

Tata Consumer Products

Estimate change	↔
TP change	↔
Rating change	↔

CMP: INR967 TP: INR1,130 (+17%) Buy

Higher input costs hurt margins

Operating performance in line with estimates

Bloomberg	TATACONS IN
Equity Shares (m)	989
M.Cap.(INRb)/(USDb)	956.5 / 11
52-Week Range (INR)	1254 / 883
1, 6, 12 Rel. Per (%)	9/-13/-21
12M Avg Val (INR M)	2038
Free float (%)	66.2

- Tata Consumer Products (TATACONS) reported a weak performance in 3QFY25, with EBIT declining 15% YoY due to higher input costs (tea cost inflation) in Indian branded business which declined 43% YoY. This was partially offset by the international branded beverage segment (EBIT up 53% YoY) and non-branded business (EBIT up 89% YoY).
- Going forward, Indian business margins are likely to recover as the company has increased prices of salt and tea (staggered price hikes to mitigate cost inflation). However, higher input costs will continue to weigh on margins in the near term.
- We largely maintain our FY25/FY26/FY27 EBITDA estimates and **reiterate BUY with an SoTP-based TP of INR1,130.**

Financials & valuations (INR b)

Y/E MARCH	2025E	2026E	2027E
Sales	176.1	189.0	205.1
EBITDA	24.8	26.2	29.2
Adj. PAT	14.4	17.5	19.9
EBITDA Margin (%)	14.1	13.9	14.3
Cons. Adj. EPS (INR)	14.5	17.7	20.1
EPS Gr. (%)	1.2	22.0	13.3
BV/Sh. (INR)	234.6	263.2	277.3

Ratios

Net D:E	-0.2	-0.2	-0.2
RoE (%)	7.3	7.4	8.0
RoCE (%)	8.8	9.1	9.9
Payout (%)	46.4	36.7	32.4

Valuations

P/E (x)	66.6	54.6	48.2
EV/EBITDA (x)	34.3	32.1	28.4
Div. Yield (%)	0.7	0.7	0.7
FCF Yield (%)	2.1	1.5	1.7

Shareholding pattern (%)

As On	Dec-24	Sep-24	Dec-23
Promoter	33.8	33.8	34.4
DII	19.5	18.8	17.1
FII	23.2	24.4	25.6
Others	23.5	23.0	22.9

Note: FII includes depository receipts

International beverage and non-branded businesses drive operating profitability

- 3Q revenue grew 17% YoY to ~INR44.4b (in line). EBITDA margin contracted YoY by 230bp to 12.7% (est. 12.5%), led by lower gross margins (down 270bp YoY). EBITDA declined 1% YoY to INR5.6b (est. in line).
- The Indian branded business grew 19% YoY to INR28.3b, led by revenue growth of 16%/24% YoY in the Indian branded beverage/Indian food businesses to INR15b/INR13.1b. EBIT declined 43% YoY to INR2.1b.
- Volumes in the Indian packaged beverage business increased 7% YoY, while volumes in the foods business grew 1% YoY (excluding Capital Foods). Salt segment's revenue grew 7% YoY, with modest volume growth. The Tata Sampann portfolio grew 23% YoY.
- RTD segment's (NourishCo) revenue declined ~2% YoY to ~INR1.58b due to the recalibration of trade pricing. However, the Premium business grew 12% in 3QFY25, contributing ~15% to the total RTD business. Tata Starbucks revenue grew 8% YoY, driven by improving demand trends.
- International branded beverages revenue grew 16% YoY to ~INR12b, with EBIT growth of 53% YoY to INR1.7b. EBIT margins stood at 14%, up 340bp YoY. The Non-branded business revenue increased 9% YoY to INR4.6b, while EBIT jumped 89% YoY to INR930m.
- Adj. PAT declined 18% YoY to INR2.8b (est. INR3.4b). During the quarter, the company incurred exceptional expenses of INR62m, related to legal and professional fees for business acquisitions (integration and restructuring).

Highlights from the management commentary

- **Pricing:** The company maintains competitive pricing without extra discounting, implementing calibrated price hikes covering 40% of cost increases (tea prices up 25-30% YoY). The company prioritizes long-term competitiveness in the Indian tea market, balancing volume and value growth. It remains strategic in pricing, leading where possible while aligning with competitors.

- **International Business:** A significant portion of margin expansion in the International business came from the UK and Canada, where the company has implemented structural changes. The US has also seen improvement.
- **Distribution Channel:** The Ecommerce channel grew 59% and Modern Trade recorded 14% YoY growth in the quarter (excluding Capital Foods and Organic India). Ecommerce now accounts for ~15% of revenue, which is slightly above Modern Trade. The rollout of new channels in Food Services and Pharmacies, aimed at fueling growth, is progressing as planned.

Valuation and view

- We expect margin pressure to continue in the Indian beverage business in the near term due to higher input costs, while the International business is expected to continue delivering healthy operating performance. The RTD segment is gaining traction with strategic price calibration. Indian food business margins are expected to improve, driven by the synergy benefits from the integration of Capital Foods and Organic India, as well as a price increase in salt.
- We expect TATACONS to clock a CAGR of 10%/9%/13% in revenue/EBITDA/ PAT during FY24-27. **Reiterate BUY with an SoTP-based TP of INR1,130.**

Consolidated - Quarterly Earning Model

Y/E March	FY24				FY25E				FY24	FY25E	FY25E	Var (%)
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE				
Gross Sales	37.4	37.3	38.0	39.3	43.5	42.1	44.4	46.0	152.1	176.1	44.1	1
YoY Change (%)	12.5	11.0	9.5	8.5	16.3	12.9	16.8	17.1	10.3	15.8	16.0	
Total Expenditure	32.0	32.0	32.3	33.0	36.8	35.9	38.8	39.8	129.2	151.3	38.6	
EBITDA	5.5	5.4	5.7	6.3	6.7	6.3	5.6	6.2	22.8	24.8	5.5	2
Margins (%)	14.6	14.4	15.0	16.0	15.3	14.9	12.7	13.5	15.0	14.1	12.5	
Depreciation	0.8	0.9	0.9	1.2	1.5	1.5	1.5	1.5	3.8	6.0	1.5	
Interest	0.3	0.3	0.3	0.4	0.9	1.0	0.6	-0.4	1.3	2.1	0.2	
Other Income	0.6	0.9	0.6	0.4	0.4	0.5	0.5	0.6	2.5	2.0	1.1	
PBT before EO expense	4.9	5.1	5.1	5.1	4.6	4.2	4.1	5.7	20.2	18.6	4.9	
Extra-Ord expense	-0.1	-0.1	-0.9	-2.2	-0.2	-0.3	-0.1	0.0	-3.3	-0.5	0.0	
PBT	4.9	4.9	4.2	2.9	4.5	4.0	4.0	5.7	17.0	18.1	4.9	
Tax	1.3	1.3	1.1	0.3	1.3	0.4	1.0	1.5	3.9	4.3	1.3	
Rate (%)	26.7	26.8	25.2	8.8	29.9	9.5	25.4	27.0	23.3	23.5	27.0	
Minority Interest	0.2	0.3	0.2	0.0	0.0	0.0	0.0	0.1	0.7	0.1	0.1	
Profit/Loss of Asso. Cos.	-0.2	0.0	-0.1	-0.6	-0.2	0.1	-0.2	-0.3	-0.9	-0.7	-0.2	
Reported PAT	3.2	3.4	2.8	2.2	2.9	3.6	2.8	3.7	11.5	13.1	3.4	
Adj PAT	3.2	3.5	3.5	3.8	3.0	3.8	2.8	3.7	14.0	13.4	3.4	-16
YoY Change (%)	17.2	42.8	18.7	38.4	-5.4	10.2	-18.4	-1.4	28.7	-3.6	-3.3	
Margins (%)	8.6	9.4	9.1	9.6	7.0	9.1	6.4	8.1	9.2	7.6	7.6	

Key exhibits

Exhibit 1: Consolidated revenue trend

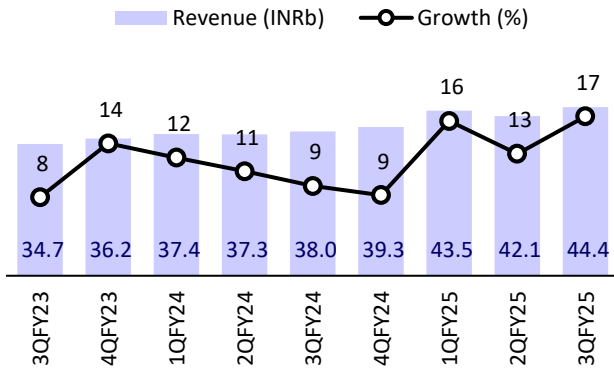


Exhibit 2: Consolidated EBITDA trend

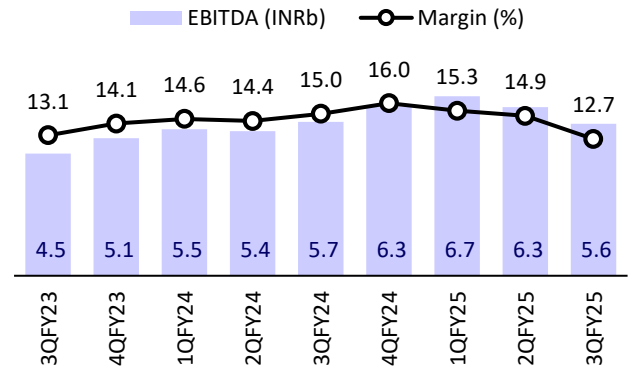


Exhibit 3: Consolidated adjusted PAT trend

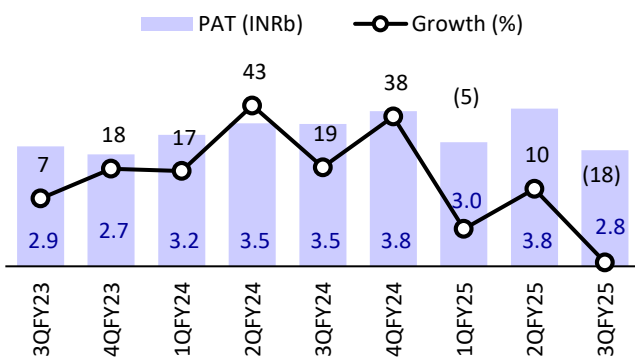
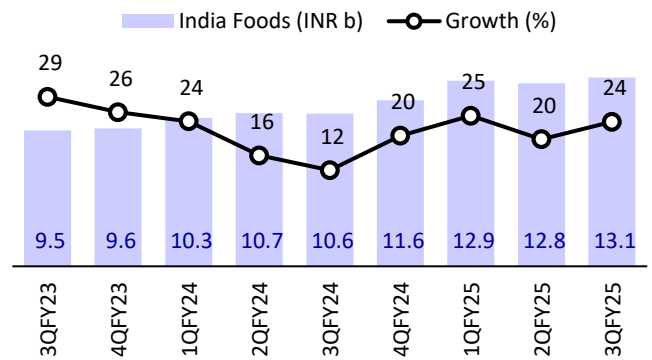


Exhibit 4: India Foods revenue trend



Source: Company, MOFSL

Source: Company, MOFSL

Exhibit 5: India Beverages revenue trend

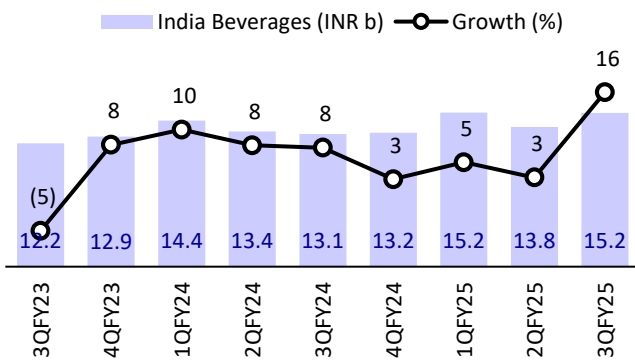


Exhibit 6: International Branded Beverages revenue trend

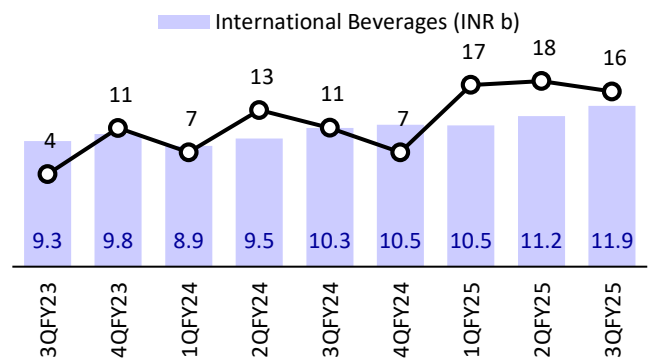


Exhibit 7: Non-Branded business revenue trend

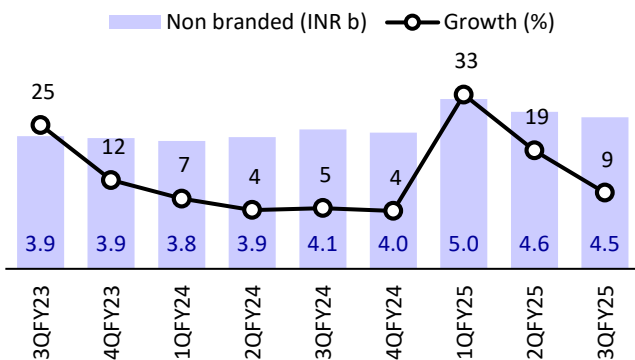
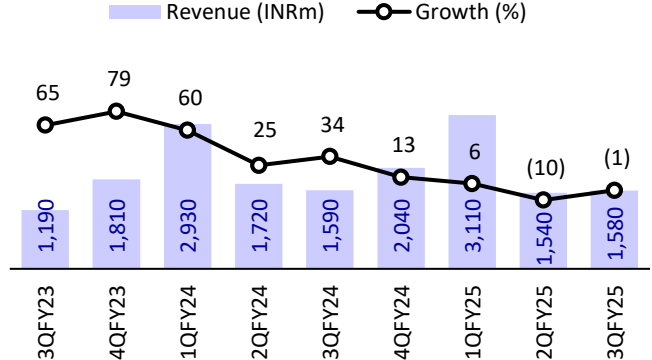


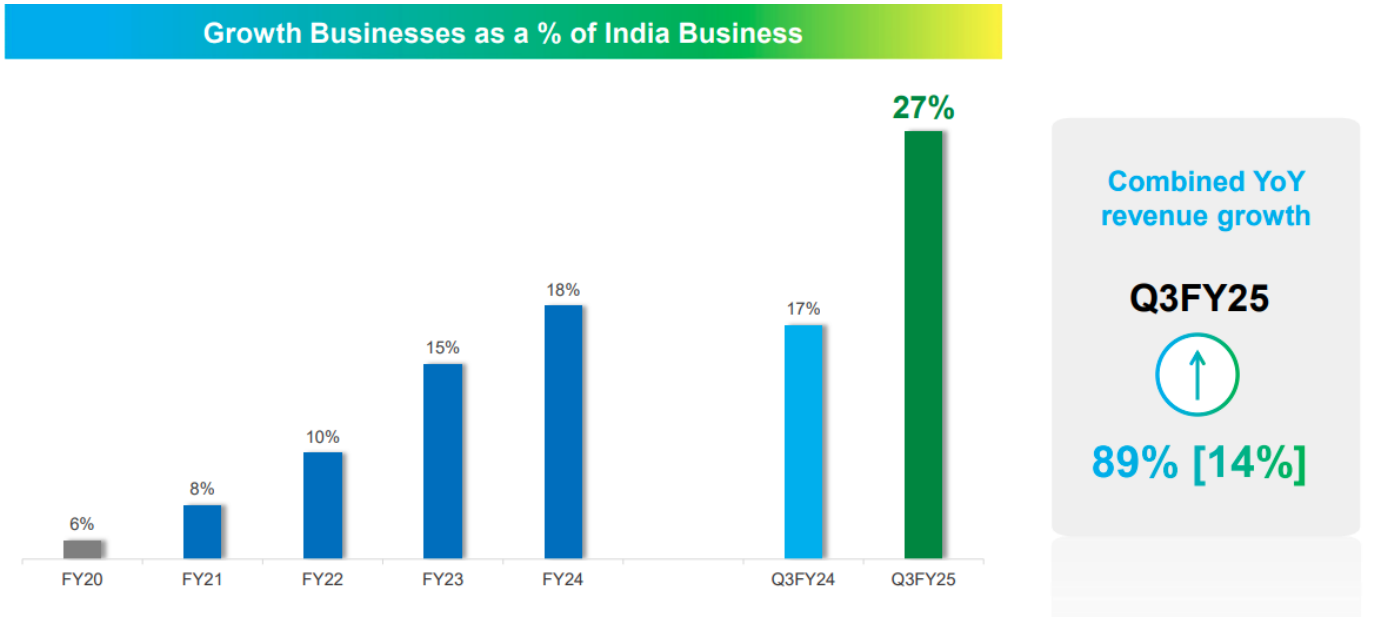
Exhibit 8: NourishCo revenue trend



Source: Company, MOFSL

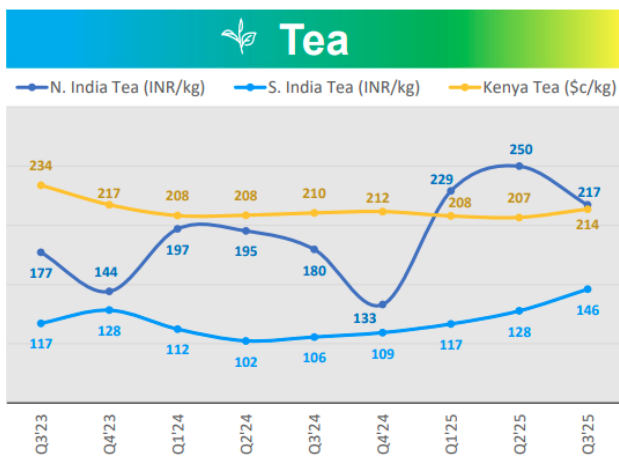
Source: Company, MOFSL

Exhibit 9: Growth business accounts for ~27% of the Indian business

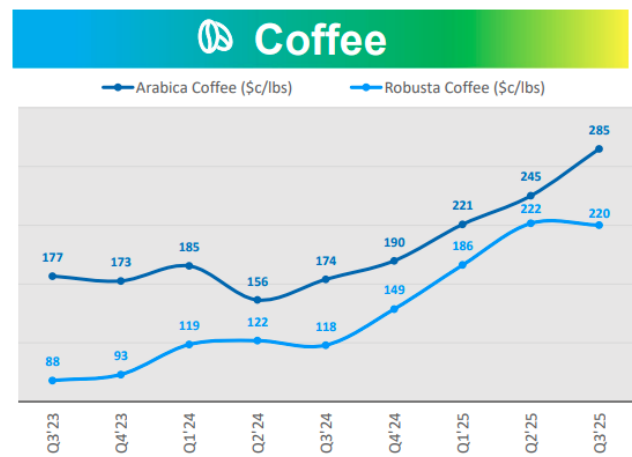


Source: Company

Exhibit 10: Key commodity price movements



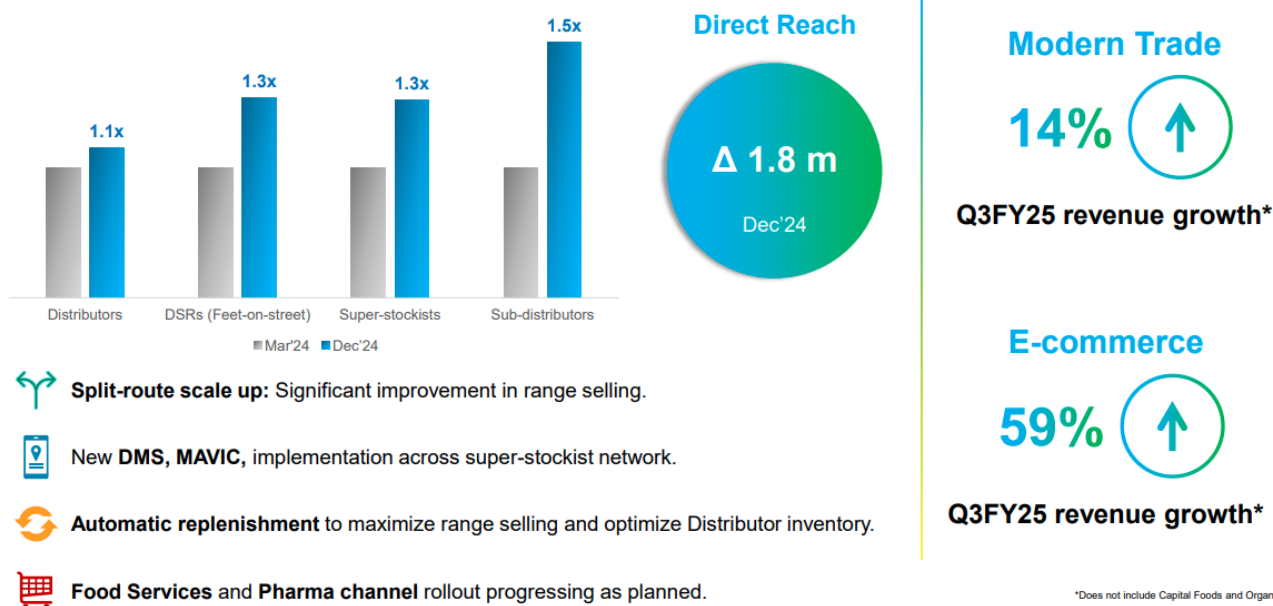
- **North India tea** prices came off the highs towards the end of the plucking season but still remained elevated v/s last year.
- **South India tea** prices were also higher YoY.
- **Kenyan tea** prices remain stable.



- Extreme heat and prolonged drought in Brazil's coffee-growing regions have caused Arabica prices to continue their surge.
- Robusta prices remain elevated.
- Averages prices for Q3 were 64%/86% higher YoY for Arabica/Robusta, respectively.

Source: Company

Exhibit 11: TATACONS is strengthening alternate channels



Source: Company

Exhibit 12: Consolidated segmental results

INR m	3QFY24	2QFY25	3QFY25	%/bp ch YoY	%/bp ch QoQ
Segmental revenue					
Branded Business					
India - Beverages	13,110	13,800	15,190	16%	10%
India - Foods	10,639	12,752	13,147	24%	3%
International - Beverages	10,284	11,160	11,925	16%	7%
Total Branded Business	34,033	37,712	40,262	18%	7%
Non-Branded Business	4,106	4,623	4,461	9%	-3%
Total Segment Revenue	38,139	42,335	44,723	17%	6%
Others	148	99	92		
International segment sales	-247	-290	-379		
Revenue from Operations	38,039	42,145	44,436	17%	5%
Segment Results					
Branded Business					
India - Business	3,685	2,432	2,103	-43%	-14%
International - Beverages	1,088	1,671	1,667	53%	0%
Total Branded Business	4,772	4,104	3,770	-21%	-8%
Non-Branded Business	492	1,061	930	89%	-12%
Total Segment Results	5,265	5,165	4,700	-11%	-9%
EBIT margins					
India - Business	15.5%	9.2%	7.4%	(809)	(174)
International - Beverages	10.6%	15.0%	14.0%	340	(100)
Total Branded Business	14.0%	10.9%	9.4%	(466)	(152)
Non-Branded Business	12.0%	23.0%	20.8%	885	(212)

Note: India - Business includes India - Beverages and India - Foods

Source: Company, MOFSL



Highlights from the management commentary

India packaged beverages business

- The India packaged beverages business witnessed a revenue growth of 10% YoY, led by a 7% growth in volumes and growth across segments, fueled by competitive prices rather than heavy discounting.
- The company calibrated price hikes and implemented them across the tea portfolio.
- Tea volumes grew 7% YoY, led by the company's focus on long-term competitiveness while calibrating price increases across the portfolio, which partially offset the significant increase in tea costs.
- The company has implemented decent hikes in tea and expects margin pressure to ease going forward. The price hike has compensated for 40% of the cost increase, with the remaining 60% still to be addressed.
- The company expects to see the full benefit of the price increase in teas by the end of 1QFY26 or early 2QFY26.
- Going forward, the company will continue to focus on gaining market share through volume growth.
- Coffee continued its strong performance, growing 28% in 3QFY25.

India foods business

- The business registered 31% YoY revenue growth in 3QFY25, with LFL revenue (excluding Capital Foods) growing 11% YoY. The segment recorded volume growth (excluding Capital Foods) of 1% YoY during the quarter.
- Salt revenue grew 7% YoY, driven by pricing and modest volume growth during 3QFY25. Value-added salts maintained their strong momentum (up 31% YoY).
- Tata Salt relaunched Sendha + (rock salt), offering consumers a superior and trusted product in the mass premium segment and registered record volumes.
- The dry fruits portfolio has achieved an Annualized Run Rate (ARR) of over INR1b, while Tata Simply Better's cold press oils achieved an ARR of ~INR500m.
- Tata Sampann's portfolio witnessed another strong quarter, posting 23% YoY growth, with the urban growth rate in low single digits and the rural growth in double digits.
- **Going forward, management anticipates gross margins to expand to ~12-15%.**

Ready-to-drink (RTD)

- Revenue for the RTD segment declined 2% owing to the recalibration of trade pricing.
- During the quarter, the RTD business recorded a volume growth of 14%, with a notable growth of 39% in Dec'24.
- The premium business grew 12% in 3QFY25 and contributed to ~15% of the total RTD business.
- Tata Copper+ recorded 21% revenue growth, significantly up from the previous quarter.

Capital Foods and Organic India

- Capital Foods/Organic India revenue stood at ~INR2.1b/INR930m in 3QFY25.
- The run rate of Capital Foods continues to improve with expansion into white spaces and the buildup of the food services channel.
- Organic India is now listed in all major trade banners and pharmacy chains.

- The pilot project for Food Services, initially launched in two cities, was a success and is now being rolled out to 16 cities. Additionally, the pharma channel pilot rollout has now been extended to 40 markets.
- Both businesses continue to be margin-accretive for the company, reporting a combined gross margin of ~47.3%.
- PepsiCo's Kurkure has teamed up with Ching's Secret for a new Schezwan Chutney variant.

Tata Starbucks

- Revenue grew 8%/10% YoY/QoQ, led by improving demand trends.
- The company added 16 new stores (net) in 3QFY25, bringing the total store count to 473 as of Dec'24.
- Expansion in East India was dialed up with store launches in Patna, Ranchi, Jamshedpur, Bilaspur, and Gangtok, bringing the total number of cities to 74.

Non-branded business

- Non-branded business revenue in constant currency (including Vietnam) grew 8% YoY in 3QFY25, led by exceptionally strong coffee realizations in the plantation business, which grew 36% YoY.
- The soluble business witnessed ~2% YoY revenue growth in 3QFY25, as the multi-decadal high coffee prices impacted demand.
- EBIT margin for non-branded business expanded 880bp YoY.

International operations

- **US business:** The US coffee continued to witness accelerated growth, up 5%. The Tea business witnessed 4% YoY growth (constant currency).
- **UK business:** Revenue for 3QFY25 remained flat while operating margins remained robust. The company strengthened its number 2 position in the UK, with Good Earth now being listed on Tesco.
- **Canada business:** It witnessed revenue growth of 5% YoY (constant currency), with ~21% growth in specialty tea, as supply normalized following Tetley's transition to new and improved sustainable packaging.
- A substantial portion of margin expansion comes from the UK and Canada, where the company has implemented structural changes.
- The US has also witnessed improvement. However, the company plans to reinvest this margin expansion into brand building in Canada, while the International business will continue experiencing margin expansion.

Distribution channels

- The sales and distribution infrastructure was further strengthened with the scale-up of split routes for the company's sales force, resulting in significant improvements in product range selling.
- Channels of the future continued to drive growth and innovation. Ecommerce channel grew 59% and Modern Trade recorded 14% growth during the quarter (excluding Capital Foods and Organic India). Ecommerce now accounts for ~15% of the revenue, which is slightly higher than Modern Trade.
- The rollout of new channels in Food Services and Pharmacies, aimed at fueling growth, is progressing as planned.

Other highlights

- Coffee prices have reached a 50-year high. As prices move up, margins in this segment are expected to improve, but such high prices may lead to a tapering of demand.
- The beverage industry has become significantly more competitive after taking price hikes.

- Tata Gluco+ has taken a price cut to compete with other players, which has impacted margins to an extent.
- The management laid a long-term guidance of mid-single-digit growth for beverages.
- Despite a 7% price hike in talk, there was no margin expansion, while Sampann witnessed slight margin dilution.
- Capital Foods' margins are ~50% higher than TCPL's, making it one of the key reasons for its acquisition.

Valuation and view

- We expect margin pressure to continue in the Indian beverage business in the near term due to higher input costs, while the International business is expected to continue delivering a healthy operating performance. The RTD segment is gaining traction with strategic price calibration. Indian food business margins are expected to improve, led by the synergy benefit from the integration of Capital Foods and Organic India as well as the price increase in salt.
- TATACONS is following a two-pronged growth strategy: 1) focusing on new growth engines such as Tata Sampann, NourishCo, Tata Soulfull, and the ready-to-eat/ready-to-consume business (Tata Smartfoodz); and 2) rapidly scaling up its distribution network, along with digitization prowess across the supply chain, which will drive the next leg of growth.
- The management's holistic strategy is aimed at: i) strengthening and accelerating its core business, ii) exploring new opportunities, iii) unlocking synergies, iv) digitizing the supply chain, v) expanding its product portfolio and innovation, vi) enhancing its focus on premiumization and health & wellness products, vii) embedding sustainability, and viii) expanding its sales and distribution infrastructure, supply chain, and capability building toward being a multi-category FMCG player.
- We expect TATACONS to clock a CAGR of 10%/9%/13% in revenue/EBITDA/PAT during FY24-27. **Reiterate BUY with an SoTP-based TP of INR1,130.**

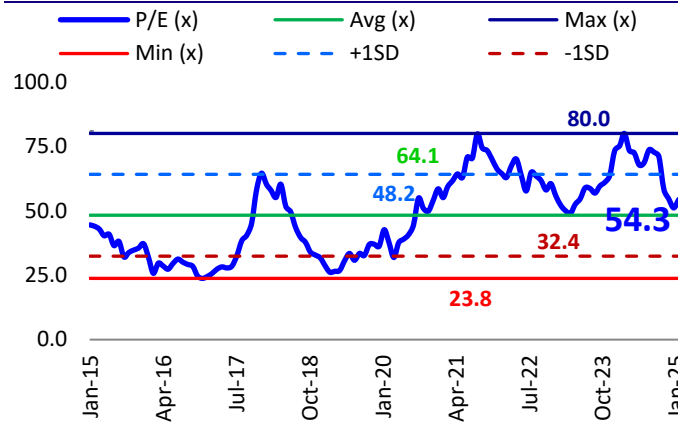
Exhibit 13: Valuation methodology

EV/EBITDA	FY27 EBITDA	Multiple (x)	EV
India Branded Business*	20,890	38	7,87,536
Coffee India (ex-Starbucks)	1,401	10	14,007
Coffee Overseas	4,235	12	50,816
Overseas tea (Tetley UK)	2,765	12	33,176
Capital Foods (75% holding)	1,642	35	57,482
Organic India	620	35	21,712
DCF			
Starbucks JV			90,931
Enterprise value			10,55,660
Less: Net debt			(62,255)
Market value (INRm)			11,17,915
No. of shares (m)			989
Target price (INR)			1,130

* includes Tea, Nourishco, Salt, and other food products

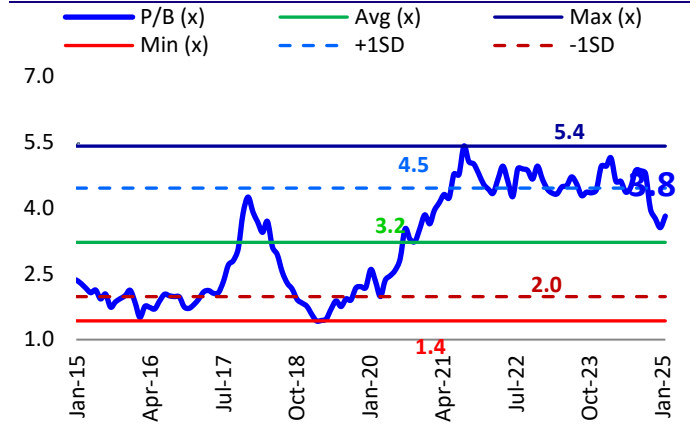
Source: MOFSL

Exhibit 14: One-year forward P/E (x)



Source: MOFSL

Exhibit 15: One-year forward P/B (x)



Source: MOFSL

Exhibit 16: Revisions to our estimates

Earnings Change (INR m)	Old			New			Change		
	FY25E	FY26E	FY27E	FY25E	FY26E	FY27E	FY25E	FY26E	FY27E
Revenue	1,75,769	1,88,685	2,04,769	1,76,096	1,89,028	2,05,118	0%	0%	0%
EBITDA	24,560	27,103	29,560	24,796	26,183	29,240	1%	-3%	-1%
Adj. PAT	14,595	18,754	20,647	14,366	17,527	19,853	-2%	-7%	-4%

Source: MOFSL

Financials and valuations

Consolidated Income Statement								(INRb)
Y/E March	2020	2021	2022	2023	2024	2025E	2026E	2027E
Net Sales	96.4	116.0	124.3	137.8	154.3	176.1	189.0	205.1
Change (%)	32.9	20.4	7.1	10.9	11.9	14.2	7.3	8.5
Gross Profit	42.3	47.0	53.4	57.8	65.7	75.5	88.8	95.8
Margin (%)	43.9	40.5	43.0	41.9	42.6	42.9	47.0	46.7
Other operating exp.	29.3	31.6	36.2	39.2	43.3	50.7	62.7	66.5
EBITDA	12.9	15.4	17.2	18.6	22.5	24.8	26.2	29.2
Margin (%)	13.4	13.3	13.8	13.5	14.6	14.1	13.9	14.3
Depreciation	2.4	2.5	2.8	3.0	3.7	6.0	4.3	4.5
Net Interest	0.8	0.7	0.7	0.9	1.3	2.1	0.5	0.3
Other income	1.1	1.2	1.4	1.7	2.5	2.0	2.1	2.1
PBT before EO	10.8	13.4	15.1	16.3	19.9	18.6	23.4	26.5
EO income/(exp.)	-2.7	-0.3	-0.5	1.6	-3.3	-0.5	0.0	0.0
PBT after EO	8.1	13.1	14.6	17.9	16.7	18.1	23.4	26.5
Tax	2.7	3.2	3.8	4.5	3.9	4.3	5.9	6.7
Rate (%)	33.9	24.2	25.9	24.9	23.7	23.5	25.2	25.2
Minority and Associates	0.8	1.4	1.4	1.4	1.5	0.8	0.9	0.7
Reported PAT	4.6	8.6	9.4	12.0	11.2	13.9	17.5	19.9
Adjusted PAT	7.2	8.7	9.7	10.8	13.7	14.4	17.5	19.9
Change (%)	63.5	20.8	11.8	11.2	26.1	5.1	22.0	13.3

Balance Sheet								(INRb)
Y/E March	2020	2021	2022	2023	2024	2025E	2026E	2027E
Share Capital	0.9	0.9	0.9	0.9	1.0	1.0	1.0	1.0
Reserves	137.2	144.4	150.5	161.8	159.6	231.2	241.6	254.6
Net Worth	138.1	145.3	151.4	162.8	160.6	232.1	242.6	255.5
Minority Interest	10.9	10.9	11.5	8.5	13.8	13.9	14.2	14.6
Loans	11.8	7.2	10.1	11.8	29.5	9.5	4.5	4.5
Capital Employed	160.9	163.5	173.0	183.1	203.9	255.6	261.4	274.7
Gross Block	59.1	61.8	66.7	71.7	113.9	127.4	131.4	135.4
Less: Accum. Deprn.	18.8	21.4	24.2	27.2	30.9	36.9	41.2	45.7
Net Fixed Assets	40.3	40.4	42.5	44.5	83.0	90.5	90.2	89.8
Capital WIP	1.0	1.1	4.6	5.1	4.0	4.0	4.0	4.0
Goodwill & Intangibles	73.3	76.0	77.5	80.3	103.3	112.8	112.8	112.8
Investments	4.9	4.8	6.0	6.8	6.3	5.6	5.1	4.8
Curr. Assets	65.3	79.9	80.1	91.0	82.1	116.9	125.4	142.0
Inventories	17.1	22.5	22.7	27.0	27.7	34.7	37.3	40.5
Account Receivables	9.2	7.6	8.4	8.0	9.0	13.5	14.5	15.7
Cash and Bank Balance	24.6	34.0	28.0	35.5	26.9	50.0	54.8	66.8
Others	14.4	15.8	21.1	20.5	18.5	18.6	18.8	19.0
Curr. Liability & Prov.	20.8	33.2	30.2	36.4	58.4	57.8	59.8	62.2
Account Payables	9.4	16.3	19.2	23.5	27.1	26.5	28.5	30.9
Other liabilities	8.6	14.0	8.6	10.5	27.4	27.4	27.4	27.4
Provisions	2.8	2.9	2.5	2.4	3.9	3.9	3.9	3.9
Net Curr. Assets	44.5	46.6	49.8	54.6	23.7	59.0	65.7	79.8
Def. tax liability	3.0	5.5	7.5	8.1	16.5	16.5	16.5	16.5
Appl. of Funds	160.9	163.5	173.0	183.1	203.9	255.6	261.4	274.7

Financials and valuations

Ratios

Y/E March	2020	2021	2022	2023	2024	2025E	2026E	2027E
Basic (INR)								
EPS	7.6	9.1	10.2	11.4	14.3	14.5	17.7	20.1
Cash EPS	9.7	11.4	12.7	14.0	17.5	20.6	23.7	26.4
BV/Share	139.6	146.9	153.0	164.5	162.3	234.6	263.2	277.3
DPS	2.7	4.1	6.1	6.1	6.5	6.5	6.5	6.5
Payout (%)	54.1	43.6	59.6	46.7	55.2	46.4	36.7	32.4
Dividend yield (%)	0.3	0.4	0.6	0.6	0.7	0.7	0.7	0.7
Valuation (x)								
P/E	127.8	105.8	94.6	85.0	67.5	66.6	54.6	48.2
Cash P/E	99.4	85.0	76.4	69.0	55.2	47.0	40.9	36.6
P/BV	6.9	6.6	6.3	5.9	6.0	4.1	3.7	3.5
EV/Sales	9.1	7.5	7.0	6.3	5.8	4.8	4.5	4.0
EV/EBITDA	68.0	56.0	50.8	46.8	39.8	34.3	32.1	28.4
Dividend Yield (%)	0.3	0.4	0.6	0.6	0.7	0.7	0.7	0.7
FCF per share	10.0	15.7	13.5	12.4	16.8	19.9	14.9	16.8
Return Ratios (%)								
RoE	6.8	6.1	6.6	6.9	8.5	7.3	7.4	8.0
RoCE	8.5	8.3	9.0	9.5	10.5	8.8	9.1	9.9
RoIC	11.5	11.1	10.7	11.3	12.1	10.8	11.4	12.4
Working Capital Ratios								
Fixed Asset Turnover (x)	2.4	2.9	2.9	3.1	1.9	1.9	2.1	2.3
Asset Turnover (x)	0.6	0.7	0.7	0.8	0.8	0.7	0.7	0.7
Debtor (Days)	35	24	25	21	21	28	28	28
Creditor (Days)	36	51	56	62	64	55	55	55
Inventory (Days)	65	71	67	72	66	72	72	72
Leverage Ratio (x)								
Net Debt/Equity	-0.1	-0.2	-0.1	-0.1	0.0	-0.2	-0.2	-0.2

Cash flow statement

Y/E March	2020	2021	2022	2023	2024	2025E	2026E	2027E
(INRb)								
EBITDA	12.9	15.4	17.2	18.6	22.5	24.8	26.2	29.2
Prov. & FX	-0.1	0.0	0.0	0.0	0.1	0.0	0.0	0.0
WC	-0.6	3.1	2.0	0.3	1.9	-10.1	-1.6	-2.0
Others	1.4	1.2	-0.3	0.2	-1.2	13.3	0.0	0.0
Direct taxes (net)	-2.7	-3.2	-3.8	-4.5	-3.9	-4.3	-5.9	-6.7
CF from Op. Activity	10.8	16.6	15.2	14.6	19.4	23.7	18.7	20.6
Capex	-1.6	-2.1	-2.7	-3.1	-3.3	-4.0	-4.0	-4.0
FCFF	9.2	14.5	12.4	11.5	16.0	19.7	14.7	16.6
Interest/dividend	0.6	0.7	0.9	1.2	1.9	2.0	2.1	2.1
Investments in subs/assoc.	-0.2	-2.2	-7.4	-2.0	-38.8	0.0	0.0	0.0
Others	-5.5	-0.5	-4.0	-4.4	21.0	-35.0	0.0	0.0
CF from Inv. Activity	-6.7	-4.1	-13.2	-8.3	-19.3	-37.0	-1.9	-1.9
Share capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Borrowings	0.3	-0.6	-4.9	0.0	12.5	-20.0	-5.0	0.0
Finance cost	-0.7	-0.7	-0.6	-0.8	-1.2	-2.1	-0.5	-0.3
Dividend	-2.2	-2.7	-4.0	-5.7	-8.1	-6.4	-6.4	-6.4
Others	6.9	0.9	1.6	7.8	-11.9	64.9	0.0	0.0
CF from Fin. Activity	4.3	-3.0	-7.9	1.2	-8.6	36.4	-12.0	-6.8
(Inc)/Dec in Cash	8.4	9.4	-6.0	7.5	-8.6	23.1	4.8	12.0
Opening balance	16.2	24.6	34.0	28.0	35.5	26.9	50.0	54.8
Closing balance (as per B/S)	24.6	34.0	28.0	35.5	26.9	50.0	54.8	66.8

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NOTES

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