

Tata Steel

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Bloomberg	TATA IN
Equity Shares (m)	12484
M.Cap.(INRb)/(USDb)	1865.5 / 21.9
52-Week Range (INR)	185 / 123
1, 6, 12 Rel. Per (%)	4/3/-20
12M Avg Val (INR M)	6563
Free float (%)	66.8

Financials & Valuations (INR b)

Y/E MARCH	2025	2026E	2027E
Sales	2,185	2,493	2,636
EBITDA	259	343	407
Adj. PAT	42	123	174
EBITDA Margin (%)	11.9	13.7	15.4
Adj. EPS (INR)	3.4	9.9	13.9
EPS Gr. (%)	41.5	193.5	41.1
BV/Sh. (INR)	68	71	78
Ratios			
Net D:E	1.0	1.0	0.9
RoE (%)	4.9	14.2	18.7
RoCE (%)	9.0	13.1	15.8
Payout (%)	136.7	70.9	50.2
Valuations			
P/E (x)	37.7	12.9	9.1
P/BV (x)	1.9	1.8	1.6
EV/EBITDA(x)	9.3	7.2	6.0
Div. Yield (%)	3.6	5.5	5.5
FCF Yield (%)	5.4	6.4	10.5

Shareholding pattern (%)

As On	Mar-25	Dec-24	Mar-24
Promoter	33.2	33.2	33.2
DII	24.7	23.7	23.7
FII	18.8	19.0	20.3
Others	23.4	24.1	22.9
		• •	

FII Includes depository receipts

CMP: INR149

TP: INR155 (+4%) Neutral

In-line operating performance; lower tax outgo boosts APAT Standalone performance

- 4QFY25 revenue at INR344b (-6% YoY and +5% QoQ) came in line with our estimate. The QoQ increase was driven by seasonally higher volumes and a marginal increase in realizations.
- During the quarter, steel production stood at 5.24mt (flat YoY) and deliveries stood at 5.6mt (+3% YoY), which came in line with our estimates. 4Q ASP was flat QoQ but declined 9% YoY to INR61,427/t.
- EBITDA stood at INR69.8b (-13% YoY and -7% QoQ), in line with our estimate. EBITDA/t came in at INR12,470/t (-16% YoY and -12% QoQ) vs. our estimate of INR12,370/t.
- 4Q APAT stood at INR37b (-21% YoY and -8% QoQ) vs. our estimate of INR36b.
- For FY25, revenue declined 6% YoY to INR1,325b, EBITDA was down 7% YoY at INR279b, and APAT fell 19% YoY to INR149b.

European operations

- Consolidated steel deliveries stood at 2.38mt (+12% YoY/+13% QoQ), in line with our estimate.
- Revenue stood at INR208b (flat YoY and +6% QoQ) and EBITDA loss stood at INR7.5b (flat YoY and QoQ), in line with our estimates.
- EBITDA loss per ton declined to USD38/t in 4QFY25 vs. USD42/t in 3QFY25 and USD38/t in 4QFY24 (vs. our estimate of USD40/t). UK operation fixed costs declined by ~GBP230m annually.

Consolidated performance

- Revenue of INR562b (-4% YoY and +5% QoQ) was in line with our estimate. Sales volume stood at 8.3mt (+4% YoY and +8% QoQ), which was offset by muted ASP of INR67,489/t (-8% YoY and -3% QoQ) in 4QFY25.
- Adjusted EBITDA stood at INR65.6b (-1% YoY and -8% QoQ), in line with our estimate of INR64.4b, translating into EBITDA/t of INR7,874 (-5% YoY and -15% QoQ) in 4QFY25.
- 4Q APAT stood at INR16.9b (+40% YoY and +128% QoQ) against our estimate of INR6.5b, aided by a lower tax outgo.
- For FY25, revenue declined 5% YoY to INR2,185b, EBITDA grew 19% YoY to INR259b, and APAT rose 41% YoY to INR42b.
- The board recommended a dividend of INR3.6 per share.
- Capex stood at INR32b (INR157b in FY25). Net debt stood at INR825b.

Highlights from the management commentary

- In 1QFY26, India prices are expected to rise by INR3,000/t and Europe prices by EUR20-30/t. Deliveries for FY26 are expected to increase by 1.5mt, primarily from Kalinganagar's ramp-up in India.
- Management aims for cost savings of INR115b in FY26: a) INR40b from India (conversion costs reduction of INR1,000-1,200/t) via contract optimization and technology-driven procurement; b) UK fixed cost reduction by 29% (GBP220m out of GBP540m cost reduction target); and c) EUR500m in the Netherlands via operational improvements and volume maximization.

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Investors are advised to refer through important disclosures made at the last page of the Research Report.

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- Coking coal costs (on a consumption basis) for India operations would be USD10/t lower QoQ in 1QFY26, although spot prices increased QoQ. For the Netherlands operation, coking coal prices may also fall by USD10/t QoQ and iron ore prices might be higher by USD10/t QoQ.
- The company spent INR157b in capex in FY25 and plans to spend INR150b in FY26, primarily for Indian growth projects (e.g., Kalinganagar, Ludhiana EAF).

Valuation and view

- India business posted a decent performance, driven by healthy volume and lower costs. Steel prices are expected to be higher in 1QFY26, driven by the imposition of safeguard duty and lower imports. Management expects EBITDA losses of the Europe operation to decline in the coming quarters on account of its cost-restructuring measures. The capacity ramp-up in the Netherlands and lower fixed cost should also support the overall EBITDA performance.
- Though there are near-term challenges related to price volatility due to trade tension, the long-term outlook remains strong for TATA. While India business is expected to continue its strong performance, improving performance in Europe business would support overall earnings.
- We have reduced our EBITDA estimates by 4%/6% for FY26/FY27, owing to slower-than-expected growth in volumes. TATA is trading at 6x FY27E EV/EBITDA and 1.6x FY27E P/B. We reiterate our Neutral rating with a revised SOTP-based TP of INR155 per share.



Standalone quarterly performance (INR b)

Y/E March		FY2	4			FY2	25		FY24	FY25	FY25E	vs Est
_	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE	(%)
Sales Vol (kt)	4,790	4,820	4,880	5,420	4,940	5,110	5,290	5,600	19,910	20,940	5,624	(0.4)
Change (YoY %)	17.7	-1.8	6.3	5.2	3.1	6.0	8.4	3.3	8.4	5.2		
Change (QoQ %)	-7.0	0.6	1.2	11.1	-8.9	3.4	3.5	5.9				
ASP (INR/t)	74,083	70,924	71,069	67,592	66,720	63,404	61,929	61,427	70,812	63,284	62,404	(1.6)
Abs Change (QoQ)	203	-3,159	146	-3,478	-872	-3 <i>,</i> 316	-1,475	-503	-7,002	-7,528		
Change (YoY %)	-16.9	0.5	-3.9	-8.5	-9.9	-10.6	-12.9	-9.1	-9.0	-10.6		
Net Sales	354.9	341.9	346.8	366.3	329.6	324.0	327.6	344.0	1,409.9	1,325.2	351.0	(2.0)
Change (YoY %)	-2.2	-1.3	2.2	-3.7	-7.1	-5.2	-5.5	-6.1	-1.3	-6.0		
Change (QoQ %)	-6.7	-3.7	1.5	5.6	-10.0	-1.7	1.1	5.0				
EBITDA	66.7	68.7	82.5	80.5	67.7	66.1	75.0	69.8	298.3	278.7	69.6	0.3
Change (YoY %)	-32.0	47.2	60.6	-7.0	1.6	-3.8	-9.1	-13.3	5.5	-6.6		
Change (QoQ %)	-22.9	3.0	20.1	-2.5	-15.8	-2.4	13.5	-6.9				
EBITDA(INR/t)	13,924	14,248	16,905	14,846	13,711	12,935	14,179	12,463	14,984	13,307	12,372	0.7
Interest	10.4	11.4	10.6	9.4	9.2	11.3	10.8	11.0	41.8	42.4		
Depreciation	14.7	14.7	15.1	15.3	15.2	15.6	15.6	16.2	59.7	62.5		
Other Income	14.9	8.2	3.3	4.8	3.7	8.5	4.6	5.6	31.2	22.5		
PBT (before EO Inc.)	56.5	50.9	60.1	60.6	47.0	47.7	53.2	48.3	228.1	196. 2		
EO Income(exp)	-0.1	-129.9	0.1	-6.4	-2.4	0.1	-1.5	-5.3	-136.4	-9.0		
PBT (after EO Inc.)	56.4	-79.0	60.2	54.2	44.6	47.9	51.7	42.9	91.7	187.2	47.9	(10.5)
Current Tax	12.0	8.2	16.7	12.7	10.8	11.1	3.8	12.0	49.5	37.7		
Current Tax Rate%	21.3	-10.4	27.7	23.4	24.3	23.1	7.3	27.9	54.0	20.1		
Deferred Tax	-1.8	-2.1	-3.0	1.0	0.5	0.9	9.2	-0.7	-5.9	9.8		
Total Tax	10.2	6.1	13.7	13.7	11.3	11.9	13.0	11.2	43.6	47.5		
% Tax	18.1	-7.7	22.7	25.2	25.4	25.0	25.0	26.2	47.6	25.4		
Reported PAT	46.2	-85.1	46.5	40.5	33.3	35.9	38.8	31.7	48.1	139.7	35.8	
Adjusted PAT	46.3	44.8	46.4	46.9	35.7	35.8	40.2	37.0	184.4	148.7	35.8	3.4
Change (YoY %)	-22.7	100.5	95.8	-3.7	-23.0	-20.1	-13.3	-21.1	19.3	-19.4		
Change (QoQ %)	-5.0	-3.2	3.7	1.1	-24.0	0.3	12.5	-8.0				

Consolidated quarterly performance (INR b)

FY25 vs Est Y/E March FY24 FY25 **FY24 FY25** 1Q 2Q 3Q 4Q 1Q 2Q 3Q 4Q 4QE (%) Sales (k tons) 7,200 7,070 7,150 7,980 7,390 7,520 7,720 8,330 29,400 30,950 8,084 3.0 Change (YoY %) 8.6 -2.2 2.6 2.6 8.0 4.4 6.4 2.1 5.3 Avg Realization (INR/t) 78,758 77,359 73,543 74,116 71,682 69,493 67,489 77,949 70,589 82,625 69,321 (2.6)586.9 547.7 2,291.7 **Net Sales** 594.9 556.8 553.1 539.0 536.5 562.2 2,185.4 560.4 0.3 -7.0 -6.8 Change (YoY %) -6.2 -3.1 -7.9 -3.2 -3.0 -4.2 -5.8 -4.6 Change (QoQ %) -5.5 -6.4 -0.7 6.1 -6.7 -1.6 -0.5 4.8 **EBITDA** 51.7 42.7 57.4 66.0 66.9 55.2 71.5 65.6 217.8 259.3 64.4 1.9 Change (YoY %) -29.6 41.9 29.4 -65.4 -8.6 29.4 24.6 -0.6 -32.6 19.0 Change (QoQ %) -28.3 -17.5 34.5 15.0 1.4 -17.5 29.6 -8.3 8,031 EBITDA (INR/t) 7,186 6,037 8,271 9,059 7,343 7,874 9,268 7,410 8,378 7,962 (1.1) 18.3 19.6 18.8 18.4 17.8 19.7 18.0 17.9 75.1 73.4 Interest 24.8 24.2 25.7 25.4 25.7 27.2 98.8 104.2 Depreciation 24.1 26.0 Other Income 11.8 2.3 2.3 1.8 2.6 6.0 2.2 4.6 18.1 15.4 PBT (before EO Inc.) 21.1 0.6 16.7 23.7 26.4 15.5 30.0 25.1 62.0 97.1 EO Income(exp) 0.1 -69.0 1.9 -5.9 -3.6 6.4 -13.8 -3.9 -72.9 -14.9 17.7 82.2 20.9 PBT (after EO Inc.) 21.3 -68.4 18.5 22.8 21.2 1.6 21.9 16.3 -10.9 **Total Tax** 13.3 -2.3 14.1 12.5 14.6 14.1 13.8 10.0 37.6 52.4 % Tax 63.0 NA 84.3 53.0 55.2 90.5 45.8 39.8 60.7 54.0 PAT before MI and Sh. of associate 8.0 -66.1 4.5 5.2 8.3 7.8 2.5 11.2 -48.5 29.8 **Minority Interests** -1.1 -3.1 0.1 -0.6 -0.4 -0.7 -0.3 -1.0 -4.7 -2.5 Share of asso. PAT -2.7 1.0 0.7 0.4 0.9 -0.3 0.5 0.8 -0.6 1.9 Reported PAT (After MI & asso.) 6.3 -62.0 5.1 6.1 9.6 8.3 3.3 13.0 -44.4 34.2 7.0 4.4 7.4 16.9 29.7 42.0 6.5 160.4 Adj. PAT (after MI & asso) 6.2 12.1 13.2 4.5 -92.0 -54.2 LP 68.8 Change (YoY %) -28.8 112.3 -35.8 40.1 -65.7 41.5 Change (QoQ %) -63.4 13.2 -37.6 175.1 9.3 -65.8 64.1 128.3

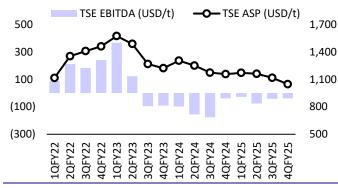
Source: MOFSL, Company

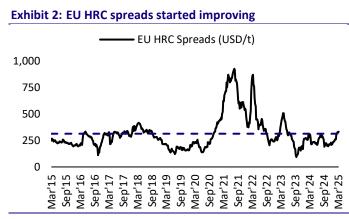
Source: MOFSL, Company



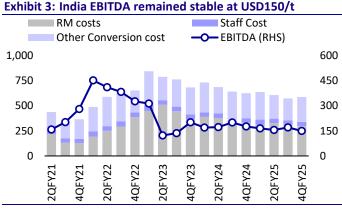
Story in charts







Source: MOFSL, SteelMint

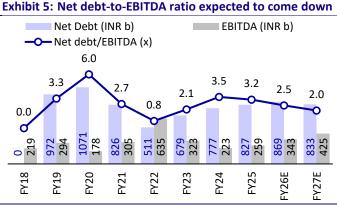


Source: MOFSL, Company

Exhibit 4: Coking coal price (USD/t) remained soft

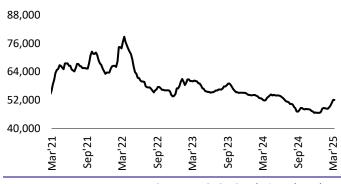


Source: MOFSL, SteelMint, Bloomberg



Source: MOFSL, Company

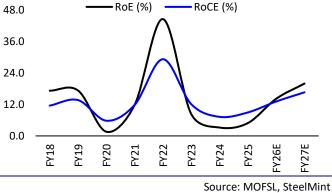




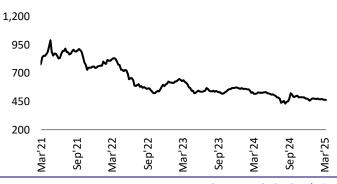
Source: MOFSL, SteelMint, Bloomberg



Exhibit 6: ROE/ROCE expected to improve







Source: MOFSL, SteelMint





Highlights from the management commentary

Management guidance

- In 1QFY26, India prices are expected to rise by INR3,000/t and Europe prices by EUR20–30/t. The long-term contracts (automotive and packaging) provide stability, though spot prices (30-40% of volumes) fluctuate around USD50/t.
- Deliveries for FY26 are expected to increase by 1.5mt, primarily from India's Kalinganagar ramp-up.
- The company achieved cost savings of INR66b in FY25 via fixed cost reductions, manufacturing efficiencies, and raw material optimization.
- Management aims for cost savings of INR115b in FY26: a) INR40b from India (conversion costs reduction of INR1,000-1,200/t) via contract optimization and technology-driven procurement; b) UK fixed cost reduction by 29% (GBP220m out of GBP540m cost reduction target); and c) EUR500m in the Netherlands via operational improvements and volume maximization.
- Coking coal costs (on a consumption basis) for India operations would be USD10/t lower QoQ in 1QFY26, although spot prices increased QoQ. For the Netherlands operation, coking coal prices may also fall by USD10/t QoQ and iron ore prices might be higher by USD10/t QoQ.
- The company spent INR157b in capex in FY25 and plans to spend INR150b in FY26, primarily for Indian growth projects (e.g., Kalinganagar, Ludhiana EAF).

TATA – European operations

- UK operation is shifting to EAF and the company has successfully decommissioned blast furnaces at Port Talbot. The planning permission is secured and construction is set to begin by Jul'25 with a support of GBP500m in government grant.
- After shutting blast furnaces, UK operation has transitioned into downstream processing, for which TSUK relies on imported slabs and HR coils from India, the Netherlands and other locations.
- UK operation had reduced its fixed cost by 23% (GBP230m) annually.
- Management believes the profitability in Europe will shift from traditional steel price spreads to factors like carbon border adjustments, green fuel availability, scrap pricing, and customer willingness to pay premiums for low-CO2 steel.
- Management indicated that the discussions with the Dutch government continue for de-carbonization support, aiming to replace a blast furnace with a DRI-EAF setup by 2030.

Indian operations

- NINL achieved annual EBITDA of ~INR10b with a margin of 19% and free cash flow of +INR10b, demonstrating a turnaround of the company, which was closed at the time of acquisition.
- Growth projects in India 1) Kalinganagar about to get completed; 2) Ludhiana
 0.8mtpa EAF should be commissioned in FY26; 3) NINL expansion to 9.5mtpa;
 and 4) Kalinganagar next phase and Bhushan (from 5 to 6.5mtpa).
- To mitigate Jamshedpur's legacy costs, management is undertaking certain measures like workforce renewal (1,000 retirements annually in Jamshedpur) and redistributing overheads.



Other Highlights

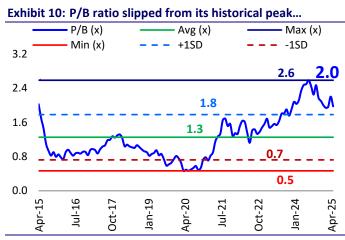
- The steel industry faced headwinds in FY25, with increased exports from China pressuring global price sentiment. Since Jan'25, evolving USA policies and regional protectionist measures have supported the price momentum across India, Europe, and the UK.
- India remains a structurally attractive market, supported by safeguard duties and limiting imports. The UK is struggling with import pressures and subdued demand led by unrevised import quotas, while Europe has refined its quotas to curb imports.
- Tata Steel adopted IND AS 109 to value its UK and Netherlands subsidiaries at a fair value, reflecting future profitability drivers (e.g., carbon costs, scrap availability). This led to a non-cash adjustment of INR249b in standalone financials, with no consolidated impact.
- The USD2.5b infusion into Europe reflects a rebalancing of debt from overseas to India, reducing currency risks and post-tax costs.
- The UK-US trade deal is marginally positive for Tata Steel UK as it focuses on packaging exports, but larger indirect benefits come via reduced automotive tariffs (10% within quotas).

Exhibit 9: Changes to our estimates and key financials

Key Assumptions	UoM		FY26E	FY27E					
		New	Old	Change (%)	New	Old	Change (%)		
Standalone									
Volumes	mt	22.5	23.3	-3.3	23.9	24.7	-2.9		
ASP	INR/t	71,045	71,045	0.0	72,545	73,045	-0.7		
Revenue	INR b	1,598	1,652	-3.3	1,737	1,802	-3.6		
EBITDA	INR/t	14,538	14,660	-0.8	15,990	16,598	-3.7		
EBITDA	INR b	327	341	-4.1	383	409	-6.5		
Europe									
Volumes	mt	8.4	7.5	11.5	8.2	7.3	11.8		
ASP	USD/t	1,213	1,213	0.0	1,233	1,233	0.0		
Revenue	INR b	856	768	11.5	856	766	11.8		
EBITDA	USD/t	33	37	-9.4	37	42	-11.4		
EBITDA	INR b	24	23	1.0	26	26	-0.9		
Consolidated (INR b)									
Revenue	INR b	2,493	2,460	1.3	2,636	2,610	1.0		
EBITDA	"	343	356	-3.9	407	434	-6.2		
APAT	"	123	133	-7.4	174	194	-10.2		

Source: MOFSL





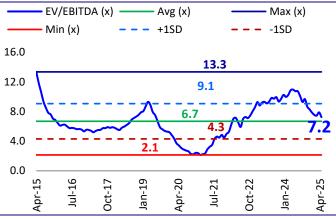


Exhibit 11: ... and so is EV/EBITDA

Source: MOFSL, Company data

Source: MOFSL, Company data

Exhibit 12: TATA (INR b) looks fairly valued at CMP

Y/E March	UoM	FY27E
Standalone		
Sales	mt	23.9
EBITDA	INR/t	15,990
EBITDA	INR b	383
Target multiple	Х	6.5
Target EV	INR b	2,488
Europe		
Sales	mt	7.0
EBITDA	INR/t	3,191
EBITDA	INR b	22
Target multiple	Х	5.0
Target EV	INR b	112
Other Subsidiaries		
EBITDA - India subs	INR b	2
Target EBITDA multiple	Х	4.0
Target EV	INR b	7
Target EV	INR b	2,607
Net Debt (d)	INR b	844
Total equity value	INR b	1,763
No of shares o/s	b	12.5
Target Price	INR/sh	155

Source: MOFSL

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Financials and valuations

Income Statement (Consolid Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	(INR b) FY27E
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Net Sales	1,322	1,577	1,490	1,563	2,440	2,434	2,292	2,185	2,493	2,636
Change (%)	17.7	19.3	-5.5	4.9	56.1	-0.2	-5.8	-4.6	14.1	5.7
EBITDA	219	294	178	305	635	323	223	259	343	407
% of Net Sales	16.6	18.6	12.0	19.5	26.0	13.3	9.7	11.9	13.7	15.4
Depn. & Amortization	60	73	87	92	91	93	99	104	106	106
EBIT	159	220	91	213	544	230	124	155	237	301
Finance cost	55	77	76	76	55	63	75	73	75	75
Other income	9	14	18	9	8	10	18	15	20	21
PBT before EO	113	158	34	146	497	177	67	97	181	247
EO income	96	-1	-49	-10	-1	1	-78	-15	0	0
PBT after EO	209	157	-16	135	496	178	-11	82	181	247
Тах	34	67	-26	57	85	102	38	52	63	78
Rate (%)	16	43	163	42	17	57	NA	NA	35	32
PAT (Before MI & asso.)	175	90	10	79	411	77	-49	30	118	169
Minority interest P/L	43	-11	-4	7	16	-7	-5	-2	0	0
Share of asso. PAT	2	2	2	3	6	4	-1	2	5	5
Reported PAT (After MI & asso.)	134	103	16	75	402	88	-44	34	123	174
Div. on Pref. /Hybrid Sec.	3	3	3	3	0	0	0	0	0	0
Adjusted PAT	80	101	10	83	402	86	30	42	123	174
Change (%)	116.3	27.3	-89.8	697.0	386.8	-78.5	-65.7	41.5	193.5	41.1

Balance Sheet (Consolidated)										(INR b)
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Share Capital	11	11	11	12	12	12	12	12	12	12
Reserves	575	655	702	723	1,132	1,019	908	899	935	1,022
Net Worth	586	667	713	735	1,144	1,031	920	912	948	1,034
Minority Interest	9	24	26	33	27	21	4	2	2	2
Total Loans	942	1,031	1,186	956	756	849	871	948	958	968
Deferred Tax Liability	95	115	78	75	93	115	89	105	110	116
Capital Employed	1,632	1,836	2,003	1,798	2,020	2,016	1,884	1,966	2,017	2,120
Gross Block	1,399	1,730	1,955	2,120	2,159	2,382	2,243	2,369	2,736	2,986
Less: Accum. Deprn.	479	526	652	806	869	972	932	1,036	1,142	1,248
Net Fixed Assets	920	1,204	1,305	1,314	1,290	1,410	1,431	1,450	1,594	1,738
Capital WIP	166	186	195	190	220	312	344	416	326	236
Investments	30	32	29	35	58	48	55	58	58	58
Goodwill on consolidation	41	40	41	43	43	56	57	60	60	60
Curr. Assets	929	863	921	855	1,213	1,028	806	772	810	878
Inventory	283	317	311	333	488	544	492	446	509	538
Account Receivables	124	118	79	95	122	83	63	53	60	63
Cash & liquid investment	228	59	115	130	244	170	94	121	89	124
Others	294	370	417	297	358	231	158	152	152	152
Curr. Liability & Prov.	455	490	487	639	805	838	809	788	829	849
Account Payables	204	217	214	260	368	378	354	293	334	354
Provisions & Others	251	273	273	380	437	460	455	495	495	495
Net Current Assets	475	373	434	216	408	189	-3	-16	-20	29
Appl. of Funds	1,6 32	1,836	2,003	1,798	2,020	2,016	1,884	1,966	2,017	2,120



Financials and valuations

Ratios (Consolidated)										
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Basic (INR)										
EPS	7.0	8.9	0.9	6.9	33.0	7.1	2.4	3.4	9.9	13.9
Cash EPS	12.2	15.3	8.5	14.6	40.4	14.7	10.3	11.7	18.4	22.4
BV/Share (ex-goodwill)	47.6	54.7	58.7	57.7	90.2	79.8	69.2	68.3	71.2	78.1
DPS	0.8	1.0	1.0	2.5	5.1	3.6	3.6	4.6	7.0	7.0
Payout (%)	11.6	11.3	110.4	36.2	15.5	50.8	151.3	136.7	70.9	50.2
Valuation (x)										
P/E	18.3	14.3	140.2	18.4	3.9	17.9	53.4	37.7	12.9	9.1
Cash P/E	10.4	8.3	14.9	8.7	3.1	8.6	12.3	10.8	6.9	5.7
P/BV	2.7	2.3	2.2	2.2	1.4	1.6	1.8	1.9	1.8	1.6
EV/Sales	1.6	1.5	1.7	1.5	0.8	0.9	1.0	1.1	1.0	0.9
EV/EBITDA	9.9	8.3	14.2	7.7	3.2	6.9	10.6	9.3	7.2	6.0
Dividend Yield (%)	0.6	0.8	0.8	2.0	4.0	2.8	2.8	3.6	5.5	5.5
Return Ratios (%)										
EBITDA Margins (%)	16.6	18.6	12.0	19.5	26.0	13.3	9.7	11.9	13.7	15.4
Net Profit Margins (%)	6.0	6.4	0.7	5.3	16.5	3.6	1.3	1.9	4.9	6.6
RoE	17.2	17.3	1.6	11.9	44.6	8.3	3.2	4.9	14.2	18.7
RoCE (pre-tax)	11.6	13.7	5.8	11.8	29.2	12.1	7.3	9.0	13.1	15.8
RoIC (pre-tax)	14.6	15.9	5.7	13.7	37.0	15.4	8.6	11.2	16.2	18.5
Working Capital Ratios										
Fixed Asset Turnover (x)	1.4	1.3	1.1	1.2	1.9	1.7	1.6	1.5	1.6	1.5
Asset Turnover (x)	0.8	0.9	0.7	0.9	1.2	1.2	1.2	1.1	1.2	1.2
Debtor (Days)	34	27	19	22	18	12	10	9	9	9
Inventory (Days)	78	73	76	78	73	82	78	74	74	74
Payables (Days)	56	50	52	61	55	57	56	49	49	49
Working Capital T/O (Days)	56	50	43	39	36	37	32	34	34	34
Leverage Ratio (x)										
Current Ratio	2.0	1.8	1.9	1.3	1.5	1.2	1.0	1.0	1.0	1.0
Interest Cover Ratio	2.9	2.9	1.2	2.8	10.0	3.6	1.7	2.1	3.1	4.0
Net Debt/Equity	1.3	1.6	1.6	1.2	0.5	0.7	0.9	1.0	1.0	0.9

Cash Flow Statement (Consolidate	d)								(IN	R b)
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
EBITDA	219	294	178	305	635	323	223	259	343	407
Reconciliation income (loss)	-17	-15	3	-20	24	-14	-1	-20	0	0
(Inc)/Dec in Wkg. Cap.	-93	26	42	165	-96	-37	34	22	-29	-13
Tax Paid	-29	-51	-21	-7	-119	-55	-53	-26	-58	-72
Other operating activities	0	0	0	0	0	0	0	0	5	5
CF from Op. Activity	80	253	202	443	444	217	203	235	261	327
(Inc)/Dec in FA + CWIP	-75	-91	-104	-70	-105	-141	-182	-149	-160	-160
Free Cash Flow to Firm	5	162	98	373	339	75	21	86	101	167
(Pur)/Sale of Non-cur. Invest.	-9	4	4	4	-6	0	5	1	0	0
Acquisition in subsidiaries	-2	-351	-41	1	12	-104	1	0	0	0
Int. & Dividend Income	4	3	4	5	3	6	7	5	20	21
Others	-38	135	-9	-33	-12	53	27	0	0	0
CF from Inv. Activity	-120	-299	-145	-93	-109	-187	-143	-142	-140	-139
Equity raised/(repaid)	91	0	2	32	3	0	-2	0	0	0
Debt raised/(repaid)	41	82	76	-321	-160	54	16	56	10	10
Dividend (incl. tax)	-12	-14	-18	-12	-30	-63	-44	-45	-87	-87
Interest & equiv. paid	-54	-74	-77	-71	-47	-61	-81	-81	-75	-75
CF from Fin. Activity	66	-7	-17	-371	-234	-70	-111	-70	-153	-153
(Inc)/Dec in Cash	26	-52	39	-21	101	-40	-50	23	-32	35
Add: opening balance	49	82	33	77	55	156	121	71	96	64
Forex Adj.	-7	-3	5	-1	0	5	0	2	0	0
Closing cash balance	82	33	77	55	156	121	71	96	64	99
Bank Balance	147	26	38	75	88	49	23	25	25	25
Closing balance (incl. Bank balance)	228	59	115	130	244	170	94	121	89	124

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NOTES

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