

# Maruti Udyog

**Buy**
**CMP: Rs 734**
**Target Price: Rs 947  
(12 Months)**
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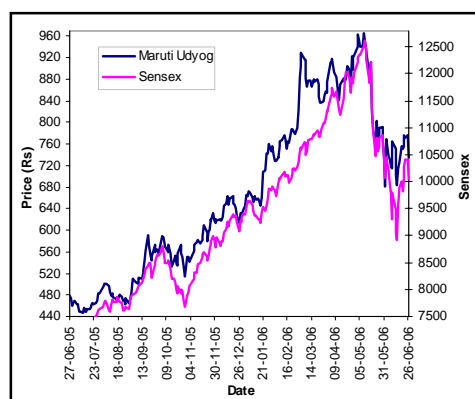
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**Stock Info**

Market Cap (Rs cr)	21213
Market Cap (US\$ mn)	4714
52 Week High / Low	974 / 444
Avg Daily Volume	656855
Face Value (Rs)	5
BSE Sensex	10151
Nifty	2982
BSE Code	532500
NSE Code	MARUTI
Reuters Code	MRTI.BO
Bloomberg Code	MUL@IN

**Shareholding Pattern (%)**

Promoters	64.48
MF / Banks / Indian FIs	15.28
FII / NRIs / OCBs	15.51
Indian Public / Others	4.67


**Investment Argument**

- Car and UV industry poised for strong growth ahead:** Maruti Udyog Limited's (MUL) annual domestic sales of Passenger cars and Utility Vehicles (UVs) are expected to grow at a CAGR of 15% over the next five years on the back of demographic changes, rise in employment and income, change in lifestyle and infrastructure development. Reduction in Excise duty from 24% to 16% on small cars in the current Budget is also expected to boost MUL's volumes.
- MUL to launch 5 new models to combat intensifying competition:** Future growth in India, intensifying competition and to maintain its dominance, MUL plans to launch 5 new models in the next 5 years in India. It also proposes to enter the diesel car segment.
- Maintaining cost efficiencies:** MUL has emerged the most cost-efficient car manufacturer in India. It has been maintaining positive growth in OPMs in the last two years despite price cuts and hike in raw material prices. This would in turn enhance MUL's bottom-line.
- MUL to manufacture cars for Nissan - Suzuki JV:** The Nissan - Suzuki compact vehicle will be built at MUL's plant. These cars would be primarily exported to Europe and sold under Nissan's badge. Overall, MUL targets to achieve Export sales of 1,00,000 units p.a. through a new car in FY2009.

**Valuation**

At the CMP of Rs 734, the stock is quoting at 14x and 12x its FY2007E and FY2008E Earnings, respectively. Given that the stock is inexpensive, we recommend a **Buy with a 12-month Target Price of Rs 947 which translates into annualized returns of 29%.**

**Key Financials**

Y/E March (Rs cr)	FY2005	FY2006	FY2007E	FY2008E
<b>Net Sales</b>	<b>10,960</b>	<b>12,058</b>	<b>13,842</b>	<b>15,918</b>
% chg	17	10	15	15
<b>Net Profit</b>	<b>853</b>	<b>1189</b>	<b>1521</b>	<b>1813</b>
% chg	33	39	28	19
<b>EPS (Rs)</b>	<b>29.5</b>	<b>41.1</b>	<b>52.7</b>	<b>62.7</b>
EBIDT Margin (%)	12.7	13.5	15.9	16.0
P/E (x)	24.7	17.7	13.9	11.6
P/CEPS (x)	16.1	14.3	10.7	9.4
RoE (%)	19.5	21.8	22.8	22.6
RoCE (%)	20.0	23.2	25.2	25.4
P/BV (x)	4.8	3.9	3.2	2.6
EV/Sales (x)	1.9	1.6	1.3	1.0
EV/EBIDTA (x)	14.9	11.9	8.1	6.3

Source: Company, Angel Research

Large Cap - Automobile

**Investment Highlights**

- **Car and UV industry poised for strong growth:** Annual domestic sales of passenger car and UV is expected to grow at a CAGR of 15% during the next 5 years. Demand will be driven by demographic changes, rise in employment and income, change in lifestyle and infrastructure development. Reduction in Excise Duty from 24% to 16% for small cars in the current Budget is also expected to help increase MUL's volumes further. MUL will be bigger beneficiaries since the sop of lower Excise is available only for the small car segment.
- **MUL to maintain market share in Small car segment which will aid it outperform industry growth:** MUL being the largest player in the domestic car segment enjoys more than 50% of market share. MUL has been growing at 8.4% as against the industry growth rate of 7%. Anticipating future growth in India and intensifying competition especially from the foreign players, MUL proposes to launch 5 new models in the next five years in India including a diesel car in FY2007 and an export car in FY2009 to maintain its dominance. The diesel car segment contributes 20% of the overall car market. All this augurs well for the company to maintain its market share above 50% in overall car segment. MUL has announced launch of five new models in the next five years
- **Capacity Expansion in its bid to keep pace with industry growth:** MUL proposes to set up a new plant at a capex of Rs 1,520cr and capacity of 1,00,000 expandable to 3,00,000 units by FY2009. This plant is expected to be operational by the end of FY2006. MUL has announced acquisition of Suzuki's 30% stake in the Maruti Suzuki Automobile India Limited (MSAIL) JV for Rs12cr, which will be setting up the plant. The merger is effective from April 2006. This is a positive development for MUL as it eliminates the issue of transfer pricing and inter-company transactions. MUL also proposes to invest Rs 2,720cr towards R&D and upgradation of its existing manufacturing unit. These investment plans will enable MUL achieve its target of 1mn units by 2010.
- **Maintaining cost efficiencies:** MUL has emerged as the most cost-efficient car manufacturer in India. It has been consistently maintaining positive growth in Operating Margins in the last two years despite a few price cuts and hike in raw material prices. MUL proposes to maintain cost efficiencies by reducing its import steel content in production and replacing it with domestic steel content. This would in turn enhance MUL's bottom-line.
- **Export contribution to sales to double in the next 2-3 years:** MUL posted a 29% decline in Export Sales in FY2006 following a slowdown in the European market. Pertinently, *Swift*, one of MUL's fastest selling models, is being exported from Suzuki's Hungary plant to the European markets. Nevertheless, in the first two months of FY2007 MUL recorded a 15.6% jump in Exports. Going ahead, by FY2009 MUL expects to sell 100,000 units per annum of its proposed Export car. MUL is targeting other developing markets too for exports including Africa, Asia and Latin America. In the near future, SMC also has plans to use its Indian operations as an export hub wherein subsidiary MUL will manufacture SMC's newer models which would then be exported to the other markets. SMC has a manufacturing collaboration with Nissan Motoring Co., which would be jointly commence production in India. We expect this JV to double the company's Export contribution to sales in the next 2-3 years (6.2% in FY2006).

## Background

MUL, a 54% subsidiary of Suzuki Motor Corporation (SMC) of Japan, has been the leader in the Indian car market for about two decades. MUL's manufacturing plant, located some 25km south of New Delhi in Gurgaon, has an installed capacity of 3,50,000 units per annum with a capability to produce about half a million vehicles per annum.

## Product Mix

The company has a portfolio of 11 brands including the *Maruti 800*, *Omni*, premium small car *Zen*, international brands *Alto* and *WagonR*, off-roader *Gypsy*, mid-size *Esteem*, luxury car *Baleno*, the MPV *Versa*, *Swift* and luxury SUV *Grand Vitara XL7*.

### Exhibit 1: Products and Sales contribution (%)

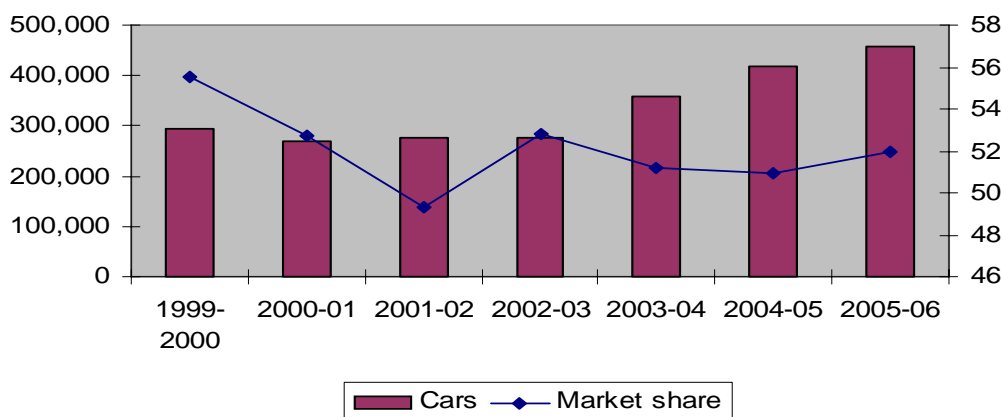
Segment	Model	FY2006	FY2005
A1	Maruti 800	15.9	21.7
C	Omni, Versa	11.8	12.1
A2	Alto, Swift, Wagon R, Zen	59.7	50.6
A3	Baleno Esteem	5.7	5.5
<b>Total Passenger cars</b>	<b>93.0</b>	<b>89.9</b>	
<b>MUV</b>	<b>Gypsy, Vitara</b>	<b>0.8</b>	<b>10.0</b>
Domestic		93.8	90.8
Export		6.2	9.1
<b>Total Sales</b>		<b>100</b>	<b>100</b>

Source: Company; Angel Research

**MUL leader in Passenger car segment with a market share of 64% in small cars (A1+A2) as against a market share of 52% in the domestic car business**

In recent years, MUL has taken major strides towards becoming Suzuki Motor Corporation's R&D hub in Asia. In line with this, MUL has introduced upgraded versions of the *WagonR*, *Zen* and *Esteem*, which have been completely designed and styled in-house. This has aided MUL maintain its leadership position in the Passenger car segment with a market share of 64% in small cars (A1+ A2) as against a market share of 52% in the domestic car business. MUL has been able to sustain high market share despite a negligible presence in the growing diesel car segment, which accounts for almost 20% of the Total Passenger car market.

### Exhibit 2: Dominant player in Passenger Cars



Source: SIAM; Angel Research

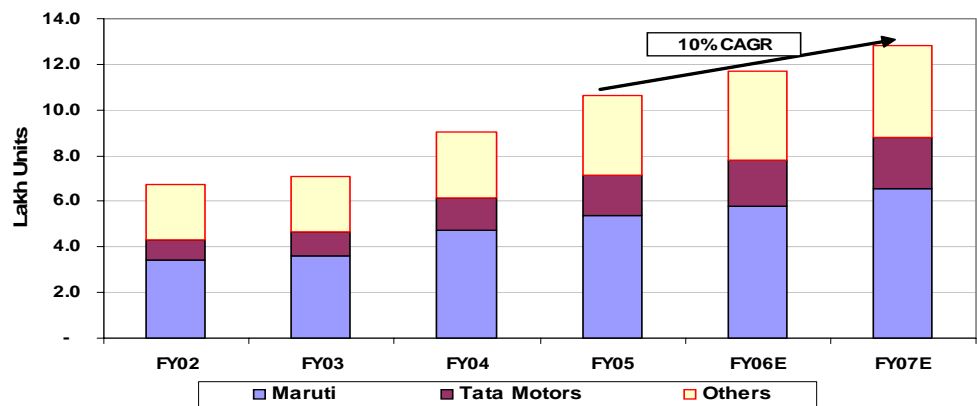
MUL is the only player in the A1 Category with its *Maruti 800* offering. Despite a 23% decline in the sales of *Maruti 800* in the past few years, intensifying competition in the A2 and Compact segments, MUL has managed to increase its market share in FY2006 due to the good response to *Swift*. The A2 segment contributed nearly 64% of its sales volume in FY2006 as against 56% in FY2005. MUL posted 24% growth in the A2 segment primarily because of *Swift*, which clocked record sales of 53,000 units in the first year of its launch. *WagonR* and *Zen* sales however, continued to be under pressure which is expected to further intensify with the introduction of new models by MUL going ahead.

**Industry Overview**

**Demand for passenger vehicles expected to be robust as the current economic scenario is conducive for growth of industry**

The Passenger vehicles segment is broadly divided into Passenger cars, multi-purpose vehicles (MPVs) and utility vehicles (UV). Passenger vehicles posted a YoY growth of around 8% in FY2006. Due to delayed purchase of vehicles in anticipation of the announcements in Union Budget, the month of March 2006 witnessed a growth of more than 22% in passenger vehicle sales. Passenger vehicle exports grew by around 6% in the same period. Going ahead, demand for passenger vehicles is expected to be robust as the current economic scenario is conducive for growth of industry. A strong GDP growth, rising young population, higher disposable income and easy financing are some other factors that have provided the much needed impetus to the segment.

**Exhibit 3: Growth of Passenger Car segment**



Source: Company; Angel Research

The Passenger vehicles segment in India is estimated to grow in double-digits during the next 2-3 years with MUL and Tata Motors likely to be frontrunners. In the past few years, MUL had been the leader maintaining its market share at over 50% despite stiff competition. Going ahead too, MUL is expected to be the leader as it is aggressively expanding its capacities to meet the additional demand arising out of the country.

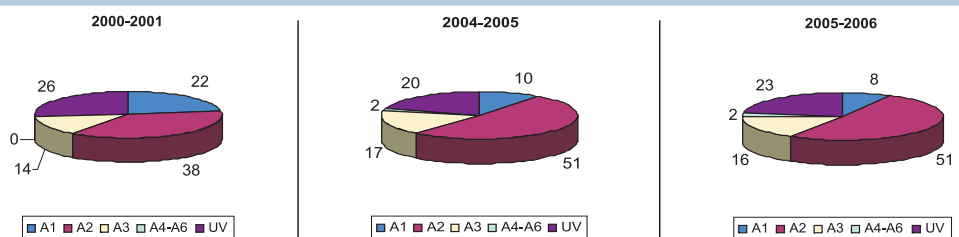
**Product Mix changed**

The Indian car market is classified into six categories based on vehicle length:

**A1:** Mini - up to 3,400mm; **A2:** Compact - from 3,401mm to 4,000mm; **A3:** Mid-size - from 4,001mm to 4,500mm; **A4:** Executive - from 4,501mm to 4,700mm; **A5:** Premium - from 4,701mm to 4,700mm; **A6:** Luxury - 5001mm and above.

Share of the Compact and Mid size car segments has risen significantly in the last five years primarily eating into the share of the Mini segment. This change in Product mix has helped boost MUL's Operating Margins in the last five years.

**Exhibit 4: Change in Product Mix of Passenger Car segment**



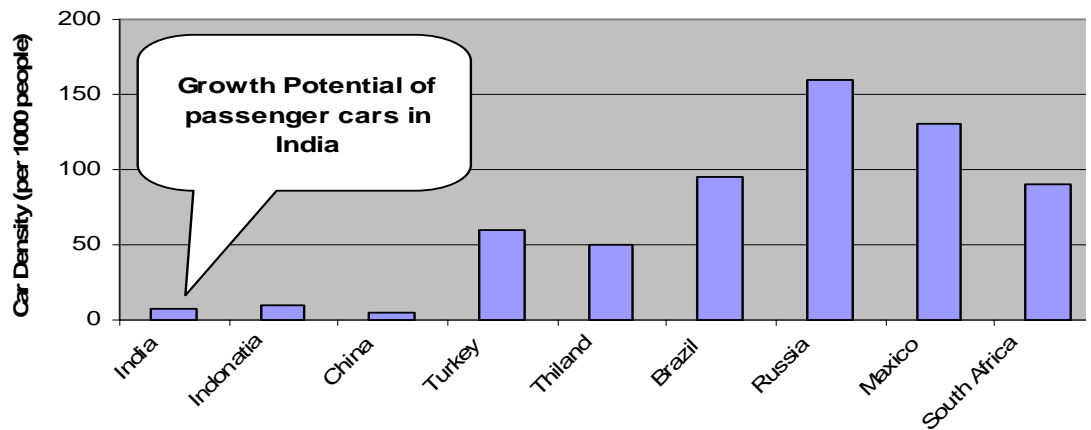
Source: Company

**Penetration level of passenger cars in India has immense potential**

Dynamics of the passenger car industry in India has changed over the years following Policy changes, multiple choices and availability of easy finance. Over 80% of the cars sold in India are financed thanks to the low interest rate regime in the last few years. The passenger car market has grown at a CAGR of 17% during FY2002-05 whereas the total passenger vehicles (UVs and MPVs in addition to Passenger cars) market has grown at a CAGR of 16%.

In volume terms, passenger car sales accounted for over 77% of the Indian passenger vehicles market and grew by 7.5% from 8,20,179 units in FY2005 to 8,82,094 units in FY2006. The penetration level of passenger cars in India has immense potential. Currently, there are only 7 cars per 1,000 Indians compared to even Sri Lanka and Pakistan which have 12 cars per 1,000 people while Europe and US have several hundred cars per 1,000 people.

**Exhibit 5: Car density of Developing countries**



Source: CRIS INFAC

India is estimated to maintain its GDP growth of 6-7% (Source: CSO) over the next decade which will enhance the per capita income growth of India. This is likely to increase India's car density to 20 vehicles per 1,000 people by 2015. In the near future, in 2006, the Indian consumer will also have the luxury to choose from a wide array of models as 30 new launches are expected during the year from hatchbacks to mid-size models to SUVs to super luxury high-end cars.

**Buoyed by robust demand, most of the existing players are pumping in fresh investments to ramp up their operational capacities**

The Indian Passenger car industry has matured and attained critical mass in terms of number of vehicles sold. In India, the top three manufacturers in the Compact segment -- MUL, Hyundai Motors and Tata Motors -- have achieved significant domestic volumes to drive the benefits of low manufacturing costs.

Higher domestic demand and increasing exports are likely to result in capacities getting upgraded, which is expected to touch 2.3mn units by FY2008. The car manufacturers have announced ambitious capex plans for the next 2-3 years. Buoyed by robust demand, most of the players are pumping in fresh investments to ramp up their operational capacities and/or launch new models. The foreign players too have identified the potential of the Indian market and have decided to enhance their product portfolio and set up local production units.

<b>Exhibit 6: Capacity Expansion plans of Major Players</b>		<b>(Units)</b>
<b>Company</b>	<b>FY2006</b>	<b>FY2007</b>
Maruti Udyog	6,00,000	7,50,000
Tata Motors	2,25,000	2,25,000
Hyundai Motors India	2,80,000	6,00,000
M&M	1,13,000	2,45,000
Ford India	1,00,000	1,00,000
Others	3,54,000	4,49,000
<b>Total</b>	<b>16,72,000</b>	<b>23,69,000</b>

Source: CRIS INFAC, Angel Research

**Government Sop: Excise Duty cut boosting small car volumes**

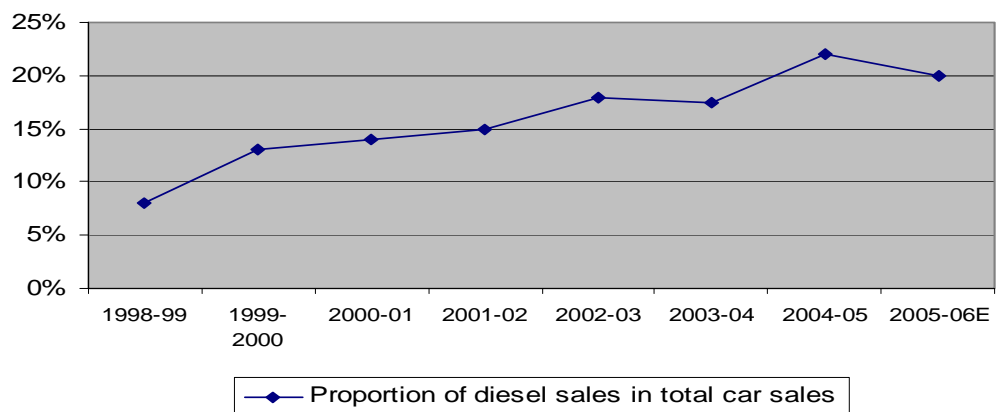
Excise Duty on Passenger cars and UVs had been cut from 40% in FY2001 to 24% in FY2004. This had resulted in the prices of cars and UVs dropping and higher volumes. In the Union Budget 2006-07, the government abolished SED of 8% on small cars having length of less than 4,000mm and having engine capacity of less than 1,200cc for petrol cars and less than 1,500cc for diesel cars. As a result, the price of small cars further decreased resulting in the addressable market expanding.

The government plans to do away with the cubic capacity (cc) criteria for concessional Excise rate. This move will lower the prices of the Maruti *Swift*, Hyundai *Getz* and the *Indica petrol* version and will further boost volumes. The government plans to make India a small car hub for which high domestic volumes are essential.

**The proportion of diesel cars is estimated to have increased from 14% in FY2001 to 20% in FY2006 and going ahead it is likely to rise further!!**

The proportion of diesel cars in India has also been increasing. It is estimated to have increased from 14% in FY2001 to 20% in FY2006. As regards future player initiatives, major players like Hyundai and General Motors are expected to launch diesel models. MUL plans to enter the diesel car segment with the launch variants of its models in the Compact Plus and Mid-size segments. Going ahead, the proportion of diesel sales currently dominated by Tata *Indica* is expected to rise significantly as customers get wider choice.

**Exhibit 7: Share of diesel cars in Total car sales**



Source: CRIS INFAC

**Financial Performance**

For Q4FY2006 and FY2006, MUL has announced decent results. For FY2006, while MUL's Top-line YoY grew by 10%, Net Profit growth outpaced the same. This was on the back of expansion in Operating Margins and lower Interest and Depreciation expenses. The company's Q4FY2006 performance too was the same.

**Exhibit 8: Quarterly Performance**

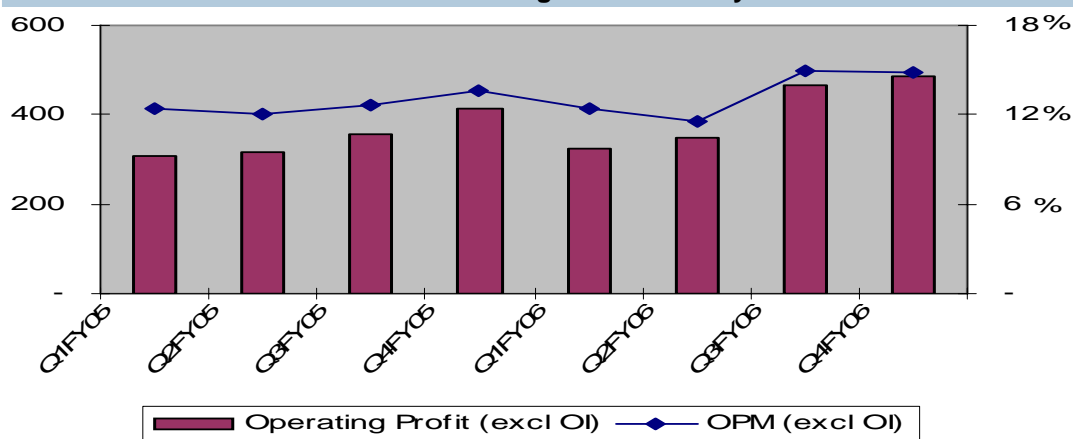
Y/E Mar (Rs cr)	Q1FY06	Q1FY05	%chg	Q2FY06	Q2FY05	%chg	Q3FY06	Q3FY05	%chg	Q4FY06	Q4FY05	%chg
<b>Net Sales</b>	<b>2,627.1</b>	<b>2,479.3</b>	<b>6.0</b>	<b>3,039.9</b>	<b>2,627.0</b>	<b>15.7</b>	<b>3,114.2</b>	<b>2,810.9</b>	<b>10.8</b>	<b>3,277.0</b>	<b>3,042.8</b>	<b>7.7</b>
Other Income	98.2	88.9	10.5	109.1	90.2	21.0	106.6	127.5	(16.4)	115.3	96.9	18.9
Total Expenditure	2,302.4	2,172.6	6.0	2,690.1	2,312.3	16.3	2,648.3	2,453.6	7.9	2,790.9	2,627.3	6.2
Operating Profit	324.8	306.7	5.9	349.8	314.8	11.1	465.9	357.2	30.4	486.2	415.5	17.0
Interest	9.1	9.1	-	6.1	9.5	(35.3)	1.7	7.5	(76.8)	3.4	10.0	(65.7)
Depreciation	78.3	119.3	(34.4)	66.5	120.1	(44.6)	68.1	105.2	(35.3)	72.6	112.2	(35.3)
Taxation	109.1	96.3	13.3	123.6	91.8	34.7	163.7	132.4	23.6	164.5	130.8	25.8
<b>Net Profit</b>	<b>226.5</b>	<b>170.9</b>	<b>32.5</b>	<b>262.7</b>	<b>183.6</b>	<b>43.1</b>	<b>339.0</b>	<b>239.7</b>	<b>41.5</b>	<b>360.9</b>	<b>259.5</b>	<b>39.1</b>
OPM (%)	12.4	12.4		11.5	12.0		15.0	12.7		14.8	13.7	
GPM (%)	15.8	15.6		14.9	15.1		18.3	17.0		18.2	16.5	
NPM (%)	8.3	6.7		8.3	6.8		10.5	8.2		10.6	8.3	

Source: Company; Angel Research

**Consistently expanding Operating Margins**

MUL's Operating Margins have been expanding consistently from 12.4% in Q1FY2005 to 14.8% in Q4FY2006, the highest in the past five years. Margin expansion was driven by better Product mix albeit lower Export sales, higher finished goods inventory, currency gains, better cost management, better operational efficiencies and operating leverage due to high utilization levels.

**Exhibit 9: Cost Reductions to result in Higher Profitability**



Source: Company; Angel Research

MUL initiated the 'Challenge 50' programme targeting a 50% improvement in productivity and 30% reduction in costs over FY2002-05. To achieve the same, MUL undertook vendor rationalization, content localization and productivity improvement. As a result, MUL posted a 17% growth in Operating Profit in Q4FY2006. MUL has also kick-started its new cost reduction program called 'Next Leap', which targets to achieve 20% cost reduction and productivity improvement over FY2006-08. Under this programme, MUL intends to reduce the import content in its raw material costs by localizing production.

## Peer Comparison

At current levels, MUL is reasonably valued compared to its peers. MUL scores well when compared with its peers on the Operating, Financial and Valuation parameters.

### Exhibit 10: Comparative Valuation

Company	MUL	Tata Motors	M&M	Ashok Leyland
CMP (Rs)	730	752	597	35
Equity (Rs cr)	144.5	382.9	233.4	122.2
Market Cap (Rs cr)	21,091	28,792	13,934	4,276
EPS (Rs)	41.2	39.8	29.9	2.6
P/EPS (x)	17.7	18.9	19.9	13.7
P/CEPS (x)	14.3	19.5	11.2	9.8
P/BV (x)	3.9	5.2	4.8	3.1
EV/Sales	1.7	1.5	1.7	0.8
EV/EBITDA	12.5	12.2	15.0	8.2
OPM (%)	13.5	12.1	11.7	10.1
NPM (%)	9.5	7.3	8.2	5.9
RoE (%)	21.8	27.7	24.1	22.5
RoCE (%)	23.3	23.4	19.3	17.9

Source: Company; Angel Research; Note: Valuation on TTM figures

## Key Concerns

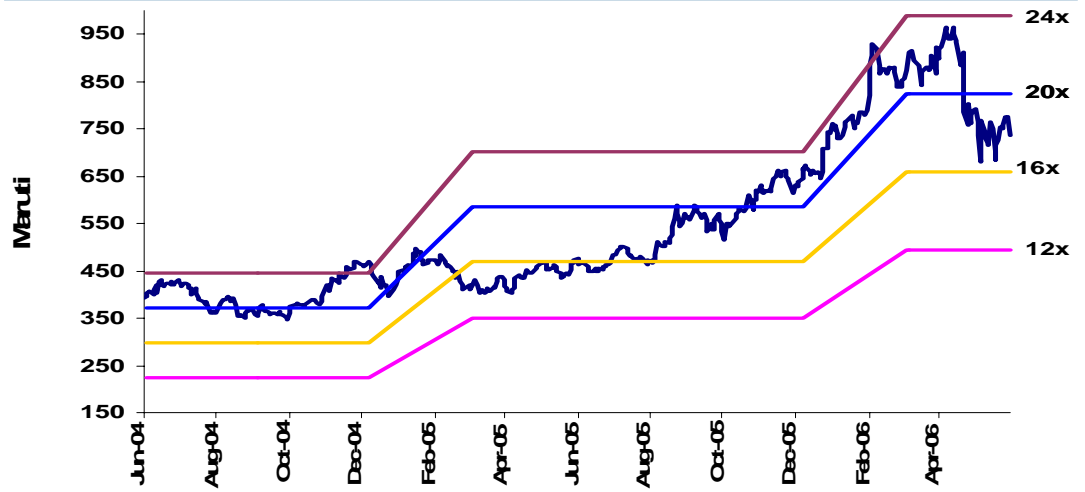
- Factors such as higher Interest Rates, dearer fuel prices and hike in road tax by some states (Gujarat and Maharashtra) is likely to stymie growth of the Indian Auto industry in the near future. However, we believe that a YoY growth of 12-15% should be comfortably achieved over the next two to three years.
- Increase in raw material prices is expected to adversely impact Margins of the auto players. Raw material constitutes the single largest cost component accounting for almost 70-75% of Net Sales of the car manufacturers. Hence, most of the players concentrate on lowering their raw material costs to enhance their Operating Margins.
- Competition in the Indian car industry is expected to intensify by 2009-2010. In view of the growth prospects, more and more foreign players are expected to enter the Indian market with new models, which will ultimately result in heightened competition. This may result in pressure on Operating Margins on account of players offering better and attractive deals to boost volumes.



**Outlook and Valuation**

We remain positive on MUL's future growth prospectus. We expect a YoY growth of 18-20% at its Bottom-line in the next two years on the back of higher volumes and better Operating efficiencies. At the CMP of Rs 734, the stock is quoting at 14x and 12x its FY2007E and FY2008E Earnings, respectively.

**Exhibit 11: Historic P/E**



Source: Company; Angel Research

We have arrived at a DCF value of Rs 947 for the stock using 15-year period. We expect MUL to generate RoIC of 25%, which is expected to improve further after capex, as new capacities get commercialized. Therefore, we expect the stock to offer a decent upside from current levels given a double-digit volume growth in the Passenger car segment and the company's effort to remain a dominant player in the small car industry.

The recent decline in the stock price resulting in the stock quoting at attractive valuation, we recommend a Buy with a 12-month Target Price of Rs 947 (29% upside from current levels).

**Profit & Loss Statement**
**Rs crore**

Y/E March	FY2005	FY2006	FY2007E	FY2008E
<b>Net Sales</b>	<b>10,960.0</b>	<b>12,058.2</b>	<b>13,842.6</b>	<b>15,918.9</b>
% chg	16.9	10.0	14.8	15.0
Total Expenditure	9,565.8	10,431.6	11,638.5	13,367.4
<b>EBIDTA</b>	<b>1,394.3</b>	<b>1,626.6</b>	<b>2,204.1</b>	<b>2,551.5</b>
(% of Net Sales)	12.7	13.5	15.9	16.0
Other Income	403.5	429.2	500.3	575.4
Depreciation & Amortisation	456.8	285.4	446.4	440.4
Interest	36.01	20.39	20.00	20.00
<b>PBT</b>	<b>1,304.9</b>	<b>1,750.0</b>	<b>2,238.0</b>	<b>2,666.6</b>
(% of Net Sales)	11.9	14.5	16.2	16.8
Extraordinary Expense/(Inc.)	-	-	-	-
Tax	451.3	560.9	716.2	853.3
(% of PBT)	34.6	32.1	32.0	32.0
<b>PAT</b>	<b>853.6</b>	<b>1,189.1</b>	<b>1,521.8</b>	<b>1,813.3</b>
% chg	33.0	39.3	28.0	19.1

**Balance Sheet**
**Rs crore**

Y/E March	FY2005	FY2006	FY2007E	FY2008E
<b>SOURCES OF FUNDS</b>				
Equity Share Capital	144.5	144.5	144.5	144.5
Reserves & Surplus	4,234.3	5,322.2	6,533.4	7,866.6
<b>Shareholders Funds</b>	<b>4,378.8</b>	<b>5,466.7</b>	<b>6,677.9</b>	<b>8,011.1</b>
Total Loans	307.6	307.6	307.6	307.6
Deferred Tax Liability	-	-	-	-
<b>Total Liabilities</b>	<b>4,686.4</b>	<b>5,774.3</b>	<b>6,985.5</b>	<b>8,318.7</b>
<b>APPLICATION OF FUNDS</b>				
Gross Block	5,053	5,262	5,929	6,522
Less: Acc. Depreciation	3,179	3,433	3,873	4,323
<b>Net Block</b>	<b>1,873.7</b>	<b>1,829.4</b>	<b>2,056.0</b>	<b>2,199.0</b>
Capital Work-in-Progress	42.1	-	-	-
<b>Investments</b>	<b>1,516.6</b>	<b>1,516.6</b>	<b>1,516.6</b>	<b>1,516.6</b>
Current Assets	2,972.0	4,246.2	5,449.0	6,842.8
Current liabilities	1,608.0	1,818.0	2,036.1	2,239.7
<b>Net Current Assets</b>	<b>1,364.0</b>	<b>2,428.3</b>	<b>3,412.9</b>	<b>4,603.1</b>
Net Deferred Tax	(110.0)	-	-	-
<b>Total Assets</b>	<b>4,686.4</b>	<b>5,774.3</b>	<b>6,985.5</b>	<b>8,318.7</b>

**Cash Flow Statement**
**Rs crore**

Y/E March	FY2005	FY2006	FY2007E	FY2008E
Profit before tax	1,304.9	1,750.0	2,238.0	2,666.6
Depreciation	456.8	285.4	446.4	440.4
(Inc)/Dec in Working Capital	(302.5)	(61.9)	(111.4)	(96.3)
Direct taxes paid	561.0	560.9	716.2	853.3
<b>Cash Flow from Operations</b>	<b>898.17</b>	<b>1536.33</b>	<b>2079.68</b>	<b>2349.90</b>
Inc./ (Dec.) in Fixed Assets	466.9	198.6	701.0	631.6
Free Cash Flow	431.3	1,337.7	1,378.7	1,718.3
(Inc)/Dec in Investments	160.7	-	-	-
Issue of Equity	-	-	-	-
Inc./ (Dec.) in loans	4.3	-	-	-
Dividend Paid (Incl. Tax)	(57.8)	(101.1)	(113.5)	(125.9)
<b>Cash Flow from Financing</b>	<b>107.20</b>	<b>-101.12</b>	<b>-113.47</b>	<b>-125.90</b>
Inc./ (Dec.) in Cash	324.1	1,438.8	1,492.2	1,844.2
<b>Opening Cash balances</b>	<b>240.2</b>	<b>564.3</b>	<b>2,003.1</b>	<b>3,495.3</b>
<b>Closing Cash balances</b>	<b>564.3</b>	<b>2,003.1</b>	<b>3,495.3</b>	<b>5,339.5</b>

**Key Ratios**

Y/E March	FY2005	FY2006	FY2007E	FY2008E
EPS	29.5	41.1	52.7	62.7
Cash EPS	45.4	51.0	68.1	78.0
DPS	(2.0)	(3.5)	(3.9)	(4.4)
Book Value	151.5	189.2	231.1	277.2
<b>Operating Ratio (%)</b>				
Inventory (days)	27.5	30.3	30.3	30.3
Debtors (days)	19.7	18.3	17.9	17.1
Creditors (days)	50.4	48.6	48.6	48.6
<b>Returns %</b>				
RoE	19.5	21.8	22.8	22.6
RoCE	20.0	23.2	25.2	25.4
Dividend Payout	8.5	8.5	8.5	6.8
<b>Valuation Ratio (x)</b>				
P/E	24.7	17.7	13.9	11.6
P/E (Cash EPS)	16.1	14.3	10.7	9.4
P/BV	4.8	3.9	3.2	2.6
EV / Sales	1.9	1.6	1.3	1.0
EV / EBITDA	14.9	11.9	8.1	6.3

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