4 February 2025 3QFY25 Results Update | Sector: Automobiles

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FINANCIAL SERVICES

Estimate changes	
TP change	
Rating change	$ \longleftrightarrow $

Bloomberg	TIINDIA IN
Equity Shares (m)	193
M.Cap.(INRb)/(USDb)	598.3 / 6.9
52-Week Range (INR)	4811 / 2981
1, 6, 12 Rel. Per (%)	-13/-20/-24
12M Avg Val (INR M)	1022

Consol. Financials & Valuations (INR b)

INR b	FY25E	FY26E	FY27E
Sales	194.1	227.1	263.0
EBITDA	22.5	27.4	31.7
Adj. PAT	8.6	11.3	13.5
EPS (INR)	44.4	58.7	69.6
EPS Gr. (%)	29.1	32.2	18.7
BV/Sh. (INR)	304	358	423
Ratios			
RoE (%)	15.6	17.7	17.8
RoCE (%)	31.3	34.1	34.7
Payout (%)	8.7	7.6	7.2
Valuations			
P/E (x)	69.5	52.6	44.3
P/BV (x)	10.1	8.6	7.3
Div. Yield (%)	0.1	0.1	0.2
FCF Yield (%)	1.5	2.0	2.6

Shareholding pattern (%)

As On	Dec-24	Sep-24	Dec-23
Promoter	44.1	45.0	45.1
DII	15.5	15.2	14.6
FII	28.2	28.4	28.8
Others	12.2	11.5	11.5
	••	• •	

FII Includes depository receipts

CMP: INR3,093 TP: INR3,690 (+19%)

Buy

Miss on estimates due to weak revenue growth

Targets operating breakeven for its two existing EV products by FY26

- Tube Investments (TIINDIA) reported a weak 3QFY25 performance, hit by subdued growth across key segments. The near-term outlook appears moderate, with key challenges in: i) Engineering revenue growth pressure from metal price volatility and an uncertain export environment, ii) Metal Formed weaker pricing in the railway segment, and iii) EVs slower ramp-up.
- Considering the same, we cut our FY25E/FY26E consol. EPS by 3.5%/8.7%. However, structural growth drivers are still in place as we expect a ~16%/ 29% consol. revenue/PAT growth over FY25-27. Further, after the recent correction, the stock appears attractive at ~53x/44x FY26E/27E consol. EPS. Reiterate BUY with a TP of ~INR3,690 (premised on Dec'26E SoTP).

Revenue growth muted; EBITDA margin better at 12.7% (est. 11.8%)

- TIINDIA's 3QFY25 standalone revenue/EBITDA/PAT grew ~0.6%/1.5%/ 2.1% YoY to INR19.1b/2.4b/1.6b (est. INR20.6b/2.4b/1.7b).
- Revenue for mobility/engineering declined 4%/1% YoY, while it was offset by growth in metal formed/other businesses by 2%/15% YoY, respectively.
- The muted revenue growth in the engineering division was primarily due to lower metal prices, though volumes grew by 7-8%.
- Gross margin improved 230bp YoY/220bp QoQ to 38.4%.
- This resulted in an in-line EBITDA of INR2.4b (+1.5% YoY). EBITDA margin were largely flat YoY (+80bp QoQ) at 12.7% (est. 11.8%).
- Segmental EBIT performance- Mobility: -0.6% (-5.6% in 3QFY24, est. -3%), Engineering: 12.9% (12.4% in 3QFY24, est. 12.6%), Metal formed: 10.1% (12.1% in 3QFY24, est. 10.9%), Other businesses: 4.5% (6.3% in 3QFY24, est. 5%).
- Margins in the metal formed division weakened due to lower pricing in the railway segment, and a temporary dip in PV-related demand, especially in the door frame business, led by model and year-end changes.
- However, lower other income resulted in a miss on Adj. PAT at IN1.6b (+2% YoY, est. INR1.7b).
- The Board declared an interim dividend of INR2 per share for FY25.

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Investors are advised to refer through important disclosures made at the last page of the Research Report.

Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

Highlights from the management commentary

- TIINDIA's 3W volumes underperformed the industry with a flat YoY growth at 1,837 units sold in 3Q vs. industry growth of 19% YoY. Management reasoned that while 3Q industry growth was led largely by a festive boost, which is prevalent in North and West India, TIINDIA has a stronger market presence in South India and it has not lost share in this region.
- Management targets to launch one new SCV and a new tractor EV in 4Q, with a ramp-up in FY26. TIINDIA aims to achieve operating breakeven for its two existing EV products in the next FY, while the other two will still require investments.
- **Export opportunities**: It exports 35-40% to the US, with half of it linked to longterm OEM relationships, making it relatively insulated from immediate tariff changes. Beyond the engineering division, export growth opportunities are being explored in bicycles, Metal-Formed products, and industrial chains.
- Acquisition strategy: Management has indicated that they would remain focused on existing TI2 and TI3 businesses and target to ramp them up before considering further inorganic growth options. Management also indicated that valuations are currently not supportive of considering inorganic growth.

Valuation and view

- TIINDIA offers diversified revenue streams, with strong growth in the core business (~14% CAGR in standalone PAT over FY25-27E), ramp-up in CG Power, and the optionality of new businesses incubated under the TI-2 strategy. However, we have cut out FY26E/27E consol. EPS by 3.5%/8.7% to factor in the near-term weakness.
- The stock trades at 53x/44x FY26E/FY27E consolidated EPS. Reiterate BUY with a TP of ~INR3,690 (premised on Dec'26E SOTP, based on 36x for the standalone business, valuing listed subsidiaries at a 30% HoldCo discount, and adding INR170/share for the e-3W businesses).

Quarterly performance (S/A)												(INR m)
Y/E March		FY	24			FY	25E		FY24	FY25E	3QE	VAS.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE				(%)
Net Sales	17,801	19,696	18,983	19,624	19,603	20,648	19,102	20,326	76,105	79,679	20,591	-7.2
YoY Change (%)	-9.0	3.3	11.0	18.0	10.1	4.8	0.6	3.6	5.2	4.7	8.5	
EBITDA	2,160	2,514	2,395	2,171	2,400	2,460	2,431	2,173	9,239	9,464	2,430	0.1
Margins (%)	12.1	12.8	12.6	11.1	12.2	11.9	12.7	10.7	12.1	11.9	11.8	90bp
Depreciation	331	346	361	370	386	407	432	434	1,408	1,659	430	
Interest	70	77	74	75	72	69	54	62	295	258	65	
Other Income	219	358	137	1,451	137	261	175	1,787	2,165	2,359	350	
PBT before EO expense	1,979	2,448	2,096	3,178	2,079	2,245	2,120	3,463	9, 70 1	9,906	2,285	-7.2
Тах	502	634	521	699	534	567	512	863	2 <i>,</i> 359	2,477	576	
Tax Rate (%)	25.4	25.9	24.9	22.0	25.7	25.3	24.2	24.9	24.3	25.0	25.2	-100bp
Adj PAT	1,477	1,814	1,575	2,479	1,545	1,678	1,607	2,600	7,345	7,430	1,709	-5.9
YoY Change (%)	10.0	13.2	14.4	-9.2	4.6	-7.5	2.1	4.9	4.1	1.2	8.5	
E MOECH Estimates												

E: MOFSL Estimates

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Segmental Mix (INR m)

	FY24			FY25E				FY24	FY25E	3QE
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE			
1,867	1,766	1,473	1,539	1,807	1,675	1,418	1,448	6,645	6,348	1,532
(24.0)	(21.9)	(15.2)	(0.4)	(3.2)	(5.1)	(3.8)	(5.9)	(16.9)	(4.5)	4.0
1.1	(1.7)	(5.6)	(5.7)	0.9	(0.2)	(0.6)	(0.5)	(2.7)	(0.0)	(3.0)
10.5	9.0	7.8	7.8	9.2	8.1	7.4	7.1	8.7	8.0	7.4
11,416	12,741	12,289	12,759	12,652	13,231	12,118	12,936	49,508	50,937	13,395
(8.2)	6.9	13.7	22.2	10.8	3.8	(1.4)	1.4	8.5	2.9	9.0
11.8	13.3	12.4	12.5	12.4	12.3	12.9	13.0	12.5	12.6	12.6
64.1	64.7	64.7	65.0	64.5	64.1	63.4	63.6	65.1	63.9	65.1
3,419	3,996	3,917	3,859	3,576	4,044	3,997	4,339	15,190	15,956	4,270
2.1	7.7	5.7	11.2	4.6	1.2	2.0	12.4	6.8	5.0	9.0
12.8	13.4	12.1	11.0	10.0	11.3	10.1	10.5	12.3	10.5	10.9
19.2	20.3	20.6	19.7	18.2	19.6	20.9	21.3	20.0	20.0	20.7
1,776	2,068	2,195	2,302	2,469	2,433	2,524	2,561	8,039	9 <i>,</i> 987	2,282
(20.2)	10.1	32.1	20.5	39.1	17.6	15.0	11.3	7.5	24.2	4.0
9.0	8.4	6.3	7.5	6.1	3.6	4.5	5.9	8.0	5.0	5.0
10.0	10.5	11.6	11.7	12.6	11.8	13.2	12.6	10.6	12.5	11.1
17,801	19,696	18,983	19,624	19,6 <mark>03</mark>	20,648	19,102	20,326	76,105	79,679	20,591
(9.0)	3.3	11.0	18.0	10.1	4.8	0.6	3.6	5.5	4.7	8.5
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E: MOFSL Estimates



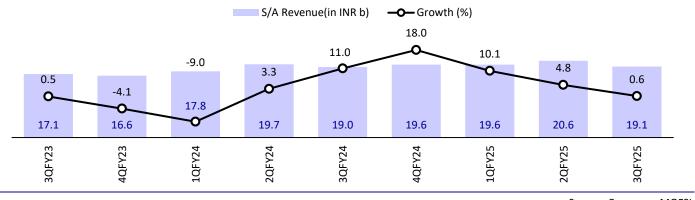
Highlights from the management commentary

- Engineering: The muted revenue growth in the engineering division was primarily due to lower metal prices, though volumes grew 7-8% YoY. Exports remained steady at 19-20% of revenue, but future demand remains uncertain due to macroeconomic volatility.
- Metal Formed: Margins weakened due to lower pricing in the railway segment and a temporary dip in PV-related demand, particularly in the door frame business, due to model and year-end changes. The company expects margins to normalize, targeting a sustainable PBT margin of 10-11%.
- **EV segment:** It remains committed to achieving USD1b in revenue from its EV business by 2029. The company believes it is on track despite market evolution.
- TIINDIA's 3W volumes underperformed the industry with a flat YoY growth at 1,837 units sold in 3Q, vs. the industry growth of 19% YoY. Management reasoned that while 3Q industry growth was led largely by festive boost which is prevalent in North and West India, TII has a stronger market presence in South India and it has not lost share in this region. The EV penetration in the 3W passenger L5 segment reached ~25% (Apr-Dec). The company has aggressive plans for both passenger and cargo EVs, with scale-up plans from 1QFY26. Profitability is a challenge industry-wide. The company would target to be operational breakeven in FY26 aided by scale.
- Truck deliveries fell from 42 in 2Q to 36 in 3Q, contributing to the revenue decline from INR1.46b to INR1.27b. It sees an early-mover advantage in HCV goods segments in EVs, where TII seems to be the only large-scale player for at least another year, which will allow it to build a strong position in the segment.
- They target to launch one new SCV and a new tractor EV in 4Q with a ramp-up in FY26. TII aims to achieve operating breakeven for its two existing EV products in the next FY, while the other two will still require investments.
- Losses in 3Q increased due to a reduction in 3W PM-e-drive incentives (cut from INR50k per vehicle to INR25k / unit), higher product development

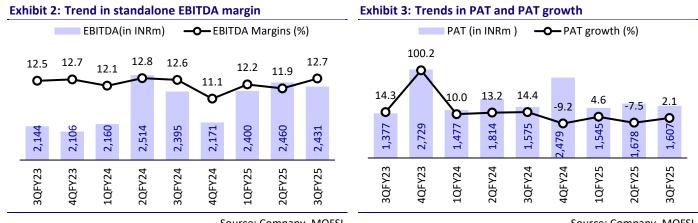
expenses, costs related to the newly commissioned Tech Center, and increased fixed costs for ramping up new products in tractor and SCV segments.

- Capex for EVs: It plans a capex of INR3b for its four EV business segments in FY26E. The company is sufficiently funded for at least two more years in TICMPL.
- EV distribution: The Company is exploring export opportunities for its EV business and expects to consider it over a 2-3-year horizon. However, the priority remains on establishing a strong domestic presence first.
- Network: 3W Business 88 operational dealers, with plans to reach 100+ by the end of FY25E. SCV: The company has given dealer LOIs in 15 cities, with dealers expected to be operational by the end of the FY. Tractor: Targeting 10 dealers by the end of the FY.
- EV Chain Market: While most EV scooters still do not use chain drives, one OEM is in the early stages of developing a chain-based system as a replacement for belts. The overall chain market remains strong due to sustained motorcycle growth and a large aftermarket demand.
- Medical devices: It expects to complete its CE certification by 4QFY25, with growth anticipated thereafter as customer relationships and distribution channels continue to develop. The delay was due to the company's name change, which led to delays of a couple of quarters.
- **Depreciation:** Standalone capex stood at INR2.95b as of December, with higher depreciation driven by these investments.
- Optical Lens Business: Progress has been slower than expected. Limited customers are willing to source only lenses from India, and the company is cautious about investing in full camera module production due to pricing challenges against Chinese competitors. It aims to achieve efficiency at the lens level before considering forward integration into camera modules.
- Moshine Business: It has struggled to scale its investment due to supply chain dominance by China in the electronics sector.
- Export Opportunities: The company exports 35-40% of its exports to the US, with half of it linked to long-term OEM relationships, making it relatively insulated from immediate tariff changes. Beyond the engineering division, export growth opportunities are being explored in bicycles, Metal-Formed products, and industrial chains.
- Acquisition Strategy: The decision of the Murugappa Group to acquire Hupergroup is based on the nature of the business. New platforms in entirely different sectors, like inks and chemicals, are kept outside of TI. Management has indicated that they would remain focused on existing TI2 and TI3 businesses and target to ramp them up, before considering further inorganic growth options. Management also indicated that valuations are currently not supportive of considering inorganic growth.

Exhibit 1: Trends in SA revenue and revenue growth



Source: Company, MOFSL



Source: Company, MOFSL

Source: Company, MOFSL

Valuation and view

- TIINDIA offers a robust growth story, driven by reasonable growth and strong cash flows of the core business (TI-1). Cash flows will be used for systematically incubating future growth platforms (TI-2) and opportunistic acquisitions of stressed assets (TI-3) at attractive prices.
- The TI-2 business, based on the venture capital model, has seen seeding of several businesses, such as optics lenses, e-3Ws, e-tractors, e-CVs, and CDMO. Further, it has acquired Lotus Surgical, which is in the domain of medical technology, a focus area for TIINDIA under TI-2. Additionally, it is looking to get into electronics manufacturing in India as a play on localization. These businesses offer a huge potential, though it may take time for them to scale up. TIINDIA has seen a temporary drop in volumes of its e-3Ws, primarily due to the transition to a new subsidy regime, but the company is focusing on expanding its reach beyond Southern markets to Northern markets. It has plans to launch its e-SCV and cargo in the coming quarters. In our consolidated estimates, we are not building in any material contribution from these businesses yet. Right now, we just value its EV vertical (e-3Ws) at INR170 per share in the SoTP.
- For the standalone business, we estimate an 8% revenue CAGR over FY25-27 and an EBITDA CAGR of 13%, led by an EBITDA margin expansion of 120bp to 13.1% (vs. a peak of 12.2% in FY23), driven by improving mix, operating leverage, and 'Lean' project initiatives. As a result, we estimate a CAGR of 14% in PAT over FY25-27.
- At a consolidated level, we estimate a CAGR of ~16%/19%/25% in revenue/EBITDA/PAT over FY25-27E. We estimate consolidated RoCE to improve 340bp to 34.7% by FY27E. We are not building in any benefits from new

ventures under TI-2 (except the Lens business, which is part of Others) in our consolidated performance.

Valuation and view: We cut our FY25/FY26 consolidated EPS estimates by 3.5%/8.7% to factor in for moderation in the near-term demand trends. TIINDIA offers diversified revenue streams, with healthy growth in the core business (~14% S/A PAT CAGR over FY25E-27E), growth in CG Power, and the optionality of new businesses incubated under the TI-2 strategy. The stock trades at 53x/44x FY26E/FY27E consolidated EPS. Reiterate BUY with a TP of ~INR3,690 (premised on Dec'26E SOTP, based on 36x for the standalone business, valuing listed subsidiaries at 30% HoldCo discount and adding INR170/share for the e-3W business).

Exhibit 4: Our revised estimates (consolidated)

		FY25E		FY26E				
(INR b)	Rev	Old	Chg (%)	Rev	Old	Chg (%)		
Net Sales	194.1	197.5	-1.7	227.1	232.5	-2.3		
EBITDA Margin (%)	11.6	11.6	0bp	12.1	12.1	-10bp		
PAT	8.6	8.9	-3.5	11.3	12.4	-8.7		
EPS (INR)	44.4	46.0	-3.5	58.7	64.2	-8.7		

Exhibit 5: TIINDIA – SoTP-based target price

SOTP (INR/Share)		FY25E	FY26E	FY27E
Value of S/A Business @ 36x Core EPS	PE @ 36x	1,146	1,361	1,522
Value for e-3W business		151	165	172
Value of listed subs post hold-co discount (15%)	30			
Shanthi Gear	497	97	97	97
CG power	604	1,940	1,940	1,940
Fair value (INR/Share)		3,334	3,563	3,732

Story in charts

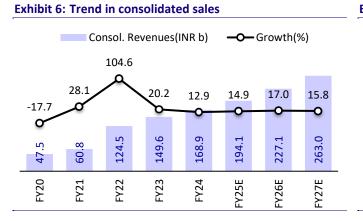


Exhibit 8: Trend in consolidated PAT

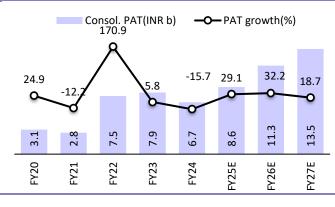


Exhibit 10: FCF dipped in FY24 mainly due to higher capex

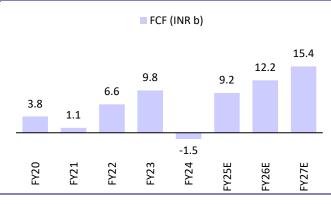


Exhibit 7: Trend in consolidated EBITDA

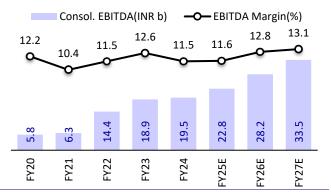


Exhibit 9: Trend in consolidated capital efficiency

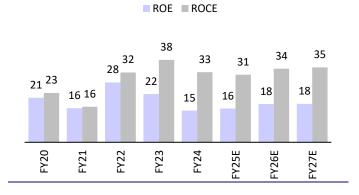
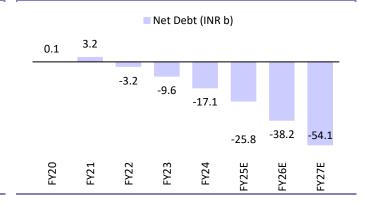


Exhibit 11: Trend in net debt



Financials and valuations

Consolidated - Income Statement								(INR m
Y/E March	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27
Net Op. Revenues	47,504	60,833	1,24,474	1,49,641	1,68,903	1,94,146	2,27,147	2,63,046
Change (%)	-17.7	28.1	104.6	20.2	12.9	14.9	17.0	15.8
EBITDA	5,785	6,347	14,353	18,869	19,494	22,527	27,393	31,726
Margin (%)	12.2	10.4	11.5	12.6	11.5	11.6	12.1	12.1
Depreciation	1,853	2,506	3,466	3,959	4,655	4,626	4,938	5,320
EBIT	3,932	3,841	10,887	14,911	14,839	17,901	22,455	26,406
Interest charges	304	459	820	425	523	583	249	215
Other Income	623	681	1,044	1,439	2,517	2,097	2,445	2,962
PBT bef. EO Exp.	4,252	4,064	11,112	15,925	16,834	19,416	24,652	29,153
EO Income/(Exp)	-220	-419	202	81	1	0	0	(
PBT after EO Exp.	4,032	3,645	11,314	16,006	16,835	19,416	24,652	29,153
Current Tax	1,144	1,074	1,731	2,593	2,769	5,631	7,149	8,454
Deferred Tax	-244	-286	-123	1,633	2,191	0	0	C
Tax Rate (%)	22.3	21.6	14.2	26.4	29.5	29.0	29.0	29.0
Less: Minority Interest	0	106	2,251	3,890	5,225	5,201	6,157	7,232
Reported PAT	3,133	2,752	7,454	7,889	6,650	8,584	11,346	13,467
Adjusted PAT	3,303	3,080	7,281	7,830	6,650	8,584	11,346	13,467
Change (%)	32.8	-6.8	136.4	7.5	-15.1	29.1	32.2	18.7
Consolidated - Balance Sheet								
Y/E March	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Equity Share Capital	188	193	193	193	193	193	193	193
Total Reserves	17,149	21,525	30,518	39,313	50,803	58,644	69,125	81,622
Net Worth	17,337	21,718	30,711	39,506	50,997	58,838	69,318	81,816
Minority Interest	726	3,360	6,542	10,049	16,450	21,651	27,808	35,040
Deferred Tax Liabilities	181	107	72	279	743	0	0	(
Total Loans	2,694	13,262	8,038	7,261	8,963	8,963	8,963	8,963
Capital Employed	20,939	38,447	45,362	57,094	77,154	89,453	1,06,090	1,25,819
Gross Block	19,753	39,006	40,051	43,771	53,576	67,716	76,346	84,976
Less: Accum. Deprn.	7,820	10,353	13,557	16,549	20,558	25,184	30,122	35,442
Net Fixed Assets	11,933	28,654	26,494	27,222	33,019	42,532	46,224	49,534
Goodwill on Consolidation	3,092	5,998	6,631	8,538	11,029	11,029	11,029	11,029
Capital WIP	585	1,353	1,283	1,914	3,810	1,000	1,000	1,000
Total Investments	2,266	4,267	5,537	7,410	13,816	13,816	13,816	13,816
Curr. Assets, Loans&Adv.	12,927	37,592	43,722	52,546	68,143	83,848	1,06,908	1,34,506
Inventory	5,586	11,094	13,271	13,529	17,875	23,936	28,004	32,430
Account Receivables	5,246	12,785	17,853	21,295	27,328	29,255	34,228	39,637
Cash and Bank Balance	378	5,755	5,727	9,446	12,274	20,950	33,318	49,287
Loans and Advances	1,716	7,958	6,871	8,277	10,666	9,707	11,357	13,152
Curr. Liability & Prov.	9,970	51,914	43,432	38,854	53,998	64,108	74,222	85,402
Account Payables	6,959	22,570	23,432	23,005	27,744	31,503	36,667	42,462
Other Current Liabilities	2,371	26,312	17,717	13,014	27,744	29,122	34,072	39,457
Provisions Net Current Assets	640	3,032	2,283	2,836	3,483	3,483	3,483	3,483
	2,957	-14,322	289	13,692	14,145	19,740	32,685	49,10
Deferred Tax assets	106	7,592	5,136	3,350	1,246	1,246	1,246	1,246
Misc Expenditure	0	4,903	-8	-5,030	89	89	89	89
Appl. of Funds	20,939	38,447	45,363	57,095	77,154	89,453	1,06,090	1,25,819

E: MOFSL Estimates

Financials and valuations

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Basic (INR)								
EPS	17.6	16.0	37.7	40.5	34.4	44.4	58.7	69.6
Cash EPS	27.4	29.0	55.7	61.0	58.5	68.3	84.2	97.1
BV/Share	92.3	112.6	159.2	204.6	263.7	304.2	358.4	423.0
DPS	4	4	4	4	4	4	4	5
Payout (%)	21.0	24.5	9.1	8.6	10.2	8.7	7.6	7.2
Valuation (x)								
P/E	175.5	193.2	81.8	76.1	89.8	69.5	52.6	44.3
Cash P/E	112.5	106.5	55.4	50.5	52.8	45.2	36.7	31.8
P/BV	33.4	27.4	19.4	15.1	11.7	10.1	8.6	7.3
EV/Sales	12.3	9.9	4.8	4.0	3.5	3.0	2.5	2.1
EV/EBITDA	100.6	94.9	41.6	31.5	30.4	26.0	20.9	17.5
Dividend Yield (%)	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2
FCF per share	20.1	5.8	34.1	50.9	-7.6	47.7	62.8	79.5
Return Ratios (%)								
RoIC	27.2	19.6	30.9	28.0	15.6	18.0	21.0	21.1
RoE	20.6	15.8	27.8	22.3	14.7	15.6	17.7	17.8
RoCE	22.9	16.4	32.4	38.2	32.5	31.3	34.1	34.7
Working Capital Ratios								
Fixed Asset Turnover (x)	2.4	1.6	3.1	3.4	3.2	2.9	3.0	3.1
Asset Turnover (x)	2.3	1.6	2.7	2.6	2.2	2.2	2.1	2.1
Inventory (Days)	43	67	39	33	39	45	45	45
Debtor (Days)	40	77	52	52	59	55	55	55
Creditor (Days)	53	135	69	56	60	59	59	59
Working Cap. Turnover (Days)	20	-120	-16	10	4	-2	-1	0

Consolidated - Cash Flow Statement								(INR m)
Y/E March	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
OP/(Loss) before Tax	4,032	3,645	11,284	15,810	16,828	19,416	24,652	29,153
Depreciation	1,715	2,506	3,466	3,959	4,655	4,626	4,938	5,320
Interest & Finance Charges	304	459	820	425	523	583	249	215
Direct Taxes Paid	-1,223	-990	-1,149	-2,450	-2,783	-5,631	-7,149	-8,454
(Inc)/Dec in WC	1,162	-3,157	-4,803	-3,322	-10,954	2,338	-577	-451
Others	-28	108	-663	-564	-1,517	-772	-1,331	-1,778
CF from Operating	5,961	2,572	8,955	13,857	6,752	20,560	20,782	24,005
(Inc)/Dec in FA	-2,191	-1,449	-2,376	-4,024	-8,228	-11,330	-8,630	-8,630
Free Cash Flow	3,770	1,123	6,580	9,833	-1,477	9,230	12,152	15,375
(Pur)/Sale of Investments	-344	-2,169	-883	-3,248	-5,628	0	0	0
Others	76	170	2,472	-1,227	-2,711	2,097	2,445	2,962
CF from Investments	-2,459	-3,448	-787	-8,499	-16,567	-9,233	-6,185	-5,668
Issue of Shares	40	3,472	33	51	149	0	0	0
Inc/(Dec) in Debt	-1,744	439	-6,147	-1,567	601	0	0	0
Interest Paid	-281	-337	-829	-291	-516	-583	-249	-215
Dividend Paid	-1,059	-423	-724	-1,687	-1,621	-743	-866	-969
Others	204	2,658	-1,543	2,748	7,838	0	0	0
CF from Fin. Activity	-2,841	5,809	-9,209	-747	6,451	-1,326	-1,115	-1,184
Inc/Dec of Cash	661	4,933	-1,040	4,611	-3,364	10,002	13,483	17,152
Opening Balance	-311	350	5,158	4,118	8,729	5,365	15,366	28,849
Closing Balance	350	5,282	4,118	8,729	5,365	15,366	28,849	46,002

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BUY	>=15%					
SELL	<-10%					
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