

### **Biocon**

Estimate change	
TP change	<b>↓</b>
Rating change	

Bloomberg	BIOS IN
Equity Shares (m)	1201
M.Cap.(INRb)/(USDb)	367.1 / 4.4
52-Week Range (INR)	321 / 218
1, 6, 12 Rel. Per (%)	15/18/2
12M Avg Val (INR M)	1501

#### Financials & Valuations (INR b)

Y/E March	FY24	FY25E	FY26E
Sales	144.1	161.9	188.1
EBITDA	29.5	37.5	46.6
Adjusted PAT	2.6	8.3	14.4
EBIT Margin (%)	9.6	12.5	15.1
Cons. Adj EPS (INR)	2.2	6.9	12.0
EPS Gro. (%)	-65.1	218.6	73.3
BV/Sh. (INR)	164.9	169.8	178.3
Ratios			
Net D-E	0.7	0.8	0.7
RoE (%)	1.4	4.1	6.9
RoCE (%)	3.4	4.0	5.4
Payout (%)	29.3	29.3	29.3
Valuations			
P/E (x)	140.2	44.0	25.4
EV/EBITDA (x)	20.9	16.5	13.1
Div. Yield (%)	0.7	0.6	1.0
FCF Yield (%)	1.0	1.5	6.4
EV/Sales (x)	4.3	3.8	3.2

#### Shareholding pattern (%)

As On	Mar-24	Dec-23	Mar-23
Promoter	60.6	60.6	60.6
DII	13.7	14.5	11.9
FII	6.0	6.9	10.8
Others	19.7	18.0	16.7

FII Includes depository receipts

# CMP: INR306 TP: INR280 (-8%) Neutral Biosimilar off-take, lower R&D spending drive earnings

#### Work-in-progress to improve business outlook across segments

- Biocon (BIOS) delivered better-than-expected adjusted earnings in 4QFY24, led by improved biosimilar sales and lower R&D spending. While EBITDA maintained its uptrend in FY24 and grew to INR29.4b, adj. PAT hit a 10-year low of INR2.6b, largely due to increased financial leverage and higher depreciation.
- We cut our earnings estimates by 19%/12% for FY25/FY26 to factor in a) a delay in inspection and subsequent approval for potential biosimilars, b) persistent challenges in API business, c) moderation in outlook for research services business, and d) higher leverage. We value BIOS on SOTP basis (17x EV/EBITDA for 70% stake in Biocon Biologics, 54% stake in Syngene and 10x EV/EBITDA for generics business) to arrive at a TP of INR280.
- BIOS is making efforts to improve the outlook for the generics and biosimilars segments by enhancing its product pipeline and improving its market share in existing products. A successful USFDA inspection is vital for new approvals and subsequent improvement in financial performance. Maintain Neutral on the stock as the current valuation factors in the upside in earnings.

## Better show in biosimilar partly offset by lower generics/research services business YoY

- 4QFY24 revenues grew 7.4% YoY to INR39b (est. INR37.7b). Revenue growth was led by Biosimilars (59% of sales), which grew 21% YoY to INR23.6b. Research services (24% of sales) declined 8% YoY to INR9.2b. Generics sales declined 4% YoY to INR7.2b (20% of sales).
- Gross margin (GM) expanded marginally by 60bp YoY to 63.8%.
- However, EBITDA margin contracted 50bp YoY to 23.4% (est: 18.5%) due to higher other expenses (+520bp YoY as % of sales), offset by lower employee/R&D expenses (-90bp/-310bp YoY as % of sales).
- EBITDA grew 5% YoY to INR9.2b (est: INR7b) for the quarter.
- After adjusting a one-off expense of INR420m, adj. profit grew 24.8% YoY to INR1.9b (est. PAT: INR1.3b). Despite YoY growth in EBITDA, PAT declined YoY due to higher depreciation/tax outgo.
- In FY24, revenue/EBITDA grew 30%/18% YoY to INR144b/INR29.5b, while PAT declined by 65% YoY to INR2.6b.

#### Highlights from the management commentary

- FY25 will be the year of consolidation, transitional and growth acceleration.
- Capex would be tapered down going forward.
- The USFDA has accepted bUstekinumab filing. BIOS has settled with J&J for a launch in Feb'25, subject to USFDA approval.

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**Quarterly performance (Consolidated)** 

(INRb)

Y/E March		FY2	3	FY24						FY24	FY24E	vs Est
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE	
Net Sales	21.7	23.2	29.4	36.5	34.2	34.6	36.0	39.2	110.8	144.1	37.7	3.9%
YoY Change (%)	23.1	26.1	35.3	51.5	57.9	49.2	22.5	7.4	35.3	30.0	3.4	
Total Expenditure	17.0	18.5	22.5	27.8	27.1	27.2	30.3	30.0	85.8	114.6	30.7	
EBITDA	4.6	4.7	6.9	8.7	7.1	7.4	5.8	9.2	25.0	29.5	7.0	31.3%
YoY Change (%)	19.4	5.5	21.9	47.4	53.5	57.4	-16.3	5.1	25.3	18.1	-20.0	
Margins (%)	21.4	20.3	23.4	23.9	20.8	21.4	16.0	23.4	22.5	20.5	18.5	
Depreciation	2.2	2.3	3.0	3.6	3.6	3.9	4.2	4.1	11.1	15.7	3.9	
EBIT	2.5	2.4	3.9	5.1	3.6	3.5	1.6	5.1	13.8	13.8	3.0	
YoY Change (%)	27.5	-1.8	8.0	33.8	43.5	46.8	-58.3	0.2	17.5	-0.4	-40.1	
Margins (%)	11.4	10.3	13.2	13.9	10.4	10.2	4.5	13.0	12.5	9.6	8.1	
Interest	0.2	0.3	1.2	2.5	2.3	2.5	2.7	2.3	4.2	9.8	2.4	
Other Income	0.8	0.7	0.8	0.5	0.9	1.6	1.1	0.5	2.7	4.1	1.1	
Extraordinary Income	-0.4	-0.2	-3.2	2.7	0.0	-0.2	8.3	-0.1	-1.0	7.9	0.0	
Share of Profit/Loss from Associates	-0.4	-0.3	-0.6	-0.4	-0.3	-0.2	-0.2	0.0	-1.7	-0.8	0.2	
PBT	2.2	2.3	-0.2	5.3	1.8	2.1	8.1	3.2	9.6	15.2	2.0	59.2%
Tax	0.3	1.5	0.0	0.8	0.4	0.4	0.6	1.0	2.6	2.3	0.4	
Rate (%)	13.4	64.3	16.2	15.4	19.1	19.6	6.8	30.1	26.6	15.0	18.2	
Minority Interest	0.2	0.4	0.2	1.0	0.5	0.5	0.9	0.9	1.8	2.8	0.3	
PAT	1.7	0.5	-0.4	3.5	1.0	1.3	6.6	1.4	5.2	10.2	1.3	3.9%
Adj PAT	2.0	1.7	2.2	1.5	1.0	1.4	-1.7	1.9	7.5	2.6	1.3	42.7%
YoY Change (%)	69.3	-28.0	-10.9	-45.1	-51.1	-16.2	-176.5	24.8	-15.1	-65.1	-12.5	
Margins (%)	7.9	2.0	-1.4	9.5	2.9	3.6	18.3	3.5	4.7	7.1	3.5	

**Key performance Indicators (Consolidated)** 

V/E Blouch		FY23				FY24				FY24	FY24E
Y/E March	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE
Cost Break-up											
RM Cost (% of Sales)	36.7	36.6	37.1	36.8	38.7	35.4	36.6	36.2	36.8	36.7	36.5
Staff Cost (% of Sales)	21.4	21.2	17.7	14.5	15.2	15.3	15.4	13.6	18.1	14.8	14.9
R&D Expenses(% of Sales)	9.1	10.4	11.5	9.4	9.2	7.6	9.1	6.3	9.4	8.0	8.0
Other Cost (% of Sales)	11.4	11.4	10.4	15.4	16.1	20.2	22.8	20.6	13.2	20.0	22.2
Gross Margins (%)	63.3	63.4	62.9	63.2	61.3	64.6	63.4	63.8	63.2	63.3	63.5
EBITDA Margins (%)	21.4	20.3	23.4	23.9	20.8	21.4	16.0	23.4	22.5	20.5	18.5
EBIT Margins (%)	11.4	10.3	13.2	13.9	10.4	10.2	4.5	13.0	12.5	9.6	8.1

E: MOFSL Estimates



#### **Conference call highlights**

- BIOS has settled with Bayer and Regeneron for the launch of bAflibercept in Canada no later than Jul'25.
- Formulations expected to be the key growth driver in FY25 with stronger 2HFY25, led by new launches.
- GLP is the major growth driver from FY26 onward.
- BIOS expects continued pressure in API business.
- BIOS would launch g-Liraglutide in the UK and EU markets by the end of CY24 through its partner Zentiva.
- Base business to deliver robust volume growth in FY25 in Biosimilar business.
- bDenosumab to be filed in the US/EU by the end of FY25.
- EQUALISE (Itolizumab) has successfully completed phase 1 clinical trials.
- API sales have seen pricing pressure.
- Secured approval for g-Liraglutide in the UK market.
- 7 new launches in Emerging markets in biosimilar business.
- Bevacizumab is gaining market share in Brazil.

### **Key exhibits**

Exhibit 1: Biosimilars saw a 400bp margin decline YoY in 4QFY24

Segmental PBT margin	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	1QFY24	2QFY24	3QFY24	4QFY24
Generics	12.6	6.0	9.4	11.0	16.1	10.4	8.7	10.0	9.9	9.2	9.8	7.0	7.0
Biosimilars	10.3	13.3	23.5	20.5	14.7	7.2	7.8	6.8	7.8	1.2	-0.8	-7.2	3.8
Novel Biologics	NA	-536.4	-503.3	-307.5	-412.2	NA	NA	NA	-200.5	NA	NA	NA	NA
Research Services	23.9	15.9	18.5	20.0	23.6	14.4	16.9	17.8	23.2	15.2	17.4	16.6	22.8
Total	19.2	9.4	15.0	12.4	16.1	9.2	10.6	8.4	10.0	5.4	6.9	12.1	8.4

Source: MOFSL, Company

(INR m)	4QFY24	4QFY23	%YoY	3QFY24	%QoQ
Total revenues	9,169	9,944	(7.8)	8,535	7.4
Material cost	2,028	2,938	(31.0)	2,374	(14.6)
Gross profit	7,141	7,006	1.9	6,161	15.9
Gross margin (%)	77.9	70	742.7	72.2	570
Staff cost	2,269	2,376	(4.5)	2,209	2.7
% of sales	24.7	24	85.3	25.9	(114)
Other expense	1,703	1,489	14.4	1,637	4.0
% of sales	18.6	15	360.0	19.2	(61)
EBITDA	3,169	3,141	0.9	2,315	36.9
EBITDA margin (%)	34.6	32	297.5	27	744
Depreciation	1,111	956	16.2	1,081	2.8
EBIT	2,058	2,185	(5.8)	1,234	66.8
Interest cost	129	104	24.0	108	19.4
Other income (net)	161	228	(29.4)	293	(45.1)
PBT before EO	2,090	2,309	(9.5)	1,419	47.3
EO expense	0	0		37	
PBT	2,090	2,309	(9.5)	1,382	51.2
Income tax	204	522	(60.9)	267	(23.6)
Effective tbb rate (%)	9.8	22.6		19.3	
Adjusted PAT	1886	1,787	5.5	1,145	64.7

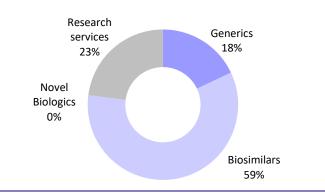
Source: MOFSL, Company

Exhibit 3: Revenue grew ~7.4% YoY in 4QFY24

#### Revenue (INRb) — Growth (%) 51.5 <sup>57.9</sup> 49.2 23.1 26.1 18.1 17.5 5.4 5.5 17.6 18.4 18.4 34.2 34.6 36.0 39.2 24.1 23.2 21. 21. 29, 36. 1QFY21

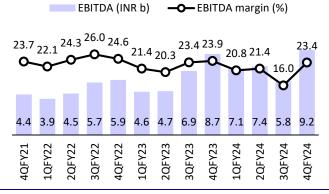
Source: MOFSL, Company

Exhibit 4: Biosimilars contributed 59% to total revenues



Source: MOFSL, Company

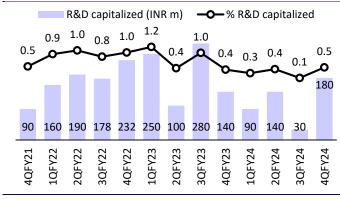
Exhibit 5: EBITDA margin contracted 50bp YoY in 4QFY24



Source: MOFSL, Company

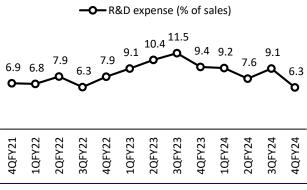
Exhibit 6: R&D capitalized declined for the quarter

Exhibit 8: Net profit of INR1.9b in 4QFY24



Source: MOFSL, Company

Exhibit 7: R&D expense as % of sales decrease on QoQ basis



Source: MOFSL, Company

4QFY21

1QFY22

2QFY22

4QFY22

4QFY22

4QFY23

4QFY24

4QFYY24

Source: MOFSL, Company

#### Valuation and view

#### Biologics - market share gain/new launches to drive growth

- In FY24, the biologics segment grew 65% YoY to INR65b, driven by increased traction in its base business as well as new products, and the expansion in new markets. Moreover, the consolidation of its Viatris Biosimilar business also aided growth in the biologics segment.
- BIOS has witnessed that the existing products are gaining market share in NA. Further, USFDA has accepted the filing of b-Ustekinumab for review and BIOS has proposed to launch b-Aflibercept in Canada over the near term.
- However, BIOS is facing challenges in getting the approval for potential products like b-Aspart/b-Bevacizumab.

BIOS is also witnessing market share gain for key launches like bBevacizumab, bPegfilgrastim, and bHumira in EU, Japan, Australia and New Zealand. Further BIOS is winning new tenders and gaining market share in the emerging markets.

We expect an 18% sales CAGR to INR113b over FY24-26.

#### Generics – Complex launches/in-licensing opportunity to drive growth

- Generics business sales declined 7% YoY to INR24.5b in FY24. New launches in the formulations segment continue to drive the growth, which is slightly offset by a muted performance in the API business.
- The generics business is making progress by expanding its portfolio, geographic reach, as well as strengthening its manufacturing base.
- BIOS has received approval to launch g-liraglutide in the UK market. Further it has entered into an agreement with Novo Nordisk to commercialize Semaglutide and Liraglutide in Brazil and Mexico, respectively.
- Further, BIOS is focusing on peptides and fermentation-based products such as high-potent fermentation and microbial fermentation. Particularly, the peptide API facility is expected to provide commercial benefits from FY24-end/FY25.
- We expect a 10% revenue CAGR over FY24-26 to INR29.6b.

## Research Services- recovery in demand/scale-up of facility to increase business prospects for Syngene

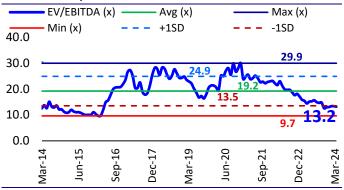
- In FY24, research services (Syngene) revenue grew 9.3% YoY to INR34.9b, led by strong performance across all divisions. However, discovery services faced an adverse impact on demand due to headwinds in the US biotech segment.
- Nonetheless, a step-up in new funding in US biotech is expected to drive a recovery in demand for research and development services.
- The biologics facility acquired from Stelis Biopharma is expected to become operational in 2HFY25. Once operational, it will add 20 KL of biologics drug substance manufacturing capacity to Syngene's existing capabilities.
- Additionally, the company has commissioned a non-GMP facility in Bengaluru to conduct early-phase development projects in a more agile and cost-effective manner. Further it has acquired 17 acres of land at Genome valley for R&D services
- Big pharma and biotech companies are de-risking their business and supply chains from China and seeking alternatives under their "China plus one" strategy, which is expected to boost business and drive growth.
- With a robust order book and a gradual pick-up in capacity utilization, we expect a 15% sales CAGR in SYNG research services to INR44.5b over FY24-26.

#### **Maintain Neutral**

- We cut our earnings estimates by 19%/12% for FY25/FY26 to factor in a) a delay in inspection and subsequent approval for potential biosimilars, b) persistent challenges in API business, c) moderation in outlook for research services business, and d) higher leverage. We value BIOS on SOTP basis (17x EV/EBITDA for 70% stake in biocon biologics, 54% stake in Syngene and 10x EV/EBITDA for generics business) to arrive at a TP of INR280.
- BIOS is making efforts to improve the outlook for its generics/biosimilars segments by enhancing its product pipeline and improving its market share in existing products. A successful USFDA inspection is vital for new approvals and subsequent improvement in financial performance. Maintain Neutral on the stock as the current valuation factors in the upside in earnings.

#### Exhibit 9: P/E chart P/E (x) Max (x) Avg (x) +1SD -1SD Min (x) 120.0 96.7 90.0 60.0 30.0 0.0 Aug-20 Nov-16 Nov-21 Feb-18 Feb-23

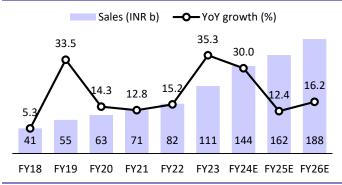
#### **Exhibit 10: EV/EBITDA chart**



Source: MOFSL, Company, Bloomberg

### Story in charts

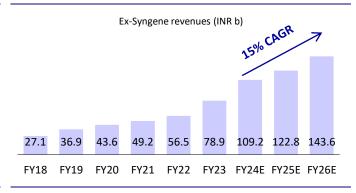
Exhibit 11: Expect revenue CAGR of ~14% over FY24-26



Source: MOFSL, Company

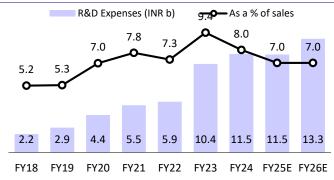
Source: MOFSL, Company, Bloomberg

Exhibit 12: New launches/ramp-up to drive ex-Syngene revenue



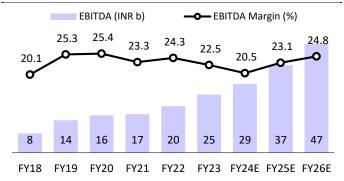
Source: MOFSL, Company

Exhibit 13: R&D spending to be stable over FY24-26



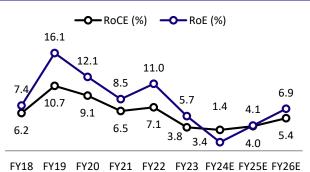
Source: MOFSL, Company

Exhibit 14: EBITDA margins to improve over FY24-26



Source: MOFSL, Company

**Exhibit 15: RoE to improve gradually** 



Source: MOFSL, Company

EPS (INR) 12.0 7.4 6.9

Exhibit 16: Expect EPS to grow 2.4x over FY24-26

5.1

6.2

FY18 FY19 FY20 FY21 FY22 FY23 FY24 FY25E FY26E

6.2

2.2

Source: MOFSL, Company

6 16 May 2024

3.1

### **Financials and valuations**

Income Statement (Consolidated)								(INR m)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E
Net Income	55,144	63,005	71,058	81,845	1,10,774	1,44,051	1,61,868	1,88,144
Change (%)	33.5	14.3	12.8	15.2	35.3	30.0	12.4	16.2
Total Expenditure	41,211	46,974	54,504	61,922	85,810	1,14,580	1,24,413	1,41,566
EBITDA	13,933	16,031	16,554	19,923	24,964	29,471	37,455	46,579
Change (%)	68.0	15.1	3.3	20.4	25.3	18.1	27.1	24.4
Margin (%)	25.3	25.4	23.3	24.3	22.5	20.5	23.1	24.8
Depreciation	4,478	5,522	7,145	8,150	11,131	15,690	17,144	18,169
EBIT	9,455	10,509	9,409	11,773	13,833	13,781	20,312	28,409
Int. & Finance Charges	709	649	577	686	4,183	9,750	7,614	7,155
Other Income - Rec.	1,444	1,614	1,005	2,674	2,674	4,100	2,100	2,300
Extraordinary income	1,946	675	910	-3,946	-1,042	7,940		
Share in Profits in JV					-1,666	-840	0	0
РВТ	12,136	12,149	10,747	9,815	9,616	15,231	14,797	23,554
Tax	2,123	3,151	2,222	2,116	2,560	2,280	3,181	5,182
Tax Rate (%)	17.5	25.9	20.7	21.6	26.6	15.0	21.5	22.0
Minority Interest	964	1227	1051	1220	1810	2750	3300	3960
Adjusted PAT	7,441	7,410	6,077	8,825	7,491	2,611	8,316	14,412
PAT	9,053	7,769	7,438	6,479	5,246	10,201	8,316	14,412
Change (%)	101.7	-0.4	-18.0	45.2	-15.1	-65.1	218.5	73.3
Margin (%)	16.4	12.3	10.5	7.9	4.7	7.1	5.1	7.7

Consolidated Balance Sheet								(INR m)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E
Equity Share Capital	3,000	6,000	6,000	6,003	6,000	6,000	6,000	6,000
Revaluation Reserves	0	0	0	0	0	0	0	0
Other Reserves	57,980	61,058	70,269	78,322	1,72,670	1,91,830	1,97,715	2,07,913
Net Worth	60,980	67,058	76,269	84,325	1,78,670	1,97,830	2,03,715	2,13,913
Loans	18,028	19,797	36,783	51,466	1,80,190	1,62,760	1,61,260	1,59,760
Minority Interest	6,089	6,773	8,807	10,375	46,220	54,910	58,210	62,170
Deferred liabilities	5816	13794	24212	25827	52440	17480	17480	17480
Capital Employed	90,913	1,07,422	1,46,071	1,71,993	4,57,520	4,32,980	4,40,665	4,53,323
Gross Block	68,240	85,167	93,959	1,03,295	1,27,440	1,44,540	1,51,040	1,57,540
Less: Accum. Deprn.	25,713	31,235	38,386	46,528	54,670	70,360	87,504	1,05,673
Net Fixed Assets	42,527	53,932	55,573	56,767	72,770	74,180	63,536	51,867
Capital WIP	12,869	15,765	22,535	34,203	25,880	39,850	39,850	39,850
Investments	10,118	9,661	19,519	15,879	20,700	10,000	23,196	29,400
Intangibles	8,303	11,974	13,533	15,824	2,69,200	2,72,850	2,72,850	2,83,764
Curr. Assets	44,860	49,426	70,986	78,334	1,28,880	1,61,180	1,64,962	1,87,617
Inventory	10,316	14,359	18,666	22,982	42,440	49,440	53,660	60,309
Account Receivables	12,918	12,237	12,176	20,582	35,730	62,310	66,965	75,773
Cash and Bank Balance	10,572	9,986	20,154	17,475	24,010	22,590	5,322	6,186
Loans & Advances	11,054	12,844	19,990	17,295	26,700	26,840	39,015	45,349
Curr. Liability & Prov.	27,764	33,336	36,075	29,014	59,910	1,25,080	1,23,729	1,39,175
Account Payables	26,959	32,306	34,981	27,709	58,420	1,17,310	1,13,973	1,27,835
Provisions	805	1,030	1,094	1,305	1,490	7,770	9,756	11,340
Net Current Assets	17,096	16,090	34,911	49,320	68,970	36,100	41,233	48,441
Appl. of Funds	90,913	1,07,422	1,46,071	1,71,993	4,57,520	4,32,980	4,40,665	4,53,323

E: MOFSL Estimates

#### **Financials and valuations**

Ratios								
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E
Basic (INR)								
EPS	6.2	6.2	5.1	7.4	6.2	2.2	6.9	12.0
Cash EPS	11.3	11.1	12.2	12.2	13.6	21.6	21.2	27.2
BV/Share	50.8	55.9	63.6	70.3	148.9	164.9	169.8	178.3
DPS	0.5	1.6	0.0	1.3	1.1	2.1	1.7	3.0
Payout (%)	7.8	29.3	0.0	29.3	29.3	29.3	29.3	29.3
Valuation (x)								
P/E	49.2	49.4	60.2	41.5	48.9	140.2	44.0	25.4
Cash P/E	27.0	27.5	25.1	25.0	22.3	14.1	14.4	11.2
P/BV	6.0	5.5	4.8	4.3	2.0	1.9	1.8	1.7
EV/Sales	8.8	7.7	6.8	6.2	5.6	4.3	3.8	3.2
EV/EBITDA	34.6	30.3	29.1	25.3	24.9	20.9	16.5	13.1
Dividend Yield (%)	0.2	0.5	0.0	0.4	0.4	0.7	0.6	1.0
Return Ratios (%)								
RoE	16.1	12.1	8.5	11.0	5.7	1.4	4.1	6.9
RoCE	10.7	9.1	6.5	7.1	3.8	3.4	4.0	5.4
RoIC	14.5	12.0	9.6	9.8	4.1	3.1	4.4	5.9
<b>Working Capital Ratios</b>								
Fixed Asset Turnover (x)	1.4	1.3	1.3	1.5	1.7	2.0	2.4	3.3
Debtor (Days)	86	71	63	92	118	158	151	147
Inventory (Days)	68	83	96	102	140	125	121	117
Creditors (Days)	178	187	180	124	192	297	257	248
Working Capital (Days)	43	35	76	142	148	34	81	82
Leverage Ratio (x)								
Current ratio	1.6	1.5	2.0	2.7	2.2	1.3	1.3	1.3
Net Debt/Equity	0.1	0.1	0.2	0.4	0.9	0.7	0.8	0.7
Consolidated Cash Flow Statement								(INR m)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E
Oper. Profit/(Loss) before Tax	10,026	8,709	8,462	7,716	6,430	12,978	37,455	46,579
Interest/Dividends Recd.	-908	-824	-770	-1,121	-1,124	-1,613	2,100	2,300
Direct Taxes Paid	-2,915	-3,441	-1,938	-2,620	-2,286	-2,923	-3,181	-5,182
(Inc)/Dec in WC	-291	-1,651	-4,238	-7,895	-5,010	-6,352	-22,401	-6,345
CF from Operations	11,546	12,831	11,597	11,766	18,525	29,539	13,973	37,352
(Incr)/Dec in FA	-14,924	-18,436	-17,559	-19,269	17,242	-24,615	-6,500	-6,500
Free Cash Flow	-3,378	-5,605	-5,962	- <b>7,503</b>	35,767	4,924	7,473	30,852
(Pur)/Sale of Investments	6,984	1,844	-18,512	2,314	-1,60,060	14,570	-13,196	-17,118
CF from investments	- <b>7,138</b>	-15,589	-36,247	-16,991	-1,42,818	-10,045	-19,696	-23,618
Change in Net Worth	-692	25	314	425	12,016	307	0	0
(Inc)/Dec in Debt	75	186	5,872	3,213	1,24,159	-13,130	-1,500	-1,500
Interest Paid	-1,007	-912	-1,160	-1,096	-4,856	-8,474	-7,614	-7,155
Dividend Paid	-793	-701	0	0	-718	-2,030	-2,432	-4,215
CF from Fin. Activity	-2,417	3,988	26,176	<b>2,154</b>	1,31,527	-2,030 - <b>21,915</b>	-2,432 - <b>12,446</b>	-4,213 - <b>12,870</b>
Inc/Dec of Cash	1,991	1,230	1,526	-3,071	7,234	-21,913	-12,446	864
Add: Beginning Balance	4,490	6,481	7,711	9,237	6,166	13,400	10,979	-7,190
Closing Balance	6,481	7,711	9,237	6,166	13,400	10,979	- <b>7,190</b>	-6,326
FX	112	536	71	33	29	1,030	1,930	1,930
Bankc balances/Overdraft	3,979	1,739	10,846	11,276	10,581	10,581	10,581	10,581
Total Cash and cash Eq	10,572	9,986				22,590	5,321	
TOTAL CASIL AND CASIL EQ	10,5/2	3,360	20,154	17,475	24,010	22,590	5,321	6,185

E: MOFSL Estimates

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