

Estimate change



TP change



Rating change



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Bloomberg	CEAT IN
Equity Shares (m)	40
M.Cap.(INRb)/(USD\$)	100.9 / 1.2
52-Week Range (INR)	2640 / 1200
1, 6, 12 Rel. Per (%)	15/47/85
12M Avg Val (INR M)	596

#### Financials & valuations (INR b)

INR Billion	FY23	FY24E	FY25E
Sales	113.1	122.3	134.2
EBITDA	9.7	16.6	18.5
EBITDA Margin (%)	8.6	13.6	13.8
Adj. PAT	2.1	6.4	7.7
EPS (INR)	51.9	158.9	190.3
EPS Growth (%)	164.4	206.3	19.7
BV/Share (INR)	850	994	1,166

#### Ratios

RoE (%)	6.3	17.2	17.6
RoCE (%)	6.8	14.4	14.9
Payout (%)	26.1	9.4	9.5

#### Valuations

P/E (x)	47.0	15.4	12.8
P/BV (x)	2.9	2.5	2.1
Div. Yield (%)	0.5	0.6	0.7
FCF Yield (%)	3.3	6.3	8.9

#### Shareholding pattern (%)

As On	Jun-23	Mar-23	Jun-22
Promoter	47.2	47.2	47.2
DII	12.2	13.6	11.2
FII	26.2	23.3	22.5
Others	14.4	15.9	19.2

FII Includes depository receipts

**CMP: INR2,493**

**TP: INR3,000 (+20%)**

**Buy**

## Margin expansion led by lower RM costs

### Investing INR7b for phase-1 of deferred TBR capacity

- CEAT's 1QFY24 revenue growth was muted; however, margins improved as RM costs declined 1.5% QoQ. While the RM cost basket seems to be settling down at the current level, volume recovery would be crucial for the replacement and OEMs segments. Exports have started recovering from the lows of FY23, but a full recovery is expected in 2HFY24.
- We raise our FY24E/FY25E EPS by 11%/9% to account for a) lower volume and realization growth in key categories, b) better gross margins, c) higher interest costs, and d) a lower tax rate. We raise our target multiple for CEAT to 15x from 13x (similar to APTY) to factor in its focus on capital allocation and the resultant increase in capital efficiency. Maintain **BUY** with a TP of INR3,000 (based on ~15x Sep'25E EPS).

### RM costs down 1.5% QoQ, likely to remain stable in 2QFY24

- 1QFY24 revenue/EBITDA/adj. PAT grew 4%/1.34x/13.8x YoY to INR29.35b/INR3.9b/INR1.45b.
- Overall volumes increased by 3% QoQ. Replacement/export volumes grew 4%/11% QoQ. Gross margin improved 9.4pp YoY (+100bp QoQ) to 41.1% (est. 39.2%). There was a 1.5% decline in RM cost basket QoQ in 1QFY24.
- Further, lower employee costs due to higher retirals and incentives (-80bp QoQ; as a % of sales) were offset by higher other expenses (+150bp YoY/+140bp QoQ; as a % of sales). Other expenses were high on account of higher ad spends (+40bp QoQ) and other costs. Consequently, EBITDA margin expanded 7.3pp YoY (+40bp QoQ) in 1QFY24.
- EBITDA improved 1.3x YoY (+5% QoQ) to ~INR3.9b (est. INR3.8b).
- Aided by lower-than-estimated tax, adj. PAT surged 13.8x YoY (+3.5% QoQ) to INR1.45b during the quarter.
- Debt declined INR1b QoQ to INR20b, which was mainly due to healthy cash generation in 1QFY24.

### Highlights from the management commentary

- Outlook:** 2W demand is picking up to high single digits or low double digits. PCR in high single digits is driven by higher rim size tyres. CV demand is uncertain. Exports are steady but likely to pick up in 2H.
- It is exiting small rim size PCR tyre (12-14") in the OEM segment and entering higher rim size (better margins). This transition will take a couple of quarters. Significant sales to OEMs came from smaller rim sizes, which went to near zero in 1Q.
- OTR strategy:** Presently, its SKUs cover 80% of global agri market demand. The current capacity of 81tpd would increase to 105tpd in 2Q. CEAT plans to expand it to 160tpd by investing INR3.85b (for 55tpd).
- RM costs are expected to be stable in 2Q**, though there is some increase in the underlying crude prices.

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

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**Valuation and view:**

- A stable volume growth outlook for OEMs and an uptick in replacement demand should enable a faster absorption of new capacities and drive benefits of operating leverage. Along with stable RM prices, these factors would lead to margin recovery in FY24E (+500bp vs. FY23). Moreover, the focus on strategic areas like PV/2W/OHT/exports (to help margins), along with prudent capex plans (to benefit FCF), should be a long-term growth catalyst for CEAT.
- Valuations at 15.4x/12.8x FY24E/FY25E consol. EPS do not fully capture the ramp-up of new capacities and lower RM costs. We raise our target multiple for CEAT to 15x from 13x (similar to APTY) to factor in the company's focus on capital allocation and the resultant increase in capital efficiency. Maintain **BUY** with a TP of INR3,000 (based on ~15x Sep'25E EPS).

**Consolidated - Quarterly Earning Model****(INR Million)**

Y/E March	FY23				FY24E				FY23	FY24E	FY24E
	1Q	2Q	3Q	4Q	1Q	2QE	3QE	4QE			1QE
<b>Net Sales</b>	<b>28,184</b>	<b>28,945</b>	<b>27,272</b>	<b>28,748</b>	<b>29,352</b>	<b>31,260</b>	<b>30,272</b>	<b>31,394</b>	<b>1,13,149</b>	<b>1,22,278</b>	<b>30,439</b>
YoY Change (%)	47.8	18.1	13.0	10.9	4.1	8.0	11.0	9.2	20.8	8.1	8.0
RM cost (%)	68.3	67.5	65.5	59.9	58.9	59.3	59.2	59.2	65.3	59.2	60.8
Employee cost (%)	6.1	5.8	6.7	7.4	6.7	6.7	6.7	6.8	6.5	6.7	6.8
Other expenses (%)	19.7	19.7	19.2	19.9	21.2	20.5	20.5	20.2	19.6	20.6	20.0
<b>EBITDA</b>	<b>1,653</b>	<b>2,031</b>	<b>2,376</b>	<b>3,678</b>	<b>3,871</b>	<b>4,236</b>	<b>4,132</b>	<b>4,330</b>	<b>9,738</b>	<b>16,569</b>	<b>3,774</b>
Margins (%)	5.9	7.0	8.7	12.8	13.2	13.6	13.7	13.8	8.6	13.6	12.4
Depreciation	1,114	1,151	1,175	1,253	1,209	1,240	1,260	1,309	4,693	5,018	1,260
Interest	521	577	657	666	701	700	680	676	2,421	2,758	600
Other Income	28	98	20	24	33	40	45	58	169	175	40
<b>PBT before EO expense</b>	<b>45</b>	<b>401</b>	<b>565</b>	<b>1,783</b>	<b>1,993</b>	<b>2,336</b>	<b>2,237</b>	<b>2,402</b>	<b>2,793</b>	<b>8,968</b>	<b>1,954</b>
Exceptional item	7	237	5	86	0	0	0	0	334	0	0
<b>PBT</b>	<b>38</b>	<b>164</b>	<b>560</b>	<b>1,698</b>	<b>1,993</b>	<b>2,336</b>	<b>2,237</b>	<b>2,402</b>	<b>2,459</b>	<b>8,968</b>	<b>1,954</b>
Tax Rate (%)	31.0	64.6	26.7	26.5	26.5	31.0	31.0	27.2	29.2	29.0	32.0
Minority Int. & Profit of Asso. Cos.	-67	-20	57	-90	18	-25	-25	-28	-120	-60	-25
<b>Reported PAT</b>	<b>92</b>	<b>78</b>	<b>354</b>	<b>1,337</b>	<b>1,446</b>	<b>1,637</b>	<b>1,569</b>	<b>1,776</b>	<b>1,862</b>	<b>6,427</b>	<b>1,354</b>
<b>Adj PAT</b>	<b>98</b>	<b>246</b>	<b>357</b>	<b>1,398</b>	<b>1,446</b>	<b>1,637</b>	<b>1,569</b>	<b>1,776</b>	<b>2,098</b>	<b>6,427</b>	<b>1,354</b>
YoY Change (%)	-59	-42	-325	382	1,383	565	339	27	164	206	1,288.3
Margins (%)	0.3	0.9	1.3	4.9	4.9	5.2	5.2	5.7	1.9	5.3	4.4

**Key Performance Indicators**

RM Cost (% of sales)	68.3	67.5	65.5	59.9	58.9	59.3	59.2	59.2	65.3	59.2	60.8
Staff Cost (% of sales)	6.1	5.8	6.7	7.4	6.7	6.7	6.7	6.8	6.5	6.7	6.8
Other Cost (% of sales)	19.7	19.7	19.2	19.9	21.2	20.5	20.5	20.2	19.6	20.6	20.0
Gross margin (%)	31.7	32.5	34.5	40.1	41.1	40.7	40.8	40.8	34.7	41.1	39.2
EBITDA Margins (%)	5.9	7.0	8.7	12.8	13.2	13.6	13.7	13.8	8.6	13.6	12.4
EBIT Margins (%)	1.9	3.0	4.4	8.4	9.1	9.6	9.5	9.6	8.6	13.6	8.3

E:MOFSL Estimates

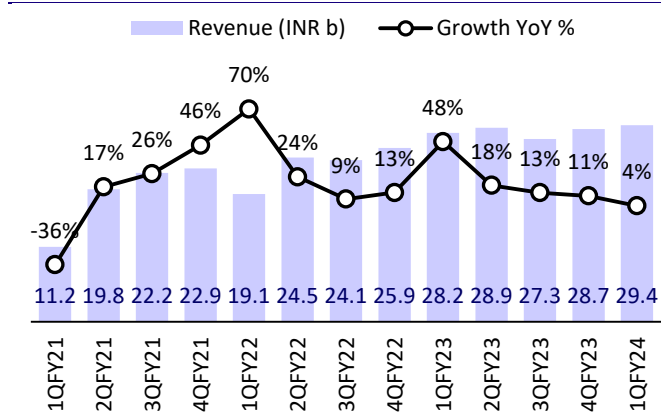


### Highlights from the management commentary

- **1QFY24 performance: OEMs contributed 27% of volumes, while the remaining was shared by replacement and exports, which improved 2-3pp.**
  - Overall volumes grew 1.5% YoY and 3% QoQ (Replacement/exports grew 4%/11% QoQ).
  - TBR grew 5% YoY, led by 35% YoY growth in OEMs. Exports saw a single-digit decline in TBR. LCV/SCV also declined YoY.
  - OHT grew in double digits in both OEMs and exports.
  - 2Ws saw low single-digit growth, replacement was flat, and OEM/Exports saw high single-digit growth.
  - PCR: Low single-digit growth for the overall PCR segment, as OEM volumes declined due to the planned transition from small rim to large rim tyres. Replacement demand grew in high single digits.
- **A moderate decline in blended realizations,** led by OEM price adjustments and a ~2% QoQ decline in export realizations. Prices in the replacement market were stable.
- **Exiting low-margin small rim PCR in OEM segment:** It has decided to exit smaller rim size tyres (12-14" tyres; 50-60% volume contribution) and focus only on higher rim sizes (better margin profile), which is expected to ramp up by 3QFY24.
- **Domestic demand outlook positive; monsoons to play a key role:** 2W demand is picking up to high single digits or low double digits. PCR is in high single digits, driven by higher rim size tyres. CVs remain uncertain in replacement and OEMs.
- **RM cost basket declined 1.5% QoQ, leading to 97bp gross margin expansion.** Despite crude oil moving from USD75/barrel to USD83/barrel in 2Q, CEAT expects the RM basket to remain stable in 2QFY24.
- **Capex-** It incurred a capex of INR2.2b in 1QFY24 while maintaining full-year capex guidance of INR7.5b. Further it plans to resume a capex of INR7b over the next few years (INR1.5b already incurred in 1QFY24) for Chennai TBR capacity of 90k tyres/annum as Halol capacity has reached 90% utilization.
- **Export demand steady, likely to improve in 2HFY24:** It expects a recovery in the Middle East and SAARC markets, whereas EU markets remain weak and US/LATAM are doing good. PCR is 2m p.a largely from EU. TBR range is launched in EU and is doing well in LatAm. It will be launched in the US in 4QFY24. CEAT targets to improve the export mix to 25% (from 18% in FY23) by FY26, driven by OTR, PCR and US markets.
- **Debt reduction continues:** Healthy cash generation led to a debt reduction of ~INR970m sequentially to INR19.9b. Interest rates are expected to rise by 20-30bp. Working capital remained at negative INR1.42b during the quarter.
- **New strategies yielding results:** The revenue contribution of the PV D2C segment now stands at 6%. The revenue share of four premium tyre platforms is now 28% and would continue to inch up going forward.
- **OTR strategy:** Presently, its SKUs cover 80% of global agri market demand. The current capacity of 81tpd would increase to 105tpd in 2QFY24. Further, it would expand to 160tpd by investing INR3.85b (for 55tpd).
- **Capacity utilization at 75% for PCR and 2Ws.**

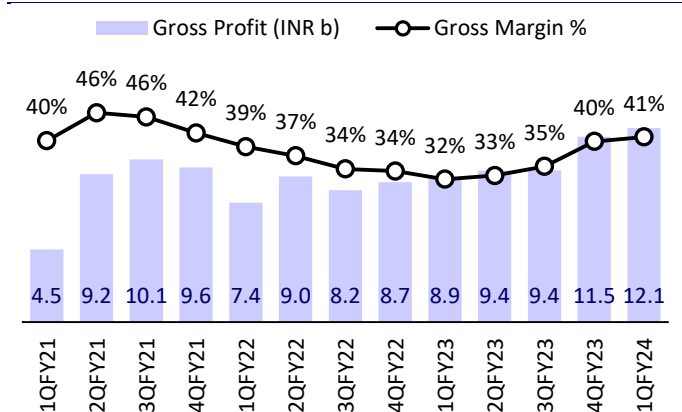
## Key exhibits

**Exhibit 1: Trend in revenues**



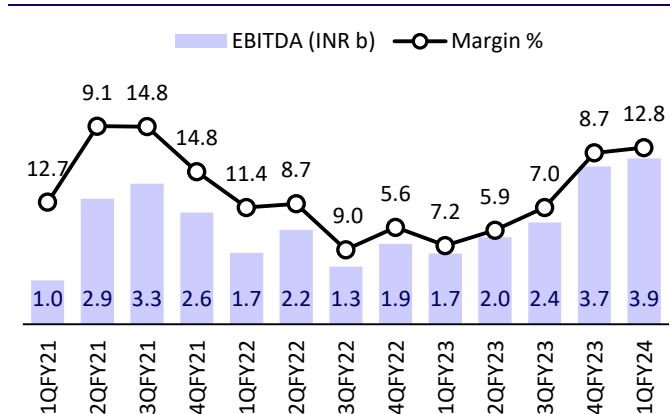
Source: MOFSL, Company

**Exhibit 2: Trend in gross margin**



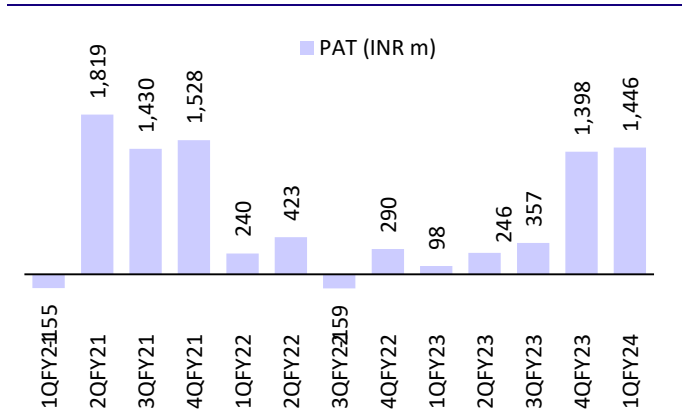
Source: MOFSL, Company

**Exhibit 3: EBITDA and EBITDA margin trends**



Source: MOFSL, Company

**Exhibit 4: PAT and PAT growth trends**



Source: MOFSL, Company

## Valuation and view

**Focus on improving brand equity to drive market share gains:** CEAT has laid a strong emphasis on effective marketing and branding of its products. To position its products competitively, it has developed creative ad campaigns based on extensive research/consumer insights and invested in innovative marketing programs. Since the 2W and Passenger Car segments are consumer-facing, factors such as brand loyalty, visibility and recall go a long way in creating replacement market demand and improving market share, which would in turn benefit its margin profile.

**Ramp-up in strategic focus areas to continue:** The management has identified the 2W, Passenger Car, and OTR (truck/off-road) tyre segments as strategic focus areas, given their abilities to boost margin and to lower CEAT's dependence on the Truck segment. Revenue contribution from these focus areas has increased significantly over the years (to 62% in FY23 from 20% in FY10). This is also reflected in market share gain in the PCR segment (over 15% now vs. 11% a few years back). The expansion in TBR, despite not being a strategic focus area, is done to maintain overall market share in T&B tyres. Its market share stood at 8-9% (vs. 5% a few years ago) in the TBR category. With the current capex plan, the contribution from focus

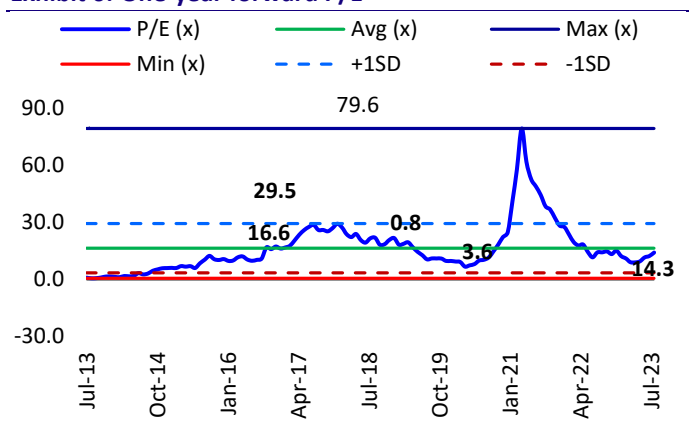
areas could rise to 60-65% over the next 4-5 years, which would reflect positively in its operating performance. CEAT's expansion plan for the OHT vertical is on track. Benefits of this capex are not fully reflected in our FY24/FY25 estimates. We expect a revenue/EBITDA/PAT CAGR of ~9%/38%/92% over FY23-25.

**Valuation and view:** A stable growth outlook for domestic OEMs and a pickup in replacement demand will enable a faster absorption of new capacities and drive benefits of operating leverage. Along with softening RM prices, these factors should lead to margin expansion in FY24E (vs. FY23). Moreover, the focus on strategic areas like PV/2W/OHT/exports (to help margins), along with prudent capex plans (to benefit FCF), should be a long-term growth catalyst for the company. Valuations at 15.4x/12.8x FY24E/FY25E consol. EPS do not fully capture the ramp-up of new capacities and lower RM costs. We raise our target multiple for CEAT to 15x from 13x (similar to APTY) to factor in the company's focus on capital allocation and the resultant increase in capital efficiency. Maintain **BUY** with a TP of INR3,000 (based on ~15x Sep'25E EPS).

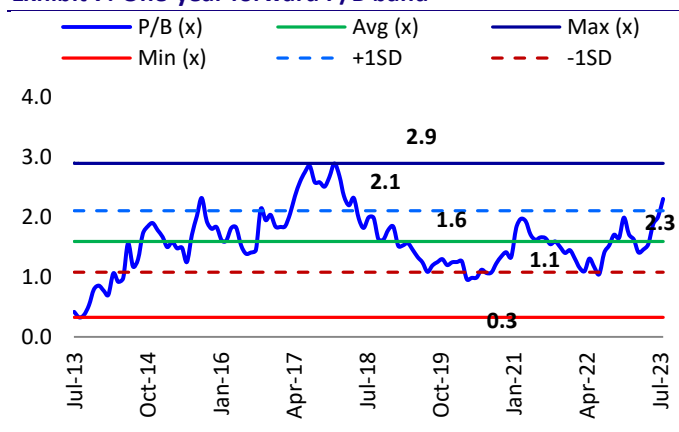
**Exhibit 5: Changes in estimates**

(INR M)	FY24E			FY25E		
	Rev	Old	Chg (%)	Rev	Old	Chg (%)
Net Sales	1,22,278	1,26,546	-3.4	1,34,202	1,38,895	-3.4
EBITDA	16,569	15,692	5.6	18,520	17,362	6.7
EBITDA (%)	13.6	12.4	110bp	13.8	12.5	130bp
Adj. PAT	6,427	5,788	11.0	7,696	7,065	8.9
EPS (INR)	158.9	143.1	11.0	190.3	174.7	8.9

**Exhibit 6: One-year forward P/E**

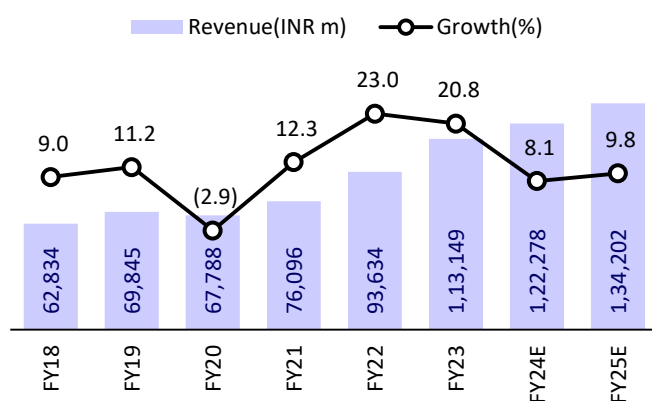


**Exhibit 7: One-year forward P/B band**



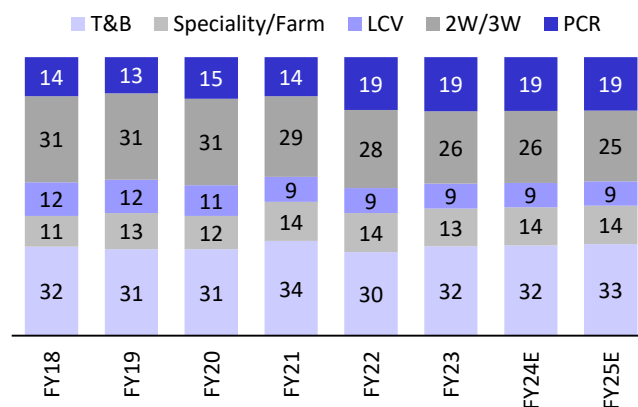
## Story in charts

**Exhibit 8: Revenue and growth trends**



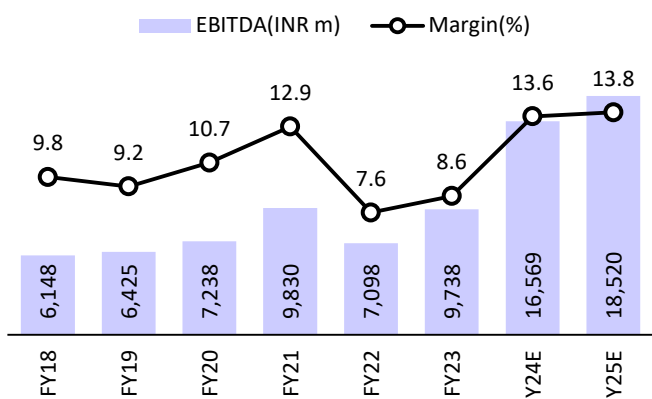
Source: MOFSL, Company

**Exhibit 9: Key revenue segments**



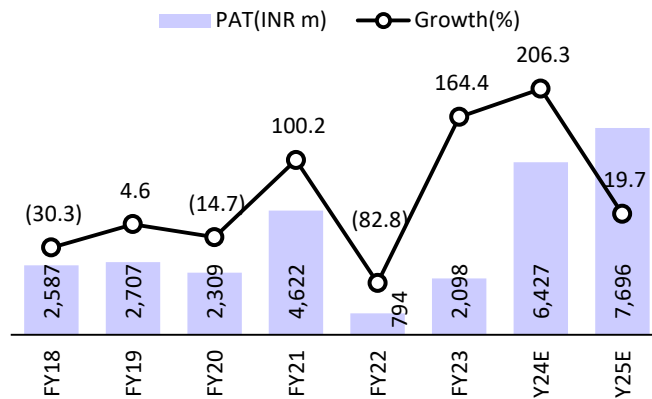
Source: MOFSL, Company

**Exhibit 10: EBITDA and EBITDA margin trends**



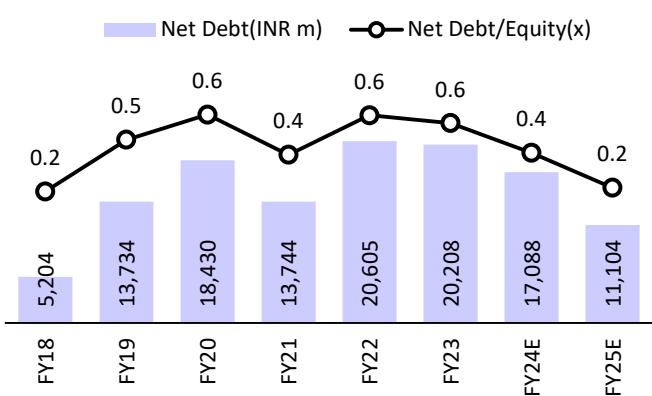
Source: MOFSL, Company

**Exhibit 11: PAT and PAT growth trends**



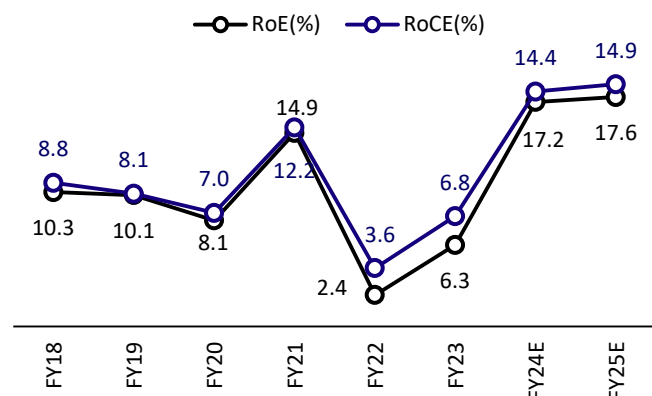
Source: MOFSL, Company

**Exhibit 12: Trend in debt levels**



Source: MOFSL, Company

**Exhibit 13: Trend in return profile**



Source: MOFSL, Company



## Financials and valuations

### Consolidated - Income Statement

(INR Million)

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
<b>Net Revenues from Ops</b>	<b>69,845</b>	<b>67,788</b>	<b>76,096</b>	<b>93,634</b>	<b>1,13,149</b>	<b>1,22,278</b>	<b>1,34,202</b>
Change (%)	11.2	-2.9	12.3	23.0	20.8	8.1	9.8
<b>EBITDA</b>	<b>6,425</b>	<b>7,238</b>	<b>9,830</b>	<b>7,098</b>	<b>9,738</b>	<b>16,569</b>	<b>18,520</b>
EBITDA Margin (%)	9.2	10.7	12.9	7.6	8.6	13.6	13.8
Depreciation	1,927	2,765	3,396	4,352	4,693	5,018	5,599
<b>EBIT</b>	<b>4,498</b>	<b>4,473</b>	<b>6,433</b>	<b>2,746</b>	<b>5,045</b>	<b>11,550</b>	<b>12,921</b>
EBIT Margin (%)	6.4	6.6	8.5	2.9	4.5	9.4	9.6
Int. and Finance Charges	880	1,509	1,755	2,070	2,421	2,758	2,366
Other Income	390	205	138	114	169	175	200
<b>PBT bef. EO Exp.</b>	<b>4,008</b>	<b>3,169</b>	<b>4,816</b>	<b>790</b>	<b>2,793</b>	<b>8,968</b>	<b>10,755</b>
EO Items	-297	5	-341	-129	-334	0	0
<b>PBT after EO Exp.</b>	<b>3,711</b>	<b>3,174</b>	<b>4,476</b>	<b>661</b>	<b>2,459</b>	<b>8,968</b>	<b>10,755</b>
Total Tax	1,402	1,046	516	243	718	2,601	3,119
Tax Rate (%)	37.8	33.0	11.5	36.7	29.2	29.0	29.0
Minority Int./Share JV PAT	-213	-184	-361	-294	-120	-60	-60
<b>Reported PAT</b>	<b>2,522</b>	<b>2,312</b>	<b>4,320</b>	<b>712</b>	<b>1,862</b>	<b>6,427</b>	<b>7,696</b>
<b>Adjusted PAT</b>	<b>2,707</b>	<b>2,309</b>	<b>4,622</b>	<b>794</b>	<b>2,098</b>	<b>6,427</b>	<b>7,696</b>
Change (%)	4.6	-14.7	100.2	-82.8	164.4	206.3	19.7
Margin (%)	3.9	3.4	6.1	0.8	1.9	5.3	5.7

### Consolidated - Balance Sheet

(INR Million)

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
Equity Share Capital	405	405	405	405	405	405	405
Total Reserves	27,257	28,675	32,758	32,324	33,992	39,812	46,780
<b>Net Worth</b>	<b>27,661</b>	<b>29,079</b>	<b>33,163</b>	<b>32,728</b>	<b>34,396</b>	<b>40,217</b>	<b>47,185</b>
Minority Interest	238	237	232	235	174	174	174
Total Loans	14,469	18,772	14,176	20,968	20,927	19,927	17,927
Deferred Tax Liabilities	2,198	2,744	2,800	3,177	3,886	3,886	3,886
<b>Capital Employed</b>	<b>44,566</b>	<b>50,832</b>	<b>50,371</b>	<b>57,108</b>	<b>59,383</b>	<b>64,204</b>	<b>69,171</b>
Gross Block	37,663	49,795	58,732	67,748	80,110	88,571	98,071
Less: Accum. Deprn.	5,868	8,197	11,097	14,456	19,149	24,167	29,766
<b>Net Fixed Assets</b>	<b>31,795</b>	<b>41,598</b>	<b>47,634</b>	<b>53,292</b>	<b>60,961</b>	<b>64,404</b>	<b>68,304</b>
Goodwill on Consolidation	0	0	0	0	0	0	0
Capital WIP	8,329	10,685	7,929	8,759	5,961	5,000	3,000
<b>Total Investments</b>	<b>1,814</b>	<b>1,837</b>	<b>2,101</b>	<b>1,792</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>
<b>Curr. Assets, Loans&amp;Adv.</b>	<b>22,111</b>	<b>19,410</b>	<b>23,087</b>	<b>27,176</b>	<b>27,519</b>	<b>34,841</b>	<b>41,899</b>
Inventory	10,056	9,257	11,299	13,096	11,378	14,481	15,847
Account Receivables	7,064	6,744	9,216	11,543	13,070	15,075	16,545
Cash and Bank Balance	735	342	431	363	719	2,839	6,823
Loans and Advances	4,256	3,067	2,141	2,174	2,353	2,446	2,684
<b>Curr. Liability &amp; Prov.</b>	<b>19,484</b>	<b>22,697</b>	<b>30,380</b>	<b>33,910</b>	<b>36,754</b>	<b>41,736</b>	<b>45,728</b>
Account Payables	10,529	11,948	18,395	21,576	22,683	24,617	26,940
Other Current Liabilities	7,566	9,114	10,444	10,654	12,154	14,673	16,104
Provisions	1,389	1,635	1,541	1,680	1,917	2,446	2,684
<b>Net Current Assets</b>	<b>2,627</b>	<b>-3,288</b>	<b>-7,293</b>	<b>-6,734</b>	<b>-9,234</b>	<b>-6,896</b>	<b>-3,829</b>
<b>Appl. of Funds</b>	<b>44,566</b>	<b>50,832</b>	<b>50,371</b>	<b>57,108</b>	<b>59,383</b>	<b>64,204</b>	<b>69,171</b>

E: MOFSL Estimates

## Financials and valuations

### Ratios

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
<b>Basic (INR)</b>							
<b>EPS</b>	<b>66.9</b>	<b>57.1</b>	<b>114.3</b>	<b>19.6</b>	<b>51.9</b>	<b>158.9</b>	<b>190.3</b>
Cash EPS	114.6	125.4	198.2	127.2	167.9	283.0	328.7
BV/Share	683.8	718.9	819.8	809.1	850.3	994.2	1,166.5
DPS	12.0	12.0	18.0	3.0	12.0	15.0	18.0
Payout (%)	23.2	25.3	16.9	17.0	26.1	9.4	9.5
<b>Valuation (x)</b>							
P/E	36.5	42.7	21.4	124.3	47.0	15.4	12.8
Cash P/E	21.3	19.4	12.3	19.2	14.5	8.6	7.4
P/BV	3.6	3.4	3.0	3.0	2.9	2.5	2.1
EV/Sales	1.6	1.7	1.5	1.3	1.1	0.9	0.8
EV/EBITDA	17.5	16.2	11.4	16.8	12.2	7.0	5.9
Dividend Yield (%)	0.5	0.5	0.7	0.1	0.5	0.6	0.7
<b>Return Ratios (%)</b>							
RoE	10.1	8.1	14.9	2.4	6.3	17.2	17.6
RoCE (post tax)	8.1	7.0	12.2	3.6	6.8	14.4	14.9
RoIC	9.0	8.4	14.6	4.0	7.4	15.5	16.3
<b>Working Capital Ratios</b>							
Fixed Asset Turnover (x)	1.9	1.4	1.3	1.4	1.4	1.4	1.4
Asset Turnover (x)	1.6	1.3	1.5	1.6	1.9	1.9	1.9
Inventory (Days)	53	50	54	51	37	43	43
Debtor (Days)	37	36	44	45	42	45	45
Creditor (Days)	55	64	88	84	73	73	73
<b>Leverage Ratio (x)</b>							
Current Ratio	1.1	0.9	0.8	0.8	0.7	0.8	0.9
Interest Cover Ratio	5.1	3.0	3.7	1.3	2.1	4.2	5.5
Net Debt/Equity	0.5	0.6	0.4	0.6	0.6	0.4	0.2

### Consolidated - Cash Flow Statement

(INR Million)

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
OP/(Loss) before Tax	3,560	2,871	4,476	661	2,459	8,968	10,755
Depreciation	1,927	2,765	3,396	4,352	4,693	5,018	5,599
Interest & Finance Charges	880	1,509	1,755	2,070	2,421	2,583	2,166
Direct Taxes Paid	-808	-181	-512	-200	377	-2,601	-3,119
(Inc)/Dec in WC	235	2,582	4,516	-736	2,211	-219	917
<b>CF from Operations</b>	<b>5,794</b>	<b>9,546</b>	<b>13,631</b>	<b>6,147</b>	<b>12,161</b>	<b>13,749</b>	<b>16,318</b>
Others	-267	17	-54	42	-106	0	0
<b>CF from Operating incl EO</b>	<b>5,527</b>	<b>9,563</b>	<b>13,577</b>	<b>6,189</b>	<b>12,055</b>	<b>13,749</b>	<b>16,318</b>
(Inc)/Dec in FA	-11,073	-11,183	-6,395	-9,558	-8,779	-7,500	-7,500
<b>Free Cash Flow</b>	<b>-5,547</b>	<b>-1,620</b>	<b>7,182</b>	<b>-3,369</b>	<b>3,276</b>	<b>6,249</b>	<b>8,818</b>
(Pur)/Sale of Investments	320	9	-27	-89	-11	0	0
Others	236	419	241	203	299	175	200
<b>CF from Investments</b>	<b>-10,517</b>	<b>-10,755</b>	<b>-6,181</b>	<b>-9,444</b>	<b>-8,491</b>	<b>-7,325</b>	<b>-7,300</b>
Issue of Shares	0	0	0	0	0	0	0
Inc/(Dec) in Debt	6,260	3,854	-5,677	5,821	-41	-1,000	-2,000
Interest Paid	-889	-1,925	-1,628	-1,944	-2,093	-2,758	-2,366
Dividend Paid	-526	-1,139	-4	-746	-126	-607	-728
Others	0	0	0	0	-936	60	60
CF from Fin. Activity	4,844	790	-7,309	3,132	-3,195	-4,304	-5,034
<b>Inc/Dec of Cash</b>	<b>-146</b>	<b>-402</b>	<b>87</b>	<b>-123</b>	<b>368</b>	<b>2,120</b>	<b>3,984</b>
Opening Balance	822	675	274	361	238	606	2,726
<b>Closing Balance</b>	<b>675</b>	<b>274</b>	<b>361</b>	<b>238</b>	<b>606</b>	<b>2,726</b>	<b>6,710</b>

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Explanation of Investment Rating	
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