## Good quarter, profitability to hit ahead

MindTree reported good growth of $5.7 \%$ QoQ in dollar revenue. Higher other income (forex gain) led to report higher than consensus PAT of Rs545mn and EPS of Rs13.4. The outlook for the IT services is robust but investments in NIW business will affect the profitability in FY11.

## Growth led by realisation increase but margin decline

Revenue grew $3.8 \%$ QoQ to Rs3,444mn (PINCe Rs3445mn, consensus est. Rs3,361mn) largely led by improvement in realisation (6.5\%QoQ offshore and 4\%QoQ onsite). IT Services grew strongly by $8.2 \%$ QoQ to Rs1,835mn but Product Engineering Services declined $0.8 \%$ QoQ to Rs1,608mn. EBITDA margin declined $\sim 150 \mathrm{bpsQoQ}$ to $18.4 \%$ due to currency appreciation, change in leave policy and investments in business. Forex gain was Rs165mn vs. Rs174mn in Q3.
BFSI and travel, ADM and IMS outperform
BFSI grew 15.7\%QoQ and travel \& transportation grew strongly by $20.1 \%$ QoQ; these two verticals will be primary growth drivers in FY11. Manufacturing grew 9.3\%QoQ but it is expected to show modest growth. Application development, PI and IMS grew 7.6\%, 20.9\% and 17.2\%QoQ, respectively.

## Increased investments in NIW business

MindTree plans to invest USD10-11mn in H1FY11 into product development of mobile phones to cater to the India and the US market. The product is expected to be launched in H2FY11.

## Outlook and recommendation

The growth in IT and R\&D services is likely to be robust due to improvement in the discretionary IT spending ahead. But there will be pressure on margins due to investments in NIW business. Also, the product launch of high-end smartphone may delay or not result in expected outcome in a highly competitive market. From the date of initiating the coverage, the stock has risen 21\% but incrementally the earnings are not likely to upgrade due to investments in NIW business and wage inflation higher than the industry average, which will put pressure on margins. We downgrade the rating from 'BUY' to 'HOLD' with a target price of Rs650 based on target PER multiple of $12 x$ FY12E.

| KEY FINANCIALS (Rs mn) |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | FY08 | FYO9 | FY10 | FY11E | FY12E |
| Net Sales | 7,398 | 12,375 | 12,960 | 15,188 | 18,806 |
| YoY Gr.(\%) | $25.3 \%$ | $67.3 \%$ | $4.7 \%$ | $17.2 \%$ | $23.8 \%$ |
| Op. Profit | 1,254 | 3,309 | 2,456 | 2,560 | 3,087 |
| Op. Marg.(\%) | $16.9 \%$ | $26.7 \%$ | $18.9 \%$ | $16.9 \%$ | $16.4 \%$ |
| Adj. Net Profit | 1,033 | 523 | 2,149 | 1,917 | 2,215 |
| YoY Gr.(\%) | $14.7 \%$ | $-49.4 \%$ | $310.8 \%$ | $-10.8 \%$ | $15.5 \%$ |
| KEY RATIOS |  |  |  |  |  |
| Dil. EPS (Rs) | 26.5 | 13.7 | 52.8 | 47.1 | 54.4 |
| ROCE (\%) | 14.4 | 37.9 | 26.8 | 20.6 | 19.8 |
| RoE (\%) | 19.4 | 9.5 | 32.0 | 22.1 | 20.4 |
| PER (x) | 23.3 | 46.2 | 11.7 | 13.1 | 11.3 |
| EV/ Net Sales (x) | 3.6 | 2.3 | 2.0 | 1.7 | 1.4 |
| EV /EBDITA (x) | 21.5 | 8.7 | 10.6 | 10.2 | 8.4 |

Rohit Kumar Anand
rohit.anand@pinc.co.in
+91-22-66186372

Karan Taurani
karan.taurani@pinc.co.in
+91-22-6618 6382

QUARTERLY SNAPSHOT
(Rs mn)

|  | Quarter Ended |  |  |
| :--- | ---: | ---: | ---: |
|  | Sep-09 | Dec-09 | Mar-10 |
| Net sales | 3,150 | 3,318 | 3,444 |
| YoY Gr.(\%) | 23.7 | -21.5 | 1.9 |
| Op.Profit | 659 | 657 | 632 |
| OPM(\%) | 20.9 | 19.8 | 18.4 |
| Adj.Net Profit | 499 | 538 | 545 |
| YoY Gr. (\%) | 35.8 | 487.3 | 162.5 |

STOCK DATA

| Market cap | Rs26,006mn |
| :--- | ---: |
| Book Value per share | Rs165 |
| Shares O/S | 40.7 mn |
| Free Float | $42 \%$ |
| Avg Trade Value (6 months) | Rs85mn |
| 52 week High/Low | $730 / 236$ |
| Bloomberg Code | MTCL IN |
| Reuters Code | MINT.BO |
|  |  |
|  |  |
|  |  |
| PERFORMANCE (\%) |  |
|  |  |
|  |  |
| Absolute | 1 M |
| Relative | 3.2 |
|  | 12.7 |
|  | 5.8 |
|  | 5.7 |

RELATIVE PERFORMANCE


Exhibit 1 - Quarterly performance
Q4FY09 Q3FY10 Consensus Q4FY10(PINC EST) Q4FY10 QoQ YoY Variance(PINC VS ACTUAL)

## Rs mn except EPS

| Revenue (USDmn) | 63.3 | 70.4 | - | 74.7 | 74.5 | $5.8 \%$ | $17.7 \%$ | $-0.3 \%$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Revenue | 3,381 | 3,318 | 3,361 | 3,445 | 3,444 | $3.8 \%$ | $1.9 \%$ | $0.0 \%$ |
|  |  |  |  |  |  |  |  |  |
| EBITDA | 865 | 657 | 665 | 673 | 632 | $-3.8 \%$ | $-26.9 \%$ | $-6.0 \%$ |
| EBITDA Margin | $25.6 \%$ | $19.8 \%$ | $19.8 \%$ | $19.5 \%$ | $18.4 \%$ | -144 | bps | -722 bps |
| Pre Tax Income | 179 | 691 | 550 | 513 | 665 | $-3.8 \%$ | $270.3 \%$ | -117 bps |
| Tax | -28 | 153 | 64 | 81 | 120 | $-21.7 \%$ | $-527.2 \%$ | $29.5 \%$ |
| Tax Rate | $-16 \%$ | $22 \%$ | $12 \%$ | $16 \%$ | $18 \%$ | -412 bps | 3359 bps | $47.4 \%$ |
| PAT | 184 | 538 | 486 | 432 | 545 | $1.3 \%$ | $196.1 \%$ | 218 bps |
| EPS | 4.8 | 13.3 | 12.9 | 10.6 | 13.4 | $1.1 \%$ | $177.9 \%$ | $26.2 \%$ |
| SOur |  |  |  |  |  |  | $25.9 \%$ |  |

Source: PINC Research, Company

Exhibit 2 - Significant improvement in realisation ( $6.6 \% \mathrm{Q} \mathrm{OQ}$ ) and flattish volumes

|  | Q4FY09 | Q3FY10 | Q4FY10 | QoQ | YoY |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Effort - Service |  |  |  |  |  |
| - Onsite | 285,755 | 293,906 | 305,207 | 3.8\% | 6.8\% |
| - offshore | 2,086,950 | 2,415,428 | 2,380,025 | -1.5\% | 14.0\% |
| Total | 2,372,705 | 2,709,334 | 2,685,232 | -0.9\% | 13.2\% |
| Fee revenue (USDmn) |  |  |  |  |  |
| - Onsite | 18 | 19 | 20.4 | 8.0\% | 12.7\% |
| - offshore | 45 | 50 | 52.3 | 4.8\% | 15.7\% |
| Total | 65.7 | 68.9 | 72.8 | 5.7\% | 10.8\% |
|  |  |  |  |  |  |
| Pricing |  |  |  |  |  |
| Onsite | 63.5 | 64.4 | 67.0 | 4.0\% | 5.5\% |
| Offshore | 21.7 | 20.7 | 22.0 | 6.4\% | 1.5\% |
| Total | 27.7 | 25.4 | 27.1 | 6.6\% | -2.1\% |

Source: PINC Research, Company
Exhibit 3 - Segmental performance - IT Services shown strong growth

|  | Q4FY09 | Q3FY10 | Q4FY10 | Q0Q | YoY |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Revenue (Rs mn) |  |  |  |  |  |
| PE Services | $1,409.1$ | $1,621.7$ | 1,608 | $-0.8 \%$ | $14.1 \%$ |
| IT Services | 1,972 | 1,697 | 1,836 | $8.2 \%$ | $-6.9 \%$ |
|  |  |  |  |  |  |
| Operating Income |  |  |  |  |  |
| PE Services | 425 | 384 | 283 | $-26.4 \%$ | $-33.5 \%$ |
| IT Services | 452 | 245 | 312 | $27.6 \%$ | $-30.9 \%$ |

## Operating Margin

| PE Services | $30.2 \%$ | $23.7 \%$ | $17.6 \%$ | -611 bps | -1259 bps |
| :--- | :--- | :--- | :--- | :--- | ---: |
| IT Services | $22.9 \%$ | $14.4 \%$ | $17.0 \%$ | 259 bps | -590 bps |

Contribution to revenue

| PE Services | $41.7 \%$ | $48.9 \%$ | $46.7 \%$ | -217 bps | 502 bps |
| :--- | :--- | :--- | :--- | :--- | :--- |
| IT Services | $58.3 \%$ | $51.1 \%$ | $53.3 \%$ | 217 bps | -502 bps |

Source: PINC Research, Company

US grew 3.2\%QoQ and Europe grew 7.5\%QoQ...

Application development grew strongly by $7.6 \% Q o Q$ and package implementation grew 20.9\% on a small base, signaling uptick in discretionary spending...

IMS should pick up due to 7strata acquisition and overall increase in the IMS market...

A few projects won in Q4 and project ramp ups happened in FPP, leading to overall 650bps increase in FPP revenue...

Exhibit 4 - Growth from all geographies

| By Geography | Q4FY09 | Q3FY10 | Q4FY10 | QoQ | YoY |
| :--- | ---: | ---: | ---: | ---: | ---: |
| North America | 43.4 | 45.3 | 46.8 | $3.2 \%$ | $7.7 \%$ |
| Europe | 10.0 | 13.0 | 13.9 | $7.5 \%$ | $39.3 \%$ |
| India | 5.1 | 4.5 | 4.7 | $4.2 \%$ | $-7.3 \%$ |
| Rest of World | 4.8 | 7.6 | 9.1 | $19.5 \%$ | $88.9 \%$ |
| Total | 63.3 | 70.4 | $\mathbf{7 4 . 5}$ | $\mathbf{5 . 8} \%$ | $\mathbf{1 7 . 7} \%$ |

## as $\%$ of Total

| US | $68.6 \%$ | $64.4 \%$ | $62.8 \%$ | -160 bps | -580 bps |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Europe | $15.8 \%$ | $18.4 \%$ | $18.7 \%$ | 30 bps | 290 bps |
| India | $8.0 \%$ | $6.4 \%$ | $6.3 \%$ | -10 bps | -170 bps |
| Rest of World | $7.6 \%$ | $10.8 \%$ | $12.2 \%$ | 140 bps | 460 bps |

Source: PINC Research, Company

| By Service Offerings | Q4FY09 | Q3FY10 | Q4FY10 | QoQ | YoY |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Development | 29.4 | 36.5 | 39.3 | 7.6\% | 33.4\% |
| Maintenance | 15.2 | 14.6 | 14.1 | -3.9\% | -7.3\% |
| Consulting | 2.3 | 1.8 | 1.9 | 5.8\% | -20.5\% |
| Package Implementation | 2.2 | 3.0 | 3.6 | 20.9\% | 61.4\% |
| Independent Testing | 12.0 | 12.0 | 12.7 | 5.8\% | 5.3\% |
| Infrastructure Management \& Tech Support | 2.1 | 2.6 | 3.1 | 17.2\% | 46.2\% |
| Total | 63.3 | 70.4 | 74.5 | 5.8\% | 17.7\% |


| as \% of Total |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Development | $46.5 \%$ | $51.8 \%$ | $52.7 \%$ | 90 bps | 620 bps |
| Maintenance | $24.0 \%$ | $20.8 \%$ | $18.9 \%$ | -190 bps | -510 bps |
| Consulting | $3.7 \%$ | $2.5 \%$ | $2.5 \%$ | 0 bps | -120 bps |
| Package Implementation | $3.5 \%$ | $4.2 \%$ | $4.8 \%$ | 60 bps | 130 bps |
| Independent Testing | $19.0 \%$ | $17.0 \%$ | $17.0 \%$ | 0 bps | -200 bps |
| Infrastructure Management \& Tech Support | $3.3 \%$ | $3.7 \%$ | $4.1 \%$ | 40 bps | 80 bps |

Source: PINC Research, Company

Exhibit 6 - Sharp increase in FPP revenue

|  | Q4FY09 | Q3FY10 | Q4FY10 | Q0Q | YoY |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Revenue by Project Type | 10.6 | 17.4 | 23.2 | $33.7 \%$ | $118.5 \%$ |
| Fixed Price | 52.7 | 53.0 | 51.3 | $-3.3 \%$ | $-2.7 \%$ |
| Time \& Material | 63.3 | 70.4 | 74.5 | $5.8 \%$ | $17.7 \%$ |
| Total |  |  |  |  |  |
|  |  |  |  |  |  |
| \% of Total Revenue | $16.8 \%$ | $24.7 \%$ | $31.2 \%$ | 650 bps | 1440 bps |
| Fixed Price | $83.2 \%$ | $75.3 \%$ | $68.8 \%$ | -650 bps | -1440 bps |
| Time \& Material |  |  |  |  |  |

BFSI and travel will continue to perform good in FY11

R\&D Services will pick up in H2FY11...

Exhibit 7-BFSI and Travel lead the pack

| By Industry | Q4FY09 | Q3FY10 | Q4FY10 | QoQ | YoY |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Manufacturing | 14.6 | 8.5 | 9.3 | 9.3\% | -36.3\% |
| BFSI | 15.1 | 11.3 | 13.0 | 15.7\% | -13.8\% |
| Travel and Transportation | 12.2 | 8.9 | 10.7 | 20.1\% | -12.4\% |
| R\&D Services (RDS) | 0.0 | 10.1 | 10.7 | 5.8\% | - |
| Software Product Engineering (SPE) | 0.0 | 19.6 | 19.4 | -0.7\% | - |
| MindTree Wireless Products | 0.0 | 4.7 | 4.6 | -2.1\% |  |
| Others | 0.0 | 7.3 | 6.7 | -8.4\% | - |
| Total | 63.3 | 70.4 | 74.5 | 5.8\% | 17.7\% |
| as \% of Total |  |  |  |  |  |
| Manufacturing | 23.1\% | 12.1\% | 12.5\% | 40 bps | -1060 bps |
| BFSI | 23.9\% | 16.0\% | 17.5\% | 150 bps | -640 bps |
| Travel and Transportation | 19.2\% | 12.6\% | 14.3\% | 170 bps | -490 bps |
| R\&D Services (RDS) | 0.0\% | 14.4\% | 14.4\% | 0 bps | 1440 bps |
| Software Product Engineering (SPE) | 0.0\% | 27.8\% | 26.1\% | $-170 \mathrm{bps}$ | 2610 bps |
| MindTree Wireless Products | 0.0\% | 6.7\% | 6.2\% | -50 bps | 620 bps |
| Others | 0.0\% | 10.4\% | 9.0\% | -140 bps | 900 bps |

Source: PINC Research, Company

Exhibit 8 - Ex-10 clients grew better than top 10 clients

| Client Concentration | Q4FY09 | Q3FY10 | Q4FY10 | Q0Q | YoY |
| :--- | ---: | ---: | ---: | ---: | ---: |
| US $1 \mathrm{mn}+$ | 64 | 58 | 60 | $3.4 \%$ | $-6.3 \%$ |
| US $\$ 5 \mathrm{mn}+$ | 13 | 13 | 13 | $0.0 \%$ | $0.0 \%$ |
| US $\$ 10 \mathrm{mn}+$ | 3 | 5 | 5 | $0.0 \%$ | $66.7 \%$ |
| Fortune 500 accounts | 37 | 40 | 40 | $0.0 \%$ | $8.1 \%$ |
| New client added | 22 | 35 | 27 | $-22.9 \%$ | $22.7 \%$ |
| Repeat Business | $99.2 \%$ | $98.2 \%$ | $99.1 \%$ | -2150 bps | -1930 bps |
| DSO | 70 | 65 | 68 |  |  |


| USD mn | Q4FY09 | Q3FY10 | Q4FY10 | Q0Q | YoY |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Top client | 4.2 | 5.1 | 5.4 | $5.8 \%$ | $26.4 \%$ |
| Top 5 clients | 15.6 | 20.0 | 20.8 | $3.9 \%$ | $33.4 \%$ |
| Top 10 clients | 23.6 | 28.5 | 29.8 | $4.5 \%$ | $26.5 \%$ |
| Non Top 10 | 39.8 | 41.9 | 44.7 | $6.7 \%$ | $12.4 \%$ |
| Total | 63.3 | 70.4 | 74.5 | $5.8 \%$ | $17.7 \%$ |
|  |  |  |  |  |  |
| Top client | $6.7 \%$ | $7.2 \%$ | $7.2 \%$ | 0 bps | 50 bps |
| Top 5 clients | $24.6 \%$ | $28.4 \%$ | $27.9 \%$ | -50 bps | 330 bps |
| Top 10 clients | $37.2 \%$ | $40.5 \%$ | $40.0 \%$ | -50 bps | 280 bps |

[^0]| Exhibit 9 - Improved net addition but attrition increased sharply |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Employee metrics | Q4FY09 | Q3FY10 | Q4FY10 | Q0Q | YoY |
| Total employees | 7,866 | 8,127 | 8,297 | $2.1 \%$ | $5.5 \%$ |
| Software Professionals | 7,281 | 7,460 | 7,651 | $2.6 \%$ | $5.1 \%$ |
| Sales \& support | 585 | 667 | 646 | $-3.1 \%$ | $10.4 \%$ |
| Gross addition | 539 | 462 | 668 | $44.6 \%$ | $23.9 \%$ |
| Net addition | 217 | 41 | 170 | $314.6 \%$ | $-21.7 \%$ |
| Utilisation |  |  |  |  |  |
| Including trainees | $65.3 \%$ | $71.4 \%$ | $71.4 \%$ | 0.0 | 610.0 |
| Excluding trainees | $67.1 \%$ | $72.9 \%$ | $72.6 \%$ | -30.0 | 500.0 |
| Attrition | $13.7 \%$ | $10.7 \%$ | $14.1 \%$ | $31.8 \%$ | $2.9 \%$ |

Source: PINC Research, Company

| Income Statement |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Year end 31 Mar (Rs mn) | FY08 | FY09 | FY10 | FY11E | FY12E |
| Net sales | 7,398 | 12,375 | 12,960 | 15,188 | 18,806 |
| growth (\%) | 25.3 | 67.3 | 4.7 | 17.2 | 23.8 |
| Gross profit | 2,673 | 5,407 | 4,977 | 5,579 | 6,742 |
| Other operating charges | 1,419 | 2,097 | 2,522 | 3,019 | 3,656 |
| EBITDA | 1,254 | 3,309 | 2,456 | 2,560 | 3,087 |
| growth (\%) | 14.4 | 163.9 | -25.8 | 4.2 | 20.6 |
| Depreciation | 356 | 570 | 652 | 778 | 936 |
| Other income | 238 | $(1,974)$ | 770 | 200 | 350 |
| EBIT | 1,177 | 766 | 2,574 | 2,282 | 2,701 |
| Interest paid | 59 | 162 | 27 | 0 | 0 |
| Pre-tax profit (before Elo items) | 1,118 | 604 | 2,547 | 2,282 | 2,701 |
| Tax Provision | 85 | 67 | 398 | 365 | 486 |
| E/o loss / (Income) | 0 | 41 | 0 | 0 | 0 |
| Net profit | 1,033 | 537 | 2,149 | 1,917 | 2,215 |
| Adjusted net profit | 1,033 | 523 | 2,149 | 1,917 | 2,215 |
| growth (\%) | 14.7 | -49.4 | 310.8 | -10.8 | 15.5 |
| Diluted EPS (Rs) | 26.5 | 13.7 | 52.8 | 47.1 | 54.4 |
| Diluted EPS Growth (\%) | -4.3 | -48.3 | 285.3 | -10.8 | 15.5 |


| Balance Sheet |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Year end 31 Mar (Rs mn) | FY08 | FY09 | FY10 | FY11E | FY12E |
| Equity Share capital | 379 | 380 | 395 | 395 | 395 |
| Reserves \& surplus | 4,952 | 5,133 | 6,311 | 8,265 | 10,480 |
| Shareholders' funds | 5,331 | 5,513 | 6,706 | 8,660 | $\mathbf{1 0 , 8 7 5}$ |
| Minorities interests | 0 | 328 | 0 | 0 | 0 |
| Total Debt | 919 | 1,394 | 31 | 0 | 0 |
| Capital Employed | $\mathbf{6 , 2 5 0}$ | $\mathbf{7 , 2 3 4}$ | $\mathbf{6 , 7 3 7}$ | 8,660 | $\mathbf{1 0 , 8 7 5}$ |
| Net fixed assets | 2,840 | 4,422 | 3,013 | 3,629 | 4,082 |
| Net Current Assets (excl Cash \& Cash eq.) | 1,373 | 1,121 | 1,715 | 2,746 | 3,400 |
| Cash \& Cash Eq. | 553 | 488 | 523 | 799 | 1,906 |
| Investments | 1,395 | 1,013 | 1,272 | 1,272 | 1,272 |
| Net Deferred Tax Assets | 90 | 190 | 214 | 214 | 214 |
| Total assets | $\mathbf{6 , 2 5 0}$ | $\mathbf{7 , 2 3 4}$ | $\mathbf{6 , 7 3 7}$ | $\mathbf{8 , 6 6 0}$ | $\mathbf{1 0 , 8 7 5}$ |

## P/E Band

## 1-year fwd PER



| Cash Flow Statement |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Year end 31 Mar (Rs mn) | FY08 | FY09 | FY10 | FY11E | FY12E |
| Pre-tax profit | 1,118 | 604 | 2,547 | 2,282 | 2,701 |
| Depreciation | 356 | 570 | 652 | 778 | 936 |
| Total tax paid | $(188)$ | $(287)$ | $(685)$ | $(365)$ | $(486)$ |
| Chg in working capital | $(252)$ | $(668)$ | 892 | $(1,089)$ | $(727)$ |
| Other operating activities | $(122)$ | 1,579 | $(1,134)$ | $(200)$ | $(350)$ |
| Cash flow from operations (a) | 912 | 1,798 | 2,273 | 1,406 | 2,074 |
| Capital expenditure | $(2,176)$ | $(369)$ | $(473)$ | $(1,337)$ | $(1,316)$ |
| Chg in investments | 845 | 1,003 | $(248)$ | 0 | 0 |
| Other investing activities | $(170)$ | $(2,857)$ | $(242)$ | 200 | 350 |
| Cash flow from investing (b) | $(1,501)$ | $(2,224)$ | $\mathbf{( 9 6 4 )}$ | $(1,137)$ | $\mathbf{( 9 6 6 )}$ |
| Free cash flow (a+b) | $\mathbf{( 5 8 8 )}$ | $(426)$ | 1,309 | 269 | 1,107 |
| Equity raised/(repaid) | $(119)$ | 6 | 94 | 0 | 0 |
| Debt raised/(repaid) | 662 | 507 | $(1,363)$ | $(31)$ | 0 |
| Change in Minorities Interest | $(23)$ | $(38)$ | 0 | 0 | 0 |
| Dividend (incl. tax) | $(88)$ | $(90)$ | $(46)$ | $(118)$ | $(118)$ |
| Other financing activities | $(59)$ | $(159)$ | $(27)$ | 0 | 0 |
| Cash flow from financing (c) | 373 | 226 | $(1,342)$ | $(148)$ | $(118)$ |
| Net chg in cash (a+b+c) | $(215)$ | $(200)$ | $(33)$ | 120 | 990 |


| Key ratios |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Year end 31 Mar (Rs mn) | FY08 | FY09 | FY10 | FY11E | FY12E |
| OPM (\%) | 16.9 | 26.7 | 18.9 | 16.9 | 16.4 |
| Net margin (\%) | 14.0 | 4.2 | 16.6 | 12.6 | 11.8 |
| Yield (\%) | 0.4 | 0.4 | 0.5 | 0.5 | 0.5 |
| Net debt/Equity (x) | 17.2 | 23.6 | 0.0 | 0.0 | 0.0 |
| Net Working Capital (days) | 79 | 37 | 55 | 73 | 73 |
| Asset turnover (x) | 0.3 | 0.3 | 0.3 | 0.2 | 0.2 |
| ROCE (\%) | 14.4 | 37.9 | 26.8 | 20.6 | 19.8 |
| RoE (\%) | 19.4 | 9.5 | 32.0 | 22.1 | 20.4 |
| EV/Net sales (x) | 3.6 | 2.3 | 2.0 | 1.7 | 1.4 |
| EV/EBITDA (x) | 21.5 | 8.7 | 10.6 | 10.2 | 8.4 |
| PER (x) | 23.3 | 46.2 | 11.7 | 13.1 | 11.3 |
| Price/Book (x) | 4.7 | 4.4 | 3.9 | 3.0 | 2.4 |



| T E A M |  |  |  |
| :---: | :---: | :---: | :---: |
| EQUITY DESK |  |  |  |
| Sadanand Raje | Head - Institutional Sales Technical Analyst | sadanand.raje@pinc.co.in | 91-22-6618 6366 |
| RESEARCH |  |  |  |
| Vineet Hetamasaria, CFA | Auto, Cement | vineet.hetamasaria@pinc.co.in | 91-22-6618 6388 |
| Nikhil Deshpande | Auto, Auto Ancillary | nikhil.deshpande@pinc.co.in | 91-22-6618 6339 |
| Vinod Nair | Construction, Power | vinod.nair@pinc.co.in | 91-22-6618 6379 |
| Subramaniam Yadav | Construction | subramaniam.yadav@pinc.co.in | 91-22-6618 6371 |
| Madhura Joshi | Power | madhura.joshi@pinc.co.in | 91-22-6618 6395 |
| Satish Mishra | Fertiliser, Engineering | satish.mishra@pinc.co.in | 91-22-6618 6488 |
| Rohit Kumar Anand | IT Services | rohit.anand@pinc.co.in | 91-22-6618 6372 |
| Karan Taurani | IT Services | karan.taurani@pinc.co.in | 91-22-6618 6382 |
| Rajesh Kumar Ravi | Logistics, Cement, Ship-building | rajeshkumar.ravi@pinc.co.in | 91-22-6618 6377 |
| Pawan Burde | Metals, Mining | pawan.burde@pinc.co.in | 91-22-6618 6381 |
| Dipti Vijaywargi | Metals, Mining | dipti.vijaywargi @pinc.co.in | 91-22-6618 6393 |
| Harleen Babber | Metals, Mining | harleen.babber@pinc.co.in | 91-22-6618 6389 |
| Vedang V. Bakshi | Natural Gas, Capital Goods | vedang.bakshi@pinc.co.in | 91-22-6618 6394 |
| Chirag Dagli | Pharma, FMCG, Fertiliser | chirag.dagli@pinc.co.in | 91-22-6618 6462 |
| Naveen Trivedi | Pharma, FMCG | naveent@pinc.co.in | 91-22-6618 6384 |

## SALES

| Anil Chaurasia | Equities | anil.chaurasia@pinc.co.in | $91-22-66186483$ |
| :--- | :--- | :--- | :--- |
| Gagan Borana | Equities | gagan.borana@pinc.co.in | $91-22-66186485$ |
| Shailesh Kadam | Derivatives | shaileshk@pinc.co.in | $91-22-66186349$ |
| Ganesh Gokhale | Derivatives | ganeshg@pinc.co.in | $91-22-66186350$ |

## DEALING

| Amar Margaje | amar.margaje@pinc.co.in | $91-22-66186327$ |
| :--- | :--- | :--- |
| Ashok Savla | ashok.savla@pinc.co.in | $91-22-66186321$ |
| Raju Bhavsar | rajub@pinc.co.in | $91-22-66186301$ |
| Manoj Parmar | manojp@pinc.co.in | $91-22-66186326$ |
| Hasmukh D. Prajapati | hasmukhp@pinc.co.in | $91-22-66186325$ |
| Pratiksha Shah | pratikshas@pinc.co.in | $91-22-66186329$ |

## DIRECTORS

| Gaurang Gandhi | gaurangg@pinc.co.in | $91-22-66186400$ |
| :--- | :--- | :--- |
| Hemang Gandhi | hemangg@pinc.co.in | $91-22-66186400$ |
| Ketan Gandhi | ketang@pinc.co.in | $91-22-66186400$ |



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