

# Blue Dart Express

|                 |   |
|-----------------|---|
| Estimate change | ↔ |
| TP change       | ↔ |
| Rating change   | ↔ |

|                       |             |
|-----------------------|-------------|
| Bloomberg             | BDE IN      |
| Equity Shares (m)     | 24          |
| M.Cap.(INRb)/(USDb)   | 125.4 / 1.3 |
| 52-Week Range (INR)   | 7036 / 4629 |
| 1, 6, 12 Rel. Per (%) | 7/-6/-9     |
| 12M Avg Val (INR M)   | 387         |

## Financial Snapshot (INR b)

| Y/E MARCH         | 2026  | 2027E | 2028E  |
|-------------------|-------|-------|--------|
| Sales             | 61.4  | 68.0  | 74.8   |
| EBITDA            | 5.7   | 7.4   | 8.6    |
| Adj. PAT          | 2.7   | 3.8   | 4.5    |
| EBITDA Margin (%) | 9.3   | 10.8  | 11.5   |
| Adj. EPS (INR)    | 119.7 | 159.8 | 190.0  |
| EPS Gr. (%)       | 16.1  | 33.5  | 18.9   |
| BV/Sh. (INR)      | 771.7 | 906.5 | 1071.5 |

## Ratios

|            |      |      |      |
|------------|------|------|------|
| Net D:E    | -0.1 | -0.2 | -0.2 |
| RoE (%)    | 18.4 | 19.0 | 19.2 |
| RoCE (%)   | 18.7 | 21.1 | 20.9 |
| Payout (%) | 24.8 | 15.6 | 13.2 |

## Valuations

|                |      |      |      |
|----------------|------|------|------|
| P/E (x)        | 44.2 | 33.1 | 27.9 |
| P/BV (x)       | 6.9  | 5.8  | 4.9  |
| EV/EBITDA(x)   | 20.6 | 15.6 | 13.0 |
| Div. Yield (%) | 0.5  | 0.5  | 0.5  |
| FCF Yield (%)  | 1.8  | 2.5  | 3.0  |

## Shareholding Pattern (%)

| As On    | Jun-26 | Mar-26 | Jun-25 |
|----------|--------|--------|--------|
| Promoter | 75.0   | 75.0   | 75.0   |
| DII      | 14.5   | 14.5   | 13.0   |
| FII      | 3.4    | 3.4    | 5.5    |
| Others   | 7.2    | 7.0    | 6.4    |

FII includes depository receipts

**CMP: INR5,284** **TP: INR6,100 (+15%)** **Buy**

## Steady volumes; improved pricing drives earnings

- Blue Dart Express (BDE)'s revenue grew ~15% YoY to INR16.5b in 1QFY27 (5% above our estimate).
- EBITDA margin came in at 10.3% in 1QFY27 (up 340bp YoY and 220bp QoQ) vs. our estimate of 10%. EBITDA jumped ~70% YoY on account of a low base to INR1.7b (8% above our estimate).
- APAT was INR867m vs. INR469m in 1QFY26 (15% above our estimate).
- In 1QFY27, BDE reported steady volume growth of 7% YoY, while revenue increased 15% YoY, driven by the annual general price increase (GPI) and higher fuel surcharge, resulting in a 7% improvement in realizations.
- BDE posted strong earnings performance in 1Q, driven by healthy realizations. Going forward, both the ground and air express segments would likely continue to witness healthy traction, and margins are expected to improve gradually. We broadly maintain our FY27 and FY28 estimates and **reiterate our BUY rating with a TP of INR6,100 (based on 15x FY28E EV/EBITDA).**

## Steady volume growth; Air:Surface mix at 60:40

- In 1QFY27, BDE reported a shipment volume of 96.15m (+2% YoY) and tonnage of 0.36mt (+7% YoY).
- Air Express contributed ~60% and Surface Express ~40% of total revenue. B2B/B2C segments accounted largely for 70%/30% of revenue. B2C mainly included e-commerce shipments.

## Highlights from the management commentary

- Revenue grew 15% YoY during the quarter, driven by a mix of GPI and fuel surcharge, while volume grew 7% YoY.
- Air volume increased ~2.6% YoY, while surface volume grew ~9% YoY.
- The company holds an estimated market share of ~70% in the organized document express services segment. Documents and small parcel business together contribute around 25-30% of revenue. The BFSI segment accounted for ~10-15% of the revenue.
- FY27 capex is expected at INR1.0-1.5b.
- Automotive continues to be a key vertical and has been growing in the high teens, largely driven by express movement of spare parts.
- Despite higher fuel prices, the company was able to manage and improve margins due to the fuel cost pass-through mechanism in place.

## Valuation and view

- The ground and air express segments continued to witness healthy traction, driven by sustained growth in B2B, B2C, and e-commerce volumes. Despite an increasingly competitive environment, the company maintained its market share, supported by its differentiated premium service offerings.
- We broadly maintain our FY27 and FY28 estimates and reiterate our BUY rating with a TP of INR6,100 (based on 15x FY28E EV/EBITDA).

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

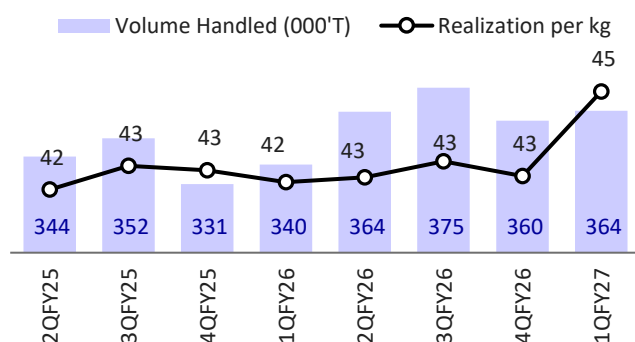
Motilal Oswal research is available on [www.motilaloswal.com/Institutional-Equities](http://www.motilaloswal.com/Institutional-Equities), Bloomberg, Thomson Reuters, Factset and S&P Capital.

# Quarterly snapshot - Standalone

| Y/E March (INR m)     | FY26   |        |        |        | FY27E  |        |        |        | FY26   | FY27E  | FY27   | Var.   |
|-----------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|                       | 1Q     | 2Q     | 3Q     | 4Q     | 1Q     | 2QE    | 3QE    | 4QE    |        |        | 1QE    | vs Est |
| Net Sales             | 14,419 | 15,493 | 16,162 | 15,335 | 16,577 | 16,744 | 17,629 | 17,030 | 61,409 | 67,980 | 15,737 | 5      |
| YoY Change (%)        | 7.4    | 7.0    | 6.9    | 8.2    | 15.0   | 8.1    | 9.1    | 11.1   | 7.4    | 10.7   | 9.1    |        |
| EBITDA                | 1,002  | 1,572  | 1,901  | 1,247  | 1,702  | 1,758  | 1,939  | 1,967  | 5,721  | 7,366  | 1,574  | 8      |
| Margins (%)           | 6.9    | 10.1   | 11.8   | 8.1    | 10.3   | 10.5   | 11.0   | 11.5   | 9.3    | 10.8   | 10.0   |        |
| YoY Change (%)        | -8.5   | 29.0   | 30.0   | 5.6    | 70.0   | 11.9   | 2.0    | 57.7   | 15.4   | 28.8   | 57.1   |        |
| Depreciation          | 505    | 594    | 710    | 664    | 646    | 660    | 670    | 678    | 2,472  | 2,654  | 650    |        |
| Interest              | 72     | 105    | 126    | 117    | 112    | 115    | 115    | 105    | 420    | 447    | 110    |        |
| Other Income          | 207    | 194    | 189    | 182    | 220    | 200    | 210    | 180    | 771    | 809    | 190    |        |
| PBT before EO expense | 632    | 1,066  | 1,253  | 649    | 1,164  | 1,183  | 1,364  | 1,363  | 3,599  | 5,074  | 1,004  |        |
| Extra-Ord expense     | 0      | 0      | 442    | 1      | 0      | 0      | 0      | 0      | 444    | 0      | 0      |        |
| PBT                   | 632    | 1,066  | 810    | 647    | 1,164  | 1,183  | 1,364  | 1,363  | 3,156  | 5,074  | 1,004  |        |
| Tax                   | 163    | 271    | 110    | 215    | 297    | 298    | 344    | 343    | 759    | 1,282  | 253    |        |
| Rate (%)              | 25.7   | 25.4   | 13.6   | 33.2   | 25.5   | 25.2   | 25.2   | 25.2   | 24.0   | 25.3   | 25.2   |        |
| Reported PAT          | 469    | 795    | 700    | 432    | 867    | 885    | 1,020  | 1,020  | 2,397  | 3,792  | 751    |        |
| Adj PAT               | 469    | 795    | 1,032  | 433    | 867    | 885    | 1,020  | 1,020  | 2,730  | 3,792  | 751    | 15     |
| YoY Change (%)        | -8.9   | 30.8   | 30.5   | -18.6  | 84.7   | 11.3   | -1.1   | 135.5  | 11.6   | 38.9   | 60.0   |        |
| Margins (%)           | 3.3    | 5.1    | 6.4    | 2.8    | 5.2    | 5.3    | 5.8    | 6.0    | 4.4    | 5.6    | 4.8    |        |

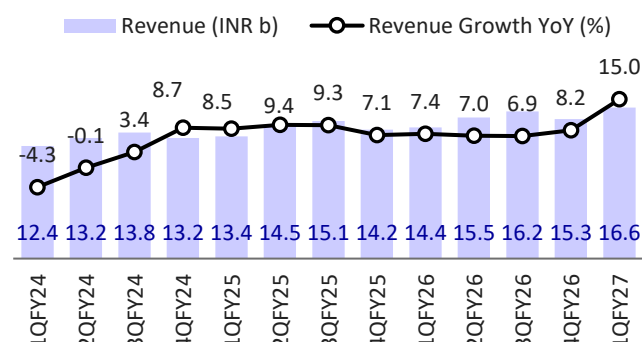
## The quarter in charts

### Exhibit 1: Volume and realization trends



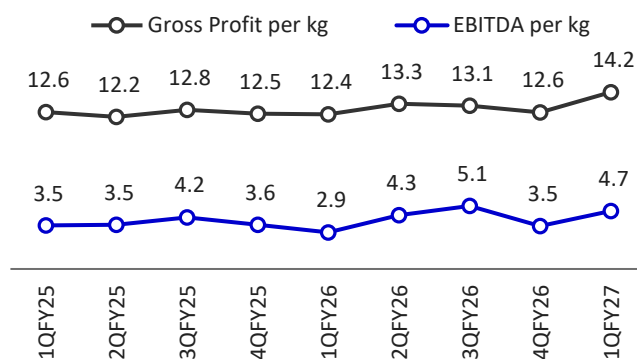
Source: Company, MOFSL

### Exhibit 2: Revenue increased 15% YoY



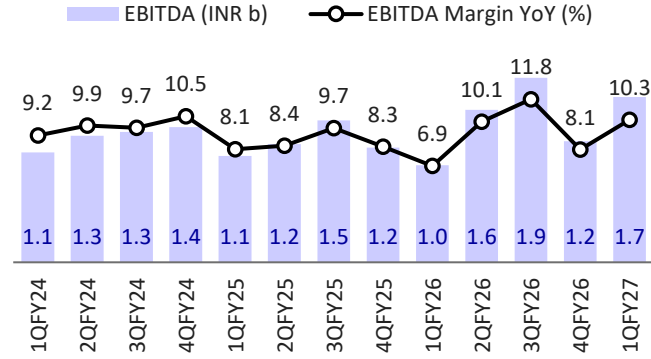
Source: Company, MOFSL

### Exhibit 3: Operating profitability per kg

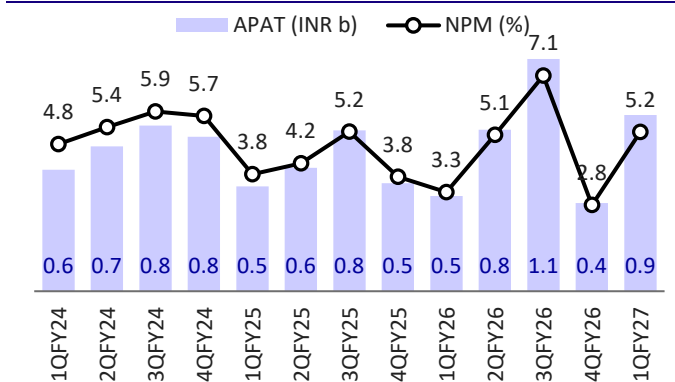


Source: Company, MOFSL

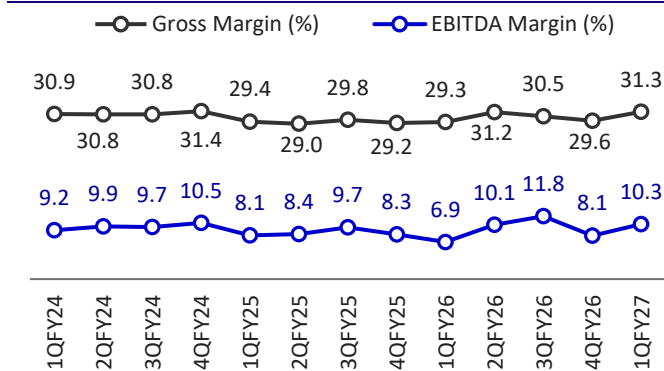
### Exhibit 4: EBITDA margin expanded 340bp YoY on a low base



Source: Company, MOFSL

**Exhibit 5: APAT rose 85% YoY on account of a low base**


Source: Company, MOFSL

**Exhibit 6: Margin trend**


Source: Company, MOFSL



## Highlights from the management interaction

### Volume and other highlights

- In 1QFY27, BDE handled shipment volumes of 96.15m parcels and tonnage of 0.36mt.
- Revenue grew 15% YoY during the quarter, driven by a mix of GPI and fuel surcharge, while volume grew 7% YoY.
- EBITDA margin stood at 10.3% and rose 340bp YoY on a low base.
- The company's revenue mix remained stable, with Air Express contributing ~60% and Surface Express ~40% of total revenue, while the B2B/B2C segments accounted largely for 70%/30%.
- Volume mix between air and surface is 25:75 due to heavy tonnage movement in surface.
- The company holds an estimated market share of ~70% in the organized document express services segment. Documents and small parcel business together contribute around 25-30% of revenue. BFSI segment accounted for ~10-15% of the revenue.
- Air volume increased ~2.6% YoY, while surface volume grew ~9% YoY.
- Automotive continues to be a key vertical and has been growing in the high-teens, largely driven by express movement of spare parts.
- Despite higher fuel prices, the company was able to manage and improve margins due to the fuel cost pass-through mechanism in place.

### Operations

- Aircraft utilization remained steady at ~85%. The company continues to optimize cargo movement through a mix of owned and commercial aircraft, with 30%-40% of cargo currently transported via commercial planes.
- FY27 standalone capex is expected at INR 1b to 1.5b.
- BDE's service quality continues to be a key differentiator, particularly in the document segment, which contributes around 25-30% of revenue through high-volume document handling. Meanwhile, B2B parcel volumes continue to show steady growth with minimal volatility.

### Guidance

- Management has refrained from assigning a specific future growth number. However, it indicated that as the industry grows, the company expects to play a bigger role, especially in the e-commerce and SME-driven B2C segments.
- The company expects margins to expand as a result of yield improvement, cost rationalization, product mix optimization, and network efficiencies.
- Growth in the B2C ground express segment may fluctuate based on economic and demand conditions, but BDE is leveraging India's improving ground infrastructure, such as better roads, to command stronger pricing in this segment.

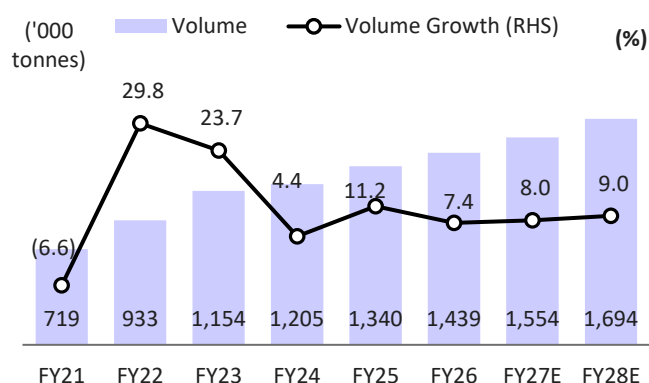
### Exhibit 7: Our revised estimates

| (INR m)                  | FY27E        |              |            | FY28E        |              |            |
|--------------------------|--------------|--------------|------------|--------------|--------------|------------|
|                          | Rev          | Old          | Chg(%)     | Rev          | Old          | Chg(%)     |
| Net Sales                | 67,980       | 67,212       | 1.1        | 74,839       | 73,993       | 1.1        |
| EBITDA                   | 7,366        | 7,352        | 0.2        | 8,617        | 8,596        | 0.2        |
| <b>EBITDA Margin (%)</b> | <b>10.8</b>  | <b>10.9</b>  | <b>-10</b> | <b>11.5</b>  | <b>11.6</b>  | <b>-10</b> |
| PAT                      | 3,792        | 3,785        | 0.2        | 4,510        | 4,494        | 0.3        |
| <b>EPS (INR)</b>         | <b>159.8</b> | <b>159.5</b> | <b>0.2</b> | <b>190.0</b> | <b>189.4</b> | <b>0.3</b> |

Source: Company, MOFSL

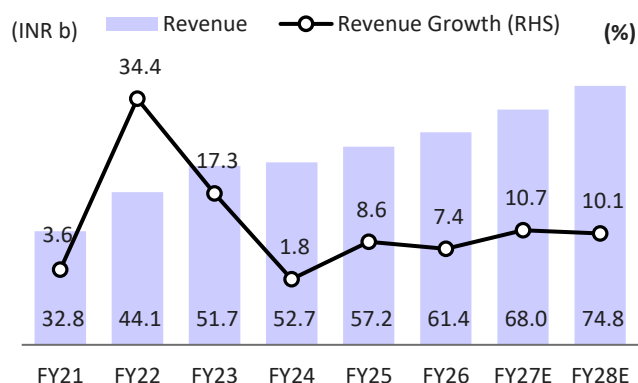
## Financial story in charts

**Exhibit 8: Volume growth trend to stabilize**



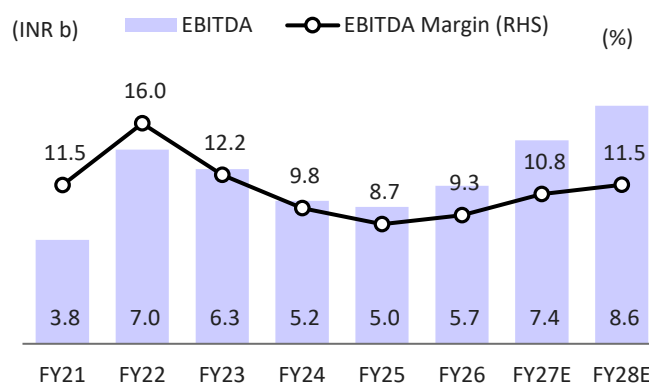
Source: Company, MOFSL

**Exhibit 9: Revenue to largely mirror volume growth**



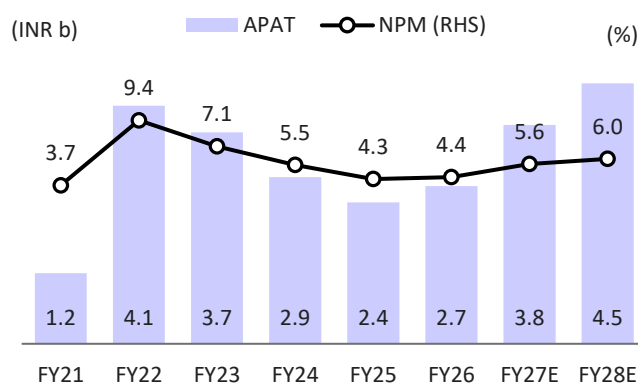
Source: Company, MOFSL

**Exhibit 10: Margin to expand as costs stabilize and utilization improves**



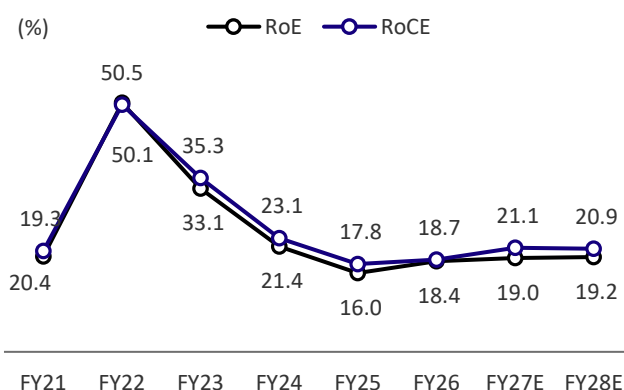
Source: Company, MOFSL

**Exhibit 11: PAT to see healthy growth ahead**



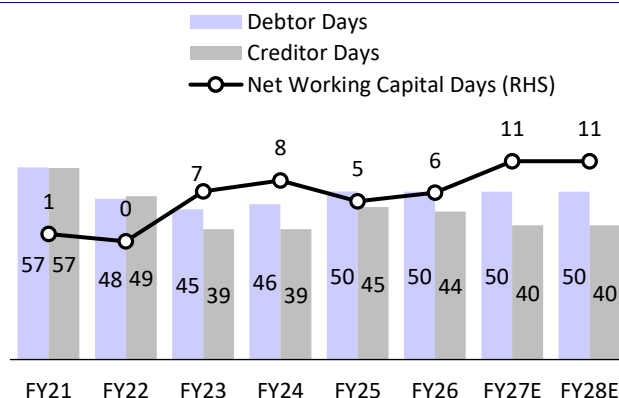
Source: Company, MOFSL

**Exhibit 12: Return ratios to remain healthy**



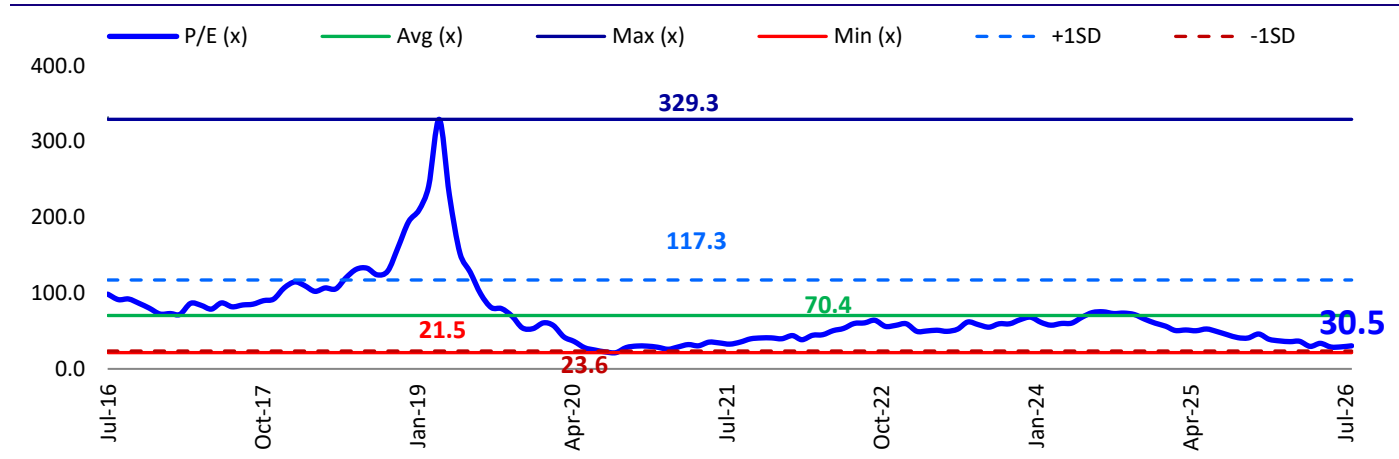
Source: Company, MOFSL

**Exhibit 13: Working capital position comfortable**



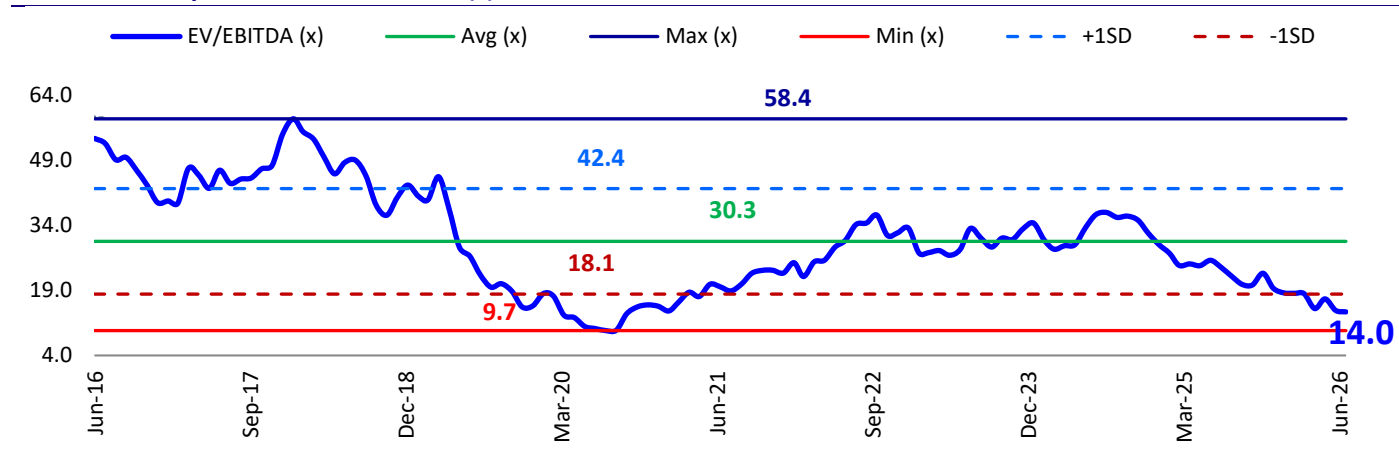
Source: Company, MOFSL

**Exhibit 14: One-year forward P/E (x)**



Source: Company, MOFSL

**Exhibit 15: One-year forward EV/EBITDA (x)**



Source: Company, MOFSL

## Financials and valuations

### Standalone – Income Statement

| Y/E March (INR m)           | FY22          | FY23          | FY24          | FY25          | FY26          | FY27E         | FY28E         |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Net Sales</b>            | <b>44,090</b> | <b>51,722</b> | <b>52,678</b> | <b>57,202</b> | <b>61,409</b> | <b>67,980</b> | <b>74,839</b> |
| Change (%)                  | 34.4          | 17.3          | 1.8           | 8.6           | 7.4           | 10.7          | 10.1          |
| Gross Margin (%)            | 36.4          | 31.1          | 31.0          | 29.4          | 30.2          | 30.8          | 31.5          |
| <b>EBITDA</b>               | <b>7,038</b>  | <b>6,323</b>  | <b>5,175</b>  | <b>4,956</b>  | <b>5,721</b>  | <b>7,366</b>  | <b>8,617</b>  |
| Margin (%)                  | 16.0          | 12.2          | 9.8           | 8.7           | 9.3           | 10.8          | 11.5          |
| Depreciation                | 1,687         | 1,666         | 1,873         | 2,092         | 2,472         | 2,654         | 3,007         |
| <b>EBIT</b>                 | <b>5,351</b>  | <b>4,656</b>  | <b>3,302</b>  | <b>2,864</b>  | <b>3,249</b>  | <b>4,712</b>  | <b>5,610</b>  |
| Int. and Finance Charges    | 241           | 174           | 193           | 288           | 420           | 447           | 431           |
| Other Income                | 285           | 505           | 718           | 783           | 771           | 809           | 850           |
| <b>PBT</b>                  | <b>5,395</b>  | <b>4,987</b>  | <b>3,828</b>  | <b>3,359</b>  | <b>3,599</b>  | <b>5,074</b>  | <b>6,029</b>  |
| Tax                         | 1,271         | 1,323         | 942           | 912           | 759           | 1,282         | 1,519         |
| Effective Tax Rate (%)      | 25.2          | 26.5          | 24.6          | 27.2          | 24.0          | 25.3          | 25.2          |
| <b>PAT before EO. Items</b> | <b>4,124</b>  | <b>3,664</b>  | <b>2,886</b>  | <b>2,446</b>  | <b>2,841</b>  | <b>3,792</b>  | <b>4,510</b>  |
| Extraordinary Items         | 360           | 0             | 0             | 0             | 444           | 0             | 0             |
| <b>Reported PAT</b>         | <b>3,764</b>  | <b>3,664</b>  | <b>2,886</b>  | <b>2,446</b>  | <b>2,397</b>  | <b>3,792</b>  | <b>4,510</b>  |
| <b>Adjusted PAT</b>         | <b>4,124</b>  | <b>3,664</b>  | <b>2,886</b>  | <b>2,446</b>  | <b>2,730</b>  | <b>3,792</b>  | <b>4,510</b>  |
| Change (%)                  | 237.6         | -11.1         | -21.2         | -15.2         | 11.6          | 38.9          | 18.9          |
| Margin (%)                  | 9.4           | 7.1           | 5.5           | 4.3           | 4.4           | 5.6           | 6.0           |

### Standalone – Balance Sheet

| Y/E March (INR m)                    | FY22          | FY23          | FY24          | FY25          | FY26          | FY27E         | FY28E         |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Equity Share Capital                 | 238           | 238           | 238           | 238           | 238           | 238           | 238           |
| Total Reserves                       | 9,311         | 12,366        | 14,149        | 15,995        | 18,074        | 21,273        | 25,189        |
| <b>Net Worth</b>                     | <b>9,549</b>  | <b>12,604</b> | <b>14,386</b> | <b>16,233</b> | <b>18,311</b> | <b>21,510</b> | <b>25,427</b> |
| Deferred Tax Liabilities             | -310          | -336          | -377          | -412          | -375          | -375          | -375          |
| Total Loans                          | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| <b>Capital Employed</b>              | <b>9,239</b>  | <b>12,268</b> | <b>14,010</b> | <b>15,821</b> | <b>17,937</b> | <b>21,135</b> | <b>25,052</b> |
| Gross Block                          | 7,924         | 11,344        | 12,326        | 11,797        | 16,931        | 19,131        | 21,631        |
| Less: Accum. Deprn.                  | 3,419         | 6,276         | 6,911         | 5,670         | 8,142         | 10,796        | 13,803        |
| <b>Net Fixed Assets</b>              | <b>4,505</b>  | <b>5,068</b>  | <b>5,415</b>  | <b>6,127</b>  | <b>8,789</b>  | <b>8,334</b>  | <b>7,828</b>  |
| Capital WIP                          | 1             | 17            | 21            | 28            | 4             | 4             | 4             |
| <b>Total Investments</b>             | <b>3,515</b>  | <b>3,150</b>  | <b>4,513</b>  | <b>5,298</b>  | <b>5,566</b>  | <b>7,066</b>  | <b>8,566</b>  |
| <b>Curr. Assets, Loans, and Adv.</b> | <b>12,005</b> | <b>14,760</b> | <b>15,423</b> | <b>18,446</b> | <b>20,436</b> | <b>22,712</b> | <b>26,495</b> |
| Inventory                            | 70            | 78            | 86            | 87            | 88            | 112           | 123           |
| Account Receivables                  | 5,788         | 6,350         | 6,683         | 7,849         | 9,158         | 9,312         | 10,252        |
| Cash and Bank Balances               | 1,829         | 948           | 1,658         | 1,649         | 2,359         | 3,512         | 5,359         |
| Loans and Advances                   | 2,501         | 4,504         | 4,277         | 6,084         | 5,436         | 6,017         | 6,624         |
| Others                               | 1,818         | 2,879         | 2,719         | 2,778         | 3,395         | 3,758         | 4,138         |
| <b>Current Liab. and Prov.</b>       | <b>10,786</b> | <b>10,727</b> | <b>11,363</b> | <b>14,078</b> | <b>16,857</b> | <b>16,980</b> | <b>17,841</b> |
| Account Payables                     | 5,876         | 5,502         | 5,611         | 7,118         | 7,423         | 7,450         | 8,201         |
| Other Current Liabilities            | 3,680         | 4,105         | 4,552         | 5,894         | 8,552         | 8,648         | 8,757         |
| Provisions                           | 1,230         | 1,120         | 1,200         | 1,066         | 883           | 883           | 883           |
| <b>Net Current Assets</b>            | <b>1,219</b>  | <b>4,033</b>  | <b>4,060</b>  | <b>4,368</b>  | <b>3,578</b>  | <b>5,732</b>  | <b>8,655</b>  |
| <b>Application of Funds</b>          | <b>9,239</b>  | <b>12,268</b> | <b>14,010</b> | <b>15,821</b> | <b>17,937</b> | <b>21,136</b> | <b>25,052</b> |

## Financials and valuations

### Ratios

| Y/E March                     | FY22  | FY23  | FY24  | FY25  | FY26  | FY27E | FY28E   |
|-------------------------------|-------|-------|-------|-------|-------|-------|---------|
| <b>Basic (INR)</b>            |       |       |       |       |       |       |         |
| EPS                           | 173.8 | 154.4 | 121.6 | 103.1 | 119.7 | 159.8 | 190.0   |
| EPS growth (%)                | 237.6 | -11.1 | -21.2 | -15.2 | 16.1  | 33.5  | 18.9    |
| Cash EPS                      | 244.9 | 224.6 | 200.5 | 191.3 | 219.2 | 271.7 | 316.7   |
| BV/Share                      | 402.4 | 531.1 | 606.2 | 684.1 | 771.7 | 906.5 | 1,071.5 |
| DPS                           | 60.0  | 30.0  | 25.0  | 25.0  | 25.0  | 25.0  | 25.0    |
| Payout (Incl. Div. Tax, %)    | 37.8  | 19.4  | 20.6  | 24.3  | 24.8  | 15.6  | 13.2    |
| <b>Valuation (x)</b>          |       |       |       |       |       |       |         |
| P/E                           | 30.5  | 34.3  | 43.5  | 51.3  | 44.2  | 33.1  | 27.9    |
| Cash P/E                      | 21.6  | 23.6  | 26.4  | 27.7  | 24.1  | 19.5  | 16.7    |
| EV/EBITDA                     | 17.1  | 19.2  | 23.1  | 23.9  | 20.6  | 15.6  | 13.0    |
| EV/Sales                      | 2.7   | 2.3   | 2.3   | 2.1   | 1.9   | 1.7   | 1.5     |
| P/BV                          | 13.2  | 10.0  | 8.7   | 7.7   | 6.9   | 5.8   | 4.9     |
| Dividend Yield (%)            | 1.1   | 0.6   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5     |
| <b>Return Ratios (%)</b>      |       |       |       |       |       |       |         |
| RoE                           | 4.2   | 1.8   | 2.9   | 3.3   | 1.8   | 2.5   | 3.0     |
| RoCE                          | 50.5  | 33.1  | 21.4  | 16.0  | 18.4  | 19.0  | 19.2    |
| RoIC                          | 50.1  | 35.3  | 23.1  | 17.8  | 18.7  | 21.1  | 20.9    |
| <b>Working Capital Ratios</b> |       |       |       |       |       |       |         |
| Debtors (Days)                | 137.9 | 56.8  | 31.2  | 25.0  | 26.2  | 34.3  | 38.7    |
| Inventory (Days)              |       |       |       |       |       |       |         |
| Creditors (Days)              | 48    | 45    | 46    | 50    | 50    | 50    | 50      |
| Asset Turnover (x)            | 1     | 1     | 1     | 1     | 1     | 1     | 1       |
| Fixed Asset Turnover (x)      | 49    | 39    | 39    | 45    | 44    | 40    | 40      |
| <b>Leverage Ratio (x)</b>     |       |       |       |       |       |       |         |
| Net Debt/Equity               | -0.2  | -0.1  | -0.1  | -0.1  | -0.1  | -0.2  | -0.2    |

### Standalone – Cash Flow Statement

| Y/E March (INR m)                           | FY22          | FY23          | FY24          | FY25          | FY26          | FY27E         | FY28E         |
|---------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| OP/(Loss) before Tax                        | 5,035         | 4,987         | 3,828         | 3,359         | 3,156         | 5,074         | 6,029         |
| Depreciation                                | 1,687         | 1,666         | 1,873         | 2,092         | 2,472         | 2,654         | 3,007         |
| Direct Taxes Paid                           | -1,261        | -1,388        | -636          | -830          | -1,013        | -1,282        | -1,519        |
| (Inc.)/Dec. in WC                           | 360           | -1,849        | -224          | 638           | -893          | -800          | -877          |
| Other Items                                 | 6             | -225          | -378          | -370          | -254          | -362          | -419          |
| <b>CF from Operations</b>                   | <b>5,827</b>  | <b>3,193</b>  | <b>4,463</b>  | <b>4,889</b>  | <b>3,468</b>  | <b>5,284</b>  | <b>6,221</b>  |
| (Inc.)/Dec. in FA                           | -517          | -918          | -767          | -734          | -1,193        | -2,200        | -2,500        |
| <b>Free Cash Flow</b>                       | <b>5,310</b>  | <b>2,275</b>  | <b>3,695</b>  | <b>4,155</b>  | <b>2,276</b>  | <b>3,084</b>  | <b>3,721</b>  |
| Change in Investments                       | -759          | -1,467        | -1,209        | -540          | -29           | -1,500        | -1,500        |
| Others                                      | 160           | 211           | 643           | -1,400        | 1,045         | 809           | 850           |
| <b>CF from Investments</b>                  | <b>-1,115</b> | <b>-2,173</b> | <b>-1,334</b> | <b>-2,673</b> | <b>-177</b>   | <b>-2,891</b> | <b>-3,150</b> |
| Inc./(Dec.) in Debt                         | -1,425        | 0             | -1,438        | -1,625        | -1,568        | 0             | 0             |
| Dividends Paid                              | -949          | -563          | -979          | -593          | -593          | -593          | -593          |
| Others                                      | -1,334        | -1,338        | 0             | -1            | -420          | -647          | -631          |
| <b>CF from Fin. Activity</b>                | <b>-3,708</b> | <b>-1,901</b> | <b>-2,417</b> | <b>-2,219</b> | <b>-2,581</b> | <b>-1,240</b> | <b>-1,224</b> |
| <b>Inc./(Dec.) in Cash</b>                  | <b>1,004</b>  | <b>-881</b>   | <b>712</b>    | <b>-3</b>     | <b>710</b>    | <b>1,153</b>  | <b>1,846</b>  |
| Opening Balance (includes Bank Bal.)        | 3,077         | 1,829         | 946           | 1,657         | 1,649         | 2,359         | 3,512         |
| Inc/(Dec) in Bank Bal.                      | -2,252        | 0             | 0             | -5            | -3            | 0             | 0             |
| <b>Closing Balance (includes Bank Bal.)</b> | <b>1,829</b>  | <b>948</b>    | <b>1,658</b>  | <b>1,654</b>  | <b>2,359</b>  | <b>3,512</b>  | <b>5,359</b>  |

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| 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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