# C <del>(</del> N T R U M

# **Britannia Industries Ltd**

# Full of surprises in Q4; striving for profitable growth

Britannia's Q4FY22 print was in-line; Consolidated revenue/EBITDA/PAT increased 15.5%/ 8.8%/4.3% YoY. Despite ~10% price increases, volumes grew at 5%. Management said, given challenging environment, focus on 'striving for profitable growth' aided by solid growth in rural markets driven by distribution, marketing activities and building *Tiger Crunch/ Milk Bikis* base in Hindi heartland. That said, thrust on focus states helped widening the gap in market share with *Parles'* (+80bp in 2 yrs.). MT/ecom grew faster. Company saw sequential inflation of 10% and 20% YoY driven by cashew (+35%), RPO (+26%), corrugated boxes (+21%) and laminates (+20%). Gross margin slipped to 38.5% (-321bp), resulting in EBITDA margin at 15.7% (-97bp). PAT grew 4.3% to Rs3.8bn. The management said, it will execute further price increase if needed. Given rising inflation we have cut earnings and retain our BUY rating, with revised DCF-based TP of Rs4,183 (implying 45.4x FY24E EPS).

#### Topline surprised positively backed by distribution focus and marketing activities

Britannia reported consolidated revenue at Rs35.1bn (+15.5%), backed by 5% volume growth despite ~10% price increases. Management alluded its direct distribution (2.5mn) yielding 1.2x growth in focus states resulting in widening gap in market share with *Parles'* (+80bp in 2 yrs.). Rural distributors continue to grow and stands at 26k. We note its growth agenda is driven by (1) accelerating innovation funnel, (2) strengthening rural reach with marketing support, (3) maximizing cost efficiencies, (4) driving adjacencies, and (5) striving for sustainable profitable growth. Though dairy grew 25% (*Winkin' Cow* Rs1.0bn+ brand), we expect *Milk Bikis*, and *Potazos* to grow faster resulting ~Rs5bn contribution in FY23. Further, national launch of *Croissant-mix fruit* and focus on *Tiger crunch* (Rs3bn) could aid top-line.

# Expect calibrated price increases to mitigate sequential inflation at ~10%

Britannia reported 321bp contraction in gross margin to 38.5% owing to sequential inflation of ~10% and 20% YoY led by Cashew (+35%), RPO (+26%), PM (+21%), and laminates (+20%), though sugar and wheat flour saw marginal rise. Management confirmed that it has taken ~10% price hike and despite small packs (~55% of revenues) it planned calibrated price hikes to offset impact further inflation. EBITDA at Rs5.5bn (+8.8%); EBITDA margin at 15.7% (-97bp). Management intends to continue extract cost efficiency led by (1) better factory productivity, (2) reduce wastages, (3) cut distance to market, and (4) operating leverage (achieved 5.0x).

#### Key highlights for FY22 performance

In FY22 revenue grew 8.2%, yet EBITDA/ PAT declined 12.3%/ 18.2% driven by: (1) strong rural and, 2-year CAGR revenue growth at 22%, (2) Nepal operation - Rs1bn and revival in Africa/ UAE, (3) dairy portfolio ~Rs5.0bn (*Winkin' Cow* Rs1.0bn brand), (4) contribution from new products ~4.5%. Though ICDs to group companies lowered to Rs7.4bn from Rs7.9bn in Dec'21.

### Valuation and risks

We believe Britannia's long term business fundamentals are intact and growth strategy is driven by expanding footprint in middle India and innovation funnel coupled with strong execution capabilities, striving for profitable growth. Dividend of Rs56.5 per share provide comfort for long-term investors. Moreover, it is committed to become 'Total Food Company'. Considering inflation impact on margins, we marginally cut earnings and retain BUY with a revised DCF-based TP Rs4,183 (implying 45.4x FY24E EPS). Risks to our call include rising input costs, abrupt competition, and unsecured loans to promoter group.

#### **Financial and valuation summary**

YE Mar (Rs mn)	4QFY22A	4QFY21A	YoY (%)	3QFY22A	QoQ (%)	FY22A	FY23E	FY24E
Revenues	35,084	30,381	15.5	35,307	(0.6)	139,447	154,736	173,944
EBITDA	5,497	5,054	8.8	5,397	1.8	21,456	25,703	29,605
EBITDA margin (%)	15.5	16.1	(97bps)	15.1	38bps	15.2	16.4	16.8
Adj. Net profit	3,799	3,643	4.3	3,722	2.1	14,698	18,811	22,191
Adj. EPS (Rs)	15.8	15.1	4.3	15.4	2.1	61.0	78.1	92.1
EPS growth (%)						(21.2)	28.0	18.0
PE (x)						55.3	43.4	36.8
EV/EBITDA (x)						1.2	1.0	0.9
PBV (x)						31.9	26.5	21.4
RoE (%)						48.1	66.8	64.4
RoCE (%)						29.1	37.5	39.4
Source: Company, Ce	entrum Brok	ing						

Please see Disclaimer for analyst certifications and all other important disclosures.

**Result Update** 

India I Consumer

04 May, 2022

# BUY

Price: Rs3,385 Target Price: Rs4,183 Forecast return: 24%

#### Market Data

BRIT IN
4,153/3,050
Rs815.4bn
240.9mn
49.5%
344,492

#### Changes in the report

Rating:	BUY; unchanged
Targat prica.	Rs4,183; up 1.8%;
Target price:	from Rs4,110
FPS:	FY23E: Rs78.1; down 4.2%
EPS:	from Rs4,12 FY23E: Rs78.1; down 4.2 FY24E: Rs92.1; down 1.6
Source: Centrum Broking	

#### Shareholding pattern

	Mar-22	Dec-21	Sep-21	Jun-21
Promoter	50.6	50.6	50.6	50.6
FIIs	17.2	17.6	17.7	18.4
DIIs	7.8	11.4	11.4	11.1
Public/other	24.5	20.4	20.4	20.0
Source: BSE				

#### **Centrum estimates vs Actual results**

YE Mar (Rs mn)	Centrum Q4FY22	Actual Q4FY22	Variance (%)
Revenue	34,417	35,505	3.2
EBITDA	5,486	5,497	0.2
EBITDA margin	15.9	15.5	-46bps
Other Income	550	538	(2.1)
Interest	-380	-338	(11.2)
Depreciation	-500	-509	1.9
РВТ	5,156	5,188	0.6
Tax	(1,351)	(1,410)	4.3
Rep. PAT	3,805	3,779	(0.7)
Adj. PAT	3,805	3,779	(0.7)



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# **Thesis Snapshot**

# **Estimate revision**

YE Mar (Rs mn)	FY23E New	FY23E Old	% chg	FY24E New	FY24E Old	% chg
Revenue	154736	1,53892	0.5	173944	1,70,501	2.0)
EBITDA	25703	27,306	(5.9)	29605	30,622	(3.3)
EBITDA Margin	16.6	17.4	(79bps)	17.0	17.6	(58bps)
Adj. PAT	18811	19,640	(4.2)	22191	22,537	(1.5)
Diluted EPS	78.1	81.5	(4.2)	92.1	93.6	(1.6)
Source: Centrum Bro	nking					

Source: Centrum Broking

# **Britannia Industries versus NIFTY 50**

	1m	6m	1 year
BRIT IN	3.5	(7.3)	(1.1)
NIFTY 50	(7.1)	(6.9)	14.1

Source: Bloomberg, NSE

# **Key assumptions**

YE Mar	FY23E	FY24E
Domestic Volume growth	7.0	8.5
Domestic Price/Mix growth	4.0	4.0
Gross Margin	39.8	40.2
Employee costs as % of Sales	4.0	4.1
Other expenses as % of Sales	19.2	19.1
Tax rate	26.0	26.0
Source: Centrum Broking		

rce: Centri

# Valuations

We believe Britannia's long term business fundamentals are intact and growth strategy is driven by expanding footprint in middle India and innovation funnel coupled with strong execution capabilities, striving for profitable growth. Dividend of Rs56.5 per share provide comfort for longterm investors. Moreover, it is committed to become 'Total Food Company'. Considering inflation impact on margins, we marginally cut earnings and retain BUY with a revised DCF-based TP Rs4,183 (implying 45.4x FY24E EPS). Risks to our call include rising input costs, abrupt competition, and unsecured loans to promoter group.

Valuations	Rs/share
DCF-based target price	Rs4,183
WACC (%)	9.3
Terminal growth (%)	6.0



# Mean + 2 Std Dev EV/EBITDA mean and standard deviation

Mean + Std Dev



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Mean - Std Dev

#### Peer comparison

Company HUL	Mkt Cap	CAGR FY22-FY24E (%)		PE (x)			EV/EBITDA (x)			RoE (%)			
	Rs bn	Sales	EBITDA	ΡΑΤ	FY22	FY23E	FY24E	FY22	FY23E	FY24E	FY22	FY23E	FY24E
HUL	5098.0	57.6	51.0	45.5	57.6	51.0	45.5	37.0	33.1	29.4	18.4	20.5	23.0
Dabur	950.3	50.8	42.5	37.0	50.8	42.5	37.0	39.4	32.7	27.6	23.2	24.7	25.0
Britannia	814.4	53.4	43.3	36.7	55.3	43.4	36.8	1.2	1.0	0.9	48.1	66.8	64.4
Colgate-Palmolive	439.5	43.1	39.6	36.0	43.1	39.6	36.0	29.0	27.0	25.1	90.1	98.6	102.9
Emami	214.9	28.0	24.7	22.6	28.0	24.7	22.6	20.7	18.4	15.6	41.1	40.3	37.4
Bajaj consumer	24.5	12.9	10.6	9.3	12.9	10.6	9.3	9.6	7.3	6.0	24.3	27.2	27.9

Source: Company, Centrum Broking

Source: Bloomberg, Centrum Broking

	Q3FY22	Q4FY22	Our Comments
Demand Environment	Unlike other players rural not slowed and gaining market share in rural which is 2x and increasing distribution reach (26k) Urban. Volume growth was 5%.	Rural distribution continues to grow which stands at 26k distribution (23K in Mar'21) and Hindi belt states like UP doing well.	We believe Britannia will continue to benefit further, the company focus will remain on increasing its distribution reach and it continues to grow the business in rural and gain market share
Outlook and Guidance	Overall the company focus will remain on increasing its distribution reach and it continues to grow the business in rural and gain market share along with focus on cost efficiencies	Focus on strategic planks like innovation, distribution & marketing, cost focus, adjacent business and sustainability to continue	Pace of growth for the packed foods segment has been gaining momentum and interventions through relaunches in the Milk Bikis brand and NPD contribution should provide volume contribution.
International Business	International business has been on a slow trajectory. However continues to grow handsomely while local operations commenced in Uganda and Egypt.	Middle East business seeing some disturbance due to distributor change while Nepal has been doing good and entering Rs 1000 mn category	UAE and Africa new distributor arrangement with contract packing in in place and we believe it would improve the company's performance. These factories will gradually provide support for surrounding markets.
New Products	Milk Bikis brand which is largely South India dominated is doing well across India with run rate of Rs 4bn now outside South. Further newly launched Potazoz launched pan-India and it's giving a great response from all of these states while dairy/ drinks has grown 2x in FY22	Potazos has received good response so far, there has been a quick ramp up in modern trade while newly launched Milk Bikis is doing well in rest of India. The company has also launched Good Day Harmony and variants in adjacencies, Jeera Marie in Tamil Nadu and 50-50 Golmaal in the Eastern region	as a positive move. Management indicated
On Margins and Exceptional Items	Inflation remains high and the company has taken 8% price hike in Q3 and expect to take it 10%nin Q4FY22 to offset inflationary pressures seen in Q3FY22. Q4FY22 margins to remain in the similar levels of Q3FY22 as QoQ inflation risen	Inflation remains high and As of Q4FY22 end Flour/RPO/Sugar/Cashew/ Laminates/ Corrugated boxes is up 1%/26%/7%/35%/20%/21%.	Management is taking efforts to maintain margins in the long run. It is running cost efficiency programs and using a combination of calibrated price hikes and grammage reduction for products. It will continue to take grammage cuts and price hikes as needed to

tackle inflation

Source: Company Data, Centrum Broking

further 4%. Margins in FY23E is expected

to see some improvement

# **Conference call highlights**

# **Revenue & Distribution**

- Britannia reported 15.5% increase in consolidated net operating income, driven by ~mid-single volume growth. Gained further market share and gap between no.2 player has widened.
- This is the 10th year of market share growth for the company. Company has gained market share from both largest competitor and small players.
- Company has gained 80bps market share in the last 2 years.
- Volume growth was driven by Tiger crunch, Milk Bikis and Milk drinks.
- Urban market share is 39% and rural market share is around 28%.
- Rural distribution continues to grow which stands at 26k distribution (23K in Mar'21).
- Uttar Pradesh is over 50% of the company's Hindi belt states and is doing well, Chhattisgarh and Rajasthan have seen slower than expected performance in recent times Some Hindi belts like Chhattisgarh, Rajasthan has slipped but company hopes to get them back on track.
- Company is focusing on Hindi belt states.
- Potazos has received good response so far, there has been a quick ramp up in modern trade while newly launched Milk Bikis is doing well in rest of India.
- Distribution: Earlier management had indicated that it has enough potential to take the distribution reach to 3.0mn without much cost and continue to progress on that front.
- Direct reach in FY22 reached 24.9mn outlets.
- Focus states has been on faster growth trajectory and has grown by 1.2x in FY22 vs FY21 while rest of India grown at 1x.
- Modern trade channel growth is 20% higher than FY20 levels.
- Group ICD is at Rs 7400mn in FY22 vs Rs7900mn in FY21. The management indicated that it won't go up and attempt is to dilute them going forward.
- Focus on strategic planks like innovation, distribution & marketing, cost focus, adjacent business and sustainability to continue.
- Overall the company focus will remain on increasing its distribution reach and it continues to grow the business in rural and gain market share along with focus on cost efficiencies.

# New product

- FY22 new product contribution is about 4.5% and it will be higher for FY23.
- Company launched Good Day Harmony and variants in adjacencies.
- Company launched Jeera Marie in Tamil Nadu and 50:50 Golmaal in the Eastern region.
- Company has launched Biscafe, which is a complement to coffee and there are only few products in this space.

# Margins

- Cost savings have gone up 5 times from FY14 levels in FY22.
- Global geo-political situation further aggravated inflation.
- Company will follow a combination of price hikes, controlled discretionary spends and cost efficiency programs to tackle inflation.
- Company indicated that Forward contracts helped control costs to some extent.
- Grammage cut might contribute more than 60-65% of price hike in FY23.
- Wheat production has been less than expected due to heat and Ukrainian crisis will impact global wheat supply as well.

- Price hike for FY23 will most likely be more than previously estimated 7% YoY.
- If spot prices continue at similar level for next 12 months, then additional 10% YoY price hike would be needed for FY23.
- As of Q4FY22 end
- Flour is up 1% YoY, RPO is up 26% YoY.
- Sugar is up 7% YoY, Cashew is up 35% YoY.
- Laminates is up 20% YoY.
- Corrugated boxes is up 21% YoY.

# Others

- Company has 3 plants planned this year one each in UP and Tamil Nadu for Rs2.5bn each and Ranjangaon expansion is for Rs1.0bn. Capex totals to around Rs6.5-7.0bn for FY23.
- The dairy green-field factory will be commercialised in few months and 3 more units will be set up soon.
- Winking Cow brand and Nepal business have reached Rs1.0bn turnover.
- Croissant will see national scale up in Q1FY23.
- Bakery adjacencies is seeing high double digit growth across divisions.
- Middle East business seeing some disturbance due to distributor change.
- Management indicated that cake and rusk have the potential for becoming Rs20,000 mn plus categories for the company.
- Company aims to reach Rs20bn mark for diaries in next 5-6 years.



# Exhibit 2: Quarterly standalone net revenue growth - YoY





Source: Company Data, Centrum Broking





Source: Company Data, Centrum Broking

# Exhibit 5: Consolidated other expenses (% of revenue) trend



Source: Company Data, Centrum Broking



# Exhibit 6: Direct reach

Source: Company Data, Centrum Broking



# **Exhibit 7: Rural distributors**

Source: Company Data, Centrum Broking

# **Exhibit 8: Market leadership strengthened**



Source: Company Data, Centrum Broking

# Exhibit 9: Britannia strengthened cost leadership position



Source: Company Data, Centrum Broking

# Exhibit 10: Innovations during the quarter appears to be most promising



# Exhibit 11: Adjacent Businesses on strong foothold..



Source: Company Data, Centrum Broking



# Exhibit 12: Sequential commodities inflation of 17% & 14% for the quarter & full year respectively..

Source: Company Data, Centrum Broking

Particulars (Rs mn)	Q1FY21	Q2FY21	Q3FY21	Q4FY21	Q1FY22	Q2FY22	Q3FY22	Q4FY22
let Sales	33,845	33,544	31,061	30,381	33,519	35,537	35,307	35,084
Other Operating Income	362	648	595	926	515	537	443	421
Total Income	34,207	34,191	31,656	31,308	34,035	36,074	35,750	35,505
Accretion to Stocks in trade & work in progress	241	(1,090)	218	260	(615)	51	(117)	(72)
Raw Material Consumed	17,758	18,125	15,453	15,324	18,823	19,147	18,183	18,587
Purchase of Stock-in-Trade	1,960	2,617	2,344	3,053	2,657	3,345	4,130	3,484
Employee Expenses	1,370	1,345	1,318	1,242	1,393	1,536	1,279	1,214
Other Exp	5,709	6,441	6,209	6,375	6,239	6,411	6,878	6,795
Operating Profit (Core EBITDA)	7,169	6,754	6,115	5,054	5,538	5,583	5,397	5,497
Depreciation	480	485	486	528	491	502	504	509
EBIT	7,649	7,239	6,601	5,582	6,029	6,085	5,901	6,006
Interest	256	298	318	237	342	390	374	338
Other Income	937	735	826	631	605	534	551	538
Other Excep. Items (restructuring, asset sales etc)	-9	-27	-10	-35	-28	4	-2	32
Profit Before Tax	7,370	6,706	6,137	4,920	5,310	5,226	5,071	5,188
Тах	1,944	1,750	1,611	1,326	1,442	1,410	1,362	1,410
Tax rate (%)	26.4	26.1	26.2	26.9	27.2	27.0	26.9	27.2
Profit After Tax	5,427	4,956	4,526	3,594	3,868	3,816	3,709	3,779
Less: Minority interest in income	30	(2)	31	43	25	24	20	19
Add/(Less) - Share in the profit/(loss) of associates	1	1	0.20	5.80	2.10	2.20	(7.10)	0.80
Profit/(loss) from discontinued ops	-	-	-	-	-	-	-	-
PAT attributable to Consolidated Group	5,449	4,928	4,548	3,608	3,868	3,847	3,719	3,831
Adjusted PAT for the group	5,458	4,955	4,558	3,643	3,896	3,842	3,722	3,799
Growth (%)								
Net Sales	26.4	11.0	5.8	8.2	(1.0)	5.9	13.7	15.5
EBITDA	81.7	37.2	21.8	11.3	(22.8)	(17.3)	(11.7)	8.8
Adj. PAT	104.7	22.2	22.3	(2.9)	(28.6)	(22.5)	(18.3)	4.3
Margin (%)								
Gross Margin	42.1	43.3	43.9	41.7	39.3	38.1	38.4	38.5
EBITDA	21.0	20.1	19.3	16.1	16.3	15.5	15.1	15.7
EBIT	19.6	18.3	17.8	14.5	14.8	14.1	13.7	14.0
PAT (reported bef minority interest)	16.0	14.5	14.4	11.6	11.4	10.7	10.4	10.7

Source: Company, Centrum Broking

P&L					
YE Mar (Rs mn)	FY20A	FY21A	FY22A	FY23E	FY24E
Revenues	114,440	128,830	139,447	154,736	173,944
Operating Expense	82,781	76,261	102,708	112,047	125,394
Employee cost	4,867	5,274	5,423	6,243	7,093
Others	9,915	24,734	11,776	12,946	14,386
EBITDA	18,432	25,093	21,456	25,703	29,605
Depreciation & Amortisation	1,848	1,979	2,005	2,104	2,225
EBIT	16,584	23,114	19,450	23,599	27,380
Interest expenses	769	1,109	1,443	1,598	1,637
Other income	2,794	3,129	2,228	3,009	3,789
РВТ	18,609	25,134	20,236	25,010	29,532
Taxes	4,507	6,630	5,624	6,286	7,427
Effective tax rate (%)	24.2	26.4	27.8	25.1	25.1
РАТ	14,102	18,504	14,612	18,724	22,105
Minority/Associates	(86)	141	86	86	86
Recurring PAT	14,016	18,645	14,698	18,811	22,191
Extraordinary items	(119)	(21)	53	0	0
Reported PAT	13,897	18,624	14,752	18,811	22,191
Ratios					
YE Mar	FY20A	FY21A	FY22A	FY23E	FY24E
Growth (%)					
Revenue	4.3	12.6	8.2	11.0	12.4
EBITDA	6.3	36.1	(14.5)	19.8	15.2
Adj. EPS	21.6	32.8	(21.2)	28.0	18.0
Margins (%)	2210	02.0	()	2010	10.0
Gross	40.8	42.8	38.6	39.8	40.2
EBITDA	15.9	19.1	15.2	16.4	16.8
EBIT	14.3	17.6	13.8	15.0	15.5
Adjusted PAT	12.1	14.2	10.4	12.0	12.6
Returns (%)					
ROE	32.4	46.9	48.1	66.8	64.4
ROCE	28.3	33.2	29.1	37.5	39.4
ROIC	29.7	37.8	34.4	45.7	52.4
Turnover (days)	-		-	-	-
Gross block turnover ratio (x)	4.7	4.9	5.0	5.3	5.5
Debtors	11	8	8	8	7
Inventory	40	44	51	51	51
Creditors	59	58	54	54	55
Net working capital	59	61	41	49	58
Solvency (x)				-	
Net debt-equity	0.1	0.1	0.6	0.2	0.1
Interest coverage ratio	24.0	22.6	14.9	16.1	18.1
Net debt/EBITDA	0.2	0.2	0.7	0.2	0.1
Per share (Rs)					
Adjusted EPS	58.3	77.4	61.0	78.1	92.1
BVPS	183.1	147.3	106.2	127.8	158.4
CEPS	66.0	85.6	69.3	86.8	101.4
DPS	18.0	117.2	103.1	61.5	66.5
Dividend payout (%)	31.1	151.6	168.4	78.8	72.2
Valuation (x)					
P/E	58.6	43.8	55.3	43.4	36.8
P/BV	18.5	23.0	31.9	26.5	21.4
EV/EBITDA	0.9	0.9	1.2	1.0	0.9
Dividend yield (%)	0.0	0.0	0.0	0.0	0.0
Source: Company, Centrum Broking	0.0	0.0	0.0	0.0	0.

Balance sheet					
YE Mar (Rs mn)	FY20A	FY21A	FY22A	FY23E	FY24E
Equity share capital	241	241	240	240	240
Reserves & surplus	43,788	35,236	25,340	30,540	37,916
Shareholders fund	44,028	35,476	25,580	30,780	38,156
Minority Interest	357	363	277	191	104
Total debt	15,299	21,029	24,793	24,643	24,493
Non Current Liabilities	439	421	544	604	678
Def tax liab. (net)	(69)	(10)	(509)	(509)	(509)
Total liabilities	60,054	57,280	50,686	55,709	62,923
Gross block	24,593	26,094	27,668	29,448	31,802
Less: acc. Depreciation	(7,345)	(9,666)	(11,671)	(13,776)	(16,000)
Net block	17,247	16,428	15,997	15,673	15,801
Capital WIP	396	1,165	5,357	5,357	5,357
Net fixed assets	19,033	18,990	22,749	22,426	22,554
Non Current Assets	3,455	2,825	2,759	3,012	3,331
Investments	18,989	14,017	9,426	9,426	9,426
Inventories	7,410	10,915	13,675	12,784	16,815
Sundry debtors	3,204	2,573	3,319	3,153	4,028
Cash & Cash Equivalents	11,316	16,046	10,186	18,845	21,529
Loans & advances	14,820	14,663	12,523	13,896	15,621
Other current assets	0	0	0	0	0
Trade payables	11,163	13,148	12,852	15,516	16,535
Other current liab.	5,098	5,726	6,250	6,935	7,796
Provisions	1,913	3,875	4,851	5,383	6,051
Net current assets	18,577	21,448	15,751	20,845	27,612
Total assets	60,054	57,280	50,686	55,709	62,923
Cashflow					
YE Mar (Rs mn)	FY20A	FY21A	FY22A	FY23E	FY24E
Profit Before Tax	18,439	25,128	20,785	25,010	29,532
Depreciation & Amortisation	1,848	1,979	2,005	2,104	2,225
Net Interest	(999)	(1,238)	(403)	(1,050)	(1,756)
Net Change – WC	1,274	(562)	(3,273)	3,371	(4,326)
Direct taxes	(5,033)	(6,328)	(5,869)	(6,286)	(7,427)
Net cash from operations	14,845	18,510	12,995	23,248	18,345
Capital expenditure	(2,434)	(2,399)	(5,470)	(1,781)	(2,353)
Acquisitions, net	0	0	0	0	0
Investments	(14,158)	4,677	12,512	1,107	1,107
Others	1,276	2,334	2,068	2,648	3,393
Net cash from investing	(15,316)	4,613	9,109	1,974	2,146
FCF	(471)	23,123	22,104	25,222	20,491
Issue of share capital	360	1,172	6,985	0	0
Increase/(decrease) in debt	4,925	5,678	(3,724)	(150)	(150)
Dividend paid	(4,325)	(28,238)	(24,849)	(14,815)	(16,020)
Interest paid	(380)	(1,049)	(871)	(1,598)	(1,637)
Others	0	0	0	0	0
Net cash from financing	579	(22,437)	(22,458)	(16,563)	(17,807)
Net change in Cash	109	686	(354)	8,659	2,684
Source: Company, Centrum Broking					

Source: Company, Centrum Broking

Source: Company, Centrum Broking

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#### **Britannia Industries Ltd**



Source: Bloomberg

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