

Hindustan Unilever (HUVR)

Consumer products

When it rains, it pours. A sedate quarter with below-expectations revenue and margin performance coupled with the company's announcement of a 175 bps phased increase in royalty to be paid to Unilever will likely drive further underperformance for HUVR, recent weakness notwithstanding, in our view. We expect earnings downgrades as well as multiple contraction and retain our cautious view on the stock. Our EPS estimates are down 2-6% for FY2013-15E. Retain REDUCE with a revised target price of Rs450/share (Rs510 earlier), valuing the company at ~27X FY2014E EPS.

Company data and valuation summary

Hindustan Unilever

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Stock data							
52-week range (Rs) (hig	į	572-369					
Market Cap. (Rs bn)		1,038.5					
Shareholding pattern (%	6)						
Promoters	Promoters FIIs						
FIIs							
MFs		1.9					
Price performance (%)	1M	3M	12M				
Absolute	(8.8)	(14.3)	24.8				
Rel. to BSE-30	(12.2)	(19.4)	4.5				

Forecasts/Valuations	2013	2014E	2015E
EPS (Rs)	14.9	16.5	17.7
EPS growth (%)	25.4	10.6	7.4
P/E (X)	32.2	29.1	27.1
Sales (Rs bn)	251.8	286.7	327.7
Net profits (Rs bn)	32.3	35.7	38.3
EBITDA (Rs bn)	40.7	46.5	51.4
EV/EBITDA (X)	25.1	21.8	19.5
ROE (%)	99.1	105.5	92.6
Div. Yield (%)	3.6	2.3	2.5

3QFY13 – a sedate quarter on most fronts

HUL reported net sales of Rs64.3 bn (+10% yoy, +15% yoy adjusted for exports segment demerger, KIE: Rs65.9 bn), EBITDA of Rs8.7 bn (+1% yoy, KIE: Rs9.2 bn), and net income of Rs8.7 bn (+16% yoy, KIE: Rs8.9 bn), missing our and Street estimates on both topline and bottomline. Underlying volume growth decelerated further to 5% yoy. High base effect, increasing competitive intensity in the S&D segment (as RM prices correct), weakness in modern trade, and slowdown in discretionary spending contributed to volume weakness. Margins (13.5%, down 120 bps yoy, 50 bps below expectations) disappointed as well with below-expectation gross margin expansion and sharp jump in A&SP spend – operational profit was nearly flat yoy. Net income (pre-exceptionals) growth of 16% was aided by sharp jump in interest and other operating income. Other income (interest + other operating income) formed 30.7% of PBT in 3QFY13 versus 19.3% in 3QFY12.

Fears of a royalty increase come true; phased increase of 175 bps before end-FY2018E

HUVR announced an agreement with Unilever for a phased 175 bps (as % of net revenues, to 3.15% from the current 1.4%) increase in royalty, to be effected before end-FY2018E. We had highlighted this as a risk post a similar announcement at Unilever Indonesia in the second week of Dec 2012. Even as the company indicated that the increase in royalty reflects HUVR's increasing usage of Unilever's brands, technology, and global scale (to drive operational efficiencies), we believe HUVR will find it challenging to mitigate the impact of this increase on its financials, even over a longer term. The agreement is effective Feb 1, 2013 and the company has indicated (1) a 50 bps increase effective Feb 1, 2013 through March 31, 2014, and (2) phased increases for the balance 125 bps before March 31, 2018; we have assumed this increase to be evenly spread over FY2015-18E, noting limited guidance from the company on this aspect.

Cut FY2013-15E EPS estimates by 2-6%; retain REDUCE

Our EPS estimates for FY2013-15E stand reduced by 2-6% to Rs14.9, Rs16.5, and Rs17.7 respectively; higher-than-earlier other operating income forecasts prevented a more material EPS cut (our EBIT estimates are down 6-15%). Retain REDUCE with a revised TP of Rs450/share.

REDUCE

JANUARY 23, 2013

RESULT

Coverage view: Cautious

Price (Rs): 481

Target price (Rs): 450

BSE-30: 19,982

Rohit Chordia rohit.chordia@kotak.com Mumbai: +91-22-6634-1397

Amrita Basu amrita.basu@kotak.com Mumbai: +91-22-6634-1147

Kotak Institutional Equities Research kotak.research@kotak.com Mumbai: +91-22-6634-1100 Exhibit 1: HUVR's press release on announcement of change in royalty terms with Unilever

PRESS RELEASE

The Board of Directors of Hindustan Unilever Limited (HUL) have, at the Board Meeting on 22nd January, 2013, approved a proposal to enter into a new agreement with Unilever Plc (and entities of the Unilever Group) for the provision of technology, trademark licenses and other services to HUL.

Context

HUL currently has a Technical Collaboration Agreement (TCA) and a Trade Mark License Agreement (TMLA) with Unilever. The TCA provides for payment of 1% royalty on net sales of specific products manufactured with technical inputs developed by Unilever. The TMLA provides for the payment of trademark royalty at the rate of 1% of net sales on specific brands, where Unilever owns the trade mark and HUL is the licensed user. The total impact of both these agreements is a royalty cost of c. 1.4% of turnover.

Benefits to HUL

In recent years, Unilever has been increasingly globalising their resources to provide greater expertise, superior innovations and scale advantage for all Unilever entities, with an increased emphasis on Developing & Emerging Markets, including India. The pace of innovations and the scope of services have expanded over the years, and as a consequence, HUL is enjoying the benefits of an increasing stream of new products and innovations, backed by technology and knowhow from Unilever. HUL is also receiving support and guidance to drive functional excellence e.g. in marketing, supply management, media buying etc. This is helping HUL to remain competitive and further step-up its overall business performance.

New Agreement

In the context of the huge growth opportunity in India, as well as increasing intensity of competition, particularly from global players, Unilever is committed to ensuring that the support in terms of new products, innovations, technologies and services is commensurate with the needs of HUL to win in the market place and continue to generate significant value for all shareholders of HUL.

Given the need for increased levels of service and the consequent additional costs, Unilever asked for a review of the royalty arrangements in order to ensure a fair recovery of costs. The HUL Board has deliberated on the proposal and has approved the following new arrangements:

- HUL will enter into a new agreement, effective 1st February 2013, with Unilever for the provision of technology, trade mark license and other services.
- The new agreement envisages that the existing royalty cost of c. 1.4% of turnover will increase, in a
 phased manner, to a royalty cost of c. 3.15% of turnover no later than the financial year ending 31st
 March 2018, i.e. a total estimated increase of 1.75% of turnover.
- The increase in royalty cost, in the period from 1st February 2013 to 31st March 2014 is estimated to be 0.5% of turnover, and thereafter in a range of 0.3% to 0.7% of turnover in each financial year, leading up to a total estimated royalty cost increase of 1.75% of turnover compared to existing arrangements, no later than the financial year ending 31st March 2018.

The Board is satisfied that appropriate due diligence has been done and that the new arrangements reflect fair payment for the services and benefits that HUL will continue to receive. The new arrangements are consistent with the Government of India policy related to the payment of royalty.

Source: Company

6% 5.0% 5% 4.0% 4% 3.5% 3.5% 3% 2.5% 2% 1.4% 1% 0% Colgate GSK HUL (current) Nestle Unilever Unilever Palmolive India Pakistan Consumer Nigeria

Exhibit 2: HUVR's royalty payment has been lower than peers

Source: Companies, Kotak Institutional Equities

Segmental performance – weak across the board except a couple of silver linings

Soaps and detergents (S&D) – even as the reported revenue and EBIT growth of 19.8% and 10.6% yoy are healthy in their own right, the key as far as the company's S&D segment performance is concerned, is the sharp deterioration in growth trajectory, especially on the EBIT front. Yoy sales growth decelerated for the third consecutive quarter after hitting a peak of 28.4% in Mar 2012 quarter, while yoy EBIT growth slowed down even sharper to 10.6% from a peak of 110% hit in the Dec 2011 quarter. More importantly, trajectory slowed down from 40%+ reported in the previous quarter. Base is catching up and the company has had to step up A&SP materially to fight increasing competitive intensity in the segment. As seen historically, competitive intensity in the segment does increase in a benign input cost environment.

Premiumization trend did sustain in both the segments with Dove and Pears driving growth in the soaps segment and Surf and Rin delivering double-digit volume growth in detergents. The company indicated challenges in the Wheel franchise.

Personal products (PP) sales growth remained muted at 13% yoy but margins expanded 142bps yoy; EBIT grew 19% yoy. Sales growth was weak on account of (1) sustained weakness in FAL franchise since the price hike taken in sachets, and (2) more generic slowdown seen across discretionary categories. The company had relaunched Fair & Lovely a couple of quarters back and also taken a 14% price hike in sachets (MRP increased to Rs8 from Rs7); management expects a return to normalcy in FAL volume growth in a month or two. Among other highlights in this segment, the company launched a premium hair oil (Dove Elixir) and Brylcreem hair styling range for men. In the hair care segment, the company indicated some volume weakness in Dove sachets (impacted by price hike from Re1/sachet to Rs1.5).

Beverages segment had a strong quarter with a solid 18% yoy revenue growth and EBIT margin expansion of 200 bps; EBIT grew 33% yoy. The company indicated an exceptionally strong quarter for its tea business (across brands) and solid performance in the coffee portfolio as well. Tea prices have shot up recently; however, the same did not impact the company in this quarter as RM increase in this segment typically impacts margins with a lag given the nature of tea leaves procurement.

Packaged foods segment continued to disappoint with a sedate 7.7% yoy revenue growth and a loss at the EBIT level. The company attributed the weak performance to weakness in the Kwality Walls ice-cream portfolio, even as Kissan ketchup continued to do well. The company relaunched Knorr Soupy noodles in the month of December 2012 and expects improved performance in the Knorr portfolio going forward.

Worsening sales mix coupled with high adspends impacts EBITDA margin

Despite improvement in gross margin in the company's two large categories – S&D and PP, overall company-level gross margin declined likely on account of sales mix deterioration. This is the third consecutive quarter of slowing growth in PP and we will monitor this segment closely given its significant impact on overall performance.

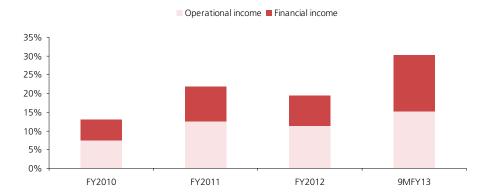
Adspends as % of sales increased by 97 bps and we expect this upward trajectory to continue while the margin expansion trend as witnessed in FY2012 is unlikely to repeat.

Growth in other income boosts PBT

Other income for the quarter increased by 85% yoy to Rs3.55 bn. Of this, operational income was Rs2.21 bn and financial income was Rs1.34 bn. While EBITDA growth was 1% yoy, PBT growth was16% yoy and was entirely driven by other income.

Exhibit 3 gives the ratio of other income to PBT from FY2010 to 9MFY13. We find that the ratio has steadily increased to 30% from 13% and within that, the ratio of financial income has increased significantly. While performance of the core business is showing signs of slowdown, PBT/PAT growth has been robust on account of other income.

Exhibit 3: Proportion of other income to PBT has increased steadily since FY2010
Proportion of other income (operational and financial) to PBT, March fiscal year–end, 2010-12 and 9MFY13



Source: Kotak Institutional Equities

Exhibit 4: Interim results of Hindustan Unilever, March fiscal year-ends (Rs mn)

						(% chg.)				
	30FY13	3QFY13E	3QFY12	2QFY13	3QFY13E	3QFY12	2QFY13	9MFY13	9MFY12	(% chg.)
Net sales	64,337	65,917	58,443	61,554	(2)	10	5	188,393	168,642	12
Total expenditure	(55,660)		(49,856)	(53,341)		12	4	(163,124)	(145,941)	12
Material cost	(34,191)		(30,799)	(32,695)		11	5	(100,563)	(91,629)	10
Employee cost	(3,427)		(2,741)	(3,305)		25	4	(10,061)	(8,477)	19
Advertising and promotion	(8,222)		(6,902)	(7,690)		19	7	(24,108)	(19,745)	22
Other expenditure	(9,821)		(9,414)	(9,652)	(5)	4	2	(28,393)	(26,091)	9
EBITDA	8,677	9,228	8,587	8,213	(6)	1	6	25,268	22,701	11
OPM (%)	13.5	14.0	14.7	13.3		0.5	47	13.4	13.5	101
Other income	3,549	3,117	1,919	3,042		85	17	10,062	4,932	104
Interest	(75)	(72)	(5)	(63)			3	(191)	(10)	1795
Depreciation	(593) 11,557	(593) 11,680	(568) 9,933	(577)	(1)	4 16	9	(1,746) 33,393	(1,701)	3 29
Pretax profits		· · · · · · · · · · · · · · · · · · ·		10,615	(1)			<u>-</u>	25,921	
Tax	(2,771)	(2,803)	(2,271)	(2,561)	(4)	22	<u>8</u>	(9,288)	(6,130)	52
PAT	8,786	8,877	7,662	8,053	(1)	15	9	24,105	19,791	22
Extraordinary items	(73)	0.077	(124)	16	(2)	16	8	5,990	908	560
Net profit (reported) Income tax rate (%)	8,714 24.0	8,877 24.0	7,538 22.9	8,069 24.1	(2)	16	8	30,095 27.8	20,699 23.6	45
Costs as a % of sales	F2.4		F2 7	F2.4				F2.4	54.3	
Material cost	53.1		52.7	53.1				53.4		
Employee cost	5.3		4.7	5.4				5.3	5.0	
Advertising and promotion	12.8		11.8 16.1	12.5				12.8	11.7	
Other expenditure	15.3		16.1	15.7				15.1	15.5	
Segment results of Hindustar	Unilever									
Revenues										
Soaps and detergents	31,712		26,481	31,762		20	(0)	95,104	77993	22
Personal products	20,489		18,877	17,445		9	17	56,405	50746	11
Beverages	7,929		6,709	7,196		18	10	21,666	19337	12
Packaged foods	3,301		3,067	3,663		8	(10)	11,334	10110	12
Others (incl exports)	2,902		4,361	2,884		(33)	1	8,425	13152	(36)
Total segment revenue	66,334		59,495	62,949		11		192,935	171,338	13
Segment PBIT margins										
Soaps and detergents	3,937		3,559	4,536		11	(13)	12,325	9,132	35
Personal products	5,789		4,881	4,226		19	37	14,771	12,979	14
Beverages	1,404		1,052	1,031		33	36	3,384	2,683	26
Packaged foods	(26)		(60)	90		(56)	(129)	312	279	12
Others (incl exports)	(186)		344	205		(154)	(191)	(25)	692	(104)
Total segment EBIT	10,917		9,776	10,087		12	8	30,767	25,765	19
Segment PBIT margins, %										
Soaps and detergents	12.4		13.4	14.3				13.0	11.7	
Personal products	28.3		25.9	24.2				26.2	25.6	
Beverages	17.7		15.7	14.3				15.6	13.9	
Packaged foods	(0.8)		(1.9)	2.5				2.7	2.8	
Others (incl exports)	(6.4)		7.9	7.1				(0.3)	5.3	
Capital employed	(2.215)		(4.004)	/F 050\		(4.0)	(2.2)	(2.217)	(4.004)	/4-1
Soaps and detergents	(3,917)		(4,831)	(5,052)		(19)	(22)	(3,917)	(4,831)	(19)
Personal products	(2,560)		610	(2,366)		(520)	(702)	(2,560)	610	(520)
Beverages	1,089		2,282	(160)		(52)	(783)	1,089	2,282	(52)
Packaged foods	2,011		1,850	1,597		9 (124)	26	2,011	1,850	9 (124)
Others (incl exports)	(294)		961	(126)		(131)	132	(294)	961	(131)
Unallocated corporate	37,597		37,656	62,687		(0)	(40)	37,597	37656	(0)
Total	33,927		38,528	56,580		(12)	(40)	33,927	38,528	(12)

Source: Kotak Institutional Equities estimates

Exhibit 5: Segmental performance trends

ſ		FY201	11			FY201	12			FY2013	
-	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12
Segmental break-up											
Revenues											
Soaps and detergents	22,645	21,294	21,929	22,075	25,550	25,961	26,481	28,344	31,631	31,762	31,712
Personal products	13,655	13,649	16,547	14,609	16,307	15,562	18,134	17,109	18,471	17,445	20,489
Beverages	5,378	5,700	6,022	6,347	6,086	6,542	6,709	6,832	6,541	7,196	7,929
Packaged foods	3,158	2,744	2,700	3,174	3,721	3,323	3,067	3,481	4,370	3,663	3,301
Others (exports, chemicals, waters)	3,774	4,174	4,020	3,414	4,129	4,662	5,104	1,823	2,640	2,884	2,902
Total	48,609	47,561	51,218	49,618	55,793	56,050	59,495	57,588	63,651	62,949	66,334
Operating profit											
Soaps and detergents	2,488	2,501	1,693	1,650	2,361	3,212	3,559	3,201	3,852	4,536	3,937
Personal products	3,388	3,140	4,769	3,652	4,133	3,965	4,865	4,492	4,757	4,226	5,789
Beverages	695	876	1,014	993	754	877	1,052	984	950	1,031	1,404
Packaged foods	259	155	(166)	47	174	165	(60)	(37)	248	90	(26)
Others (exports, chemicals, waters)	(39)	6	42	152	211	138	359	(49)	(43)	205	(186)
Total	6,790	6,678	7,351	6,494	7,632	8,357	9,776	8,591	9,763	10,087	10,917
Unallocable expenditure	(1,339)	(1,600)	(1,672)	(1,375)	(1,406)	(1,602)	(1,751)	(1,882)	(1,961)	(2,451)	(2,833)
OPM (%)				. ,	. , ,	. , , , ,	. , . ,				
Soaps and detergents	11.0	11.7	7.7	7.5	9.2	12.4	13.4	11.3	12.2	14.3	12.4
Personal products	24.8	23.0	28.8	25.0	25.3	25.5	26.8	26.3	25.8	24.2	28.3
Beverages	12.9	15.4	16.8	15.6	12.4	13.4	15.7	14.4	14.5	14.3	17.7
Packaged foods	8.2	5.7	(6.2)	1.5	4.7	5.0	(1.9)	(1.1)	5.7	2.5	(0.8)
Others (exports, chemicals, waters)	(1.0)	0.1	1.0	4.4	5.1	3.0	7.0	(2.7)	(1.6)	7.1	(6.4)
Blended - before unallocable exp	14.0	14.0	14.4	13.1	13.7	14.9	16.4	14.9	15.3	16.0	16.5
Unallocable expenditure	(2.8)	(3.4)	(3.3)	(2.8)	(2.5)	(2.9)	(2.9)	(3.3)	(3.1)	(3.9)	(4.3)
Blended	11.2	10.7	11.1	10.3	11.2	12.1	13.5	11.6	12.3	12.1	12.2
Revenue contribution (%)	11.2	10.7		10.5	11.2	12.1		11.0	12.3		12.2
Soaps and detergents	46.6	44.8	42.8	44.5	45.8	46.3	44.5	49.2	49.7	50.5	47.8
Personal products	28.1	28.7	32.3	29.4	29.2	27.8	30.5	29.7	29.0	27.7	30.9
Beverages	11.1	12.0	11.8	12.8	10.9	11.7	11.3	11.9	10.3	11.4	12.0
Packaged foods	6.5	5.8	5.3	6.4	6.7	5.9	5.2	6.0	6.9	5.8	5.0
Others (exports, chemicals, waters)	7.8	8.8	7.8	6.9	7.4	8.3	8.6	3.2	4.1	4.6	4.4
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Operating profit contribution (%)	36.6	37.5	23.0	25.4	30.9	38.4	36.4	37.3	39.5	45.0	36.1
Soaps and detergents	49.9	47.0	64.9	56.2	54.1	47.4	49.8	52.3	48.7	41.9	53.0
Personal products											
Beverages	10.2	13.1	13.8	15.3	9.9	10.5	10.8	11.5	9.7	10.2	12.9
Packaged foods	3.8	2.3	(2.3)	0.7	2.3	2.0	(0.6)	(0.4)	2.5		(0.2)
Others (exports, chemicals, waters)	(0.6)	0.1	0.6	2.3	2.8	1.6	3.7	(0.6)	(0.4)	2.0	(1.7)
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Revenue growth yoy (%)											
Soaps and detergents	2.4	6.3	5.8	11.6	12.8	21.9	20.8	28.4	23.8	22.3	19.8
Personal products	11.4	14.7	20.2	16.4	19.4	14.0	9.6	17.1	13.3	12.1	13.0
Beverages	7.7	9.3	9.3	11.3	13.1	14.8	11.4	7.6	7.5	10.0	18.2
Packaged foods	21.1	22.3	20.6	25.5	17.8	21.1	13.6	9.7	17.4	10.2	7.7
Others (exports, chemicals, waters)	12.0	25.0	11.3	6.7	9.4	11.7	27.0	(46.6)	(36.1)	(38.1)	(43.1)
Total	7.2	11.3	11.7	13.4	14.8	17.9	16.2	16.1	14.1	12.3	11.5
Op profit yoy (%)											
Soaps and detergents	(35)	(8)	(39)	(35)	(5)	28	110.2	93.9	63.2	41.2	10.6
Personal products	26	0	8	34	22	26	2.0	23.0	15.1	6.6	19.0
Beverages	(1)	(1)	24	26	8	0	3.7	(0.9)	25.9	17.5	33.4
Packaged foods	82	875	233	(27)	(33)	6	(64.1)	(179.8)	42.6	(45.4)	(55.9)

Source: Company, Kotak Institutional Equities

Exhibit 6: Key changes to earnings model (standalone) - Hindustan Unilever, March fiscal-year ends, 2013E-15E

		Revised			Earlier		(Change (%)
_	FY2013E	FY2014E	FY2015E	FY2013E	FY2014E	FY2015E	FY2013E	FY2014E	FY2015E
Net revenues (Rs mn)	251,820	286,670	327,746	254,347	291,761	335,313	(1)	(2)	(2)
EBITDA (Rs mn)	33,434	37,446	42,086	35,591	41,711	48,806	(6)	(10)	(14)
EBIT (Rs mn)	31,067	34,900	39,347	33,220	39,133	46,037	(6)	(11)	(15)
EBITDA margin (%)	13.3	13.1	12.8	14.0	14.3	14.6			
Net profit (pre-exceptionals, Rs mn)	32,264	35,672	38,328	33,321	36,503	40,859	(3)	(2)	(6)
EPS (Rs/share)	14.9	16.5	17.7	15.4	16.8	18.8	(3)	(2)	(6)
Effective tax rate (%)	23.9	26.5	29.0	24.5	26.1	29.0			

Source: Kotak Institutional Equities estimates

Exhibit 7: Volume growth trajectory slowing down HUL FMCG volume growth and its trend line (%)

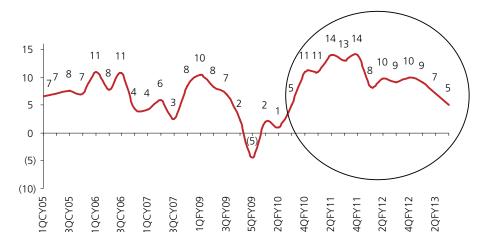


Exhibit 9: Growth remains subdued

HUL personal products sales growth (%)

Source: Company, Kotak Institutional Equities

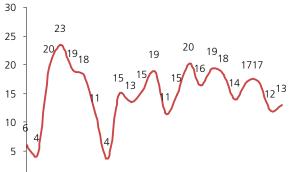
Exhibit 8: Premiumization trend continues HUL soaps and detergents sales growth (%)

Source: Company, Kotak Institutional Equities

28 22 21 24 22 20 25 25 22 21 24 22 20 20 15 15 13 12

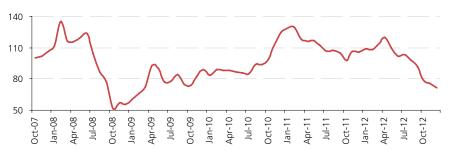
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Jun-07



Source: Company, Kotak Institutional Equities

Exhibit 10: Correction in palm oil price will bring back competition from unorganized players Trend in palm oil price (indexed to base 100)



Source: Bloomberg

Exhibit 11: HUVR: Profit model, balance sheet, cash model, March fiscal year-ends, 2010-15E (Rs mn)

	2010	2011	2012	2013E	2014E	2015E
Profit model (Rs mn)						
Net sales	175,238	193,810	217,356	251,820	286,670	327,746
EBITDA	25,484	23,239	29,106	33,434	37,446	42,086
Other income	3,496	6,274	6,591	13,460	13,903	14,906
Interest	(70)	(2)	(12)	(270)	(270)	(270)
Depreciation	(1,840)	(2,208)	(2,183)	(2,367)	(2,546)	(2,738)
Pretax profits	27,071	27,302	33,502	44,257	48,533	53,983
Tax	(6,044)	(6,310)	(7,776)	(11,994)	(12,861)	(15,655)
Net profit	21,027	20,992	25,725	32,264	35,672	38,328
Earnings per share (Rs)	9.6	9.7	11.9	14.9	16.5	17.7
Balance sheet (Rs mn)						
Total equity	25,835	26,595	35,129	29,972	37,681	45,067
Total borrowings	0	0	0	0	0	0
Current liabilities	67,332	72,839	71,157	84,166	93,874	105,175
Deferred tax liability	2,023	0	0	0	0	0
Other long term liabilities	0	2,192	3,297	3,558	3,804	4,077
Total liabilities and equity	95,190	101,627	109,583	117,697	135,359	154,318
Cash	18,922	16,285	18,300	16,750	27,060	37,417
Current assets	34,756	46,060	41,129	49,887	56,201	63,609
Total fixed assets	24,361	23,502	23,227	24,133	25,171	26,366
Investments	12,641	12,607	24,382	24,382	24,382	24,382
Intangible asset		1,077	403	403	403	403
Deferred tax asset	4,511	2,097	2,142	2,142	2,142	2,142
Total assets	95,190	101,627	109,583	117,697	135,359	154,318
Free cash flow (Rs mn)						
Operating cash flow, excl. working capital	20,034	20,525	26,659	34,684	33,601	35,724
Working capital	14,289	(1,607)	2,036	4,513	3,640	4,165
Capital expenditure	(5,568)	(3,113)	(2,450)	(3,274)	(3,583)	(3,933)
Free cash flow	28,756	15,805	26,246	35,923	33,657	35,956
Key assumptions						
Revenue Growth (%)	(13.4)	10.6	12.1	15.9	13.8	14.3
EBITDA Margin(%)	14.5	12.0	13.4	13.3	13.0	12.8
EPS Growth (%)	(16.0)	0.9	22.4	25.4	10.6	7.4
LI 3 GIOWIII (70)	(10.0)	0.3	ZZ.4	23.4	10.0	7.4

Source: Kotak Institutional Equities estimates