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## Media Sector Update

## Frames 2011

## On Strong Footing

We recently attended FICCI Frames 2011, FICCI's annual Media \& Entertainment (M\&E) industry conference. Regulatory changes are the need of the hour for the television industry, while the print sector's dependence on advertisements is increasing. Since the last one year, the radio business is awaiting guidelines for Phase-3 which would give it a fillip. New media is expected to be a game changer for the industry with the convergence of media \& technology.
O Industry outlook strong: Overall, the M\&E industry is expected to continue its momentum and register 14\% CAGR over 2010-2015 to Rs 1,275bn vs 8\% CAGR over 2007-10.
O Ad growth to continue: Ad revenues grew by 16.7\% in 2010 on the back of strong growth in television and print segments. Ad revenue is slated to grow at a CAGR of $15 \%$ over 2010-15P.
O Television industry - Regulatory changes needed: The Indian television industry is expected to grow to Rs341bn by 2011P (up 14.8\% YoY) on the back of strong advertisement and subscription revenues. It is expected to grow at CAGR of $16 \%$ to Rs630bn by 2015 on the back of digitization, strong growth of regional channels, the emergence of niche channels and regulatory changes.
O Ad revenues to propel print media: Print is expected to be Rs211bn industry as ad revenue is expected to grow at 13\% CAGR over 2011-15P, while the circulation revenues are expected to be flat. The key growth drivers being i) GDP growth ii) regionalization iii) expansion to newer geographies iv) steady investment.
O Radio - Waiting for Phase III: Radio industry is estimated to grow at 20\% CAGR to Rs25bn in 2015 and have more than $5 \%$ of the overall advertisement share. Music royalty issue being solved has boosted the sector. Changes in the Phase-3 policy will propel the sector to new peaks.
o Growing importance of new media: With convergence of media and technology, user generated content; emergence of app economy and new platforms for media delivery has changed the media consumption landscape. 3D as a technology is also expected to be a game changer for the industry.
Bullish on the space: We remain bullish on the space and our top picks are Sun TV, Jagran Prakashan and ENIL. We have a Hold rating on Zee Entertainment, HT Media, Info Edge and Balaji Telefilms.

| $l$ |  |  |  |
| :--- | ---: | ---: | ---: |
| Price Performance (\%) |  |  |  |
| $\mathbf{1 M}$ | $\mathbf{6 M}$ | $\mathbf{1 Y r}$ |  |
| Balaji Telefilms | $(6.8)$ | $(38.1)$ | $(36.2)$ |
| ENIL | 12.0 | 0.1 | 20.4 |
| HT Media | 4.7 | $(14.0)$ | 1.8 |
| Info Edge | 12.3 | $(6.4)$ | 47.8 |
| Jagran Prakashan | 10.9 | $(4.1)$ | 4.2 |
| Sun TV | 6.8 | $(15.6)$ | 1.8 |
| Zee Entertainment | 4.5 | $(16.2)$ | $(5.5)$ |
| NIFTY | 7.6 | $(4.3)$ | 8.2 |

Source: Bloomberg, Centrum Research
*as on 29th March 2011

Summary Valuations

| Company Name | $\begin{gathered} \text { CMP } \\ \text { (Rs) } \end{gathered}$ | Mkt Cap (Rsmn) | EPS (Rs) |  | PE |  | EV/EBITDA |  | RoE (\%) |  | RoCE (\%) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | FY11 | FY12 | FY11 | FY12 | FY11 | FY12 | FY11 | FY12 | FY11 | FY12 |
| Balaji Tele. | 33 | 2,129 | (0.2) | 3.1 | (201) | 10.6 | 1.4 | (1.6) | (0.3) | 4.8 | (2.2) | 0.8 |
| ENIL | 237 | 11,319 | 6.5 | 12.6 | 36.3 | 18.8 | 14.2 | 10.5 | 8.8 | 14.8 | 8.0 | 14.5 |
| HT Media | 139 | 32,656 | 7.4 | 10.4 | 18.8 | 13.4 | 8.9 | 6.3 | 16.0 | 18.7 | 13.5 | 17.3 |
| Info Edge | 647 | 35,306 | 14.2 | 18.5 | 45.4 | 35.0 | 32.9 | 24.3 | 18.4 | 20.1 | 14.1 | 15.6 |
| Jagran Prakashan | 124 | 39,107 | 7.0 | 8.1 | 17.7 | 15.2 | 10.5 | 8.9 | 30.6 | 31.5 | 28.1 | 29.0 |
| Sun TV | 433 | 170,757 | 18.2 | 22.9 | 23.8 | 18.9 | 10.5 | 9.3 | 35.6 | 39.3 | 33.0 | 37.0 |
| Zee Entertainment | 125 | 121,428 | 5.8 | 6.4 | 21.6 | 19.7 | 14.1 | 12.6 | 13.3 | 13.4 | 11.8 | 11.9 |

Source: Company, Centrum Research Estimates

## Indian media \& entertainment (M\&E) industry

The Indian M\&E industry grew from Rs587bn in 2009 to Rs652bn in 2010 ( $11 \%$ YoY growth). In 2011, the industry is expected to grow by $13 \%$ to Rs738bn and further to Rs1,275bn in 2015. While television and print would continue to dominate the industry, sectors such as animation \& VFX, gaming and digital advertisement are expected to show healthy growth. Share of advertisement in total pie is expected to increase from Rs266bn to Rs306bn in 2011 and contribute $41 \%$ to the total pie. Ad revenue witnessed a growth of $16.6 \%$ in 2010 and is expected to grow by $15 \%$ in 2011 with print contributing $47 \%$ to the ad pie against $39 \%$ by television. In 2010, FMCG, services and auto dominated ad spends on television while education, services and BFSI contributed bulk of the ads for print.

## Exhibit 1: Media industry growth trend

| M\&E Industry (Rsbn) | 2007 | 2008 | 2009 | 2010 | $\begin{gathered} \text { CAGR \% } \\ (2007-10) \end{gathered}$ | 2011P | 2012P | 2013P | 2014P | 2015P | $\begin{array}{r} \text { CAGR \% } \\ (2010-2015 P) \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Television | 211 | 241 | 257 | 297 | 12 | 341 | 389 | 455 | 533 | 630 | 16 |
| Print | 160 | 172 | 175 | 193 | 6 | 211 | 231 | 254 | 280 | 310 | 10 |
| Film | 93 | 104 | 89 | 83 | (3) | 91 | 98 | 109 | 120 | 132 | 10 |
| Radio | 7 | 8 | 8 | 10 | 11 | 12 | 15 | 18 | 21 | 25 | 20 |
| Music | 7 | 7 | 8 | 9 | 5 | 9 | 11 | 13 | 16 | 19 | 17 |
| Animation | 14 | 16 | 14 | 17 | 6 | 19 | 22 | 24 | 27 | 30 | 12 |
| Gaming | 14 | 17 | 20 | 24 | 18 | 28 | 33 | 40 | 47 | 56 | 19 |
| Internet | 4 | 7 | 8 | 10 | 32 | 13 | 17 | 23 | 31 | 38 | 31 |
| Outdoor | 4 | 6 | 8 | 10 | 39 | 13 | 18 | 22 | 28 | 36 | 28 |
| Total Size | 516 | 579 | 587 | 652 | 8 | 738 | 834 | 957 | 1,104 | 1,275 | 14 |

Source: FICCI-KPMG Report 2011
Exhibit 2: Advertising growth trend

| Ad Revenue (Rsbn) | 2007 | 2008 | 2009 | 2010 | $\begin{gathered} \text { CAGR \% } \\ (2007-10) \end{gathered}$ | 2011P | 2012P | 2013P | 2014P | 2015P | $\begin{array}{r} \text { CAGR \% } \\ (2010-2015 P) \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Television | 71 | 83 | 88 | 103 | 13 | 118 | 136 | 157 | 183 | 214 | 16 |
| Print | 100 | 108 | 110 | 126 | 8 | 143 | 162 | 183 | 208 | 236 | 13 |
| Radio | 7 | 8 | 8 | 10 | 11 | 12 | 15 | 18 | 21 | 25 | 20 |
| OOH | 14 | 16 | 14 | 17 | 6 | 19 | 22 | 24 | 27 | 30 | 12 |
| Digital Ad | 4 | 6 | 8 | 10 | 39 | 13 | 18 | 22 | 28 | 36 | 28 |
| Total | 196 | 221 | 228 | 266 | 11 | 306 | 352 | 404 | 467 | 541 | 15 |

Source: FICCI-KPMG Report 2011

## Television industry: Multiple growth drivers

Indian television industry is expected to be Rs341bn by 2011P (up $14.8 \%$ YoY) on the back of strong advertisement and subscription revenues. In 2010, the industry grew by $15.5 \%$ on the back of higher than expected subscription revenues due to strong DTH penetration. Key drivers for growth are i) Digitisation to increase subscription revenues; ii) Regional channels continues to show strong growth; iii) emergence of niche channels; and iv) Regulatory changes

Exhibit 3: Television Industry Revenues


Source: FICCI-KPMG Report 2011
Increasing digital penetration to boost addressability and hence subscription revenues
The DTH industry touched 28 mn subscribers in 2010 and reached a penetration of $26 \%$ of the total C\&S homes in India. In 2011, the DTH industry is expected to add 10 mn subscribers which will increase digital penetration. Digital cable subscribers are also expected to grow by 5 mn in 2010 to 26 mn in 2015P once investments are done for STB and mandatory digitalization takes precedence. Both DTH and digital penetration is expected to increase addressability and reduce under declaration which has plagued the sector for many years which in turn would significantly increase the subscription revenues for all the players in the value chain i.e. broadcaster, MSO and LCO.

Exhibit 4: Penetration of television services


Source: FICCI-KPMG Report 2011
However, ARPU are expected to grow slowly considering that high competition in DTH space is compelling players to offer freebies to the subscribers and reducing the entry price points in order to increase subscriber base. This in turn is also lowering the analog and digital cable ARPU. However, the ARPU are expected to grow at inflation rate and should be compensated by higher subscriber base.

Exhibit 5: ARPU breadth

| ARPU (Rs) | $\mathbf{2 0 1 0}$ | 2011P | 2012P | 2013P | 2014P | 2015P |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Analog | 160 | 165 | 165 | 170 | 170 | 171 |
| Digital | 160 | 170 | 180 | 201 | 226 | 253 |
| DTH | 160 | 170 | 180 | 201 | 226 | 253 |
| IPTV | 160 | 170 | 180 | 201 | 226 | 253 |

Source: FICCI-KPMG Report 2011

## Regional channels continues to remain attractive

Regional GECs are close second to Hindi GEC in terms of viewership and hence command a high audience share which helps it having the highest ad revenue share. Regional markets continue to gain traction and attract investment not only from national players who want to expand their footprint but also from regional players who are launching niche channels and entering new genres. Though the power ratio for the regional genre continues to low it is expected to gain traction in coming years. The key drivers for regional growth is the size of the ad market since a significant large population speaks regional language, increasing purchasing power in the hands of tier-ii and tier-iii cities and iii) strong demographic based consumption in the regional markets.
Exhibit 6: Power Channels

| Genre | Viewership (\%) | Ad Revenues (\%) | Power Ratio <br> (Ad \%/Viewership \%) |
| :--- | ---: | ---: | ---: |
| English General News | 0.4 | 3.6 | 9.0 |
| English Business News | 0.9 | 1.5 | 8.1 |
| Sports | 3.2 | 16.2 | 5.1 |
| Hindi News | 4.1 | 8.5 | 2.1 |
| English Movies + Infotainment | 1.9 | 2.9 | 1.6 |
| Regional GEC + Movies | 27.3 | 25.1 | 0.9 |
| Movies Hindi GEC | 29.3 | 23.1 | 0.8 |
| Regional News | 5.0 | 3.6 | 0.7 |
| Kids + Music | 10.6 | 7.1 | 0.7 |
| Hindi Movies | 12.9 | 5.0 | 0.4 |

Source: TAM Data for 2010, Discussion with Ad agencies
Tamil language channels continue to have the highest advertisement market on back of strong viewership share. However, Marathi and Bangla channels are registering strong growth rates.

Exhibit 7: Regional Channel breadth

| Language | Leader Share (\%) |
| :--- | :---: |
| Telugu | 24 |
| Malayalam | 25 |
| Kannada | 26 |
| Tamil | 48 |
| Marathi | 34 |
| Bengali | 29 |


| Regional Channels | Relative <br> Viewership (\%) |
| :--- | :---: |
| Marathi GEC | 12 |
| Marathi News | 2 |
| Bangla News | 2 |
| Bangla GEC | 10 |
| Malayalam News | 0 |
| Malayalam GEC | 6 |
| Kannada News | 2 |
| Kannada GEC | 11 |
| Tamil GEC | 27 |
| Tamil News | 1 |
| Telugu GEC | 18 |
| Telugu News | 9 |
| Source: TAM |  |

## Hindi GECs continue to invest in movies and non-fiction programming

Hindi GECs continue to invest in non-fiction programming as it continues to attract viewers and garner high GRPs. Even though they come at a high cost the broadcasters have nearly doubled the non-fiction content share during the last one year. Channels have also consistently invested in high cost movies and shortening of the window between theatrical release and telecast on the GEC has led to high viewership. This has also helped the producers create liquidity and in-turn increase the budget of the movies.
Exhibit 8: Increasing Reality content / Increasing movie content

| Month | Fiction Share <br> $(\%)$ | Non Fiction <br> Share (\%) |
| :--- | :---: | :---: |
| Sep-09 | 80 | 20 |
| Dec-09 | 74 | 26 |
| Mar-10 | 75 | 25 |
| Jun-10 | 64 | 36 |
| Sep-10 | 64 | 36 |
| Dec-10 | 62 | 38 |


| TRPs of Films 2009 | TRPs of Films 2010 |  |  |
| :--- | ---: | :--- | ---: |
| Ghajini | 4.79 | 3 Idiots | 10.88 |
| Bhool Bhulaiyaa | 4.39 | Dabangg | 9.19 |
| Singh is Kinng | 3.27 | Ajab Prem ki <br> Ghazab Kahani | 7.45 |
| Rab ne Bana Di | 3.11 | Khatta Meetha | 4.82 |
| Jodi   <br> Chandni Chowk 3.11 All The Best | 4.23 |  |  |
| to China | 3.05 | Housefull | 4 |
| Blue | 2.94 | De Dana Dan | 3.97 |
| Welcome | 2.85 | Wanted | 3.95 |
| Bhootnath | 2.4 | Veer | 3.55 |
| Jab We Met | 2.16 | Athithi Tum | 3.32 |
| Vivaah |  | Kab Jaoge |  |

[^0]
## Print industry - regional growth to continue

India continues to see growth in print media compared to its western and developed economies where circulation has taken a significant dip. Print is expected to be Rs211bn industry advertisement be the growth driver. Ad revenue is expected to grow at 13\% CAGR over 2011-15P while the circulation revenues are expected to be flat. The key growth drivers for print industry i) GDP growth to give advertisement growth ii) regionalization iii) expansion to newer geographies iv) steady investment in the sector.

## Exhibit 9: Print Sector - Revenue Distribution

| (Rsbn) | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | $\begin{array}{r} 2010 \\ \text { Growth (\%) } \end{array}$ | 2011P | 2012P | 2013P | 2014P | 2015P | $\begin{array}{r} \text { CAGR (\%) } \\ \text { (2011-2014P) } \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Advertising | 69 | 85 | 100 | 108 | 110 | 126 | 14 | 143 | 162 | 183 | 208 | 236 | 13 |
| Circulation | 48 | 54 | 60 | 64 | 65 | 67 | 3 | 68 | 70 | 71 | 72 | 74 | 2 |
| Total Industry Size | 117 | 139 | 160 | 172 | 175 | 193 | 10 | 211 | 231 | 254 | 280 | 310 | 10 |
| Newspapers | 108 | 128 | 148 | 159 | 163 | 181 | 11 | 199 | 218 | 241 | 266 | 295 | 10 |
| Magazines | 9 | 11 | 12 | 13 | 12 | 12 | (4) | 13 | 13 | 13 | 14 | 16 | 5 |
| Total Industry Size | 117 | 139 | 160 | 172 | 175 | 193 | 10 | 211 | 231 | 254 | 280 | 310 | 10 |

Source: FICCI-KPMG Report 2011
Hindi and regional print market is expected to have higher growth rates than English print. Hindi market is expected to grow at $11 \%$ while vernacular to grow at 12\% over 2011-15P. English market is expected to grow by $7 \%$ having only $10 \%$ growth in ad revenue and mere 25 in circulation.
Exhibit 10: Print Sector: Revenue Distribution

| Print Media <br> Market(Rsbn) | $\mathbf{2 0 1 1 P}$ | $\mathbf{2 0 1 2 P}$ | $\mathbf{2 0 1 3 P}$ | $\mathbf{2 0 1 4 P}$ | $\mathbf{2 0 1 5 P}$ | CAGR (\%) <br> (2011-2015) |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| English Market | 85 | 91 | 97 | 105 | 113 | 7 |
| Advertising | 58 | 64 | 70 | 77 | 84 | 10 |
| Circulation | 26 | 27 | 27 | 29 | 28 | $\mathbf{2}$ |
| Hindi Market | 64 | 70 | 78 | 86 | 96 | 71 |
| Advertising | 42 | 48 | 55 | 64 | 73 | 15 |
| Circulation | 21 | 22 | 22 | 23 | 23 | $\mathbf{2}$ |
| Vernacular Market | 63 | 70 | 79 | 89 | 101 | 79 |
| Advertising | 42 | 49 | 57 | 67 | 22 | 12 |
| Circulation | 21 | 21 | 22 | 22 | 310 | $\mathbf{2}$ |
| Total Print Market | 211 | 231 | 254 | 280 | 10 |  |

Source: FICCI-KPMG Report 2011
Advertisement volumes have doubled since 2003 since print has been the medium of choice for majority of advertisers as more than 450 categories have advertised on print compared to 600 categories overall.
Exhibit 11: Increasing Ad volumes


[^1]
## Radio - waiting for Phase 3

Radio industry is estimated to register 20\% CAGR over the next 5 years till 2015 and have more than $5 \%$ of the advertisement share. Increase in listenership coupled with mass acceptance of radio as a medium is expected to boost growth. We believe the growth will come from increase in inventory utilization in existing stations, new licenses in existing cities along with new cities being added in phase-3. Phase -3 which has been delayed significantly is expected to be a game changer for the industry considering that the revenue share has been reduced from fixed fee to $2 \%$ revenue share basis, increase in license tenure from 10 years to 15 years, networking between stations, single operator to own multiple frequencies in same cities and permission to relay news.

Exhibit 12: Radio industry estimates


Source: FICCI-KPMG Report 2011

Exhibit 14: City wise Ad growth


[^2]Exhibit 13: Radio Industry: Growth avenues


## Source: FICCI-KPMG Report 2011

Exhibit 15: Growth in penetration


[^3]
## Films

2010 was a challenging year for the Indian film industry with most of the films failed to leave a mark at the box office, which resulted in the industry de-growing $6.7 \%$ to Rs83.3bn. Lack of quality content led to the drop of occupancies levels. Home Video segment too showed a big fall.

## Exhibit 16: Growth in Film revenues

| Film Industry (Rsbn) | 2007 | 2008 | 2009 | 2010 | $\begin{gathered} \text { CAGR \% } \\ (2007-10) \end{gathered}$ | 2011P | 2012P | 2013P | 2014P | 2015P | $\begin{array}{r} \text { CAGR \% } \\ (2010-2015 P) \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Domestic Theatrical | 71.5 | 80.2 | 68.5 | 62 | (4.6) | 67.4 | 72.2 | 79.2 | 87 | 94.8 | 8.9 |
| Overseas Theatrical | 8.7 | 9.8 | 6.8 | 6.6 | (8.8) | 6.7 | 7.2 | 7.9 | 8.7 | 9.5 | 7.5 |
| Home Video | 3.3 | 3.8 | 4.3 | 2.3 | (11.0) | 2.5 | 2.6 | 2.8 | 2.9 | 3 | 5.0 |
| Cable \& Satellite Rights Ancillary Revenue | 6.3 | 7.1 | 6.3 | 8.3 | 10.3 | 9.6 | 11 | 12.6 | 14.5 | 16.6 | 14.8 |
| Streams | 2.9 | 3.5 | 3.5 | 4.1 | 11.4 | 4.7 | 5.4 | 6.2 | 7.1 | 8.2 | 15.0 |
| Total | 92.7 | 104.4 | 89.3 | 83.3 | (3.5) | 90.9 | 98.4 | 108.6 | 120 | 132 | 9.6 |

Source: FICCI-KPMG Report 2011
The number of prints to be released by production houses has nearly increase by $50 \%$ in last year as the success of the movie is decided in the opening weekend and the theatrical run is not more than two weeks on average.

Exhibit 17: Growth in number of prints

|  |  |  |  |  |  |
| :--- | :---: | ---: | :---: | ---: | :---: |
| Average No. of Prints | Big Budget |  |  | Medium Budget |  |
| (Rsmn) | $\mathbf{2 0 0 9}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 0 9}$ | $\mathbf{2 0 1 0}$ |  |
| Domestic | 800 | 1200 | 400 | 600 |  |
| International | 250 | 250 | $100-200$ | $100-200$ |  |

Source: Estimates from UTV
We believe 3D could be a game changer for the film industry. Already, we have seen an increasing demand for 3D content and the number of movies releasing in 3D has increased from 3 in 2009 to 14 in 2010. The ticket price for 3D movies has been priced at $25 \%$ premium compared to normal 2D tickets.

Exhibit 18: Growth in 3D movies


[^4]
## Out-of-Home

Buoyancy in economy, thrust on infra development and people being more outside home with retail phenomena, the out-of-home $(\mathrm{OOH})$ industry is expected to become a Rs29.6bn industry in 2015 and grow at a CAGR of $12.4 \%$ over 2010-15 compared to mere $5.7 \%$ CAGR growth over 200710.

Exhibit 19: Growth in Out of Home Industry


## Exhibit 20: Industry distribution ( OOH spends)



Exhibit 21: OoH Spends by format


## Music - Digital, the way forward

The music industry witnessed a transition in 2010 with digital platforms overtaking physical sales for the first time. This industry is worth Rs8.5bn in 2010 and grew by $10 \%$ in 2010 on the back of a $28 \%$ decline in physical sales. Digital sales jumped 75\%.

## Exhibit 22: Music Industry: Growth

| Music Industry (Rsbn) | 2007 | 2008 | 2009 | 2010 | $\begin{gathered} \text { CAGR \% } \\ (2007-10) \end{gathered}$ | 2011P | 2012P | 2013P | 2014P | 2015P | $\begin{array}{r} C A G R \% \\ (2010-2015 P) \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Physical | 5.6 | 4.9 | 4.5 | 3.2 | (17) | 2.6 | 2 | 1.7 | 1.5 | 1.2 | (18) |
| Digital | 1.4 | 1.9 | 2.6 | 4.2 | 42 | 5.2 | 7.3 | 9.1 | 11.8 | 14.8 | 29 |
| Radio \& Television | 0.3 | 0.4 | 0.5 | 0.7 | 29 | 0.6 | 0.8 | 1 | 1.1 | 2.4 | 15 |
| Public Performance | 0.1 | 0.2 | 0.2 | 0.5 | 61 | 0.6 | 0.8 | 0.9 | 1.1 | 2.2 | 22 |
| Total | 7.4 | 7.3 | 7.8 | 8.5 | 5 | 9 | 10.9 | 12.7 | 16 | 19 | 17 |

Source: FICCI-KPMG Report 2011

## Exhibit 23: Digital avenues overtake physical



Source: FICCI-KPMG Report 2011

## Animation, VFX

Animation and VFX industry witnessed a 17\% YoY growth in 2010 to reach Rs 23.6 bn . The growth was lead by VFX and post production which grew by $42 \%$ and $17 \%$ respectively. Animation grew by $10 \%$ in 2010 with billing rates remaining flat. With 3D gaining prominence, VFX is set to grow at faster pace with production houses investing more in VFX content.
Exhibit 24: Growth of Animation Industry


## New Media

Indian online advertising industry is estimated to be Rs 10 bn in 2010 and reach Rs34bn by 2015 with paid searches comprising of $50 \%$ of the industry. Presently online advertising is restricted to classifieds. We expected other avenues to open up for the Online advertising Industry in the coming 5 years.

Exhibit 25: Growth of Online advertising


Source: FICCI-KPMG Report 2011

Exhibit 26: Growth of Online Classifieds


Source: FICCI-KPMG Report 2011

Given the explosive growth of social networking platforms like facebook.com and twitter.com, they are expected to be platforms for online marketing campaigns. With the sites gaining good traction especially among empowered customers, companies are now focussing on relevant and personal ways to engage with the target audience
Exhibit 27: Growth of Social Networking domains in India

|  | Total Unique Visitors |  |  |
| :--- | ---: | :---: | ---: |
| India | Jul-09 | Jul-10 | \% Change |
| Total Internet: Total Audience | 35028 | 39562 | 12.9 |
| Social Networking | 23255 | 33158 | 42.6 |
| Facebook.com | 7472 | 20873 | 179.3 |
| Orkut | 17069 | 19871 | 16.4 |
| Bharatstudent.com | 4292 | 4432 | 3.3 |
| Yahoo! Pulse | $\mathrm{N} / \mathrm{A}$ | 3507 | $\mathrm{~N} / \mathrm{A}$ |
| Twitter.com | 984 | 3341 | 239.5 |
| Linkedln.com | $\mathrm{N} / \mathrm{A}$ | N | 3267 |
| Zedge.net | 1767 | 3206 | 81.4 |
| ibibo.com | 1562 | 2960 | 89.5 |
| Yahoo! Buzz | 542 | 1807 | 233.4 |
| shtyle.com | 407 | 1550 | 280.8 |

Source: ComScore Media Metrix
Exhibit 28: Reach of social media across geographies


[^5]
## Balaji Telefilms

Financials

| Exhibit 29: Income Statement |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Y/E March (Rsmn) | FY08 | FY09 | FY10 | FY11E | FY12E |
| Net Sales | $\mathbf{3 , 2 9 0}$ | $\mathbf{2 , 9 4 9}$ | $\mathbf{1 , 5 2 8}$ | $\mathbf{1 , 4 6 7}$ | $\mathbf{2 , 0 6 0}$ |
| Growth (\%) | 3.6 | $(10.4)$ | $(48.2)$ | $(4.0)$ | 40.4 |
| Employee Cost | 136 | 132 | 164 | 188 | 202 |
| \%of Sales | 4.1 | 4.5 | 10.7 | 12.8 | 9.8 |
| Admin \& other expenses | 302 | 613 | 310 | 304 | 324 |
| \% of sales | 9.2 | 20.8 | 20.3 | 20.7 | 15.7 |
| Cost of Production | 1,612 | 1,807 | 1,061 | 1,067 | 1,374 |
| \% of sales | 49.0 | 61.3 | 69.4 | 72.7 | 66.7 |
| EBIDTA | $\mathbf{1 , 2 3 9}$ | $\mathbf{3 9 8}$ | $\mathbf{( 6 )}$ | $\mathbf{( 9 1 )}$ | $\mathbf{1 6 1}$ |
| EBIDTA Margins (\%) | 37.7 | 13.5 | $(0.4)$ | $(6.2)$ | 7.8 |
| Depreciation | 127 | 235 | 103 | 108 | 124 |
| Interest expenses | - | - | - | - | - |
| PBT for operations | $\mathbf{1 , 1 1 2}$ | $\mathbf{1 6 2}$ | $\mathbf{( 1 0 9 )}$ | $(\mathbf{1 9 9 )}$ | $\mathbf{3 8}$ |
| Other non operating income | 173 | 213 | 332 | 175 | 197 |
| Exceptional item | - | - | - | - | - |
| PBT | $\mathbf{1 , 2 8 5}$ | $\mathbf{3 7 5}$ | $\mathbf{2 2 3}$ | $\mathbf{( 2 4 )}$ | $\mathbf{2 3 5}$ |
| Provision for tax | 406 | 108 | 71 | $(13)$ | 35 |
| Effective tax rate (\%) | 31.6 | 28.9 | 31.7 | 55.8 | 15.0 |
| Net Profit | $\mathbf{8 7 9}$ | $\mathbf{2 6 7}$ | $\mathbf{1 5 2}$ | $\mathbf{( 1 1 )}$ | $\mathbf{2 0 0}$ |
| Adj Net Profit | $\mathbf{8 7 9}$ | $\mathbf{2 6 7}$ | $\mathbf{1 5 2}$ | $\mathbf{( 1 1 )}$ | $\mathbf{2 0 0}$ |
| NPM(\%) | $\mathbf{9}$ | $\mathbf{1 0}$ | $\mathbf{( 1 )}$ | $\mathbf{1 0}$ |  |

Source: Company, Centrum Research Estimates
Exhibit 30: Balance Sheet

| Y/E March (Rsmn) | FY08 | FY09 | FY10 | FY11E | FY12E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Share Capital | 130 | 130 | 130 | 130 | 130 |
| Reserves \& Surplus | 3,518 | 3,758 | 3,887 | 3,854 | 4,031 |
| Total Shareholders Funds | $\mathbf{3 , 6 4 8}$ | $\mathbf{3 , 8 8 9}$ | $\mathbf{4 , 0 1 8}$ | $\mathbf{3 , 9 8 4}$ | $\mathbf{4 , 1 6 1}$ |
| Loan Funds | - | - | - | - | - |
| Deferred Tax Liab | 43 | - | 9 | 40 | 17 |
| Total Capital Employed | $\mathbf{3 , 6 9 2}$ | $\mathbf{3 , 8 8 9}$ | $\mathbf{4 , 0 2 7}$ | $\mathbf{4 , 0 2 4}$ | $\mathbf{4 , 1 7 8}$ |
| Fixed Asset |  |  |  |  |  |
| Gross Block | 948 | 981 | 1,488 | 1,638 | 1,657 |
| Less:- Accumulated Depreciation | 505 | 577 | 675 | 783 | 907 |
| Net Block | 443 | 405 | 813 | 855 | 750 |
| Capital WIP | 176 | 514 | 29 | 50 | 50 |
| Total fixed assets | $\mathbf{6 1 9}$ | $\mathbf{9 1 8}$ | $\mathbf{8 4 2}$ | $\mathbf{9 0 5}$ | $\mathbf{8 0 0}$ |
| Investments | 2,499 | 2,457 | 2,098 | 2,200 | 2,150 |
| Inventory | 96 | 9 | 15 | 16 | 23 |
| Debtors | 685 | 506 | 560 | 404 | 612 |
| Loans \& advances | 405 | 230 | 749 | 750 | 750 |
| Cash \& bank balances | 76 | 111 | 29 | 50 | 232 |
| Total current assets | $\mathbf{1 , 2 6 2}$ | $\mathbf{8 5 6}$ | $\mathbf{1 , 3 5 3}$ | $\mathbf{1 , 2 2 0}$ | $\mathbf{1 , 6 1 7}$ |
| Current liabilities and provisions | 689 | 385 | 266 | 301 | 390 |
| Net current assets | 574 | 471 | 1,087 | 919 | 1,228 |
| Total | $\mathbf{3 , 6 9 2}$ | $\mathbf{3 , 8 4 6}$ | $\mathbf{4 , 0 2 7}$ | $\mathbf{4 , 0 2 4}$ | $\mathbf{4 , 1 7 8}$ |

Source: Company, Centrum Research Estimates

Exhibit 31: Cash flow

| Y/E March (Rsmn) | FY08 | FY09 | FY10 | FY11E | FY12E |
| :---: | :---: | :---: | :---: | :---: | :---: |
| CF from operations |  |  |  |  |  |
| Profit before tax | 1,285 | 375 | 223 | (24) | 235 |
| Depreciation \& amortisation | 127 | 235 | 103 | 108 | 124 |
| Others | (158) | 33 | (310) | (175) | (197) |
| CF before WC changes | 1,254 | 643 | 16 | (91) | 161 |
| Working capital changes | 28 | 97 | (85) | 189 | (126) |
| Cash inflow from operations | 1,282 | 740 | (69) | 98 | 35 |
| Income tax paid | 385 | 242 | 95 | (44) | 58 |
| Exceptional Items | - | - | - | - |  |
| Cash from Operations | 897 | 498 | (164) | 142 | (23) |
| Cash from investing |  |  |  |  |  |
| Capex | (315) | (550) | (34) | (171) | (19) |
| Investments | (612) | 109 | 529 | (102) | 50 |
| Loans Given | (14) | 182 | (420) | - |  |
| Other Income | 60 | 61 | 32 | 175 | 197 |
| Cash from investing | (880) | (197) | 106 | (98) | 228 |
| Cash from financing Proceeds from Issues / Equity shares |  |  |  |  |  |
| Dividend paid | (5) | (267) | (23) | (23) | (23) |
| Interest paid | - | - | - | - |  |
| Cash from financing | (5) | (267) | (23) | (23) | (23) |
| Net change in cash | 12 | 34 | (81) | 21 | 182 |
| Opening Balance - Cash | 64 | 77 | 111 | 29 | 51 |
| Closing Balance - Cash | 77 | 111 | 29 | 51 | 233 |

Source: Company, Centrum Research Estimates
Exhibit 32: Key Ratios

| Y/E March (Rsmn) | FY08 | FY09 | FY10 | FY11E | FY12E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Margin ratios (\%) |  |  |  |  |  |
| EBIDTA Margins | 38 | 13 | 0 | -6 | 8 |
| PBIT Margins | 34 | 6 | -7 | -14 | 2 |
| PBT Margins | 39 | 13 | 15 | -2 | 11 |
| PAT Margins | 27 | 9 | 10 | -1 | 10 |
| Growth ratios (\%) |  |  |  |  |  |
| Revenues | 4 | -10 | -48 | -4 | 40 |
| EBIDTA | 4 | -68 | -101 | $n m$ | $n m$ |
| Adj Net Profit | 11 | -70 | -43 | $n m$ | $n m$ |
| Return Ratios (\%) |  |  |  |  |  |
| ROCE | 20.6 | 3.0 | -1.9 | -2.2 | 0.8 |
| RoIC | 111.0 | 30.1 | -0.3 | -5.1 | 9.0 |
| RoNW | 24.1 | 6.9 | 3.8 | $10.3)$ | 4.8 |
| Turnover Ratios |  |  |  |  |  |
| Average collection period(days) | 75 | 74 | 127 | 120 | 90 |
| Average payment period (days) | 68 | 55 | 68 | 66 | 66 |
| Working Capital Cycle (days) | 26 | 29 | 63 | 59 | 29 |
| Per Share (Rs) |  |  |  |  |  |
| EPS | 13.5 | 4.1 | 2.3 | -0.2 | 3.1 |
| CEPS | 15.4 | 7.7 | 3.9 | 1.5 | 5.0 |
| Book Value | 55.9 | 59.6 | 61.6 | 61.1 | 63.8 |
| Dividend | 3.5 | 0.3 | 0.3 | 0.3 | 0.3 |
| Valuations (x) |  |  |  |  |  |
| PER | 2.4 | 7.9 | 14.0 | -201.0 | 10.6 |
| P/BV | 0.6 | 0.5 | 0.5 | 0.5 | 0.5 |
| EV/EBIDTA | -0.4 | -1.1 | 1.2 | 1.4 | -1.6 |
| EV/Sales | -0.1 | -0.2 | 0.0 | -0.1 | -0.1 |
| M-cap/Sales | 0.6 | 0.7 | 1.4 | 1.4 | 1.0 |

[^6]ENIL

Exhibit 33: Income Statement

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Income |  |  |  |  |  |
| Net Sales | $\mathbf{2 , 2 8 3}$ | $\mathbf{2 , 3 0 0}$ | $\mathbf{2 , 6 8 4}$ | $\mathbf{3 , 1 2 2}$ | $\mathbf{3 , 5 2 4}$ |
| Growth (\%) | 1.4 | 0.8 | 16.7 | 16.3 | 12.9 |
| Employee Cost | 539 | 482 | 564 | 648 | 733 |
| \%of Sales | 23.6 | 20.9 | 21.0 | 20.8 | 20.8 |
| Admin \& other expenses | 1,122 | 1,112 | 1,184 | 1,245 | 1,383 |
| \% of sales | 49.1 | 48.3 | 44.1 | 39.9 | 39.3 |
| License Fees | 122.7 | 119.0 | 139.6 | 156.1 | 176.2 |
| \% of sales | 5.4 | 5.2 | 5.2 | 5.0 | 5.0 |
| EBIDTA | $\mathbf{4 9 9}$ | $\mathbf{5 8 8}$ | $\mathbf{7 9 7}$ | $\mathbf{1 , 0 7 2}$ | $\mathbf{1 , 2 3 2}$ |
| EBIDTA Margins (\%) | 21.9 | 25.6 | 29.7 | 34.3 | 35.0 |
| Depreciation | 401 | 370 | 355 | 360 | 366 |
| Interest expenses | 144 | 72 | $(28)$ | - | - |
| PBT for operations | $\mathbf{4 6 6}$ | $\mathbf{1 4 6}$ | $\mathbf{4 7 0}$ | $\mathbf{7 1 2}$ | $\mathbf{8 6 6}$ |
| Other non operating income | 65 | 37 | 2 | 20 | 26 |
| Exceptional item | - | - | 124 | - | - |
| PBT | $\mathbf{2 0}$ | $\mathbf{1 8 3}$ | $\mathbf{5 9 5}$ | $\mathbf{7 3 2}$ | $\mathbf{8 9 2}$ |
| Provision for tax | $(10)$ | 4 | 160 | 132 | 161 |
| Effective tax rate (\%) | $(48.6)$ | 2.2 | 26.9 | 18.0 | 18.0 |
| Reported Net Profit | $\mathbf{2 9}$ | $\mathbf{1 7 9}$ | $\mathbf{4 3 5}$ | $\mathbf{6 0 0}$ | $\mathbf{7 3 2}$ |
| Adj Net Profit | $\mathbf{2 9}$ | $\mathbf{1 7 9}$ | $\mathbf{3 1 1}$ | $\mathbf{6 0 0}$ | $\mathbf{7 3 2}$ |

Source: Company, Centrum Research Estimates
Exhibit 34: Balance Sheet

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Share Capital | 477 | 477 | 477 | 477 | 477 |
| Reserves \& Surplus | 2,660 | 2,838 | 3,273 | 3,873 | 4,605 |
| Total Shareholders Funds | $\mathbf{3 , 1 3 6}$ | $\mathbf{3 , 3 1 5}$ | $\mathbf{3 , 7 5 0}$ | $\mathbf{4 , 3 5 0}$ | $\mathbf{5 , 0 8 1}$ |
| Secured Loans | 200 | 100 | - | - | - |
| Unsecured Loans | 901 | 234 | - | - | - |
| Loan Funds | $\mathbf{1 , 1 0 1}$ | $\mathbf{3 3 4}$ | - | - | - |
| Deferred Tax Net | $(74)$ | $(69)$ | $(10)$ | $(10)$ | $(10)$ |
| Total Capital Employed | $\mathbf{4 , 1 6 3}$ | $\mathbf{3 , 5 8 0}$ | $\mathbf{3 , 7 4 0}$ | $\mathbf{4 , 3 4 0}$ | $\mathbf{5 , 0 7 1}$ |
| Fixed Asset |  |  |  |  |  |
| Gross Block | 3,664 | 3,660 | 3,709 | 3,774 | 3,834 |
| Less:- Accumulated Depreciation | 1,176 | 1,542 | 1,897 | 2,257 | 2,622 |
| Net Block | 2,489 | 2,118 | 1,813 | 1,518 | 1,212 |
| Capital WIP | 21 | 11 | 15 | 15 | 15 |
| Total fixed assets | $\mathbf{2 , 5 0 9}$ | $\mathbf{2 , 1 2 9}$ | $\mathbf{1 , 8 2 8}$ | $\mathbf{1 , 5 3 3}$ | $\mathbf{1 , 2 2 7}$ |
| Investments | 390 | 400 | 400 | 400 | 400 |
|  |  |  |  |  |  |
| Debtors | 586 | 682 | 809 | 941 | 1,062 |
| Loans \& advances | 851 | 656 | 700 | 750 | 800 |
| Cash \& bank balances | 117 | 242 | 400 | 1,205 | 2,127 |
| Total current assets | $\mathbf{1 , 5 5 3}$ | $\mathbf{1 , 5 8 1}$ | $\mathbf{1 , 9 0 9}$ | $\mathbf{2 , 8 9 6}$ | $\mathbf{3 , 9 8 9}$ |
| Current liabilities and provisions | 290 | 530 | 397 | 489 | 544 |
| Net current assets | 1,263 | 1,051 | 1,512 | 2,407 | 3,444 |
| Profit \& Loss (Account) | - | - | - | - | - |
| Total | $\mathbf{4 , 1 6 3}$ | $\mathbf{3 , 5 8 0}$ | $\mathbf{3 , 7 4 0}$ | $\mathbf{4 , 3 4 0}$ | $\mathbf{5 , 0 7 1}$ |

[^7]Exhibit 35: Cash flow

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| CF from operations |  |  |  |  |  |
| Profit before tax | 20 | 183 | 595 | 732 | 892 |
| Depreciation \& amortisation | 401 | 370 | 355 | 360 | 366 |
| Others | $(13)$ | 157 | $(2)$ | $(20)$ | $(26)$ |
| CF before WC changes | $\mathbf{4 0 8}$ | $\mathbf{7 1 0}$ | $\mathbf{9 4 8}$ | $\mathbf{1 , 0 7 2}$ | $\mathbf{1 , 2 3 2}$ |
| Working capital changes | 608 | 224 | $(303)$ | $(90)$ | $(115)$ |
| Cash inflow from operations | 1,016 | 934 | 645 | 982 | 1,117 |
| Income tax paid \& Exceptional | $(61)$ | $(57)$ | $(101)$ | $(132)$ | $(161)$ |
| Items | $\mathbf{9 5 5}$ | $\mathbf{8 7 7}$ | $\mathbf{5 4 4}$ | $\mathbf{8 5 0}$ | $\mathbf{9 5 6}$ |
| Cash from Operations |  |  |  |  |  |
| Cash from investing | $(29)$ | 5 | $(54)$ | $(65)$ | $(60)$ |
| Capex | 41 | $(7)$ | - | - | - |
| Investments | $(141)$ | 18 | 2 | 20 | 26 |
| Other Income | $\mathbf{( 1 2 9 )}$ | $\mathbf{1 6}$ | $\mathbf{( 5 2 )}$ | $\mathbf{( 4 5 )}$ | $\mathbf{( 3 4 )}$ |
| Cash from investing |  |  |  |  |  |
| Cash from financing | 1 | - | - | - | - |
| Proceeds from Issues / Equity | $(832)$ | $(766)$ | $(334)$ | - | - |
| shares | $(144)$ | $(72)$ | 28 | - | - |
| Borrowings/ repayments | $\mathbf{( 9 7 5 )}$ | $\mathbf{( 8 3 9 )}$ | $\mathbf{( 3 0 6 )}$ | - | - |
| Interest paid | $\mathbf{5 4}$ | $\mathbf{1 8 5}$ | $\mathbf{8 0 5}$ | $\mathbf{9 2 2}$ |  |
| Cash from financing | $\mathbf{1 4 8 )}$ |  |  |  |  |
| Net change in cash |  |  |  |  |  |

Source: Company, Centrum Research Estimates
Exhibit 36: Key Ratios

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Margin ratios (\%) |  |  |  |  |  |
| EBIDTA Margins | 21.9 | 25.6 | 29.7 | 34.3 | 35.0 |
| PBIT Margins | 4.3 | 9.5 | 16.5 | 22.8 | 24.6 |
| PBT Margins | 0.9 | 7.9 | 22.2 | 23.4 | 25.3 |
| PAT Margins | 1.3 | 7.8 | 11.6 | 19.2 | 20.8 |
| Growth ratios (\%) |  |  |  |  |  |
| Revenues | 1.4 | 0.8 | 16.7 | 16.3 | 12.9 |
| EBIDTA | -4.5 | 17.8 | 35.5 | 34.6 | 14.9 |
| Adj Net Profit | -82.0 | 513.5 | 74.1 | 92.9 | 21.9 |
| Return Ratios (\%) |  |  |  |  |  |
| ROCE | 3.2 | 5.5 | 8.0 | 14.5 | 15.1 |
| RoIC | 0.8 | 6.1 | 14.8 | 21.9 | 28.8 |
| RoNW | 0.9 | 5.5 | 8.8 | 14.8 | 15.5 |
| Turnover Ratios |  |  |  |  |  |
| Average collection period(days) | 101.2 | 100.6 | 101.4 | 102.3 | 103.7 |
| Average payment period (days) | 76.9 | 87.4 | 89.6 | 78.8 | 82.2 |
| Working Capital Cycle (days) | 24.3 | 13.2 | 11.7 | 23.4 | 21.5 |
| Per Share (Rs) |  |  |  |  |  |
| EPS | 0.6 | 3.7 | 6.5 | 12.6 | 15.3 |
| CEPS | 9.0 | 11.5 | 16.6 | 20.1 | 23.0 |
| Book Value | 65.8 | 69.5 | 78.7 | 91.2 | 106.6 |
| Dividend | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Valuations (x) |  |  |  |  |  |
| PER | 387.9 | 63.2 | 36.3 | 18.8 | 15.4 |
| P/BV | 3.6 | 3.4 | 3.0 | 2.6 | 2.2 |
| EV/EBIDTA | 22.6 | 19.2 | 14.2 | 10.5 | 9.2 |
| EV/Sales | 4.9 | 4.9 | 4.2 | 3.6 | 3.2 |
| M-cap/Sales | 5.2 | 4.8 | 3.9 | 3.1 | 2.5 |

[^8]HT Media

| Exhibit 37: Income Statement |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Y/E March (Rs mn) | FY08 | FYO9 | FY10 | FY11E | FY12E |
| Net Sales | 12,033 | 13,466 | 14,129 | 17,301 | 20,179 |
| Growth (\%) | 15.7 | 11.9 | 4.9 | 22.4 | 16.6 |
| Cost of Revenues | 4,640 | 5,589 | 4,761 | 5,962 | 6,479 |
| \% of Sales | 38.6 | 41.5 | 33.7 | 34.5 | 32.1 |
| Employee Cost | 1,983 | 2,419 | 2,520 | 2,964 | 3,391 |
| \%of Sales | 16.5 | 18.0 | 17.8 | 17.1 | 16.8 |
| Admin \& other expenses | 3,711 | 4,769 | 4,371 | 5,066 | 5,884 |
| \% of sales | 30.8 | 35.4 | 30.9 | 29.3 | 29.2 |
| EBIDTA | $\mathbf{1 , 6 9 9}$ | $\mathbf{6 8 9}$ | $\mathbf{2 , 4 7 8}$ | $\mathbf{3 , 3 0 8}$ | $\mathbf{4 , 4 2 6}$ |
| EBIDTA Margins (\%) | 14.1 | 5.1 | 17.5 | 19.1 | 21.9 |
| Depreciation | 570 | 688 | 707 | 810 | 890 |
| PBIT | 1,129 | 1 | 1,771 | 2,498 | 3,536 |
| Interest expenses | 178 | 323 | 295 | 235 | 235 |
| PBT for operations | 951 | $(322)$ | 1,476 | 2,263 | 3,301 |
| Other non operating income | 439 | 330 | 409 | 255 | 305 |
| PBT before extra-ordinary | items | 1,390 | 9 | 1,885 | 2,518 |
| Extra-ordinary expense | - | - | - | - | 3,606 |
| PBT | 1,390 | 9 | 1,885 | 2,518 | 3,606 |
| Provision for tax | 377 | 125 | 537 | 705 | 1,046 |
| Effective tax rate (\%) | 27.1 | 1405.1 | 28.5 | 28.0 | 29.0 |
| PAT | 1,013 | $(116)$ | 1,348 | 1,813 | 2,560 |
| Share of minority interest | $(0)$ | 125 | 11 | $(77)$ | $(120)$ |
| Adjusted PAT | $\mathbf{1 , 0 1 3}$ | $\mathbf{9}$ | $\mathbf{1 , 3 5 9}$ | $\mathbf{1 , 7 3 6}$ | $\mathbf{2 , 4 4 0}$ |
| Growth (\%) | 4 | -99 | 14903 | 28 | 41 |

Source: Company, Centrum Research Estimates
Exhibit 38: Balance Sheet

| Y/E March (Rs mn) | FY08 | FY09 | FY10E | FY11E | FY12E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Share Capital | 469 | 470 | 470 | 470 | 470 |
| Reserves \& Surplus | 8,060 | 8,015 | 9,237 | 10,863 | 13,193 |
| Minority Interest | 1 | $(69)$ | 218 | 218 | 218 |
| Loan Funds | 2,231 | 3,706 | 3,125 | 1,750 | 1,500 |
| Deferred Tax Liab | 122 | 207 | 178 | 178 | 178 |
| Total Capital Employed | $\mathbf{1 0 , 8 8 2}$ | $\mathbf{1 2 , 3 2 9}$ | $\mathbf{1 3 , 2 2 8}$ | $\mathbf{1 3 , 4 7 9}$ | $\mathbf{1 5 , 5 5 9}$ |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| Gross Block | 7,005 | 8,238 | 10,335 | 11,122 | 12,122 |
| Accumulated Depreciation | 1,765 | 2,467 | 3,217 | 4,027 | 4,917 |
| Net Block | 5,240 | 5,771 | 7,118 | 7,095 | 7,205 |
| Capital WIP | 589 | 1,946 | 1,289 | 800 | 1,000 |
| Total Assets | 5,829 | 7,717 | 8,407 | 7,895 | 8,205 |
|  |  |  |  |  |  |
| Investments | 2,656 | 3,035 | 4,755 | 4,755 | 4,755 |
|  |  |  |  |  |  |
| Inventory | 1,155 | 1,756 | 1,200 | 1,367 | 1,202 |
| Debtors | 1,983 | 2,199 | 2,423 | 2,939 | 3,428 |
| Loans \& advances | 1,287 | 2,315 | 1,995 | 2,148 | 2,448 |
| Cash \& bank balances | 774 | 705 | 1,082 | 109 | 1,439 |
| Total current assets | 5,199 | 6,976 | 6,700 | 6,563 | 8,517 |
|  |  |  |  |  |  |
| Current liabilities and provisions | $\mathbf{2 , 8 0 4}$ | $\mathbf{5 , 3 9 9}$ | $\mathbf{6 , 6 5 5}$ | $\mathbf{5 , 7 5 6}$ | $\mathbf{5 , 9 3 9}$ |
| Net current assets | 2,395 | $\mathbf{1 , 5 7 7}$ | 44 | 807 | 2,578 |
| Misc Expenditure |  |  |  |  |  |
| Total | $\mathbf{1}$ | 0 | 22 | 22 | 22 |

[^9]Exhibit 39: Cash flow

| Y/E March (Rsmn) | FY08 | FY09 | FY10E | FY11E | FY12E |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Cash flows from operating activities |  |  |  |  |  |
| Profit before tax | 1,390 | 9 | 1,885 | 2,518 | 3,606 |
| Depreciation \& amortisation | 570 | 688 | 707 | 810 | 890 |
| Others | (113) | 284 | 301 | (90) | (190) |
| Operating charges before Working capital changes | 1,846 | 981 | 2,893 | 3,238 | 4,306 |
| Working capital changes | (131) | 1,313 | 1,617 | $(1,742)$ | (441) |
| Cash inflow from operations | 1,715 | 2,294 | 4,510 | 1,496 | 3,865 |
| Income tax paid | (597) | (205) | (538) | (705) | $(1,046)$ |
| Net cash inflow from operations | 1,118 | 2,089 | 3,972 | 790 | 2,819 |
| Cash flows from investing activities |  |  |  |  |  |
| Capex | $(1,196)$ | $(2,597)$ | $(1,439)$ | (298) | $(1,200)$ |
| Investments | (325) | $(1,103)$ | $(1,720)$ |  |  |
| Other Income | 75 | 256 | 522 | 255 | 305 |
| Cash generated from investment activities | $(1,447)$ | $(3,443)$ | $(2,637)$ | (43) | (895) |
| Cash flow from financing activities |  |  |  |  |  |
| Equity shares | 573 | - | - | - |  |
| Borrowings/ repayments | - | 1,491 | (581) | $(1,375)$ | (250) |
| Dividend paid | (82) | (110) | (83) | (110) | (110) |
| Interest paid | (179) | (297) | (295) | (235) | (235) |
| Cash generated from financing activities | 312 | 1,084 | (959) | $(1,720)$ | (595) |
| Net increase/decrease in cash \& cash equivalents | (17) | (270) | 377 | (973) | 1,330 |
| Cash \& cash equivalents at beginning of the year | 637 | 620 | 705 | 1,082 | 109 |
| Cash at the end of the year | 620 | 349 | 1,082 | 109 | 1,439 |

Source: Company, Centrum Research Estimates

## Exhibit 40: Key Ratios

| Y/E March (Rsmn) | FY08 | FY09 | FY10E | FY11E | FY12E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Margin ratios (\%) |  |  |  |  |  |
| EBIDTA Margins | 14.1 | 5.1 | 17.5 | 19.1 | 21.9 |
| PBIT Margins | 9.4 | 0.0 | 12.5 | 14.4 | 17.5 |
| PBT Margins | 11.6 | 0.1 | 13.3 | 14.6 | 17.9 |
| PAT Margins | 8.4 | -0.9 | 9.5 | 10.5 | 12.7 |
| Growth ratios (\%) |  |  |  |  |  |
| Revenues | 15.7 | 11.9 | 4.9 | 22.4 | 16.6 |
| EBIDTA | 1.1 | -59.4 | 259.5 | 33.5 | 33.8 |
| Net Profit | 4.4 | -99.1 | 14903.3 | 27.7 | 40.6 |
| Return Ratios (\%) |  |  |  |  |  |
| ROCE | 8.0 | NM | 9.9 | 13.5 | 17.3 |
| RolC | 18.3 | 6.3 | 20.9 | 25.9 | 32.2 |
| ROE | 11.9 | NM | 13.9 | 16.0 | 18.7 |
| Turnover Ratios |  |  |  |  |  |
| Average inventory period (days) | 90.8 | 114.7 | 92.0 | 83.7 | 67.7 |
| Average collection period(days) | 60.2 | 59.6 | 62.6 | 62.0 | 62.0 |
| Average payment period (days) | 61.4 | 61.7 | 58.8 | 70.9 | 70.6 |
| Working Capital Cycle (days) | 89.6 | 112.6 | 95.8 | 74.7 | 59.1 |
| Per Share (Rs) |  |  |  |  |  |
| EPS | 4.3 | 0.0 | 5.8 | 7.4 | 10.4 |
| CEPS | 6.8 | 2.4 | 8.7 | 11.2 | 14.7 |
| Book Value | 36.4 | 36.1 | 41.3 | 48.2 | 58.1 |
| Dividend | 0.4 | 0.3 | 0.4 | 0.4 | 0.4 |
| Valuations (x) |  |  |  |  |  |
| PER | 32.1 | NA | 24.0 | 18.8 | 13.4 |
| P/BV | 3.8 | 3.8 | 3.4 | 2.9 | 2.4 |
| EV/EBIDTA | 18.5 | 47.3 | 12.1 | 8.9 | 6.3 |
| EV/Sales | 2.6 | 2.4 | 2.1 | 1.7 | 1.4 |
| M-cap/Sales | 2.7 | 2.4 | 2.3 | 1.9 | 1.6 |
| Soure: Company Centru |  |  |  |  |  |

Source: Company, Centrum Research Estimates

InfoEdge
Exhibit 41: Income Statement

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Net Sales | $\mathbf{2 , 4 5 8}$ | $\mathbf{2 , 3 7 1}$ | $\mathbf{2 , 9 3 7}$ | $\mathbf{3 , 5 4 4}$ | $\mathbf{4 , 1 8 6}$ |
| Growth (\%) | 12.3 | -3.5 | 23.9 | 20.7 | 18.1 |
| Employee Cost | 934 | 920 | 1,008 | 1,205 | 1,404 |
| \%of Sales | 38.0 | 38.8 | 34.3 | 34.0 | 33.5 |
| Advertising Cost | 433 | 394 | 459 | 523 | 590 |
| \% of sales | 17.6 | 16.6 | 15.6 | 14.8 | 14.1 |
| Admin \& other expenses | 356 | 359 | 438 | 491 | 582 |
| \% of sales | 14.5 | 15.1 | 14.9 | 13.9 | 13.9 |
| Network charges | 90 | 91 | 98 | 106 | 114 |
| \% of sales | 3.7 | 3.8 | 3.3 | 3.0 | 2.7 |
| Total Expenses | 1813 | 1764 | 2002 | 2325 | 2690 |
| EBIDTA | $\mathbf{6 4 5}$ | $\mathbf{6 0 6}$ | $\mathbf{9 3 4}$ | $\mathbf{1 , 2 1 9}$ | $\mathbf{1 , 4 9 5}$ |
| EBIDTA Margins | 26.2 | 25.6 | 31.8 | 34.4 | 35.7 |
| Depreciation | 71 | 65 | 68 | 73 | 82 |
| PBIT | $\mathbf{5 7 4}$ | $\mathbf{5 4 2}$ | $\mathbf{8 6 6}$ | $\mathbf{1 , 1 4 6}$ | $\mathbf{1 , 4 1 3}$ |
| Interest expenses | 0.4 | 0.6 | 0.5 | 0.5 | 0.5 |
| PBT for operations | 573 | 541 | 866 | 1,146 | 1,413 |
| Other non operating income | 279 | 307 | 265 | 330 | 360 |
| PBT and exceptional items | $\mathbf{8 5 3}$ | $\mathbf{8 4 8}$ | $\mathbf{1 , 1 3 1}$ | $\mathbf{1 , 4 7 6}$ | $\mathbf{1 , 7 7 3}$ |
| Exceptional item | - | $\mathbf{3 8}$ | - | - | - |
| PBT | $\mathbf{8 5 3}$ | $\mathbf{8 1 0}$ | $\mathbf{1 , 1 3 1}$ | $\mathbf{1 , 4 7 6}$ | $\mathbf{1 , 7 7 3}$ |
| Provision for tax | 270 | 318 | 373 | 487 | 585 |
| Effective tax rate \% | 31.7 | 37.5 | 33.0 | 33.0 | 33.0 |
| PAT | 582 | 530 | 758 | 989 | 1,188 |
| Share of loss in associates and MI | 12 | $(28)$ | $(20)$ | $(20)$ | $(20)$ |
| Reported PAT | 570 | 521 | 778 | $\mathbf{1 , 0 0 9}$ | $\mathbf{1 , 2 0 8}$ |
| Growth (\%) | 2.8 | -8.7 | 49.3 | 29.7 | 19.7 |
| Adjusted PAT | $\mathbf{5 7 0 . 3}$ | $\mathbf{5 5 8 . 5}$ | $\mathbf{7 7 7 . 6}$ | $\mathbf{1 , 0 0 8 . 6}$ | $\mathbf{1 , 2 0 7 . 6}$ |
| PAT Margins | 23.7 | 22.4 | 25.8 | 27.9 | 28.4 |
| SOurce Com |  |  |  |  |  |

Source: Company, Centrum Research Estimates
Exhibit 42: Balance Sheet

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Share Capital | 273 | 273 | 546 | 546 | 546 |
| Stock Option Outstanding | 28 | 28 | 28 | 28 | 28 |
| Account | 2,951 | 3,446 | 3,902 | 4,799 | 5,930 |
| Reserves \& Surplus | 3,253 | 3,746 | 4,476 | 5,373 | 6,504 |
| Total Shareholders Funds | 4 | 6 | 6 | 6 | 6 |
| Loan Funds | $\mathbf{3 , 2 5 6}$ | $\mathbf{3 , 7 5 3}$ | $\mathbf{4 , 4 8 2}$ | $\mathbf{5 , 3 7 9}$ | $\mathbf{6 , 5 1 0}$ |
| Total Capital Employed |  |  |  |  |  |
| Fixed Asset | 528 | 581 | 675 | 950 | 1,100 |
| Gross Block | 226 | 287 | 355 | 428 | 510 |
| Less:- Accumulated Depreciation | 302 | 294 | 319 | 522 | 590 |
| Net Block | 83 | 69 | 400 | 150 | 100 |
| Capital WIP | 385 | 363 | 719 | 672 | 690 |
| Total fixed assets | 19 | 34 | 34 | 34 | 34 |
| Deferred tax | 183 | 1,141 | 1,141 | 1,141 | 1,141 |
| Investments | 16 | 20 | 20 | 20 | 20 |
| Advance recoverable from ESOPs | 35 | 80 | 64 | 78 | 92 |
| Debtors | 3,221 | 2,791 | 3,402 | 4,555 | 5,868 |
| Cash \& bank balances | 164 | 219 | 204 | 214 | 223 |
| Loans \& advances | 3,420 | 3,090 | 3,671 | 4,847 | 6,182 |
| Total current assets | 767 | 896 | 1,103 | 1,335 | 1,558 |
| Current liabilities and provisions | 2,653 | 2,194 | 2,567 | 3,512 | 4,625 |
| Net current assets | $\mathbf{3 , 2 5 6}$ | $\mathbf{3 , 7 5 3}$ | $\mathbf{4 , 4 8 2}$ | $\mathbf{5 , 3 7 9}$ | $\mathbf{6 , 5 1 0}$ |
| Total |  |  |  |  |  |

Source: Company, Centrum Research Estimates

## Exhibit 43: Cash flow

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Cash flows from operating |  |  |  |  |  |
| Profit before tax | 853 | 810 | 1,131 | 1,476 | 1,773 |
| Depreciation \& amortisation | 71 | 65 | 68 | 73 | 82 |
| Operating chargers before Working capital changes | 924 | 875 | 1,199 | 1,549 | 1,855 |
| Working capital changes | (291) | 29 | 238 | 208 | 199 |
| Cash inflow from operations | 632 | 903 | 1,437 | 1,757 | 2,054 |
| Income tax paid | (278) | (332) | (373) | (487) | (585) |
| Net cash inflow from operations Cash flows from investing activities | 354 | 571 | 1,064 | 1,270 | 1,469 |
| Capex | (75) | (43) | (424) | (25) | (100) |
| Investments | 2,468 | (963) | - | - |  |
| Cash generated from investment activities | 2,394 | $(1,006)$ | (424) | (25) | (100) |
| Cash flow from financing activities <br> Proceeds from share capital \& premium | 37 | 49 | 20 | (28) | 20 |
| Borrowings/repayments | (1) | 3 | (0) | - |  |
| dividend paid | (48) | (48) | (48) | (64) | (77) |
| Cash generated from financing activities | (12) | 4 | (28) | (92) | (57) |
| Net increase/decrease in cash \& cash equivalents | 2,736 | (430) | 611 | 1,153 | 1,312 |
| Cash \& cash equivalents at beginning of the year | 486 | 3,221 | 2,791 | 3,402 | 4,555 |
| Cash at the end of the year | 3,221 | 2,791 | 3,402 | 4,555 | 5,868 |

Source: Company, Centrum Research Estimates
Exhibit 44: Key Ratios

| Y/E March | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Margin ratios (\%) |  |  |  |  |  |
| EBIDTA Margins | 26.2 | 25.6 | 31.8 | 34.4 | 35.7 |
| PBIT Margins | 23.3 | 21.3 | 29.5 | 32.3 | 33.8 |
| PBT Margins | 34.7 | 34.2 | 38.5 | 41.6 | 42.4 |
| PAT Margins | 23.2 | 23.6 | 26.5 | 28.5 | 28.9 |
| Growth ratios (\%) |  |  |  |  |  |
| Revenues | 12.3 | $(3.5)$ | 23.9 | 20.7 | 18.1 |
| EBIDTA | 1.6 | $(6.0)$ | 54.1 | 30.5 | 22.6 |
| Net Profit | 2.8 | $(8.7)$ | 49.3 | 29.7 | 19.7 |
| Return Ratios (\%) |  |  |  |  |  |
| ROCE | 13.2 | 8.7 | 14.1 | 15.6 | 15.9 |
| ROE | 19.6 | 14.1 | 18.4 | 20.1 | 20.0 |

$\begin{array}{lllllll}\text { Average collection period(days) } & 5 & 12 & 8 & 8 & 8\end{array}$
$\begin{array}{llllll}\text { Average payment period (days) } & 32 & 43 & 42 & 46 & 46\end{array}$

| EPS | 10.4 | 9.5 | 14.2 | 18.5 | 22.1 |
| :--- | :--- | :--- | :--- | :--- | :--- |


| CEPS | 12.0 | 10.2 | 15.1 | 19.4 | 23.3 |
| :--- | :--- | :--- | :--- | :--- | :--- |


| Book Value | 59.6 | 68.6 | 82.0 | 98.4 | 119.1 |
| :--- | :--- | :--- | :--- | :--- | :--- |


| Valuations (x) |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- |
| PER | 61.9 | 63.2 | 45.4 | 35.0 |


| P/BV | 10.9 | 9.4 | 7.9 | 6.6 | 5.4 |
| :--- | :--- | :--- | :--- | :--- | :--- |


| EV/EBIDTA | 49.5 | 51.8 | 32.9 | 24.3 | 18.9 |
| :--- | :--- | :--- | :--- | :--- | :--- |


| EV/Sales | 13.0 | 13.2 | 10.5 | 8.4 | 6.8 |
| :--- | :--- | :--- | :--- | :--- | :--- |

Source: Company, Centrum Research Estimates

## Jagran Prakashan

Exhibit 45: Income Statement

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Net Sales | 8,234 | 9,419 | 10,950 | 12,409 | 13,964 |
| Growth (\%) | 9.8 | 14.4 | 16.3 | 13.3 | 12.5 |
| Cost of Revenues | 3,414 | 2,959 | 3,500 | 3,951 | 4,355 |
| \% of Sales | 41.5 | 31.4 | 32.0 | 31.8 | 31.2 |
| Employee Cost | 1,065 | 1,212 | 1,338 | 1,485 | 1,649 |
| \%of Sales | 12.9 | 12.9 | 12.2 | 12.0 | 11.8 |
| Admin \& other expenses | 843 | 933 | 1,044 | 1,188 | 1,241 |
| \% of sales | 10.2 | 9.9 | 9.5 | 9.6 | 8.9 |
| Advertising Cost | 1,345 | 1,492 | 1,642 | 1,823 | 1,982 |
| \% of sales | 16.3 | 15.8 | 15.0 | 14.7 | 14.2 |
| EBIDTA | $\mathbf{1 , 5 6 7}$ | $\mathbf{2 , 8 2 3}$ | $\mathbf{3 , 4 2 6}$ | $\mathbf{3 , 9 6 2}$ | $\mathbf{4 , 7 3 8}$ |
| EBIDTA Margins (\%) | 19.0 | 30.0 | 31.3 | 31.9 | 33.9 |
| Depreciation | 383 | 507 | 556 | 610 | 661 |
| PBIT | 1,184 | 2,315 | 2,870 | 3,352 | 4,078 |
| Interest expenses | 59 | 66 | 50 | 47 | 42 |
| PBT for operations | 1,125 | 2,250 | 2,821 | 3,305 | 4,036 |
| Other non operating income | 227 | 343 | 306 | 336 | 387 |
| PBT before extra-ord. items | 1,352 | 2,592 | 3,127 | 3,641 | 4,422 |
| Extra-ordinary income/(exp) | - | - | - | - | - |
| PBT | 1,352 | 2,592 | 3,127 | 3,641 | 4,422 |
| Provision for tax | 436 | 833 | 1,032 | 1,202 | 1,459 |
| Effective tax rate (\%) | 32.2 | 32.1 | 33.0 | 33.0 | 33.0 |
| PAT | $\mathbf{9 1 6}$ | $\mathbf{1 , 7 5 9}$ | $\mathbf{2 , 0 9 5}$ | $\mathbf{2 , 4 4 0}$ | $\mathbf{2 , 9 6 3}$ |
| Adjusted PAT | 916 | 1,759 | 2,095 | 2,440 | 2,963 |
| Growth (\%) | $16.6)$ | 92.0 | 19.1 | 16.4 | 21.5 |
| PATMargins (\%) | 11.1 | 18.7 | 19.1 | 19.7 | 21.2 |
|  |  |  |  |  |  |

Source: Company, Centrum Research Estimates

## Exhibit 46: Balance Sheet

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Share Capital | 602 | 602 | 602 | 602 | 602 |
| Reserves \& Surplus | 4,997 | 5,523 | 6,234 | 7,139 | 8,416 |
| Total Shareholders Funds | 5,599 | 6,125 | 6,836 | 7,741 | 9,019 |
| Secured Loan Funds | 1,415 | 1,214 | 1,000 | 1,000 | 1,000 |
| Deferred Tax Liab | 521 | 580 | 580 | 580 | 580 |
| Total Capital Employed | $\mathbf{7 , 5 3 5}$ | $\mathbf{7 , 9 1 9}$ | $\mathbf{8 , 4 1 6}$ | $\mathbf{9 , 3 2 1}$ | $\mathbf{1 0 , 5 9 9}$ |
| Fixed Asset |  |  |  |  |  |
| Gross Block | 4,795 | 5,740 | 6,540 | 7,240 | 7,940 |
| Less:- Accumulated Dep. | 1,513 | 2,020 | 2,576 | 3,186 | 3,847 |
| Net Block | 3,282 | 3,720 | 3,964 | 4,054 | 4,093 |
| Capital WIP | 707 | 221 | 350 | 350 | 350 |
| Total fixed assets | 3,990 | 3,941 | 4,314 | 4,404 | 4,443 |
| Investments | 1,568 | 1,666 | 1,666 | 1,666 | 1,666 |
| Inventory | 318 | 533 | 584 | 659 | 726 |
| Debtors | 1,586 | 1,812 | 2,250 | 2,550 | 2,869 |
| Loans \& advances | 854 | 717 | 1,083 | 1,189 | 1,285 |
| Other Current Assets | 15 | 259 | 259 | 259 | 259 |
| Cash \& bank balances | 828 | 852 | 323 | 977 | 1,986 |
| Total current assets | 3,601 | 4,173 | 4,499 | 5,634 | 7,126 |
| Current liabilities \& provisions | 1,624 | 1,861 | 2,063 | 2,382 | 2,637 |
| Net current assets | 1,977 | 2,312 | 2,436 | 3,251 | 4,490 |
| Misc Expenditure | - | - | - | - | - |
| Total | $\mathbf{7 , 9 1 9}$ | $\mathbf{8 , 4 1 6}$ | $\mathbf{9 , 3 2 1}$ | $\mathbf{1 0 , 5 9 9}$ |  |

[^10]Exhibit 47: Cash flow

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Cash flows from operating |  |  |  |  |  |
| Profit before tax | 1,352 | 2,592 | 3,127 | 3,641 | 4,422 |
| Depreciation \& amortisation | 383 | 507 | 556 | 610 | 661 |
| Others | (1) | (218) | (257) | (290) | (345) |
| Op. charges before WC changes | 1,734 | 2,882 | 3,426 | 3,962 | 4,738 |
| Working capital changes | (125) | (311) | (653) | (161) | (229) |
| Cash inflow from operations | 1,610 | 2,571 | 2,773 | 3,800 | 4,509 |
| Income tax paid | (413) | (833) | $(1,032)$ | $(1,202)$ | $(1,459)$ |
| Net cash inflow from operations | 1,196 | 1,738 | 1,742 | 2,599 | 3,050 |
| Cash flows from investing |  |  |  |  |  |
| Capex | $(1,319)$ | (459) | (929) | (700) | (700) |
| Investments | 378 | (98) | - | - | - |
| Other Income | 34 | 343 | 306 | 336 | 387 |
| Cash from investment | (907) | (214) | (623) | (364) | (314) |
| Cash flow from financing |  |  |  |  |  |
| Proceeds from share capital \& premium (net of issue expenses) | - | - | - | - | - |
| Borrowings/ repayments | 580 | (201) | (214) | - | - |
| dividend paid | (352) | $(1,233)$ | $(1,384)$ | $(1,534)$ | $(1,685)$ |
| Interest paid | (56) | (66) | (50) | (47) | (42) |
| Cash from financing | 172 | $(1,500)$ | $(1,647)$ | $(1,581)$ | $(1,727)$ |
| Net increase/decrease in cash \& cash equivalents | 461 | 24 | (528) | 654 | 1,009 |
| Cash \& cash equivalents at beginning of the year | 367 | 828 | 852 | 323 | 977 |
| Cash at the end of the year | 828 | 852 | 323 | 977 | 1,986 |

Source: Company, Centrum Research Estimates

## Exhibit 48: Key Ratios

| Y/E March | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Margin ratios (\%) |  |  |  |  |  |
| EBIDTA Margins | 19.0 | 30.0 | 31.3 | 31.9 | 33.9 |
| PBIT Margins | 14.4 | 24.6 | 26.2 | 27.0 | 29.2 |
| PBT Margins | 16.4 | 27.5 | 28.6 | 29.3 | 31.7 |
| PAT Margins | 11.1 | 18.7 | 19.1 | 19.7 | 21.2 |
| Growth ratios (\%) |  |  |  |  |  |
| Revenues | 9.8 | 14.4 | 16.3 | 13.3 | 12.5 |
| EBIDTA | -4.3 | 80.1 | 21.4 | 15.6 | 19.6 |
| Net Profit | -6.6 | 92.0 | 19.1 | 16.4 | 21.5 |
| Return Ratios (\%) |  |  |  |  |  |
| ROCE | 14.3 | 25.7 | 28.1 | 29.0 | 30.3 |
| RoIC | 24.0 | 41.0 | 45.2 | 48.2 | 55.9 |
| ROE | 16.4 | 28.7 | 30.6 | 31.5 | 32.9 |
| Turnover Ratios |  |  |  |  |  |
| Average collection period(days) | 5.2 | 5.2 | 4.9 | 4.9 | 4.9 |
| Average payment period (days) | 9.7 | 9.2 | 9.0 | 9.0 | 9.0 |
| Working Capital Cycle (days) | 66.7 | 96.3 | 95.5 | 95.3 | 95.3 |
| Per Share (Rs) |  |  |  |  |  |
| EPS | 3.0 | 5.8 | 7.0 | 8.1 | 9.8 |
| CEPS | 4.3 | 7.5 | 8.8 | 10.1 | 12.0 |
| Book Value | 18.6 | 20.3 | 22.7 | 25.7 | 29.9 |
| Dividend | 2.0 | 3.5 | 4.0 | 4.5 | 5.0 |
| Valuations (x) |  |  |  |  |  |
| PER | 40.4 | 21.1 | 17.7 | 15.2 | 12.5 |
| P/BV | 6.6 | 6.0 | 5.4 | 4.8 | 4.1 |
| EV/EBIDTA | 23.0 | 12.7 | 10.5 | 8.9 | 7.3 |
| EV/Sales | 4.4 | 3.8 | 3.3 | 2.9 | 2.5 |
| M-cap/Sales | 4.5 | 3.9 | 3.4 | 3.0 | 2.7 |

Source: Company, Centrum Research Estimates

Sun TV

| Exhibit 49: Income Statement |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| Net Sales | 10,394 | 14,528 | 19,887 | 22,188 | 25,650 |
| Growth (\%) | 19.5 | 39.8 | 36.9 | 11.6 | 15.6 |
| Cost of Revenues | 1,114 | 1,227 | 1,267 | 1,393 | 1,536 |
| \% of Sales | 10.7 | 8.4 | 6.4 | 6.3 | 6.0 |
| Employee Cost | 1,155 | 1,340 | 1,811 | 2,151 | 2,558 |
| \%of Sales | 11.1 | 9.2 | 9.1 | 9.7 | 10.0 |
| Admin \& other expenses | 757 | 1,053 | 1,159 | 1,412 | 1,599 |
| \% of sales | 7.3 | 7.2 | 5.8 | 6.4 | 6.2 |
| EBIDTA | $\mathbf{7 , 3 6 8}$ | $\mathbf{1 0 , 9 0 9}$ | $\mathbf{1 5 , 6 4 9}$ | $\mathbf{1 7 , 2 3 2}$ | $\mathbf{1 9 , 9 5 7}$ |
| EBIDTA Margins (\%) | 70.9 | 75.1 | 78.7 | 77.7 | 77.8 |
| Depreciation | 2,205 | 3,209 | 5,109 | 4,100 | 4,530 |
| PBIT | 5,163 | 7,700 | 10,540 | 13,132 | 15,427 |
| Interest expenses | 137.9 | 49.4 | 86.6 | 40.8 | 40.8 |
| PBT for operations | 5,025 | 7,650 | 10,453 | 13,091 | 15,386 |
| Other income | 668 | 350 | 502 | 630 | 730 |
| PBT | 5,693 | 8,000 | 10,955 | 13,721 | 16,115 |
| Provision for tax | 2,293 | 2,991 | 3,895 | 4,720 | 5,506 |
| Effective tax rate (\%) | 40.3 | 37.4 | 35.6 | 34.4 | 34.2 |
| PAT | $\mathbf{3 , 4 0 0}$ | $\mathbf{5 , 0 0 9}$ | $\mathbf{7 , 0 6 0}$ | $\mathbf{9 , 0 0 1}$ | $\mathbf{1 0 , 6 0 9}$ |
| Share of profit from associates | 1.8 | 8.3 | 14.0 | 15.3 | 17.4 |
| Minority interest | 281 | 182 | 81 | 3 | $(22)$ |
| PAT after Minority Interest | $\mathbf{3 , 6 8 3}$ | $\mathbf{5 , 1 9 9}$ | $\mathbf{7 , 1 5 5}$ | $\mathbf{9 , 0 1 9}$ | $\mathbf{1 0 , 6 0 4}$ |
| Growth (\%) | 12.8 | 41.2 | 37.6 | 26.1 | 17.6 |
| PATMargins (\%) | 35.4 | 35.8 | 36.0 | 40.6 | 41.3 |

Source: Company, Centrum Research Estimates

## Exhibit 50: Balance Sheet

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Share Capital | 1,970 | 1,970 | 1,970 | 1,970 | 1,970 |
| Reserves \& Surplus | 15,046 | 16,885 | 19,331 | 22,587 | 26,274 |
| Preference shares in subs. | - | 878 | 878 | 878 | 878 |
| Minority Interest | 385 | 371 | 290 | 287 | 310 |
| Total Loan Funds | 716 | 1 | - | - | - |
| Deferred Tax Liab | 261 | 339 | 339 | 339 | 339 |
| Total Capital Employed | $\mathbf{1 8 , 3 7 8}$ | $\mathbf{2 0 , 4 4 5}$ | $\mathbf{2 2 , 8 0 8}$ | $\mathbf{2 6 , 0 6 1}$ | $\mathbf{2 9 , 7 7 1}$ |
| Gross Block | 14,914 | 18,870 | 25,562 | 29,624 | 33,734 |
| Accumulated Depreciation | 6,768 | 9,775 | 14,884 | 19,000 | 23,420 |
| Net Block | 8,146 | 9,095 | 10,679 | 10,624 | 10,314 |
| Capital WIP | 1,572 | 3,149 | 1,200 | 1,200 | 1,200 |
| Investments | 1,805 | 2,280 | 2,280 | 2,280 | 2,280 |
| Non Current Assets | 233 | 300 | 519 | 704 | 841 |
| Deferred Tax Assets | - | - | - | - | - |
| Inventory | 1 | 27 | 27 | 27 | 27 |
| Debtors | 2,449 | 3,292 | 4,641 | 4,914 | 6,004 |
| Loans \& advances | 1,667 | 1,589 | 1,916 | 1,557 | 2,366 |
| Other Current Assets | 1,192 | 1,070 | 1,464 | 1,520 | 1,671 |
| Cash \& bank balances | 3,654 | 4,250 | 6,345 | 10,988 | 14,110 |
| Current liabilities \& provisions | 2,343 | 4,607 | 6,261 | 7,752 | 9,042 |
| Misc Expenditure | 1 | - | - | - | - |
| Total | $\mathbf{1 8 , 3 7 8}$ | $\mathbf{2 0 , 4 4 5}$ | $\mathbf{2 2 , 8 0 8}$ | $\mathbf{2 6 , 0 6 1}$ | $\mathbf{2 9 , 7 7 1}$ |

[^11]Exhibit 51: Cash flow

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Cash flows from operating |  |  |  |  |  |
| Profit before tax | 5,693 | 8,000 | 10,955 | 13,721 | 16,115 |
| Depreciation \& amortisation | 2,205 | 3,209 | 5,109 | 4,100 | 4,530 |
| Others | $(419)$ | 1,148 | $(955)$ | $(558)$ | $(781)$ |
| Op. charges before WC | $\mathbf{7 , 4 7 9}$ | $\mathbf{1 2 , 3 5 6}$ | $\mathbf{1 5 , 1 0 9}$ | $\mathbf{1 7 , 2 6 3}$ | $\mathbf{1 9 , 8 6 4}$ |
| Working capital changes | 413 | 1,273 | $(181)$ | 1,336 | $(898)$ |
| Cash inflow from operations | 7,892 | 13,630 | 14,929 | 18,599 | 18,966 |
| Income tax paid | $(2,017)$ | $(2,991)$ | $(3,895)$ | $(4,720)$ | $(5,506)$ |
| CF from operations | $\mathbf{5 , 8 7 5}$ | $\mathbf{1 0 , 6 3 9}$ | $\mathbf{1 1 , 0 3 3}$ | $\mathbf{1 3 , 8 7 9}$ | $\mathbf{1 3 , 4 6 0}$ |
| Cash flows from investing |  |  |  |  |  |
| Capex | $(7,085)$ | $(5,532)$ | $(4,744)$ | $(4,061)$ | $(4,110)$ |
| Investments | 3,370 | $(125)$ | 502 | 630 | 730 |
| CF from investment | $(3,715)$ | $(5,657)$ | $\mathbf{( 4 , 2 4 1 )}$ | $(\mathbf{3 , 4 3 2 )}$ | $(\mathbf{3 , 3 8 0})$ |
| Cash flow from financing |  |  |  |  |  |
| Share capital \& premium | - | - | - | - | - |
| Borrowings/ repayments | 68 | - | - | - | - |
| Dividend paid | $(1,844)$ | $(3,458)$ | $(4,611)$ | $(5,763)$ | $(6,916)$ |
| Interest paid | $(312)$ | $(49)$ | $(87)$ | $(41)$ | $(41)$ |
| CF from financing | $(\mathbf{2 , 0 8 8 )}$ | $(\mathbf{3 , 5 0 7 )}$ | $\mathbf{( 4 , 6 9 7 )}$ | $(5,804)$ | $(\mathbf{6 , 9 5 7 )}$ |
| Net increase/decrease in cash | 72 | 1,474 | 2,094 | 4,643 | 3,122 |
| Cash at beginning of the year | 3,582 | 3,654 | 4,250 | 6,345 | 10,988 |
| Cash at the end of the year | $\mathbf{3 , 6 5 4}$ | $\mathbf{5 , 1 2 8}$ | $\mathbf{6 , 3 4 5}$ | $\mathbf{1 0 , 9 8 8}$ | $\mathbf{1 4 , 1 1 0}$ |

Source: Company, Centrum Research Estimates
Exhibit 52: Key Ratios

| Y/E March | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Margin ratios (\%) |  |  |  |  |  |
| EBIDTA Margins | 70.9 | 75.1 | 78.7 | 77.7 | 77.8 |
| PBIT Margins | 49.7 | 53.0 | 53.0 | 59.2 | 60.1 |
| PBT Margins | 54.8 | 55.1 | 55.1 | 61.8 | 62.8 |
| PAT Margins | 35.4 | 35.8 | 36.0 | 40.6 | 41.3 |
| Growth ratios (\%) |  |  |  |  |  |
| Revenues | 19.5 | 39.8 | 36.9 | 11.6 | 15.6 |
| EBIDTA | 23.3 | 48.1 | 43.5 | 10.1 | 15.8 |
| Net Profit | 12.8 | 41.2 | 37.6 | 26.1 | 17.6 |
| Return Ratios (\%) |  |  |  |  |  |
| ROCE | 20.7 | 26.1 | 33.0 | 37.0 | 38.1 |
| RoIC | 23.9 | 34.6 | 47.9 | 67.3 | 75.9 |
| ROE | 23.4 | 29.0 | 35.6 | 39.3 | 40.2 |
| Turnover Ratios |  |  |  |  |  |
| Average collection period(days) | 86.0 | 82.7 | 85.2 | 80.8 | 85.4 |
| Average payment period (days) | 82.8 | 61.2 | 55.8 | 49.8 | 45.5 |
| Working Capital Cycle (days) | 3.3 | 21.5 | 29.4 | 31.1 | 40.0 |
| Per Share (Rs) |  |  |  |  |  |
| EPS | 9.3 | 13.2 | 18.2 | 22.9 | 26.9 |
| CEPS | 14.9 | 21.3 | 31.1 | 33.3 | 38.4 |
| Book Value | 43.2 | 47.8 | 54.1 | 62.3 | 71.7 |
| Dividend | 2.5 | 7.5 | 10.0 | 12.5 | 15.0 |
| Valuations (x) |  |  |  |  |  |
| PER | 46.3 | 32.8 | 23.8 | 18.9 | 16.1 |
| P/BV | 10.0 | 9.0 | 8.0 | 6.9 | 6.0 |
| EV/EBIDTA | 22.8 | 15.3 | 10.5 | 9.3 | 7.8 |
| EV/Sales | 16.1 | 11.5 | 8.3 | 7.2 | 6.1 |
| M-cap/Sales | 16.4 | 11.7 | 8.6 | 7.7 | 6.7 |

[^12]
## Zee Entertainment Enterprises Ltd

Exhibit 53: Income Statement

| Y/E March (Rsmn) | FY09 | FY10E | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Net Sales | 21,773 | 21,998 | 29,200 | 32,289 | 35,962 |
| Growth (\%) | 18.6 | 1.0 | 32.7 | 10.6 | 11.4 |
| Cost of Revenues | 9,810 | 9,452 | 13,620 | 15,034 | 16,424 |
| \% of Sales | 45.1 | 43.0 | 46.6 | 46.6 | 45.7 |
| Employee Cost | 2,031 | 1,963 | 2,501 | 2,979 | 3,500 |
| \%of Sales | 9.3 | 8.9 | 8.6 | 9.2 | 9.7 |
| Admin \& other expenses | 4,452 | 4,448 | 5,113 | 5,531 | 6,027 |
| \% of sales | 20.4 | 20.2 | 17.5 | 17.1 | 16.8 |
| EBIDTA | $\mathbf{5 , 4 8 0}$ | $\mathbf{6 , 1 3 5}$ | $\mathbf{7 , 9 6 6}$ | $\mathbf{8 , 7 4 5}$ | $\mathbf{1 0 , 0 1 1}$ |
| EBIDTA Margins (\%) | 25.2 | 27.9 | 27.3 | 27.1 | 27.8 |
| Depreciation | 310 | 285 | 280 | 320 | 345 |
| PBIT | 5,170 | 5,849 | 7,686 | 8,425 | 9,666 |
| Interest expenses | 1,339 | 331 | 75 | 90 | 95 |
| PBT for operations | 3,831 | 5,518 | 7,611 | 8,335 | 9,571 |
| Other non operating income | 1,572 | 1,220 | 820 | 950 | 1,120 |
| PBT before extra-ordinary items | 5,403 | 6,738 | 8,431 | 9,285 | 10,691 |
| Extra-ordinary income/(exp.) | 1,451 | 1,637 | - | - | - |
| PBT | 6,854 | 8,375 | 8,431 | 9,285 | 10,691 |
| Provision for tax | 1,633 | 2,209 | 2,782 | 3,064 | 3,528 |
| Effective tax rate (\%) | 23.8 | 26.4 | 33.0 | 33.0 | 33.0 |
| Reported Profit before MI | 5,221 | 6,166 | 5,649 | 6,221 | 7,163 |
| Minority interest | 100 | $(212)$ | - | - | - |
| Reported PAT after MI | 5,124 | 6,344 | 5,649 | 6,221 | 7,163 |
| Recurring PAT | $\mathbf{3 , 6 7 3}$ | $\mathbf{4 , 7 0 8}$ | $\mathbf{5 , 6 4 9}$ | $\mathbf{6 , 2 2 1}$ | $\mathbf{7 , 1 6 3}$ |

Source: Company, Centrum Research Estimates

Exhibit 54: Balance Sheet

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Share Capital | 434 | 489 | 978 | 978 | 978 |
| Reserves \& Surplus | 33,561 | 37,811 | 41,484 | 45,417 | 50,291 |
| Total Shareholders Funds | 33,995 | 38,300 | 42,462 | 46,395 | 51,269 |
| Minority Interest | 948 | $(22)$ | $(22)$ | $(22)$ | $(22)$ |
| Loan Funds | 5,757 | 1,195 | 1,118 | 1,118 | 1,118 |
| Deferred Tax Liab | - | - | - | - | - |
| Total Capital Employed | $\mathbf{4 0 , 7 0 0}$ | $\mathbf{3 9 , 4 7 2}$ | $\mathbf{4 3 , 5 5 8}$ | $\mathbf{4 7 , 4 9 0}$ | $\mathbf{5 2 , 3 6 5}$ |
| Gross Block | 18,932 | 19,980 | 22,195 | 23,195 | 23,945 |
| Less:- Accumulated Dep. | 1,508 | 1,501 | 1,781 | 2,101 | 2,446 |
| Net Block | 17,423 | 18,479 | 20,414 | 21,094 | 21,499 |
| Capital WIP | 669 | 1,108 | 600 | 600 | 300 |
| Total assets | 18,093 | 19,587 | 21,014 | 21,694 | 21,799 |
| Differed tax asset | 113 | 133 | 133 | 133 | 133 |
| Investments | 1,271 | 3,203 | 3,203 | 3,203 | 3,203 |
| Inventory | 44 | 42 | 75 | 80 | 90 |
| Debtors | 6,437 | 7,488 | 8,760 | 9,687 | 10,789 |
| Loans \& advances | 14,087 | 6,323 | 7,300 | 7,749 | 8,631 |
| Programming \& film rights | 4,532 | 4,673 | 5,100 | 5,350 | 5,600 |
| Cash \& bank balances | 1,926 | 5,864 | 7,473 | 9,858 | 13,222 |
| Total current assets | 27,026 | 24,389 | 28,708 | 32,724 | 38,331 |
| Current liabilities \& provisions | 5,803 | 7,840 | 9,499 | 10,263 | 11,101 |
| Net current assets | 21,223 | 16,549 | 19,209 | 22,461 | 27,230 |
| Misc Expenditure | 0 | 0 | - | - | - |
| Total | $\mathbf{0 0 , 7 0 0}$ | $\mathbf{3 9 , 4 7 2}$ | $\mathbf{4 3 , 5 5 8}$ | $\mathbf{4 7 , 4 9 0}$ | $\mathbf{5 2 , 3 6 5}$ |

Source: Company, Centrum Research Estimates

Exhibit 55: Cash flow

| Y/E March (Rsmn) | FY09 | FY10 | FY11E | FY12E | FY13E |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Cash flows from operating |  |  |  |  |  |
| Profit before tax | 5,403 | 6,738 | 8,431 | 9,285 | 10,691 |
| Depreciation \& amortisation | 310 | 285 | 280 | 320 | 345 |
| Others | 882 | 134 | (255) | (860) | $(1,025)$ |
| Op. charges before WC changes | 6,596 | 7,158 | 8,456 | 8,745 | 10,011 |
| Working capital changes | $(4,837)$ | 8,612 | $(1,051)$ | (868) | $(1,405)$ |
| Cash inflow from operations | 1,759 | 15,769 | 7,406 | 7,878 | 8,606 |
| Income tax paid | (757) | $(2,209)$ | $(2,782)$ | $(3,064)$ | $(3,528)$ |
| Net cash inflow from operations | 1,002 | 13,560 | 4,623 | 4,813 | 5,078 |
| Cash flows from investing |  |  |  |  |  |
| Capex | (594) | $(1,487)$ | $(1,707)$ | $(1,000)$ | (450) |
| Investments | $(3,278)$ | $(1,932)$ | - | - |  |
| Other Income | 3,075 | 1,220 | 820 | 950 | 1,120 |
| Cash from investment | (798) | $(2,199)$ | (887) | (50) | 670 |
| Cash flow from financing |  |  |  |  |  |
| Procds from sh. capital \& premium (net of issue exp) | 0 | 55 | - |  |  |
| Minority Interest | (20) | - | - | - |  |
| Borrowings/ repayments | 1,958 | $(4,562)$ | (77) | - |  |
| dividend paid | $(1,016)$ | $(2,272)$ | $(2,289)$ | $(2,289)$ | $(2,289)$ |
| Interest paid | (852) | (331) | (75) | (90) | (95) |
| Cash from financing | 71 | $(7,111)$ | $(2,440)$ | $(2,379)$ | $(2,384)$ |
| Net increase/decrease in cash \& cash equivalents | 274 | 4,251 | 1,296 | 2,385 | 3,364 |
| Cash \& cash equivalents at begin. of the yr | 1,652 | 1,926 | 6,177 | 7,473 | 9,858 |
| Exceptions | - | - | - | - |  |
| Cash at the end of the year | 1,926 | 6,177 | 7,473 | 9,858 | 13,222 |

Source: Company, Centrum Research Estimates
Exhibit 56: Key Ratios

| Y/E March | FY09 | FY10 | FY11E | FY12E | FY13E |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Margin ratios (\%) |  |  |  |  |  |
| EBIDTA Margins | 25.2 | 27.9 | 27.3 | 27.1 | 27.8 |
| PBIT Margins | 23.7 | 26.6 | 26.3 | 26.1 | 26.9 |
| PBT Margins | 24.8 | 30.6 | 28.9 | 28.8 | 29.7 |
| PAT Margins | 17.3 | 20.6 | 19.3 | 19.3 | 19.9 |
| Growth ratios (\%) |  |  |  |  |  |
| Revenues | 18.6 | 1.0 | 32.7 | 10.6 | 11.4 |
| EBIDTA | 1.1 | 11.9 | 29.9 | 9.8 | 14.5 |
| Recurring Net Profit | $(4.8)$ | 28.2 | 20.0 | 10.1 | 15.1 |
| Return Ratios (\%) |  |  |  |  |  |
| ROCE | 9.7 | 10.9 | 11.8 | 11.9 | 12.4 |
| RoIC | 15.5 | 17.0 | 22.9 | 23.7 | 26.1 |
| ROE | 11.1 | 11.8 | 13.3 | 13.4 | 14.0 |
| Turnover Ratios |  |  |  |  |  |
| Average collection period(days) | 108 | 124 | 110 | 110 | 110 |
| Average payment period (days) | 97 | 124 | 110 | 110 | 110 |
| Working Capital Cycle (days) | 13 | 2 | 2 | 2 | 2 |
| Per Share (Rs) |  |  |  |  |  |
| Recurring EPS | 3.8 | 4.8 | 5.8 | 6.4 | 7.3 |
| Recurring CEPS | 4.2 | 4.9 | 6.1 | 6.7 | 7.7 |
| Book Value | 34.8 | 39.2 | 43.4 | 47.4 | 52.4 |
| Dividend | 0.9 | 2.0 | 2.0 | 2.0 | 2.0 |
| Valuations (x) |  |  |  |  |  |
| PER | 33.3 | 26.0 | 21.6 | 19.7 | 17.1 |
| P/BV | 3.6 | 3.2 | 2.9 | 2.6 | 2.4 |
| EV/EBIDTA | 22.8 | 18.6 | 14.1 | 12.6 | 10.7 |
| EV/Sales | 5.7 | 5.2 | 3.9 | 3.4 | 3.0 |
| M-cap/Sales | 5.6 | 5.6 | 4.2 | 3.8 | 3.4 |
| Source:Compan |  |  |  |  |  |

[^13]
## Appendix A

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[^0]:    Source: TAM, DNA Bollywood Mad,Dec 262010

[^1]:    Source: TAM Adex

[^2]:    Source: RAM Radio Consumption Behaviour Study 2010

[^3]:    Source: RAM Radio Establishment Survey Universe Update 2011

[^4]:    Source: Cinemax

[^5]:    Source: Member Community Category Reach over last 12 months

[^6]:    Source: Company, Centrum Research Estimates

[^7]:    Source: Company, Centrum Research Estimates

[^8]:    Source: Company, Centrum Research Estimates

[^9]:    Source: Company, Centrum Research Estimates

[^10]:    Source: Company, Centrum Research Estimates

[^11]:    Source: Company, Centrum Research Estimates

[^12]:    Source: Company, Centrum Research Estimates

[^13]:    Source: Company, Centrum Research Estimates

