

# India

# ADD (no change)

| Consensus ratings*: Buy 15   | Hold 4 | Sell 1   |
|------------------------------|--------|----------|
| Current price:               |        | Rs1,152  |
| Target price:                |        | Rs1,490  |
| Previous target:             |        | Rs1,700  |
| Up/downside:                 |        | 29.3%    |
| InCred Research / Consensus: |        | -6.7%    |
| Reuters:                     | E      | BRLC.BO  |
| Bloomberg:                   | В      | CORP IN  |
| Market cap:                  | US     | \$1,055m |
|                              | Rs     | 88,714m  |
| Average daily turnover:      | ı      | JS\$2.7m |
|                              | R      | s231.1m  |
| Current shares o/s:          |        | 77.0m    |
| Free float:                  |        | 36.1%    |
| *Source: Bloomberg           |        |          |

### Key changes in this note

- > Cut EBITDA by 7-10% for FY26F-27F.
- Lower our target price or TP to Rs1,490.
- We value BCORP at 8.5x vs. 9x and roll forward TP to Mar 2026F from Sep 2025F.



|                   |        | Source: L | Bioomberg |
|-------------------|--------|-----------|-----------|
| Price performance | 1M     | ЗМ        | 12M       |
| Absolute (%)      | (10.7) | (24.8)    | (4.9)     |
| Relative (%)      | (5.0)  | (24.8)    | (23.9)    |

| Major shareholders            | % held |
|-------------------------------|--------|
| Promoter & Promoter Group     | 62.9   |
| Nippon Life India Trustee Ltd | 5.5    |
| ICICI Prudential              | 2.5    |

# Research Analyst(s)



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# **Birla Corporation Ltd**

# As expected, a weak performance

- 2Q consol. EBITDA stood at ~Rs1.8bn, down 39% yoy and 31% qoq (5% above our estimate). Volume fell by ~5% yoy while the realization was down ~3% qoq.
- Gives guidance of 7-8% volume growth in 2HFY25F and ~4% in FY25F (declined ~3% in 1H), with unit EBITDA improvement of Rs150-170/t in 2H.
- We cut EBITDA estimates by 7-10% for FY26F-27F to reflect weak 2Q and pressure on pricing. Retain ADD rating with a lower target price of Rs1,490.

# Cautiously optimistic on demand and pricing recovery in 2HFY25F

Birla Corporation or BCORP's cement sales volume in 2QFY25 declined by ~5% yoy to 4mt (~0.5mt from Mukutban). The company remains cautiously optimistic about demand recovery in 2HFY25F and expects it to be gradual rather than significant. Delayed government projects and fund diversion are affecting state-level demand, as per BCORP. The company expects volume growth of 7-8% in 2HFY25F and 3-4% in FY25F. Blended realization was at Rs4,722/t, down ~3% qoq, where prices in the non-trade segment fell higher than expected due to the inflow of excess supply which affected its operational markets in Rajasthan, Uttar Pradesh, Madhya Pradesh and Bihar via price cuts, and also dragged the prices in trade channels as well. BCORP remains focused on the trade segment (contributes c.71%) and is avoiding markets with non-profitable prices. BCORP feels that prices have bottomed out and expects demand as well as pricing to stage a recovery by 4QFY25F.

# Profitability dented; sees EBITDA improvement of Rs150-170/t in 2H

Total cost/t was up ~1% qoq at Rs4,472, where freight expenses rose by 1% yoy. Power & fuel costs declined by ~13% yoy to Rs1,025/t. Fixed costs increased by ~4% qoq and ~3% yoy to Rs1,480/t due to the rise in employee costs along with negative operating synergies. Fuel costs on a Kcal basis remained similar qoq and BCORP doesn't expect much decline for the next few quarters. The cement division's (reported) EBITDA/t fell to Rs461 (vs. Rs603/t in 1QFY25 and Rs683/t in 2QFY24). The company has saved Rs42/t in 2QFY25 through project Shikhar. It expects savings of Rs70/t through this project/other initiatives, leading to an improvement of Rs150-170 in EBITDA/t in 2HFY25F.

# Expansion remains on track; slightly lowers FY25F capex guidance

BCORP's expansion remains on track and its Kundanganj grinding unit or GU of 1.4mtpa will be commissioned by 1QFY26F. The timeline for Prayagraj expansion will be shared once the groundwork begins. It has lowered capex guidance to <Rs7bn (Rs8bn earlier) for FY25F. BCORP expects net debt in FY25F to be ~Rs30bn amid its expansion projects.

# Retain ADD rating with a lower TP of Rs1,490 on reasonable valuation At CMP, BCORP trades at 8.5x and US\$67 on EV/EBITDA and EV/t, respectively, based on FY26F. We retain ADD rating on it as we roll forward to Mar 2026F lower target price of Rs1,490 (Rs1,700 earlier), set at EV/EBITDA of 8.5x (9x earlier). Downside risks: Weak demand & pricing, slower-than-expected ramp-up of Mukutuban unit, & a rise in input costs.

| Financial Summary                 | Mar-23A | Mar-24A  | Mar-25F | Mar-26F | Mar-27F |
|-----------------------------------|---------|----------|---------|---------|---------|
| Revenue (Rsm)                     | 86,823  | 96,562   | 91,419  | 100,214 | 110,661 |
| Operating EBITDA (Rsm)            | 7,720   | 14,376   | 10,753  | 14,098  | 17,215  |
| Net Profit (Rsm)                  | 339     | 4,138    | 1,615   | 3,871   | 6,084   |
| Core EPS (Rs)                     | 4.4     | 53.7     | 21.0    | 50.3    | 79.0    |
| Core EPS Growth                   | (92.1%) | 1,122.4% | (61.0%) | 139.7%  | 57.2%   |
| FD Core P/E (x)                   | 262.08  | 21.44    | 54.93   | 22.92   | 14.58   |
| DPS (Rs)                          | 2.5     | 10.0     | 3.4     | 9.0     | 14.2    |
| Dividend Yield                    | 0.26%   | 1.05%    | 0.35%   | 0.95%   | 1.49%   |
| EV/EBITDA (x)                     | 16.25   | 8.28     | 11.15   | 8.53    | 6.94    |
| P/FCFE (x)                        | 15.96   | 26.21    | 11.38   | 10.52   | 10.21   |
| Net Gearing                       | 61.4%   | 45.3%    | 45.9%   | 44.5%   | 40.5%   |
| P/BV (x)                          | 1.48    | 1.33     | 1.30    | 1.25    | 1.17    |
| ROE                               | 0.6%    | 6.5%     | 2.4%    | 5.6%    | 8.3%    |
| % Change In Core EPS Estimates    |         |          | (0.79%) | (0.62%) | (0.52%) |
| InCred Research/Consensus EPS (x) |         |          |         |         |         |

SOURCE: INCRED RESEARCH, COMPANY REPORTS



# 2QFY25 results review and earnings-call takeaways ➤

# **Update on operational performance:**

- Volume: Cement sales volume stood at ~4mt, down ~5% yoy (~2% below the Incred estimate).
- Realization/t: It was at Rs4,772, down ~3% qoq (broadly in line). Reported realization (for the cement division only) was Rs4,697, down by ~9% yoy. Prices remain impacted due to intense competition, as per management.
- **Demand outlook:** BCORP remains cautiously optimistic about the recovery in 2HFY25F, contrasting with the more optimistic industry outlook of top players. The company expects a gradual recovery rather than a significant one.
- Expects its volume growth at 7-8% in 2HFY25F and 3-4% in FY25F.
- The upcoming Prayagraj Kumbh event in Jan 2025 may affect operations in the region.
- Pricing and market dynamics: Prices in non-trade channels have fallen more than expected in recent quarters as the supply has shifted towards this segment, leading to pricing cuts across Rajasthan, Uttar Pradesh, Madhya Pradesh, and Bihar. The company avoided pushing volume in those regions during the quarter, resulting in lower capacity utilization.
- BCORP believes that any improvement in non-trade prices would benefit the trade segment and the overall industry. Management continues to focus on sales in the trade segment, where it has a strong market position. Profitability is expected to improve once the demand returns to normal.
- BCORP expects both demand and prices to recover in 4QFY25F and doesn't foresee further price decline in coming months.
- Delayed government projects' fund allotment and fund diversions have impacted state-level projects, slowing regional infrastructure growth.
- No significant or consistent improvement in realization was observed so far in 3QFY25.

### Margins & costs:

- Overall blended cost/t was up ~1% qoq at Rs4,472 as a) freight expenses declined by 6% qoq and were up 1% yoy at Rs1,249/t, b) power & fuel costs were up 2% qoq while posting a decline of 13% yoy to Rs1,025/t, and c) fixed costs increased by 4% qoq and 3% yoy to Rs1,480/t due to the rise in employee costs along with negative operating synergies. Renewable energy's share was at 25% in 2Q vs. 27% qoq and 23% yoy.
- Consolidated EBITDA declined by ~39% yoy and ~31% qoq to ~Rs1.8bn (vs. our expectation of ~Rs1.7bn); cement division's (reported) EBITDA/t stood at Rs461 during the guarter (vs. Rs603 in 1QFY25 and Rs683 in 2QFY24).
- **Profitability outlook:** BCORP expects an improvement of Rs150-170/t in EBITDA for 2HFY25F, mainly driven by cost-saving measures.
- **Cost savings** of Rs70/t are expected from Project Shikhar and other initiatives in 2HFY25F.
- BCORP reported a loss (after taxes) of ~Rs252m during the quarter vs. our expected loss of ~Rs285m.

# Capacity expansion & utilization update:

- Capacity utilization dropped in central India, but Mukutban plant's utilization is expected to touch 60% (last year's level) once the demand stabilizes.
- Capacity utilization stood at 78% during the quarter vs. 91% qoq and 83% yoy.
- Capex: The company revised its capex guidance for FY25F to Rs7bn, down from Rs8bn earlier.



# Other updates:

- Net debt stood at ~Rs32bn in Sep 2024 vs. ~Rs30.3bn in Sep 2023.
- Cash flow from operations (CFO) stood at Rs3.08bn in Sep 2024 vs Rs6.8bn in Sep 2023. Capex was ~Rs2.1bn in 1HFY25 vs. Rs3bn in 1HFY24.
- Trade:non-trade mix stood at 71%:29% vs 72%:28% yoy.
- Blended cement's share stood at 83% during the quarter vs. 84% qoq and 85% yoy, while premium cement's share was 62% vs. 59% qoq and 54% yoy of total trade channels.
- Jute division: This division continued to face challenges, leading to production cuts from a standard 77 days to 57 days during the quarter. Production declined to 6,592t from 8,738t last year. Revenue from exports fell 41% yoy to Rs120m. The jute division's reported cash loss stood at Rs20m vs. cash profit of ~Rs40m yoy.
- Work on Kundangunj Line 3, with a capacity of 1.4mtpa, is progressing as per schedule and is expected to be commissioned by 1QFY26F.
- Mukutban unit: The Mukutban unit continued to consolidate sales in its core markets & extend its footprint, and is also expected to drive profitability from its mid-west operations.
- Mukutban plant's incentives booked during 2QFY25 stood at Rs170m, and total incentives for the company expected at Rs1bn in FY25F. Once the Kudunganj plant becomes operational, the company expects its incentives to return to the FY24 level.
- **Mukutban operations:** Volume from the Mukutban plant stood at 0.5mt, down from 0.593mt gog, with a lead distance of 425km during 2Q.
- Overall lead distance for the company remained stable at 350km gog.
- Receivable incentives: BCORP has Rs4.5bn in receivable incentives from various states (excluding West Bengal, which accounts for Rs1.4bn).
- The Prayagraj project is in the pipeline, with the expected timeline to be shared once the groundwork begins.
- Operational and strategic updates: The Bikram coal mine is expected to be operational by 1QFY26F, having mining capacity of approximately 2,50,000t.
- BCORP does not expect any impact on its operations from acquisitions, like Orient Cement, as it doesn't operate in the Telangana market.
- · Fuel costs are not expected to decline much going ahead.

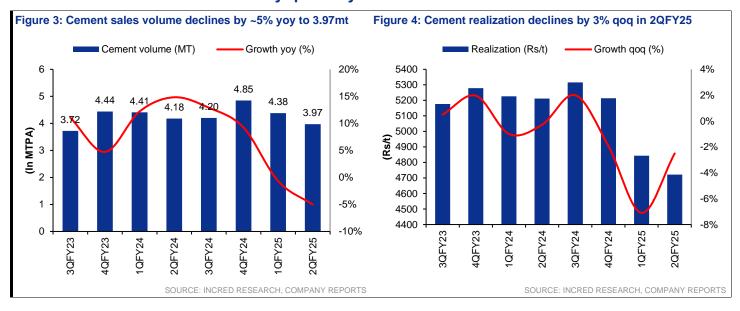


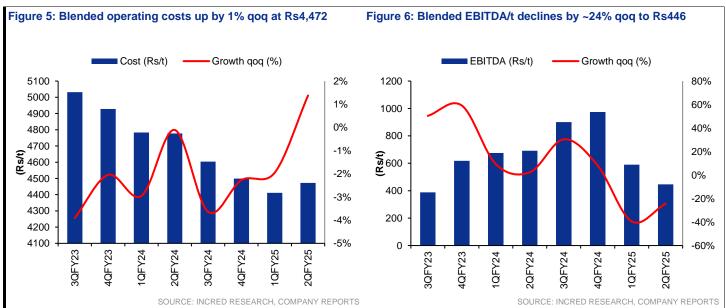
| Particulars (Rs m)              | 2QFY25 | 2QFY25F | 1QFY25 | 20EV24   | 2QFY24 % Change |        |        |  |
|---------------------------------|--------|---------|--------|----------|-----------------|--------|--------|--|
|                                 | 2QF125 | 2QF125F | 1QF125 | 2QF124 — | 2QFY25F         | 1QFY25 | 2QFY24 |  |
| Net Sales                       | 19,526 | 20,070  | 21,904 | 22,858   | -3%             | -11%   | -15%   |  |
| Raw Materials Consumed          | 2,854  | 2,914   | 2,918  | 3,835    | -2%             | -2%    | -26%   |  |
| Freight and Forwarding Expenses | 4,957  | 5,418   | 5,791  | 5,185    | -9%             | -14%   | -4%    |  |
| Power and Fuel Costs            | 4,068  | 4,021   | 4,398  | 4,946    | 1%              | -8%    | -18%   |  |
| Employee Costs                  | 1,406  | 1,485   | 1,475  | 1,424    | -5%             | -5%    | -1%    |  |
| Other Expenses                  | 4,469  | 4,543   | 4,740  | 4,580    | -2%             | -6%    | -2%    |  |
| Total Expenditure               | 17,754 | 18,382  | 19,321 | 19,970   | -3%             | -8%    | -11%   |  |
| EBITDA                          | 1,772  | 1,687   | 2,583  | 2,889    | 5%              | -31%   | -39%   |  |
| Depreciation                    | 1,450  | 1,466   | 1,455  | 1,435    | -1%             | 0%     | 1%     |  |
| EBIT                            | 322    | 221     | 1,127  | 1,454    | 46%             | -71%   | -78%   |  |
| Interest                        | 851    | 874     | 858    | 954      | -3%             | -1%    | -11%   |  |
| Other Income                    | 172    | 278     | 170    | 274      | -38%            | 1%     | -37%   |  |
| PBT                             | -357   | -375    | 440    | 771      | 5%              |        |        |  |
| Тах                             | -105   | -90     | 114    | 188      | -17%            |        |        |  |
| PAT before MI & Associates      | -252   | -285    | 326    | 584      | 12%             |        |        |  |
| Minority Interest (MI)          | 0      | 0       | 0      | 0        |                 |        |        |  |
| Profit from Associates          | 0      | 0       | 0      | 0        |                 |        |        |  |
| Recurring PAT                   | -252   | -285    | 326    | 584      | 12%             |        |        |  |
| Extraordinary Items             | 0      | 0       | 0      | 3        |                 |        |        |  |
| Reported PAT                    | -252   | -285    | 326    | 584      | 12%             |        |        |  |
| EPS (Rs)                        | -3.3   | -3.7    | 4.2    | 7.6      | 12%             |        |        |  |
| Gross Margin                    | 39%    | 38%     | 40%    | 39%      | 72bp            | -100bp | 26bp   |  |
| EBITDA Margin                   | 9.1%   | 8.4%    | 11.8%  | 12.6%    | 67bp            | -271bp | -356bp |  |
| EBIT Margin                     | 2%     | 1%      | 5%     | 6%       | 55bp            | -350bp | -471bp |  |
| PBT Margin                      | -2%    | -2%     | 2%     | 3%       | 4bp             | -384bp | -520br |  |
| PAT Margin                      | -1%    | -1%     | 1%     | 3%       | 13bp            | -278bp | -384br |  |
| Tax Rate                        | 29%    | 24%     | 26%    | 24%      | 542bp           | 356bp  | 511bp  |  |
| Cost Items as % of Sales        |        |         |        |          |                 |        | ·      |  |
| RM Costs                        | 15%    | 15%     | 13%    | 17%      | 9bp             | 129bp  | -216bp |  |
| Freight Costs                   | 25%    | 27%     | 26%    | 23%      | -161bp          | -105bp | 271bp  |  |
| P&F Costs                       | 21%    | 20%     | 20%    | 22%      | 80bp            | 76bp   | -81bp  |  |

| Per tonne analysis              | 2QFY25 | 20EV25E     | 2QFY25F 1QFY25 | 2QFY24 — | % Change |        |        |
|---------------------------------|--------|-------------|----------------|----------|----------|--------|--------|
| rei toille alialysis            | 2QF125 | 2 W F T 23F | 141123         | 2QF 124  | 2QFY25F  | 1QFY25 | 2QFY24 |
| Sales volume (Cement + Clinker) | 3.97   | 4.04        | 4.38           | 4.18     | -1.7%    | -9.4%  | -5.0%  |
| Realization                     | 4,722  | 4,746       | 4,843          | 5,211    | -0.5%    | -2.5%  | -9.4%  |
| EBITDA/t                        | 446    | 418         | 590            | 691      | 7%       | -24%   | -35%   |
| RM Costs/t                      | 719    | 722         | 666            | 917      | 0%       | 8%     | -22%   |
| P&F Costs/t                     | 1,025  | 996         | 1,004          | 1,183    | 3%       | 2%     | -13%   |
| Freight Costs/t                 | 1,249  | 1,342       | 1,322          | 1,240    | -7%      | -6%    | 1%     |
| Employee Costs/t                | 354    | 368         | 337            | 341      | -4%      | 5%     | 4%     |
| Other Expenses/t                | 1,126  | 1,125       | 1,082          | 1,096    | 0%       | 4%     | 3%     |
| Cost/t                          | 4,472  | 4,552       | 4,411          | 4,777    | -1.8%    | 1%     | -6%    |



# Key quarterly charts ➤





| Segment-wise revenue (Rs m) | 2QFY23 | 3QFY23 | 4QFY23 | 1QFY24 | 2QFY24 | 3QFY24 | 4QFY24 | 1QFY25 | 2QFY25 |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Cement                      | 18,750 | 19,259 | 23,437 | 23,047 | 21,783 | 22,326 | 25,285 | 21,214 | 18,747 |
| Jute                        | 1,240  | 904    | 1,190  | 1,021  | 1,076  | 796    | 1,258  | 691    | 784    |
| Others                      | 18     | 23     | 28     | 14     | 24     | 13     | 15     | 6      | 11     |
| Total revenue               | 20,008 | 20,185 | 24,655 | 24,082 | 22,883 | 23,134 | 26,558 | 21,911 | 19,542 |
| Segment-wise EBIT (Rs m)    |        |        |        |        |        |        |        |        |        |
| Cement                      | -185   | 308    | 1,873  | 1,759  | 1,637  | 2,584  | 3,533  | 1,442  | 615    |
| Jute                        | 79     | 62     | 58     | 50     | 30     | 4      | 72     | -52    | -29    |
| Others                      | -7     | -5     | -6     | -7     | -4     | -6     | -6     | -6     | -8     |
| Total                       | -113   | 365    | 1,926  | 1,802  | 1,663  | 2,582  | 3.599  | 1,384  | 578    |

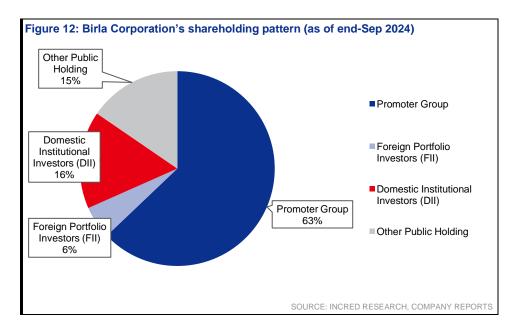


| Figure 8: 0 | Our revis | sed earnir | ngs estim | ates   |              |            |          |           |           |
|-------------|-----------|------------|-----------|--------|--------------|------------|----------|-----------|-----------|
| Rs. m       | New Old   |            |           | (      | Change (%    | 5)         |          |           |           |
|             | FY25F     | FY26F      | FY27F     | FY25F  | FY26F        | FY27F      | FY25F    | FY26F     | FY27F     |
| Sales       | 91,419    | 1,00,214   | 1,10,661  | 94,653 | 1,03,360     | 112,450    | -4%      | -3%       | -2%       |
| EBITDA      | 10,753    | 14,098     | 17,215    | 12,237 | 15,490       | 18,336     | -14%     | -10%      | -7%       |
| PAT         | 1,615     | 3,871      | 6,084     | 2,298  | 4,578        | 7,028      | -42%     | -18%      | -16%      |
| EPS (Rs.)   | 21.0      | 50.3       | 79.0      | 30     | 60           | 92         | -43%     | -19%      | -16%      |
|             |           |            |           | SOUR   | CE: INCRED I | RESEARCH E | STIMATES | , COMPANY | / REPORTS |

| Figure 9: | Figure 9: Changes in our estimates vs. Bloomberg consensus estimates |          |          |             |            |              |           |            |        |  |  |
|-----------|--|----------|----------|-------------|------------|--------------|-----------|------------|--------|--|--|
| Rs m      |  | Incred   |          |             | Consensus  |              | C         | hange (%   | ·)     |  |  |
|           | FY25F  | FY26F    | FY27F    | FY25F       | FY26F      | FY27F        | FY25F     | FY26F      | FY27F  |  |  |
| Sales     | 91,419   | 1,00,214 | 1,10,661 | 97,003      | 1,06,254   | 1,12,779     | -6%       | -6%        | -2%    |  |  |
| EBITDA    | 10,753   | 14,098   | 17,215   | 13,411      | 16,993     | 18,901       | -20%      | -17%       | -9%    |  |  |
| PAT       | 1,615  | 3,871    | 6,084    | 3,546       | 6,231      | 7,365        | -54%      | -38%       | -17%   |  |  |
|           |  |          | SOURCE   | : INCRED RE | SEARCH EST | ΓΙΜΑΤΕS, COI | MPANY REF | PORTS, BLC | OMBERG |  |  |

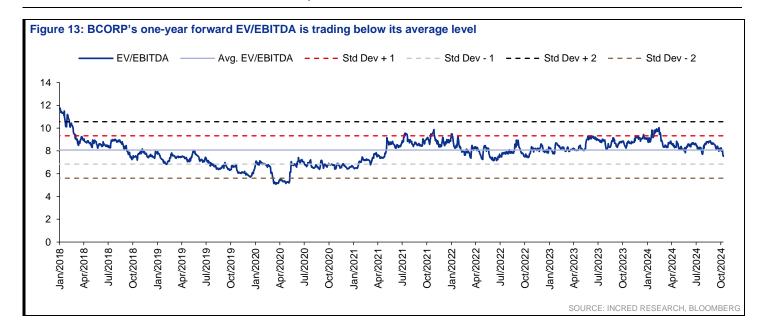
|                         | FY23A | FY24   | FY25F  | FY26F  | FY2F   |
|-------------------------|-------|--------|--------|--------|--------|
| Volume (in mtpa)        | 16    | 18     | 18     | 19     | 21     |
| yoy                     | 11%   | 12%    | 2%     | 7%     | 8%     |
| Realization (per tonne) | 5,242 | 5,236  | 4,859  | 4,966  | 5,085  |
| yoy                     | 6%    | 0%     | -7%    | 2%     | 2%     |
| Cost (per tonne)        | 5,029 | 4,656  | 4,459  | 4,432  | 4,453  |
| yoy                     | 13%   | -7%    | -4%    | -1%    | 0%     |
| EBITDA (per tonne)      | 491   | 815    | 594    | 726    | 820    |
| yoy                     | -37%  | 66%    | -27%   | 22%    | 13%    |
| EBITDA (Rs m)           | 7,720 | 14,376 | 10,753 | 14,098 | 17,215 |
| yoy                     | -30%  | 86%    | -25%   | 31%    | 22%    |

| Figure 11: Maintain ADD rating on t set at an EV/EBITDA of 8.5x | the stock with a Mar 2026F target price of Rs1,490, |
|---|---|
| Valuation   | TP  |
| Target EV/EBITDA (x)  | 8.5   |
| Target EV (Rs m)  | 1,46,324  |
| Net debt / (cash) (Rs m)  | 31,608  |
| No. of shares (m)   | 77  |
| Fair value per share (Rs)                                       | 1,490   |
|   | SOURCE: INCRED RESEARCH ESTIMATES, COMPANY REPORTS  |





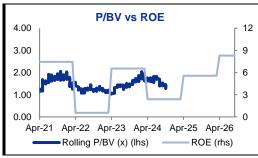
**InCred** Equities

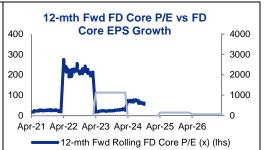






# **BY THE NUMBERS**





| (Rs mn)                            | Mar-23A | Mar-24A | Mar-25F | Mar-26F | Mar-27F |
|------------------------------------|---------|---------|---------|---------|---------|
| Total Net Revenues                 | 86,823  | 96,562  | 91,419  | 100,214 | 110,661 |
| Gross Profit                       | 86,823  | 96,562  | 91,419  | 100,214 | 110,661 |
| Operating EBITDA                   | 7,720   | 14,376  | 10,753  | 14,098  | 17,215  |
| Depreciation And Amortisation      | (5,099) | (5,783) | (5,899) | (6,312) | (6,627) |
| Operating EBIT                     | 2,621   | 8,593   | 4,855   | 7,786   | 10,587  |
| Financial Income/(Expense)         | (3,387) | (3,717) | (3,457) | (3,422) | (3,320) |
| Pretax Income/(Loss) from Assoc.   |         |         |         |         |         |
| Non-Operating Income/(Expense)     | 1,131   | 856     | 770     | 832     | 898     |
| Profit Before Tax (pre-EI)         | 365     | 5,732   | 2,168   | 5,195   | 8,166   |
| Exceptional Items                  |         |         |         |         |         |
| Pre-tax Profit                     | 365     | 5,732   | 2,168   | 5,195   | 8,166   |
| Taxation                           | (26)    | (1,594) | (553)   | (1,325) | (2,082) |
| Exceptional Income - post-tax      |         |         |         |         |         |
| Profit After Tax                   | 339     | 4,138   | 1,615   | 3,871   | 6,084   |
| Minority Interests                 |         |         |         |         |         |
| Preferred Dividends                |         |         |         |         |         |
| FX Gain/(Loss) - post tax          |         |         |         |         |         |
| Other Adjustments - post-tax       |         |         |         |         |         |
| Net Profit                         | 339     | 4,138   | 1,615   | 3,871   | 6,084   |
| Recurring Net Profit               | 339     | 4,138   | 1,615   | 3,871   | 6,084   |
| Fully Diluted Recurring Net Profit | 339     | 4,138   | 1,615   | 3,871   | 6,084   |

| Cash Flow                        |         |         |         |         |          |
|----------------------------------|---------|---------|---------|---------|----------|
| (Rs mn)                          | Mar-23A | Mar-24A | Mar-25F | Mar-26F | Mar-27F  |
| EBITDA                           | 7,720   | 14,376  | 10,753  | 14,098  | 17,215   |
| Cash Flow from Invt. & Assoc.    |         |         |         |         |          |
| Change In Working Capital        | 1,131   | (2,185) | 421     | (411)   | (676)    |
| (Incr)/Decr in Total Provisions  |         |         |         |         |          |
| Other Non-Cash (Income)/Expense  | 1,131   | 856     | 770     | 832     | 898      |
| Other Operating Cashflow         | 1,487   | 8,458   | 8,458   | 8,458   | 8,458    |
| Net Interest (Paid)/Received     | (3,387) | (3,717) | (3,457) | (3,422) | (3,320)  |
| Tax Paid                         | (26)    | (1,594) | (553)   | (1,325) | (2,082)  |
| Cashflow From Operations         | 8,055   | 16,195  | 16,393  | 18,230  | 20,493   |
| Capex                            | (6,263) | (5,255) | (7,600) | (8,300) | (9,300)  |
| Disposals Of FAs/subsidiaries    |         |         |         |         |          |
| Acq. Of Subsidiaries/investments |         |         |         |         |          |
| Other Investing Cashflow         | 2,613   | (1,745) | (1,500) | (1,500) | (1,000)  |
| Cash Flow From Investing         | (3,650) | (7,001) | (9,100) | (9,800) | (10,300) |
| Debt Raised/(repaid)             | 1,156   | (5,809) | 500     |         | (1,500)  |
| Proceeds From Issue Of Shares    |         |         |         |         |          |
| Shares Repurchased               |         |         |         |         |          |
| Dividends Paid                   | (193)   | (770)   | (258)   | (697)   | (1,095)  |
| Preferred Dividends              |         |         |         |         |          |
| Other Financing Cashflow         | (4,146) | (3,112) | (8,013) | (8,105) | (8,188)  |
| Cash Flow From Financing         | (3,183) | (9,691) | (7,771) | (8,801) | (10,783) |
| Total Cash Generated             | 1,221   | (497)   | (477)   | (372)   | (591)    |
| Free Cashflow To Equity          | 5,560   | 3,385   | 7,794   | 8,430   | 8,693    |
| Free Cashflow To Firm            | 7,792   | 12,911  | 10,750  | 11,852  | 13,512   |

SOURCE: INCRED RESEARCH, COMPANY REPORTS



# BY THE NUMBERS...cont'd

| Balance Sheet                       |         |         |         |         |         |
|-------------------------------------|---------|---------|---------|---------|---------|
| (Rs mn)                             | Mar-23A | Mar-24A | Mar-25F | Mar-26F | Mar-27F |
| Total Cash And Equivalents          | 6,750   | 7,439   | 6,961   | 6,590   | 5,999   |
| Total Debtors                       | 3,233   | 4,149   | 4,258   | 4,668   | 5,154   |
| Inventories                         | 10,616  | 9,646   | 9,518   | 10,159  | 11,218  |
| Total Other Current Assets          | 9,600   | 8,582   | 8,045   | 9,019   | 10,181  |
| Total Current Assets                | 30,199  | 29,816  | 28,782  | 30,435  | 32,552  |
| Fixed Assets                        | 98,418  | 97,893  | 98,994  | 100,682 | 103,055 |
| Total Investments                   | 4,116   | 7,035   | 8,035   | 9,035   | 9,535   |
| Intangible Assets                   | 3,577   | 4,805   | 5,305   | 5,805   | 6,305   |
| Total Other Non-Current Assets      | 4,411   | 4,813   | 5,413   | 5,713   | 6,013   |
| Total Non-current Assets            | 110,521 | 114,546 | 117,747 | 121,235 | 124,908 |
| Short-term Debt                     | 5,114   | 5,845   | 7,345   | 7,345   | 6,845   |
| Current Portion of Long-Term Debt   |         |         |         |         |         |
| Total Creditors                     | 9,197   | 8,680   | 8,782   | 9,394   | 10,233  |
| Other Current Liabilities           | 9,029   | 10,659  | 10,422  | 11,424  | 12,615  |
| Total Current Liabilities           | 23,340  | 25,184  | 26,548  | 28,163  | 29,693  |
| Total Long-term Debt                | 38,383  | 31,853  | 30,853  | 30,853  | 29,853  |
| Hybrid Debt - Debt Component        |         |         |         |         |         |
| Total Other Non-Current Liabilities | 19,189  | 20,587  | 21,087  | 21,587  | 22,087  |
| Total Non-current Liabilities       | 57,572  | 52,440  | 51,940  | 52,440  | 51,940  |
| Total Provisions                    |         |         |         |         |         |
| Total Liabilities                   | 80,912  | 77,624  | 78,488  | 80,602  | 81,633  |
| Shareholders Equity                 | 59,808  | 66,738  | 68,040  | 71,068  | 75,826  |
| Minority Interests                  |         |         |         |         |         |
| Total Equity                        | 59,808  | 66,738  | 68,040  | 71,068  | 75,827  |

| Key Ratios                |          |          |          |          |          |
|---------------------------|----------|----------|----------|----------|----------|
|                           | Mar-23A  | Mar-24A  | Mar-25F  | Mar-26F  | Mar-27F  |
| Revenue Growth            | 16.4%    | 11.2%    | (5.3%)   | 9.6%     | 10.4%    |
| Operating EBITDA Growth   | (30.5%)  | 86.2%    | (25.2%)  | 31.1%    | 22.1%    |
| Operating EBITDA Margin   | 8.9%     | 14.9%    | 11.8%    | 14.1%    | 15.6%    |
| Net Cash Per Share (Rs)   | (477.20) | (392.94) | (405.63) | (410.46) | (398.65) |
| BVPS (Rs)                 | 776.67   | 866.66   | 883.58   | 922.89   | 984.69   |
| Gross Interest Cover      | 0.77     | 2.31     | 1.40     | 2.28     | 3.19     |
| Effective Tax Rate        | 7.2%     | 27.8%    | 25.5%    | 25.5%    | 25.5%    |
| Net Dividend Payout Ratio | 68.8%    | 22.5%    | 19.4%    | 21.8%    | 21.8%    |
| Accounts Receivables Days | 13.16    | 13.95    | 16.78    | 16.25    | 16.20    |
| Inventory Days            | 39.55    | 38.29    | 38.26    | 35.83    | 35.25    |
| Accounts Payables Days    | 38.80    | 39.70    | 39.51    | 38.52    | 38.33    |
| ROIC (%)                  | 2.3%     | 7.8%     | 4.3%     | 6.8%     | 8.9%     |
| ROCE (%)                  | 2.5%     | 8.3%     | 4.6%     | 7.2%     | 9.5%     |
| Return On Average Assets  | 2.7%     | 5.5%     | 3.5%     | 4.9%     | 6.1%     |

SOURCE: INCRED RESEARCH, COMPANY REPORTS



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| Recommendation I | Framework  |
|------------------|--|
| Stock Ratings    | Definition:  |
| Add              | The stock's total return is expected to exceed 10% over the next 12 months.  |
| Hold             | The stock's total return is expected to be between 0% and positive 10% over the next 12 months.  |
| Reduce           | The stock's total return is expected to fall below 0% or more over the next 12 months.   |
|                  | eturn of a stock is defined as the sum of the: (i) percentage difference between the target price and the current price and (ii) the forward net e stock. Stock price targets have an investment horizon of 12 months. |
| Sector Ratings   | Definition:  |
| Overweight       | An Overweight rating means stocks in the sector have, on a market cap-weighted basis, a positive absolute recommendation.  |
| Neutral          | A Neutral rating means stocks in the sector have, on a market cap-weighted basis, a neutral absolute recommendation.   |
| Underweight      | An Underweight rating means stocks in the sector have, on a market cap-weighted basis, a negative absolute recommendation.   |
| Country Ratings  | Definition:  |
| Overweight       | An Overweight rating means investors should be positioned with an above-market weight in this country relative to benchmark.   |
| Neutral          | A Neutral rating means investors should be positioned with a neutral weight in this country relative to benchmark.   |
| Underweight      | An Underweight rating means investors should be positioned with a below-market weight in this country relative to benchmark.   |