Hindalco

BSE SENSEX	S&P CNX
73,677	22,356

Stock Info

Bloomberg	HNDL IN
Equity Shares (m)	2220
M.Cap.(INRb)/(USDb)	1173.3 / 14.2
52-Week Range (INR)	621 / 381
1, 6, 12 Rel. Per (%)	-13/-7/-2
12M Avg Val (INR M)	3024
Free float (%)	65.4

Financials Snapshot (INR b)

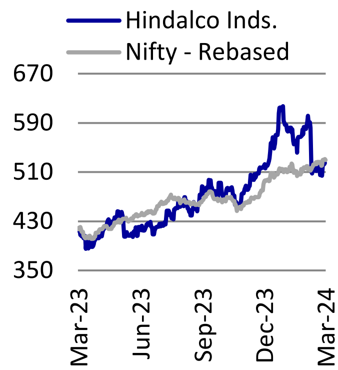
Y/E MARCH	2024E	2025E	2026E
Sales	2,145	2,304	2,421
EBITDA	239	262	268
Adj. PAT	101	129	134
EBITDA Margin (%)	11	11	11
Cons. Adj. EPS (INR)	46	58	60
EPS Gr. (%)	1	27	4
BV/Sh. (INR)	354	407	461
Ratios			
Net D:E	0.4	0.3	0.3
RoE (%)	13.7	15.2	13.9
RoCE (%)	10.6	11.3	10.9
Payout (%)	6.6	8.6	9.9
Valuations			
P/E (x)	11.4	9.0	8.6
P/BV (x)	1.5	1.3	1.1
EV/EBITDA(x)	6.2	5.6	5.4
Div. Yield (%)	0.6	1.0	1.1
FCF Yield (%)	6.1	4.7	5.2

Shareholding pattern (%)

As On	Dec-23	Sep-23	Dec-22
Promoter	34.6	34.6	34.6
DII	25.5	26.0	27.1
FII	32.1	31.1	30.0
Others	7.9	8.7	8.3

FII Includes depository receipts

Stock Performance (1-year)



CMP: INR522 TP:INR600 (+15%) Buy

Capacity expansion to drive performance

Novelis on track to achieve EBITDA/t of USD525 by 4QFY24; mid-to-long term EBITDA/t guidance stands at USD600

- Hindalco (HNDL) is undertaking ~USD6b (revised upwards from USD4.6b) multi locational-multi product growth capex over the next five years. The initiative aims to augment its capacity across various regions, including the USA (FRP and recycling mill), Utkal (alumina debottlenecking), Aditya (can recycling and battery foil mill), and Silvassa (extrusion).
- HNDL recently also announced its plan to set up a 25kt battery foil manufacturing facility at Odisha at a total capex of ~INR8b, which will cater to the growing domestic EV requirements.
- Around USD5.2b of capex is allocated to Novelis and ~68% of the growth capex in India (~USD1b) is allocated to the downstream business with focus on VAP.
- We believe HNDL is adding downstream capacities at the right time to capture the growth opportunities in the domestic market. HNDL's increased focus on VAP catering niche segments across aluminum and copper will aid the company to improve its domestic EBITDA margins to over 10% by FY26E.
- We believe the upcoming 600kt facility at Bay Minette (Alabama, USA) will act as a proxy to the growing demand for beverage can and auto grade aluminum sheet in North America.
- With the majority of volumes contracted and booked by marque customers until the end of the decade, coupled with portfolio optimization, higher recycling capacities, and favorable market dynamics, Novelis is poised to achieve its medium to long-term EBITDA/t guidance of USD600.
- Novelis has recently submitted draft papers for IPO with the SEC. On successful completion of IPO, Novelis will be one of the few international subsidiaries of an Indian entity to be listed on international exchanges. The said IPO is expected to be an OFS and will help in value unlocking for the subsidiary.
- HNDL has robust integrated operations and despite base metal prices remaining range bound, we believe the long-term outlook remains positive. We reiterate our BUY rating on the stock, supported by our SOTP-based TP of INR600.
- Key Risk: HNDL has revised its capex outlay for the forthcoming Bay Minette rolling facility, reducing it by 65% to USD4.1b. Additionally, the commissioning of the facility has been delayed by a year to 2HCY26. Any additional extension to the capex timeline or an increase in capex would exert further pressure on the company's cash flow.

HNDL on track to enhance its capacities

- HNDL has undertaken a mammoth ~USD6b (revised upwards from USD4.6b) multi locational-multi product growth capex over a period of the next five

Alok Deora – Research analyst (Alok.Deora@motilaloswal.com)
Parthiv Deepak Jhonsa – Research analyst (Parthiv.Jhonsa@motilaloswal.com)

years. Around 85% of the total capex is earmarked for Novelis and the rest is towards enhancing the domestic aluminum and copper capacities.

- This capex will help HNDL to shift its focus from being a core metal manufacturer to a metal-solution provider with a strong focus on RE.

Bay Minette facility

- Novelis has revised its capex upwards by 65% and is investing ~USD4.1b (up from USD2.5b) toward setting up the Bay Minette facility, which will augment the FRP capacity by 600kt.
- The commissioning of this facility, aimed at addressing North America's demand for beverage cans and auto-grade aluminum sheets, has been postponed by a year. The facility is now likely to be commissioned in 2HCY26; it would take around 18-24 months to achieve full operational capacity.
- Incremental volumes for the same are expected from FY27-28.
- The management has cited an increase in civil and structural costs for the rise in capex guidance.
- Novelis has entered into a long-term agreement to supply aluminum sheets with marquee customers, such as Coca-Cola, Ball Corp., Ardagh, and Airbus. With the majority of volumes contracted and booked by marque customers until the end of the decade, coupled with portfolio optimization, higher recycling capacities, and favorable market dynamics, Novelis is poised to achieve its medium to long-term EBITDA/t guidance of USD600.

Indian operations

- HNDL has earmarked ~USD1b for domestic capex with a strong focus on downstream projects. Around 68% of the growth capex in India is allocated to the downstream business with focus on VAP.
- HNDL recently announced its plan to set up a 25kt battery foil manufacturing facility at Odisha at a total capex of ~INR8b, which will cater to the growing domestic EV requirements.
- HNDL has also identified seven additional projects for future expansion across upstream, downstream, copper vertical, specialty chemicals, and energy at a total budgeted outlay of over USD2.3b, which is expected to be completed by FY28.

Other international geographies

- HNDL is also investing USD365m at Guthrie, USA for setting up state-of-the-art automotive recycling and casting facility. This is the second largest capex undertaken by Novelis and the project is progressing as per timelines and within the stipulated budget. The facility is expected to come on stream by 1QFY25. Novelis will endeavor to keep the share of recycled material in total production to over 60% and the commissioning of Guthrie facility would further enhance the usage of recycled material in the total production.
- Along with the two large expansions in the USA, Novelis is also undertaking multiple debottlenecking projects across the geographies, which will yield high return to the company, either by additional capacity or cost-reduction initiatives.

- Novelis recently completed the USD20m 50kt strategic debottlenecking at Yeongju (South Korea) and also successfully upgraded the hot mill at Oswego (USA) in Nov’23 under Phase I (Novelis has earmarked USD130m as total capex for setting up the 65kt facility at Oswego).
- Novelis is additionally exploring a potential 50kt debottlenecking opportunity in South Korea. Upon the completion of all the debottlenecking projects, the company’s total capacity is expected to increase by ~250-300kt.

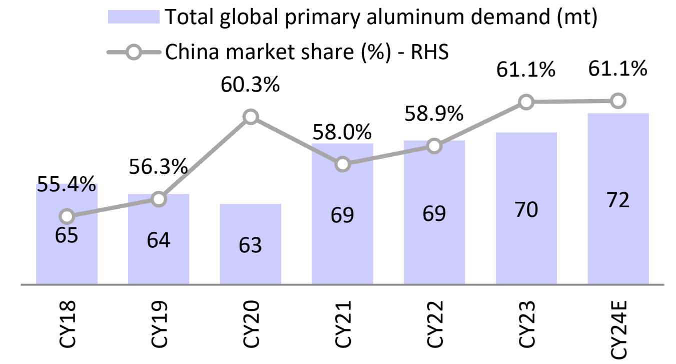
Coal linkages to drive cost synergies

- HNDL’s total coal requirement is around 16.2mt, which is currently fulfilled either by linkages (~60%), e-auctions (~36%), or own mines/imports.
- The Chakla mine, which has a PRC of around 4.5mt, is progressing as per timelines. The box cut is expected to come on stream by Oct-Dec’24, with production expected to commence in FY25E and fully ramp up in FY26E.
- The Chakla mine is expected to exit FY25E with a RR of 1mt. Once operational, it is expected to reduce the company’s dependency on the procurement of coal from external sources.
- HNDL is still awaiting allotment amid land acquisition issues for 10mt Meenakshi mine and as a back-up plan, HNDL acquired Meenakshi West mine at a ~33% premium, which has a PRC of 6-7mt.
- Once operational, this too would help in cost synergies, thus driving down the production cost even further.
- In addition to the mines, HNDL has entered into an agreement to set up the RE power facility and plans to reach 300mw by FY25, of which, the company has already achieved over 50% of the target (152mw of solar and wind RE) in 3QFY24. Additional 50mw of solar and wind are expected to be operational by 1QFY25.
- HNDL is also shifting its focus on utilizing more of recycled aluminum in its production, which consumes ~85-90% less energy, and hence, multi-pronged approach by HNDL helps tackle the high energy cost situation.

Valuation and view: reiterate BUY

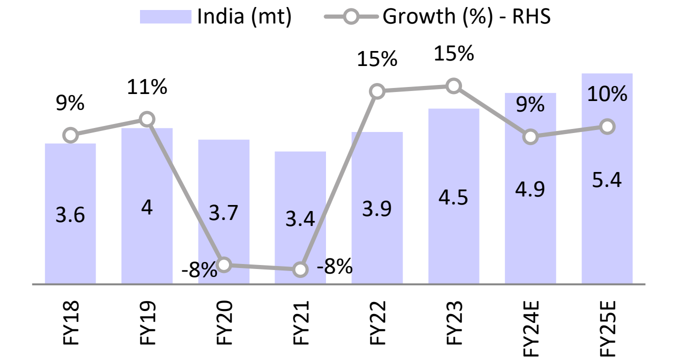
- The company’s Indian operation is a net debt free vertical and HNDL’s consolidated ND/EBITDA improved to 1.43x (1.66x in 2QFY24).
- Though the ongoing capex at Novelis would augment HNDL as the global leader in beverage cans and automotive FRP segments, any additional extension to the capex timeline or an increase in capex would exert further pressure on the company’s cash flow. Its capex would be a key monitorable for any further cost revisions or delays.
- Volume growth across geographies is expected to remain stable going forward. HNDL has already secured long-term contracts from marquee customers for the Bay Minette facility, offering Novelis future revenue visibility. HNDL expects Novelis to post EBITDA/t of USD600 in the medium to long term.
- We reiterate our BUY rating on HNDL with an SOTP-based TP of INR600. The stock is trading at 5.4x FY26E EV/EBITDA and 1.1x FY26E P/B.

Exhibit 1: Global primary aluminum demand (mt) and China market share (%)



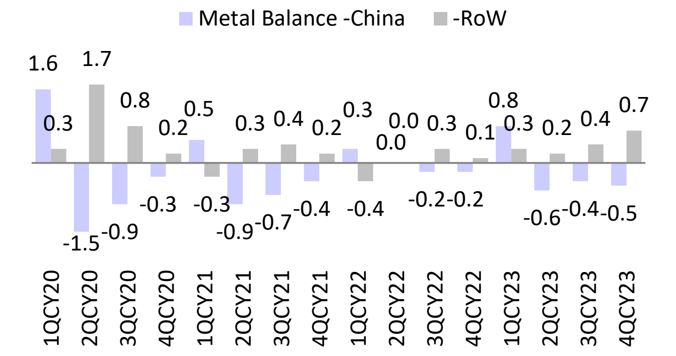
Source: MOFSL, Crisil, Company

Exhibit 2: Domestic primary aluminum demand (mt) and growth (%)



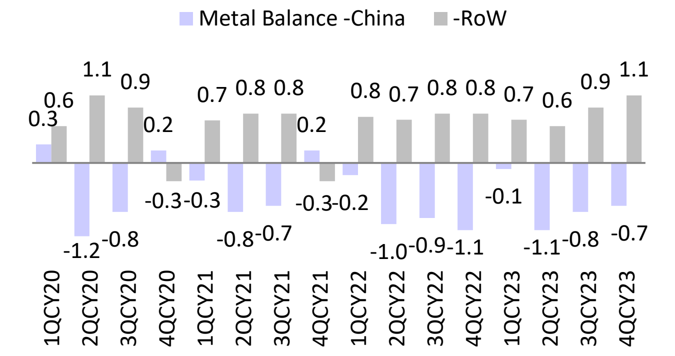
Source: MOFSL, Crisil, Company

Exhibit 3: Aluminum market balance (mt): in 4QCY23, China continued to remain in deficit of 0.5mt



Source: MOFSL, Company

Exhibit 4: Copper market balance in 4QCY23 Surplus/(deficit) (mt): net global surplus at ~0.3mt



Source: MOFSL, Company

Aluminum:

- Global aluminum demand is expected to remain flat at 70-72mt in CY24E and the same is expected to grow ~2.5-3.5% YoY in CY25 and eventually reach 78-79mt by CY27-28E.
- Demand is expected to be driven by energy, especially solar plants and auto sectors. Electrification of vehicles is expected to increase the aluminum content in light vehicles by CY30.
- Global aluminum production for CY23 increased 3% to 70.6mt and demand remained relatively flat at 70.1mt, thus swinging the global aluminum sector into surplus (0.6mt).
- Just like the ferrous sector, China is a price setter even for the non-ferrous sector. Chinese aluminum demand outpaced production, which led to a deficit of 0.7mt for CY23 (demand 42.8mt). Chinese aluminum demand is expected to register a CAGR of ~3-4% till CY26-27E and reach 48-50mt, driven by various stimuli directed toward real estate and infrastructure development, along with rapid increase in RE capacity and the EV sector. These factors are expected to positively influence aluminum market sentiments.
- Domestic aluminum demand for 9MFY24 has increased by ~12%YoY at 3.75mt. Domestic demand is expected to outpace global and Chinese demand growth and is expected to grow 9-10% in FY24 at ~5mt and double to ~9mt by FY33,

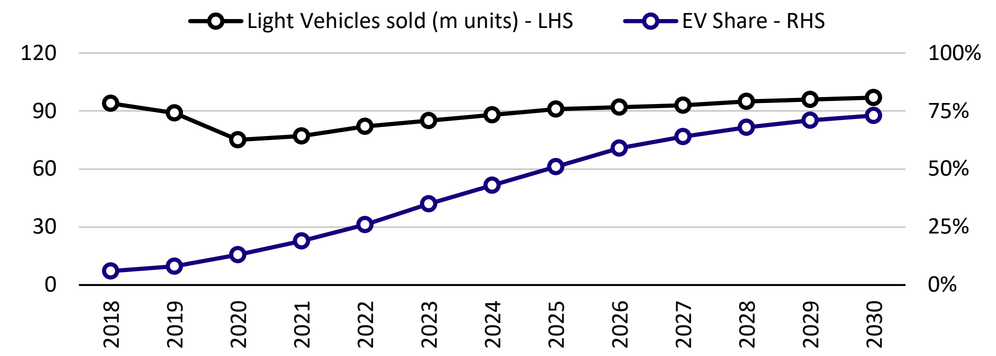
driven by robust demand from EV, packaging, construction, infrastructure, energy, transmission, consumer durables, and industrial sectors.

- The share of India in the global aluminum sector is expected to surpass 7% in CY24E (up from 4.9% in CY21).

Copper:

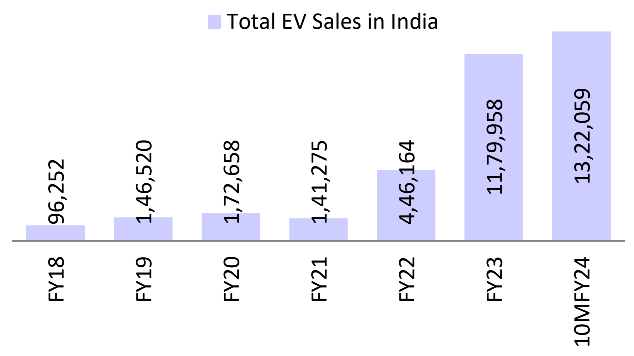
- Similar to aluminum, global copper production for CY23 increased by 3.7%YoY at 25.6mt, driven by an increase in Chinese production (~45% of global market share).
- However, global demand grew at a slower pace of 2.4%YoY at 25.4mt, thus swinging the global copper sector into surplus of 0.2mt.
- Domestic demand for copper in 9MFY24 increased by ~7.8%YoY at 593kt.

Exhibit 5: Global share in light vehicle (LHS) and share of EV (RHS)



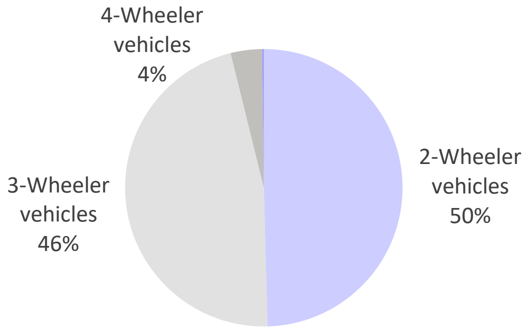
Source: MOFSL, Ducker 2022 Light Vehicle Aluminum Content and Outlook study, Company

Exhibit 6: Total EV Sales across categories in India (in Nos.)



Source: MOFSL, smev.in

Exhibit 7: Domestic EV product mix (last five years' average)



Source: MOFSL, smev.in

- Aluminum, which is a light metal compared to steel, improves efficiency of vehicles, and thus, curtails emission.
- It is expected that electrification in North America is expected to increase the aluminum content in light vehicles to ~557lbs per vehicle by 2030.
- Domestic EV sales have picked up in FY23 and the total vehicles sold in 10MFY24 (1.3m vehicles) is more than the total vehicles sold in FY23. Total EV sales for the month of Feb '24 (as on 19th Feb) have crossed 72,000 vehicles (~3,400 four-Wheelers).
- Domestic demand for aluminum by the auto sector is expected to grow 6-8% in FY24E. HNDL expects aluminum demand from the auto sector to grow at a pace of ~11% over the next few years.

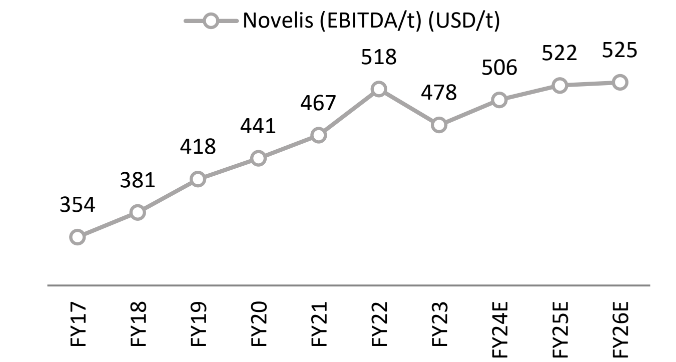
Exhibit 8: Domestic aluminum demand trajectory

Domestic demand	FY22	FY23	FY24E	FY25E
Energy	16%	12%	5-7%	5-7%
Infrastructure	25%	16%	17-19%	5-7%
Auto	8%	13%	6-8%	4-6%

Source: Crisil

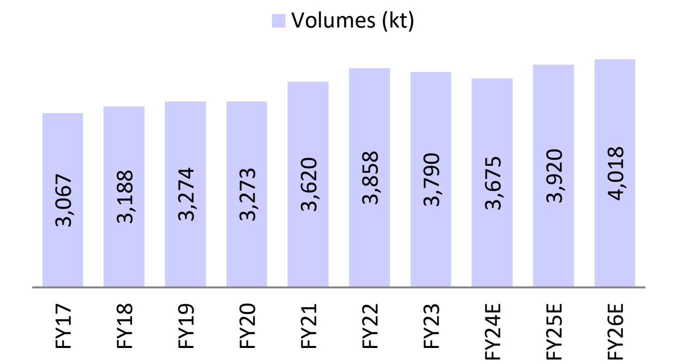
- Infrastructure (incl. building and construction) and auto is expected to drive the demand for aluminum in India.
- However, the energy sector relies majorly on primary aluminum rather than secondary aluminum, and hence, though the sector is expected to grow at a steady pace of 5-7% over the next few years, it is expected to steer the demand for primary aluminum going forward.

Exhibit 9: Novelis EBITDA/t (USD/t)



Source: MOFSL, Company

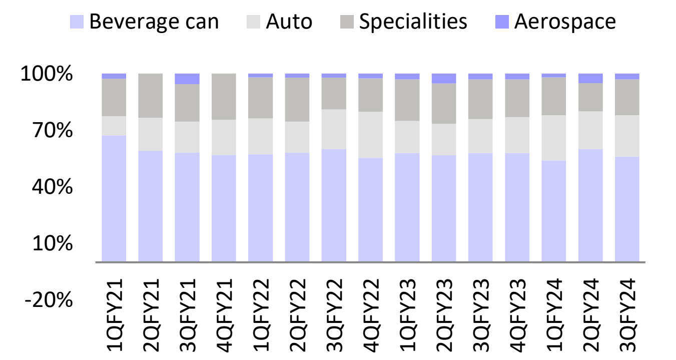
Exhibit 10: Novelis volumes (kt)



Source: MOFSL, Company

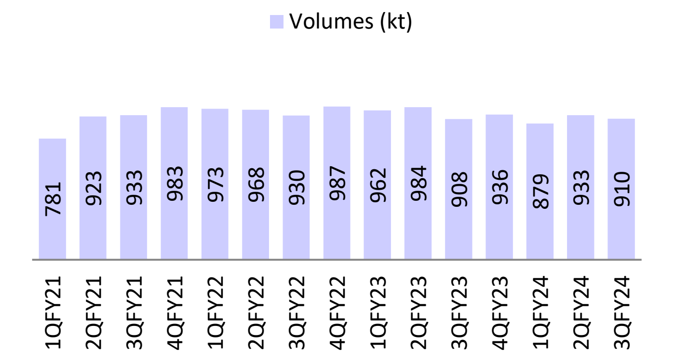
- Novelis reported an all-time high EBITDA/t of USD518 in FY22.
- In 3QFY24, Novelis posted EBITDA/t of USD499 (in-line with our estimate) and is expected to cross USD525 in 4QFY24. The company has raised its EBITDA/t guidance to USD600 in mid-to-long term.
- Any improvement in EBITDA/t over and above our estimates provides further upside to our TP.

Exhibit 11: Novelis product mix (quarterly)



Source: MOFSL, Company

Exhibit 12: Novelis quarterly volumes (kt)

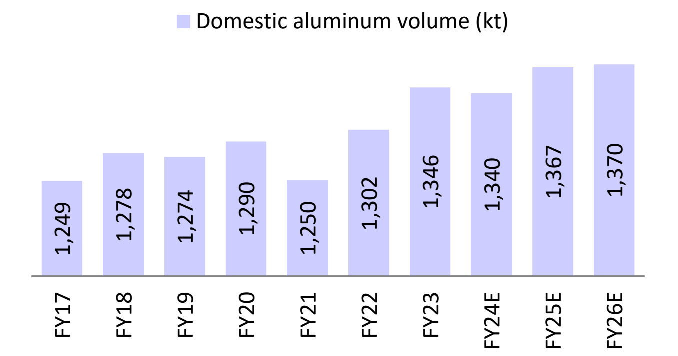


Source: MOFSL, Company

- As on 9MFY24, the beverage can segment contributes ~57% of the volume mix, automotive contributes ~22%, specialty contributes ~18%, and the rest is contributed by the aerospace sector.

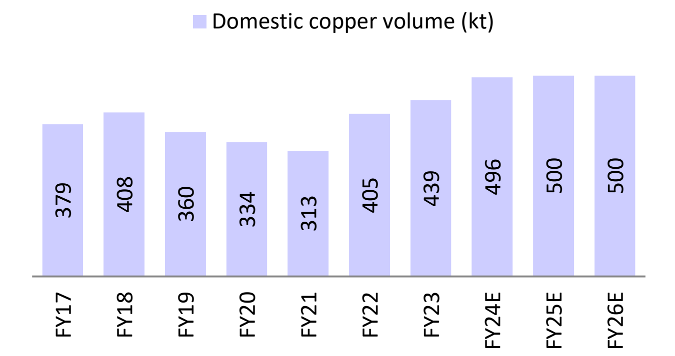
- Novelis has already clocked 2.7mt of volumes in 9MFY24 and is expected to sell ~953kt in 4QFY24 at an estimated EBITDA/t of USD525, which would give ~USD500m of EBITDA.

Exhibit 13: Al upstream production (kt) expected to cross 1.35mt in FY25E (100% capacity utilization)



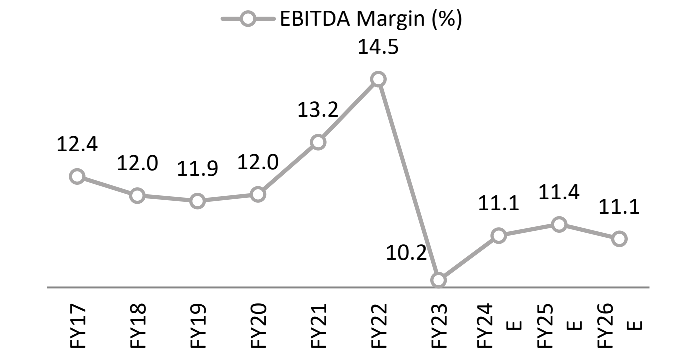
Source: MOFSL, Company

Exhibit 14: Domestic copper volume (kt)



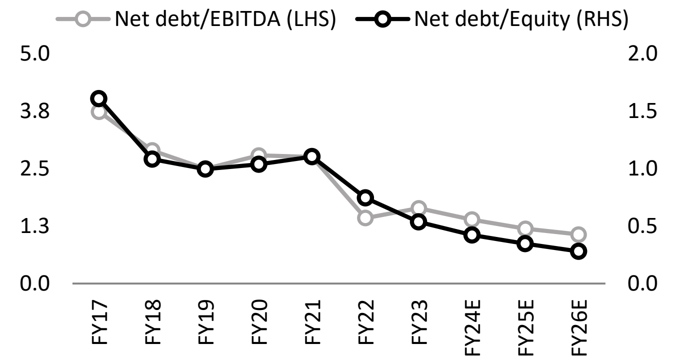
Source: MOFSL, Company

Exhibit 15: Consolidated EBITDA Margin (%)



Source: MOFSL, Company

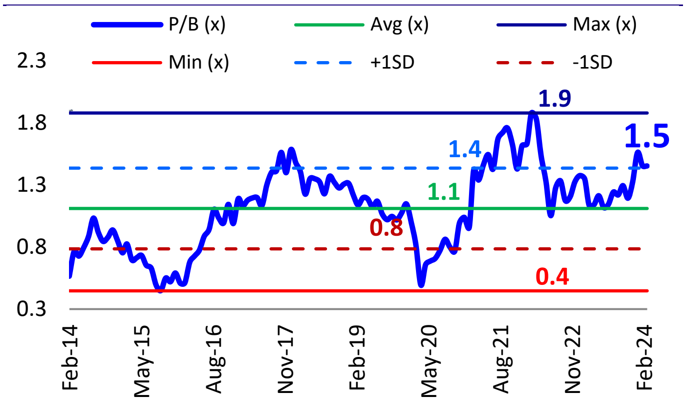
Exhibit 16: Net debt/EBITDA and Net debt/Equity to be at comfortable levels



Source: MOFSL, Company

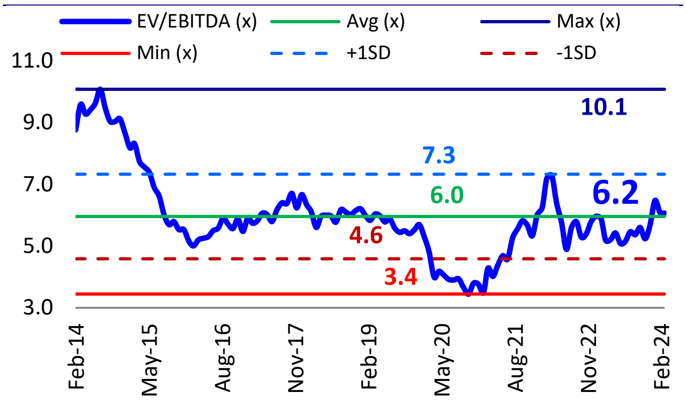
- HNDL's strong focus on downstream VAP capacity expansion is expected to drive the performance of the company in the coming years.
- EBITDA margin is expected to remain over 11% going forward.

Exhibit 17: P/B is near +1SD



Source: MOFSL, Company

Exhibit 18: EV/EBITDA near LTA



Source: MOFSL, Company

Exhibit 19: TP calculation

Y/E March	UoM	FY26E
Hindalco - India		
Aluminum		
Volumes	kt	1,370
EBITDA	INR/t	50,370
EBITDA	USD/t	586
EBITDA	INR m	69,006
Copper		
Volumes	kt	500
EBITDA	INR/t	46,548
EBITDA	USD/t	541
EBITDA	INR m	23,274
Others	INR m	-6,000
EBITDA Hindalco - India	INR m	86,280
EV/EBTIDA (x)	x	6.0
Target EV	INR m	5,17,680
Novelis		
Volumes	kt	4,018
EBITDA	USD/t	525
USD/INR	x	86
EBITDA	**INR m**	**1,81,465**
EV/EBTIDA (x)	x	5.5
Target EV	**INR m**	**9,88,982**
Target EV - Group	**INR m**	**15,06,662**
Net Debt	INR m	2,85,528
Equity Value	INR m	12,21,134
Equity Value	INR/sh	550
Investments (quoted)	INR m	1,07,889
Investments (quoted)	INR/sh	49
Discount factor	%	10%
Target Price	**INR/sh**	**600**

Source: MOFSL

Financials and valuations

Consolidated Income Statement (INR b)

Y/E March	2017	2018	2019	2020	2021	2022	2023	2024E	2025E	2026E
Net sales	**1,002**	**1,152**	**1,305**	**1,181**	**1,318**	**1,951**	**2,232**	**2,145**	**2,304**	**2,421**
Change (%)	1.4	15.0	13.3	-9.5	11.6	48.0	14.4	-3.9	7.4	5.1
Total Expenses	877	1,014	1,150	1,039	1,144	1,667	2,005	1,906	2,042	2,154
EBITDA	**124**	**138**	**155**	**142**	**174**	**283**	**227**	**239**	**262**	**268**
% of Net Sales	12.4	12.0	11.9	12.0	13.2	14.5	10.2	11.1	11.4	11.1
Depn. & Amortization	45	45	48	51	65	67	71	74	71	73
EBIT	**80**	**93**	**107**	**91**	**109**	**216**	**156**	**165**	**191**	**195**
Net Interest	57	39	38	42	37	38	36	39	37	33
Other income	11	10	11	12	12	11	13	14	13	13
PBT before EO	**33**	**64**	**81**	**61**	**83**	**190**	**132**	**140**	**167**	**175**
EO income (exp)	0	18	0	-2	-4	6	0	0	0	0
PBT after EO	**33**	**82**	**81**	**59**	**79**	**196**	**132**	**140**	**167**	**175**
Current tax	13	16	19	15	19	38	29	31	39	41
Deferred tax (net)	1	5	7	6	8	16	3	8	0	0
Tax	14	21	26	22	27	54	31	39	39	41
Rate (%)	42.9	25.4	32.0	36.4	34.5	27.5	23.8	27.5	23.2	23.3
PAT (before MI and Sh. of Asso.)	**19**	**61**	**55**	**38**	**52**	**142**	**101**	**102**	**129**	**134**
Minority interests and disc. Operations	0	0	0	0	17	5	0	0	0	0
Share of asso.	0	-1	0	0	0	0	0	0	0	0
Reported PAT (after MI and Sh. of Asso.)	**19**	**60**	**55**	**38**	**35**	**137**	**101**	**102**	**129**	**134**
Adjusted PAT	**19**	**42**	**55**	**40**	**56**	**136**	**101**	**101**	**129**	**134**
Change (%)	-22.8	120.7	30.6	-28.1	42.3	142.3	-26.2	0.9	26.7	4.3

Balance Sheet (INR b)

Y/E March	2017	2018	2019	2020	2021	2022	2023	2024E	2025E	2026E
Share Capital	2	2	2	2	2	2	2	2	2	2
Reserves	458	546	573	581	663	780	946	1,041	1,158	1,279
Net Worth	**460**	**548**	**575**	**583**	**665**	**782**	**948**	**1,043**	**1,160**	**1,281**
Minority Interest	0	0	0	0	0	0	0	0	0	0
Total Loans	638	520	524	674	660	632	583	634	617	599
Deferred Tax Liability	20	31	37	38	36	44	73	81	81	81
Capital Employed	**1,118**	**1,100**	**1,136**	**1,295**	**1,361**	**1,459**	**1,605**	**1,759**	**1,859**	**1,962**
Gross Block	1,041	1,083	1,131	1,200	1,343	1,459	1,567	1,718	1,862	2,012
Less: Accum. Deprn.	365	410	458	509	574	630	718	792	863	936
Net Fixed Assets	**676**	**673**	**673**	**691**	**770**	**829**	**849**	**926**	**999**	**1,076**
Goodwill	171	178	186	201	233	240	257	257	257	257
Capital WIP	18	21	41	77	102	49	77	77	77	77
Investments	62	69	52	31	77	87	83	83	83	83
Working capital Assets	**529**	**530**	**567**	**685**	**706**	**1,014**	**969**	**1,030**	**1,086**	**1,135**
Inventory	183	216	222	224	307	445	430	413	443	466
Account Receivables	83	100	115	93	130	211	162	156	167	176
Cash and Bank Balance	172	120	136	278	182	228	212	302	305	314
Others (incl. LT)	92	94	94	90	88	130	165	159	170	179
Working capital liability	**338**	**370**	**383**	**391**	**527**	**760**	**630**	**614**	**644**	**666**
Account Payables	179	204	207	183	283	442	418	402	432	454
Others (incl. LT)	160	166	175	208	244	318	212	212	212	212
Net Working Capital	**191**	**160**	**184**	**294**	**180**	**254**	**339**	**416**	**442**	**469**
Appl. of Funds	**1,118**	**1,100**	**1,136**	**1,295**	**1,361**	**1,459**	**1,605**	**1,759**	**1,859**	**1,962**

E: MOSL Estimates

Financials and valuations

Ratios

Y/E March	2017	2018	2019	2020	2021	2022	2023	2024E	2025E	2026E
Basic (INR)										
EPS	**8.6**	**18.9**	**24.7**	**17.8**	**25.3**	**61.3**	**45.3**	**45.7**	**57.9**	**60.4**
Cash EPS	28.6	47.6	46.2	39.8	52.5	94.3	77.4	79.1	89.9	93.2
BV/Share (adj.)	129.8	166.1	175.0	171.7	194.3	244.3	311.1	353.9	406.7	461.1
DPS	1.1	1.2	1.2	1.0	3.0	4.0	3.0	3.0	5.0	6.0
Payout (%)	12.8	6.4	4.9	5.6	11.9	6.5	6.6	6.6	8.6	9.9
Valuation (x)										
P/E	61.0	27.6	21.1	29.4	20.7	8.5	11.5	11.4	9.0	8.6
Cash P/E	18.3	11.0	11.3	13.1	9.9	5.5	6.7	6.6	5.8	5.6
P/BV	4.0	3.1	3.0	3.0	2.7	2.1	1.7	1.5	1.3	1.1
EV/Sales	1.6	1.4	1.2	1.3	1.2	0.8	0.7	0.7	0.6	0.6
EV/EBITDA	13.1	11.3	10.0	11.0	9.4	5.5	6.7	6.2	5.6	5.4
Dividend Yield (%)	0.2	0.2	0.2	0.2	0.6	0.8	0.6	0.6	1.0	1.1
Return Ratios (%)										
EBITDA Margins (%)	12.4	12.0	11.9	12.0	13.2	14.5	10.2	11.1	11.4	11.1
Net Profit Margins (%)	1.9	3.7	4.2	3.3	4.3	7.0	4.5	4.7	5.6	5.5
RoE	7.1	12.8	14.5	10.2	13.8	28.0	16.3	13.7	15.2	13.9
RoCE (pre-tax)	8.2	9.3	10.6	8.5	9.1	16.1	11.0	10.6	11.3	10.9
RoIC (pre-tax)	9.3	10.8	11.9	10.3	11.5	21.6	14.6	13.0	14.2	13.5
Working Capital Ratios										
Fixed Asset Turnover (x)	1.0	1.1	1.2	1.0	1.0	1.3	1.4	1.2	1.2	1.2
Asset Turnover (x)	0.9	1.0	1.1	0.9	1.0	1.3	1.4	1.2	1.2	1.2
Debtor (Days)	30	32	32	29	36	39	27	27	27	27
Inventory (Days)	67	69	62	69	85	83	70	70	70	70
Payable (Days)	65	65	58	56	78	83	68	68	68	68
Leverage Ratio (x)										
Current Ratio	1.6	1.4	1.5	1.8	1.3	1.3	1.5	1.7	1.7	1.7
Interest Cover Ratio	1.4	2.4	2.8	2.2	2.9	5.7	4.3	4.2	5.2	5.9
Debt/Equity	1.6	1.1	1.0	1.0	1.1	0.7	0.5	0.4	0.3	0.3

Cash Flow Statement **(INR b)**

Y/E March	2017	2018	2019	2020	2021	2022	2023	2024E	2025E	2026E
EBITDA	124	138	155	142	174	283	227	239	262	268
Others	4	3	0	-2	-3	15	-3	0	0	0
tax paid	-8	-14	-19	-1	-13	-38	-27	-31	-39	-41
Change in WC	7	-18	-17	-12	14	-92	-5	13	-24	-18
CF from Op. Activity	**127**	**109**	**120**	**127**	**172**	**168**	**192**	**222**	**199**	**209**
(Inc)/Dec in FA + CWIP	-29	-30	-60	-68	-56	-54	-98	-151	-145	-149
Free Cash Flow to firm	**97**	**79**	**60**	**60**	**117**	**114**	**94**	**71**	**54**	**60**
(Pur)/Sale of Inv. & yield	6	25	7	7	9	-59	20	14	13	13
Others & M&A	-4	56	-3	-23	-210	42	-3	0	0	0
CF from Inv. Activity	**-28**	**50**	**-57**	**-84**	**-256**	**-71**	**-81**	**-137**	**-132**	**-136**
Equity raised/(repaid)	33	0	-1	0	0	-1	-1	0	0	0
Debt raised/(repaid)	-25	-123	-14	109	-10	-28	-55	51	-18	-18
Interest	-61	-38	-36	-40	-37	-33	-38	-39	-37	-33
Dividend (incl. tax)	-2	-3	-3	-3	-2	-7	-9	-7	-11	-13
CF from Fin. Activity	**-56**	**-164**	**-55**	**67**	**-49**	**-68**	**-103**	**5**	**-65**	**-64**
(Inc)/Dec in Cash	**43**	**-5**	**9**	**110**	**-133**	**30**	**7**	**90**	**2**	**9**
Add: Opening Balance	43	82	80	91	213	83	116	128	219	221
Changes in forex on CF	-4	3	2	12	4	3	5	0	0	0
Closing cash Balance	82	80	91	213	83	116	128	219	221	230
Bank balance (inc. O/D adj.)	90	39	45	65	99	112	84	84	84	84
Closing Balance (incl. bank balance)	**172**	**120**	**136**	**278**	**182**	**228**	**212**	**302**	**305**	**314**

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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Grievance Redressal Cell:

Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com

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