

# **Company Flash**

19 November 2007 | 9 pages

# **Nicholas Piramal India (NICH.BO)**

# Buy: Merck R&D Deal – Another Validation of R&D

- Merck R&D deal: further validation We believe the R&D collaboration deal with Merck further validates NPIL's NCE R&D ability, although cash flow would come in only over the longer term. We expect this deal, along with the one with Eli Lilly, to buoy the valuation of NPIL's NCE R&D business. With the innovator CRAMS business gaining significant traction and imminent value unlocking on the NCE R&D front, we rate NPIL as our top pick in Indian pharma.
- Potentially significant collaboration The deal entails developing new drugs for 2 disease targets selected by Merck and could entail significant cash flows in future. NPIL would undertake an integrated drug discovery program from hits to leads through pre-clinical and clinical trials up to the proof of concept (i.e., phase IIa) stage. Merck will have an option to advance the most promising candidates into late stage trials and ultimately commercialize them.
- Milestones plus royalties NPIL will receive milestone payments during the development process, which could add up to a maximum of US\$175m per target as well as royalties on sales if any of the products is ultimately launched. With NPIL taking on the development risk up to proof of concept stage, we expect the potential upside to be much higher than a typical out-licensing arrangement, if any molecule is successfully developed into a drug.
- Cash flows over long term The first milestone would be triggered only once a candidate completes phase IIa trials. Given that leads are yet to be identified, this could take a few years. In the interim, NPIL would incur all expenses on taking the selected candidates through to phase IIa stage.

Buy/Medium Risk	1 M
Price (19 Nov 07)	Rs309.80
Target price	Rs455.00
Expected share price return	46.9%
Expected dividend yield	1.3%
Expected total return	48.2%
Market Cap	Rs64,752M
	US\$1,657M

Price Performance	(RIC:	NICH.BO.	BB:	NP	IN)



### Statistical Abstract

Year to	Net Profit	Diluted EPS	EPS growth	P/E	P/B	ROE	Yield
31 Mar	(RsM)	(Rs)	(%)	(x)	(x)	(%)	(%)
2006A	1,210	5.79	-31.6	53.5	6.7	16.6	1.0
2007A	2,256	10.80	86.5	28.7	6.2	22.5	1.1
2008E	3,638	17.40	61.2	17.8	5.7	33.4	1.3
2009E	4,675	22.37	28.5	13.8	4.3	35.6	1.5
2010E	5,749	27.50	23.0	11.3	3.3	33.4	1.6

Source: Powered by dataCentral

See Appendix A-1 for Analyst Certification and important disclosures.

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¹Citigroup Global Markets India Private Limited

P/E adjusted (x)	Fiscal year end 31-Mar	2006	2007	2008E	2009E	2010E
EWEBTIDA adjusted (x)	Valuation Ratios					
PIBV (N)	P/E adjusted (x)	53.5	28.7	17.8	13.8	11.3
Dividend yield (%) Per Share Data (Rs) Per Share Data (Rs)  EPS adjusted 5.79 10.80 17.40 22.37 27.50 EPS reported 5.79 10.80 17.40 22.37 27.50 EPS reported 5.79 10.80 17.40 22.37 27.50 EPS reported 5.79 10.80 17.40 22.37 27.50 EPS gyps 45.98 EPS 3.00 3.50 4.00 4.50 5.00 Profit & Loss (RsM) Net sales 15.944 24.541 29.709 33.961 37.080 Operating expenses 14,537 21,703 25,116 28,277 30.379 EBIT 1,408 2,839 4,592 5,684 6,701 Non-operating/exceptionals 97 39 14 12 31 Pre-tax profit 13,31 2,494 4,181 5,344 6,571 Tax 2-238 3-389 5-233 6-688 8-21 Extraord/Min.Intt/Pref.div. 116 151 2-21 -1 -1 -1 -1 -1 -1 -1 -1 -1 -1 -1 -1 -1	EV/EBITDA adjusted (x)	32.9	19.0	12.9	10.6	8.7
Per Share Data (Rs)	P/BV (x)	6.7	6.2	5.7	4.3	3.3
EPS adjusted         5.79         10.80         17.40         22.37         27.50           EPS reported         5.79         10.80         17.40         22.37         27.50           BVPS         45.98         50.14         54.14         71.38         93.18           DPS         3.00         3.50         4.00         4.50         5.00           Profit & Loss (RsM)           Net sales         15.944         24.541         29,709         33.961         37,080           Operating expenses         -14,537         -21,703         -25,116         -28,277         -30,379           Bell II         1,408         2,839         4,592         5,684         6,701           Not interest expense         -173         -305         -425         -351         -160           Non-operating/exceptionals         97         -39         14         12         31           Pre-tax profit         1,331         2,494         4,181         5,344         6,571           Tax         -238         -389         -523         -668         821           Extraord /Min.Int./Pref.div.         116         151         -21         -1         -1         -1         -1<	Dividend yield (%)	1.0	1.1	1.3	1.5	1.6
EPS reported 5.79 10.80 17.40 22.37 27.50 BVPS 45.98 50.14 54.14 71.38 93.18 DPS 3.00 3.50 4.00 4.50 5.00 Profit & Loss (RsM)  Net sales 15.944 24.541 29.709 33.961 37.080 Operating expenses -14.537 -21.703 -25.116 -28.277 -30.379 EBIT 1.408 2.839 4.592 5.684 6.701 Non-operating/exceptionals 97 -39 14 12 31 Pre-tax profit 1.331 2.494 4.181 5.344 6.571 Tax -238 -339 -523 -668 8.21 Extraord./Min.Int./Pref.div. 116 151 -21 -1 -1 -1 Reported net income 1.210 2.256 3.638 4.675 5.749 Adjusted earnings 1.210 2.256 3.638 4.675 5.749 Adjusted earnings 1.210 2.256 3.638 4.675 5.749 Adjusted EBITDA 2.096 3.657 5.541 6.635 7.704 Frowth Rates (%)  Sales 19.5 53.9 21.1 14.3 9.2 EBIT Adjusted 2.15 101.7 61.8 23.8 17.9 EBITDA adjusted -1.5 101.7 61.8 23.8 17.9 EBITDA adjusted -1.5 101.7 61.8 23.8 17.9 EBITDA adjusted -3.16 86.5 61.2 28.5 23.0 Cash Flow (RsM)  Deprecting cash flow 1.579 2.395 4.165 5.228 6.526 Deprection/amortization 688 818 949 951 1.004 Net working capital -367 -740 -1.063 -1.006 -685 10.004 Net working capital miresting cash flow -2.510 -4.012 -1.969 -1.110 -957 Capital expenditure -2.248 -217 -1.528 -1.122 -988 Acquisitions/disposals -60 -2.000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Per Share Data (Rs)					
BVPS	EPS adjusted	5.79	10.80	17.40	22.37	27.50
DPS         3.00         3.50         4.00         4.50         5.00           Profit & Loss (RSM)           Net sales         15,944         24,541         29,709         33,961         37,080           Operating expenses         -14,537         -21,703         -25,116         -28,277         -30,379           Bell Interest expense         -173         -305         -425         -351         -160           Non-operating/exceptionals         97         -39         14         12         31           Pre-tax profit         1,331         2,494         4,181         5,344         6,571           Tax         -238         -389         -523         -668         -821           Extraord/Min.Int./Pref.div.         116         151         -21         -1         -1           Reported net income         1,210         2,256         3,638         4,675         5,749           Adjusted earnings         1,210         2,256         3,638         4,675         5,749           Adjusted EBITDA         2,096         3,657         5,541         6,635         7,704           Browth Rates (%)         Sales         19.5         53.9         21.1         14.3	EPS reported	5.79	10.80	17.40	22.37	27.50
Profit & Loss (RsM)	BVPS	45.98	50.14	54.14	71.38	93.18
Net sales	DPS	3.00	3.50	4.00	4.50	5.00
Operating expenses         -14,537         -21,703         -25,116         -28,277         -30,379           EBIT         1,408         2,839         4,592         5,684         6,701           Non-operating/exceptionals         97         -39         14         12         31           Pre-tax profit         1,331         2,494         4,181         5,344         6,571           Tax         -238         -389         -523         -668         -821           Extraord/Min.Int/Pref.div.         116         151         -21         -1         -1           Reported net income         1,210         2,256         3,638         4,675         5,749           Adjusted earnings         1,210         2,256         3,638         4,675         5,749           Adjusted EBITDA         2,096         3,657         5,541         6,635         7,704           Forwith Rates (%)         Sales         19.5         53.9         21.1         14.3         9.2           Sales         19.5         53.9         21.1         14.3         9.2           EBIT Adjusted         -1.5         101.7         61.8         23.8         17.9           EBIT Adjusted         -1.5<	Profit & Loss (RsM)					
Net interest expense	Net sales	15,944	24,541	29,709	33,961	37,080
Net interest expense	Operating expenses	-14,537	-21,703			-30,379
Non-operating/exceptionals   97   -39   14   12   31     Pre-tax profit   1,331   2,494   4,181   5,344   6,571     Tax	EBIT	1,408	2,839	4,592	5,684	6,701
Pre-tax profit						-160
Tax						31
Extraord./Min.Int./Pref.div. 116 151 -21 -1 -1 Reported net income 1,210 2,256 3,638 4,675 5,749 Adjusted earnings 1,210 2,256 3,638 4,675 5,749 Adjusted EBITDA 2,096 3,657 5,541 6,635 7,704 Growth Rates (%)  Sales 19.5 53.9 21.1 14.3 9.2 EBIT adjusted -1.5 101.7 61.8 23.8 17.9 EBITDA adjusted 7.3 74.5 51.5 19.7 16.1 EPS adjusted -31.6 86.5 61.2 28.5 23.0 Cash Flow (RsM)  Operating cash flow 1,579 2,395 4,165 5,228 6,526 Operating cash flow 2,510 -4,012 -1,969 -1,110 -957 (Capital expenditure -2,248 -217 -1,528 -1,122 -988 (Investing cash flow 1,734 1,164 -1,324 -4,174 -4,552 (Engracing Cash flow 1,734 1,164 -1,324 -4,174 -4,552 (Engracing Cash Gash Gash Gash Gash Gash Gash Gash G	•					
Reported net income         1,210         2,256         3,638         4,675         5,749           Adjusted earnings         1,210         2,256         3,638         4,675         5,749           Adjusted EBITDA         2,096         3,657         5,541         6,635         7,704           Growth Rates (%)         8         19.5         53.9         21.1         14.3         9.2           EBIT adjusted         -1.5         101.7         61.8         23.8         17.9           EBITDA adjusted         7.3         74.5         51.5         19.7         16.1           EPS adjusted         -31.6         86.5         61.2         28.5         23.0           Cash Flow (RsM)         0         0         68.5         61.2         28.5         23.0           Cash Flow (RsM)         0         0         4,165         5,228         6,526           Depreciation/amortization         688         818         949         951         1,004           Net working capital         -367         -740         -1,063         -1,016         -685           Investing cash flow         -2,218         -217         -1,528         -1,110         -957           Capit						
Adjusted earnings					_	
Adjusted EBITDA		•				
Growth Rates (%)         Sales         19.5         53.9         21.1         14.3         9.2           EBIT adjusted         -1.5         101.7         61.8         23.8         17.9           EBITDA adjusted         7.3         74.5         51.5         19.7         16.1           EPS adjusted         -31.6         86.5         61.2         28.5         23.0           Cash Flow (RsM)         Operating cash flow         1,579         2,395         4,165         5,228         6,526           Depreciation/amortization         688         818         949         951         1,004           Net working capital         -367         740         -1,063         -1,006         -685           Investing cash flow         -2,510         -4,012         -1,969         -1,110         -957           Capital expenditure         -2,248         -217         -1,528         -1,122         -988           Acquisitions/disposals         -60         -2,000         0         0         0         0           Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						
Sales         19.5         53.9         21.1         14.3         9.2           EBIT adjusted         -1.5         101.7         61.8         23.8         17.9           EBITDA adjusted         7.3         74.5         51.5         19.7         16.1           EPS adjusted         -31.6         86.5         61.2         28.5         23.0           Cash Flow (RsM)           Operating cash flow         1,579         2,395         4,165         5,228         6,526           Depreciation/amortization         688         818         949         951         1,004           Net working capital         -367         -740         -1,063         -1,006         -685           Investing cash flow         -2,510         -4,012         -1,969         -1,110         -957           Capital expenditure         -2,248         -217         -1,528         -1,122         -988           Acquisitions/disposals         -60         -2,000         0         0         0         0           Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101	=	2,096	3,657	5,541	6,635	7,704
EBIT adjusted		10.5	F2.0	01.1	14.0	0.0
EBITDA adjusted 7.3 74.5 51.5 19.7 16.1 EPS adjusted -31.6 86.5 61.2 28.5 23.0 Cash Flow (RsM)  Operating cash flow 1,579 2,395 4,165 5,228 6,526 Depreciation/amortization 688 818 949 951 1,004 Net working capital -367 -740 -1,063 -1,006 -685 Investing cash flow -2,510 -4,012 -1,969 -1,110 -957 Capital expenditure -2,248 -217 -1,528 -1,122 -988 Acquisitions/disposals -60 -2,000 0 0 0 0 0 Financing cash flow 1,734 1,164 -1,324 -4,174 -4,552 Borrowings -863 2,778 33 -3,101 -3,360 Dividends paid -685 -1,491 -973 -1,072 -1,192 Change in cash 802 -453 -78 -56 1,016 Balance Sheet (RsM)  Total assets 18,464 23,018 25,831 27,861 30,202 Cash & cash equivalent 953 506 427 371 1,388 Accounts receivable 2,429 3,673 4,847 5,633 6,148 Accounts receivable 2,429 3,673 4,847 5,633 6,148 Accounts receivable 2,429 3,673 4,847 5,633 6,148 Accounts receivable 3,277 4,551 5,308 6,067 6,622 Total liabilities 8,290 12,151 14,510 12,937 10,720 Accounts payable 3,277 4,551 5,308 6,067 6,622 Total Debt 3,114 6,392 6,850 4,100 900 Shareholders' funds 10,174 10,867 11,321 14,925 19,483 Profitability/Solvency Ratios (%)  EBITDA margin adjusted 13.1 14.9 18.7 19.5 20.8 ROE adjusted 9.6 15.5 22.0 25.1 27.9 Net debt to equity 21.2 54.2 56.7 25.0 -2.5						
EPS adjusted         -31.6         86.5         61.2         28.5         23.0           Cash Flow (RsM)         Operating cash flow         1,579         2,395         4,165         5,228         6,526           Depreciation/amortization         688         818         949         951         1,004           Net working capital         -367         -740         -1,063         -1,006         -685           Investing cash flow         -2,510         -4,012         -1,969         -1,110         -957           Capital expenditure         -2,248         -217         -1,528         -1,122         -988           Acquisitions/disposals         -60         -2,000         0         0         0         0           Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101         -3,360           Dividends paid         -685         -1,491         -973         -1,072         -1,192           Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)           Total sasets         18,464	-					
Cash Flow (RsM)         Operating cash flow         1,579         2,395         4,165         5,228         6,526           Depreciation/amortization         688         818         949         951         1,004           Net working capital         -367         -740         -1,063         -1,006         -685           Investing cash flow         -2,510         -4,012         -1,969         -1,110         -957           Capital expenditure         -2,248         -217         -1,528         -1,122         -988           Acquisitions/disposals         -60         -2,000         0         0         0         0           Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101         -3,360           Dividends paid         -685         -1,491         -973         -1,072         -1,192           Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)         10         10         4,847         5,633         6,148           Accounts receivable         2,429         3,673         4,847         5,633						
Operating cash flow         1,579         2,395         4,165         5,228         6,526           Depreciation/amortization         688         818         949         951         1,004           Net working capital         -367         -740         -1,063         -1,006         -685           Investing cash flow         -2,510         -4,012         -1,969         -1,110         -957           Capital expenditure         -2,248         -217         -1,528         -1,122         -988           Acquisitions/disposals         -60         -2,000         0         0         0         0           Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101         -3,360           Dividends paid         -685         -1,491         -973         -1,072         -1,192           Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)         1         5,633         27,861         30,202           Cash & cash equivalent         953         506         427         371         1,388           Accounts receiv		01.0	00.0	01.2	20.0	20.0
Depreciation/amortization   688   818   949   951   1,004     Net working capital   -367   -740   -1,063   -1,006   -685     Investing cash flow   -2,510   -4,012   -1,969   -1,110   -957     Capital expenditure   -2,248   -217   -1,528   -1,122   -988     Acquisitions/disposals   -60   -2,000   0   0   0     Financing cash flow   1,734   1,164   -1,324   -4,174   -4,552     Borrowings   -863   2,778   33   -3,101   -3,360     Dividends paid   -685   -1,491   -973   -1,072   -1,192     Change in cash   802   -453   -78   -56   1,016     Balance Sheet (RSM)     Total assets   18,464   23,018   25,831   27,861   30,202     Cash & cash equivalent   953   506   427   371   1,388     Accounts receivable   2,429   3,673   4,847   5,633   6,148     Net fixed assets   10,418   12,238   11,918   12,090   12,075     Total liabilities   8,290   12,151   14,510   12,937   10,720     Accounts payable   3,277   4,551   5,308   6,067   6,622     Total Debt   3,114   6,392   6,850   4,100   900     Shareholders' funds   10,174   10,867   11,321   14,925   19,483     Profitability/Solvency Ratios (%)     EBITDA margin adjusted   13.1   14.9   18.7   19.5   20.8     ROE adjusted   9.6   15.5   22.0   25.1   27.9     Net debt to equity   21.2   54.2   56.7   25.0   -2.5		1 570	2 205	A 165	5 228	6 526
Net working capital Investing cash flow         -367         -740         -1,063         -1,006         -685 Investing cash flow         -2,510         -4,012         -1,969         -1,110         -957           Capital expenditure         -2,248         -217         -1,528         -1,122         -988           Acquisitions/disposals         -60         -2,000         0         0         0         0           Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101         -3,360           Dividends paid         -685         -1,491         -973         -1,072         -1,192           Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)         Total assets         18,464         23,018         25,831         27,861         30,202           Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090 <t< td=""><td>-</td><td></td><td></td><td></td><td></td><td></td></t<>	-					
Investing cash flow						,
Capital expenditure         -2,248         -217         -1,528         -1,122         -988           Acquisitions/disposals         -60         -2,000         0         0         0           Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101         -3,360           Dividends paid         -685         -1,491         -973         -1,072         -1,192           Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)         5         -1,491         -973         -1,072         -1,192           Cash & cash equivalent         802         -453         -78         -56         1,016           Balance Sheet (RsM)         5         427         371         1,388         427         371         1,388           Accounts assets         18,464         23,018         25,831         27,861         30,202           Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148						
Acquisitions/disposals         -60         -2,000         0         0         0           Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101         -3,360           Dividends paid         -685         -1,491         -973         -1,072         -1,192           Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)         5         -1,491         -973         -1,072         -1,192           Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						
Financing cash flow         1,734         1,164         -1,324         -4,174         -4,552           Borrowings         -863         2,778         33         -3,101         -3,360           Dividends paid         -685         -1,491         -973         -1,072         -1,192           Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)         Total assets         18,464         23,018         25,831         27,861         30,202           Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         1		,				0
Dividends paid         -685         -1,491         -973         -1,072         -1,192           Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)         Total assets         18,464         23,018         25,831         27,861         30,202           Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)           EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted <th< td=""><td></td><td></td><td></td><td>-1,324</td><td>-4,174</td><td>-4,552</td></th<>				-1,324	-4,174	-4,552
Change in cash         802         -453         -78         -56         1,016           Balance Sheet (RsM)           Total assets         18,464         23,018         25,831         27,861         30,202           Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)           EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted <td< td=""><td>Borrowings</td><td>-863</td><td>2,778</td><td>33</td><td>-3,101</td><td>-3,360</td></td<>	Borrowings	-863	2,778	33	-3,101	-3,360
Balance Sheet (RsM)           Total assets         18,464         23,018         25,831         27,861         30,202           Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)           EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity				-973		-1,192
Total assets         18,464         23,018         25,831         27,861         30,202           Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)         EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity         21.2         54.2         56.7         25.0         -2.5<	Change in cash	802	-453	-78	-56	1,016
Cash & cash equivalent         953         506         427         371         1,388           Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)         EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity         21.2         54.2         56.7         25.0         -2.5	Balance Sheet (RsM)					
Accounts receivable         2,429         3,673         4,847         5,633         6,148           Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)         EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity         21.2         54.2         56.7         25.0         -2.5	Total assets	18,464	23,018	25,831	27,861	30,202
Net fixed assets         10,418         12,238         11,918         12,090         12,075           Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)           EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity         21.2         54.2         56.7         25.0         -2.5	Cash & cash equivalent	953	506	427	371	1,388
Total liabilities         8,290         12,151         14,510         12,937         10,720           Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)           EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity         21.2         54.2         56.7         25.0         -2.5	Accounts receivable	2,429				6,148
Accounts payable         3,277         4,551         5,308         6,067         6,622           Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)           EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity         21.2         54.2         56.7         25.0         -2.5						12,075
Total Debt         3,114         6,392         6,850         4,100         900           Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)           EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity         21.2         54.2         56.7         25.0         -2.5						
Shareholders' funds         10,174         10,867         11,321         14,925         19,483           Profitability/Solvency Ratios (%)           EBITDA margin adjusted         13.1         14.9         18.7         19.5         20.8           ROE adjusted         16.6         22.5         33.4         35.6         33.4           ROIC adjusted         9.6         15.5         22.0         25.1         27.9           Net debt to equity         21.2         54.2         56.7         25.0         -2.5						
Profitability/Solvency Ratios (%)       EBITDA margin adjusted     13.1     14.9     18.7     19.5     20.8       ROE adjusted     16.6     22.5     33.4     35.6     33.4       ROIC adjusted     9.6     15.5     22.0     25.1     27.9       Net debt to equity     21.2     54.2     56.7     25.0     -2.5						
EBITDA margin adjusted       13.1       14.9       18.7       19.5       20.8         ROE adjusted       16.6       22.5       33.4       35.6       33.4         ROIC adjusted       9.6       15.5       22.0       25.1       27.9         Net debt to equity       21.2       54.2       56.7       25.0       -2.5	Snarenoiders, tinds	10,174	10,867	11,321	14,925	19,483
ROE adjusted       16.6       22.5       33.4       35.6       33.4         ROIC adjusted       9.6       15.5       22.0       25.1       27.9         Net debt to equity       21.2       54.2       56.7       25.0       -2.5	Profitability/Solvency Ratios (%)					
ROIC adjusted 9.6 15.5 22.0 25.1 27.9 Net debt to equity 21.2 54.2 56.7 25.0 -2.5	EBITDA margin adjusted					20.8
Net debt to equity 21.2 54.2 56.7 25.0 -2.5	ROE adjusted					33.4
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Total debt to capital 23.4 37.0 37.7 21.6 4.4						-2.5
	lotal debt to capital	23.4	37.0	37.7	21.6	4.4

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# Merck R&D Deal — Another Validation

We see NPIL's R&D collaboration arrangement with Merck as yet another validation of the company's capabilities in drug discovery research, although the potential cash flow upside would only come through over the longer term. We expect this co-development deal, along with the earlier one with Eli Lilly, to add to the valuation of NPIL's NCE R&D business, which would be demerged shortly into a separately listed company. With the innovator CRAMS business gaining significant traction and imminent value unlocking on the NCE R&D front, we rate NPIL as our top pick in Indian pharma with c48% potential upside over the next 9-12 months.

# A potentially significant, albeit long-term, collaboration

NPIL has entered into a R&D collaboration agreement with Merck to develop new drugs for two disease targets selected by Merck, which could entail significant cash flows in future, if successful. This deal would be a part of NPIL's demerged R&D company (NPRC).

## Structure of the arrangement

Under the agreement, Merck will provide NPIL with two disease targets. NPIL, in turn, will carry out an integrated drug discovery program from hits to leads through pre-clinical candidate selection, as well as IND enabling non-clinical studies and human clinical trials to demonstrate proof-of-concept (i.e., up to phase Ila trials), primarily for Oncology. Merck will have an option to advance the most promising drug candidates into late-stage clinical trials and ultimately commercialize them.

#### Potential cash flows over the longer term

NPIL will receive milestone payments during the development process, which could add up to a maximum of US\$175m per target as well as royalties on sales if any of the products is ultimately launched.

We highlight that the potential cash flow upside from the deal would only come through over the longer term. The first milestone would be triggered only once any molecule has completed proof of concept (i.e., phase IIa) trials. Given that the partners are still at a very early stage (leads have yet to be identified), this could take a few years to materialize. In the interim, NPIL (through its about to be demerged R&D company) would incur all expenses on taking the selected candidates through to phase IIa stage.

However, with NPIL taking on the development risk up to proof of concept stage, we expect the potential upside to be much higher than a typical outlicensing arrangement, if any molecule is successfully developed into a drug.

#### Validation of drug discovery R&D

We believe the deal, along with a similar deal announced earlier with Eli Lilly, further validates NPIL's drug discovery research & development capabilities. This would, therefore, further buoy the valuation of its NCE R&D business once it is demerged, in our view.

# **Drug Discovery Pipeline**

NCE R&D has for long been an ignored aspect of the NPIL's business. While the recent demerger of the R&D business has forced investors to ascribe some value to the business, the collaborative R&D deals with Eli Lily, and now Merck, provide further validation of the inherent value of NPIL's NCE pipeline. The lead candidate (P-276) is already in clinical trials – in India as well as abroad. It recently got US FDA approval for its IND filing and clinical trials are expected to commence in the US shortly. Overall, NPIL expects to have eight molecules in the clinic by the end of FY08. We provide the company's complete drug discovery pipeline below, along updates on certain key candidates from the company's post earnings conference call last month.

Figure 1. NPIL - NCE R&D Pipeline

Therapeutic	Target	Compound	Stage	Latest Update	
Oncology	CDK-4	P-276	Phase II	Extended Phase I/II study; Phase II to be initiated by end of CY07 or early CY08	
Inflammation	TNF-a	NPS31807	Phase II	Data on the studies (for rheumatoid arthritis & psoriasis) to be available by March 2008	
Anti-Infective	Dermato-phytes	NPH30907	Phase II	Decision on commercialization by end of CY08; Back-up molecule exhibits better activity profile	
Oncology	Bcr-Abl	NPB-001-05	Phase I		
Oncology	CDK-4	P-1446	Pre Clinical	To begin three clinical studies by end of CY07	
Oncology	HIF-a	NA	Pre Clinical		
Oncology	General	Microbial Leads	Pre Clinical		
Inflammation	TNF-a	P-979	Pre Clinical		
Inflammation	TNF-a	Back-ups	Pre Clinical		
Inflammation	NSAID	P-1539	Pre Clinical		
Diabetes	NA	NA	Pre Clinical	In collaboration with Eli Lily; Dossier to be submitted by end of CY07; First milestone payment to be triggered at the end of Phase I study (late CY08 as indicated by the management)	
Diabetes	Non PPAR	P-1736	Pre Clinical	Early toxicology studies completed; Dossier to be submitted by end of CY07 or early CY08	
Anti-Infective	MRSA/VRE	PM-181104	Pre Clinical	,	
Source: Company Reports and Citi Investment Research					

# Drug discovery deal with Eli Lilly

NPIL has an ongoing new drug discovery agreement with Eli Lilly to develop a select group of the latter's pre-clinical drug candidates in multiple therapeutic areas. To start with, Eli Lilly has licensed one molecule to NPIL in the metabolic disorder space, which would act as a prototype for the following molecules. NPIL could receive milestone payments up to US\$100m on successful completion of phase I and II trials by NPIL and on registration and launch by Eli Lilly. It would also be entitled to royalties on sales and commercial rights for certain markets. The management expects to file the dossier for the first molecule, which is for type II diabetes, by end of CY08. The first milestone payment would be triggered on successful completion of Phase I study, which would be in late CY08 as guided by the management.

# Nicholas Piramal India

# Company description

Nicholas Piramal (NPIL), the fourth-largest company in the Indian formulations market, is targeting the regulated pharmaceutical markets through custom manufacturing (CMG). The company has scaled up in the domestic market through both organic and inorganic initiatives, and is looking at doing the same

in the overseas markets. Some initial CMG successes have been achieved in the form of six diverse contracts with innovator companies and two acquisitions in overseas markets.

## **Investment strategy**

We rate NPIL Buy/Medium Risk (1M) with a target price of Rs455/share. We believe NPIL is one of the best plays on custom manufacturing and the branded formulations market in India. Among the Indian mid-tier companies, NPIL has a unique approach to the domestic and export markets. Leveraging its manufacturing capabilities and relationships with global majors, the company has positioned itself as a 'partner of choice' for innovator companies across the product life cycle and value chain. On the domestic front, it has focused on building brands and strengthening its marketing and distribution network, making it less dependent than its peers on new product launches for growth. The move to demerge its NCE R&D unit would also add significant value for shareholders over the next 6-9 months, in our view. We are comfortable with valuations at current levels and expect significant upside potential as earnings momentum should continue in FY08 and beyond.

#### **Valuation**

We value NPIL on a sum of parts basis - valuing its core business on a P/E basis and the holding in the demerged NCE R&D entity, based on book value.

Our fair value of Rs448/share is based on 20x March '09E earnings. This is at a premium to our target multiple for mid-sized pharma companies and in-line with our target multiple for sector leaders. We believe NPIL deserves a higher multiple given the nature of its CMG business and possible upside from inorganic initiatives. Revenue visibility and sustainability are high in the CMG business: these are long-term exclusive contracts with innovators with no risk of litigation-related delays and competitive pressures. However, given the 18-24 month time lag between doing a deal and commencement of revenues, the full upside is not captured in one-year forward earnings. As such, we believe it deserves a higher valuation multiple.

We assign a value to the holding in NPRC on the basis of NPRC's current book value. NPRC has a book value of Rs74.3 and each NPIL shareholder will get 1 share in NPRC for every 10 shares held in NPIL. As such, we assign a value of Rs7/share ( $1/10^{\text{th}}$  of the book value) for the R&D company in our target price for NPIL. We believe this is conservative, but refrain from assigning a higher value for the R&D business at the moment as we await some third party validation of NPIL's R&D effort (in the form of a licensing deal / investment by a strategic partner).

#### **Risks**

We rate Nicholas Medium risk in contrast with our quantitative risk-rating system's Low risk to account for the integration-related issues of the Avecia and Morpeth acquisitions. The main downside risks to our target price are: 1) While custom manufacturing should drive NPIL's revenues and profitability, any slip-up in executing the contracts would be a big negative. 2) A break-up of any major association could have a short-term impact on revenues and earnings. 3) Any unfavorable trend in growth or pricing could have an adverse impact on the company's financials. The main upside risks to our target price are: 1) If NPIL bags new contracts that have a shorter lead time, it could have a

positive impact on our estimates and target price; and 2) NPIL continues to scout for acquisitions, which could add further to its strengths in target businesses and our estimates.

# Appendix A-1

## **Analyst Certification**

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## **IMPORTANT DISCLOSURES**

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#### **Nicholas Piramal India (NICH.BO)** Ratings and Target Price History - Fundamental Research Closing Targe Analyst: Prashant Nair, CFA (covered since October 11 2005) Price Oct 05 318.00 288.60 Nov Jun Mar \*286.00 \*255.00 286.60 Chart current as of 180.40 201.50 254.30 267.20 06 07 07 300.00 Jul Jul 07 \*330.00 267.20 2007 D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S O N 2005 Covered Rating/target price changes above reflect Eastern Standard Time

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Investment ratings are determined by the ranges described above at the time of initiation of coverage, a change in investment and/or risk rating, or a change in target

#### Nicholas Piramal India (NICH.BO)

19 November 2007

price (subject to limited management discretion). At other times, the expected total returns may fall outside of these ranges because of market price movements and/or other short-term volatility or trading patterns. Such interim deviations from specified ranges will be permitted but will become subject to review by Research Management. Your decision to buy or sell a security should be based upon your personal investment objectives and should be made only after evaluating the stock's expected performance and risk.

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