

Summary							Date total equity was last reported	
Index							31-Dec-15	
CAPITAL STRUCTURE			31-Dec-15	Indicative figure (pre cap acq/ disposal)	Capital Change	Indicative figure (post cap acq/ disposal)	Ranking	Date of equity breakup
Particulars	Reported INR Mn	Adjustments INR Mn	INR Mn	INR Mn	INR Mn		Equity	Reported Value INR Mn
Bank Debt						1	Ordinary shares	228
Bonds						2	Treasury shares	-367
Private Placement							Minority interests	
Commercial Paper							Reserves	-467
Convertible Bonds							Reserves are automatically calculated. DO NOT ENTER MANUALLY	
Exchangeable Bonds								
Misc. Debt Instruments								
Redeemable Preference Shares								
Capital Lease Commitments	927							
Other	12,463	10,173						
Gross Debt	13,390	10,173	23,563		23,563		Total	-606
Gross Cash	-4,715	929	-3,787	-497	-4,284		Total equity as at:	31-Dec-15
Net debt (-tive = net cash)	8,675	11,102	19,777	-497	19,280			

CAPITAL CHANGE		Debt	Cash
No acquisition 31 Dec 15			
No disposal post 31 Dec 15			
Capital raising post 31 Dec 15			-497
Total adjustments (for capital acquisitions/ disposals)			-497

CHECK	
'Other' as % of gross debt	52.89%
Acceptable	5.00%
Status	LARGE PLUG
Note	

Comments						Index
Index						
TOTAL STRUCTURE COMMENTS (summarised)	SUMMARY	ADJUSTMENTS	AMOUNT	SUPPORT	DETAILED REFERENCE	
ACQUISITIONS/ DISPOSALS						
INR Mn						
No acquisition was reported by the Group post 31 December 2015.	No acquisition 31 Dec 15	NA				
No disposal was reported by the Group post 31 December 2015.	No disposal post 31 Dec 15	NA				
The Company issued 13 mn shares for INR 497 mn on 26 January 2007.	Capital raising post 31 Dec 15	Cash	-497	Further details are as follows: (1) No. of shares: 13 mn; (2) Amount raised: USD 497 mn. In addition, the Company had also issued 15 mn shares for a total consideration of USD 400 mn in May 2006.	Page 1 & 83, Audited Final Accounts 2015	
ADJUSTING ITEMS						
The Group had a pension fund deficit of USD 2,483 mn at 31 December 2015. The projected benefit obligation was INR 11,048 mn and the fair value of plan assets was INR 8,565 mn.	Pension fund deficit at 31 Dec 15	Debt	2,483	Calculated as: (1) - (2); (1) Projected benefit obligation: USD 11,048 mn; (2) Fair value of plan assets: USD 8,565 mn. The Group adopted SFAS 158 effective 31 December 2006. The adoption decreased stockholders' equity by USD 1 bn and increased the obligation for pension and other postretirement benefits by USD 880 mn.	Page 27 & 75, Audited Final Account 2015	
The capitalized value of operating leases was INR 7,312 mn at 31 December 2015. This estimate is based on the present value of commitments across the lease term using a discount rate of 7%. An alternative methodology of capitalizing the first year prospective commitment at a multiple of six, produces an operating lease adjustment of INR 8,784 mn.	Capitalized value of operating leases at 31 Dec 15	Debt	7,312		Page 61, Audited Final Accounts 2015	

(B) Client: One of the Asia's biggest Retail Chain having exposure in India

Project: Preparation of **Financial Models with projections** to evaluate company's **Net Worth** so it can prepare a strategy/ business plan for its future growth and expansion (our report provided certain suggestions including Amalgamation, Joint Ventures and Mergers)

Below are some snapshots of the study/ model

A	F	K	P	Q	R	S	T	U	Z	AE	AF	AG	AH	AI
	FY 2013	FY 2014	FY 2015	Q3 2016E	Q4 2016E	Q3 2016E	Q4 2016E	FY 2017E	FY 2018E	FY 2019E	FY 2020E	FY 2021E	FY 2022E	FY 2022E
Segment-wise sale														
Outdoor/Fitness														
Revenues	222,042	236,936	285,362	60,527	77,163									
YoY change		6.7%	20.4%	-4.9%	8.5%									
QoQ change				-24.3%	-73.0%									
COGS	103,106	112,145	121,724	27,112	33,515									
% of sales	46.4%	47.3%	42.7%	44.8%	43.4%									
Gross Profit	118,936	124,791	163,638	33,415	43,648									
gross margin	53.6%	52.7%	57.3%	55.2%	56.6%									
Selling, general & administrative expense	21,717	25,675	30,176	7,289	9,310									
% of sales	9.8%	10.8%	10.6%	12.0%	12.1%									
Research & Development expenses	12,589	14,873	16,697	4,917	5,738									
% of sales	5.7%	6.3%	5.9%	8.1%	7.4%									
Total expenses	34,306	40,548	46,873	12,206	15,048									
% of sales	28.8%	17.1%	16.4%	20.2%	19.5%									
Operating Income	84,630	84,243	116,765	21,209	28,600									
operating margin	38.1%	35.6%	40.9%	35.0%	37.1%									
Marine														
Revenues	165,510	158,262	166,639	43,004	79,771									
YoY change		-4.4%	5.3%	-15.2%	50.2%									

A	F	K	P	U	V	W	X	Y	Z	AE	AF	AG	AH	AI
	FY 2013	FY 2014	FY 2015	FY 2016E	Q3 2016E	Q4 2016E	Q3 2016E	Q4 2016E	FY 2017E	FY 2018E	FY 2019E	FY 2020E	FY 2021E	FY 2022E
Cash Flow														
Depreciation as % of net PPE	6%	10%	7%	7%	2%	2%	2%	2%	8%	8%	8%	8%	8%	8%
Amortization as % of intangibles	32%	63%	32%	18%	4%	4%	4%	4%	16%	16%	16%	16%	16%	16%
Capex as % of sales-tangibles	10%	3%	5%	7%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Capex as % of sales-intangibles	5%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interest earned as % of sales	1%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Effective tax rate					13%	13%	13%	13%						
Salaries and benefits payable	9%	11%	8%	7%	29%	17%	22%	12%	4%					
Accred warranty costs	2%	2%	2%	2%	8%	5%	6%	3%	1%					
Purchase of marketable securities														
Sale of marketable securities														
PP&E.net														
Blq					414,338	419,389	435,167	444,469	414,338	470,934	550,204	651,002	769,066	903,148
capex					(15,011)	(25,986)	(19,810)	(37,401)	(98,208)	(127,246)	(152,695)	(179,417)	(206,330)	(232,121)
sale					0	0	0	0	0	0	0	0	0	0
dep					9,960	10,209	10,508	10,935	41,612	47,976	51,897	61,353	72,247	84,421
end					419,389	435,167	444,469	470,934	470,934	550,204	651,002	769,066	903,148	1,050,847
Intangibles														
Blq					139,374	135,601	133,269	130,304	139,374	129,525	124,396	121,982	122,900	126,655

A	G	H	I	J	K	L	M	N	U	P	Q	R	S
	Q1 2014	Q2 2014	Q3 2014	Q4 2014	FY 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY 2015	Q1 2016	Q2 2016	Q3 2016
(1)													
Revenues						30%	30%	24%	15%				
Outdoor/Fitness	52,658	57,380	58,014	68,884	236,936	63,645	71,115	70,651	79,951	285,362	60,527	77,163	87,163
Marine	41,986	51,901	36,389	27,986	158,262	50,703	50,115	40,588	25,233	166,639	43,004	79,771	62,466
Auto/mobile	42,831	100,985	96,289	163,312	403,417	150,730	255,387	237,981	444,995	1,089,093	316,626	507,895	397,466
Consumer	137,475	210,266	190,692	260,182	798,615	265,078	376,617	349,220	550,179	1,541,094	420,157	664,829	547,466
Aviation	55,176	54,231	60,637	59,114	229,158	57,233	55,851	58,777	61,045	232,906	72,002	77,637	62,466
Total Revenues	192,651	264,497	251,329	319,296	1,027,773	322,311	432,468	407,997	611,224	1,774,000	492,159	742,466	609,466
YoY change	21.7%	39.5%	29.6%	44.5%	34.6%	67.3%	63.5%	62.3%	91.4%	72.6%	52.7%	71.7%	49.9%
QoQ change	-12.6%	37.3%	-5.0%	27.0%		0.9%	34.2%	-5.7%	49.8%		-19.5%	50.9%	-17.1%
Guidance						31-34%				30.00%			
COGS	(89,453)	(124,516)	(121,877)	(156,857)	(492,703)	(159,521)	(216,184)	(209,137)	(306,772)	(891,614)	(254,407)	(367,799)	(304,466)
% of sales	46.4%	47.1%	48.5%	49.1%	47.9%	49.5%	50.0%	51.3%	50.2%	50.3%	51.7%	49.5%	50.0%
Gross Profit	103,198	139,981	129,452	162,439	535,070	162,790	216,284	198,860	304,452	882,386	237,752	374,667	304,999
GP margin	53.6%	52.9%	51.5%	50.9%	52.1%	50.5%	50.0%	49.7%	49.8%	49.7%	48.3%	50.5%	50.0%
Guidance						51-52%							
Selling, general & administrative expenses	(20,518)	(33,093)	(24,180)	(44,200)	(122,021)	(37,764)	(54,915)	(47,489)	(74,345)	(214,513)	(65,925)	(95,373)	(85,163)
% of sales	10.7%	12.5%	9.6%	13.9%	11.9%	11.7%	12.7%	11.6%	12.2%	12.1%	13.4%	12.6%	14.0%
Research & development expenses	(16,928)	(17,818)	(20,116)	(20,017)	(74,879)	(24,913)	(26,793)	(30,399)	(31,209)	(113,314)	(33,503)	(37,727)	(50,466)
% of sales	8.8%	6.7%	8.0%	6.3%	7.3%	7.7%	6.2%	7.5%	5.1%	6.4%	6.8%	5.1%	8.0%
Total Operating Expenses	(37,446)	(50,911)	(44,296)	(64,217)	(196,900)	(62,677)	(81,708)	(77,888)	(105,554)	(327,827)	(99,428)	(133,100)	(135,629)
% of sales	19.4%	19.2%	17.6%	20.1%	19.2%	19.4%	18.9%	19.1%	17.3%	18.5%	20.2%	17.9%	22.2%
Total Operating Income	65,752	89,070	85,156	98,192	338,170	100,113	134,576	120,972	198,898	554,559	138,324	241,567	168,837

	A	B	C	D	E	F	G	H	I
1									
2	DCF Valuation								
3	(Expressed in INR million)	Valuation Date	1-May-16						
4									
5	Date of free cash flow	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20	31-Dec-21	31-Dec-22	31-Dec-23	Terminal V
6		1.69	2.71	3.72	4.74	5.75	6.76	7.78	
7	Particulars	2007	2008	2009	2010	2011	2012	2013	
8	EBIT	413,369	989,526	1,089,353	1,215,607	1,392,454	1,560,057	1,708,640	
9	Tax	53,896	168,219	185,190	243,121	278,491	312,011	341,728	
10	NOPLAT	359,473	821,306	904,163	972,485	1,113,964	1,248,045	1,366,912	
11	Depreciation & Amortization	29,566	63,245	68,375	72,635	81,965	93,252	106,249	
12	Operating cash flow	389,039	884,551	972,539	1,045,120	1,195,928	1,341,297	1,473,161	
13	Capex	86,989	109,993	142,516	171,019	200,947	231,089	259,975	
14	Change in WC	(529,567)	(546,310)	(518412)	(466,715)	(493,340)	(500,638)	(484,100)	
15	FCF	831,617	1,320,868	1,348,435	1,340,816	1,488,322	1,610,846	1,697,286	29,327,395
16	Discounting Factor	1.18	1.31	1.44	1.60	1.77	1.95	2.16	
17	Discounted FCF	703,574	1,010,940	933,632	839,606	843,107	825,504	786,864	13,596,227
18									
19	Valuation								
20									
21	PV of Future Cash Flows	5,943,228							
22	PV of Terminal Value	13,596,227							
23	Net debt	(815,106)							
24	Investments	258,445							
25	Minority Interests	0							
26	Provision for liabilities and charges	0							
27	Value for the Common Shareholders	20,613,006							

(C) *Client:* Asia's biggest financial institution having exposure in India wanted to evaluate DMA and Algorithm trading market in India to create an internal IT strategy.

Project: Analysis of Adoption and Future Trends In Adoption of Direct Market Access (DMA) and Algorithm Trading in India.

(D) *Client:* A global leader in Financial Information services market wanted to conduct the market sizing for its budgeting exercise Auditing and compliance, tax reporting and planning.

Project: Market sizing of financial information system market in India, China, Australia, Hong Kong, Singapore and Japan