

31 March 2026

India | Equity Research | Initiating Coverage

## Hyundai Motor India

Automotives

### Beyond Creta-Venue: Filling whitespaces to regain market share

We initiate coverage on Hyundai Motor India Limited (HMIL) with a BUY rating and a TP of INR 2,150 (based on 25x FY28E EPS). Its strong global parentage enables early identification of global emerging trends, facilitates R&D support and provides access to a global product portfolio. While HMIL has successfully tapped into the premiumisation trend early, it has lost market share in the domestic UV market in recent times amid stiff competition and an over-reliance on Creta. HMIL plans to address this with 26 product interventions (incl. 7 new nameplates) over FY26–30 with the aim to fill the whitespaces in its product portfolio. This could augur well and drive its domestic market share, in our view. Success of these new launches remain a key monitorable. Exports too could support near-term growth, though its long-term prospects are likely capped.

#### Limited traction for launches + stiff competition = MS dilution

HMIL has been losing domestic PV market share (MS) over the previous 5 years (-490bps to ~12.6% over FY20–9MFY26). Even post the recent GST cut (Oct'25–Feb'26), HMIL's retail growth (8%) has lagged that of the industry (18%) [Exhibit 12]. While the company has been successful in improving its brand salience and capturing premiumisation trend by deliberately focusing on the UV segment (>65% mix), it lost UV market share after peaking post Venue's launch (-540bps to 13.3% over FY20–9MFY26) [Exhibit 16-18]. Barring full-model change (FMC) of Creta, most of the new product launches (such as Exter, Aura) in the last 5 years were met with lukewarm success [Exhibit 14] amidst heightened competition from incumbents and new entrants (Kia); thereby, increasing dependency on Creta to lift volumes/MS.

#### Upcoming product cycle could provide the much-needed fillip

HMIL has announced 26 product interventions (incl. 7 new nameplates; 6 FMCs) over FY26–30. While these launches remain back-ended, we believe, some of them are likely aimed at addressing whitespaces in its product portfolio. Basis our mapping of HMIL's model lifecycle, addressable gaps and India-relevant models in the global portfolio [Exhibits 22–25], we reckon HMIL could launch new products in segments like MPV (potentially Stargazer), crossover-SUV (potentially Bayon) and compact SUV EV (potentially Inster-EV) during FY27–28. Addressing some of these product gaps, in our view, would bode well for growth and potentially help improve MS.

### Financial Summary

Y/E March (INR mn)	FY25A	FY26E	FY27E	FY28E
Net Revenue	6,91,929	7,14,242	7,81,224	8,80,784
EBITDA	89,538	88,196	96,251	1,12,965
EBITDA %	12.9	12.3	12.3	12.8
Net Profit	56,402	55,318	58,939	69,422
EPS (INR)	69.4	68.1	72.5	85.4
EPS % Chg YoY	(6.9)	(1.9)	6.5	17.8
P/E (x)	25.6	26.1	24.5	20.8
EV/EBITDA (x)	15.2	15.5	14.3	12.1
RoCE (%)	37.1	27.8	24.8	24.8
RoE (%)	41.8	30.4	26.7	26.5

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#### Market Data

Market Cap (INR)	1,445bn
Market Cap (USD)	15,251mn
Bloomberg Code	HYUNDAI IN
Reuters Code	HYUN.BO
52-week Range (INR)	2,890 /1,542
Free Float (%)	17.0
ADTV-3M (mn) (USD)	14.2

#### Price Performance (%)

	3m	6m	12m
Absolute	(22.7)	(31.2)	4.1
Relative to Sensex	(7.7)	(20.8)	11.2

#### ESG Score

	2024	2025	Change
ESG score	NA	69.1	NA
Environment	NA	61.5	NA
Social	NA	59.1	NA
Governance	NA	79.8	NA

Note - Score ranges from 0 - 100 with a higher score indicating higher ESG disclosures.

Source: SES ESG, I-sec research

### Capacity addition to support near-term exports growth; long-term prospects remain capped

HMIL's export volumes have grown at a (2%)/(1%)/8% CAGR over the last 10Y/5Y/3Y, underperforming its peer (MSIL) owing to capacity constraints. Talegaon plant is expected to add 250k units (at full commercialisation by 2028). While this incremental capacity may support near-term export growth, long-term export potential may remain capped owing to Hyundai Motor Company's (HMC) global plant presence [Exhibits 26-28] and potential growth opportunities (basis new product pipeline) in the domestic market.

### Initiate coverage with a BUY rating

We model HMIL's volume/EBITDA/PAT to grow at ~9%/13%/12% CAGRs supported by new product launches with healthy average ROICs (~35%+) over FY26-28E. We value HMIL at 25x P/E on FY28E EPS to arrive at a TP of INR 2,150.

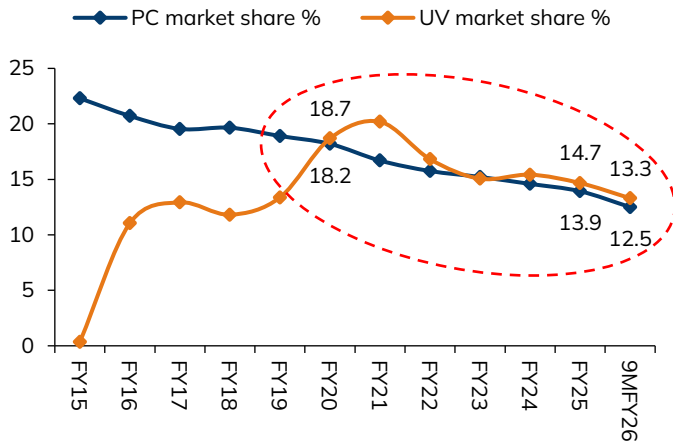
**Key risks:** Weaker-than-expected response to upcoming product launches; slowdown in industry growth owing to geopolitical uncertainty; failure to meet Corporate Average Fuel Efficiency (CAFE) norms and continued rise in commodity inflation.

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## Story in charts

**Exhibit 1: Limited success in product interventions resulted in MS loss for HMIL over FY20-9MFY26**



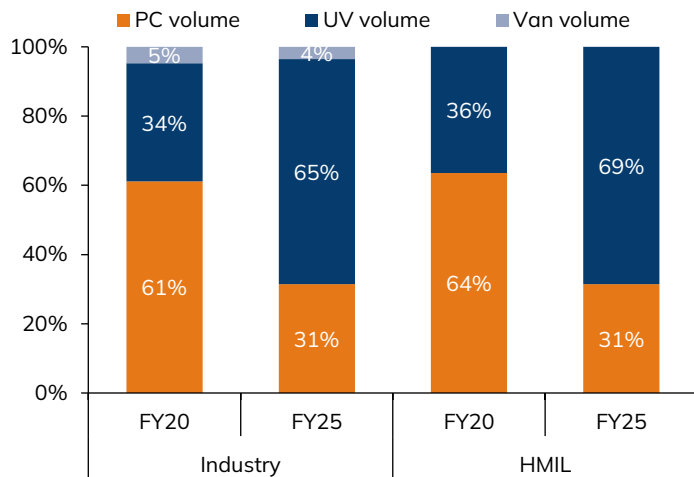
Source: Company data, SIAM, I-Sec research

**Exhibit 2: Despite industry's strong recovery led by GST-cut, HMIL lagged behind...**

OEM	H1FY26 YoY growth	Oct'25-Feb'26 YoY growth
HMIL	-5%	8%
MSIL	1%	17%
M&M	18%	22%
TMPV	-3%	24%
Other OEMs	10%	18%
<b>Total Industry</b>	<b>3%</b>	<b>18%</b>

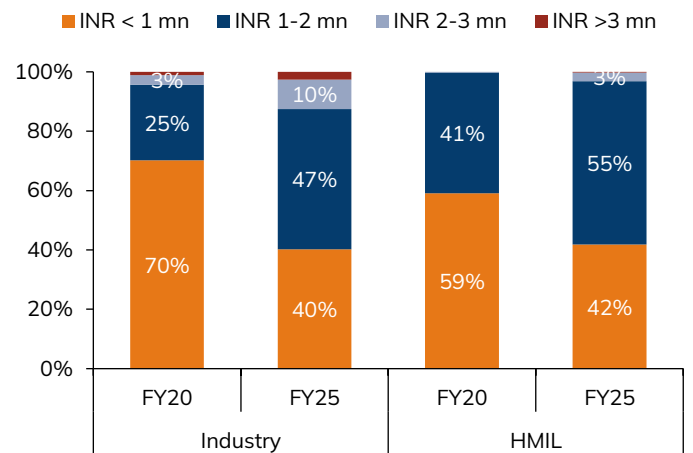
Source: Vahan, I-Sec research. PC + UV data considered for analysis

**Exhibit 3: ...Nevertheless, HMIL has been successful in capturing premiumisation...**



Source: Company data, I-Sec research

**Exhibit 4: ...and also improving its brand salience, in-line with the industry**



Source: Company data, I-Sec research. Note: Based on internal estimates; may vary from third party sources

**Exhibit 5: Last 5 yrs show limited success for new launches and FMCs; FY27-28E to see multiple product interventions**

Ranking success of new launches and FMCs in last 5 years	
<b>High Success</b>	<b>Medium Success</b>
Creta	Venue, Exter, Aura
<b>Low</b>	
Grand i10 NIOS, i20, Verna, Alcazar, IONIQ 5, Kona, Tucson	
FY20 - 25	

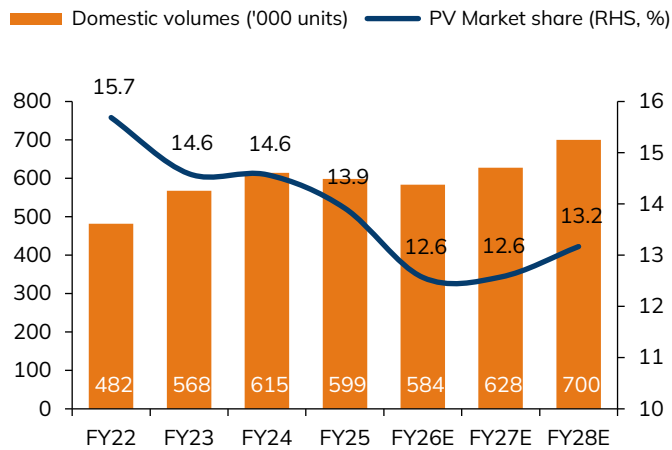
Source: Company data, I-Sec research

Product Intervention	HMIL Guidance	I-Sec analysis
New Nameplates	2	Likely: Bayon / Inster / Stargazer
FMC	3	5 Products due
FY27 - 28E		

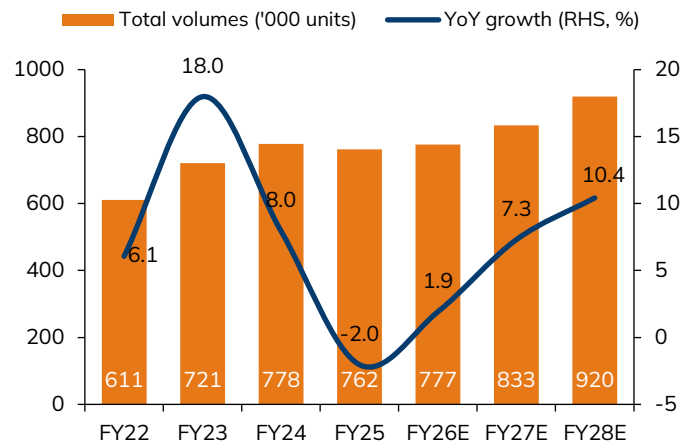
**Exhibit 6: Success of upcoming product interventions remains key monitorable**

Particulars	FY20	FY21	FY22	FY23	FY24	FY25	Total FY20-25	Success FY20-25	FY26-30 HML's guidance	Success FY26-30E
New nameplates	3	-	1	1	1	-	6	50%	7	?
FMCs	2	1	-	2	-	-	5	20%	6	?
<b>Total</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>11</b>		<b>13</b>	

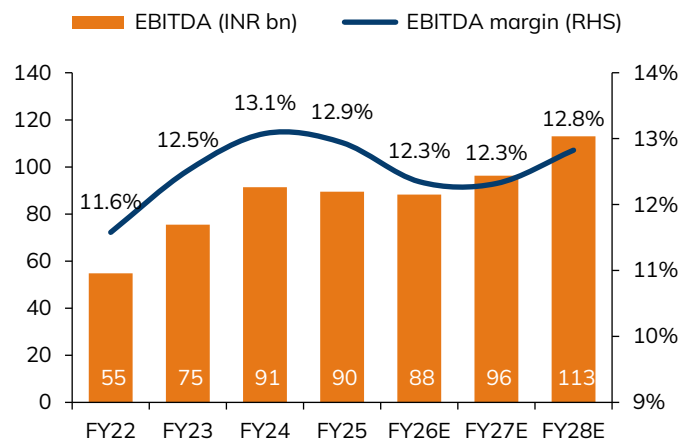
Source: Company data, I-Sec research. Note: N Line variants are not counted separately.

**Exhibit 7: Expect product launches to drive MS gains for HML in FY28E**


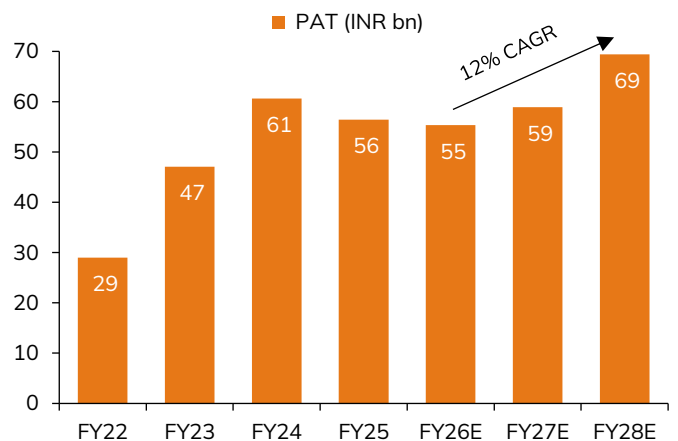
Source: Company data, I-Sec research

**Exhibit 8: Total volumes projected to grow at ~9% CAGR over FY26-28E**


Source: Company data, I-Sec research

**Exhibit 9: Expect EBITDA CAGR at ~13% ...**


Source: Company data, I-Sec research

**Exhibit 10: ...and PAT CAGR to be ~12% over FY26-28E**


Source: Company data, I-Sec research

## Investment Thesis

### Has HMIL missed the GST-cut led recovery?

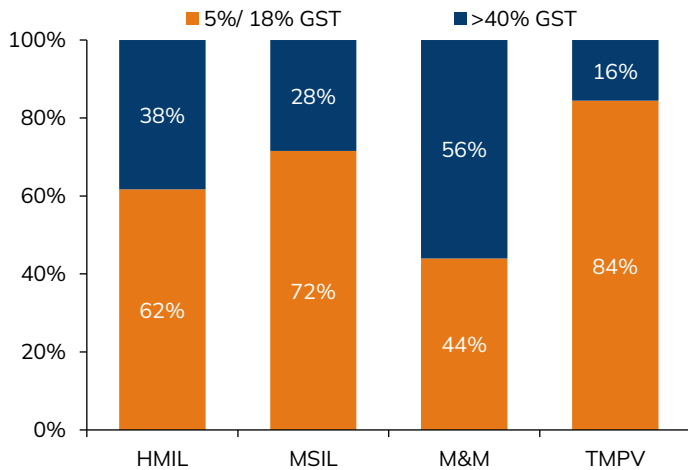
#### FY26 shaping up to be a year of two halves for the PV industry

The PV industry surged past the pre-pandemic highs of FY23 and continued its upward trajectory to reach ~4.3mn units in FY25 (~28% above pre-covid high of FY19). This was led by higher preference for personal mobility, pent-up demand and new model launches by OEMs. Owing to this high base, industry growth was expected to moderate in FY26 (grew by ~3% YoY in H1FY26).

GST rate rationalization by the Government of India acted as a pivotal catalyst for the industry, triggering strong recovery in Passenger cars (PCs) and double-digit growth for Utility Vehicles (UVs). This was supported by other consumption boosting measures such as increase in personal income tax exemption limit and interest rate cuts. These measures supported strong retail growth (~18% YoY) during Oct'25-Feb'26.

Over 60% of HMIL's volume falls under 5%/ 18% GST basket. However, despite this, HMIL retail volume growth of 8% YoY lagged behind industry growth of 18% YoY during Oct-Feb'26.

**Exhibit 11: Despite over 60% of HMIL's volumes falling in 5%/ 18% GST bracket post GST rationalization...**



Source: Company data, I-Sec research

**Exhibit 12: ...HMIL lagged the industry's strong double-digit growth**

OEM	H1FY26 YoY growth	Oct'25-Feb'26 YoY growth
HMIL	-5%	8%
MSIL	1%	17%
M&M	18%	22%
TMPV	-3%	24%
Other OEMs	10%	18%
<b>Total Industry</b>	<b>3%</b>	<b>18%</b>

Source: Vahan, I-Sec research. PC + UV data considered for analysis

Based on our analysis and dealer insights, lack of successful new product launches at HMIL, coupled with brand fatigue for select legacy models is evident.

Heavy reliance on the Creta and Venue has led to brand concentration, which is leading to period of underperformance.

We interacted with HMIL dealers across geographies to get a pulse of the demand in the domestic market.

Our key takeaways are as follows –

- **Aggressive discounting by competitors impacted demand for PCs.** To spur demand, HMIL recently increased discounts on select models, which supported higher offtake in Jan-Feb'26.
- Amongst HMIL's PC offerings, **dealers expect Aura to perform well** due to strong demand in the commercial mobility segment.
- **Consumers briefly paused Creta purchase** to experience the new Tata Sierra; however, **bookings for Creta have resumed and remain strong.** Threat of new Duster still looms.
- **The new-gen Venue is well received** with robust inquiries and order bookings.
- Dealers observed **Exter facing stiff competition** from Fronx and Punch.

## Reviewing HMIL’s last 5 year model introductions (FY20–25)

### How have new-launches/FMCs fared for HMIL?

Over the past five years, HMIL has expanded its portfolio by introducing six new nameplates – Venue, Exter, Aura, Alcazar, Ioniq 5, and Kona Electric. Separately, another five models underwent FMC during this period – Grand i10 NIOS, i20, Verna, Creta and Tucson.

**Exhibit 13: FY20–25 saw total 11 product interventions (new nameplates and FMCs)**

Particulars	FY20	FY21	FY22	FY23	FY24	FY25	Total	Models
New nameplates	3	-	1	1	1	-	6	Venue, Exter, Aura, Alcazar, Ioniq 5, Kona
FMCs	2	1	-	2	-	-	5	Creta, Grand i10 NIOS, i20, Verna, Tucson
<b>Total</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>11</b>	

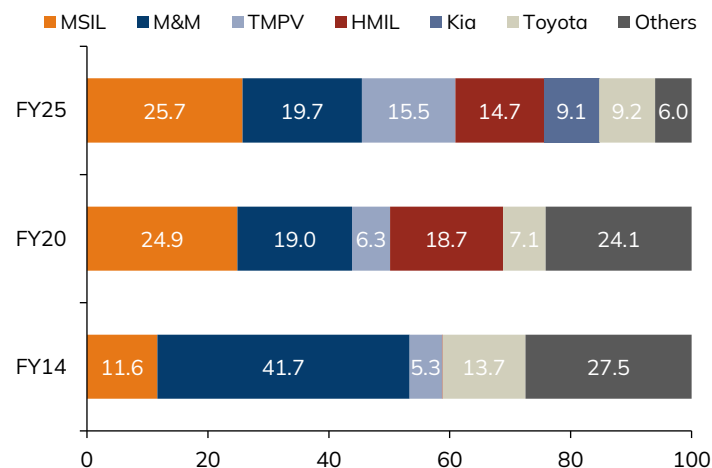
Source: Company data, I-Sec research. Note: N Line variants are not counted separately

**Exhibit 14: Last 5yr review indicates limited success; Creta’s FMC led to MS gains; Exter/Aura were lukewarm**

Model	Type	PC/UV	Launch/FMC Date	Avg. monthly volumes ('000 units.; 12m)			Category MS*	Category Leader ?	Nearest competitor		HMIL's Success
				Prior to FMC	Post launch/FMC	Current			Avg. monthly volumes ('000 units)	Category MS	
<b>High volume models</b>											
Venue	New model	UV	May-19	-	8.4	9.6	8%	✗	Nexon: 16.7	14%	Medium
Exter	New model	UV	Jul-23	-	7.8	5.7	5%	✗	Fronx: 15.0	12%	Medium
Aura	New model	PC	Jan-20	-	3.9	5.2	5%	✗	Dzire: 17.8	19%	Medium
Creta	FMC	UV	Mar-20	9.0	11.4	16.8	24%	✓	Victoris:10.5	6%	High
i10	FMC	PC	Aug-19	9.0	9.0	4.5	4%	✗	Swift: 16.0	16%	Low
i20	FMC	PC	Nov-20	10.0	6.8	4.0	4%	✗	Baleno: 14	14%	Low
Verna	FMC	PC	Mar-23	1.5	2.5	0.9	22%	✗	Virtus: 1.9	55%	Low
Alcazar	New model	UV	Jun-21	-	2.5	1.1	2%	✗	XUV7X0:6.5	15%	Low
<b>Low volume models and discontinued models</b>											
Ioniq 5	New model	UV	Jan-23	-	0.1	0.1	0%	✗	-	-	Low
Kona	New model	UV	Jul-19	-	0.1	Discontinued	NA	✗	NA	NA	Low
Tucson	FMC	UV	Aug-22	0.2	0.4	Discontinued	NA	✗	NA	NA	Low

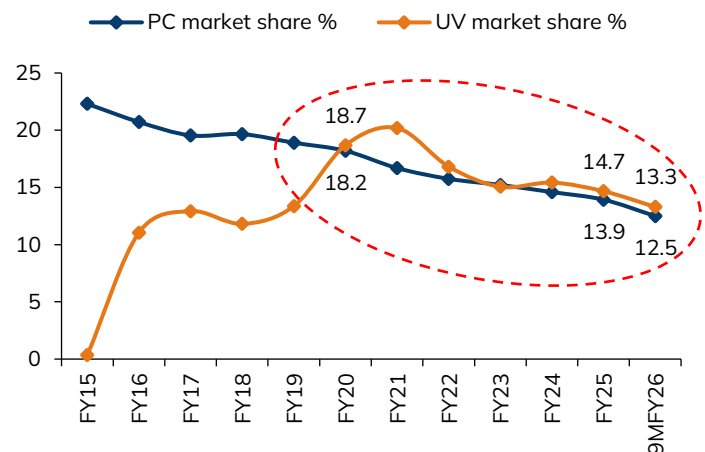
Source: Company data, SIAM, I-Sec research. Note: Normalised run-rate is considered for avg. monthly volumes. \*Category MS is basis sales volumes for Apr'25-Dec'25. Categories include PC compact, PC midsize, UVC, UV1, UV2, UV4, UV5 as applicable.

**Exhibit 15: Kia’s entry with offerings in similar price bracket as HMIL may have affected HMIL’s UV MS**



Source: Company data, SIAM, I-Sec research

**Exhibit 16: HMIL’s MS declined in PCs (to focus on UVs) and UVs (due to limited success in product interventions)**



Source: Company data, SIAM, I-Sec research

### Product launches drive market share

We believe that new product launches remain the primary driver for MS gain for the PV industry. For HML, Creta's launch led to improvement in UVs' MS, from 0.3% before launch to 12.9% in a span of ~2 years post launch. Similarly, Venue's launch augmented HML's UV MS from 13.4% to 20.2% in a span of ~2 years. As illustrated in Exhibits 17 and 18, there is an evident correlation between successful product launches and MS improvement in the industry.

**Exhibit 17: Case studies of product launches in the UV segment across OEMs (FY13–25) showcases...**

Sr. no.	Model	OEM	Type Sub-Type	Launch	Market share			Mk. Sh. Success
					Before launch	After launch	Gain	
(1)	Ertiga	MSIL	MPV Compact	Apr, 2012	1.8%	14.3%	12.5%	High
(2)	S-Cross	MSIL	SUV Crossover	Aug, 2015	12.4%	16.1%	3.7%	Medium
(3)	Brezza	MSIL	SUV Compact	Mar, 2016	16.1%	28.3%	12.2%	High
(4)	Grand Vitara	MSIL	SUV Mid	Sept, 2022	16.0%	20.0%	4.0%	High
(5)	Fronx	MSIL	SUV Compact	Apr, 2023	20.0%	25.5%	5.5%	High
(6)	Creta	Hyundai	SUV Mid	Jul, 2015	0.3%	12.9%	12.6%	High
(7)	Venue	Hyundai	SUV Compact	Mar, 2019	13.4%	20.2%	6.8%	High
(8)	Nexon	Tata	SUV Compact	Sep, 2017	2.4%	8.4%	6.0%	High
(9)	Punch	Tata	SUV Compact	Oct, 2021	8.2%	17.8%	9.6%	High
(10)	Urban Cruiser	Toyota	SUV Compact	Sept, 2020	6.3%	6.8%	0.5%	Medium
(11)	Hyryder & Taisor	Toyota	SUV Mid & Compact	Same as MSIL	6.6%	9.2%	2.6%	High
(12)	Thar 3 / 5-door	M&M	SUV Compact	Oct, 2020	14.4%	14.9%	0.5%	High
(13)	XUV700	M&M	SUV Large	Sept, 2021	14.9%	18.0%	3.1%	High
(14)	3XO	M&M	SUV Compact	Apr, 2024	18.0%	20.0%	2.0%	High
(15)	Seltos	Kia	SUV Mid	Aug, 2019	0.0%	9.0%	9.0%	High
(16)	Sonet	Kia	SUV Compact	Sept, 2020	9.0%	14.7%	5.7%	High

Source: Company data, SIAM, I-Sec research

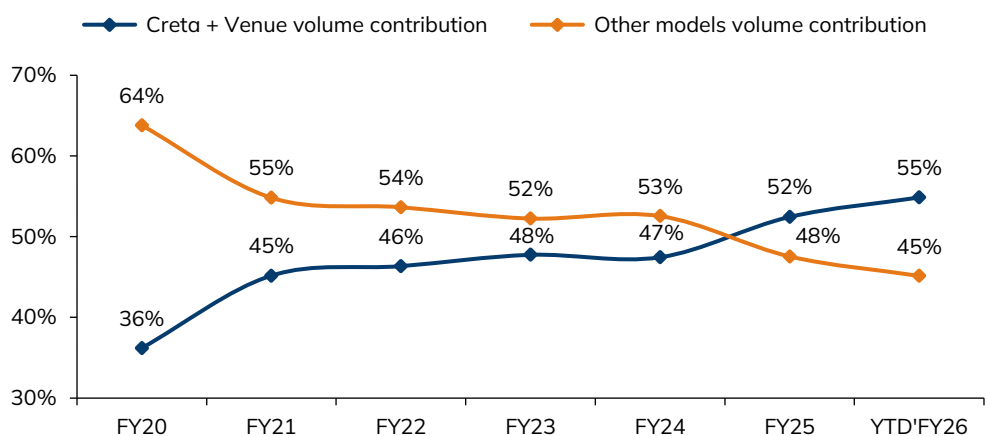
**Exhibit 18: ...that successful launches are key to MS gain in the PV industry**

FY	MSIL	HML	TTMT	Toyota	M&M	Kia	Others
FY10	1.4%	0.0%	13.0%	19.7%	55.3%	0.0%	10.6%
FY11	1.8%	0.1%	13.2%	20.5%	53.9%	0.0%	10.5%
FY12	(1) 1.8%	0.4%	13.3%	19.0%	55.4%	0.0%	10.1%
FY13	14.3%	0.1%	8.0%	16.9%	47.7%	0.0%	13.0%
FY14	11.6%	0.1%	5.3%	13.7%	41.7%	0.0%	27.6%
FY15	12.4%	0.3%	4.2%	14.6%	37.5%	0.0%	31.0%
FY16	16.1%	(6) 11.0%	3.1%	11.7%	37.9%	0.0%	20.2%
FY17	(3) 25.7%	12.9%	2.4%	12.1%	29.2%	0.0%	17.7%
FY18	28.3%	12.1%	(8) 5.4%	11.0%	25.7%	0.0%	17.5%
FY19	28.1%	13.4%	8.4%	10.5%	25.0%	0.0%	14.7%
FY20	24.9%	(7) 18.7%	6.3%	7.1%	19.0%	(15) 9.0%	15.2%
FY21	21.6%	20.2%	8.2%	(10) 6.2%	14.6%	(16) 14.7%	14.5%
FY22	19.5%	16.8%	(9) 15.2%	6.7%	15.0%	12.5%	14.2%
FY23	18.3%	15.1%	17.8%	6.6%	(12) 17.8%	13.4%	11.0%
FY24	(4) 25.5%	15.4%	15.4%	7.6%	(13) 18.2%	9.7%	8.1%
FY25	(5) 25.7%	14.7%	15.5%	(11) 9.2%	(14) 19.7%	9.1%	6.0%

Source: Company data, SIAM, I-Sec research

HML has not been able to replicate the success of Creta and Venue in other launches. Its domestic volumes remain anchored to Creta and Venue, which account for 55% of volumes, as of YTD'FY26; up from 36% in FY20.

**Exhibit 19: Dependence on Creta and Venue continues to be high**



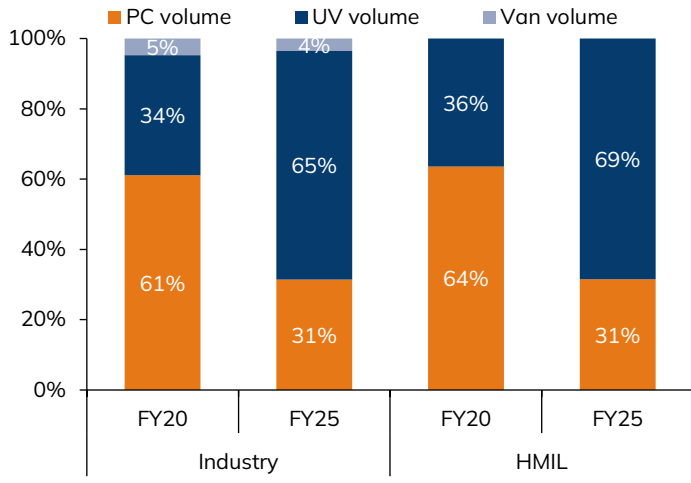
Source: Company data, I-Sec research

### What has worked for HMIL? – Improvement in brand salience

Further, basis product gaps and potential upcoming launches (skewed towards off-roader SUV, MPV, compact SUV EV), we expect volumes to further consolidate in the INR 1-2mn bracket for HMIL.

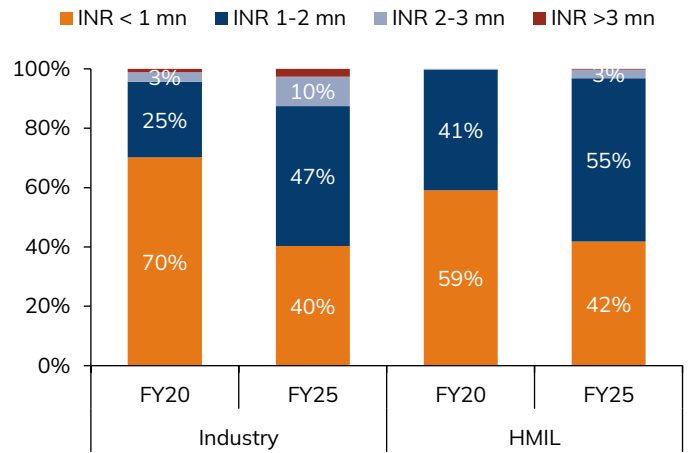
In the last five years, there has been acceleration in PV industry’s premiumisation journey. For HMIL, the sub-INR 1mn category’s volume share declined from 59% in FY20 to 42% in FY25. The INR 1–2mn bracket now forms the majority of its volumes (55% in FY25), reflecting improved brand salience. HMIL has consciously focused on the premium segment and has been successful in the transition.

**Exhibit 20: Irrespective, HMIL has been successful in capturing premiumisation...**



Source: Company data, I-Sec research

**Exhibit 21: ...and also improving its brand salience, in-line with the industry**



Source: Company data, I-Sec research. Note: Based on internal estimates; may vary from third party sources

## New product cycle could provide the much-needed fillip

### 1. Identifying whitespaces in HMIL's product portfolio

HMIL, at its Investor Day conducted in Oct'25, indicated of 26 product interventions (7 new nameplates, 6 FMCs, 6 derivatives and 7 facelifts/ product enhancements) over FY26–30E. Basis portfolio gaps and current whitespaces (**Exhibits 22 and 23**), we expect upcoming launches to be in the compact/mid-SUV, MPV and compact-EV segments.

#### Exhibit 22: Whitespaces include MPV and bolstering volume/ product support in compact/mid-SUV

Category	HMIL	MSIL	TMPV	M&M
Hatchbacks	i20 i10	Alto, S-Presso, Celerio, WagnoR, Baleno, Ignis, Swift	Tiago Altroz	-
Model count	2/9	7/17	2/9	0
Contribution to OEM domestic volumes	18%	41%	21%	0%
Sedans	Aura, Verna	Dzire, Ciaz	Tigor	-
Model count	2/9	2/17	1/9	0
Contribution to OEM domestic volumes	13%	14%	2%	0%
Micro/ Compact SUV	Exter, Venue	Fronx, Brezza, Jimny	Punch, Nexon	Bolero, Thar, XUV3XO XUV 400
Model count	2/9	3/17	2/9	4/13
Contribution to OEM domestic volumes	32%	22%	64%	39%
Mid SUV	Creta	Grand Vitara, Victoris	Curvv Sierra	BE 6, XEV 9E, XEV 9S
Model count	1/9	2/17	2/9	3/13
Contribution to OEM domestic volumes	35%	9%	4%	7%
Large SUV	Alcazar Tucson	-	Harrier Safari	Thar Roxx, Scorpio, Bolero Neo, XUV 700, XUV 7XO
Model count	2/9	0	2/9	5/13
Contribution to OEM domestic volumes	2%	0%	9%	54%
MPV	?	Ertiga, XL6, Invicto	-	Marazzo
Model count	0	3/17	0	1/13
Contribution to OEM domestic volumes	0%	14%	0%	0%

Source: Company data, SIAM, I-Sec research

#### Exhibit 23: Also, mass-market EV remains a whitespace for HMIL

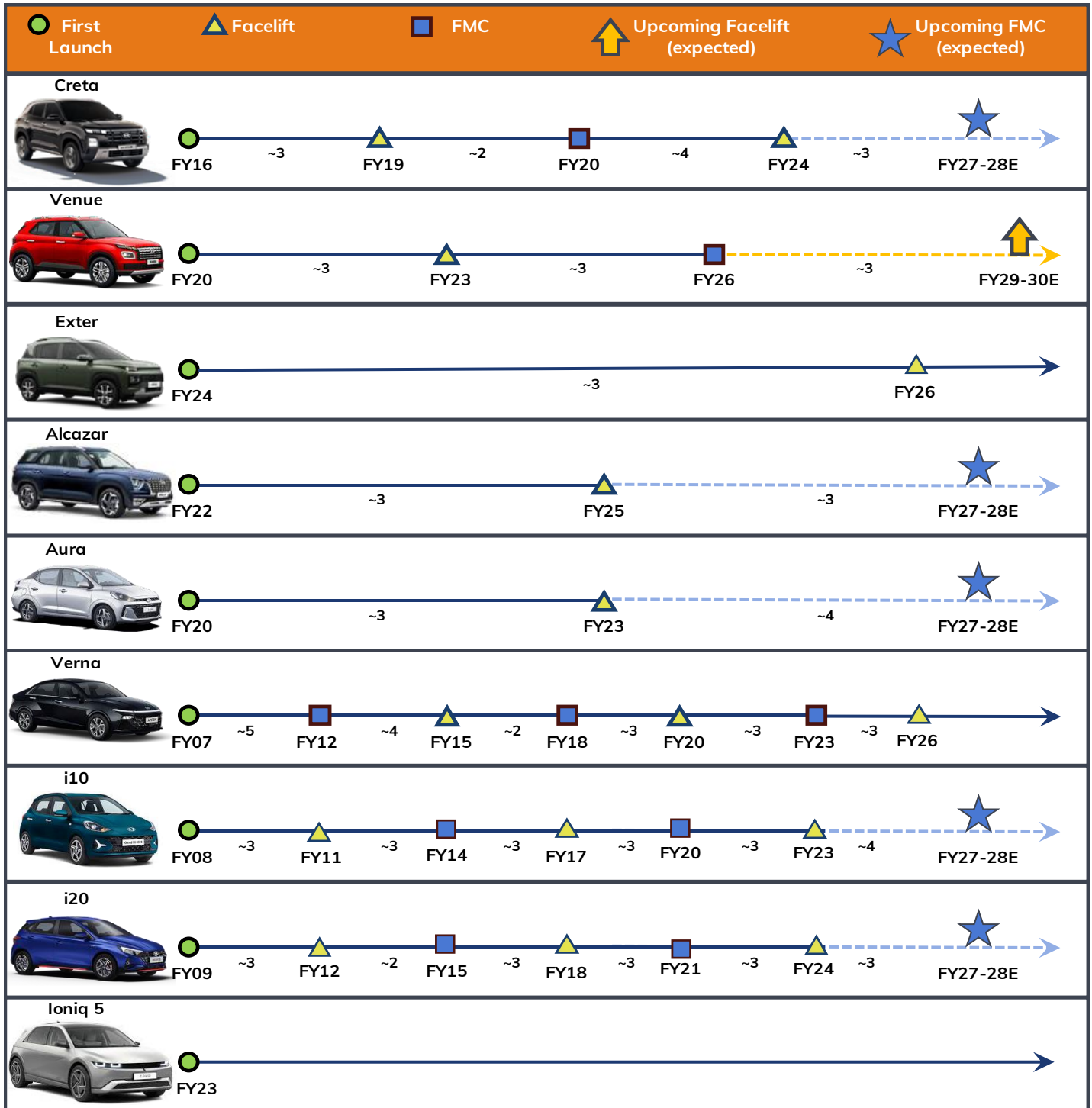
Number of models	HMIL	MSIL	TMPV	M&M	MG	Kia
INR < 15 lakh	?	-	4	1	2	0
INR 15-30 lakh	1	1	2	3	1	1
INR > 30 lakh	1	-	-	-	-	2

Source: Company data, I-Sec research. Ex-showroom base variant pricing is considered for classification

## 2. Mapping HML's model lifecycle

Our analysis of HML's past product interventions indicates that a product typically undergoes FMC every 5-6 years and facelifts/refreshes are undertaken every 2-3 years. Our analysis suggests that Creta, Aura, Grand i10 NIOS, i20, Alcazar would be due for FMC in FY27-28E.

Exhibit 24: Model lifecycle analysis



Source: Company data, I-Sec research. Note: According to our analysis, refreshes/ facelifts focus on cosmetic updates and feature integration and FMC represents a generational shift involving complete redesigns. N line variants are not considered separately

### Decoding potential product interventions

HMIL, at its Investor Day, revealed its plans of launching: 1) a MPV (new segment foray); 2) an off-roader SUV (new segment foray); and 3) a compact SUV EV. Based on HMC's global portfolio, media reports and our analysis, we believe that the potential launches in FY27-28E could be the Stargazer (MPV), Bayon (off-roader SUV), and Inster EV (compact SUV EV), effectively filling the whitespaces – noted in **Exhibits 22 and 23**.

As per our analysis of product lifecycle (**Exhibit 24**), between FY27-28E, Creta, Aura, Grand i10 NIOS, i20, and Alcazar would likely undergo FMC. However, HMIL has guided for three FMCs for FY27-28. Hence, we see an upside risk to HMIL's guidance of FMCs.

**Exhibit 25: Mapping the expected interventions basis global portfolio, our expectation and management guidance**

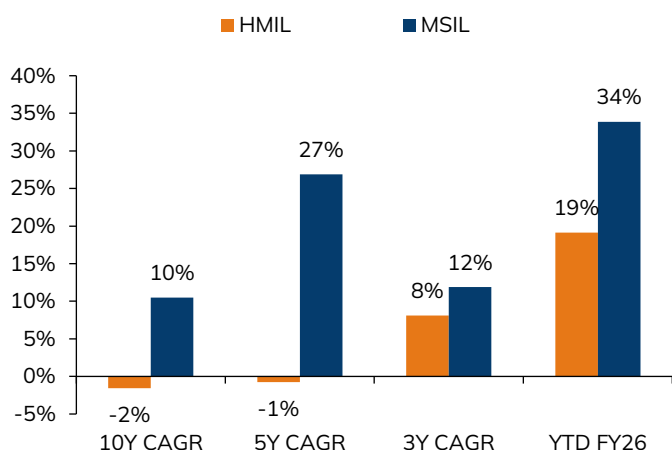
Particulars	Type	India-relevant models in global portfolio	Media reports	Our expectation for FY27-28E	HMIL's guidance
New launches	MPVs	Stargazer Staria Kustu	Stargazer Staria	Stargazer	3 new launches in FY27-28
	EVs	Inster	Inster Ioniq 6 Ioniq 9	Inster	
	Crossover SUV	Bayon	Bayon	Bayon	
	SUVs	Palisade	Palisade Santa Fe	Palisade*	
FMC	NA	NA	i20 i10 Creta	Creta i20 i10 Aura Alcazar	3 FMCs in FY27-28

Source: Company data, Media reports (Autocar, CarWale), I-Sec research, \*expected to be launched in FY29-30E

## Exports may remain capped by global plant presence and capacity constraints over the long-term

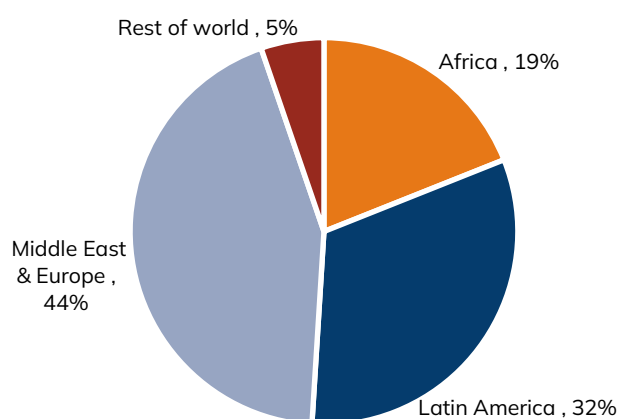
HMIL's export volumes have grown at (2%)/(1%)/8% CAGR over the last 10Y/5Y/3Y. However, the total exports for MSIL have grown by 10%/27%/12% CAGR over the last 10Y/5Y/3Y. Key export models for HMIL include the Verna, Grand i10 NIOS, and Aura and key markets include the Middle East, Africa and Latin America. HMIL has an export presence in 60+ countries and HMC's global export ecosystem provides further scope of expansion.

**Exhibit 26: HMIL's export growth has lagged MSIL; however, has picked-up strongly on YTD-FY26 basis**



Source: Company data, I-Sec research

**Exhibit 27: Exports were skewed towards the Middle East and LATAM in FY25**



Source: Company data, I-Sec research

**Exhibit 28: Among exporting hubs, India, Indonesia and Brazil have gained share**

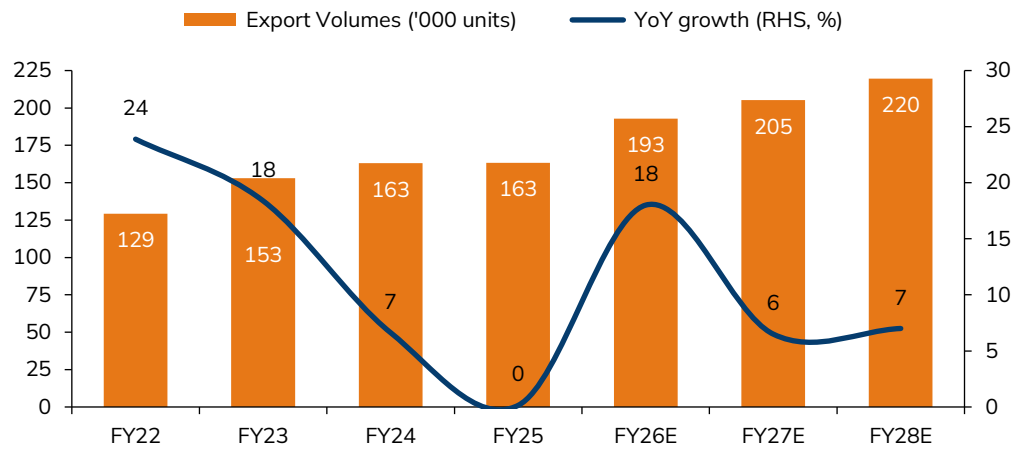
Exports sales plant-wise ('000 units)	CY16	CY17	CY18	CY19	CY20	CY21	CY22	CY23	CY24	CY25	CAGR
Korea	1,008	981	993	976	840	888	1,008	1,105	1,134	1,124	1.2%
Czech	358	355	340	307	241	276	322	340	327	277	-2.8%
Turkey	207	204	190	170	128	139	177	205	204	157	-3.1%
India	162	151	160	181	99	130	148	164	159	187	1.6%
Indonesia	-	-	-	-	-	-	42	54	62	54	8.5%
Brazil	1	3	3	4	4	13	17	20	14	15	34.7%
USA	27	24	22	24	16	19	16	16	23	15	-6.2%
China	-	-	0	13	6	11	1	2	46	67	
Russia	7	6	12	17	20	26	7				
Singapore								0	1	0	
Vietnam									3	1	
<b>Total</b>	<b>1,772</b>	<b>1,724</b>	<b>1,720</b>	<b>1,692</b>	<b>1,354</b>	<b>1,502</b>	<b>1,738</b>	<b>1,907</b>	<b>1,971</b>	<b>1,898</b>	<b>0.8%</b>
YoY growth		-2.7%	-0.2%	-1.6%	-20.0%	10.9%	15.7%	9.7%	3.3%	-3.7%	

Source: Company data, I-Sec research

Our analysis suggests that the long-term export story may be capped by HMC's global plant presence. While Korea remains the primary hub for North America and Europe, the Czech Republic and Turkey plants leverage their proximity to service the European market. The ramp-up of the Indonesian plant, since CY22, probably could have impacted exports from India – as it could be exporting to APAC and LATAM regions. This suggests that HMIL's export potential is limited to emerging markets.

Further, the Talegaon plant is expected to add only 250k units (at full commercialisation). Basis the potential launch pipeline and growth opportunities in the domestic market, we believe that export opportunities in the long-term may remain capped.

**Exhibit 29: Expect HMIL's export volumes to grow at ~7% CAGR over FY26-28E**



Source: Company data, I-Sec research

## Financial Analysis

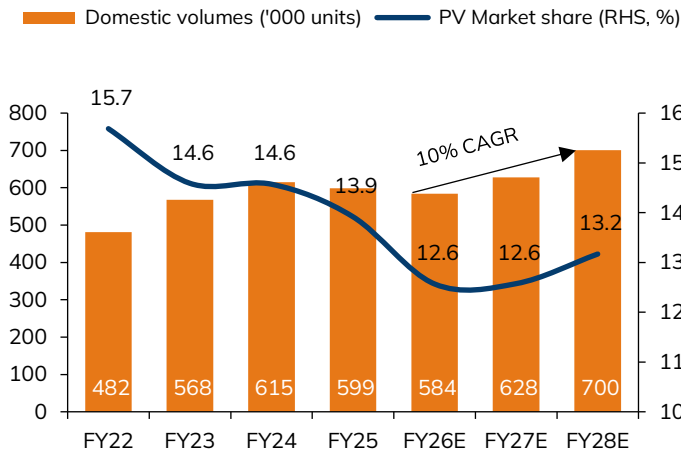
Expect revenue/EBITDA to grow at ~11%/13% CAGR over FY26–28E; product launches to aid in MS recovery

HMIL's domestic PV MS has declined from 17.5% in FY20 to 13.9% in FY25 due to limited success in new launches and brand fatigue for select legacy models. Its MS has further slipped to 12.6% as of 9MFY26. However, going ahead, domestic volumes are expected to grow at ~10% CAGR over FY26–28E on the back of upcoming launches and other product interventions. UV mix in total domestic volumes will likely improve to 72% in FY28E, from 69% in FY25. Export volumes are expected to see ~7% CAGR over FY26–28E. ASP to improve at ~2% CAGR over FY26–28E led by price hikes/lower discounts and richer mix. Overall, revenue is expected to grow at ~11% CAGR over FY26–28E.

As seen in the last three years, HMIL's margin performance has been fairly consistent; ranging in the 12–13% band. In the near-term, commodity inflation and higher start-up costs pertaining to recently commissioned Talegaon plant is expected to weigh on margins. However, we expect price hike/ lower discounts, operating leverage and higher localisation to support margins. Overall, we project EBITDA margin to expand to 12.8% in FY28E. PAT expansion will likely see ~12% CAGR over FY26–28E.

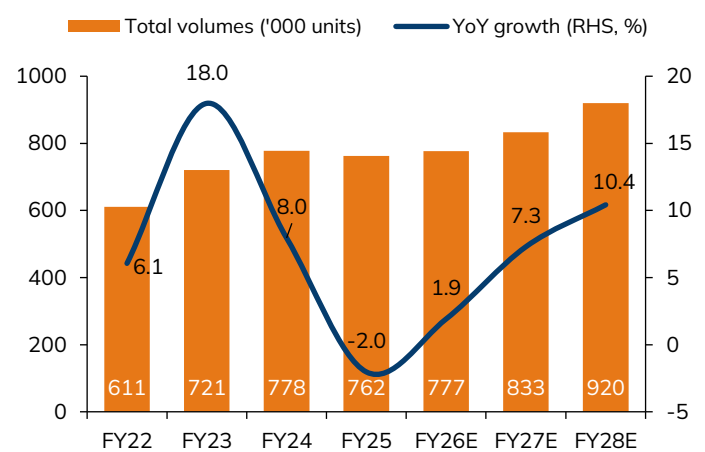
HMIL has announced capex of INR 450bn over FY26–30E; of which, 60% is earmarked for product development and R&D. The balance would be for capacity and upgradation. Strong operating cash flow generation of ~INR 240bn over FY26–28E is expected to support funding of these investments.

**Exhibit 30: Expect domestic volumes to grow at ~10% CAGR...**



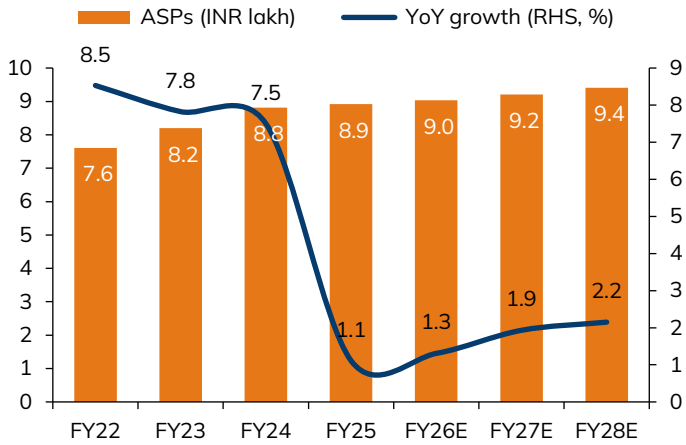
Source: Company data, I-Sec research

**Exhibit 31: ... and total volumes CAGR to be at ~9% over FY26–28E**



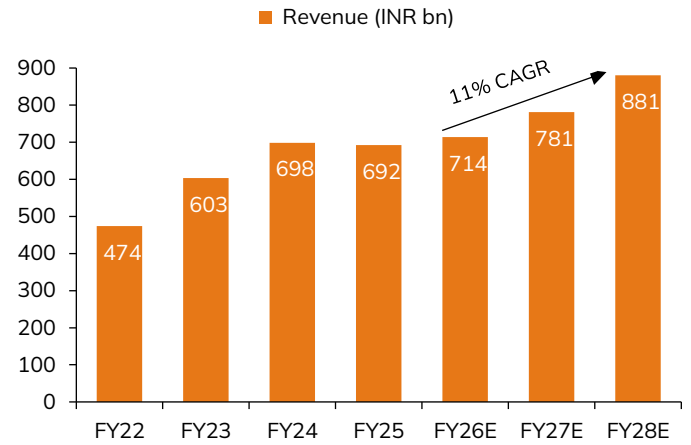
Source: Company data, I-Sec research

**Exhibit 32: ASP growth at ~2% CAGR over FY26–28E to be driven by price hike and richer mix**



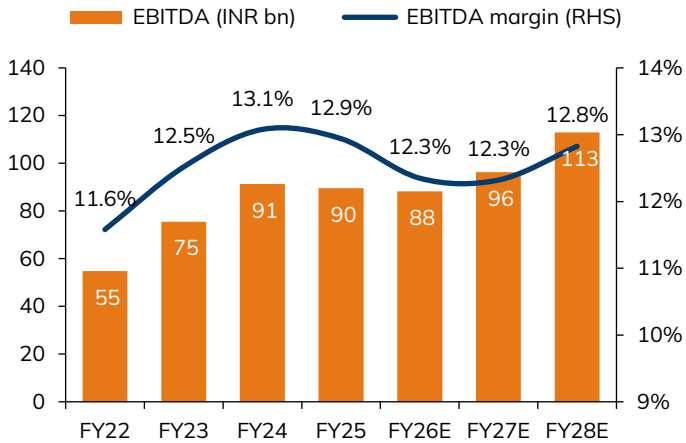
Source: Company data, I-Sec research

**Exhibit 33: Expect revenues to grow at ~11% CAGR over FY26–28E**



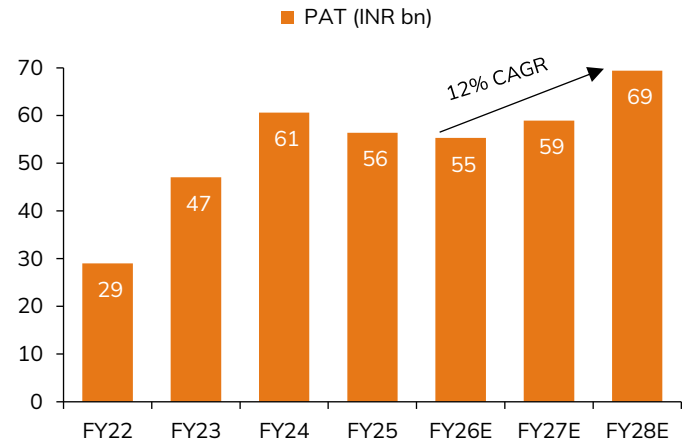
Source: Company data, I-Sec research

**Exhibit 34: Expect EBITDA to grow at ~13% CAGR...**



Source: Company data, I-Sec research

**Exhibit 35: ...and PAT CAGR to be ~12% over FY26–28E**



Source: Company data, I-Sec research

**Exhibit 36: Expect volumes/ revenue/PAT to grow at ~9%/11%/12% over FY26–28E**

Particulars	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
<b>PV industry</b>							
PV industry volumes ('000 units)	3,070	3,890	4,219	4,302	4,646	4,994	5,319
YoY growth	13.2%	26.7%	8.4%	2.0%	8.0%	7.5%	6.5%
<b>HMIL Estimates</b>							
Domestic volumes ('000 units)	482	568	615	599	584	628	700
YoY growth	2.1%	17.9%	8.3%	-2.6%	-2.5%	7.6%	11.5%
HMIL MS %	15.7%	14.6%	14.6%	13.9%	12.6%	12.6%	13.2%
Export volumes ('000 units)	129	153	163	163	193	205	220
YoY growth	23.9%	18.4%	6.6%	0.1%	18.0%	6.5%	7.0%
Total volumes ('000 units)	611	721	778	762	777	833	920
YoY growth	6.1%	18.0%	8.0%	-2.0%	1.9%	7.3%	10.4%
Capacity Utilisation %	81%	94%	94%	92%	78%	84%	86%
Average realization (INR lakh)	7.6	8.2	8.8	8.9	9.0	9.2	9.4
YoY growth	8.5%	7.8%	7.5%	1.1%	1.3%	1.9%	2.2%
Revenue (INR bn)	474	603	698	692	714	781	881
YoY growth	15.6%	27.3%	15.8%	-0.9%	3.2%	9.4%	12.7%
EBITDA (INR bn)	55	75	91	90	88	96	113
YoY growth	29.2%	37.6%	21.0%	-2.0%	-1.5%	9.1%	17.4%
EBITDA margin %	11.6	12.5	13.1	12.9	12.3	12.3	12.8
PAT (INR bn)	29	47	61	56	55	59	69
YoY growth	54.2%	62.3%	28.7%	-6.9%	-1.9%	6.5%	17.8%
EPS (INR)	36	58	75	69	68	73	85
Net cash (INR bn)	130	166	82	77	70	65	70
OCF (INR bn)	51	66	93	43	67	82	95
Capex (INR bn)	13	22	32	53	65	75	75
FCF (INR bn)	39	43	60	(9)	2	7	20
RoE %	18.0	25.5	39.5	41.8	30.4	26.7	26.5
RoCE %	16.7	22.7	53.7	33.4	26.8	24.1	24.0

Source: Company data, I-Sec research

## Valuation

HMIL recorded domestic sales CAGR of ~4% over FY20–25, underperforming the PV industry's ~9% CAGR. This was primarily due to limited success of new product launches and FMCs. As a result, HMIL's domestic PV MS contracted by ~360bps, declining from 17.5% in FY20 to 13.9% by FY25. However, margin performance has remained fairly consistent in the last three years, ranging 12–13%.

HMIL is committed to investing in R&D and launching new nameplates to address key whitespaces and improve its MS position. Parent-company's support in R&D and the early identification of global emerging trends, coupled with improving brand salience and product portfolio expansion (including launches in EVs/hybrids), should bode well for growth.

We expect domestic volumes to expand at ~10% CAGR over FY26–28E (faster than industry growth expectation of ~7% CAGR). Product launches and other interventions are anticipated to support HMIL's performance. Total volumes are expected to grow at ~9% CAGR over FY26–28E. We build-in ~2% ASP growth on the back of price hikes/lower discounts and richer mix; leading to ~11% revenue CAGR during FY26–28E. We model HMIL's EBITDA/EPS to grow at ~13%/12% CAGRs supported by new product launches with healthy average ROICs (~35%+) over FY26–28E.

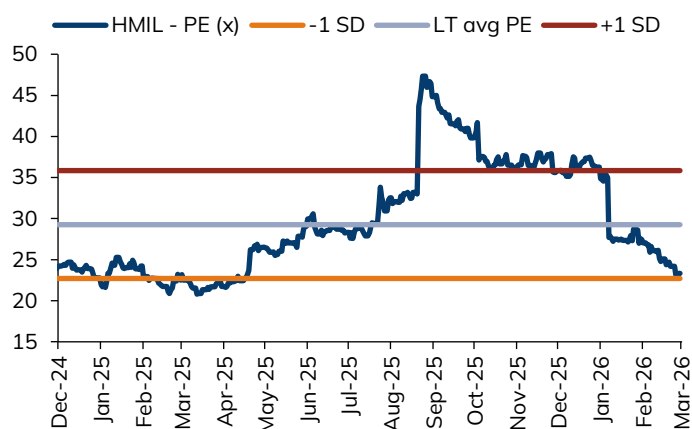
While HMIL's performance has lagged the industry in recent times, it has been successful in capturing the premiumisation trend early. Hence, we ascribe a P/E of 25x on FY28E EPS (similar to MSIL's long-term avg. multiple). We initiate coverage with a BUY rating and a TP of INR 2,150, implying ~21% upside from CMP.

### Exhibit 37: Financial comparison of PV OEMs

Company name	FY26E-28E CAGR				ROE %			P/E			EV/EBITDA		
	Volumes	Revenue	EBITDA	PAT	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E
HMIL	8.8	11.0	13.2	12.0	30.5	26.8	26.5	26.1	24.5	20.8	15.5	14.3	12.1
MSIL	8.9	15.8	20.2	21.5	14.9	16.4	17.5	26.3	21.4	17.8	20.7	16.9	13.7
M&M	9.2	11.7	12.2	16.5	23.0	22.3	21.2	22.6	19.2	16.7	19.8	17.2	14.7
TMPV	8.9	11.6	55.6	NM	NM	15.5	16.7	NM	5.6	4.5	5.1	2.3	1.8

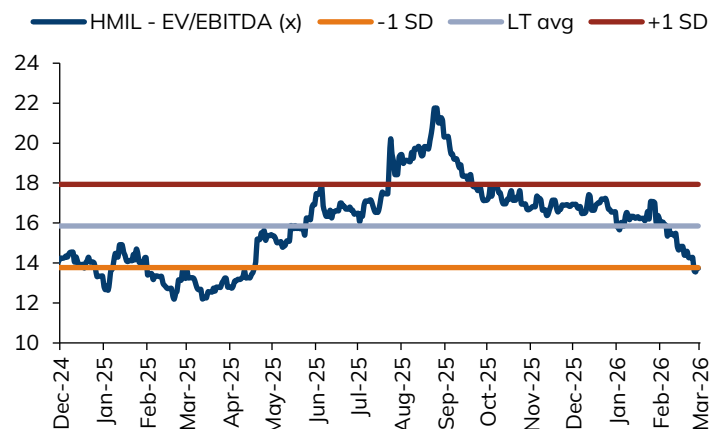
Source: Company, I-Sec research

### Exhibit 38: 1-year forward PE



Source: Bloomberg, I-Sec research

### Exhibit 39: 1-year forward EV/EBITDA



Source: Bloomberg, I-Sec research

### Key risks

- **Weaker-than-expected response for new launches:** We believe that new launches remain key to HMIL's journey of MS recovery. Weaker-than-expected response to upcoming product launches, especially given heightened competitive intensity in the PV industry (slew of new launches planned by peers across powertrains), may impact its volume growth and MS estimates.
- **Volume / MS cannibalisation with Kia:** HMIL and Kia India operate under the common parentage of HMC, sharing extensive R&D, sourcing, and platform architectures. This overlap poses a risk of brand cannibalisation, where a shift in consumer preference towards Kia's design language could displace HMIL's volumes rather than driving incremental group growth.
- **Higher dependency on Creta and Venue:** A significant portion of HMIL's domestic volume (~55% in YTD'FY26) is derived from Creta and Venue. Any shift in consumer preference, delays in full-model changes/refreshes would impact HMIL's financial performance.
- **Risk in failing to meet CAFE norms:** As per media reports ([Link](#)), HMIL could face penalties for not meeting CAFE norms during FY23 to FY25. Further, future CAFE norms (CAFE 3 and CAFE 4) are likely to have stricter targets. Failure to meet these targets could be a key risk.

## Company Overview

### Background

HMIL is a part of the Hyundai Motor Group, the third-largest automotive group in the world based on PV sales (including Hyundai, Kia and Genesis brands) as of H1FY25. HMIL is the fourth-largest auto OEM in the Indian PV market, as of 9MFY26, by domestic sales volumes. It has a portfolio of 15 models (including commercial mobility, N-line variants and electric models) across multiple PV segments by body type, such as sedans, hatchbacks, SUVs and EVs. It also manufactures parts, such as transmissions and engines; however, select engines are imported from the HMC or third parties. In CY25, HMIL was the third largest contributor to HMC's global sales volumes, and its contribution to HMC's sales volumes has increased from ~10% in CY20 to ~15% in CY25.

### Manufacturing locations

HMIL operates via three production facilities across India. Two of these facilities are located in Chennai and the third facility is situated in Talegaon, Pune (acquired from General Motors India in Dec'23). The Talegaon expansion is expected to be operational in two phases, with phase one of the expansion already commissioned in Oct'25. Post phase one of the Talegaon expansion, production capacity across the Chennai and Talegaon plants in aggregate has increased to 994k units p.a., which is expected to touch 1,074k p.a. units once the Talegaon phase two is fully operational by 2028.

### Strong parentage to enable access to global tech and massive reach

HMIL is a wholly-owned subsidiary of HMC. HMC offers a diverse product line and offers 40+ models globally. Their product portfolio includes, among others, PVs, recreational vehicles (including MPVs, crossover-UVs and SUVs), commercial and passenger EVs for sale globally on a Completely Built Unit (CBU) basis, or a Completely Knocked Down (CKD) basis.

HMIL gains early access to the latest global trends in automobile manufacturing from the parent. It customises these technologies based on regional requirements and consumer preferences. HMIL's R&D centre in Hyderabad works closely with the HMC's centralised R&D hub at Namyang, Korea. HMIL has guided for an INR 450bn investment plan over FY26–30; of which, 60% would be earmarked for product and R&D in India.

### Royalty agreement between HMC and HMIL

Basis royalty agreement, HMC has granted HMIL a non-exclusive, non-transferable right and license to manufacture and sell PVs and/or parts as specified in the royalty agreement in India and to use HMC's trademarks in connection with such manufacturing and selling activities. For this purpose, HMIL pays royalty to HMC. Payment of royalty is to be made by HMIL to HMC on a quarterly basis.

## Key highlights from investor day of HMC and HMIL

### HMC's CY25 Investor Day – highlights pertaining to India

- HMC expects India to become the second-largest contributor to global sales by CY30. Currently, India is third-largest, behind North America and Korea.
- Expects India sales volumes to grow at ~7% CAGR over CY25-30.
- Announced that an India-centric EV will likely be launched in CY27, with plans to localise supply chain and parts in India.

### Highlights from HMIL's Investor Day conducted in Oct'25

- HMIL has guided for ~7% domestic volume CAGR over FY25–30, to outperform the projected 5.2% domestic industry CAGR over the same period. HMIL aims for ~15% market share by FY30.
- Announced its foray into new segments including MPV and off-roader SUV, alongside the launch of a compact SUV EV. The Genesis brand is scheduled for launch in India in CY27.
- HMIL has plans to launch 8 hybrid models across multiple segments by FY30.
- HMIL expects its UV volume share to reach 82%, while the overall industry UV mix is projected at 72% by FY30E.
- Management expects sales mix to evolve from 86% ICE, 13% CNG, and 1% EV in FY25 to 47% ICE, 20% CNG, 17% EV, and 16% hybrid by FY30.
- Announced INR 450bn capex plan over FY26-30.
- Guides for EBITDA margin to be in 11-14% band over FY26–30.
- Export contribution to total sales is expected to touch 30% by FY30 (vs. ~21% in FY25).

## Key management personnel

Name	Position	Background
Tarun Garg	Managing Director & Chief Executive Officer	He has been associated with HMIL since December 4, 2019. He holds a Bachelor's degree in Engineering (Mechanical) from the University of Delhi and a Post Graduate Diploma in Management from the Indian Institute of Management, Lucknow. He is responsible for driving sales, service, dealer management, product strategies, marketing, profitability, customer relationship, brand and media management at HMIL. He was previously associated with Maruti Suzuki India Limited.
Gopalakrishnan Chathapuram Sivaramakrishnan	Whole-time Director and Chief Manufacturing Officer	He has been associated with HMIL since September 12, 1997. He holds a Master's degree in Business Administration from the ICFAI University, Dehradun. He is also an associate of the Institute of Engineers (India). He is responsible for the overall manufacturing process, leading strategic planning, ensuring optimal resource utilisation and agile procurement practices for sustained growth and driving production targets at HMIL. He was previously associated with Maruti Udyog Limited.
Mr. Dong Huwy Park	Whole-time Director and Chief Operating Officer	He brings 30 years of extensive global industry experience, customer – centric thinking, and marketing intelligence, excellence within the sales, service, and network domains. Before joining HMIL, Mr. Park was serving as CEO for Hyundai Motor Middle East & Africa. He possesses leadership capabilities that are aligned with the company's long-term strategies and objectives.
Ajay Tyagi	Independent Director	He has been associated with HMIL since June 7, 2024. He holds a Master's degree in Technology (computer sciences) from the Indian Institute of Technology, Kanpur and a master's degree in public administration from Harvard University, Massachusetts. He has previously served as the chairman of the SEBI for a period of five years.
Sree Kirat Patel	Independent Director	She has been associated with HMIL since June 7, 2024. She holds a Bachelor's degree in Commerce (Business Management) from the H.R. College of Commerce and Economics, University of Bombay. She is currently a director on the board of directors of Greaves Cotton Limited and Mondelez India Foods Private Limited.
Shalini Puchalapalli	Independent Director	She has been associated with HMIL since June 7, 2024. She holds a Bachelor's degree in Technology (Civil Engineering) from the Indian Institute of Technology, Madras and a Post Graduate Diploma in Personnel Management & Industrial Relations from XLRI, Jamshedpur. She is currently a Director on the board of directors of Miracle Foundation India, Godrej Consumer Products Limited and Aarti For Girls, USA.
Wangdo Hur	Whole-time Director & Chief Financial Officer	He has been associated with HMIL since January 1, 2023. His current tenure in HMIL as the Executive Director – Finance is for a period of four years commencing from January 1, 2023 to December 31, 2026, and his current tenure as the Chief Financial Officer is for a period of three years i.e., up to February 2, 2026. He holds a Bachelor's degree in Economics from the College of Business and Economics at Yeungnam University, Korea. He oversees the finance activities and performance of HMIL. He has been associated with the Hyundai Motor Group since December 1, 1991.
John Martin Thompson	Independent director	He has been associated with HMIL since September 10, 2024. He holds a Bachelor's degree in Science (Electronic and Electrical Engineering) from the University of Birmingham. He was previously associated with Bain & Company, Malaysia, Inc., Cable & Wireless Worldwide, Inligo Networks Holdings Pte. Ltd, Vodafone Group Services Limited and PT XL Axiata, Tbk.

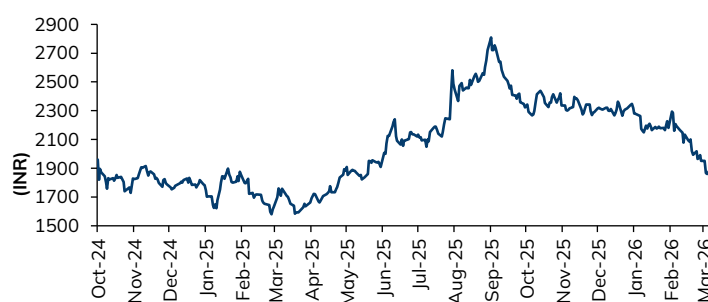
Source: Company data

### Exhibit 40: Shareholding pattern

%	Jun'25	Sep'25	Dec'25
Promoters	82.5	82.5	82.5
Institutional investors	14.9	15.1	15.0
MFs and other	6.0	6.0	5.8
Banks/ FIs	0.1	0.1	0.1
Insurance Cos.	1.7	1.7	2.7
FII's	7.1	7.4	6.4
Others	2.66	2.4	2.5

Source: Bloomberg, I-Sec research

### Exhibit 41: Price chart



Source: Bloomberg, I-Sec research

## Financial Summary

### Exhibit 42: Profit & Loss

(INR mn, year ending March)

	FY25A	FY26E	FY27E	FY28E
<b>Net Sales</b>	<b>6,91,929</b>	<b>7,14,242</b>	<b>7,81,224</b>	<b>8,80,784</b>
Operating Expenses	79,575	91,515	97,669	1,07,650
<b>EBITDA</b>	<b>89,538</b>	<b>88,196</b>	<b>96,251</b>	<b>1,12,965</b>
<b>EBITDA Margin (%)</b>	<b>12.9</b>	<b>12.3</b>	<b>12.3</b>	<b>12.8</b>
Depreciation & Amortization	21,053	21,866	26,207	29,710
EBIT	68,485	66,330	70,044	83,255
Interest expenditure	1,272	1,001	950	875
Other Non-operating Income	8,700	9,324	10,019	10,805
<b>Recurring PBT</b>	<b>75,914</b>	<b>74,654</b>	<b>79,112</b>	<b>93,184</b>
Profit / Loss from Associates	-	-	-	-
Less: Taxes	19,511	19,335	20,174	23,762
PAT	56,402	55,318	58,939	69,422
Less: Minority Interest	-	-	-	-
Extraordinaries (Net)	-	-	-	-
Net Income (Reported)	56,402	55,318	58,939	69,422
<b>Net Income (Adjusted)</b>	<b>56,402</b>	<b>55,318</b>	<b>58,939</b>	<b>69,422</b>

Source Company data, I-Sec research

### Exhibit 43: Balance sheet

(INR mn, year ending March)

	FY25A	FY26E	FY27E	FY28E
Total Current Assets	1,18,416	1,20,685	1,22,457	1,37,586
of which cash & cash eqv.	48,457	40,433	34,864	39,457
Total Current Liabilities & Provisions	1,09,995	1,16,838	1,28,346	1,43,147
<b>Net Current Assets</b>	<b>8,421</b>	<b>3,848</b>	<b>(5,888)</b>	<b>(5,561)</b>
Investments	42,681	43,047	43,442	43,869
Net Fixed Assets	71,051	1,14,185	1,62,978	2,08,268
ROU Assets	-	-	-	-
Capital Work-in-Progress	47,184	47,184	47,184	47,184
Total Intangible Assets	-	-	-	-
Other assets	11,321	12,000	12,720	13,483
Deferred Tax assets	10,321	10,321	10,321	10,321
<b>Total Assets</b>	<b>1,90,978</b>	<b>2,30,585</b>	<b>2,70,756</b>	<b>3,17,563</b>
Liabilities				
Borrowings	8,502	7,902	7,302	6,702
Deferred Tax Liability	-	-	-	-
Provisions	-	-	-	-
Other Liabilities	19,511	21,463	23,609	25,970
Equity Share Capital	8,125	8,125	8,125	8,125
Reserves & Surplus	1,54,839	1,93,094	2,31,719	2,76,765
<b>Total Net Worth</b>	<b>1,62,965</b>	<b>2,01,220</b>	<b>2,39,845</b>	<b>2,84,891</b>
Minority Interest	-	-	-	-
<b>Total Liabilities</b>	<b>1,90,978</b>	<b>2,30,585</b>	<b>2,70,756</b>	<b>3,17,563</b>

Source Company data, I-Sec research

### Exhibit 44: Quarterly trend

(INR mn, year ending March)

	Mar-25	Jun-25	Sept-25	Dec-25
Net Sales	1,79,403	1,64,129	1,74,608	1,79,735
% growth (YOY)	1.5	(5.4)	1.2	8.0
EBITDA	25,327	21,852	24,289	20,183
Margin %	14.1	13.3	13.9	11.2
Other Income	2,096	2,148	2,312	2,437
Adjusted PAT	16,143	13,692	15,723	12,344

Source Company data, I-Sec research

### Exhibit 45: Cashflow statement

(INR mn, year ending March)

	FY25A	FY26E	FY27E	FY28E
<b>Operating Cashflow</b>	<b>43,449</b>	<b>66,681</b>	<b>81,671</b>	<b>95,067</b>
Working Capital Changes	(28,860)	(2,179)	5,594	5,864
Capital Commitments	(52,929)	(65,000)	(75,000)	(75,000)
<b>Free Cashflow</b>	<b>(9,480)</b>	<b>1,681</b>	<b>6,671</b>	<b>20,067</b>
Other investing cashflow	48,791	8,958	9,624	10,378
<b>Cashflow from Investing Activities</b>	<b>(4,138)</b>	<b>(56,042)</b>	<b>(65,376)</b>	<b>(64,622)</b>
Issue of Share Capital	-	-	-	-
Interest Cost	(1,796)	(1,001)	(950)	(875)
Inc (Dec) in Borrowings	1,168	(600)	(600)	(600)
Dividend paid	-	(17,063)	(20,314)	(24,376)
Others	-	-	-	-
<b>Cash flow from Financing Activities</b>	<b>(629)</b>	<b>(18,664)</b>	<b>(21,864)</b>	<b>(25,852)</b>
Chg. in Cash & Bank balance	38,725	(8,025)	(5,569)	4,594
Closing cash & balance	48,457	40,433	34,864	39,457

Source Company data, I-Sec research

### Exhibit 46: Key ratios

(Year ending March)

	FY25A	FY26E	FY27E	FY28E
<b>Per Share Data (INR)</b>				
Reported EPS	69.4	68.1	72.5	85.4
Adjusted EPS (Diluted)	69.4	68.1	72.5	85.4
Cash EPS	95.3	95.0	104.8	122.0
Dividend per share (DPS)	-	-	-	-
Book Value per share (BV)	200.6	247.6	295.2	350.6
Dividend Payout (%)	-	-	-	-
<b>Growth (%)</b>				
Net Sales	(0.9)	3.2	9.4	12.7
EBITDA	(2.0)	(1.5)	9.1	17.4
EPS (INR)	(6.9)	(1.9)	6.5	17.8
<b>Valuation Ratios (x)</b>				
P/E	25.6	26.1	24.5	20.8
P/CEPS	18.7	18.7	17.0	14.6
P/BV	8.9	7.2	6.0	5.1
EV / EBITDA	15.2	15.5	14.3	12.1
EV / Sales	2.0	1.9	1.8	1.6
<b>Profitability Ratios</b>				
Gross Profit Margins (%)	24.4	25.2	24.8	25.0
EBITDA Margins (%)	12.9	12.3	12.3	12.8
EBIT Margins (%)	9.9	9.3	9.0	9.5
Net Profit Margins (%)	8.2	7.7	7.5	7.9
RoCE (%)	37.1	27.8	24.8	24.8
RoE (%)	41.8	30.4	26.7	26.5
Dividend Yield (%)	-	-	-	-
<b>Operating Ratios</b>				
Fixed Asset Turnover (x)	5.9	4.4	3.7	3.4
Inventory Turnover Days	18	20	20	20
Receivables Days	13	15	15	15
Payables Days	43	43	43	43
Effective Tax Rate (%)	25.7	25.9	25.5	25.5
Net Debt / Equity (x)	(0.5)	(0.4)	(0.3)	(0.3)
Net Debt / EBITDA (x)	(0.9)	(0.8)	(0.7)	(0.7)

Source Company data, I-Sec research

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