

BSE SENSEX
67,839

S&P CNX
20,192


Bloomberg	DABUR IN
Equity Shares (m)	1762
M.Cap.(INRb)/(USDb)	1002.1 / 12
52-Week Range (INR)	611 / 504
1, 6, 12 Rel. Per (%)	-4/-11/-13
12M Avg Val (INR M)	1147

Financials & Valuations (INR b)

Y/E March	2023	2024E	2025E
Sales	115.3	129.8	148.1
Sales Gr. (%)	5.9	12.6	14.1
EBITDA	21.6	25.3	29.9
EBITDA mrg. (%)	18.8	19.5	20.2
Adj. PAT	17.0	19.6	23.4
Adj. EPS (INR)	9.6	11.1	13.2
EPS Gr. (%)	-6.9	15.4	19.1
BV/Sh.(INR)	50.6	56.7	62.0

Ratios

RoE (%)	19.6	20.6	22.2
RoCE (%)	17.6	18.1	19.7
Payout (%)	54.2	61.8	60.0

Valuations

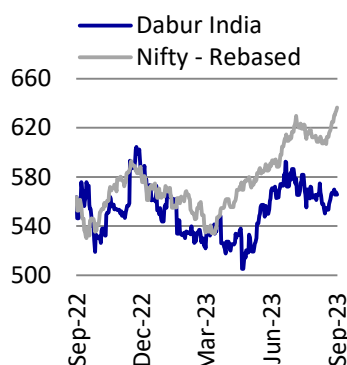
P/E (x)	58.9	51.1	42.9
P/BV (x)	11.2	10.0	9.1
EV/EBITDA (x)	43.8	37.4	31.3
Div. Yield (%)	0.9	1.2	1.4

Shareholding pattern (%)

As On	Jun-23	Mar-23	Jun-22
Promoter	66.2	66.2	67.2
DII	8.9	8.4	4.0
FII	19.4	19.7	20.2
Others	5.5	5.6	8.5

FII Includes depository receipts

Stock performance (one-year)


CMP: INR566
TP: INR660 (+17%)
Buy

Poised for strong earnings growth over medium term

Dabur organized a capital market day on 15th September 2023 to share its strategy and fresh developments in its business segments.

- Dabur, derives 75% of revenue from the domestic market and 25% from international operations. Under Mr. Mohit Malhotra's leadership since FY19, the company has taken several strategic initiatives, which have improved its performance and increased portfolio penetration to 76% in FY23 from 69% in FY19. Sales increased by a 7.8% CAGR over FY19-23 vs. 2.2% over FY15-19.
- Dabur's ability to harness Ayurveda sets it apart in the industry. The company is repositioning its core brands for India's younger generation, enhancing their relevance through modern formats, attractive packaging, and scientific claims.
- The company is focusing on expanding its presence in the existing categories and venturing into adjacent markets like therapeutics, baby care, hair oils, toothpaste, tea and foods. Dabur invests in media to bolster brand strength and boost secondary sales to achieve its target of double-digit sales growth in constant currency terms for international business and a 300bp gross margin expansion through premiumization, innovation and cost control.

Key components of its growth strategy

- **Power brand to power platform** – DABUR's Power Brand strategy focuses on nine of its major brands that accounted for over 75% of the company's consolidated revenue in FY23. The company has evolved its Power Brand strategy into a Power Platform strategy by extending its brands into adjacent spaces, expanding the total addressable market of its portfolio, and elevating these brands to new heights. This strategy has helped Dabur expand its TAM by 3.2x in FY23 compared to FY19.
- **Healthcare segment** – In the healthcare business, the management aims for high single-digit growth, mainly led by the allopathic business. The company has entered two new categories, baby care and tea. The company's therapeutics division has established connections with 72,300 doctors. It has grown its Ayurveda portfolio by addressing the gaps in the current range and focusing on premiumization. It targets to reach the revenue mark of ~INR50b in the next 4-5 years.
- **Home & Personal care** - The HPC segment contributes to 50% of Dabur's overall business. Growth is driven by a focus on premiumization in urban markets. Dabur aims to achieve a market share of 15-25% in the premium segment. With a strong presence in modern trade channels, its products are available in 7 out of 10 outlets. Dabur boasts over INR10b in revenue in Dabur Red and Amla each, along with other INR5b brands like Odonil and Vatika. Additionally, there are 14 brands that generate revenue under INR1b in this segment. The management targets to become INR70b brand and increase its CAGR to 7-9% from 5% currently.

Pratik Prajapati – Research Analyst (Pratik.Prajapati@MotilalOswal.com)

Tanu Jindal – Research Analyst (Tanu.Jindal@MotilalOswal.com)

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

Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

- **Food and Beverages** – The Food and Beverage (F&B) segment accounts for 21% of the domestic business and has achieved a 14% CAGR over the last four years. Within this segment, Beverages have grown at a four year CAGR of 14%, while Foods have seen a 16% CAGR. The TAM has seen impressive growth of 7.3x over the past four years. NPD's contribution reached to 8.7% in FY23. Its Badshah brand focuses on core markets, which contribute to over 90% of current sales, and will be expanded to other markets in a phased manner. The company has set an ambitious goal of doubling its F&B business in the next five years.
- **International Business** – Dabur's International Business accounts for 25% of its total operations. About 90% of the portfolio consists of personal care products. It employs two main distribution models: National Distributor Model and Direct Mode. Badshah already has a presence in international markets, and the company plans to further expand into new regions. The management aims to achieve double-digit CC growth in the future.

Valuation and view

- DABUR continues to grow and gain share despite persistent challenges in key categories. The recent softening in inflation and improved rural demand have contributed to a revival in volume growth across its portfolio.
- The company has achieved a high single-digit revenue CAGR in four years, aided by: a) its focus on the core segments along with Ayurveda, b) a proven Power Brand strategy, c) its vigor in innovation backed by sustained A&P spends, and d) its growing distribution reach (especially direct reach and rural coverage).
- We believe DABUR can achieve even double-digit growth as both allopathic and Ayurvedic doctors have become open to prescribing medicines from different systems and the current trend of market share capture sustains.
- DABUR's international business is also well diversified in terms of segments, with a focus on leadership in South Asian, Arab, SSA, SEA, and Eastern European households through media campaigns and product innovations. The company aims to expand distribution, launch region-specific products, boost growth to double digits and achieve an operating margin of over 20% by optimizing overheads.
- The company sees a strong revenue growth opportunity in its three major domestic segments. Even in the F&B segment, which appeared to have stagnated earlier, a foray into new sub-segments offers renewed prospects. The recent F&B performance is encouraging, as superior packaging, expanding out-of-home beverage offerings in various price points and formats and introducing PET will further boost overall business.
- Given the healthy earnings growth outlook, the stock is currently trading at 43x FY25E EPS, a 20%/25% discount to its historical three/five-year averages. **We maintain our BUY rating on the stock with a TP of INR660, valuing the company at 50x FY24E P/E.**
- Downside risks to our investment case include: 1) a persistent and intensified rural slowdown, 2) a spike in material cost pressures, 3) higher-than-expected moderation in the demand for herbal health products as the pandemic recedes, and 4) a reversal in recent market share gains.

Key Takeaways from the meet

- Dabur ranks among the top-4 FMCG companies and boasts a market capitalization of INR1t.
- The company operates 22 manufacturing plants, with 8 located overseas and 14 in India.
- Dabur has a robust distribution network of 7.9mn outlets, with direct access to 1.4mn of them.
- In terms of business contribution, the domestic market accounts for 75%, while international operations contribute to the remaining 25%.
- Dabur holds the prestigious No. 1 position in the herbal oral care segment, with a market share of 16% and a remarkable penetration rate of 50%.
- Four years ago, the company adopted a strategic approach that included Power Brands, innovation, distribution expansion, operational excellence, capital enhancement, and a focus on Environmental, Social, and Governance (ESG) factors.
- This strategy has resulted in increased market penetration and market share gain, with the company's portfolio penetration reaching 76% in FY23 vs. 69% in FY19.
- Dabur's strategic pillars include the following key areas: 1) developing a winning portfolio and promoting innovation, 2) tailoring go-to-market strategies, 3) building capabilities and fostering cultural transformation, 4) achieving operational excellence with a focus on ESG, 5) embracing digitization, and 6) enhancing profitability.
- Dabur stands out from its competitors by harnessing the power of Ayurveda.
- The company is repositioning its core brands to connect with the younger generation. This involves enhancing its brand relevance through modern formats, aspirational packaging, and robust scientific claims.
- The company is making a strategic shift from power brands to power platforms, a move that has expanded the TAM by 3.2x in FY23 compared to FY19.
- The company is also focusing on scaling its presence in existing categories while venturing into new adjacent markets such as therapeutics, baby care, hair oils, toothpaste, tea, and foods.
- In the hair oil segment, it is expanding its product range to include Ayurvedic and cooling oils. In the foods category, it is incorporating Ayurvedic elements.
- Continuing its digital transformation, the company has significantly increased its digital spending, to 31% of the budget in FY23 vs. less than 10% in FY18. E-commerce channels now contribute to 9% of total business.
- Dabur currently allocates 8-9% of its portfolio to premium products. The company is focusing on rural markets, which lag behind in premiumization. Nearly 75% of Dabur's products are undergoing premiumization.
- The company's gross margins are benefiting from moderating inflation, which allows for investments in brand building and expansion of its digital presence.
- The management has observed robust growth in both rural and urban markets compared to the previous year, as inflation moderates. It remains focused on rural areas, although the gap between rural and urban growth is narrowing.

Exhibit 1: Market share gain across key brands

Revenue	Brands
>1,500 cr	
1,000-1,500 cr	  
500-1,000 cr	 
100-500 cr (17 brands)	                

Source: Company

Power Brand to Power Platforms

- DABUR's Power Brand strategy focuses on investing heavily in visibility, distribution reach, and innovation in nine of the company's major brands, which account for over 75% of the company's consolidated revenue.
- The company is evolving its Power Brand strategy into a Power Platform strategy by extending its brands into adjacent spaces, expanding the total addressable market of its portfolio, and elevating these brands to new heights.

Exhibit 2: DABUR has nine Power Brands across three categories

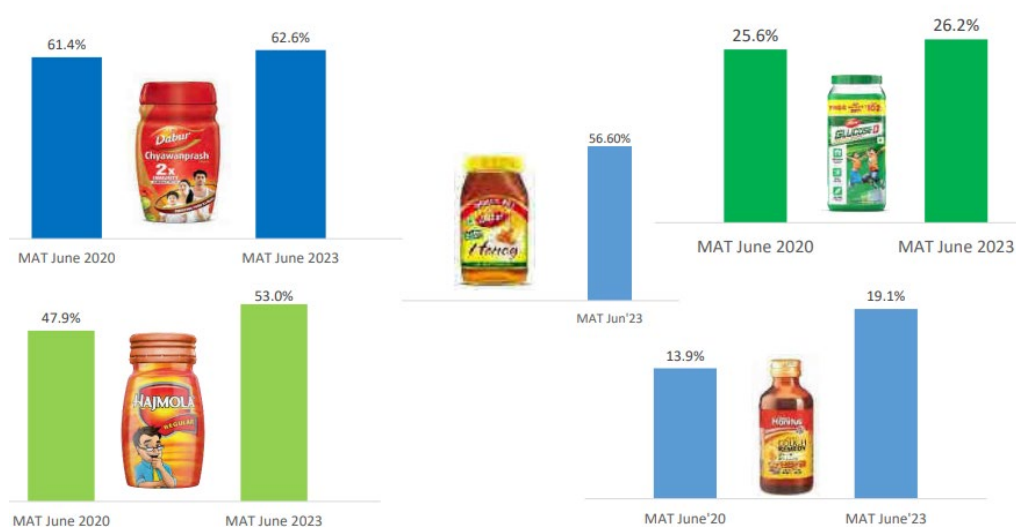
Health Care	Personal Care	Foods
    	  	

Source: Company

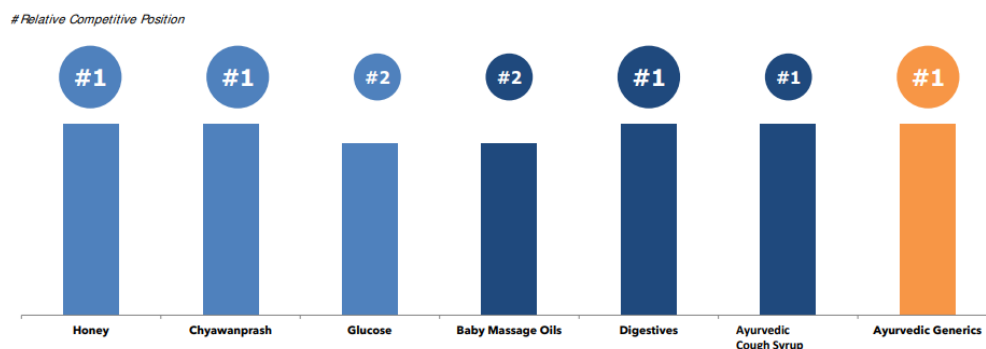
Healthcare segment

- In the healthcare segment, there is a shift from a curative approach to preventive health measures. People are increasingly focusing on wellness, exploring health benefits in foods, and utilizing technology for self-monitoring.
- The consumer healthcare market, including both OTC and OTX, stands at INR305b. It includes various categories such as Vitamins, Minerals & Dietary Supplements, Nutrition, Liver & Gastro Care, Cold Cough & Allergy, Analgesics, Dermatological, and Lifestyle OTCs, and Dabur has a presence across these categories.
- Dabur's healthcare category is divided into Health Supplements, OTC, Therapeutics, and Ayurveda.
- Dabur has entered two new categories, baby care and tea. The baby care market is valued at INR114b, comprising personal care and hygiene sub-categories. The tea market, especially premium loose tea with health benefits, is estimated at INR47b.
- The therapeutics division has established connections with 72,300 doctors, including 7,000 dermatologists, 14,800 gynecologists, 12,200 pediatricians, 16,300 MBBS GPs, and 22,000 Ayurvedic practitioners.
- In the healthcare business, the management targets high single-digit growth, mainly led by the allopathic business. The health supplement category, a significant component of the healthcare business, is facing challenges due to slower growth in this segment.
- During Covid-19, Chyawanprash, which represented 3% of Dabur's portfolio, surged temporarily to 8% in response to increased demand. It has since settled back to 4% of Dabur's portfolio.
- The company is actively pursuing premiumization strategies, which involve offering high-MRP products, thereby improving profit margins.
- Dabur aims to reach a turnover of INR50b in the next 4-5 years, marking a significant milestone in its growth trajectory.

Exhibit 3: Market share gain across power brands in Healthcare



Source: Company

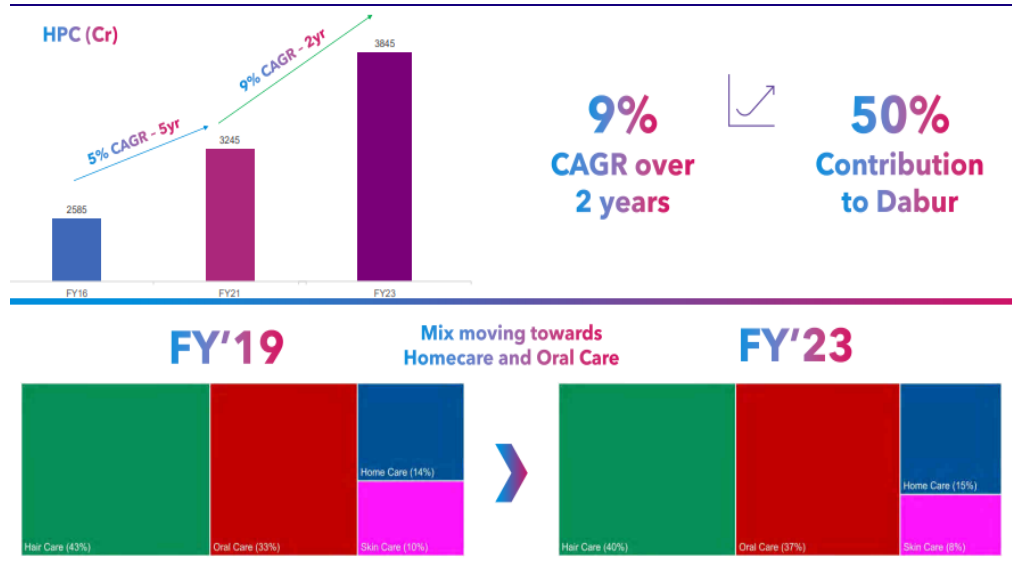
Exhibit 4: Leading position in categories across verticals

Source: Company

Home and Personal Care (HPC) segment

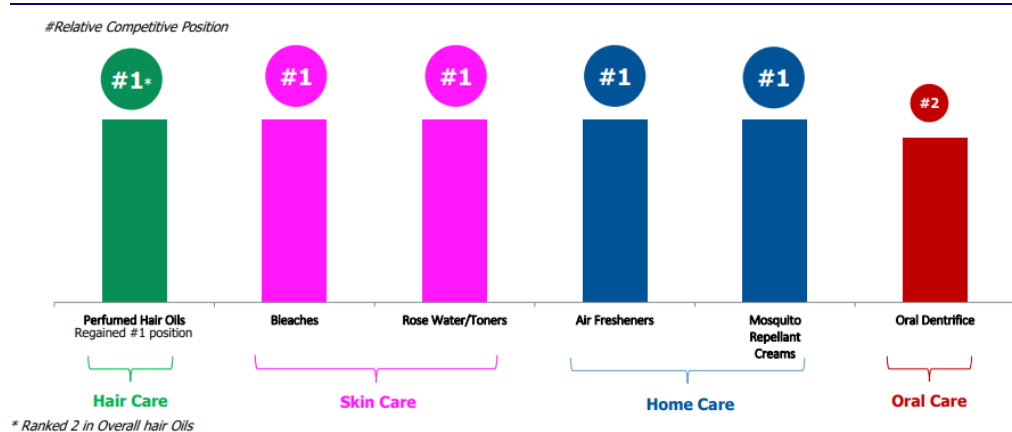
- The HPC segment has clocked a 5-year CAGR of 5% over FY16-21 and a robust 2-year CAGR of 9%. This segment accounts for 50% of Dabur's overall business.
- Over the past four years, there has been a noticeable improvement in the HPC product mix. Hair Care remains the leader with a 40% contribution to the segment, followed by oral care at 37% in FY23. Home Care accounts for 15%, and skin care contributes 8%.
- In the HPC segment, Dabur is poised for growth, driven by a focus on premiumization in urban markets. The company aims to capture a significant market share, ranging from 15% to 25%, in specific premium categories in the HPC segment.
- Dabur boasts over INR10b in revenue in Dabur Red and Amla each, along with other INR5b brands like Odonil and Vatika. Additionally, there are 14 brands generating revenue under INR1b in this segment.
- HPC products are experiencing increased penetration, with 3 out of 4 households using products from the HPC category.
- Dabur's HPC products are available in 7 out of 10 outlets, with a strong presence in modern trade channels.
- In the toothpaste market, Dabur has achieved a market share of 16.5%, up 137bp over the last four years. In Odisha, Tamil Nadu, and Andhra Pradesh, the company is on the verge of securing a market leadership position with an ~80% share.
- Its market share in the hair oil segment has substantially increased by 167bp over the last four years to 16.1%. The market share for its mosquito repellent cream stands at 62%, while air fresheners' share stands at 41.5%. The oral care segment has seen a healthy 20% growth over the last two years.
- Dabur's market share in the shampoo segment stands at 7.2%, and for Vatika shampoo, the company enjoys a higher market share of 15-17% in Uttar Pradesh and Madhya Pradesh.
- The management aims to elevate Dabur to INR70bn brand and increase its CAGR to 7-9% from 5% currently.

Exhibit 5: HPC growth over the years



Source: Company

Exhibit 6: Market leadership across categories

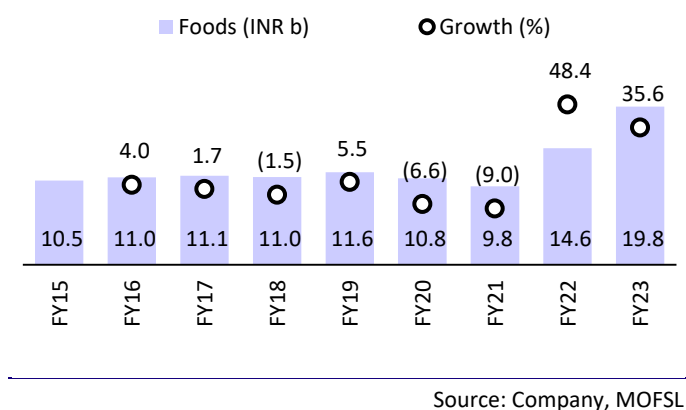


Source: Company

Foods & beverages segment

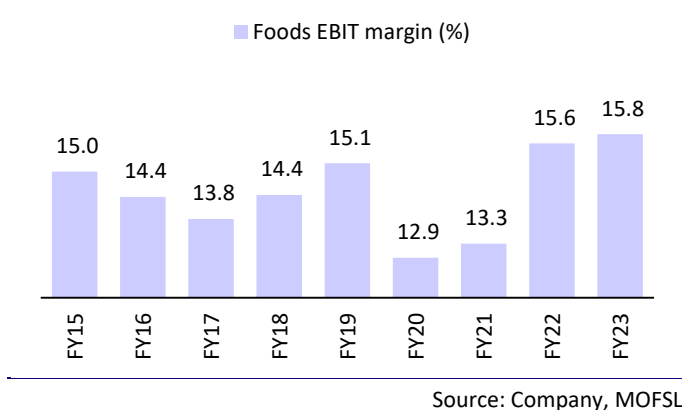
- The Food and Beverage (F&B) segment accounts for 21% of the domestic business and has achieved a 14% CAGR over the last four years. Within this segment, Beverages have grown at a four year CAGR of 14%, while Foods have seen a 16% CAGR.

Exhibit 7: Entry into new categories and a revival in mobility helped the Foods business grow 36% YoY in FY23...



Source: Company, MOFSL

Exhibit 8: The launch of margin-accretive offerings within the segment helped shore up margins as well



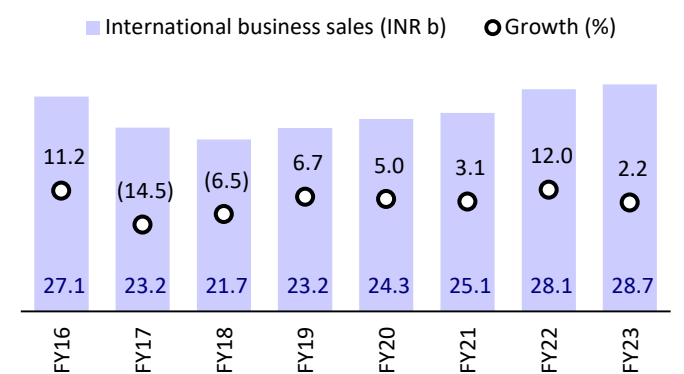
Source: Company, MOFSL

- The F&B segment has expanded its market share by 360bp in last four years. Newly launched mango drinks have captured a market share of 1.2%, and INR10 Real beverages hold a commanding market share of 3.6%.
- The F&B segment's TAM has increased by 7.3x over the last four years.
- In the F&B business, the company's investment in digital rose to 25% as of FY23.
- E-commerce sales contribute 8% to the F&B sector, with direct reach expanding by 2.3x since FY19.
- The Badshah brand has established a robust presence in Maharashtra, Gujarat, Telangana, and Andhra Pradesh, while the company has increased its revenue from emerging cities like Madhya Pradesh and Rajasthan.
- Within the F&B business, the company has initiated the sourcing of products from multiple vendors to reduce dependency and enhance bargaining power.
- The company has set an ambitious goal of doubling its F&B business in the next five years.

International business

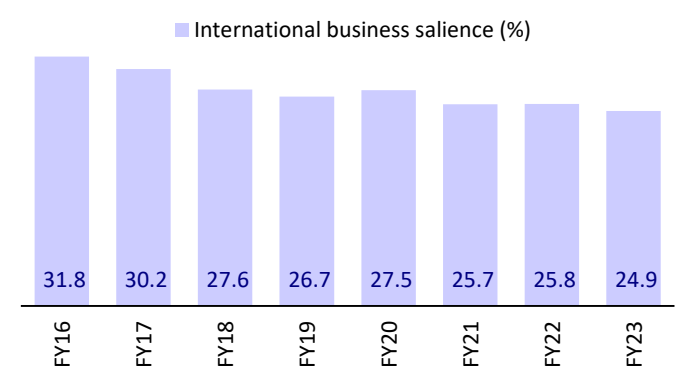
- Dabur's international business accounts for 25% of its total operations.
- Emerging markets, such as MENA, contribute the highest percentage, followed closely by SAARC at 20%, and North America at 16%.
- Dabur operates 12 manufacturing facilities, with ownership of 8 and the remaining 4 operated through third-party vendors.
- About 90% of the company's portfolio in the international market consists of personal care products.
- In their international expansion strategy, Dabur employs two main distribution models: National Distributor Model and Direct Mode.
- The Badshah brand has already established a presence in international markets, and the company plans to expand further into new geographic regions.
- The management aims to achieve double-digit CC growth in the future.
- It focuses on the local customization by developing products specific to local habits, launching local variants across regions and customizing the mix by market.

Exhibit 9: 5.5% CAGR in international business sales



Source: Company, MOFSL

Exhibit 10: International markets share falls to 25% in FY23



Source: Company, MOFSL

Exhibit 11: DABUR's Global Consumer base



Source: Company

Exhibit 12: DABUR's Global Portfolio



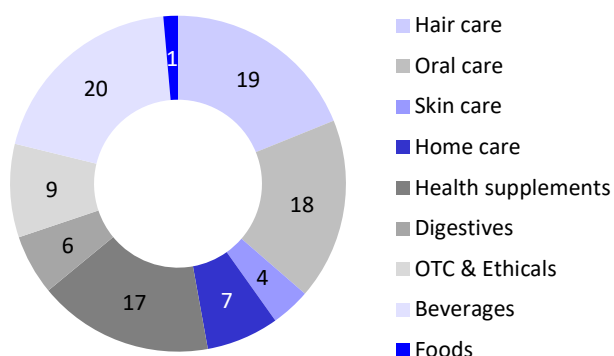
Source: Company

Valuation and view

- DABUR continues to grow and gain share despite persistent challenges in key categories. The recent softening in inflation and improved rural demand have contributed to a revival in volume growth across its portfolio. The company has achieved a high single-digit revenue CAGR in four years, aided by: a) its focus on the core segments along with its Ayurvedic roots, b) a proven Power Brand strategy, c) its vigor in innovation backed by sustained A&P spends, and d) its growing distribution reach (especially direct reach and rural coverage).
- We believe DABUR can achieve even double-digit growth as both Allopathic and Ayurvedic doctors become open to prescribing medicines from different systems and the current trend of market share gain sustains.
- Given the healthy growth outlook, the stock is currently trading at 43x FY25E EPS, a discount of 20%/25% to its historical three/five-year averages. **We maintain our BUY rating on the stock with a TP of INR660, valuing the company at 50x FY24E P/E.**

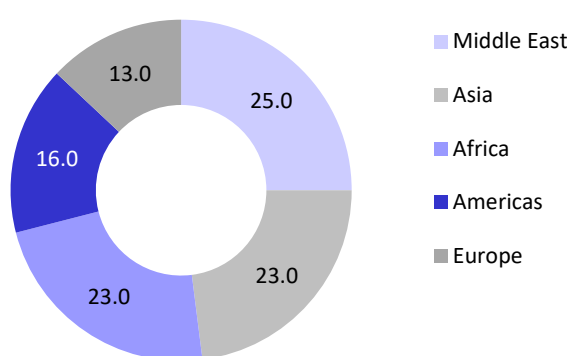
Story in charts

Exhibit 13: Components of DABUR's FY23 domestic business (75% of FY23 consolidated sales)



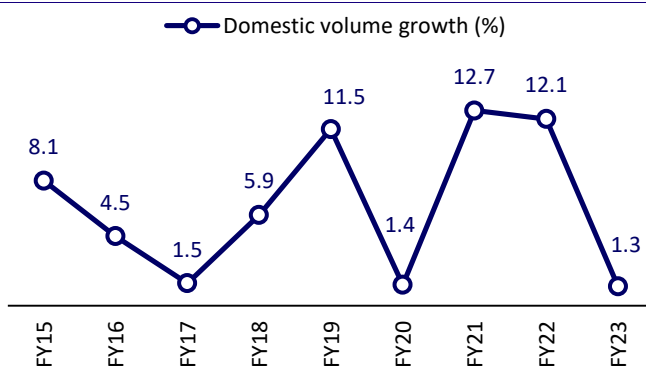
Source: Company, MOFSL

Exhibit 14: Region-wise contribution to its FY23 international sales (25% of consolidated sales)



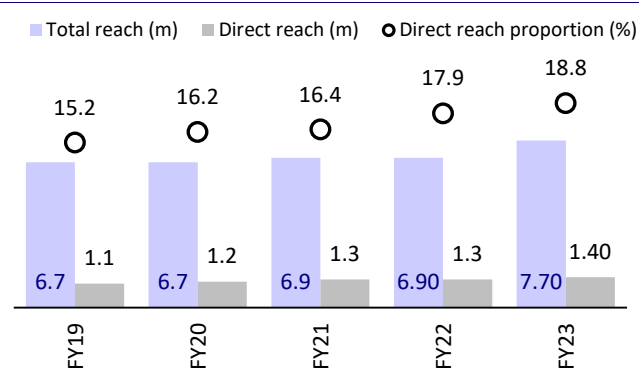
Source: Company, MOFSL

Exhibit 15: Domestic volume saw muted growth of 1.3% in FY23



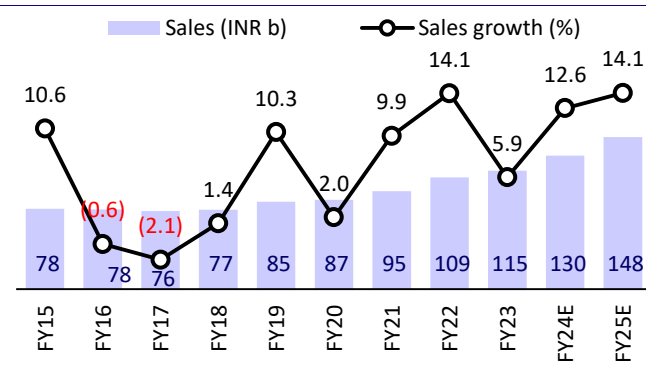
Source: Company, MOFSL

Exhibit 16: Total distribution reach of 7.7 outlets in FY23



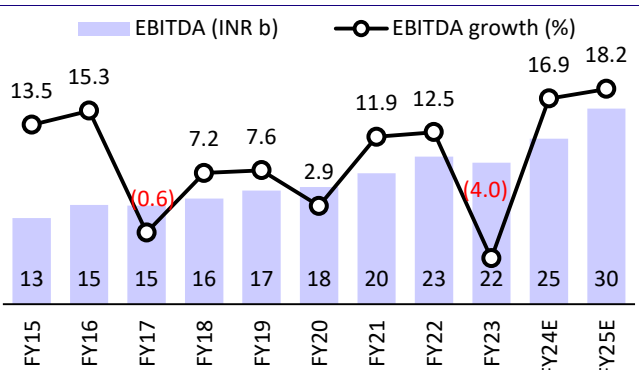
Source: Company, MOFSL

Exhibit 17: Consolidated sales expected to clock 13.3% CAGR over FY23-25E...

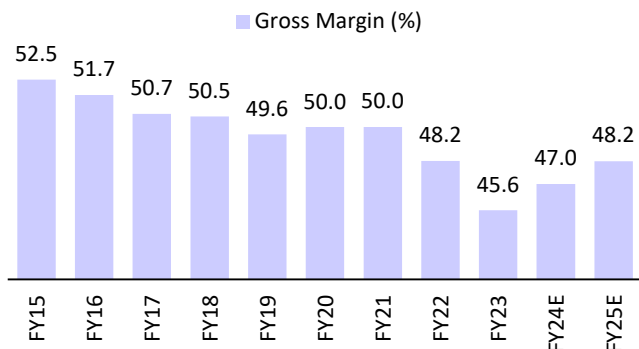


Source: Company, MOFSL

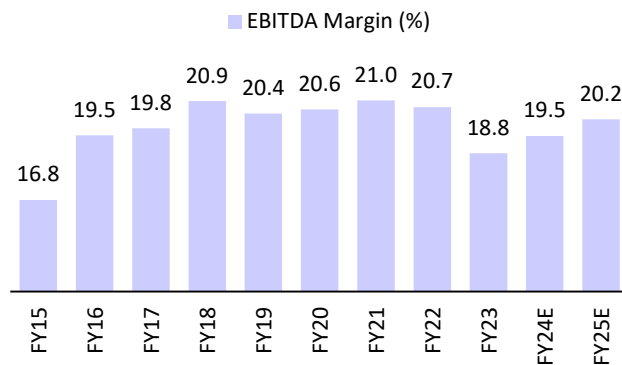
Exhibit 18: ...with EBITDA likely to post 17.6% CAGR over the same period



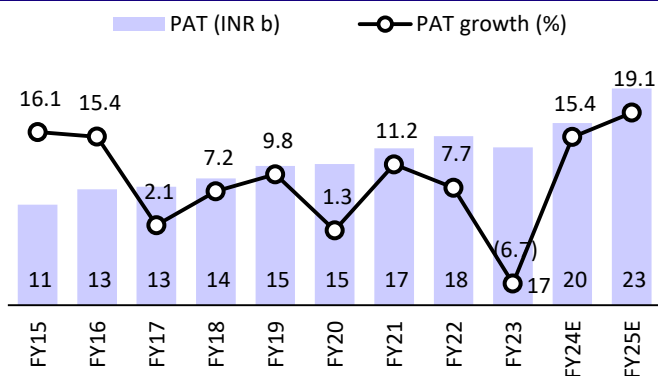
Source: Company, MOFSL

Exhibit 19: Gross margin to expand 260bp over FY23-25E

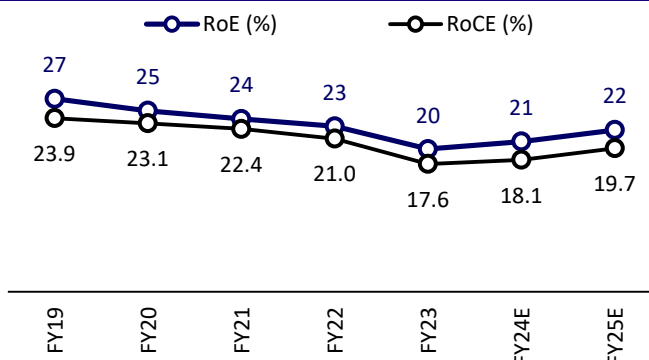
Source: Company, MOFSL

Exhibit 20: EBITDA margin to expand 140bp over FY23-25E

Source: Company, MOFSL

Exhibit 21: Adj. PAT to see a 17.2% CAGR over FY23-25E

Source: Company, MOFSL

Exhibit 22: Return ratios to witness an improving trend

Source: Company, MOFSL

Financials and Valuations

Income Statement							(INR b)	
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Net Sales	77.2	85.1	86.8	95.5	108.9	115.3	129.8	148.1
Change (%)	1.4	10.3	2.0	9.9	14.1	5.9	12.6	14.1
Gross Profit	39.0	42.2	43.4	47.7	52.5	52.6	61.0	71.4
Margin (%)	50.5	49.6	50.0	50.0	48.2	45.6	47.0	48.2
EBITDA	16.2	17.4	17.9	20.0	22.5	21.6	25.3	29.9
Change (%)	7.2	7.6	2.9	11.9	12.5	(4.0)	16.9	18.2
Margin (%)	20.9	20.4	20.6	21.0	20.7	18.8	19.5	20.2
Depreciation	1.6	1.8	2.2	2.4	2.5	3.1	3.6	3.9
Int. and Fin. Charges	0.5	0.6	0.5	0.3	0.4	0.8	0.7	0.7
Other Income - Recurring	3.1	3.0	3.1	3.3	3.9	4.5	4.7	5.3
Profit before Taxes	17.1	18.0	18.2	20.6	23.6	22.2	25.7	30.6
Change (%)	6.0	5.4	1.4	12.7	14.5	(5.7)	15.8	19.0
Margin (%)	22.1	21.1	21.0	21.5	21.6	19.3	19.8	20.7
Tax	3.7	4.2	4.9	5.1	4.4	4.8	5.9	7.0
Deferred Tax	(0.4)	(1.3)	(1.9)	(1.4)	0.8	0.4	0.2	0.2
Tax Rate (%)	19.6	16.3	16.4	17.6	22.3	23.3	23.4	23.5
Profit after Taxes	13.7	15.1	15.3	17.0	18.3	17.0	19.7	23.4
Change (%)	7.2	9.7	1.3	11.2	7.9	(6.9)	15.6	19.0
Margin (%)	17.8	17.7	17.6	17.8	16.8	14.8	15.2	15.8
Minority Interest	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1
Reported PAT	13.5	14.4	14.4	16.9	17.4	17.0	20.1	23.8

Balance Sheet							(INR b)	
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Share Capital	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Reserves	55.3	54.6	64.3	74.9	82.0	88.0	98.7	108.1
Net Worth	57.1	56.3	66.1	76.6	83.8	89.7	100.5	109.8
Minority Interest	0.3	0.3	0.4	0.4	0.4	4.7	4.7	4.8
Loans	9.4	7.0	5.3	5.1	10.3	11.8	11.7	11.7
Capital Employed	66.7	63.7	71.7	82.1	94.6	106.2	117.0	126.4
Gross Block	26.3	28.0	32.9	34.4	37.9	52.2	61.7	63.5
Less: Accum. Depn.	(10.2)	(11.7)	(13.8)	(15.4)	(17.3)	(20.4)	(24.0)	(27.9)
Net Fixed Assets	16.2	16.3	19.2	19.1	20.6	31.7	37.7	35.5
Capital WIP	0.4	0.6	1.5	1.5	1.7	1.8	1.8	1.8
Goodwill	4.1	3.4	3.4	3.4	2.5	4.1	4.1	4.1
Investments	38.1	33.6	28.0	41.6	62.2	62.7	62.7	68.9
Current	7.1	7.3	13.9	7.5	8.5	7.4	5.2	5.7
Non-current	30.9	26.3	14.1	34.1	53.7	55.3	57.5	63.2
Curr. Assets, L&A	28.3	30.5	41.3	42.8	35.9	36.3	39.2	48.7
Inventory	12.6	13.0	13.8	17.3	19.1	20.2	21.4	25.2
Account Receivables	7.1	8.3	8.1	5.6	6.5	8.5	7.8	10.1
Cash and Bank Balance	3.1	3.3	8.1	13.3	5.7	3.3	5.6	9.1
Others	5.6	5.8	11.3	6.5	4.6	4.3	4.3	4.3
Curr. Liab. and Prov.	19.2	20.5	21.7	26.2	27.5	29.4	27.5	31.8
Current Liabilities	17.1	18.1	18.9	22.9	23.6	25.3	24.4	28.4
Provisions	2.0	2.4	2.8	3.4	3.8	4.1	3.1	3.3
Net Current Assets	9.1	10.0	19.6	16.6	8.4	6.9	11.7	17.0
Application of Funds	66.7	63.7	71.7	82.1	94.6	106.2	117.0	126.4

E: MOFSL Estimates

Financials and Valuations

Ratios

Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Basic (INR)								
EPS	7.8	8.5	8.6	9.6	10.3	9.6	11.1	13.2
Cash EPS	8.6	9.2	9.4	10.9	11.3	11.4	13.4	15.7
BV/Share	32.4	31.9	37.4	43.4	47.4	50.6	56.7	62.0
DPS	7.5	2.8	3.0	4.8	5.2	5.2	6.8	7.9
Payout %	96.5	32.3	34.8	49.6	50.4	54.2	61.8	60.0
Valuation (x)								
P/E	72.8	66.5	65.7	59.1	54.9	58.9	51.1	42.9
Cash P/E	65.7	61.7	60.2	51.7	50.2	49.8	42.4	36.2
EV/Sales	12.5	11.4	11.2	10.0	8.7	8.2	7.3	6.3
EV/EBITDA	59.7	55.8	54.2	47.5	41.8	43.8	37.4	31.3
P/BV	17.5	17.8	15.1	13.1	11.9	11.2	10.0	9.1
Dividend Yield (%)	1.3	0.5	0.5	0.8	0.9	0.9	1.2	1.4
Return Ratios (%)								
RoE	25.9	26.5	24.9	23.7	22.7	19.6	20.6	22.2
RoCE	22.6	23.9	23.1	22.4	21.0	17.6	18.1	19.7
RoIC	48.9	50.9	43.5	48.6	61.2	44.7	38.9	42.5
Working Capital Ratios								
Debtor (Days)	33	36	34	21	22	27	22	25
Asset Turnover (x)	1.2	1.3	1.2	1.2	1.2	1.1	1.1	1.2
Leverage Ratio								
Debt/Equity (x)	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1

Cash Flow Statement

(INR b)

Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
OP/(loss) before Tax	16.9	17.2	17.3	20.6	22.7	22.2	25.7	30.6
Int./Div. Received	0.2	1.7	2.3	(0.2)	0.5	(1.0)	(4.7)	(5.3)
Depreciation & Amort.	1.6	1.8	2.2	2.4	2.5	3.1	3.6	3.9
Interest Paid	(2.0)	(2.0)	(2.0)	(2.3)	(2.8)	(2.8)	0.7	0.7
Direct Taxes Paid	(3.2)	(3.5)	(3.1)	(3.2)	(3.9)	(4.9)	(5.9)	(7.0)
(Incr)/Decr in WC	(2.6)	(0.2)	(0.6)	3.9	(1.0)	(1.6)	(2.4)	(1.9)
CF from Oper.	10.9	15.0	16.1	21.1	18.0	14.9	17.0	21.0
(Incr)/Decr in FA	(2.0)	(2.3)	(4.0)	(3.1)	(3.7)	(4.9)	(9.6)	(1.8)
Free Cash Flow	8.9	12.7	12.1	18.1	14.3	10.0	7.5	19.3
(Pur)/Sale of Invt.	(5.8)	3.2	(3.6)	(13.6)	(12.7)	(0.1)	(0.0)	(6.3)
Others	2.7	3.2	6.8	6.8	(4.3)	(2.0)	7.8	5.2
CF from Invest.	(5.1)	4.1	(0.9)	(9.8)	(20.7)	(7.0)	(1.8)	(2.9)
Issue of Shares	-	0.0	0.0	0.0	0.0	0.0	-	-
(Incr)/Decr in Debt	(0.5)	(2.4)	(1.8)	(0.3)	2.5	(0.0)	(0.0)	-
Dividend Paid	(4.0)	(13.2)	(5.1)	(5.9)	(9.7)	(9.2)	(12.1)	(14.0)
Others	(1.2)	(3.2)	(3.6)	0.1	2.3	(1.1)	(0.7)	(0.7)
CF from Fin. Act.	(5.7)	(18.9)	(10.4)	(6.1)	(4.9)	(10.4)	(12.9)	(14.7)
Incr/Decr of Cash	0.0	0.2	4.8	5.2	(7.6)	(2.4)	2.4	3.4
Add: Opening Bal.	3.0	3.1	3.3	8.1	13.3	5.7	3.3	5.6
Closing Balance	3.1	3.3	8.1	13.3	5.7	3.3	5.6	9.1

E: MOFSL Estimates

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NOTES

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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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Compliance Officer: Neeraj Agarwal, Email Id: na@motilaloswal.com, Contact No.:022-40548085.

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
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