

Aditya Birla Sun Life AMC Ltd

Super highways to growth - Financialization and Retailization



Kyon ki bhaiya, sabse bada rupaiya.

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Super highways to growth - Financialization and Retailization

Aditya Birla Sun Life AMC Ltd (ABAMC), a JV between AB Capital and Sun Life AMC, is the 4th largest AMC in India (in terms of AUM) since 2011. AMC has a total managed AUM of INR 2,755 bn (as on 30th Jun 2021), constituted by

- Equity AUM of INR 1,027 bn (CAGR of 6.5% since FY19)
- Debt AUM of INR 1,296 bn (CAGR of 13.3% since FY19)
- Liquid AUM of INR 422 bn (CAGR decline of 14.0% since FY19)
- ETF AUM of INR 9 bn (CAGR of 59.4% since FY19)

ABAMC is focusing on growing its presence in B-30 cities (tier II/III cities) that remain underpenetrated. ABAMC is using digital first and advisory models to drive growth in B-30 cities. However, the ticket sizes in B-30 are significantly lower and this reduced the AUM growth over the past couple of years. ABAMC has established a geographically diversified pan-India distribution presence covering 284 locations spread over 27 states and 6 UTs. Its distribution network is extensive and multi-channelled with a significant physical as well as digital presence, and includes over 66,000 KYD-compliant MFDs, over 240 national distributors and over 100 banks/financial intermediaries.

It is pertinent to note that ABAMC is the only non-bank promoted AMC within the Top 5. Despite this, in our opinion, the IPO pricing of INR 712 per share (24.6X FY24 P/E and 7.4% of current AUM) is at a significant undervaluation to that of HDFC AMC (35.4X FY24 P/E and 16.4% of AUM) and Nippon India AMC (28.9X FY24 P/E and 11.2% of AUM). We set a FY24 DCF based price target of INR 893 (31X FY24 P/E), representing a potential upside of 25% over the next 24 months. We recommend SUBSCRIBE for long term gains.

The upcoming OFS for the total amount of INR 2,768 cr, comprising 3.89 cr shares priced at INR 712 per share, represents 13.5% of paid-up capital. Post OFS the promoter's holding will stand reduce to 86.5%.

Key Financial Data (INR Cr, unless specified)

	Revenue	EBITDA	Net Profit	EBITDA (%)	Net Profit (%)	Adj EPS (₹)	BVPS (₹)	RoE (%)	RoIC (%)	P/E (X)	P/BV (X)	MCap to AUM (%)
FY20	1,233.8	701.8	494.4	56.9	40.1	17.2	45.7	37.5	39.2	41.5	15.6	8.3
FY21	1,191.0	724.1	526.3	60.8	44.2	18.3	59.2	30.9	31.5	39.0	12.0	7.6
FY22E	1,337.6	836.9	599.7	62.6	44.8	20.8	65.4	31.8	32.6	34.2	10.9	6.9
FY23E	1,518.3	988.1	710.6	65.1	46.8	24.7	72.8	33.9	34.0	28.9	9.8	6.2
FY24E	1,713.5	1,154.5	832.2	67.4	48.6	28.9	81.5	35.5	35.3	24.6	8.7	5.6

Industry	Mutual Fund
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Issue Details

Listing	BSE & NSE
Open Date	29 th Sep 2021
Close Date	1 st Oct 2021
Price Band	INR 695-712
Face Value	INR 5
Market Lot	20 shares
Minimum Lot	1 Lot

Issue Structure

Offer for Sale	100%
Fresh Issue	0%
Issue Size (Amount)	INR 2,768 cr
Issue Size (Shares)	38,880,000
QIB Share (%)	≥ 50%
Non-Inst Share (%)	≤ 15%
Retail Share (%)	≤ 35%
Pre issue sh (nos)	288,000,000
Post issue sh (nos)	288,000,000
Post issue M Cap	INR 20,506 cr

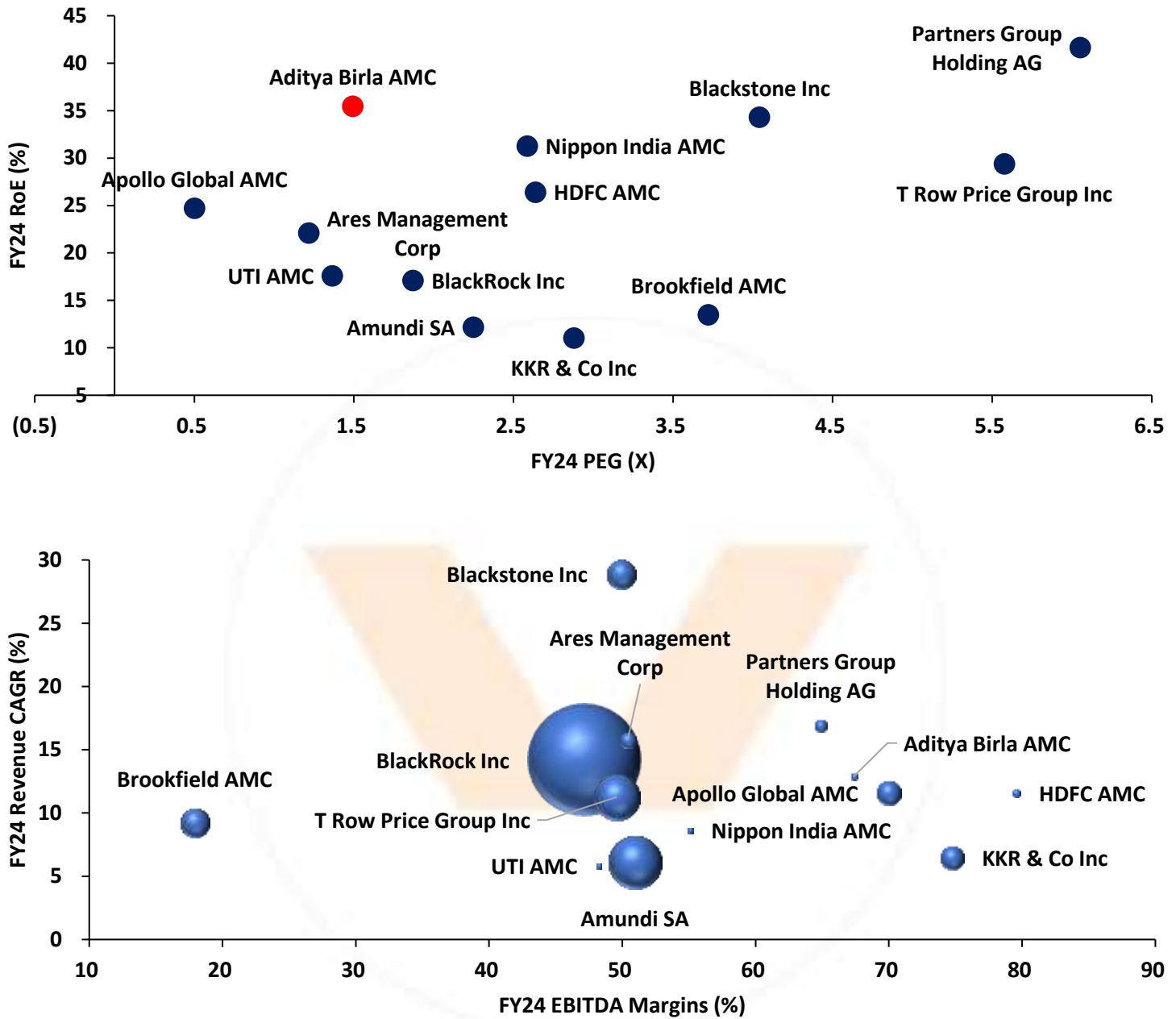
Shareholding (%)	Pre (%)	Post (%)
Promoter	100.0	86.5
Institution	0.0	6.4
Public	0.0	7.1
TOTAL	100	100

Valuation and Comparable Metric of Global AMCs

Company Name	Mkt Cap	Price	AUM (bn)	MCap to AUM (%)	PEG 2024	P/E (X)			P/BV (X)			RoE (%)			Sales			EBITDA Margin (%)			Net Margin (%)		
						2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Domestic Peers (fig in INR Cr, unless specified)																							
Aditya Birla AMC Ltd	20,506	712	2,755	7.4	1.5	34.2	28.9	24.6	10.9	9.8	8.7	31.8	33.9	35.5	1,338	1,518	1,714	62.6	65.1	67.4	44.8	46.8	48.6
HDFC AMC Ltd	68,529	3,215	4,169	16.4	2.6	47.4	41.7	35.4	12.7	11.1	9.4	26.7	26.6	26.4	2,432	2,752	3,047	76.2	77.6	79.6	59.4	59.7	63.5
Nippon India AMC Ltd	27,005	435	2,404	11.2	2.6	40.2	34.7	28.9	8.3	7.9	9.0	20.7	22.7	31.3	1,359	1,532	1,819	54.0	55.4	55.1	49.4	50.8	51.4
UTI AMC Ltd	13,605	1,073	1,872	7.3	1.4	25.9	22.2	18.7	3.9	3.6	3.3	15.0	16.1	17.6	1,068	1,231	1,385	44.4	44.4	48.2	49.2	49.8	52.5
Global Peers (fig in USD Mn, unless specified)																							
BlackRock Inc	133,777	873	9,500	1.4	1.9	20.5	18.6	17.5	3.4	3.1	3.0	16.5	16.9	17.1	21,209	23,122	24,119	43.1	44.7	47.2	30.8	31.0	31.7
Amundi SA	17,722	87	2,106	0.8	2.2	12.3	11.5	10.9	1.4	1.4	1.3	11.6	11.9	12.2	3,856	4,037	4,180	49.5	50.6	50.9	37.3	38.1	38.9
Blackstone Inc	150,462	125	649	23.2	4.0	30.1	28.0	26.6	9.6	9.6	9.1	32.0	34.3	34.3	10,249	11,876	13,064	58.2	60.7	49.9	48.7	45.3	43.3
Brookfield Asset Mgmt Inc	87,851	56	626	14.0	3.7	23.4	20.6	18.8	2.6	2.7	2.5	11.2	12.9	13.5	22,968	13,034	14,337	30.6	17.9	17.9	16.3	32.6	32.6
KKR & Co Inc	54,055	62	429	12.6	2.9	15.1	13.6	14.5	1.9	1.7	1.6	12.6	12.4	11.0	6,559	7,320	7,238	68.1	67.2	74.7	54.5	54.3	51.4
T Row Price Group Inc	47,921	211	1,620	3.0	5.6	15.4	15.1	14.7	4.9	4.6	4.3	31.7	30.1	29.4	8,251	8,537	8,548	51.2	49.6	49.6	37.6	37.2	38.0
Partners Group Holding AG	44,721	1,675	119	37.6	6.1	35.3	31.8	28.8	14.0	12.6	12.0	39.7	39.6	41.6	2,266	2,513	2,732	64.3	64.7	64.9	55.9	55.9	56.8
Apollo Global Mgmt Inc	27,136	63	455	6.0	0.5	11.2	10.2	9.3	3.6	2.4	2.3	32.1	23.6	24.7	3,100	2,666	2,932	60.0	65.0	70.0	77.9	99.8	99.8
Ares Management Corp	22,014	77	197	11.2	1.2	38.2	30.4	27.6	8.4	6.7	6.1	21.9	22.1	22.1	2,650	3,153	3,468	52.2	50.4	50.4	21.7	23.0	23.0

Source: Ventura Research & Bloomberg

Use of digital/advisory channel to penetrate B30 cities will reduce cost and improve profitability



Source: Ventura Research, ACE Equity & Bloomberg

Financial Analysis and Projections

During FY19-21, ABAMC’s mutual fund (MF) AUM grew at a CAGR of 4.5% to INR 2,693 bn. Over the same period, the AMC’s Equity and Debt AUM clocked a 4.3% CAGR (to INR 969 bn) and 14.6% CAGR (to INR 1,285 bn), respectively. The Liquid scheme’s AUM witnessed a degrowth of 14.8% CAGR to INR 431 bn, while ETF AUM reported a stellar CAGR growth of 54.4% to INR 749 bn. Despite growth in the overall AUM and favorable AUM mix, asset management & advisory fees degrew at a CAGR of 9.0% to INR 1,018 cr due to reduction in TER by SEBI in Oct 2018.

ABAMC's Financial Summary

Figures in INR Crores	FY19	FY20	FY21	FY22E	FY23E	FY24E	FY25E	FY26E	FY27E	FY28E	FY29E	FY30E
Equity AUM	89,062	87,559	96,934	116,959	139,032	163,004	188,646	216,113	245,073	275,113	305,739	336,391
Debt AUM	97,846	110,191	128,538	134,965	141,713	148,799	156,239	164,051	172,253	180,866	189,909	199,405
Liquid AUM	59,258	49,302	43,057	45,210	47,470	49,844	52,336	54,953	57,700	60,586	63,615	66,796
ETF AUM	314	470	749	1,049	1,258	1,510	1,812	2,174	2,609	3,131	3,757	4,509
Total Mutual Fund AUM	246,480	247,522	269,278	298,183	329,474	363,157	399,033	437,291	477,636	519,696	563,020	607,100
Asset Management & Advisory Fees (A)	1,229.2	1,090.2	1,018.2	1,151.9	1,306.8	1,474.3	1,652.9	1,843.8	2,044.9	2,253.9	2,467.8	2,683.4
Yield on AUM (%)	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
YoY Growth (%)		(11.3)	(6.6)	13.1	13.5	12.8	12.1	11.5	10.9	10.2	9.5	8.7
PMS & Alternate Assets AUM	17,097.0	12,874.0	11,329.0	13,028.4	14,852.3	16,783.1	18,797.1	20,864.8	22,951.3	25,016.9	27,018.2	28,909.5
PMS & Alternate Asset Fees (B)	76.7	53.1	43.5	43.8	50.1	56.9	64.0	71.3	78.8	86.2	93.6	100.6
Yield on AUM (%)		0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Mgmt Fees from Other Services (C)	20.9	16.4	6.2	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fees & commission income (A+B+C)	1,326.8	1,159.7	1,067.9	1,196.0	1,356.9	1,531.1	1,716.9	1,915.1	2,123.7	2,340.1	2,561.3	2,783.9
YoY Growth (%)		(12.6)	(7.9)	12.0	13.5	12.8	12.1	11.5	10.9	10.2	9.5	8.7
Net gain on fair value changes	79.3	74.2	123.1	141.6	161.4	182.4	204.3	226.8	249.4	271.9	293.6	314.2
Revenue from Operations	1,406.1	1,233.8	1,191.0	1,337.6	1,518.3	1,713.5	1,921.2	2,141.8	2,373.1	2,612.0	2,855.0	3,098.1
YoY Growth (%)		(12.2)	(3.5)	12.3	13.5	12.9	12.1	11.5	10.8	10.1	9.3	8.5
Fees and commission expense	143.5	75.1	47.1	35.8	23.1	7.3	0.0	0.0	0.0	0.0	0.0	0.0
Employee benefit expense	277.5	242.0	240.7	266.5	294.5	324.6	356.7	390.9	426.9	464.5	503.3	542.7
Other expense	302.3	215.0	179.2	198.4	212.7	227.1	241.6	256.0	270.1	283.5	295.9	306.9
EBITDA	682.7	701.8	724.1	836.9	988.1	1,154.5	1,322.9	1,494.9	1,676.1	1,864.0	2,055.8	2,248.6
Margin (%)	48.6	56.9	60.8	62.6	65.1	67.4	68.9	69.8	70.6	71.4	72.0	72.6
EBITDA to AUM (%)	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4
PAT	446.8	494.4	526.3	599.7	710.6	832.2	954.9	1,080.2	1,212.2	1,349.1	1,489.1	1,630.0
Margin (%)	31.8	40.1	44.2	44.8	46.8	48.6	49.7	50.4	51.1	51.7	52.2	52.6
EBITDA to AUM (%)	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.3	0.3	0.3	0.3
Adjusted EPS (INR)	15.5	17.2	18.3	20.8	24.7	28.9	33.2	37.5	42.1	46.8	51.7	56.6
P/E Ratio (X)	45.9	41.5	39.0	34.2	28.9	24.6	21.5	19.0	16.9	15.2	13.8	12.6
Adjusted BVPS (INR)	42.4	45.7	59.2	65.4	72.8	81.5	91.5	102.7	113.2	124.9	137.9	152.0
P/BV Ratio (X)	16.8	15.6	12.0	10.9	9.8	8.7	7.8	6.9	6.3	5.7	5.2	4.7
Return on Equity (%)	36.6	37.5	30.9	31.8	33.9	35.5	36.3	36.5	37.2	37.5	37.5	37.2
Return on Capital Employed (%)	36.9	37.8	30.5	31.6	33.7	35.2	36.0	36.3	36.9	37.3	37.3	37.0
Cash Flow from Operations	315.3	497.0	512.3	672.3	771.4	899.0	1,028.4	1,160.9	1,300.3	1,444.7	1,592.0	1,739.8
Cash Flow from Investing	62.4	(66.1)	(339.8)	(231.4)	(284.7)	(308.6)	(329.7)	(351.9)	(370.7)	(385.3)	(394.9)	(398.8)
Cash Flow from Financing	(383.6)	(422.5)	(162.5)	(442.1)	(521.4)	(608.6)	(697.0)	(787.7)	(943.9)	(1,050.2)	(1,159.0)	(1,268.7)
Net Cash Flow	(5.8)	8.4	9.9	(1.3)	(34.7)	(18.2)	1.6	21.3	(14.4)	9.1	38.0	72.3
Free Cash Flow	295.3	480.8	501.6	652.3	748.7	873.4	999.7	1,128.9	1,264.8	1,405.6	1,549.3	1,693.5

Source: Company Reports

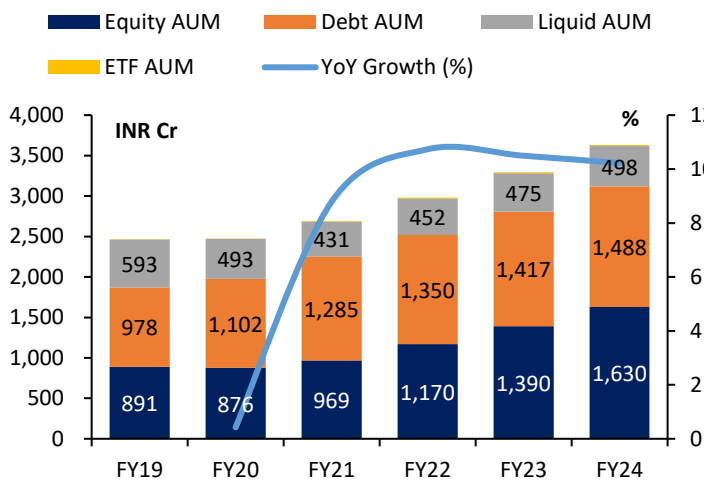
We are expecting the Equity and ETF AUM to grow at a CAGR of 18.9% (to INR 1,630 bn) and 26.3% (to INR 15 bn), respectively, by FY24, while the Debt and Liquid AUM should each grow at 5.0% CAGR to INR 1,488 bn and to INR 498 bn, respectively, over the same period. The rise in retail participation in MF investing and strong outlook for Indian capital market due to buoyant Indian economy will drive Equity AUM. The growth in the Liquid scheme AUM is expected to remain subdued due to a pick-up in the capex cycle. However, while corporates invest their funds in liquid schemes, utilization of funds in capex could reduce the new fund flow in liquid schemes.

With these AUM estimates, we expect ABAMC’s revenues to grow at a CAGR of 12.9% to INR 1,713 cr during FY21-24E, while EBITDA and PAT are estimated to deliver a CAGR of 16.8% (to INR 1,155 cr) and 16.5% (to INR 832 cr), respectively, over the same period. Higher operating leverage with AUM moving northward, an increase in employee efficiency and operating efficiency with technological advancements are expected to improve profitability. As a result, EBITDA and PAT margins are expected to improve by 658bps (to 67.4%) and 438bps (to 48.6%), respectively, by FY24. This will lead to an improvement in RoE and RoIC to 35.5% (+458bps) and 35.3% (+377bps), respectively, by FY24.

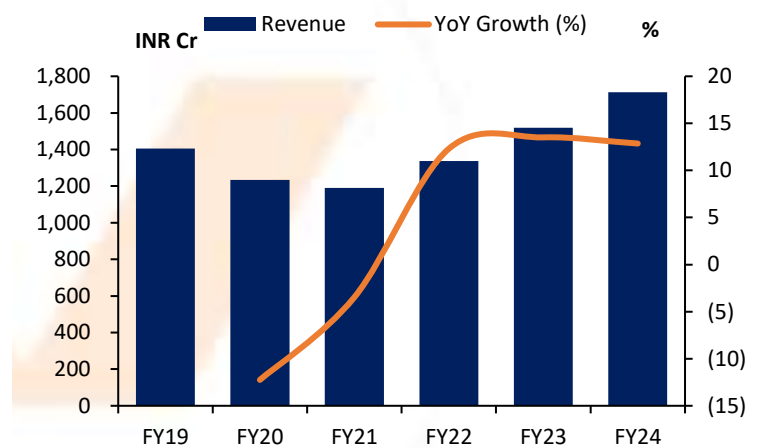
ABAMC’s business model requires minimal capital and throws up significant free cash flow. Historically the company has maintained dividend payout ratios of 70% but this can easily go up to 80-90% levels over time as core capital consumption is minimal.

ABAMC’s Financial Performance

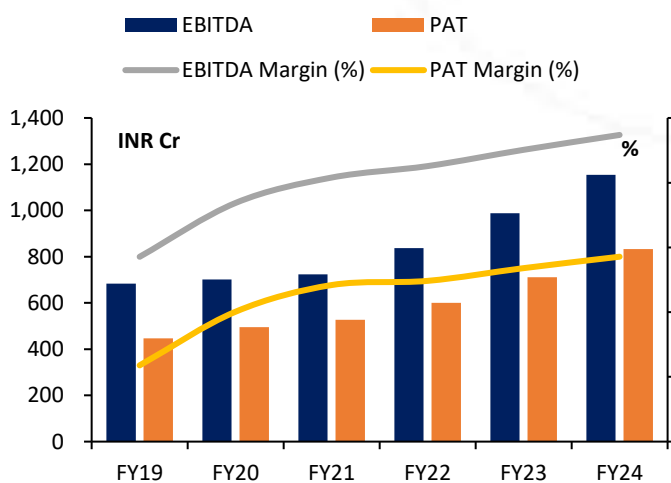
AUM growth outlook to be in double digits



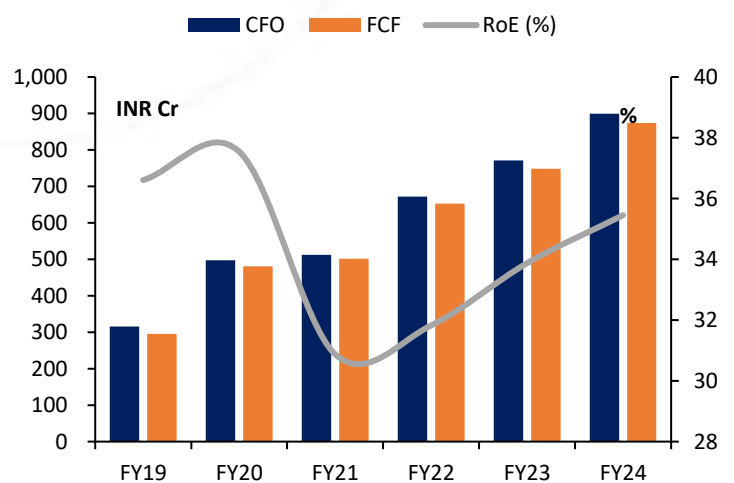
Revenue growth to improve in line with AUM growth



Digital future to improve operating margins



Cash flow generation faster than AUM growth



Source: Company Reports

Key Growth Drivers

Rising awareness about the need for financial savings and increased participation of households in MF investments

Indian capital markets are expected to remain an attractive part of financial savings. While gross domestic savings in physical assets declined to 36.4% in the FY21 from 39.3% in the FY14, financial savings grew to 62.9% in the FY21 from 59.7% in the FY14. This improvement has occurred on account of

- strong outlook for Indian economy (directly related to capital markets), which is supported by favorable government policies,
- rise in income levels, especially in IT/ITES and service industry, and
- increase in financial literacy in Tier II & III cities.

Financialization of Household Savings is a structural change

Gross Savings & Economy	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21E
Nominal GDP (INR Bn)	112,335	124,680	137,719	153,917	170,900	188,870	203,510	197,457
<i>YoY Growth (%)</i>		11.0	10.5	11.8	11.0	10.5	7.8	(3.0)
Gross Domestic Savings (INR Bn)	36,082	40,200	42,823	48,251	54,807	57,770	63,860	73,252
<i>YoY Growth (%)</i>		11.4	6.5	12.7	13.6	5.4	10.5	14.7
<i>As % of Nominal GDP (%)</i>	32.1	32.2	31.1	31.3	32.1	30.6	31.4	37.1
Gross Domestic Savings in Physical Assets	14,164	15,131	13,176	15,946	19,442	22,481	23,272	26,695
<i>YoY Growth (%)</i>		6.8	(12.9)	21.0	21.9	15.6	3.5	14.7
<i>As % of Nominal GDP (%)</i>	12.6	12.1	9.6	10.4	11.4	11.9	11.4	13.5
<i>As % of Gross Domestic Savings (%)</i>	39.3	37.6	30.8	33.0	35.5	38.9	36.4	36.4
Gross Domestic Savings in Gold & Silver	368	456	465	465	467	427	431	494
<i>YoY Growth (%)</i>		23.9	2.0	0.0	0.4	(8.6)	0.9	14.7
<i>As % of Nominal GDP (%)</i>	0.3	0.4	0.3	0.3	0.3	0.2	0.2	0.3
<i>As % of Gross Domestic Savings (%)</i>	1.0	1.1	1.1	1.0	0.9	0.7	0.7	0.7
Gross Domestic Savings in Financial Assets	21,550	24,613	29,182	31,840	34,898	34,862	40,157	46,063
<i>YoY Growth (%)</i>		14.2	18.6	9.1	9.6	(0.1)	15.2	14.7
<i>As % of Nominal GDP (%)</i>	19.2	19.7	21.2	20.7	20.4	18.5	19.7	23.3
<i>As % of Gross Domestic Savings (%)</i>	59.7	61.2	68.1	66.0	63.7	60.3	62.9	62.9
Gross Financial Household Savings (INR Bn)	11,908	12,572	14,962	16,147	20,564	21,341	22,846	29,040
<i>YoY Growth (%)</i>		5.6	19.0	7.9	27.4	3.8	7.1	27.1
<i>As % of Nominal GDP (%)</i>	10.6	10.1	10.9	10.5	12.0	11.3	11.2	14.7
Financial Liabilities (INR Bn)	3,587	3,768	3,854	4,686	7,507	7,784	6,641	5,680
<i>YoY Growth (%)</i>		5.0	2.3	21.6	60.2	3.7	(14.7)	(14.5)
<i>As % of Nominal GDP (%)</i>	3.2	3.0	2.8	3.0	4.4	4.1	3.3	2.9
Net Financial Household Savings (INR Bn)	8,321	8,804	11,108	11,461	13,057	13,557	16,205	23,360
<i>YoY Growth (%)</i>		5.8	26.2	3.2	13.9	3.8	19.5	44.2
<i>As % of Nominal GDP (%)</i>	7.4	7.1	8.1	7.4	7.6	7.2	8.0	11.8

Source: Company Reports

The MF industry has seen increased participation from households in recent years, as a result of growing awareness, financial inclusion and improved access to banking channels. The MFs AUM to nominal GDP ratio has risen steadily since FY14 (8.0%), and stood at 16.3% in FY21.

Shift is Savings Pool towards Financial Assets to improve MF inflows

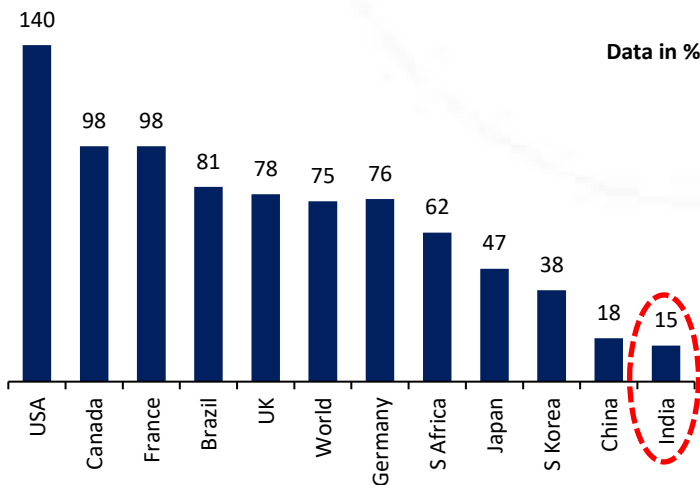
Gross Savings & Economy	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21E
Financial Savings in Mutual Funds (INR Bn)	150	145	189	1,510	1,382	576	444	2,087
<i>YoY Growth (%)</i>		(3.3)	30.3	698.9	(8.5)	(58.3)	(22.9)	370.1
<i>As % of Nominal GDP (%)</i>	0.1	0.1	0.1	1.0	0.8	0.3	0.2	1.1
<i>As % of Gross Financial Household Savings (%)</i>	1.3	1.2	1.3	9.4	6.7	2.7	1.9	7.2
<i>As % of Net Financial Household Savings (%)</i>	1.8	1.6	1.7	13.2	10.6	4.2	2.7	8.9
Total MF AUM (INR Bn)	8,960	12,070	13,550	18,570	22,710	24,580	24,710	32,170
<i>YoY Growth (%)</i>		34.7	12.3	37.0	22.3	8.2	0.5	30.2
<i>As % of Nominal GDP (%)</i>	8.0	9.7	9.8	12.1	13.3	13.0	12.1	16.3
Individual MF AUM (INR Bn)	3,930	5,580	6,160	8,530	11,670	13,540	12,900	17,270
<i>YoY Growth (%)</i>		42.0	10.4	38.5	36.8	16.0	(4.7)	33.9
<i>As % of Nominal GDP (%)</i>	3.5	4.5	4.5	5.5	6.8	7.2	6.3	8.7

Source: Company Reports

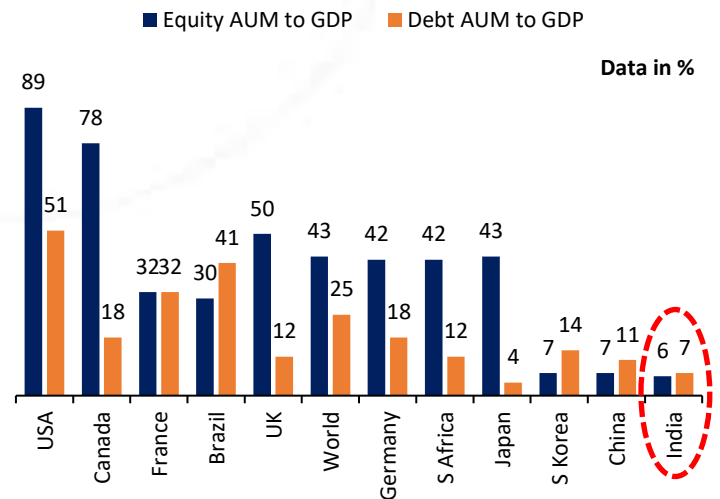
However, India's (15%) MF penetration (AUM-to-GDP) is still significantly lower than the world average of 75% and also lower than many developed economies such as the USA (140%), Canada (98%), France (98%) and the UK (78%) and key emerging economies such as Brazil (81%) and S Africa (62%). It provides significant scope for Indian AMCs to improve the share of MF in the overall GDP and India's household savings.

Huge latent potential to be unlocked in the coming decade

MF AUM to GDP



MF Equity & Debt AUM to GDP



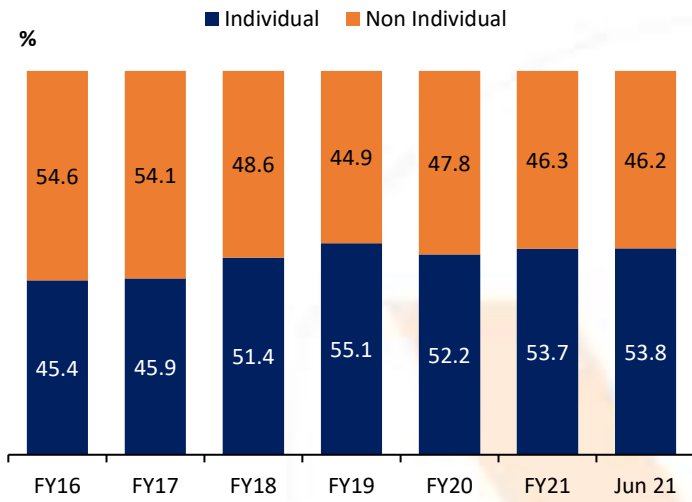
Source: Company Reports

With yields across all conventional financial products on the decline, households are increasingly on the search for better returns. This has led to better flows towards MFs. Increasing digitization and adoption would mean better availability of AMC offerings to the masses at scale.

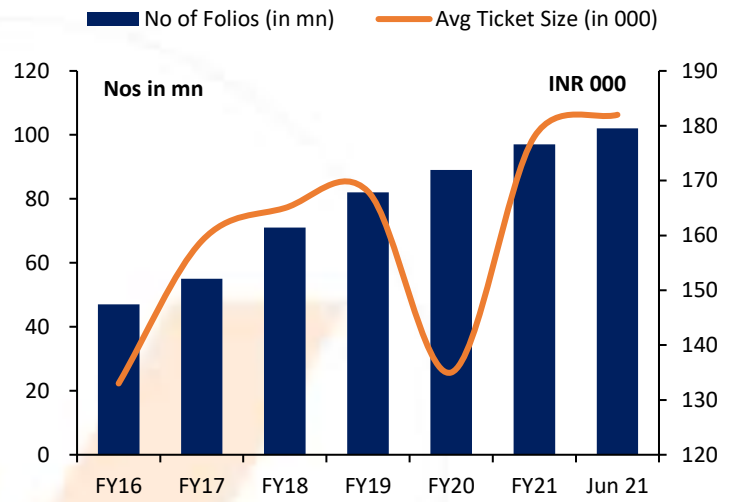
The trends of the past couple of years are encouraging and gaining traction. The super highway of strong AUM growth is expected to play out over the next decade.

Fund Inflows and Retail AUM has significantly outpaced Institutional Inflow

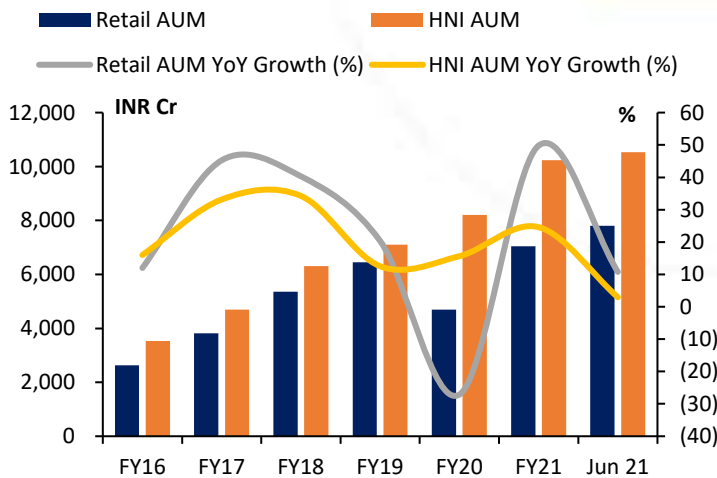
Considerable improvement in Individual AUM



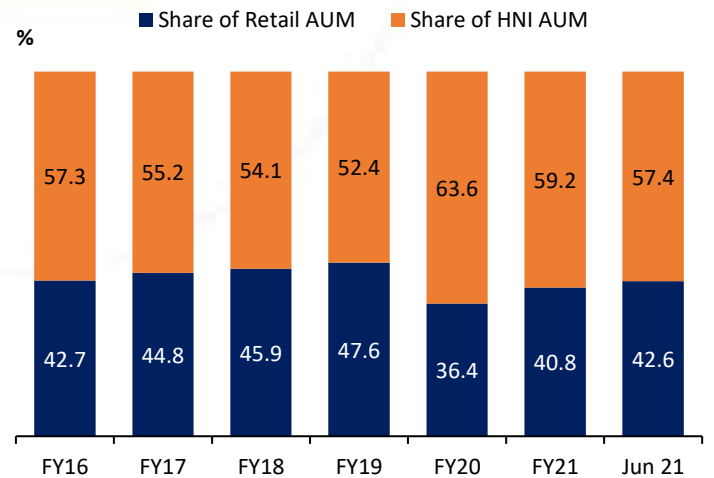
No of folios improved substantial in FY21



Growth in Retail AUM remained strong



B30 cities improved the share of Retail AUM



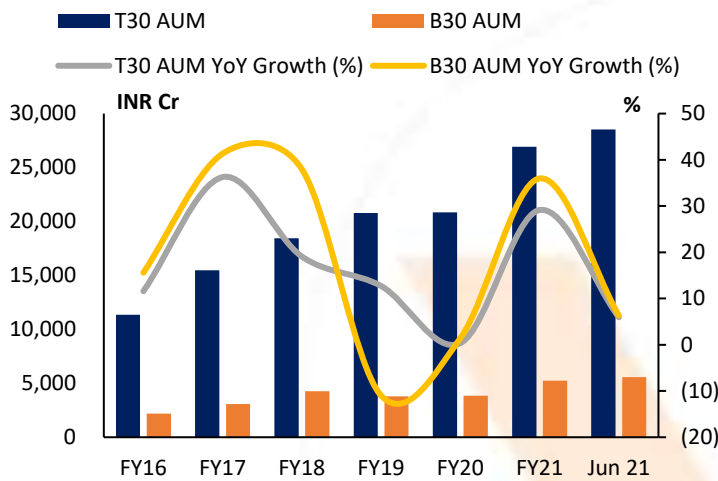
Source: Company Reports

Penetration in B-30 cities and towns to be the future growth drivers

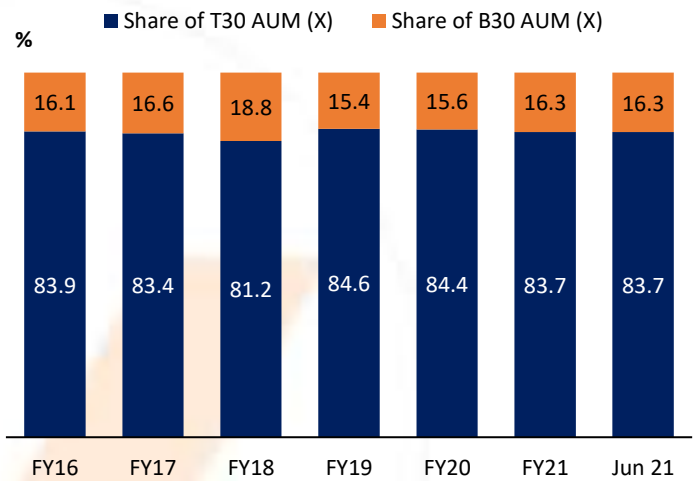
To encourage AMC's to expand their network in B30 cities, SEBI has permitted an additional expense ratio of 30bps on the existing TER slab, which is used to pay commissions to local financial agents and advisors. These commissions and expenses are paid from the individual schemes/funds only and not from the AMC's. Industry AUM from B30 cities clocked a CAGR of 12.5% (to INR 5,565 bn) during FY19-Q1FY22, while the AUM from T30 cities grew at a CAGR of 10.2% (to INR 28,539 bn) over the same period.

B-30 cities is the next leg of growth to expand in significantly underpenetrated market of Tier II & III cities

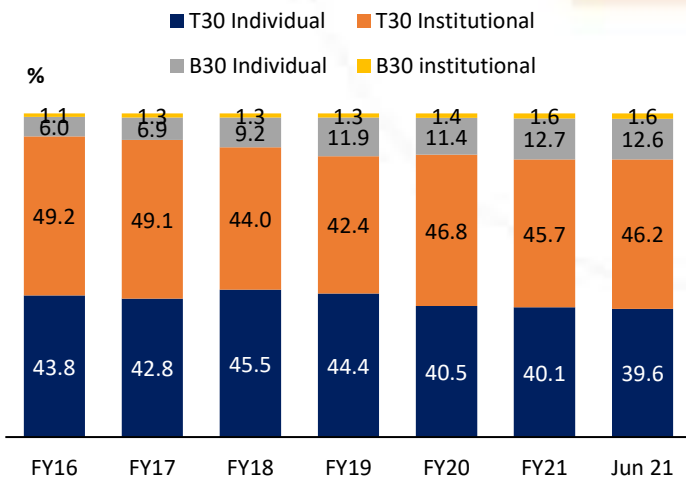
Growth in B30 cities has outpaced T30



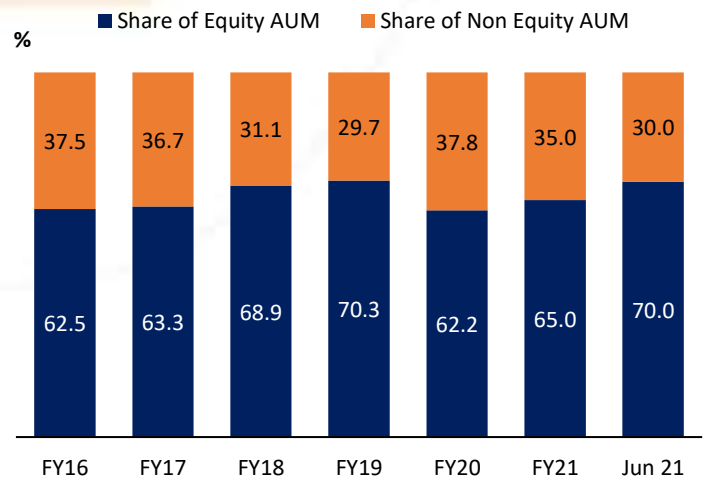
B30 QAAUM share has been rising since FY19



MAAUM share: Individual vs Institutional



Individual Investors AUM mix



Source: Company Reports

ABAMC lost market share in the key revenue generating segments of Equity and Debt (excluding Liquid schemes) since FY16. SBI AMC, Kotak Mahindra AMC and Axis AMC have emerged as a key gainer in these two segments.

ABAMC lost market share in key segments due to focus on low ticket size B-30 cities

Company Name	Equity MF Mkt Share			Debt MF Mkt Share			Liquid MF Mkt Share			ETF MF Mkt Share		
	FY16	Q1FY22	Change (bps)	FY16	Q1FY22	Change (bps)	FY16	Q1FY22	Change (bps)	FY16	Q1FY22	Change (bps)
Bank Promoted AMCs												
SBI AMC	6.8	10.2	343	6.4	13.5	709	10.1	16.0	590	38.2	49.0	1,071
HDFC AMC	15.0	12.7	(226)	12.5	14.2	171	11.9	15.7	385	3.1	1.2	(193)
ICICI Pru AMC	14.0	12.4	(158)	13.5	15.1	165	11.4	11.9	41	2.7	6.4	373
Kotak AMC	3.1	6.9	382	4.7	8.7	400	5.1	9.0	392	8.0	3.3	(468)
Axis AMC	3.0	7.9	491	2.2	5.7	351	3.6	6.2	260	1.1	0.3	(85)
IDFC AMC	3.0	2.0	(101)	5.0	8.9	388	3.1	1.8	(127)	0.0	0.0	1
Non Bank Promoted AMCs												
AB AMC	7.7	7.1	(60)	12.9	11.6	(127)	8.7	10.3	163	0.5	0.3	(23)
Nippon India AMC	11.1	6.8	(433)	12.8	7.2	(556)	10.7	5.1	(558)	8.6	13.2	463
UTI AMC	7.5	4.7	(280)	8.3	3.7	(454)	7.9	7.4	(51)	2.5	13.0	1,052
DSP AMC	3.9	4.2	34	2.9	2.7	(23)	2.1	2.7	68	0.0	0.0	3

Source: Company Reports

Since FY19, ABAMC has been focusing on expansion in underpenetrated B30 cities. Its AUM from B30 cities clocked a CAGR of 9.5% (to INR 447 bn) during FY19-Q1FY22, while the AUM from T30 cities grew at a CAGR of 3.4% (to INR 2,390 bn) over the same period.

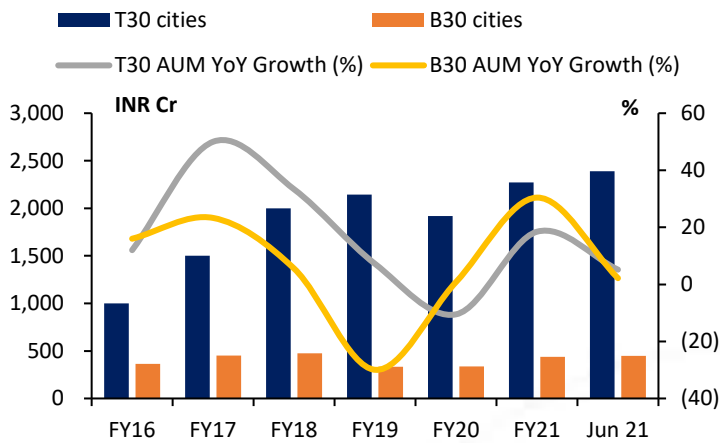
Key schemes relative to the performance of the relevant benchmark index and peer average

ABAMC Fund Performance	Date of Inception	Total AUM (INR Bn)	1 year return (%)	3 years return (%)	5 years return (%)	10 years return (%)
Equity Schemes						
Aditya Birla Sun Life Frontline Equity	Aug 2002	199.0	54.6	12.5	12.5	13.2
<i>Nifty 50 Index</i>			54.6	15.0	15.1	12.1
<i>Peer Average</i>			52.6	13.5	13.6	12.5
Aditya Birla Sun Life Flexi Cap	Aug 1998	137.4	63.5	14.6	15.7	15.2
<i>S&P BSE All Cap Total Return Index</i>			63.3	15.2	15.6	12.9
<i>Peer Average</i>			58.1	15.1	14.7	14.3
Aditya Birla Sun Life Tax Relief 96	Mar 1996	136.8	35.5	8.6	12.2	13.7
<i>S&P BSE 200 Index</i>			58.8	15.4	15.6	13.0
<i>Peer Average</i>			58.7	13.5	13.5	13.9
Aditya Birla Sun Life Equity Hybrid 95	Feb 1995	77.4	49.5	10.1	10.5	12.1
<i>CRISIL Hybrid 35+65 Aggressive Index</i>			37.9	14.3	13.6	11.9
<i>Peer Average</i>			48.3	12.6	12.3	12.3
Debt Schemes						
Aditya Birla Sun Life Corporate Bond	Mar 1997	240.5	6.2	9.3	8.4	9.1
<i>Nifty Corporate Bond Index</i>			7.2	9.4	8.4	9.0
<i>Peer Average</i>			5.6	8.4	8.0	8.5
Aditya Birla Sun Life Savings	Apr 2003	184.5	4.8	7.2	7.4	8.4
<i>CRISIL Ultra Short Term Debt Index</i>			4.6	6.8	6.9	8.0
<i>Peer Average</i>			4.1	5.7	6.2	7.5
Aditya Birla Sun Life Low Duration	May 1998	169.4	4.9	7.2	7.1	7.9
<i>Nifty Low Duration Debt Index</i>			4.6	6.9	7.0	8.1
<i>Peer Average</i>			4.8	6.7	6.9	8.0
Aditya Birla Sun Life Banking & PSU Debt	Apr 2002	150.3	5.4	8.9	8.2	9.2
<i>NIFTY Banking & PSU Debt Index</i>			5.5	8.6	7.6	8.5
<i>Peer Average</i>			5.0	8.3	7.8	8.5

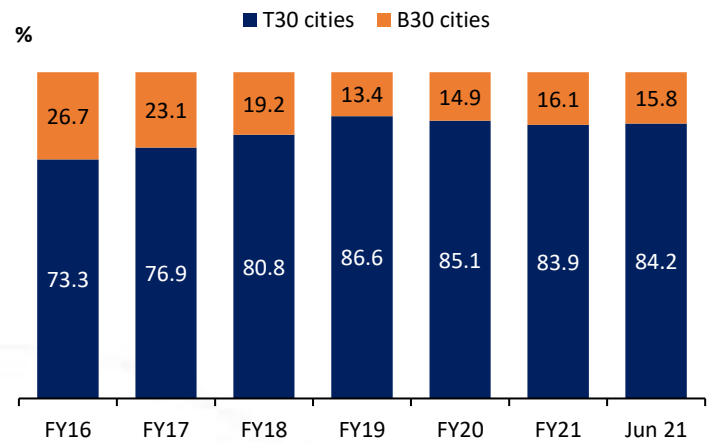
Source: Company Reports

ABAMC has been focusing on B-30 geographies since FY19

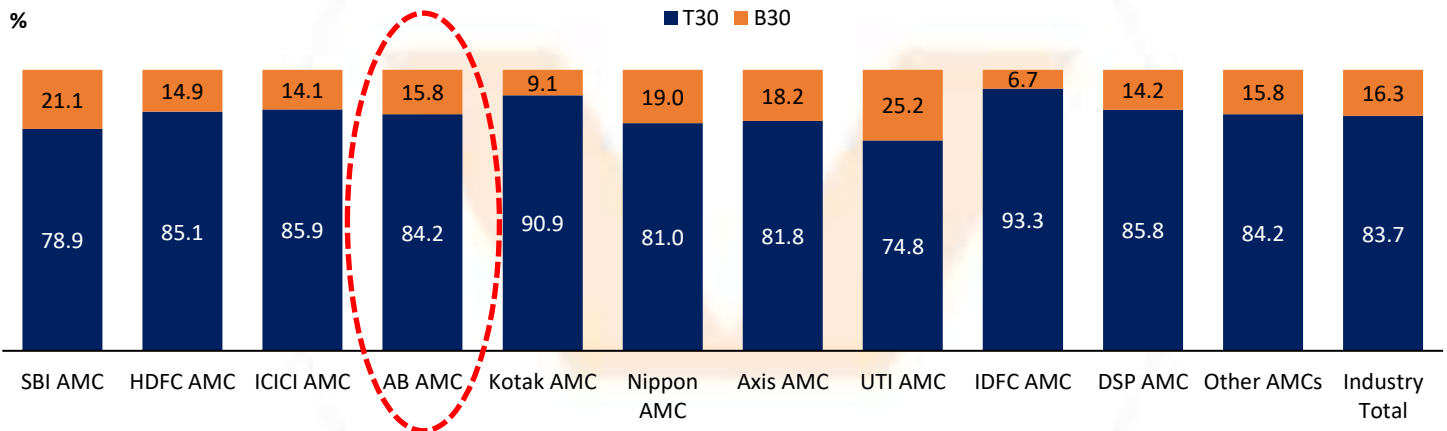
ABAMC's AUM growth from B30 outpaced T30



Share of B30 has improved in ABAMC's AUM



Except SBI (having deeper presence in Tier II/III cities), ABAMC has the highest penetration (in top 5 AMCs) in B30 geographies



Source: Company Reports

ABAMC & DSP are the only AMCs to have gained market share in B-30 cities

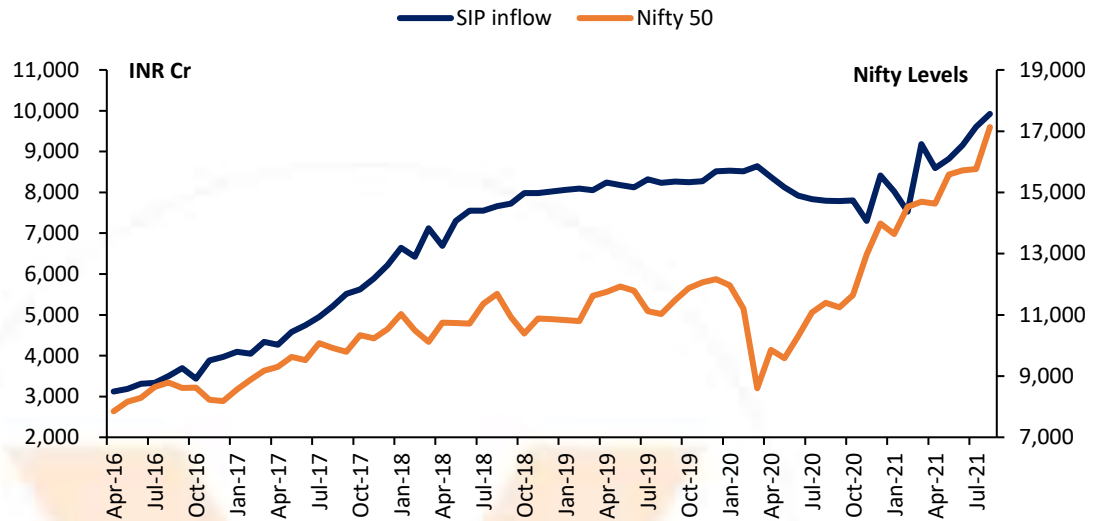
Share of AUM from B-30	FY16	FY17	FY18	FY19	FY20	FY21	Q1FY22	Bps change (since FY16)
SBI AMC	22.54	24.18	28.76	23.49	22.76	22.11	21.06	(1.48)
HDFC AMC	15.31	16.06	18.07	13.35	13.58	14.92	14.92	(0.39)
ICICI AMC	14.68	15.60	17.47	12.87	13.42	14.05	14.11	(0.57)
AB AMC	12.67	13.64	16.36	13.44	14.89	16.15	15.76	3.09
Kotak AMC	9.16	9.12	10.63	7.41	9.39	9.00	9.06	(0.10)
Nippon AMC	19.77	19.21	21.34	19.77	17.38	17.91	19.01	(0.76)
Axis AMC	23.31	22.27	24.21	20.36	17.70	18.11	18.23	(5.08)
UTI AMC	28.49	27.86	29.58	26.16	25.84	23.38	25.18	(3.31)
IDFC AMC	9.34	8.63	10.88	6.91	6.16	6.59	6.68	(2.66)
DSP AMC	13.54	13.36	14.86	11.09	12.67	13.66	14.21	0.67
Industry Average	16.88	16.99	19.22	15.49	15.38	15.59	15.82	(1.06)

Source: Company Reports

SIPs to remain the fulcrum of growth in AUM

SIPs helped in increasing retail investor participation in MFs. Popularity of equity funds, rising participation of investors and apparent benefits of SIPs to households that traditionally did not invest in MFs indicate that growth in inflows from SIPs will accelerate.

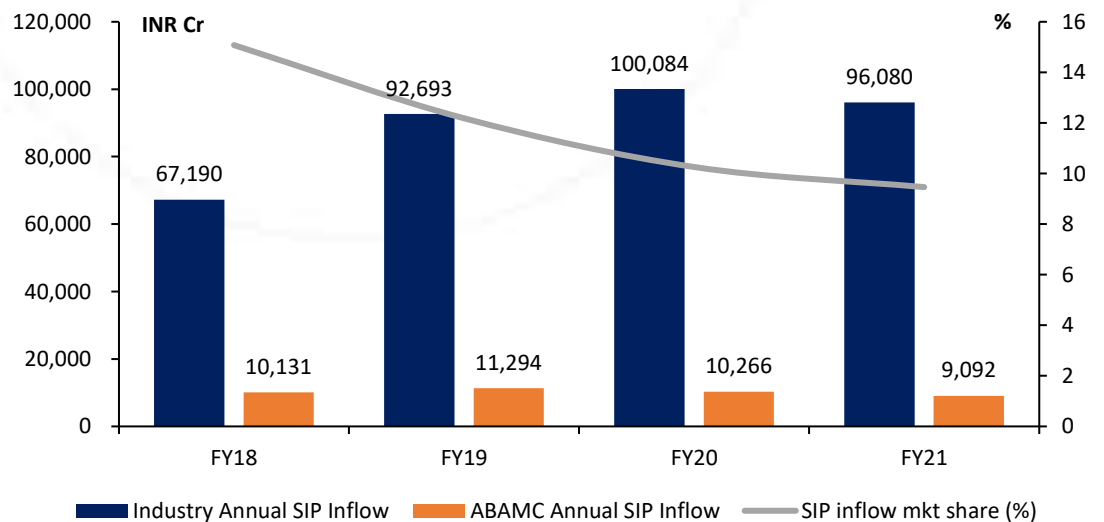
SIP inflow remained consistent and stable in a volatile market



Source: AMFI

The MF industry collected INR 96,080 cr through SIPs in FY21, compared to INR 67,190 cr in FY20. It collected INR 46,103 cr during Apr-Aug period of FY22 through SIPs. However, ABAMCs market share in SIP inflows has declined due to the focus on B30 where the ticket size is lower.

Expansion in B30 and focus on digital transactions reduced SIP flows to ABAMC



Source: AMFI

The management has indicated that the impact on SIP mobilization is short term. Once the digital transactions and folios from B30 cities pick up, the SIP growth will follow through.

Reduction in TER by SEBI has helped in bringing transparency in AMC operations and boosting confidence amongst investors

SEBI slashed TER rates to bring transparency in the appropriation of expenses, and curb mis-selling and churning. The result of this made MFs cheaper and more transparent for investors.

SEBI slashed TER to make MFs cheaper and more transparent for investors

AUM (INR crore)	TER for equity Funds (%)	TER for Non Equity Funds (%)
INR 0 – 500	2.25	2.00
INR 500 – 750	2.00	1.75
INR 750 – 2,000	1.75	1.50
INR 2,000 – 5,000	1.60	1.35
INR 5,000 – 10,000	1.50	1.25
INR 10,000 – 50,000	TER reduction of 0.05% for every increase of INR 5,000 cr AUM or part thereof	TER reduction of 0.05% for every increase of INR 5,000 cr AUM or part thereof
INR > 50,000	1.05	0.80

Source: SEBI

Indian AMCs are finding it commercially unviable to have physical footprints in B30 cities. The Revenue to AUM ratio declined in FY20 due to lower management fees from TER. Companies are opting for digital channels to reduce cost and enhance profitability.

Revenues and Profitability performance of AMCs

Sales to AUM (%)	FY16	FY17	FY18	FY19	FY20	FY21	PAT to AUM (%)	FY16	FY17	FY18	FY19	FY20	FY21
SBI AMC	0.58	0.57	0.66	0.60	0.39	0.37	SBI AMC	0.17	0.16	0.17	0.17	0.18	0.20
HDFC AMC	0.87	0.73	0.67	0.65	0.57	0.57	HDFC AMC	0.28	0.25	0.26	0.29	0.34	0.35
ICICI AMC	0.61	0.61	0.67	0.64	0.57	0.55	ICICI AMC	0.19	0.22	0.22	0.22	0.30	0.34
AB AMC	0.57	0.57	0.53	0.53	0.45	0.43	AB AMC	0.16	0.13	0.15	0.18	0.19	0.21
Kotak AMC	0.44	0.38	0.45	0.47	0.34	0.32	Kotak AMC	0.11	0.05	0.07	0.17	0.18	0.16
Nippon AMC	0.83	0.74	0.71	0.67	0.54	0.65	Nippon AMC	0.24	0.21	0.19	0.20	0.20	0.32
Axis AMC	1.15	1.09	1.06	0.81	0.41	0.39	Axis AMC	0.10	0.12	0.06	0.06	0.10	0.15
UTI AMC	0.73	0.67	0.67	0.63	0.56	0.60	UTI AMC	0.23	0.23	0.23	0.22	0.20	0.22
IDFC AMC	0.60	0.54	0.47	0.41	0.32	0.32	IDFC AMC	0.20	0.17	0.15	0.07	0.08	0.12
DSP AMC	1.00	0.94	0.93	0.84	0.58	0.68	DSP AMC	0.20	0.16	0.26	0.29	0.15	0.30
Industry Average	0.74	0.68	0.68	0.63	0.47	0.49	Industry Average	0.19	0.17	0.18	0.19	0.19	0.24

EBIT to AUM (%)	FY16	FY17	FY18	FY19	FY20	FY21	RoE (%)	FY16	FY17	FY18	FY19	FY20	FY21
SBI AMC	0.25	0.21	0.24	0.22	0.21	0.22	SBI AMC	28.6	32.2	36.7	35.4	36.1	37.8
HDFC AMC	0.38	0.32	0.46	0.38	0.41	0.36	HDFC AMC	42.1	42.8	40.3	35.0	35.6	30.1
ICICI AMC	0.29	0.31	0.33	0.31	0.40	0.39	ICICI AMC	60.5	70.1	76.0	66.3	83.1	80.3
AB AMC	0.23	0.16	0.19	0.23	0.23	0.22	AB AMC	28.9	25.2	33.0	36.7	37.2	33.7
Kotak AMC	0.13	0.07	0.10	0.24	0.22	0.19	Kotak AMC	66.8	27.9	41.6	65.3	51.1	35.2
Nippon AMC	0.25	0.24	0.33	0.31	0.29	0.25	Nippon AMC	27.0	24.4	21.4	19.5	16.2	23.3
Axis AMC	0.09	0.11	0.07	0.09	0.13	0.17	Axis AMC	22.6	30.9	18.3	19.3	31.2	43.1
UTI AMC	0.27	0.24	0.32	0.30	0.24	0.14	UTI AMC	15.9	17.1	17.1	15.2	12.4	12.9
IDFC AMC	0.28	0.21	0.12	0.10	0.11	0.30	IDFC AMC	102.7	55.7	41.0	15.8	27.3	42.6
DSP AMC	0.27	0.18	0.61	0.35	0.17	0.24	DSP AMC	16.5	15.5	28.9	25.3	10.0	19.1
Industry Average	0.24	0.21	0.28	0.25	0.24	0.25	Industry Average	41.2	34.2	35.4	33.4	34.0	35.8

Source: Company Reports

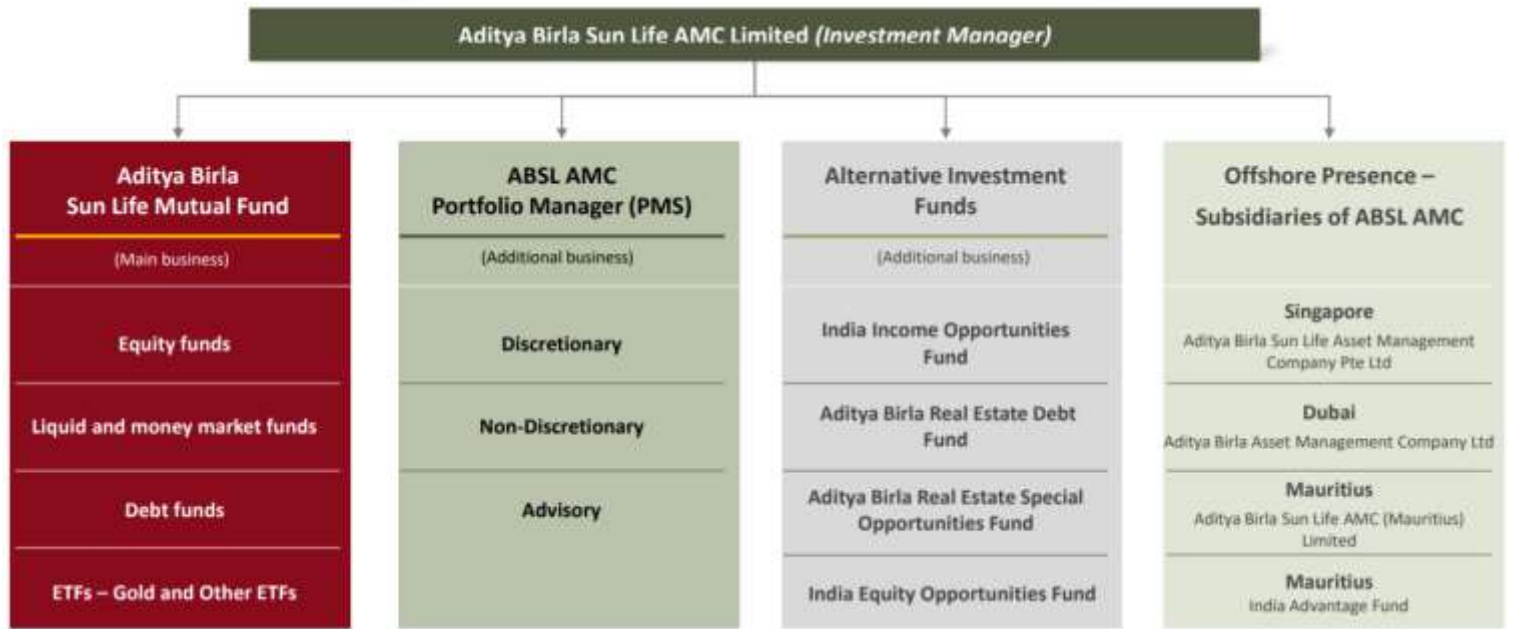
India’s demographic structure, with the median age at 28 years, is also favorable for technological advancement of the sector. Increasing smartphone penetration and improved data speed are expected to support digitalization of the sector, which, in turn, should help AMCs lower their cost and improve overall efficiency.

ABAMC has well-diversified investment offerings for investors

ABAMC caters to a diverse group of customers through a wide variety of investment solutions with a focus on goals such as regular income, wealth creation, tax saving and retirement solutions. Unlike its MF segment, PMS, AIF and Offshore funds offers benchmark agnostic and concentrated portfolios that are primarily targeted at HNI investors.

The revenue contribution from non-MF businesses is 3-4%, however, ABAMC has started these verticals to be future ready.

Diversified Investment Offerings



Source: Company Reports

Strong parentage of Aditya Birla Capital – One of India’s most trusted and oldest brands

ABAMC is owned primarily by Aditya Birla Capital and Sun Life. We believe that it benefits significantly from the Aditya Birla group’s brand name as it gives it the advantage of being associated with one of the oldest and well-trusted business houses.

The Aditya Birla group is a MNC conglomerate and, over the last 7 decades, has grown to become one of India’s largest and most respected corporate groups. The group holds a leadership position in various sectors such as metals, cement, carbon black, viscose fibre,

telecommunications, textiles, retail, chemicals and financial services, among others, and employs approximately 120,000 people with operations in 36 countries around the world.

Similarly, Sun Life is a leading global financial service provider, offering insurance, wealth and asset management solutions to individual and corporate clients. Sun Life has a operations worldwide, including in Canada, the USA, the UK, Hong Kong, Australia, etc.

Strong Parentage of Aditya Birla Group and Sun Life

ADITYA BIRLA GROUP

ADITYA BIRLA CAPITAL

Holding 51% Stake ⁽²⁾
(M.Cap ~INR 261.8bn ⁽¹⁾)

- 1 Aditya Birla Group ("ABG") is one of India's largest and most respected corporate groups with a legacy of 70+ years and operations in 36 countries
- 2 Aditya Birla has a strong brand recall with India's populace
- 3 ABSL AMC benefits immensely from Aditya Birla brand's association with trust, quality and reliability
- 4 ABCL is part of the Aditya Birla group and a universal financial solutions company in India
- 5 ABCL has managed a total AUM of c.INR 3,433bn and has 25mm+ customers⁽³⁾

Sun Life

Holding 49% Stake ⁽²⁾
(M.Cap ~C\$30.2bn ⁽¹⁾)

- 1 Leading international financial services organization providing insurance, wealth & asset management solutions globally
- 2 Assets under management worth c.C\$1.25tn
- 3 Experience of investing across multiple asset classes
- 4 Sun Life brings experience in areas of fund management, distribution & product development
- 5 Sun Life provides support to launch new products in India and also brings in partnership opportunities for our offshore funds business

Source: Company Reports

The combination of trust from the Aditya Birla group and Sun Life's global experience in the areas of fund management, distribution, products and offshore business development has significantly benefited ABAMC.

Management Team

Key Person	Designation	Details
Mr Kumar Mangalam Birla	Non-Executive Chairman	He is also the chairman of the Aditya Birla group companies such as Novelis Inc , Thai Rayon Public Ltd, Hindalco Industries Ltd, Grasim Industries Ltd, AB Capital Ltd, Century Textiles and Industries Ltd, UltraTech Cement Ltd and Aditya Birla Fashion & Retail Ltd. He holds a B Com degree from University of Bombay and a MBA from London Business School. He is also a qualified CA from ICAI.
Mr A Balasubramanian	MD & CEO	He has been with AB Capital since 1994. From 2006 to 2009 he was the CIO in ABAMC and promoted to CEO in 2009. He has completed advanced management program from IIM Bangalore and Harvard Business School. He also holds a BSc degree (in mathematics) and a MBA degree from GlobalNxt University.
Mr Mahesh Patil	CIO	He holds a BE degree from the University of Bombay, a MBA degree from University of Bombay and CFA from ICFAI, Hyderabad. He has 31 years of experience and has previously worked at CMC Ltd, Tata Economic Consultancy Services, PPFAS Ltd, Motilal Oswal Securities Ltd and at Reliance Infocom Ltd. He joined ABAMC in Oct 2005.
Mr Parag Joglekar	CFO	He holds a bachelor's degree in commerce from the University of Bombay. He is a member of ICAI and is a member of the ICWAI. He has previously worked at Strategic Capital Corp. He joined ABAMC Apr 2006.
Ms Keerti Gupta	COO	She holds a bachelor's degree in home science from Rajasthan Agriculture University, Bikaner, and master's degree in business administration from Maharishi Dayanand Saraswati University, Ajmer. She has previously worked at Gujarat Lease Finance Ltd and has been associated with the Aditya Birla group for last 25 years.

Source: Company Reports

Key Risks & Concerns

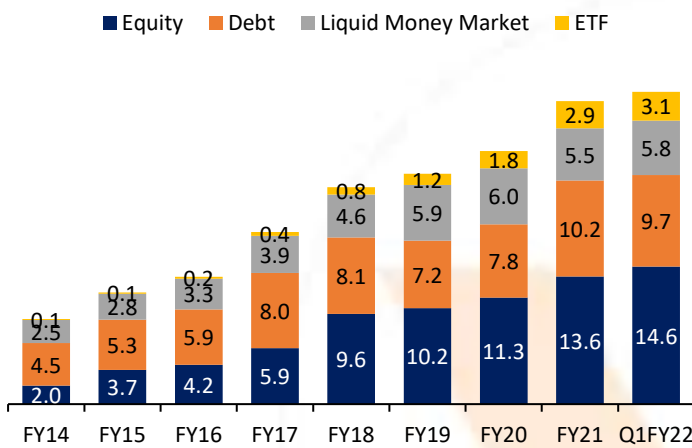
- Revenue and profits of AMCs are largely dependent on the value and composition of the AUM of the schemes. Any adverse change in the mix of AUM may result in a decline in the company's revenue and profit.
- Underperformance of investment products in respect of benchmark and competition could lead to a loss of investors and reduction in AUM, which could adversely affect business performance and the reputation of the AMC.
- AMC business is subject to extensive regulation, including periodic inspections by SEBI. Non-compliance with existing regulations or SEBI's observations or failure or delay to obtain, maintain or renew regulatory approvals could expose the company to penalties and restrictions.
- Further reductions of the expense limits prescribed under SEBI regulations may impact profitability and decrease marketing and other efforts on behalf of the funds.

- ETFs or passive fund are becoming more popular than actively managed schemes. ETFs have posted the highest growth, with assets swelling by over 58.1% CAGR since FY14. But unlike actively managed equity funds, ETF generates negligible income to AMCs.

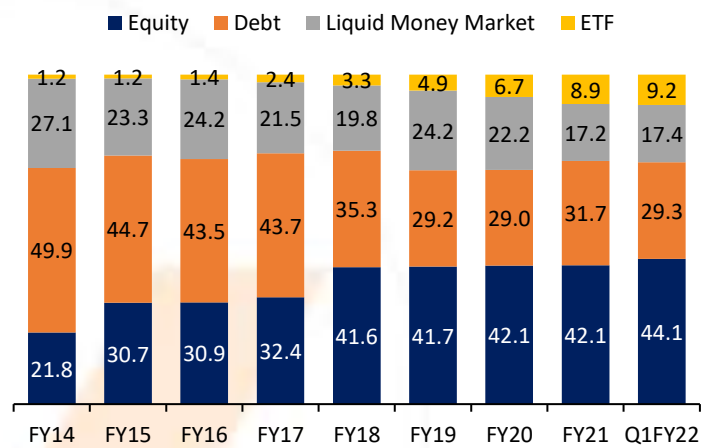
Institutional investors, such as the EPFO, began investing a portion (currently 15%) of their fresh accretion/incremental deposits into equities via passively-managed funds – an industry trend, which we expect to sustain in the long term.

ETF share has significantly improved over the past 7-8 years

Significant growth in ETF AUM over the low base of FY14



Substantial improvement in ETFs share in total industry AUM



Source: Company Reports

ETF are trending, but generate negligible revenues for AMCs

Components of TER	Equity Funds	Debt Funds	Liquid & Money Market	ETFs
Management Fees (goes to AMCs)	0.6% to 0.8%	0.1% to 0.3%	Upto 0.1%	Negligible
Administrative costs (at scheme level)	Fixed	Fixed	Fixed	Fixed
Distribution Commission (at scheme level)	0.2% to 0.5%	0.1% to 0.3%	Upto 0.05%	Negligible

Source: Ventura Research

Issue Structure and Offer Details

The proposed issue size of ABAMC's offer for sale IPO is INR 2,768 cr. The price band for the issue is in the range of INR 695-712 and the bid lot is 20 shares and multiples thereof.

Issue Structure		
Category	No of Share Offered	Allocation
QIB	At least 18,468,000	At least 50% of public issue
Non Institutional Bidders	Not more than 5,540,400	Not more than 15% of public issue
Retail	Not more than 12,927,600	Not more than 35% of public issue
AB Capital Shareholders' Resevation	Not more than 1,944,000	Aggregating upto INR 138 cr

Number of shares based on higher price band of INR 712

Source: Company Reports

Shareholding Pattern		
Category	Pre Issue Holding (%)	Post Issue Holding (%)
Promoters & Promoter Group	100.00	86.50
Institution	0.00	6.41
Public	0.00	7.09
Total	100.00	100.00

Source: Company Reports

Financial Analysis & Projections

Figures in INR Crores	FY20	FY21	FY22E	FY23E	FY24E	Figures in INR Crores	FY20	FY21	FY22E	FY23E	FY24E
Income Statement						Per Share Data (Rs) & Yield (%)					
Revenue	1,233.8	1,191.0	1,337.6	1,518.3	1,713.5	Adjusted EPS	17.2	18.3	20.8	24.7	28.9
YoY Growth (%)	(12.2)	(3.5)	12.3	13.5	12.9	Adjusted Cash EPS	18.4	19.6	22.2	26.2	30.6
Fees and commission expense	75.1	47.1	35.8	23.1	7.3	Adjusted BVPS	45.7	59.2	65.4	72.8	81.5
YoY Growth (%)	(47.7)	(37.3)	(24.0)	(35.5)	(68.5)	Adjusted DPS	13.8	4.9	14.6	17.3	20.2
Employee Cost	242.0	240.7	266.5	294.5	324.6	Dividend Yield (%)	1.9	0.7	2.0	2.4	2.8
YoY Growth (%)	(12.8)	(0.5)	10.7	10.5	10.2	CFO per share	17.3	17.8	23.3	26.8	31.2
Other Expenses	215.0	179.2	198.4	212.7	227.1	CFO Yield	2.4	2.5	3.3	3.8	4.4
YoY Growth (%)	(28.9)	(16.7)	10.7	7.2	6.8	FCF per share	16.7	17.4	22.6	26.0	30.3
EBITDA	701.8	724.1	836.9	988.1	1,154.5	FCF Yield	2.3	2.4	3.2	3.7	4.3
YoY Growth (%)	2.8	3.2	15.6	18.1	16.8	Solvency Ratio (X)					
Margin (%)	56.9	60.8	62.6	65.1	67.4	Total Debt to Equity	0.0	0.0	0.0	0.0	0.0
Depreciation	36.5	37.4	40.4	44.4	49.1	Net Debt to Equity	0.0	0.0	0.0	0.0	0.0
EBIT	665.2	686.6	796.4	943.7	1,105.4	Net Debt to EBITDA	0.0	0.0	0.0	0.0	0.1
YoY Growth (%)	2.3	3.2	16.0	18.5	17.1	Interest Coverage	122.3	123.6	144.4	159.5	171.7
Margin (%)	53.9	57.7	59.5	62.2	64.5	Return Ratios (%)					
Other Income	0.9	14.8	10.5	11.8	13.2	Return on Equity	37.5	30.9	31.8	33.9	35.5
Finance Cost	5.4	5.6	5.5	5.9	6.4	Return on Capital Employed	37.8	30.5	31.6	33.7	35.2
PBT	660.7	695.9	801.4	949.6	1,112.1	Return on Invested Capital	39.2	31.5	32.6	34.0	35.3
YoY Growth (%)	2.3	5.3	15.2	18.5	17.1	Working Capital Ratios					
Margin (%)	53.6	58.4	59.9	62.5	64.9	Receivable Days	12	9	9	9	9
Reported Tax	166.3	169.6	201.7	239.0	279.9	Payable Days	14	11	11	11	11
PAT	494.4	526.3	599.7	710.6	832.2	Net Working Capital Days	(2)	(2)	(2)	(2)	(2)
YoY Growth (%)	10.7	6.4	14.0	18.5	17.1	Net Working Capital to Sales (%)	(0.6)	(0.5)	(0.5)	(0.5)	(0.5)
Margin (%)	40.1	44.2	44.8	46.8	48.6	Valuation (X)					
Balance Sheet						P/E Ratio	41.5	39.0	34.2	28.9	24.6
Share Capital	18.0	18.0	144.0	144.0	144.0	P/S Ratio	16.6	17.2	15.3	13.5	12.0
Total Reserves	1,298.9	1,686.6	1,740.5	1,953.7	2,203.4	P/BV Ratio	15.6	12.0	10.9	9.8	8.7
Shareholders' Fund	1,316.9	1,704.6	1,884.5	2,097.7	2,347.4	Price to AUM (%)	8.3	7.6	6.9	6.2	5.6
Current Tax Liabilities	0.0	9.4	9.4	9.4	9.4	Cash Flow Statement					
Provisions	70.5	94.5	104.7	115.7	127.5	Profit Before Tax	660.7	695.9	801.4	949.6	1,112.1
Deferred Tax Liabilities	14.6	13.7	13.7	13.7	13.7	Adjustments	45.5	(13.5)	71.8	59.8	65.8
Other Non Current Liabilities	13.5	18.9	21.3	24.1	27.2	Change in Working Capital	(42.9)	(0.5)	0.8	1.0	1.1
Payables	47.4	37.4	42.0	47.7	53.8	Less: Tax Paid	(166.3)	(169.6)	(201.7)	(239.0)	(279.9)
Lease Liabilities	62.1	59.3	62.4	66.9	72.8	Cash Flow from Operations	497.0	512.3	672.3	771.4	899.0
Other Financial Liabilities	46.9	46.6	52.3	59.4	67.1	Net Capital Expenditure	(16.2)	(10.7)	(20.0)	(22.7)	(25.6)
Total Liabilities	1,572.0	1,984.6	2,190.4	2,434.7	2,718.9	Change in Investments	(49.9)	(329.1)	(211.4)	(262.0)	(283.0)
Gross Block	46.1	47.6	57.6	69.0	81.8	Cash Flow from Investing	(66.1)	(339.8)	(231.4)	(284.7)	(308.6)
Less: Acc Depreciation	27.0	35.4	46.4	59.0	73.0	Change in Borrowings	0.0	0.0	0.0	0.0	0.0
Net Block	19.1	12.2	11.2	10.0	8.7	Less: Finance Cost	(5.4)	(5.6)	(5.5)	(5.9)	(6.4)
Current Tax Assets	27.4	16.9	0.0	0.0	0.0	Dividend Paid (incl Tax)	(397.8)	(140.0)	(419.8)	(497.4)	(582.5)
Right of Use Assets	54.7	51.6	50.9	52.3	55.4	Payment of Lease Liabilities	(19.3)	(16.9)	(16.8)	(18.0)	(19.6)
Intangibles & Capital WIP	1.0	1.1	0.0	0.0	0.0	Cash Flow from Financing	(422.5)	(162.5)	(442.1)	(521.4)	(608.6)
Other Intangible Assets	12.4	13.3	14.5	15.1	15.3	Net Cash Flow	8.4	9.9	(1.3)	(34.7)	(18.2)
Other Non Financial Assets	93.6	56.2	63.1	71.7	80.9	Opening Balance of Cash	38.2	46.6	56.5	55.3	20.6
Cash & Cash Equivalents	46.9	56.8	55.6	21.0	2.9	Closing Balance of Cash	46.6	56.5	55.3	20.6	2.4
Receivables	40.5	31.0	34.8	39.5	44.5						
Investments	1,263.4	1,726.3	1,938.7	2,200.7	2,483.6						
Other Financial Assets	12.9	19.2	21.5	24.5	27.6						
Total Assets	1,572.0	1,984.6	2,190.4	2,434.7	2,718.9						

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