5 November 2026

Company Update | Sector: Consumer

Dabur

BSE SENSEX	S&P CNX
79,310	24,537

CMP: INR385 TP: INR425 (+10%) Neutral

Strategy remains intact, aiming for better outcome

- At Dabur's analyst meet, newly appointed CEO Mr. Herjit S. Bhalla outlined "IGNITE" as the roadmap for the second half of Vision VII (FY25-28). The emphasis was on sharper execution of existing initiatives rather than new announcements, and a refreshed strategy is expected in six months. Dabur has 27 brands with turnover above INR1b, seven category-leading brands contributing ~50% of revenue, reach across ~8.5mn outlets and penetration in eight out of 10 Indian households.
- The first half of Vision VII has largely been about strengthening the base. Dabur exited six non-core brands, rationalized 350+ SKUs and consolidated its distributor network by 43% under Project Saksham, shifting from category-wise distributors to a unified model without exiting any geography. These changes have doubled distributor throughput and are now driving a recovery in General Trade. Cost programs delivered INR1.15b of savings over 18 months, while the premium portfolio has scaled up to ~20% of revenue. With the base in place, the focus now shifts to brand investment, which was held back over the past year by input-cost inflation.
- IGNITE builds on this through four levers. The core will be energized with a 150bp step-up in A&P. High-growth platforms in OTC & digestives, skin care, home care and foods will be scaled. The quality of urban and rural reach will be improved. Premium contribution is targeted to rise to 23% by FY28. Efficiency programs will fund the reinvestment, with savings in the second half of the Vision targeted at 1.5x the first half. M&A will stay within existing or closely adjacent categories, complemented by minority stakes in D2C brands through Dabur Ventures.
- Dabur's 2QFY27 consolidated revenue grew 12% YoY to INR35.6b (in line), led by 10.7% growth in India business and 20% growth in International. India volume growth stood at 5.5% (below est.). Home & Personal Care grew 11% YoY, Healthcare grew 6.9%, and Food & Beverages grew 17.4% YoY. GM contracted 60bp YoY to 48.8%. EBITDA margin declined 70bp YoY to 17.7%, with EBITDA growing 8% to INR6.3b (both in line). We expect margins to recover gradually through calibrated pricing, premiumization and productivity gains, and we build in EBITDA growth of 11% for FY27E and 14% for FY28E.
- After delivering muted sales growth over the past two years (1.3% in FY25 and 5% in FY26), Dabur expects to return to double-digit consolidated revenue growth in FY27. We see the shift toward volume-led growth, funded by internal savings and reinvested behind brands, as the right direction. Moreover, the early signs of GT recovery, premium mix and volume recovery are encouraging. However, the sustainability of demand momentum and commodity inflation remain key monitorables in FY27. The strategy refresh in six months should provide better visibility on the next leg of growth. We reiterate our Neutral rating on the stock with a TP of INR425 (30x Sep'28E EPS).

Stock Info

Bloomberg	DABUR IN
Equity Shares (m)	1774
M.Cap.(INRb)/(USDb)	683 / 7.2
52-Week Range (INR)	534 / 354
1, 6, 12 Rel. Per (%)	-7/-19/-21
12M Avg Val (INR M)	973
Free float (%)	33.7

Financials Snapshot (INR b)

Y/E Mar	2027E	2028E	2029E
Sales	148.0	159.2	170.6
Sales Gr. (%)	12.2	7.6	7.1
EBITDA	27.2	31.0	33.5
Margins (%)	18.4	19.5	19.7
Adj. PAT	21.3	24.3	25.6
Adj. EPS (INR)	12.0	13.7	14.4
EPS Gr. (%)	10.0	14.0	5.2
BV/Sh.(INR)	66.0	67.8	69.1
Ratios			
RoE (%)	18.4	20.5	21.1
RoCE (%)	16.6	18.4	19.2
Payout (%)	91.5	91.1	97.0
Valuations			
P/E (x)	32.8	28.7	27.3
P/BV (x)	6.0	5.8	5.7
EV/EBITDA (x)	22.4	19.5	17.9
Div. Yield (%)	2.8	3.2	3.6

Shareholding pattern (%)

As On	Sep-26	Jun-26	Sep-25
Promoter	66.3	66.2	66.2
DII	18.3	18.7	17.4
FII	9.6	9.7	10.9
Others	5.8	5.4	5.5

FII Includes depository receipts

Naveen Trivedi – Research Analyst (Naveen.Trivedi@motilaloswal.com

Research Analyst: Amey Tiwari (Amey.Tiwari@motilaloswal.com) | **Tanu Jindal** (Tanu.Jindal@MotilalOswal.com)

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

Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

2QFY27: In-line quarter, volume growth at 5.5%

- DABUR 2QFY27 consolidated revenue grew 12% YoY (in line) to INR35.6b, while India business revenue grew 10.7% YoY. India volume growth stood at 5.5% (est. 8%). International business delivered 20% growth in INR terms, supported by broad-based performance across key markets. General Trade witnessed a resurgence, growing at mid-to-high single digits. Dabur indicated that its premium brands continued to outpace the rest of the portfolio, growing at 4x their pace.
- **Home & Personal Care maintained strong performance, expanding 11% YoY**. The segment was supported by high-teen growth in hair care (hair oils and shampoos) and double-digit growth in home care. **Healthcare grew 6.9% YoY**, with double-digit growth in Digestives and mid-teen growth in OTC & Ethicals, partly offset by weakness in Honey (mid-single-digit decline) amid a high base and temporary trade disruption (FSSAI labeling issue). **F&B delivered strong growth of 17.4%**, supported by improving beverages momentum and broad-based double-digit growth across the Foods portfolio.
- GM contracted 60bp YoY to 48.8% (in line), although it expanded 150bp QoQ. EBITDA margin declined 70bp YoY to 17.7% (in line), while EBITDA grew 8% to INR6.3bn (in line). Management expects operating margins to improve gradually through calibrated pricing actions, premiumization and productivity initiatives while mitigating commodity inflation. We build EBITDA growth of 11% for FY27 and 14% for FY28E.

Quarterly Performance (Consolidated) **(INR m)**

Y/E March	FY26				FY27E				FY26	FY27E	FY27E	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE			2QE	(%)
Domestic FMCG vol. growth (%)	**-1.0**	**2.0**	**3.0**	**6.0**	**5.0**	**5.5**	**5.0**	**8.5**	**2.5**	**6.0**	**8.0**	
Net sales	**34,046**	**31,913**	**35,587**	**30,380**	**37,644**	**35,631**	**40,184**	**34,504**	**1,31,926**	**1,47,962**	**35,973**	-1.0%
YoY change (%)	1.7	5.4	6.1	7.3	10.6	11.6	12.9	13.6	5.0	12.2	12.7	
Gross profit	**16,013**	**15,778**	**17,218**	**14,679**	**17,824**	**17,404**	**19,087**	**16,262**	**63,688**	**70,578**	**17,447**	-0.2%
Margin (%)	47.0	49.4	48.4	48.3	47.3	48.8	47.5	47.1	48.3	47.7	48.5	
EBITDA	**6,678**	**5,881**	**7,341**	**4,618**	**7,414**	**6,324**	**8,221**	**5,192**	**24,518**	**27,151**	**6,512**	-2.9%
Margins (%)	19.6	18.4	20.6	15.2	19.7	17.7	20.5	15.0	18.6	18.4	18.1	
YoY growth (%)	2.0	6.4	7.7	8.2	11.0	7.5	12.0	12.4	5.8	10.7	10.7	
Depreciation	1,141	1,154	1,172	1,222	1,212	1,189	1,270	1,338	4,689	5,009	1,269	
Interest	346	397	311	400	366	396	300	338	1,454	1,400	350	
Other income	1,440	1,401	1,406	1,750	1,726	1,719	1,700	1,787	5,998	6,931	1,513	
PBT	**6,630**	**5,731**	**7,265**	**4,747**	**7,562**	**6,458**	**8,351**	**5,303**	**24,373**	**27,673**	**6,406**	0.8%
Tax	1,543	1,282	1,575	1,117	1,695	1,470	2,088	1,665	5,517	6,917	1,601	
Rate (%)	23.3	22.4	21.7	23.5	22.4	22.8	25.0	31.4	22.6	25.0	25.0	
Adjusted PAT	**5,222**	**4,608**	**5,795**	**3,769**	**5,991**	**5,138**	**6,435**	**3,888**	**19,393**	**21,452**	**4,977**	3.2%
YoY change (%)	2.7	6.4	9.2	14.8	14.7	11.5	11.0	3.2	7.7	10.6	8.0	

E: MOSL Estimates

Business Segment	Category	1QFY26	2QFY26	3QFY26	4QFY26	1QFY27	2QFY27
Healthcare	Health Supplements	3	5	3	-5	3	(3)
	Digestives	7.7	2	5	15	10	12
	OTC & Ethical	2	(5)	5	7	5	15
Home and Personal Care	Oral Care	5	14	10	5	8	5
	Hair care	2	5	10	27	19	19
	Home care	10.1	5	2	24	5	10
	Skin & Salon	9.2	8	5	12	9	9
Foods & Beverages (incl Badshah)		23	19	16	25	23	20

Highlights from the investor meet

Business overview

- Dabur has 27 brands with turnover above INR1b. Four brands exceed INR10b (Real, Red, Amla and Vatika), four more exceed INR5b (ORS, Honey, Odonil and Chyawanprash) and 19 brands sit in the INR1-5b range.
- The company has market leadership across seven categories. Market share exceeds 60% in Chyawanprash, Heavy Amla hair oil and paste mosquito repellents, exceeds 50% in Honey, Juices & Nectars and Digestives, and exceeds 40% in Air Fresheners. Category-defining and category-leading brands together generate ~50% of revenue.
- Dabur reaches 8 out of 10 Indian households through ~8.5m distribution outlets, is present in 120+ countries and operates manufacturing facilities across 13 Indian and eight international locations.
- The portfolio is positioned across a set of transitions: rural to urban, Boomers to Gen Z, mass to premium, kirana to Quick Commerce, legacy Ayurveda to modern science and functional products to lifestyle solutions. Natural and Ayurvedic equity is the common thread.
- **Based on the CEO's first six months of interactions with consumers, customers and colleagues, the company identified four opportunity areas: investing behind brands, leading in health & wellness, building a future-ready portfolio and improving the quality of distribution.**
- The organization is being restructured to sharpen accountability and speed of execution, including the discontinuation of the Global CEO role.
- In 2QFY27, General Trade grew in the mid-to-high single digits on the back of Project Saksham, while alternate channels continued to deliver strong double-digit growth.

Exhibit 1: Dabur holds #1 position across seven categories; ~50% of revenue from category-leading brands



Source: Company Presentation

Operating environment and India opportunity

- The near-term environment is challenging. Crude oil rose from USD69/bbl in 2QFY26 to USD103.3/bbl in 1QFY27 and remains elevated at USD96.3/bbl in 2QFY27. WPI inflation has risen from 3.9% in Mar'26 to 11.4% in Sep'26, putting pressure on gross margins.
- Jul-Sep rainfall stood at 87% of LPA, affecting seasonal demand patterns, while GDP growth is projected to slow to 7.2% in 2QFY27 from 8.2% in 2QFY26. Elevated inflation continues to weigh on consumer sentiment.
- Dabur stated that the structural opportunity is intact. India's GDP growth is estimated at 7.1% in 2027, GDP per capita is expected to reach ~USD3,000 and ~65% of the population is of working age, while per-capita FMCG spend is still only one-tenth of the US level.
- New growth vectors include the doubling of consumer cities to 499 by 2025, quick commerce projected at USD65-70b by 2030 and rising demand for natural ingredients in health and wellness.
- Dabur's right to win rests on headroom for growth, natural and Ayurvedic equity backed by science, deep rural reach in an emerging "New Bharat" and a demonstrated ability to win in alternate channels.

Vision VII (FY25-28) - Management's self-assessment

- Vision VII is built around seven pillars: 1) accelerating core brands, 2) premiumization and contemporizing, 3) bold bets in health & wellness, 4) streamlining the portfolio, 5) GTM 2.0, 6) strategic M&A, and 7) operating efficiencies.
- On core brands, digital now accounts for 43% of spends, influencer engagement has tripled and impressions and views have doubled. However, investments were calibrated in response to inflationary pressure, and management acknowledged that brand investment needs to scale up further to realize the potential of its iconic brands.

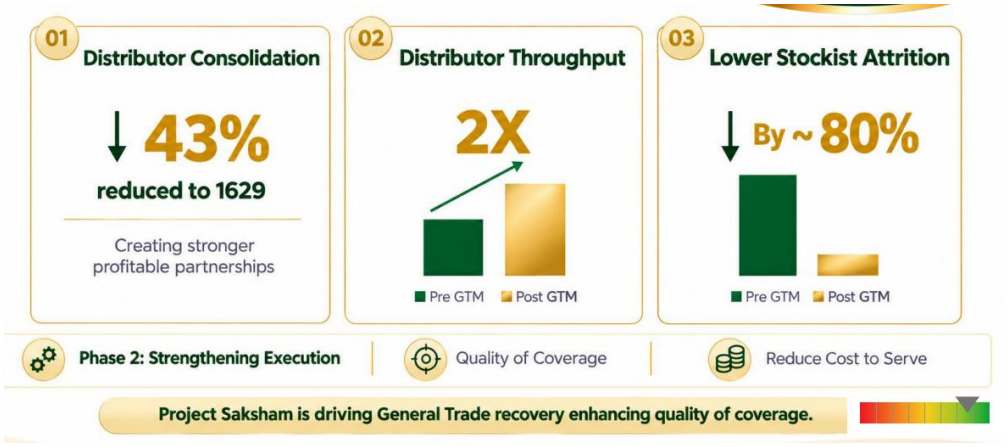
- Chyawanprash growth remains flat despite higher advertising spends, highlighting the limits of A&P alone in reviving a mature core franchise. Corrective measures include stronger winter loading, more contemporary positioning to attract younger consumers and new formats such as gummies.
- **The premium portfolio now contributes ~20% of revenue and has grown 4x, led by organic and forest honey, Odonil premium formats, Dabur Herb'l charcoal, Oxylife skincare, functional juices and Real Activ. Progress has been steady, but scale-up remains a priority.**
- Contemporization spans new products such as Vatika shampoos and Oxylife De-Tan, new formats such as Shilajit Gold Resin, Hajmola Imli and Odonil gel pockets, and refreshed, consumer-friendly packaging. Disruptive products and D2C initiatives are gaining healthy traction.
- Bold bets in health & wellness are focused on gut health (Hajmola, Pudin Hara), functional beverages (Gut Health and Dia Control juices) and strength & vitality (Himalayan Shilajit). Management acknowledged significant headroom to build on its credentials and drive market leadership in these spaces.
- Portfolio streamlining has been decisive. Six brands have been discontinued (Vedic Tea, Dabur Vita, baby diapers, adult diapers, Red Balm, Oliv-O-Oil) and 350+ long-tail SKUs have been rationalized, releasing capital for focused bets.
- Under Project Saksham (GTM 2.0), distributors were reduced by 43% to 1,629, distributor throughput doubled and stockist attrition fell by ~80%. The consolidation moves the company from category-wise distributors to a unified distribution model without exiting any geography. Phase 2 will focus on quality of coverage and lowering cost to serve.
- Strategic M&A was rated the weakest pillar. Dabur in Oct'25 launched Dabur Ventures, an INR5b platform for minority stakes in D2C companies, and has invested in luxury skincare brand RAS Beauty. Badshah was acquired in 2023 and Sesa integration is underway. Future acquisitions will stay within existing or closely adjacent categories, ruling out diversification into unrelated segments.
- Operating efficiencies delivered INR1.15b of savings over 18 months through portfolio optimization, strategic sourcing, product value engineering and manufacturing and supply-chain optimization. Digital tools such as a GenAI sales assistant, AI-led dynamic must-sell lists and a marketing GCC supported these gains.

Exhibit 2: Vision VII: progress scorecard by strategic pillar



Source: Company Presentation

Exhibit 3: GTM 2.0 - Project Saksham outcomes



Source: Company Presentation

IGNITE - The next phase of Vision VII

- IGNITE is the organizational reset for the second half of Vision VII, built around four focus areas: 1) Accelerate Growth, 2) Execution Excellence, 3) Future-Ready Portfolio, and 4) Operational Efficiencies. It sharpens existing initiatives rather than introducing new ones, with a refreshed strategy due in six months.
- Accelerate Growth combines "Energise the Core" with "Scale the Stars". The core covers Real, Honey, Amla, Chyawanprash, Red and Odonil and will be supported by a 150bp step-up in A&P. The stars are high-growth platforms in OTC & digestives, skin care, home care and foods, pursued through fewer, bigger bets.
- Execution Excellence builds on Dabur's position as India's #2 most-distributed FMCG company with ~8.5m outlets. In urban markets, 40k outlets under the RetailNxt program are planned to grow at 1.5x the all-India rate. In rural markets, village reach is being doubled, ~100k villages are directly serviced and outlets are fully geotagged.
- Alternate channels are growing at 20%+, with premium products accounting for ~40% of channel sales. This is supported by customized channel portfolios and indicates that modern channels are a key lever for premium mix.
- The Future-Ready Portfolio targets premium contribution rising to 23% by FY28, from 17% pre-Vision and 20% in 1HFY27, with the premium portfolio growing at

4x the core. Health & wellness will tap emerging trends in fiber (Isabgol), nutraceuticals (Siens multivitamins) and allergy and cough remedies (Honitus).

- M&A will be evaluated on strategic fit, scalability, category adjacency and valuation discipline, indicating a preference for bolt-on, adjacent acquisitions rather than large transformational deals.
- Operational efficiencies will run through three programs: Saksham (lower cost to serve), Samriddhi (cost savings and operating efficiencies) and IRIS (supply-chain efficiency). Savings in the second half of the Vision are targeted at 1.5x the first half, and all savings are earmarked for reinvestment in brands.
- Digital initiatives include a "Dialogue Hub" for social listening, AI-led influencer discovery that has brought cost-per-view in line with the industry, and AI-led media planning and execution for faster turnaround.

Exhibit 4: IGNITE - Focus areas to unlock value



Source: Company Presentation

Guidance

- Management reiterated its confidence in delivering double-digit sales growth in FY27, led by stepped-up investment behind core brands, scaling of high-growth platforms and continued momentum in alternate channels.
- Dabur will present a refreshed strategy in next six months. Until then, the focus remains on sharper execution and improving existing initiatives rather than launching new ones.
- A&P spends will rise by 150bp, funded by efficiency programs, with savings in the second half of Vision VII targeted at 1.5x the first-half level.
- **Premium portfolio contribution is targeted at 23% by FY28, up from 20% in 1HFY27, with premium growth expected to sustain at ~4x the core.**
- M&A will remain confined to existing or closely adjacent categories and will be assessed on strategic fit, scalability and valuation. Dabur Ventures will continue to make minority investments in D2C brands.

Story in charts

Exhibit 5: Volume growth expected in mid to high single digit over FY26-29

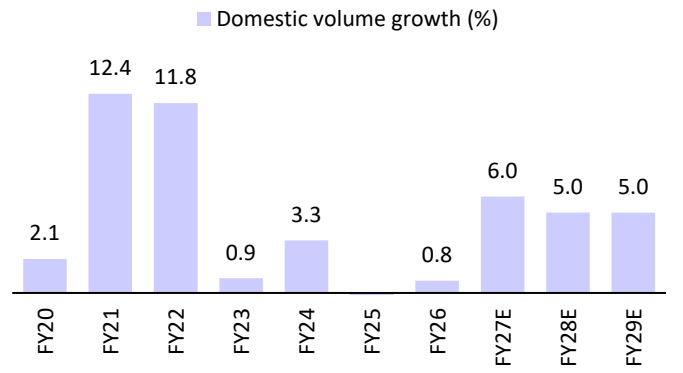


Exhibit 6: Revenue expected to deliver 9% CAGR over FY26-29

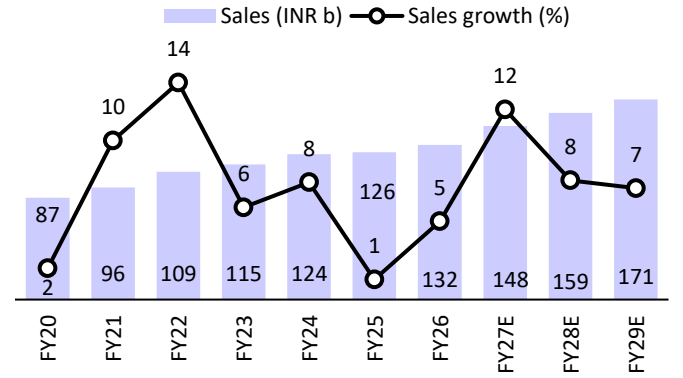


Exhibit 7: Gross margin expected to see steady improvement…

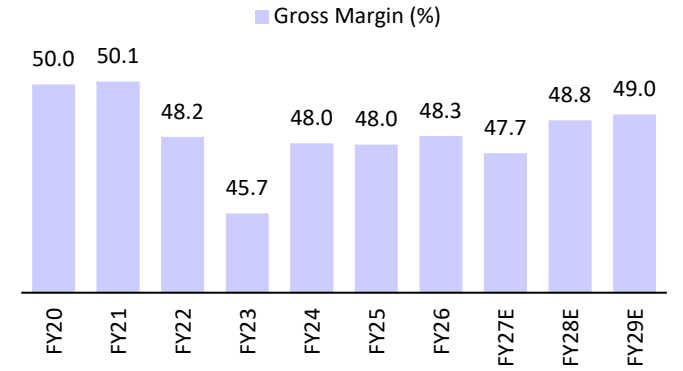


Exhibit 8: …similar trajectory for EBITDA margin

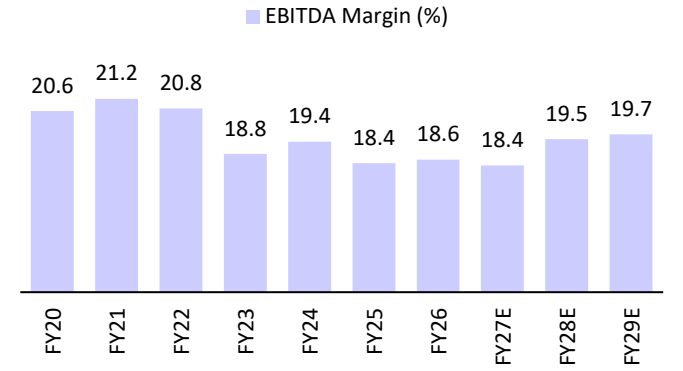


Exhibit 9: Consol. EBITDA expected to deliver 11% CAGR over FY26-29

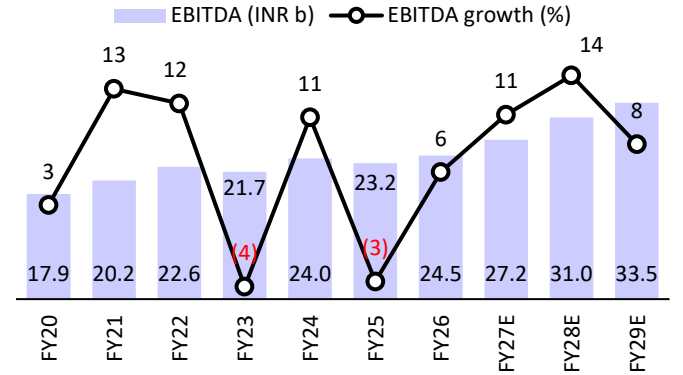


Exhibit 10: Consol. PAT expected to deliver 10% CAGR over FY26-29

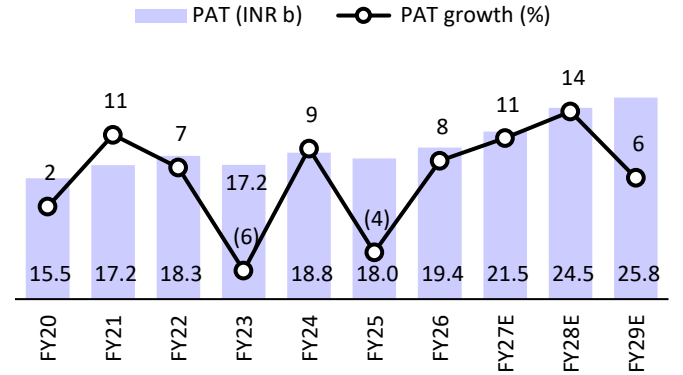
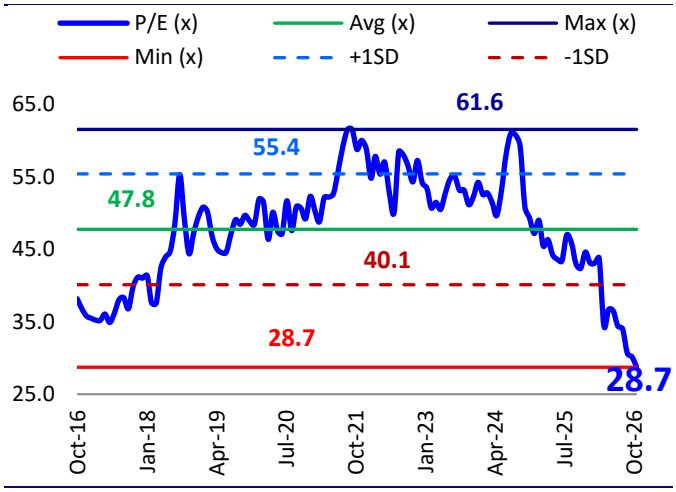
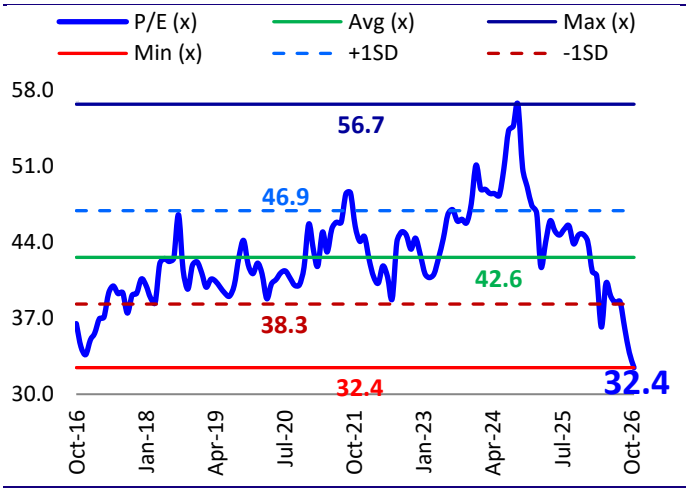


Exhibit 11: Dabur's P/E (x)



Source: Company, MOFSL

Exhibit 12: Consumer sector P/E (x)



Source: Company, MOFSL

Financials and valuations

Consol. Income Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E	FY29E
Net Sales	**95,683**	**1,08,960**	**1,15,379**	**1,24,040**	**1,25,631**	**1,31,926**	**1,47,962**	**1,59,248**	**1,70,602**
Change (%)	10.2	13.9	5.9	7.5	1.3	5.0	12.2	7.6	7.1
Gross Profit	**47,944**	**52,563**	**52,692**	**59,571**	**60,282**	**63,688**	**70,578**	**77,713**	**83,595**
Margin (%)	50.1	48.2	45.7	48.0	48.0	48.3	47.7	48.8	49.0
Other Expenditure	27,700	29,952	30,971	35,568	37,119	39,170	43,427	46,739	50,072
EBITDA	**20,243**	**22,611**	**21,721**	**24,002**	**23,163**	**24,518**	**27,151**	**30,974**	**33,523**
Change (%)	12.9	11.7	-3.9	10.5	-3.5	5.8	10.7	14.1	8.2
Margin (%)	21.2	20.8	18.8	19.4	18.4	18.6	18.4	19.5	19.7
Depreciation	2,401	2,529	3,110	3,992	4,456	4,689	5,009	5,340	5,672
Int. and Fin. Charges	308	386	782	1,242	1,635	1,454	1,400	1,300	1,200
Other Income - Recurring	3,253	3,932	4,454	4,824	5,501	5,998	6,931	7,287	7,326
Profit before Taxes	**20,787**	**23,628**	**22,283**	**23,593**	**22,573**	**24,373**	**27,673**	**31,621**	**33,977**
Change (%)	13.7	13.7	-5.7	5.9	-4.3	8.0	13.5	14.3	7.5
Margin (%)	21.7	21.7	19.3	19.0	18.0	18.5	18.7	19.9	19.9
Tax	3,630	4,422	4,816	5,395	4,991	5,373	6,847	7,720	8,312
Deferred Tax	-20	842	357	79	184	144	70	184	180
Tax Rate (%)	17.4	22.3	23.2	23.2	22.9	22.6	25.0	25.0	25.0
Profit after Taxes	**17,176**	**18,364**	**17,110**	**18,118**	**17,399**	**18,855**	**20,756**	**23,717**	**25,485**
Change (%)	11.0	6.9	-6.8	5.9	-4.0	8.4	10.1	14.3	7.5
Margin (%)	18.0	16.9	14.8	14.6	13.8	14.3	14.0	14.9	14.9
Minority Interest	17	31	-58	-314	-272	-263	-370	-416	0
Adjusted PAT	**17,160**	**18,333**	**17,168**	**18,757**	**18,006**	**19,393**	**21,452**	**24,457**	**25,807**
Exceptional Items	0	-850	16	-5	0	0	0	0	0
Reported PAT	**17,160**	**17,483**	**17,184**	**18,427**	**17,676**	**19,124**	**21,122**	**24,127**	**25,477**

Balance Sheet

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E	FY29E
Share Capital	1,767	1,768	1,772	1,772	1,772	1,774	1,774	1,774	1,774
Reserves	74,868	82,045	87,961	96,891	1,06,235	1,12,422	1,15,436	1,18,750	1,21,169
Net Worth	**76,635**	**83,813**	**89,733**	**98,663**	**1,08,007**	**1,14,195**	**1,17,209**	**1,20,524**	**1,22,943**
Minority Interest	367	406	4,682	4,368	4,096	3,832	4,203	4,618	4,618
Loans	4,847	10,072	11,434	11,581	7,301	10,627	10,427	10,227	10,027
Capital Employed	**81,849**	**94,291**	**1,05,848**	**1,14,612**	**1,19,404**	**1,28,654**	**1,31,839**	**1,35,368**	**1,37,587**
Gross Block	35,238	39,265	53,541	59,488	65,673	69,853	66,589	71,089	75,589
Less: Accum. Depn.	-16,169	-18,698	-21,807	-25,799	-30,255	-34,945	-39,954	-45,294	-50,966
Net Fixed Assets	**19,069**	**20,568**	**31,734**	**33,689**	**35,417**	**34,908**	**26,635**	**25,795**	**24,623**
Capital WIP	1,473	1,675	1,751	2,091	1,690	1,388	1,388	1,388	1,388
Goodwill	3,360	2,512	4,053	4,051	4,051	4,051	3,551	3,051	2,551
Investments	**41,484**	**62,102**	**62,574**	**69,254**	**75,114**	**89,898**	**92,398**	**94,898**	**97,398**
Curr. Assets, L&A	**42,199**	**35,983**	**37,854**	**42,079**	**46,026**	**44,502**	**49,378**	**54,742**	**59,153**
Inventory	17,343	19,114	20,242	19,470	23,001	23,216	23,782	25,042	26,575
Account Receivables	5,616	6,462	8,488	8,987	8,885	7,154	8,024	8,636	9,251
Cash and Bank Balance	12,710	5,387	4,703	6,664	5,780	5,621	8,381	11,138	12,604
Others	6,531	5,021	4,422	6,958	8,360	8,510	9,190	9,926	10,723
Curr. Liab. and Prov.	**26,484**	**27,732**	**31,229**	**35,525**	**41,476**	**44,583**	**40,001**	**42,995**	**46,015**
Current Liabilities	23,126	23,884	28,446	32,343	38,157	40,694	36,478	39,261	42,060
Provisions	3,357	3,847	2,784	3,182	3,320	3,889	3,523	3,734	3,955
Net Current Assets	**15,716**	**8,251**	**6,625**	**6,554**	**4,550**	**-81**	**9,376**	**11,746**	**13,137**
Deferred Tax Liability	747	-816	-889	-1,027	-1,417	-1,509	-1,509	-1,509	-1,509
Application of Funds	**81,849**	**94,291**	**1,05,848**	**1,14,612**	**1,19,404**	**1,28,654**	**1,31,839**	**1,35,368**	**1,37,587**

E: MOSL Estimates

Financials and valuations

Ratios

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E	FY29E
Basic (INR)									
EPS	**9.7**	**10.4**	**9.7**	**10.6**	**10.2**	**10.9**	**12.1**	**13.8**	**14.5**
Cash EPS	11.1	11.3	11.5	12.7	12.5	13.4	14.7	16.6	17.6
BV/Share	43.4	47.4	50.6	55.7	60.9	64.4	66.1	68.0	69.3
DPS	4.8	4.8	5.2	5.5	8.0	9.5	11.0	12.5	14.0
Payout %	48.9	45.8	53.7	52.0	78.7	86.9	91.0	90.7	96.2
Valuation (x)									
P/E	39.8	37.2	39.8	36.5	38.0	35.3	31.9	28.0	26.5
Cash P/E	34.9	34.1	33.7	30.5	30.9	28.8	26.2	23.2	22.0
EV/Sales	6.6	5.7	5.4	5.0	4.9	4.5	4.0	3.7	3.4
EV/EBITDA	31.3	27.6	28.9	25.8	26.4	24.5	21.9	19.0	17.4
P/BV	8.9	8.1	7.6	6.9	6.3	6.0	5.8	5.7	5.6
Dividend Yield (%)	1.2	1.2	1.3	1.4	2.1	2.5	2.8	3.2	3.6
Return Ratios (%)									
RoE	24.1	22.9	19.8	19.9	17.4	17.5	18.5	20.6	21.2
RoCE	22.8	21.2	17.7	17.3	15.9	16.1	16.7	18.5	19.3
RoIC	49.4	60.8	46.1	41.9	39.3	44.7	54.1	66.7	77.2
Working Capital Ratios									
Debtor (Days)	21	22	27	26	26	20	20	20	20
Asset Turnover (x)	1.2	1.2	1.1	1.1	1.1	1.0	1.1	1.2	1.2
Leverage Ratio									
Debt/Equity (x)	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1

Cash Flow Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E	FY29E
OP/(loss) before Tax	20,787	22,778	22,187	23,587	22,579	24,204	27,673	31,621	33,977
Int./Div. Received	2	39	-1,038	-2,201	-566	-208	370	416	0
Depreciation & Amort.	2,401	2,529	3,110	3,992	4,456	4,689	5,009	5,340	5,672
Interest Paid	308	386	-2,829	-2,689	-2,447	-2,208	1,400	1,300	1,200
Direct Taxes Paid	-3,611	-5,264	-4,945	-4,939	-4,045	-3,988	-6,917	-7,904	-8,492
(Incr)/Decr in WC	7,979	141	-1,601	2,385	-110	3,297	-6,697	387	75
CF from Oper.	**27,867**	**20,609**	**14,884**	**20,135**	**19,868**	**25,786**	**20,838**	**31,160**	**32,431**
(Incr)/Decr in FA	-2,311	-3,381	-4,857	-5,609	-5,695	-4,201	3,764	-4,000	-4,000
Free Cash Flow	**25,556**	**17,228**	**10,027**	**14,526**	**14,172**	**21,585**	**24,603**	**27,160**	**28,431**
(Pur)/Sale of Invt.	-13,481	-20,618	-4,950	-7,978	-61,884	-74,382	-2,500	-2,500	-2,500
Others	-878	1,515	4,591	7,025	60,882	64,995	-5	-5	-8
CF from Invest.	**-16,670**	**-22,484**	**-5,216**	**-6,562**	**-6,698**	**-13,588**	**1,259**	**-6,505**	**-6,508**
Issue of Shares	-501	-1,006	4	0	0	1	0	0	0
(Incr)/Decr in Debt	129	5,226	488	-472	-2,168	-387	-200	-200	-200
Dividend Paid	-5,921	-9,281	-9,213	-9,658	-9,748	-14,190	-17,737	-20,398	-23,058
Others	-308	-386	-1,631	-1,483	-2,138	2,217	-1,400	-1,300	-1,200
CF from Fin. Act.	**-6,602**	**-5,448**	**-10,352**	**-11,612**	**-14,053**	**-12,357**	**-19,337**	**-21,898**	**-24,458**
Incr/Decr of Cash	**4,596**	**-7,323**	**-684**	**1,961**	**-883**	**-159**	**2,761**	**2,757**	**1,465**
Add: Opening Bal.	8,114	12,710	5,387	4,703	6,664	5,780	5,621	8,381	11,138
Closing Balance	**12,710**	**5,387**	**4,703**	**6,664**	**5,780**	**5,621**	**8,381**	**11,138**	**12,604**

E: MOSL Estimates

Investment in securities market are subject to market risks. Read all the related documents carefully before investing.

NOTES

Explanation of Investment Rating	
Investment Rating	**Expected return (over 12-month)**
BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

*In case the recommendation given by the Research Analyst is inconsistent with the investment rating legend for a continuous period of 30 days, the Research Analyst shall be within following 30 days take appropriate measures to make the recommendation consistent with the investment rating legend.

Disclosures

The following Disclosures are being made in compliance with the SEBI Research Analyst Regulations 2014 (herein after referred to as the Regulations).

Motilal Oswal Financial Services Ltd. (MOFSL) is a SEBI Registered Research Analyst having registration no. INH000000412 and BSE enlistment no. 5028. MOFSL, the Research Entity (RE) as defined in the Regulations, is engaged in the business of providing Stock broking services, Depository participant services & distribution of various financial products. MOFSL is a listed public company, the details in respect of which are available on www.motilaloswal.com. MOFSL is registered with the Securities & Exchange Board of India (SEBI) and is a registered Trading Member with National Stock Exchange of India Ltd. (NSE) and Bombay Stock Exchange Limited (BSE), Multi Commodity Exchange of India Limited (MCX) and National Commodity & Derivatives Exchange Limited (NCDEX) for its stock broking activities & is Depository participant with Central Depository Services Limited (CDSL) National Securities Depository Limited (NSDL),NERL, COMRIS and CCRL and is member of Association of Mutual Funds of India (AMFI) for distribution of financial products and Insurance Regulatory & Development Authority of India (IRDA) as Corporate Agent for insurance products and is a member of Association of Portfolio Managers in India (APMI) for distribution of PMS products. Details of associate entities of Motilal Oswal Financial Services Ltd. are available on the website at http://onlinereports.motilaloswal.com/Dormant/documents/Associate%20Details.pdf

MOFSL and its associate company(ies), their directors and Research Analyst and their relatives may; (a) from time to time, have a long or short position in, act as principal in, and buy or sell the securities or derivatives thereof of companies mentioned herein. (b) be engaged in any other transaction involving such securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the company(ies) discussed herein or act as an advisor or lender/borrower to such company(ies) or may have any other potential conflict of interests with respect to any recommendation and other related information and opinions.; however the same shall have no bearing whatsoever on the specific recommendations made by the analyst(s), as the recommendations made by the analyst(s) are completely independent of the views of the associates of MOFSL even though there might exist an inherent conflict of interest in some of the stocks mentioned in the research report.

MOFSL and / or its affiliates do and seek to do business including investment banking with companies covered in its research reports. As a result, the recipients of this report should be aware that MOFSL may have a potential conflict of interest that may affect the objectivity of this report. Compensation of Research Analysts is not based on any specific merchant banking, investment banking or brokerage service transactions. Details of pending Enquiry Proceedings of Motilal Oswal Financial Services Limited are available on the website at https://galaxy.motilaloswal.com/ResearchAnalyst/PublishViewLitigation.aspx. As per Regulatory requirements, Research Audit Report is uploaded on www.motilaloswal.com > MOFSL-Important Links > MOFSL Research Analyst Compliance Audit Report.

A graph of daily closing prices of securities is available at www.nseindia.com, www.bseindia.com. Research Analyst views on Subject Company may vary based on Fundamental research and Technical Research. Proprietary trading desk of MOFSL or its associates maintains arm's length distance with Research Team as all the activities are segregated from MOFSL research activity and therefore it can have an independent view with regards to Subject Company for which Research Team have expressed their views.

Regional Disclosures (outside India)

This report is not directed or intended for distribution to or use by any person or entity resident in a state, country or any jurisdiction, where such distribution, publication, availability or use would be contrary to law, regulation or which would subject MOFSL & its group companies to registration or licensing requirements within such jurisdictions.

For Hong Kong:

This report is distributed in Hong Kong by Motilal Oswal capital Markets (Hong Kong) Private Limited, a licensed corporation (CE AYY-301) licensed and regulated by the Hong Kong Securities and Futures Commission (SFC) pursuant to the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) "SFO". As per SEBI (Research Analyst Regulations) 2014 Motilal Oswal Securities (SEBI Reg. No. INH000000412) has an agreement with Motilal Oswal capital Markets (Hong Kong) Private Limited for distribution of research report in Hong Kong. This report is intended for distribution only to "Professional Investors" as defined in Part I of Schedule 1 to SFO. Any investment or investment activity to which this document relates is only available to professional investor and will be engaged only with professional investors." Nothing here is an offer or solicitation of these securities, products and services in any jurisdiction where their offer or sale is not qualified or exempt from registration. The Indian Analyst(s) who compile this report is/are not located in Hong Kong & are not conducting Research Analysis in Hong Kong.

For U.S.

Motilal Oswal Financial Services Limited (MOFSL) is not a registered broker - dealer under the U.S. Securities Exchange Act of 1934, as amended (the"1934 act") and under applicable state laws in the United States. In addition MOFSL is not a registered investment adviser under the U.S. Investment Advisers Act of 1940, as amended (the "Advisers Act" and together with the 1934 Act, the "Acts), and under applicable state laws in the United States. Accordingly, in the absence of specific exemption under the Acts, any brokerage and investment services provided by MOFSL, including the products and services described herein are not available to or intended for U.S. persons. This report is intended for distribution only to "Major Institutional Investors" as defined by Rule 15a-6(b)(4) of the Exchange Act and interpretations thereof by SEC (henceforth referred to as "major institutional investors"). This document must not be acted on or relied on by persons who are not major institutional investors. Any investment or investment activity to which this document relates is only available to major institutional investors and will be engaged in only with major institutional investors. In reliance on the exemption from registration provided by Rule 15a-6 of the U.S. Securities Exchange Act of 1934, as amended (the "Exchange Act") and interpretations thereof by the U.S. Securities and Exchange Commission ("SEC") in order to conduct business with Institutional Investors based in the U.S., MOFSL has entered into a chaperoning agreement with a U.S. registered broker-dealer, Motilal Oswal Securities International Private Limited. ("MOSIPL"). Any business interaction pursuant to this report will have to be executed within the provisions of this chaperoning agreement.

The Research Analysts contributing to the report may not be registered /qualified as research analyst with FINRA. Such research analyst may not be associated persons of the U.S. registered broker-dealer, MOSIPL, and therefore, may not be subject to NASD rule 2711 and NYSE Rule 472 restrictions on communication with a subject company, public appearances and trading securities held by a research analyst account.

For Singapore

In Singapore, this report is being distributed by Motilal Oswal Capital Markets (Singapore) Pte. Ltd. ("MOCMSPL") (UEN 201129401Z), which is a holder of a capital markets services license and an exempt financial adviser in Singapore.This report is distributed solely to persons who (a) qualify as "institutional investors" as defined in section 4A(1)(c) of the Securities and Futures Act of Singapore ("SFA") or (b) are considered "accredited investors" as defined in section 2(1) of the Financial Advisers Regulations of Singapore read with section 4A(1)(a) of the SFA. Accordingly, if a recipient is neither an "institutional investor" nor an "accredited investor", they must immediately discontinue any use of this Report and inform MOCMSPL .

In respect of any matter arising from or in connection with the research you could contact the following representatives of MOCMSPL. In case of grievances for any of the services rendered by MOCMSPL write to grievances@motilaloswal.com.

Nainesh Rajani
Email: nainesh.rajani@motilaloswal.com
Contact: (+65) 8328 0276

Specific Disclosures

1. Research Analyst and/or his/her relatives do not have a financial interest in the subject company(ies), as they do not have equity holdings in the subject company(ies).
   MOFSL has financial interest in the subject company(ies) at the end of the week immediately preceding the date of publication of the Research Report: Yes.
   Nature of Financial interest is holding equity shares or derivatives of the subject company
2. Research Analyst and/or his/her relatives do not have actual/beneficial ownership of 1% or more securities in the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report.
   MOFSL has actual/beneficial ownership of 1% or more securities of the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report:No
3. Research Analyst and/or his/her relatives have not received compensation/other benefits from the subject company(ies) in the past 12 months.
   MOFSL may have received compensation from the subject company(ies) in the past 12 months.
4. Research Analyst and/or his/her relatives do not have material conflict of interest in the subject company at the time of publication of research report.
   MOFSL does not have material conflict of interest in the subject company at the time of publication of research report.
5. Research Analyst has not served as an officer, director or employee of subject company(ies).
6. MOFSL has not acted as a manager or co-manager of public offering of securities of the subject company in past 12 months.
7. MOFSL has not received compensation for investment banking /merchant banking/brokerage services from the subject company(ies) in the past 12 months.
8. MOFSL may have received any compensation for products or services other than investment banking or merchant banking or brokerage services from the subject company(ies) in the past 12 months.
9. MOFSL may have received compensation or other benefits from the subject company(ies) or third party in connection with the research report.
10. MOFSL has not engaged in market making activity for the subject company.

The associates of MOFSL may have:

- financial interest in the subject company
- actual/beneficial ownership of 1% or more securities in the subject company at the end of the month immediately preceding the date of publication of the Research Report or date of the public appearance.
- received compensation/other benefits from the subject company in the past 12 months
- any other potential conflict of interests with respect to any recommendation and other related information and opinions.; however the same shall have no bearing whatsoever on the specific recommendations made by the analyst(s), as the recommendations made by the analyst(s) are completely independent of the views of the associates of MOFSL even though there might exist an inherent conflict of interest in some of the stocks mentioned in the research report.
- acted as a manager or co-manager of public offering of securities of the subject company in past 12 months
- be engaged in any other transaction involving such securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the company(ies) discussed herein or act as an advisor or lender/borrower to such company(ies)
- received compensation from the subject company in the past 12 months for investment banking / merchant banking / brokerage services or from other than said services.
- Served subject company as its clients during twelve months preceding the date of distribution of the research report.

The associates of MOFSL has not received any compensation or other benefits from third party in connection with the research report

Above disclosures include beneficial holdings lying in demat account of MOFSL which are opened for proprietary investments only. While calculating beneficial holdings, It does not consider demat accounts which are opened in name of MOFSL for other purposes (i.e holding client securities, collaterals, error trades etc.). MOFSL also earns DP income from clients which are not considered in above disclosures.

Analyst Certification

The views expressed in this research report accurately reflect the personal views of the analyst(s) about the subject securities or issues, and no part of the compensation of the research analyst(s) was, is, or will be directly or indirectly related to the specific recommendations and views expressed by research analyst(s) in this report.

Terms & Conditions:

This report has been prepared by MOFSL and is meant for sole use by the recipient and not for circulation. The report and information contained herein is strictly confidential and may not be altered in any way, transmitted to, copied or distributed, in part or in whole, to any other person or to the media or reproduced in any form, without prior written consent of MOFSL. The report is based on the facts, figures and information that are considered true, correct, reliable and accurate. The intent of this report is not recommendatory in nature. The information is obtained from publicly available media or other sources believed to be reliable. Such information has not been independently verified and no guaranty, representation of warranty, express or implied, is made as to its accuracy, completeness or correctness. All such information and opinions are subject to change without notice. The report is prepared solely for informational purpose and does not constitute an offer document or solicitation of offer to buy or sell or subscribe for securities or other financial instruments for the clients. Though disseminated to all the customers simultaneously, not all customers may receive this report at the same time. MOFSL will not treat recipients as customers by virtue of their receiving this report.

Disclaimer:

The report and information contained herein is strictly confidential and meant solely for the selected recipient and may not be altered in any way, transmitted to, copied or distributed, in part or in whole, to any other person or to the media or reproduced in any form, without prior written consent. This report and information herein is solely for informational purpose and may not be used or considered as an offer document or solicitation of offer to buy or sell or subscribe for securities or other financial instruments. Nothing in this report constitutes investment, legal, accounting and tax advice or a representation that any investment or strategy is suitable or appropriate to your specific circumstances. The securities discussed and opinions expressed in this report may not be suitable for all investors, who must make their own investment decisions, based on their own investment objectives, financial positions and needs of specific recipient. This may not be taken in substitution for the exercise of independent judgment by any recipient. Each recipient of this document should make such investigations as it deems necessary to arrive at an independent evaluation of an investment in the securities of companies referred to in this document (including the merits and risks involved), and should consult its own advisors to determine the merits and risks of such an investment. The investment discussed or views expressed may not be suitable for all investors. Certain transactions -including those involving futures, options, another derivative products as well as non-investment grade securities - involve substantial risk and are not suitable for all investors. No representation or warranty, express or implied, is made as to the accuracy, completeness or fairness of the information and opinions contained in this document. The Disclosures of Interest Statement incorporated in this document is provided solely to enhance the transparency and should not be treated as endorsement of the views expressed in the report. This information is subject to change without any prior notice. The Company reserves the right to make modifications and alternations to this statement as may be required from time to time without any prior approval. MOFSL, its associates, their directors and the employees may from time to time, effect or have effected an own account transaction in, or deal as principal or agent in or for the securities mentioned in this document. They may perform or seek to perform investment banking or other services for, or solicit investment banking or other business from, any company referred to in this report. Each of these entities functions as a separate, distinct and independent of each other. The recipient should take this into account before interpreting the document. This report has been prepared on the basis of information that is already available in publicly accessible media or developed through analysis of MOFSL. The views expressed are those of the analyst, and the Company may or may not subscribe to all the views expressed therein. This document is being supplied to you solely for your information and may not be reproduced, redistributed or passed on, directly or indirectly, to any other person or published, copied, in whole or in part, for any purpose. This report is not directed or intended for distribution to, or use by, any person or entity who is a citizen or resident of or located in any locality, state, country or other jurisdiction, where such distribution, publication, availability or use would be contrary to law, regulation or which would subject MOFSL to any registration or licensing requirement within such jurisdiction. The securities described herein may or may not be eligible for sale in all jurisdictions or to certain category of investors. Persons in whose possession this document may come are required to inform themselves of and to observe such restriction. Neither the Firm, not its directors, employees, agents or representatives shall be liable for any damages whether direct or indirect, incidental, special or consequential including lost revenue or lost profits that may arise from or in connection with the use of the information. The person accessing this information specifically agrees to exempt MOFSL or any of its affiliates or employees from, any and all responsibility/liability arising from such misuse and agrees not to hold MOFSL or any of its affiliates or employees responsible for any such misuse and further agrees to hold MOFSL or any of its affiliates or employees free and harmless from all losses, costs, damages, expenses that may be suffered by the person accessing this information due to any errors and delays.

This report is meant for the clients of Motilal Oswal only.

Investment in securities market are subject to market risks. Read all the related documents carefully before investing.

Registration granted by SEBI, enlistment as RA with Exchange and certification from NISM in no way guarantee performance of the intermediary or provide any assurance of returns to investors

Registered Office Address: Motilal Oswal Tower, Rahimtullah Sayani Road, Opposite Parel ST Depot, Prabhadevi, Mumbai-400025; Tel No.: 022 - 71934200 / 71934263; www.motilaloswal.com. Correspondence Address: Palm Spring Centre, 2nd Floor, Palm Court Complex, New Link Road, Malad (West), Mumbai- 400 064. Tel No: 022 71881000. Details of Compliance Officer: Neeraj Agarwal, Email Id: na@motilaloswal.com, Contact No.:022-40548085.

Grievance Redressal Cell:

Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com
Mr. Neeraj Agarwal	022 40548085	na@motilaloswal.com
Mr. Siddhartha Khemka	022 50362452	po.research@motilaloswal.com

Registration details of group entities.: Motilal Oswal Financial Services Ltd. (MOFSL): INZ000158836 (BSE/NSE/MCX/NCDEX); CDSL and NSDL: IN-DP-16-2015; Research Analyst: INH000000412, BSE enlistment no. 5028, AMFI registered Mutual Fund Distributor and SIF Distributor: ARN .: 146822. IRDA Corporate Agent – CA0579, APMI: APRN00233. Motilal Oswal Financial Services Ltd. is a distributor of Mutual Funds, PMS, Fixed Deposit, Insurance, Bond, NCDs and IPO products.

Customer having any query/feedback/ clarification may write to query@motilaloswal.com. In case of grievances for any of the services rendered by Motilal Oswal Financial Services Limited (MOFSL) write to grievances@motilaloswal.com, for DP to dpgrievances@motilaloswal.com.