



The Delphic Oracle

Oracle Financial Services Software Limited

CMP Rs. 735.0 | BUY

30th March 2009

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The concept of an Oracle at Delphi, a Greek town, was instigated in the 8th century BC. The Oracle was the fortune teller, suggesting victory or plunder to kings & contemporary rulers. A Pythia was the priestess who presided over the Oracle representing the words of Apollo himself, a Greek God.

This Pythia was chosen from amongst the many women or even girls proven to be of a good character, often from an aristocratic family, & mostly educated. After being chosen as a Pythia her entire life would be spent in service of the temple of Apollo. All her efforts were then channelled for this social cause of reiterating God's wisdom to the commoners. In the midst of all this, the Pythia gained world-wide fame as being one of the chosen one's, yet her true potential as a woman was often undermined by the common people.

What relationship can we draw from the plight of this Pythia?

An Indian IT [software] company by the name of i-Flex Solutions Limited is now a subsidiary of one of the biggest global corporations of our times, Oracle corp. Renamed to Oracle Financial Services Software Ltd (OFSS), has an 80% shareholding in it by the parent. It was chosen for its unique exposure to the Banking & Financial Sector, & also the expertise they had gained thereof.

We believe that the stock's poor performance over the past few months might bear some significance to the plight of the Pythia, where her true potential might have been overshadowed by the environment she dwells in.

From a behavioural finance perspective a classic representation might have been drawn about the company's future prospects owing to the businesses it caters to, which are in banking & financial services. This Representative Bias might be an indication to a far reaching pessimism about the business' potential to grow, irrespective of the influence of a towering parent. With the constant news of the financial sector being in turmoil, feeds this representative bias with a confirmation that the industry is not bound to recover in then near future or even perform normally. Hence, anything associated to this sector might very easily be looked at in a negative light.

Media focus or the lack thereof might have also been an indication to the stock's inherent decline in popularity. Recency Bias works both ways, when we pay too much attention to things which are in focus & are discussed very often & we pay too little attention to those things which are out of focus & aren't discussed regularly irrespective of the true nature of things.

Oracle Financial Services Software Ltd.

CMP Rs. 735.0

Initiating Coverage

BUY

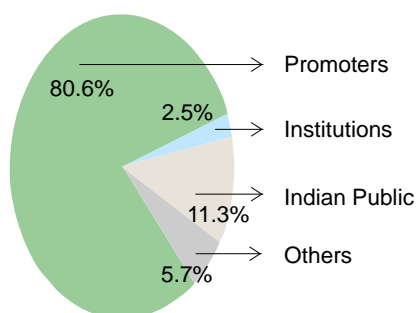
Stock Codes

Bloomberg	: OFSS.IN
Reuters	: ORCL.BO
BSE Code	: 532466
NSE Code	: OFSS
BSE Group	: A

Stock Data

Benchmark	: BSE IT
52 Week H/L	: 1569.0/405.0
Float	: 16.75 Mn
Mkt Cap	: Rs. 61,554 Mn
Face Value	: Rs. 5.0

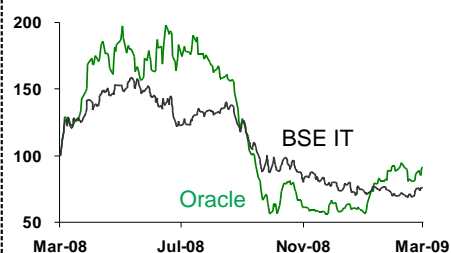
Shareholding Pattern (as on Dec '08)



Stock Returns

	1 Mth	3 Mths	6 Mths
Oracle	4.11	42.72	-28.15
BSEIT	8.78	-5.52	-39.53

Price Comparison



Raunak Onkar: raunak@ppfas.com

Robust Business Model

OFSS enjoys a robust business model wherein they enjoy high margins from their product business. This gives them significant advantage over the services firms in the long run.

Good Heritage

OFSS inherits a lot of bright prospects from its parent, Oracle corp (US). This allows it to leverage on its parent's footprint in the domain & also allows lot of room for cross-selling & up-selling of its products & services. This heritage might also play an important role in improving marketability of their products.

Domain Expertise

OFSS has long been a dutiful companion to most of the world's famous banks & financial services firms who implement their products. These clients stick on account of expertise in the financial domain which OFSS has gained over this long association. Their original lineage, CITIGROUP, had played a significant role in developing this expertise over time.

Buyback Whodunnit?

It remains a mystery, as life always is, if OFSS would be absorbed by its parent completely through a buyback or it would live on the sidelines as a de-listing candidate. Nevertheless this possibility is very enticing & is catalytic in determining good value for the company.

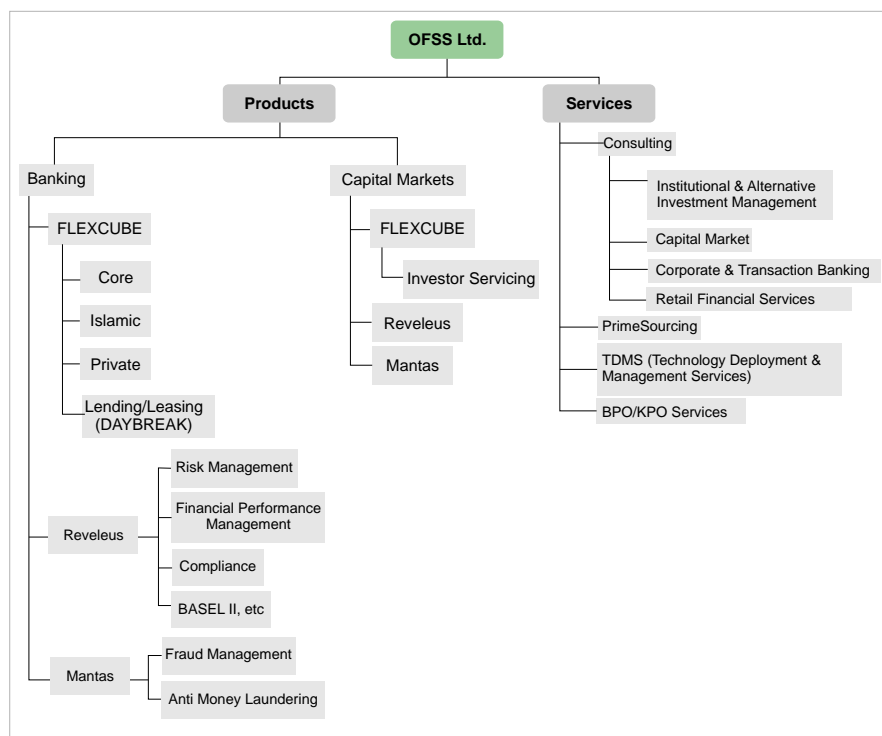
Summary Financials

Particulars (Rs Mn)	FY05	FY06	FY07	FY08	FY09E	FY10E
Total Revenues	11,385.9	14,823.0	20,609.4	23,802.4	25,762.4	27,775.7
EBIT	2,951.4	3,028.5	4,131.1	4,606.1	4,642.7	4,498.1
OPM (%)	26.4%	21.6%	21.5%	19.6%	18.2%	16.4%
PAT (%)	20.4%	16.0%	18.1%	17.5%	16.2%	13.7%
EPS (Rs.)	31.0	31.2	44.7	49.6	49.8	45.6
P/E (x)	23.7	23.6	16.4	14.8	14.8	16.1
ROCE (%)	25.8%	21.9%	17.2%	16.6%	13.7%	11.8%
RONW (%)	20.3%	17.2%	15.5%	15.0%	12.3%	10.0%

OFSS in synopsis can be seen as a debt free company cushioned with a lot of cash (~ Rs. 8977 Mn) operating in an industry mired with pessimism, displaying strong operating performance year on year with an exceptionally strong footing in its domain of expertise, with a parent whose footprint in the domain can be optimistically leveraged in times to come. Hiving off from CITI Group way back in the early 90's had helped the firm gain significant head wind into the financial sector, acquiring new clients on the go when they realized that the firm was not motivated by CITI's influence.

OFSS is popularly considered to be a software product company, which might be a misnomer since it also engages in other service offerings like consulting, package implementation, application development & maintenance & allied services.

OFSS is one of the leaders in next generation core banking applications along the likes of T24 by Temenos (A Swiss banking & financial Services software Product Company) & Finacle & BaNCS (banking solutions offered by Infosys & TCS respectively). FLEXCUBE, OFSS' universal banking solution caters to almost 840 clients across 130 countries. Oracle (the parent) has been responsible to re-align many of OFSS' segments in order to streamline with the erstwhile Oracle's banking & financial services offerings. The new alignment under the parent's organization structure looks like this -



Under this re-alignment, the company has managed to retain its original sales organization & remains totally distinct from that of its parent's. Most of the business units, although have been arranged to suit the business dynamics better, have retained their original internal structure when it comes to implementation. Erstwhile PrimeSourcing services which represented the non-product related services are now clubbed under the consulting arm which may show a slight bloating in the consulting business numbers in the

following year. However the company still maintains a distinction between its Product & Services business units.

Flexcube works on Oracle's database management system & helps Oracle (the parent) complete its overall implementation footprint in the banking & financial services segment. Oracle claims that 20 of the world's top 20 banks run on Oracle database & application server systems. Thus the parent has found significant advantage within the BFSI segment which will help them replace legacy systems at their client's with custom-built core banking solutions.

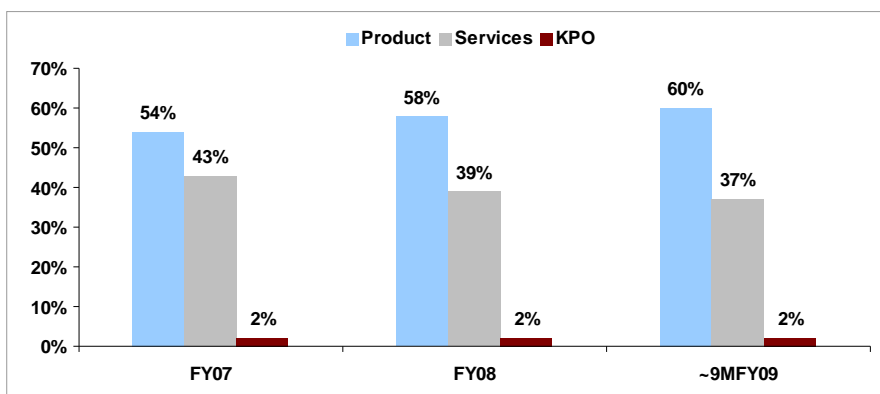
There are cross-selling & up-selling opportunities from the parent to OFSS & vice versa, which will help both the companies leverage each other's global reach. The synergy is apparent with Oracle (the parent) leading in back end solutions while OFSS is a leading provider for front end solutions for the BFSI industry. How the OFSS' business moves owing to the association with brand 'Oracle' still needs to be ascertained. The parent plans to maintain the current OFSS management & its internal structures intact as of now, which allows the company to continue its growth as before.

OFSS also implements specialized product suites like Reveleus & Mantas, which are advanced analytics & information management systems, & fraud detection & anti money laundering systems respectively. The Reveleus product proves to be of advantage since it also manages to provide full compliance with BASEL II standards. OFSS' Daybreak product suite helps manage lending systems. In the wake of full fledged financial globalization, products like Mantas can be vitally important in taking care of governance issues in banking & capital market segments even before they crop up.

The consulting business of OFSS is yet another exciting aspect to study owing to the vast domain knowledge accumulated over a decade with its association with Citigroup. They offer a wide range of services catering to the specific industries in the financial domain. Institutional & Alternative Investment Management segment consults to various investment management firms & hedge funds through business & technology consultations, business & technology architecture services & integration services. Consulting in capital markets segment helps companies design trading solutions compatible to contemporary securities. Their Retail Financial Services segment covers sectors like banking, insurance & wealth management services to small businesses & individuals. It's apparent that the company doesn't necessarily follow a 'Products Only' consulting approach by maintaining a Chinese wall between their products & consulting business lines.

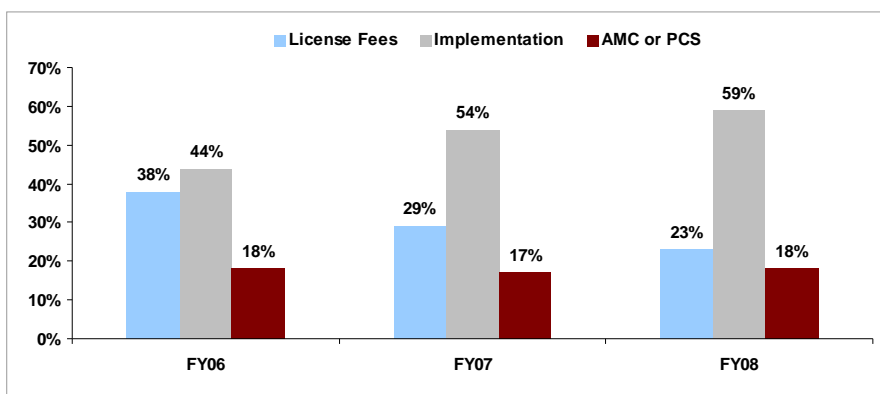
OFSS also indulges in non-productised service lines which includes their PrimeSourcing Application Services for ADM (Application Development & Maintenance), PrimeSourcing Technology Services for IMS (Infrastructure Management Services). OFSS also runs its BPO/KPO operations, erstwhile Equinox corp.

Revenues



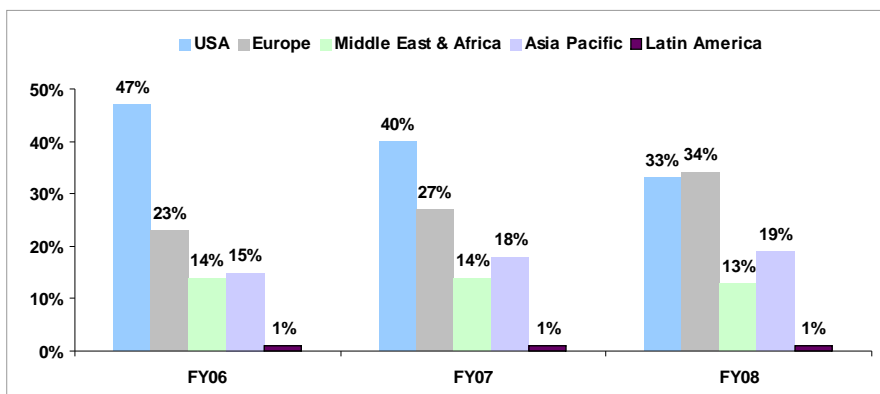
We can observe a change in the business mix moving from increase in the license revenues to the implementation revenues, owing to which there is reduced lumpiness in the revenues.

Product Revenues by Type



OFSS operates in five major geographies namely, USA, Middle East & Africa, Asia Pacific, Europe & Latin America.

Geographies

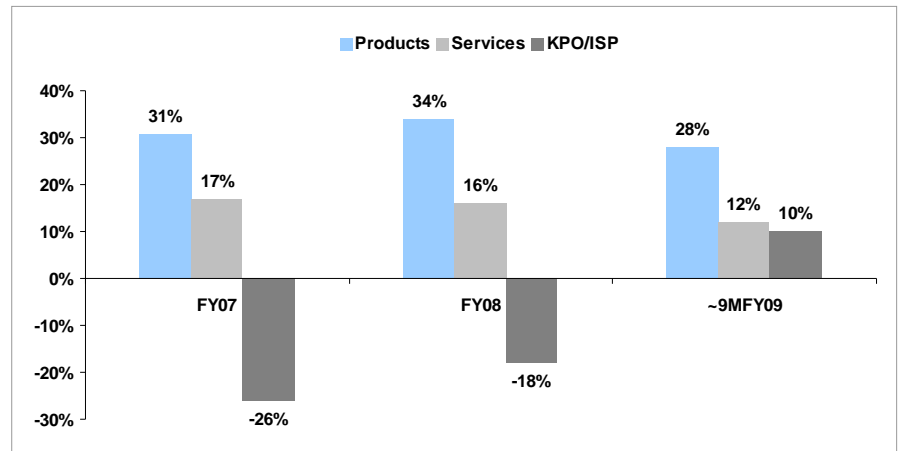


Re-Branding

The preceding year saw a change in the company's name which it had borne for over a decade, from i-Flex Solutions Ltd to Oracle Financial Services Software Ltd. This move marks the transition from brand i-flex to brand Oracle. This demonstrates synergies of scale, resources, expertise & efficiency across the two organizations.

**Operating Performance
(9MFY09)**

- Revenue growth at 28% YoY
- PAT growth at 200% YoY



In a NASSCOM post by Mastek CMD, Sudhakar Ram, he explains the impact of the crisis on the BFSI segment & to the Indian IT industry in general.

	Cause	Effect
1st Order	Banks might blow up or	Cancellation of contacts or
	Capital gets significantly eroded	Downsizing Contracts
2nd Order	Investment Portfolios	Conservative Discretionary Spending
	(Insurance companies, etc)	
3rd Order	Recession in the economy	Reduced IT spending in general

Source – Sudhakar Ram (CMD – Mastek), NASSCOM Blog post

Nearly 30 – 40% of the revenues for the Indian IT industry come from the BFSI segment. Traditionally the distribution of the IT spend on the client side has been in the form of 80% going towards maintenance whereas 20% to new implementations. But owing to recent developments in the financial sector, increase in complexity in financial operations & rapid financial globalization, new issues with governance & departures from the norm occur. This might push the traditional split in IT spending towards increase in spend on new & transformational implementation. When transformational budgets claim more dollars than maintenance budgets, it will put more pressure on the vendors to streamline their offerings & offer improved efficiencies.

Owing to the pricing pressure from crisis afflicted clients, companies have now started to rely more on off-shoring than on-site implementation. This hits margins to an extent but ensures incoming contracts due to a pricing discount. The three waves of the IT / Technology sector have a relative significance as to which businesses might do well in times following the crisis.

Wave	Type of business
Wave 1	Component suppliers from emergent economies to developed nations
Wave 2	Local industry gains expertise to provide cost effective contract manufacturing services.
Wave 3	Firms banking on their own IP-based solutions & relying on their own brand for marketing their products

Source – Sudhakar Ram (CMD – Mastek), NASSCOM Blog post

The businesses in the 3rd wave are those where no linear relationship might be associated with the headcount to the growth in the business. The 3rd wave businesses carry two important traits, firstly they operate in a sector in which they have relatively high degree of domain knowledge & secondly they have their own solutions which they can associate with their brand & a lot of clients to testify for their excellence. These businesses have a possibility of doing well over time since they will be recognizable in the universe of highly replicable products & services when vendor consolidation takes place.

OFSS enjoys a position which presents of a few entry barriers to new entrants or even existing rivals gain a competitive advantage.

- Significant domain expertise in the BFSI Industry.
- The company also has very well established product & service lines.
- It has a wide geographical reach
- A chance to leverage on its parent's footprint in the BFSI domain.
- Also a client list which would provide a positive feedback about the implementation capabilities of their products & services.

One thing we need to emphasize on is that Oracle Financial Services isn't the only company to offer banking solutions in the form of products. Indian Software Services giants like Infosys, TCS & a Swiss competitor named Temenos also have reputable banking solutions. Although brand presence & popularity would be beneficial for OFSS' product business, we still can't undermine the presence of these competitors.

Infosys & TCS are mammoths in the software servicing industry & have very well established service lines. It is conceivable that they have the capability to leverage their footprint in the Banking & financial services arena to help them effectively sell their banking solutions. But the banking product business of these firms is still small as compared to the overall size of their entire business. Temenos on the other hand is a formidable competitor also with a good brand & equally competent products for the BFSI sector. Temenos thus becomes the nearest competitor for OFSS.

Here's a comparison –

USD Mn				Rs Mn			
Temenos	CY08	CY07	YoY	OFSS	FY08	FY07	YoY
License	150.1	148.8	1%	License	3,192.4	3,251.2	-2%
Services	155.7	104.7	49%	Services	9,379.1	8,919.8	5%
Maintenance	101.2	76.3	33%	Maintenance & Implementation	10,687.5	7,959.8	34%
Total	407.0	329.8	23%	Total	23,808.4	20,609.4	16%

Source – Temenos, OFSS

Assumption - Temenos' implementation revenues are a part of services revenues

Slowly peeling the potato we can observe that the OFSS' business model is superior to that of the predominantly services companies since margins in the product business will always be higher than theirs. The cost incurred in creating this product is usually a one time expense & subsequent cost is incurred in development of the product & research into new ideas. The product license side of the revenue is usually lumpy but the significant contribution to the revenue is made from the implementation & the maintenance (PCS) segment.

We need to understand the overall impact of the current state of the banking & financial services industry on the company's long term performance. When a few firms & banks go down it doesn't significantly impact the normal operations of the entire sector. The discretionary spending otherwise witnessed from these firms & banks might be curtailed for a while till they get their affairs in order. Although the bottom line is that this spending squeeze is temporary.

Another silver lining for the company is its association with its parent Oracle Corp. As mentioned earlier, some synergies might surely help the business grow. Being Oracle, one of the market leaders in DBMS (Database Management Systems) & Application Servers, the back end of every IT implementation, it will offer some advantage to market banking solutions to those firms which rely on the parent's backend. It emerges cross-selling & up-selling opportunities. Being a part of brand Oracle, there might be a kink in the growth rate in the following year, which might normalize when synergies are established.

Lastly we need to understand from what Warren Buffett had said, "The future is never clear, and you pay a very high price in the stock market for a cheery consensus. Uncertainty is the friend of the buyer of long-term values." Owing to a robust business & a very good parentage another trait that makes OFSS attractive, is its being a delisting candidate. Oracle only needs to acquire the remaining 20% stake of OFSS in order to fully own the business. Here's how the acquisition saga has been so far –

Nov 2005:	Oracle obtained 42.8%; in i-flex solutions for \$593 million
Mar-Jun 2006:	The Company made additional purchases of i-flex common stock through ordinary brokerage transactions
Aug 14, 2006:	i-flex board of directors approved a preferential allotment of 4.45 million shares at Rs. 1,307.5 per share. Shares issued on September 14 cost Oracle approximately \$126 million and increased its ownership to 55%
Sept 12, 2006:	Oracle notified public shareholders of i-flex of intention to make an open offer to buy up to 20% i-flex equity at Rs 1,475 a share
Dec 7, 2006:	Price of the open offer increased by 42% to Rs 2,100 per share
Jan 6, 2007:	Oracle accepted the 23 million shares tendered in the offer for approximately \$1.1 billion

Source – Business Standard

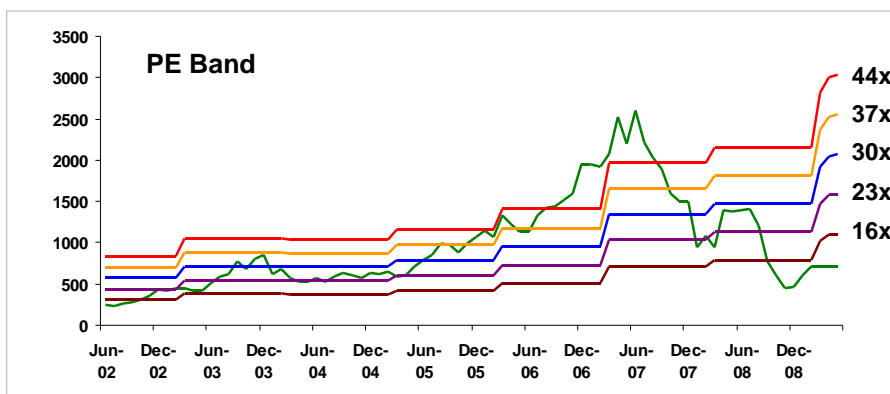
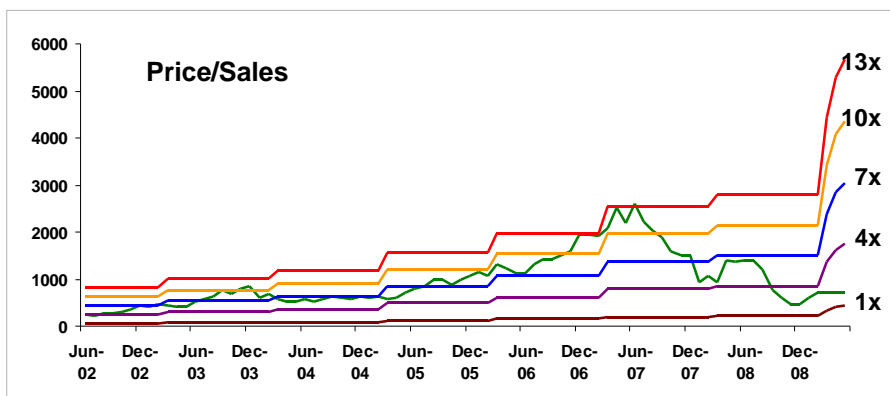
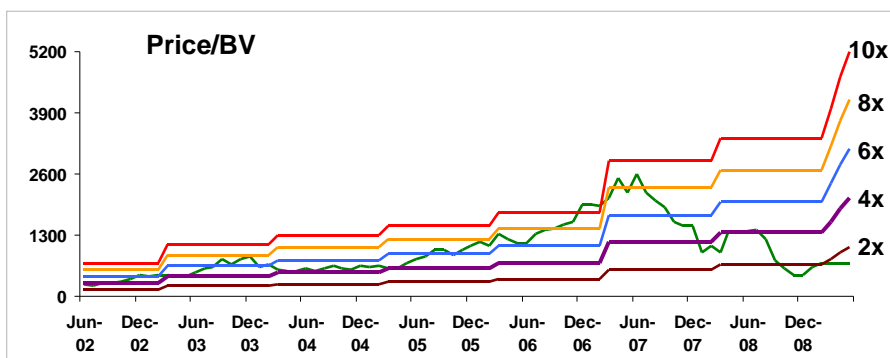
Now Oracle owns 80% of the stock & the odds that the management is waiting on the 6 month average trading price rule for buy back, seem to be very high. One move from the management's side or the Parent's side can prove to be catalytic for the fate of OFSS.

Particulars	FY04	FY05	FY06	FY07	FY08	FY09E	FY10E
Cash Per Share (Rs.)	77.4	88.6	90.0	86.4	107.2	155.2	187.2
P/E (x)	32.4	25.0	24.9	17.4	15.6	15.6	17.0
P/BV (x)	6.1	5.1	4.3	2.7	2.3	1.9	1.7
ROIC (%)	18.4%	23.4%	22.5%	19.4%	17.8%	14.6%	12.1%
ROCE (%)	24.3%	25.8%	21.9%	17.2%	16.6%	13.7%	11.8%
RONW (%)	18.8%	20.3%	17.2%	15.5%	15.0%	12.3%	10.0%

Here's a rough sketch of where the company stands vis-à-vis the parent -

Rs. Bn (100 Crs)				
	Revenue	Market Cap	OPM	Year
Oracle (parent)	1120.0	4650.0	36.28%	Current
OFSS	25.8	64.9	18.62%	FY09E
OFSS / Oracle	2.30%	1.40%		

Source – Businessweek, Oracle Inc, OFSS



Earnings Statement								
YE March (Rs. Mn.)	Q309	Q209	Q-Q(%)	Q308	Y-Y(%)	9M09	9M08	Y-Y(%)
Net Revenues	7,935.3	7,073.7	12.18%	6,195.6	28.08%	21,327.4	17,087.0	24.82%
Total Expenditure	5,206.1	5,877.8	-11.43%	4,866.2	6.99%	16,713.0	14,111.1	18.44%
Operating Profit	2,729.2	1,196.0	128.20%	1,329.4	105.29%	4,614.4	2,975.9	55.06%
OPM (%)	34.39%	16.91%	103.42%	21.46%	60.28%	21.64%	17.42%	24.23%
Other Income	850.8	(28.7)		58.9		1,460.7	21.4	
EBITDA	3,580.0	1,167.3	206.69%	1,388.3	157.86%	6,075.1	2,877.9	111.10%
Depreciation	145.5	137.9	5.52%	191.1	-23.86%	421.2	550.5	-23.48%
EBIT	3,434.5	1,029.4	233.64%	1,197.3	186.86%	5,653.9	2,327.4	142.93%
Interest	0.0	0.0	0.00%	0.0	0.00%	0.0	0.0	0.00%
PBT	3,434.5	1,029.4	233.64%	1,197.3	186.86%	5,653.9	2,327.4	142.93%
Tax	203.3	91.1	123.29%	128.5	58.24%	422.4	300.9	40.37%
PAT	3,231.1	938.3	244.35%	1,068.7	202.33%	5,231.5	2,026.5	158.16%
Equity Capital	418.8	418.8	0.00%	418.7	0.04%			
EPS	38.6	11.2	244.35%	12.8	202.22%			
Ratio Analysis								
Profitability								
YE March (Rs. Mn.)	Q209	Q109	Q-Q(bps)	Q208	Y-Y(bps)	H109	H108	Y-Y(bps)
OPM (%)	16.91%	10.91%	599.8	16.56%	34.7	14.08%	15.12%	(104.0)
EBITDA (%)	16.50%	21.02%	(451.4)	17.32%	(82.2)	5.30%	-0.41%	570.6
EBIT (%)	14.55%	18.83%	(428.2)	13.93%	62.1	32.57%	25.26%	730.8
PAT (%)	13.27%	16.81%	(354.3)	12.31%	95.8	14.48%	22.46%	(798.0)

Earnings Statement						
Particulars	FY05	FY06	FY07	FY08	FY09E	FY10E
Total Revenues	11,385.9	14,823.0	20,609.4	23,802.4	25,762.4	27,775.7
- Growth (%)	44.5%	30.2%	39.0%	15.5%	12.0%	13.0%
Cost of Revenues	5,701.1	7,794.1	11,066.1	13,040.3	14,474.7	16,066.9
Gross Profit	5,684.8	7,028.9	9,543.3	10,762.1	11,287.7	11,708.8
Operating Expenses	2,683.4	3,824.7	5,118.8	6,089.8	6,597.0	7,147.8
Operating Income	3,001.5	3,204.2	4,424.5	4,672.3	4,690.7	4,561.0
- Growth (%)	34.8%	6.8%	38.1%	5.6%	0.4%	-2.8%
Non-Operating Income	310.6	294.6	376.9	639.7	651.9	637.1
Non-Operating Expenses	51.3	9.9	17.3	0.0	0.0	0.0
Depreciation & Amortization	309.3	460.4	653.0	705.9	700.0	700.0
EBIT	2,951.4	3,028.5	4,131.1	4,606.1	4,642.7	4,498.1
- Growth (%)	27.5%	2.6%	36.4%	11.5%	0.8%	-3.1%
Tax	627.1	560.4	416.0	441.7	464.3	674.7
PAT Before MI & PPI	2,324.3	2,468.0	3,715.2	4,164.4	4,178.4	3,823.3
- Growth (%)	30.0%	6.2%	50.5%	12.1%	0.3%	-8.5%
Minority Interest	0.0	2.6	0.0	(4.4)	(4.4)	(4.4)
Share of Profit of assoc. co.	0.0	3.3	7.6	(4.1)	(4.1)	(4.1)
Income before Prior Period Items	2,324.3	2,473.9	3,722.8	4,155.9	4,169.8	3,814.8
Prior Period Items	0.0	97.4	0.0	0.0	0.0	0.0
Net Income	2,324.3	2,376.5	3,722.8	4,155.9	4,169.8	3,814.8
Reported PAT	2,324.3	2,376.5	3,722.8	4,155.9	4,169.8	3,814.8
- Growth (%)	30.0%	2.2%	56.6%	11.6%	0.3%	-8.5%

Ratio Analysis						
Particulars	FY05	FY06	FY07	FY08	FY09E	FY10E
OPM (%)	26.4%	21.6%	21.5%	19.6%	18.2%	16.4%
PBIT (%)	25.9%	20.4%	20.0%	19.4%	18.0%	16.2%
PAT (%)	20.4%	16.0%	18.1%	17.5%	16.2%	13.7%
Interest Cover (x)	0.0	0.0	0.0	0.0	0.0	0.0
EPS (Rs.)	31.0	31.2	44.7	49.6	49.8	45.6
Cash Per Share (Rs.)	88.6	90.0	86.4	107.2	155.2	187.2
P/E (x)	23.7	23.6	16.4	14.8	14.8	16.1
P/BV (x)	4.8	4.1	2.5	2.2	1.8	1.6
BVPS (Rs.)	153.0	181.0	288.4	331.6	403.6	453.3
Market Cap (Rs. Mn.)	55,036.5	56,072.0	61,217.1	61,554.3	61,554.3	61,554.3
M Cap/Sales (x)	4.8	3.8	3.0	2.6	2.4	2.2
EV (Rs. Mn.)	48,401.7	49,202.5	54,019.4	52,576.8	48,554.3	45,878.2
EV/EBITDA (x)	16.1	15.4	12.2	11.3	10.4	10.1
EV/Sales (x)	4.3	3.3	2.6	2.2	1.9	1.7
ROIC (%)	23.4%	22.5%	19.4%	17.8%	14.6%	12.1%
ROCE (%)	25.8%	21.9%	17.2%	16.6%	13.7%	11.8%
RONW (%)	20.3%	17.2%	15.5%	15.0%	12.3%	10.0%
Debt/Equity Ratio (x)	0.0	0.0	0.0	0.0	0.0	0.0
Debtors T/o Days	119.9	127.7	130.9	127.9	140.0	140.0
Advances T/o Days	36.5	50.5	75.5	79.3	80.0	80.0
Creditors T/o Days	69.4	80.4	85.8	84.9	85.0	85.0
Working Cap T/o Days	287.4	255.7	259.9	267.2	270.0	270.0
Fixed Assets T/o (Gross)	3.7	3.7	2.1	2.1	2.1	2.0
DPS (Rs.)	0.0	5.0	0.0	0.0	0.0	0.0
Dividend Payout (%)	0.0%	16.1%	0.0%	0.0%	0.0%	0.0%

Balance Sheet						
Particulars	FY05	FY06	FY07	FY08	FY09E	FY10E
Equity Capital	374.4	381.4	416.4	418.7	418.7	418.7
Share application money	0.0	10.3	401.7	0.3	0.3	0.3
Reserves	11,078.5	13,415.4	23,202.1	27,351.6	33,377.9	37,547.7
Shareholders Funds	11,452.9	13,807.2	24,020.2	27,770.6	33,796.9	37,966.7
Minority Interest	0.0	0.0	0.0	6.3	6.3	6.3
Borrowed Funds	0.0	0.0	0.0	0.0	0.0	0.0
Total Liabilities	11,452.9	13,807.2	24,020.2	27,776.8	33,803.1	37,973.0
Fixed Assets	2,301.2	3,159.0	8,941.2	9,826.7	10,500.1	11,248.2
Investments	60.9	52.4	59.2	54.9	42.0	42.0
Current Assets						
Sundry Debtors	3,791.0	5,257.9	7,494.4	8,454.0	10,018.7	10,801.7
Loans & Advances	1,153.9	2,078.9	4,325.0	5,241.6	5,725.0	6,172.4
Cash & Bank Balance	6,634.8	6,869.4	7,197.8	8,977.5	13,000.0	15,676.1
Other Current Assets	175.1	309.1	1,194.6	1,137.1	1,171.2	1,206.3
Current Liabilities						
Other Current Liabilities	2,196.3	3,308.8	4,910.5	5,613.7	6,082.8	6,558.2
Provisions	467.3	679.9	421.2	527.0	571.0	615.6
Net Current Assets	9,091.2	10,526.7	14,880.1	17,669.5	23,261.1	26,682.7
Net Deferred Tax	0.4	69.2	139.8	225.6	0.0	0.0
Total Assets	11,453.7	13,807.3	24,020.3	27,776.8	33,803.2	37,972.9

Cash Flow						
Particulars	FY05	FY06	FY07	FY08	FY09	FY10
Opening Cash & Bank	5,788.4	6,634.8	6,869.4	7,197.8	8,977.5	13,000.0
Profit After Tax	2,324.3	2,376.5	3,722.8	4,155.9	4,169.8	3,814.8
Invnt Income	(310.6)	(294.6)	(376.9)	(639.7)	(651.9)	(637.1)
Interest Paid	0.0	0.0	0.0	0.0	0.0	0.0
Miscellaneous Exp W/Off	0.0	0.0	0.0	0.0	0.0	0.0
Depreciation	309.3	460.4	653.0	705.9	700.0	700.0
Deferred Taxation	0.0	0.0	(69.6)	(70.6)	(85.9)	0.0
Others	(120.0)	(893.7)	(260.0)	(170.8)	317.4	(0.1)
Change in Working Cap	(758.2)	(1,200.9)	(4,025.1)	(1,009.7)	(1,569.1)	(745.5)
CF - Operating Activities	1,444.9	447.8	(355.7)	2,971.0	2,880.3	3,132.1
Change in Fixed Assets	(813.9)	(1,366.7)	(6,424.0)	(1,429.6)	(1,379.2)	(1,448.2)
Change in Investments	294.8	8.6	(6.8)	4.2	12.9	0.0
Investment Income	310.6	294.6	376.9	639.7	651.9	637.1
CF - Investing Activities	(208.5)	(1,063.6)	(6,053.9)	(785.7)	(714.3)	(811.1)
Increase in Equity	(390.0)	414.1	6,614.1	(405.5)	1,856.4	355.0
Changes in Borrowings	0.0	0.0	0.0	0.0	0.0	0.0
Interest Paid	0.0	0.0	0.0	0.0	0.0	0.0
Dividend Paid	0.0	436.3	123.9	0.0	0.0	0.0
CF - Financing Activities	(390.0)	850.4	6,738.0	(405.5)	1,856.4	355.0
Net Change in Cash	846.4	234.6	328.3	1,779.8	4,022.5	2,676.1
Closing Cash & Bank Bal	6,634.8	6,869.4	7,197.8	8,977.5	13,000.0	15,676.1

Disclaimer

Disclosure of Interest Statement

1. Analyst Ownership of the scrip
2. PPFAS ownership of the scrip
3. PMS ownership of the scrip

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Contact

Ridhim Thapar	Institutional Sales	ridhim@ppfas.com	91 22 2284 6555 Extn 312
Raunak Onkar	Analyst - Investment Research	raunak@ppfas.com	91 22 2284 6555 Extn 323

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Parag Parikh Financial Advisory Services Limited

130/132, Great Western Building, 1st Floor, S. B. Marg, Near Lion Gate, Fort, Mumbai - 400 001.

Tel : 91-22-2284 6555 Fax : 91-22-2284 6553, e-mail : researchcall@ppfas.com

www.ppfas.com