

29 April 2024

India | Equity Research | Company Update

Sanofi India

Pharma

Reassuring commitment to India

Sanofi India's CY23 annual report reiterates its commitment towards Indian market and the developments across its four pillars of growth, viz., diabetes, consumer healthcare, innovation and go-to-market. Price cut (20% value decline in CY23) is helping its Lantus brand gain volume market share while the company is on course to launch Soliqua, an FRC (fixed ratio combination) of basal insulin and GLP 1 (Glucagon-Like Peptide) analog in CY24. The company is on track to demerge the consumer arm in H2CY24. Further, it has entered into partnerships with domestic companies like Cipla and Emcure to enhance distribution of its CNS and cardiac brands and rationalise own field force. The stock trades at attractive 27x FY26E earnings. Upgrade to **ADD** with an unchanged TP of INR 9,170.

New launches to cement position in diabetes

Diabetes population in India has increased at a CAGR of 10% over CY19-23 to 101mn. Impact of mandated price cut led to 20% fall in realisation of Lantus in CY23, though volume growth helped it partially offset the impact. Besides, Toujeo grew 20% YoY and Apidra also did well. It has received marketing authorisation for Soliqua and will be launching this brand in CY24.

India-for-India strategy gathers pace

Localised low-cost manufacturing has helped Sanofi keep prices of 21% of portfolio products to less than INR 5 per tablet. Besides, the company has started local sourcing of key insulin brand like Insutage, likely to be launched in India in CY24. It is also assessing options for introducing line extensions and adjacent innovations to current portfolio by collaborating with local manufacturers in India and utilising Goa plant.

Demerger of consumer business on track

In CY23, it carved out its consumer healthcare business into a wholly-owned subsidiary, Sanofi Consumer Healthcare India Ltd. The demerger process is likely to be completed in H2CY24. The company is awaiting final approval from the NCLT (petition admitted on Jan 16, '24). The demerger may help the company align its focus on niche therapy areas, bring its global pipeline to India and optimise its growth potential in both the businesses.

Financial Summary

Y/E December (INR mn)	CY22A	CY23A	CY24E	CY25E
Net Revenue	27,701	28,511	31,091	34,541
EBITDA	7,044	8,037	8,863	10,009
EBITDA Margin (%)	25.4	28.2	28.5	29.0
Net Profit	5,258	5,902	6,387	7,175
EPS (INR)	228.3	256.3	277.3	311.5
EPS % Chg YoY	(8.9)	12.2	8.2	12.3
P/E (x)	30.8	31.7	29.9	26.6
EV/EBITDA (x)	25.6	23.2	20.7	17.9
RoCE (%)	41.2	58.0	50.8	47.0
RoE (%)	41.2	60.7	50.9	47.0

Abdulkader Puranwala

 abdulkader.puranwala@icicisecurities.com
 +91 22 6807 7339

Market Data

Market Cap (INR)	191bn
Market Cap (USD)	2,292mn
Bloomberg Code	SANL IN
Reuters Code	SANO.BO
52-week Range (INR)	9,380 /5,330
Free Float (%)	39.0
ADTV-3M (mn) (USD)	2.0

Price Performance (%)	3m	6m	12m
Absolute	(0.6)	13.2	43.4
Relative to Sensex	(4.9)	(3.6)	21.1

Previous Reports

27-02-2024: [Q4CY23 results review](#)15-11-2023: [Q3CY23 results review](#)

New launches on track

Line extensions like Frisium suspension, Sanoxaban and Carmada were launched in CY23 to cater to the unmet medical needs of the patients in India. It has further lined up key diabetes brands like Soliqua, Insutage, Cetapin in CY24 and line extension Allegra- D (consumer brand) in CY25.

Domestic manufacturing is picking up pace

Goa plant has manufacturing capacity of 5bn tablets and operates at 85% utilisation levels. Besides, products are also sourced from 12 contract manufacturers. Nearly 61% of production volumes from Goa are exported to ~28 countries. In CY23, exports grew 27% YoY and accounted for 24% of revenue. Goa plant has manufacturing capacity for combinations of paracetamol and codeine for exports, Sodium Valproate, Ramipril, Fexofenadine and Glimepiride for both domestic and exports. The facility is gearing up to introduce new products seamlessly transferred from other sites, demonstrating its commitment to remaining at the forefront of pharmaceutical innovation and diversification.

Our view and valuation

Sanofi remains committed to growing its diabetes franchise in India. The impact of price cut in Lantus is likely to cease in near term. Post demerger, the contribution of diabetes may rise to 55% (40% currently) while growth in Toujeo, Apidra, Amaryl M and new launches may help it speed up momentum in overall diabetes portfolio ahead.

Exports continues to do well. In CY23, it reported massive 27% growth in this segment. Going ahead, growth momentum is likely to be maintained as the management continues to reap cost benefits from India manufacturing. The demerger of consumer business can happen in Q2CY24 – growth in this segment is likely to be driven by Allegra. Margin in this segment is 800-1,000bps better than the company's average and should help garner better multiples due to its asset-light business model.

We expect SANL to report revenue/earnings CAGR of 10.2%/10.4% over CY23-CY25E. While we remain positive on its long-term outlook, given its high exposure in the fast-growing chronic therapy in domestic formulations and strong balance sheet with deep cash reserves, near-term performance may remain modest given the impending demerger of its consumer business and price cuts taken in Lantus.

The stock currently trades at attractive valuations of 29.9x CY24E and 26.6x CY25E earnings and EV/EBITDA multiple of 20.7x CY24E and 17.9x CY25E. The stock has corrected 8% in the last 2 months, we upgrade our recommendation to **ADD** (from *Hold*) with an unchanged target price of INR 9,170, based on 32x/28x CY25E EPS of consumer/residual business. **Key downside risks:** Addition of key drugs in NLEM, and presence of unlisted promoter company.

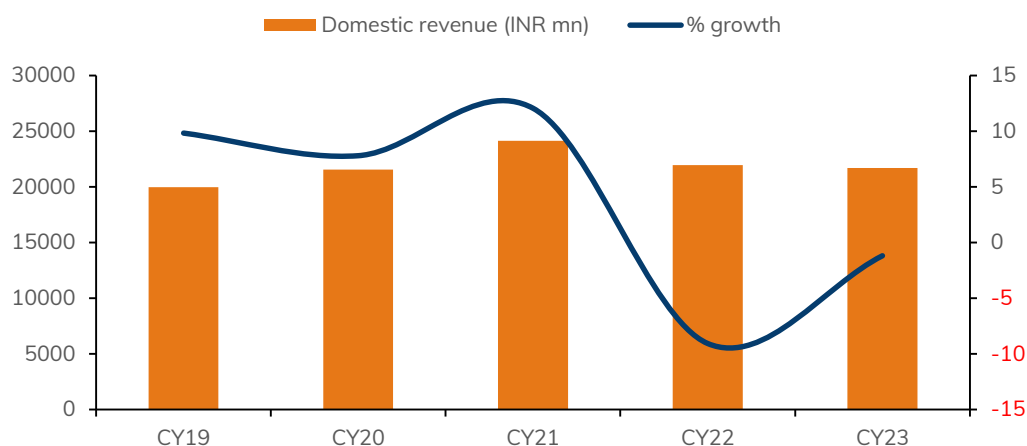
Four growth pillars

- **Diabetes portfolio** – marketing approval for Soliqua in India was a pivotal development during the year and the brand is set to be launched in CY24. Soliqua, will be available as a pre-filled pen, and is a significant launch which expands its portfolio and marks entry in Glucagon-Like Peptide (GLP) segment.
- **Consumer healthcare (CHC)** – the Board has approved the demerger of consumer healthcare business into a distinct entity, Sanofi Consumer Healthcare India Limited (SCHIL), granting it full independent management. SCHIL is likely to be fully operational by H2CY24, subject to necessary approvals, paving the way for maximising its growth potential and unlocking enhanced shareholder value.
- **Innovation** – introduced multiple high-impact products like Frisium suspension (CNS), Sanoxaban (Cardiac) and Carmada (Cardiac) in CY23. Innovation pipeline boasts promising products, instilling optimism about addressing the unmet needs and boosting growth.
- **Go-to-market (GTM)** – strategically realigned portfolio, shifting from a brand-wise approach to engaging with partners across the entire portfolio. Reorganised operations from eight to three business units. Entered into exclusive partnerships with key Indian companies to leverage on their extensive network. In CY23, it entered into an agreement with Cipla for marketing six CNS brands and Emcure for cardiology brands.

Exhibit 1: Pillars of growth for Sanofi India

Diabetes	Consumer Healthcare	E2E Innovation	GTM
Strengthen reach	Double down on winning brand: Allegra	Fully leverage global and local Innovation	Reduction of overlaps, increase synergies and agility
Expand spectrum offering	Deeper consumer understanding	Localize supply	Deployment of trade organization (Retail and non-retail)
Public disease and therapy awareness Initiative	Shape OTC policy	Partnerships for reach on EP	Pilot transformation models (ecommerce, HCP, e-KAM)
<ul style="list-style-type: none"> • One diabetes BU • Diabetes awareness campaign >200 mio • Lantus vol accel post NLEM • Local innovation : Insutage (Apr'24) , Cetapin S (Mar'24) • Global innovation: SOLIQUA (Mar'24) 	<ul style="list-style-type: none"> • CHC demerger • On track for Q2 execution • Board approved • Shareholders approved Dec 18th • Advanced org readiness 	<ul style="list-style-type: none"> • Local and global pipeline 7 launches • Insuman localized • Partnerships for reach on EP analyzed 	<ul style="list-style-type: none"> • Solid resource allocation review 3G cr OPEX savings FY'23 • From 8 to 3 Bus, 1 layer reduction • Deployed Trade Organization • 4 digital GTM pilots running

Source: Company data, I-Sec research

Exhibit 2: Mandated price cut impacted growth in CY23

Source: Company data, I-Sec research

Exhibit 3: Sales momentum across key brands

Brand (INR mn)	CY19	CY20	CY21	CY22	CY23	CAGR (%)
Lantus	4,907	5,877	6,481	6,259	5,472	2.8%
Allegra	1,873	1,891	2,084	2,354	2,583	8.4%
Combiflam	1,696	1,829	2,000	2,025	2,194	6.7%
Clexane	1,116	1,231	1,649	1,377	1,850	13.5%
Amaryl M	1,500	1,614	1,667	1,660	1,758	4.0%
Targocid	1,005	873	1,030	675	976	-0.7%
Avil	644	782	928	972	927	9.5%
Cardace	917	967	945	908	876	-1.1%
Frisium	741	716	776	828	838	3.1%

Source: Source: IQVIA

Exhibit 4: Key therapies of Sanofi India

Sales (INR mn)	CY19	CY20	CY21	CY22	CY23	CAGR (%)
Anti-Diabetic	8,965	10,341	11,366	11,365	11,049	5.4%
Cardiac	4,047	4,485	4,974	4,505	5,219	6.6%
Respiratory	2,956	3,229	3,701	4,089	4,382	10.3%
Gastro Intestinal	1,946	2,054	2,574	2,882	3,168	13.0%
Pain / Analgesics	1,768	1,905	2,131	2,120	2,255	6.3%
Neuro / CNS	2,012	2,047	2,071	2,052	1,996	-0.2%
Anti-Infectives	1,408	1,083	1,299	1,021	1,405	-0.1%

Source: Source: IQVIA

Performance of key brands across focused therapies

Diabetes

Mandated price cut in Lantus shaved off 20% of brand sales in CY23. Further volumes for the addressable remained flattish, though because of price rationalisation, Lantus was able to win incremental volumes. It amplified Lantus price drop share of voice (SoV) on 600K HCPs (including uncovered HCPs) on various digital platforms for HCPs, within the first 3 weeks of NLEM price drop notification. This campaign generated 2mn impressions across various digital channels, resulting in 77% of HCPs becoming aware of the new price for Lantus within the first month.

Toujeo clocked more than 20% sales growth and contributed to 43% of the incremental sales in its represented market. Apidra, the rapid-acting insulin analogue, also recorded around 25% incremental sales in CY23.

Oral diabetes

In the evolving landscape of diabetes management, Amaryl has maintained a strong position and relevance for over 25 years with the launch of successful line extensions like Amaryl M, Amaryl MV, Amaryl MP and strong play in the metformin category via differentiated formulation of Cetapin XR. The portfolio is currently ranked fifth and continues to consolidate its market position via new GTM models.

Exhibit 5: Key diabetes brands in franchise

 DIABETES	 <ul style="list-style-type: none"> #1 in its category Among the top 10 brands in IPM for more than a decade 	
	 <ul style="list-style-type: none"> Toujeo is ranked 3rd fastest growing brand in the Analog insulins (in brands of 100 crore value) 	
	Glimepiride (Type 2 diabetes) portfolio <ul style="list-style-type: none"> 28% share in the glimepiride market, making us a key player in oral diabetes therapies 	
	 <ul style="list-style-type: none"> #5 in its category 	
	 <ul style="list-style-type: none"> #4 in the category Growing 6% in value 	

Source: I-Sec research, Company data

Consumer healthcare

• Allergy

Allegra and Avil are the flagship brands in this category. Sanofi continues to occupy leading positions in allergy category. While allergy category was muted in CY23, Allegra demonstrated robust performance that outpaced the market, driven by Allegra M in nasal segment, which continues to be a key driver of the category.

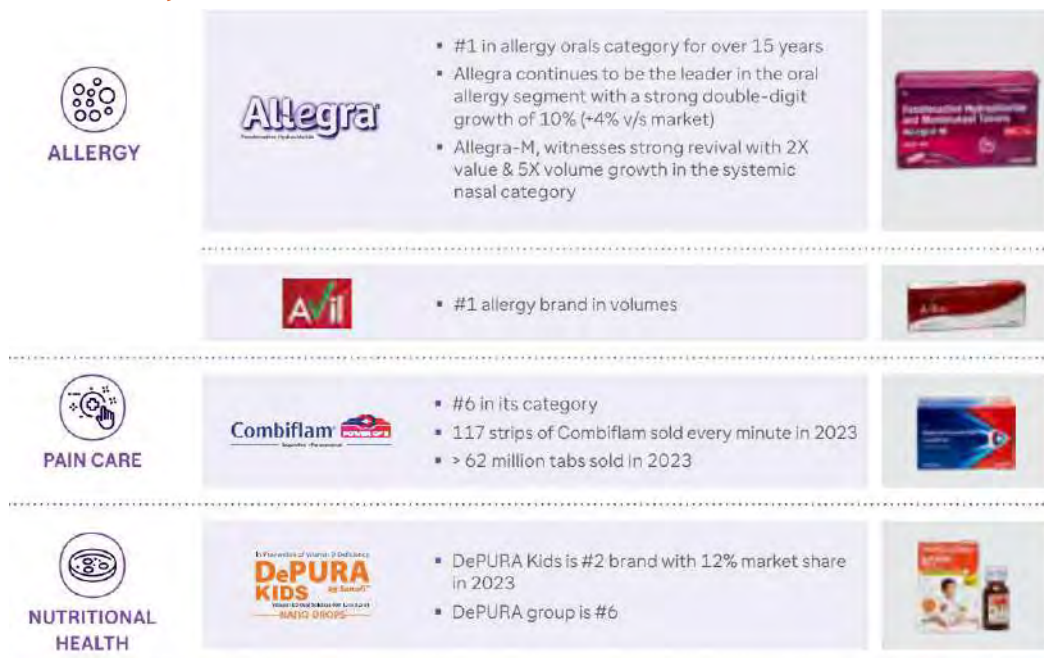
• Pain care

Combiflam exhibited 5% value growth in CY23 led by multi-layered channel engagement campaigns. Through a robust combination of distributor and wholesale programmes, supplemented with various initiatives to enhance indirect distribution coverage, Combiflam delivered growth and retained its position in the pain management segment.

• **Nutritional health**

To unlock the tremendous potential of DePURA 60K, the brand was internalised and is now being promoted by Sanofi scientific engagement team for key specialties of orthos, gynaecologists and paediatricians with relevant science-backed content. Since its return to Sanofi, DePURA 60K has undergone a revival and delivered a market-beating performance in H2CY23.

Exhibit 6: Key consumer brands of Sanofi India



Source: Company data, I-Sec research

Central nervous system (CNS)

Epilepsy portfolio recorded positive growth in CY23 with Frisium growing in double digits. The CNS portfolio maintained its market share in epilepsy through different GTM approach, regular digital customer connects, market-shaping activities and academic engagements.

Thrombosis

In anti-coagulant space, Clexane is the standard of care for more than 25 years. Clexane continued to strengthen its leadership position led by the vision of 'Venous Thromboembolism (VTE) free India'.

Cardiology

Cardace is the flagship brand of Sanofi in cardiology segment for more than 29 years. The company is working towards strengthening the post myocardial infarction (MI) protection space for better cardiovascular outcomes and addressing underutilisation of ACE inhibitors among these patients.

Antibiotics

Targocid is backed by real-life experience of over 20 years and continues to commit towards superior patient safety outcomes. In the resistant Gram+ segment, Targocid is a preferred anti-MRSA agent in critically ill patients amongst all stakeholders and continues to lead this space. Targocid has garnered unanimous favour among stakeholders. The brand consistently upholds its leadership in this specialised therapeutic domain and is growing ahead of the company's expectation.

Exhibit 7: Key brands across other important therapies



Source: Company data, I-Sec research

Exhibit 8: Product launches lined-up ahead

SIL Innovation Pipeline:

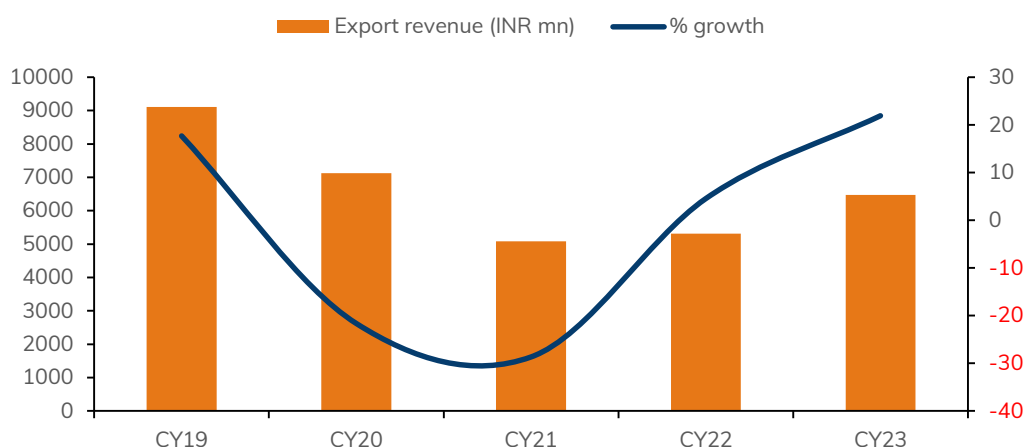


Source: Company data, I-Sec research

Exports

In CY23, exports grew at a robust pace of 22% to INR 6.5bn. Revenue share of exports inched up from 20% last year to 23% now. In Goa, the company manufactures products serving seven therapeutic areas. Nearly 61% production volume of Goa site is exported to more than 28 countries, mainly to regulated markets.

Exhibit 9: India's manufacturing cost advantage is leading to growth in exports



Source: Company data, I-Sec research

Entered into an exclusive marketing agreement to improvise reach

It has entered into an exclusive partnership with Cipla to distribute its CNS portfolio across India. Leveraging on Cipla's extensive network, it aims to deliver six CNS brands, including Frisium, to healthcare professionals (HCPs) and patients nationwide. Further, it has also formed an exclusive alliance with Emcure Pharmaceuticals to expand the distribution five cardiovascular brands, including established names like Cardace, Clexane, Targocid, Lasix, and Lasilactone.

Demerger

The Board of Directors on May 10, '23, approved the scheme of arrangement among the company and Sanofi Consumer Healthcare India Limited (SCHIL) to demerge its consumer healthcare business into SCHIL. This strategic move will sharpen the focus on both pharmaceutical and consumer healthcare segments, enhancing Sanofi capacity to improve people's lives in India. The demerger is also poised to eliminate redundancies, align businesses with global structures and unlock untapped potential to create greater value. NCLT, through an order dated Nov 24, '23, rectified the appointed date to Jun 1, '23, thereby, modifying the demerger scheme. The company had filed a petition before the NCLT, which was admitted by the NCLT via its order dated Jan 16, '24. Following the hearing, the NCLT has reserved its judgment on the matter. SCHIL is likely to be fully operational by H2CY24, subject to the necessary approvals.

Manufacturing

Goa plant has a manufacturing capacity of 5bn tablets/capsules annually for India and export markets. Nearly 60% of the volume produced is for exports. The manufacturing operations are heavily regulated by governmental health authorities around the world, including Regierungspräsidium Darmstadt – Germany, USFDA, Australia - TGA, WHO, Health Canada, NMRA – Sri Lanka and by many regulatory approvals as per the Indian legislations.

Besides Goa, Sanofi sources its products from 12 CMOs in India. Localised low-cost manufacturing has helped the company in keeping price per tablet below INR 5 for nearly 21% of its portfolio.

Human resource

As of CY23, total number of permanent employees has reduced by 18% YoY from 2,651 in CY22 to 2,174. We believe the reduction in employees is mainly on account of MR being transferred to Emcure and Cipla post their exclusive distribution agreement. The median increase in remuneration of employees was 8.5% while increase in salaries of the employees other than managerial personnel was 7.5% and for managerial remuneration it was 8.5%.

100% employees are trained for health, safety and environment-related matters. It has 25% women representation on the Board and 50% women in leadership positions.

Energy conservation

In CY23, renewable energy constituted 49.1% of overall consumption, a 9% improvement from CY22. Renewable sources include solar power, biomass, and green energy purchases. Reliance on fossil fuel was reduced by ~17% YoY, with a further 8% reduction in non-renewable grid electricity purchases. Of its total energy procurement, 44% is from non-renewable sources, 11% from purchased green energy and 4% from onsite solar generation. Biomass meets 34% of its needs, while 7% comes from fossil fuels.

Auditors

In CY22, M/s. Price Waterhouse & Co. Chartered Accountants LLP was re-appointed as statutory auditor of the company for a further period of 5 years till CY27. The statutory auditor has confirmed its eligibility and submitted a certificate in affirming it is not disqualified for holding the office of the statutory auditor. The statutory auditor has issued an unqualified audit report on the annual accounts of the company.

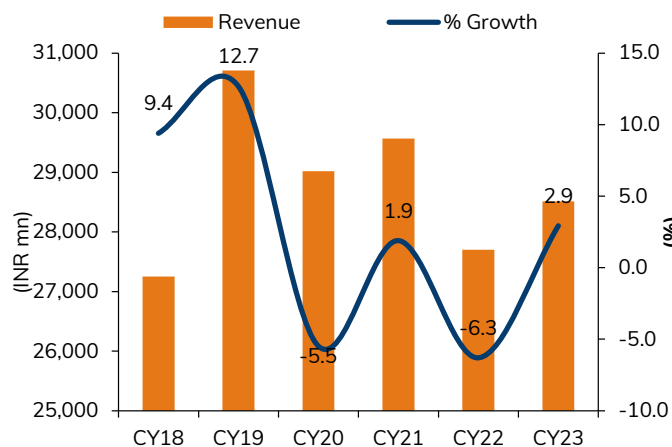
Exhibit 10: Intercompany transaction with group companies had risen in CY23

INR mn	CY22	CY23
Sale of products		
Sanofi-Aventis Singapore Pte. Limited	3,938	5,025
Sanofi Healthcare India Private Limited	181	184
Total	4,119	5,209
Purchase of Raw Material and Traded Goods		
Sanofi-Aventis Singapore Pte. Limited	2,474	5,939
Francopia S.A.R.L.	1,106	715
Sanofi Healthcare India Private Limited	3,220	2,766
Others	-	-
Total	6,800	9,420
Sale of Services		
Sanofi Healthcare India Private Limited	1,431	1,517
Sanofi Winthrop Industrie S.A.	0	19
Sanofi-Aventis Singapore Pte. Limited	47	74
Others	20	5
Total	1,498	1,615
Loans repaid		
Sanofi Healthcare India Private Limited	4,450	0
Total	4,450	0

Source: Company data, I-Sec research

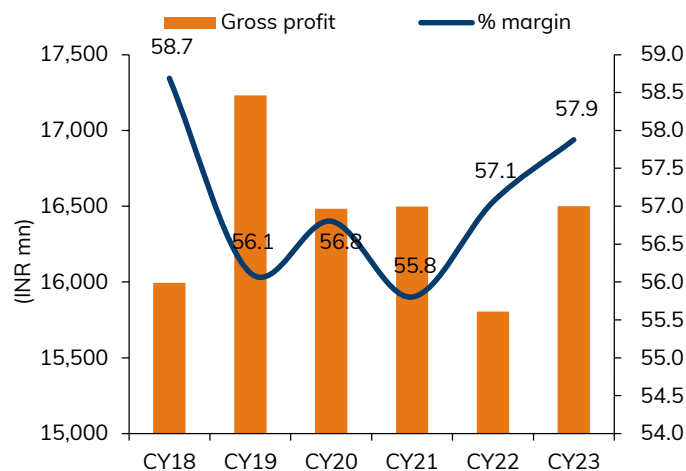
Historic performance in charts

Exhibit 11: Divestment and price cut have hampered revenue growth



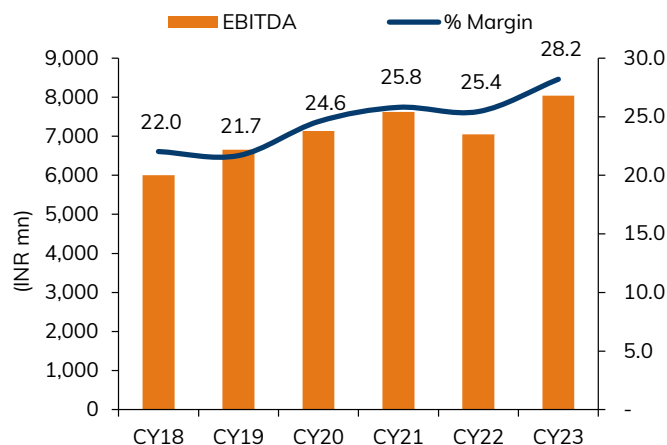
Source: Company data, I-Sec research

Exhibit 12: Gross margin has remained range bound



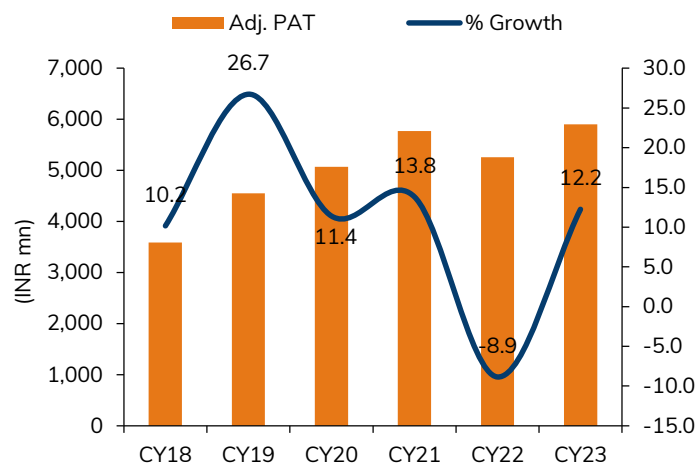
Source: Company data, I-Sec research

Exhibit 13: EBITDA margin has surged 620bps in last 5 years



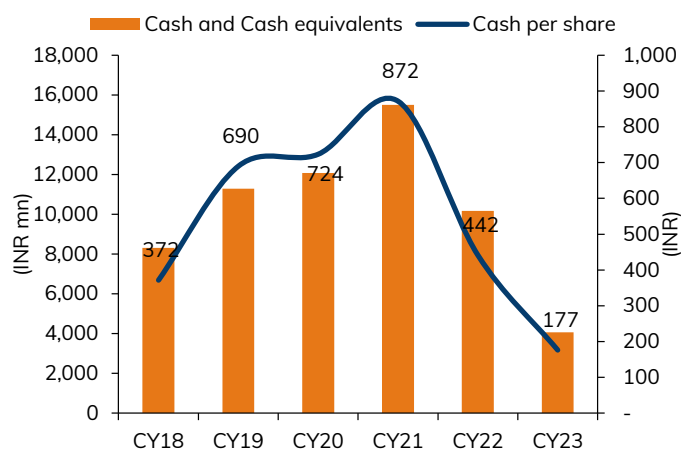
Source: Company data, I-Sec research

Exhibit 14: Profit has grown at 10% CAGR over CY18-23



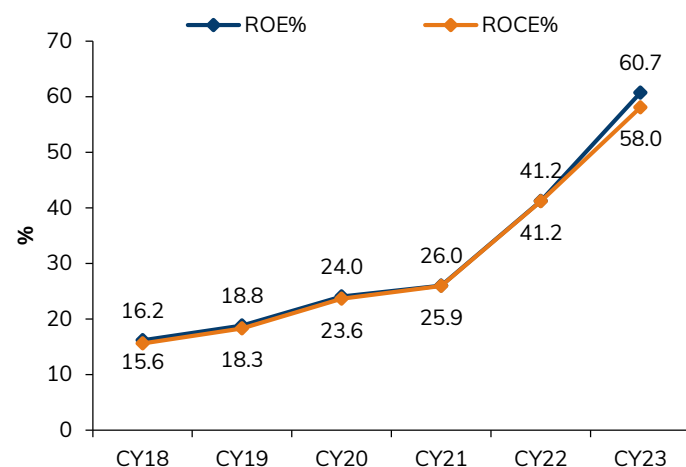
Source: Company data, I-Sec research

Exhibit 15: Higher payment of dividend has reduced cash balances



Source: Company data, I-Sec research

Exhibit 16: Return ratios had touched new highs in CY23



Source: Company data, I-Sec research

Exhibit 17: Valuation comparison

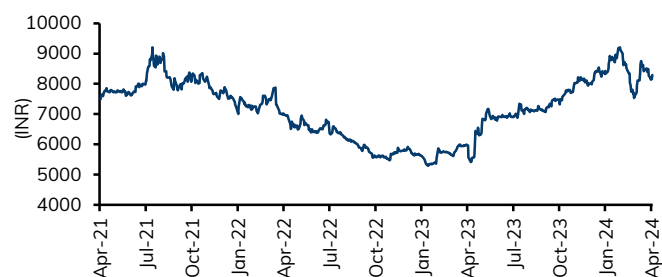
Company	Target Price	Rating	EPS (Rs)			ROCE (%)			P/E (x)			EV/ EBITDA (x)		
	(INR)		FY24e	FY25e	FY26e	FY24E	FY25E	FY26E	FY24E	FY25E	FY26E	FY24E	FY25E	FY26E
Sanofi India	9,170	ADD	256.6	277.7	312.0	58.0	50.8	47.0	31.0	29.9	26.6	23.2	20.7	17.9
Abbott India	33,000	BUY	572.8	674.0	784.9	34.9	33.9	32.7	45.2	38.4	33.0	34.5	29.1	24.7
Pfizer India	4,190	HOLD	108.4	124.8	139.1	15.3	15.8	15.7	38.7	33.6	30.2	28.1	23.8	20.9
GSK Pharma	1,895	REDUCE	39.3	43.1	47.4	40.3	48.3	49.4	54.3	49.4	45.0	40.8	37.0	33.4

Source: Company data, I-Sec research

Exhibit 18: Shareholding pattern

%	Sep'23	Dec'23	Mar'24
Promoters	60.4	60.4	60.4
Institutional investors	28.5	27.3	29.0
MFs and others	10.0	11.5	11.7
FIs/Banks	-	-	-
Insurance	11.7	9.4	11.2
FIIIs	6.8	6.4	6.1
Others	11.1	12.3	10.6

Source: Bloomberg

Exhibit 19: Price chart

Source: Bloomberg

Financial Summary

Exhibit 20: Profit & Loss

(INR mn, year ending December)

	CY22A	CY23A	CY24E	CY25E
Net Sales	27,701	28,511	31,091	34,541
Operating Expenses	20,657	20,474	22,228	24,531
EBITDA	7,044	8,037	8,863	10,009
EBITDA Margin (%)	25.4	28.2	28.5	29.0
Depreciation & Amortization	419	396	391	445
EBIT	6,625	7,641	8,471	9,564
Interest expenditure	17	17	17	17
Other Non-operating Income	715	653	669	703
Recurring PBT	7,323	8,277	9,124	10,250
Profit / (Loss) from Associates	-	-	-	-
Less: Taxes	2,437	2,426	2,737	3,075
PAT	5,873	5,718	6,387	7,175
Less: Minority Interest	-	-	-	-
Extraordinaries (Net)	1,320	178	-	-
Net Income (Reported)	6,206	6,029	6,387	7,175
Net Income (Adjusted)	5,258	5,902	6,387	7,175

Source Company data, I-Sec research

Exhibit 21: Balance sheet

(INR mn, year ending December)

	CY22A	CY23A	CY24E	CY25E
Total Current Assets	16,103	12,480	15,195	19,553
of which cash & cash eqv.	10,169	4,065	7,797	11,403
Total Current Liabilities & Provisions	7,406	6,513	7,363	9,350
Net Current Assets	8,697	5,967	7,832	10,203
Investments	147	111	111	111
Net Fixed Assets	3,052	3,100	3,250	3,364
ROU Assets	-	-	-	-
Capital Work-in-Progress	236	133	133	133
Total Intangible Assets	3	75	109	151
Other assets	1,176	1,249	1,605	1,782
Deferred Tax Assets	-	-	-	-
Total Assets	13,311	10,635	13,041	15,744
Liabilities				
Borrowings	-	-	-	-
Deferred Tax Liability	49	37	37	37
provisions	-	-	-	-
other Liabilities	504	446	446	446
Equity Share Capital	230	230	230	230
Reserves & Surplus	12,528	9,922	12,328	15,031
Total Net Worth	12,758	10,152	12,558	15,261
Minority Interest	-	-	-	-
Total Liabilities	13,311	10,635	13,041	15,744

Source Company data, I-Sec research

Exhibit 22: Cashflow statement

(INR mn, year ending December)

	CY22A	CY23A	CY24E	CY25E
Operating Cashflow	7,315	5,168	11,026	11,753
Working Capital Changes	427	3,505	(1,511)	(1,058)
Capital Commitments	(241)	(413)	(576)	(600)
Free Cashflow	7,074	4,755	10,450	11,153
Other investing cashflow	(1,819)	4,770	0	0
Cashflow from Investing Activities	(2,060)	4,357	(576)	(600)
Issue of Share Capital	-	-	-	-
Interest Cost	-	-	-	-
Inc (Dec) in Borrowings	-	-	-	-
Dividend paid	(13,110)	(3,841)	(3,981)	(4,472)
Others	-	-	-	-
Cash flow from Financing Activities	(13,110)	(3,841)	(3,981)	(4,472)
Chg. in Cash & Bank balance	(7,856)	5,684	6,469	6,681
Closing cash & balance	7,647	15,853	10,534	14,478

Source Company data, I-Sec research

Exhibit 23: Key ratios

(Year ending December)

	CY22A	CY23A	CY24E	CY25E
Per Share Data (INR)				
Reported EPS	269.5	261.8	277.3	311.5
Adjusted EPS (Diluted)	228.3	256.3	277.3	311.5
Cash EPS	246.5	273.5	294.3	330.9
Dividend per share (DPS)	569.3	166.8	172.8	194.2
Book Value per share (BV)	554.0	440.8	545.3	662.6
Dividend Payout (%)	211.3	63.7	62.3	62.3
Growth (%)				
Net Sales	(6.3)	2.9	9.0	11.1
EBITDA	(7.6)	14.1	10.3	12.9
EPS (INR)	(8.9)	12.2	8.2	12.3
Valuation Ratios (x)				
P/E	30.8	31.7	29.9	26.6
P/CEPS	33.6	30.3	28.2	25.1
P/BV	15.0	18.8	15.2	12.5
EV / EBITDA	25.6	23.2	20.7	17.9
P / Sales	6.9	6.7	6.1	5.5
Dividend Yield (%)	6.9	2.0	2.1	2.3
Operating Ratios				
Gross Profit Margins (%)	57.1	57.9	57.9	58.1
EBITDA Margins (%)	25.4	28.2	28.5	29.0
Effective Tax Rate (%)	29.3	29.8	30.0	30.0
Net Profit Margins (%)	19.0	20.7	20.5	20.8
NWC / Total Assets (%)	-	-	-	-
Net Debt / Equity (x)	(0.8)	(0.4)	(0.6)	(0.8)
Net Debt / EBITDA (x)	(1.5)	(0.5)	(0.9)	(1.2)
Profitability Ratios				
RoCE (%)	41.2	58.0	50.8	47.0
RoE (%)	41.2	60.7	50.9	47.0
RoIC (%)	246.7	177.4	160.4	221.8
Fixed Asset Turnover (x)	8.7	9.3	9.8	10.4
Inventory Turnover Days	52	86	48	47
Receivables Days	16	17	26	26
Payables Days	45	38	42	55

Source Company data, I-Sec research

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Name of the Compliance officer (Research Analyst): Mr. Atul Agrawal, Contact number: 022-40701000, **E-mail Address** : complianceofficer@icicisecurities.com

For any queries or grievances: [Mr. Prabodh Avadhoot](mailto:Mr.Prabodh.Avadhoot) Email address: headservicequality@icicidirect.com Contact Number: 18601231122
