

# P&G Hygiene and Healthcare

**BSE SENSEX** 76,808  
**S&P CNX** 23,989

**CMP: INR9,082**    **TP: INR10,000 (+10%)**    **Neutral**



## Stock Info

|                       |              |
|-----------------------|--------------|
| Bloomberg             | PG IN        |
| Equity Shares (m)     | 32           |
| M.Cap.(INRb)/(USD\$b) | 294.8 / 3.1  |
| 52-Week Range (INR)   | 14510 / 8884 |
| 1, 6, 12 Rel. Per (%) | -8/-23/-28   |
| 12M Avg Val (INR M)   | 146          |
| Free float (%)        | 29.4         |

## Financials Snapshot (INR b)

| Y/E June       | FY26  | FY27E | FY28E |
|----------------|-------|-------|-------|
| Sales          | 42.9  | 45.9  | 49.1  |
| Sales Gr. (%)  | 27.1  | 7.1   | 7.0   |
| EBITDA         | 11.7  | 12.5  | 13.5  |
| Margin (%)     | 27.3  | 27.2  | 27.5  |
| Adj. PAT       | 8.6   | 9.2   | 9.9   |
| Adj. EPS (INR) | 263.5 | 283.1 | 305.2 |
| EPS Gr. (%)    | 34.5  | 7.4   | 7.8   |
| BV/Sh.(INR)    | 232.1 | 288.8 | 349.9 |

## Ratios

|          |       |       |       |
|----------|-------|-------|-------|
| RoE (%)  | 114.9 | 108.8 | 95.7  |
| RoCE (%) | 129.5 | 121.0 | 105.2 |

## Valuations

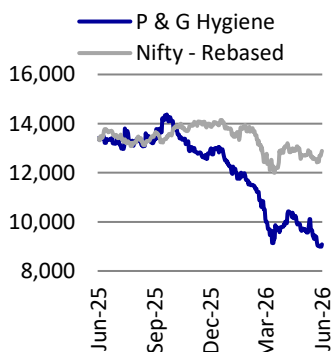
|                |      |      |      |
|----------------|------|------|------|
| P/E (x)        | 34.5 | 32.1 | 29.8 |
| P/BV (x)       | 39.1 | 31.4 | 26.0 |
| EV/EBITDA (x)  | 24.7 | 23.0 | 21.1 |
| Div. Yield (%) | 2.8  | 2.5  | 2.7  |

## Shareholding pattern (%)

| As On    | Mar-26 | Dec-25 | Mar-25 |
|----------|--------|--------|--------|
| Promoter | 70.6   | 70.6   | 70.6   |
| DII      | 16.0   | 16.0   | 15.5   |
| FII      | 1.0    | 1.1    | 1.3    |
| Others   | 12.4   | 12.3   | 12.5   |

FII Includes depository receipts

## Stock Performance (1-year)



## Focus on sustainable growth; near-term demand challenges

We attended the analyst meet of P&G Hygiene and Healthcare (PGHH), and following are the key takeaways.

- PGHH continues to maintain its leadership position with a dominant ~50% market share in both the Feminine Hygiene and Healthcare categories. The company remains focused on driving category development through innovation, brand investments, and consumer education. Recent launches such as Vicks Cough Syrup, Vicks ZzzQuil Natura Sleep Gummies, and Whisper Super Absorbent Period Panty have further strengthened its portfolio. Competitive intensity has increased in Feminine Hygiene with the entry of several regional and D2C players; however, PGHH views this as a catalyst for category expansion. Rapid advancements in digital initiatives have enhanced PGHH's distribution, improving the product assortment in its retail outlets.
- Management expects the operating environment to remain challenging as macro inflation is expected to keep consumers value-conscious. It has noted soft demand trends across both rural and urban markets. The company is focused on creating superior propositions across product, packaging, brand communication, retail execution, and customer value equation. PGHH was able to save INR0.86b in FY26 (~2% of sales) on account of improved efficiency and operational productivity. These savings are reinvested into the business to drive future growth, innovation, and market expansion.
- PGHH delivered a 6% revenue CAGR during FY19-26, and we estimate ~7% CAGR for FY26-28E. EBITDA margin has expanded from ~21% in FY19 to ~27% in FY26. We model a 27%-27.5% EBITDA margin for FY27 and FY28. EBITDA clocked a 10% CAGR during FY19-26, while we model ~7% CAGR for FY26-28E. The stock currently trades at 32x/30x FY27E/FY28E P/E. We reiterate a Neutral rating with a TP of INR10,000.

## Valuation and view

- We broadly maintain our estimates post the analyst meet.
- Two factors make PGHH an attractive long-term core holding: 1) robust growth potential in the feminine hygiene segment (65-68% mix of FY24 sales) and the potential for market share gains, aided by strategic initiatives, including the fortification of significant market advantages, and 2) potential for higher margin gains from the long-term trend of premiumization in the Feminine Hygiene segment.
- With a portfolio of essentials and healthcare, PGHH remains focused on product innovation-led customer acquisition. While penetration play will continue, it is expected to proceed at a stable pace despite the high scope of user additions. Further, we do not see any medium-term upside trigger.
- We model Revenue/EBITDA/PAT CAGR of 7%/7%/8% over FY26-28E. Given the volatility in margins, we find other consumer names relatively better than PGHH for the growth outlook at the valuation it offers. **We reiterate Neutral with a revised TP of INR10,000 (based on 35x Mar'28E EPS).**

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

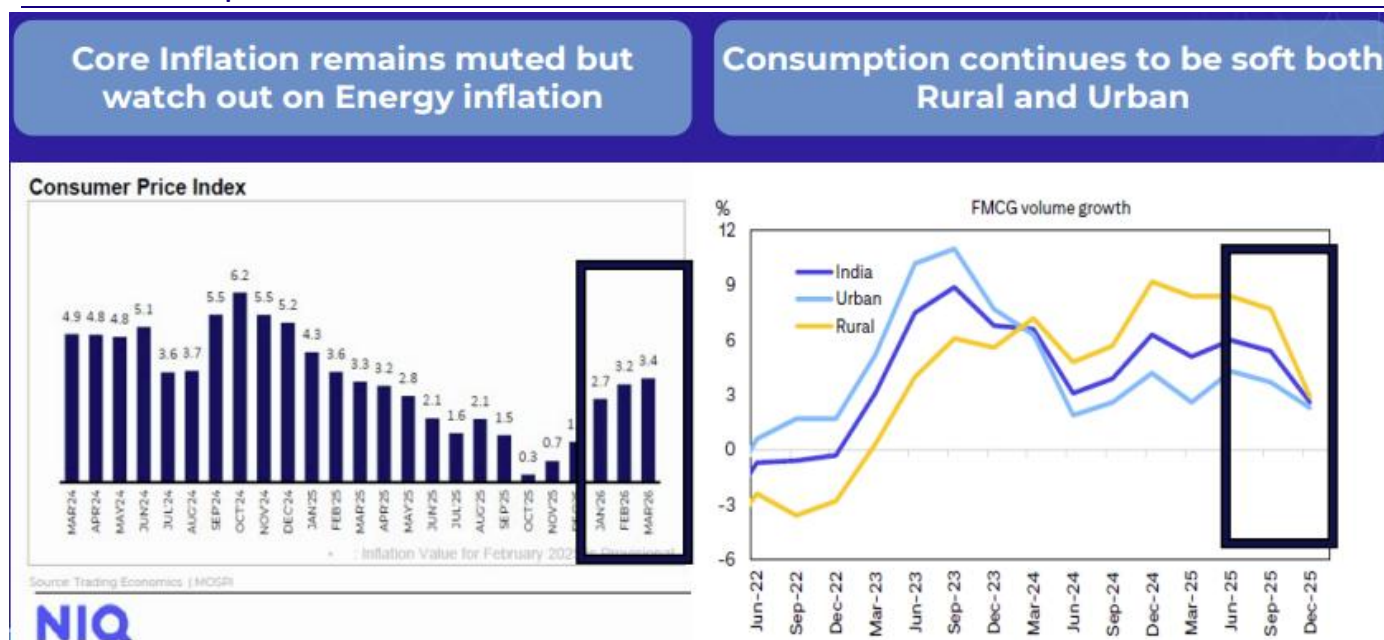
Motilal Oswal research is available on [www.motilaloswal.com/Institutional-Equities](http://www.motilaloswal.com/Institutional-Equities), Bloomberg, Thomson Reuters, Factset and S&P Capital.

## Key highlights from analyst meet

### Business environment and outlook

- The Indian economy continues to grow at an estimated 6.5%, which is a slowdown compared to the past three years, but remains strong relative to global peers.
- Inflation across food and energy is high, making consumers more value-conscious and prudent in their spending.
- Consumption continues to remain soft across both Rural and Urban markets.
- The company expects the near-term operating environment to remain challenging.
- While the medium-term outlook for India remains positive, near-term demand shows softening trends, particularly in rural areas, driven by an uptick in inflation over the last 3 to 6 months.
- In the FMCG industry, consumption habits are evolving rapidly, with demand being influenced by delayed monsoons and geopolitical tensions like the West Asia crisis.
- Recent disruptions from the West Asia conflict have caused crude and resin prices to spike by 30% to 50%. PGHH is mitigating these risks through long-term supplier relationships and business continuity, ensuring that no stock-outs occur.
- Going forward, the company aims to grow by focusing on user growth and volume through superior value propositions, alongside improving efficiencies to drive margin expansion.

**Exhibit 1: Consumption trends remain soft in both urban and rural markets**



## Strategic pillars for integrated growth strategy

### ❖ Portfolio of daily-use products

- PGHH has a presence across a wide range of products and price points in both Feminine Hygiene and Healthcare.
- The company commands market leadership in both categories.
- It believes that superior product performance is the primary driver of consumer brand preference, with innovation investments concentrated in Whisper and Vicks.

### ❖ Superiority to win with customers

- PGHH is leveraging its superiority to grow in the market. It is focused on creating superior propositions across product, packaging, brand communication, retail execution, and customer value equation.

### ❖ Productivity to boost investment

- PGHH integrates productivity strategy across the value chain in materials, manufacturing, overhead, ad-spends, and working capital. As a result, the company was able to garner savings of INR0.86b in FY26 (~2% of sales) on account of improved efficiency and operational productivity.
- These savings are reinvested into the business to drive future growth, innovation, and market expansion.

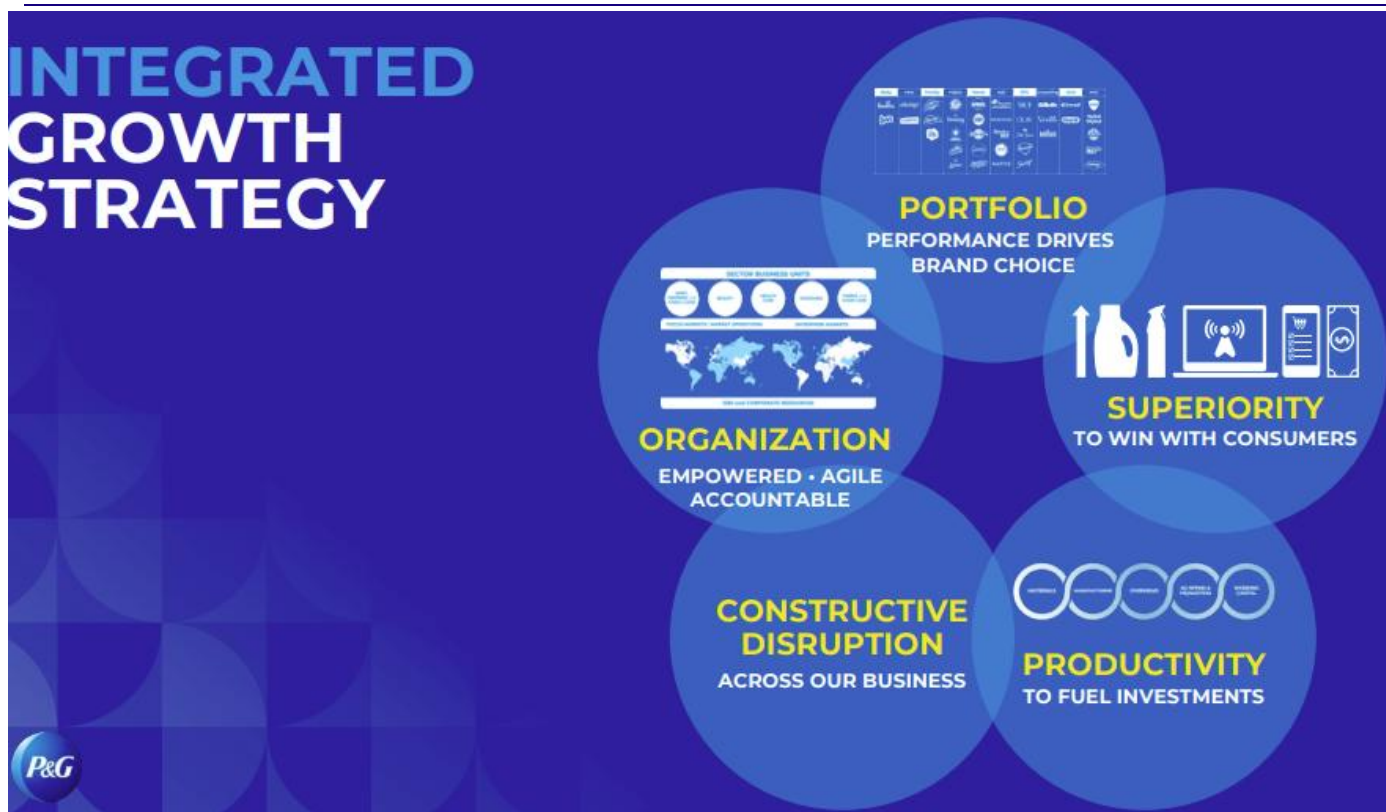
### ❖ Constructive disruption

- PGHH is leveraging global expertise in digital transformation, using artificial intelligence (AI) and machine learning to drive innovation and efficiency.
- The strategy covers lean innovation, digitization, and data analytics, with investments in a Core Data Lake, AI Factory, Operational Data platforms, and Consumer Research capabilities to sharpen decision-making accuracy and speed.
- It is utilizing data and an 'AI Factory' to drive operational efficiencies, such as automated retail availability checks.

### ❖ Efficient organization structure

- PGHH's goal is to maintain a 'fully engaged, enabled, and excited organization' that is focused on serving consumers.
- The organizational model is built around empowered sector business units with corporate resource support, enabling agility and local accountability simultaneously.
- The company's strategic ad spending includes campaigns that educate both mothers and young girls, aiming to create awareness and empower them with knowledge about healthcare and hygiene. This disruptive approach to advertising helps drive brand awareness and customer engagement.

Exhibit 2: Strategic pillars for integrated growth



Source: Company, MOFSL

### Segmental information

- FY26 sales remained flat YoY. PAT grew a strong 19% YoY, indicating meaningful margin expansion and cost discipline even as sales remained flat.
- Over the past decade, the company has delivered a sales/PAT CAGR of 6%/8%, respectively.
- PGHH maintains a dominant ~50% market share in both the Feminine Hygiene and Healthcare categories.
- The Feminine Hygiene category has expanded 100x over the past 30 years and is currently growing at 7-8%.
- Management highlighted that Whisper Period Panties has been a major success for the company, tripling the business and selling over 100m units in FY26. The product is a preferred choice on quick commerce platforms.
- The Healthcare category is growing at 2% to 3%, with Vicks maintaining leadership in rubs, cough drops, inhalers, and cold tablets.
- With Vicks VapoRub repositioned for 'all-night relief', the company has witnessed double-digit growth and share gains YoY. The cough drop portfolio was revamped with double the active ingredients and a larger size, driving double-digit offtake growth.
- Management indicated that for both categories, growth has not been linear, and there has been quarterly volatility.
- The ZzzQuil Natura nutraceutical line, aimed at sleep enhancement, continues to perform well and was upgraded with higher melatonin and ashwagandha.
- New launches include Vicks Cough Syrup, Vicks ZzzQuil Natura Sleep Gummies, and Whisper Super Absorbent Period Panty, further strengthening its innovation pipeline.

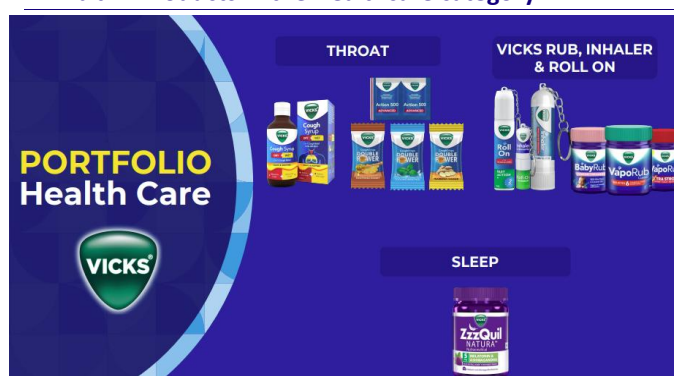
- PGHH stated that the competitive intensity has increased significantly due to the entry of numerous regional and D2C players in the Feminine Hygiene category. The company estimates that ~50 new players have entered the category within the last decade.
- While the competitive landscape remains intense, PGHH views this as a category-growth enabler. Its broad and differentiated product portfolio is well-positioned to serve evolving consumer needs.
- PGHH’s long-standing strategy of addressing social taboos around feminine hygiene continues to be a key growth driver, helping expand awareness and category adoption.

**Exhibit 3: Products in the Feminine Care category**



Source: Company, MOFSL

**Exhibit 4: Products in the Healthcare category**



Source: Company, MOFSL

**Distribution expansion and innovation**

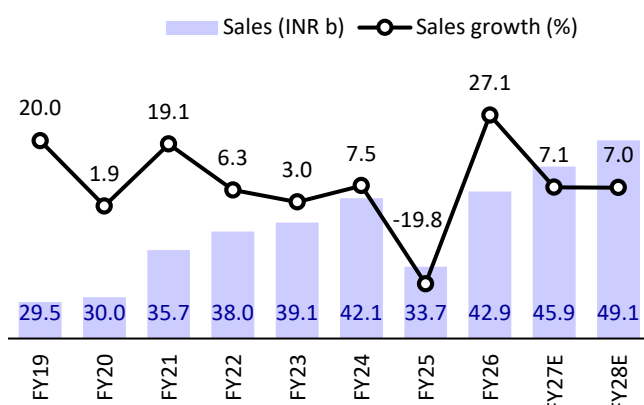
- The company is witnessing a retail transformation, where platforms like quick commerce and social commerce are democratizing access to products.
- PGHH maintains a 3-to-5-year innovation pipeline and is focusing on heterogeneous retail execution.
- The company is using smart assortment data to drive double-digit portfolio optimization and ensure product availability through AI-driven automated checks.
- It has developed an in-house artificial intelligence and machine learning algorithm that analyzes consumer behavior patterns to customize product offerings at the store level.
- PGHH continues to focus on product innovation and brand enhancement within its portfolio to cater to the evolving and diverse needs of its customers.

**Other points**

- The P&G Shiksha program has significantly improved the learning environment and empowered marginalized communities. It has positively impacted over 10m children.

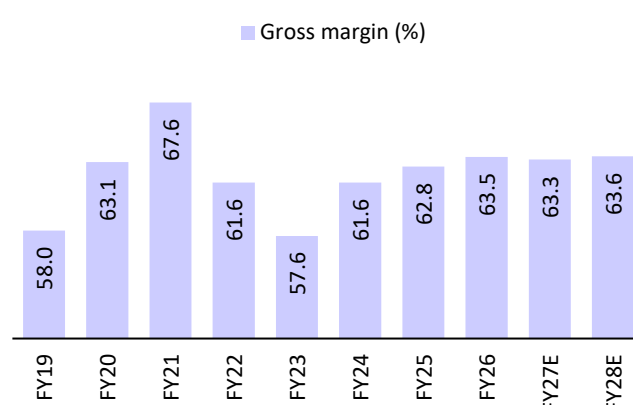
## Story in charts

**Exhibit 5: Net sales expected to grow in high single digits**



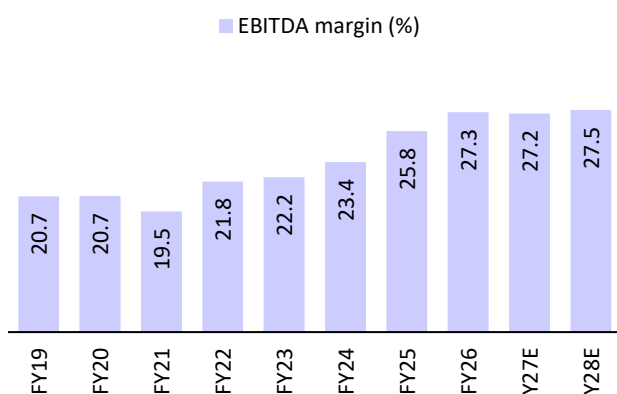
Source: Company, MOFSL

**Exhibit 6: GP margin expected to remain steady**



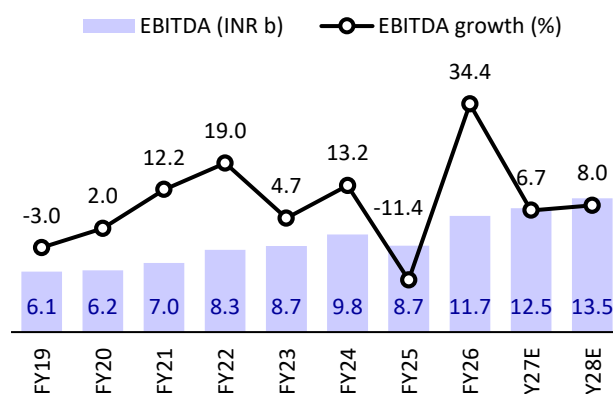
Source: Company, MOFSL

**Exhibit 7: Similar to GM, we expect EBITDA margin to remain steady**



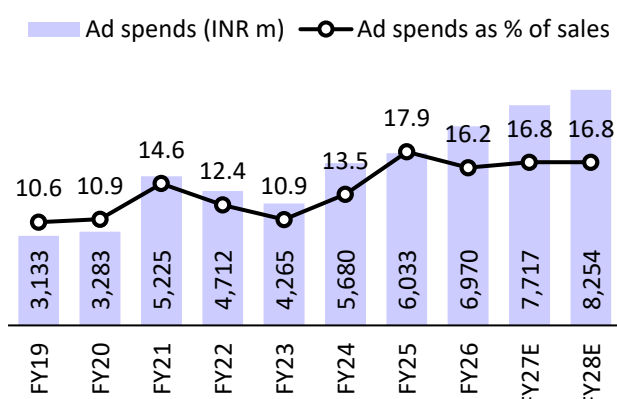
Source: Company, MOFSL

**Exhibit 8: We expect 7% EBITDA CAGR over FY26-28**



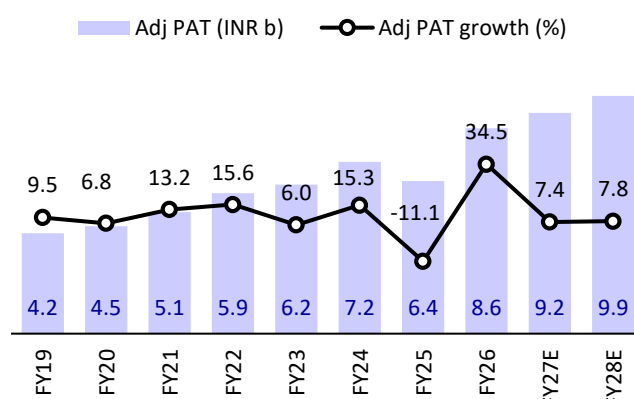
Source: Company, MOFSL

**Exhibit 9: PGHH's focus on ad spending will continue going forward**



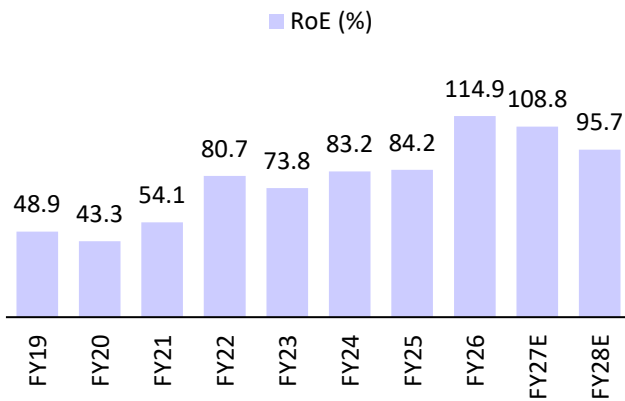
Source: Company, MOFSL

**Exhibit 10: Adj. PAT expected to grow 8% over FY26-28**



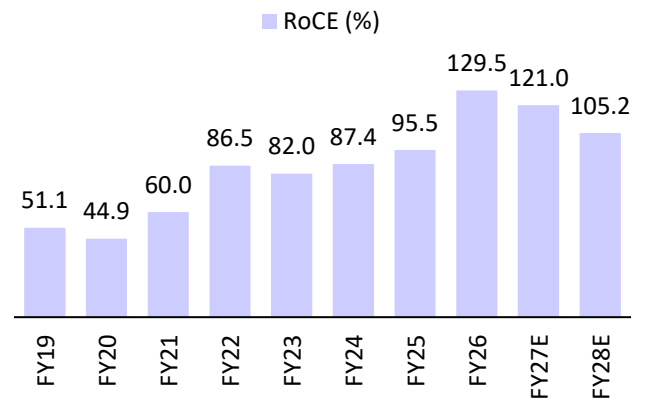
Source: Company, MOFSL

**Exhibit 11: RoE is at healthy levels...**



Source: Company, MOFSL

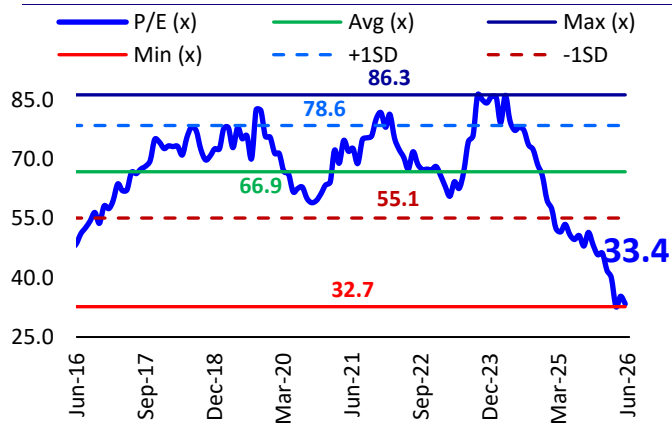
**Exhibit 12: ...along with RoCE**



Source: Company, MOFSL

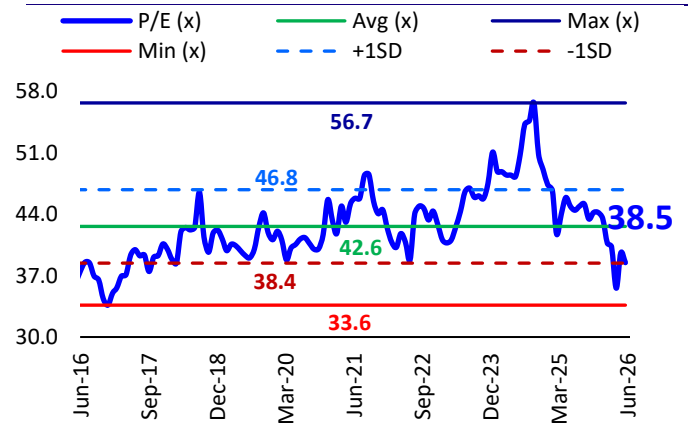
\*FY25 9M only due to a change in the reporting period

**Exhibit 13: PGHH's P/E (x)**



Source: Company, MOFSL

**Exhibit 14: Consumer sector P/E (x)**



Source: Company, MOFSL

## Financials and Valuations

### Standalone - Income Statement

(INR m)

| Y/E June                            | FY20          | FY21          | FY22          | FY23          | FY24          | FY25 (9M)     | FY26          | FY27E         | FY28E         |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Total Income from Operations</b> | <b>30,020</b> | <b>35,741</b> | <b>37,998</b> | <b>39,123</b> | <b>42,057</b> | <b>33,744</b> | <b>42,904</b> | <b>45,932</b> | <b>49,133</b> |
| Change (%)                          | 1.9           | 19.1          | 6.3           | 3.0           | 7.5           | -19.8         | 27.1          | 7.1           | 7.0           |
| <b>Total Expenditure</b>            | <b>23,804</b> | <b>28,770</b> | <b>29,699</b> | <b>30,437</b> | <b>32,224</b> | <b>25,034</b> | <b>31,194</b> | <b>33,436</b> | <b>35,636</b> |
| % of Sales                          | 79.3          | 80.5          | 78.2          | 77.8          | 76.6          | 74.2          | 72.7          | 72.8          | 72.5          |
| <b>EBITDA</b>                       | <b>6,216</b>  | <b>6,972</b>  | <b>8,299</b>  | <b>8,686</b>  | <b>9,833</b>  | <b>8,711</b>  | <b>11,710</b> | <b>12,496</b> | <b>13,497</b> |
| Margin (%)                          | 20.7          | 19.5          | 21.8          | 22.2          | 23.4          | 25.8          | 27.3          | 27.2          | 27.5          |
| Depreciation                        | 479           | 477           | 529           | 584           | 565           | 319           | 374           | 425           | 472           |
| <b>EBIT</b>                         | <b>5,738</b>  | <b>6,495</b>  | <b>7,770</b>  | <b>8,103</b>  | <b>9,268</b>  | <b>8,391</b>  | <b>11,336</b> | <b>12,071</b> | <b>13,025</b> |
| Int. and Finance Charges            | 61            | 61            | 112           | 114           | 268           | 143           | 95            | 104           | 107           |
| Other Income                        | 441           | 394           | 243           | 406           | 523           | 373           | 425           | 567           | 593           |
| <b>PBT bef. EO Exp.</b>             | <b>6,118</b>  | <b>6,828</b>  | <b>7,901</b>  | <b>8,395</b>  | <b>9,522</b>  | <b>8,622</b>  | <b>11,666</b> | <b>12,534</b> | <b>13,512</b> |
| EO Items                            | -105          | 1,450         | -101          | 571           | -441          | 0             | 0             | 0             | 0             |
| <b>PBT after EO Exp.</b>            | <b>6,013</b>  | <b>8,277</b>  | <b>7,800</b>  | <b>8,966</b>  | <b>9,082</b>  | <b>8,622</b>  | <b>11,666</b> | <b>12,534</b> | <b>13,512</b> |
| Total Tax                           | 1,642         | 1,759         | 2,042         | 2,184         | 2,674         | 2,256         | 3,101         | 3,332         | 3,592         |
| Tax Rate (%)                        | 27.3          | 21.3          | 26.2          | 24.4          | 29.4          | 26.2          | 26.6          | 26.6          | 26.6          |
| <b>Reported PAT</b>                 | <b>4,371</b>  | <b>6,518</b>  | <b>5,757</b>  | <b>6,781</b>  | <b>6,718</b>  | <b>6,366</b>  | <b>8,565</b>  | <b>9,202</b>  | <b>9,920</b>  |
| <b>Adjusted PAT</b>                 | <b>4,476</b>  | <b>5,068</b>  | <b>5,858</b>  | <b>6,210</b>  | <b>7,159</b>  | <b>6,366</b>  | <b>8,565</b>  | <b>9,202</b>  | <b>9,920</b>  |
| Change (%)                          | 6.8           | 13.2          | 15.6          | 6.0           | 15.3          | -11.1         | 34.5          | 7.4           | 7.8           |
| Margin (%)                          | 14.9          | 14.2          | 15.4          | 15.9          | 17.0          | 18.9          | 20.0          | 20.0          | 20.2          |

### Standalone - Balance Sheet

(INR m)

| Y/E June                            | FY20          | FY21          | FY22          | FY23          | FY24          | FY25 (9M)     | FY26          | FY27E         | FY28E         |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Equity Share Capital                | 325           | 325           | 325           | 325           | 325           | 325           | 325           | 325           | 325           |
| Total Reserves                      | 11,254        | 6,818         | 7,051         | 9,136         | 7,424         | 7,045         | 7,210         | 9,050         | 11,034        |
| <b>Net Worth</b>                    | <b>11,579</b> | <b>7,143</b>  | <b>7,376</b>  | <b>9,460</b>  | <b>7,749</b>  | <b>7,370</b>  | <b>7,535</b>  | <b>9,375</b>  | <b>11,359</b> |
| Deferred Tax Liabilities            | -296          | -380          | -519          | -655          | -749          | -824          | -750          | -825          | -908          |
| Total Loans                         | 15            | 35            | 19            | 8             | 0             | 0             | 0             | 0             | 0             |
| <b>Capital Employed</b>             | <b>11,298</b> | <b>6,797</b>  | <b>6,876</b>  | <b>8,813</b>  | <b>7,000</b>  | <b>6,546</b>  | <b>6,785</b>  | <b>8,550</b>  | <b>10,451</b> |
| Gross Block                         | 4,495         | 4,719         | 5,012         | 5,582         | 5,838         | 6,036         | 6,236         | 6,436         | 6,636         |
| Less: Accum. Deprn.                 | 2,430         | 2,881         | 3,376         | 3,881         | 4,446         | 4,722         | 4,605         | 5,565         | 6,037         |
| <b>Net Fixed Assets</b>             | <b>2,065</b>  | <b>1,838</b>  | <b>1,637</b>  | <b>1,700</b>  | <b>1,392</b>  | <b>1,314</b>  | <b>1,631</b>  | <b>871</b>    | <b>599</b>    |
| Goodwill on Consolidation           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| Capital WIP                         | 222           | 376           | 439           | 228           | 278           | 407           | 213           | 200           | 200           |
| <b>Total Investments</b>            | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |
| <b>Curr. Assets, Loans&amp;Adv.</b> | <b>15,702</b> | <b>13,733</b> | <b>14,231</b> | <b>18,790</b> | <b>16,168</b> | <b>15,002</b> | <b>15,442</b> | <b>17,330</b> | <b>20,243</b> |
| Inventory                           | 2,051         | 2,493         | 2,340         | 2,198         | 2,256         | 2,214         | 2,179         | 2,769         | 2,961         |
| Account Receivables                 | 1,663         | 1,424         | 1,921         | 2,163         | 2,408         | 3,041         | 2,428         | 2,769         | 2,961         |
| Cash and Bank Balance               | 9,025         | 6,602         | 6,393         | 9,780         | 5,882         | 4,807         | 5,679         | 7,144         | 9,671         |
| Loans and Advances                  | 2,963         | 3,214         | 3,578         | 4,649         | 5,622         | 4,940         | 5,155         | 4,649         | 4,649         |
| <b>Curr. Liability &amp; Prov.</b>  | <b>6,691</b>  | <b>9,150</b>  | <b>9,431</b>  | <b>11,905</b> | <b>10,837</b> | <b>10,177</b> | <b>10,501</b> | <b>9,851</b>  | <b>10,591</b> |
| Account Payables                    | 5,313         | 7,541         | 7,798         | 9,711         | 8,517         | 8,094         | 8,447         | 7,718         | 8,244         |
| Other Current Liabilities           | 587           | 731           | 710           | 1,036         | 1,185         | 787           | 791           | 870           | 957           |
| Provisions                          | 790           | 878           | 923           | 1,158         | 1,136         | 1,296         | 1,263         | 1,263         | 1,389         |
| <b>Net Current Assets</b>           | <b>9,011</b>  | <b>4,583</b>  | <b>4,801</b>  | <b>6,885</b>  | <b>5,331</b>  | <b>4,825</b>  | <b>4,941</b>  | <b>7,479</b>  | <b>9,652</b>  |
| <b>Appl. of Funds</b>               | <b>11,298</b> | <b>6,797</b>  | <b>6,876</b>  | <b>8,813</b>  | <b>7,000</b>  | <b>6,546</b>  | <b>6,785</b>  | <b>8,550</b>  | <b>10,451</b> |

E: MOFSL Estimates

## Financials and Valuations

### Ratios

| Y/E June                      | FY20         | FY21         | FY22         | FY23         | FY24         | FY25 (9M)    | FY26         | FY27E        | FY28E        |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Basic (INR)</b>            |              |              |              |              |              |              |              |              |              |
| <b>EPS</b>                    | <b>137.7</b> | <b>156.1</b> | <b>180.5</b> | <b>191.3</b> | <b>220.3</b> | <b>195.9</b> | <b>263.5</b> | <b>283.1</b> | <b>305.2</b> |
| Cash EPS                      | 152.7        | 170.8        | 196.8        | 209.3        | 237.9        | 206.0        | 275.4        | 296.6        | 320.1        |
| BV/Share                      | 356.7        | 220.0        | 227.2        | 291.4        | 238.7        | 227.0        | 232.1        | 288.8        | 349.9        |
| DPS                           | 105          | 315          | 160          | 185          | 255          | 175          | 255          | 227          | 244          |
| Payout (%)                    | 78.1         | 202.0        | 88.8         | 96.8         | 123.4        | 89.3         | 96.8         | 80.0         | 80.0         |
| <b>Valuation (x)</b>          |              |              |              |              |              |              |              |              |              |
| P/E                           | 65.9         | 58.2         | 50.3         | 47.5         | 41.2         | 46.4         | 34.5         | 32.1         | 29.8         |
| Cash P/E                      | 59.5         | 53.2         | 46.2         | 43.4         | 38.2         | 44.1         | 33.0         | 30.6         | 28.4         |
| P/BV                          | 25.5         | 41.3         | 40.0         | 31.2         | 38.0         | 40.0         | 39.1         | 31.4         | 26.0         |
| EV/Sales                      | 9.5          | 8.1          | 7.6          | 7.3          | 6.9          | 8.6          | 6.7          | 6.3          | 5.8          |
| EV/EBITDA                     | 46.0         | 41.3         | 34.8         | 32.8         | 29.4         | 33.3         | 24.7         | 23.0         | 21.1         |
| <b>Return Ratios (%)</b>      |              |              |              |              |              |              |              |              |              |
| RoE                           | 43.3         | 54.1         | 80.7         | 73.8         | 83.2         | 84.2         | 114.9        | 108.8        | 95.7         |
| RoCE                          | 44.9         | 60.0         | 86.5         | 82.0         | 87.4         | 95.5         | 129.5        | 121.0        | 105.2        |
| <b>Working Capital Ratios</b> |              |              |              |              |              |              |              |              |              |
| Asset Turnover (x)            | 2.7          | 5.3          | 5.5          | 4.4          | 6.0          | 5.2          | 6.3          | 5.4          | 4.7          |
| <b>Leverage Ratio (x)</b>     |              |              |              |              |              |              |              |              |              |
| Current Ratio                 | 2.3          | 1.5          | 1.5          | 1.6          | 1.5          | 1.5          | 1.5          | 1.8          | 1.9          |
| Interest Cover Ratio          | 94.5         | 106.3        | 69.4         | 71.2         | 34.6         | 58.7         | 120.0        | 116.1        | 121.7        |
| Debt/Equity                   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |

### Standalone - Cash Flow Statement

| Y/E June                         | FY20          | FY21           | FY22          | FY23          | FY24          | FY25 (9M)     | FY26          | FY27E         | FY28E         |
|----------------------------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>(INR m)</b>                   |               |                |               |               |               |               |               |               |               |
| <b>PBT</b>                       | <b>5,939</b>  | <b>8,699</b>   | <b>7,901</b>  | <b>8,395</b>  | <b>9,392</b>  | <b>8,622</b>  | <b>11,666</b> | <b>12,534</b> | <b>13,512</b> |
| Depreciation                     | 479           | 477            | 529           | 584           | 565           | 319           | 374           | 425           | 472           |
| Net interest expense             | -266          | -250           | -154          | -237          | -367          | -136          | -290          | -463          | -486          |
| Others                           | 203           | 139            | 115           | 67            | 97            | 130           | 135           | 0             | 0             |
| (Inc)/Dec in WC                  | -179          | 2,101          | -166          | 1,745         | -2,321        | -572          | 374           | -1,073        | 354           |
| Taxes                            | -1,435        | -2,534         | -2,494        | -2,295        | -2,782        | -2,431        | -3,019        | -3,332        | -3,592        |
| <b>CF from Operations</b>        | <b>4,741</b>  | <b>8,631</b>   | <b>5,731</b>  | <b>8,258</b>  | <b>4,584</b>  | <b>5,932</b>  | <b>9,241</b>  | <b>8,091</b>  | <b>10,259</b> |
| <b>CF from Operating incl EO</b> | <b>4,741</b>  | <b>8,631</b>   | <b>5,731</b>  | <b>8,258</b>  | <b>4,584</b>  | <b>5,932</b>  | <b>9,241</b>  | <b>8,091</b>  | <b>10,259</b> |
| (Inc)/Dec in FA                  | -503          | -315           | -497          | -444          | -433          | -546          | -313          | -187          | -200          |
| <b>Free Cash Flow</b>            | <b>4,237</b>  | <b>8,317</b>   | <b>5,234</b>  | <b>7,814</b>  | <b>4,151</b>  | <b>5,386</b>  | <b>8,928</b>  | <b>7,904</b>  | <b>10,059</b> |
| Others                           | 1,265         | 325            | 246           | 344           | 568           | 202           | 393           | 1,102         | 593           |
| <b>CF from Investments</b>       | <b>783</b>    | <b>11</b>      | <b>-251</b>   | <b>-100</b>   | <b>136</b>    | <b>-344</b>   | <b>80</b>     | <b>914</b>    | <b>393</b>    |
| Dividend Paid                    | -1,878        | -11,037        | -5,681        | -4,707        | -8,602        | -6,655        | -8,440        | -7,361        | -7,936        |
| Interest Paid                    | -9            | -10            | -25           | -51           | -5            | 0             | 0             | -104          | -107          |
| Others                           | -16           | -18            | 16            | -12           | -10           | 0             | 0             | -75           | -83           |
| <b>CF from Fin. Activity</b>     | <b>-1,903</b> | <b>-11,064</b> | <b>-5,689</b> | <b>-4,770</b> | <b>-8,618</b> | <b>-6,662</b> | <b>-8,448</b> | <b>-7,540</b> | <b>-8,125</b> |
| <b>Inc/Dec of Cash</b>           | <b>3,621</b>  | <b>-2,423</b>  | <b>-210</b>   | <b>3,387</b>  | <b>-3,898</b> | <b>-1,075</b> | <b>872</b>    | <b>1,465</b>  | <b>2,527</b>  |
| Opening Balance                  | 5,405         | 9,025          | 6,603         | 6,393         | 9,780         | 5,882         | 4,807         | 5,680         | 7,144         |
| <b>Closing Balance</b>           | <b>9,025</b>  | <b>6,603</b>   | <b>6,393</b>  | <b>9,780</b>  | <b>5,882</b>  | <b>4,807</b>  | <b>5,680</b>  | <b>7,144</b>  | <b>9,671</b>  |

E: MOFSL Estimates

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|----------------------------------|--|
| 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 |

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