2,926 -1,125 837 1,769 2,747 -2,594 -15 YoY Change (%) -15.1-54.2 NA NA NA NA 228.2 217.9 NA NA NA Margins (%) -84.9 -15.4 7.5 7.1 14.0 9.1 17.5 13.7 -8.5 13.8 11.0

Ko	/ Performance	Indicators
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Y/E March		FY22				FY2	.3	FY22	FY23E	
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE		
Revenue Growth (%)										
Standalone	117.8	179.3	81.3	27.9	267.0	62.6	35.5	62.4	76.8	73.7
Subs	183.5	191.8	145.1	84.4	268.1	80.7	53.5	69.1	138.2	92.5
EBITDA Margin (%)										
Standalone	(46.5)	13.1	35.2	27.5	34.2	28.4	40.1	38.4	19.4	35.8
Subs	(38.1)	4.6	16.4	(1.6)	9.6	30.7	42.5	16.9	1.6	18.9
Cost Break-up										
F&B Cost (% of sales)	8.1	8.6	8.8	7.9	8.2	8.4	8.4	8.4	8.4	8.3
Staff Cost (% of sales)	72.2	38.3	28.1	35.6	28.4	30.5	24.8	27.2	37.6	27.5
Other Cost (% of sales)	62.9	43.1	34.2	38.3	33.5	37.3	32.5	35.5	40.7	34.6
Gross Margins (%)	91.9	91.4	91.2	92.1	91.8	91.6	91.7	91.7	91.6	91.7
EBITDA Margins (%)	-43.2	10.0	29.0	18.2	29.8	23.9	34.4	29.0	13.2	29.6
EBIT Margins (%)	-73.0	-4.0	20.0	6.5	21.7	15.5	27.7	21.4	0.0	22.0

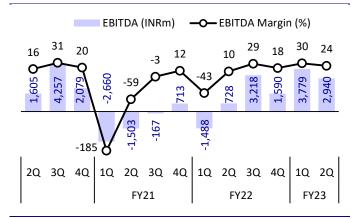
Key exhibits

Exhibit 1: Consolidated revenue trend



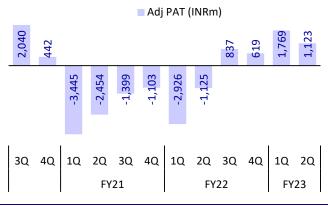
Source: Company, MOFSL

Exhibit 2: Consolidated EBITDA trend



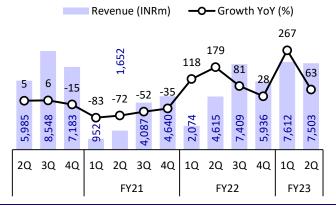
Source: Company, MOFSL

Exhibit 3: Consolidated adjusted PAT trend



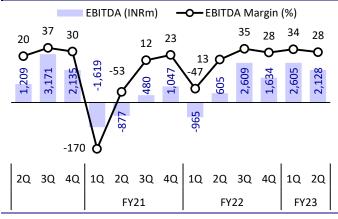
Source: Company, MOFSL

Exhibit 4: Standalone revenue trend



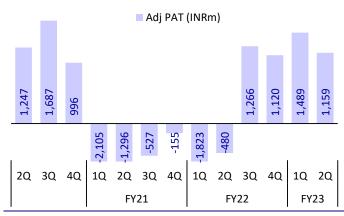
Source: Company, MOFSL

Exhibit 5: Standalone EBITDA trend



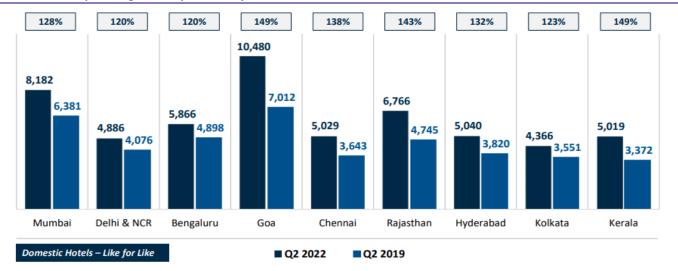
Source: Company, MOFSL

Exhibit 6: Standalone adjusted PAT trend



Source: Company, MOFSL

Exhibit 7: Industry-leading recovery across key markets



Source: STR Global, Company, MOFSL

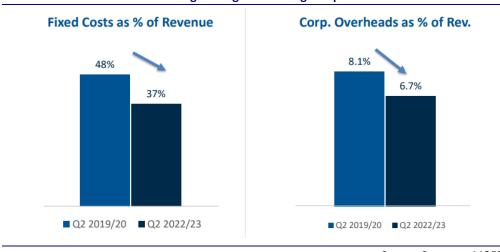
Exhibit 8: Margin Expansion Flow from 2QFY20



*Asset management in key hotels + New hotels and businesses yielding results

* Non-Operating Income includes Sale of Flats INR80m in 2QFY20 Source: Company, MOSL

Exhibit 9: IH's focus on costs strengthening drives margin expansion

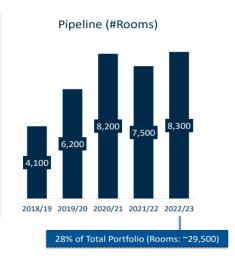


Source: Company, MOFSL

Exhibit 10: IH's Robust Growth In Signings, Openings and Pipeline







Expected till March 2023

Source: MOFSL, Company

Exhibit 11: Domestic Hotels RevPAR & Recovery v/s Pre-Covid – By Category – Like For Like (LFL)

Domestic Hotels - LFL		Occ %			ARR in ₹		RevPAR in ₹		
Domestic Hotels - LFL	Q2 2022	Q2 2019	%	Q2 2022	Q2 2019	%	Q2 2022	Q2 2019	%
Business	76%	70%	109%	7,977	6,907	115%	6,069	4,835	126%
Leisure	54%	50%	108%	12,505	8,082	155%	6,738	4,039	167%
Palaces	43%	46%	93%	26,247	16,362	160%	11,341	7,581	150%
Ginger	58%	68%	85%	2,857	2,153	133%	1,668	1,473	113%
Total Domestic	66%	65%	102%	8,049	6,130	131%	5,347	3,983	134%

Source: Company, MOFSL

Exhibit 12: RevPAR Recovery By Domestic destination v/s Pre - Covid -LFL

December Heat In 151		Occ %			ARR in ₹		RevPAR in ₹		
Domestic Hotels - LFL	Q2 2022	Q2 2019	Recovery%	Q2 2022	Q2 2019	Recovery%	Q2 2022	Q2 2019	Recovery%
Mumbai	81%	75%	108%	10,064	8,455	119%	8,182	6,381	128%
Delhi & NCR	73%	78%	93%	6,684	5,204	128%	4,886	4,076	120%
Bengaluru	73%	68%	106%	8,083	7,174	113%	5,866	4,898	120%
Goa	73%	71%	102%	14,407	9,832	147%	10,480	7,012	149%
Chennai	74%	65%	113%	6,820	5,574	122%	5,029	3,643	138%
Rajasthan	45%	49%	93%	14,953	9,764	153%	6,766	4,745	143%
Hyderabad	68%	63%	108%	7,437	6,106	122%	5,040	3,820	132%
Kolkata	72%	59%	122%	6,041	6,017	100%	4,366	3,551	123%
Kerala	60%	61%	98%	8,334	5,510	151%	5,019	3,372	149%
Grand Total	66%	65%	102%	8,049	6,130	131%	5,347	3,983	134%

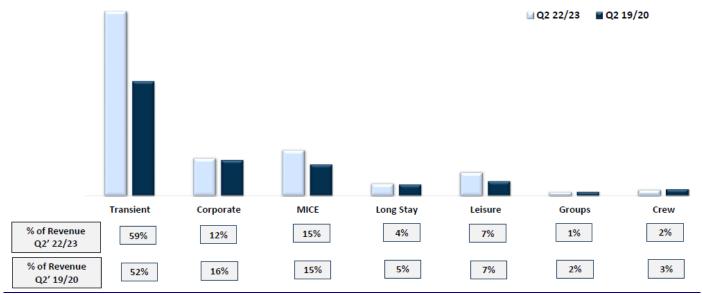
Source: Company, MOFSL

Exhibit 13: RevPAR Recovery By International destination v/s Pre - Covid -LFL

	Occ %			ARR in \$			RevPAR in \$		
International Hotels - LFL	Q2 2022	Q2 2019	%	Q2 2022	Q2 2019	%	Q2 2022	Q2 2019	%
USA	59%	82%	73%	641	509	126%	380	415	92%
UK	76%	91%	84%	416	362	115%	317	329	96%
Maldives	54%	50%	108%	526	480	109%	283	241	118%
Dubai	82%	78%	106%	154	120	128%	126	93	135%
Others	38%	57%	66%	89	98	91%	34	56	61%
Total	54%	69%	79%	290	245	118%	157	168	94%

Source: Company, MOFSL

Exhibit 14: Market Segment – Room Revenue (All Hotels): 2QFY23 v/s 2QFY20



Source: Company, MOFSL

Exhibit 15: IH - standalone revenue metrics

Particulars	2QFY20	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	v/s 2QFY20 %	YoY %	QoQ %
Occupancy (%)	68	56.6	66.6	58.4	70.4	70	200bp	1340bp	-40bp
ARR (INR)	8,696	8,273	11,348	10,569	11,397	11,003	27	33	-3
RevPAR (INR)	5,932	4,679	7,559	6,176	8,021	7,681	29	64	-4
Room revenue (INR m)	2,360	1,990	3,110	2,500	3,250	3,180	35	60	-2
F&B revenue (INR m)	2,430	1,650	2,840	2,000	2,810	2,840	17	72	1
Other revenue (INR m)	1,470	1,160	1,760	2,250	1,810	1,730	18	49	-4
Total revenue (INR m)	6,260	4,800	7,710	6,750	7,870	7,750	24	61	-2

Source: Company, MOFSL

MOTILAL OSWAL

Exhibit 16: Revenue metrics for its domestic network

Particulars	2QFY20	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	v/s 2QFY20 %	YoY %	QoQ %
Occupancy (%)	65	53.9	62.7	54.5	65.2	62	-300bp	810bp	-320bp
ARR (INR)	7,589	5,878	8,089	7,671	8,315	9,952	31	69	20
RevPAR (INR)	4,897	3,168	5,070	4,183	5,424	5,942	21	88	10
Room revenue (INR m)	7,880	4,940	7,930	6,520	8,590	11,220	42	127	31
F&B revenue (INR m)	6,910	4,190	7,090	5,640	7,570	8,970	30	114	18
Other revenue (INR m)	2,640	1,630	2,430	3,000	2,650	3,260	23	100	23
Total revenue (INR m)	17,430	10,760	17,450	15,160	18,810	23,450	35	118	25

Source: Company, MOFSL



Highlights from the management interaction

Operating Performance

- RevPAR growth in Mumbai/Bengaluru/Delhi & NCR stood at 28%/20%/20% in 2QFY23 v/s 2QFY20.
- IH witnessed growth in domestic business with ARR/Occupancy/RevPAR of 31%/2%/34% over pre-Covid levels (2QFY20).
- Occupancy (like-for-like) in the Business/Leisure segment remained above 2QFY20 levels by 4pp/6pp to 76%/54% in 2QFY23, while the same for Palaces/Ginger is lower by 3pp/10pp to 43%/58%.
- Fixed cost/Corporate overheads as a percentage of revenue has decreased from 48%/8.1% in 2QFY20 to 37%/6.7% in 2QFY23
- Occupancy is lower in states such as Delhi and Rajasthan as compared to pre Covid levels due to renovation of certain hotel. The management is expecting better occupancy going forward as the work has completed. Further, more than 100 rooms are expected to come onboard in 3QFY23 due to completion of the renovation
- For the upcoming G20 summit, India being the host will result in inbound travel of delegations across the country thereby boosting the demand.
- EBITDA margins for key subsidiaries like UOH Inc. USA/St James / Piem / Roots / Benares stood at -2%/35%/23%/37%/38% in 2QFY23 v/s pre-Covid levels of -11%/39%/12%/22%/22%.

International business

- RevPAR in UK and US is ~82% and ~96% of pre-Covid levels respectively. The management expects the same to reach 100% in 3QFY23.
- The management has indicated that the focus will be on room rates in UK and US rather than occupancy which will result in better RevPar.
- In UK, London business is performing well for the company.
- Overall international business is performing well barring Sri Lanka which is operating at ~50% occupancy levels.

Qmin and ama stays

- The Qmin portfolio has reached to 25 outlets during the quarter with ~eight of them situated in Ginger hotels.
- Qmin has crossed the GMV of ~INR1.25b since inception
- ama Stays portfolio has crossed ~100 homestays of which ~57 are in operation while rest are in various stages of completion

Outlook

- As per HVS Research and STR Global, all-India RevPAR is projected to increase to INR5,085 in 3QFY23 v/s INR4,499 in 3QFY20 (pre-Covid levels). Similar occupancy is expected to go to 70% in 3QFY23 v/s 68.8% in 3QFY20. ADR is expected to be ~INR7,260 in 3QFY22 v/s INR6,540 in 3QFY20
- Air passenger traffic is expected to reach pre pandemic level on back of strong traction from the corporate and domestic leisure travel. International travel is also picking up.
- Domestic business is expected to witness high growth from Tier 2 and Tier 3 cities.
- Further, UDAN scheme of government is aiming to add 50 more airports leading to more demand of rooms in that location

Employee expenses and attrition

- The employee expenses incurred for 2QFY22 was ~INR3.76b v/s ~INR3.65b in pre pandemic period
- IH gives increment to employees in second quarter of every financial year. Thus employee expenses are slightly inflated, but are expected to stay stable for the rest of the year.
- Attrition has not impacted the company significantly. Overall attrition is a challenge for the sector. However, company is not in venerable position due to its strong brand and ethos.
- In UK, all Hotel companies are struggling with attrition; however, IHCL has sent some staff from India to UK to manage the hotels there which helps the company in reducing the attrition rate along with giving the employee a good international exposure.

Collaboration with Tata Group

- Loyalty led revenue is ~INR10b. ~5% of that has come from the TATA Neu App
- TATA Group is upgrading the TATA Neu app. Ginger will be coming on the app by Nov'22.

G20 summit

- Company is working closely with government for the bookings of G20 summit.
- ~50+ destinations will be covered by the summit. IHCL is in much better position to capitalize the opportunity with presence in ~ 100+ locations

Corporate negotiation

- The corporate negotiation has gone well. Company is witnessing more than ~10% rate hikes.
- Going forward, certain rooms will be given at negotiated rates, but anything above that will be charged differently
- Up gradations of assets have also led to rate hikes as the company has upgraded
 17 hotels just before Covid-19.

Others highlights

- Company has installed ~225+ EV charging ports in its hotels in partnership with Tata Power
- Company has opened nine hotels during 1HFY23 and nine more are expected to open during 2HFY23 (five of them to be from ginger)

- Recent opening includes Sawai Man Palace in Rajasthan and Taj Wayanad in Kerala. Company has opened Ginger hotels in Ahmedabad and Mumbai
- The company has undertaken new concepts of 'Loya' in Taj Mahal Palace, Mumbai.
- Wedding business is performing strongly with rates as well as number of events going up.
- Growth is coming from increasing room rates. Rates are constantly increasing due to constraint of supply. Rates have risen globally and there is no reason why the rates in India will not increase.
- Management is looking to incur capex of ~4-5% of annual revenues going ahead.

Valuation and view

- IH's asset-light model as well as new/reimagined revenue-generating avenues with higher EBITDA margin bodes well for an expansion in RoCE.
- We expect the strong momentum to continue in FY23 and FY24, led by: a) a further improvement in ARR and occupancy due to favorable demand-supply dynamics; b) higher income from management contracts; and c) unlocking value by launching reimagined and new brands.
- We largely retain our FY23/FY24 EBITDA estimates aided by robust demand in 2HFY23E due to the strong wedding season, increase in inbound travel, and India assuming the G20 presidency (meetings across India). Maintain BUY with an SoTP-based TP of INR365.

Exhibit 17: Valuation methodology

Methodology Metrics FY24		FY24	Multiple	Value	Value/	
			(x)	(INR m)	share (INR)	
EV/EBITDA (x)	EBITDA	21,498	23	5,00,462	352	
				17,519	12	
				-5,930	-4	
				5,12,051	360	
20% discount	Attributable	2 121	0.8	2 505	1.8	
to MCAP	Mcap	3,131	0.8	2,303	1.0	
20% discount	Attributable	F 202	0.0	4.226	3.0	
to MCAP	Mcap	5,262	0.8	4,220	3.0	
				6,731	4.7	
				5,18,781	365	
	EV/EBITDA (x) 20% discount to MCAP 20% discount	EV/EBITDA (x) EBITDA 20% discount Attributable to MCAP Mcap 20% discount Attributable	EV/EBITDA (x) EBITDA 21,498 20% discount Attributable to MCAP Mcap 3,131 20% discount Attributable 5,282	EV/EBITDA (x) EBITDA 21,498 23 20% discount Attributable to MCAP Mcap 3,131 0.8 20% discount Attributable 5,282 0.8	Methodology Metrics FY24 (x) (INR m) EV/EBITDA (x) EBITDA 21,498 23 5,00,462 17,519 -5,930 -5,12,051 20% discount of MCAP Attributable Mcap 3,131 0.8 2,505 20% discount of MCAP Attributable Mcap 5,282 0.8 4,226 6,731 6,731	

Source: MOFSL

Exhibit 18: Change in estimates

Earnings Change	Old		N	ew	Change		
(INR m)	FY23E	FY24E	FY23E	FY24E	FY23E	FY24E	
Revenue	53,533	60,537	55,056	61,960	3%	2%	
EBITDA	16,822	20,530	16,282	19,813	-3%	-3%	
Adj. PAT	7,623	10,301	7,608	10,223	0%	-1%	

Source: MOFSL

11 November 2022

Financials and valuations

Total Income from Operations	Consolidated - Income Statement									(INR m)
Change (%) -4.0 -0.1 2.1 10.0 -1.1 1-647 94.0 80.1 Food and beverages consumed 5.69 3.640 3.764 4.041 3.706 4.138 2.572 4.580 5.586 Employees Cost 14.233 13.647 13.466 14.708 14.946 8.940 11.502 15.160 15.580 Employees Cost 14.233 13.647 13.466 14.708 14.946 8.940 11.502 15.160 15.580 Employees Cost 2.748 2.592 2.736 2.758 1.459 7.56 1.681 3.303 3.305 Cher Expenses 11.644 11.736 11.967 12.580 12.147 6.506 6.509 12.428 14.940 Mortal Expenses 13.644 11.736 11.967 12.580 12.147 6.506 6.509 12.428 14.94 Morfale Sales 86.3 84.8 83.7 81.6 78.3 123.0 86.8 70.4 Morfale Sales 86.3 84.8 83.7 81.6 78.3 123.0 86.8 70.4 Morfale Morfal	Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Food and beverages consumed 3,669 3,640 3,764 4,041 3,706 1,438 2,572 4,580 5 5 5 5 5 5 5 5 5	Total Income from Operations	40,230	40,206	41,036	45,120	44,631	15,752	30,562	55,056	61,960
Employees Cost	Change (%)	-4.0	-0.1	2.1	10.0	-1.1	-64.7	94.0	80.1	12.5
Power & Fuel Cost 2,754 2,586 2,991 2,736 2,699 1,729 2,250 3,303 3 Checence Fees 2,488 2,509 2,544 2,758 1,459 756 6,569 1,242 14 Of Sales 86.3 84.8 33,7 81.6 78.3 123.0 86.8 70.4 70.7 EBITDA 5,521 6,096 6,704 8,297 9,675 3,618 40.48 16,282 19 EBITDA 5,521 6,096 6,704 8,297 9,675 3,618 4,048 16,282 19 EBIT 2,673 3,102 3,621 3,279 4,042 4,061 4,012 4,01 4,01 4,01 4,01 4,01 4,01 4,01 4,01 4,01 4,01 4,02 4,01 4,02 4,01 4,02 4,01 4,02 4,01 4,01 4,02 4,01 4,02 4,01 4,02 4,01 4,02 4,02	Food and beverages consumed	3,669	3,640	3,764	4,041	3,706	1,438	2,572	4,580	5,143
Licence Fes 2,408 2,502 2,544 2,758 1,459 756 1,681 3,303 3 3 4 4 4 4 1,766 1,1967 1,2580 1,2147 6,506 8,509 12,428 14 7 7 7 7 7 7 7 7 7	Employees Cost	14,233	13,647	13,466	14,708	14,946	8,940	11,502	15,160	15,874
Other Expenses 11,644 11,736 11,674 12,580 12,147 6,506 8,509 12,428 14 πotal Expenditure 34,709 34,110 34,332 36,832 34,968 19,369 26,515 38,774 42 % of Sales 86.3 84.8 83.7 81.6 78.3 123.0 86.8 70.4 42 EBITO 5,521 6,096 6,704 8,297 9,675 3,618 41.7 23.0 13.2 29.9 BEIT 2,673 3,102 3,629 5,019 5,633 7,714 1,312,01 13.1 Int. and Finance Charges 3,756 3,238 2,690 1,901 3,411 4,028 4,277 1,231 1,120 1,120 1,131 1,131 1,141 1,602 1,552 1,212 1,121 1,141 1,602 1,552 1,221 1,221 1,221 1,221 1,221 1,122 1,122 1,122 1,222 1,222 1,222 1	Power & Fuel Cost	2,754	2,586	2,591	2,736	2,699	1,729	2,250	3,303	3,594
Total Expenditure	Licence Fees	2,408	2,502	2,544	2,758	1,459	756	1,681	3,303	3,532
% of Sales	Other Expenses	11,644	11,736	11,967	12,580	12,147	6,506	8,509	12,428	14,005
Berroa 5,521 6,096 6,704 8,297 9,675 3,618 4,048 16,282 19	Total Expenditure	34,709	34,110	34,332	36,823	34,956	19,369	26,515	38,774	42,147
Margin (%)	% of Sales	86.3	84.8	83.7	81.6	78.3	123.0	86.8	70.4	68.0
Depreciation	EBITDA	5,521	6,096	6,704	8,297	9,675	-3,618	4,048	16,282	19,813
EBIT	Margin (%)	13.7	15.2	16.3	18.4	21.7	-23.0	13.2	29.6	32.0
Int. and Finance Charges 3,756 3,238 2,690 1,901 3,411 4,028 4,277 2,374 2 Other Income 997 549 617 834 1,324 1,647 1,552 1,221 1, PBT bef. EO Exp86 413 1,618 3,951 3,546 -10,095 -2,738 10,938 14, EO Items -827 -108 225 66 410 1,600 156 32 PBT after EO Exp913 306 1,843 4,017 3,955 8,495 -2,582 10,970 14, Total Tax 906 1,137 1,211 1,571 448 -1,553 -358 3,183 4, Tax Rate (%) -99.3 372.2 65.7 39.1 11.3 18.3 13.9 29.0 Iminority Interest 493 -200 -376 -422 37 259 253 155 Reported PAT -2,312 -632 1,009 2,868 3,544 -7,201 -2,477 7,632 10, Adjusted PAT -1,692 -551 840 2,819 3,524 14.8 -359.5 -69.1 393.2 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -533 -8.5 13.8 Consolidated - Balance Sheet V/E March Capital 989 989 1,189 1,189 1,189 1,189 1,420 1,420 1,420 1,701	Depreciation	2,848	2,994	3,012	3,279	4,042	4,096	4,061	4,192	4,434
Other Income 997 549 617 834 1,324 1,674 1,552 1,231 1,988 14 PBT bef. EO Exp. -866 413 1,618 3,951 3,564 -10,009 -2,738 10,938 14 PBT after EO Exp. -913 306 1,843 4,017 3,955 8,495 -2,582 10,970 14 Total Tax 906 1,137 1,211 1,571 448 -1,553 3,183 4 Tax Rate (%) -99.3 372.2 65.7 39.1 11.3 18.3 13.9 29.0 Minority Interest 493 -200 -376 -422 3.7 259 253 155 Reported PAT -2,312 -632 1,090 2,688 3,544 7,201 -2,594 7,608 10 Change (W) NA NA NA 235.3 -35.3 -8.5 13.8 -1 Change (W) NA NA NA 235.9<	EBIT	2,673	3,102	3,692	5,019	5,633	-7,714	-13	12,091	15,379
PBT bef. EO Exp. -86	Int. and Finance Charges	3,756	3,238	2,690	1,901	3,411	4,028	4,277	2,374	2,019
EO Items	Other Income	997	549	617	834	1,324	1,647	1,552	1,221	1,487
EO Items	PBT bef. EO Exp.	-86	413	1,618	3,951	3,546		-2,738	10,938	14,847
Total Tax	·	-827	-108			410		-		0
Total Raxe (%)	PBT after EO Exp.	-913	306	1,843	4,017	3,955	-8,495	-2,582	10,970	14,847
Tax Rate (%)	Total Tax	906	1,137	1,211	1,571	448	-1,553	-358		4,454
Reported PAT -2,312 -632 1,009 2,868 3,544 -7,201 -2,477 7,632 10	Tax Rate (%)	-99.3	372.2			11.3		13.9		30.0
Reported PAT -2,312 -632 1,009 2,868 3,544 -7,201 -2,477 7,632 10 Adjusted PAT -1,692 -5551 840 2,819 3,237 -8,401 -2,594 7,608 10 Change (%) NA NA NA NA 235.4 14.8 -359.5 -69.1 -393.2 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 13.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 13.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 13.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 31.8 -7.8 -7.8 Margin (%) -4.2 -1.4 2.0 6.2 -7.3 -53.3 -8.5 31.8 Margin (%) -4.2	Minority Interest	493		-376		-37				170
Adjusted PAT -1,692 -551 840 2,819 3,237 -8,401 -2,594 7,608 10 Change (%) NA NA NA NA 235.4 14.8 -359.5 -69.1 -393.2 -333.8 Margin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 13.8 Consolidated - Balance Sheet Y/E March FY16 FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY23E FY Equity Share Capital 989 989 1,189 1,189 1,189 1,420 <		-2,312	-632	1,009	2,868	3,544	-7,201	-2,477	7,632	10,223
Change (%) NA NA NA 235.4 14.8 -359.5 -69.1 -393.2 Amargin (%) -4.2 -1.4 2.0 6.2 7.3 -53.3 -8.5 13.8 Consolidated - Balance Sheet Y/E March FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY22 FY23E FY Equity Share Capital 989 989 1,189 1,189 1,189 1,189 1,420		-1,692	-551		2,819	3,237			7,608	10,223
Consolidated - Balance Sheet FY16				NA	235.4		-359.5	-69.1		34.4
Consolidated - Balance Sheet Y/E March FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY22 FY28 FY Equity Share Capital 989 989 1,189 1,189 1,189 1,189 1,420 1,420 1,420 1,140		-4.2	-1.4	2.0		7.3		-8.5	13.8	16.5
Total Reserves 24,813 24,188 40,622 42,291 42,379 35,295 69,202 75,982 85, Net Worth Minority Interest 7,429 7,378 7,774 7,999 7,649 6,346 5,930 5,930 5 Total Loans 45,260 33,830 24,270 23,260 26,020 36,328 19,848 9,148 1 Lease Liability 0 0 0 0 18,897 18,464 18,604 <		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Net Worth 25,803 25,177 41,811 43,480 43,568 36,484 70,623 77,402 86, Minority Interest Minority Interest 7,429 7,378 7,774 7,999 7,649 6,346 5,930 5,930 5,730 6,731 3,768 1,869 781 876 876 2,820 3,563 3,768 1,869 781 876 876 2,820 3,563 3,768 1,869 781 876 876 2,820 3,563 3,568 1,869 781 876 876 2,661 5,506 7,385 10,663 14,706 18,802 22,863 27,054 31 3,868 14,706 18,802 22,863 27,054 31 3,861 </td <td>Equity Share Capital</td> <td>989</td> <td>989</td> <td>1,189</td> <td>1,189</td> <td>1,189</td> <td>1,189</td> <td>1,420</td> <td>1,420</td> <td>1,420</td>	Equity Share Capital	989	989	1,189	1,189	1,189	1,189	1,420	1,420	1,420
Minority Interest 7,429 7,378 7,774 7,999 7,649 6,346 5,930 5,930 5, Total Loans 45,260 33,830 24,270 23,260 26,020 36,328 19,848 9,148 1 Lease Liability 0 0 0 0 18,987 18,464 18,604	Total Reserves	24,813	24,188	40,622	42,291	42,379	35,295	69,202	75,982	85,068
Total Loans 45,260 33,830 24,270 23,260 26,020 36,328 19,848 9,148 1 Lease Liability 0 0 0 0 18,987 18,464 18,604 18,604 18 Deferred Tax Liabilities 2,382 2,820 3,563 3,768 1,869 781 876 87 Capital Employed 80,874 69,206 77,418 78,506 98,093 98,403 1,15,880 1,11,960 1,13 Gross Block 64,751 57,923 63,356 69,051 73,316 81,772 85,655 91,201 94 Less: Accum. Deprn. 2,661 5,506 7,385 10,663 14,706 18,802 22,863 27,054 31 Net Fixed Assets 62,090 52,417 55,971 58,388 58,610 62,970 62,792 64,147 63 Goodwill on Consolidation 5,527 5,737 5,655 5,835 6,146 6,110 6,229 6,229	Net Worth	25,803	25,177	41,811	43,480	43,568	36,484	70,623	77,402	86,488
Lease Liability	Minority Interest	7,429	7,378	7,774	7,999	7,649	6,346	5,930	5,930	5,930
Deferred Tax Liabilities 2,382 2,820 3,563 3,768 1,869 781 876 876 Capital Employed 80,874 69,206 77,418 78,506 98,093 98,403 1,15,880 1,11,960 1,13 Gross Block 64,751 57,923 63,356 69,051 73,316 81,772 85,655 91,201 94 Less: Accum. Deprn. 2,661 5,506 7,385 10,663 14,706 18,802 22,863 27,054 31 Net Fixed Assets 62,090 52,417 55,971 58,388 58,610 62,970 62,792 64,147 63 Goodwill on Consolidation 5,527 5,737 5,655 5,835 6,146 6,110 6,229 1,231 15,331	Total Loans	45,260	33,830	24,270	23,260	26,020	36,328	19,848	9,148	1,148
Capital Employed 80,874 69,206 77,418 78,506 98,093 98,403 1,15,880 1,11,960 1,13 Gross Block 64,751 57,923 63,356 69,051 73,316 81,772 85,655 91,201 94 Less: Accum. Deprn. 2,661 5,506 7,385 10,663 14,706 18,802 22,863 27,054 31 Net Fixed Assets 62,090 52,417 55,971 58,388 58,610 62,970 62,792 64,147 63 Goodwill on Consolidation 5,527 5,737 5,655 5,835 6,146 6,110 6,229 6,229 6, Right-of-Use assets 5,527 5,737 5,655 5,835 6,146 6,110 6,229 6,229 6, Right-of-Use assets 5,527 1,970 1,162 2,441 1,650 1,933 1,387 1,5 Capital WIP 2,900 2,227 1,970 1,162 2,441 1,650 1,933 1,387 <td>Lease Liability</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>18,987</td> <td>18,464</td> <td>18,604</td> <td>18,604</td> <td>18,604</td>	Lease Liability	0	0	0	0	18,987	18,464	18,604	18,604	18,604
Gross Block 64,751 57,923 63,356 69,051 73,316 81,772 85,655 91,201 94, Less: Accum. Deprn. 2,661 5,506 7,385 10,663 14,706 18,802 22,863 27,054 31, Net Fixed Assets 62,090 52,417 55,971 58,388 58,610 62,970 62,792 64,147 63 Goodwill on Consolidation 5,527 5,737 5,655 5,835 6,146 6,110 6,229 1,331 15,333 15,297 15,134 15,134 15,134 15,134 15,134 <td>Deferred Tax Liabilities</td> <td>2,382</td> <td>2,820</td> <td>3,563</td> <td>3,768</td> <td>1,869</td> <td>781</td> <td>876</td> <td>876</td> <td>876</td>	Deferred Tax Liabilities	2,382	2,820	3,563	3,768	1,869	781	876	876	876
Less: Accum. Deprn. 2,661 5,506 7,385 10,663 14,706 18,802 22,863 27,054 31, Net Fixed Assets 62,090 52,417 55,971 58,388 58,610 62,970 62,792 64,147 63, Goodwill on Consolidation 5,527 5,737 5,655 5,835 6,146 6,110 6,229 1,234 15,134 15,134 15,134 15,134 15,134 15,134 15,134 15,134 15,134 19,24 14,269 25,139	Capital Employed	80,874	69,206	77,418	78,506	98,093	98,403	1,15,880	1,11,960	1,13,046
Net Fixed Assets 62,090 52,417 55,971 58,388 58,610 62,970 62,792 64,147 63 Goodwill on Consolidation 5,527 5,737 5,655 5,835 6,146 6,110 6,229 6,229 6 Right-of-Use assets 15,833 15,297 15,134 15,134 15 Capital WIP 2,900 2,227 1,970 1,162 2,441 1,650 1,933 1,387 2 Total Investments 15,152 12,437 15,965 13,351 14,266 14,832 19,668 19 Curr. Assets, Loans&Adv. 12,305 13,173 14,184 17,102 17,887 14,269 25,139 24,064 26, Inventory 802 804 857 804 936 929 1,008 1,169 1 Account Receivables 2,420 2,721 3,286 3,214 2,900 2,198 2,553 3,620 4 Loans and Advances 7,258 <td< td=""><td>Gross Block</td><td>64,751</td><td>57,923</td><td>63,356</td><td>69,051</td><td>73,316</td><td>81,772</td><td>85,655</td><td>91,201</td><td>94,811</td></td<>	Gross Block	64,751	57,923	63,356	69,051	73,316	81,772	85,655	91,201	94,811
Goodwill on Consolidation 5,527 5,737 5,655 5,835 6,146 6,110 6,229 6,229 6,289 6,289 6,229 1,334 15,184 19,244 14,269 25,139 24,064 26,06 <td>Less: Accum. Deprn.</td> <td>2,661</td> <td>5,506</td> <td>7,385</td> <td>10,663</td> <td>14,706</td> <td>18,802</td> <td>22,863</td> <td>27,054</td> <td>31,488</td>	Less: Accum. Deprn.	2,661	5,506	7,385	10,663	14,706	18,802	22,863	27,054	31,488
Right-of-Use assets 15,833 15,297 15,134 15,134 15 Capital WIP 2,900 2,227 1,970 1,162 2,441 1,650 1,933 1,387 2 Total Investments 15,152 12,437 15,965 13,351 14,266 14,832 19,668 19,668 19 Curr. Assets, Loans&Adv. 12,305 13,173 14,184 17,102 17,887 14,269 25,139 24,064 26 Inventory 802 804 857 804 936 929 1,008 1,169 1 Account Receivables 2,420 2,721 3,286 3,214 2,900 2,198 2,553 3,620 4 Cash and Bank Balance 1,825 2,471 2,703 2,409 3,156 1,536 11,878 8,815 9 Loans and Advances 7,258 7,177 7,338 10,675 10,895 9,605 9,700 10,461 11 Curr. Liability & Prov. 17,099 16,785 16,328 17,331 17,090 16,724 15,016	Net Fixed Assets	62,090	52,417	55,971	58,388	58,610	62,970	62,792	64,147	63,323
Capital WIP 2,900 2,227 1,970 1,162 2,441 1,650 1,933 1,387 2,70 Total Investments 15,152 12,437 15,965 13,351 14,266 14,832 19,668	Goodwill on Consolidation	5,527	5,737	5,655	5,835	6,146	6,110	6,229	6,229	6,229
Total Investments 15,152 12,437 15,965 13,351 14,266 14,832 19,668 10,661 10,668 10,668	Right-of-Use assets					15,833	15,297	15,134	15,134	15,134
Curr. Assets, Loans&Adv. 12,305 13,173 14,184 17,102 17,887 14,269 25,139 24,064 26, 18 Inventory 802 804 857 804 936 929 1,008 1,169 1,14 1,169 </td <td>Capital WIP</td> <td>2,900</td> <td>2,227</td> <td>1,970</td> <td>1,162</td> <td>2,441</td> <td>1,650</td> <td>1,933</td> <td>1,387</td> <td>2,777</td>	Capital WIP	2,900	2,227	1,970	1,162	2,441	1,650	1,933	1,387	2,777
Inventory 802 804 857 804 936 929 1,008 1,169 1 Account Receivables 2,420 2,721 3,286 3,214 2,900 2,198 2,553 3,620 4 Cash and Bank Balance 1,825 2,471 2,703 2,409 3,156 1,536 11,878 8,815 9 Loans and Advances 7,258 7,177 7,338 10,675 10,895 9,605 9,700 10,461 11 Curr. Liability & Prov. 17,099 16,785 16,328 17,331 17,090 16,724 15,016 18,670 20 Account Payables 3,240 3,370 3,513 3,253 3,893 3,178 3,873 4,355 4 Other Current Liabilities 11,846 11,305 10,349 11,579 10,441 10,921 8,233 11,011 12 Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303	Total Investments	15,152	12,437	15,965	13,351	14,266	14,832	19,668	19,668	19,668
Account Receivables 2,420 2,721 3,286 3,214 2,900 2,198 2,553 3,620 4 Cash and Bank Balance 1,825 2,471 2,703 2,409 3,156 1,536 11,878 8,815 9 Loans and Advances 7,258 7,177 7,338 10,675 10,895 9,605 9,700 10,461 11 Curr. Liability & Prov. 17,099 16,785 16,328 17,331 17,090 16,724 15,016 18,670 20 Account Payables 3,240 3,370 3,513 3,253 3,893 3,178 3,873 4,355 4 Other Current Liabilities 11,846 11,305 10,349 11,579 10,441 10,921 8,233 11,011 12 Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303 3 Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5	Curr. Assets, Loans&Adv.	12,305	13,173	14,184	17,102	17,887	14,269	25,139	24,064	26,139
Cash and Bank Balance 1,825 2,471 2,703 2,409 3,156 1,536 11,878 8,815 9 Loans and Advances 7,258 7,177 7,338 10,675 10,895 9,605 9,700 10,461 11 Curr. Liability & Prov. 17,099 16,785 16,328 17,331 17,090 16,724 15,016 18,670 20 Account Payables 3,240 3,370 3,513 3,253 3,893 3,178 3,873 4,355 4 Other Current Liabilities 11,846 11,305 10,349 11,579 10,441 10,921 8,233 11,011 12 Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303 3 Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5	Inventory	802	804	857	804	936	929	1,008	1,169	1,270
Loans and Advances 7,258 7,177 7,338 10,675 10,895 9,605 9,700 10,461 11 Curr. Liability & Prov. 17,099 16,785 16,328 17,331 17,090 16,724 15,016 18,670 20 Account Payables 3,240 3,370 3,513 3,253 3,893 3,178 3,873 4,355 4 Other Current Liabilities 11,846 11,305 10,349 11,579 10,441 10,921 8,233 11,011 12 Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303 3 Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5	Account Receivables	2,420	2,721	3,286	3,214	2,900	2,198	2,553	3,620	4,074
Curr. Liability & Prov. 17,099 16,785 16,328 17,331 17,090 16,724 15,016 18,670 20 Account Payables 3,240 3,370 3,513 3,253 3,893 3,178 3,873 4,355 4, Other Current Liabilities 11,846 11,305 10,349 11,579 10,441 10,921 8,233 11,011 12, Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303 3, Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5,	Cash and Bank Balance	1,825	2,471	2,703	2,409	3,156	1,536	11,878	8,815	9,642
Account Payables 3,240 3,370 3,513 3,253 3,893 3,178 3,873 4,355 4, Other Current Liabilities 11,846 11,305 10,349 11,579 10,441 10,921 8,233 11,011 12, Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303 3, Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5,	Loans and Advances	7,258	7,177	7,338	10,675	10,895	9,605	9,700	10,461	11,153
Other Current Liabilities 11,846 11,305 10,349 11,579 10,441 10,921 8,233 11,011 12,013 Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303 3,000 Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5,000	Curr. Liability & Prov.	17,099	16,785	16,328	17,331	17,090	16,724	15,016	18,670	20,224
Other Current Liabilities 11,846 11,305 10,349 11,579 10,441 10,921 8,233 11,011 12,013 Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303 3,000 Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5,000	Account Payables	3,240	3,370	3,513	3,253	3,893	3,178	3,873	4,355	4,734
Provisions 2,013 2,110 2,465 2,500 2,756 2,625 2,909 3,303 3,756 Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5,394 5,394	Other Current Liabilities	11,846	11,305	10,349	11,579	10,441	10,921	8,233	11,011	12,392
Net Current Assets -4,794 -3,612 -2,143 -229 798 -2,456 10,123 5,394 5	Provisions	2,013	2,110	2,465	2,500	2,756	2,625	2,909	3,303	3,098
	Not Compant Assets	4.704	2 612	2 1/12	220	700	2.456	10 122	F 204	E 014
Pr	Net Current Assets	-4,794	-3,012	-2,143	-223	730	-2,456	10,123	5,394	5,914

Financials and valuations

FY16	Ratios									
Basic (NR)		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
FS										
BV/Share		-1.2	-0.4	0.6	2.0	2.3	-5.9	-1.8	5.4	7.2
PS PS PS PS PS PS PS PS	Cash EPS	0.8	1.7	2.7	4.3	5.1	-3.0	1.0	8.3	10.3
PS PS PS PS PS PS PS PS	BV/Share	18.2	17.7	29.4	30.6	30.7	25.7	49.7	54.5	60.9
Payout (%)										
Pf			-53.9		25.3	20.5	-9.6			
P E										
Sah P E 38.73 183.3 11.2 73.4 61.5 510.4 30.5 30.6 30.6 30.6 58.6 52.5	` •	NA	-812.2	532.9	158.9	138.3	-53.3	-172.6	58.9	43.8
P/BW		387.3	183.3		73.4	61.5	-104.0	305.4	38.0	30.6
EV/Seales 12.4 12.1 11.5 10.5 10.6 30.8 14.8 8.1 7.0 Dividend Vield (%) 0.0 79.7 70.7 57.2 49.0 -13.9 11.8 22.0 Dividend Vield (%) 0.0 0.1 0.1 0.1 0.1 0.1 0.1 0.2 0.3 FCF per share 1.8 6.7 0.01 1.4 1.7 7.0 1.1 40.1 40.0 40.9 43.2 41.7 40.0 EW/Agi Roms (INR) 3.759 4,129 4.34 5,193 5,974 -7,24 4,605 9,550 10.0 10.0 10.1 1.0 1.1 40.0 10.5 1.0 40.0 10.5 10.0 10.2 4.0 2.0 4.0 4.0 11.3 10.5 10.6 0.2 1.0 4.0 10.3 12.5 10.5 10.6 0.5 0.0 0.0 4.0 4.0 4.0 4.0 4.0 4.0 4.0 <td></td> <td>17.4</td> <td></td> <td>10.7</td> <td>10.3</td> <td>10.3</td> <td>12.3</td> <td>6.3</td> <td>5.8</td> <td></td>		17.4		10.7	10.3	10.3	12.3	6.3	5.8	
EV/EBITOA 90.0 79.7 70.7 57.2 49.0 -13.39 11.18 27.3 22.0		12.4	12.1	11.5	10.5		30.8		8.1	
Dividend Yield (\$) 0.0 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.2 0.3 0.5 EV, Adj Rooms (INR m) 35.6 51.4 48.5 47.5 46.0 46.9 43.2 41.7 40.0 EBITDA Room (INR) 3.79 4.12 4.34 5.19 5.93 5.97 4.24 4.65 9.55 0.10.70 EBITDA Room (INR) 3.79 4.12 4.34 5.19 5.95 4.12 4.10 4.10 EBITDA Room (INR) 3.79 4.12 4.25 5.66 7.4 4.10 4.8 10.3 12.5 Roce		90.0	79.7	70.7					27.3	
FCF per share										
EV/Adj Rooms (INRn) 5.36 5.1.4 48.5 4.7.5 4.60 46.9 43.2 41.7 40.1 EBITDA/ Room (INRn) 3,79 4,129 4,341 5,97 7,214 4,605 9,50 10,60 Return Ratios (%) 7.0 2-2.2 2.5 6.6 7.4 -21.0 -4.8 10.3 12.5 RoCE 3.4 3.48 4.8 5.9 6.8 -5.7 1.3 10.1 13.0 RoCE 3.4 3.48 4.8 5.9 7.9 0.0 0.7 10.6 0.7 0.0 0.7 0.0										
EBITDA/ Room (INR) 3,599 4,129 4,341 5,193 5,744 -7,104 4,605 9,550 10,600 Return Ratios (%) 7.0 -2.2 2.5 6.6 7.4 -21.0 -4.8 10.3 12.5 RoCE 3.4 3.8 4.6 5.9 6.8 -5.7 1.3 10.1 13.0 RoCE 3.4 3.8 4.6 5.9 6.8 -5.7 1.3 10.1 13.0 RoCE 3.9 1.4.9 2.3 5.2 7.1 -7.9 0.0 0.7 0.0 0.5 0.0 0.2 0.3 0.5 0.5 0.0	· ·									
Ret										
RoE -7.0 -2.2 2.5 6.6 7.4 -21.0 -4.8 10.3 12.5 RoE 3.4 3.8 4.6 5.9 6.8 5.7 1.3 10.1 13.0 RoIC 8.9 -14.9 2.3 5.2 7.1 7.9 0.0 10.4 13.1 Working Capital Ratios Fixed Asset Turnover (x) 0.5 0.6 0.7 0.6 0.7 0.6 0.2 0.3 0.5 0.5 Inventory (Days) 7 7 8 7 8 22 12 8 7 Debtor (Days) 29 31 31 26 24 51 30 24 24 Ceditor (Days) 29 31 31 26 32 74 46 29 2 2 Cerreditor (Days) 29 31 31 26 32 50 4 4 50 2 28 Leverage Ratio (x) <td></td> <td>- /</td> <td>,</td> <td>,</td> <td>-,</td> <td>-,</td> <td>,</td> <td>,</td> <td>-,</td> <td>_,,</td>		- /	,	,	-,	-,	,	,	-,	_,,
Roce		-7.0	-2.2	2.5	6.6	7.4	-21.0	-4.8	10.3	12.5
Role										
Norking Capital Ratios Fixed Asset Turnover (x)										
Fixed Asset Turnover (x) 0.6 0.7 0.6 0.7 0.6 0.7 0.6 0.5 0.0 0.5 1.0 0.0 <td></td>										
Asset Turnover (x) 0.5 0.6 0.5 0.6 0.5 0.6 0.5 0.2 0.3 0.5 0.5 Inventor (Days) 7 7 8 7 8 22 12 8 7 Debtor (Days) 22 25 29 26 24 51 30 24 24 Creditor (Days) 29 31 31 26 32 74 46 29 28 Everage Ratio (x)		0.6	0.7	0.6	0.7	0.6	0.2	0.4	0.6	0.7
Inventory (Days)	·									
Debtor (Days) 22 25 29 26 24 51 30 24 24 Creditor (Days) 29 31 31 26 32 74 46 29 28 Everage Ratio (x) Current Ratio 0.7 0.8 0.9 1.0 1.0 0.9 1.7 1.3 1.3 Interest Cover Ratio 0.7 1.0 1.4 2.6 1.7 1.9 0.0 5.1 7.6 Net Debt/Equity 1.6 1.2 0.4 0.4 0.4 0.8 0.0 5.1 7.6 Net Debt/Equity 1.6 1.2 0.4 0.4 0.4 0.8 0.0 5.1 7.6 Consolidated - Cash Flow 52 7.7 1.0 1.1 8.7 8.7 9.7 9.0 9.2 2.788 1.0 9.8 1.4 9.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0	· · · · · · · · · · · · · · · · · · ·									
Creditor (Days)										
Current Ratio										
Current Ratio 0.7 0.8 0.9 1.0 1.0 0.9 1.7 1.3 1.3 Interest Cover Ratio 0.7 1.0 1.4 2.6 1.7 1.9 0.0 5.1 7.6 Net Debt/Equity 1.6 1.2 0.4 0.4 0.4 0.8 0.0 5.1 7.6 Consolidated - Cash Flow Statement 7 FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY24E FY24F OP/(Loss) before Tax -912 306 1,618 4,017 3,955 -10,095 -2,738 10,938 14,847 Depreciation 2,848 2,994 3,012 3,279 4,042 4,066 4,061 4,192 4,434 Interest & Finance Charges 3,293 3,015 2,073 1,068 2,087 2,381 2,725 1,153 532 Direct Taxes Paid -900 -868 -1,425 -1,571 -448 1,525 3,583 3,183 <th< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>										
Net Debt/Equity 1.6 1.2 0.4 0.4 0.4 0.8 0.0 0.0 0.1 0.0		0.7	0.8	0.9	1.0	1.0	0.9	1.7	1.3	1.3
Net Debt/Equity 1.6 1.2 0.4 0.4 0.4 0.8 0.0										
Consolidated - Cash Flow Statement Y/E March FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY28E FY24E OP/Lloss) before Tax -912 306 1,618 4,017 3,955 -10,095 -2,738 10,938 14,847 Depreciation 2,848 2,994 3,012 3,279 4,042 4,096 4,061 4,192 4,434 Interest & Finance Charges 3,293 3,015 2,073 1,068 2,087 2,381 2,725 1,153 532 Direct Taxes Paid -900 -868 -1,425 -1,571 -448 1,553 358 -3,183 -4,456 (Inc)/Dec in WC 948 -599 -1,033 323 -1,402 -2,722 2,155 1,666 307 CF from Operations 5,278 4,848 4,246 7,115 8,235 -4,786 6,560 14,765 15,665 Others 910 498 6,75 0 0 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>										
Y/E March FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY24E OP/(Loss) before Tax -912 306 1,618 4,017 3,955 -10,095 -2,738 10,938 14,847 Depreciation 2,848 2,994 3,012 3,279 4,042 4,096 4,061 4,192 4,434 Interest & Finance Charges 3,293 3,015 2,073 1,068 2,087 2,381 2,725 1,153 532 Direct Taxes Paid -900 -868 -1,425 -1,571 -448 1,553 358 -3,183 -4,454 (Inc)/Dec in WC 948 -599 -1,033 323 -1,402 -2,722 2,155 1,666 307 CF from Operations 5,278 4,848 4,246 7,115 8,235 -4,786 6,560 14,765 15,665 Others 910 498 675 0 0 1,600 156 32 0 CF										
OP/(Loss) before Tax -912 306 1,618 4,017 3,955 -10,095 -2,738 10,938 14,847 Depreciation 2,848 2,994 3,012 3,279 4,042 4,096 4,061 4,192 4,434 Interest & Finance Charges 3,293 3,015 2,073 1,068 2,087 2,381 2,725 1,153 532 Direct Taxes Paid -900 -868 -1,425 -1,571 -448 1,553 358 -3,183 -4,454 (Inc)/Dec in WC 948 -599 -1,033 323 -1,402 -2,722 2,155 1,666 307 Others 910 498 675 0 0 1,600 156 32 0 CF from Operating incl EO 6,188 5,345 4,920 7,114 8,235 -3,187 6,716 14,797 15,665 (Inc)/Dec in FA -3,657 4,193 -5,094 -5,067 -5,855 -7,629 -4,286 -5,000	Consolidated - Cash Flow Statement									
Depreciation 2,848 2,994 3,012 3,279 4,042 4,096 4,061 4,192 4,434 Interest & Finance Charges 3,293 3,015 2,073 1,068 2,087 2,381 2,725 1,153 532 Direct Taxes Paid -900 -868 -1,425 -1,571 -448 1,553 358 -3,183 -4,454 (Inc)/Dec in WC 948 -599 -1,033 323 -1,402 -2,722 2,155 1,666 307 CF from Operations 5,278 4,848 4,246 7,115 8,235 -4,786 6,560 14,765 15,665 Others 910 498 675 0 0 1,600 156 32 0 Others 910 4,984 4,920 7,114 8,235 -3,187 6,716 14,797 15,665 (Inc)/Dec in FA -3,657 4,193 -5,044 -5,067 -5,855 -7,629 -4,286 -5,000 -5,000 <	Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Interest & Finance Charges 3,293 3,015 2,073 1,068 2,087 2,381 2,725 1,153 532 Direct Taxes Paid -900 -868 -1,425 -1,571 -448 1,553 358 -3,183 -4,454 (Inc)/Dec in WC 948 -599 -1,033 323 -1,402 -2,722 2,155 1,666 307 CF from Operations 5,278 4,848 4,246 7,115 8,235 -4,786 6,560 14,765 15,665 Others 910 498 675 0 0 0 1,600 156 32 0 CF from Operating incl EO 6,188 5,345 4,920 7,114 8,235 -3,187 6,716 14,797 15,665 (Inc)/Dec in FA -3,657 4,193 -5,944 -5,067 -5,855 -7,629 -4,286 -5,000 -5,000 Free Cash Flow 2,531 9,538 -174 2,048 2,380 -10,816 2,431 9,797 10,665 (Pur)/Sale of Investments 5,028 4,425 -1,462 2,614 -915 -566 -4,836 0 0 Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221 1,487 CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815 Others -3,211 645 2,471 2,704 2,409 3,156 1,536 11,878 8,815 Others -3,211 645 2,471 2,704 2,409 3,156 1,536 11,878 8,815 Others -3,211 645 2,471 2,704 2,409 3,156 1,536 11,878 8,815 Others -3,211 645 2,471 2,704 2,409 3,156 1,536 1	OP/(Loss) before Tax	-912	306	1,618	4,017	3,955	-10,095	-2,738	10,938	14,847
Direct Taxes Paid -900 -868 -1,425 -1,571 -448 1,553 358 -3,183 -4,454 (Inc)/Dec in WC 948 -599 -1,033 323 -1,402 -2,722 2,155 1,666 307 CF from Operations 5,278 4,848 4,246 7,115 8,235 -4,786 6,560 14,765 15,665 Others 910 498 675 0 0 1,600 156 32 0 CF from Operating incl EO 6,188 5,345 4,920 7,114 8,235 -3,187 6,716 14,797 15,665 (Inc)/Dec in FA -3,657 4,193 -5,094 -5,067 -5,855 -7,629 -4,286 -5,000 -5,000 Free Cash Flow 2,531 9,538 -174 2,048 2,380 -10,816 2,431 9,797 10,665 (Pur)/Sale of Investments 5,028 4,425 -1,462 2,614 -915 -566 -4,836 0	Depreciation	2,848	2,994	3,012	3,279	4,042	4,096	4,061	4,192	4,434
(Inc)/Dec in WC 948 -599 -1,033 323 -1,402 -2,722 2,155 1,666 307 CF from Operations 5,278 4,848 4,246 7,115 8,235 -4,786 6,560 14,765 15,665 Others 910 498 675 0 0 1,600 156 32 0 CF from Operating incl EO 6,188 5,345 4,920 7,114 8,235 -3,187 6,716 14,797 15,665 (Inc)/Dec in FA -3,657 4,193 -5,094 -5,067 -5,855 -7,629 -4,286 -5,000 -5,000 Free Cash Flow 2,531 9,538 -174 2,048 2,380 -10,816 2,431 9,797 10,665 (Pur)/Sale of Investments 5,028 4,255 -1,462 2,614 -915 -566 -4,836 0 0 0 Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221	Interest & Finance Charges	3,293	3,015	2,073	1,068	2,087	2,381	2,725	1,153	532
(Inc)/Dec in WC 948 -599 -1,033 323 -1,402 -2,722 2,155 1,666 307 CF from Operations 5,278 4,848 4,246 7,115 8,235 -4,786 6,560 14,765 15,665 Others 910 498 675 0 0 1,600 156 32 0 CF from Operating incl EO 6,188 5,345 4,920 7,114 8,235 -3,187 6,716 14,797 15,665 (Inc)/Dec in FA -3,657 4,193 -5,094 -5,067 -5,855 -7,629 -4,286 -5,000 -5,000 Free Cash Flow 2,531 9,538 -174 2,048 2,380 -10,816 2,431 9,797 10,665 (Pur)/Sale of Investments 5,028 4,425 -1,462 2,614 -915 -566 -4,836 0 0 0 Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221	Direct Taxes Paid	-900	-868	-1,425	-1,571	-448	1,553	358	-3,183	-4,454
Others 910 498 675 0 0 1,600 156 32 0 CF from Operating incl EO 6,188 5,345 4,920 7,114 8,235 -3,187 6,716 14,797 15,665 (Inc)/Dec in FA -3,657 4,193 -5,094 -5,067 -5,855 -7,629 -4,286 -5,000 -5,000 Free Cash Flow 2,531 9,538 -174 2,048 2,380 -10,816 2,431 9,797 10,665 (Pur)/Sale of Investments 5,028 4,425 -1,462 2,614 -915 -566 -4,836 0 0 Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221 1,487 CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0	(Inc)/Dec in WC	948	-599	-1,033	323	-1,402	-2,722	2,155	1,666	307
CF from Operating incl EO 6,188 5,345 4,920 7,114 8,235 -3,187 6,716 14,797 15,665 (Inc)/Dec in FA -3,657 4,193 -5,094 -5,067 -5,855 -7,629 -4,286 -5,000 -5,000 Free Cash Flow 2,531 9,538 -174 2,048 2,380 -10,816 2,431 9,797 10,665 (Pur)/Sale of Investments 5,028 4,425 -1,462 2,614 -915 -566 -4,836 0 0 Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221 1,487 CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 <td>CF from Operations</td> <td>5,278</td> <td>4,848</td> <td>4,246</td> <td>7,115</td> <td>8,235</td> <td>-4,786</td> <td>6,560</td> <td>14,765</td> <td>15,665</td>	CF from Operations	5,278	4,848	4,246	7,115	8,235	-4,786	6,560	14,765	15,665
(Inc)/Dec in FA -3,657 4,193 -5,094 -5,067 -5,855 -7,629 -4,286 -5,000 -5,000 Free Cash Flow 2,531 9,538 -174 2,048 2,380 -10,816 2,431 9,797 10,665 (Pur)/Sale of Investments 5,028 4,425 -1,462 2,614 -915 -566 -4,836 0 0 Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221 1,487 CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374	Others	910	498	675	0	0	1,600	156	32	0
Free Cash Flow 2,531 9,538 -174 2,048 2,380 -10,816 2,431 9,797 10,665 (Pur)/Sale of Investments 5,028 4,425 -1,462 2,614 -915 -566 -4,836 0 0 Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221 1,487 CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 </td <td>CF from Operating incl EO</td> <td>6,188</td> <td>5,345</td> <td>4,920</td> <td>7,114</td> <td>8,235</td> <td>-3,187</td> <td>6,716</td> <td>14,797</td> <td>15,665</td>	CF from Operating incl EO	6,188	5,345	4,920	7,114	8,235	-3,187	6,716	14,797	15,665
(Pur)/Sale of Investments 5,028 4,425 -1,462 2,614 -915 -566 -4,836 0 0 Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221 1,487 CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 <tr< td=""><td>(Inc)/Dec in FA</td><td>-3,657</td><td>4,193</td><td>-5,094</td><td>-5,067</td><td>-5,855</td><td>-7,629</td><td>-4,286</td><td>-5,000</td><td>-5,000</td></tr<>	(Inc)/Dec in FA	-3,657	4,193	-5,094	-5,067	-5,855	-7,629	-4,286	-5,000	-5,000
Others 1,196 496 912 -1,428 1,750 6,998 -7,303 1,221 1,487 CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326	Free Cash Flow									
CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 <td>(Pur)/Sale of Investments</td> <td>5,028</td> <td>4,425</td> <td>-1,462</td> <td>2,614</td> <td>-915</td> <td>-566</td> <td>-4,836</td> <td>0</td> <td>0</td>	(Pur)/Sale of Investments	5,028	4,425	-1,462	2,614	-915	-566	-4,836	0	0
CF from Investments 2,567 9,114 -5,644 -3,882 -5,019 -1,197 -16,425 -3,779 -3,513 Issue of Shares 0 0 14,999 0 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 <td>Others</td> <td>1,196</td> <td>496</td> <td>912</td> <td>-1,428</td> <td>1,750</td> <td>6,998</td> <td>-7,303</td> <td>1,221</td> <td>1,487</td>	Others	1,196	496	912	-1,428	1,750	6,998	-7,303	1,221	1,487
Issue of Shares 0 0 14,999 0 0 231 0 0 Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815										
Inc/(Dec) in Debt -9,850 -11,719 -9,498 -1,010 2,760 10,308 -16,481 -10,700 -8,000 Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815										
Interest Paid -1,880 -1,637 -4,089 -1,901 -3,411 -4,028 -4,277 -2,374 -2,019 Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815		-9,850	-11,719		-1,010	2,760	10,308		-10,700	-8,000
Dividend Paid -235 -458 -447 -725 -725 -693 -693 -852 -1,136 Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815										
Others -1 0 -7 110 -1,093 -2,823 41,270 -155 -170 CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815										
CF from Fin. Activity -11,966 -13,814 957 -3,527 -2,470 2,764 20,050 -14,081 -11,326 Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815										
Inc/Dec of Cash -3,211 645 233 -294 746 -1,620 10,342 -3,063 827 Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815										
Opening Balance 5,036 1,826 2,471 2,704 2,409 3,156 1,536 11,878 8,815										
	Closing Balance	1,825	2,471	2,704	2,409	3,156	1,536	11,878	8,815	9,642

$N\ O\ T\ E\ S$

Explanation of Investment Rating					
Investment Rating	Expected return (over 12-month)				
BUY	>=15%				
SELL	<-10%				
NEUTRAL	< - 10 % to 15%				
UNDER REVIEW	Rating may undergo a change				
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation				

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