

FINANCIAL SERVICES

Zee Entertainment

Estimate changes	
TP change	
Rating change	\longleftrightarrow

Bloomberg	Z IN
Equity Shares (m)	961
M.Cap.(INRb)/(USDb)	135.3 / 1.6
52-Week Range (INR)	300 / 129
1, 6, 12 Rel. Per (%)	-5/-57/-48
12M Avg Val (INR M)	4443

Financials & Valuations (INR b)

FY24	FY25E	FY26E
86.4	95.5	107.7
9.1	12.2	17.0
4.3	7.0	10.3
10.5	12.7	15.8
4.5	7.3	10.7
-4.9	61.5	47.1
113.2	118.7	127.7
-0.1	-0.1	-0.1
4.0	6.3	8.7
3.4	6.4	8.7
0.0	24.6	16.7
31.2	19.3	13.1
1.2	1.2	1.1
13.8	10.0	6.9
0.0	1.1	1.1
4.8	4.3	4.5
	86.4 9.1 4.3 10.5 -4.9 113.2 -0.1 4.0 3.4 0.0 31.2 1.2 13.8 0.0	86.4 95.5 9.1 12.2 4.3 7.0 10.5 12.7 4.5 7.3 -4.9 61.5 113.2 118.7 -0.1 -0.1 4.0 6.3 3.4 6.4 0.0 24.6 31.2 19.3 1.2 1.2 13.8 10.0 0.0 1.1

Shareholding pattern (%)

As On	Mar-24	Dec-23	Mar-23
Promoter	4.0	4.0	4.0
DII	35.6	43.6	38.2
FII	19.2	28.2	36.4
Others	41.3	24.2	21.4
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FII Includes depository receipts

CMP: INR141 TP: INR160 (+14%) Neutral

Ad revenue rebounds; recovery to remain gradual

- Zee's revenue grew 10% YoY (8% beat) in 4QFY24, led by a recovery in FMCG ad spending. Accordingly, EBITDA/adj. PAT were up 39%/58% YoY (big beat), aided by cost control.
 - The management expects a recovery in ad revenue in FY25 and improvement in margins, which we have already factored into our estimates of a revenue/EBITDA CAGR of 12%/37% over FY24-26. As a result, we largely maintain our revenue/EBITDA estimates for FY25-26. With the merger process now being called off, the company's future growth plans would remain the key montorable. We maintain our Neutral rating on the stock with a target price of INR160/share.

Revenue up 10% YoY (8% beat) led by FMCG ad revenues

- Zee's consolidated revenue grew 10% YoY to INR21.7b (8% beat), led by advertising revenues.
 - Advertising revenues grew 10% YoY to INR11.1b (16% beat), led by a recovery in the macro advertising environment and a pickup in spending by FMCG clients.
 - Subscription revenue grew 12% YoY to INR9.5b (in line), driven by a pickup in linear subscription revenue post NTO 3.0 and ZEE5.
 - Revenues from other sales and services declined 57% YoY, mainly due \geq to a fewer releases during the quarter.
- Zee's total operating expenses were flat YoY at INR19.6b, led by controlled programming and content costs.
- As a result, EBITDA increased 39% YoY to INR2.1b (80% beat) and margins improved 250bp YoY to 9.7% (390bp beat).
- ZEE5 revenue came in at INR2.4b (8% YoY), driven by improved subscription. EBITDA losses stood at INR2.7b. Adjusted for ZEE5, linear TV business revenue/EBITDA grew 2%/3% YoY.
- The company reported an exceptional loss of INR276m, attributed to merger-related employee expenses and restructuring costs.
- PAT stood at INR122m (vs. loss of INR729m YoY). PAT (adj. for exceptional items) stood at INR1.06b (vs. INR669m in 4QFY23).
- FY24 revenue grew by 7% and EBITDA/PAT declined 18%/21% YoY. EBITDA margin impacted by investments in content and technology.
- The company recommended a dividend of INR1.

Highlights from the management commentary

- Recovery in FY25: In FY25, the company expects a gradual recovery in revenues, driven by FMCG spending, expectation of normal monsoon and rural recovery. In FY26, ZEE aspires to deliver 18-20% EBITDA margin.
- **Could see impact in 1QFY25:** For 1HFY25, the company expects 1QFY25 to see one-time higher costs, which could reduce margins" to "For 1HFY25, the company expects 1QFY25 to see one-time higher costs, which could soften the margins.

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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, Bloomberg, Thomson Reuters, Factset and S&P Capital.

- No M&A plan: The company has withdrawn its merger implementation application from the NCLT. The company is not planning to merge with any other entity.
- Slowdown in ZEE5 buying content: There is a slowdown in content purchasing, but the company will deploy capital back into ZEE5 once it improves." to "Expected to slow down in content purchase and will deploy capital back into ZEE5 once it improves.

Valuation and view

- Positively, there seems to be a resurgence in ad revenue due to increased spending by FMCG companies. We expect the recovery to remain gradual given the continued weakness in the rural segment and IPL in 1QFY25.
- The outlook on subscription revenue is expected to improve with the implementation of NTO 3.0.
- The improvement in profitability in ZEE5 is positive after remaining a drag for a long period. The management expects EBITDA margin to improve to 18-20% in FY26.
- With the merger process now being called off, it would be important to see the company's growth plans from hereon, with the focus remaining on a recovery in the ad market and decision about its digital platform.
- The management expects a recovery in ad revenue in FY25 and improvement in margins, which we have already factored into our estimates of revenue/EBITDA CAGRs of 12%/37% over FY24-26. As a result, we broadly keep our revenue/EBITDA estimates unchanged for FY25/FY26, building in a gradual recovery in ad revenues and margins. We maintain our Neutral rating and a TP of INR160/share, based on 15x FY26E EPS.

(INR m)

Consolidated - Quarterly Earning Model

Consolidated - Quarterry Larning IV	ouei											
Y/E March		FY	23			FY2	24E		FY23	FY24	FY24	v/s
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE	Est (%)
Revenue	18,457	20,213	21,088	21,121	19,838	24,378	20,457	21,699	80,879	86,372	20,090	8.0
YoY Change (%)	4.0	2.1	-0.2	-9.0	7.5	20.6	-3.0	2.7	-1.2	6.8	-4.9	
Total Expenditure	16,100	16,737	17,427	19,604	18,289	21,050	18,365	19,597	69,868	77,301	18,919	3.6
EBITDA	2,358	3,476	3,660	1,517	1,549	3,328	2,092	2,102	11,011	9 ,07 1	1,172	79.5
EBITDA Margin (%)	12.8%	17.2%	17.4%	7.2%	7.8%	13.6%	10.2%	9.7%	13.6%	10.5%	5.8%	66
Depreciation	778	679	837	833	785	772	761	772	3,128	3,091	770	0.2
Interest	81	95	130	396	234	234	183	69	702	721	212	-67.4
Other Income	338	169	148	142	145	718	276	154	797	1,292	302	-49.1
Fair Value through P&L gain/(loss)	0	0	58	0	38	0			58	38	0	
PBT before EO expense	1,837	2,871	2,900	430	713	3,039	1,423	1,415	8,037	6,590	491	188.1
Extra-Ord expense	150	615	1,690	900	706	1,198	603	-276	3 <i>,</i> 355	2,784	0	
РВТ	1,687	2,255	1,210	-470	6	1,842	819	1,691	4,682	3,806	491	244.3
Тах	621	648	637	260	-31	544	288	1,018	2,167	1,818	-4	
Rate (%)	36.8	28.7	52.7	-55.3	-480.0	29.5	35.1	60.2	46.3	47.8	-0.9	
MI & P/L of Asso. Cos.	-1	1	2	-1	-1	-1	-1	-1	1	-4	0	
Reported PAT	1 ,0 66	1,606	570	-729	39	1,299	532	674	2,514	1,992	496	36.1
Adj PAT	1,161	1,426	1,312	669	496	1,726	1,065	1,059	4,568	4,346	496	113.7
YoY Change (%)	-47	-50	-58	-77	-57	21	-19	58	-59	-5	-26	

E: MOFSL Estimates

Valuation	FY26E
EPS	10.3
PE multiple (x)	15
Target Price (INR)	160
CMP (INR)	141
Upside (%)	14%

Source: MOFSL, Company

Previous quarter impacts

- The SEBI passed an ex-parte interim order against one of the KMP. On Oct'23, the Hon'ble SAT set aside the order passed by the SEBI granting relief to the KMP. With respect to the ongoing enquiry by the SEBI, a writ petition challenging the enquiry was filed by an ex-director against SEBI during the quarter, wherein the company is impleaded as a respondent. The company filed its reply to the writ petition. The final adjudication of the petition is pending. On 23rd Feb'24, the company constituted an "Independent Investigating Committee" headed by and under the chairmanship of a former judge of the Allahabad High Court to review the allegation against the company.
- During 4QFY24, Star initiated arbitration proceedings against the company through its Notice of Arbitration dated 14th Mar'24 (Arbitration Notice), by which it sought specific performance of the Alliance agreement by ZEE or in the alternative compensate for Star for damages suffered, which have not been quantified. The company has taken necessary steps to depend Star's claim in the Arbitration.
 - Star alleging breach of the Alliance agreement on account of non-payment of dues for the rights in relation to first instalment of the rights fee aggregating to USD203.56m (INR16.9b) along-with the payment for bank guarantee commission and deposit interest aggregating INR170m and

financial commitments including furnishing of corporate guarantee/ confirmation as stated in the Alliance agreement.

- The company has already communicated to Star that the Alliance Agreement cannot be proceeded with for the reasons set out above and has also sought a refund of INR685m paid to Star.
- On matter pertaining to ATL Media Ltd (wholly owned subsidiary) entering into a Put Option agreement with Living Entertainment Limited, Mauritius (LEL), the company believes that the Put Option Amendment Deed has been properly rescinded by the company and is no longer binding and enforceable against the Company and has a reasonable chance of success in this respect in the Amended plaint. The auditors have mentioned (Emphasis of Matter) EOM on this matter.
- It received Show Cause Notice (SCN) from Indirect Tax Authorities related to availment of input tax credit under GST for INR1.7b. The company has made payments under protest but has sought legal recourse.
- Zee Studio (subsidiary) had been allotted plot of land on lease for the purpose of construction of film studio by Rajasthan State Development Corp (RIICO), Jaipur. This lease was cancelled due to construction related dispute. It is taking necessary action to seek relief and believes there is no impairment requirement.



Management commentary highlights

Guidance

- The company expects the near-term outlook of the industry to be growthoriented on the back of rising content consumption and improving infrastructure, resulting in accessibility and affordability.
- For 1HFY25, the company expects 1QFY25 to see one-time higher costs, which could reduce margins. From 2QFY25, ZEE expects a gradual margin improvement to kick in.
- In FY25, the company expects a gradual revenue recovery, driven by FMCG spending, expectation of normal monsoon and rural recovery. From FY26, the company aspires to deliver 18-20% EBITDA margin.
- The industry is growing in high single-digits for both subscription and advertising.

M&A

- The company has withdrawn its merger implementation application from the NCLT.
- It will continue to pursue the arbitration proceedings at the Singapore International Arbitration Center.
- The company is not planning to merge with any other entity.

Macro Environment

- The macroeconomic environment and other factors were headwinds for the company in FY24. However, 4QFY24 witnessed demand recovery.
- The FMCG sector has been recovering, with the rural sentiment witnessing an uptick in advertising revenue.
- The company expects a recovery in revenues in FY25, driven by increased FMCG spending in 4QFY24, expectation of normal monsoon, and rural recovery.
- The company has implemented competitively pricing packages for advertisers during the ongoing cricket season, which saw a good response.

Subscription revenue

 ZEE said the NTO 3.0 implementation and tariff forbearance would strengthen the Pay TV ecosystem and pave way for sustainable growth in subscription revenues.

Zee5

- Pricing strategy is competitive with others in the market. Eventually there is a room for pricing growth.
- The company remains confident in the potential of ZEE5. It is operating at its peak cost structure and expects overall costs to trend down as the company concludes the streamlining process.

Cost structure

- In FY24, the company has made strategic investments in business across content marketing and technology, leading to a 10.6% YoY increase in overall operating costs.
- In 4QFY24, operating cost base remained steady, while it saw some uptick QoQ due to ZEE5 and Sports.

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Exhibit 2: Quarterly performance (INR m)

Quarterly performance (INR m)	4QFY23	3QFY24	4QFY24	ΥοΥ%	QoQ%	4QFY24E	v/s est (%)
Advertising revenue	10,058	10,274	11,102	10.4	8.1	9,597	15.7
Subscription revenue	8,474	9,213	9,494	12.0	3.1	9,324	1.8
Other sales and services	2,589	970	1,103	-57.4	13.7	1,170	-5.7
Total revenue	21,121	20,457	21,699	2.7	6.1	20,090	8.0
Total operating expenses	19,604	18,365	19,597	0.0	6.7	18,919	3.6
EBITDA	1,517	2,092	2,102	38.6	0.5	1,172	79.5
EBITDA margin (%)	7.2	10.2	9.7	251bp	-54bp	5.8	386bp
Depreciation	833	761	772	-7.4	1.4	770	0.2
Finance Cost	396	183	69	-82.6	-62	212	-67
Other income	142	276	154	7.9	-44.3	302	-49.1
РВТ	430	1,423	1,415	229.2	-0.5	491	188.1
Exceptional item gain/(loss)	-900	-603	-276	NM	NM	0	NM
Reported PBT	-470	819	1,139	-342.4	39.0	491	132
Тах	260	288	1,018	291.5	253.4	-4	-23,604
Effective Tax Rate (%)	-55.3	35.1	89.4			-0.9	
Reported PAT	-730	531	121	-117	-77	496	-76
Associates/Minority Interest	-1	-1	-1	-22	-30	0	
Reported PAT (after Asso./MI)	-729	532	122	-117	-77	496	-75
Adjusted PAT	669	1,065	1,059	58	-1	496	114
Operating expenses (INR m)	4QFY23	3QFY24	4QFY24	ΥοΥ%	QoQ%	4QFY24E	v/s est (%)
Prog, Transmission & Direct Exp	13,222	11,876	12,830	-3.0	8.0	12,050	6.5
Employee Cost	2,154	2,442	2,552	18.4	4.5	2,496	2.2
Selling and Other Exp	4,228	4,047	4,215	-0.3	4.1	4,372	-3.6
Total operating costs	19,604	18,365	19,597	0.0	6.7	18,919	3.6

Source: MOFSL, Company

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	FY25E	FY26E
Ad revenue (INR b)		
Old	45.2	52.2
Actual/New	45.3	52.4
Change (%)	0.4	0.4
Subscription revenue (INR b)		
Old	39.5	42.8
New	39.6	43.2
Change (%)	0.4	1.1
Total revenue (INR b)		
Old	95.2	107.1
New	95.5	107.7
Change (%)	0.3	0.5
EBITDA (INR b)		
Old	11.8	16.3
New	12.2	17.0
Change (%)	3.1	4.4
EBITDA margin (%)		
Old	12.4	15.2
New	12.7	15.8
Change (bp)	35	58
PAT (INR b)		
Old	6.2	9.3
New	7.0	10.3
Change (%)	13.2	10.7
EPS (INR)		
Old	6.5	9.7
New	7.3	10.7
Change (%)	13.2	10.7
	Source: M	OFSL. Company

Source: MOFSL, Company

Story in charts

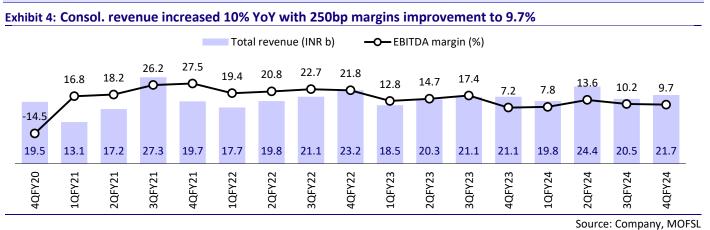
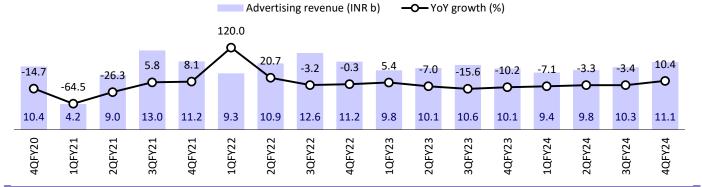


Exhibit 5: Total ad revenue increased 10% YoY led by FMCG Ad recovery



Source: Company, MOFSL

Exhibit 6: Total subscription grew 12% YoY

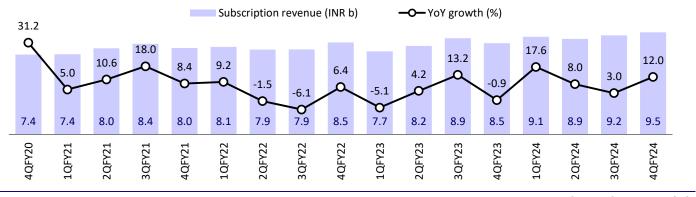
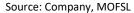
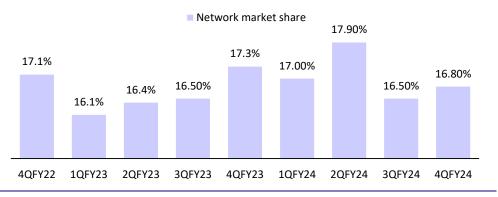


Exhibit 7: Market share inch up 30bp sequentially

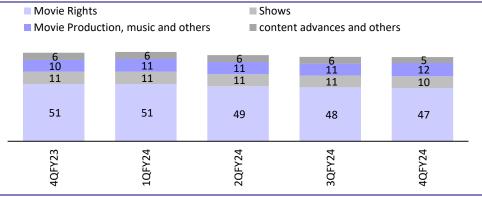




Source: MOSL, Company

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Exhibit 8: Break-up of content inventory, advances and deposits (INR b)



Source: Company, MOFSL

Exhibit 9: ZEE5 KPIs (INR m)

ZEE5 KPIs	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	1QFY24	2QFY24	3QFY24	4QFY24
Revenue (INR m)	1,614	1,597	1,671	1,943	2,200	1,939	2,652	2,232	2,372
as % of total revenue	7%	9%	8%	9%	10%	10%	11%	11%	11%
ZEE5 Operating Costs	3,566	3,949	4,440	4,763	5,309	5,360	5,421	4,672	5,024
YoY growth	32%	25%	47%	45%	49%	36%	22%	-2%	-5%
as % of total Costs	20%	25%	26%	27%	27%	29%	26%	25%	26%
ZEE5 EBITDA	-1,952	-2 <i>,</i> 352	-2,769	-2,820	-3,109	-3,421	-2,769	-2,440	-2,652

Source: Company, MOFSL

Financials and Valuations

Consolidated - Income Statement								(INR m)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E
Total Income from Operations	79,339	81,299	77,299	81,893	80,879	86,372	95,485	1,07,734
Change (%)	18.7	2.5	-4.9	5.9	-1.2	6.8	10.6	12.8
Programming/Production expenses	30,758	38,285	37,505	40,449	44,686	50,393	54,583	60,023
Employees Cost	7,249	7,805	8,183	8,641	8,238	10,188	10,596	11,019
Other Expenses	15,692	18,863	13,710	15,582	16,944	16,719	18,150	19,708
Total Expenditure	53,700	64,953	59,398	64,672	69,868	77,301	83,328	90,751
% of Sales	67.7	79.9	76.8	79.0	86.4	89.5	87.3	84.2
EBITDA	25,639	16,345	17,901	17,221	11,011	9,071	12,157	16,983
Margin (%)	32.3	20.1	23.2	21.0	13.6	10.5	12.7	15.8
Depreciation	2,347	2,706	2,649	2,459	3,128	3,091	3,080	3,492
EBIT	23,292	13,639	15,252	14,762	7,884	5,980	9,077	13,491
Int. and Finance Charges	1,304	1,449	571	451	702	721	300	300
Other Income	2,515	2,836	1,104	1,213	797	1,292	600	600
Fair Value through P&L gain/(loss)	36	-2 <i>,</i> 597	-1,962	-37	58	38	0	0
PBT bef. EO Exp.	24,538	12,430	13,823	15,487	8,037	6,590	9,377	13,791
EO Items	-218	-2 <i>,</i> 843	-1,266	-1,333	-3,355	-2,784	0	0
PBT after EO Exp.	24,320	9,587	12,558	14,154	4,682	3,806	9,377	13,791
Total Tax	8,673	4,317	4,625	4,597	2,167	1,818	2,360	3,471
Tax Rate (%)	35.7	45.0	36.8	32.5	46.3	47.8	25.2	25.2
Minority Interest/Associate	-23	5	-69	-89	1	-4	-4	-4
Reported PAT	15,671	5,265	8,002	9,646	2,514	1,992	7,020	10,323
Adjusted PAT	15,775	9,424	10,620	11,129	4,568	4,346	7,020	10,323
Change (%)	12.7	-40.3	12.7	4.8	-59.0	-4.9	61.5	47.1
Margin (%)	19.9	11.6	13.7	13.6	5.6	5.0	7.4	9.6

Consolidated - Balance Sheet

Consolidated - Balance Sheet								(INR m)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E
Equity Share Capital	961	961	961	961	961	961	961	961
Total Reserves	88,279	92,479	99,985	1,07,667	1,06,258	1,07,768	1,13,059	1,21,654
Net Worth	89,239	93,439	1,00,945	1,08,627	1,07,219	1,08,729	1,14,020	1,22,614
Minority Interest	143	110	129	0	0	0	0	0
Total Loans	11,134	6,476	4,028	556	2,820	2,303	2,303	2,303
Deferred Tax Liabilities	1,262	0	-1,207	-3,080	-4,229	-4,542	-4,542	-4,542
Capital Employed	1,01,778	1,00,025	1, 03, 894	1,06,103	1,05,810	1,06,490	1,11,781	1,20,375
Gross Block	17,299	19,799	21,870	30,164	29,644	31,174	33,674	36,174
Less: Accum. Deprn.	8,406	10,722	13,762	21,363	19,348	22,439	25,519	29,011
Net Fixed Assets	8,893	9,077	8,108	8,801	10,296	8,736	8,155	7,163
Goodwill on Consolidation	5,252	4,070	3,804	3,450	3,302	3,303	3,303	3,303
Capital WIP	1,561	832	782	871	191	98	98	98
Total Investments	9,765	3,247	7,983	651	330	368	368	368
Curr. Assets, Loans&Adv.	1,03,859	1,06,511	1,06,303	1,10,636	1,18,723	1,17,451	1,26,576	1,38,734
Inventory	38,505	53,475	54,030	63,862	73,079	69,129	70,285	74,824
Account Receivables	18,274	20,847	21,286	17,375	16,088	17,016	18,312	20,661
Cash and Bank Balance	12,218	7,345	10,907	12,733	8,040	11,932	15,743	19,636
Loans and Advances	34,861	24,845	20,080	16,666	21,516	19,374	22,236	23,613
Curr. Liability & Prov.	27,552	23,712	23,086	18, 30 6	27,032	23,465	26,719	29,290
Account Payables	14,897	16,803	13,982	13,719	17,494	14,355	16,938	18,568
Other Current Liabilities	11,204	5,383	7,395	3,429	8,040	7,266	7,971	8,738
Provisions	1,451	1,526	1,709	1,159	1,498	1,844	1,810	1,984
Net Current Assets	76,307	82,799	83,218	92,329	91,691	93,986	99,857	1,09,444
Appl. of Funds	1,01,778	1,00,025	1,03,894	1,06,103	1,05,810	1,06,490	1,11,781	1,20,375

Financials and Valuations

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E
Basic (INR)								
EPS	16.4	5.5	11.1	11.6	4.8	4.5	7.3	10.7
Cash EPS	17.8	11.8	13.4	13.9	8.0	7.7	10.5	14.4
BV/Share	92.9	97.3	105.1	113.1	111.6	113.2	118.7	127.7
DPS	3.5	3.0	2.5	3.0	3.0	0.0	1.5	1.5
Payout (%)	25.7	65.7	36.0	35.8	137.6	0.0	24.6	16.7
Valuation (x)								
P/E	8.6	25.7	12.8	12.2	29.6	31.2	19.3	13.1
Cash P/E	7.9	12.0	10.5	10.2	17.6	18.2	13.4	9.8
P/BV	1.5	1.4	1.3	1.2	1.3	1.2	1.2	1.1
EV/Sales	1.6	1.6	1.6	1.5	1.6	1.5	1.3	1.1
EV/EBITDA	4.9	8.0	6.7	7.1	11.8	13.8	10.0	6.9
Dividend Yield (%)	2.5	2.1	1.8	2.1	2.1	0.0	1.1	1.1
FCF per share	-1.5	1.1	14.3	0.4	-1.3	6.3	5.5	5.5
Return Ratios (%)								
RoE	19.1	10.3	10.9	10.6	4.2	4.0	6.3	8.7
RoCE	17.4	9.0	10.1	10.1	4.3	3.4	6.4	8.7
RoIC	21.6	9.0	11.1	11.3	4.5	3.3	7.2	10.3
Working Capital Ratios								
Fixed Asset Turnover (x)	4.6	4.1	3.5	2.7	2.7	2.8	2.8	3.0
Asset Turnover (x)	0.8	0.8	0.7	0.8	0.8	0.8	0.9	0.9
Inventory (Days)	177	240	255	285	330	292	269	253
Debtor (Days)	84	94	101	77	73	72	70	70
Creditor (Days)	69	75	66	61	79	61	65	63
Leverage Ratio (x)								
Current Ratio	3.8	4.5	4.6	6.0	4.4	5.0	4.7	4.7
Interest Cover Ratio	17.9	9.4	26.7	32.7	11.2	8.3	30.3	45.0
Net Debt/Equity	-0.1	0.0	-0.1	-0.1	-0.1	-0.1	-0.1	-0.1
Concellidated Cook Flow States								(1)
Consolidated - Cash Flow Statement Y/E March	EV(1.0	FY20	EV.24	FY22	51/22	51/2.6	EVOEE	(INR m) FY26E
	FY19	FIZU	FY21	FYZZ	FY23	FY24	FY25E	FIZE

Consolidated - Cash Flow Statement								(IINK M)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E
OP/(Loss) before Tax	24,345	9,563	12,556	14,155	4,681	3,811	9,377	13,791
Depreciation	2,565	5,550	2,649	2,459	3,413	3,167	3,080	3,492
Interest & Finance Charges	139	135	104	226	707	724	300	300
Direct Taxes Paid	-9,299	-3,114	-5,011	-4,965	-3,893	-2,401	-2,360	-3,471
(Inc)/Dec in WC	-17,151	-16,758	809	-9,638	-2,722	3,418	-2,060	-5,694
CF from Operations	599	-4,624	11,107	2,237	2,186	8,718	8,337	8,418
Others	734	7,124	4,370	478	-896	-1,574	-597	-597
CF from Operating incl EO	1,333	2,499	15,477	2,714	1,291	7,143	7,740	7,822
(Inc)/Dec in FA	-2,814	-1,451	-1,740	-2,286	-2,560	-1,087	-2,500	-2,500
Free Cash Flow	-1,481	1,048	13,737	429	-1,269	6,056	5,240	5,322
(Pur)/Sale of Investments	5,930	3,163	-3,765	16,361	-553	75	0	0
Others	1,316	1,451	-951	-8,219	1,212	496	600	600
CF from Investments	4,432	3,163	-6,456	5,856	-1,900	-517	-1,900	-1,900
Issue of Equity	0	-4,867	-4,027	-4,034	0	0	0	0
Inc/(Dec) in Debt	-4,876	-12	4	9	-256	-1,204	0	0
Interest Paid	-54	-67	-43	-49	-80	-671	-300	-300
Dividend Paid	-4,734	-5,227	-1,118	-2,850	-2,882	0	-1,729	-1,729
Others	0	-362	-275	180	-865	-860	0	0
CF from Fin. Activity	-9,664	-10,535	-5,459	-6,745	-4,082	-2,735	- 2,02 9	-2,029
Inc/Dec of Cash	- 3, 899	-4,873	3,561	1,826	-4,692	3,891	3,811	3,893
Opening Balance	16,117	12,218	7,345	10,907	12,732	8,041	11,932	15,743
Closing Balance	12,218	7,345	10,907	12,732	8,041	11,932	15,743	19,636

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Investment Rating	Expected return (over 12-month)				
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SELL	< - 10%				
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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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