

# Bata India

Estimate change

TP change

Rating change



Bloomberg	BATA IN
Equity Shares (m)	129
M.Cap.(INRb)/(USD\$)	134.9 / 1.5
52-Week Range (INR)	1479 / 1025
1, 6, 12 Rel. Per (%)	-13/-28/-26
12M Avg Val (INR M)	297

## Financials & Valuations (INR b)

Y/E March	FY26E	FY27E	FY28E
Sales	35.9	38.1	40.5
EBITDA	8.1	8.8	9.6
Adj. PAT	2.6	2.9	3.4
EBITDA Margin (%)	22.5	23.1	23.7
Adj. EPS (INR)	20.3	22.8	26.3
EPS Gr. (%)	4.6	12.4	15.3
BV/Sh. (INR)	132.3	143.7	156.9

## Ratios

Net D:E	0.3	0.2	0.0
RoE (%)	15.8	16.5	17.5
RoCE (%)	11.3	11.8	12.5
RoIC (%)	13.2	14.5	15.9

## Valuations

P/E (x)	52.0	46.3	40.2
EV/EBITDA (x)	17.6	15.9	14.4
EV/Sales (x)	3.9	3.7	3.4
Div. Yield (%)	1.0	1.1	1.1

## Shareholding Pattern (%)

As On	Jun-25	Mar-25	Jun-24
Promoter	50.2	50.2	50.2
DII	29.4	29.5	27.5
FII	6.9	6.9	7.6
Others	13.6	13.5	14.7

FII includes depository receipts

**CMP: INR1,050**

**TP: INR980 (-7%)**

**Neutral**

## Subdued start to FY26 as growth remains a challenge

- Bata India (BATA)'s 1QFY26 marked another subdued quarter, with flattish revenue and adjusted EBITDA, missing our estimates by 2-3%.
- Reported EBITDA grew 7% YoY to INR2b, driven by accounting adjustments, while adjusted PAT declined 33% YoY to INR568m.
- Positive developments included the value offering in ladies' footwear, improving conversions, and Zero Base Merchandising (ZBM) alongside tactical measures, contributing to a 15% reduction in inventory.
- Strategic initiatives such as inventory cleanup, curated product refreshes, and franchise-led expansion should enhance efficiency and aid margin recovery, though near-term competitive pressures remain.
- We cut our FY26-27 revenue and EBITDA estimates by 3-6% due to continued weakness in growth. We model a revenue/EBITDA/adj. PAT CAGR of 5%/9%/11% over FY26-28. **Reiterate Neutral with a revised TP of INR980.**

## Growth remains tepid; accounting change drives optical EBITDA growth

- Revenue remained flat YoY at INR9.4b (3% below our estimate) as ~5% YoY store additions were likely offset by a **decline in SSS**.
- Gross profit declined 3% YoY to INR5b (8% miss) as gross margins **contracted 140bp YoY** to 53.5% (down 530bp QoQ) and were ~250bp below our estimate.
- Other expenses **declined 11% YoY, likely due to a change in royalty** structure for one of the brands (~INR155m boost in 4QFY25).
- As a result, **EBITDA grew 7% YoY** to INR2b (2% below), with EBITDA margin expanding ~155bp YoY to 21.1% (~20bp miss).
- However, **EBITDA on a like-for-like basis would likely be flat to -1% YoY**, with EBITDA margin likely stable YoY.
- Depreciation and amortization expense surged 22% YoY due to a change in royalty structure for one of the brands, and finance cost rose 13% YoY.
- As a result, reported PAT declined 70% YoY to INR520m (27% miss) due to weaker EBITDA, higher D&A, and finance costs.
- Bata continued its VRS program, leading to a one-time exceptional cost of INR48m. Adjusted for the same, PAT at INR568m dipped 33% YoY (21% miss).

## Key takeaways from the management commentary

- **Muted demand:** Despite a weak demand environment weighing on overall revenue, BATA is witnessing selective volume-led growth in both value and premium segments—particularly in the sub-INR1k products and the Floatz portfolio. Internal initiatives such as zero-based merchandising are improving store-level efficiency and driving better conversions, partly offsetting broader market softness.
- **Margin pressure amid value focus:** BATA's sharper value-for-money portfolio has supported consumer retention but compressed gross margins by 230bp, due to an adverse channel mix and lower ASPs. An additional 100bp impact on operating margins stemmed from one-off employee costs. However, cost resets and product portfolio rationalization are underway to rebuild operating leverage.

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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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- **Brand and channel mix:** BATA continues to evolve its multi-channel approach, with ~80% of new store additions from the franchise network and a renewed focus on modern trade. Brand-wise, Floatz has emerged as a premium growth driver (40%+ growth, nearing INR2b), while Power and Hush Puppies (~20% contribution each) support the dual strategy of value and premiumization.
- **Inventory-led efficiency gains:** The company reduced inventory by 16% YoY, with aged stock now at a low level of 2-3% of the total inventory. ZBM implementation across 146 stores led to a 40% SKU reduction and 25% inventory decline. This also enhanced agility, enabling more curated, innovation-led product replenishment, supporting margin recovery through lower markdown.

### Valuation and view

- Over the last couple of years, following the change in management, a renewed focus on growth has been evident, characterized by a brand refresh, the introduction of new product lines (such as sneakers), and enhancements in the backend supply chain infrastructure. However, these initiatives have yet to result in sustained growth.
- Despite muted demand, BATA is seeing early traction in the value segment (sub INR1k). Strategic inventory cleanup, curated product refreshes, and franchise-led expansion are positioning the company for improved efficiency and gradual margin recovery, though near-term pressures persist.
- We cut FY26-27 revenue and EBITDA estimates by 3-6% due to continued weakness in growth. We build in FY26-28 CAGR of 5%/9%/11% for revenue/EBITDA/adj. PAT. **We reiterate our Neutral rating with a revised TP of INR980.**
- Sustained volume recovery remains the key trigger for the stock.

### Consolidated quarterly earnings

(INR m)

Y/E March	FY25				FY26E				FY25	FY26E	FY26E	Est
	1Q	2Q	3Q	4Q	1Q	2QE	3QE	4QE			1QE	Var (%)
<b>Revenue</b>	<b>9,446</b>	<b>8,371</b>	<b>9,188</b>	<b>7,882</b>	<b>9,419</b>	<b>8,667</b>	<b>9,556</b>	<b>8,300</b>	<b>34,888</b>	<b>35,941</b>	<b>9,732</b>	<b>-3.2</b>
YoY Change (%)	-1.4	2.2	1.7	-1.2	-0.3	3.5	4.0	5.3	0.3	3.0	3.0	
Gross Profit	5,182	4,740	5,163	4,634	5,038	4,897	5,399	4,884	19,719	20,217	5,450	-7.6
Gross margin%	54.9	56.6	56.2	58.8	53.5	56.5	56.5	58.8	56.5	56.3	56.0	-25.1
Total Expenditure	7,597	6,625	7,193	6,104	7,430	6,717	7,334	6,391	27,519	27,873	7,698	-3.5
<b>EBITDA</b>	<b>1,849</b>	<b>1,746</b>	<b>1,995</b>	<b>1,778</b>	<b>1,988</b>	<b>1,950</b>	<b>2,222</b>	<b>1,909</b>	<b>7,369</b>	<b>8,069</b>	<b>2,034</b>	<b>-2.2</b>
EBITDA margin	19.6	20.9	21.7	22.6	21.1	22.5	23.3	23.0	21.1	22.5	20.9	21
Change YoY (%)	-22.8	-3.9	9.4	-2.4	7.5	11.7	11.4	7.3	-6.2	9.5	10.0	
Depreciation	872	902	902	1,037	1,061	1,033	1,033	1,006	3,713	4,134	980	8.2
Interest	308	318	311	348	349	310	310	271	1,285	1,240	292	19.4
Other Income	162	172	99	223	170	193	193	215	656	771	197	-13.7
<b>PBT before EO expense</b>	<b>832</b>	<b>698</b>	<b>881</b>	<b>617</b>	<b>748</b>	<b>799</b>	<b>1,071</b>	<b>847</b>	<b>3,027</b>	<b>3,466</b>	<b>959</b>	<b>-21.9</b>
Extra-Ord expense	-1,340	0	108	0	48	0	0	0	-1,232	48	0	
<b>PBT</b>	<b>2,171</b>	<b>698</b>	<b>773</b>	<b>617</b>	<b>701</b>	<b>799</b>	<b>1,071</b>	<b>847</b>	<b>4,259</b>	<b>3,418</b>	<b>959</b>	<b>-26.9</b>
Tax	431	178	186	163	181	201	270	208	957	860	242	-25.2
Rate (%)	19.8	25.5	24.1	26.4	25.8	25.2	25.2	24.6	22.5	25.2	25.2	
MI & Profit/Loss of Asso. Cos.	0	0	0	0	0	0	0	0			0	
<b>Reported PAT</b>	<b>1,741</b>	<b>520</b>	<b>587</b>	<b>454</b>	<b>520</b>	<b>598</b>	<b>801</b>	<b>639</b>	<b>3,302</b>	<b>2,558</b>	<b>717</b>	<b>-27.5</b>
<b>Adj PAT</b>	<b>849</b>	<b>520</b>	<b>669</b>	<b>454</b>	<b>568</b>	<b>598</b>	<b>801</b>	<b>639</b>	<b>2,492</b>	<b>2,606</b>	<b>717</b>	<b>-20.8</b>
YoY Change (%)	-21	-19	15	-29	-33	15	20	41	-15	5	-16	
Margins (%)	9.0%	6.2%	7.3%	5.8%	6.0%	6.9%	8.4%	7.7%	7.1%	7.2%	7.4%	

E: MOFSL Estimates

**Exhibit 1: Valuation based on Sep'27E**

Sep'27	(INR/share)
EPS (INR)	25
Target P/E (x)	40
<b>Target Price (INR/share)</b>	<b>980</b>
CMP	1,044
Upside (%)	-7%

Source: MOFSL, Company



**Detailed takeaways from the management commentary**

- **Demand:** Bata India continues to see steady demand across core categories, with network optimisation and franchise-led growth expanding its footprint into Tier II–IV towns. Management maintains **net COCO store additions near flat**, with gross additions (~70–80/year) offset by closures, prioritising profitability. **Franchisee expansion target: 130–150 stores annually.**
- **Margin Profile:** Bata's gross margin contracted ~135bp to 53.5% due to liquidation of aged and discontinued inventory under ZBM. EBITDA faced pressure from higher opex, franchise mix dilution (~200bp GM impact but EBITDA accretive), and inflationary overheads. COCO store closures add 40–50bp, partially offset by 30–40bp first-year losses from new stores.
- **Store Closures:** COCO stores undergo stringent margin reviews, requiring a two-year minimum history unless losses are significant. In FY26E, 70–80 gross COCO additions were planned, but net growth would likely remain ~10–15 stores, as closures largely offset new openings.
- **Inventory** fell 16.5% YoY to INR 6,741m, with stock turns at 1.9. Aged inventory dropped 50%+, and Zero Base Merchandising stores saw 22% inventory reductions. ZBM approach resets assortments each season from a clean slate, driving higher sell-through (>80%) and reducing slow-moving inventory. This has improved the proportion of fresh styles and supported full-price sales.
- **Value Proposition:** Bata has introduced **lower entry price points (starting ~INR 299)** in select ranges to capture value-seeking customers, particularly in Tier II/III markets. This complements its mid-premium positioning, broadening appeal, and driving higher unit throughput. Combined with franchise-led penetration and MBO tie-ups, these value SKUs are delivering incremental volumes without significantly diluting overall gross margins.
- **Online Channel** Digital sales remain a supplementary growth lever, enhancing brand reach without large capex for physical presence. While still <10% of total sales, online supports younger consumer acquisition and acts as a clearance channel for aged inventory, complementing the primary offline push.
- **Floatz** sustained strong traction, with 1QFY26 turnover up 1.33x YoY and volumes up 1.29x YoY. Distribution has expanded to 400 doors, driving an annualised run rate of ~INR2b.
- **Hush Puppies** continues premiumization with 144 doors (117 COCO, 27 franchises) and store upgrades — 36 stores already converted to new clutter-free layouts.
- **Franchisee** count reached 644 stores in 505 towns, contributing **~12% of turnover** (up from <3% pre-pandemic). The model is **EBITDA accretive** despite ~200bp lower gross margin, owing to minimal opex burden on Bata's books. 60% of new stores are opened by existing partners, with an average of 1.6–1.7 stores per partner.

**Exhibit 2: Quarterly performance**

Consol P&L (INR m)	1QFY25	4QFY25	1QFY26	YoY%	QoQ%	1QFY26E	v/s Est (%)
<b>Total Revenue</b>	<b>9,446</b>	<b>7,882</b>	<b>9,419</b>	<b>0</b>	<b>19</b>	<b>9,732</b>	<b>-3</b>
Raw Material cost	4,264	3,248	4,381	3	35	4,282	2
<b>Gross Profit</b>	<b>5,182</b>	<b>4,634</b>	<b>5,038</b>	<b>-3</b>	<b>9</b>	<b>5,450</b>	<b>-8</b>
<b>Gross margin (%)</b>	<b>54.9</b>	<b>58.8</b>	<b>53.5</b>	<b>-137.1</b>	<b>-530.7</b>	<b>56.0</b>	<b>-251.4</b>
Employee Costs	1,208	1,243	1,163	-4	-6	1,226	-5
SGA Expenses	2,124	1,613	1,887	-11	17	2,190	-14
<b>EBITDA</b>	<b>1,849</b>	<b>1,778</b>	<b>1,988</b>	<b>7</b>	<b>12</b>	<b>2,034</b>	<b>-2</b>
<b>EBITDA margin (%)</b>	<b>19.6</b>	<b>22.6</b>	<b>21.1</b>	<b>153.1</b>	<b>-145.4</b>	<b>20.9</b>	<b>20.9</b>
Depreciation and amortization	872	1,037	1,061	22	2	980	8
EBIT	977	741	927	-5	25	1,054	-12
<b>EBIT margin (%)</b>	<b>10.3</b>	<b>9.4</b>	<b>9.8</b>	<b>-50.2</b>	<b>43.9</b>	<b>10.8</b>	<b>-98.3</b>
Finance Costs	308	348	349	13	0	292	19
Other income	162	223	170	5	-24	197	-14
Exceptional item	-1,340	0	48			-1	NM
<b>Profit before Tax</b>	<b>2,171</b>	<b>617</b>	<b>701</b>	<b>-68</b>	<b>14</b>	<b>959</b>	<b>-27</b>
Tax	431	163	181	-58	11	242	-25
<b>Tax rate (%)</b>	<b>19.8</b>	<b>26.4</b>	<b>25.8</b>	<b>30.0</b>	<b>-57.9</b>	<b>25.2</b>	<b>NM</b>
<b>Profit after Tax</b>	<b>1,741</b>	<b>454</b>	<b>520</b>	<b>-70</b>	<b>14</b>	<b>717</b>	<b>-27</b>
<b>Adj. Profit after Tax</b>	<b>849</b>	<b>454</b>	<b>568</b>	<b>-33</b>	<b>25</b>	<b>717</b>	<b>-21</b>

Source: MOFSL, Company

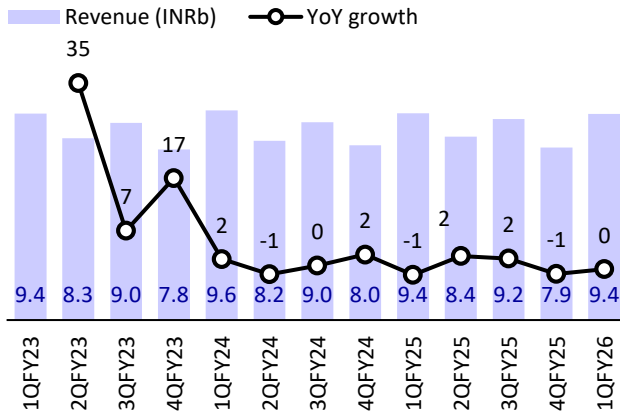
**Exhibit 3: Revisions to our estimates**

	FY25E	FY26E	FY27E
<b>Revenue (INR m)</b>			
Old	37,182	40,212	
Actual/New	35,941	38,130	40,452
<b>Change (%)</b>	<b>-3.3</b>	<b>-5.2</b>	
<b>EBITDA (INR m)</b>			
Old	8,366	9,369	
Actual/New	8,069	8,808	9,567
<b>Change (%)</b>	<b>-3.6</b>	<b>-6</b>	
<b>EBITDA margin (%)</b>			
Old	57.5	57.8	
Actual/New	56.3	56.5	56.8
<b>Change (%)</b>	<b>-125</b>	<b>-125</b>	
<b>Net Profit (INR)</b>			
Old	3,042	3,544	
Actual/New	2,606	2,929	3,376
<b>Change (%)</b>	<b>-14.3</b>	<b>-17.4</b>	

Source: MOFSL, Company

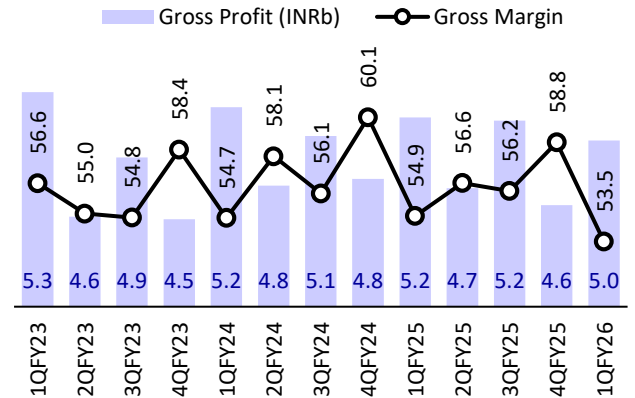
## Story in charts

**Exhibit 4: Revenue remained flat YoY**



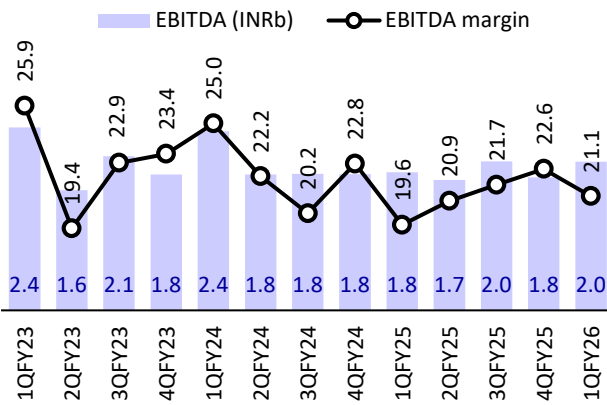
Source: MOFSL, Company

**Exhibit 5: GM contracted ~135bp YoY**



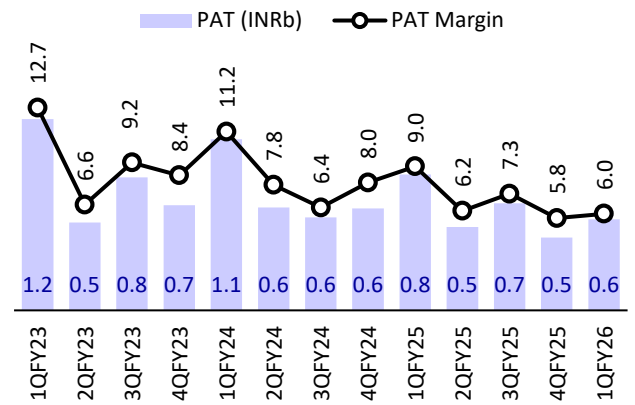
Source: MOFSL, Company

**Exhibit 6: Reported EBITDA grew 7% YoY**



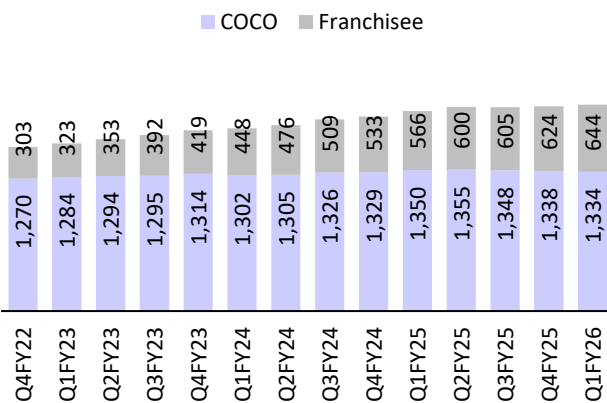
Source: MOFSL, Company

**Exhibit 7: Adj. PAT continued to decline**



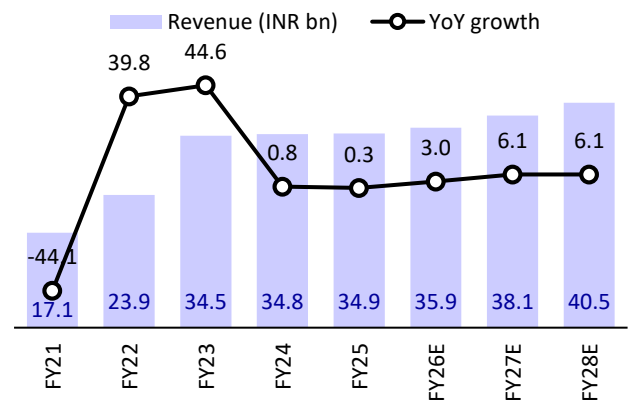
Source: MOFSL, Company

**Exhibit 8: Opened 16 net stores QoQ (-4/+20 COCO/FOFO)**



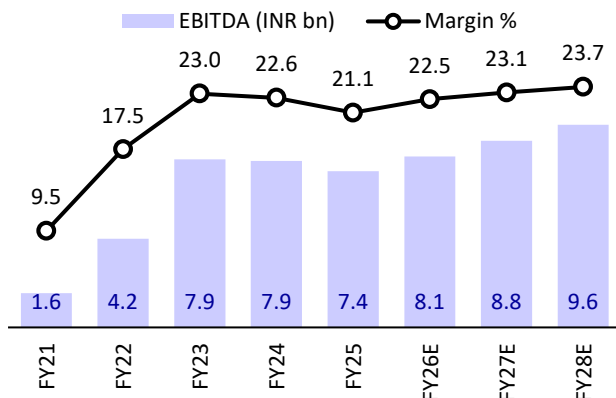
Source: MOFSL, Company

**Exhibit 9: Expect 5% revenue CAGR over FY25-28**



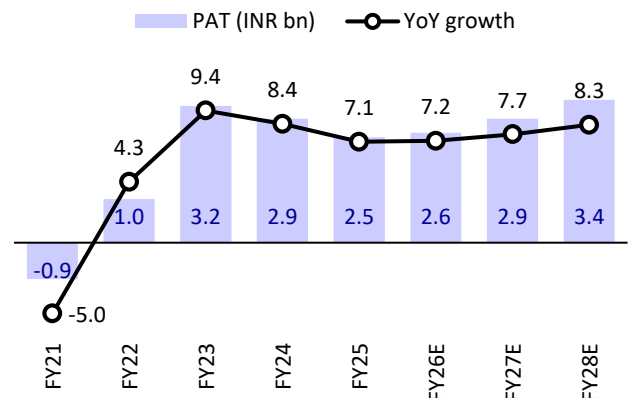
Source: MOFSL, Company

**Exhibit 10: Expect 9% EBITDA CAGR over FY25-28**



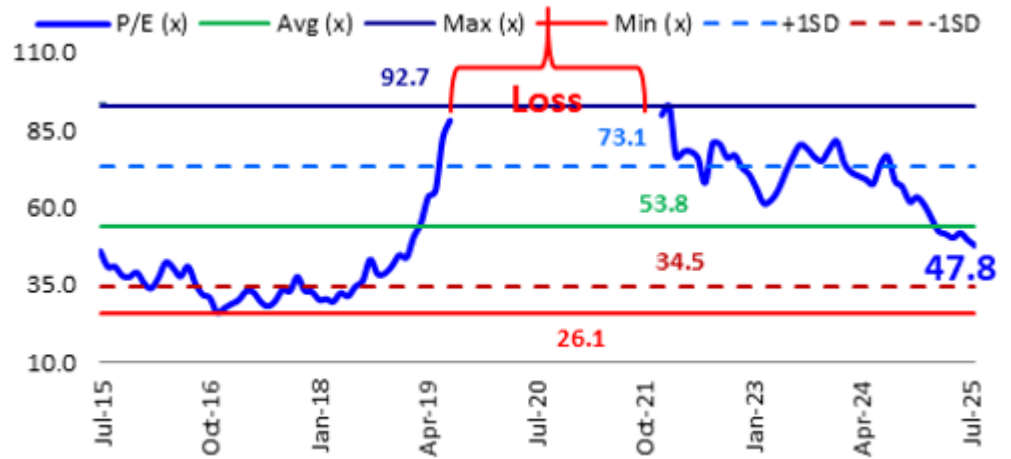
Source: MOFSL, Company

**Exhibit 11: Expect 11% Adj PAT CAGR over FY25-28**



Source: MOFSL, Company

**Exhibit 12: BATA is trading at ~48x one-year forward P/E (vs. ~35x LT average pre COVID)**



## Financials and valuations

### Consolidated - Income Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
<b>Total Income from Operations</b>	<b>17,085</b>	<b>23,877</b>	<b>34,516</b>	<b>34,786</b>	<b>34,888</b>	<b>35,941</b>	<b>38,130</b>	<b>40,452</b>
Change (%)	-44.1	39.8	44.6	0.8	0.3	3.0	6.1	6.1
Raw Materials	8,375	10,868	15,137	14,922	15,169	15,724	16,587	17,496
<b>Gross Profit</b>	<b>8,710</b>	<b>13,009</b>	<b>19,379</b>	<b>19,864</b>	<b>19,719</b>	<b>20,217</b>	<b>21,544</b>	<b>22,957</b>
Margin (%)	51.0	54.5	56.1	57.1	56.5	56.3	56.5	56.8
Employees Cost	3,398	3,787	4,187	4,200	4,624	4,708	4,881	5,097
Other Expenses	3,690	5,037	7,256	7,805	7,726	7,440	7,855	8,293
<b>Total Expenditure</b>	<b>15,463</b>	<b>19,692</b>	<b>26,579</b>	<b>26,927</b>	<b>27,519</b>	<b>27,873</b>	<b>29,322</b>	<b>30,885</b>
% of Sales	90.5	82.5	77.0	77.4	78.9	77.6	76.9	76.4
<b>EBITDA</b>	<b>1,622</b>	<b>4,185</b>	<b>7,936</b>	<b>7,859</b>	<b>7,369</b>	<b>8,069</b>	<b>8,808</b>	<b>9,567</b>
Margin (%)	9.5	17.5	23.0	22.6	21.1	22.5	23.1	23.7
Depreciation	2,648	2,420	2,948	3,391	3,713	4,134	4,589	5,064
<b>EBIT</b>	<b>-1,026</b>	<b>1,765</b>	<b>4,989</b>	<b>4,468</b>	<b>3,656</b>	<b>3,935</b>	<b>4,220</b>	<b>4,503</b>
Int. and Finance Charges	1,035	928	1,078	1,170	1,285	1,240	1,268	1,292
Other Income	941	560	386	617	656	771	963	1,300
<b>PBT bef. EO Exp.</b>	<b>-1,120</b>	<b>1,397</b>	<b>4,296</b>	<b>3,915</b>	<b>3,027</b>	<b>3,466</b>	<b>3,914</b>	<b>4,511</b>
EO Items	46	0	0	409	-1,232	48	0	0
<b>PBT after EO Exp.</b>	<b>-1,166</b>	<b>1,397</b>	<b>4,296</b>	<b>3,506</b>	<b>4,259</b>	<b>3,418</b>	<b>3,914</b>	<b>4,511</b>
Total Tax	-273	367	1,067	881	957	860	985	1,136
Tax Rate (%)	23.4	26.3	24.8	25.1	22.5	25.2	25.2	25.2
Minority Interest	0	0	0	0	0	0	0	0
<b>Reported PAT</b>	<b>-893</b>	<b>1,030</b>	<b>3,229</b>	<b>2,625</b>	<b>3,301</b>	<b>2,558</b>	<b>2,929</b>	<b>3,376</b>
<b>Adjusted PAT</b>	<b>-858</b>	<b>1,030</b>	<b>3,229</b>	<b>2,927</b>	<b>2,492</b>	<b>2,606</b>	<b>2,929</b>	<b>3,376</b>
Change (%)	-126.1	-220.1	213.5	-9.4	-14.9	4.6	12.4	15.3
Margin (%)	-5.0	4.3	9.4	8.4	7.1	7.2	7.7	8.3

### Consolidated - Balance Sheet

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Equity Share Capital	643	643	643	643	643	643	643	643
Total Reserves	16,938	17,504	13,739	14,626	15,106	16,361	17,826	19,514
<b>Net Worth</b>	<b>17,581</b>	<b>18,147</b>	<b>14,382</b>	<b>15,269</b>	<b>15,749</b>	<b>17,004</b>	<b>18,468</b>	<b>20,156</b>
Minority Interest	0	0	0	0	0	0	0	0
Total Loans	10,323	10,942	12,464	13,573	14,465	14,862	15,201	15,489
Lease Liabilities	10,323	10,942	12,464	13,573	14,465	14,862	15,201	15,489
Deferred Tax Liabilities	0	0	0	0	0	0	0	0
Other Liabilities	21	20	5	140	295	295	295	295
<b>Capital Employed</b>	<b>27,924</b>	<b>29,109</b>	<b>26,851</b>	<b>28,982</b>	<b>30,509</b>	<b>32,161</b>	<b>33,965</b>	<b>35,941</b>
Gross Block	17,670	18,661	23,268	27,828	34,449	36,868	40,868	45,118
Less: Accum. Deprn.	6,475	6,402	9,350	12,741	16,454	19,206	23,795	28,858
<b>Net Fixed Assets</b>	<b>11,195</b>	<b>12,259</b>	<b>13,918</b>	<b>15,087</b>	<b>17,995</b>	<b>17,661</b>	<b>17,073</b>	<b>16,259</b>
Capital WIP	336	52	38	37	145	145	145	145
<b>Total Investments</b>	<b>1,832</b>	<b>1,899</b>	<b>1,492</b>	<b>1,601</b>	<b>1,450</b>	<b>1,450</b>	<b>1,450</b>	<b>1,450</b>
<b>Curr. Assets, Loans&amp;Adv.</b>	<b>18,578</b>	<b>20,000</b>	<b>16,135</b>	<b>15,505</b>	<b>17,216</b>	<b>18,954</b>	<b>21,777</b>	<b>25,023</b>
Inventory	6,083	8,709	9,046	9,296	8,147	8,445	8,908	9,396
Account Receivables	794	717	826	801	1,118	788	836	887
Cash and Bank Balance	10,968	9,688	5,311	4,275	6,344	8,643	10,889	13,526
Loans and Advances	733	886	952	1,133	1,608	1,078	1,144	1,214
<b>Curr. Liability &amp; Prov.</b>	<b>5,400</b>	<b>6,143</b>	<b>5,865</b>	<b>4,516</b>	<b>7,720</b>	<b>7,471</b>	<b>7,903</b>	<b>8,359</b>
Account Payables	4,397	4,562	4,093	2,997	3,495	3,877	4,090	4,314
Other Current Liabilities	917	1,491	1,696	1,472	2,177	1,438	1,525	1,618
Provisions	86	90	76	47	2,048	2,156	2,288	2,427
<b>Net Current Assets</b>	<b>13,178</b>	<b>13,858</b>	<b>10,270</b>	<b>10,989</b>	<b>9,497</b>	<b>11,488</b>	<b>13,880</b>	<b>16,670</b>
Deferred Tax assets	1,384	1,042	1,133	1,267	1,422	1,422	1,422	1,422
Misc Expenditure	0	0	0	0	0	0	0	0
<b>Appl. of Funds</b>	<b>27,924</b>	<b>29,109</b>	<b>26,851</b>	<b>28,982</b>	<b>30,509</b>	<b>32,161</b>	<b>33,965</b>	<b>35,941</b>



## Financials and valuations

### Ratios

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
<b>Basic (INR)</b>								
<b>EPS (diluted from FY17)</b>	<b>-6.7</b>	<b>8.0</b>	<b>25.1</b>	<b>22.8</b>	<b>19.4</b>	<b>20.3</b>	<b>22.8</b>	<b>26.3</b>
Cash EPS (diluted from FY17)	13.9	26.8	48.1	49.2	48.3	52.3	58.5	65.7
BV/Share (diluted from FY17)	136.8	141.2	111.9	118.8	122.5	132.3	143.7	156.9
DPS	4.0	54.5	12.5	12.0	12.0	10.1	11.4	11.4
Payout (%)	-57.6	680.1	49.8	58.8	46.7	50.7	50.0	43.4
<b>Valuation (x)</b>								
P/E	-158.1	131.7	42.0	46.3	54.4	52.0	46.3	40.2
Cash P/E	75.8	39.3	22.0	21.5	21.9	20.1	18.0	16.1
P/BV	7.7	7.5	9.4	8.9	8.6	8.0	7.3	6.7
EV/Sales	7.9	5.7	4.1	4.2	4.1	3.9	3.7	3.4
EV/EBITDA	83.2	32.7	18.0	18.4	19.5	17.6	15.9	14.4
Dividend Yield (%)	0.4	5.2	1.2	1.1	1.1	1.0	1.1	1.1
FCF per share	33.1	12.7	41.9	27.6	52.1	51.9	52.0	54.7
<b>Return Ratios (%)</b>								
RoE	-4.7	5.8	19.9	19.7	16.1	15.9	16.5	17.5
RoCE	-0.2	6.0	14.4	13.7	11.3	11.3	11.8	12.5
RoIC	-4.6	8.1	20.0	15.5	12.4	13.2	14.5	15.9
<b>Working Capital Ratios</b>								
Fixed Asset Turnover (x)	1.0	1.3	1.5	1.3	1.0	1.0	0.9	0.9
Asset Turnover (x)	0.6	0.8	1.3	1.2	1.1	1.1	1.1	1.1
Inventory (Days)	265	292	218	227	196	196	196	196
Debtor (Days)	17	11	9	8	12	8	8	8
Creditor (Days)	192	153	99	73	84	90	90	90
<b>Leverage Ratio (x)</b>								
Current Ratio	3.4	3.3	2.8	3.4	2.2	2.5	2.8	3.0
Interest Cover Ratio	-1.0	1.9	4.6	3.8	2.8	3.2	3.3	3.5
Net Debt/Equity	-0.1	0.0	0.4	0.5	0.4	0.3	0.2	0.0

### Consolidated - Cash Flow Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
OP/(Loss) before Tax	-1,167	1,397	4,298	3,506	4,264	3,466	3,914	4,511
Depreciation	2,627	2,420	2,948	3,391	3,713	4,134	4,589	5,064
Interest & Finance Charges	1,035	928	1,079	1,170	1,285	1,240	1,268	1,292
Direct Taxes Paid	468	-68	-974	-949	-1,196	-860	-985	-1,136
(Inc)/Dec in WC	2,066	-1,982	-776	-2,041	1,274	312	-145	-152
<b>CF from Operations</b>	<b>5,030</b>	<b>2,694</b>	<b>6,575</b>	<b>5,078</b>	<b>9,340</b>	<b>8,292</b>	<b>8,641</b>	<b>9,579</b>
Others	-420	-579	-287	-547	-1,962	-818	-963	-1,300
<b>CF from Operating incl EO</b>	<b>4,611</b>	<b>2,115</b>	<b>6,288</b>	<b>4,531</b>	<b>7,378</b>	<b>7,473</b>	<b>7,678</b>	<b>8,279</b>
(Inc)/Dec in FA	-357	-477	-897	-979	-683	-800	-1,000	-1,250
<b>Free Cash Flow</b>	<b>4,254</b>	<b>1,638</b>	<b>5,391</b>	<b>3,552</b>	<b>6,695</b>	<b>6,673</b>	<b>6,678</b>	<b>7,029</b>
(Pur)/Sale of Investments	-920	940	4,963	992	834	0	0	0
Others	750	466	319	391	380	771	963	1,300
<b>CF from Investments</b>	<b>-527</b>	<b>928</b>	<b>4,385</b>	<b>404</b>	<b>531</b>	<b>-29</b>	<b>-37</b>	<b>50</b>
Issue of Shares	0	0	0	0	0	0	0	0
Inc/(Dec) in Debt	0	0	0	0	0	0	0	0
Interest Paid	-11	-9	0	0	0	0	0	0
Dividend Paid	-515	-514	-6,989	-1,731	-2,819	-1,303	-1,465	-1,688
Others	-3,165	-2,886	-3,117	-3,433	-3,534	-3,842	-3,930	-4,004
<b>CF from Fin. Activity</b>	<b>-3,691</b>	<b>-3,410</b>	<b>-10,106</b>	<b>-5,164</b>	<b>-9,173</b>	<b>-6,448</b>	<b>-6,859</b>	<b>-7,380</b>
<b>Inc/Dec of Cash</b>	<b>393</b>	<b>-367</b>	<b>567</b>	<b>-230</b>	<b>-1,264</b>	<b>996</b>	<b>782</b>	<b>949</b>
Opening Balance	150	543	176	743	514	-750	226	1,028
<b>Closing Balance</b>	<b>543</b>	<b>176</b>	<b>743</b>	<b>514</b>	<b>-750</b>	<b>246</b>	<b>1,028</b>	<b>1,977</b>
<b>Other Bank Balance</b>	<b>10,425</b>	<b>9,512</b>	<b>4,568</b>	<b>3,762</b>	<b>7,095</b>	<b>8,397</b>	<b>9,861</b>	<b>11,549</b>
<b>Net Closing Balance</b>	<b>10,968</b>	<b>9,688</b>	<b>5,311</b>	<b>4,275</b>	<b>6,344</b>	<b>8,643</b>	<b>10,889</b>	<b>13,526</b>

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