Dimensional Securities Pvt. Ltd.

DEN NETWORKS LIMITED

Date : 29th Jun, 2015

Recommendation : Buy
CMP : 143
Target Price : 176

MARKET DATA

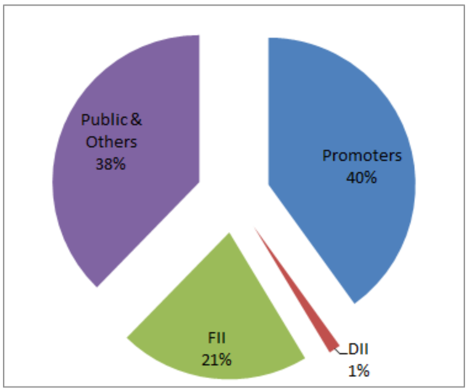
Fig. in ₹ (in Cr.) except Ratios

Equity (Subscribed)	178.2
Reserve	1470.9
Price/Book Value Ratio	1.6
EPS-Unit Curr. (TTM)	(6.2)
Market Price (29/06/2015)	143
P/E Ratio (TTM)	
52 Week High (02/07/2014)	246.2
52 Week Low (04/02/2015)	100.1
Market Capitalisation	2545.6

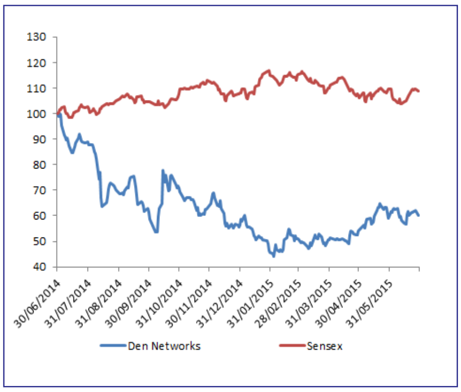
AVERAGE TURNOVER ('000)

BSE	14.2
NSE	106.0

SHARE HOLDING PATTERN



ONE YEAR PRICE PERFORMANCE



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COMPANY DESCRIPTION:-

DEN Networks is India's largest cable TV distribution company with~13 million subscriber base in over 200 cities in 13 key states. The company has started offering high speed broadband services, Boomband in parts of Delhi and is in process of scaling up in nearby regions. The company owns Delhi Dynamo FC, a Soccer team in Hero Indian Super League, through its wholly owned subsidiary. It has also started 50:50 JV with Snapdeal for TV commerce channel which has direct reach in ~25mn homes.

INVESTMENT RATIONALE:-

- **Television industry - The biggest source of entertainment**
  Television remains to be vital part of Indian M&E industry; it constitutes around 45-47% of industry. India's television industry is at an important inflection point with digitalization, investment and consolidation set to boost value creation across the ecosystem, benefiting all stakeholders. As per KPMG analysis domestic Media and Entertainment Industry is expected to grow by 14% CAGR over FY14-19 period.

- **Digitization: Step to overhaul the Television industry.**
  Digitization will provide transparency in the Television value chain which may unlock huge untapped opportunities for all the stake holders. The industry estimates that a cable operator declares only 15-20% of his actual subscriber base to MSO, so most of the amount collected is not being transferred to other channel partners.

  Digitization will open new frontiers of opportunities in India and improved regulation footprint will facilitate better monetization. As per industry projection Digital Cable TV subscribers will increase to 94 mn from 29 mn in FY14 while DTH subscribers will grow to 76 mn from existing 40mn.

- **Strong balance sheet to fund the growth:**
  DEN has net debt of Rs. 64 crs. as on FY15, which is quite low when compared to other listed MSO and DTH companies. The company is well capitalized with access to equity and debt funding to meet the needs of digitization and broadband.

- **Significant valuation difference:**
  Despite having a strong balance sheet and being the largest MSO in terms of subscriber base the company is trading at significant discount to its leading peers. We expect rerating to happen in case the company divests their stake in the soccer team and gets incremental control of last mile distribution.

VALUATION AND RECOMMENDATION:-

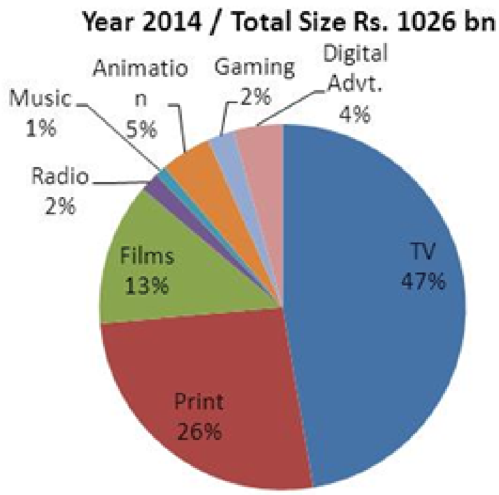
We believe that Cable TV will not lose significant market share to DTH players due to its first mover advantage and long established relationships (through LCO) with end customers. We prefer DEN network due to its wide presence, strong balance sheet and valuation difference to its peers. We expect the valuation discount to come down due to its strong operational performance. The company is trading at 7.4X FY 16E EV/EBIDTA. Looking at near term challenges in broadband business and losses in Soccer and TV commerce segments, we assign 9x EV/EBIDTA, which offers 23% return from current market price. We recommend to buy the stock at every decline with a price target of ₹ 176.

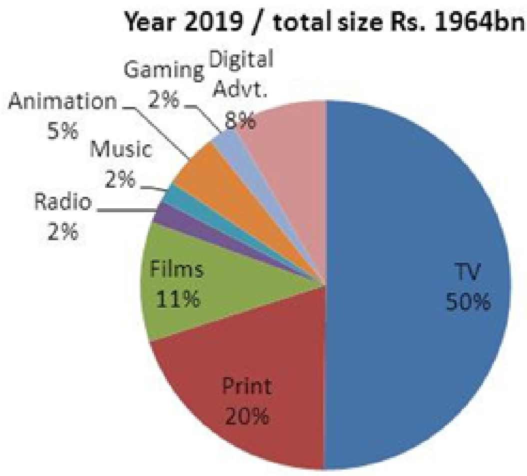
Investment Argument:

➢ TELEVISION INDUSTRY - THE BIGGEST SOURCE OF ENTERTAINMENT

The Indian Media & Entertainment (M&E) Industry plays a significant role in our lives and economy; touch points ranging from Television to newspapers to films to radio and to outdoor properties. It plays a critical role in creating mass awareness, building aspirations, sharing information, etc. The M&E industry has been a catalyst for growth as it entertains and informs the country.

Television remains to be vital part of Indian M&E industry; it constitutes around 45-47%% of industry which will increase to 50% of the industry’s size in coming years. India's television industry is at an important inflection point with digitalization, investment and consolidation set to boost value creation across the ecosystem, benefiting all stakeholders. Being a country with diverse preferences, regional content will plays an imperative role for TV viewership. Digitization will increase the viewership option for consumers and lead to next lag of growth.





As per KPMG analysis domestic Media and Entertainment Industry is expected to grow by 14% CAGR over FY14-19 period. Television remains to be key constitutes with 15.5% CAGR growth over same period; it will increase the revenue pie to 50% from 47% in FY14.

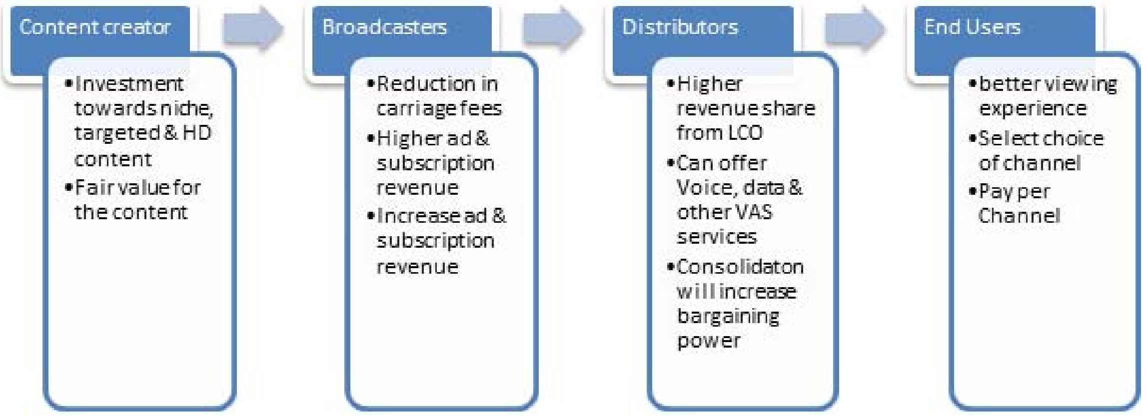
Increasing nuclear families with other socio economic factors will drive the total homes where as increasing purchasing power and multiple TV set homes is expected to increase C&S penetration. As per industry analysis TV penetration and C&S penetration will improve gradually.

in mn	FY 12	FY 13	FY 14	FY 15P	FY 16P	FY 17P	FY 18P	FY 19P
Total Homes	255	262	270	277	284	290	296	301
TV Homes	155	162	169	175	181	187	192	197
Cable & Satellite Homes	129	135	140	148	155	160	165	169
TV Penetration (% of total HH)	61%	62%	63%	63%	64%	64%	65%	65%
C&S Penetration (% of TV HH)	83%	83%	83%	85%	86%	86%	86%	86%

DIGITIZATION: STEP TO OVERHAUL THE TELEVISION INDUSTRY

Digitization is a process which converts the information into digital format. In simple words digitization means, delivery of digital TV signal to the viewers (end consumers). With the technology the viewers will get superior picture and sound quality, large bouquet of channel, games, movies on demand and many other value added services (VAS). Digitization of Cable TV signals can be received via aerial for terrestrial reception, via satellite as in case of DTH, via broadband connection as in the case of IPTV or via cable from the local cable operator through a set top box.

Digitization will provide transparency in the Television value chain which may unlock huge untapped opportunities for all the stake holders, starting from government to end users. The industry estimates that a cable operator declares only 15-20% of his actual subscriber base to MSO, so most of the amount collected is not being transferred to other channel partners. Digitization is expected to address the existing loopholes in the system and will adequately benefit the stakeholders. The process will help the government to increase its tax revenue once fully implemented.



Digitization will open new frontiers of opportunities in India and improved regulation footprint will facilitate better monetization. With digital addressability and eventual control of subscribers, the television distribution industry is expected to see a significant shift in favor of Multiple System Operator (MSO) from Local Cable Operator (LCO).

Digitization Schedule

Phase	Region covered	Initial Deadline	Actual implementation	Expected subscribers (mn)
Phase 1	Delhi, Mumbai, Kolkata & Chennai	Jun-12	Nov-12	8 to 10
Phase 2	38 cities with Population more than 1mn	Mar-13	Apr-13	12 to 14
Phase 3	Urban areas	Dec-14		30-35
Phase 4	Rest of India	Dec-14		22-25

Opportunities in digitization:

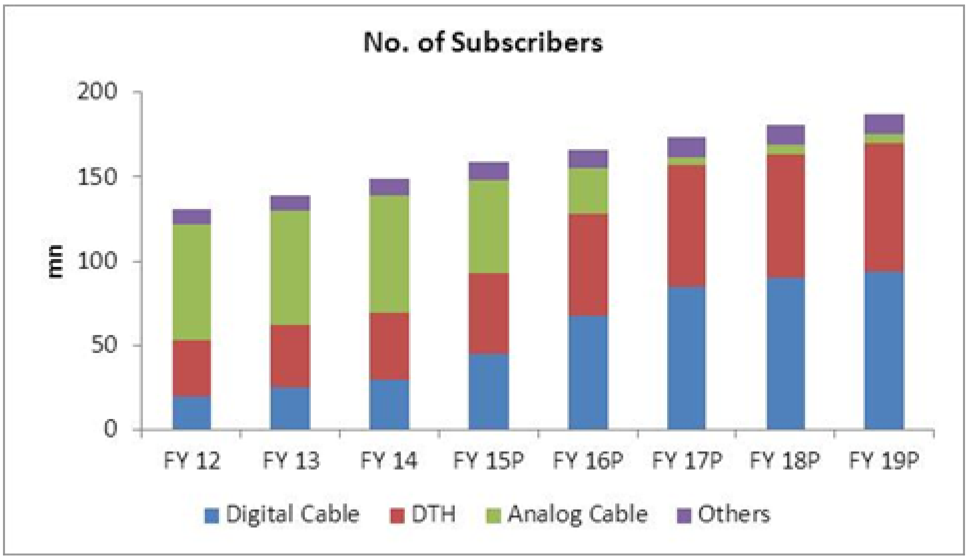
- Overall change in revenue sharing among the stake holders due to higher transparency.
- There would be a drastic change in viewership measurement and ratings of the channels. The ratings would be more reliable and authentic.
- Regulatory issues with respect to advertising, content, quality parameters and readdressal mechanisms will become more critical.
- The content quality will improve to increase the viewership and television will attain global standards.
- Addressable size with transparency will attract FDI in the industry.

Key issues in digitization:

- Revenue distribution among the various channel partners like LCO, MSO and broadcasters.
- Clarity on tax structure, as each state have different set of rule, so despite of nationwide operations, MSOs have to act locally to deal with the issues.

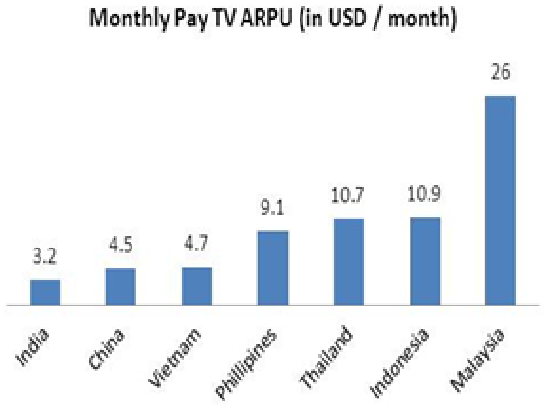
We see benefit from significant operating leverage; the combination of digitization and subscription revenue growth will boost profitability in coming years. India's broadcasting and Pay - TV market emulates growth of North America (during 1998 - 2003), Korea (during 2003 - 2007) and Taiwan (During 2005 - 10).

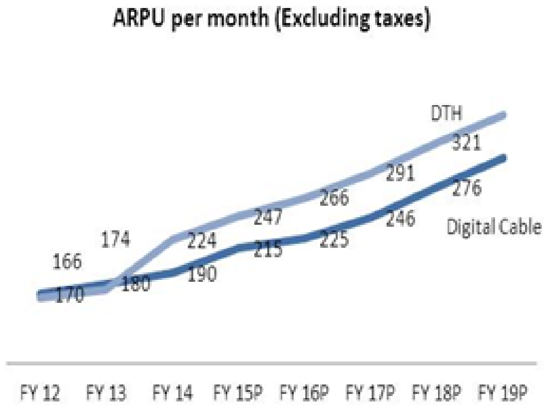
As per industry projection Digital Cable TV subscribers will increase to 94 mn from 29 mn in FY14 while DTH subscribers will grow to 76 mn from existing 40mn.



➢ SUBSCRIPTION FEE WILL DRIVE THE AVERAGE REVENUE PER USER (ARPU)

India's Pay-TV Average revenue per user (ARPU) is one of the lowest globally at ₹ 173, compared to ₹ 3360 in the United States. Intense competition in the digital cable and DTH segments, fragmentation, underreporting in the analog segment and a price-sensitive market have constricted ARPUs. However, ARPUs are expected to increase, stimulated by the consolidation of analog TV operators and the growth of premium digital TV services.





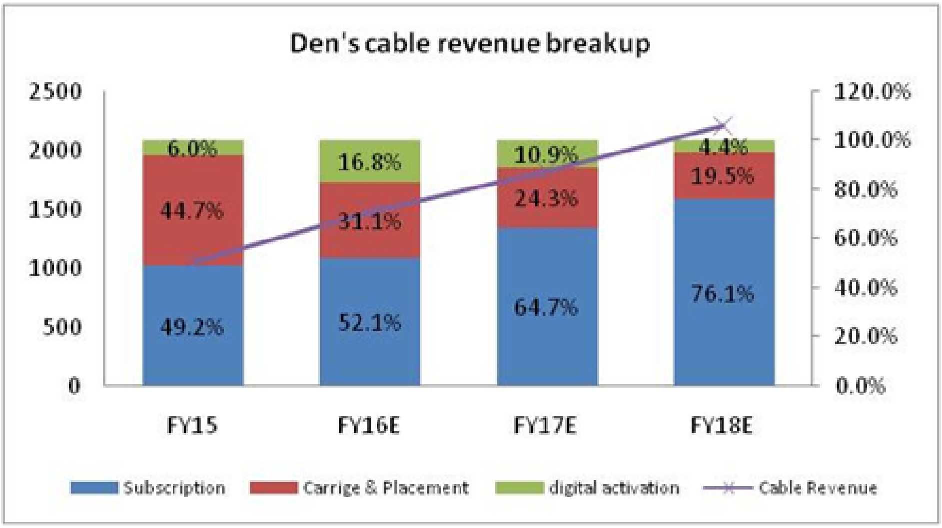
The above charts show the monthly Pay TV ARPU among the Asian countries and the MPA's projection of increase in subscription due to various factors.

Digitization will enable MSOs to increase their revenue by providing more choice and variety to customers such as HD channels, premium content channels, broadband and value-added services (VAS) such as edutainment, gaming and video on demand (VOD).

Cable subscription revenue will drive overall revenue growth for Den Networks:

As on FY 15 Den has converted 54% of its total 13mn subscribers to digital subscribers out of which ~4.9 mn subscribers belong to phase 1 & 2. The blended ARPU has gradually increased to ₹ 77 from ₹ 58 in FY14 in phase 1 & 2. As per industry standards MSO receives minimal ARPU from analog connections (or digitization which is yet not implemented).

Den Networks has yet to digitize 47% (~6.2 mn subscribers) of its total subscriber base, as per management a bulk of it belongs to Phase 3. We expect 48% CAGR growth in subscription revenue for FY 15 - 18 periods which will drive the overall cable revenue growth.



STRONG BALANCE SHEET TO FUND THE GROWTH:

As per industry estimates 65 - 70 mn subscribers will be converted to digital technology in phase 3 & 4, it requires huge investment to seed the boxes and also for some potential acquisition to enter new territory. The company has yet to convert 6.2 mn existing subscribers (from 8.1 mn subscribers) in phase 3 & 4. Even though the absolute amount per set top box might be lesser than the earlier phases (due to price reduction and more amount recovered from customers) the company requires huge funding for the same. We expect company to incur around ₹ 10 bn capex in next 2-3 years.

The company intends to increase its broadband subscriber base to 400-500 K in next 3 years from 23K as on FY15. The broadband business also requires huge upfront capex for network expansion (cost per home pass) and subscriber acquisition (modem and other installation charges). As per our calculation the company needs to spend ₹ 7.5 - 8 bn to achieve its target subscriber base.

DEN has net debt of ₹ 64 crs. as on FY15, which is quite low when compared to other listed MSO and DTH companies. The company is well capitalized with access to equity and debt funding to meet the needs of digitization and broadband.

SIGNIFICANT VALUATION DIFFERENCE:

Despite having a strong balance sheet and being the largest MSO in terms of subscriber base the company is trading at significant discount to its leading peers. Most of the MSOs (Den & Hathway) follow similar accounting policies, which is different when compared to DTH companies for depreciation of set top boxes.

	Mkt Cap	EV / EBIDTA		EV / Sales		P / B	
		FY 15	FY 16E	FY 15	FY 16E	FY 15	FY 16E
Den Networks Ltd	2634.7	26.8	7.4	2.2	1.8	1.5	1.5
Hathway Cable & Datacom Ltd	4098.5	21.6	15.9	3.0	2.6	3.4	3.5
Siti Cable Networks Ltd	2361.6	23.8	10.4	3.6	2.8	12.9	11.8
Dish TV	11008.8	16.5	10.2	4.3	3.4		

We expect some valuation difference due to parameters like control over last mile, business strategy etc. Den has invested into Soccer team and TV commerce channel along with its cable & broadband business; we see soccer as unrelated diversification which will eat away profits of other business segments. Considering investor's concern, management is looking for an appropriate action to tackle the issue. Den was very aggressive in subscribers' acquisition inorganically; normally company takes majority stake in local operators. The same has led to ~150 subsidiaries, which might be adding to its accounting complexity.

We believe the regulatory requirements with huge capex requirement will lead to consolidation in Phase 3 & 4; we expect Den to further consolidate its position and will eventually take control of last mile which will strengthen the company's position in television distribution industry. We expect rerating to happen in case the company divests their stake in the soccer team and gets incremental control of last mile distribution.

BROADBAND - THE NEXT GROWTH DRIVER

Broadband is a critical infrastructure pre-requisite for the economic and social development of the nation. There is a growing demand for high speed internet in India fuelled by a rapidly increasing device market (computers and handheld devices). Following figures show major drivers of broadband services.

Drivers of Broadband Services

Socio - economic

- Digital classrooms
- Telemedicine
- Electronic Banking
- Entertainment
- e-Governance

Commercial

- Video and web collaboration
- Video on demand
- Video surveillance
- Smart - cities, cars, homes, grids
- e-Commerce

Technological

- Cloud Computing
- Smart devices
- Optic Fibre Networks / 4G
- M2M
- Digitization of content
- Social Networking

According to OECD estimates, broadband penetration and GDP per capita are positively correlated. A World Bank study conducted in 2010 has revealed that a 10% increase in broadband connectivity helps in pushing GDP growth of low and middle income countries by nearly 1.4%.

Key Internationl benchmarks in Broadband

	US	UK	Korea	Japan	Taiwan	India
% Fixed BB HH Penetration	88%	82%	95%	77%	72%	5%
% Mobile BB Per Capita Penetration	37%	26%	45%	53%	10%	0.2%
% Cable Market Sahre of Fixed BB	58%	2%	24%	16%	18%	7%
% Telco Market Share of Fixed BB	42%	98%	76%	84%	82%	93%
Average BB Speed (Mbps)	10	8-10	30	50	10	1-2
Annual Consumer Spend on BB (US$)	564	456	264	564	258	115

Source : MPA Report 2013

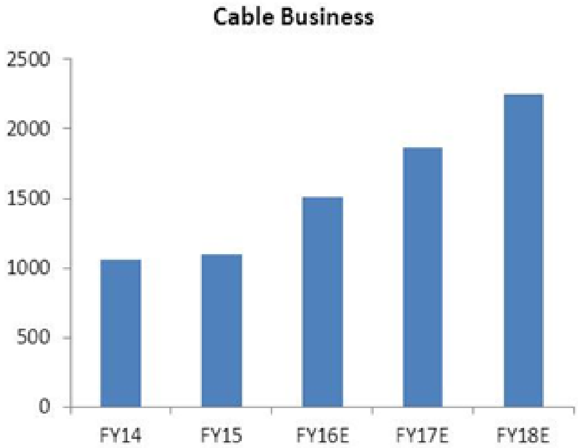
Widespread broadband access has been high on the national agenda since several years; the Government of India has played a pivotal role in developing broadband infrastructure in the country. The creation of the National Optical Fibre Network (NOFN) project in 2011 has opened up new possibilities of development in the Indian broadband market. Cable is the only 'pipe' or wired platform which has an existing deep penetration in Indian households. It also has the capacity to provide double play services of video and high speed broadband internet.

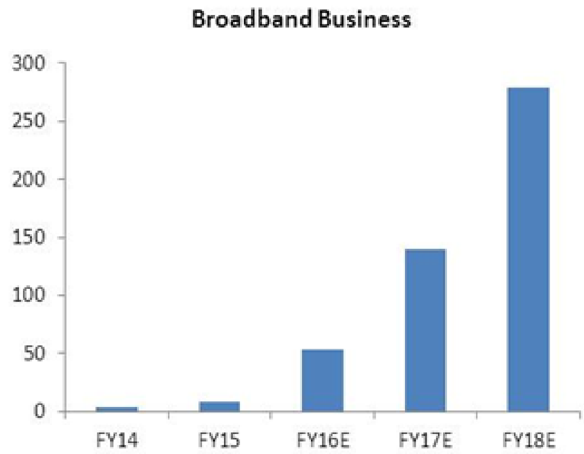
Den has initiated the roll out of its high speed broadband services, DEN Boomband on the DOCSIS 3.0 platform. As on FY15 the company has 0.3 mn home passed with subscriber base of 23K and ARPU of ₹ 759. Looking at huge untapped market and company's cable TV reach we expect broadband to contribute significantly over next 3-5 years period.

Broadband segment has ~40% EBIDTA margin compared to ~20% in cable segment (Ex. Activation), we expect higher contribution from broadband revenue to drive overall profitability of the company.

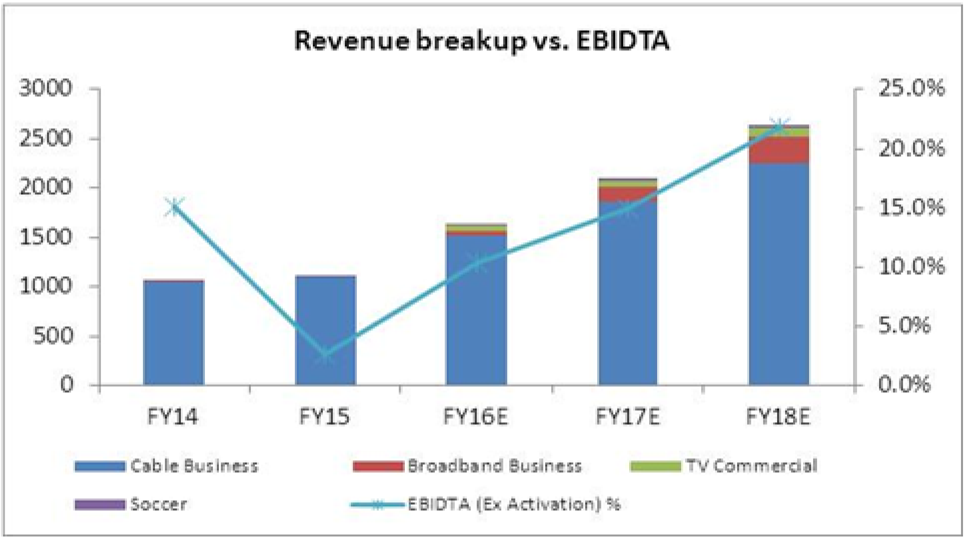
FINANCIALS:-

Den Network is the largest MSO in the country with ~13 mn subscribers. The company has 8.1 mn (62% of total) subscribers in Phase 3 & 4, so it may be biggest beneficiary in subsequent digitization phases. We expect 48% CAGR growth in subscription revenue which will drive 28% CAGR growth in cable revenue. As mentioned earlier, broadband will be next growth driver due to better technology and direct presence in ~13mn households. Revenue from different segment and overall revenue is shown in following charts.





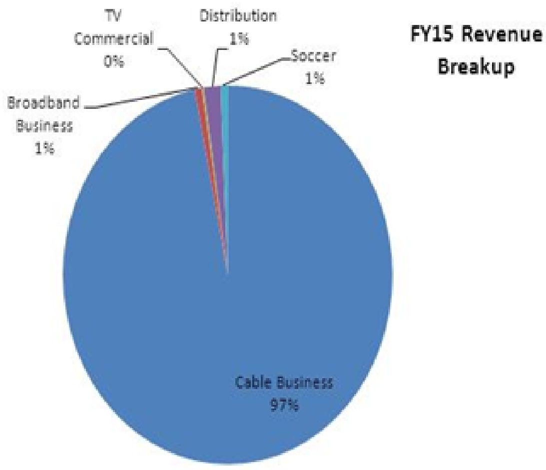
The company will recognize revenue from digital activation in the next 2-3 years which may push up the overall EBIDTA but we will be interested in EBIDTA - Ex activation which reflects the real picture of company's profitability. The management expects steady state EBIDTA margin (Ex. Activation) to be around 22-24%; which is possible post complete digitization and steady increase in ARPU. We have not considered revenue from Value added services like HD channel, Video on Demand or any major premium content channel which will further increase the ARPU.

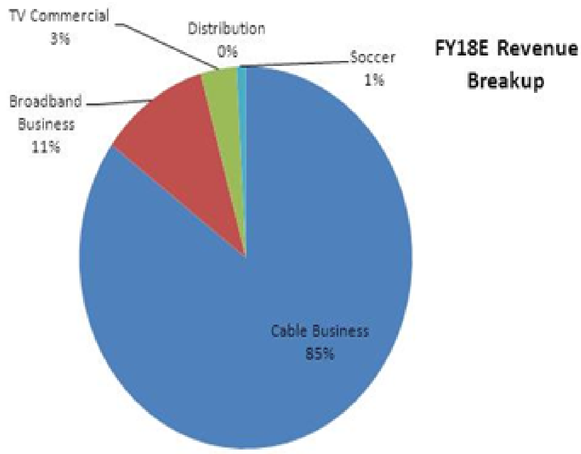


➢ COMPANY BACKGROUND:

DEN Networks is India's largest cable TV distribution company with~13 million subscriber base in over 200 cities in 13 key states. Its geographic footprint includes states like Delhi, Uttar Pradesh, Karnataka, Maharashtra, Gujarat, Rajasthan, Haryana, Kerala, West Bengal, Jharkhand, Madhya Pradesh, Uttarakhand and Bihar. The company has started offering high speed broadband services, Boomband in parts of Delhi and is in process of scaling up in nearby regions.

The company owns Delhi Dynamo FC, a Soccer team in Hero Indian Super League, through its wholly owned subsidiary. It has also started 50:50 JV with Snapdeal for TV commerce channel which has direct reach in ~25mn homes.



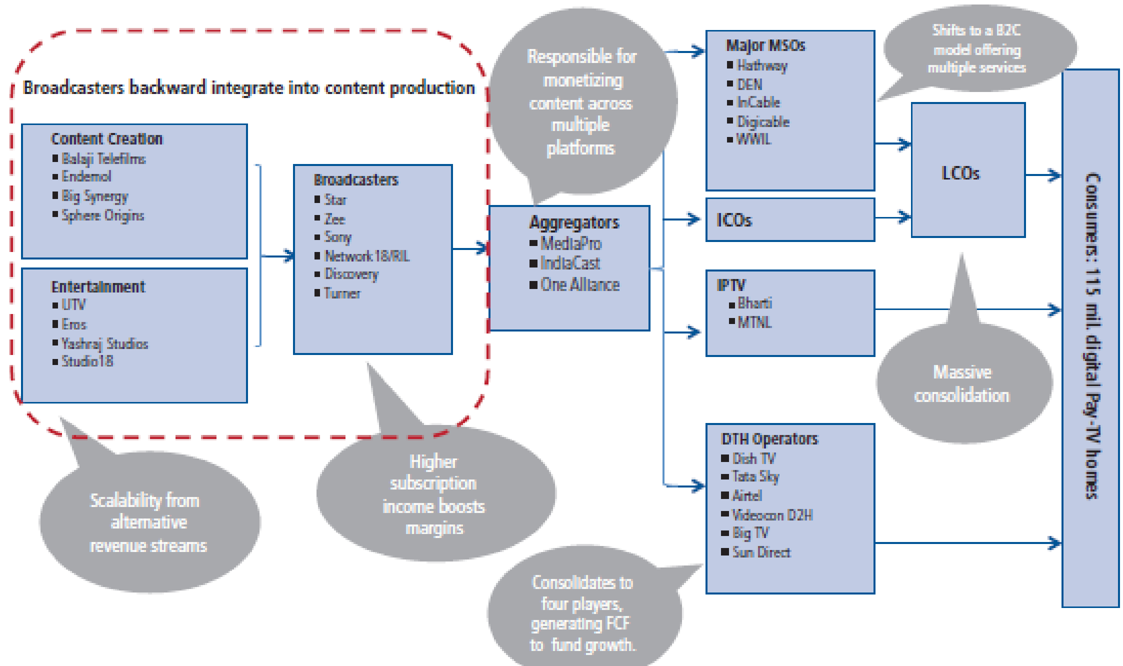


➢ INDUSTRY SNAPSHOT:

As mentioned earlier television is the largest source of entertainment and with improvement in technology and adoption of global standards, it has opened untapped opportunities for each stake holder. The different stake holders with its leading companies is shown in the following figure, major stake holders are:

- Content creators
- Broadcasters
- Aggregators
- Distributors (MSO / LCO, ICOs, DTH Operators, IPTV)
- End customers

India's TV Industry value chain



Source: MPA analysis

Cable television broadcasting is operated by up linking a broadcaster's channel to a satellite which then provides a downlink signal to a particular region. The downlink signal is received by MSOs at their network operating center through dish antennas and other equipment such as modulators, decoders, encoders and amplifiers. This signal is then distributed to end-user/subscribers, generally by LCOs who provide the 'last mile' cable link to a subscriber's home. Cable television signals can be transmitted in either analog or digital form. Strength and weakness of existing distributor model is shown in following table.

	Strength	Weakness
Analogue Cable	No special infrastructure required	Limited channel carrying capacity
		Poor picture quality
Digital Cable	High capacity to carry channels	High cost infrastructure
	Good audio video quality	Last mile connectivity through LCO
	Can provide large number of regional channels due to higher channel carry capacity.	Due to cable technology, reaching customers in remote area is limited due to higher capex
	Voice & data carrying capability	
DTH	Superior picture quality	High start up infrastructure cost
	Last mile connectivity directly through satellite	Weather affects the transmission
	Cost of reaching remote area is similar to other area due to satellite technology.	Transponder availability limits channel carrying capacity compared to digital cable
		Lack of return path limits DTH's scope to provide VAS and dual play.

Risk & Concerns:-

- Regulatory issues
  - Further delay in implementation date will prolong the digitization phase which will impact all the stake holders.
  - All states have different tax structure (entertainment and sales tax), big MSO's have to deal with taxes at local level.
  - Capping the monthly cable charges will lengthen the recovery of the investment made by industry.
- In cable distribution, the company faces competition from DTH players, other large MSO and Independent cable operators. Apart from existing competitors' entry of Reliance Jio services will be keenly monitored, it has also received nationwide MSO license recently.
- The cable TV is highly fragmented so consolidation is likely to happen which will further stretch balance sheet of MSO.
- Huge capex requirement, which is predominately funded through either fresh debt or equity dilution, free cash flow generation may take another 3-4 years
- While LCOs have been largely on board for seeding STBs, they are still resisting submission of Customer Acquisition Forms (CAF), implementing packages and undertaking gross billing.

Outlook and Valuation:-

We believe that Cable TV will not lose significant market share to DTH players due to its first mover advantage and long established relationships (through LCO) with end customers. To cite a parallel, in USA, cable TV rules whereas in Europe its DTH, the only deciding factor being who entered the market first.

However in India, DTH will get advantage 1) In the areas where Cable TV services have still not reached and 2) Value added service offering. Post digitization audio-video quality in Cable TV will be comparable to DTH, so major decision making parameter will boil down to value added features and package pricing.

We prefer DEN network due to its wide presence, strong balance sheet and valuation difference to its peers. We expect the valuation discount to come down due to its strong operational performance. The company is trading at 7.4X FY 16E EV/EBIDTA. Looking at near term challenges in broadband business and losses in Soccer and TV commerce segments, we assign 9x EV/EBIDTA, which offers 23% return from current market price. We recommend to buy the stock at every decline with a price target of ₹ 176.

FINANCIAL SUMMARY: -

Amount (₹ in Cr.)

INCOME STATEMENT	FY 14	FY 15	FY 16E	FY 17E	FY 18E
Net Sales	**1,116.8**	**1,129.6**	**1,633.9**	**2,096.7**	**2,640.9**
Growth (%)	*24.6%*	*1.1%*	*44.6%*	*28.3%*	*26.0%*
Employee Expense	106.0	110.7	122.4	138.3	157.5
Content cost	382.9	458.4	643.9	842.7	993.6
Other Expenses	325.9	468.1	475.5	633.0	838.5
EBITDA	**302.0**	**92.4**	**392.0**	**482.8**	**651.2**
Growth (%)	*53.0%*	*-69.4%*	*324.3%*	*23.2%*	*34.9%*
EBITDA Margin (%)	27.0%	8.2%	24.0%	23.0%	24.7%
Depreciation	147.4	186.0	229.1	291.7	343.6
Other Income	47.4	87.8	31.3	24.7	21.1
EBIT	**202.0**	**(5.8)**	**194.1**	**215.8**	**328.7**
Interest	89.0	82.3	75.6	104.4	129.1
Profit Before Tax	**113.0**	**(88.0)**	**118.5**	**111.4**	**199.6**
Tax	37.9	33.6	29.6	27.8	49.9
PAT Before Min. Int.	**75.2**	**(121.6)**	**88.9**	**83.5**	**149.7**
Minority Interest	-36.7	-22.4	-34.1	-47.5	-56.7
PAT Before Min. Int.	**38.4**	**(144.0)**	**54.8**	**36.0**	**93.0**
Growth (%)	*-38.3%*	*-474.9%*	*-138.1%*	*-34.3%*	*158.0%*
EPS	*2.2*	*(8.1)*	*3.1*	*2.0*	*5.2*

Amount (₹ in Cr.)

BALANCE SHEET	FY 14	FY 15	FY 16E	FY 17E	FY 18E
Assets					
Cash & Bank	863.0	820.6	616.5	453.4	361.7
Current Investments	379.5	145.2	145.2	145.2	145.2
Debtors	391.9	398.0	442.1	518.0	553.9
Inventory	-	-	-	-	-
Loans & Advances	312.1	335.2	304.3	321.0	342.2
Other non-current assets	23.2	18.4	26.6	34.2	43.0
Other current Assets	97.7	67.3	72.5	71.8	70.0
Gross Fixed Asset	1,706.8	1,962.6	2,604.0	3,230.1	3,749.1
Less: Accumulated Depreciation	351.6	537.6	766.7	1,058.4	1,402.0
Add: Capital WIP	94.0	110.4	100.0	60.0	60.0
Net Fixed Asset	1,449.2	1,535.4	1,937.3	2,231.7	2,407.1
Total Assets	**3,516.6**	**3,320.2**	**3,544.6**	**3,775.2**	**3,923.2**
Liabilities					
Share Capital	180.6	180.2	180.2	180.2	180.2
Reserves & Surplus	1,677.9	1,531.7	1,575.8	1,603.4	1,674.6
Share Holders'Fund	1,858.5	1,711.9	1,756.1	1,783.7	1,854.8
Loan Funds	517.3	412.6	595.5	796.5	924.9
Minority Interest	133.5	165.5	199.5	247.0	303.7
Current Liabilities	1,038.0	1,050.2	1,012.1	965.0	854.9
Provisions	9.4	16.4	17.7	19.4	21.1
Net Deffered Tax	(40.0)	(36.3)	(36.3)	(36.3)	(36.3)
Total Liabilities	**3,516.7**	**3,320.3**	**3,544.6**	**3,775.3**	**3,923.2**

Dimensional Securities Pvt. Ltd.

Amount (₹ in Cr.)

CASH FLOW	FY 14	FY 15	FY 16E	FY 17E	FY 18E
PBT	**113.0**	**(88.0)**	**118.5**	**111.4**	**199.6**
Depreciation	147.4	186.0	229.1	291.7	343.6
Interest Paid	89.0	82.3	75.6	104.4	129.1
Chg in debtors & Other Assets	(164.4)	(6.1)	(44.1)	(75.9)	(35.9)
Chg in inventory	-	-	-	-	-
Chg in payables & current liabilities	(15.9)	12.2	(38.1)	(47.1)	(110.1)
Others	12.3	19.1	18.8	(21.8)	(26.5)
Tax Paid	(73.5)	(33.6)	(29.6)	(27.8)	(49.9)
Cash flow from operating activities	**107.9**	**171.8**	**330.2**	**334.8**	**449.9**
Capital expenditure	(587.4)	(272.3)	(631.0)	(586.2)	(519.0)
Sale of Fixed Assets	88.9	-	-	-	-
Sale of investments	2,126.1	234.2	-	-	-
Purchase investments	(2,357.3)	-	-	-	-
Other investment activities	(523.2)	-	-	-	-
Others	4.8	-	-	-	-
Cash flow from investing activities	**(1,248.1)**	**(38.0)**	**(631.0)**	**(586.2)**	**(519.0)**
Proceeds from Borrowings	277.3	(104.6)	182.9	201.1	128.3
Interest Paid	(85.4)	(82.3)	(75.6)	(104.4)	(129.1)
Dividend & Dividend Tax	-	-	(12.9)	(8.5)	(21.8)
Proceeds from Issue of Equity Share Capital	962.2	(0.3)	-	-	-
Others	(27.9)	-	-	-	-
Cash flow from financing activities	**1,126.2**	**(187.2)**	**94.4**	**88.2**	**(22.6)**
Cash & Cash Equivalents	**(14.1)**	**(53.4)**	**(206.3)**	**(163.1)**	**(91.7)**
Cash at the Beginning	260.3	863.0	820.6	616.5	453.4
Other bank balance	616.7	11.0	2.2		
Cash at the end	**863.0**	**820.6**	**616.5**	**453.4**	**361.7**

PROFITABILITY, PRODUCTIVITY, LIQUIDITY & VALUATION RATIO					
EARNING & VALUATION	**FY 14**	**FY 15**	**FY 16E**	**FY 17E**	**FY 18E**
Book Value	104.6	96.3	98.8	100.4	104.4
EPS	2.2	(8.1)	3.1	2.0	5.2
CEPS	10.5	2.4	16.0	18.4	24.6
P/E	87.9	(14.9)	47.7	72.5	28.1
P/BV	1.8	1.3	1.5	1.5	1.4
Market Cap / Net Sales	3.0	1.9	1.6	1.2	1.0
EV / EBITDA	11.1	22.6	7.4	6.7	5.3
EV / Net Sales	3.0	1.8	1.8	1.5	1.3
DPS	0.6	-	0.6	0.4	1.0
TURNOVER RATIO					
Net Sales / Total Asset	0.3	0.3	0.5	0.6	0.7
Net Sales / Net FA	0.8	0.7	0.8	0.9	1.1
Receivable Days	128.1	128.6	98.8	90.2	76.6
Payable Days	139.6	97.7	78.7	69.8	53.1
Inventory Days	-	-	-	-	-
Current ratio	1.7	1.3	1.0	0.9	0.9
PROFITABILITY RATIO					
EBITDA %	53.0%	-69.4%	324.3%	23.2%	34.9%
PBIT %	30.8%	-102.9%	-3465.7%	11.1%	52.3%
PBT %	5.3%	-177.9%	-234.7%	-6.0%	79.2%
Tax / PBT	33.5%	-38.2%	25.0%	25.0%	25.0%
Net Profit %	-38.3%	-474.9%	-138.1%	-34.3%	158.0%
RoE	2.1%	-8.4%	3.1%	2.0%	5.0%

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