

Campus Activewear

Estimate change	↔
TP change	↑
Rating change	↔

Bloomberg	CAMPUS IN
Equity Shares (m)	306
M.Cap.(INRb)/(USD\$b)	72.1 / 0.8
52-Week Range (INR)	304 / 215
1, 6, 12 Rel. Per (%)	-3/-7/-10
12M Avg Val (INR M)	122

Financials & Valuations (INR b)

Y/E March	FY26	FY27E	FY28E
Sales	17.7	20.1	22.6
EBITDA	2.9	3.4	4.1
Adj. PAT	1.5	1.7	2.2
EBITDA Margin (%)	16.5	16.8	18.0
Adj. EPS (INR)	4.9	5.7	7.2
EPS Gr. (%)	23.9	16.4	26.5
BV/Sh. (INR)	29.6	33.8	39.0

Ratios

Net D:E	0.3	0.1	0.0
RoE (%)	18.1	18.0	19.8
RoCE (%)	16.4	16.5	17.8
Payout (%)	30.6	35.1	34.6

Valuations

P/E (x)	48.0	41.2	32.6
EV/EBITDA (x)	25.5	21.7	17.6
EV/Sales (X)	4.2	3.6	3.2
Div. Yield (%)	0.6	0.9	1.1

Shareholding pattern (%)

As On	Mar-26	Dec-25	Mar-25
Promoter	72.1	72.1	72.1
DII	11.6	11.7	11.1
FII	6.1	6.2	6.6
Others	10.2	10.0	10.1

FII includes depository receipts

CMP: INR233

TP: INR325 (+40%)

Buy

Robust 4Q; price hikes to cushion margins against RM inflation

- Campus Activewear (CAMPUS) ended FY26 on a robust note, with ~12%/15% YoY revenue/EBITDA growth, led by ~10% YoY volume growth and ~50bp EBITDA margin expansion in 4Q.
- For FY26, CAMPUS delivered ~11% YoY revenue growth, with ~115bp YoY EBITDA margin expansion, resulting in ~20% reported EBITDA growth.
- The growth was driven by strong performance in D2C channels, aided by strong traction in the sneakers portfolio, which also led to margin expansion.
- The company has implemented calibrated price hikes across the portfolio, which should cushion the impact from RM inflation in the near term and drive margin expansion over the medium term (as RM prices ease).
- CAMPUS continues to strengthen its positioning through faster product launches, expansion of in-house sneaker capacities, and improved marketplace execution, supporting market share gains amid rising competitive intensity.
- We fine-tune our FY27-28 estimates and now model ~13%/18%/21% FY26-28E CAGR in revenue/reported EBITDA/PAT, with EBITDA margin expanding 155bp to ~18% by FY28.
- **Reiterate BUY rating with a revised TP of INR325**, based on 45x FY28E EPS.

Robust 4Q; Strong cost control, operating leverage drive higher margins

- 4Q revenue at INR4.6b grew 12% YoY (vs. our est. of 10% YoY).
- Volume grew ~10% YoY to 6.8m pairs, while ASP rose ~1.5% YoY to INR668, adversely impacted by logistics cost changes in the online segment.
- D2C online sustained strong growth momentum from 3Q, with 23% YoY growth. D2C offline grew ~13% YoY, while trade distribution grew ~5% YoY.
- Gross profit rose 12% YoY to INR2.3b (vs. our est. INR2.1b).
- Gross Margin (GM) moderated ~25bp YoY to 51.5% (~50bp miss).
- Employee costs rose 21% YoY (in line), while other expenses grew 7% YoY (4% below our est.).
- As a result, EBITDA grew 15% YoY to INR825m (vs. our est. of INR792m), led by operating leverage.
- EBITDA margin expanded ~50bp YoY to 18.1% (40bp beat).
- Reported PAT jumped ~26% YoY to INR441m (6% beat).

Robust growth and reported margin expansion in FY26

- Revenue grew ~11% YoY to INR17.7b, driven by 4% YoY growth in volume, while ASP rose ~7% YoY to INR683.
- D2C offline led with ~17% YoY growth, followed by 11% YoY growth in D2C online (despite accounting change) and ~10% YoY in trade distribution.
- Gross profit grew ~14% YoY to INR9.4b, aided by ~105bp gross margin expansion to 52.9%.
- Reported EBITDA rose 20% YoY to INR2.9b, led by ~115bp margin expansion.

- Adjusted pre-IND AS EBITDA grew 18% YoY to INR2.4b, with margin expanding ~70bp YoY to 13.5%. Lease rentals had a one-off cost of INR0.64b for long-term land acquisition pertaining to the Pantnagar facility.
- Reported PAT grew 24% YoY to INR1.5b, driven by robust EBITDA growth and higher other income (56% YoY).
- CAMPUS' net working capital (NWC) days inched up ~8 days YoY to 78, driven by higher inventory days (93 vs. 87 YoY) and lower payable days (46 vs. 52 YoY).
- Adjusted OCF (post interest and leases) moderated to INR770m (vs. INR1.9b YoY), due to working capital build-up of INR1.1b (vs. release of ~INR300m YoY).
- Capex was elevated at INR1.5b (vs. INR588m YoY), due to land acquisition for the Panatnagar facility expansion (INR0.64b), leading to FCF (post interest and leases) outflow of INR0.7b (vs. INR1.4b generation YoY).

Key takeaways from the management commentary

- **Demand trends** have remained resilient despite aggressive pricing actions, with 1QFY27 starting on a positive note. Management indicated some near-term resistance to price hikes; however, it expects strong product launches, premiumization, and potential market share gains (at the expense of smaller players) to support volume growth.
- **Price hikes:** Amid a sharp inflation in key RM prices (EVA/PU) and higher minimum wages, CAMPUS has implemented calibrated price hikes across its portfolio, which should cushion margins in the near term. Further, management indicated that RM cost pressures have started easing, while price hikes are sticky, which should provide tailwinds for further margin expansion.
- **Sneaker portfolio** continued to remain the key growth driver, delivering ~100% growth for the second consecutive year (~50% growth in 4Q). Faster product development cycles, integrated manufacturing, and improving product quality are strengthening premiumization and consumer acceptance. The company is investing in capacity expansion to meet the growing demand for sneakers.

Valuation and view

- CAMPUS is expanding beyond its core category of sports shoes into sneakers, women's, and kids' categories. Sharper segmentation, affordability-led positioning, and ongoing operational initiatives are supporting stronger execution and an improving product mix. Channel feedback on execution remains stronger vs. peers.
- We fine-tune our estimates and build in revenue CAGR of 13% over FY26-28, driven by ~8% ASP growth and 5% volume growth. Improving product mix, price hikes, and recent launches are likely to support stronger ASP growth, while the focus remains on volume growth, as the company has linked distributors' incentives to volume growth rather than value growth for FY27.
- We build in ~155bp EBITDA margin expansion over FY26-28E, with gross margin expansion contributing ~65bp, led by premiumization and mix improvements. The recent price hike is expected to cushion margins against near-term headwinds from raw material inflation. Accordingly, we model EBITDA/PAT CAGR of 18%/21% over FY26-28E.
- **Reiterate BUY rating with a revised TP of INR325 (earlier INR305), based on 45x FY28E EPS.**

Consolidated Quarterly Earnings

(INR m)

Y/E March	FY25				FY26				FY25	FY26	FY26	Est
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q				
Revenue	3,392	3,333	5,148	4,057	3,433	3,866	5,886	4,556	15,930	17,741	4,466	2.0
YoY Change (%)	-4.1	28.9	9.1	11.5	1.2	16.0	14.3	12.3	10.0	11.4		
Gross Profit	1,797	1,745	2,617	2,098	1,875	2,062	3,097	2,345	8,257	9,378	2,321	1.0
Gross margin	53.0	52.4	50.8	51.7	54.6	53.3	52.6	51.5	51.8	52.9	52.0	
Total Expenditure	2,874	2,951	4,326	3,343	2,940	3,367	4,784	3,732	13,494	14,822	3,674	1.6
EBITDA	517	382	822	715	493	499	1,103	825	2,435	2,919	792	4.2
EBITDA margins (%)	15.3	11.5	16.0	17.6	14.4	12.9	18.7	18.1	15.3	16.5	17.7	
Depreciation	162	176	189	228	201	219	224	239	755	883	237	0.7
Interest	37	45	43	64	49	62	73	59	188	243	77	-23.6
Other Income	23	34	37	53	61	52	55	61	147	228	62	-1.7
PBT	341	196	626	476	304	270	861	588	1,639	2,022	539	9.0
Tax	87	53	162	126	82	69	224	146	428	521	122	19.7
Rate (%)	25.6	27.0	25.8	26.4	26.9	25.5	26.0	24.9	26.1	25.8	22.7	
Reported PAT	254	143	465	350	222	201	637	441	1,212	1,501	417	5.8
Adj PAT	254	143	465	350	222	201	637	441	1,212	1,501	417	5.8
YoY Change (%)	-19	4,369	87	7	-13	40	37	26	35.5	23.9		

E: MOFSL Estimates

Exhibit 1: Valuation based on FY28E P/E

Particulars	INR/Share
EPS	7.2
Target PE (x)	45
Equity value/share (INR)	325
CMP (INR)	233
Upside/(Downside) (%)	40%

Source: MOFSL, Company



Detailed takeaways from the management commentary

- **Demand trends** have remained resilient despite aggressive pricing actions, with 1QFY27 starting on a positive note. Management indicated some near-term resistance to price hikes; however, it expects strong product launches, premiumization, and potential market share gains (at the expense of smaller players) to support volume growth.
- **Price hikes:** Amid a sharp inflation in key RM prices (EVA/PU) and higher minimum wages, CAMPUS has implemented calibrated price hikes across its portfolio, which should cushion margins in the near term. Further, management indicated that RM cost pressures have started easing, while price hikes are sticky, which should provide tailwinds for further margin expansion.
- **Sneaker portfolio** continued to remain the key growth driver, delivering ~100% growth for the second consecutive year (~50% growth in 4Q). Faster product development cycles, integrated manufacturing, and improving product quality are strengthening premiumization and consumer acceptance. The company is investing in capacity expansion to meet the growing demand for sneakers.
- **ASP:** Premiumization and rising sneaker salience continue to support underlying ASP improvement, although reported ASP growth (1.5% in 4Q) remained muted due to marketplace freight accounting changes and GST-led shifts.
- **Product innovation** remained strong with ~250 new SKUs launched during FY26, supported by continuous benchmarking of consumer trends, regional preferences, and online demand shifts. Wider assortment and faster refresh cycles are improving relevance across channels and geographies.
- **In-house manufacturing** scale-up remains on track, with Pantnagar currently producing ~200k sneaker pairs/month and long-term phased capacity expansion targeted at ~800k pairs/month, including ~600k at Pantnagar, rest at Haridwar-II. Growth is expected to be increasingly serviced through owned facilities, supporting margins and quality control.
- **Marketing investments** will remain elevated, reflecting continued focus on brand building and market share gains rather than performance marketing. Advertising spends increased ~20% YoY in FY26, while operating cost excluding advertisement expenses were softer in 4Q due to favorable marketplace commission dynamics during key online events and stable retail store count.
- **Marketplace channels** continued to materially outperform, driven by stronger execution across platforms and own website. Increasing use of platform-led warehousing and fulfillment models is improving delivery efficiency and online scalability, while the Amazon partnership continues to strengthen.
- **Retail strategy** remained profitability-led during FY26, with closure of ~9–10 weaker stores and addition of ~13–14 stores improving store economics. With profitability stabilizing, the company plans to accelerate expansion in FY27 with ~60–80 store additions, largely through franchise-led formats (~60% FOFO mix).
- **Inventory** normalization is largely complete following the liquidation of BIS inventory, with current finished goods inventory aligned to targeted growth requirements.
- Elevated FY26 cash outflow was largely driven by the land acquisition for Pantnagar facility, which included ~INR654m long term lease-hold land.

- **Capex during FY26** was elevated due to the Pantnagar acquisition, while FY27 capex is expected to normalize toward routine maintenance, IT infrastructure, and selective store additions. Incremental investments over the next few years will primarily support phased sneaker capacity expansion and assembly line additions.
- **CAMPUS** highlighted its strengthening pan-India positioning, with Maharashtra now emerging as the second-largest state in distribution channel and cities such as Pune and Bengaluru featuring in top five states in terms of online sales. Integrated manufacturing, strong distribution reach, and faster product development continue to strengthen the competitive positioning.

Exhibit 2: Quarterly performance

INRm	4QFY25	3QFY26	4QFY26	YoY%	QoQ%	4QFY26E	vs. est (%)	FY25	FY26	YoY%
Total Revenue	4,057	5,886	4,556	12	-23	4,466	2	15,930	17,741	11
Raw Material cost	1,959	2,789	2,212	13	-21	2,145	3	7,673	8,363	9
Gross Profit	2,098	3,097	2,345	12	-24	2,321	1	8,257	9,378	14
Gross margin (%)	51.7%	52.6%	51.5%	-26	-116	52.0%	-52	51.8%	52.9%	103
Employee Costs	305	368	370	21	1	336	10	1,190	1,402	18
SGA Expenses	1,079	1,626	1,150	7	-29	1,193	-4	4,632	5,058	9
EBITDA	715	1,103	825	15	-25	792	4	2,435	2,919	20
EBITDA margin (%)	17.6%	18.7%	18.1%	49	-63	17.7%	37	15.3%	16.5%	116
Depreciation and amortization	228	224	239	5	7	237	1	755	883	17
EBIT	487	879	586	20	-33	555	6	1,680	2,036	21
EBIT margin (%)	12.0%	14.9%	12.9%	86	-207	12.4%	44	10.5%	11.5%	93
Finance Costs	64	73	59	-8	-20	77	-24	188	243	29
Other Income	53	55	61	14	10	62	-2	147	228	55
Profit before Tax	476	861	588	23	-32	539	9	1,639	2,022	23
Tax	126	224	146	16	-35	122	20	428	521	22
Profit after Tax	350	637	441	26	-31	417	6	1,212	1,501	24
PAT margin (%)	8.6%	10.8%	9.7%	105	-113	9.3%	35	7.6%	8.5%	85

Source: MOFSL, Company

Exhibit 3: Key operating metrics

INR m	4QFY25	3QFY26	4QFY26	YoY%	QoQ%
Trade Distribution	2,240	2,908	2,356	5	-19
Direct to consumer (online)	1,396	2,372	1,722	23	-27
Direct to consumer (offline)	422	606	478	13	-21
Mix (%)					
Trade Distribution	55.2%	49.4%	51.7%	-350	230
Direct to consumer (online)	34.4%	40.3%	37.8%	340	-250
Direct to consumer (offline)	10.4%	10.3%	10.5%	10	20
	4QFY25	3QFY26	4QFY26	YoY%	QoQ%
ASP (INR/pair)	658	711	668	2	-6
Volume (m pairs)	6	8	7	10	-18

Source: MOFSL, Company

Exhibit 4: Changes to our estimates

	FY26	FY27E	FY28E
Revenue (INR m)			
Old		19,831	22,280
Actual/New	17,741	20,099	22,581
Change (%)		1.4	1.4
Gross Profit (INR m)			
Old		10,609	12,031
Actual/New	9,378	10,652	12,081
Change (%)		0.4	0.4
Gross margin (%)			
Old		53.5%	54.0%
Actual/New	52.9%	53.0%	53.5%
Change (bp)		-50	-50
EBITDA (INR m)			
Old		3,371	4,010
Actual/New	2,919	3,367	4,065
Change (%)		-0.1	1.4
EBITDA margin (%)			
Old		17.0%	18.0%
Actual/New	16.5%	16.8%	18.0%
Change (bp)		-25	0
Net Profit (INR m)			
Old		1,710	2,072
Actual/New	1,501	1,747	2,210
Change (%)		2.2	6.7
EPS (INR)			
Old		5.6	6.8
Actual/New	4.9	5.7	7.2
Change (%)		2.2	6.7

Source: MOFSL, Company

Story in charts

Exhibit 5: Revenue grew 12% YoY; GM contracted ~25bp YoY

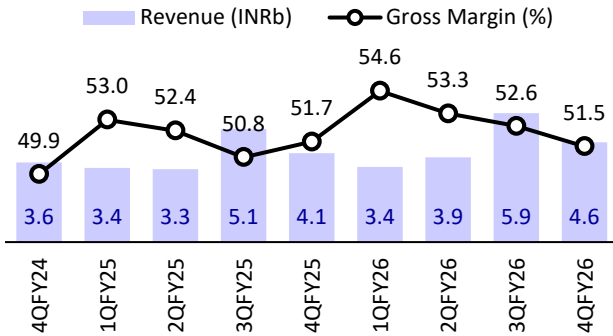


Exhibit 6: Volumes grew 10% YoY; ASP rose 2% YoY

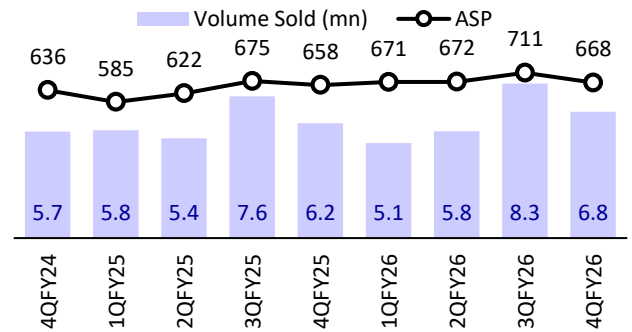


Exhibit 7: EBITDA rose 15% YoY; margin expanded 50bp YoY

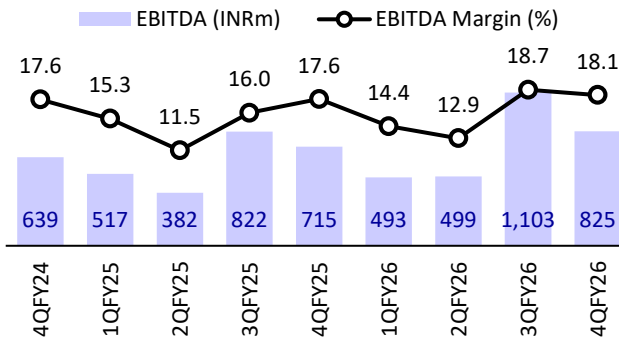


Exhibit 8: PAT rose 26% YoY, margin expanded 105bp YoY

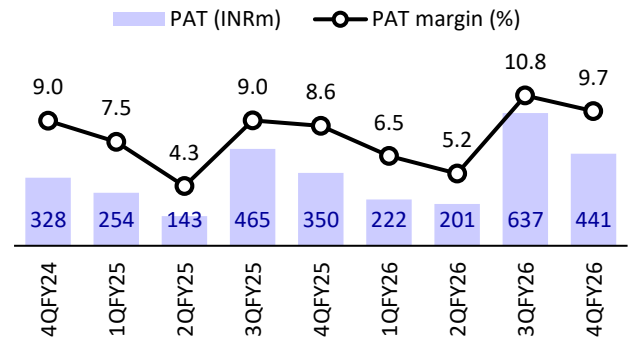


Exhibit 9: Expect 13% revenue CAGR over FY26-28

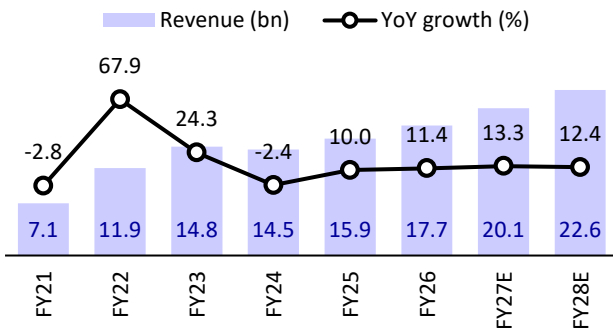


Exhibit 10: Expect 8%/5% ASP/volume CAGR over FY26-28

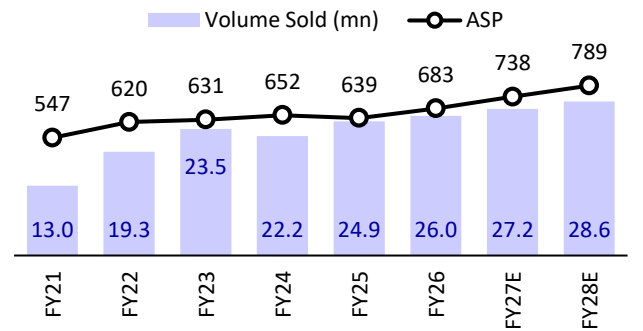


Exhibit 11: Expect 18% EBITDA CAGR over FY26-28, with 155bp margin expansion by FY28

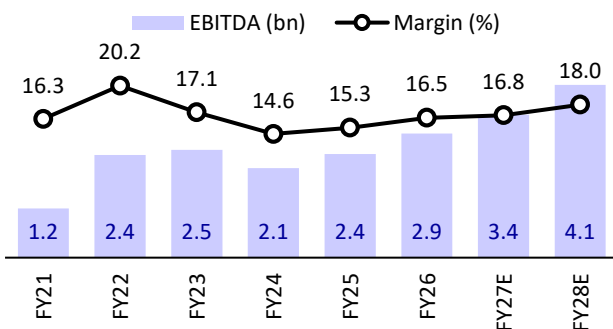
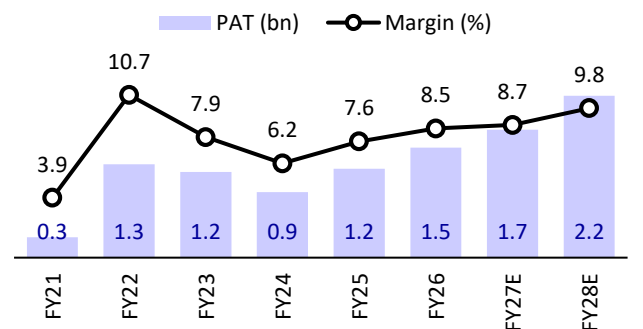


Exhibit 12: Expect 21% PAT CAGR over FY26-28



Source: MOFSL, Company

Source: MOFSL, Company

Financials and valuations

Consolidated - Income Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Revenue from Operations	7,113	11,942	14,842	14,483	15,930	17,741	20,099	22,581
Change (%)	-3	68	24	-2	10	11	13	12
Raw Materials	3,744	5,973	7,520	6,955	7,673	8,363	9,446	10,500
GROSS PROFIT	3,369	5,968	7,323	7,528	8,257	9,378	10,652	12,081
Margin (%)	47	50	49	52	52	52.9	53.0	53.5
Employees Cost	552	679	802	1,015	1,190	1,402	1,558	1,694
Other Expenses	1,657	2,874	3,985	4,405	4,632	5,058	5,728	6,323
Total Expenditure	2,209	3,553	4,787	5,420	5,822	6,459	7,286	8,016
% of Sales	31.1	29.8	32.3	37.4	36.5	36.4	36.3	35.5
EBITDA	1,160	2,415	2,536	2,108	2,435	2,919	3,367	4,065
Margin (%)	16.3	20.2	17.1	14.6	15.3	16.5	16.75	18.00
Depreciation	327	532	710	721	755	883	1,021	1,127
EBIT	833	1,883	1,826	1,387	1,680	2,036	2,346	2,938
Margin (%)	11.7	15.8	12.3	9.6	10.5	11.5	11.7	13.0
Finance costs	172	196	287	232	188	243	263	267
Other Income	38	24	28	45	147	228	251	282
PBT bef. EO Exp.	699	1,711	1,567	1,200	1,639	2,022	2,335	2,953
Total Tax	431	634	396	306	428	521	588	743
Tax Rate (%)	61.6	37.0	25.0	25.0	25.0	25.8	25.2	25.2
Reported PAT	269	1,078	1,171	894	1,212	1,501	1,747	2,210
Adjusted PAT	279	1,273	1,171	894	1,212	1,501	1,747	2,210
Change (%)	-54.5	356.9	-8.0	-23.6	35.5	23.9	16.4	26.5
Margin (%)	3.9	10.7	7.9	6.2	7.6	8.5	8.7	9.8

Consolidated - Balance Sheet

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Equity Share Capital	1,519	1,522	1,523	1,526	1,527	1,527	1,527	1,527
Total Reserves	1,608	2,754	3,998	4,990	6,038	7,535	8,822	10,420
Net Worth	3,126	4,276	5,521	6,517	7,565	9,062	10,349	11,947
Minority Interest	4				0	0	0	0
Total Loans	1,772	2,890	3,350	1,778	2,323	2,362	2,634	2,855
Lease Liability	416	1,147	1,542	1,535	2,323	1,999	2,271	2,493
Capital Employed	4,902	7,166	8,871	8,294	9,888	11,423	12,983	14,802
Gross Block	3,318	4,460	5,695	6,384	7,614	9,125	10,130	11,135
Less: Accum. Deprn.	753	1,214	1,924	2,645	2,968	3,851	4,872	5,999
Net Fixed Assets	2,564	3,246	3,770	3,739	4,645	5,274	5,259	5,136
Right to use assets	491	1,208	1,501	1,437	2,141	2,421	2,673	2,879
Capital WIP	3	25	38	201	344	113	113	113
Total Investments					0	0	0	0
Curr. Assets, Loans&Adv.	3,067	4,975	6,677	5,599	6,321	6,245	8,186	10,473
Inventory	2,025	3,543	4,490	3,963	3,798	4,495	4,723	5,178
Account Receivables	982	1,337	1,766	1,183	1,480	1,528	1,652	1,856
Cash and Bank Balance	12	3	240	248	245	40	1,628	3,256
Loans and Advances	48	92	181	206	798	183	183	183
Curr. Liability & Prov.	1,888	2,386	2,776	2,504	2,947	3,000	3,400	3,776
Account Payables	1,709	1,966	2,144	2,002	2,261	2,247	2,588	2,877
Other Current Liabilities	175	414	623	484	664	726	785	872
Provisions	5	6	10	18	22	27	27	27
Net Current Assets	1,179	2,590	3,901	3,095	3,374	3,245	4,786	6,697
Deferred Tax assets	401	218	309	382	416	429	429	429
Other Assets	758	1,112	891	1,078	1,452	2,476	2,511	2,541
Appl. of Funds	4,902	7,166	8,871	8,294	9,888	11,424	12,984	14,803

Financials and valuations

Ratios

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Basic (INR)								
EPS	0.9	4.2	3.8	2.9	4.0	4.9	5.7	7.2
Cash EPS	2.0	5.9	6.1	5.3	6.4	7.8	9.0	10.9
BV/Share	10.3	14.1	18.0	21.3	24.7	29.6	33.8	39.0
DPS	-	-	-	-	1.00	1.50	2.00	2.50
Payout (%)	-	-	-	-	25	31	35	35
Valuation (x)								
P/E	302.3	66.2	71.9	94.2	68.2	48.0	41.2	32.6
Cash P/E	137.9	46.4	44.8	52.1	42.0	30.2	26.0	21.6
P/BV	26.7	19.6	15.3	12.9	10.9	7.9	7.0	6.0
EV/Sales	12.0	7.2	5.9	5.9	5.3	4.2	3.6	3.2
EV/EBITDA	73.5	35.8	34.4	40.7	34.8	25.5	21.7	17.6
Dividend Yield (%)	-	-	-	-	0.37	0.64	0.85	1.06
FCF per share	2.3	-0.5	1.9	6.2	2.6	1.5	8.3	9.1
Return Ratios (%)								
RoE	8.9	29.8	21.2	13.7	16.0	18.1	18.0	19.8
RoCE	8.4	21.1	18.2	13.1	15.4	16.4	16.5	17.8
RoIC	8.4	20.8	18.2	13.2	14.6	14.7	15.6	19.4
Working Capital Ratios								
Fixed Asset Turnover (x)	2.1	2.7	2.6	2.3	2.1	1.9	2.0	2.0
Asset Turnover (x)	1.5	1.7	1.7	1.7	1.6	1.6	1.5	1.5
Inventory (Days)	182	170	195	222	185	181	183	180
Debtor (Days)	62	35	38	37	31	31	30	30
Creditor (Days)	143	112	100	109	101	98	100	100
WC (Days)	101	93	133	150	114	114	113	110
Leverage Ratio (x)								
Current Ratio	1.6	2.1	2.4	2.2	2.1	2.1	2.4	2.8
Interest Cover Ratio	4.9	9.6	6.4	6.0	8.9	8.4	8.9	11.0
Net Debt/Equity	0.6	0.7	0.6	0.2	0.3	0.3	0.1	0.0

Consolidated - Cash Flow Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
OP/(Loss) before Tax	699	1,711	1,566	1,200	1,639	2,022	2,335	2,953
Depreciation	327	532	710	721	755	883	1,021	1,127
Interest & Finance Charges	172	196	287	232	188	242	263	267
Others	87	65	180	282	(36)	(113)	-	-
Direct Taxes Paid	(252)	(436)	(525)	(350)	(498)	(558)	(588)	(743)
(Inc)/Dec in WC	210	(1,890)	(954)	560	304	(1,128)	13	(313)
CF from Operations	1,243	178	1,265	2,645	2,352	1,348	3,043	3,290
Others	-	-	-	-	-	-	-	-
CF from Operating incl EO	1,243	178	1,265	2,645	2,352	1,348	3,043	3,290
(Inc)/Dec in FA	(539)	(341)	(697)	(745)	(1,546)	(890)	(505)	(505)
Free Cash Flow	704	(163)	568	1,900	806	458	2,538	2,785
(Pur)/Sale of Investments	449	-	-	-	-	229	-	-
Others	-	-	-	-	-	114	-	-
CF from Investments	(90)	(341)	(697)	(745)	(1,546)	(547)	(505)	(505)
Issue of Shares	-	32	38	98	23	27	-	-
Inc/(Dec) in Debt	(1,077)	387	65	(1,565)	(243)	363	-	-
Interest Paid	(140)	(121)	(137)	(99)	(23)	(63)	(91)	(91)
Lease instalment	(77)	(143)	(297)	(359)	(390)	(1,170)	(400)	(454)
Dividends	-	-	-	-	(214)	(92)	(459)	(613)
CF from Fin. Activity	(1,294)	155	(331)	(1,925)	(847)	(935)	(950)	(1,157)
Inc/Dec of Cash	(141)	(9)	236	(25)	(41)	(135)	1,588	1,628
Opening Balance	153	12	3	240	248	174	40	1,628
Closing Balance	12	3	240	248	208	40	1,628	3,256

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NOTES

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Investment Rating	Expected return (over 12-month)
BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
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