

Amara Raja

Estimate changes

TP change

Rating change



Bloomberg	ARENM IN
Equity Shares (m)	183
M.Cap.(INRb)/(USD\$)	177.6 / 1.9
52-Week Range (INR)	1058 / 670
1, 6, 12 Rel. Per (%)	8/12/2
12M Avg Val (INR M)	765

Financials & Valuations (INR b)

Y/E March	2026	2027E	2028E
Sales	135.5	155.3	169.6
EBITDA	15.4	16.6	20.0
Adj. PAT	6.0	8.2	10.4
EPS (INR)	32.8	45.0	56.8
EPS Gr. (%)	-26.6	36.9	26.4
BV/Sh. (INR)	446	482	529

Ratios

RoE (%)	7.7	9.7	11.2
RoCE (%)	7.6	9.4	10.7
Payout (%)	42.9	18.9	18.5

Valuations

P/E (x)	29.5	21.6	17.1
P/BV (x)	2.2	2.0	1.8
Div. Yield (%)	1.1	0.9	1.1
FCF yield (%)	3.5	6.2	7.1

Shareholding pattern (%)

As On	Jun-26	Mar-26	Jun-25
Promoter	32.9	32.9	32.9
DII	15.3	17.0	14.0
FII	17.3	17.3	19.4
Others	34.5	32.9	33.8

FII includes depository receipts

CMP: INR970

TP: INR944 (-3%)

Neutral

Earnings beat, driven by strong revenue growth

Price hikes and strong demand to support earnings

- Amara Raja (AMRJ)'s 1QFY27 PAT of INR2b came in 6% higher than our estimates. The company has recently taken a 3% price hike in the lead-acid business and expects to take a further hike of 2-3% to offset the commodity cost inflation in the business.
- Driven by a better-than-expected 1QFY27 performance, we raise our EPS estimates by 6%/8% for FY27/FY28. Management continues to maintain a positive medium-term outlook for the lead-acid business with medium-term revenue growth potential of about high single-digit to low double-digit levels.
- However, while the market is optimistic about AMRJ's Li-ion initiative, we are cautious about its potential returns. We believe the stock, trading at around 21.6x FY27E/17x FY28E EPS, appears fairly valued. **We reiterate our Neutral rating with a TP of INR944, based on 15x standalone FY28E EPS and INR92/sh value of the investment in the New Energy business.**

Earnings beat driven by better-than-expected revenue growth

- AMRJ's 1QFY26 standalone revenue grew ~20.6% YoY to INR40.4b, 13% higher than our estimate. The new energy business revenue grew 73% YoY to INR2b, while lead acid business revenues grew 22% YoY to INR40b.
- Automotive domestic business revenues grew 20%+ YoY on the back of healthy OEM demand and double-digit growth in the aftermarket segment.
- The Home Energy segment grew 30%+ YoY, supported by a strong summer season, while the Industrial Battery business sustained momentum with the UPS segment recording double-digit revenue growth.
- The export business continued to face headwinds from geopolitical uncertainty and shifting global trade dynamics.
- EBITDA margin contracted ~140bp YoY to 10.1%, below our estimate of 11.1%, led by rising input cost pressure.
- EBITDA rose 5% YoY to INR4b (in line).
- PAT grew ~5% YoY to INR2b (6% above est.) due to higher revenue growth.
- AMRJ invested INR1.5b in 1Q in the new energy business, taking the total investment to INR16.5b.

Highlights from the management commentary

- Management continues to maintain a positive medium-term outlook for the lead-acid business with medium-term revenue growth potential of around high single-digit to low double-digit levels, primarily driven by volume growth and selective pricing actions.
- Management expects the contribution from traded batteries to reduce going forward as internal manufacturing capacity becomes available. This should support improvement in gross margins as the company replaces traded products with internally manufactured batteries.

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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.

- ARE&M's lithium-ion Gigafactory projects remain on track, with commercialization expected during 2QCY27 with an initial capacity of 2GWh. Management indicated that the equipment for the 2GWh NMC line is expected to be delivered during Q3 FY27.
- The company aims to spend INR2.5-3b on the new BESS plant, which is expected to commercialize in CY26 with a capacity of 10GWh. The company expects the BESS facility to achieve approximately 5 GWh utilization within six months of commissioning, depending on market demand and order inflows.
- Management expects BESS operating margins to be in the range of approximately 5–6% initially, with potential improvement towards 7–8% as localization increases.
- During 1QFY27, AMRJ incurred approximately INR4.5b of capex of the planned INR17b for FY27, with the majority directed toward New Energy projects.

Valuation and view

- AMRJ's venture into the lithium-ion business appears strategically sound, given the opportunities in the segment and the evolving risks in its core business. However, there are notable challenges: 1) market opportunities are limited by existing OEM partnerships; 2) the low-margin nature of the lithium-ion business is likely to dilute returns; and 3) the long-term viability of the technology remains uncertain despite the large capital investment.
- Driven by a better-than-expected 1QFY27 performance, we raise our EPS estimates by 6%/8% for FY27/FY28. Management continues to maintain a positive medium-term outlook for the lead-acid business with medium-term revenue growth potential of about high single-digit to low double-digit levels.
- However, while the market is optimistic about AMRJ's Li-ion initiative, we are cautious about its potential returns. We believe the stock, trading at around 21.6x FY27E/17x FY28E EPS, appears fairly valued. **We reiterate our Neutral rating with a TP of INR944, based on 15x standalone FY28E EPS and INR92/sh value of the investment in the New Energy business.**

Quarterly Performance

Y/E March (INR m)	FY26				FY27E				FY26	FY27E	1QE	VAR (%)
	1Q	2Q	3Q	4Q	1Q	2QE	3QE	4QE				
Net Sales	33,499	33,882	33,508	34,599	40,414	37,948	38,200	38,700	1,35,489	1,55,261	35,844	12.8
YoY Change (%)	7.0	8.0	5.9	16.3	20.6	12.0	14.0	11.9	9.2	14.6	7.0	
RM Cost (% of sales)	70.5	67.2	68.2	70.2	71.5	70.5	70.0	69.2	69.1	70.3	71.0	50bp
Staff Cost (% of sales)	5.9	6.6	6.1	6.2	5.6	6.2	6.2	6.4	6.2	6.1	5.9	-30bp
Other Exp (% of sales)	12.0	14.2	14.5	12.7	12.9	13.0	13.0	12.7	13.3	12.9	12.0	90bp
EBITDA	3,867	4,059	3,745	3,771	4,074	3,909	4,126	4,505	15,442	16,613	3,979	2.4
Margins (%)	11.5	12.0	11.2	10.9	10.1	10.3	10.8	11.6	11.4	10.7	11.1	-100bp
YoY Change (%)	-10.2	-7.9	-9.9	10.2	5.4	-3.7	10.2	19.5	-5.2	7.6	2.9	
Depreciation	1,292	1,380	1,409	1,396	1,403	1,450	1,510	1,540	5,477	5,904	1,450	
Interest	104	83	87	134	107	110	115	118	407	450	120	
Other Income	139	241	263	276	159	220	210	238	919	827	170	
PBT before EO expense	2,610	2,838	2,513	2,517	2,723	2,569	2,711	3,085	10,478	11,087	2,579	5.6
Extra-Ord expense	0	-1,218	438	-1,812	0	0	0	0	-2,591	0	0	
PBT after EO	2,610	4,056	2,075	4,329	2,723	2,569	2,711	3,085	13,069	11,087	2,579	5.6
Tax	670	1,032	558	1,106	695	663	699	803	3,365	2,860	665	
Tax Rate (%)	25.7	25.4	26.9	25.5	25.5	25.8	25.8	26.0	25.7	25.8	25.8	
Adj PAT	1,940	2,120	1,842	1,874	2,028	1,906	2,011	2,281	7,780	8,226	1,913	6.0
YoY Change (%)	-20.7	-11.9	-19.8	12.4	4.5	-10.1	9.2	21.7	-11.7	5.7	-1.4	



Key takeaways from the management commentary

1Q performance

- The lead-acid battery business continued to remain the primary contributor to revenues, accounting for ~95% of consolidated revenue during the quarter. The segment recorded revenue growth of ~22% YoY, driven by healthy demand across automotive, home energy, and industrial applications.
- The New Energy business witnessed robust growth of 70%+ YoY, generating revenue of approximately INR2.09b, driven by increasing demand for lithium-ion battery packs, particularly in telecom and three-wheeler applications. Lithium-ion telecom battery volumes grew ~50% YoY.
- Aftermarket revenues grew 15% YoY, while 2W OEM volumes grew 35%+ and PV OEM volumes grew 24% YoY.
- The home energy segment recorded growth of more than 50% YoY during Q1 FY27, driven by strong demand for tubular batteries and Home UPS solutions.
- The industrial lead-acid battery business reported modest revenue growth of ~2% YoY during Q1 FY27. Within the segment, UPS battery volumes grew by ~10% YoY, supported by healthy demand. However, telecom lead-acid battery volumes continued to decline due to the ongoing migration towards lithium-ion technology.
- The company's international automotive business declined by ~20% YoY during Q1 FY27 due to a volume drop in the Middle East market. Management expects recovery in these markets over the subsequent quarters.
- Trading revenue contributed ~15% of lead-acid battery revenue during the quarter, primarily due to the strong tubular battery season. Management indicated that the contribution from trading is expected to moderate in subsequent quarters as internal manufacturing capacity becomes sufficient to meet demand.
- The company witnessed a significant increase in input costs, particularly for sulphuric acid and poly materials. Although price increases were implemented during Q4 FY26, continued inflation in raw material prices during Q1 resulted in partial cost absorption. To offset the increase in input costs, the company implemented an additional price increase of ~3% during June'26. However, as RM prices continued to remain elevated, the company plans to undertake a further 2–3% price increase across product segments during the current month. Management indicated that if commodity prices stabilize at current levels, these price increases should largely compensate for the cost escalation but also mentioned that materials like poly, sulphuric acid and tin are showing a tendency of further price escalation.
- The company highlighted that operating margins were impacted by ~0.9% during the quarter due to strategic investments undertaken to strengthen long-term competitiveness, increased warranty and freight costs.
- During Q1 FY27, the company incurred approximately INR4.5b of capex of the planned INR17b for FY27, with the majority directed towards New Energy projects.

Update on new energy business

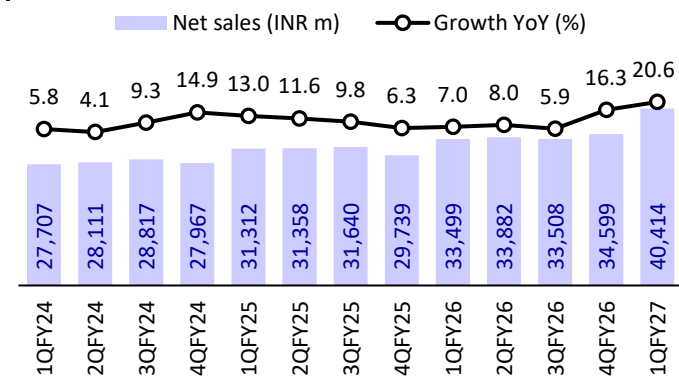
- ARE&M inaugurated its Customer Qualification Plant (CQP) during the quarter. The facility has multi-format and multi-chemistry capabilities and is expected to play an important role in accelerating customer qualification and improving manufacturing readiness.
- The company is currently developing 2170 NMC cylindrical cells and plans to supply B-samples to OEM customers after completing internal testing.
- While the company will continue to evaluate technology partnerships selectively, future collaborations will focus on areas where external expertise can complement internal capabilities.
- ARE&M's lithium-ion Gigafactory projects remain on track, with commercialization expected during 2QCY27 with initial capacity of 2GWh. Management indicated that the equipment for the 2GWh NMC line is expected to be delivered during Q3 FY27.
- Management clarified that the previously communicated target of 16 GWh capacity by FY30 remains a long-term strategic ambition; however, actual capacity expansion will depend on market demand, customer requirements, and product mix.
- Management believes the long-term opportunity remains attractive and aims to capture approximately 15–20% market share opportunity in the addressable lithium-ion cell market.
- It aims to spend INR2.5-3b in the new BESS plant, which is expected to commercialize in CY26 with a capacity of 10GWh. The company sees significant long-term potential in BESS due to increasing demand from renewable energy integration, grid-scale storage, and solar power projects. The company expects the BESS facility to achieve approximately 5 GWh utilization within six months of commissioning, depending on market demand and order inflows.
- Management expects BESS operating margins to be in the range of approximately 5–6% initially, with potential improvement towards 7–8% as localization increases.
- For the BESS business, management indicated that the expected cash conversion cycle is around 90–100 days, although the actual working capital requirement will depend on the customer mix, project structure, EPC payment terms, and credit arrangements for imported cell procurement.
- Management highlighted that certain critical lithium-ion raw materials, particularly cathode-related materials, will continue to be sourced from China.

Update on the lead acid business

- Management continues to maintain a positive medium-term outlook for the lead-acid business, supported by replacement demand, vehicle parc growth, export recovery, and industrial applications. The company expects the lead-acid business to continue delivering steady growth, with medium-term revenue growth potential of around high single-digit to low double-digit levels, primarily driven by volume growth and selective pricing actions.
- Management expects the contribution from traded batteries to reduce going forward as internal manufacturing capacity becomes available. This should support improvement in gross margins as the company replaces traded products with internally manufactured batteries.
- ARE&M's recycling facility remains under trial production. Management highlighted that the current economics remain challenging due to elevated scrap prices, resulting in recycled lead costs being similar or marginally higher compared with purchased lead.
- However, the company expects recycling operations to provide long-term strategic benefits by improving raw material security, supporting EPR compliance, and potentially improving margins once operations stabilize.

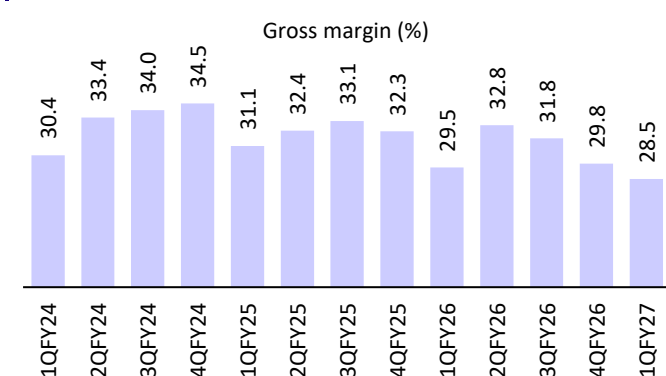
Key exhibits

Exhibit 1: Trends in revenue and growth



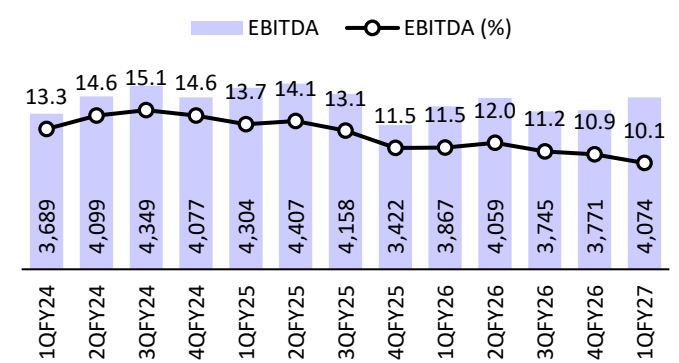
Source: Company, MOFSL

Exhibit 2: Gross margin hit by RM cost inflation



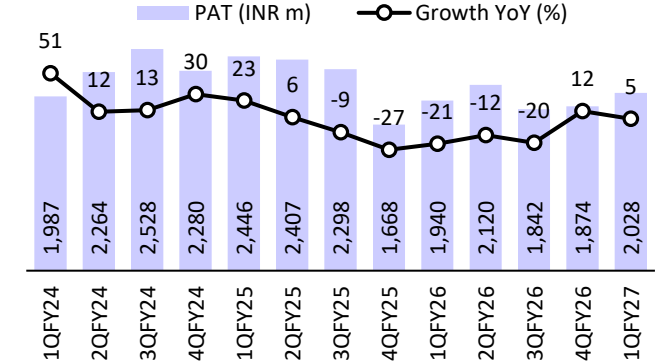
Source: Company, MOFSL

Exhibit 3: Trends in EBITDA and EBITDA margin



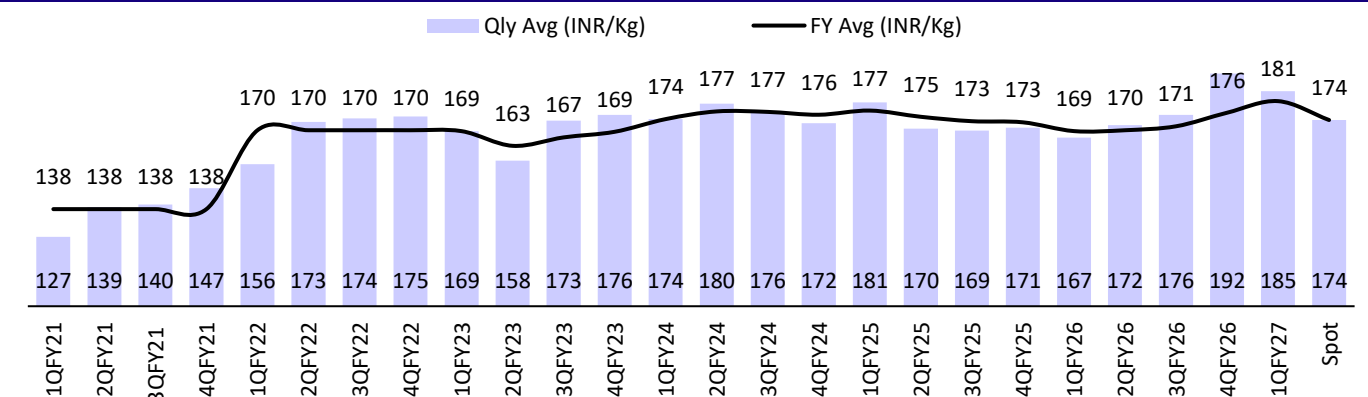
Source: Company, MOFSL

Exhibit 4: PAT and growth trends



Source: Company, MOFSL

Exhibit 5: Trend in spot lead prices (INR/kg)



Source: Bloomberg, MOFSL

Valuation and view

- **AMRJ to emerge as one of the beneficiaries of a steady outlook in LAB:** The outlook on both auto and industrial segments has improved post-GST rate cuts. In the auto segment, steady growth posted by the industry over the last three years is expected to translate into healthy replacement demand in the coming years. The industrial segment (ex-telecom) is expected to benefit from the surge in demand for power backup for data centers. Thermal power generation is

seeing a comeback and should witness strong incremental demand, with growth visibility for the next 5-6 years. Given its strong position in LAB in both auto and industrial segments, we expect the company to emerge as a beneficiary of the healthy demand outlook in the industry.

- **A foray into lithium-ion will have its own challenges:** Given the significant imminent risk to its core business, the company has forayed into the manufacturing of lithium-ion cells in partnership with a major Chinese player. The total capex outlay will be INR95b over a 10-year period, which will have an eventual cell manufacturing capacity of 16 GWh. While AMRJ can fund the initial couple of years of this project through internal accruals, we expect the company will need to raise funds to finance the remaining project. Further, we think the company's foray into lithium-ion cell manufacturing is likely to see multiple challenges in the coming years, such as: 1) most domestic PV OEMs either have their own lithium-ion manufacturing plans or existing tie-ups, limiting AMRJ's potential addressable market in this space; 2) given AMRJ is setting up a greenfield in this segment without prior experience, we expect its facility to take at least a couple of years to stabilize operations as it goes through its testing and validation phase initially for interested OEMs; 3) since lithium-ion cell manufacturing is a low-margin business, we expect this business to be return-dilutive for AMRJ in the long run, even if this venture is successful; and 4) given that it is still not certain if the lithium-ion cell technology will emerge as a sustainable technology in the long run, we think the outcome of this venture remains highly uncertain at this stage, despite the significant capital commitment required.
- **Valuations fair; reiterate our Neutral rating:** Driven by a better-than-expected 1QFY27 performance, we raise our EPS estimates by 6%/8% for FY27/FY28. Management continues to maintain a positive medium-term outlook for the lead-acid business with medium-term revenue growth potential of about high single-digit to low double-digit levels.
- However, while the market is optimistic about AMRJ's Li-ion initiative, we are cautious about its potential returns. We believe the stock, trading at around 21.6x FY27E/17x FY28E EPS, appears fairly valued. **We reiterate our Neutral rating with a TP of INR944, based on 15x standalone FY28E EPS and INR92/sh value of the investment in the New Energy business.**

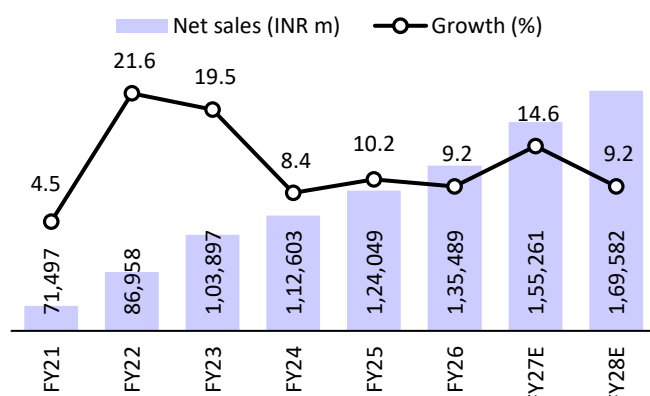
Exhibit 6: Revisions to our estimates

(INR M)	FY27E			FY28E		
	Rev	Old	Chg (%)	Rev	Old	Chg (%)
Net Sales	1,55,261	1,46,787	5.8	1,69,582	1,58,058	7.3
EBITDA (%)	10.7	11.1	-40bp	11.8	12.2	-40bp
Net Profit	8,226	7,793	5.6	10,397	9,587	8.4
EPS (INR)	45.0	42.6	5.6	56.8	52.4	8.4

Source: MOFSL

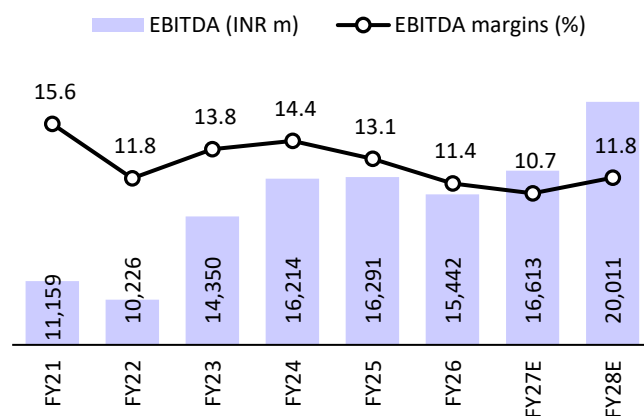
Story in charts

Exhibit 7: Trend in revenue



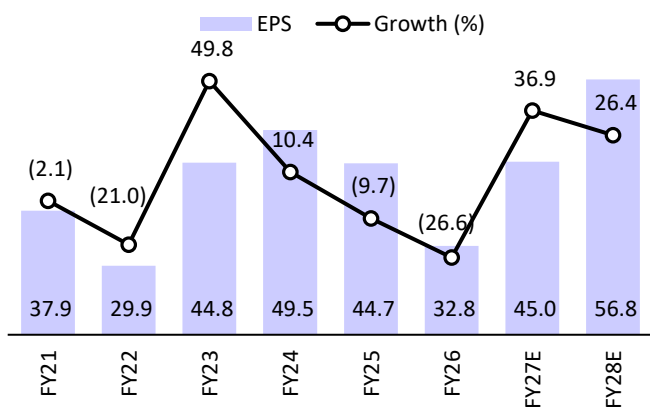
Source: Company, MOFSL

Exhibit 8: EBITDA and EBITDA margin trends



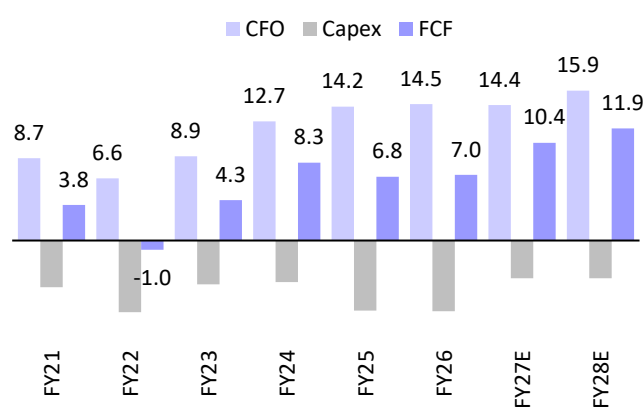
Source: Company, MOFSL

Exhibit 9: Earnings likely to see a rebound in FY28E



Source: Company, MOFSL

Exhibit 10: Trends in CFO, capex, and FCF



Source: Company, MOFSL

Financials and valuations

Standalone - Income Statement

(InR M)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Net Sales	71,497	86,958	1,03,897	1,12,603	1,24,049	1,35,489	1,55,261	1,69,582
Change (%)	4.5	21.6	19.5	8.4	10.2	9.2	14.6	9.2
EBITDA	11,159	10,226	14,350	16,214	16,291	15,442	16,613	20,011
Margin (%)	15.6	11.8	13.8	14.4	13.1	11.4	10.7	11.8
Growth	1.6	-8.4	40.3	13.0	0.5	-5.2	7.6	20.5
Depreciation	3,192	3,957	4,504	4,787	4,921	5,477	5,904	6,224
EBIT	7,967	6,269	9,846	11,427	11,370	9,965	10,709	13,787
Int. and Finance Charges	105	151	296	332	422	407	450	520
Other Income - Rec.	874	780	897	1,015	933	919	827	745
PBT bef. EO Exp.	8,736	6,898	10,447	12,110	11,881	10,478	11,087	14,012
EO Expense/(Income)	0	0	477	0	1,111	2,591	0	0
PBT after EO Exp.	8,736	6,898	9,970	12,110	10,770	7,887	11,087	14,012
Current Tax	2,265	1,786	2,620	3,191	3,259	3,198	2,883	3,643
Deferred Tax	0	0	43	-140	93	167	-22	-28
Tax Rate (%)	25.9	25.9	26.7	25.2	31.1	42.7	25.8	25.8
Reported PAT	6,470	5,112	7,307	9,059	7,418	4,522	8,226	10,397
PAT Adj for EO items	6,470	5,113	7,656	9,059	8,183	6,007	8,226	10,397
Change (%)	-2.1	-21.0	49.8	18.3	-9.7	-26.6	36.9	26.4

Standalone - Balance Sheet

(InR M)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Equity Share Capital	171	171	171	183	183	183	183	183
Total Reserves	41,932	45,343	59,886	67,504	73,600	81,425	88,095	96,570
Net Worth	42,103	45,514	60,056	67,687	73,783	81,608	88,278	96,753
Deferred Liabilities	407	314	1,036	885	732	899	877	849
Total Loans	234	234	2,014	1,527	2,583	3,778	6,328	7,728
Capital Employed	42,744	46,062	63,106	70,098	77,098	86,285	95,483	1,05,330
Gross Block	38,628	42,498	57,236	59,035	62,617	71,796	75,796	79,796
Less: Accum. Deprn.	14,081	17,575	20,354	23,532	27,870	32,505	38,409	44,632
Net Fixed Assets	24,548	24,923	36,882	35,503	34,747	39,291	37,387	35,164
Capital WIP	3,993	8,297	2,343	3,217	8,441	5,875	5,875	5,875
Total Investments	2,805	778	4,860	14,791	19,979	25,855	37,855	49,855
Curr. Assets, Loans&Adv.	26,625	29,761	35,288	34,833	36,763	40,232	43,731	47,275
Inventory	14,382	18,038	16,752	18,095	20,364	22,828	25,097	27,412
Account Receivables	7,875	7,926	7,797	10,171	11,428	11,673	13,187	14,403
Cash and Bank Balance	967	343	894	892	1,528	1,022	789	373
Loans and Advances	3,401	3,455	9,845	5,674	3,443	4,709	4,658	5,087
Curr. Liability & Prov.	15,227	17,697	16,267	18,245	22,832	24,968	29,365	32,839
Account Payables	7,465	8,065	7,514	8,398	10,465	12,028	13,612	14,867
Other Current Liabilities	5,623	7,177	6,005	6,924	8,863	7,430	10,868	11,871
Provisions	2,140	2,455	2,749	2,923	3,503	5,510	4,885	6,100
Net Current Assets	11,398	12,064	19,021	16,588	13,931	15,264	14,366	14,436
Appl. of Funds	42,744	46,062	63,106	70,098	77,099	86,285	95,483	1,05,330

E: MOFSL Estimates

Financials and valuations

Ratios

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Basic (INR)								
EPS	37.9	29.9	44.8	49.5	44.7	32.8	45.0	56.8
Growth	-2.1	-21.0	49.8	10.4	-9.7	-26.6	36.9	26.4
Cash EPS	56.6	53.1	71.2	75.7	71.6	62.8	77.2	90.8
BV/Share	246.5	266.5	351.6	369.9	403.2	445.9	482.4	528.7
DPS	11.0	4.5	6.1	9.9	10.5	10.6	8.5	10.5
Payout (%)	29.0	15.0	14.3	20.0	25.9	42.9	18.9	18.5
Valuation (x)								
P/E	25.6	32.4	21.6	19.6	21.7	29.5	21.6	17.1
Cash P/E	17.1	18.3	13.6	12.8	13.5	15.5	12.6	10.7
P/BV	3.9	3.6	2.8	2.6	2.4	2.2	2.0	1.8
EV/Sales	2.3	1.9	1.6	1.5	1.4	1.3	1.1	1.0
EV/EBITDA	14.9	16.4	11.7	10.4	10.3	11.0	10.4	8.7
Dividend Yield (%)	1.1	0.5	0.6	1.0	1.1	1.1	0.9	1.1
FCF per share	17.9	-7.4	28.8	47.8	34.5	32.1	56.7	65.1
Return Ratios (%)								
RoE	16.5	11.7	14.5	14.2	11.6	7.7	9.7	11.2
RoCE	16.4	11.8	14.4	14.0	11.5	7.6	9.4	10.7
RoIC	19.0	13.0	15.7	16.1	15.9	11.3	15.2	20.4
Working Capital Ratios								
Inventory (Days)	73.4	75.7	58.9	58.7	59.9	61.5	59.0	59.0
Debtor (Days)	40	33	27	33	34	31	31	31
Creditor (Days)	38	34	26	27	31	32	32	32
Working Capital Turnover (Days)	53	49	64	51	36	38	32	30
Leverage Ratio (x)								
Current Ratio	1.7	1.7	2.2	1.9	1.6	1.6	1.5	1.4
Interest Cover Ratio	76	42	33	34	27	25	24	27

Standalone - Cash Flow Statement

(INR M)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Net P/L Before Tax and E/O Items	8,733	6,898	10,447	12,110	12,992	13,069	11,087	14,012
Depreciation	3,192	3,957	4,504	4,787	4,921	5,477	5,904	6,224
Interest & Finance Charges	105	151	-601	-684	-511	-513	-377	-225
Direct Taxes Paid	1,995	1,993	2,563	3,289	3,283	3,035	2,860	3,615
(Inc)/Dec in WC	-1,301	-2,406	-2,866	-271	85	-528	614	-487
CF from Operations	8,734	6,607	8,921	12,654	14,204	14,471	14,367	15,909
Others	-714	-277	641	488	-452	-1,071	0	0
CF from Operating incl EO	8,020	6,329	9,562	13,142	13,752	13,400	14,367	15,909
(inc)/dec in FA	-4,964	-7,598	-4,647	-4,401	-7,440	-7,518	-4,000	-4,000
Free Cash Flow	3,056	-1,268	4,915	8,741	6,312	5,882	10,367	11,909
(Pur)/Sale of Investments	-14,598	-13,440	-27,976	-35,190	-37,490	-37,031	0	0
Others	13,212	16,219	24,731	28,871	33,386	31,905	-11,173	-11,255
CF from Investments	-6,350	-4,819	-7,892	-10,720	-11,543	-12,645	-15,173	-15,255
(Inc)/Dec in Debt	-321	-359	-377	-871	583	915	2,578	1,372
Interest Paid	-40	-67	-161	-188	-253	-236	-450	-520
Dividend Paid	-854	-1,708	-581	-1,367	-1,904	-1,940	-1,556	-1,922
CF from Fin. Activity	-1,215	-2,135	-1,119	-2,425	-1,573	-1,261	572	-1,070
Inc/Dec of Cash	455	-624	551	-2	636	-506	-233	-416
Add: Beginning Balance	512	967	343	894	892	1,528	1,022	789
Closing Balance	967	343	894	892	1,528	1,022	789	373

E: MOFSL Estimates

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SELL	< - 10%
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