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Merrill Lynch

Bharat Parekh >> +91 22 6632 8656

Research Analyst DSP Merrill Lynch (India) bharat_parekh@ml.com

Joseph Jacobelli >> +852 2161 7381

Research Analyst Merrill Lynch (Hong Kong) joseph_jacobelli@ml.com

Amish Shah >> +91 22 6632 8672

Research Analyst DSP Merrill Lynch (India) shah_amish@ml.com

Stock Data

| Price | Rs597.75 |
|-----------------------------|-------------------|
| Investment Opinion | NA to C-2-7 |
| Volatility Risk | HIGH |
| 52-Week Range | Rs390.00-Rs612.95 |
| Mrkt Val / Shares Out (mn) | US\$2,644 / 197.9 |
| Average Daily Volume | 105,031 |
| ML Symbol / Exchange | TPWFF / BSE |
| Bloomberg / Reuters | TPWR IN / TTPW.BO |
| ROE (2007E) | 10.9% |
| Net Dbt to Eqty (Mar-2006A) | 31.8% |
| Est. 5-Yr EPS / DPS Growth | 10.0% / 10.0% |
| Free Float | 67.7% |



Approaching fair value; Down to Neutral

We see limited upside potential

We are downgrading Tata Power (TPC) to Neutral, as a) regulatory challenges should curb growth in core earnings & book value, and b) weak core profitability & capex are seen eroding RoE. While TPC's non-core investment portfolio remains the key stock driver, given the stock is up 38% YTD, we believe the concerns above will limit stock upside (our SOTP value is Rs629, or 4% upside).

Regulatory challenges impact core-Mumbai license

The FY07 regulatory order for TPC's Mumbai area has not only reduced its book value by 3% but also disallowed some expenses, which would have hurt FY07E EPS but for wind capex-driven tax breaks. Moreover, in FY06, TPC was not allowed to recover all its fuel costs, leading to 50% YoY rise in debtors.

Capex & weak core business to maintain pressure on RoE

TPC lacks growth in core earnings as its capex plans announced in the past three years are either running late or uncertain. Consequently, as TPC executes its delayed capex over FY07-10E, RoE would be under pressure. Further, as a quick fix, TPC is setting up diesel generator (DG) sets, which may expose it to the vagaries of oil prices, as the regulator allows only limited fuel cost pass-through. Its capex on wind power (much more v/s RPS obligation @ 5%) also seems to be driven more by tax shelters.

Stock lacks triggers

While TPC's non-core investments and success with the Delhi JV (North Delhi Power) provide some downside protection, the stock lacks triggers in its core business. We see some excitement around the bidding for ultra mega power projects, but that has an event risk. With PE touching an all-time high and RoE falling, the stock is unlikely to yield much return, in our view. Hence, we move to a Neutral stance.

Estimates (Mar)

| . , | | | | | |
|----------------------------|-------|-------|---------|-------|--------|
| (Rs) | 2005A | 2006A | 2007E | 2008E | 2009E |
| Net Income (Adjusted - mn) | 5,513 | 6,105 | 6,265 | 6,596 | 6,791 |
| EPS | 27.86 | 30.85 | 31.66 | 33.33 | 34.32 |
| EPS Change (YoY) | 4.6% | 10.7% | 2.6% | 5.3% | 3.0% |
| Dividend / Share | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Free Cash Flow / Share | 26.05 | 15.30 | (14.14) | 3.14 | (2.36) |

Valuation (Mar)

| | 2005A | 2006A | 2007E | 2008E | 2009E |
|-----------------------|--------|--------|--------|--------|---------|
| P/E | 21.46x | 19.38x | 18.88x | 17.94x | 17.42x |
| Dividend Yield | 1.17% | 1.17% | 1.17% | 1.17% | 1.17% |
| EV / EBITDA* | 13.86x | 15.91x | 15.30x | 13.84x | 12.21x |
| Free Cash Flow Yield* | 4.36% | 2.56% | -2.37% | 0.525% | -0.395% |
| P/BV | 2.33 | 2.15 | 1.99 | 1.79 | 1.62 |

 $^{^{\}star}$ For full definitions of iQmethod $^{\text{SM}}$ measures, see page 16.

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*iQprofile*sm Tata Power

| Key Income Statement Data (Mar) | 2005A | 2006A | 2007E | 2008E | 2009 |
|---|------------------|--------------------|--------------|------------------|---------|
| (Rs Millions) | | | | | |
| Sales | 38,699 | 45,247 | 47,918 | 51,946 | 55,58 |
| Gross Profit | 15,901 | 15,450 | 16,814 | 18,451 | 20,56 |
| Sell General & Admin Expense | (6,441) | (7,208) | (8,243) | (8,980) | (9,826 |
| Operating Profit | 6,311 | 5,458 | 5,208 | 5,692 | 6,60 |
| Net Interest & Other Income | (743) | (135) | 413 | 299 | 25 |
| Associates | NA | NA | NA | NA | N. |
| Pretax Income | 5,568 | 5,323 | 5,620 | 5,990 | 6,85 |
| Tax (expense) / Benefit | (1,697) | (1,303) | (355) | (395) | (1,166 |
| Net Income (Adjusted) | 5,513 | 6,105 | 6,265 | 6,596 | 6,79 |
| Average Fully Diluted Shares Outstanding | 198 | 198 | 198 | 198 | 19 |
| Key Cash Flow Statement Data | | | | | |
| Net Income (Reported) | 3,871 | 4,020 | 5,265 | 5,596 | 5,69 |
| Depreciation & Amortization | 3,150 | 2,783 | 3,364 | 3,779 | 4,13 |
| Change in Working Capital | 1,743 | (4,096) | 4,823 | (433) | |
| Deferred Taxation Charge | NA | NA | NA | NA | N. |
| Other Adjustments, Net | (2,985) | 2,651 | (6,684) | (1,637) | (2,339 |
| Cash Flow from Operations | 5,779 | 5,358 | 6,768 | 7,305 | 7,49 |
| Capital Expenditure | (624) | (2,331) | (9,567) | (6,685) | (7,960 |
| (Acquisition) / Disposal of Investments | NA (4.105) | NA 4 (00 | NA 4 F12 | NA | (2.04) |
| Other Cash Inflow / (Outflow) | (4,195) | 4,698 | 4,512 | 900 | (2,943 |
| Cash Flow from Investing | (4,819) | 2,367 | (5,055) 0 | (5,785) | (10,903 |
| Shares Issue / (Repurchase) Cost of Dividends Paid | (2,953) | 6 (1.020) | (1,925) | (1.025) | (1,92 |
| Cost of Dividends Paid Cash Flow from Financing | (1,699) 6,575 | (1,920) (3,520) | (1,925) | (1,925) 2,517 | 2,19 |
| Free Cash Flow | 5,155 | 3,028 | (2,799) | 621 | (46) |
| Net Debt | 18,798 | 17,496 | 12,830 | 11,934 | 15,55 |
| Change in Net Debt | 3,427 | (5,398) | 158 | (1,329) | 3,63 |
| Key Balance Sheet Data | 0,127 | (0,070) | | (1,027) | 0,00 |
| Property, Plant & Equipment | 32,461 | 32,148 | 38,352 | 41,257 | 45,08 |
| Other Non-Current Assets | 34,297 | 33,363 | 31,892 | 34,253 | 40,84 |
| Trade Receivables | 7,274 | 10,935 | 8,927 | 9,820 | 10,50 |
| Cash & Equivalents | 9,796 | 9,906 | 16,337 | 19,943 | 18,73 |
| Other Current Assets | 8,474 | 9,243 | 9,352 | 9,892 | 10,10 |
| Total Assets | 92,302 | 95,595 | 104,860 | 115,165 | 125,27 |
| Long-Term Debt | 28,053 | 27,178 | 28,945 | 31,654 | 34,07 |
| Other Non-Current Liabilities | NA | NA | NA | NA | N |
| Short-Term Debt | 541 | 223 | 223 | 223 | 22 |
| Other Current Liabilities | 12,989 | 13,210 | 16,135 | 17,135 | 18,03 |
| Total Liabilities | 41,583 | 40,612 | 45,302 | 49,012 | 52,33 |
| Total Equity | 50,720 | 54,984 | 59,558 | 66,154 | 72,94 |
| Total Equity & Liabilities | 92,302 | 95,595 | 104,860 | 115,165 | 125,27 |
| iQmethod ^{sм} - Bus Performance* | | | | | |
| Return On Capital Employed | 7.1% | 6.5% | 7.4% | 7.5% | 7.29 |
| Return On Equity | 11.0% | 11.6% | 10.9% | 10.5% | 9.89 |
| Operating Margin | 17.5% | 12.8% | 11.7% | 12.0% | 13.19 |
| EBITDA Margin | 24.4% | 18.2% | 17.9% | 18.2% | 19.39 |
| iQmethod [™] - Quality of Earnings* | | | | | |
| Cash Realization Ratio | 1.0x | 0.9x | 1.1x | 1.1x | 1.1 |
| Asset Replacement Ratio | 0.2x | 0.8x | 2.8x | 1.8x | 1.9 |
| Tax Rate (Reported) | 30.5% | 24.5% | 6.3% | 6.6% | 17.09 |
| Net Debt-to-Equity Ratio | 37.1% | 31.8% | 21.5% | 18.0% | 21.39 |
| Interest Cover | 3.3x | 3.3x | 3.6x | 3.2x | 3.2 |
| Key Metrics | | | | | |

^{*} For full definitions of iQmethod sm measures, see page 16.

Company Description

Tata Power Co., was one of the three cos. in Tata Electric Co., the other two were merged into TPC in April 2000. It is the largest private IPP & sells power to distribution companies (eg, Reliance Energy, BEST, MSEB) & industrial consumers in Mumbai. TPC owns two captive power plants, one IPP, & a wind farm & runs an EPC business in the T&D space & a defense electronics outfit. It also owns 49% in the distribution circle in New Delhi.

Stock Data

Price to Book Value 2.0x

Limited upside seen: Downgrading to Neutral

- We are downgrading TPC to Neutral (stock is up 38% YTD), since we believe that the markets are yet to factor in the slowdown in its core earnings & growth in book value due to regulatory challenges.
- While TPC's non-core investment portfolio remains the key driver of the stock, we think it is time to focus on slowing growth in core business and deteriorating RoE.
- In this environment, we see limited potential stock upside based on our SOTP valuation at Rs629 (4% upside). Hence, we downgrade the stock to Neutral.

Regulatory challenges

Recent regulatory orders for TPC's Mumbai license area would have multiple negative impacts on its financials.

- Truing-up (reconciliation) of past years (FY05-06) has reduced its book value by about Rs8/share (3% of FY06).
- The regulator has also denied some expenditures, especially O&M costs (Rs591mn), which should lower core power earnings from the Mumbai circle during FY07E.

We expect TPC to contest these moves by the regulator, MERC, since it has not made the relevant provisions in its (delayed) 2Q FY07 results. But we fear that it will have to make the provisions in FY07 final accounts, should the regulator not reverse its order.

In FY06, TPC has had to face two additional challenges:

- Its RoE is down to 14% (from 16% earlier).
- It was not allowed to recover all its fuel cost increases (due to a change in fuel mix towards oil), which led to a 50.3% YoY increase in debtors to Rs10.9bn and stretched working capital.

Table 1: Tata Power's petition vs approved ARR - FY07

| | Generation | | Transmi | ssion | Distrib | ution | Total | | |
|--|------------|----------|----------|----------|----------|----------|----------|----------|--|
| (Rs mn) | Petition | Approved | Petition | Approved | Petition | Approved | Petition | Approved | |
| Power Purchase expenses | N.A. | N.A.: | N.A. | N.A. | 9215 | 9590 | 9,215 | 9,590 | |
| Operation & Maintenance | 2,998 | 2,549 | 898 | 776 | 241 | 220 | 4,137 | 3,546 | |
| Depreciation (incl. advance) | 604 | 601 | 302 | 300 | 148 | 117 | 1,054 | 1,018 | |
| Interest on long term loan | 306 | 216 | 71 | 20 | 112 | 21 | 489 | 257 | |
| Interest on Working Capital | 849 | 747 | 47 | 19 | 96 | 63 | 993 | 829 | |
| Other Expenses | - | - | - | - | 43 | 34 | 43 | 34 | |
| Income Tax | 946 | 715 | 260 | 269 | 125 | 91 | 1,331 | 1,075 | |
| Total Fixed/ Revenue Expenditure | 5,702 | 4,828 | 1,579 | 1,384 | 9,981 | 10,137 | 17,262 | 16,349 | |
| Return on Equity Capital | 1,575 | 1,503 | 597 | 565 | 248 | 192 | 2,419 | 2,260 | |
| Less: Non-Tariff/ Other business Income | 291 | 400 | 333 | 263 | 23 | 32 | 647 | 696 | |
| Less: Distributable surplus (previous years) | - | - | - | - | - | 616 | - | 616 | |
| Total Fixed cost | 6,986 | 5,931 | 1,842 | 1,686 | 10,206 | 9,681 | 19,034 | 17,297 | |
| | | | | | | | | | |
| Regulatory Equity (beg. of year) | 10,730 | 10,733 | 4,077 | 3,991 | 1,410 | 1,176 | 16,217 | 15,901 | |
| Return on Regulatory Equity (beg. of year) | 1,502 | 1,503 | 571 | 559 | 226 | 188 | 2,299 | 2,250 | |
| Capex | 1,728 | 894 | 616 | 307 | 926 | 138 | 3,270 | 1,339 | |
| Equity portion of Capital Expenditure | 519 | 268 | 185 | 92 | 278 | 41 | 981 | 402 | |
| Return on Equity portion of capex | 73 | - 1 | 26 | 7 | 22 | 3 | 121 | 10 | |
| Regulatory Equity (end of year) | 11,249 | 11,001 | 4,262 | 4,084 | 1,688 | 1,218 | 17,198 | 16,303 | |
| Total return on regulatory equity | 1,575 | 1,503 | 597 | 565 | 248 | 192 | 2,419 | 2,260 | |

Table 1: Tata Power's petition vs approved ARR - FY07

Source: MERC

Capex running late, starting to dent RoE

Most of TPC's capex plans announced in the past three years are either running late or are uncertain (see Table 3). As it executes its delayed capex over FY07-10E, the lack of growth in core earnings should hurt RoE (see Chart 4).

Further, as a quick-fix solution, TPC is setting up a 100MW DG set-based power project for the Mumbai area, which may expose it to the vagaries of oil prices, as the regulator allows only limited fuel cost pass-through in the tariff.

Last but not least, TPC's capex to set up a 100MW wind farm seems driven more by its zeal to top up quickly on MW (in six months) and by tax shelters (80% accelerated depreciation in the first year), which could likely help it report growth in reported profits for FY07E. It is much ahead of its renewable portfolio standard (RPS) obligation of 4% or 105.5mu v/s likely wind generation in FY08E of 184.68mu or even 6% (167.9mu) obligation until FY10E (see Table 2).

Table 2: RPO settlement

| | FY06 | FY07E | FY08E | FY09E | FY10E |
|---|-------|-------|---------|---------|---------|
| Percentage of Gross Energy Input | 2.0% | 3.0% | 4.0% | 5.0% | 6.0% |
| Energy Input (MU) | 2581 | 2561 | 2638 | 2717 | 2798 |
| RPO Obligation (MU) | 51.61 | 76.83 | 105.51 | 135.85 | 167.91 |
| RE produced from its wind projects (MU) | 26.18 | 28.48 | 184.68 | 184.68 | 184.68 |
| RE to be purchased (MU) | 25.43 | 48.35 | Surplus | Surplus | Surplus |
| Weighted average cost for RE (Rs/kWh) | 3.23 | 3.50 | 3.61 | 3.61 | 3.61 |
| TPC to pay to RPO pool for settlement (Rs mn) | 82.1 | 169.2 | N.A. | N.A. | N.A. |

Source: MERC, Merrill Lynch Research

Table 3: Tata Power's planned generation projects

| Table 3: Tata Power's pla | <u> </u> | | ,0.0 | Calcadadad | | |
|--|--------------------------|--------------------|-------------------------------------|----------------------------------|---|---|
| | | apacity | | Scheduled | | |
| Project | State | (MW) | Fuel | Commissioning | Comments | Status |
| Projects under implementation | on in Mumbai Lice | ense area | | | | |
| Wind Energy Project | Maharashtra | 100 | Wind | 2HFY07 | Help reduce tax liability, quick capacity add and meet RPS obligation Has a short commissioning time of 10- | Ordered on Suzlon/Enercon. On track for commissioning by March 2007 Necessary regulatory and environmental |
| Diesel Generating Sets | Maharashtra | 100 | Diesel | FY08 | 12 months To use the existing infrastructure at | approvals awaited Order placed for equipment on BHEL, on- |
| Trombay (Extension) Total | Maharashtra | 250 450 | Imported Coal | 2HFY09 | Trombay | track. |
| Captive projects for Tata Stee | el | | | | | |
| , | | | Waste Gases from Tata | | | |
| Waste Gas Project Chattisgarh Project | Jharkhand Chattisgarh | 120 744 | Steel's steel plant Coal | 1HFY09 Uncertain | Estimated project cost of Rs4.9bn Tata Power & Tata Steel in 74:26 JV | |
| Orissa Project | Orissa | 1000 | Coal | Uncertain | Tata Power & Tata Steel in 74:26 JV | |
| Jharkhand Project | Jharkhand | 1000 | Coal | Uncertain | Tata Power & Tata Steel in 74:26 JV | |
| Total | Sharkhana | 2864 | odui | Oncortain | Tata Tower a Tata Steel III 7 1.20 3 V | |
| Projects under implementation | on outside Mumba | | area | | | |
| Shrinagar | Uttaranchal | 330 | Hydro | Sold to GVK | Plant sold to GVK 74:26 JV with Damodar Valley Corp. | |
| | | | Domestic Coal - Mine | | Power to be sold to NDPL & other | |
| Maithon JV | Jharkhand | 1000 | mouth based | Uncertain | licensees | |
| | | | Imported Coal - Near | | Likely taken up to meet expansion in | |
| Vile | Maharashtra | 1000 | Load center Domestic Coal - Mine | Uncertain | Maharashtra distribution business | |
| Jharkhand Project | Jharkhand | 1000 | mouth based | Uncertain First phase of 90MW | Likely taken up if bid for UMPP fails | |
| Haldia Met Coke & Power Co. Total | West Bengal | 120 3450 | N.A. | expected in 2HFY08 | | |



Table 3: Tata Power's planned generation projects

Source: Company, Media sources

FY07E recurring earnings cut 13.8%

We have cut our FY07E EBITDA by 31% based on the recent regulatory orders for TPC's Mumbai license area, which would have the following negative impacts on financials:

- Fall in core power earnings from Mumbai circle in FY07E, with the regulator denying some expenditures, especially O&M costs (Rs591mn).
- Reduction in TPC's book value by about Rs8/share (3% of FY06) on account of truing-up of past years (FY05-06).

However, lower tax expense of Rs355mn (due to reduced EBITDA) and Rs646mn in tax shelters (accelerated depreciation on 100MW wind farm) should cushion the fall in recurring net profits. All said, we cut our estimate of recurring profits by 13.8%, to Rs5.3bn.

Table 4: Tata Power estimates

| | Old | New | % change |
|--------------------------------|--------|--------|----------|
| Sales (Rs mn) | | | |
| FY07E | 45,182 | 47,918 | 6.1% |
| FY08E | N.A. | 51,946 | N.A. |
| EBITDA (Rs mn) | | | |
| FY07E | 12,427 | 8,571 | -31.0% |
| FY08E | N.A. | 9,471 | N.A. |
| Recurring PAT (Rs mn) | | | |
| FY07E | 6,108 | 5,265 | -13.8% |
| FY08E | N.A. | 5,596 | N.A. |
| Reported PAT (Rs mn) | | | |
| FY07E | 6,108 | 6,265 | 2.6% |
| FY08E | N.A. | 6,596 | N.A. |
| Recurring EPS (Rs) | | | |
| FY07E | 30.9 | 31.7 | 2.6% |
| FY08E | N.A. | 33.3 | N.A. |
| Source: Merrill Lynch Research | | | |

NDPL: The one bright spot

TPC's 49% power distribution JV, North Delhi Power Ltd (NDPL) is performing exceptionally well. In FY06, it achieved revenue growth of 16% YoY to Rs18.4bn and net profit growth of 98.2% YoY to Rs1.1bn. This was driven by NDPL cutting its Aggregated Technical and Commercial Losses (AT&C) to 28.4% in FY06 vs. the regulatory target of 35.35%, which resulted in additional revenue and operating profits of Rs1.7bn and Rs550mn, respectively.

Table 5: NDPL AT&C loss target & achievement

| AT&C Loss (%) NDPL | Opening | FY03 | FY04 | FY05 | FY06 | FY07 |
|---|---------|------------------------|------------------------|------------------------|------------------------|---------------|
| AT&C Loss Target Reduction (%) NDPL Achievement | 48.10 | 47.60 0.50 47.79 | 45.35 2.25 44.87 | 40.85 4.50 34.00 | 35.35 5.50 28.40 | 31.10 4.25 |
| Reduction | | | 2.9 | 10.9 | 5.60 | |

Source: DERC



Valuation & Ratings

Given the multiple value drivers, we have valued TPC on SOTP method.

Table 6: Tata Power - Sum-of-the-parts valuation

| | Rationale | Total Value (Rs mn) | Value (Rs/ share) |
|------------------------------------|---|---------------------|-------------------|
| Core business | | | 341 |
| Parent business | DCF - WACC 11.2%; Terminal growth 4% | 57,752 | 341 |
| Telecom Investments | | | 161 |
| VSNL | At 15% strategic premium to market value for VSNL's direct & indirect stake | 12,056 | 61 |
| Tata Teleservices | At 2.35x Book Value; in-line with Pvt. Equity placement | 17,061 | 86 |
| Tata Teleservices (Maharashtra) | At TTML's current market price for Tata Power's 10.6% stake | 2,838 | 14 |
| Power business related investments | | | 49 |
| NDPL | Valued at 2x P/BV = ~11.5x PER FY06A | 6,311 | 32 |
| Powerlinks Transmission | Valued at 1.2x Book value | 2,570 | 13 |
| Power Trading Corp | Valued at Current market price | 789 | 4 |
| Other Investments | | | 24 |
| Nelco | Valued at Current market price | 1,019 | 5 |
| Other Investments | At Book Value | 3,800 | 19 |
| Total (ex Tata Sons/ TCS) | | 104,196 | 576 |
| Tata Sons / TCS | Based on ML's PO of Rs1360 at 20% discount for group holding | 10,511 | 53 |
| Total (including Tata Sons/ TCS) | | 114,707 | 629 |
| = ' | | | |

Source: Merrill Lynch Research

Stock lacks triggers

While TPC's non-core (telecom) investments do provide downside protection, we think the stocks lacks trigger in its core power business until material expansion in capacity kicks in by FY09E.

While we expect some excitement around the TPC stock on bidding for ultra mega power projects (UMPP), there are event risk considerations. TPC has tied up with Siemens and Doosan to bid for 2x4000MW projects. Bids are due on 7 December 2006. According to industry sources, NTPC & Adani are front-runners to bag the two projects. We understand that TPC has a good contingency plan in place – if it does not win the UMPP, it would still double capacity over the next five years.

Among the Indian IPP stocks, TPC looks expensive even after excluding the value of its telecom investments. Hence, we are downgrading it to Neutral.

Why we do not have a Sell on TPC

- The stock being close to a material trigger (bidding for UMPP): If the consortium led by TPC wins, it could create value of about Rs61/share (about 11% upside), assuming a 50% stake for TPC and 1.5x P/BV.
- Structural trending nature of its telecom investments (27% of current price), value of which has been on the up.
- Stock still trades at discount to SOTP & market.
- Pedigree of Tata group, which lends the group strengths in case of a) a
 material opportunity such as UMPP, recent JV with TISCO and b) any
 threats.

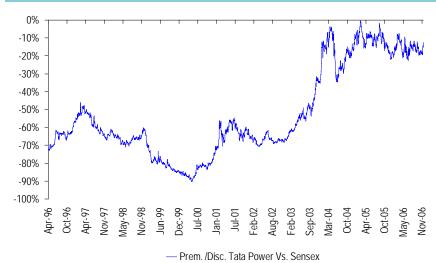
Table 7: Indian IPP Comps

| Company Name | ML Rating | Price | Shares o/s | Market Cap | | P/E (x) | | | RoE (% |) | | P/BV (x |) | EPS CAGR | PEG (x) |
|----------------------------|--------------|-------|------------|------------|------|---------|-------|-------|--------|--------|-------|-------------------|-------|----------|---------|
| 1 7 | 3 | (Rs) | (mn) | (Rs mn) F | Y07E | FY08E | FY09E | FY07E | FY08E | FY09E | FY07E | FY08E | FY09E | FY06-09E | |
| Tata Power | C-1-7 | 605 | 198 | 119,669 | 19.1 | 18.1 | 17.6 | 10.9 | 10.5 | 9.8 | 3 2.0 |) 1.8 | 3 1.6 | 3.6 | 5.1 |
| Tata Power (ex-telecom | | | | | | | | | | | | | | | |
| investments) | C-1-7 | 443 | 198 | 87,718 | 14.0 | 13.3 | 12.9 | 14.9 | 13.9 | 9 12.5 | 2.0 |) 1.7 | 7 1.5 | 3.6 | 3.7 |
| Tata Power (core business) | C-1-7 | 317 | 198 | 62,720 | 16.8 | 16.1 | 16.6 | 15.0 | 12.9 | 9 10.3 | 2.3 | 3 1.9 | 1.6 | 9.4 | 1.7 |
| NTPC Ltd | C-1-7 | 147 | 8,245 | 1,213,320 | 18.0 | 15.7 | 14.7 | 14.4 | 15.2 | 2 15.0 | 2.5 | 5 2.3 | 3 2.1 | 13.2 | 1.2 |
| Neyveli Lignite | C-2-7 | 63 | 1,678 | 104,941 | 8.7 | 8.3 | 7.1 | 12.7 | 12.5 | 5 11.9 | 1.1 | 1.0 | 0.9 | 9.9 | 0.8 |
| Jaiprakash Hydro-Power | C-3-7 | 32 | 491 | 15,565 | 15.4 | 15.2 | 15.1 | 13.2 | 14.5 | 5 14.4 | 2.2 | 2 2.2 | 2.2 | 4.3 | 3.5 |
| Gujarat Industries Power | C-2-7 | 55 | 151 | 8,304 | 5.3 | 5.3 | 5.6 | 15.8 | 3 14.7 | 7 13.5 | 0.9 | 9.0 | 3 0.8 | -0.2 | N.A. |
| Average | | | | | 11.9 | 11.1 | 10.6 | 14.0 | 14.2 | 2 13.7 | 1.7 | 7 1. 6 | 5 1.5 | 9.1 | 1.8 |

Source: ML Research

TPC has been re-rated due to value creation in telecom investments... but lack of growth in core business over FY07-09E should restrict further reduction in discount to market, in our view

Chart 1: Tata Power's stock performance relative to Sensex



After a re-rating due to telecom investments, TPC has moved sideways since June 2004

TPC is also approaching its P/BV peak. With growth in book value slowing, the stock has limited upside, in our view

Chart 2: Tata Power's stock performance relative to Sensex (ex-telecom investments)



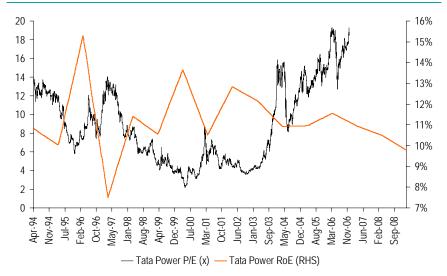
Source: Bloomberg, Merrill Lynch Research

Chart 3: Tata Power - P/BV band



With PE touching an all-time high and RoE approaching new lows, the stock looks unlikely to give attractive returns

Chart 4: Tata Power PER vs RoE



Source: Bloomberg, Merrill Lynch Research

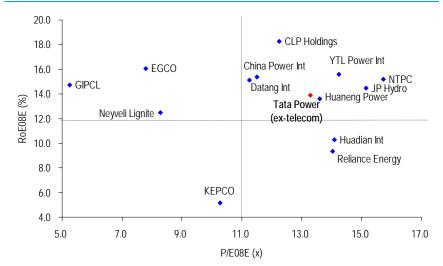
TPC looks expensive on earnings growth parameters given lack of growth in its core business

Chart 5: Tata Power vs the regional IPPs on PER vs PEG



TPC appears expensive vs regional comps as well

Chart 6: Tata Power - Rich on valuations, low on returns





Company background

Tata Power Company (TPC), set up in 1910, was one of the three companies in 'Tata Electric Companies'. From April 2000, the remaining two companies merged into TPC to form a large unified entity, which focuses on power generation, transmission & distribution to bulk customers such as distribution companies namely, Reliance Energy, BEST, MSEB and Industrial consumers.

TPC's Mumbai license area operations are governed by 14% return on capital base. TPC also owns 2 captive power plants (CPP), one IPP and a wind farm. The company also runs an EPC business in the T&D space, has a niche defense electronics business and has presence in the broadband business. Mumbai license area business contributed 70% of FY06 sales, while IPPs contributed 15% of FY06 sales.

TPC also had a management change recently, with Mr. Menon & Mr. Mirza assuming charge at the company. Their brief profile is as below.

Mr. Prasad R Menon, 60 years, was appointed as the Managing Director of the company with effect from October 16, 2006. Prior to this assignment, Mr Menon was the Managing Director of Tata Chemicals Ltd. Part of the Tata Group for over 6 years, Mr Menon has played an integral role in Tata Chemicals' growth and development. A chemical engineer from the Indian Institute of Technology Kharagpur, Mr Menon has previously worked with the Nagarjuna Group and ICI.

Mr Nawshir Mirza, 56 years, was appointed as a non- executive independent Director on the Board in Sept '06. Mr Mirza is the India Advisor for the Jardine Matheson Group and was previously the partner of Ernst & Young.

Besides, the State Government has recently nominated Mr. Jayant S. Kawale as the State Government's Director (Nominee Director) on the Board of TPC.

Table 8: Tata Power generation capacity (MW)

| Generation Plants | Location | FY05 | FY06 | FY07E | FY08E | FY09E |
|--------------------------------|------------------|-------|-------|-------|-------|-------|
| Maharashtra units | | | | | | |
| Trombay units | Maharashtra | 1,330 | 1,330 | 1,330 | 1,330 | 1,330 |
| Diesel Generator Sets | Maharashtra | | | | 100 | 100 |
| Trombay Expansion | Maharashtra | | | | | 250 |
| Total Maharashtra units | | 1,330 | 1,330 | 1,330 | 1,430 | 1,680 |
| Captive units | | | | | | |
| Jojobera (Units I, II & III) | Jharkhand, Bihar | 308 | 308 | 308 | 308 | 308 |
| Jojobera (Unit IV) | Jharkhand, Bihar | | 120 | 120 | 120 | 120 |
| Total captive units | | 308 | 428 | 428 | 428 | 428 |
| IPP unit | | | | | | |
| Belgaum | Karnataka | 81 | 81 | 81 | 81 | 81 |
| Total IPP unit | | 81 | 81 | 81 | 81 | 81 |
| Hydel units | | | | | | |
| Unit 1-6, Bhira | Maharashtra | 150 | 150 | 150 | 150 | 150 |
| Unit 7. Bhira PSU | Maharashtra | 150 | 150 | 150 | 150 | 150 |
| Unit 7-11 Bhivpuri | Maharashtra | 75 | 75 | 75 | 75 | 75 |
| Unit 1-6, Khopoli | Maharashtra | 72 | 72 | 72 | 72 | 72 |
| Total Hydel units | | 447 | 447 | 447 | 447 | 447 |
| Wind Power | | | | | | |
| Supa Wind Power Project | Maharashtra | 17 | 17 | 17 | 17 | 17 |
| Wind Power Project (planned) | Maharashtra | | | 100 | 100 | 100 |
| Total Wind Power | | 17 | 17 | 117 | 117 | 117 |
| Total Generating Capacity (MW) | | 2,183 | 2,303 | 2,403 | 2,503 | 2,753 |
| % change YoY | | -3.3% | 5.5% | 4.3% | 4.2% | 10.0% |

Earnings models

| (Rs mn) | FY05 | FY06 | FY07E | FY08E | FY09E |
|------------------------------------|---------|---------|---------|---------|---------|
| Sales | 38,699 | 45,247 | 47,918 | 51,946 | 55,581 |
| % chg yoy | -6% | 17% | 6% | 8% | 7% |
| Staff Cost | 1,554 | 1,737 | 1,945 | 2,140 | 2,439 |
| % of sales | 4.0% | 3.8% | 4.1% | 4.1% | 4.4% |
| Cost of Power Purchased | 4,157 | 5,832 | 6,742 | 7,079 | 6,658 |
| % of sales | 10.7% | 12.9% | 14.1% | 13.6% | 12.0% |
| Cost of Fuel | 18,640 | 23,965 | 24,362 | 26,416 | 28,358 |
| % of sales | 48% | 53% | 51% | 51% | 51% |
| Other Expenditure | 4,887 | 5,472 | 6,298 | 6,841 | 7,387 |
| % of sales | 12.6% | 12.1% | 13.1% | 13.2% | 13.3% |
| EBITDA | 9,461 | 8,242 | 8,571 | 9,471 | 10,739 |
| EBITDA Margin | 24.4% | 18.2% | 17.9% | 18.2% | 19.3% |
| % chg yoy | -25% | -13% | 4% | 10% | 13% |
| Interest | (1,914) | (1,653) | (1,448) | (1,771) | (2,080) |
| Depreciation | (3,150) | (2,783) | (3,364) | (3,779) | (4,133) |
| Other Income | 1,172 | 1,518 | 1,861 | 2,069 | 2,332 |
| Extraordinary Inc/(Expenses) | 1,642 | 2,085 | 1,000 | 1,000 | 1,100 |
| Profit before Tax | 7,210 | 7,408 | 6,620 | 6,990 | 7,958 |
| % chg yoy | -2% | 3% | -11% | 6% | 14% |
| Provision for Taxation | (1,697) | (1,303) | (355) | (395) | (1,166) |
| Tax Rate | 30.5% | 17.6% | 5.4% | 5.6% | 14.7% |
| Profit After Tax | 5,513 | 6,105 | 6,265 | 6,596 | 6,791 |
| % chg yoy | 5% | 11% | 3% | 5% | 3% |
| Statutory & Special Appropriations | 522 | 591 | 608 | 643 | 688 |
| Distributable Profits | 4,992 | 5,514 | 5,658 | 5,952 | 6,103 |
| No. of Shares O/S | 197.9 | 197.9 | 197.9 | 197.9 | 197.9 |
| Reported EPS | 27.9 | 30.9 | 31.7 | 33.3 | 34.3 |
| EPS %chg | 5% | 11% | 3% | 5% | 3% |
| Pre-exceptional PAT | 3,871 | 4,020 | 5,265 | 5,596 | 5,691 |
| % chg yoy | -25% | 4% | 31% | 6% | 2% |
| Pre-exceptional EPS | 19.6 | 20.3 | 26.6 | 28.3 | 28.8 |

Source: Company, Merrill Lynch Research

Table 10: Tata Power – Balance Sheet

| (Rsmn) | FY05 | FY06 | FY07E | FY08E | FY09E |
|-----------------------------------|--------|--------|---------|---------|---------|
| Net Fixed Assets | 32,461 | 32,148 | 38,352 | 41,257 | 45,084 |
| Total Investments | 34,297 | 33,202 | 31,551 | 33,721 | 40,095 |
| Total Current Assets | 25,544 | 30,084 | 34,617 | 39,655 | 39,344 |
| Inventory | 2,970 | 4,423 | 4,740 | 5,193 | 5,309 |
| Receivables | 7,274 | 10,935 | 8,927 | 9,820 | 10,507 |
| Cash | 9,796 | 9,906 | 16,337 | 19,943 | 18,737 |
| Other Assets | 5,504 | 4,820 | 4,611 | 4,699 | 4,791 |
| Total Assets | 92,302 | 95,434 | 104,519 | 114,632 | 124,523 |
| | | | | | |
| Long-term Debt | 28,053 | 27,178 | 28,945 | 31,654 | 34,070 |
| Short Term Debt | 541 | 223 | 223 | 223 | 223 |
| Total Debt | 28,594 | 27,401 | 29,168 | 31,877 | 34,293 |
| Total Current Liabilities | 12,876 | 13,210 | 16,135 | 17,135 | 18,037 |
| Deferred Tax Liability | 113 | (162) | (341) | (533) | (752) |
| Tangible Net Worth | 50,720 | 54,984 | 59,558 | 66,154 | 72,945 |
| Equity Share Capital | 1,979 | 1,979 | 1,979 | 1,979 | 1,979 |
| Net reserves | 48,740 | 53,005 | 57,579 | 64,174 | 70,966 |
| Total Liabilities & Owners Equity | 92,302 | 95,434 | 104,519 | 114,632 | 124,523 |

Table 11: Tata Power – Cash Flow

| Table 11. Tata Powel - Casii Fio | VV | | | | |
|-------------------------------------|--------|--------|--------|--------|---------|
| (Rs mn) | FY05 | FY06 | FY07E | FY08E | FY09E |
| PBT | 7210 | 7408 | 6620 | 6990 | 7958 |
| Exceptionals | 0 | 0 | 0 | 0 | 0 |
| Net other income | (2814) | (3603) | (2861) | (3069) | (3432) |
| Add:Depreciation | 3150 | 2783 | 3364 | 3779 | 4133 |
| Less:Taxation | (1697) | (1303) | (355) | (395) | (1166) |
| Less: Misc. Exp | (71) | 73 | 0 | 0 | 0 |
| Cash Flow from Operations | 5779 | 5358 | 6768 | 7305 | 7493 |
| Working capital changes | | | | | |
| Change in inventory | 162 | (1452) | (318) | (453) | (116) |
| Change in debtors | (92) | (3662) | 2008 | (893) | (687) |
| Change in other current assets | 2852 | 684 | 209 | (87) | (92) |
| Change in payables | (1677) | 147 | 921 | 500 | 338 |
| Change in other current liabilities | 497 | 187 | 2004 | 501 | 564 |
| Net change in working capital | 1743 | (4096) | 4823 | (433) | 7 |
| Net funds from operations | 7521 | 1263 | 11591 | 6873 | 7500 |
| Issue of equity | (2953) | 6 | 0 | 0 | 0 |
| Inc/(Dec) in debt | 10961 | (1192) | 1766 | 2709 | 2417 |
| Dividend paid | (1699) | (1920) | (1925) | (1925) | (1925) |
| Others | 266 | (414) | 54 | 1733 | 1705 |
| Net cash from financing | 6575 | (3520) | (105) | 2517 | 2197 |
| Addition to fixed assets | (624) | (2331) | (9567) | (6685) | (7960) |
| Net Other Income | 2814 | 3603 | 2861 | 3069 | 3432 |
| (Inc)/Dec in investments | (7009) | 1095 | 1651 | (2170) | (6375) |
| Net cash from investing | (4819) | 2367 | (5055) | (5785) | (10903) |
| Merger related adjustments | 0 | 0 | 0 | 0 | 0 |
| Total inc/Dec in cash/cash eq. | 9277 | 110 | 6432 | 3605 | (1206) |
| Increase in cash | 9277 | 110 | 6432 | 3605 | (1206) |
| Cash balance in beginning | 519 | 9796 | 9906 | 16337 | 19943 |
| Cash balance at year end | 9796 | 9906 | 16337 | 19943 | 18737 |

Table 12: Tata Power – Key ratios & valuation

| | FY05 | FY06 | FY07E | FY08E | FY09E |
|-----------------------------------|--------|--------|--------|--------|--------|
| PER (x) | 21.7 | 19.6 | 19.1 | 18.1 | 17.6 |
| PER (x) - ex- telecom investments | 15.9 | 14.4 | 14.0 | 13.3 | 12.9 |
| Reported EPS (Rs) | 27.86 | 30.85 | 31.66 | 33.33 | 34.32 |
| Reported EPS Change (%) | 4.6% | 10.7% | 2.6% | 5.3% | 3.0% |
| CEPS (Rs) | 43.8 | 44.9 | 48.7 | 52.4 | 55.2 |
| P/CEPS (x) | 13.8 | 13.5 | 12.4 | 11.5 | 11.0 |
| EV/EBITDA (x) | 14.6 | 16.6 | 15.5 | 13.9 | 12.6 |
| DPS (Rs) | 7.0 | 7.0 | 7.0 | 7.0 | 7.0 |
| Dividend Yield (%) | 1.2% | 1.2% | 1.2% | 1.2% | 1.2% |
| BV (Rs) | 256.3 | 277.8 | 301.0 | 334.3 | 368.6 |
| P/BV (x) | 2.4 | 2.2 | 2.0 | 1.8 | 1.6 |
| RoCE (%) | 8.6% | 6.8% | 6.1% | 6.1% | 6.5% |
| Dupont Analysis | | | | | |
| RoE (%) | 11.0% | 11.6% | 10.9% | 10.5% | 9.8% |
| Comprising of | | | | | |
| PAT/EBT(%) | 76% | 82% | 95% | 94% | 85% |
| EBT/EBIT(%) | 114% | 136% | 127% | 123% | 120% |
| EBIT/Sales(%) | 16% | 12% | 11% | 11% | 12% |
| Sales/Assets (%) | 53% | 56% | 56% | 56% | 54% |
| Assets/Net worth (%) | 146% | 153% | 149% | 148% | 147% |
| Net Debt (Rs mn) | 18,798 | 17,496 | 12,830 | 11,934 | 15,556 |
| Net Debt/Equity (x) | 0.4 | 0.3 | 0.2 | 0.2 | 0.2 |



Analyst Certification

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Business Performance Numerator Denominator

Return On Capital Employed NOPAT = (EBIT + Interest Income) * (1 - Tax Rate) + Goodwill Total Assets - Current Liabilities + ST Debt + Accumulated Goodwill

Amortization Amortization Shareholders

Return On Equity Net Income Shareholders' Equity
Operating Margin Operating Profit Sales

Earnings Growth Expected 5-Year CAGR From Latest Actual N/A
Free Cash Flow Cash Flow From Operations – Total Capex N/A

Quality of Earnings

 Cash Realization Ratio
 Cash Flow From Operations
 Net Income

 Asset Replacement Ratio
 Capex
 Depreciation

 Tax Rate
 Tax Charge
 Pre-Tax Income

 Net Debt-To-Equity Ratio
 Net Debt = Total Debt, Less Cash & Equivalents
 Total Equity

 Interest Cover
 EBIT
 Interest Expense

Valuation Toolkit

Price / Earnings Ratio
Current Share Price
Diluted Earnings Per Share (Basis As Specified)
Price / Book Value
Current Share Price
Shareholders' Equity / Current Basic Shares

Dividend Yield Annualised Declared Cash Dividend Current Share Price

Free Cash Flow Yield Cash Flow From Operations – Total Capex Market Cap. = Current Share Price * Current Basic Shares

Enterprise Value / Sales EV = Current Share Price * Current Shares + Minority Equity + Net Debt + Sales

EV / EBITDA Enterprise Value Basic EBIT + Depreciation + Amortization

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Investment Rating Distribution: Utilities Group (as of 30 Sep 2006)

| investment rating distribution. O | itilities Group (as or 30 | 3ch 2000) | | | |
|--|---------------------------|-----------|-----------------------------|-------|---------|
| Coverage Universe | Count | Percent | Inv. Banking Relationships* | Count | Percent |
| Buy | 53 | 43.80% | Buy | 27 | 50.94% |
| Neutral | 56 | 46.28% | Neutral | 27 | 48.21% |
| Sell | 12 | 9.92% | Sell | 5 | 41.67% |
| Investment Rating Distribution: G | Global Group (as of 30 S | Sep 2006) | | | |
| Coverage Universe | Count | Percent | Inv. Banking Relationships* | Count | Percent |
| Buy | 1325 | 44.76% | Buy | 434 | 32.75% |
| Neutral | 1420 | 47.97% | Neutral | 412 | 29.01% |
| Sell | 215 | 7.26% | Sell | 48 | 22.33% |
| | | | | | |

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