CRISIL RESEARCH

CRISIL IER Independent Equity Research

Omaxe Ltd

Reinitiating Coverage

Enhancing investment decisions

Explanation of CRISIL Fundamental and Valuation (CFV) matrix

The CFV Matrix (CRISIL Fundamental and Valuation Matrix) addresses the two important analysis of an investment making process – Analysis of Fundamentals (addressed through Fundamental Grade) and Analysis of Returns (Valuation Grade) The fundamental grade is assigned on a five-point scale from grade 5 (indicating Excellent fundamentals) to grade 1 (Poor fundamentals) The valuation grade is assigned on a five-point scale from grade 5 (indicating strong upside from the current market price (CMP)) to grade 1 (strong downside from the CMP).

CRISIL Fundamental Grade	Assessment	CRISIL Valuation Grade	Assessment
5/5	Excellent fundamentals	5/5	Strong upside (>25% from CMP)
4/5	Superior fundamentals	4/5	Upside (10-25% from CMP)
3/5	Good fundamentals	3/5	Align (+-10% from CMP)
2/5	Moderate fundamentals	2/5	Downside (negative 10-25% from CMP)
1/5	Poor fundamentals	1/5	Strong downside (<-25% from CMP)

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CRISIL Research is India's largest independent integrated research house. We provide insights, opinion and analysis on the Indian economy, industry, capital markets and companies. We also conduct training programs to financial sector professionals on a wide array of technical issues. We are India's most credible provider of economy and industry research. Our industry research covers 86 sectors and is known for its rich insights and perspectives. Our analysis is supported by inputs from our network of more than 5,000 primary sources, including industry experts, industry associations and trade channels. We play a key role in India's fixed income markets. We are the largest provider of valuation of fixed income securities to the mutual fund, insurance and banking industries in the country. We are also the sole provider of debt and hybrid indices to India's mutual fund and life insurance industries. We pioneered independent equity research in India, and are today the country's largest independent equity research house. Our defining trait is the ability to convert information and data into expert judgements and forecasts with complete objectivity. We leverage our deep understanding of the macro-economy and our extensive sector coverage to provide unique insights on micro-macro and cross-sectoral linkages. Our talent pool comprises economists, sector experts, company analysts and information management specialists.

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Last updated: August, 2014

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Omaxe Ltd

Maintaining momentum despite challenges

Fundamental Grade	**3/5 (Good fundamentals)**
Valuation Grade	**4/5 (CMP has upside)**
Industry	**Real Estate Management & Development**

CRISIL RESEARCH

March 03, 2015

Fair Value	**₹152**
CMP	**₹128**

Value accretive land bank in tier-II/III cities and an established market position in North India place Delhi-based Omaxe Ltd suitably to benefit from the expected growth in the mid-income housing segment in tier-II/III cities. In recent years, Omaxe has strengthened its presence in select cities and focused on timely execution of ongoing projects; consequently, its competitive position in North India has improved. Despite a challenging demand environment, the company has managed to post better sales volume than most of its NCR-based peers. Timely monetisation of land bank and capability to service large debt are key monitorables. We reinitiate coverage on Omaxe with a fundamental grade of **3/5**.

Strengthening presence in tier-II/III cities, which are poised for healthy growth

Omaxe has established a good brand name in the tier-II/III cities of North India on the back of proven execution track record in these markets. Currently, it has development potential of 142 mn sq ft across 30 cities in nine states. The mid-income housing segment, which is Omaxe's primary target, in these cities is poised for robust growth because of 1) increase in expansion of industries in tier-II/III cities, 2) improvement in infrastructure, 3) rise in urbanisation and affordability, and 4) government support. With strong market position and low-cost land bank, we expect Omaxe to benefit from growth in demand.

Focus on execution has improved competitive positioning

Under the leadership of the new management, Omaxe has been emphasising on timely execution and delivery of projects, despite a slowdown in bookings. Based on our industry interactions, we believe this has helped it improve its position in the NCR and North India as many of its competitors are witnessing execution challenges.

Large value accretive land bank, but monetisation expected to take time

Omaxe has a large land bank of 142 mn sq ft with average cost of ~₹400/sq ft. We expect the low-cost land bank to be value accretive but returns are likely to be back-ended. Although the current pace of monetisation is slow compared to the overall balance sheet size, we expect it to gradually pick up following a recovery in demand over the next couple of years.

Key monitorables: Debt-servicing capability and monetisation of the land bank

As of FY14, Omaxe had total debt of ₹19.1 bn (includes debt of ₹10.7 bn, deferred payment to authorities against land, EDC and IDC of ₹5.9 bn, and preference shares of ₹2.5 bn). Owing to high working capital requirements, operating cash flow is expected to be weak in the near term and, hence, the company's capability to service debt is a key monitorable. Although we have factored in delays in monetisation of the large land parcel, slower-than-expected monetisation may lead to a shortfall in our revenue and earnings estimates.

Revenues to increase at a three-year CAGR of 16.5%; fair value of ₹152 per share

We expect revenues to increase at a three-year CAGR of 16.5% to ₹25.8 bn by FY17 driven by ramp-up in bookings and revenue recognition in the ongoing projects. PAT is expected to grow at a CAGR of 33% to ₹1.7 bn in FY17. We have used the net asset value (NAV) method to value Omaxe and have arrived at a fair value of ₹152 per share. At the current market price of ₹128, the valuation grade is **4/5**.

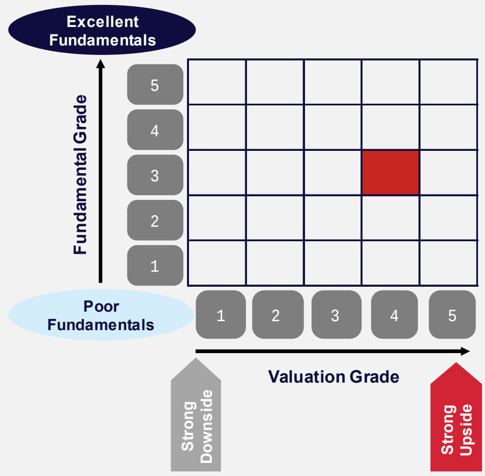
KEY FORECAST

(₹ mn)	FY13	FY14	FY15E	FY16E	FY17E
Operating income	20,831	16,283	16,792	20,002	25,779
EBITDA	5,004	5,119	4,780	5,768	7,465
Adj net income	968	721	626	902	1,692
Adj EPS (₹)	5.3	3.9	3.4	4.9	9.3
EPS growth (%)	12.8	(25.5)	(13.2)	44.3	87.5
Dividend yield (%)	0.5	0.4	0.3	0.4	0.8
RoCE (%)	13.8	13.5	11.8	13.3	16.3
RoE (%)	5.3	3.8	3.2	4.5	7.9
PE (x)	24.2	32.5	37.4	25.9	13.8
P/BV (x)	1.3	1.2	1.2	1.1	1.1
EV/EBITDA (x)	7.8	7.8	8.7	7.6	5.9

CMP: Current market price, financial numbers re-classified as per CRISIL's standards

Source: Company, CRISIL Research estimates

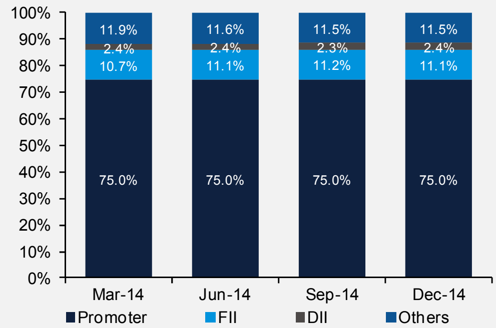
CFV MATRIX



KEY STOCK STATISTICS

NIFTY/SENSEX	8996/29594
NSE/BSE ticker	OMAXE
Face value (₹ per share)	10
Shares outstanding (mn)	183
Market cap (₹ mn)/(US$ mn)	23,402/378
Enterprise value (₹ mn)/(US$ mn)	41,604/673
52-week range (₹)/(H/L)	155/120
Beta	1.5
Free float (%)	25.0%
Avg daily volumes (30-days)	559,716
Avg daily value (30-days) (₹ mn)	72.5

SHAREHOLDING PATTERN



PERFORMANCE VIS-À-VIS MARKET

	Returns			
	1-m	3-m	6-m	12-m
Omaxe	2%	2%	0%	3%
CNX 500	3%	6%	13%	53%

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Table 1: Omaxe - business environment

Parameter	Real estate – development of integrated township, residential and commercial projects
Product / service offering	■ Mid-income residential projects ■ Villas ■ Residential and commercial plots ■ Commercial projects on an outright sale basis ■ Projects for economically weaker section (EWS)
Geographic presence	■ More than 90% of the saleable area is in tier-II/III cities of North India -- Allahabad, Baddi, Bahadurgarh, Bhiwadi, New Chandigarh, Faridabad, Jaipur, Lucknow, Noida, Palwal, Patiala and Sonipat. It has launched some projects in Indore, Madhya Pradesh
Market position	■ Omaxe is an established player in the competitive North Indian market. It has developed 60 mn sq ft till date and currently has saleable area of 142 mn sq ft across nine states and 30 cities ■ Omaxe has also constructed 31.8 mn sq ft as a third party contractor ■ Focus is on the mid-income housing segment ■ Has first-mover advantage in some of the tier-II/III cities such as Allahabad, Baddi, Bahadurgarh, New Chandigarh and Palwal
Sales growth (FY12-FY14 – 2yr CAGR)	-6.2%
Average EBITDA margins (FY12-14)	26.7%
Earnings growth (FY12-FY14 – 2-yr CAGR)	-8.3%
Sales forecast (FY15-FY17 – 2-yr CAGR)	23.9%
Average EBITDA margins (FY15-17)	28.8%
Earnings growth (FY14-FY17 – 2yr CAGR)	64.4%
Demand drivers	■ Over the past few years, there has been a proliferation in the service industry – mainly IT/ITes set-ups in tier-II/III cities such as Bhiwadi, Visakhapatnam, New Chandigarh and Bahadurgarh. Also, the growing presence of manufacturing companies and infrastructure development in these cities is expected to fuel GDP growth. This along with rising disposable income is expected to increase demand for mid-income housing projects ■ Urbanisation in India increased from 25% in 1991 to 30% in 2010 and is expected to grow to 40% by 2030. We expect developers present in mid-income housing (including Omaxe) to benefit from the rise in urbanisation ■ The government's focus to provide a push to the mid-income housing segment ("Housing for All by 2020", "100 smart cities") augurs well for the segment
Key competitors	■ Comparable players – DLF Ltd, Unitech Ltd, Parsvnath Developers Ltd, Mahindra Lifespace Developers ■ Small players – Ashiana Housing, Vipul Ltd, Ansal Housing, other small North India-based developers
Key risks	■ We have factored in sufficient delays in the monetisation of the 143 mn sq ft of land. More-than-anticipated delays in the ongoing project could impact our assumptions and, subsequently, the valuations ■ Slowdown in real estate demand in tier-II/III cities can delay bookings for Omaxe's projects

Source: Company, CRISIL Research

Grading Rationale

Established real estate developer in North India

Over the past three decades, good brand equity in the mid-income housing segment and a track record of timely execution have contributed in establishing Omaxe as one of the leading real estate developers in North India. In the 25 years of its existence, Omaxe has delivered ~60 mn sq ft of real estate projects (it has also delivered 31 mn sq space as a third party contractor). A large, value accretive land bank in the tier-II/III cities of North India and an established brand place Omaxe suitably to benefit from the expected growth in real estate demand in these markets.

Over the past three decades, Omaxe has delivered ~60 mn sq ft of real estate space

In the past, Omaxe has successfully delivered a number of quality projects in the NCR and North India including Olive Apartments Gurgaon, The Forest Noida, Omaxe Royal Residency Noida, Omaxe Heights Faridabad and The Nile Gurgaon. Currently, the company has a development potential of 142 mn sq ft, of which 97 mn sq ft is under execution; including villas, and integrated township, group housing and commercial projects.

Table 2: Execution track record comparable to other North Indian developers

Company	Executed projects (mn sq ft)	Development potential (mn sq ft)
Omaxe	60	142
DLF	59	294
Unitech	56	38
Ashiana	15	7
Vipul Ltd	6	10
Ansal Housing	76	27

Source: Company, CRISIL Research

Competitive position has improved with higher focus on execution

Under the leadership of Mr Mohit Goel, CEO, Omaxe has changed its strategy and started focusing more on timely execution and delivery of projects, aiming to bolster its brand in the NCR and North India, and develop a loyal customer base. This is reflected in the fact that the company delivered 2.2 mn sq ft in H1FY15, higher than the previous year, although bookings declined during the same period. Based on our interaction with industry participants, we believe the company's brand image has improved over the past couple of years in the NCR. Moreover, with some of Omaxe's competitors facing execution challenges and delaying projects, timely delivery has helped the company improve its competitive positioning. We expect higher focus on execution to benefit the company in the longer run.

Table 3 – Tier-II/III cities where Omaxe has a strong presence are witnessing industrial growth and infrastructure development

Location	Unsold land bank (mn sq ft)	Key highlights
Bhiwadi (Rajasthan)	**10.8**	■ Bhiwadi is strategically located between Delhi, Gurgaon and Jaipur. It enjoys the status of a priority town in the NCR ■ Rajasthan State Industrial Development and Industrial Corporation (RIICO) plans to make Bhiwadi an automotive hub. Prominent players present are Honda Siel, Eicher, Ashok Leyland and Hero Honda. Saint Gobain, Bausch & Lomb and Gillette India also have their manufacturing base ■ Given the rapid industrial growth and better connectivity with NCR via NH8, Bhiwadi has become an attractive real estate destination. While other NCR regions face challenges - Gurgaon has water issues; Noida and Greater Noida have land acquisition problems - Bhiwadi outranks these locations
Bahadurgarh (Haryana)	**1.0**	■ An industrial estate is being set up in District Jhajjar on 755 acres. Major industries present are plastics, electrical, footwear, auto components and telecommunication ■ Extension of Delhi metro to Bahadurgarh by 2016 is expected to increase real estate demand as connectivity to the NCR will increase ■ Omaxe is one of the leading developers in Bahadurgarh
Chandigarh Tricity	**20.7**	■ With the establishment of Rajiv Gandhi Chandigarh Technology Park in 2008, major Indian and MNC IT firms such as Infosys, TechMahindra, Dell and IBM have set up facilities in Chandigarh ■ Owing to demand from IT/ITeS and other industries such as paper manufacturing, basic metals and alloys, residential and commercial real estate markets have also developed
Jaipur (Rajasthan)	**0.6**	■ Located three-four hours away from Delhi on the Delhi-Mumbai Highway, Jaipur has a well laid-out transport network which offers connectivity via all means of transportation. The upcoming metro link will further increase connectivity ■ It is an emerging IT/ITes destination. Genpact and Infosys are already present. Wipro, HCL and IBM are evaluating options ■ It is also an education hub – many reputed institutions are located here
Visakhapatnam (Andhra Pradesh)	**1.7**	■ Easing political uncertainty is expected to provide a boost to the city; industry sources suggested a high number of customer enquiries ■ Many industries are also showing interest in the region with a stable government at the helm ■ The IT/ITes industry is growing in the city. There are a number of industrial corridors and SEZs in the region, including APIIC (Andhra Pradesh Industrial Infrastructure Corporation), Brandix Apparel City and Jawaharlal Nehru Pharma City

Source: CRISIL Research

Bookings down in recent quarters, but better than peers

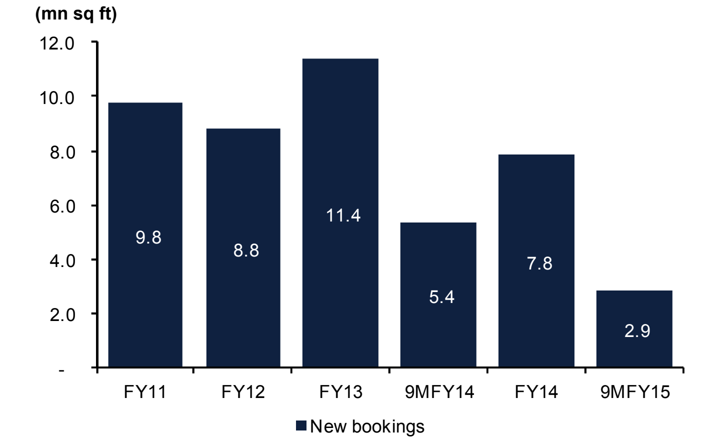
Bookings declined 47% y-o-y in 9MFY15 to 2.9 mn sq ft

Owing to demand slowdown, developers across major real estate markets in India, including Omaxe, have been witnessing a slowdown in bookings over the past few quarters. Economic slowdown, high interest rates and sharp rise in capital values over the past few years have resulted in lower affordability across key real estate markets (especially the NCR and MMR) which have resulted in muted demand for real estate. During the past few quarters, sales volumes of most of the real estate developers have declined.

In 9MFY15, Omaxe reported a 47% y-o-y drop in bookings (2.9 mn sq ft in 9MFY15 compared to 5.4 mn sq ft in 9MFY14). This was subsequent to a muted FY14, where bookings also declined 31% y-o-y to 7.8 mn sq ft. Despite a slowdown in sales volume, its quarterly booking is still ahead of larger peers such as DLF and Unitech – during 9MFY15, DLF and Unitech reported sales volumes of 1.4 mn sq ft and 1.1 mn sq ft respectively (38% and 36%

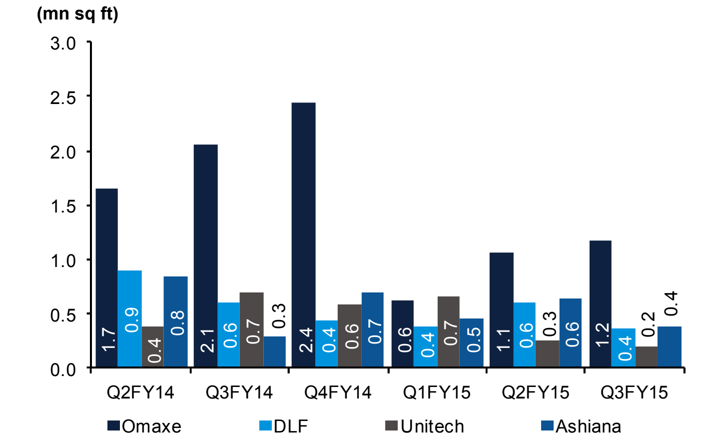
y-o-y decline respectively). Omaxe's higher sales volume is attributable to its wide presence in tier-II/III cities, which were less affected by the slowdown, and its focus on plot development and independent floors which are comparatively faster to deliver and require less capital for development. Amidst weak demand, the company has been focusing on execution and delivery of ongoing projects – during 9MFY15, the company delivered 2.5 mn sq ft of space.

Figure 1: Bookings have slowed down in the recent past…



Source: Company, CRISIL Research

Figure 2: … but better than other North-based developers



Source: Company, CRISIL Research

Strengthening foothold in tier-II/III cities which have good potential

Omaxe has been focusing on strengthening its presence in select tier-II/III cities of North India which offer good potential. Over the years, the company has diversified its presence across North Indian states - its 142 mn sq ft of developable area is spread across 30 cities and nine states; UP has the largest share (70 mn sq ft, 49% of total), followed by Punjab (38 mn sq ft, 27%) and Haryana (22 mn sq ft, 16%) – focusing mostly on non-metros. The mid-income housing segment in tier-II/III cities is expected to witness traction going forward driven by increasing industrial activity, developing infrastructure, rising income and the government's focus. We expect Omaxe with its first-mover advantage in these cities, value accretive land bank and proven execution capabilities to be a key beneficiary of growth in real estate demand in tier-II/III cities.

Omaxe's land bank is spread across nine states, mostly tier-II/III cities

Mid-income housing segment in tier-II/III cities has immense growth potential…

The real estate market, particularly the mid-income housing segment, is expected to witness healthy demand in future. Majority of the housing demand is expected in tier-II/III cities and outskirts of metros and tier I cities. The major growth drivers are – 1) many IT/ITeS and manufacturing companies are setting up operations in these cities due to lower cost of operations, 2) spurt in infrastructure development, 3) rising income levels and 4) the government's focus on the low-mid income housing segment. Moreover, affordability in these cities is much better than in the metros and tier I cities which has seen a steep rise in capital values in recent years leading to lowered affordability. Many housing finance companies too are focusing on tier-II/III cities given the strong growth prospects. Credit flow to the mortgage industry in non-metros and tier-II cities has shown a distinctive rise. While metros have seen some moderation in demand due to high property prices and interest rates, growth in tier-II/III cities is holding up well. We expect these factors to drive the mid-income housing segment demand in tier-II/III cities in near future.

Government's focus on mid-income housing to provide fillip

The Modi-led government's ambitious project "Housing for all by 2022" aims to meet the >60 mn-units housing shortage in India. To achieve this goal, the government has introduced many initiatives which are expected to provide fillip to the mid-income housing segment.

The government has announced a slew of measures to meet the housing shortage

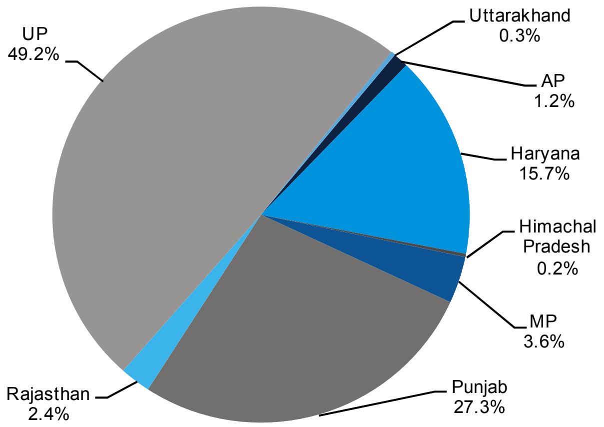
- **Development of smart cities:** In Union Budget 2014, ₹70,600 mn was allocated for the development of smart cities, which will act as satellite towns and provide land for mid-income housing at discounted rates. The budget has also emphasised on ensuring credit flow to the mid-income housing segment and has earmarked funds for the same to NHB.
- **Steps by the RBI:** To ensure flow of cheap credit to mid-income housing, and better liquidity and lower interest rates for developers in these segments, the RBI recently announced that loans up to ₹5 mn in metros and ₹4 mn in other cities will be eligible for priority sector lending. Further, long-term bonds raised for funding mid-income housing projects are also exempt from the regulatory norms of CRR and SLR.
- **FDI norms:** In 2014, the FDI norms for the housing sector were relaxed – with reduction in built-up area to 20,000 sq mt from 50,000 sq mt earlier, and lowering of minimum investment requirement to US$5 mn from US$10 mn earlier. This is expected to open up new funding avenues for the developers. External commercial borrowing has also been allowed for low-cost housing projects.

…where Omaxe has a strong presence

The company has adopted a balanced land acquisition strategy, where it focuses mostly on holding low cost land parcels in tier-II/III cities, with some lands in the upcoming suburbs of the NCR (such as Faridabad and Greater Noida). Its current land of 142 mn sq ft is acquired at an average cost of ₹400/sq ft. It acquires large land parcels in tier-II/III cities with good development potential (towns near to industrial corridors, highways and expressways, which are expected to witness a pick-up in real estate demand in future) and aims to create townships in these locations. At present, it has large land parcels in New Chandigarh, Bahadurgarh, Greater Noida, Lucknow, Faridabad, Yamuna Nagar and Bhiwadi.

Has a low-cost land bank in key tier-II/III cities of North India

Figure 3: Diversified presence across North Indian states



Source: Company, CRISIL Research

Table 4: Recent launches are also focused on tier-II/III cities

Project	Location	Saleable area (mn sq ft)	Bookings as of Q2FY15 (mn sq ft)
Omaxe Galleria	Sonipat	0.02	0.01
Omaxe Galleria	Sonipat	0.05	0.03
Omaxe Palm Leaf	Greater Noida	0.04	0.04
Royal Residency	Faridabad	0.57	0.14
The Lake	New Chandigarh	2.84	0.61
Total		**3.52**	**0.82**

Source: Company, CRISIL Research

Low-cost land bank to be value accretive in long run, pace of monetisation key

As mentioned above, Omaxe has a large land bank of 142 mn sq ft and plans to develop the same over the next eight-10 years. It acquired the land at an average cost of ₹400/sq ft. We expect the low-cost land bank to be substantially value accretive for Omaxe. However, considering the size of some of the land parcels, we expect monetisation to take time. Factoring in execution hurdles and near-term slowdown in real estate demand, we expect the monetisation of land to take place over the next 12-15 years and have assumed the same in our cash flow model. Additionally, since the company is yet to acquire the entire land parcels for Bulandshahr and Lucknow HiTech Township projects (land has been acquired in parts), we have not incorporated the same in our cash flow model. If the monetisation is slower than our expectation, it may lead to shortfall to our revenue and earnings estimates.

Current land bank of 142 mn sq ft expected to be monetised over the next 12-15 years

In FY14, Omaxe launched 18 new sub-projects spanning 2.2 mn sq ft in Bahadurgarh, Ludhiana, Chandigarh, Bhiwadi, Vrindavan and Greater Noida, of which residential launches were 68% and the rest were commercial. This trend continued in H1FY15 as well when the company launched 3.5 mn sq ft in Sonipat, Greater Noida, Faridabad and New Chandigarh. These projects have witnessed good traction, which is expected to continue going forward.

Table 4: Status of key ongoing projects

Project Name	Location	Total area (mn sq ft)	Bookings as of FY14	% booked (FY14)	% completed (FY14)
Hi-Tech Township	Allahabad, Uttar Pradesh	29.3	2.5	8.4%	2.3%
Omaxe City	Mullanpur, New Chandigarh	17.1	8.2	47.9%	26.4%
Omaxe City	Yamuna Nagar	4.8	0.8	17.3%	14.1%
Omaxe Eternity	Vrindaban, Uttar Pradesh	3.5	0.8	23.3%	16.9%
Omaxe City	Mayakhedi, Indore, Madhya Pradesh	2.5	1.5	60.5%	70.0%
Omaxe City	Nihalpur, Indore, Madhya Pradesh	2.4	1.1	44.2%	31.4%
Omaxe City	Bahadurgarh, Haryana	2.4	1.8	76.8%	38.1%
Royal Residency	Ludhiana, Punjab	2.3	1.3	59.4%	60.9%

Source: Company, CRISIL Research

Pace of monetisation slow compared to total inventory, to improve gradually

Though Omaxe has fared better than its peers in terms of bookings, the pace of monetisation is slow compared to the total inventory. Although the share of inventory in the balance sheet declined to 66% in FY14 from 69% in FY11, the pace of monetisation has also slowed down during the same period which is reflected in bookings of 7.8 mn sq ft in FY14 compared to 9.8 mn sq ft in FY11. Slower monestisation compared to total inventory is also reflected in its low return ratios. Over FY12-14, Omaxe reported average RoE of 4.7%, which is substantially lower than the desired RoE of 15-16%. Its current project pipeline is 142 mn sq ft, of which ~97 mn sq ft has been launched and 44 mn sq ft sold. Faster monetisation of the unsold land bank is key for future growth and improvement in return ratios.

Average RoE over FY12-14 was 4.7%, below the desired 14-16%

With the expected improvement in the macro-economic scenario, translating to demand for real estate, and decline in interest rates in FY16, we expect bookings to increase from the current levels and expect 4 mn sq ft, 7.7 mn sq ft and 9.4 mn sq ft to be booked in FY15, FY16 and FY17 respectively. Some of the key projects with substantial contribution to the bookings are Omaxe City (Mullanpur), HiTech Township (Allahabad), Omaxe City (Yamuna Nagar) and Omaxe City (Rohtak).

Hi-tech townships – value accretive but facing challenges

Under the Hi-tech Township Policy of the Uttar Pradesh government, Omaxe was selected as one of the players to develop the townships and, subsequently, signed an agreement with the UP government to develop three hi-tech townships in Allahabad (1,535 acres), Lucknow (2,700 acres) and Bulandshahr (3,601 acre). Given the low cost of land (~100/sq ft), these projects are expected to be value accretive for Omaxe although developments are slow at present. Although the UP government sanctioned 11 hi-tech township projects to different developers, development has started only in few projects.

While the company has acquired the entire land parcel of 1,535 acres (29 mn sq ft) in Allahabad, only 2.5 mn sq ft has been sold as of FY14. Construction work has been stalled for now. For the Lucknow project, the company acquired 10 mn sq ft as of FY14, while there are no developments for the Bulandshahr project. Given the massive size of the projects, we foresee execution hurdles; also creation of an ecosystem at these locations - ‘city inside the city’ - will be a huge challenge. As a result, we expect monetisation to be slow.

We have factored in cash flows from the Omaxe Waterfront township project in Allahabad (29 mn sq ft) and for the 10 mn sq ft of the Hi-Tech township project in Lucknow (total of 25.8 mn sq ft), i.e. the land which has been acquired till date. We have factored in sufficient execution delays, keeping in mind the size of the project, substantial funding requirements and the challenge to create an ecosystem.

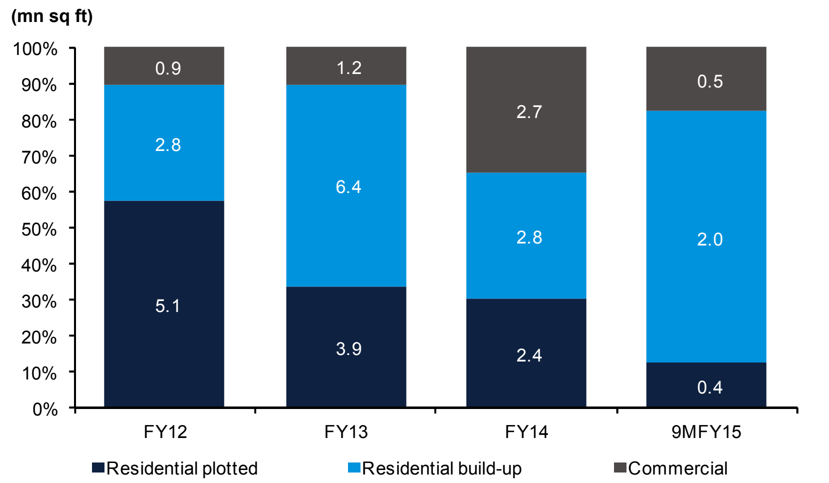
Focus shifting to built-up projects from plot sales, likely to support margins

In the past, Omaxe focused on plot sales due to a lower execution cycle, faster cash collection and higher demand for plots than for built-up apartments in tier-II/III cities. This helped the company to record better sales volume than some of its competitors. However, since plot sales fetch lower margins than built-up projects, the company's operating margins were adversely impacted – margins declined to 24% in FY13 from 29% in FY11.

However, since FY14, the company has gradually shifted its focus to built-up projects from plots, which boosted operating margins to 31% in FY14. With gradual pick-up in demand for residential space going forward, we expect the company to focus more on built-up projects, which is likely to support operating margins.

We expect the share of plot sales to gradually decline with pick-up in real estate demand

Figure 4: Plot sales have come down in past year…

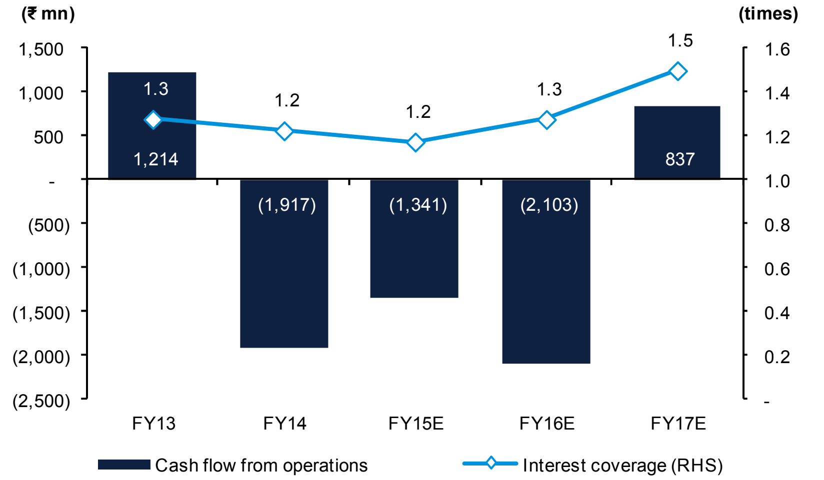


Source: Company, CRISIL Research

Servicing of debt is a monitorable

Consolidated debt is ~₹19 bn as of FY14 (includes debt of ₹10.7 bn, deferred payment to authorities of ₹5.9 bn and preference shares of ₹2.5 bn), up from ₹16.9 bn in FY13. The interest coverage ratio is as low as 1.2x. This highlights limited operational profits to meet interest obligations and is a risk. Further, the board of directors has approved additional fund raising of up to ₹5,000 mn by issuance of debt securities over the next couple of years. The company is expected to utilise the debt proceeds to fund construction activities of its existing projects, while the proceeds from those projects are likely to be invested in adding land. Therefore, faster monetisation of the land bank is essential to ensure robust cash flows. Servicing the large debt is a key monitorable.

Figure 5: Interest coverage to remain low, cash from operations to turn positive in FY17



Source: Company, CRISIL Research

Key takeaways from site visits

We visited two completed residential projects, two under-construction residential projects and a plot. We believe Omaxe's quality of construction is at par with other established players in the NCR. Considering the construction pace, we expect two ongoing projects to be delivered on time.

Under-construction projects

The Forest Spa – Noida

- One of the luxury/premium projects of Omaxe. The construction is in full swing with one of the three planned towers already completed.
- The project has a good catchment area. It is next to The Forest, one of Omaxe's delivered projects.

Omaxe New Heights - Faridabad

- A mid-income housing project, it offers two- and three-bedroom apartments.
- Work is in full swing.

Completed projects

Omaxe Hills - Faridabad

- The project includes two- and three-bedroom flats, along with other amenities.
- The construction quality is good.
- We also visited some of the land banks where new projects are expected to be launched in near future.

Key Risks

Slowdown in real estate demand in tier-II/III cities

The real estate industry is witnessing a slowdown in major markets such as the NCR and Mumbai, although tier-II/III cities have recorded better growth in comparison. Given Omaxe's concentration in tier-II/III cities, bookings were better than some of the other North India-based real estate developers. Although we have assumed delays in monetisation of the existing land bank, if demand in tier-II/III cities slows down or if there are delays in demand recovery in tier I cities, Omaxe's future prospects may be impacted.

Slower-than-anticipated monetisation of land

Omaxe has an ongoing and future project pipeline of 142 mn sq ft to be executed over the next 12-15 years. Additionally, Omaxe faces a challenge in the creation of an ecosystem in the large township projects in Allahabad and Lucknow. Considering the massive scale of development and other hurdles, we have built in project-level execution delays. However, more-than-anticipated delay could slow the pace of monetisation of these projects, translating into lower profitability and valuation.

Labour shortage could have an adverse impact on project cost and margins

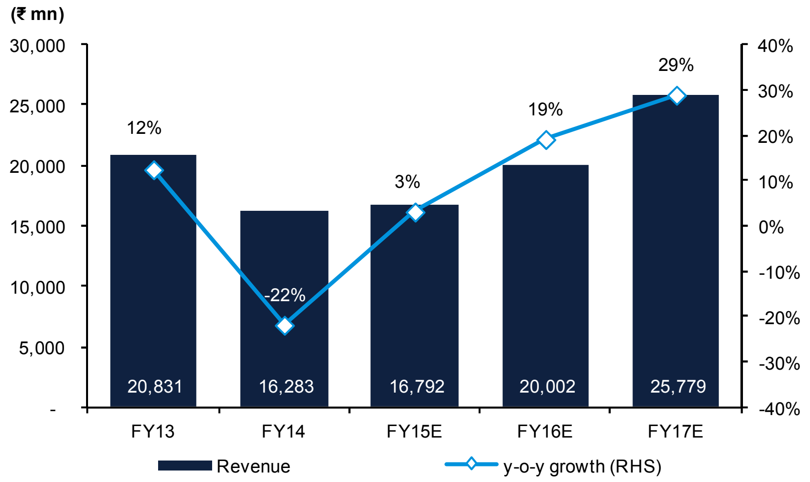
Shortage of labour in the past one-two years has accentuated the worries of real estate developers. Due to good employment opportunities in their home states and guaranteed income from state governments, labourers prefer to work in their home states despite lower wages. Due to demand-supply mismatch, real estate companies have to give higher wages to the available labourers; this is expected to increase costs. If Omaxe is unable to pass on the rise in labour costs, its margins could be impacted.

Financial Outlook

Revenues to grow at three-year CAGR of 16.5% over FY14-17

We expect revenues to grow at a three-year CAGR of 16.5% to ₹25.8 bn by FY17 driven by pick-up in bookings and incremental revenue recognition. Of the 94 mn sq ft of projects launched, 46% (totaling ₹96 bn) is booked until June 2014, while revenue recognised is ₹62 bn. The remaining revenues will be booked as the construction progresses and bookings cross the required revenue recognition threshold. We also expect bookings to pick up gradually in FY16 and FY17 as demand recovers. Some of the projects which are expected to contribute materially to revenues in FY16 and FY17 are Omaxe City, New Chandigarh; Omaxe Connaught Place; India Trade Centre, Forest Spa, Noida; Omaxe City Vrindaban; and Royal Residency, Ludhiana.

Figure 6: Revenues expected to grow at a CAGR of 17%

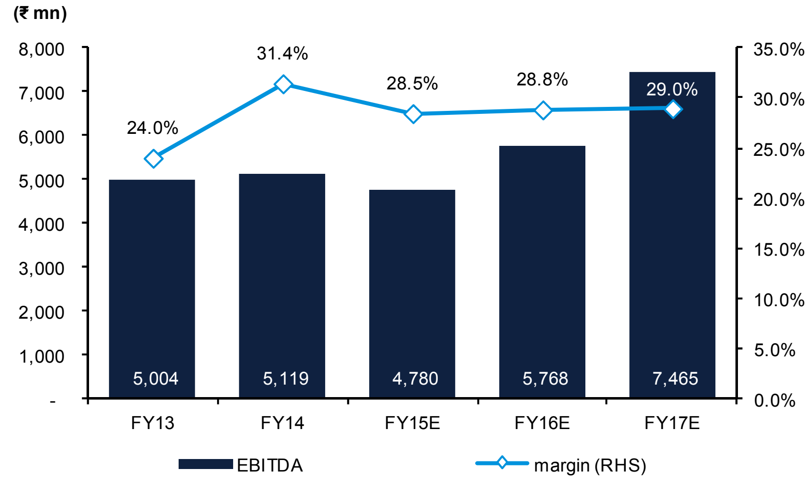


Source: Company, CRISIL Research estimates

EBITDA margin to contract in FY15, improve thereafter

We expect EBITDA margin to contract to 28.5% in FY15 from 31.4% in FY14. Driven by growth in the top line, EBITDA margin is expected to expand thereafter and reach 29% in FY17.

Figure 7: EBITDA margin expected to improve post FY15



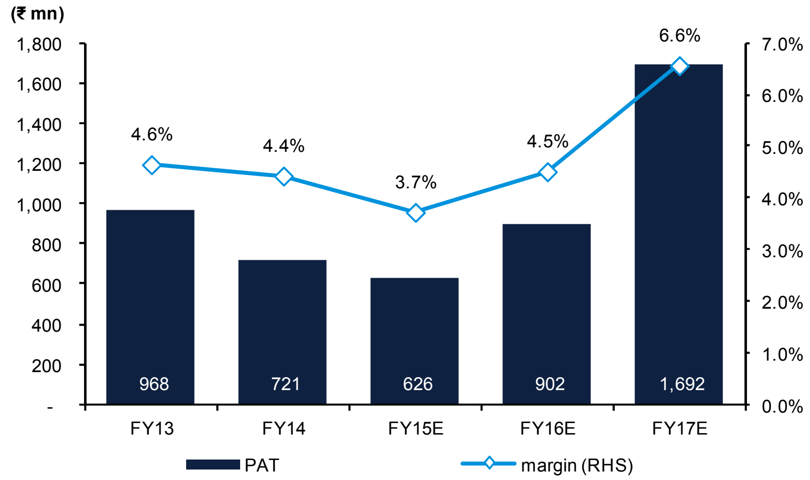
Source: Company, CRISIL Research estimates

PAT to grow at a three-year CAGR of 33%

Driven by an increase in revenues, we expect PAT to grow at a CAGR of 32.9% over FY14-17 to ₹1.7 bn by FY17 from ₹721 mn in FY14.

EPS expected at ₹8.6 in FY17

Figure 8: PAT to record strong growth

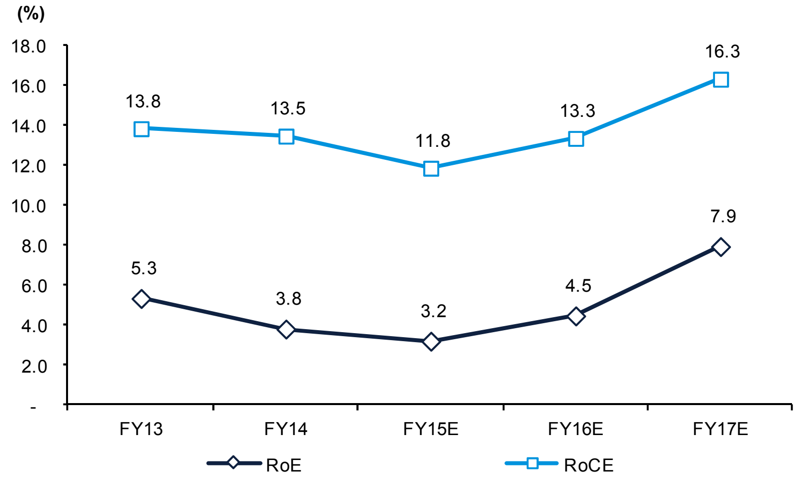


Source: Company, CRISIL Research estimates

RoE to improve over the next three years

We expect RoE to improve to 7.9% in FY17 from 3.8% in FY14, driven mainly by expanding PAT margin which is expected to expand to 6.6% from 4.4% in FY14.

Figure 9: RoE to improve post FY15



Source: Company, CRISIL Research estimates

Adjustment to reported financials:

We have restated Omaxe's reported numbers as per our internal standards. To arrive at the debt figure mentioned in this report (₹19.1 bn in FY14 and ₹16.9 bn in FY13 against ₹10.5 bn and ₹10.8 bn as per the annual report), we have considered the following items:

Calculation of debt as per CRISIL

Item (₹ mn)	FY13	FY14
Long-term debt	4,768	3,273
Current portion of long-term debt	3,931	4,019
Short-term debt	2,183	3,202
Deferred payment to authorities for land, EDC and IDC*	5,870	5,935
Book overdraft**	255	159
Preference shares***	-	2,500
Total debt	**16,946**	**19,088**

** Part of trade payables as per the annual report*

*** Part of other current liabilities as per the annual report*

**** Part of share capital as per the annual report*

Source: CRISIL Research

Similar to the adjustments in debt, we have restated the operating income, EBITDA and PAT numbers for the company too as per our internal standards. Following are the key numbers -

Key parameters restated as per CRISIL's internal standards

Item (₹ mn)	FY13	FY14
Operating income as per annual report	20,775	16,231
Restated operating income	20,831	16,283
EBITDA as per annual report	2,561	2,560
Restated EBITDA	5,004	5,119
PAT as per annual report	1,057	785
Restated PAT	1,008	777

Source: CRISIL Research

Management Overview

CRISIL's fundamental grading methodology includes a broad assessment of management quality apart from other key factors such as industry and business prospects, and financial performance.

Experienced top management

Omaxe has an experienced top management team led by three brothers. Mr Rohtas Goel (chairman and managing director) is a civil engineer and has more than two decades of experience in the real estate and construction industries. He is a member of CII, FICCI, AIMA and PHD Chamber of Commerce. Mr Sunil Goel (joint managing director) has a Master's in Mathematics and has more than 15 years of experience in the real estate industry. He is responsible for supervising the day-to-day operations. Mr Jai Bhagwan Goel (whole-time director) is a civil engineer and has around three decades of experience in the construction business. He looks after the commercial operations. As per our interactions, there is a demarcation of roles and responsibilities between the brothers to ensure smooth functioning.

Inducted professionals in the second line of management

Omaxe has ramped up the second line of management to release the top management's bandwidth. Mr Mohit Goel (Mr Rohtas Goel's son) was inducted as CEO couple of years ago and is currently responsible for the strategic decision making and looking after the day-to-day operations as well. The management has hired a few professionals from the industry to strengthen the second line, which has increased the level of professionalism in the organisation. Based on our interactions, we believe the second line is capable and commensurate with the size of the company.

Second line of management commensurate with the size of the company

Focus on execution, timely delivery - steps in the right direction

As already mentioned, under the leadership of the new CEO Mohit Goel, the company has become more customer-centric by emphasising on timely execution and delivery. Based on our industry interaction, the company's competitive positioning in the NCR and North India has improved, which was reflected in its higher-than-industry bookings in the last few quarters. We believe higher focus on execution is a step in the right direction and is likely to help Omaxe develop a strong brand.

With the induction of new CEO and increased professionalism, our confidence on the management has increased

Corporate Governance

CRISIL's fundamental grading methodology includes a broad assessment of corporate governance and management quality, apart from other key factors such as industry and business prospects, and financial performance. In this context, CRISIL Research analyses the shareholding structure, board composition, typical board processes, disclosure standards and related-party transactions. Any qualifications by regulators or auditors also serve as useful inputs while assessing a company's corporate governance.

Corporate governance at Omaxe reflects good practices supported by a fairly independent board with relevant experience. Board processes and structures conform to minimum standards but disclosure levels can be improved.

Board composition and processes

Omaxe's board consists of six members, of whom three are independent directors, which meets the requirements under Clause 49 of SEBI's listing guidelines. The directors are well qualified and have strong industry experience. The independent directors have a good understanding of the company's business and its processes. The company has the requisite committees – audit, remuneration, investors' grievance - in place to support corporate governance practices.

Of the six members on the board, three are independent directors

Started paying dividends in FY13

In FY13, the company started paying dividends. In FY13 and FY14, it maintained a dividend payout ratio of 12%. In 9MFY15, it declared an interim dividend of ₹0.5/share. We expect the company to maintain dividend payout at similar levels going forward.

In FY13 and FY14, the company maintained a dividend payout ratio of ~12%

Complex corporate structure, but limited related party transaction

Like other real estate companies, Omaxe also operates through a number of SPVs, joint ventures and group companies. The company floats a new subsidiary to purchase new land. As of FY14, the company had 94 subsidiaries and two associate companies. The company also enters into related party transactions with these companies. However, the overall related party transactions are low compared to the company's net worth. As per the FY14 annual report, the closing balance of related party transactions were ~₹1,600 mn or 8% of the company's FY14 net worth. As per the company, all related party transactions are approved by the audit committee and shareholders.

Valuation Grade: 4/5

We have used the net asset value (NAV) method to value Omaxe and arrived at a fair value of ₹152 per share. The stock is currently trading at ₹128, which translates into a valuation grade of **4/5,** indicating that the market price has upside from the current levels.

We initiate coverage with fair value of ₹152 per share based on the NAV method

Our NAV model factors in cash flows (considering Omaxe's share) from the on-going and upcoming built-up development and plot sales of 142 mn sq ft. We have valued projects with the necessary approvals in place and where there is higher certainty of execution. The following are the key assumptions for our valuation:

- We have assumed cost of equity of 19.3% and WACC of 14.8%.
- We have assumed 5% price inflation for capital values and costs.
- We have only valued projects where the company has a clear monetisation plan and key regulatory approvals are in place.
- Considering the large size of the land parcels and execution challenges, we have assigned a 20% discount on projects which are expected to be launched post FY16.

NAV valuation of ₹152 per share

Projects	EV (₹ mn) – before discount	EV (₹ mn) – after discount
Outright sale (residential and commercial)	49,826	42,367
Less: FY16 net debt	20,649	20,649
Equity value	**29,176**	**29,176**
Per share value (₹)	**193**	**152**

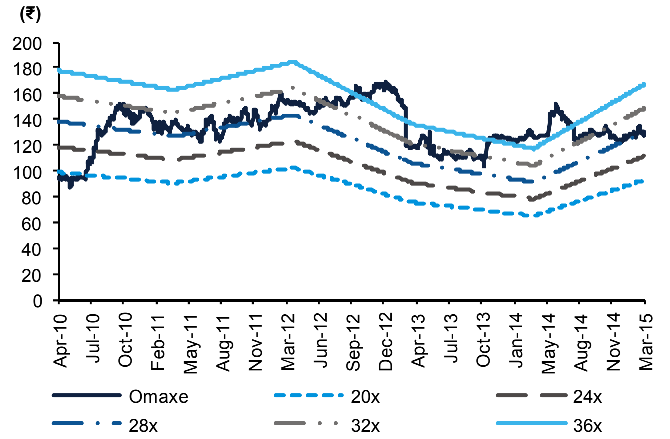
Source: CRISIL Research

Sensitivity to WACC and growth in capital values

		Growth in capital values				
		3.0%	**4.0%**	**5.0%**	**6.0%**	**7.0%**
WACC	**13.3%**	131	154	178	203	230
	14.3%	121	142	164	188	214
	15.3%	111	131	**152**	175	199
	16.3%	102	121	141	162	185
	17.3%	93	111	130	150	172

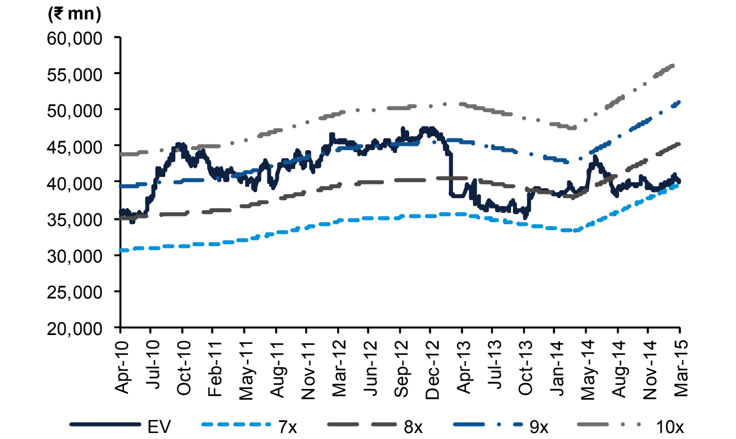
Source: Company, CRISIL Research

One-year forward P/E band



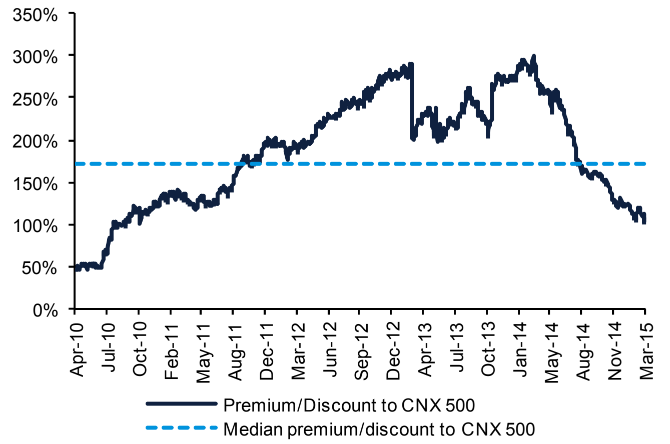
Source: NSE, CRISIL Research

One-year forward EV/EBITDA band



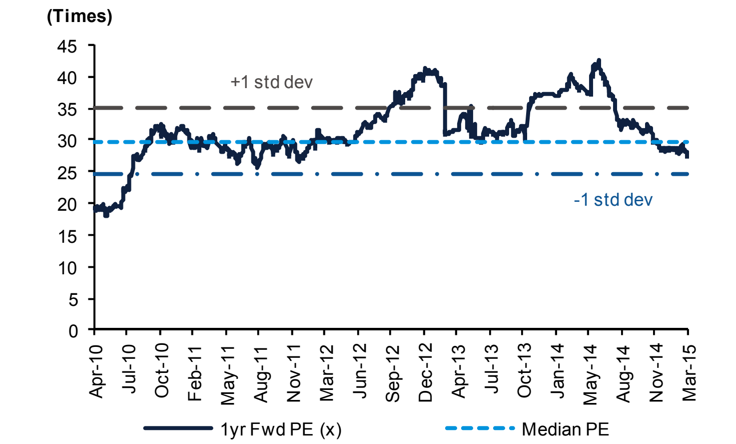
Source: NSE, CRISIL Research

P/E – premium / discount to CNX 500



Source: NSE, CRISIL Research

P/E movement



Source: NSE, CRISIL Research

CRISIL IER reports released on Omaxe Ltd

Date	Nature of report	Fundamental grade	Fair value	Valuation grade	CMP (on the date of report)
10-Jan-11	Initiating coverage*	2/5	₹176	4/5	₹146
16-Feb-11	Q3FY11 result update	2/5	₹176	5/5	₹135
06-Jun-11	Q4FY11 result update	2/5	₹146	4/5	₹130
11-Aug-11	Q1FY12 result update	2/5	₹146	4/5	₹128
29-Nov-11	Q2FY12 result update	2/5	₹125	2/5	₹141
22-Feb-12	Q3FY12 result update	2/5	₹125	2/5	₹157
03-Mar-15	Reinitiating coverage	3/5	₹152	4/5	₹128

CRISIL RESEARCH

Company Overview

Delhi-based Omaxe is a leading real estate developer in North India with a presence in tier-II/III cities focusing on integrated townships, residential and commercial projects. Having made a modest beginning in 1989 as a construction and contracting company, it diversified into real estate business in 2001 and since then it has delivered 60 mn sq ft of projects; it has a future pipeline of 142 mn sq ft. As of December 2014, Omaxe has 42 real estate projects in 30 cities under execution including group housing, commercial built-up, commercial and residential plots, and villas.

Delivered 60 mn sq ft so far and has a future pipeline of 142 mn sq ft

Milestones

Year	Key events
1989	Incorporated as Omaxe Builders Private Ltd as a third party construction contractor
2001	Diversified into the real estate development business
2003	Launched the first integrated township project - NRI City in Greater Noida
2004	Launched the first theme mall - Omaxe Wedding Mall - in Gurgaon
2006	Received ISO 9001:2000 rating from Det Norske Veritas
2006	Received 5A2 rating from D&B Rating for financial strength and composite appraisal
2006	Received PR1 rating from CARE for strong capacity for timely payment of short-term debt obligations
2006	Received rating of A(ind) from Fitch Ratings India in relation to ₹3,000 mn long-term debt
2007	Completed 5.6 mn sq ft of built-up/developed area
2009	Achieved landmark of crossing 50 projects
2010	Forayed into the highway and bridge construction business
2011	Acquired land in Allahabad and Lucknow hi-tech township projects
2012	Acquired land in Chandigarh and Lucknow
2014	Launched 18 new projects in cities such as New Chandigarh, Bahadurgarh, Bhiwadi, Ludhiana and Yamuna Nagar Total developed area reached 60 mn sq ft

Annexure: Financials

Income statement

(₹ mn)	FY13	FY14	FY15E	FY16E	FY17E
Operating income	**20,831**	**16,283**	**16,792**	**20,002**	**25,779**
EBITDA	**5,004**	**5,119**	**4,780**	**5,768**	**7,465**
EBITDA margin	**24.0%**	**31.4%**	**28.5%**	**28.8%**	**29.0%**
Depreciation	133	148	141	192	225
EBIT	**4,871**	**4,972**	**4,638**	**5,576**	**7,240**
Interest	3,814	4,060	3,953	4,370	4,832
Operating PBT	**1,056**	**912**	**685**	**1,206**	**2,408**
Other income	108	186	248	151	195
Exceptional inc/(exp)	40	56	-	-	-
PBT	**1,205**	**1,154**	**934**	**1,357**	**2,603**
Tax provision	197	377	308	455	911
Share of profit from associates	-	-	-	-	-
PAT (Reported)	**1,008**	**777**	**626**	**902**	**1,692**
Less: Exceptionals	40	56	-	-	-
Adjusted PAT	**968**	**721**	**626**	**902**	**1,692**

Ratios

	FY13	FY14	FY15E	FY16E	FY17E
Growth					
Operating income (%)	12.5	(21.8)	3.1	19.1	28.9
EBITDA (%)	NA	NA	(6.6)	20.7	29.4
Adj PAT (%)	12.8	(25.5)	(13.2)	44.3	87.5
Adj EPS (%)	12.8	(25.5)	(13.2)	44.3	87.5
Profitability					
EBITDA margin (%)	24.0	31.4	28.5	28.8	29.0
Adj PAT Margin (%)	4.6	4.4	3.7	4.5	6.6
RoE (%)	5.3	3.8	3.2	4.5	7.9
RoCE (%)	13.8	13.5	11.8	13.3	16.3
RoIC (%)	15.0	14.6	13.2	13.8	16.2
Valuations					
Price-earnings (x)	24.2	32.5	37.4	25.9	13.8
Price-book (x)	1.3	1.2	1.2	1.1	1.1
EV/EBITDA (x)	7.8	7.8	8.7	7.6	5.9
EV/Sales (x)	1.9	2.5	2.5	2.2	1.7
Dividend payout ratio (%)	12.0	11.8	11.1	11.1	11.1
Dividend yield (%)	0.5	0.4	0.3	0.4	0.8
B/S ratios					
Inventory days	1,041	1,672	1,064	1,050	845
Creditors days	456	793	429	444	413
Debtor days	104	211	209	187	174
Working capital days	556	775	799	726	579
Gross asset turnover (x)	22.2	15.8	14.3	14.6	16.0
Net asset turnover (x)	38.6	29.9	29.6	33.6	41.4
Sales/operating assets (x)	38.5	29.9	29.5	33.6	41.4
Current ratio (x)	2.5	2.4	3.3	3.1	2.9
Debt-equity (x)	0.9	1.0	1.0	1.1	1.0
Net debt/equity (x)	0.8	0.9	0.9	1.0	0.9
Interest coverage (EBITDA/Interest)	1.3	1.3	1.2	1.3	1.5
Interest coverage (EBIT/Interest)	1.3	1.2	1.2	1.3	1.5

Per share

	FY13	FY14	FY15E	FY16E	FY17E
Adj EPS (₹)	5.3	3.9	3.4	4.9	9.3
CEPS	6.0	4.8	4.2	6.0	10.5
Book value	101.6	105.5	108.4	112.7	120.6
Dividend (₹)	0.7	0.5	0.4	0.5	1.0
Actual o/s shares (mn)	173.6	182.9	182.9	182.9	182.9

Balance Sheet

(₹ mn)	FY13	FY14	FY15E	FY16E	FY17E
Liabilities					
Equity share capital	1,736	1,829	1,829	1,829	1,829
Reserves	16,853	17,461	18,000	18,777	20,236
Minorities	-	-	-	-	-
Net worth	**18,589**	**19,290**	**19,829**	**20,606**	**22,065**
Convertible debt	-	-	-	-	-
Other debt	16,946	19,088	20,088	23,088	23,088
Total debt	**16,946**	**19,088**	**20,088**	**23,088**	**23,088**
Deferred tax liability (net)	(65)	(96)	(96)	(96)	(96)
Total liabilities	**35,470**	**38,281**	**39,820**	**43,598**	**45,056**
Assets					
Net fixed assets	536	554	582	610	635
Capital WIP	-	1	-	-	-
Total fixed assets	**536**	**555**	**582**	**610**	**635**
Investments	1,418	382	382	382	382
Current assets					
Inventory	39,645	42,791	33,521	37,974	39,970
Sundry debtors	5,833	9,267	9,475	10,123	12,188
Loans and advances	7,078	8,202	9,432	10,847	11,389
Cash & bank balance	1,409	2,482	1,886	2,438	2,791
Marketable securities	-	-	-	-	-
Total current assets	**53,965**	**62,741**	**54,314**	**61,383**	**66,339**
Total current liabilities	**21,203**	**26,153**	**16,213**	**19,532**	**23,055**
Net current assets	**32,761**	**36,589**	**38,100**	**41,851**	**43,284**
Intangibles/Misc. expenditure	**755**	**756**	**756**	**756**	**756**
Total assets	**35,470**	**38,281**	**39,820**	**43,598**	**45,056**

Cash flow

(₹ mn)	FY13	FY14	FY15E	FY16E	FY17E
Pre-tax profit	1,165	1,098	934	1,357	2,603
Total tax paid	(225)	(409)	(308)	(455)	(911)
Depreciation	133	148	141	192	225
Working capital changes	142	(2,754)	(2,108)	(3,197)	(1,080)
Net cash from operations	**1,214**	**(1,917)**	**(1,341)**	**(2,103)**	**837**
Cash from investments					
Capital expenditure	(373)	(168)	(169)	(220)	(250)
Investments and others	17	1,036	-	-	-
Net cash from investments	**(356)**	**869**	**(169)**	**(220)**	**(250)**
Cash from financing					
Equity raised/(repaid)	-	-	-	-	-
Debt raised/(repaid)	(280)	2,142	1,000	3,000	-
Dividend (incl. tax)	(142)	(107)	(86)	(125)	(234)
Others (incl extraordinaries)	56	87	-	-	-
Net cash from financing	**(366)**	**2,121**	**914**	**2,875**	**(234)**
Change in cash position	492	1,073	(596)	553	353
Closing cash	1,409	2,482	1,886	2,438	2,791

Quarterly financials (consolidated)

(₹ mn)	Q3FY14	Q4FY14	Q1FY15	Q2FY15	Q3Y15
Net Sales	**3,420**	**5,140**	**3,308**	**3,789**	**3,077**
Change (q-o-q)	-6%	50%	-36%	15%	-18.8%
EBITDA	**512**	**697**	**611**	**657**	**585**
Change (q-o-q)	6%	36%	-12%	8%	-11.0%
EBITDA margin	**15.0%**	**13.6%**	**18.5%**	**17.3%**	**19.0%**
PAT	162	251	120	139	141
Adj PAT	**162**	**251**	**120**	**139**	**141**
Change (q-o-q)	-10%	54%	-52%	15%	1.5%
Adj PAT margin	**4.8%**	**4.9%**	**3.6%**	**3.7%**	**4.6%**
Adj EPS (₹)	**0.9**	**1.4**	**0.7**	**0.8**	**0.8**

Financial numbers have been re-classified as per CRISIL's standards

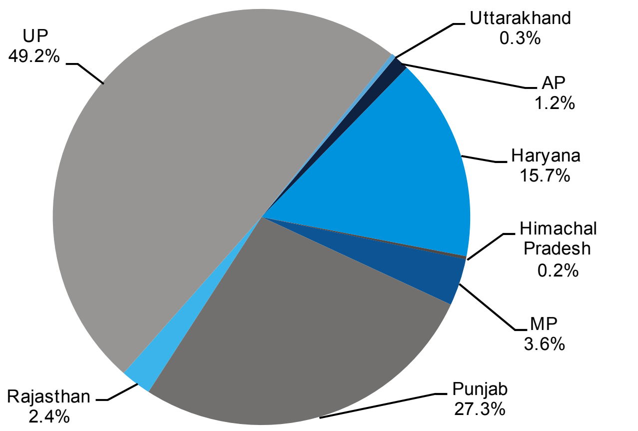
**FY13 per share data is adjusted for 10:39 bonus shared issued in FY14*

Source: CRISIL Research

CRISIL RESEARCH

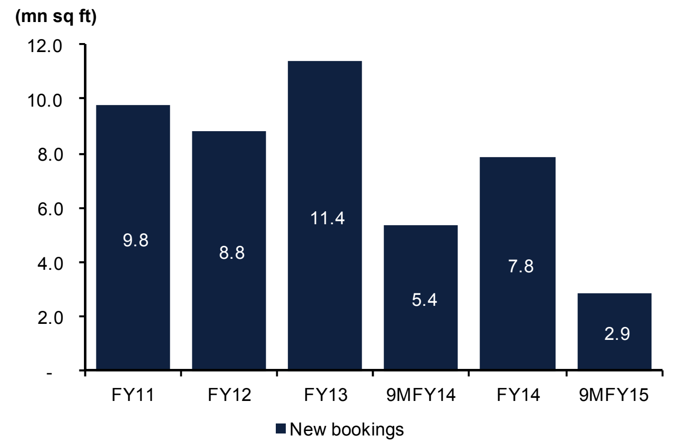
Focus Charts

Land bank across North Indian states



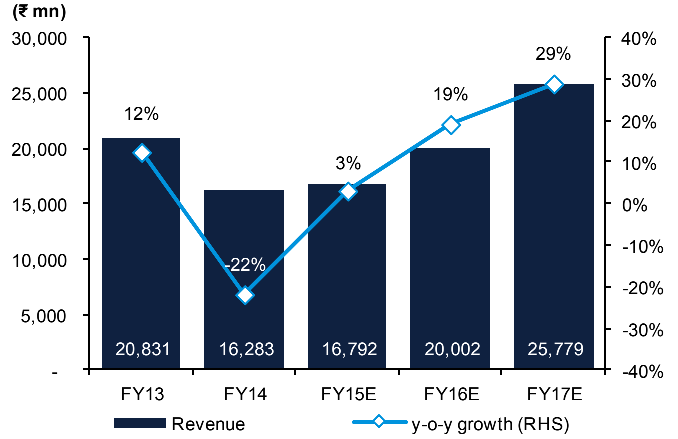
Source: Company, CRISIL Research

Bookings have slowed down in recent times



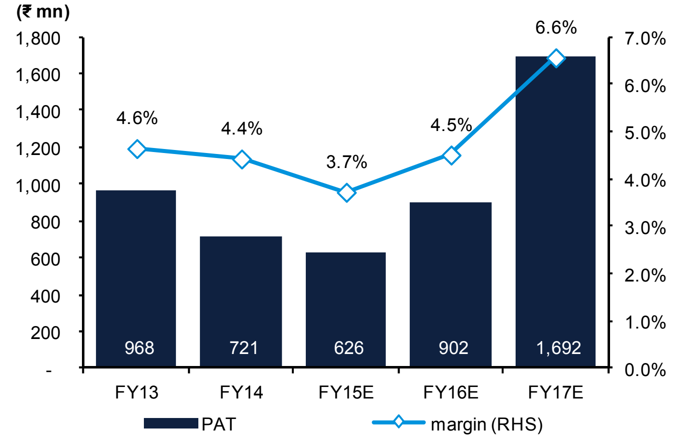
Source: Company, CRISIL Research

Revenues to grow at a CAGR of 16.5% over FY14-17



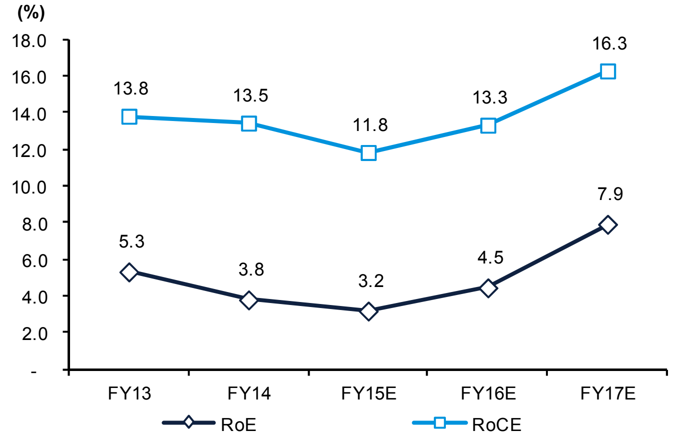
Source: Company, CRISIL Research

Earnings to grow to ₹1.7 bn in FY17



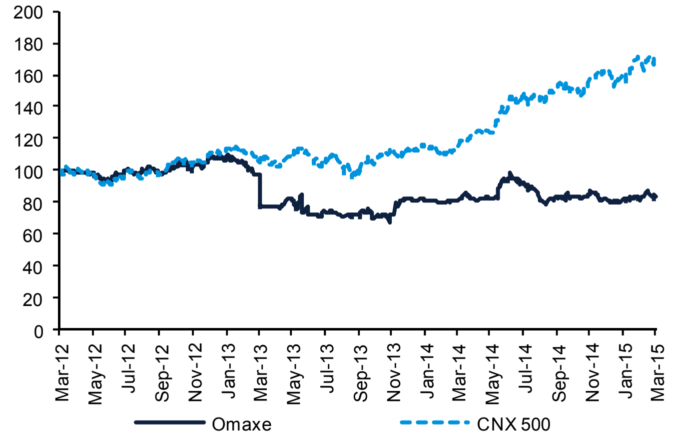
Source: Company, CRISIL Research

RoE to pick up post FY15



Source: Company, CRISIL Research

Stock performance vs CNX 500



Source: Company, CRISIL Research

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Our Capabilities

Making Markets Function Better

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- Largest team of economy and industry research analysts in India
- Acknowledged premium, high quality research provider with track record spanning two decades
- 95% of India's commercial banking industry by asset base uses our industry research for credit decisions
- Coverage on 86 industries: We provide analysis and forecast on key industry parameters including demand, supply, prices, investments and profitability, along with insightful opinions on emerging trends and impact of key events
- Research on sectors and clusters dominated by small and medium enterprises covering analysis of relative attractiveness, growth prospects and financial performance
- High-end customised research for many leading Indian and global corporates in areas such as market sizing, demand forecasting, project feasibility and entry strategy

Funds and Fixed Income Research

- Largest and most comprehensive database on India's debt market, covering more than 18,000 securities
- Largest provider of fixed income valuations in India
- Provide valuation for more than ₹70 trillion (US$ 1,167billion) of Indian debt securities
- Sole provider of fixed income and hybrid indices to mutual funds and insurance companies; we maintain 37 standard indices and over 100 customised indices
- Ranking of Indian mutual fund schemes covering 73% of assets under management and ₹7.2 trillion (US$ 120 billion) by value
- Business review consultants to The Employees' Provident Fund Organisation (EPFO) and The National Pension System (NPS) Trust in monitoring performance of their fund managers

Equity and Company Research

- Largest independent equity research house in India; coverage exceeds 140 companies
- First research house to release exchange-commissioned equity research reports in India; covered 1,488 firms listed and traded on the National Stock Exchange
- Assigned the first IPO grade in India; graded more than 100 IPOs till date

Executive Training

- Conducted 1000+ training programs on a wide spectrum of topics including credit, risk, retail finance, treasury, and corporate advisory; trained more than 20,000 professionals till date
- Training programs being conducted in India, Sri Lanka and Bangladesh through an extensive network of well-qualified financial professionals

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