MOTILAL OSWAL

31 May 2021

4QFY21 Results Update | Sector: Retail

V-Mart Retail

Estimate change	↔
TP change	↔
Rating change	↔

Bloomberg	VMART IN
Equity Shares (m)	18
M.Cap.(INRb)/(USDb)	54.5 / 0.8
52-Week Range (INR)	3129 / 1611
1, 6, 12 Rel. Per (%)	-2/5/13
12M Avg Val (INR M)	70

Financials & Valuations (INR b)

Y/E March	FY21	FY22E	FY23E
Sales	10.8	12.2	21.8
EBITDA	1.3	1.5	2.9
Adj. PAT	-0.1	0.0	0.8
EBITDA Margin (%)	12.2	12.7	13.5
Adj. EPS (INR)	-3.4	0.0	41.5
EPS Gr. (%)	NM	NM	NM
BV/Sh. (INR)	456.0	456.0	497.5
Ratios			
Net D:E	0.3	0.2	0.2
RoE (%)	NM	NM	8.7
RoCE (%)	2.7	2.8	8.0
Payout (%)	0.0	0.0	0.0
Valuations			
P/E (x)	NM	NM	66.6
EV/EBITDA (x)	42.2	35.6	18.8
EV/Sales (X)	4.6	4.0	2.3
Div. Yield (%)	0.0	0.0	0.0

Shareholding pattern (%)

As On	Mar-21	Dec-20	Mar-20
Promoter	46.7	50.6	52.0
DII	20.8	18.5	15.1
FII	24.4	22.6	23.5
Others	8.2	8.3	9.4

FII Includes depository receipts

CMP: INR2,767 TP: INR3,500 (+27%) Buy

Visible green shoots before 2nd COVID wave; expect swift recovery

- V-Mart Retail (VMART)'s revenue was up 6% YoY (8% beat), driven by pent-up demand for shopping. The EBITDA beat was much stronger (99% beat), led by improving gross margins and cost measures.
- We revise down our FY22 revenue/EBITDA estimates by 31%/33% due to the impact of the second wave, but maintain FY23 revenue/EBITDA estimates given the expectation of swift recovery. The company's strong cost leadership, lean balance sheet, and secular growth opportunity should keep it in good stead. **Maintain Buy.**

Revenue/EBITDA beats estimates; company remains debt-free

- V-Mart's 4QFY21 revenue was up 6% YoY (Westside/SHOP: nil/-5%), 8% above estimates, led by recovery in footfall in 4QFY21.
- Over the last 3–4 quarters, VMART has consistently performed better than other retail apparel peers. This is attributable to a lower impact in Tier II/III regions and downtrading by consumers in line with our channel checks.
- The gross margin improved 130bp YoY and is at the higher end of the long-term margin of 29–30% garnered in 4Q historically. Cost savings in fixed SG&A have been healthy (~25%), but below normal levels.
- EBITDA was up 21% YoY to INR336m, with a 120bp margin improvement to 9.5%, beating our estimate by nearly double.
- VMART posted net loss of INR15m v/s loss of INR84m YoY (est. -INR170m) – as revenue is estimated to still be 10% below normalized levels.
- Same-stores sales growth (SSSG) was up 10% YoY on account of the low base of last year; the company added five new stores in 4Q, taking the total store count to 279.
- FY21 revenue/EBITDA declined 35%/39% to INR11b/INR1.3b; net loss stood at 62m (v/s PAT of INR493m in FY20) as the company added 13 new stores in FY21 (v/s 52 new stores in FY20).
- OCF/FCFF increased 73%/3.4x to INR1.5b/INR1b in FY21 on account of release of cash from working capital and lower capex during the pandemic year. Net cash stood at INR3.5b as of Mar'21.

Highlights from management commentary

- Recovery: Only 20–30 stores are operating (with fewer operating hours) in 1QFY22, but monsoon and agricultural incomes have been good. Hence, the management expects sharp demand recovery post the easing of the lockdowns.
- It targets omni-channel sales of over 5% of total sales over the next few years, with increased digital investments, the focus on digital adoption, and changing customer preferences.
- The management maintains a target of 40+ store openings (~20% new stores) as pandemic conditions relax.
- It is negotiating with landlords for rental waivers once again, but given that its rentals are among the lowest in the industry, waivers may be lower than in FY21.

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Valuation and view

- Apparel retailer sales have trailed to other discretionary category sales – which have achieved strong growth v/s pre-COVID levels as consumers have been very selective with their discretionary spending.
- While demand for apparel was already below pre-COVID levels – due to the lack of social gatherings and weddings – the second COVID wave has further pushed recovery for apparel retailers.
- However, VMART is strongly positioned to compete with regional and national players in the Value Retail segment given its better performance v/s national peers, strong liquidity (INR3.5b cash as of Mar'21, post the INR3.8b fundraise in 4QFY21), and prudent inventory management amid the pandemic.
- The management remains committed to investing in scaling up the online platform and targets online sales to form ~5% of the sales over the next 3–5 years. At the same time, it would invest in warehousing and technology infrastructure to support demand and sales growth.
- We factor in FY23E revenue at 31% above FY20 levels on the back of 42% footprint addition during this period, thus leaving further room for improvement in throughput. The EBITDA margin at 13.5% is estimated to be 60bp above FY20 levels. This is attributable to the lower EBITDA margin seen in 4QFY20 due to the COVID impact and the expectation that of better cost efficiency coming out of the COVID crisis in FY23.
- We assign a 22x FY23E EV/EBITDA multiple to arrive at TP of INR3,500. Given the huge growth opportunity in the Value Fashion segment and V-Mart's strong execution capability, it has the potential to garner 25–30% EBITDA/PAT growth sustainably for a prolonged period – backed by 20%+ revenue growth (SSSG + new store adds). We retain our Buy recommendation.

Standalone - Quarterly Earnings Model **(INR m)**

Y/E March	FY20				FY21				FY20	FY21	FY21	Est.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4Q	Var (%)
Revenue	**4,530**	**3,142**	**5,622**	**3,327**	**781**	**1,755**	**4,700**	**3,519**	**16,620**	**10,755**	**3,269**	**8**
YoY Change (%)	25.4	19.8	20.7	-3.4	-82.8	-44.1	-16.4	5.8	15.9	-35.3	-1.7	
Total Expenditure	3,953	3,028	4,454	3,048	839	1,758	3,662	3,183	14,483	9,442	3,101	3
EBITDA	**578**	**113**	**1,168**	**278**	**-58**	**-3**	**1,038**	**336**	**2,137**	**1,312**	**168**	**99**
EBITDA Margin (%)	12.8	3.6	20.8	8.4	-7.5	-0.2	22.1	9.5	12.9	12.2	5.2	
Depreciation	220	223	245	252	263	257	254	256	939	1,030	255	0
Interest	120	131	158	139	146	147	150	146	548	589	159	-8
Other Income	21	12	4	8	14	150	3	43	45	210	20	117
PBT	**259**	**-229**	**770**	**-105**	**-454**	**-257**	**637**	**-23**	**695**	**-97**	**-226**	**-90**
Tax	83	-48	188	-20	-117	-68	158	-8	202	-35	-56	
Rate (%)	32.0	21.1	24.4	19.2	25.8	26.3	24.9	35.6	29.0	35.8	24.9	
Reported PAT	**176**	**-180**	**582**	**-84**	**-336**	**-190**	**479**	**-15**	**493**	**-62**	**-170**	**-91**
Adj PAT	**176**	**-180**	**582**	**-84**	**-336**	**-190**	**479**	**-15**	**493**	**-62**	**-170**	**-91**
YoY Change (%)	-29.2	1,047.7	39.6	-230.6	-291.1	5.1	-17.8	-82.5	-31.0	-112.6	101.5	

E: MOFSL Estimates

Key Performance Indicators

Y/E March	FY20				FY21				FY20	FY21
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
SSSG (%)	5.2	1.0	2.0	-18.6	-84.7	-50.0	-41.9	10.0	-2.3	-39.9
Total stores	227	239	257	266	266	264	274	279	266	279
Store adds	13	12	18	9	0	-2	10	5	52	13
Gross Margins (%)	30.6	31.2	36.3	28.5	30.8	28.8	36.7	29.8	32.2	32.7
EBITDA Margins (%)	12.8	3.6	20.8	8.4	-7.5	-0.2	22.1	9.5	12.9	12.2
PAT Margins (%)	3.9	-5.7	10.4	-2.5	-43.1	-10.8	10.2	-0.4	3.0	-0.6

E:MOFSL Estimates

Other operational highlights

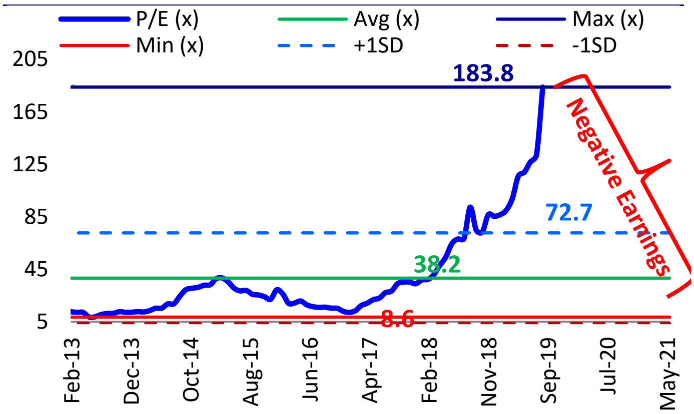
- The average basket size grew 8% YoY to INR851, ASP fell 8% YoY to INR327, and conversion rate stood at 61% (55% in 4QFY21).
- VMART closed two stores and added seven stores in 4Q. It had a total store count of 279 as of Mar'21.
- Inventory fell 10% YoY to INR4.3b, and cash & CE stood at INR3.5b, led by fundraise of INR3.8b in 4QFY21.
- Shrinkage increased to 2% in FY21 (1.6% in FY20).

Exhibit 1: Valuation based on FY23E EBITDA

	Methodology	Driver (INR m)	Multiple	Fair value (INR m)	Value/share (INR)
EBITDA	FY23 EV/EBITDA	2,936	22	65,303	3,598
Less Net Debt				1,782	98
Total Value				**63,521**	**3,500**
Shares o/s (m)					18.2
CMP (INR)					2,762
Upside (%)					**27**

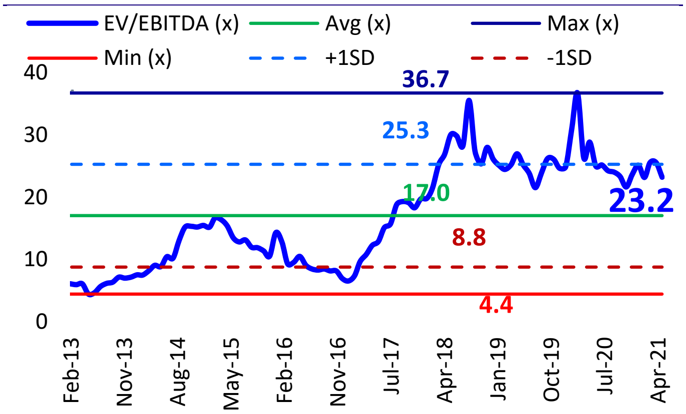
Source: MOFSL, Company

Exhibit 2: One-year forward P/E chart



Source: MOSL, Company

Exhibit 3: One year forward EV/EBITDA chart



Source: MOSL, Company

Concall notes

Key highlights

- **Only 20–30 stores are operating (with fewer operating hours) in 1QFY22, but monsoon and agricultural incomes have been good. Hence, the management expects sharp demand recovery post the easing of the lockdowns.**
- **It targets omni-channel sales of over 5% of total sales over the next few years, with increased digital investments, the focus on digital adoption, and changing customer preferences.**

- **The management maintains a target of 40+ store openings (~20% new stores) as pandemic conditions relax.**
- **It is negotiating with landlords for rental waivers once again, but given that its rentals are among the lowest in the industry, waivers may be lower than in FY21.**

Operational performance

- **Sales recovery:** Holi season sales were good with customers increasing their apparel spending.
- **Demand**: Commodity prices increased, leading to the shortage of products and issues with the sourcing of apparel. Prior to the second COVID wave, the Apparel industry was quite bullish on the demand aspect, led by increased spending by customers. Strong pent-up demand and the unlocking of cities led to strong sales in 4QFY21.
- **Cost measures:** FY21 operating expenses were down 37% YoY, led by strong cost efficiency measures.
- **Unit sale economics:** FY21 transaction value was up 19% YoY and the bill size was up 8% YoY, which offset lower footfall. The average selling price of apparel was up 3%, led by a strong product mix.
- **Recovery:** Monsoon and agricultural incomes have been good, and the management expects sharp demand recovery post the second COVID wave, led by lockdown relaxations.
- **Impact of second wave**: 1QFY22 has been a washout for the Retail industry. Recovery would be slower (than the first wave) from 2QFY22, and customers are likely to be cautious about a third wave, leading to the lack of spending.
- **Competition:** Reliance Trends prices are 35–40% higher than V-Mart prices despite the brands having a presence in the same tiered cities. 90% of the competition is from the offline channel, while the remaining 10% competition is from omni/online peers. The management is focusing on improving the online experience for customers.
- **Low sales in 1QFY22**: Only 20–30 stores are operating with fewer operating hours; thus, sales are expected to be low in 1QFY22.

Strong balance sheet strength; continues to invest in online channel

- **Shrinkage:** Overall shrinkage rose to 2% on an increase in inventory markage and provisioning.
- **Capex:** It incurred capex of INR400m in FY21 toward new store openings and refurbishments and investments in warehouses in Gurgaon.
- **Fundraise**: It launched a QIP of INR3.8b in 4QFY21; the amount would be utilized for building a new warehousing facility, launching new stores, and technology upgrades.
- **Inventory:** Current inventory levels remain comfortable, and inventory cycles have improved in FY21.
- **Digital app**: The majority of app users are first-time online shoppers, owing to which there is massive scope to improve the online experience and strategy to drive online traffic.
- **Omni-channel sales**: It targets omni-channel sales of over 5% of the total sales over the next 3–5 years.

Business outlook

- **Company strategy**: The strategy is to (a) focus on digital adoption, the online sales channel, and e-commerce sales, (b) increase the adoption of technology to enhance customer experiences, and (c) adapt to changing consumer behaviors.
- **Reopenings:** Retail stores remained closed over April–May'21; they are scheduled to open up from mid-June.
- **New stores:** The management maintains a target of 40+ store openings (~20% new stores) as pandemic conditions relax. The company would continue to invest in new stores in FY22 to maintain growth numbers.
- **Focus on tiered towns**: The company has opened up more stores in Tier 1 as there were some good opportunities in these cities. However, it has no preference in terms of opening up a large number of stores only in Tier 1 cities.
- **Margins:** Margins would be lower in FY22 due to lost sales amid the pandemic, although operating expenses would be lower, led by cost savings.
- **Rental expenses:** V-Mart's rental expenses are among the lowest in the industry. The management is negotiating with landlords once again for some waivers in FY22, but these may be lower than the FY21 waivers.
- **New store model:** It is planning a new model for store openings in partnership with its landlords – the landlord would bear the capex investment, while the company would bear inventory and other investment costs.
- **Warehouse:** New warehouses would be operational by the first half of FY22.

Exhibit 4: Standalone quarterly performance (INR m)

	4QFY20	3QFY21	4QFY21	YoY%	QoQ%	4QFY21E	v/s est (%)
Revenue	**3,327**	**4,700**	**3,519**	**5.8**	**-25.1**	**3,269**	**7.6**
Raw Material cost	2,377	2,975	2,470	3.9	-17.0	2,357	4.8
Gross Profit	**949**	**1,725**	**1,049**	**10.5**	**-39.2**	**912**	**14.9**
Gross Margin (%)	**28.5**	**36.7**	**29.8**	**127bps**	**-690bps**	**27.9**	**189bps**
Employee Costs	368	325	355	-3.3	9.5	342	3.9
Other Expenses	303	362	358	17.9	-1.2	402	-11.0
EBITDA	**278**	**1,038**	**336**	**20.6**	**-67.7**	**168**	**99.2**
EBITDA margin (%)	**8.4**	**22.1**	**9.5**	**117bps**	**-1256bps**	**5.2**	**438bps**
Depreciation and amortization	252	254	256	1.4	0.7	255	0.0
EBIT	26	785	80	205.1	-89.8	-87	-192.0
EBIT margin (%)	0.8	16.7	2.3	149bps	-1442bps	-2.7	493bps
Finance Costs	139	150	146	5.6	-2.6	159	-8.2
Other income	8	3	43	453.3	1410.3	20	117.2
Exceptional item	0	0	0	0.0	0.0	0	NM
Profit before Tax	**-105**	**637**	**-23**	**-78.1**	**-103.6**	**-226**	**-89.9**
Tax	-20	158	-8	**-59.4**	**-105.1**	-56	**-85.5**
Tax rate (%)	19.2	24.9	35.6	1639bps	1075bps	24.9	1075bps
Profit after Tax	**-84**	**479**	**-15**	**-82.5**	**-103.1**	**-170**	**-91.3**

Source: MOFSL, Company

Exhibit 5: Summary of estimate change

Particulars	FY22E	FY23E
Revenue (INR m)		
Old	17,783	22,251
Actual/New	12,182	21,750
Change (%)	-31.5	-2.3
EBITDA (INR m)		
Old	2,294	2,893
Actual/New	1,545	2,936
Change (%)	-32.7	1.5
EBITDA margin (%)		
Old	12.9	13.0
Actual/New	12.7	13.5
Change (bp)	-22	50
Net Profit (INR m)		
Old	410	739
Actual/New	0	751
Change (%)	-100.1	1.5
EPS (INR)		
Old	23	41
Actual/New	0	41
Change (%)	-100.1	1.5

Source: MOFSL, Company

Story in charts

Exhibit 6: Revenue up 6% YoY

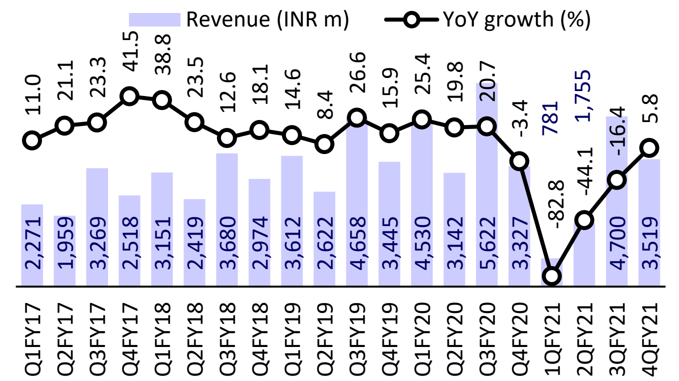


Exhibit 7: Gross margin up 130bp YoY to 29.8%

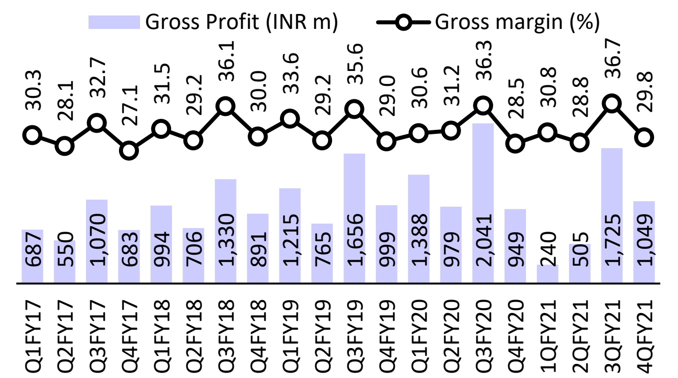


Exhibit 8: Cost rationalization leads to EBITDA profit

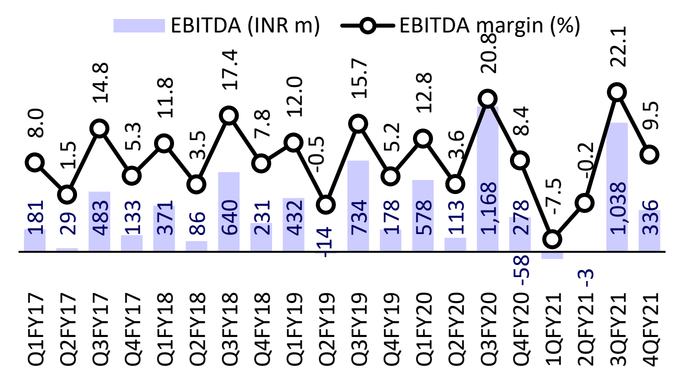


Exhibit 9: Net loss of INR15m

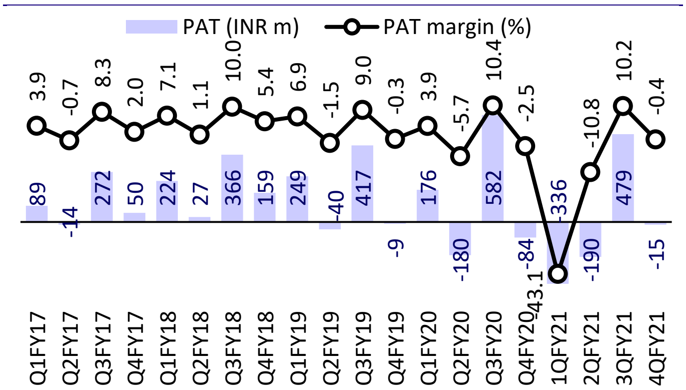


Exhibit 10: SSSG at 10%

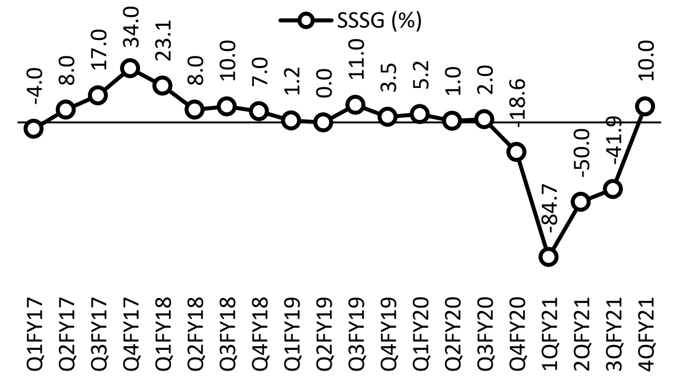


Exhibit 11: Total store count at 279

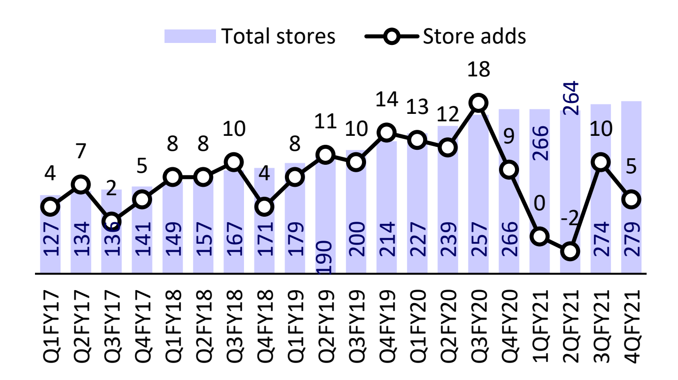
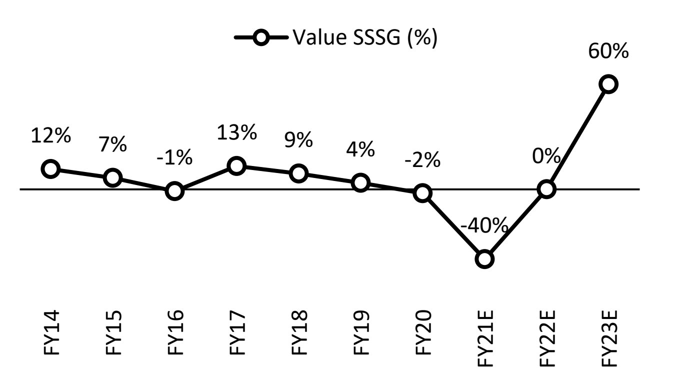
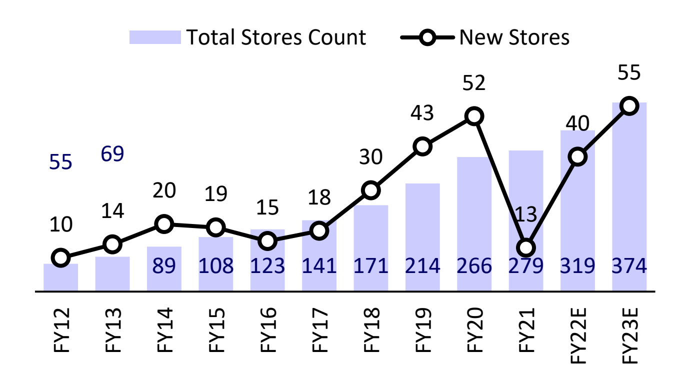


Exhibit 12: Expect SSSG to recover in FY23E



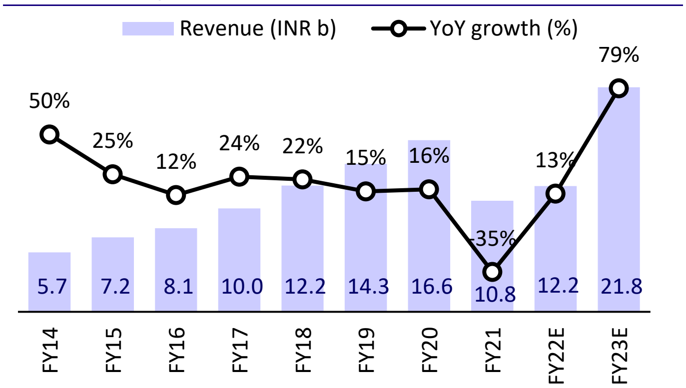
Source: Company, MOFSL

Exhibit 13: Store expansion trend



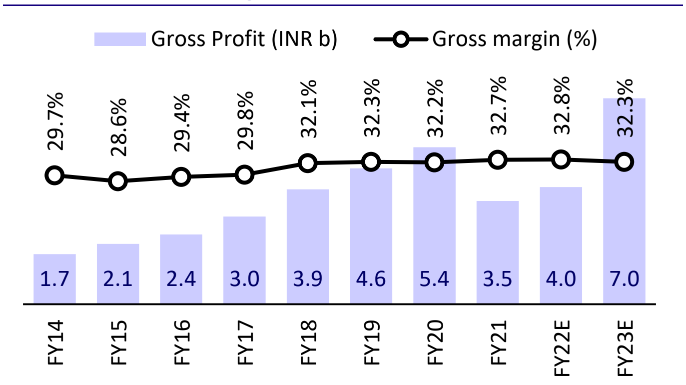
Source: Company, MOFSL

Exhibit 14: Expected revenue trend over FY20–23E



Source: Company, MOFSL

Exhibit 15: Gross margin trend



Source: Company, MOFSL

Exhibit 16: EBITDA margins to recover by FY23E

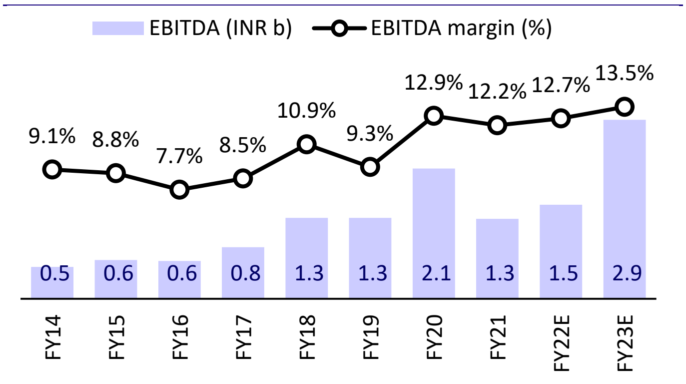
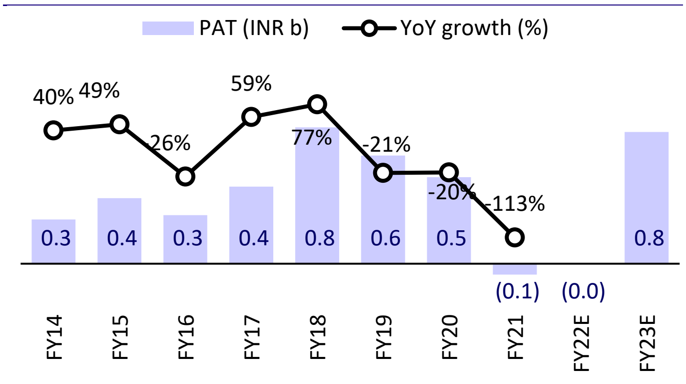


Exhibit 17: Expected PAT trend over FY20–23E



Source: Company, MOFSL

Financials and valuations

Standalone - Income Statement (INR m)

Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E
Total Income from Operations	**8,093**	**10,017**	**12,224**	**14,337**	**16,620**	**10,755**	**12,182**	**21,750**
Change (%)	12.4	23.8	22.0	17.3	15.9	-35.3	13.3	78.5
Raw Materials	5,712	7,028	8,303	9,703	11,263	7,236	8,189	14,725
Employees Cost	623	783	984	1,257	1,536	1,169	1,303	1,892
Rent and lease expenses	400	452	526	658	934	504	585	1,142
Advertising & Sales Promotion	191	0	0	394	354	180	219	457
Other Expenses	547	908	1,083	996	396	354	341	598
Total Expenditure	**7,472**	**9,170**	**10,896**	**13,008**	**14,483**	**9,442**	**10,637**	**18,814**
% of Sales	92.3	91.5	89.1	90.7	87.1	87.8	87.3	86.5
EBITDA	**620**	**848**	**1,328**	**1,329**	**2,137**	**1,312**	**1,545**	**2,936**
Margin (%)	7.7	8.5	10.9	9.3	12.9	12.2	12.7	13.5
Depreciation	190	186	229	276	939	1,030	1,219	1,481
EBIT	**430**	**662**	**1,099**	**1,053**	**1,198**	**282**	**326**	**1,455**
Int. and Finance Charges	31	35	15	16	548	589	536	536
Other Income	12	41	41	59	45	210	210	110
PBT bef. EO Exp.	**411**	**668**	**1,125**	**1,096**	**695**	**-97**	**0**	**1,029**
EO Items	12	0	0	-98	0	0	0	0
PBT after EO Exp.	**423**	**668**	**1,125**	**998**	**695**	**-97**	**0**	**1,029**
Total Tax	147	229	348	382	202	-35	0	278
Tax Rate (%)	34.7	34.3	30.9	38.3	29.0	35.8	27.0	27.0
Minority Interest	0	0	0	0	0	0	0	0
Reported PAT	**276**	**439**	**777**	**616**	**493**	**-62**	**0**	**751**
Adjusted PAT	**268**	**439**	**777**	**715**	**493**	**-62**	**0**	**751**
Change (%)	-30.4	63.7	76.9	-8.0	-31.0	-112.6	-99.5	NM
Margin (%)	3.3	4.4	6.4	5.0	3.0	-0.6	0.0	3.5

Standalone - Balance Sheet (INR m)

Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E
Equity Share Capital	181	181	181	181	182	197	197	197
Total Reserves	2,127	2,520	3,293	3,911	4,408	8,055	8,055	8,806
Net Worth	**2,307**	**2,700**	**3,474**	**4,093**	**4,589**	**8,252**	**8,252**	**9,003**
Minority Interest	0	0	0	0	0	0	0	0
Total Loans	270	357	6	0	10	0	0	0
Deferred Tax Liabilities	-42	-79	-92	-118	-160	-253	-253	-253
Other long term liabilities	84	37	42	111	5,218	5,751	5,983	6,746
Lease Liabilities					5,157	5,678	5,678	5,678
Capital Employed	**2,535**	**2,979**	**3,430**	**4,086**	**9,658**	**13,750**	**13,981**	**15,495**
Net Fixed Assets	**1,103**	**1,173**	**1,447**	**1,655**	**6,670**	**6,965**	**6,639**	**5,903**
Right to use assets					4,921	5,180	5,180	5,180
Capital WIP	23	12	35	40	25	22	22	22
Total Investments	**324**	**718**	**340**	**607**	**79**	**3,189**	**3,189**	**3,189**
Curr. Assets, Loans&Adv.	**2,340**	**2,925**	**3,584**	**3,898**	**5,302**	**5,836**	**6,493**	**9,170**
Inventory	2,044	2,692	3,071	3,290	4,779	4,283	4,339	6,257
Account Receivables	0	0	0	0	0	0	0	0
Cash and Bank Balance	43	29	196	166	50	275	707	329
Loans and Advances	253	204	317	443	473	1,278	1,447	2,584
Curr. Liability & Prov.	**1,255**	**1,850**	**1,977**	**2,114**	**2,419**	**2,262**	**2,361**	**2,788**
Account Payables	956	1,599	1,668	1,483	1,968	1,917	2,003	2,384
Other Current Liabilities	217	220	267	534	451	345	359	405
Provisions	82	31	42	97	0	0	0	0
Net Current Assets	**1,085**	**1,075**	**1,607**	**1,784**	**2,883**	**3,574**	**4,132**	**6,382**
Appl. of Funds	**2,535**	**2,979**	**3,430**	**4,086**	**9,657**	**13,750**	**13,981**	**15,496**

Financials and valuations

Ratios

Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E
Basic (INR)								
EPS	**14.8**	**24.3**	**42.9**	**39.5**	**27.3**	**-3.4**	**0.0**	**41.5**
Cash EPS	25.3	34.5	55.6	54.8	79.2	53.5	67.3	123.3
BV/Share	127.5	149.2	192.0	226.1	253.6	456.0	456.0	497.5
DPS	1.3	0.0	0.0	1.7	0.0	0.0	0.0	0.0
Payout (%)	9.9	0.0	0.0	6.0	0.0	0.0	0.0	0.0
Valuation (x)								
P/E	186.4	113.8	64.4	69.9	101.3	NM	NM	66.6
Cash P/E	109.1	80.0	49.7	50.4	34.9	51.7	41.0	22.4
P/BV	21.7	18.5	14.4	12.2	10.9	6.1	6.1	5.6
EV/Sales	6.2	5.0	4.1	3.5	3.0	4.6	4.0	2.3
EV/EBITDA	81.0	59.4	37.5	37.5	25.8	42.2	35.6	18.8
Dividend Yield (%)	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0
FCF per share	11.1	30.0	9.2	19.7	17.5	60.1	41.9	2.7
Return Ratios (%)								
RoE	12.3	17.5	25.2	18.9	11.4	NM	NM	8.7
RoCE	11.7	16.4	24.1	18.1	12.7	2.7	2.8	8.0
RoIC	13.3	19.9	29.9	21.2	13.3	1.8	2.3	9.6
Working Capital Ratios								
Fixed Asset Turnover (x)	7.3	8.5	8.4	8.7	2.5	1.5	1.8	3.7
Asset Turnover (x)	3.2	3.4	3.6	3.5	1.7	0.8	0.9	1.4
Inventory (Days)	92	98	92	84	105	145	130	105
Debtor (Days)	0	0	0	0	0	0	0	0
Creditor (Days)	43	58	50	38	43	65	60	40
Leverage Ratio (x)								
Current Ratio	1.9	1.6	1.8	1.8	2.2	2.6	2.7	3.3
Interest Cover Ratio	13.8	18.8	71.9	65.3	2.2	0.5	0.6	2.7
Net Debt/Equity	0.0	-0.1	-0.2	-0.2	0.0	-0.4	-0.5	-0.4

Standalone - Cash Flow Statement (INR m)

Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E
OP/(Loss) before Tax	423	668	1,125	993	695	-97	0	1,029
Depreciation	190	179	222	268	939	1,030	1,219	1,481
Interest & Finance Charges	0	35	15	16	548	589	536	536
Direct Taxes Paid	-149	-243	-381	-332	-241	-35	0	-278
(Inc)/Dec in WC	-207	69	-346	-270	-1,091	182	105	-1,864
CF from Operations	**257**	**709**	**635**	**674**	**850**	**1,669**	**1,861**	**904**
Others	204	-22	8	89	13	-176	-210	-110
CF from Operating incl EO	**461**	**687**	**643**	**763**	**863**	**1,493**	**1,650**	**794**
(Inc)/Dec in FA	-260	-145	-478	-407	-546	-406	-892	-746
Free Cash Flow	**201**	**542**	**166**	**357**	**317**	**1,087**	**758**	**49**
(Pur)/Sale of Investments	-101	-337	395	-339	550	-3,092	0	0
Others	-10	-245	-68	12	2	-690	210	110
CF from Investments	**-372**	**-728**	**-151**	**-734**	**5**	**-4,188**	**-682**	**-636**
Issue of Shares	8	0	9	19	13	3,713	0	0
Inc/(Dec) in Debt	-20	87	-351	-3	8	-11	0	0
Interest Paid	-35	-37	-15	-16	-933	-589	-536	-536
Dividend Paid	-48	-2	-27	-44	-31	0	0	0
Others	0	0	0	0	0	-244	0	0
CF from Fin. Activity	**-96**	**49**	**-384**	**-44**	**-943**	**2,869**	**-536**	**-536**
Inc/Dec of Cash	**-6**	**8**	**109**	**-14**	**-75**	**174**	**432**	**-378**
Opening Balance (excluding bank bal.)	26	20	29	137	124	48	222	654
Closing Balance	**20**	**29**	**137**	**123**	**49**	**222**	**654**	**276**
Bank balance	22	1	59	43	1	53	53	53
Closing Balance (including bank balance)	**43**	**29**	**196**	**166**	**50**	**275**	**707**	**329**

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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