

Craftsman Automation

CMP: INR4,674 TP: INR5,395 (+15%) Buy

Estimate changes TP change Rating change

Bloomberg	CRAFTSMA IN
Equity Shares (m)	21
M.Cap.(INRb)/(USDb)	98.7 / 1.2
52-Week Range (INR)	5514 / 2699
1, 6, 12 Rel. Per (%)	-14/-11/22
12M Avg Val (INR M)	197

Consol, Financials & Valuations (INR b)

Y/E March	FY23	FY24E	FY25E
Sales	31.8	46.6	52.9
EBITDA	6.8	9.4	11.1
Adj. PAT	2.5	3.5	4.2
EPS (INR)	117.6	165.7	198.2
EPS Gr. (%)	54.8	40.9	19.6
BV/Sh. (INR)	652	804	984
Ratios			
RoE (%)	19.7	22.8	22.2
RoCE (%)	14.3	17.2	17.0
Payout (%)	9.6	8.4	9.1
Valuations			
P/E (x)	39.7	28.2	23.6
P/BV (x)	7.2	5.8	4.8
Div. Yield (%)	0.2	0.3	0.4
FCF Yield (%)	2.7	2.3	3.8

Shareholding pattern (%)

As On	Dec-23	Sep-23	Dec-22
Promoter	55.0	55.0	58.8
DII	17.2	17.3	15.8
FII	12.5	12.7	9.3
Others	15.3	15.7	16.1

FII Includes depository receipts

Weakness in underlying industries dents overall performance

Weak FY25 outlook as growth in underlying industries to remain flat

- CRAFTSMA reported weak 3QFY24 results across the board as lower revenue at INR8.2b (vs. est. INR8.6b) impacted overall profitability. Moreover, the management remains cautious about the FY25 growth outlook as most of the underlying industries are expected to witness flat growth YoY.
- To factor in weak growth, we cut FY24E/25E EPS by 11%/15%. While the near-term industry outlook remains weak, we expect the company to continue to outperform the underlying industry, led by superior capabilities, the addition of new capacities, and expected benefits of import substitution. Reiterate our **BUY** rating on the stock with a TP of INR5,395 (premised on 22x Dec'25E consolidated EPS).

Revenue for powertrain segment declined 4% YoY

- Consol. revenues grew 51%/39%/42% YoY to INR11.3b/INR2.2b/INR0.7b in 3QFY24 (vs. est. INR12.1b/INR2.5b/INR1b). The quarter included financials of DR Axion (DRAIPL), which were not part of 3QFY23.
- In 9MFY24, revenue/EBITDA/adj. PAT grew 52%/37%/44% YoY.
- Gross margin declined 280bp YoY to 46.8% (vs. est. 46.6%). Due to higher operating expenses, EBITDA margin declined 160bp YoY (down 70bp QoQ) to 19.5% (vs. est. 20.7%).
- Adj. PAT missed our estimate due to lower other income at INR35m (vs. est. INR50m) and a high tax rate at 27.6% (vs. est. 26.5%).
- Segmental performance: Revenue for Al products/Industrial grew 27%/ 16% YoY, but auto powertrain revenue (~35% contribution) declined 4% YoY. PBIT margin improved 950bp/50bp YoY to 13.4%/6.2% for Al products/industrial, while it declined for auto powertrain by 660bp YoY to 18.2%. Value add for the segments stood at INR2.37b/0.97b/0.73b respectively.
- DR Axion- 3QFY24 performance (derived)- Revenue came in at INR3.2b (~38% of consol. revenue; vs. est. INR3.5b). EBITDA stood at INR650m (~30% of consol. EBITDA; vs. est. 631m), with margin at 20% (vs. est. 18.1%).
- Current net D/E stands at 0.86x and debt/EBITDA at 1.6x.

Highlights from the management interaction

- **Powertrain-** The management has guided for high single-digit growth in FY25 as end-user industries are likely to witness flat growth. However, it should see healthy double-digit growth in FY26.
- Aluminum Casting- Expects the division (including DR Axion) to grow by high teens in FY25. With the new facility coming up, FY26 growth should be over 20%.

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- Industrials- Expects the storage segment to grow by ~15% in FY25 on a low base. The storage division's turnover stood at INR2.61b (vs. INR2.71b) due to lower investments in the warehouse industry. It is expected to recover in FY26. The company is now looking for backward integration by doing castings of more critical parts of windmill gearbox housing. The company is at an advanced stage of negotiations and should get LoA in the next few months with a sizable order.
- Setting up new plants for increasing capacity and adding new products
- ➤ **Kothavadi-** This is a 50-acre campus and it will house all three segments. The size of the foundry is ~2k ton. Construction activity is in line with the timeline and the company is looking to fast track the start-up production process, which was earlier expected in 24-36 months.
- ➤ NCR- Making a composite unit in the vicinity of the National Capital Region (NCR) for major customers in the auto sector and for the storage solutions segment. The company has already progressed with two clients and is under discussions with two more.

Valuation & view

- While the near-term demand outlook seems to be muted, we believe the company will continue to outperform the underlying industries. Its track record of creating and gaining market leadership organically is uncommon in the auto component industry. This has enabled the company to deliver a good balance of strong growth and superior capital efficiency.
- We estimate a CAGR of 25%/24%/30% in consolidated revenue/EBITDA/PAT over FY23-26. We reiterate our BUY rating on the stock with a TP of INR5,395 (premised on 22x Dec'25E consolidated EPS).

Quarterly (Consol) (INR Million)

		FY23				FY24E				FY24E	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE			3QE
Net operating income	6,758	7,713	7,490	9,804	10,376	11,791	11,297	13,087	31,826	46,551	12,103
Change (%)	56.6	35.6	35.8	49.8	53.5	52.9	50.8	33.5	44.2	46.3	61.6
RM/Sales (%)	47.8	51.2	50.4	54.3	52.5	53.2	53.2	53.6	51.2	53.2	53.4
Staff Cost (% of Sales)	8.4	7.4	7.8	6.2	6.5	6.1	6.8	6.0	7.3	6.3	6.0
Other Exp. (% of Sales)	19.6	19.3	20.6	20.3	20.4	20.6	20.6	19.9	20.0	20.3	19.9
EBITDA	1,634	1,701	1,583	1,884	2,142	2,375	2,202	2,687	6,836	9,406	2,509
EBITDA Margins (%)	24.2	22.1	21.1	19.2	20.6	20.1	19.5	20.5	21.5	20.2	20.7
Non-Operating Income	13	17	46	49	37	47	35	62	125	181	50
Interest	254	233	296	419	424	416	442	489	1202	1771	430
Depreciation	532	547	538	599	683	668	703	683	2216	2737	680
Minority Int/Share of Profit	0	0	-2	-1	62	97	82	104	21	358	88
PBT after EO items	861	939	797	916	1,011	1,241	1,010	1,473	3,522	4,722	1,361
Eff. Tax Rate (%)	35.5	35.4	35.3	12.4	26.3	23.8	27.6	25.9	29.5	25.9	26.5
Rep. PAT	556	606	516	802	745	945	731	1,092	2,484	3,500	1,001
Change (%)	143.3	22.7	40.2	56.2	34.0	56.0	41.7	36.1	54.8	40.9	94.0
Adj. PAT	556	606	516	802	745	945	731	1,092	2,484	3,500	1,001
Change (%)	143.3	22.7	40.2	56.2	34.0	56.0	41.7	36.1	54.8	40.9	94.0

E: MOFSL Estimates

Key Performance Indicators

		FY2	:3			FY2	4E		FY23	FY24E	
Segment Revenues	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE			3QE
Auto Powertrain	3,478	3,782	4,084	3,927	3,824	3,938	3,925	4,515	15,271	16,201	4,095
Growth (%)	49.7	29.5	39.7	16.3	10.0	4.1	-3.9	15.0	32.3	6.1	0.3
Contribution(%)	51.5	49.0	54.6	40.1	36.9	33.4	34.7	34.5	51.2	48.6	47.5
PBIT Margin (%)	27.4	24.6	24.7	23.6	21.9	19.6	18.2	0.0	25.0	18.7	0.0
Aluminium Products	1,714	1,963	1,759	1,970	2,076	2,350	2,232	2,494	7,406	9,152	2,468
Growth (%)	69.1	39.5	22.6	18.3	21.1	19.7	26.9	26.6	34.2	23.6	40.3
Contribution(%)	25.4	25.5	23.5	20.1	20.0	19.9	19.8	19.1	24.8	27.5	28.6
PBIT Margin (%)	11.9	7.6	3.9	11.4	12.6	15.1	13.4	0.0	8.7	4.5	0.0
Industrial	1,567	1,968	1,633	1,959	1,658	1,956	1,895	2,458	7,126	7,968	2,064
Growth (%)	59.8	44.7	41.0	30.3	5.8	-0.6	16.0	25.5	42.5	11.8	26.4
Contribution(%)	23.2	25.5	21.8	20.0	16.0	16.6	16.8	18.8	23.9	23.9	23.9
PBIT Margin (%)	7.0	12.1	5.7	9.3	6.6	10.3	6.2	0.0	8.7	4.1	0.0
DR Axion	0	0	0	1,949	2,819	3,546	3,245	3,620	2,024	13,231	3475
Contribution (%)	0.0	0.0	0.0	19.9	27.2	30.1	28.7	37.1	29.6	36.9	35.7
EBIT Margin (%)	0.0	0.0	0.0	7.3	14.4	15.4	16.5	16.9	8.8	15.9	15.1
Total Product sales	6,758	7,713	7,476	9,804	10,376	11,791	11,297	13,087	29,802	33,320	8,628

Highlights from the management interaction

- Powertrain- Expects high single-digit growth in FY25 as end-user industries are likely to witness flat growth. However, it should see healthy double-digit growth in FY26.
- There was a marginal increase in demand; however, overall it was a weak quarter. The weakness in the market was due to the election year, and hence there can be some reduction in volumes, especially in the construction side and flat performance in CVs next year.
- ➤ TREM-V norms in the construction industry were supposed to come in Apr'23; however, the government has deferred the timeline because of a huge cost impact, especially on the farm sector. The company has already invested in these lines and some of the products are totally new.
- ➤ It has increased its capacity by 10% and has also refurbished old equipment, which are more than 15 years old. About 70% of refurbishment has been done so far and the balance will be done over the next two quarters.
- > The company won new orders for cylinder blocks from an SUV manufacturer who was importing from Italy. It has already started supplying from last month. The segment is going to benefit from the focus of large MNC players in India.
- Aluminum Casting- Expects the division (including DR Axion) to grow by high teens in FY25. With the new facility coming up, FY26 growth should be over 20%. Peak revenue from the new plant stood at INR3b.
- ➤ Healthy growth was led by 2Ws, while the PV segment has not picked up materially during the quarter.
- > Expects EBITDA margin to sustain in the range of 16-18%.
- The company is looking at the global scale of operations in aluminum. The size of top 10 players is between USD1b to USD4b, and the company aspires to scale up its operations to at least USD500m over the next 2-3 years.
- Industrials- Expects the storage segment to grow by ~15% in FY25 on a lower base.

- The storage division's turnover stood at INR2.61b (vs. INR2.71b) due to low investments in the warehouse industry. It is expected to recover in FY26.
- > The company is now looking for backward integration by doing castings of more critical parts of windmill gearbox housing. It is at an advanced stage of negotiations and should get LoA in the next few months with a sizable order.

Financials

- ➤ EBITDA for Powertrain/aluminum/industrial categories stood at INR3.33b/INR1.27b/INR0.68b. Value add for the segments stood at INR2.37b/INR0.97b/INR0.73b, respectively.
- The company believes the current D/E of 0.86x and debt/EBITDA of 1.6x are at comfortable levels.
- ➤ Incurred capex of INR3.95b as of Dec'23 to address new opportunities expected to come in the near future. Looking at capex of INR5b in FY24. FY25 capex will depend on the operations of its plant in the north region.
- Details about the two new plants-
- ➤ **Kothavadi-** This is a 50-acre campus and it will house all three segments. The size of the foundry is ~2k ton. Construction activity is in line with the timeline and the company is looking to fast track the start-up production process, which was earlier expected in 24-36 months.
- NCR- Making a composite unit in the vicinity of NCR for major customers in the auto sector and for the storage solutions segment. The company has already progressed with two clients and is under discussions with two more. The company already has one bid in the auction in the Rajasthan industrial land where it has got the allocation.

Exhibit 1: SA Revenue and revenue growth (%)

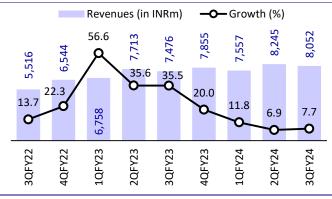
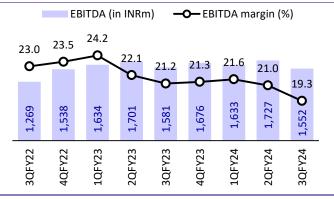


Exhibit 2: SA EBITDA and EBITDA margins (%)



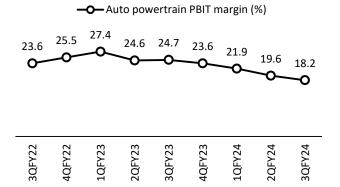
Source: Company, MOFSL

Source: Company, MOFSL

Exhibit 3: Auto powertrain revenue and growth (%)

Auto powertrain revenues (in INRm) — Growth (%) 3,938 3,925 49.7 3,376 3,824 2,924 39.7 29.5 4.1 16.3 -3.9 9.6 10.0 0 O 2QFY24 **2QFY23** 3QFY24 1QFY23

Exhibit 4: Auto powertrain PBIT margin (%)



Source: Company, MOFSL

Source: Company, MOFSL

—O—Al.products PBIT margin (%)

Exhibit 5: Aluminum products revenue and growth (%)

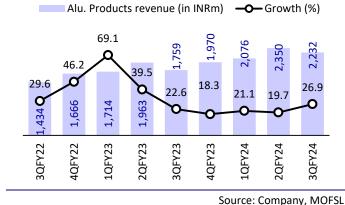
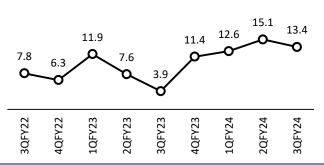


Exhibit 6: Aluminum products PBIT margin (%)



Source: Company, MOFSL

Exhibit 7: Industrial segment revenue and growth (%)

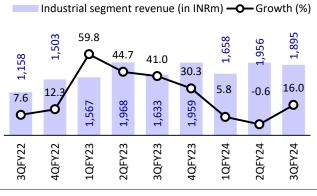
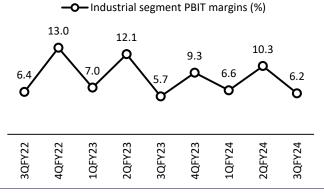


Exhibit 8: Industrial segment PBIT margin (%)



Source: Company, MOFSL

Source: Company, MOFSL

Valuation and view

- Engineering DNA drives new opportunities: CRAFTSMAN has leveraged its engineering DNA to evolve into the largest independent machining player, among the top three players in Storage Solutions, and a credible competitor in the Aluminum Die-casting business (within six years of starting the business). With the government's increasing focus on import substitution and emerging opportunities from global supply chain realignments, the company will be one of the key beneficiaries of these opportunities due to its strong capabilities in product design, process, and captive sourcing of fixtures and machines.
- Well-diversified business drives linearity: It has a well-diversified business model, with a balanced exposure between Auto and non-Auto domains.
 Revenue is now well-balanced, as there is not a single end-user industry

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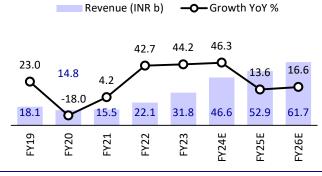
- constituting over 30% of revenue (it should further decline going forward). With a cyclical recovery in CVs and 2Ws and visible drivers in other segments in the form of new order wins, we expect linearity in revenue and earnings over the next few years.
- **DRAIPL** acquisition to help gain access to new OEMs and EV products: DRAIPL's key client MM (40% of revenue) is anticipated to outperform the underlying industry, led by a robust order backlog and its dominance in the growing SUV market. The merger is expected to be operationally beneficial and EPS-accretive from the first year of the acquisition, and its full benefits are expected to reflect in FY24.
- Strong earnings growth and superior capital efficiencies: We expect a CAGR of 25%/24%/30% in consolidated revenue/EBITDA/PAT over FY23-FY26, led by strong revenue traction, savings in input costs, and balance sheet deleveraging. This will translate into a 6pp improvement in RoE to 23.7% by FY26E. An improvement in FCF generation to INR13.4b over FY23-25E (from INR6.4b over FY21-23) should reduce net debt to INR4.4b by FY26E (vs. INR11b as on FY23).
- Reiterate BUY: To factor in the weakness in underlying industries in FY25E and its impact on profitability thereof, we reduce our FY24E/25E EPS by 11%/15%. CRAFTSMAN's track record of creating and gaining market leadership organically is uncommon in the auto component industry. This has enabled it to deliver a good balance of strong growth and superior capital efficiency. We estimate a CAGR of 25%/24%/30% in consolidated revenue/EBITDA/PAT over FY23-26. However, the growth potential is yet to fully reflect in its valuations of 28x/24x FY24E/FY25E consolidated EPS. We reiterate our BUY rating on the stock with a TP of INR5,395 (premised on 22x Dec'25E consolidated EPS).

Exhibit 9: Revised estimates

(INR b)		FY24E		FY25E				
	Rev	Old	Chg (%)	Rev	Old	Chg (%)		
Net Sales	46.6	47.5	-2.1	52.9	54.7	-3.3		
EBITDA Margin (%)	20.2	20.8	-60bp	20.9	21.7	-80bp		
PAT	3.5	3.9	-11.3	4.2	4.9	-14.7		
EPS (INR)	165.7	186.8	-11.3	198.2	232.4	-14.7		

Key operating indicators

Exhibit 10: Consol. revenue to post ~25% CAGR over FY23-26



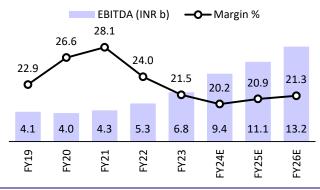
Source: Company, MOFSL

Exhibit 11: SA revenue mix trend across business divisions



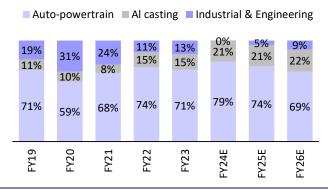
Source: Company, MOFSL

Exhibit 12: Cons EBITDA to see ~24% CAGR over FY23-26E



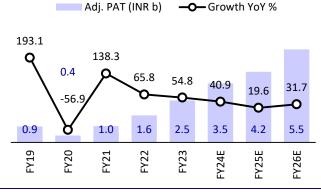
Source: Company, MOFSL

Exhibit 13: EBITDA mix trend across segments



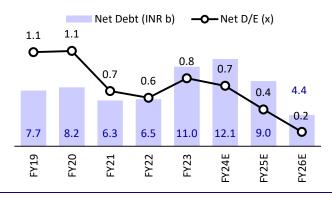
Source: Company, MOFSL

Exhibit 14: PAT expected to post 30% CAGR over FY23-26



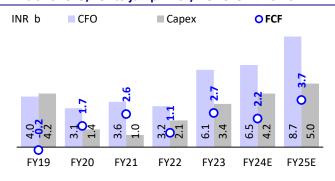
Source: Company, MOFSL

Exhibit 15: Debt likely to decline



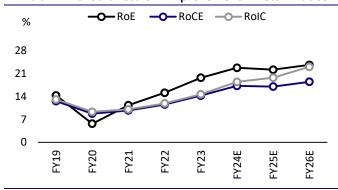
Source: Company, MOFSL

Exhibit 16: CFO/FCF to jump ~1.6x/2.8x over FY23-26E...



Source: Company, MOFSL

Exhibit 17: ...should result in improvement in return ratios



Source: Company, MOFSL

30 January 2024

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Financials and valuations

Income Statement (Consol)								(INI	R Million)
Y/E March	2018	2019	2020	2021	2022	2023	2024E	2025E	2026E
Net Revenues	14,709	18,096	14,834	15,463	22,064	31,826	46,551	52,891	61,680
Change (%)	34.6	23.0	-18.0	4.2	42.7	44.2	46.3	13.6	16.6
EBITDA	2,750	4,145	3,951	4,340	5,293	6,836	9,406	11,063	13,166
EBITDA Margin (%)	18.7	22.9	26.6	28.1	24.0	21.5	20.2	20.9	21.3
Change (%)	23.5	50.7	-4.7	9.9	22.0	29.2	37.6	17.6	19.0
Depreciation	1,361	1,583	1,963	1,924	2,060	2,216	2,737	3,098	3,370
EBIT	1,390	2,562	1,988	2,416	3,233	4,620	6,670	7,965	9,797
EBIT Margins (%)	9.4	14.2	13.4	15.6	14.7	14.5	14.3	15.1	15.9
Interest cost	1,091	1,309	1,486	1,073	842	1,202	1,771	2,014	2,008
Other Income	151	127	92	132	93	125	181	150	207
Non-recurring Expense	0	0	58	0	0	0	0	0	0
PBT	450	1,380	536	1,476	2,484	3,543	5,080	6,101	7,995
Eff.Tax Rate (%)	28.6	31.7	31.6	34.4	35.4	29.3	24.1	24.6	24.7
PAT	321	942	367	968	1,605	2,505	3,858	4,598	6,022
Minority Interest	-	-	-	-	-	20.9	358.3	412.5	509.6
Adj. PAT	321	942	406	968	1,605	2,484	3,500	4,185	5,513
Change (%)	-57.4	193.1	-56.9	138.3	65.8	54.8	40.9	19.6	31.7

Balance Sheet (Consol)								(INF	R Million)
Y/E March	2018	2019	2020	2021	2022	2023	2024E	2025E	2026E
Sources of Funds									
Share Capital	101	101	101	106	106	106	106	106	106
Reserves	6,070	6,909	7,216	9,679	11,316	13,663	16,867	20,672	25,720
Net Worth	6,170	7,010	7,317	9,785	11,422	13,769	16,973	20,778	25,826
Minority interest	0	0	0	0	0	610	968	1,381	1,890
Deferred Tax	328	375	398	691	1,168	1,411	1,397	1,397	1,397
Loans	7,024	8,282	9,126	7,035	7,156	11,527	13,740	15,190	13,640
Capital Employed	13,523	15,667	16,840	17,511	19,746	27,317	33,078	38,746	42,753
Application of Funds									
Gross Fixed Assets	15,910	19,614	22,072	23,360	25,464	31,256	35,398	39,965	42,092
Less: Depreciation	3,316	4,708	6,615	8,255	10,026	11,917	14,582	17,251	20,173
Net Fixed Assets	12,594	14,907	15,457	15,105	15,438	19,339	20,815	22,714	21,919
Capital WIP	243	906	888	320	420	966	2,367	767	1,267
Investments	110	91	256	282	282	34	284	284	284
Goodwill						1,900	1,900	1,900	1,900
Curr.Assets, L & Adv.	6,683	6,589	6,599	7,909	10,700	15,828	18,841	25,635	31,917
Inventory	2,907	3,120	3,142	3,976	6,206	8,360	9,572	10,858	12,642
Sundry Debtors	2,045	2,109	1,937	2,355	2,942	5,353	6,377	7,245	8,449
Cash & Bank Balances	642	477	711	417	367	473	1,378	5,887	9,006
Loans & Advances	1,090	883	809	1,161	1,185	1,641	1,515	1,644	1,820
Current Liab. & Prov.	6,107	6,825	6,360	6,105	7,094	10,750	11,130	12,554	14,534
Sundry Creditors	3,626	3,307	2,833	3,523	4,654	7,116	7,840	8,893	10,353
Other Liabilities	2,437	3,464	3,501	2,544	2,393	3,566	3,181	3,541	4,044
Provisions	43	54	26	38	47	68	109	121	137
Net Current Assets	576	-237	239	1,804	3,606	5,078	7,711	13,080	17,383
Application of Funds	13,523	15,667	16,840	17,511	19,746	27,317	33,078	38,746	42,753

Financials and valuations

Ratios									
Y/E March	2018	2019	2020	2021	2022	2023	2024E	2025E	2026E
Basic (INR)									
EPS	16.0	46.8	20.2	45.8	76.0	117.6	165.7	198.2	261.0
EPS Growth (%)	-75.6	193.1	-56.9	127.0	65.8	54.8	40.9	19.6	31.7
Cash EPS	83.6	125.5	115.8	136.9	173.5	223.5	312.2	364.4	444.7
Book Value per Share	306.7	348.4	363.7	463.3	540.8	651.9	803.6	983.8	1,222.8
DPS	0.0	0.0	0.0	0.0	3.8	11.3	14.0	18.0	22.0
Payout (Incl. Div. Tax) %	0.0	0.0	0.0	0.0	4.9	9.6	8.4	9.1	8.4
FCF per share	23.8	-11.4	83.0	123.1	53.1	126.9	106.1	175.3	352.0
Valuation (x)									
P/E	292.7	99.8	231.6	102.0	61.5	39.7	28.2	23.6	17.9
Cash P/E	55.9	37.2	40.4	34.1	26.9	20.9	15.0	12.8	10.5
EV/EBITDA	36.5	24.6	25.9	24.2	19.9	16.1	11.8	9.7	7.8
EV/Sales	6.8	5.6	6.9	6.8	4.8	3.4	2.4	2.0	1.7
Price to Book Value	15.2	13.4	12.9	10.1	8.6	7.2	5.8	4.8	3.8
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.1	0.2	0.3	0.4	0.5
Profitability Ratios (%)									
RoE	5.3	14.3	5.7	11.3	15.1	19.7	22.8	22.2	23.7
RoCE (post tax)	8.4	12.6	8.8	9.7	11.5	14.3	17.2	17.0	18.5
RoIC	8.1	13.1	9.3	10.1	11.9	14.7	18.5	19.7	23.1
Turnover Ratios									
Debtors (Days)	51	43	48	56	49	61	50	50	50
Inventory (Days)	72	63	77	94	103	96	75	75	75
Creditors (Days)	90	67	70	83	77	82	61	61	61
Working Capital (Days)	14	-5	6	43	60	58	60	90	103
Asset Turnover (x)	1.1	1.2	0.9	0.9	1.1	1.2	1.4	1.4	1.4
Fixed Asset Turnover	1.0	1.0	0.7	0.7	0.9	1.1	1.4	1.4	1.5
Leverage Ratio									
Net Debt/Equity (x)	1.0	1.1	1.1	0.6	0.6	0.8	0.7	0.4	0.2
Cook Floor Chatamant								/15	ID 84111\
Cash Flow Statement	2010	2019	2020	2021	2022	2022	2024E	2025E	IR Million)
Y/E March Profit before Tax	2018 450		2020			2023			2026E
		1,380	536	1,476	2,484	3,548	5,080	6,101	7,995
Depreciation & Amort. Direct Taxes Paid	1,361 -146	1,583 -249	1,962 -215	1,924 -226	2,060 -368	2,216	2,737	3,098	3,370
(Inc)/Dec in Working Capital	74	2	-433	-352	-1,519	-726 105	-1,222 -1,729	-1,503 -860	-1,973
Interest/Div. Received	-18	-15	-433 -27	-552	-1,519	-73	-1,729	-150	-1,184 -207
Other Items	992	1,278	1,238	792	606	1,007	1,771	2,014	2,008
CF from Oper. Activity	2,713		3,061				6,455	8,700	10,009
(Inc)/Dec in FA+CWIP	-2,233	3,979 -4,209	-1,390	3,561 -961	3,224 -2,103	6,077 -3,396	-4,213	-4,997	-2,574
Free Cash Flow	479	-4,209 - 230	1,671	2,600	1,121	2,681	2,242	3,703	7,435
Interest/dividend received	18	15	13	12	1,121	65	181	150	207
(Pur)/Sale of Invest.	7	37	13	27	28	2	250	0	0
Others	,	37		21	20	-3,746	230	U	0
CF from Inv. Activity	-2,208	-4,157	-1,376	-922	-2,061	- 7,075	-3,782	-4,847	-2,367
Issue of Shares	- 2,208	0	0	1,456	-19	-7,073	-3,782	0	-2,307
Inc/(Dec) in Debt	211	2,676	-771	-2,387	10	2,042	2,213	1,450	-1,550
Interest Paid	-1,075	-1,224	-1,377	-1,093	-769	-1,027	-1,771	-2,014	-2,008
Dividends Paid	-1,073	-1,224	-1,377	0	-709	-1,027	-1,771	-380	-465
Others	479	-1,412	929	-936	-423	-79	0	-380	-403
CF from Fin. Activity	- 392	-1,412 28	-1,280	- 2,960	-1,200	936	147	- 944	-4,023
Inc/(Dec) in Cash	113	-150	405	-322	-1,200	-63	2,820	2,909	3,619
Add: Beginning Balance	217	330	181	585	263	227	164	2,984	5,892
Closing Balance	330	180	585	263	203 227	164	2,984	5,892	9,512
Ciosing Dalante	330	100	303	203	221	104	2,304	3,032	3,312

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NOTES

Explanation of Investment Rating								
Investment Rating	Expected return (over 12-month)							
BUY	>=15%							
SELL	<-10%							
NEUTRAL	< - 10 % to 15%							
UNDER REVIEW	Rating may undergo a change							
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation							

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