

## Aviation

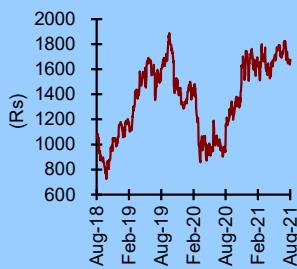
## Annual report analysis

Target price: Rs1,800

## Shareholding pattern

|                         | Dec<br>'20 | Mar<br>'21 | Jun<br>'21 |
|-------------------------|------------|------------|------------|
| Promoters               | 74.9       | 74.8       | 74.8       |
| Institutional investors | 22.9       | 23.1       | 23.1       |
| MFs and others          | 3.9        | 3.3        | 2.6        |
| Fls/Banks               | 1.4        | 1.2        | 1.0        |
| FII                     | 17.6       | 18.6       | 19.5       |
| Others                  | 2.2        | 2.1        | 2.1        |

## Price chart



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Maintained

## InterGlobe Aviation

**Rs1,697**

**Annual report analysis: Liquidity management remains the mainstay in anticipation of traffic recovery**

**Liquidity management and traffic recovery remain the two most important earnings drivers for InterGlobe Aviation (IndiGo) going forward. While the company has a plan for raising funds, and gradual domestic recovery is indeed in sight, international recovery remains the bigger challenge. Maintain ADD.**

- **Covid has led to considerable tactical short-term planning to maximise business potential and raise cash:** Due to covid, IndiGo had to transform from a scheduled airline to a hybrid scheduled / charter operation, from cargo in the aircraft belly only to cargo in the cabin. To bolster liquidity, IndiGo raised Rs66bn of additional funds in FY21. Besides, the company has also announced additional liquidity measures of Rs45bn for FY22. It is also considering issue of equity shares through Qualified Institutions Placement up to Rs30bn. IndiGo has initiated a freighter programme, under which it is sourcing four A321CEO aircraft, which will be converted to full freighter configuration. Liquidity measures undertaken by the company include: 1) acquiring NEOs financed through operating leases, 2) securing favourable credit terms from suppliers, 3) sale and leaseback of unencumbered assets, 4) obtaining moratorium towards principal repayment for aircraft on finance leases, and 5) working capital loans from banks. Closing balance of secured loans increased from Rs6.8bn in FY20 to Rs25bn in FY21. Rate of interest on working capital loans ranges from 3.20% to 7% per annum.
- **International operations remain the bigger challenge:** As per management, international operations as of date are severely restricted due to the second wave and it is not possible to predict, with any degree of certainty, when scheduled international operations will resume. Company however remains confident that demand for international air travel will rebound as vaccination progresses across the globe and governments collectively establish processes to enable seamless travel of vaccinated persons. IndiGo's international operations in FY21 were only around 17% of its pre-covid operations.
- **Movement of right-of-use asset and lease obligation on per aircraft basis:** The lease obligation per aircraft increased 14% from Rs841mn in FY20 to Rs960mn in FY21. However, the right-of-use (RoU) asset per aircraft increased 16% from Rs544mn in FY20 to Rs631mn in FY21. Higher increase in RoU per aircraft could be due to lower SLB profits from deliveries in FY21.
- **Scheduled cash outflows:** As per liquidity details stated in the FY21 annual report, IndiGo expects cash outflow of Rs110bn over the next six months. The lease liability driven outflow is Rs73bn over the next 12 months, which gives an approximate idea of the annual rental payments for the company. Total cash outflow due to supplementary rentals is Rs44.7bn over the coming 12 months.

| Market Cap               | Rs654bn/US\$8.8bn | Year to March      | FY20     | FY21     | FY22E    | FY23E    |
|--------------------------|-------------------|--------------------|----------|----------|----------|----------|
| Reuters/Bloomberg        | INGL.BO/INDIGO IN | Revenue (Rs mn)    | 3,57,560 | 1,46,406 | 2,61,659 | 4,08,349 |
| Shares Outstanding (mn)  | 385               | Net Income (Rs mn) | (2,337)  | (58,064) | (40,294) | 34,639   |
| 52-week Range (Rs)       | 1860 / 1126       | EPS (Rs)           | (6.1)    | (150.9)  | (104.7)  | 90.0     |
| Free Float (%)           | 25.2              | % Chg YoY          | (24.7)   | NM       | NM       | NM       |
| FII (%)                  | 19.5              | P/E (x)            | NM       | NM       | NM       | 19.0     |
| Daily Volume (US\$/'000) | 20,661            | CEPS (Rs)          | 97.2     | (28.8)   | 18.7     | 214.7    |
| Absolute Return 3m (%)   | (1.1)             | EV/E (x)           | 9.8      | (106.0)  | 26.8     | 5.6      |
| Absolute Return 12m (%)  | 41.9              | Dividend Yield (%) | -        | -        | -        | -        |
| Sensex Return 3m (%)     | 11.5              | RoCE (%)           | 9.4      | (12.0)   | (5.0)    | 19.9     |
| Sensex Return 12m (%)    | 45.9              | RoE (%)            | (4.0)    | NM       | NM       | NM       |

## Key Observations

**Table 1: Movement in contract liabilities – forward sales and trade receivables**

|                   | FY21   | FY20   | % chg. |
|-------------------|--------|--------|--------|
| Trade receivables | 2,190  | 2,594  | -16%   |
| Forward sales     | 11,554 | 14,333 | -19%   |
| Total             | 13,744 | 16,927 | -19%   |

Source: Company data, I-Sec research

**Table 2: Mapping the net liability with restricted cash**

|   | FY21            |
|---|-----------------|
| Current Investments   | 73,394          |
| Bank deposits under lien                                    |                 |
| Interest accrued but not due on bank deposits---non current | 2               |
| Interest accrued but not due on bank deposits---current     | 389             |
| Maintenance recoverable                                     | 2,473           |
| Insurance claim recoverable                                 | -               |
| Others (including credit recoverable)                       | 3,331           |
| Cash and Bank balance                                       | 1,12,277        |
| <b>Total Cash (A)</b>                                       | <b>1,91,866</b> |
| Foreign currency loan                                       | 3,816           |
| Indian Rupee loan   | 21,240          |
| Current maturity of FL obligations                          | -               |
| Supplementary rentals LT                                    | 17,204          |
| Supplementary rentals current                               | 44,039          |
| Aircraft Maintenance liability                              | 12,009          |
| Interest accrued not due on borrowings current              | 33              |
| Employee related liabilities                                | 1,379           |
| <b>Total Debt (B)</b>                                       | <b>99,719</b>   |
| <b>Net debt (C=B-A)</b>                                     | <b>-92,147</b>  |
| <b>Free Cash</b>  | <b>89,281</b>   |

Source: Company data, I-Sec research

We calculate the total net cash available to the company as per the balance sheet and try to map it with the declared free cash of the company. The difference is primarily due to time value discounting of the supplementary liability payouts in future.

**As per the liquidity details, IndiGo expects cash outflow of Rs110bn over the next six months. The lease liability driven outflow is Rs73bn over the next 12 months, which gives an approximate idea of the annual rental payments for IndiGo. Total cash outflow due to supplementary rentals is Rs44.7bn over the next 12 months.**

**Table 3: Exposure to liquidity risk**

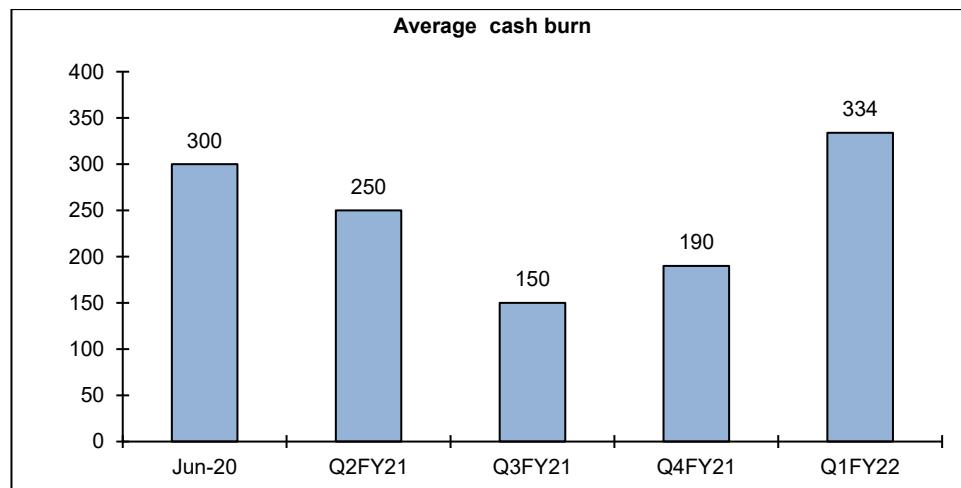
| (Rs mn)                                    | Carrying amount | Contractual cashflows |                                 |                       |                   |                 |
|--|-----------------|-----------------------|---------------------------------|-----------------------|-------------------|-----------------|
|  |                 | Less than 6 months    | Between six months and one year | Between 1 and 5 years | More than 5 years | Total           |
| Borrowings                                 | 25,056          | 21,240                | -                               | 3,816                 | -                 | 25,056          |
| Lease liabilities                          | 2,73,540        | 37,262                | 35,824                          | 1,96,717              | 60,746            | 3,30,548        |
| Interest accrued but not due on borrowings | 33              | 33                    | -                               | -                     | -                 | 33              |
| Supplementary rentals*                     | 61,242          | 33,963                | 10,758                          | 19,473                | 632               | 64,826          |
| Aircraft maintenance                       | 12,008          | 1,807                 | 1,433                           | 8,851                 | 1,149             | 13,241          |
| Trade payables                             | 15,561          | 15,561                | -                               | -                     | -                 | 15,561          |
| Unclaimed dividend                         | 1               | 1                     | -                               | -                     | -                 | 1               |
| <b>Total</b>                               | <b>3,87,441</b> | <b>1,09,865</b>       | <b>48,015</b>                   | <b>2,28,858</b>       | <b>62,527</b>     | <b>4,49,265</b> |

Source: Company data, I-Sec research

**Table 4: Sensitivity analysis due to change in currency**

| 1% depreciation / appreciation in INR against following foreign currencies | FY21           |                  | FY20           |               |
|--|----------------|------------------|----------------|---------------|
|  | Gain / Loss on |                  | Gain / Loss on |               |
|  | Appreciation   | Depreciation     | Appreciation   | Depreciation  |
| AED  | -1.5           | 1.5              | 4              | -4            |
| CHF  | 0.3            | -0.3             | 0              | -0            |
| EUR  | 2.3            | -2.3             | 3              | -3            |
| GBP  | 0.4            | -0.4             | 0              | -0            |
| NPR  | -0.6           | 0.6              | -0             | 0             |
| OMR  | -0.0           | 0.0              | 0              | -0            |
| SGD  | -1.0           | 1.0              | 1              | -1            |
| THB  | -1.2           | 1.2              | 0              | -0            |
| QAR  | -0.7           | 0.7              | 0              | -0            |
| LKR  | -0.0           | 0.0              | 0              | -0            |
| BDT  | 0.1            | -0.1             | 0              | -0            |
| <b>USD*</b>  | <b>2,444.9</b> | <b>-2,444.9</b>  | <b>1,835</b>   | <b>-1,835</b> |
| HKD  | -0.1           | 0.1              | -0             | 0             |
| KWD  | -0.2           | 0.2              | 1              | -1            |
| MYR  | -0.0           | 0.0              | 0              | -0            |
| SAR  | 0.2            | -0.2             | 2              | -2            |
| TRY  | -0.0           | 0.0              | -0             | 0             |
| CNY  | -0.0           | 0.0              | -2             | 2             |
| MVR  | -              | -                | -              | -             |
| PLN  | -              | -                | -              | -             |
| VND  | -              | -                | -              | -             |
| <b>Total</b>   | <b>2,442.8</b> | <b>-2,442.84</b> | <b>1,845</b>   | <b>-1,845</b> |

Source: Company data, I-Sec research

**Chart 1: Average cash burn per day over last one year**

Source: Company data, I-Sec research

## Aircraft orders placed by IndiGo

IndiGo commenced operations in August 2006 with a single aircraft and has grown its fleet to 285 as of March 31, 2021.

- Company placed an order for 430 A320 NEO family aircraft in FY11 and FY15.
  - Besides, in October 2019, IndiGo placed an additional firm order for 300 A320 NEO family aircraft, which includes A321 XLRs in addition to A320 NEOs and A321 NEOs.
- IndiGo placed an order with Avions de Transport Regional GIE, or ATR, in August 2017, for the purchase of up to 50 ATR72-600 turboprop aircraft. As of March 31, 2021, IndiGo had 26 ATR aircraft in its fleet.
- Company initiated a freighter programme and is in the process of sourcing four A321CEO aircraft, each of which will be converted from passenger jets to a full freighter configuration. A letter of intent has been signed with a lessor for two aircraft.
- As at March 31, 2021, IndiGo had 159 A320 NEO family aircraft. Of this, 120 are A320 NEOs, which are about 15% more fuel efficient as compared to the A320 CEOs without sharklets, and 39 aircraft are A321 NEOs (which have lower unit costs compared to A320 NEOs because of higher seating capacity and longer range).

## Management details

**Table 5: Board of directors details**

| Directors                   | Designation                                     |
|-----------------------------|---|
| Mr. Meleveetil Damodaran    | Chairman and Independent Director               |
| Dr. Anupam Khanna           | Independent Director                            |
| Ms. Pallavi Shardul Shroff  | Independent Director                            |
| Dr. Venkataramani Sumantran | Independent Director                            |
| Mr. Rahul Bhatia            | Director  |
| Mr. Rakesh Gangwal          | Director  |
| Ms. Rohini Bhatia           | Director  |
| Mr. Anil Parashar           | Director  |
| Mr. Gregg Albert Saretsky   | Director  |
| Mr. Ronojoy Dutta           | Whole Time Director and Chief Executive Officer |

Source: Company data, I-Sec research

**Table 6: Key managerial person**

|                            | Designation                                     |
|----------------------------|---|
| Mr. Ronojoy Dutta          | Whole Time Director and Chief Executive Officer |
| Mr. Wolfgang Prock-Schauer | President and Chief Operating Officer           |
| Mr. Jiten Chopra*          | Chief Financial Officer                         |
| Mr. Sanjay Kumar           | Chief Strategy and Revenue Officer              |
| Mr. William Boulter        | Chief Commercial Officer                        |

\*Mr. Jiten Chopra was appointed as the Chief Financial Officer with effect from February 22, 2021, replacing Mr. Aditya Pande, who resigned with effect from February 21, 2021. Mr. Jiten Chopra has been associated with Company since February 2020 and had earlier held the position of Head - Governance, Risk and Compliance

Source: Company data, I-Sec research

**Table 7: Committee details**

|                             | Audit Committee | Nomination and Remuneration committee | CSR | Shareholder committee | Risk Management committee |
|-----------------------------|-----------------|---------------------------------------|-----|-----------------------|---------------------------|
| Mr. Meleveetil Damodaran    | ✓               | ✓                                     |     |                       | ✓                         |
| Dr. Anupam Khanna           | ✓               | ✓                                     | ✓   |                       | ✓                         |
| Ms. Pallavi Shardul Shroff  |                 | ✓                                     |     | ✓                     |                           |
| Dr. Venkataramani Sumantran | ✓               |                                       |     |                       | ✓                         |
| Mr. Rahul Bhatia            |                 |                                       |     |                       |                           |
| Mr. Rakesh Gangwal          |                 |                                       |     |                       |                           |
| Ms. Rohini Bhatia           |                 |                                       | ✓   | ✓                     |                           |
| Mr. Anil Parashar           | ✓               | ✓                                     | ✓   |                       | ✓                         |
| Mr. Gregg Albert Saretsky   |                 |                                       |     |                       | ✓                         |
| Mr. Ronojoy Dutta           |                 |                                       |     | ✓                     | ✓                         |

Source: Company data, I-Sec research

## Remunerations

**Table 8: Remuneration of the whole-time director and CEO**

| Salary & Allowances | Committed Bonus* | Committed Bonus* | Total# |
|---------------------|------------------|------------------|--------|
| 56.69               | 93.69            | 1.93             | 152.31 |

\*Committed bonus as per the terms of letter of appointment has been paid in FY21

# The above figures do not include provisions for encashable leave, gratuity, and company's contribution to provident fund.

**Table 9: Related party transactions: No major changes**

| (Rs mn)  | FY17         | FY18         | FY19         | FY20         | FY21         |
|--|--------------|--------------|--------------|--------------|--------------|
| Rent   | 50           | 82           | 131          | 46           | -            |
| Commission   | 368          | 69           | 181          | 337          | 46           |
| Reservation Cost   | 295          | 474          | 302          | -            | -            |
| Crew Accommodation and transportation                    | 174          | 191          | 181          | 193          | 24           |
| Training   | 636          | 775          | 974          | 1,003        | 211          |
| Operating Cost Software                                  | 343          | 304          | 220          | 28           | -            |
| Repair and maintenance                                   | 26           | 26           | 24           | 16           | 16           |
| CSR  | -            | 22           | -            | -            | -            |
| Miscellaneous Income                                     |              |              |              | 17           | 16           |
| Miscellaneous expenses                                   | 0            | 2            | 7            | 12           | 11           |
| Reimbursement  | -            | 24           | 22           | 13           | 12           |
| Ground handling charges                                  |              |              |              | 3,517        | 2,934        |
| InterGlobe Hotels Private Limited                        | 0            | 1            | 5            | -            | -            |
| Caddie Hotels Private Limited                            | 6            | 3            | -            | -            | -            |
| InterGlobe Enterprises Limited                           | 13           | 9            | -            | -            | -            |
| InterGlobe Air Transport Limited                         | 0            | 0            | 1            | -            | -            |
| Pegasus Utility Maintenance and Services Private Limited | 1            | 1            | 1            | -            | -            |
| InterGlobe Real Estate Ventures Private Limited          | -            | 5            | 13           | -            | -            |
| Purchase of PPE from InterGlobe Enterprises              | 4            | 197          | -            | 59           | -            |
| Legal  | 162          |              |              | 5            | 1            |
| Depreciation under Ind-AS 116                            |              |              |              | 276          | 703          |
| Interest under Ind-AS 116                                |              |              |              | 164          | 377          |
| <b>Total</b>   | <b>2,078</b> | <b>2,184</b> | <b>2,059</b> | <b>5,686</b> | <b>4,350</b> |
| Payables   | 298          | 281          | 225          | 230          | 114          |
| Receivables  | -            | 85           | 238          | 54           | 157          |
| Lease Liabilities  |              |              |              | 6,081        | 5,429        |

Source: Company data, I-Sec research

## Arbitration proceedings filed with the London Court of International Arbitration

The IGE Group had submitted a Request for Arbitration dated October 01, 2019, to the London Court of International Arbitration under the Shareholders' Agreement dated April 23, 2015 (as amended on September 17, 2015) (Shareholders Agreement) executed between, inter-alia, the IGE Group, the RG Group, and the Company. In the arbitration proceedings, the IGE Group has sought certain reliefs against the RG Group, including reliefs in relation to compliance with the Shareholders Agreement and Company's Articles of Association (Articles) as well as damages. The RG Group also sought certain reliefs against the IGE Group, including carrying out all requisite steps and actions, providing consents and assistance to remove certain provisions from Company's articles.

The Company is a proper party to the arbitration and the IGE Group or the RG Group has sought no monetary claim, including any compensation, from the Company. Accordingly, the Company believes that the claims filed in the arbitration do not impact its financial results. The pleadings of the IGE Group, the RG Group and the Company in the arbitration are complete.

## Financial summary

**Table 10: Profit & Loss statement**

(Rs mn, year ending March 31)

|                             | FY20           | FY21            | FY22E           | FY23E         |
|-----------------------------|----------------|-----------------|-----------------|---------------|
| Operating Income            | 3,57,560       | 1,46,406        | 2,61,659        | 4,08,349      |
| Operating Expenses          | 3,01,512       | 1,51,773        | 2,37,102        | 2,97,741      |
| EBITDA                      | 56,048         | (5,366)         | 24,556          | 1,10,608      |
| % margins                   | 15.7           | (3.7)           | 9.4             | 27.1          |
| EBITDAR                     | 61,015         | (2,562)         | 28,062          | 1,14,990      |
| % margins                   | 17.1           | (1.7)           | 10.7            | 28.2          |
| Depreciation & Amortization | 39,739         | 46,994          | 47,500          | 48,000        |
| Gross Interest              | 18,759         | 21,420          | 25,000          | 28,000        |
| Other Income                | 15,355         | 10,370          | 7,500           | 11,700        |
| <b>Recurring PBT</b>        | <b>12,905</b>  | <b>(63,411)</b> | <b>(40,444)</b> | <b>46,308</b> |
| Add: Extra ordinaries       | 15,462         | (5,230)         | -               | -             |
| Less: Taxes                 | (220)          | (116)           | (150)           | 11,670        |
| Less: Minority              | -              | -               | -               | -             |
| <b>Adjusted Net Income#</b> | <b>(2,337)</b> | <b>(58,064)</b> | <b>(40,294)</b> | <b>34,639</b> |

Source: Company data, I-Sec research

#does not include MTM impact.

**Table 11: Balance sheet**

(Rs mn, year ending March 31)

|                                     | FY20            | FY21            | FY22E           | FY23E           |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>Assets</b>                       |                 |                 |                 |                 |
| Total Current Assets                | 2,20,013        | 2,05,400        | 1,26,157        | 1,99,432        |
| <i>Cash and Current Investments</i> | 2,03,716        | 1,85,671        | 1,06,548        | 1,70,335        |
| Total Current Liabilities           | 85,868          | 81,178          | 32,735          | 73,196          |
| <b>Net Current Assets</b>           | <b>1,34,146</b> | <b>1,24,221</b> | <b>93,422</b>   | <b>1,26,236</b> |
| Deferred tax asset (net)            | 2,993           | 3,027           | 3,027           | 3,027           |
| Long-term loans and advances        | 17,311          | 17,093          | 17,093          | 17,093          |
| Other non-current assets            | 11,498          | 14,654          | 14,654          | 14,654          |
| Non-Current Investments             | 1               | 1               | 1               | 1               |
| <b>Net Fixed Assets</b>             | <b>1,69,195</b> | <b>1,88,884</b> | <b>1,81,838</b> | <b>2,10,483</b> |
| <b>Total Assets</b>                 | <b>3,35,143</b> | <b>3,49,333</b> | <b>3,11,488</b> | <b>3,72,947</b> |
| <b>Liabilities</b>                  |                 |                 |                 |                 |
| <b>Borrowings</b>                   | <b>34,225</b>   | <b>51,347</b>   | <b>51,347</b>   | <b>51,347</b>   |
| Deferred Tax Liability              | -               | -               | -               | -               |
| Lease Liability                     | 2,20,335        | 2,73,540        | 2,75,989        | 3,02,809        |
| Provisions and Incentives           | 21,804          | 23,337          | 23,337          | 23,337          |
| Equity Share Capital                | 3,848           | 3,849           | 3,849           | 3,849           |
| Face Value per share (Rs)           | 10              | 10              | 10              | 10              |
| Reserves & Surplus                  | 54,931          | (2,741)         | (43,034)        | (8,396)         |
| <b>Net Worth</b>                    | <b>58,779</b>   | <b>1,109</b>    | <b>(39,185)</b> | <b>(4,547)</b>  |
| <b>Total Liabilities</b>            | <b>3,35,143</b> | <b>3,49,333</b> | <b>3,11,488</b> | <b>3,72,947</b> |

Source: Company data, I-Sec research

**Table 12: Cashflow statement**

(Rs mn, year ending March 31)

|   | FY20          | FY21            | FY22E           | FY23E         |
|---|---------------|-----------------|-----------------|---------------|
| <b>Operating Cashflow ex WC</b>           | <b>53,616</b> | <b>(5,214)</b>  | <b>(15,297)</b> | <b>43,233</b> |
| Working Capital Changes                   | 16,102        | (10,928)        | (29,329)        | 51,899        |
| Capital Commitments                       | 10,883        | 4,369           | 2,000           | 2,000         |
| <b>Free Cashflow</b>                      | <b>58,835</b> | <b>(20,510)</b> | <b>(46,626)</b> | <b>93,132</b> |
| <b>Cashflow from Investing Activities</b> |               |                 |                 |               |
| Issue of Share Capital                    | 245           | 93              | -               | -             |
| Inc. (Dec) in Borrowings                  | 421           | 18,342          | -               | -             |
| Dividend paid                             | (2,318)       | -               | -               | -             |
| Cash from financing                       | (24,131)      | (17,931)        | (39,997)        | (41,044)      |
| <b>Chg. in Cash &amp; Bank balance</b>    | <b>(94)</b>   | <b>(2,102)</b>  | <b>(79,123)</b> | <b>63,788</b> |

Source: Company data, I-Sec research

**Table 13: Key ratios**

(Year ending March 31)

|                                | FY20   | FY21    | FY22E   | FY23E  |
|--------------------------------|--------|---------|---------|--------|
| <b>Per Share Data (in Rs.)</b> |        |         |         |        |
| EPS(Basic Recurring)           | (6.1)  | (150.9) | (108.8) | 88.3   |
| Diluted Recurring EPS          | (6.1)  | (150.9) | (108.8) | 88.3   |
| Recurring Cash EPS             | 97.2   | (28.8)  | 14.6    | 213.0  |
| Dividend per share (DPS)       | -      | -       | -       | -      |
| Book Value per share           | 152.8  | 2.9     | (105.9) | (17.6) |
| <b>Growth Ratios (%)</b>       |        |         |         |        |
| EBITDA                         | NM     | NM      | NM      | NM     |
| EBITDAR                        | 27.2   | NM      | NM      | NM     |
| Recurring Net Income           | (24.7) | NM      | NM      | NM     |
| Revenue                        | 25.5   | (59.1)  | 79.6    | 55.3   |
| <b>Valuation Ratios (x)</b>    |        |         |         |        |
| P/E                            | NM     | NM      | NM      | 18.8   |
| P/CEPS                         | 17.4   | NM      | 90.5    | 7.9    |
| P/BV                           | 11.1   | NM      | NM      | NM     |
| EV / EBITDA                    | 9.7    | NM      | 26.6    | 5.6    |
| EV / EBITDAR                   | 8.9    | NM      | 23.3    | 5.3    |
| EV / FCF                       | 9.3    | NM      | (14.0)  | 6.6    |
| Adjusted EV/EBITDAR            | 9.5    | NM      | 24.2    | 5.6    |
| FCF yield                      | 9.0    | (3.1)   | (7.1)   | 14.3   |
| <b>Operating Ratios (%)</b>    |        |         |         |        |
| Fuel/Sales                     | 34.8   | 26.2    | 31.3    | 28.6   |
| Net Rentals/Sales              | 1.4    | 1.9     | 1.3     | 1.1    |
| Other Income / PBT             | 119.0  | (16.4)  | (18.5)  | 25.3   |
| Effective Tax Rate             | 25.2   | 25.2    | 25.2    | 25.2   |
| NWC / Total Assets             | 40.0   | 35.6    | 30.0    | 33.8   |
| Inventory Days                 | 3.5    | 7.6     | 7.6     | 7.6    |
| Receivables (days)             | 2.6    | 5.5     | 5.5     | 5.5    |
| Payables (days)                | 16.0   | 38.7    | 15.0    | 15.0   |
| Net D/E Ratio (x)              | (1.81) | NM      | NM      | NM     |
| <b>Return Ratios (%)</b>       |        |         |         |        |
| Recurring Net Income Margins   | (0.7)  | (39.7)  | (15.4)  | 8.5    |
| RoCE                           | 9.4    | (12.0)  | (5.0)   | 19.9   |
| RoNW                           | (4.0)  | NM      | NM      | NM     |
| Dividend Payout Ratio          | -      | -       | -       | -      |
| EBITDA Margins                 | 15.7   | (3.7)   | 9.4     | 27.1   |

Source: Company data, I-Sec research

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