

BSE SENSEX 55,822 S&P CNX 16,614



CONSUMER PRODUCTS

Stock Info

Bloomberg	GCPL IN
Equity Shares (m)	1,022
M.Cap.(INRb)/(USDb)	908.4 / 12
52-Week Range (INR)	1139 / 644
1, 6, 12 Rel. Per (%)	3/-7/5
12M Avg Val (INR M)	1434

Financials Snapshot (INR b)

Y/E March	2022E	2023E	2024E
Sales	122.0	136.1	154.3
Sales Gr. (%)	10.6	11.5	13.4
EBITDA	25.1	30.0	34.4
EBITDA mrg. (%)	20.6	22.0	22.3
Adj. PAT	17.8	22.4	26.2
Adj. EPS (INR)	17.4	21.9	25.6
EPS Gr. (%)	0.7	25.9	16.9
BV/Sh.(INR)	97.7	104.6	113.2

Ratios

RoE (%)	18.3	21.6	23.5
RoCE (%)	19.0	21.9	23.8
Payout (%)	69.1	68.5	66.5

Valuations

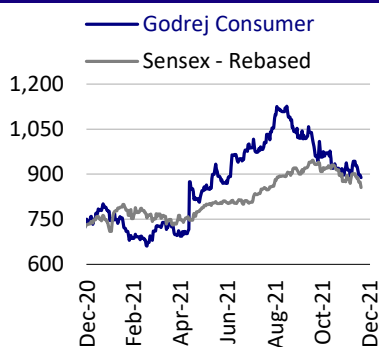
P/E (x)	50.9	40.4	34.6
P/BV (x)	9.1	8.5	7.8
EV/EBITDA (x)	35.9	29.8	25.6
Div. Yield (%)	1.4	1.7	1.9

Shareholding pattern (%)

As On	Sep-21	Jun-21	Sep-20
Promoter	63.2	63.2	63.2
DII	4.6	1.2	3.1
FII	26.2	27.0	26.8
Others	6.0	8.6	6.9

FII Includes depository receipts

Stock performance (one-year)



CMP: INR888 TP: INR1150 (+29%) Buy

Clear emphasis on achieving double-digit volume growth

Reiterate our bullish view and retain GCPL as our top pick

In his first detailed interaction after taking over as CEO in Oct'21, Mr. Sudhir Sitapati touched upon GCPL's growth prospects. The key takeaways are as follows:

- The focus is on double-digit volume growth in the medium term:** There was a clear emphasis on driving double-digit underlying volume growth (UVG) in the medium term. This would be achieved through: a) 50% coming from penetration gains in 50% of the portfolio, b) 15% from moderate market share gains in 50% of the portfolio, c) 25% from consumption-led market growth, and d) 10% from disruptive innovation.
- Key strengths of GCPL in Mr. Sitapati's view:** The new CEO emphasized on GCPL's core strengths of innovation, quality obsession, and a very frugal cost mindset. He also highlighted its other strengths: robust processes, good market distribution (which is somewhat urban-centric), and a top notch portfolio, with potentially high growth core categories and geographies.
- Weaknesses that GCPL needs to work on:** There was a candid admission on the key weaknesses that GCPL will work on under his tenure. These include:

 - a) **Relative inability to drive category development** as highlighted by the fact that penetration has plateaued (between 13% and 28%) in categories where GCPL is the market leader;
 - b) **High complexity** as having many SKUs leads to a lack of focus on the core business. GCPL's inventory is at 1.7x higher than ideal levels and hence SKU reduction will be a key focus area. The India business has 500 SKUs, but most stores maintain only 12 SKUs;
 - c) Inadequate global collaboration on successful launches; and
 - d) **Culture of frugality in investments:** Investments have been lower, particularly in advertisements, than Indian and global peers.
- Margin improvement and inventory reduction:** The management guided at an EBITDA margin improvement of 150-200bp and significant inventory reduction in the medium term.
- Areas of progress:** Two areas where he has seen impressive progress of late is: a) healthy domestic volume growth in the last 18 months, and b) GAUM (Africa) and LatAm businesses are turning around – both of which were problem areas earlier. While he did call out significant underperformance in FY16-20 on an overall basis, the areas of encouragement are: a) the Soaps business in India, which continues its record of market share gains, and b) impressive progress in the Dry Hair business in various parts of Africa, especially Ghana.

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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.motilalosal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

Valuation and view

- After maintaining a Neutral view on GCPL for 10 years, we turned bullish on its prospects earlier in FY22 as highlighted in our [upgrade note of May'21](#). We reiterated our view in our [detailed note of Jun'21](#).
- Even before Mr. Sitapati took over the reins, there has been some bright spots with: a) an impressive improvement in the last 18 months of double-digit volume growth accruing in the high margin and high RoCE domestic business, and b) signs of a recovery in Africa and LatAm. Capital allocation has also seen a significant improvement in recent years, with RoCE expected to touch nearly 20% for the first time in a decade in FY22E.
- Mr. Sitapati has taken cognizance of strengths in its portfolio and is set to undo mistakes made in the past. We believe the management's target of double-digit volume growth is achievable, given: a) increasing investments to drive penetration levels, b) rising marketing spends, and c) reduction in current complexity caused by a large portfolio.
- After the May'21 announcement of Mr. Sitapati's appointment as CEO, the stock touched a high of INR1,139 in mid-Sep'21 and has subsequently corrected by ~22%. Subsequently, valuations of 40.4x FY23E EPS are attractive, given the potential earnings growth of over 15% (after a breather in the near term on account of transient commodity cost pressures). Valuations are at a significant discount to its Staples' peers on an average.
- There is no change to our EPS forecasts. We maintain our **Buy** rating on the stock with a TP of INR1,150 per share (valuing it at 45x Mar'24E EPS), implying an upside of 30% from current levels.

- **Domestic volume growth** is turning healthy as seen in FY21 and 1HFY22 after the underperformance in FY16-20.
- **GAUM (Africa) and LatAm businesses** are turning around. Both of these businesses were facing challenges earlier.

Exhibit 1: GCPL has been seeing an improvement in performance since FY21 after five years of underperformance

After a few rough years, business performance is better

	2011-15	2016-20	2021-H1 FY22
Volume growth	15%	5%	9%
Revenue growth	20%	5%	13%
Avg. EBITDA	17%	20%	22%

	2016-20	FY21	H1 FY22
GAUM growth	13%	8%	32%
Avg. EBITDA	14%	10%	11%
Lat Am growth	(3%)	19%	11%
Avg. EBITDA	13%	14%	17%

Volume growth is improving

Some of our old laggards are turning

Source: Company, MOFSL

Strengths of GCPL as seen by the new CEO

- Breakthrough innovation
- Obsession for quality
- A frugal cost mindset

Exhibit 2: Key strengths of GCPL as identified by the new CEO

We have some terrific strengths...



1 Break through innovation



2 Quality Obsession



3 A frugal cost mindset

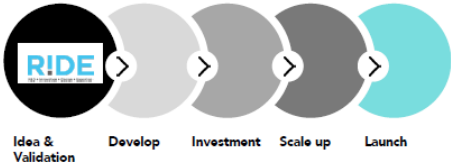
Source: Company, MOFSL

Other modest strengths of GCPL include:


- Strong processes
- Good in-market distribution
- Good distribution, but it is somewhat urban centric

Exhibit 3: Additional modest strengths of GCPL as identified by the new CEO

... and some more modest strengths



4 Strong Processes



5 Good in-market distribution

Indonesia	MT	GT
GCPL	70%	30%
FMCG	40%	60%

6 Though somewhat Urban centric

Source: Company, MOFSL

GCPL has a strong product portfolio with ample room to grow

- GCPL has four hero products which contribute 40% of sales and 60% of profit.
- There is ample room to grow in Household Insecticides (HI), Air Care, and Hair Color categories.
- India, Indonesia, Nigeria, and Bangladesh collectively contribute 80% of GCPL’s sales. These four countries are home to 30% of the world’s population and are growing at a much faster pace compared to the rest of the world.

Exhibit 4: Strong portfolio with ample room to grow in its chosen markets

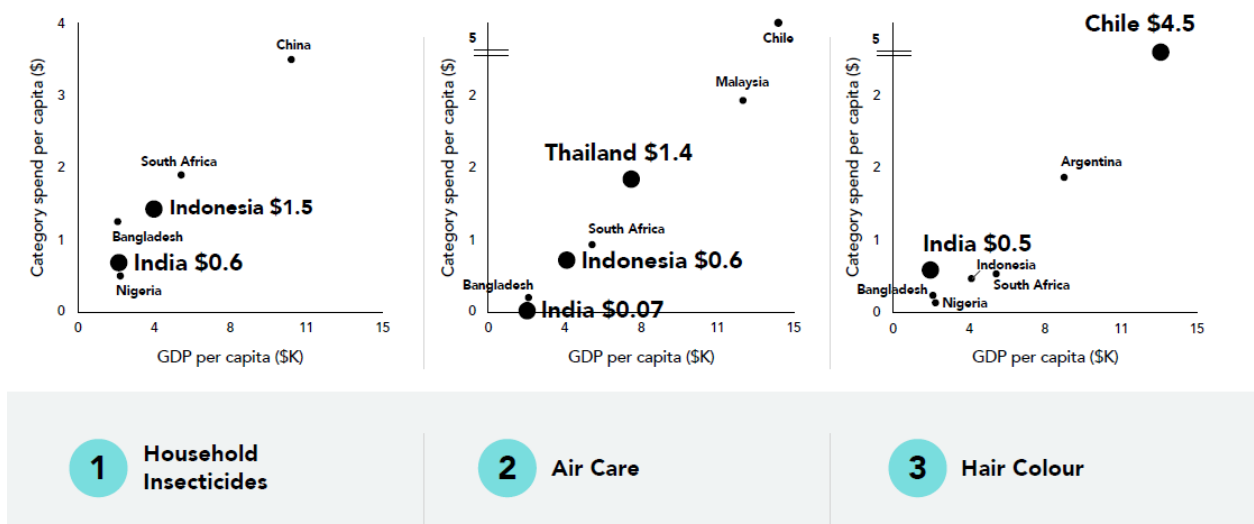
Most importantly, we are blessed to have a really great portfolio



Source: Company, MOFSL

Exhibit 5: India is considerably behind other developing countries in per capita consumption of HI, Air Care, and Hair Color

And categories with non-linear growth potential



Source: Company, MOFSL

Weaknesses of GCPL as identified by the new CEO

- **Relative inability to drive category development:** Penetration is between 13% and 28% in GCPL’s leadership categories. While the company has been successful in increasing penetration to ~25%, it has been unable to increase it materially beyond those levels.
- **Complexity is high:** As GCPL has many brands, it led to a lack of focus on its core business, which could affect growth. It also has high inventory, 1.7x of ideal levels. India business has 500 SKUs, but most stores maintain only 12 SKUs.
- **Inadequate global collaboration:** In the case of Hair Color, despite offering the same benefit as hiding gray hair, GCPL has several brands and product positioning across different markets, which indicates a lack of global collaboration. On the other hand, roll out of Good Knight Power Shots in Nigeria seems promising.
- **Frugality is sometimes expensive:** Its culture of frugality extends to investments as well. GCPL has higher fixed costs than the top three players in the industry. It is also slower to automate. Its investments in advertisements have been lower than its Indian and global peers.

Exhibit 6: Category development, although successful in the past, has plateaued

A key one is the inability to drive category development



Category penetration	FY21
Air Fresheners (Indonesia)	28%
Household Insecticide Aerosols (Indonesia)	23%
Liquid Vapourisers (India)	28%
Hair Colour Crème (India)	13%



1 We acknowledge it

2 But stop at around a quarter of the population

3 Fear of downgrading

Source: Company, MOFSL

Exhibit 7: Greater complexity led to higher inventory days and that affected growth in some cases

Complexity: Our Achilles' Heel

The one area we seem to be lacking across geographies and categories

Kenya: INR 60 Cr FMCG business has 13 brands

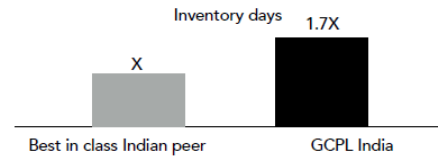
Indonesia: 43 innovations last year

India: 500 SKUs, but each store keeps only 12

Goal sheets: 4 Goals but 12 KPIs



Leads to higher cost and inventory



And loss of focus from the core business

A core category in Indonesia	FY20	FY21	H1 FY 22
Sales Growth	X%	0.5X%	(X%)
Market Share (bps)	+X	+X	(1.2X)
GRPs	X	0.5X	0.4X
New Category GRPS	NA	0.5X	0.6X

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Source: Company, MOFSL

Exhibit 8: Currently lacking in global collaboration

Not enough global collaboration



1 category, 1 benefit, many positions

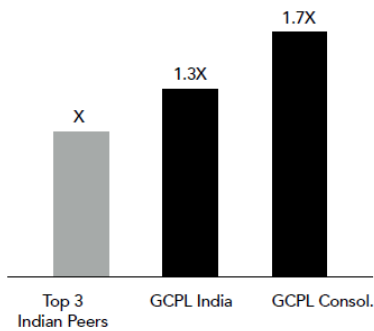
Rollout of Goodnight in Nigeria shows promise

Source: Company, MOFSL

Exhibit 9: GCPL's frugal culture has led to under investments in important areas like automation and advertisements

And being frugal is often expensive

Fixed Overheads



	FY18	FY21
Advertisement and Publicity	8%	7%
Sampling	0.2%	0.2%

1 Fixed costs can be better

2 Not enough automation

3 Not enough media

Source: Company, MOFSL

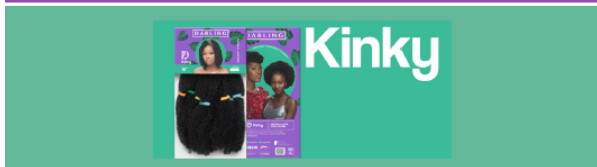
Big wins in recent years

- The **Soaps** business in India is doing well through consistent advertising, pricing, and product quality. It has a good record of clocking in market share gains.
- **Dry Hair business in Ghana** has also seen strong revenue growth, with margin expansion.

Exhibit 10: Some of the big wins achieved by GCPL over the years

But when we focus, we really win big

Our consistent wins have the core of our business baked in



Ghana
Revenue is up **27%** and margins by **1,500 bps** based on **1 relaunch** and **1 innovation**



India Soaps
Consistent advertising, pricing and product quality has given us **300 bps** of share in **5 years**

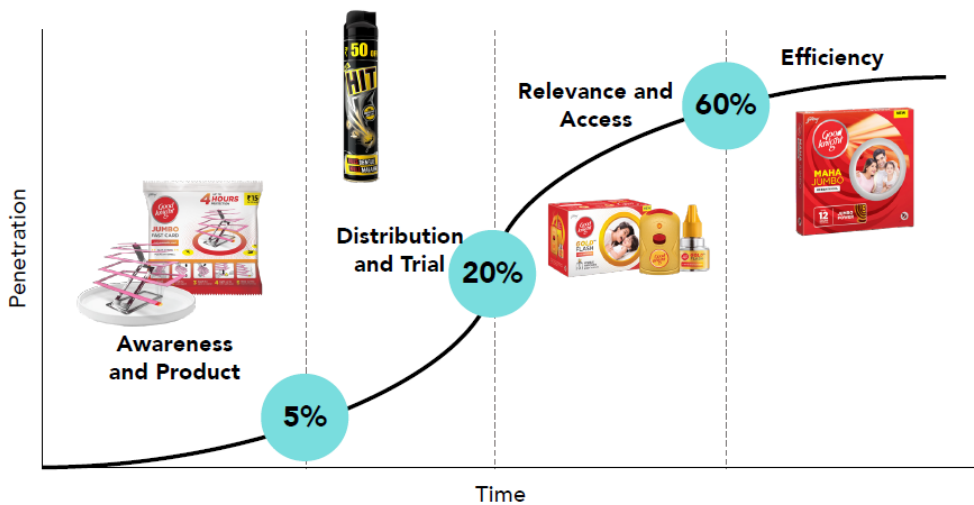
Source: Company, MOFSL

Key focus areas going forward

- Focus on transformative consumer tailwinds
- Collaborate across the globe
- Invest more in automation and media
- Improve category development capabilities through:
 - a) Category awareness,
 - b) Driving distribution and trials,
 - c) Increasing relevance and access
 - d) Improving efficiency

Exhibit 11: Category development will require higher investments

What does category development for mosquitoes mean?



The first 3 phases of category development need very high Advertisement & Publicity, Sampling and Distribution investment

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Source: Company, MOFSL

Key measurable targets

- **GCPL aims to achieve consistent double-digit underlying volume growth going forward.** This will be achieved by: a) 50% coming from penetration gains in 50% of its portfolio, b) 15% from moderate market share gains in 50% of its portfolio, c) 25% from consumption-led market growth, and d) 10% from disruptive innovation.
- Barring Soaps in India and Dry Hair in Africa, most categories have seen lower penetration.
- Radical simplification will fund growth.
- GCPL aims to expand EBITDA margin by 150-200bp over the next few years.
- It also seeks to reduce inventory levels.

Exhibit 12: GCPL aims at achieving double-digit underlying volume growth

At the heart of our success lies penetration led volume growth

The Growth Plan

Driver	Contribution
Penetration gains on 50% of portfolio	50%
Moderate share gain on 50% of portfolio	15%
Consumption led market growth	25%
Disruptive innovation	10%
Total	100%



Fuel for Growth

Save	Invest
Gross Margins	Media and Sampling
Discounts	Salaries
Overheads	Digital and Automation
Non Media ATL	Distribution
▲ 150-200 bps expansion	
Inventory	CAPEX

But a transformative business plan needs a philosophy that we believe in

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Source: Company, MOFSL

Strategies to be employed

- **Less is more; much less is even more:** GCPL will see fewer, but bigger innovations. It will reduce the number of SKUs.
- **Consumer first, business second:** The management will focus on consumer investments and delink it from a short-term business performance to ensure that the consumer gets the highest priority.
- **Think local and act global:** The strategy will be centralized, but innovation would be localized.
- **Tomorrow before today:** GCPL will decouple ambition and forecasts to keep the latter realistic.
- **Better from within, different from outside:** GCPL has promoted several of its talented in-house employees to leadership positions.

Two short-term issues

- **Unprecedented material cost inflation:** It is seeing steep inflation in its key RMs of crude oil, palm oil, and tin (in Indonesia).
- **Indonesia business recovery will take some time:** While macro factors are an issue, the management admitted that they did not invest enough in the Wet Wipes business. There was also a loss of focus on its core, when it innovated during the COVID-19 pandemic. Neither of these mistakes are structural. Indonesia is a rock solid business from a medium term perspective, and there will be focus on penetration-led topline growth in HI and Air Care.

Exhibit 13: Unprecedented commodity inflation and delay in Indonesia recovery would be the two key short-term challenges**2 factors will affect our short term****Unprecedented cost inflation**

	Nov-20	Nov-21
Crude (\$/barrel)	40	80
Palm Oil (MYR/t)	1,500	3,500
Tin (000 \$/t)	18	36

Indonesia: Environment + Mistakes but not structural

Source: Company, MOFSL

Outlook for 2HFY22 and FY23

- **2HFY22:** Volume growth will be relatively lower and there will also be a higher impact from price increases. Despite price hikes, gross margin would see a dilution as RM inflation is very high. There will be modest EBITDA margin dilution as the company would strive to offset gross margin pressure through savings in other costs.
- **FY23:** The management expects moderate volume growth and high price growth in FY23. Recovery in gross margin is expected to be good, along with a moderate recovery in EBITDA. Efforts on category development will elevate lower volume growth to moderate in FY23, but investments in growth will mean margin expansion will be moderate.

Inorganic growth

- Double-digit volume growth in the core business is the primary target.
- If opportunity arises, the management said it will explore businesses for acquisitions.

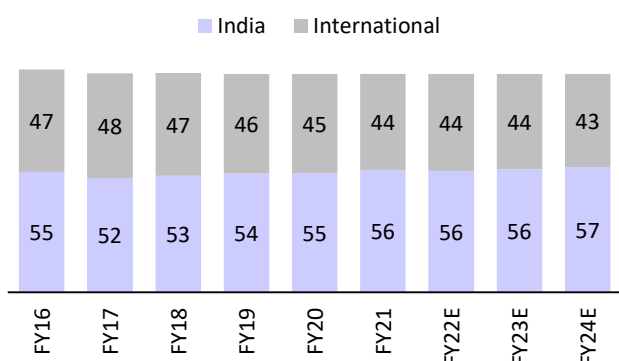
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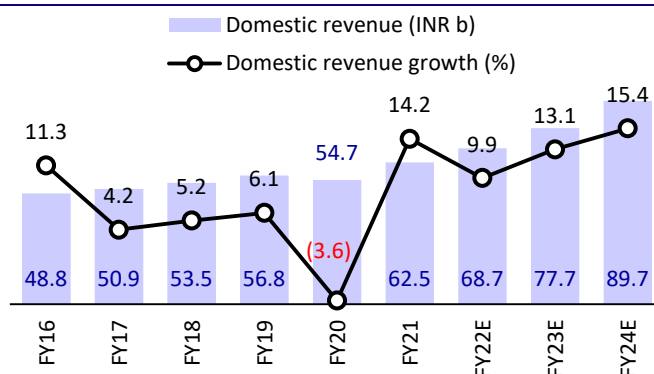
Story in charts

Exhibit 14: India and international revenue breakup



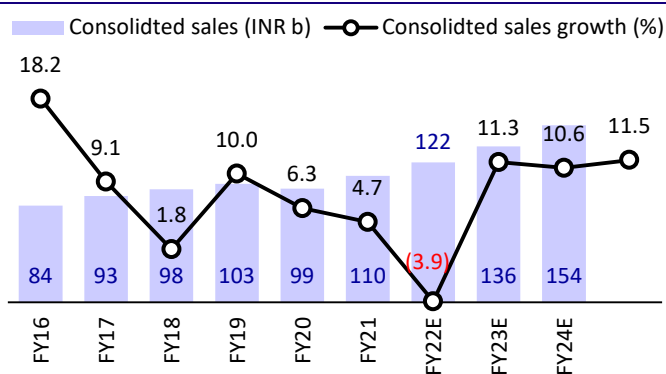
Source: Company, MOFSL

Exhibit 15: Expect GCPL's India business to grow at 12.8% CAGR over FY21-24E



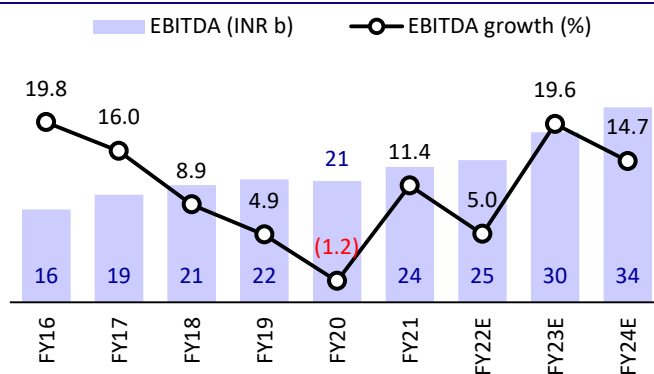
Source: Company, MOFSL

Exhibit 16: Expect overall revenue to grow at 11.9% CAGR over FY21-24E



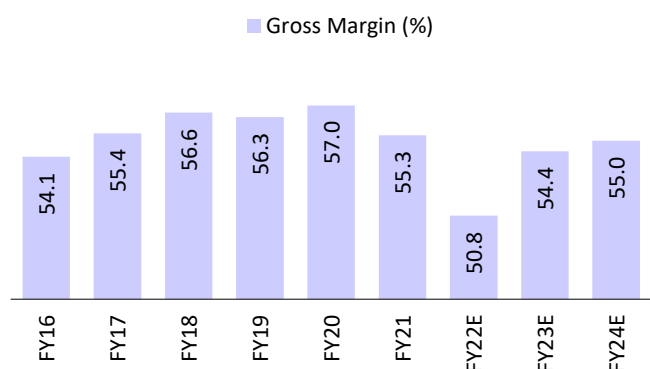
Source: Company, MOFSL

Exhibit 17: Expect EBITDA to grow at 12.9% CAGR over FY21-24E



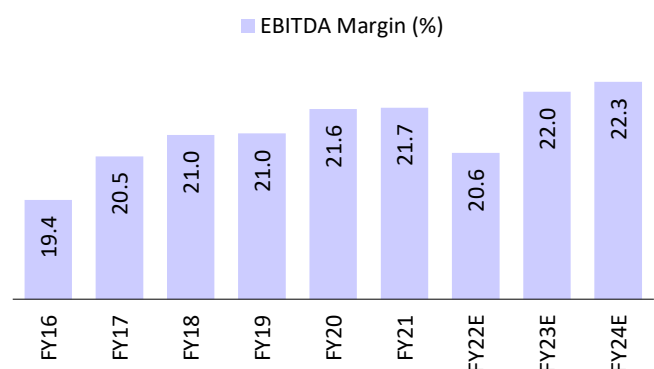
Source: Company, MOFSL

Exhibit 18: Expect overall gross margin to remain robust...



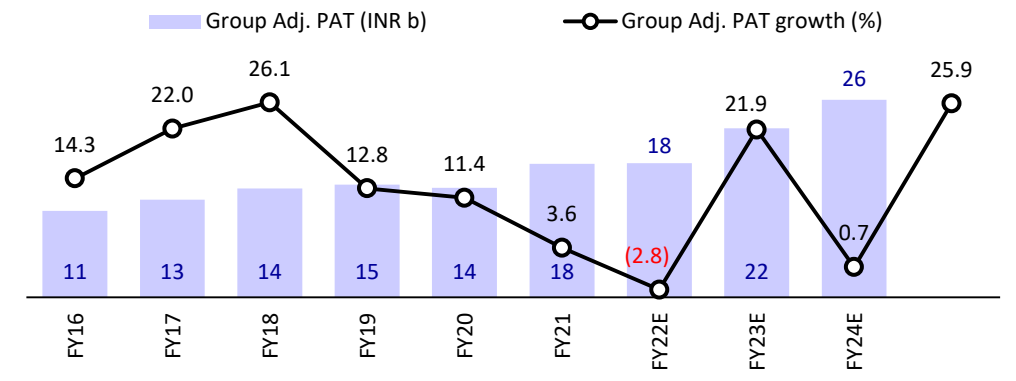
Source: Company, MOFSL

Exhibit 19: ...and GCPL's EBITDA margin to grow by 60bp over FY21-24E



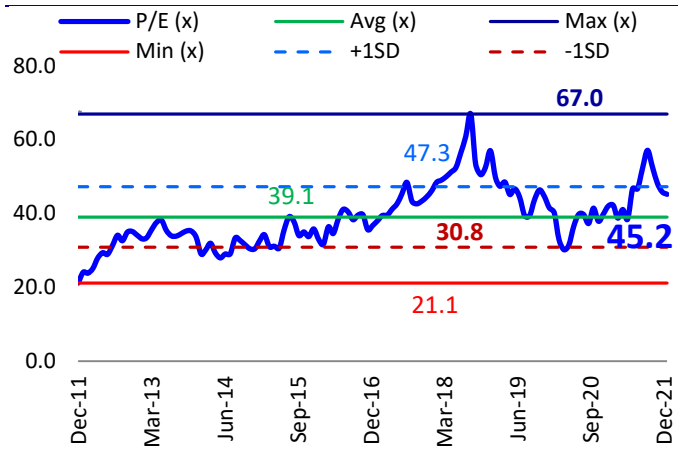
Source: Company, MOFSL

Exhibit 20: Group adjusted PAT to grow at 14% over FY21-24E



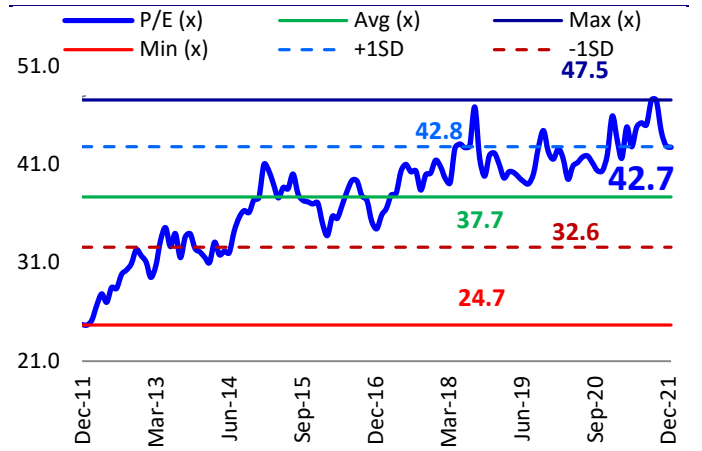
Source: Company, MOFSL

Exhibit 21: GCPL's P/E (x)



Source: Company, MOFSL

Exhibit 22: Consumer sector P/E



Source: Company, MOFSL

Financials and valuations

Income Statement								(INR b)
Y/E March	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E	FY24E
Net Sales	92.7	98.5	103.1	99.1	110.3	122.0	136.1	154.3
Change (%)	10.0	6.3	4.7	-3.9	11.3	10.6	11.5	13.4
Gross Profit	51.4	55.7	58.1	56.5	61.0	61.9	74.0	84.9
Margin (%)	55.4	56.6	56.3	57.0	55.3	50.8	54.4	55.0
Total Expenditure	73.7	77.8	81.5	77.7	86.4	96.9	106.1	120.0
EBITDA	19.0	20.7	21.7	21.4	23.9	25.1	30.0	34.4
Change (%)	16.0	8.9	4.9	-1.2	11.4	5.0	19.6	14.7
Margin (%)	20.5	21.0	21.0	21.6	21.7	20.6	22.0	22.3
Depreciation	1.4	1.6	1.7	2.0	2.0	2.1	2.2	2.3
Int. and Fin. Charges	1.5	1.6	2.2	2.2	1.3	0.9	0.6	0.5
Interest Income	0.4	0.7	0.9	0.8	0.4	0.6	0.9	1.3
Other Income-rec.	0.3	0.4	0.2	0.4	0.3	0.4	0.5	0.6
PBT	16.9	18.6	18.8	18.4	21.2	22.8	28.6	33.5
Change (%)	12.4	10.2	1.4	-2.3	15.4	7.5	25.4	16.9
Margin (%)	18.2	18.9	18.3	18.6	19.3	18.7	21.1	21.7
Tax	3.7	4.0	4.2	3.8	4.1	4.9	6.1	7.1
Deferred Tax	-0.1	0.0	0.2	-0.1	0.5	-0.2	-0.2	-0.2
Tax Rate (%)	22.5	21.8	20.9	21.4	16.9	22.2	21.9	21.9
PAT	13.1	14.5	14.9	14.5	17.7	17.8	22.4	26.2
Change (%)	12.3	11.2	2.5	-2.9	22.0	0.7	25.9	16.9
Margin (%)	14.1	14.8	14.4	14.6	16.0	14.6	16.4	16.9
Minority interest	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Group Adjusted PAT	12.9	14.4	14.9	14.5	17.7	17.8	22.4	26.2
Non-rec. (Exp.)/Income	0.0	1.8	8.5	0.5	-0.4	0.0	0.0	0.0
Reported PAT	13.1	16.3	23.4	15.0	17.2	17.8	22.4	26.2

Balance Sheet								(INR b)
Y/E March	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E	FY24E
Share Capital	0.3	0.7	1.0	1.0	1.0	1.0	1.0	1.0
Reserves	52.7	61.9	71.6	78.0	93.4	98.9	105.9	114.7
Minority Int.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Net worth	53.0	62.6	72.7	79.0	94.4	99.9	106.9	115.7
Loans	40.0	35.1	33.8	35.2	7.6	7.2	6.9	6.5
Deferred Liability	1.9	1.9	-4.7	-5.7	-6.4	-6.4	-6.4	-6.4
Capital Employed	94.9	99.6	101.8	108.5	95.6	100.7	107.4	115.8
Gross Block	36.3	39.6	42.1	45.2	46.3	49.6	52.8	56.1
Less: Accum. Deprn.	2.1	3.6	4.6	6.3	8.6	10.7	12.9	15.2
Net Fixed Assets	34.2	36.0	37.5	38.9	37.7	38.9	39.9	40.9
Capital WIP	1.0	0.8	0.5	0.6	0.6	0.6	0.6	0.6
Goodwill	46.6	47.2	49.2	53.4	51.3	51.3	51.3	51.3
Non Curr. Investments	2.5	1.4	0.3	0.3	0.2	0.2	0.2	0.2
Current Investments	6.8	8.6	4.8	6.4	6.6	7.2	6.5	7.8
Currents Assets	38.3	44.7	43.8	43.5	39.6	46.0	56.1	72.6
Inventory	14.1	15.8	15.6	17.0	17.2	17.7	19.8	18.2
Account Receivables	10.3	12.5	12.9	11.6	10.0	11.0	12.3	18.2
Cash and Bank Balance	9.1	9.6	8.9	7.7	6.7	11.5	18.3	30.4
Loans and Advances	4.5	6.8	6.3	7.1	5.6	5.6	5.6	5.6
Other Current Assets	0.2	0.1	0.1	0.1	0.1	0.1	0.2	0.2
Curr. Liab. and Prov.	34.5	39.0	34.4	34.6	40.5	43.5	47.2	57.4
Account Payables	17.2	23.5	25.4	24.8	21.6	23.7	26.5	34.7
Other Liabilities	17.2	15.3	8.7	9.3	18.3	19.2	20.2	22.2
Net Current Assets	3.8	5.6	9.4	8.9	-0.8	2.5	8.9	15.1
Net Assets	94.9	99.6	101.8	108.5	95.6	100.7	107.4	115.8

E: MOFSL estimates

Financials and valuations

Ratios

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E	FY24E
Basic (INR)								
EPS	12.6	14.1	14.6	14.2	17.3	17.4	21.9	25.6
Cash EPS	42.1	23.4	16.2	16.1	19.3	19.4	24.1	27.8
BV/Share	155.7	91.9	71.1	77.3	92.3	97.7	104.6	113.2
DPS	5.7	9.0	12.0	8.0	0.0	12.0	15.0	17.0
Payout (%)	45.5	64.0	82.3	56.5	0.0	69.1	68.5	66.5
Valuation (x)								
P/E	70.1	62.9	60.7	62.5	51.2	50.9	40.4	34.6
Cash P/E	21.0	37.8	54.5	55.0	45.9	45.5	36.8	31.8
EV/Sales	3.6	6.4	9.0	9.4	8.2	7.4	6.6	5.7
EV/EBITDA	17.4	30.3	42.8	43.5	37.9	35.9	29.8	25.6
P/BV	5.7	9.6	12.4	11.5	9.6	9.1	8.5	7.8
Dividend Yield	0.6	1.0	1.4	0.9	0.0	1.4	1.7	1.9
Return Ratios (%)								
RoE	24.6	24.9	22.0	19.1	20.4	18.3	21.6	23.5
RoCE (Post-tax)	16.2	16.2	16.6	15.4	18.3	19.0	21.9	23.8
RoIC	18.6	19.3	19.0	16.9	20.7	22.0	26.6	31.6
Working Capital Ratios								
Debtor (Days)	41	46	46	43	33	33	33	43
Asset Turnover (x)	2.6	2.7	2.7	2.5	2.9	3.1	3.4	3.7
Leverage Ratio								
Debt/Equity (x)	0.8	0.6	0.5	0.4	0.1	0.1	0.1	0.1

Cash Flow Statement

(INR b)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E	FY24E
OP/(Loss) before Tax	18.4	20.5	20.4	20.6	23.8	24.5	30.4	35.2
Net interest	1.0	0.9	1.4	1.4	0.9	0.3	-0.4	-0.8
Direct Taxes Paid	-4.3	-4.1	-4.5	-3.6	-4.0	-4.9	-6.1	-7.1
(Inc.)/Dec. in WC	3.4	-0.2	0.0	-2.6	-0.5	1.5	0.4	5.9
CF from Operations	18.6	17.2	17.3	15.9	20.3	21.4	24.3	33.2
Inc. in FA	-1.8	-3.1	-2.1	-1.5	-1.6	-3.3	-3.3	-3.3
Free Cash Flow	16.8	14.1	15.2	14.4	18.7	18.1	21.0	29.9
Pur. of Investments	-5.7	0.4	2.9	-2.6	-0.1	-0.6	0.7	-1.3
Others	-16.0	-0.2	1.6	0.0	-1.3	0.4	0.7	1.1
CF from Investments	-23.6	-2.9	2.4	-4.2	-3.1	-3.4	-1.8	-3.4
Inc. in Debt	0.0	0.0	0.0	-1.3	-16.2	-0.4	-0.4	-0.3
Dividend Paid	-2.0	-6.1	-12.3	-8.2	0.0	-12.3	-15.3	-17.4
Interest Paid	-1.2	-1.6	-2.1	-1.5	-1.6	-0.9	-0.6	-0.5
Other Items	9.8	-6.1	-6.0	-2.0	-0.4	0.4	0.5	0.6
CF from Fin. Activity	6.6	-13.8	-20.4	-13.0	-18.2	-13.1	-15.8	-17.7
Inc./Dec. in Cash	1.7	0.5	-0.7	-1.2	-1.0	4.8	6.8	12.1
Add: Beginning Balance	7.5	9.1	9.6	8.9	7.7	6.7	11.5	18.3
Closing Balance	9.1	9.6	8.9	7.7	6.7	11.5	18.3	30.4

E: MOFSL estimates

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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