

### INITIATING COVERAGE

### APAT IN EQUITY

May 07, 2020

## An 'Offer' you can't refuse

**APAT's focus on innovative SKUs, control over unitary costs and attempts to expand market mirror PVC pipes/cement a decade or so back. Stellar performance of value-added products is testament to these efforts. Covid-19 provides APAT opportunity to rapidly gain share from highly leveraged/overstretched peers (debt/equity 0.8x-1.6x; WC days at 50-70 days), a trait APAT has demonstrated. Whilst margins will be volatile in the near term, volume will pick up over FY21-23E (23% CAGR) given rising application-specific products and inevitable construction recovery. Despite consistently outperforming BM peers in FY15-20E, APAT trades at a steep discount. Multiples expansion will be gradual as perception barriers remain a hindrance. Hence, hold for two years for 77% upside; our 2-year TP implies 19x FY22E EPS.**

**Competitive position: STRONG**

**Changes to this position: POSITIVE**

**Akin to plastic pipes/cement; experimentation and portfolio shift likely**

APAT reminds us of plastic pipes/cement businesses of FY01-FY15 due to commoditized nature of product and substitution-led demand. Like plastic pipe/cement businesses of that time, APAT is investing in branding (~10% of FY20 EBITDA) and experimenting 'function-specific' SKUs (~1100), thus expanding structural steel market whilst keeping unitary costs in check (10% decline, FY16-20). Innovations will continue with APAT aiming to get into higher diameter sizes of structural tubes like 1000x1000mm.

**Demand uncertain; supply destruction certain**

APAT outperformed cement/PVC pipes in FY15-20 (20% volume growth vs 7%/~10% for cement/PVC pipes). Dependence on infrastructure (35% of demand, rest is home building) places it better than other BM segments. Highly leveraged scale peers like Hitech/Surya (0.8x-1.6x D/E) with high receivable/WC days (50-70 days) coupled with 50% unorganized players in the industry can lead to supply disruption.

**Margins volatile; volatility is here to stay**

APAT's margins dropped materially (12% drop in EBITDA/T in FY19) in volatile steel price environment. So near term margins are likely to take a hit given uncertain global steel prices. But attempts to increase margins sustainably through Apollo Tricoat are a right step. We build in 19% volume drop in FY21, building in 23% CAGR over FY21-23E. EBITDA/t should drop ~₹537/t in FY21 and gradually improve by ₹650/t to ₹3421/ton by FY23E.

**Multiple expansion to be slow; perception barriers main hindrance**

Despite continued outperformance vs BM peers (21% vs 10% EBITDA CAGR for peers) over FY15-20E, APAT trades at a discount. Reasons are: 1) doubts on Tricoat acquisition, 2) Street's inability to recognize APAT's competitive edge due to inefficient peers, 3) commoditised business (similar to cement and pipes in the early days). Street will take time to forgive 'missteps', so multiple expansion will be gradual. Weaker than expected demand and WC stretch are key risks.

### Key financials

| Year to March            | FY18   | FY19   | FY20E  | FY21E  | FY22E  | FY23E  |
|--------------------------|--------|--------|--------|--------|--------|--------|
| Net Revenues (₹ mn)      | 53,342 | 71,523 | 77,485 | 60,839 | 81,500 | 97,129 |
| Operating Profits (₹ mn) | 3,711  | 3,929  | 5,424  | 3,974  | 5,566  | 7,111  |
| Net Profits (₹ mn)       | 1,582  | 1,483  | 3,063  | 1,548  | 2,766  | 4,098  |
| Diluted EPS (₹)          | 66     | 62     | 120    | 59     | 106    | 160    |
| RoE (%)                  | 20.3%  | 16.5%  | 27.7%  | 11.7%  | 18.2%  | 22.3%  |
| P/E (x)                  | 19     | 20     | 10     | 21     | 12     | 8      |
| P/B (x)                  | 3.6    | 3.1    | 2.4    | 2.1    | 1.8    | 1.5    |

Source: Company, Ambit Capital research

### Home Building

#### Recommendation

|               |              |
|---------------|--------------|
| Mcap (bn):    | ₹31/US\$0.4  |
| 6M ADV (mn):  | ₹181/US\$1.1 |
| CMP:          | ₹1,247       |
| TP (24 mths): | ₹2,200       |
| Upside (%):   | 77           |

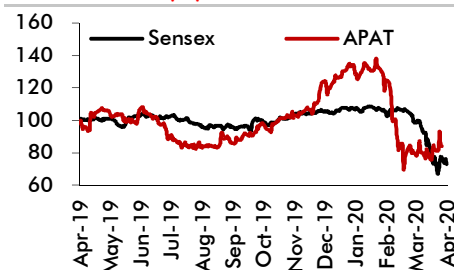
#### Flags

|                    |              |
|--------------------|--------------|
| Accounting:        | <b>AMBER</b> |
| Predictability:    | <b>RED</b>   |
| Earnings Momentum: | <b>AMBER</b> |

#### Catalysts

- Exit of 20-40% levered and unorganized players from industry
- Apollo Tricoat (11% EBITDAM vs 6-7% for APAT) to structurally improve overall margins
- Substitution demand to provide overall runway for growth

#### Performance (%)



Source: Bloomberg, Ambit Capital Research

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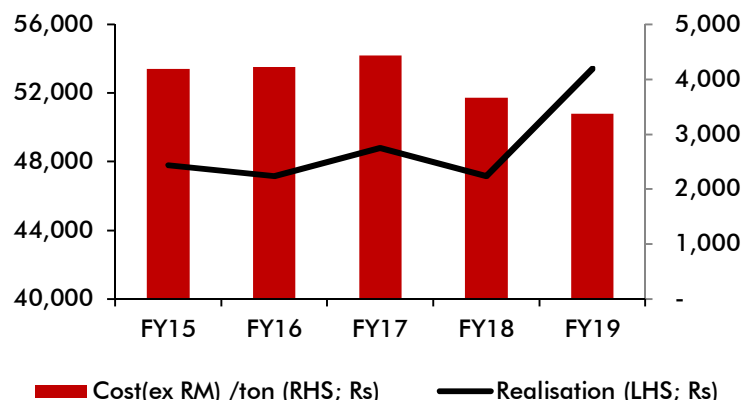
## Story in Charts

**Many other organized peers can be under pressure on account of high leverage and high working capital days**

|               | Total debt (₹ mn)     | Debt/ EBITDA (x) | Debt/ Equity (x) | Capacity (mn MTPA) | WC days FY19) |
|---------------|-----------------------|------------------|------------------|--------------------|---------------|
| APAT          | 8,566                 | 1.7              | 0.6              | 2.6                | 32            |
| Surya Roshni  | 10,757                | 3.1              | 0.9              | 0.9                | 73            |
| Hi-tech pipes | 2,710                 | 3.7              | 1.6              | 0.6                | 52            |
| Rama steel    | 737                   | 6.7              | 0.8              | 0.1                | 62            |
| JTL infra     | 337                   | 2.0              | 0.7              | 0.1                | 56            |
| Bhushan Steel | Acquired by JSW steel |                  |                  | 0.3                | NA            |

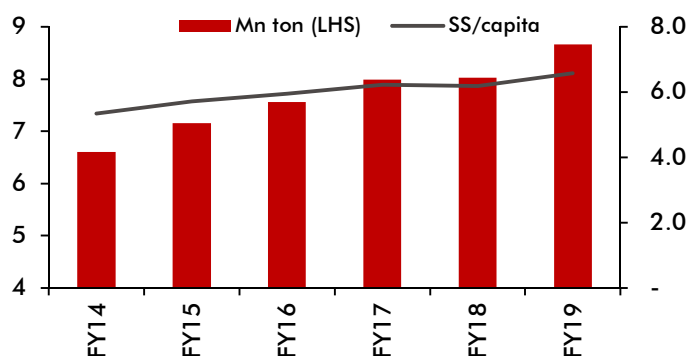
Source: Ambit Capital Research, Company, EBITDA used for calculation of Debt/EBITDA is annualized for 9M #s reported by the companies; Debt #s are as at 30-Sep-19

**APAT's cost structure(ex-RM costs) in the last 5 years has come down due to scale benefits**



Source: Ambit Capital Research, Company

**Structural steel usage in India has increased over FY15-19 due to cost savings and better aesthetics**



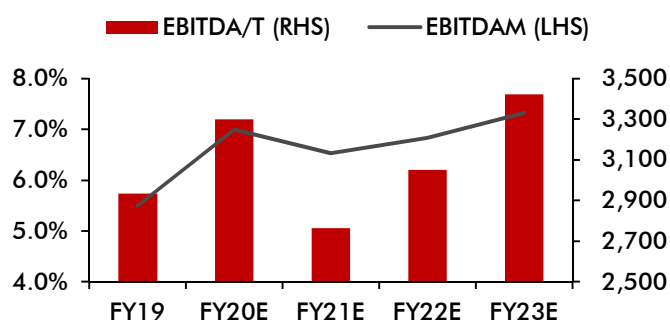
Source: Ministry of Steel, Ambit Capital Research

**APAT is venturing into value added products to increase margins and create a 'niche' market**

| Brand            | Use                                                                                                           |
|------------------|---------------------------------------------------------------------------------------------------------------|
| Apollo Signature | Designer Roofing, Fencing, Steel Furnitur                                                                     |
| Apollo Chaukhat  | Steel-Door Frames in affordable housing segments, high-end housing, commercial buildings and industrial sheds |
| Apollo Elegant   | Designer Hand Railing                                                                                         |
| Apollo Tricoat   | Electrical Conduits                                                                                           |
| Apollo Plank     | Staircase Steps, Ceilings, Truck Bodies                                                                       |
| Apollo Hybrid    | Borewell, Plumbing                                                                                            |
| Apollo Scaff     | Scaffolding & Green house                                                                                     |
| Apollo Alpha     | Window Frames                                                                                                 |

Source: Ambit Capital Research, Company

**EBITDA/ton to recover post FY21E**



Source: Ambit Capital research, Company; Note: +: least attractive, ++: moderately attractive, +++: most attractive

**APAT's business segments are less attractive than other BM segments; thus it may not trade at similar multiples to paints and electricals in the near term**

| Segment                | Market size (₹ bn) | Share of organized | EBITM (5 yr avg.) | RoCE (5 yr. avg) | Overall sector attractiveness |
|------------------------|--------------------|--------------------|-------------------|------------------|-------------------------------|
| Paints                 | 500                | 80%                | 17%               | 38%              | +++                           |
| Structural Steel tubes | 360                | 50%                | 5%                | 15%              | +                             |
| Electricals            | 400                | 65%                | 10%               | 32%              | +++                           |
| Tiles                  | 250                | 40%                | 15%               | 21%              | +                             |
| Plastic Pipes          | 200                | 75%                | 13%               | 26%              | ++                            |
| Plyboards              | 160                | 40%                | 14%               | 18%              | +                             |
| Faucetware             | 80                 | 60%                | 14%               | 18%              | ++                            |
| Sanitaryware           | 40                 | 75%                | 14%               | 18%              | +                             |

Source: Ambit Capital research, Company; Note: +: least attractive, ++: moderately attractive, +++: most attractive

## The Evolution....

**APAT is India's largest structural steel pipe maker. Incorporated in 1987, the company has production capacity of 2.55mn tons. Key products are hollow sections and pre-galvanized (GP) pipes which constitute over 70% of its product mix. It also deals in other structural steel products like galvanized iron (GI) pipes, MS black pipes and newly introduced 'Tricoat' products. Sanjay Gupta, a second generation promoter, has been at the helm of the company since 2002 and the key driver of growth. Day to day operations are looked after by a team of experienced professionals but Gupta guides the company on strategy as Executive Chairman.**

## History of the company

### Exhibit 1: Key events in the company's evolution

| Year | Events                                                                                                                 |
|------|------------------------------------------------------------------------------------------------------------------------|
| 1986 | Incorporated as Bihar Tubes.                                                                                           |
| 1995 | Listed on BSE and NSE for ₹42mn post diluting 66%stake.                                                                |
| 2002 | Sanjay Gupta took over the company from his father, Sudesh Gupta as the MD and CEO.                                    |
| 2004 | Developed in-house Hollow Sections across a wide-range of sizes. First in India to launch Pre-Galvanised pipes         |
| 2007 | Acquired 100% stake in both Apollo Metallex Private Limited for ₹72mn                                                  |
| 2008 | GDR issuance done by the company by diluting 29% of the company for ₹858mn                                             |
| 2008 | Acquired 100% stake in Shri Lakshmi Metal Udyog Limited in a share swap agreement at investment of ₹362mn.             |
| 2010 | Acquired 100% stake in Lloyd Line Pipe for ₹332mn.                                                                     |
| 2010 | Commissioning of Hosur plant, in Tamil Nadu with a capacity of 0.2mn tonnes. Started multiple warehouses across India. |
| 2012 | Ashok Gupta takes charge as MD and CEO.                                                                                |
| 2015 | First in India to achieve a capacity of 1 MTPA in structural steel pipes.                                              |
| 2017 | Established India's first ever DFT (Direct Forming Technology) Line in Hosur.                                          |
| 2018 | Made an open offer to Apollo Tricoat's shareholders to purchase majority stake in the company                          |
| 2019 | Acquired Shankara's facility of 0.2mn ton for ₹0.7bn                                                                   |

Source: Company, Ambit Capital Research

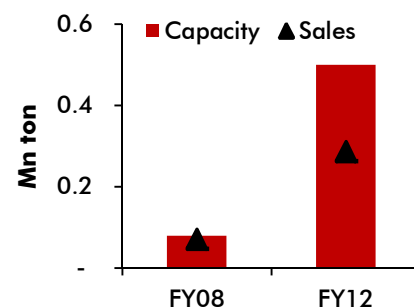
## Phase I – Becoming a strong regional player (2004-2007)

Sanjay Gupta, a second generation promoter, took over management of the company post the death of his father in 2002. The company's capacity had grown at 3% CAGR over 1993-2002 before Gupta took over. However, under his leadership, the company expanded capacity at 20% CAGR from 32000 tonnes in 2002 to 80,000 in 2007, driving 36% revenue CAGR. The company expanded these capacities in its Sahibabad plant, becoming a strong regional player in the north. It became the first player to produce GP pipes in India. Its share in total sales mix improved to ~17%, which lead to 6ppt EBITDA margin expansion, from 4% to 10%. APAT also backward-integrated in 2007 with the very small acquisition of Apollo Metallex to galvanise HR coils for GP pipes. But despite the focus on value addition, traditional products like MS and GI dominated sales mix, at ~60%. With 36% revenue CAGR and 6ppt EBITDA expansion, EBITDA recorded 67% CAGR during this period. RoCE increased from 16% in FY04 to 28% in FY07. Average RoCE was 19% during this phase. Nevertheless, working capital cycle was very high at 79 days primarily due to high inventory and receivable days (39 and 58 days respectively) in FY07.

## Phase II – Becoming a pan-India player (2008-12)

Timely acquisition of Shri Laxmi Metal Udyog in Bangalore gave APAT the first mover advantage in the south. Starting with an initial capacity of 36,000 tonnes, the company expanded this facility to 50,000 tonnes and set up additional capacity in Hosur (200,000 tonnes) in 2009. APAT entered the western market through acquisition of Lloyds Line Pipe in (95,000 tonnes) in 2010. Organic capacity additions as well as acquisitions increased combined its Maharashtra capacity by 34% CAGR to 400,000 tonnes. Share of high-margin GP and GI products stayed at ~40% over FY08-12. GDR issue of \$20mn in 2008 reduced APAT’s leverage from 5.2x in 2007 to ~2.4x in 2012. Cash conversion cycle also improved significantly (from negative in 2008 to an average of 31% over FY09-12) with reduction in working capital days from ~80 days in 2007 to ~57 days in 2012. Despite 50% revenue CAGR (42% volumes + 8% realization), EBITDA growth was a low 38% CAGR due to higher indirect cost growth (41% CAGR). RoCE, albeit volatile, was contained at ~20% during this phase owing to aggressive capex.

**APAT aggressively expanded capacity through acquisitions in this phase**

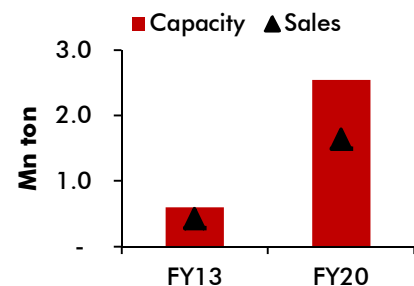


Source: Company, Ambit Capital Research

## Phase III – Becoming the leader (2013-2020)

Capacity expanded from 0.5mn tonnes in 2012 to 2.55mn tonnes by 9M2020 (24% CAGR) through various brownfield/greenfield expansions (Raipur) and acquisitions. During this time, APAT also acquired Tricoat to enhance its value added product basket to increase its margin. At the same time, it also acquired Shankara’s facility of 0.2mn ton for ₹0.7bn to consolidate its market share. APAT also innovated on new ‘consumer’ products like plank and door panels.

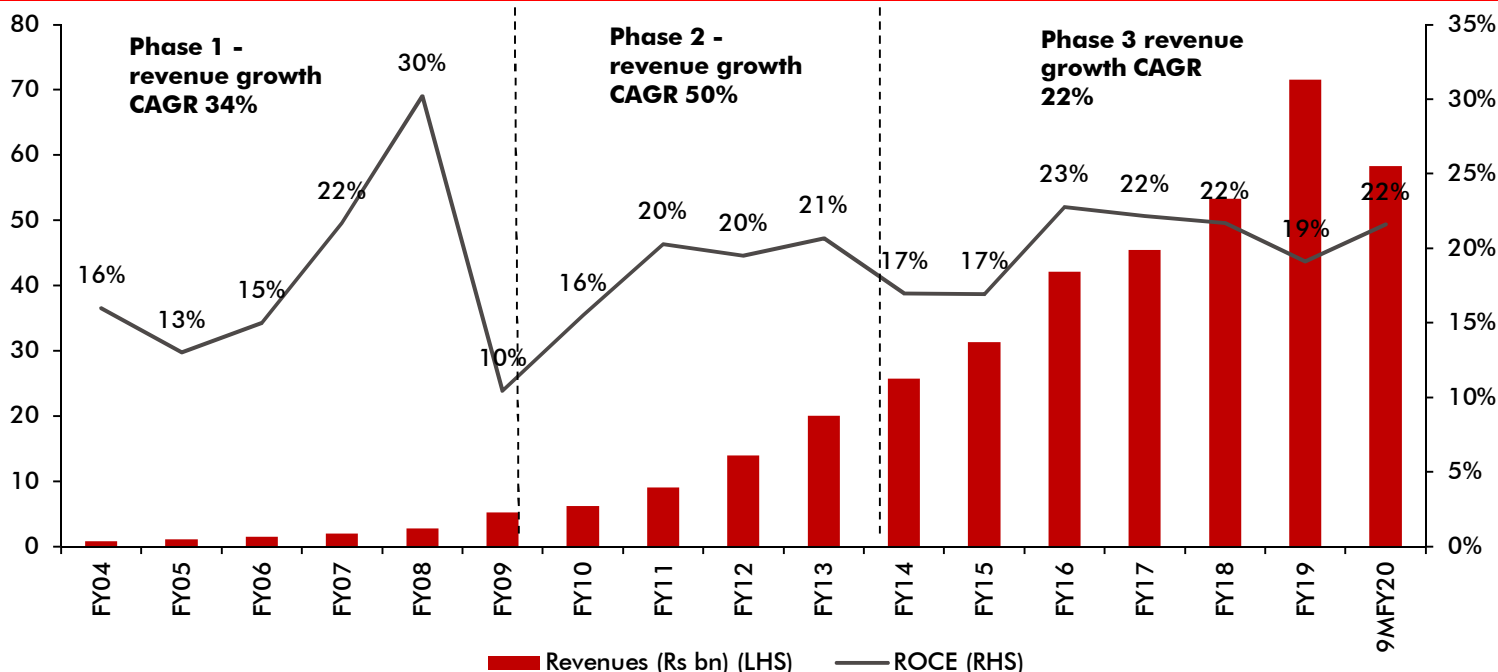
**APAT continued to expand aggressively over FY13-20, becoming market leader**



Source: Company, Ambit Capital Research

In order to improve its hollow sections’ range and reduce time, DFT technology was also installed in 2017. Rising share of lower margin hollow sections in sales (34% in FY12 to over 54% in 9MFY20) led to EBITDA decline of 1.9ppt. Revenue growth of 26% CAGR led to ~19% CAGR in EBITDA and PAT. RoCE ranged from 17-24% during this phase. The 7ppt decline in RoCE seen in FY14 and FY15 was due to low EBIT margin due to inventory write-downs as steel prices collapsed. Working capital days also improved significantly during this period, down from 93 days in FY13 to 28 days in 9MFY20.

**Exhibit 2: Revenues grew at a fast pace over FY04-9MFY20 while maintaining healthy RoCE of ~20%**



Source: Company, Ambit Capital Research

## A calculated bet on Tricoat acquisition

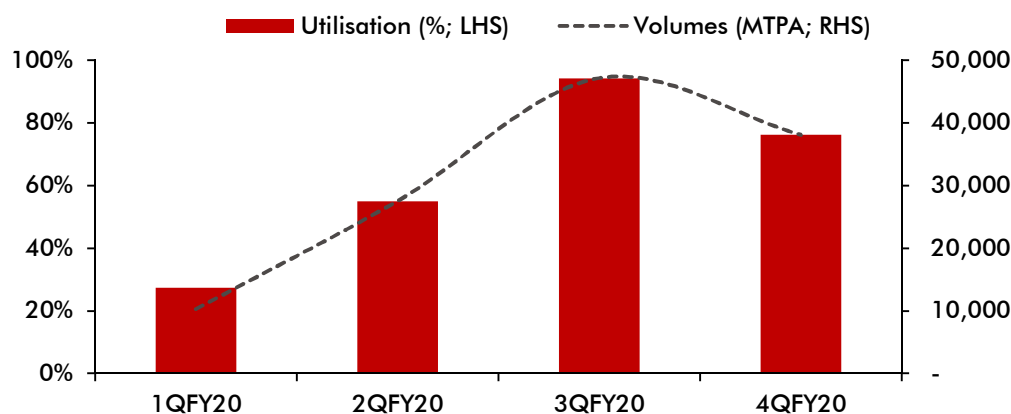
### What concerned us and what did the company do?

Originally, in Jan'18, Apollo Tricoat (listed entity) was acquired by the promoter family in their personal capacity from the promoter's business associate Saket Agarwal. However, the board consequently realized the conflict of interest given that AT was in an identical business. Such missteps were remedied by the promoters by buying the promoter family's stake at the same valuation they invested and promoters infusing capital in APAT at higher valuations (40-50% premium to then market price) to significantly fund the acquisition. On a net basis, promoters infused ₹1.7bn in APAT post full conversion of warrants. Such measures removed doubts on conflict of interest between promoter and AT. However, shareholders of APAT will continue to pay the price of the promoter's initial missteps with their economic interest in AT restricted to only 51% of this business.

### Apollo Tricoat has performed significantly better than expected

The promoters wanted to introduce high-end value-added products in the market through this subsidiary. Whilst there were initial doubts on the Street regarding the performance of this subsidiary, the company managed to surpass expectations. The company's new products 'Chaukhat' and 'Signature' have particularly gained traction and have been the key reason for Tricoat's initial success. The company posted volumes of 0.12mn tons in FY20 and current capacity utilization is 62%. Moreover, management intends to increase capacity and SKUs in Tricoat.

#### Exhibit 3: Tricoat – Impressive volume ramp-up and utilization in the first year



Source: Company, Ambit Capital Research

### Acquisition could have been more efficiently done

Whilst Tricoat's performance has been stellar, we continue to hold the view that the acquisition could have been done in a more efficient way. Minority shareholders will continue to reap benefits of Tricoat's acquisition. Whilst management indicated it wishes to increase stake in Tricoat, the steep valuation gap (APAT at 12x TTM P/E and Tricoat at 30x TTM P/E) has forced management to postpone the plan.

# Similar to plastic pipes of 2005-15

## #1 Increasing acceptance due to better quality and use

Whilst plastic pipes were an accepted phenomena in agricultural sector, its acceptance increased in plumbing during this period. This is because consumers realized that the popularly used GI pipes were prone to leakage and their installation costs were also very high and time consuming. The key roadblock in consumer's heads was GI pipes higher strength vs plastic pipes. But as companies like Supreme and Astral innovated on higher strength in their piping systems, this 'mind block' was also cleared and thus plastic pie acceptance increased.

**Exhibit 4: Consumers realized that UPVC/CPVC pipes were significantly better vs GI pipes due to its higher life, lower cost and ease of installation**

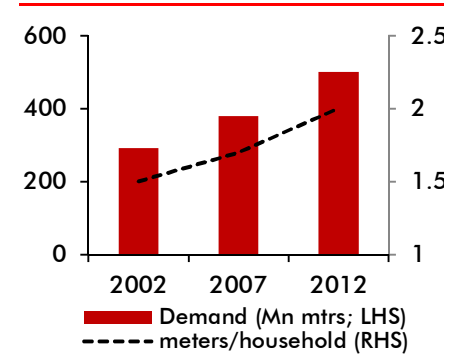
|                                                    | GI pipes                                                                 | UPVC pipes                                                                                          | CPVC pipes                                                             |
|----------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>Life (years)</b>                                | 15-20                                                                    | 20-25                                                                                               | 30-35                                                                  |
| <b>Max operating temperature (degrees Celsius)</b> | 200-250                                                                  | 60-70                                                                                               | 90-100                                                                 |
| <b>Strength</b>                                    | Higher than plastic pipes                                                | 500-600                                                                                             | 450-550                                                                |
| <b>Cost</b>                                        | Costlier than plastic                                                    | Cheaper than GI                                                                                     | Cheaper than GI, costlier than UPVC                                    |
| <b>Corrosion</b>                                   | Corrodes faster                                                          | No effect due to chemical resistance                                                                | Has anti-corrosive properties                                          |
| <b>Leakage</b>                                     | Vulnerable to leakage                                                    | Leakage-free                                                                                        | Leakage-free for lifetime                                              |
| <b>Bacterial growth</b>                            | More prone to bacterial growth compared with plastic                     | Relatively low compared with GI                                                                     | Extremely low compared with GI                                         |
| <b>Installation</b>                                | Time- and energy-consuming                                               | Done through cold welding<br>Requires less insulation as low thermal conductivity reduces heat loss | Done through cold welding                                              |
| <b>Thermal conductivity and insulation</b>         | Needs insulation as heat loss occurs faster to high thermal conductivity | Done through cold welding<br>Requires less insulation as low thermal conductivity reduces heat loss | Requires less insulation as low thermal conductivity reduces heat loss |

Source: Prince pipes DRHP, Ambit Capital Research

A similar trend is also playing out in structural steel pipes as consumers are now realizing their advantage vs using RMC due to:

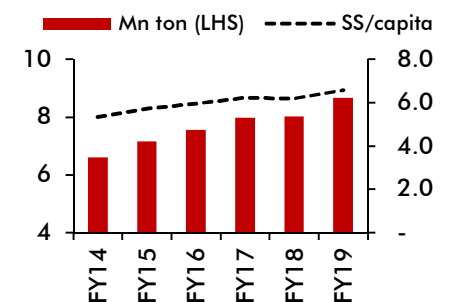
- **Cost saving:** Structural steel has higher tensile strength for the identical open section of same weight. With lower weight required for the same structural strength, this material offers cost savings to the tune of 30% (source Tata Structura). Moreover, lower construction time for structures with use of hollow sections also trickle down to savings in terms of labour and interest costs.
- **Better aesthetics:** Structural steel offers much sleeker and modern looking structures unlike RMC/RCC with use of modern materials such as glass. Consequently, government, private sector and retail consumers tend to use such structures to showcase progress and affluence.

**Plastic pipe per capita consumption gradually improved over this period**



Source: Astral DRHP, Ambit Capital Research

**Structural steel usage in India has also gradually increased over FY15-19**



Source: Ministry of steel, Ambit Capital Research

**Exhibit 5: RCC-based structures take longer time for shuttering and drying...**



Source: Ambit Capital research, Company

**Exhibit 7: Fabricator had to weld 2 channels to create a square shape**



Source: Ambit Capital research, Company

**Exhibit 6: ...while hollow sections are quick to install through fittings**



Source: Ambit Capital research, Company

**Exhibit 8: Now square sections are readily available leading to savings in time and resources**



Source: Ambit Capital research, Company

**#2 Branding and awareness exercise for intermediaries and consumers**

To make the intermediaries and consumers aware about the better quality of products, plastic pipes companies undertook mass training sessions and advertisement campaigns. Company's undertook TV and print media campaigns for targeting general consumer and undertook mass plumber training programs to make the intermediary understand its ease of installation and better quality.

Excerpt from FY04 annual report of Astral:

*'So far, the company's awareness programmes focused the relevant industry audience including plumbers, contractors, Architects etc. However, there was need to address the user mass at large. This was not possible without media campaign through mass media. Charting a new trend, the company undertook a mass media programme on two leading Hindi news channels viz. Aaj Tak and Star News. The campaign went on air from April 2004, the election month and was in full swing during the months of April, May and June.'*

**Exhibit 9: Pipe companies conducted plumber meets to raise awareness about PVC pipes**



Source: Ambit Capital research

**Exhibit 10: Similarly they entered into brand-building exercises to raise awareness about PVC pipes**



Source: Ambit Capital research

Similarly, APAT has also undertaken an advertisement campaign and has engaged Bollywood celebrity 'Amitabh Bachchan' as their brand ambassador. They have also been sponsoring various sporting events to raise awareness about their brand.

APAT has also been engaging with various intermediaries to show the various different uses of structural steel pipes.

Ashok Gupta (erstwhile MD of APAT)- "We had promised you long-time back that in due course of time you will see us more as a consumer brand. I think the journey is taking shape. You will all be happy to know that in line with that journey, we have taken a strategic shift from a commodity to consumer product, to a product made to the specific requirements of our customers. Towards that end, we are now going ahead with having a significant sustainable branding campaign"

**Exhibit 11: APAT appointed Amitabh Bachchan as brand ambassador for the company**



Source: Ambit Capital research, Company

**Exhibit 12: APAT is also sponsoring sports teams and events to cater to a larger consumer audience**



Source: Ambit Capital research, Company



**Exhibit 13: APAT is also arranging fabricator meet...**



Source: Ambit Capital research, Company

**Exhibit 14: ... to make intermediaries aware about the company**



Source: Ambit Capital research, Company

### #3 Newer functional products increasing the market

Astral's becoming the country's leading CPVC player was the game changer for the plastic pipe industry. With the introduction of CPVC pipes, intermediaries and consumers started appreciating plastic pipes advantages vs GI pipes which increased the market for UPVC pipes as well. This, along with launch of various specialized 'function specific' pipes which catered to specific needs of home builders, helped plastic pipes evolve from a commodity product to a 'whole plumbing system'.

**Exhibit 15: Astral innovated on many products during this period which increased the plastic pipe market as a whole**

| Year | Product                                   |
|------|-------------------------------------------|
| 2004 | CPVC and PVC fittings, flanges and valves |
| 2004 | Solvent Chemicals                         |
| 2005 | Underground specialty fittings            |
| 2006 | Large Diameter PVC pipes                  |
| 2008 | Sound Proof piping                        |
| 2013 | Bendable Pipes                            |
| 2014 | Blazemaster                               |

Source: Ambit Capital Research, Astral, Launches are restricted till FY15

We see similar trends playing out with steel pipes as well. APL Apollo has been at the forefront of launching innovative products. They were the first in India to launch pre-galvanised steel tubes way back in 2003. They have now introduced new products and function-specific brands such as Signature, Chaukhat and Tricoat.

These initiatives will only increase acceptance of steel pipes, thus expanding the overall market for steel pipes in the country.

**Exhibit 16: APAT has introduced function-specific brands to increase awareness of their products**

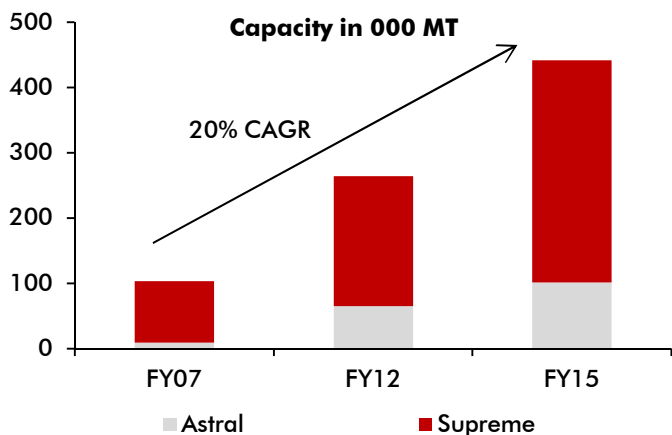
| Brand            | Use                                                                                                           |
|------------------|---------------------------------------------------------------------------------------------------------------|
| Apollo Signature | Designer Roofing, Fencing, Steel Furniture                                                                    |
| Apollo Chaukhat  | Steel-Door Frames in affordable housing segments, high-end housing, commercial buildings and industrial sheds |
| Apollo Elegant   | Designer Hand Railing                                                                                         |
| Apollo Tricoat   | Electrical Conduits                                                                                           |
| Apollo Plank     | Staircase Steps, Ceilings, Truck Bodies                                                                       |
| Apollo Hybrid    | Borewell, Plumbing                                                                                            |
| Apollo Scaff     | Scaffolding & Green house                                                                                     |
| Apollo Alpha     | Window Frames                                                                                                 |

Source: Company, Ambit Capital Research

## #4 Aggressive capacity expansion; increasing bargaining power

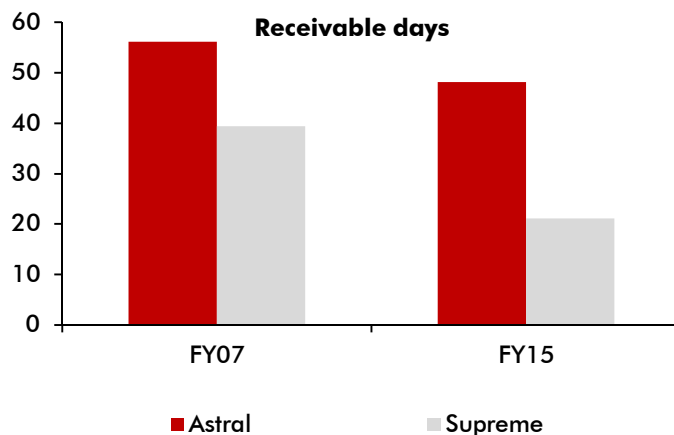
To gain market share from unorganized and sub-scale players, marquee plastic pipe companies like Astral and Supreme foresaw the opportunity and aggressively increased their capacity to tap the market. Moreover, during this period their debtor days also came off as their bargaining power amongst distributors improved.

**Exhibit 17: Pipe companies expanded their capacities aggressively to cater to the surge in demand**



Source: Company, Ambit Capital Research

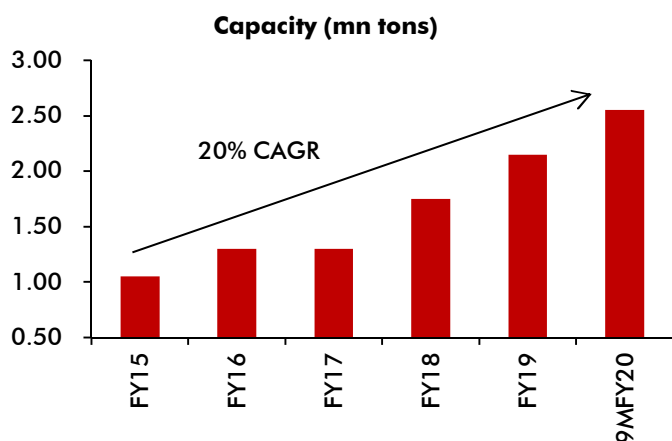
**Exhibit 18: Along with this their bargaining power amongst distributors also meaningfully increased**



Source: : Company, Ambit Capital Research

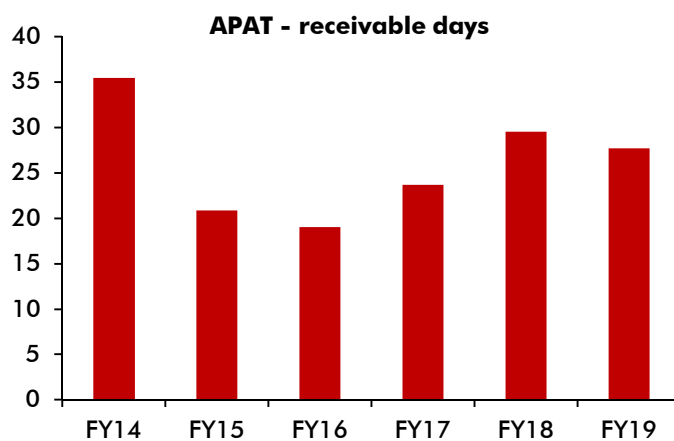
Similar trends are seen to be playing out with APAT. APAT has aggressively increased its capacity. Similarly, APAT's bargaining power with the distributors has improved significantly leading to lower working capital days.

**Exhibit 19: APAT increased its capacity aggressively over FY15-9MFY20**



Source: Company, Ambit Capital Research

**Exhibit 20: APAT's receivable days have also been in control over the last 5 years**



Source: Company, Ambit Capital Research

## Evokes the cement sector of the 2000s...

“One way a market incumbent obtains a competitive advantage is by having a lower cost structure that cannot be duplicated by potential rivals. The incumbent can earn attractive returns under prevailing market conditions — prices and sales levels — but potential entrants, thanks to their higher cost structures, cannot”

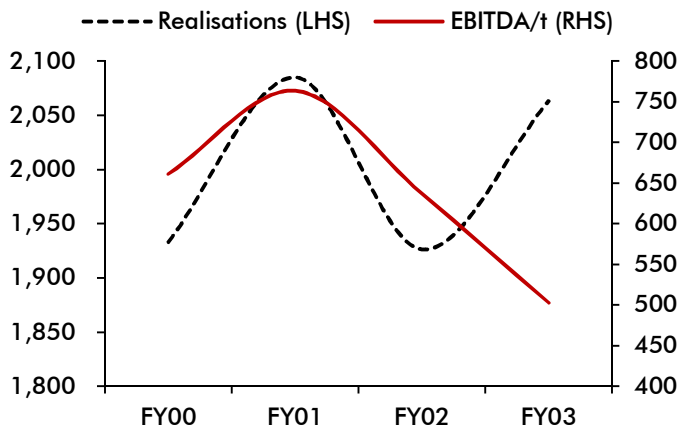
– Bruce Greenwald and Jude Kahn; *Competition Demystified*

We compare APAT to marquee players of the cement sector in early 2000s as both are commoditized products, and realizations are not in control of these companies. However, as both cement companies and APAT focused on tight manufacturing operations to keep costs in check, they were able to gain scale and improve their market share whilst keeping leverage in check. This helped cement companies post a sharp uptick in RoCE as the macro situation improved post 2004. Whilst uncertainty on macro headwinds remains for APAT, we believe a continued focus on tight operations will only help it improve market share hereon.

### Realizations and margins for both remained volatile

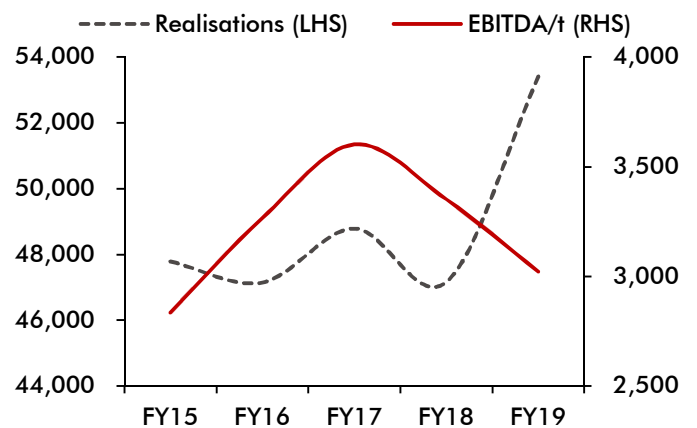
Both cement companies and APAT have witnessed periods of volatile realizations and thus volatile EBITDA/t.

**Exhibit 21: Realisations and margins for both Ambuja/ACC of the 2000s...**



Source: Company, Ambit Capital Research

**Exhibit 22: ...and APAT have remained volatile**

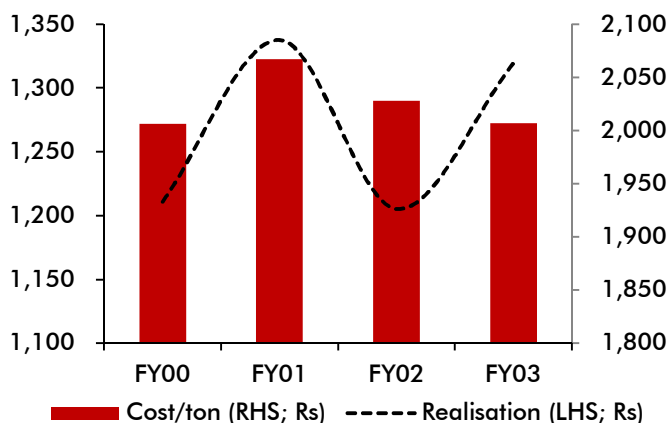


Source: Company, Ambit Capital Research

### However, both managed to have a tight grip on maintenance...

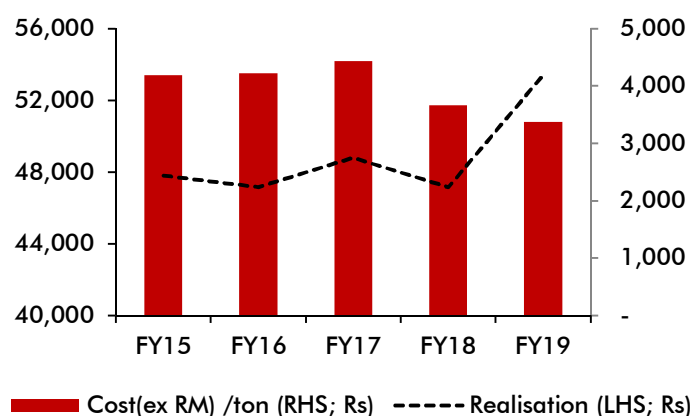
However efficient cement players like Ambuja were able to keep a tight control on its costs; a trait also found in APAT.

**Exhibit 23: Ambuja’ cost structure during its heydays ...**



Source: Company, Ambit Capital Research

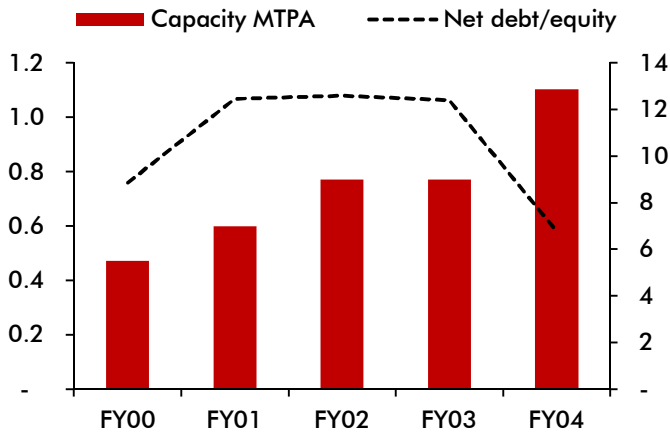
**Exhibit 24: .. and APAT’s cost structure in the last 5 years have largely been stable**



Source: Company, Ambit Capital Research

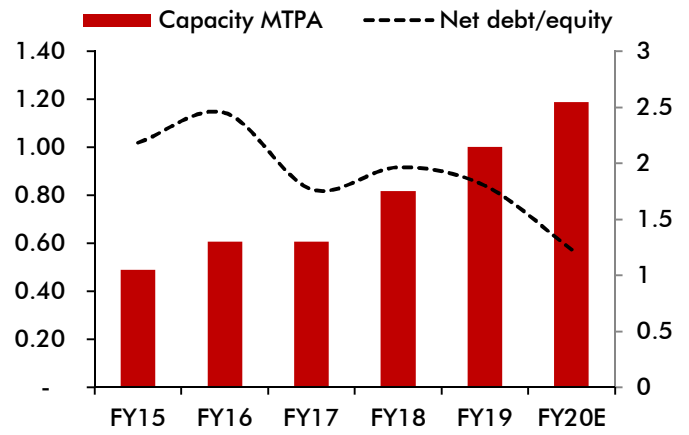
**...whilst aggressively expanding and keeping leverage in check at the same time**

**Exhibit 25: Ambuja in its heydays....**



Source: Company, Ambit Capital Research

**Exhibit 26: ...and APAT aggressively expanded capacity whilst keeping debt in check**

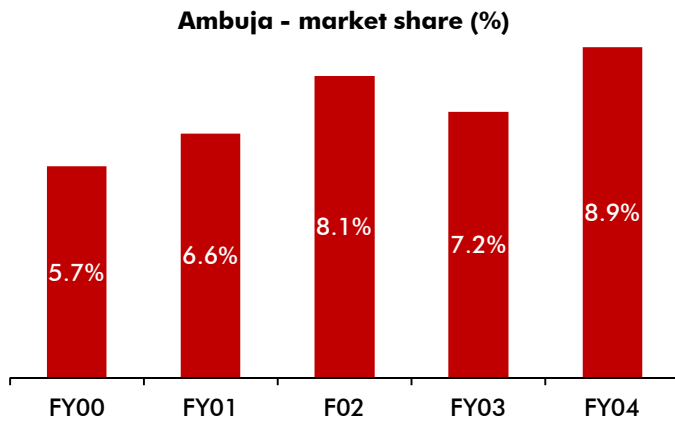


Source: Company, Ambit Capital Research

**...thus gaining market share**

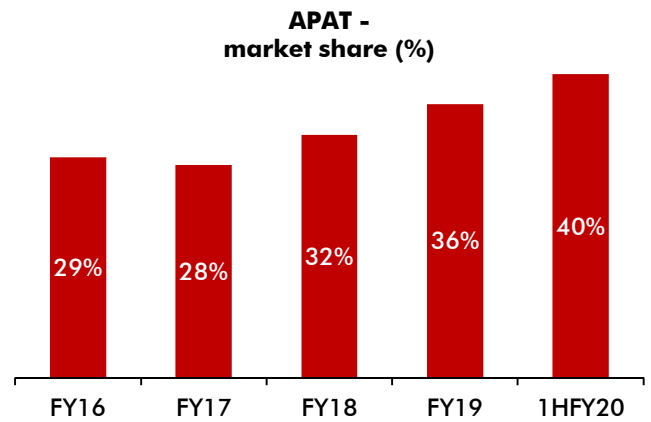
Ambuja was able to gain market share from incumbent peers by focusing on tight manufacturing operations whilst expanding capacity. APAT has been also expanded capacity whilst maintaining tight operations, and thus expanded market share.

**Exhibit 27: Ambuja expanded market share by 3ppt**



Source: Company, Ambit Capital Research

**Exhibit 28: APAT also improved its market share**



Source: Company, Ambit Capital Research

## Demand uncertain, supply disruption certain

Whilst demand remains uncertain due to Covid-19 disruption, it is likely that supply consolidation will take place due to over-leveraged (debt-equity of 0.7-1.6x for peers vs 0.5x-0.6x for APAT) and over-stretched (WC days of 50-70 days for peers vs ~30 days for APAT) players in this industry. Moreover, APAT's history of successfully running acquired units makes this opportunity lucrative for APAT to consolidate the market. With APAT's debt and working capital days in check, it is only fitting that it emerges the winner post this disruption.

### Covid-19 can accelerate supply consolidation

#### APAT has acquired and turned around many capacities in the past

APAT has demonstrated its ability to acquire and turn around many industry capacities in the past, thus becoming the industry leader. Its recent acquisition of Shankara's Hyderabad facility, through which it entered the Andhra Pradesh/Telangana market, is a testament of this.

#### Exhibit 29: APAT's various acquisitions have been at reasonable valuations

| Name of the entity            | Location             | Year of acq. | Cost (₹ mn) | Mode of acquisition | Erstwhile capacity (ton) | Current capacity (ton) | Cost per tonne of capacity | Remarks                                                                                        |
|-------------------------------|----------------------|--------------|-------------|---------------------|--------------------------|------------------------|----------------------------|------------------------------------------------------------------------------------------------|
| Apollo Metallex               | Sahibabad, UP        | 2007         | 12          | Cash                | 24,000                   | 225,000                | 50                         | To set up sheet galvanizing facility                                                           |
| Shree Lakshmi Metal Udyog     | Bangalore            | 2008         | 233         | Share swap          | 36,000                   | 125,000                | 6,472                      | Made the company only organized player in south and saving costs to the tune of ₹700 per tonne |
| Lloyd Line Pipe               | Murbad, Maharashtra  | 2010         | 332         | Cash                | 90,000                   | 475,000                | 3,689                      | Expanded to western India                                                                      |
| Taurus Value Steel (Shankara) | Hyderabad, Telangana | 2019         | 700         | Cash                | NA                       | 200,000                | 3,500                      | To expand into AP/Telangana region                                                             |

Source: Company, Ambit Capital Research

#### Opportunity for APAT to consolidate the market

In a commodity industry, players enjoying high capacity and market share are likely to wield pricing power and thus emerge as an eventual winner. Covid-19 lockdown can be an opportunity for APAT to increase its market share from unorganized players (~50% of the market).

#### Over-leveraged and over-stretched peers

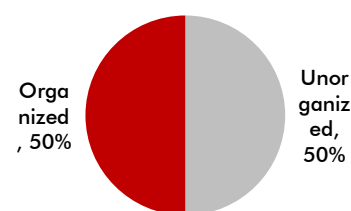
Many of APAT's competitors are over-leveraged and running very high receivable/working capital days. This provides APAT the opportunity that it needs to consolidate the market.

#### Exhibit 30: Many other organized peers can go under on account of high leverage and high working capital days

|               | Total debt (₹ mn)     | Debt/EBITDA (x) | Debt/Equity (x) | Capacity (mn MTPA) | Receivable days (FY19) | WC days (FY19) |
|---------------|-----------------------|-----------------|-----------------|--------------------|------------------------|----------------|
| APAT          | 8,566                 | 1.7             | 0.6             | 2.6                | 28                     | 32             |
| Surya Roshni  | 10,757                | 3.1             | 0.9             | 0.9                | 47                     | 73             |
| Hi-tech pipes | 2,710                 | 3.7             | 1.6             | 0.6                | 28                     | 52             |
| Rama steel    | 737                   | 6.7             | 0.8             | 0.1                | 37                     | 62             |
| JTL infra     | 337                   | 2.0             | 0.7             | 0.1                | 49                     | 56             |
| Bhushan Steel | Acquired by JSW steel |                 |                 | 0.3                | NA                     | NA             |

Source: Company, Ambit Capital Research. Note: EBITDA used for calculation of debt/EBITDA is annualized for 9M numbers reported by the companies; Debt numbers are as at 30-Sep-19

#### Industry Structure



Source: Company, Ambit Capital

## Creating 'strength' for the next level

APAT has been at the forefront in innovating on new 'function specific' products and higher SKUs (APAT has 1100 SKUs v 550 SKUs for the closest per). APAT's scale in its operations (2.55mn ton capacity for APAT vs 0.9mn for the nearest competitor) helps it avail the lowest raw material cost in the industry, which APAT is now reinvesting to create a consumer brand through initiatives like branding and awareness amongst intermediaries (branding spend at ~10% of FY20 EBITDA). Its pan-India manufacturing and distribution network gives it the lowest lead time in the industry.

### #1 APAT has been at the forefront of new products

APAT has been ahead of the curve in innovating on new products since its inception. In 2002, APAT introduced GP pipes in the market which generated higher margins. Over the years, APAT has been continuously innovating on new SKUs. APAT has a dedicated team of about 50 professionals who report directly to the MD and are involved in introducing new 'functionality' specific products. Thus, APAT has been able to expand its SKU basket to ~1100 in FY20.

In FY20, through its subsidiary 'Apollo Tricoat', APAT introduced products like Signature (designer roofing and steel furniture) and Chaukhat (door frames) amongst others which were a runaway hit. We believe that this trajectory will continue as APAT introduces products like Hybrid (PVC+ steel pipes), Scaff (For scaffolding and greenhouse applications) and Alpha (Window frames) next year. Moreover, APAT also has plans to install a 500x500 mm pipe (largest diameter pipe in the country) over the coming years through which it intends to cater to the needs of infrastructure and construction.

#### Exhibit 31: List of new/upcoming product lines of APL Apollo Tubes

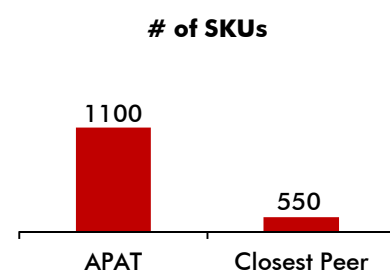
| Product name           | Year of introduction | Volumes sold (MTPA) | Usage                                   |
|------------------------|----------------------|---------------------|-----------------------------------------|
| Apollo Signature       | FY20                 | 68,959              | Designer roofing, steel furniture       |
| Apollo Chaukhat        | FY20                 | 28,066              | Door frames                             |
| Apollo Elegant         | FY20                 | 21,238              | Hand railing                            |
| Apollo Tricoat         | FY20                 | 2,173               | Electrical conduits                     |
| Apollo Plank           | FY20                 | 2,610               | Staircase steps, Ceilings, Truck Bodies |
| Apollo Hybrid          | FY21                 | NA                  | PVC +steel                              |
| Apollo Scaff           | FY21                 | NA                  | Greenhouse/scaffolding                  |
| Apollo Alpha           | FY21                 | NA                  | Window frames                           |
| 500*500mm steel pipes  | TBD                  | NA                  |                                         |
| Apollo Octagonal tubes | TBD                  | NA                  |                                         |
| Apollo Jumbo           | TBD                  | NA                  |                                         |

Source: Company, Ambit Capital Research

### #2 Focus on creating a 'consumer' brand

In FY20, APAT ramped up its brandex activities through both push and pull marketing initiatives in an attempt to create a strong 'consumer' brand. APAT spent ₹0.5-0.6bn in FY20 to launch a mass advertisement campaign across TV/print media and sponsoring sport events/teams. APAT has also started sponsoring and undertaking mass architect, fabricator and other intermediaries meets to showcase the benefits and strengths of its products.

APL's SKUs are far higher than that of its nearest peer



Source: Ambit Capital Research; Industry interactions

"We are also shifting over our focus on consumer oriented products. As any company evolves and particularly when you evolve into a large corporation, you tend to add more and more better products to your stable."

▪ Ashok Gupta (ex MD)

### #3 Best-in-class manufacturing and distribution architecture

APAT’s manufacturing and distribution architecture is one of its key competitive advantages vs peers.

- **Manufacturing architecture:** Before APAT set up its 1<sup>st</sup> southern facility in 2008, most of the structural steel demand of the south was met by units based in the north. Realizing the opportunity to lower cost structure, APAT was the first steel pipe company to set up a manufacturing unit in the south. Post the success of its 1<sup>st</sup> southern manufacturing unit through various brownfield and greenfield manufacturing units, APAT was able to set up a pan-India manufacturing network which no other competitor has been able to replicate.

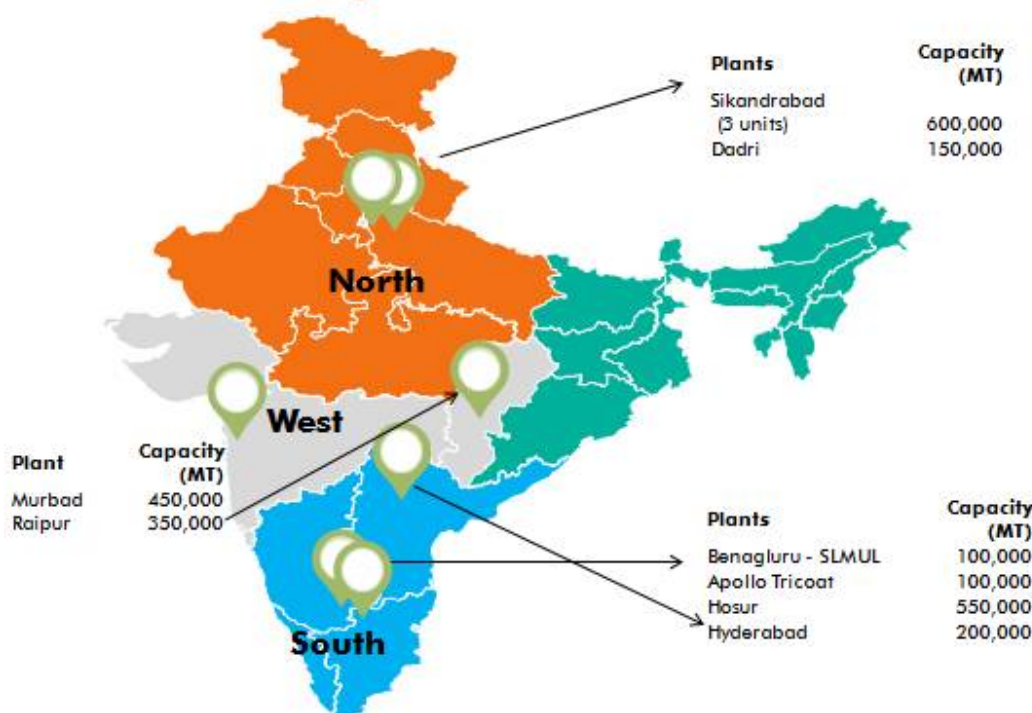
**Exhibit 32: APAT has strategically placed its plants to lower lead time and freight costs**

| Location     | Plant                     | Region | Capacity (ton)   | Products manufactured | Raw material supplier |
|--------------|---------------------------|--------|------------------|-----------------------|-----------------------|
| Sikandrabad  | Apollo Metalex            | North  | 225,000          | GP, HS, MS            | Bhushan Steel         |
| Sikandrabad  | Unit 1                    | North  | 375,000          | GI, HS, MS            | Bhushan Steel         |
| Bengaluru    | Shri Laxmi Metal          | South  | 125,000          | GP, HS, MS            | JSW Steel             |
| Hosur        | Unit 2                    | South  | 550,000          | GI, HS, MS            | JSW Steel             |
| Murbad       | Unit 3 (Lloyds Line Pipe) | West   | 450,000          | GI, HS, MS            | JSW Steel             |
| Raipur       | Unit 4                    | East   | 350,000          | GI, HS, MS            | SAIL                  |
| Hyderabad    | Shankara facility         | South  | 200,000          | GI, HS, MS            | JSW Steel             |
| Bengaluru    | Apollo Tricoat            | North  | 100,000          | Tricoat products      | JSW Steel             |
| Dadri        | Apollo Tricoat            | North  | 150,000          | Tricoat products      | JSW Steel             |
| <b>Total</b> |                           |        | <b>2,550,000</b> |                       |                       |

Source: Company, Ambit Capital Research

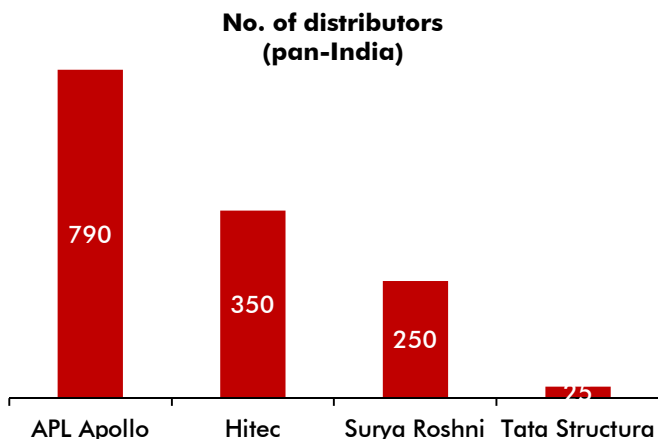
**Exhibit 33: APAT’s manufacturing network**

#### APAT’s manufacturing network

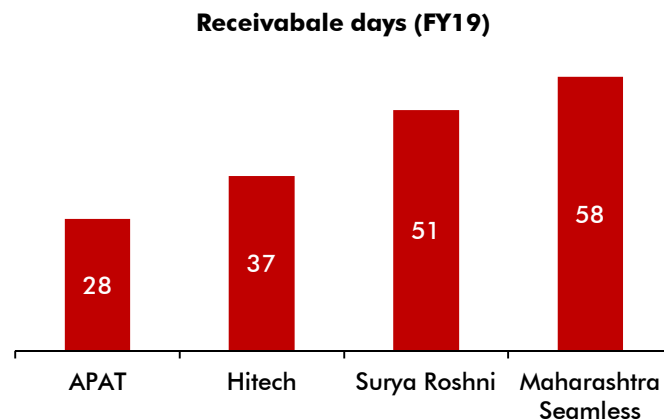


Source: Company, Ambit Capital Research

- **Distribution architecture:** APAT has the deepest distribution amongst structural steel pipe players. Whilst increasing the distribution network APAT has been able to bring down its receivable days unlike its peers. This indicates its high bargaining power amongst distributors and low dependence on institutional sales unlike other steel pipe companies.

**Exhibit 34: APAT has the deepest distribution amongst its peers**


Source: Company, Ambit Capital Research

**Exhibit 35: APAT has the lowest receivable days amongst its peers**


Source: Company, Ambit Capital Research

- **DFT technology and warehousing network:** In order to reduce delivery time to its distributors, APAT set up multiple pan-India warehousing depots. This coupled with the latest DFT technology (22% of overall capacity) has also helped APAT to reduce its overall manufacturing time. (DFT technology can produce a custom size in 45 minutes vs 8-9 hours required in the erstwhile technology). Both these initiatives introduced by APAT have helped it to become the dealer's choice for its products.

*"The USP of the company is to produce and supply different SKUs in any quantity in lesser time."*

- **Pipe dealer in West India**  
*"APAT's delivery days are significantly lower than peers with APAT delivering in 1-4 days vs 10-15 days for other peers"*

- **Pipe dealer in South India**

## #4 Scale separates APAT from the boys

Being the largest structural steel pipe manufacturing in India, APAT's scale separates APAT from peers. Considerable cost advantages coupled with higher asset turns have helped APAT generate significantly higher return on capital employed.

**Reinvestment of raw material cost savings to gain market share:** APAT has been investing savings from lower raw material costs to provide discounts to distributors, helping it gain market share in 'commodity' products. However, to maintain its margins, APAT hiked prices of non-commodity products (where it has higher market share). This helped APAT maintain margins whilst gaining market share.

**Exhibit 36: APAT scores over peers due to its scale**

| 5 year average                     | Rama Steel | Hitec | JTL Infra | Surya Roshni | APAT         |
|------------------------------------|------------|-------|-----------|--------------|--------------|
| EBITDA margin                      | 6.4%       | 6.0%  | 4.2%      | 6.3%         | <b>7.0%</b>  |
| Depreciation & amortisation        | 0.9%       | 0.9%  | 0.4%      | 2.2%         | <b>0.8%</b>  |
| EBIT margin                        | 5.5%       | 5.1%  | 3.9%      | 4.2%         | <b>6.2%</b>  |
| Interest burden                    | 2.5%       | 3.1%  | 1.3%      | 2.6%         | <b>1.8%</b>  |
| PBT margin                         | 3.0%       | 2.0%  | 2.6%      | 1.6%         | <b>4.3%</b>  |
| Tax burden                         | 0.8%       | 0.6%  | 0.9%      | 0.4%         | <b>1.4%</b>  |
| PAT margin                         | 2.2%       | 1.3%  | 1.7%      | 1.2%         | <b>2.8%</b>  |
| Asset turnover                     | 2.4        | 2.1   | 2.7       | 2.3          | <b>2.6</b>   |
| RoA                                | 5.2%       | 2.9%  | 4.7%      | 2.7%         | <b>7.3%</b>  |
| Leverage                           | 3.7        | 4.9   | 2.9       | 2.4          | <b>2.7</b>   |
| RoE                                | 17.7%      | 13.7% | 13.7%     | 6.3%         | <b>19.7%</b> |
| RoCE                               | 16.0%      | 14.6% | 16.6%     | 10.0%        | <b>20.7%</b> |
| <b>CFO/EBITDA – 5yr cumulative</b> | 16.5%      | 24.0% | 23.0%     | NA           | <b>64.0%</b> |

Source: Company, Ambit Capital Research, Ace Equity, Note: Average for Surya Roshni is 2 years



## #5 Hands on promoter + experienced professionals

APAT's management consists of right mix of promoters and professionals. Sanjay Gupta, MD and Chairman, has led the company since 2002. He has moved from the day to day operations of the company to strategy and innovation.

With the exit of Ashok Gupta (professional MD), the company recently appointed head of APAT's key geography, South India, Arun Agrawal as the COO. The company's board consists of other experienced professionals like Romi Sehgal, PK Singh and Ashok Gupta who are experts in the structural steel tubes industry.

Unlike other structural steel tubes companies which are largely promoter driven, APAT has been able to groom home grown talent and hire talent from outside, which has been a key differentiator. However, like other well-run building material companies, talent is likely to be more 'home-grown' as APAT is trying to create a new market for its own.

### Exhibit 37: Team of promoters with experienced professionals

| Name            | Designation        | Total experience (APAT experience) | Joined APAT | Previous organisations                                                                           |
|-----------------|--------------------|------------------------------------|-------------|--------------------------------------------------------------------------------------------------|
| Sanjay Gupta    | Managing Director  | 25years                            | 1995        | NA                                                                                               |
| Vinay Gupta     | Director           | 15 years                           | 2005        | NA                                                                                               |
| Romi Sehgal     | Technical Director | 35 years                           | 2008        | Gallium Industries, Atlas Steel Tubes, Atma Steel Tubes, Bharat Steel Tubes Limited, Tata Tubes. |
| PK Singh        | Executive Director | 32 years                           | 2019        | SAIL                                                                                             |
| Deepak Goyal    | CFO                | 15 years                           | 2015        | Surya Roshni.                                                                                    |
| Arun Agrawal    | COO                | 20 years                           | 2010        | Practicing Chartered accountant                                                                  |
| Anubhav Gupta   | CSO                | 10 years                           | 2019        | Emkay Stock brokers                                                                              |
| Ravinder Tiwari | VP-Marketing       | 8 years                            | 2019        | Ex- Hitech Pipes                                                                                 |

Source: Company, Ambit Capital Research

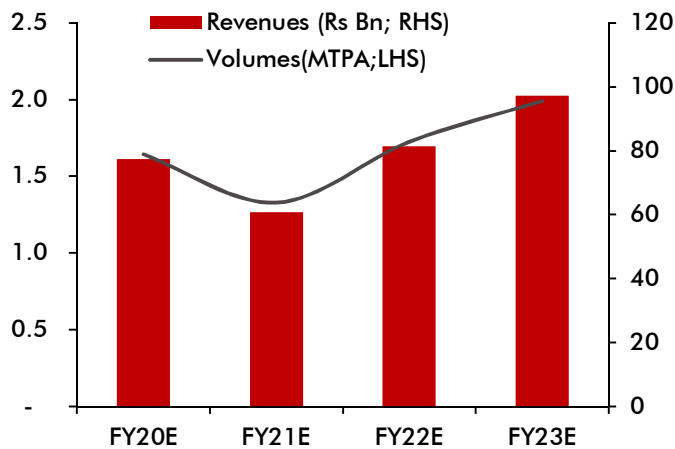
## Look beyond the next year

**Covid-19 outbreak will lead to a 19%/₹537/t drop in volumes/EBITDA in FY21. Working capital days may also get stretched from ~20 days in FY20 to 30 days in FY21. However, we expect volumes to recover sharply over FY21-23E, posting a volume/EBITDA CAGR of 23%/34% as construction recovers. Working capital days should also ease from 30 days in FY21 to 25 days in FY23E. FCF generation will be strong over FY21-23E as capex intensity eases.**

### Volume decline of 19% in FY21; 23% volume CAGR over FY21-23E

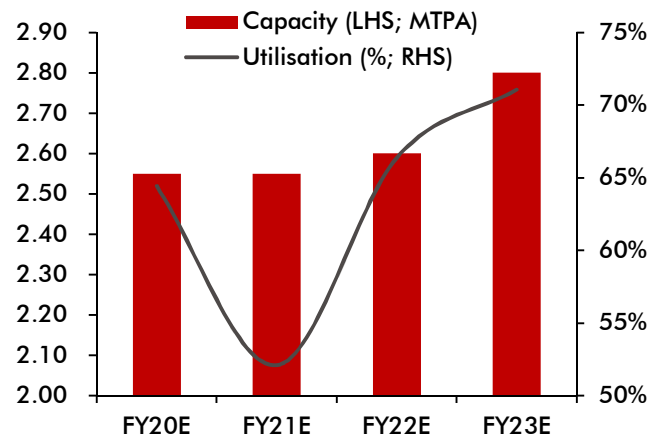
Lockdown due to Covid-19 outbreak will see volumes for APAT declining to the tune of ~19% in FY21E. However, APAT's scale of operations and market leadership will help the company post 23% volume CAGR over FY21-23E. This will aid APAT to improve its utilization levels by 19ppt to 71% over FY21-23E.

**Exhibit 38: Whilst we expect a 19% volume drop in FY21, we envisage 20% volume CAGR over FY21-23E**



Source: Company, Ambit Capital Research, Note: Consolidated figures

**Exhibit 39: Capacity utilization to improve by 19ppt over FY21-23E**

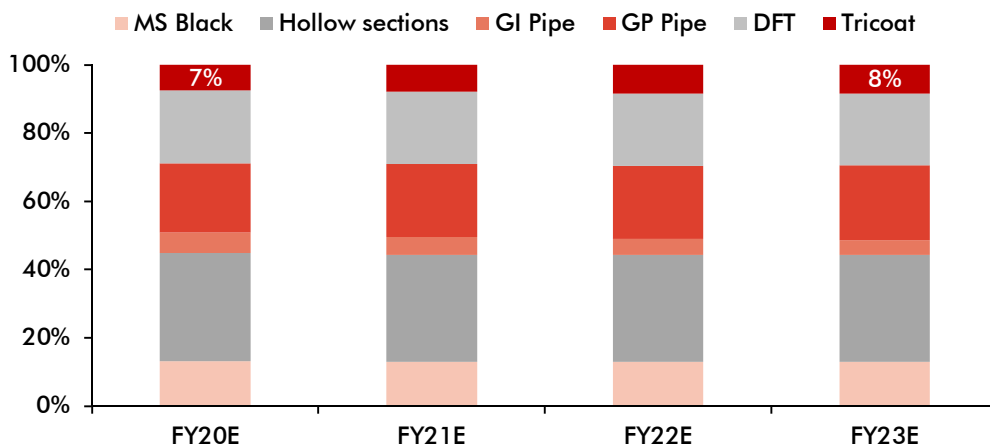


Source: Company, Ambit Capital Research, Note: Consolidated figures

### Fairly stable product mix over FY20-23E

We expect the current revenue mix to remain largely stable over FY20-23E with GP and hollow sections dominating the overall volume mix. However, we build in a 1ppt volume share improvement for Tricoat as its acceptability improves over FY20-23E.

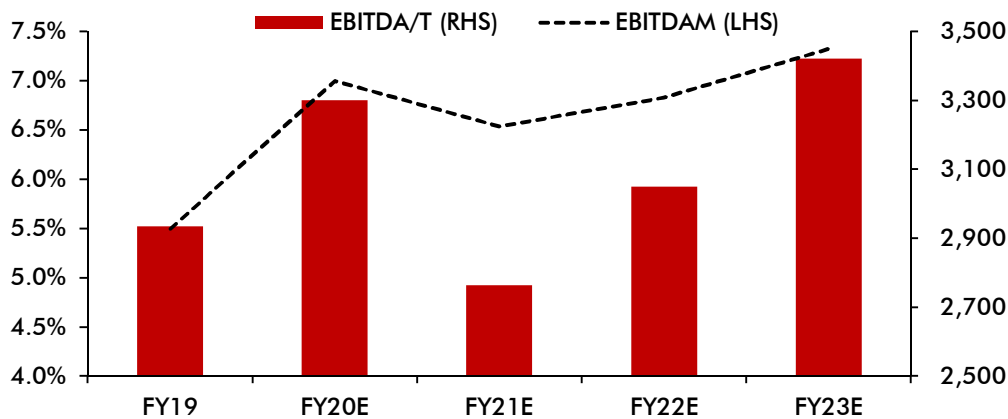
**Exhibit 40: Revenue mix to remain largely stable over FY20-23E**



Source: Company, Ambit Capital Research

**Margin drop in FY21; 130bps EBITDAM expansion over FY21-23E**

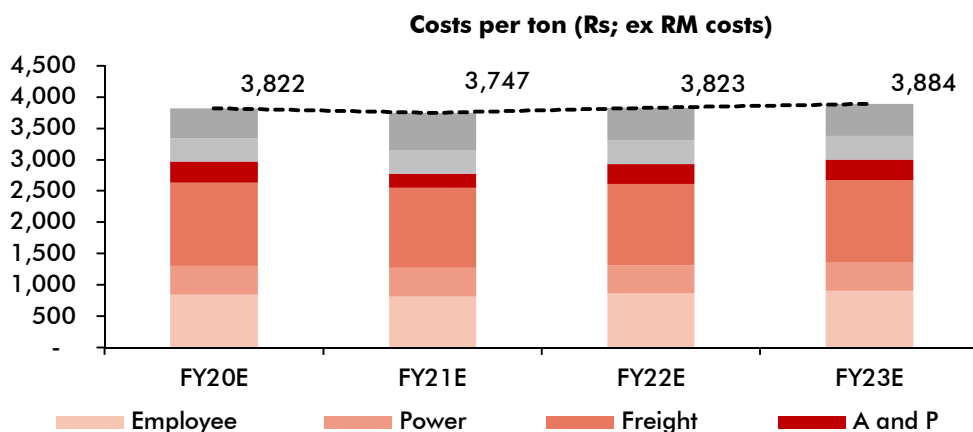
Covid-19 lockdown will lead to sharp EBITDA/ton drop of ~₹ 537/ton in FY21E. We build in EBITDA/t recovery of ~ 650/t over FY21-23E as revenues accelerate in FY21-23E from a low base. However, we do not expect margins to expand materially above the current levels given: (i) APAT's strategy of reinvestment of margins in order to gain market share and (ii) we build in conservative inventory loss of ~₹0.3bn/year over FY21-23E due to volatility in steel prices.

**Exhibit 41: We see EBITDAM recovery post FY21E for APAT**


Source: Company, Ambit Capital Research

**Tight manufacturing operations will lead to nominal cost hikes**

APAT has demonstrated its ability to manage its cost structure. Hence, we build in only ~2% hike in unitary costs over FY20-23E.

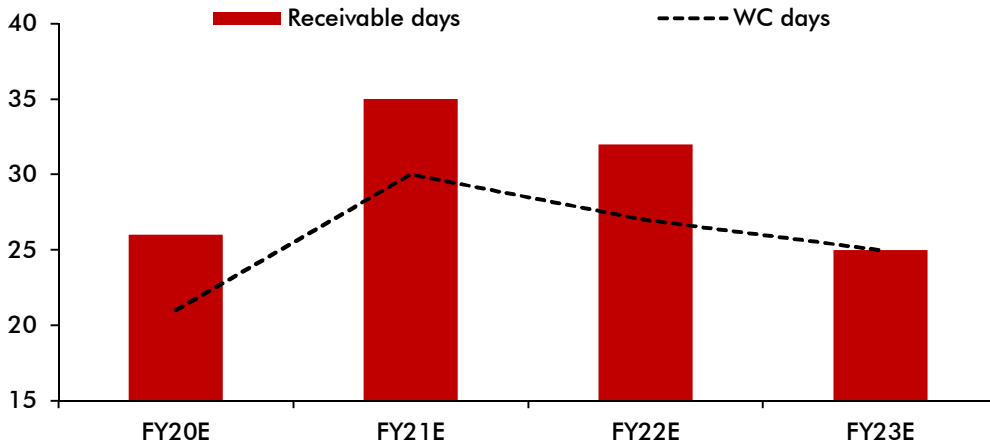
**Exhibit 42: Build in 3% hike in cost/ton over FY21-23E**


Source: Company, Ambit Capital Research

**Working capital days to be stretched in FY21 and to ease over FY21-23E**

APAT will have to support its distributors to lower the impact of Covid-19 lockdown. Hence we believe receivable days will stretch from ~26days in FY20 to 35days in FY21. However this will ease post FY21 with receivable days coming back to FY20 levels by FY23E. Overall working capital days will come down from 30 days in FY21 to ~25 days in FY23E.

**Exhibit 43: Receivable days are expected to come off post FY21**

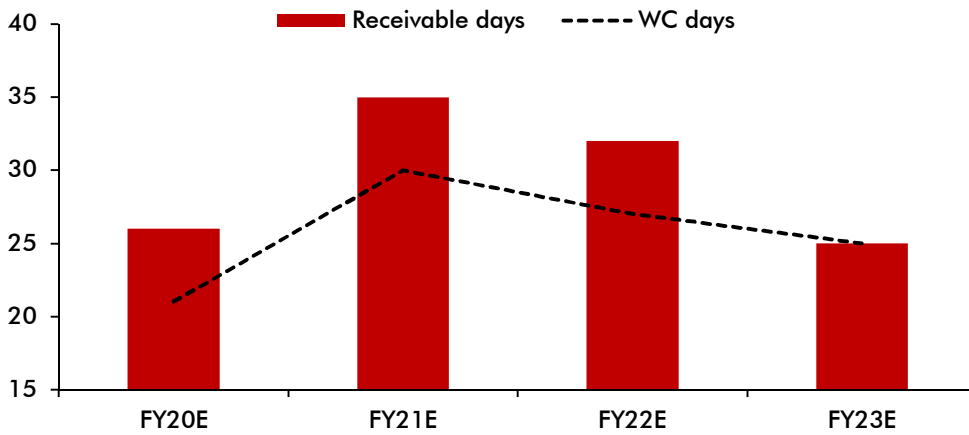


Source: Company, Ambit Capital Research

**Sharp improvement in earnings over FY21-23E**

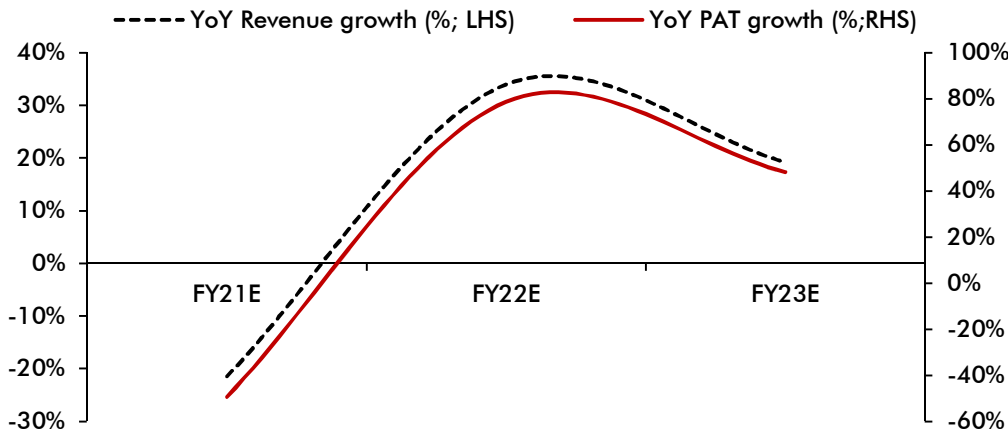
Whilst APAT is likely to witness ~50% earnings drop in FY21E, we see sharp revenue growth over FY21-23E coupled with muted cost increase leading to a sharp earnings revival over FY21-23E.

**Exhibit 44: Sharp earnings revival expected over FY21E-23E**



Source: Company, Ambit Capital Research

**Exhibit 45: Sharp revenue and earnings jump over FY21-23E**



Source: Company, Ambit Capital Research

# Key assumptions

## Consolidated

### Exhibit 46: Key assumptions - Consolidated

| Particulars                  | FY19          | FY20          | FY21E         | FY22E         | FY23E         | Comments                                                                                                                               |
|------------------------------|---------------|---------------|---------------|---------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Revenue assumptions</b>   |               |               |               |               |               |                                                                                                                                        |
| <b>Capacity (mn MTPA)</b>    | <b>2.15</b>   | <b>2.55</b>   | <b>2.55</b>   | <b>2.60</b>   | <b>2.80</b>   | Build in capacity expansion of ~0.2mn in FY23E due to potential foray into higher size pipes and minor addition of capacity in Tricoat |
| Utilisation (%)              |               | 64%           | 52%           | 66%           | 71%           |                                                                                                                                        |
| <b>Volume (MTPA)</b>         | <b>1.3</b>    | <b>1.6</b>    | <b>1.3</b>    | <b>1.7</b>    | <b>2.0</b>    | Build in sharp volume growth revival of ~22% CAGR over FY21-23E due to eventual construction demand recovery from low base of FY21E    |
| Volume (%; YoY)              |               | 23%           | -19%          | 30%           | 15%           |                                                                                                                                        |
| <b>Realisation (overall)</b> | <b>53,408</b> | <b>47,158</b> | <b>45,801</b> | <b>47,223</b> | <b>48,809</b> | We build in realisation drop in FY21E by 3% as we expect steel prices to soften; Build in realisation growth of 3% over FY21-23E       |
| <b>Commodity pipes</b>       |               |               |               |               |               |                                                                                                                                        |
| Black Pipe                   | 48,901        | 44,984        | 43,403        | 45,141        | 46,463        |                                                                                                                                        |
| Square Pipe                  | 47,835        | 46,018        | 44,389        | 45,654        | 47,531        |                                                                                                                                        |
| GI Pipe                      | 57,278        | 46,018        | 44,389        | 45,654        | 47,531        |                                                                                                                                        |
| <b>Value added pipes</b>     |               |               |               |               |               |                                                                                                                                        |
| GP Pipe                      | 57,319        | 48,824        | 47,637        | 48,994        | 50,429        |                                                                                                                                        |
| DFT                          | 57,319        | 46,553        | 45,422        | 46,715        | 48,083        |                                                                                                                                        |
| Tricoat                      | -             | 53,907        | 52,289        | 53,858        | 55,474        |                                                                                                                                        |
| <b>Realisation (%; YoY)</b>  |               | <b>-12%</b>   | <b>-3%</b>    | <b>3%</b>     | <b>3%</b>     |                                                                                                                                        |
| <b>Cost (Per ton)</b>        | <b>50,474</b> | <b>43,857</b> | <b>42,809</b> | <b>43,998</b> | <b>45,235</b> |                                                                                                                                        |
| <b>Raw material cost</b>     | <b>47,101</b> | <b>40,036</b> | <b>39,063</b> | <b>40,175</b> | <b>41,352</b> | We build in raw material drop in FY21E by 3% as we expect steel prices to soften. We build in steel price hike of 3% over FY21-23E     |
| <b>Indirect costs</b>        | <b>3,373</b>  | <b>3,822</b>  | <b>3,747</b>  | <b>3,823</b>  | <b>3,884</b>  |                                                                                                                                        |
| Employee benefits expense    | 806           | 850           | 820           | 861           | 904           | Build in 4% employee cost drop in FY21E due to lower productivity on account of Covid-19; inflationary hike over FY21-23E              |
| Power costs                  | 448           | 450           | 450           | 450           | 450           |                                                                                                                                        |
| Freight costs                | 1,204         | 1,330         | 1,280         | 1,300         | 1,320         | Expect freight cost per ton to decline from FY20 levels due to lower crude oil prices                                                  |
| Sales and promotion expenses | 67            | 335           | 226           | 319           | 327           | Sales and promotion spend/ton likely to decline going forward due to one-time expenses in FY20. Scale benefit will kick in post FY21   |
| Consumption of spares        | 376           | 376           | 376           | 376           | 376           |                                                                                                                                        |
| Other expenses               | 472           | 481           | 595           | 518           | 507           | Other expenses/ton is likely to decline as scale benefits kick in                                                                      |
| <b>EBITDA/t</b>              | <b>2,934</b>  | <b>3,301</b>  | <b>2,992</b>  | <b>3,225</b>  | <b>3,573</b>  |                                                                                                                                        |
| <b>Key output</b>            |               |               |               |               |               |                                                                                                                                        |
| Revenues (₹ mn)              | 71,523        | 77,485        | 60,839        | 81,500        | 97,129        |                                                                                                                                        |
| YoY (%)                      |               | 8.3%          | -21.5%        | 34.0%         | 19.2%         |                                                                                                                                        |
| EBITDA (₹ mn)                | 3,929         | 5,424         | 3,974         | 5,566         | 7,111         |                                                                                                                                        |
| YoY (%)                      |               | 38.0%         | -26.7%        | 40.0%         | 27.8%         |                                                                                                                                        |
| PAT (₹ mn)                   | 1,483         | 2,856         | 1,402         | 2,516         | 3,787         |                                                                                                                                        |
| YoY (%)                      |               | 92.6%         | -50.9%        | 79.5%         | 50.5%         |                                                                                                                                        |
| Gross margins (%)            | 11.8%         | 15.1%         | 15.2%         | 15.3%         | 15.6%         |                                                                                                                                        |
| EBITDA margins (%)           | 5.5%          | 7.0%          | 6.5%          | 6.8%          | 7.3%          |                                                                                                                                        |
| RoCE (%)                     | 19.1%         | 22.8%         | 13.3%         | 19.1%         | 24.2%         |                                                                                                                                        |
| D/E                          | 0.8           | 0.6           | 0.5           | 0.4           | 0.2           |                                                                                                                                        |

Source: Company, Ambit Capital Research

## Apollo Tricoat

### Exhibit 47: Assumptions – Apollo Tricoat

| Particulars                  | FY20           | FY21E          | FY22E          | FY23E          | Comments                                                                                                                               |
|------------------------------|----------------|----------------|----------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Revenue assumptions</b>   |                |                |                |                |                                                                                                                                        |
| <b>Capacity ( MTPA)</b>      | <b>250,000</b> | <b>250,000</b> | <b>300,000</b> | <b>300,000</b> | Capacity addition of 50,000 ton in FY22E on account of Apollo Chaukhat and Signature                                                   |
| Utilisation (%)              | 64%            | 52%            | 66%            | 71%            |                                                                                                                                        |
| <b>Volume (MTPA)</b>         | <b>123,046</b> | <b>105,437</b> | <b>146,478</b> | <b>166,591</b> | Volumes to dip ~14% in FY21 due to Covid-19; sharp volume growth revival of ~26% CAGR over FY21-23E as momentum of IHB demand picks up |
| Volume (%; YoY)              |                | -14%           | 39%            | 14%            |                                                                                                                                        |
| <b>Realisation (overall)</b> | <b>53,907</b>  | <b>52,289</b>  | <b>53,858</b>  | <b>55,474</b>  | We build in realisation drop in FY21E by 3% as we expect steel prices to soften; realisation growth of 3% over FY21-23E                |
| <b>Realisation (%; YoY)</b>  |                | <b>-3%</b>     | <b>3%</b>      | <b>3%</b>      |                                                                                                                                        |
| <b>Cost (Per ton)</b>        | <b>47,868</b>  | <b>46,381</b>  | <b>47,503</b>  | <b>48,928</b>  |                                                                                                                                        |
| <b>Raw material cost</b>     | <b>43,667</b>  | <b>42,616</b>  | <b>43,894</b>  | <b>45,211</b>  | Raw material cost to drop by 3% in FY21E as we expect steel prices to soften; we build in steel price hike of 3% over FY21-23E         |
| <b>Indirect costs</b>        | <b>4,202</b>   | <b>3,765</b>   | <b>3,608</b>   | <b>3,717</b>   |                                                                                                                                        |
| Employee benefits expense    | 983            | 889            | 916            | 943            | 10% employee cost decline in FY21E due to lower productivity on account of Covid-19; inflationary hike over FY21-23E                   |
| Other expenses               | 3,218          | 2,876          | 2,693          | 2,774          | Other expenses/ton likely to decline as scale benefits kick in                                                                         |
| <b>EBITDA(per ton)</b>       | <b>6,038</b>   | <b>5,909</b>   | <b>6,355</b>   | <b>6,546</b>   |                                                                                                                                        |
| <b>Key output</b>            |                |                |                |                |                                                                                                                                        |
| Revenues (₹ mn)              | 6,633          | 5,513          | 7,889          | 9,241          |                                                                                                                                        |
| YoY (%)                      |                | -16.9%         | 43.1%          | 17.1%          |                                                                                                                                        |
| EBITDA (₹ mn)                | 743            | 623            | 931            | 1,090          |                                                                                                                                        |
| YoY (%)                      |                | -16.2%         | 49.4%          | 17.1%          |                                                                                                                                        |
| PAT (₹ mn)                   | 423            | 298            | 509            | 635            |                                                                                                                                        |
| YoY (%)                      |                | -29.5%         | 70.7%          | 24.7%          |                                                                                                                                        |
| Gross margins (%)            | 19.0%          | 18.5%          | 18.5%          | 18.5%          |                                                                                                                                        |
| EBITDA margins (%)           | 11.2%          | 11.3%          | 11.8%          | 11.8%          |                                                                                                                                        |
| Pre-tax RoCE (%)             | 26.2%          | 16.3%          | 23.2%          | 25.1%          |                                                                                                                                        |
| D/E                          | 0.5            | 0.6            | 0.4            | 0.2            |                                                                                                                                        |

Source: Company, Ambit Capital Research

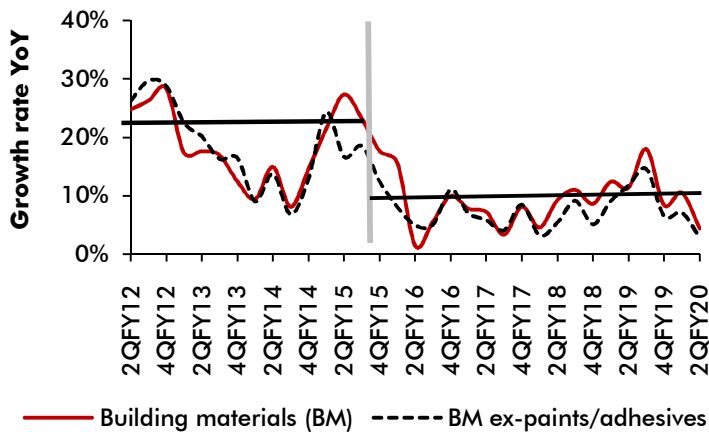
## Re-rating - Slow but inevitable

Whilst APAT has outperformed building material peers (21% EBITDA CAGR over FY15-19 vs 8-11% for peers), it is at 40-60% discount to peers due to 1) inefficient peers limiting market imagination about APAT's competitive advantages, 2) promoters' missteps with respect to Tricoat acquisition, and 3) lower de-leveraging vs peers. We believe APAT's re-rating will be gradual as the market will take time to forgive promoter missteps and de-leveraging will happen only post FY21. Our 2-year TP implies 19x FY22 P/E (77% upside).

### BM players face growth challenges; APAT is the outperformer

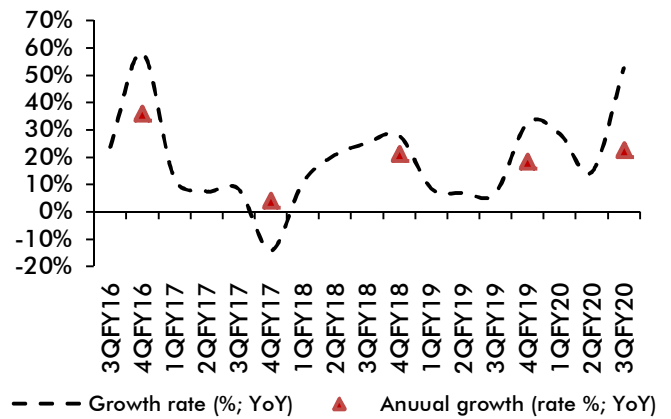
Growth of building materials companies, which was quite strong until FY15, was reset following the overall slowdown in real estate and introduction of regulatory norms such as demonetization and GST. Average quarterly growth rate for listed building material companies fell from ~19% YoY over FY12-15 to ~7% YoY over FY15-1HFY20. Whilst pain was felt across all segments, some pockets are more resilient to the overall slowdown. For example, APAT reported average quarterly growth of ~19% YoY vs single-digit growth for other BM segments.

**Exhibit 48: Structural reset in growth of all building material companies post FY15**



Source: Ambit Capital research, Company. Note: For sectoral growth rates, sales of listed firms in each category were considered.

**Exhibit 49: APAT has outperformed the broader building material segment during FY16 to FY20E**



Source: Ambit Capital research, Company

### Inefficient competitors limit multiples; re-rating if outperformance continues

Whilst APAT has outperformed the industry on volume growth, inefficient players coupled with lower industry RoCE limit the Street's thought process to understand the efficiency of APAT. Thus APAT's multiples are likely to remain at a discount to other BM players. However, a re-rating will materialise if APAT continues its stellar performance.

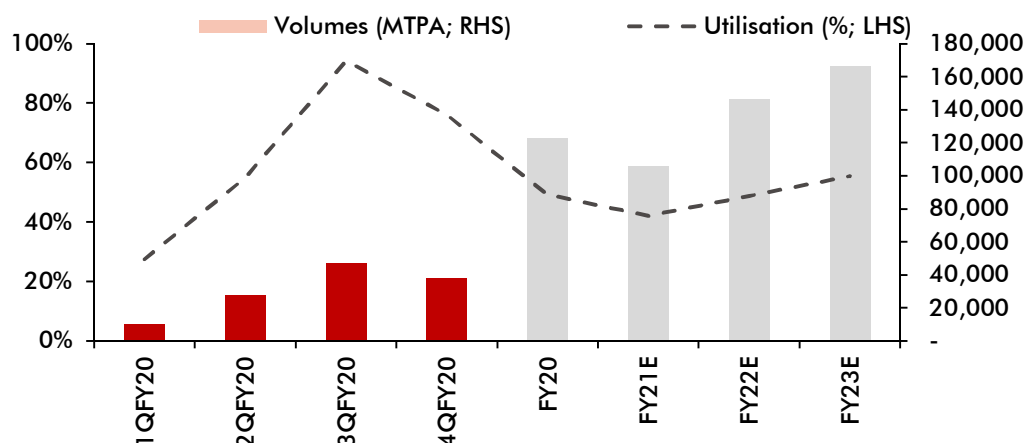
**Exhibit 50: APAT's business segments are less attractive than other BM segments; thus it may not trade at similar multiples to paints and electricals in the near term**

| Segment                | Market size (₹ bn) | Share of organized | EBITM (5 yr avg.) | RoCE (5 yr. avg) | Credible competitor | Replacement cycle | Ticket size of purchase | Brand affinity | Competitive intensity | Overall sector attractiveness |
|------------------------|--------------------|--------------------|-------------------|------------------|---------------------|-------------------|-------------------------|----------------|-----------------------|-------------------------------|
| Paints                 | 500                | 80%                | 17%               | 38%              | +++                 | +++               | ++                      | +++            | +++                   | +++                           |
| Structural Steel tubes | 360                | 50%                | 5%                | 15%              | +                   | +                 | +                       | +              | ++                    | +                             |
| Electricals            | 400                | 65%                | 10%               | 32%              | +++                 | +++               | +++                     | +++            | +++                   | +++                           |
| Tiles                  | 250                | 40%                | 15%               | 21%              | ++                  | +                 | +                       | +              | ++                    | +                             |
| Plastic Pipes          | 200                | 75%                | 13%               | 26%              | +++                 | +                 | ++                      | ++             | +                     | ++                            |
| Plyboards              | 160                | 40%                | 14%               | 18%              | ++                  | +                 | +                       | +              | ++                    | +                             |
| Faucetware             | 80                 | 60%                | 14%               | 18%              | ++                  | ++                | +++                     | +++            | ++                    | ++                            |
| Sanitaryware           | 40                 | 75%                | 14%               | 18%              | ++                  | +                 | ++                      | ++             | +                     | +                             |

Source: Ambit Capital research, Company. Note: +: least attractive, ++: moderately attractive, +++: most attractive

**Street will take some time to forgive the missteps of the promoter**

Whilst the promoters have alleviated doubts about the acquisition of Apollo Tricoat after preferential issue in the company, the Street will take some time to forgive the inefficient acquisition of Apollo Tricoat. Continuous outperformance and flawless execution in both parent and AT will lead to an eventual re-rating. But it is likely to be slow and gradual.

**Exhibit 51: Tricoat's volume ramp-up and utilization have been impressive in the first year of operations**


Source: Company, Ambit Capital Research

**DCF-driven 2-year target price of ₹2,200**

We value APAT on DCF for a 10-year period. Our DCF-based target price is ₹2200/share, implying 19x FY22E P/E. Our key assumptions:

**Exhibit 52: DCF valuation implies two-year target price of ₹2200/share**

| <b>Total EV</b>        | <b>64,899</b> |
|------------------------|---------------|
| - Explicit period FCFF | 27,112        |
| - Terminal period FCFF | 37,787        |
| Net debt FY21E         | 7,581         |
| Minority interest      | 4,890         |
| <b>Equity value</b>    | <b>52,428</b> |
| No. of shares          | 24            |
| Value per share        | 2,200         |
| CMP                    | 1,247         |
| Upside/downside %      | 77%           |

Source: Ambit Capital research, Bloomberg

**Exhibit 53: DCF assumptions**

| Particulars             | DCF assumptions |
|-------------------------|-----------------|
| Risk free rate          | 7.0%            |
| Beta                    | 1.2             |
| Market risk premium     | 6.4%            |
| <b>Cost of equity</b>   | <b>15%</b>      |
| Current D/E             | 60%             |
| Target D/E              | 50.0%           |
| Cost of debt (post-tax) | 9.0%            |
| <b>WACC</b>             | <b>13.0%</b>    |
| <b>Terminal growth</b>  | <b>4%</b>       |

Source: Ambit Capital research, Bloomberg



**Exhibit 54: Implied multiples indicate 19x FY22E P/E**

| Implied multiples | FY19   | FY20E  | FY21E  | FY22E  | FY23E  |
|-------------------|--------|--------|--------|--------|--------|
| Implied EV        | 64,899 | 64,899 | 64,899 | 64,899 | 64,899 |
| Current EV        | 37,135 | 37,135 | 37,135 | 37,135 | 37,135 |
| Implied M-cap     | 52,428 | 52,428 | 52,428 | 52,428 | 52,428 |
| Current M-cap     | 29,554 | 29,554 | 29,554 | 29,554 | 29,554 |
| PAT               | 1,483  | 3,063  | 1,548  | 2,766  | 4,098  |
| Implied EV/EBITDA | 16.5   | 12.0   | 16.3   | 11.7   | 9.1    |
| Current EV/EBITDA | 9.5    | 6.8    | 9.3    | 6.7    | 5.2    |
| Implied P/E       | 35.4   | 17.1   | 33.9   | 19.0   | 12.8   |
| Current P/E       | 19.9   | 9.6    | 19.1   | 10.7   | 7.2    |
| Current EV/EBIT   | 11.3   | 8.3    | 13.1   | 8.6    | 6.4    |

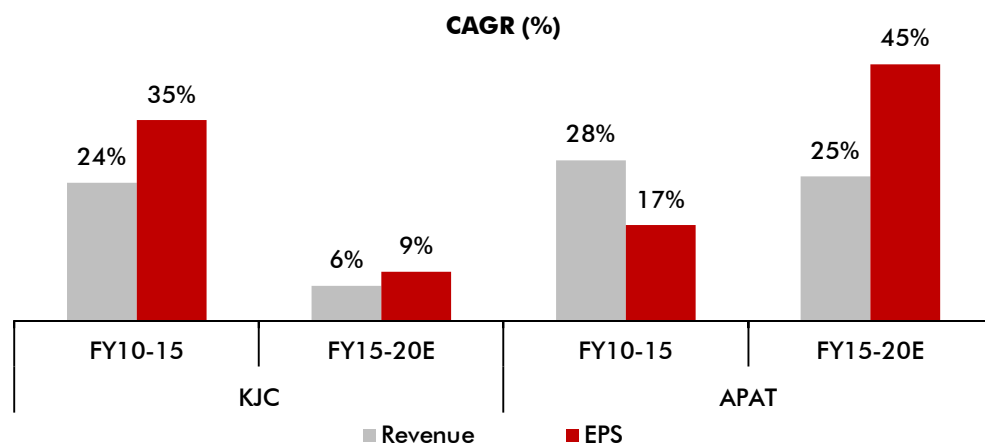
Source: Ambit Capital research, Bloomberg

## Benchmarking with building material peers

### Discount to KJC despite outperformance, will narrow gradually

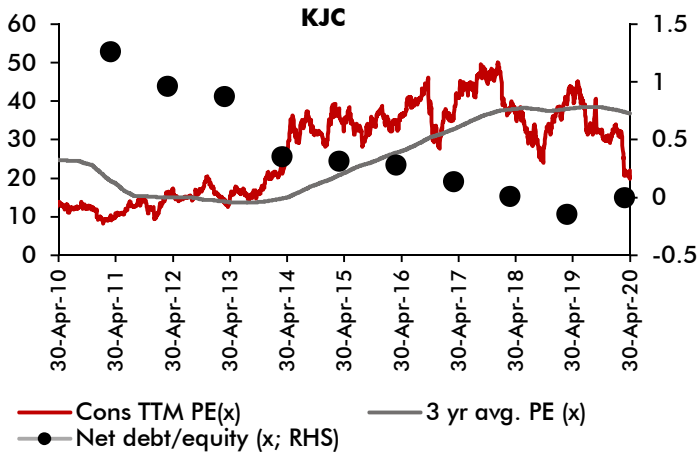
We compare APAT to another industry leader Kajaria Ceramics (KJC) enjoying similar scale and market share. KJC re-rated significantly over FY10-15 on account of stellar performance. Whilst the stock de-rated significantly post FY15 on account of weak performance, it still trades at a premium to APAT. Whilst APAT has also re-rated significantly post FY10-18, it still trades at a discount to KJC which can be partly explained by (1) inefficient players in APAT’s industry which limits Street’s ability to appreciate APAT’s competitive advantages, (2) promoter’s missteps in Tricoat’s acquisition, and (3) high leverage vs KJC. However, this discount is likely to come off gradually if APAT’s stellar performance continues and de-leveraging takes place

**Exhibit 55: Whilst KJC outperformed APAT over FY10-15, APAT significantly outperformed KJC over FY15-20E**



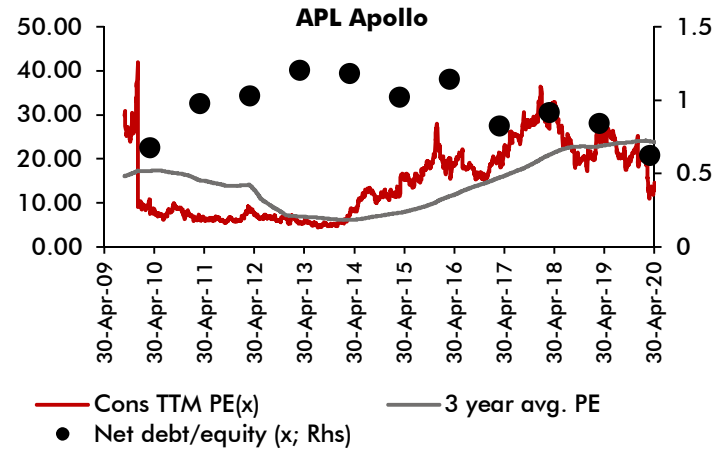
Source: Company, Ambit Capital Research

**Exhibit 56: Current valuations are 'close' to both...**



Source: Ambit Capital Research, Bloomberg

**Exhibit 57: ... cross-cycle average P/E and P/B**



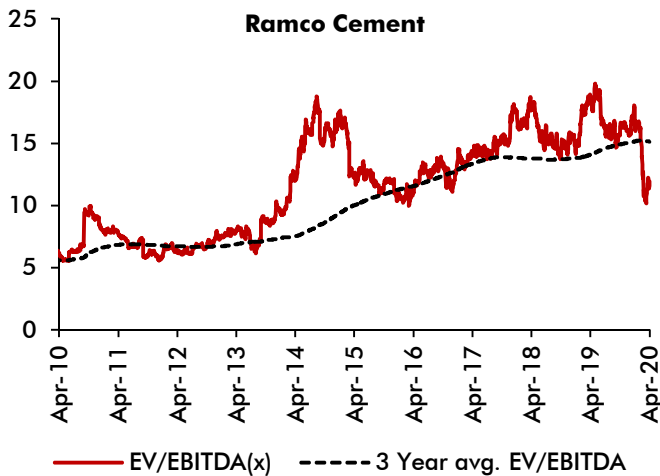
Source: Ambit Capital Research, Bloomberg

APAT's valuation discount should narrow as the market starts appreciating the differentiation in the product, cost structure stability and no more rise in debt levels.

**Ramco trades at a significant premium to APAT**

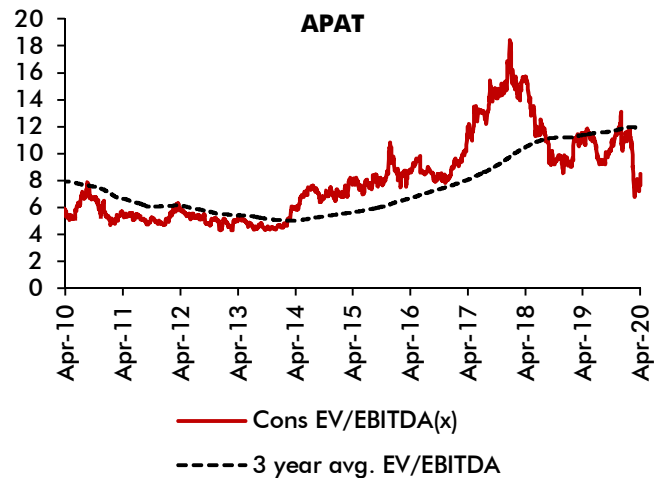
We compare APAT to mid-size cement company Ramco due to its commoditized nature. Ramco trades at a significant premium to APAT despite under-performance due to similar reasons stated above.

**Exhibit 58: Ramco trades at a material premium to APAT**



Source: Ambit Capital Research, Bloomberg

**Exhibit 59: We agree that some premium should remain but rising leadership in profits for APAT should mean its discount would narrow**



Source: Ambit Capital Research, Bloomberg

**Exhibit 60: Relative valuations – APAT trades at material discount to peers**

| Companies                     | Rating    | CMP          | 6M ADV (USD mn) | Mcap US\$ mn | EV/EBITDA (x) |             |             |             | P/E         |             |             |             | P/B (x)    |            | RoE (%)     |             |             |             | CAGR (FY19-22) (%) |             |             |
|-------------------------------|-----------|--------------|-----------------|--------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|------------|-------------|-------------|-------------|-------------|--------------------|-------------|-------------|
|                               |           |              |                 |              | FY19          | FY20E       | FY21E       | FY22E       | FY19        | FY20E       | FY21E       | FY22E       | FY20E      | FY21E      | FY19        | FY20E       | FY21E       | FY22E       | Sales              | EBITDA      | EPS         |
| <b>PAINTS</b>                 |           |              |                 |              |               |             |             |             |             |             |             |             |            |            |             |             |             |             |                    |             |             |
| Asian Paints                  | NR        | 1,550        | 42.1            | 19,523       | 42.3          | 34.4        | 29.3        | 25.5        | 68.9        | 51.6        | 44.2        | 37.8        | 13.6       | 11.9       | 24.1        | 28.0        | 28.3        | 29.2        | 12.2               | 18.4        | 22.2        |
| Berger Paints                 | NR        | 435          | 15.6            | 5,550        | 48.2          | 38.1        | 32.4        | 27.9        | 84.9        | 58.6        | 50.3        | 41.9        | 14.6       | 12.5       | 21.3        | 26.5        | 26.7        | 27.2        | 13.4               | 20.0        | 26.5        |
| Kansai                        | NR        | 322          | 2.0             | 2,279        | 23.3          | 20.9        | 18.3        | 16.2        | 37.2        | 30.4        | 27.5        | 24.0        | 4.6        | 4.1        | 14.3        | 15.5        | 16.8        | 16.7        | 9.7                | 13.0        | 15.7        |
| <b>Akzo Noble</b>             | <b>NR</b> | <b>1,844</b> | <b>0.8</b>      | <b>1,102</b> | <b>23.6</b>   | <b>20.0</b> | <b>18.2</b> | <b>16.6</b> | <b>40.1</b> | <b>32.6</b> | <b>30.1</b> | <b>26.5</b> | <b>6.7</b> | <b>6.1</b> | <b>17.4</b> | <b>21.3</b> | <b>21.0</b> | <b>21.7</b> | <b>5.7</b>         | <b>12.4</b> | <b>14.9</b> |
| <b>ELECTRICALS</b>            |           |              |                 |              |               |             |             |             |             |             |             |             |            |            |             |             |             |             |                    |             |             |
| Havells India                 | NR        | 499          | 15.6            | 4,099        | 25.7          | 26.7        | 22.1        | 19.0        | 39.7        | 39.2        | 33.3        | 28.5        | 6.6        | 5.9        | 19.8        | 17.7        | 18.8        | 20.1        | 8.7                | 10.7        | 11.8        |
| Crompton Consumer             | NR        | 193          | 5.6             | 1,585        | 20.3          | 17.6        | 15.7        | 14.5        | 30.1        | 22.3        | 20.9        | 18.4        | 8.6        | 7.2        | 42.5        | 41.1        | 36.9        | 32.8        | 10.7               | 11.9        | 17.9        |
| Finolex Cables                | NR        | 174          | 0.5             | 348          | 3.7           | 4.1         | 3.5         | 3.2         | 7.7         | 6.9         | 6.3         | 5.5         | 1.0        | 0.9        | 14.9        | 14.5        | 14.2        | 14.4        | 6.5                | 4.8         | 12.2        |
| V-Guard                       | NR        | 156          | 1.2             | 875          | 29.1          | 21.7        | 19.2        | 16.8        | 40.1        | 30.5        | 26.6        | 23.1        | 6.4        | 5.5        | 20.0        | 21.5        | 21.0        | 20.7        | 10.9               | 20.0        | 20.3        |
| Bajaj Electricals             | NR        | 291          | 1.0             | 435          | 13.7          | 21.7        | 15.8        | 11.9        | 18.3        | 315.6       | 27.6        | 15.3        | 2.5        | 2.3        | 16.5        | 1.3         | 9.4         | 14.3        | (1.7)              | 4.8         | 6.1         |
| <b>ADHESIVES</b>              |           |              |                 |              |               |             |             |             |             |             |             |             |            |            |             |             |             |             |                    |             |             |
| Pidilite Industries           | NR        | 1,302        | 16.0            | 8,684        | 50.1          | 42.5        | 34.5        | 30.3        | 67.5        | 54.6        | 48.8        | 42.8        | 13.5       | 11.6       | 25.3        | 26.0        | 24.3        | 23.3        | 16.6               | 18.2        | 16.4        |
| <b>PIPES</b>                  |           |              |                 |              |               |             |             |             |             |             |             |             |            |            |             |             |             |             |                    |             |             |
| Supreme Industries            | SELL      | 870          | 1.0             | 1,451        | 15.6          | 13.9        | 11.7        | 10.1        | 29.0        | 22.7        | 19.5        | 16.3        | 4.6        | 4.1        | 19.0        | 21.5        | 22.2        | 23.2        | 20.9               | 15.5        | 21.2        |
| Astral Poly                   | NR        | 807          | 2.6             | 1,596        | 31.9          | 25.1        | 21.4        | 18.2        | 62.0        | 42.0        | 33.3        | 27.6        | 8.2        | 6.7        | 17.1        | 20.2        | 21.0        | 21.6        | 16.2               | 20.6        | 30.9        |
| Finolex Inds                  | NR        | 304          | 0.4             | 495          | 5.8           | 6.8         | 5.7         | 5.3         | 10.3        | 9.7         | 9.4         | 8.5         | 1.4        | 1.3        | 13.7        | 14.4        | 13.9        | 14.1        | 9.1                | 3.3         | 6.4         |
| <b>WOOD SUBSTRATE</b>         |           |              |                 |              |               |             |             |             |             |             |             |             |            |            |             |             |             |             |                    |             |             |
| Century Plyboard              | NR        | 499          | 15.6            | 4,099        | 9.1           | 7.5         | 6.4         | 6.0         | 15.6        | 11.8        | 10.0        | 9.1         | 2.1        | 1.8        | 16.3        | 18.2        | 18.5        | 18.0        | 7.5                | 14.7        | 19.6        |
| Green Ply                     | NR        | 80           | 0.1             | 129          | 8.3           | 7.1         | 6.3         | 5.6         | 12.3        | 10.3        | 8.2         | 7.0         | 7.5        | 7.0        | 13.1        | 22.4        | 22.4        | 23.4        | 8.0                | 13.8        | 20.6        |
| Green Lam                     | NR        | 500          | 0.0             | 158          | 10.3          | NA          | NA          | NA          | 15.6        | 13.5        | 11.6        | NA          | 2.4        | 2.0        | 19.7        | 19.7        | 18.5        | 17.9        | NA                 | NA          | NA          |
| Rushil Décor                  | NR        | 66           | 0.0             | 13           | 11.1          | NA          | NA          | NA          | 6.9         | NA          | NA          | NA          | NA         | NA         | 7.6         | NA          | NA          | NA          | NA                 | NA          | NA          |
| Uniply                        | NR        | 4            | 0.1             | 9            | 6.5           | NA          | NA          | NA          | 1.6         | NA          | NA          | NA          | NA         | NA         | 7.4         | NA          | NA          | NA          | NA                 | NA          | NA          |
| <b>TILES</b>                  |           |              |                 |              |               |             |             |             |             |             |             |             |            |            |             |             |             |             |                    |             |             |
| Kajaria Ceramics              | NR        | 357          | 2.0             | 744          | 12.4          | 12.4        | 10.8        | 9.5         | 25.0        | 20.7        | 18.1        | 15.5        | 3.2        | 2.8        | 15.5        | 16.4        | 16.5        | 17.1        | 7.8                | 9.4         | 17.2        |
| Somany Ceramics               | NR        | 82           | 0.3             | 66           | 6.3           | 5.9         | 5.2         | 4.6         | 7.5         | 6.0         | 4.6         | 3.6         | 0.5        | 0.5        | 7.8         | 9.2         | 10.9        | 12.4        | 8.2                | 11.5        | 27.4        |
| Orient Bell                   | NR        | 57           | 0.1             | 11           | 3.8           | NA          | NA          | NA          | 8.8         | NA          | NA          | NA          | NA         | NA         | 4.1         | NA          | NA          | NA          | NA                 | NA          | NA          |
| Asian Granito                 | NR        | 167          | 0.4             | 66           | 21.0          | NA          | NA          | NA          | 68.7        | NA          | NA          | NA          | NA         | NA         | 1.9         | NA          | NA          | NA          | 16.3               | 59.5        | NA          |
| <b>SANITARY WARE</b>          |           |              |                 |              |               |             |             |             |             |             |             |             |            |            |             |             |             |             |                    |             |             |
| Cera Sanitaryware             | BUY       | 2,220        | 0.5             | 379          | 17.3          | 16.6        | 14.8        | 12.7        | 25.1        | 21.8        | 19.5        | 16.7        | 4.2        | 3.7        | 17.6        | 17.6        | 17.2        | 17.7        | 8.8                | 9.9         | 14.4        |
| HSIL                          | NR        | 35           | 0.3             | 34           | 4.4           | NA          | NA          | NA          | 3.7         | 3.2         | 2.4         | NA          | NA         | NA         | 4.7         | NA          | NA          | NA          | NA                 | NA          | NA          |
| <b>Structural Steel tubes</b> |           |              |                 |              |               |             |             |             |             |             |             |             |            |            |             |             |             |             |                    |             |             |
| APL Apollo tubes              | BUY       | 1,190        | 0.4             | 66           | 8.6           | 6.7         | 8.0         | 6.1         | 19.6        | 11.8        | 14.7        | 9.9         | 2.4        | 2.1        | 16.5        | 24.5        | 16.2        | 20.7        | 6.0                | 15.0        | 37.0        |

Source: Company, Ambit Capital Research

# Addressing some key investor concerns

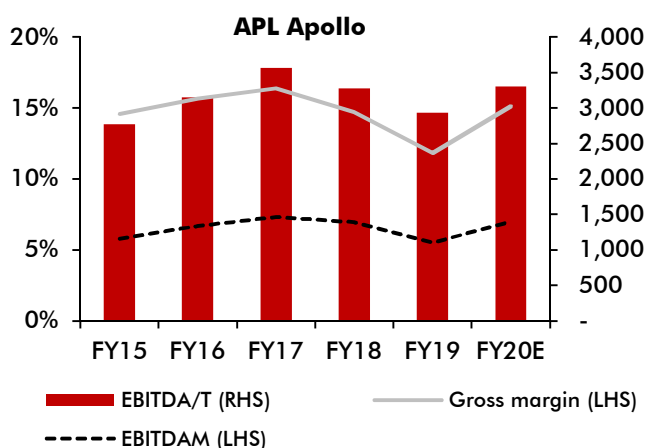
## #1 Concerns related to Apollo Tricoat acquisition

Our main reason to not cover the stock in our [erstwhile thematic](#) was the concerns we had with respect to Apollo Tricoat acquisition. We continue to hold the view that the acquisition could have been done in a more efficient way and minority shareholders of Tricoat will continue to gain disproportionate benefits due to aggressive capacity expansion by APAT in Tricoat. However, our concerns with respect to the execution of Apollo Tricoat have reduced due to its stellar performance in its 1<sup>st</sup> year of operations, stable management commentary/guidance and delivery in line with guidance.

## #2 Concerns regarding volatility of margins due to steel price volatility

Whilst we agree that margins for APAT are volatile on account of steel price volatility, which is true for all commodity-linked business. Volatility in margins is also present in other building materials such as PVC pipes.

**Exhibit 61: Margin volatility is present both in APAT...**



Source: Company, Ambit Capital Research

**Exhibit 62: ... and other BM businesses like PVC pipes**



Source: Source: Company, Ambit Capital Research

## #3 APAT's business is concentrated around promoter

Another investor pushback is that APAT's business is run entirely by its promoter. Whilst APAT has an able 2<sup>nd</sup> level professional management, this is true for other building material companies like Astral/Supreme/Kajaria too. All the other companies are also run by promoters and we believe that it is important for them to be a key part of the business as their vision is key to growth of the business. Many of these businesses are young and going through product, market and organisation transformations. It is very difficult to find talent which fits and professionals who can take bets sometimes disproportionate to annual profitability. Whilst second line management is professional and experienced, promoter-owned-promoter-run companies in this space have created wealth.

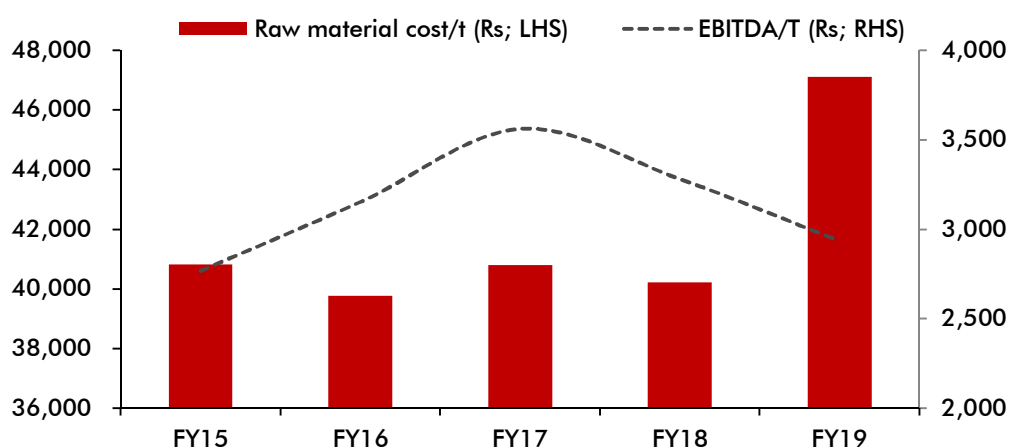
# Risks & Catalysts

## Risks

**Covid-19 disruption lasts longer than expected:** A key risk around APAT is if the Covid-19 disruption lasts longer than anticipated. This will mean that growth of the company will get further disrupted and lead to stock de-rating. Covid-19 can impact urban housing and commercial construction and even infrastructure. All of these segments are consuming gradually more structural steel.

**High volatility in steel price:** Due to steep fall in demand, it is likely that APAT sustains higher inventory losses. Whilst we have built in inventory loss to the tune of ₹0.3bn/year over FY21-23E, margins can get affected if the volatility in steel prices continues. In the past, margins have been affected materially due to this.

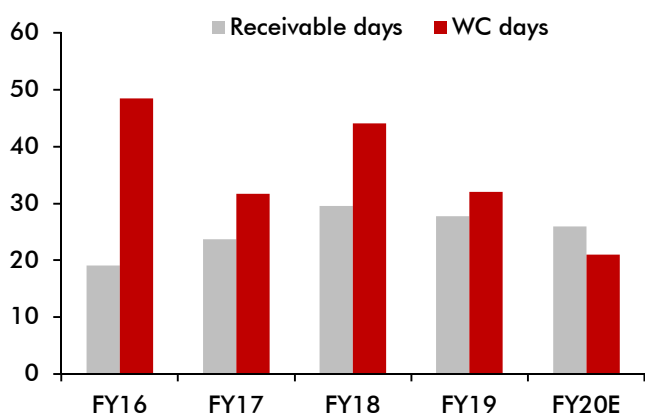
**Exhibit 63: EBITDA/t significantly declined in FY19 due to volatility in steel prices**



Source: Company, Ambit Capital Research

**Channel disruption due to Covid-19:** Whilst we have built in higher receivable days in FY21E for APAT, in case the Covid-19 outbreak extends channel disruption can lead to higher than anticipated rise in WC days for APAT.

**Exhibit 64: WC days have come off over FY16-20E**



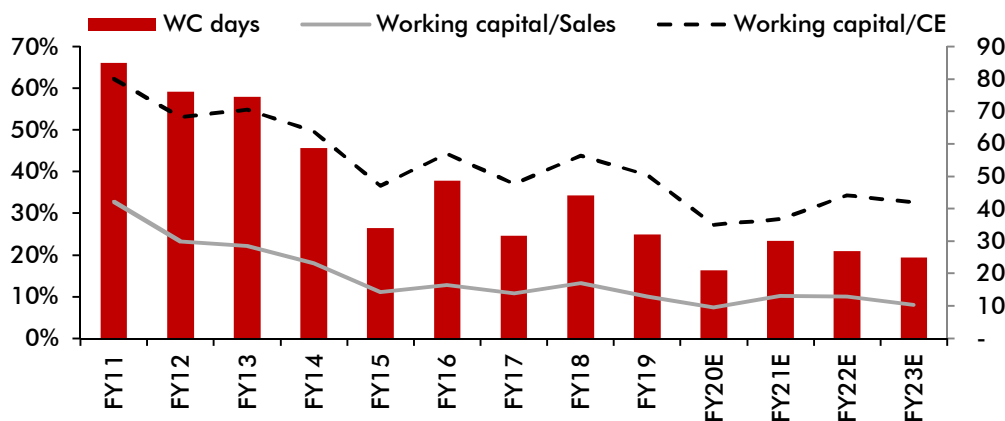
Source: Ambit Capital Research, Company

**Exhibit 65: APAT will lost ~₹0.26bn of FCF on every adverse working capital days, 2 year TP does not change much**

| Receivable days - FY21-23 | FY21-23 FCF | Change in FCF | TP (₹) |
|---------------------------|-------------|---------------|--------|
| 20 days                   | 7,943       |               | 2,223  |
| 25 days                   | 6,612       | (1,331)       | 2,215  |
| 30 days                   | 5,282       | (1,331)       | 2,207  |
| 35 days                   | 3,951       | (1,331)       | 2,194  |
| 40 days                   | 2,621       | (1,331)       | 2,186  |
| 45 days                   | 1,290       | (1,331)       | 2,178  |

Source: Source: Ambit Capital Research, Company

**Exhibit 66: Whilst the working capital days have structurally come down; WC days used to be as high as 84 days in FY11**



Source: Ambit Capital Research, Company

## Catalysts

**Supply disruption in the industry:** Due to presence highly overleveraged players with higher working capital days, industry will get further consolidated. This will only help APAT due to its ability to consolidate the market and its scale of operations. We expect 20-40% of the industry to come under pressure (including unorganized), hence our 24% volume CAGR estimate over FY21-23E is a function of that (we build in 5% higher volumes for FY22 vs FY20).

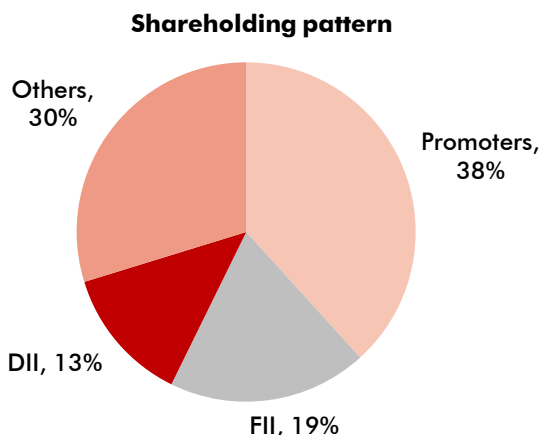
**Substitution demand to accelerate growth:** Substitution demand from RMC and other cement-related products with steel tubes will help APAT sustain growth. This will be a natural runway to continue APAT's growth trajectory.

**Apollo Tricoat to help sustain margins:** APAT's acquisition of Apollo Tricoat (margins of 11% vs APAT's 7%) will help it to sustain margins vs levels in FY15-20. We believe margins of Tricoat will be more or less flat over FY21-23E, but still materially higher than that of APAT.

**Catalysts we cannot predict:** There may be catalysts we are not able to predict due to market uncertainty. However, natural progression and the company's efforts on value-added products are likely to have a positive impact.

## Key stock monitorables

**Exhibit 67: Promoter's hold 38% of the company**



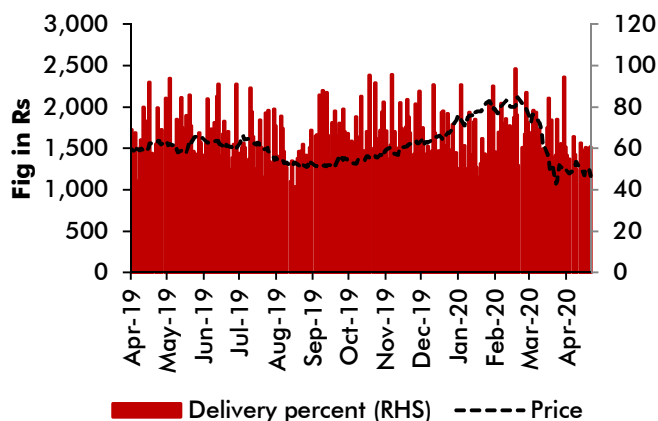
Source: Ambit Capital Research, BSE

**Exhibit 68: Promoters have increased their stake in the last 12 months**



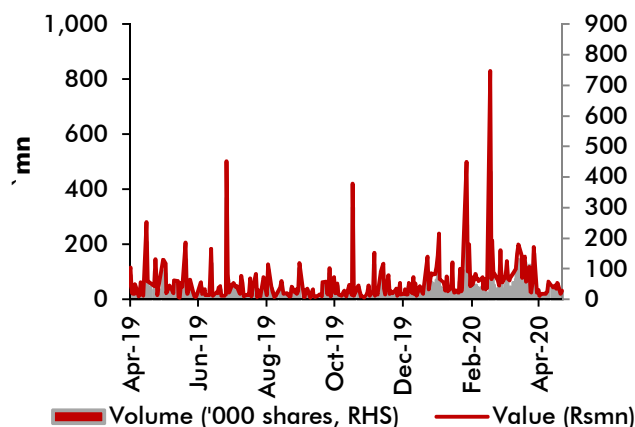
Source: Ambit Capital Research, Bloomberg

**Exhibit 69: APAT's delivery has dropped in the last 3 months**



Source: Ambit Capital Research, Bloomberg

**Exhibit 70: Liquidity of APAT has spiked up in last 6 months**



Source: Ambit Capital Research, Bloomberg

**Exhibit 71: No major grievance on Watchout Investor**

| ENTITY                | PERSON | COMPETENT AUTHORITY | REGULATORY CHARGES                                                                                        | REGULATORY ACTION(S) / DATE OF ORDER                                   | FURTHER DEVELOPMENTS                                             |
|-----------------------|--------|---------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------|
| APL APOLLO TUBES LTD. |        | BSE                 | DID NOT SUBMIT SHAREHOLDING PATTERN UNDER PROVISIONS OF CLAUSE 35 FOR THE QUARTER ENDED 30-SEPTEMBER-2012 | <a href="#">PUT UP ON BSE WEBSITE FOR PUBLIC NOTICE</a><br>30-SEP-2012 | NOT APPEARING IN THE LIST FOR THE QUARTER ENDED 31-DECEMBER-2012 |
| APL APOLLO TUBES LTD. |        | BSE                 | DID NOT SUBMIT CORPORATE GOVERNANCE REPORT FOR THE QUARTER ENDED 30-SEPTEMBER-2012                        | <a href="#">PUT UP ON BSE WEBSITE FOR PUBLIC NOTICE</a><br>30-SEP-2012 | NOT APPEARING IN THE LIST FOR THE QUARTER ENDED 31-DECEMBER-2012 |

Source: Ambit Capital Research, Watch out investor

# Financials

## Income Statement

| Particulars                   | FY18   | FY19   | FY20E  | FY21E  | FY22E  | FY23E  |
|-------------------------------|--------|--------|--------|--------|--------|--------|
| Total revenues                | 53,342 | 71,523 | 77,485 | 60,839 | 81,500 | 97,129 |
| Gross profit                  | 7,858  | 8,447  | 11,703 | 8,951  | 12,164 | 14,839 |
| Other exps                    | 4,148  | 4,518  | 6,279  | 4,977  | 6,598  | 7,729  |
| EBITDA                        | 3,711  | 3,929  | 5,424  | 3,974  | 5,566  | 7,111  |
| Depreciation and amortization | 534    | 643    | 940    | 1,141  | 1,231  | 1,327  |
| EBIT                          | 3,177  | 3,286  | 4,484  | 2,833  | 4,335  | 5,784  |
| Net Finance costs             | 813    | 1,134  | 1,116  | 1,051  | 986    | 726    |
| PBT                           | 2,444  | 2,270  | 3,604  | 2,064  | 3,688  | 5,465  |
| Tax expense                   | 862    | 787    | 541    | 516    | 922    | 1,366  |
| Restated profit/ (loss)       | 1,582  | 1,483  | 3,063  | 1,548  | 2,766  | 4,098  |
| EPS                           | 66     | 62     | 120    | 59     | 106    | 160    |

Source: Ambit Capital Research, Company

## Balance Sheet

| Particulars                 | FY18          | FY19          | FY20E         | FY21E         | FY22E         | FY22E         |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Net worth                   | 8,378         | 9,641         | 12,467        | 13,897        | 16,426        | 20,287        |
| Borrowings                  | 7,751         | 8,581         | 8,581         | 7,581         | 7,581         | 3,581         |
| Other liabilities           | 1,368         | 2,293         | 2,444         | 1,929         | 2,576         | 3,053         |
| Trade Payables              | 3,793         | 6,989         | 8,492         | 7,501         | 8,932         | 9,314         |
| <b>Total liabilities</b>    | <b>21,812</b> | <b>29,661</b> | <b>34,284</b> | <b>32,722</b> | <b>37,937</b> | <b>39,108</b> |
| Fixed assets                | 9,286         | 10,611        | 14,671        | 14,830        | 15,099        | 15,272        |
| Other non-current assets    | 1,142         | 2,748         | 3,099         | 2,434         | 3,260         | 3,885         |
| Current assets              | 11,384        | 16,303        | 16,513        | 15,459        | 19,578        | 19,951        |
| - Cash and cash equivalents | 67            | 478           | 794           | 783           | 1,705         | 512           |
| - Inventories               | 5,915         | 7,835         | 7,430         | 6,667         | 7,815         | 9,314         |
| - Trade receivable          | 4,321         | 5,433         | 5,520         | 5,834         | 7,145         | 6,653         |
| - Other Current assets      | 1,081         | 2,557         | 2,770         | 2,175         | 2,913         | 3,472         |
| <b>Total assets</b>         | <b>21,812</b> | <b>29,661</b> | <b>34,284</b> | <b>32,722</b> | <b>37,937</b> | <b>39,108</b> |

Source: Ambit Capital Research, Company

## Ratios

| Ratios                        | FY18  | FY19   | FY20E  | FY21E | FY22E | FY22E |
|-------------------------------|-------|--------|--------|-------|-------|-------|
| Gross margin                  | 14.7% | 11.8%  | 15.1%  | 14.7% | 14.9% | 15.3% |
| EBITDA margin                 | 7.0%  | 5.5%   | 7.0%   | 6.5%  | 6.8%  | 7.3%  |
| EBIT margin                   | 6.0%  | 4.6%   | 5.8%   | 4.7%  | 5.3%  | 6.0%  |
| PBT margin                    | 4.6%  | 3.2%   | 4.7%   | 3.4%  | 4.5%  | 5.6%  |
| PAT margin                    | 3.0%  | 2.1%   | 4.0%   | 2.5%  | 3.4%  | 4.2%  |
| Asset turnover (x)            | 2.7   | 2.8    | 2.4    | 1.8   | 2.3   | 2.5   |
| Working capital turnover (x)  | 8.9   | 10.1   | 12.0   | 10.3  | 11.3  | 12.1  |
| Capital employed turnover (x) | 3.6   | 4.2    | 3.9    | 2.9   | 3.6   | 4.1   |
| Gross block turnover (x)      | 5.6   | 6.4    | 5.3    | 3.4   | 4.2   | 4.7   |
| RoA                           | 7.9%  | 5.8%   | 9.6%   | 4.6%  | 7.8%  | 10.6% |
| Leverage                      | 2.6   | 2.9    | 2.9    | 2.5   | 2.3   | 2.1   |
| RoE                           | 20.3% | 16.5%  | 27.7%  | 11.7% | 18.2% | 22.3% |
| RoCE (pre-tax)                | 21.7% | 19.1%  | 22.8%  | 13.3% | 19.1% | 24.2% |
| RoCE (post-tax)               | 15.8% | 14.6%  | 20.1%  | 10.9% | 15.0% | 18.5% |
| Debt/Equity ratio (net)       | 0.9   | 0.8    | 0.6    | 0.5   | 0.4   | 0.2   |
| CFO/EBITDA                    | 40.9% | 108.1% | 128.6% | 92.9% | 76.0% | 87.6% |

Source: Ambit Capital Research, Company



**Valuation Ratios**

|                    | <b>FY18</b> | <b>FY19</b> | <b>FY20E</b> | <b>FY21E</b> | <b>FY22E</b> | <b>FY22E</b> |
|--------------------|-------------|-------------|--------------|--------------|--------------|--------------|
| EPS                | 66          | 62          | 120          | 59           | 106          | 160          |
| P/E                | 19          | 20          | 10           | 21           | 12           | 8            |
| P/B                | 3.6         | 3.1         | 2.4          | 2.1          | 1.8          | 1.5          |
| P/S                | 0.6         | 0.5         | 0.4          | 0.5          | 0.4          | 0.3          |
| EV/Sales           | 0.8         | 0.6         | 0.5          | 0.7          | 0.5          | 0.4          |
| EV/EBITDA          | 11.0        | 10.4        | 7.5          | 10.3         | 7.3          | 5.7          |
| EV/EBIT            | 12.8        | 12.4        | 9.1          | 14.4         | 9.4          | 7.0          |
| EV/CFO             | 4.1         | 1.1         | 0.8          | 1.3          | 1.7          | 1.5          |
| Dividend per share | 14.0        | 14.0        | 10.0         | 5.0          | 10.0         | 10.0         |
| Dividend yield (%) | 1%          | 1%          | 1%           | 0%           | 1%           | 1%           |

Source: Ambit Capital Research, Company

**Cash flow statement**

|                | <b>FY18</b>    | <b>FY19</b>    | <b>FY20E</b>   | <b>FY21E</b>   | <b>FY22E</b>   | <b>FY23E</b>   |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>PBT</b>     | <b>2,444</b>   | <b>2,270</b>   | <b>3,604</b>   | <b>2,064</b>   | <b>3,688</b>   | <b>5,465</b>   |
| Depreciation   | 534            | 643            | 940            | 1,141          | 1,231          | 1,327          |
| Interest exp   | 813            | 1,134          | 1,116          | 1,051          | 986            | 726            |
| Tax paid       | (602)          | (673)          | (541)          | (516)          | (922)          | (1,366)        |
| WC Adjustment  | (2,342)        | 287            | 1,550          | (282)          | (1,338)        | (881)          |
| <b>CFO</b>     | <b>914</b>     | <b>3,577</b>   | <b>6,434</b>   | <b>3,176</b>   | <b>3,306</b>   | <b>4,864</b>   |
| Capex          | (1,679)        | (2,261)        | (5,000)        | (1,300)        | (1,500)        | (1,500)        |
| <b>CFI</b>     | <b>(1,654)</b> | <b>(2,639)</b> | <b>(4,765)</b> | <b>(1,018)</b> | <b>(1,162)</b> | <b>(1,094)</b> |
| Net borrowings | 1,807          | 830            | -              | (1,000)        | -              | (4,000)        |
| <b>CFF</b>     | <b>792</b>     | <b>(528)</b>   | <b>(1,353)</b> | <b>(2,169)</b> | <b>(1,223)</b> | <b>(4,963)</b> |
| FCF            | (741)          | 1,328          | 1,669          | 2,158          | 2,144          | 3,770          |

Source: Ambit Capital Research, Company

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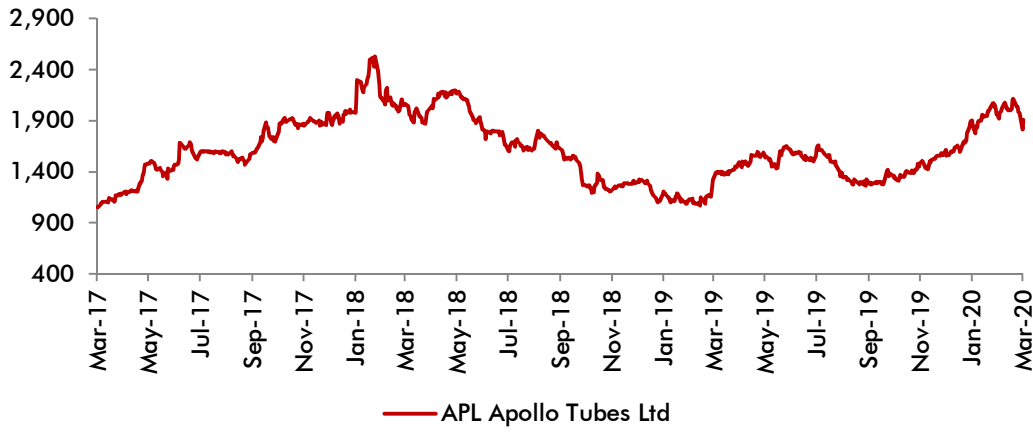
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**APL Apollo Tubes Ltd (APAT IN, BUY)**



Source: Bloomberg, Ambit Capital research

**Explanation of Investment Rating**

| Investment Rating | Expected return (over 12-month)                                                                            |
|-------------------|------------------------------------------------------------------------------------------------------------|
| BUY               | > 10%                                                                                                      |
| SELL              | ≤ 10%                                                                                                      |
| NO STANCE         | We have forward looking estimates for the stock but we refrain from assigning valuation and recommendation |
| UNDER REVIEW      | We will revisit our recommendation, valuation and estimates on the stock following recent events           |
| NOT RATED         | We do not have any forward looking estimates, valuation or recommendation for the stock                    |
| POSITIVE          | We have a positive view on the sector and most of stocks under our coverage in the sector are BUYs         |
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