# MOTILAL OSWAL

#### FINANCIAL SERVICES

# **Apollo Hospitals**

Estimate change	1
TP change	1
Rating change	

Bloomberg	APHS IN
Equity Shares (m)	139
M.Cap.(INRb)/(USDb)	925.6 / 11.1
52-Week Range (INR)	6474 / 4078
1, 6, 12 Rel. Per (%)	10/18/25
12M Avg Val (INR M)	2289

Y/E March	FY24E	FY25E	FY26E
Sales	188.9	214.6	250.9
EBITDA	23.8	27.9	36.1
Adj. PAT	9.3	13.8	19.4
EBIT Margin (%)	12.6	13.0	14.4
Cons. Adj. EPS (INR)	64.5	95.7	135.2
EPS Gr. (%)	33.9	48.4	41.3
BV/Sh. (INR)	506.1	599.0	732.7
Ratios			
Net D:E	0.1	-0.1	-0.3
RoE (%)	14.0	17.9	21.0
RoCE (%)	13.9	17.1	20.3
Payout (%)	9.1	6.1	4.3
Valuations			
P/E (x)	99.8	67.2	47.6
EV/EBITDA (x)	39.5	33.1	25.0
Div. Yield (%)	0.1	0.1	0.1
FCF Yield (%)	1.0	2.1	2.6
EV/Sales (x)	5.0	4.3	3.6

#### Shareholding pattern (%)

Dec-23	Sep-23	Dec-22
29.3	29.3	29.3
19.1	18.8	16.8
46.3	46.2	47.9
5.3	5.5	5.9
	29.3 19.1 46.3	29.3         29.3           19.1         18.8           46.3         46.2

FII Includes depository receipts

### **CMP: INR6,437**

TP: INR7,400 (+15%)

Buy

# Better realization drives healthcare performance

## Healthco achieves break-even in 3Q

- Apollo Hospitals (APHS) delivered marginally better-than-expected performance for 3QFY24. Healthy growth in ARPOB/in-patient volume and EBITDA break-even in Healthco (digital health and pharmacy distribution) has led to superior profitability despite 3Q traditionally considered to be a seasonally weaker quarter.
- We raise our earnings estimate by 3%/2% for FY25/FY26, factoring a) the faster turnaround of the Apollo 24/7 business, b) initiatives aimed at enhancing occupancy rates, and c) tariff hikes in the institutional patient category. We value APHS on SOTP basis (27x 12M forward EV/EBITDA for healthcare services, 12x 12M forward EV/EBITDA for backend pharmacy, 20x 12M forward EV/EBITDA for front-end pharmacy, 2x EV/sales for Apollo 24/7 and 25x EV/EBITDA for AHLL) to arrive at a price target of INR7,400.
- APHS is implementing efforts across segments adding 2K beds over the next three years, improving payor mix to drive better ARPOB, and building tailwinds for GMV growth as well as improve operational efficiency. This would drive 15%/23% revenue/EBITDA CAGR over FY24-26. We reiterate our BUY rating on the stock.

### ARPOB growth/improved traction in Healthco drives overall margins

- APHS 3QFY24 revenues grew 14% YoY to INR48.5b (est. INR47b).
- EBITDA margin expanded 80bp YoY to 12.7% (our est: 12.6%) due to lower employee/other expenses (down 60bp/40 YoY as a percentage of sales) offset by higher RM cost (+20 bp YoY as a percentage of sales).
- EBITDA grew 21% YoY to INR6.1b (our est: INR5.9b).
- Adj. PAT grew 60% YoY to INR2.5b (our est: INR2.4b).
- In 9MFY24, Revenue/EBITDA/PAT grew 15%/12%/24% YoY to INR141b/ INR17.5b/INR6.4b.
- Hospital segment revenue grew 12% YoY to INR24.6b, driven by volume growth of 7.7% YoY and price/case mix growth of 4.3% YoY.
- Hospital segment EBITDA margin contracted 90bp YoY to 23.8%.
- HealthCo revenue grew 17% YoY to INR20.5b during the period.
- AHLL's revenue grew 8% YoY to INR3.4b.

### Highlights from the management commentary

- APHS guided for GMV to grow 75% YoY to INR28b for FY24. It expects 60-70% YoY growth in GMV in FY25. 3Q has been an exceptional period in terms of GMV and we anticipate improvements going forward.
- APHS remains confident of achieving 14% YoY growth in revenue in healthcare services in FY24. It expects to achieve 15% YoY growth in healthcare services revenue in FY25.
- With health-co EBITDA break-even in 3QFY24, it expects Apollo 24/7 to achieve EBITDA break even in six to eight quarters.

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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, Bloomberg, Thomson Reuters, Factset and S&P Capital.

Consolidated - Quarterly Earning Model										(1	NRm)	
Y/E March		FY	23			FY2	24E		FY23	FY24E	FY24E	vs Est
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE	_		3QE	(%)
Gross Sales	37,956	42,511	42,636	43,022	44,178	48,469	48,506	47,769	166,124	188,9 <mark>22</mark>	47,092	3.0%
YoY Change (%)	0.9	14.4	17.2	21.3	16.4	14.0	13.8	11.0	13.3	13.7	10.5	
Total Expenditure	33,049	36,857	37,582	38,141	39,088	42,194	42,369	41,467	145,628	165,118	41,158	
EBITDA	4,908	5,654	5,054	4,881	5,090	6,275	6,137	6,302	20,496	23,804	5,934	3.4%
YoY Change (%)	-5.6	-8.1	-13.9	5.4	3.7	11.0	21.4	29.1	-6.2	16.1	17.4	
Margins (%)	12.9	13.3	11.9	11.3	11.5	12.9	12.7	13.2	12.3	12.6	12.6	
Depreciation	1,478	1,550	1,534	1,591	1,669	1,634	1,670	1,657	6,152	6,630	1,590	
Interest	927	927	1,000	954	1,062	1,113	1,126	1,013	3,808	4,314	1,120	
Other Income	161	226	354	164	282	222	278	314	903	1,096	250	
PBT before EO expense	2,663	3,402	2,874	2,500	2,641	3,750	3,619	3,946	11,439	13,956	3,474	4.2%
Extra-Ord expense/(Income)	0	0	0	0	0	-19	0	0	0	-19	0	
РВТ	2,663	3,402	2,874	2,500	2,641	3,769	3,619	3,946	11,439	13,975	3,474	4.2%
Tax	-695	1,142	1,035	1,080	966	1,300	1,089	838	2,562	4,193	973	
Rate (%)	-26.1	33.6	36.0	43.2	36.6	34.5	30.1	21.2	22.4	30.0	28.0	
Minority Interest & Profit/Loss of Asso. Cos.	187	220	303	-25	9	140	77	274	687	500	140	
Reported PAT	3,171	2,040	1,535	1,445	1,666	2,329	2,453	2,835	8,190	9,283	2,361	3.9%
Adj PAT	1,623	2,040	1,535	1,725	1,666	2,317	2,453	2,835	6,923	9,269	2,361	3.9%
YoY Change (%)	-43.2	-23.7	-36.9	-5.3	2.6	13.6	59.8	64.3	-29.3	33.9	53.8	
Margins (%)	4.3	4.8	3.6	4.0	3.8	4.8	5.1	5.9	4.2	4.9	5.0	

E: MOFSL Estimates

### **Key performance Indicators (Consolidated)**

Y/E March		FY	23			FY24E				FY24E	FY2	4E
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE	-		3QE	vs Est
Hospital Revenue (Mature) (INRm)	14,466	15,920	15,422	15,185	15,845	17,500	17,245	17,385	60,993	67,975	16,656	3.5%
YoY Growth (%)	14.1	9.3	9.2	18.4	9.5	9.9	11.8	14.5	12.5	11.4	8.0	
Hospital Revenue (New) (INRm)	5,768	6,725	6,522	6,761	7,092	7,972	7,391	6,936	25,775	29,391	7,488	-1.3%
YoY Growth (%)	-8.0	1.3	16.8	27.1	23.0	18.5	13.3	2.6	8.2	14.0	14.8	
Back end distribution (INRm)	14,792	16,683	17,578	17,992	18,054	19,454	20,493	19,984	67,045	77,985	19,512	5.0%
YoY Growth (%)	-2.2	42.9	34.5	30.9	22.1	16.6	16.6	11.1	25.1	16.3	11.0	
AHLL Revenue (INRm)	2,930	3,183	3,114	3,084	3,187	3,542	3,377	3,465	12,311	13,571	3,436	-1.7%
YoY Growth (%)	-5.2	-16.5	-0.6	-0.2	8.8	11.3	8.4	12.4	-6.2	10.2	10.3	
Cost Break-up												
Gross Margin (%)	48.6	48.9	48.0	48.1	48.7	49.3	47.8	50.7	48.4	49.1	49.1	
EBITDA Margin (%)	12.9	13.3	11.9	11.3	11.5	12.9	12.7	13.2	12.3	12.6	12.6	
PAT Margin (%)	4.3	4.8	3.6	4.0	3.8	4.8	5.1	5.9	4.2	4.9	5.0	



# Highlights from the management commentary

- It remains on track to add 2K beds over the next two to three years
- It added 119 pharmacy stores in 3QFY24, taking the total number of stores to 5,790.
- Transacting user base grew 18% YoY to 1.2m for Apollo 24/7.
- The overall ARPOB grew 9.5% YoY for the quarter. The in-patient volume grew moderately by 5.7% YoY, while out-patient volume reduced 2% YoY.
- Net debt stood at INR15.5b at the end of 3QFY24.

## **Other operational highlights**

### Hospitals segment (51% of sales)

- In 3QFY24, ARPOB grew 10% YoY to INR56k, and occupancy increased 100bp YoY to 66%. Total operating beds increased 1% YoY to 7,911.
- In metro cities, APHS had 4,543 operating beds with an ARPOB/occupancy of INR69k/67%. In non-metro cities, APHS had 3,368 operating beds with an ARPOB/occupancy of INR39k/62%.

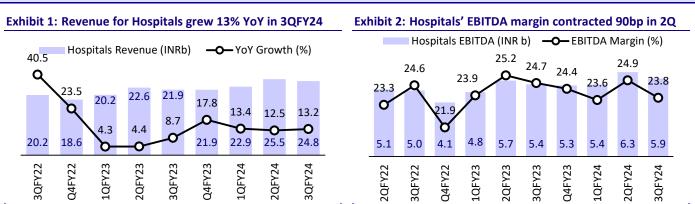
### Healthco (offline/online pharmacy and Apollo 24/7; 42% of sales)

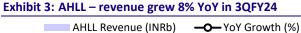
- In 3QFY24, Healthco turned EBITDA positive vs a loss of INR629m in 3QFY23. It
  was due to cost optimization and growth in operational revenue coming from
  Pharmacy distribution.
- In 3QFY24, 119 net new stores were opened, taking the total count to 5,790.
- GMV of Apollo 24/7 stood at INR6.6b (up 21% YoY, down 9% QoQ).

### AHLL (7% of sales)

- In 3QFY24, Diagnostics/Primary care/Specialty care revenue grew 19%/5%/3% YoY to INR1b/INR0.9b/INR1.5b.
- Footfalls per day in Diagnostics increased 28% YoY. In Specialty care, footfalls per day increased 32%/10% YoY in Fertility/Cradle segments. Within primary care, the Dialysis segment witnessed 16% YoY growth in footfalls per day.

# **Key exhibits**





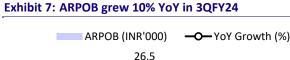


Source: MOFSL, Company





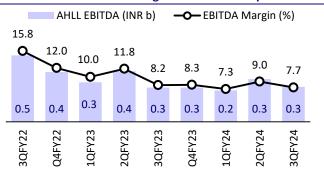
Source: MOFSL, Company



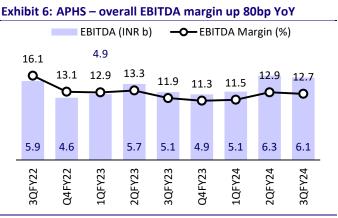


Source: MOFSL, Company



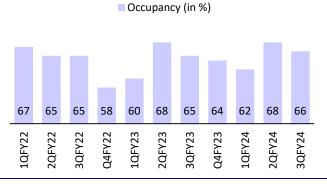


Source: MOFSL, Company



Source: MOFSL, Company

Exhibit 8: Occupancy increased 100bp YoY in 3QFY24



Source: MOFSL, Company

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#### Exhibit 9: Growth in store additions in 3QFY24 Exhibit 10: Revenue to GMV ratio increased in 3QFY24 24/7 GMV (INRm) Store additions 24/7 Revenue (INRm) 7256 6579 6227 5930 5430 2539 2322 2310 2117 1767 129 98 139 232 241 426 113 119 45 32 98 1QFY24 2QFY24 1QFY22 2QFY22 1QFY23 2QFY23 3QFY23 3QFY22 Q4FY22 3QFY24 Q4FY23 2QFY24 3QFY23 Q4FY23 1QFY24 3QFY24

Source: MOFSL, Company

Source: MOFSL, Company

### Focused strategy across hospitals as well as Healthco

#### Hospitals: Efforts underway to improve occupancy/ARPOB

- In 9MFY24, Hospitals segment's revenue grew 13% YoY to INR73b. This growth was led by 13% YoY growth in ARPOB to ~INR57k. The occupancy rate grew modestly by 100bp to 65%.
- Expansion in ARPOB led to 16% YoY growth in self-pay and insurance and robust growth in international revenue.
- Going forward, APHS plans to further improve occupancy through its own network and international patients.
- Additionally, over FY24-27, APHS has planned a total capital outlay of ~INR34b to add 2,860 beds remains on track.
- We expect 14% sales CAGR in the hospitals segment to INR127b over FY24-26.

### Profitability led growth in Offline/online pharmacy

- In 9MFY24, offline pharmacy revenue grew 16% YoY to INR51b. Moreover, online pharmacy revenue jumped 18% YoY to INR6.6b.
- In 9MFY24, APHS aggressively expanded its store presence, adding 249 stores and bringing the total count to 5,790.
- Interestingly, the GMV of 24/7 increased 91% YoY to INR20b in 9MFY24.
- We expect 15% sales CAGR in the back-end pharmacy segment to INR89b over FY24-26.

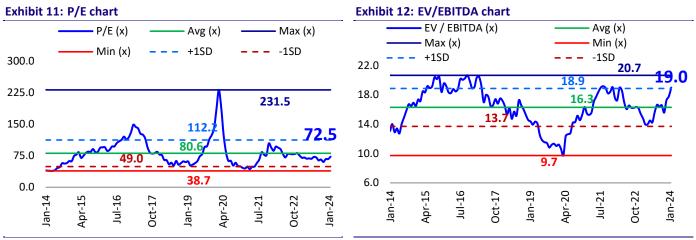
#### AHLL: Network expansion in Diagnostics/Specialty Care to drive growth

- In 9MFY24, AHLL sales grew 10% YoY to INR10b. The diagnostics segment outperformed, registering a 23% YoY growth compared to the industry's 8-10% YoY growth. Both the Primary and Specialty care segments witnessed a 4% growth.
- Within diagnostics, the Preventive Health Screening/Wellness segment grew 34% YoY. It will continue to be an area of focus and is likely to drive growth in the diagnostics segment.
- The diagnostics margin profile would reach mid-teens level by year-end, driven by cost-optimization initiatives such as franchisee payout restructuring and logistics optimization. Moreover, it will enhance the number of tests offered to more than 1,500 by CY24.

- In Specialty care, footfalls per day grew 31% YoY in fertility and 15% in Cradle. Additionally, the dialysis segment witnessed 20% YoY growth in footfalls per day.
- Interestingly, it is focused on increasing footfalls across the spectrum. A cradle centre with comprehensive women & childcare services is planned to be commissioned in Bangalore (Electronic City) by the end of 4QFY24. In fertility, the focus is on ramping up volumes to improve margin profile as fixed costs are expected to remain stable going forward.
- Accordingly, we project a 12%/27% CAGR in sales/EBITDA in this segment over FY24-26.

### **Reiterate BUY**

- We raise our earnings estimate by 3%/2% for FY25/FY26, factoring a) a faster turnaround of the Apollo 24/7 business, b) initiatives aimed at enhancing occupancy rates and c) tariff hikes in the institutional patient category. We value APHS on an SOTP basis (27x 12M forward EV/EBITDA for healthcare services, 12x 12M forward EV/EBITDA for backend pharmacy, 20x 12M forward EV/EBITDA for front-end pharmacy, 2x EV/sales for Apollo 24/7, and 25x EV/EBITDA for AHLL) to arrive at a price target of INR7,400.
- APHS is implementing efforts across segments adding 2K beds over the next three years, improving payor mix to drive better ARPOB, and building tailwinds for GMV growth as well as improve operational efficiency. This would drive 15%/23% revenue/EBITDA CAGR over FY24-26. We reiterate our **BUY** rating on the stock.



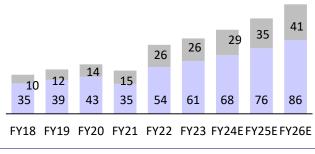
Source: MOFSL, Company, Bloomberg

Source: MOFSL, Company, Bloomberg

# Story in charts

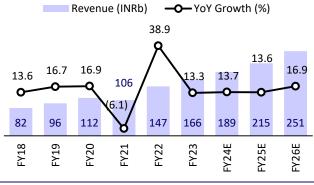
Exhibit 13: We expect 12% sales CAGR over FY24-26 in the hospitals segment

Mature hospitals (INRb) New hospitals incl proton (INRb)



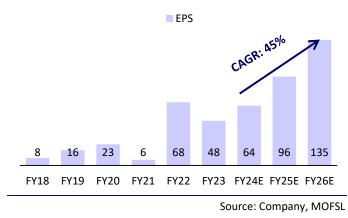
Source: Company, MOFSL

#### Exhibit 15: Expect 15% overall revenue CAGR over FY24-26

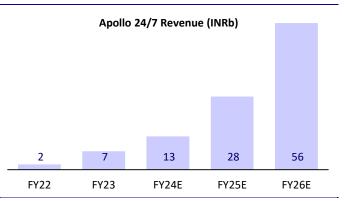


Source: Company, MOFSL



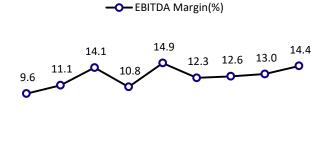


# Exhibit 14: Expect exponential growth in Apollo 24/7 revenues



Source: Company, MOFSL

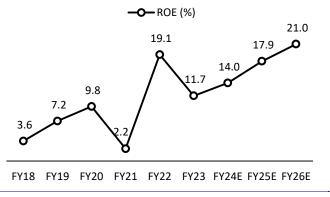
Exhibit 16: Expect overall EBITDA margin to expand 180bp over FY24-26



FY18 FY19 FY20 FY21 FY22 FY23 FY24E FY25E FY26E

Source: Company, MOFSL

Exhibit 18: Expect ROE to increase over FY24-26



Source: Company, MOFSL

# **Financials and valuation**

#### **Consolidated - Income Statement**

Consolidated - Income Statement									(INRm)
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
Total Income from Operations	82,435	96,174	112,468	105,600	146,626	166,124	188,922	214,629	250,920
Change (%)	13.6	16.7	16.9	-6.1	38.9	13.3	13.7	13.6	16.9
Total Expenditure	74,503	85,538	96,596	94,226	124,775	145,628	165,118	186,727	214,788
% of Sales	90.4	88.9	85.9	89.2	85.1	87.7	87.4	87.0	85.6
EBITDA	7,932	10,637	15,872	11,374	21,851	20,496	23,804	27,902	36,133
Margin (%)	9.6	11.1	14.1	10.8	14.9	12.3	12.6	13.0	14.4
Depreciation	3,590	3 <i>,</i> 955	6,197	5,731	6,007	6,152	6,630	6,413	6,656
EBIT	4,341	6,681	9,675	5,643	15,844	14,343	17,174	21,488	29,477
Int. and Finance Charges	2,951	3,270	5,328	4,492	3,786	3,808	4,314	3,688	3,274
Other Income	322	324	270	450	781	903	1,096	1,245	1,255
PBT bef. EO Exp.	1,712	3,736	4,617	1,601	12,839	11,439	13,956	19,045	27,458
EO Items	0	0	1,952	614	2,941	0	19	0	0
PBT after EO Exp.	1,712	3,736	6,569	2,215	15,781	11,439	13,975	19,045	27,458
Total Tax	1,119	1,734	2,252	847	4,770	2,562	4,193	4,761	7,469
Tax Rate (%)	65.4	46.4	34.3	38.2	30.2	22.4	30.0	25.0	27.2
Minority Interest	-579	-359	-231	-8	454	687	500	525	551
Reported PAT	1,172	2,361	4,548	1,368	10,557	8,190	9,283	13,759	19,438
Adjusted PAT	1,172	2,361	3,265	870	9,787	6,923	9,269	13,759	19,438
Change (%)	-47.0	101.5	38.3	-73.4	1,024.9	-29.3	33.9	48.4	41.3
Margin (%)	1.4	2.5	2.9	0.8	6.7	4.2	4.9	6.4	7.7

Consolidated - Balance Sheet									(INRm)
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
Equity Share Capital	696	696	696	719	719	719	719	719	719
Total Reserves	31,819	32,639	32,695	45,306	55,733	61,253	69,694	82,611	101,208
Net Worth	32,515	33,335	33,390	46,025	56,452	61,971	70,413	83,330	101,927
Minority Interest	1,324	1,355	1,307	1,999	2,543	3,341	3,341	3,341	3,341
Total Loans	39,017	41,534	38,567	30,846	26,357	27,103	25,103	20,203	15,303
Non-Current Lease Liabilities	0	0	18,676	12,301	13,333	14,983	14,983	14,983	14,983
Deferred Tax Liabilities	2,393	2,975	2,447	2,354	5,215	4,303	4,303	4,303	4,303
Capital Employed	75,250	79,198	94,387	93,525	103,900	111,702	118,144	126,161	139,858
Gross Block	56,846	62,594	98,760	92,371	107,815	115,853	125,231	131,307	134,922
Less: Accum. Deprn.	12,580	16,240	27,960	28,395	34,402	40,554	47,184	53,598	60,253
Net Fixed Assets	44,266	46,354	70,800	63,976	73,413	75,298	78,047	77,709	74,668
Goodwill on Consolidation	3,463	3,462	3,462	3,753	9,235	9,858	9,858	9,858	9,858
Capital WIP	7,122	8,218	2,356	2,339	455	6,098	5,720	2,644	2,029
Total Investments	3,520	4,617	4,631	13,659	8,063	5,777	5,777	5,777	5,777
Curr. Assets, Loans&Adv.	27,586	29,007	31,639	30,188	40,893	47,125	55,566	71,897	95,846
Inventory	5,658	5,848	7,378	2,495	4,318	3,902	4,424	5,003	5,755
Account Receivables	8,252	10,232	10,272	13,311	17,676	22,342	25,408	28,866	33,747
Cash and Bank Balance	4,172	3,470	4,668	7,244	10,359	7,758	10,809	21,074	36,523
Loans and Advances	9,503	9,457	9,321	7,138	8,541	13,123	14,924	16,954	19,821
Curr. Liability & Prov.	10,706	12,459	18,501	20,390	28,159	32,454	36,842	41,743	48,339
Account Payables	7,186	8,351	9,898	12,328	16,318	19,157	21,720	24,563	28,254
Other Current Liabilities	2,655	2,961	7,271	6,746	10,420	11,597	13,188	14,983	17,516
Provisions	866	1,147	1,331	1,316	1,421	1,701	1,934	2,197	2,569
Net Current Assets	16,880	16,548	13,138	9,798	12,734	14,671	18,723	30,154	47,507
Appl. of Funds	75,250	79,198	94,387	93,525	103,900	111,702	118,144	126,161	139,858

E: MOFSL Estimates

# **Financials and valuation**

Ratios Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
Basic (INR)	1110	1115	1120	1121	1122	1125	11246	TIZJE	TIZUL
EPS	8.1	16.4	22.7	6.1	68.1	48.2	64.5	95.7	135.2
Cash EPS	34.2	45.4	68.0	47.4	113.5	94.0	114.3	145.0	187.6
BV/Share	233.7	239.6	240.0	330.8	405.8	445.5	506.1	599.0	732.7
DPS	5.0	6.0	6.7	3.0	403.8	443.3 5.0	5.0	5.0	5.0
Payout (%)	69.5	42.6	22.4	31.5	8.0	10.3	9.1	6.1	4.3
Valuation (x)	09.5	42.0	22.4	51.5	0.0	10.5	9.1	0.1	4.5
P/E	789.4	391.8	283.2	1,063.1	94.5	133.6	99.8	67.2	47.6
Cash P/E	187.9	141.7	94.6	135.6	56.7	68.4	56.3	44.4	34.3
P/BV	27.5	26.8			15.9			10.7	
EV/Sales	11.3	<u>26.8</u> 9.7	26.8	19.4	6.4	14.4	12.7	4.3	8.8
			8.3	9.0		5.7	5.0		3.6
EV/EBITDA	117.2	87.7	58.5	83.4	43.1	46.1	39.5	33.1	25.0
Dividend Yield (%)	0.1	0.1	0.1	0.0	0.1	0.1	0.1	0.1	0.1
FCF per share	-6.0	16.7	56.2	69.1	67.0	17.3	66.8	132.0	165.3
Return Ratios (%)	2.6	7.0	0.0	2.2	10.1	447	110	17.0	24.0
RoE	3.6	7.2	9.8	2.2	19.1	11.7	14.0	17.9	21.0
RoCE	2.3	5.1	8.9	5.1	14.5	13.8	13.9	17.1	20.3
RoIC	2.5	5.8	8.7	4.6	14.2	12.6	12.8	16.7	22.3
Working Capital Ratios									
Fixed Asset Turnover (x)	1.5	1.5	1.1	1.1	1.4	1.4	1.5	1.6	1.9
Inventory (Days)	25	22	24	9	11	9	9	9	8
Debtor (Days)	37	39	33	46	44	49	49	49	49
Creditor (Days)	32	32	32	43	41	42	42	42	41
Leverage Ratio (x)									
Current Ratio	2.6	2.3	1.7	1.5	1.5	1.5	1.5	1.7	2.0
Interest Cover Ratio	1.5	2.0	1.8	1.3	4.2	3.8	4.0	5.8	9.0
Net Debt/Equity	1.0	1.0	0.9	0.2	0.1	0.2	0.1	-0.1	-0.3
Consol Cash Flow Statement									(INRm)
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
OP/(Loss) before Tax	596	2,002	4,317	1,368	11,084	8,446	13,956	19,045	27,458
Depreciation	3,590	3,955	6,197	5,731	6,007	6,152	6,630	6,413	6,656
Interest & Finance Charges	2,766	3,125	5,155	4,274	3,786	3,808	3,218	2,443	2,019
Direct Taxes Paid	-1,251	-1,924	-3,061	353	-2,043	-3,820	-4,193	-4,761	-7,469
(Inc)/Dec in WC	-2,054	-458	-703	-721	-4,630	-4,500	-1,001	-1,167	-1,903
CF from Operations	-2,034 <b>3,648</b>	<b>6,700</b>	11,905	11,005	14,030	10,087	18,611	<b>21,974</b>	<b>26,761</b>
Others	1,722	2,350	1,024	1,729	1,953	3,684	0	0	20,701
CF from Operating incl EO			12,929	1,729 12,734		13,771			<b>26,761</b>
	<b>5,370</b>	9,050			16,156		18,611	21,974	
(Inc)/Dec in FA	-6,205	-6,720	-5,106	-2,804	-6,518	-11,285	-9,000	-3,000	-3,000
Free Cash Flow	-835	2,329	7,823	<b>9,930</b>	9,639	2,485	9,611	18,974	23,761
(Pur)/Sale of Investments	1,947	376	2,043	-6,207	-1,859	2,065	0	1 245	1 255
Others	209	-761	175	288	469	515	1,096	1,245	1,255
CF from Investments	-4,049	-7,106	-2,888	-8,723	-7,907	-8,706	-7,904	-1,755	-1,745
Issue of Shares	83	0	0	11,520	0	45	0	0	0
Inc/(Dec) in Debt	0	0	-571	-8,985	-2,866	688	-2,000	-4,900	-4,900
Interest Paid	-3,178	-3,620	-5,645	-4,676	-3,764	-2,514	-4,314	-3,688	-3,274
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**Dividend Paid** -1,008 -837 -1,551 -383 -433 -2,579 -841 -841 -841 **CF from Fin. Activity** -1,085 -2,145 -9,095 -3,567 -7,677 -5,582 -7,655 -9,954 -9,566 Inc/Dec of Cash 236 -201 946 444 572 -518 3,052 10,264 15,449 **Opening Balance** 2,829 3,064 2,862 3,808 4,252 4,824 4,306 7,358 17,622 Closing Balance 3,065 2,863 3,808 4,252 4,824 4,306 7,358 17,622 33,071 Bank Balance 1,108 606 860 2,992 5,535 3,452 3,452 3,452 3,452 **Total Cash and Cash Equivalent** 4,172 3,470 4,668 7,244 10,359 7,758 10,809 21,074 36,523

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NEUTRAL	< - 10 % to 15%						
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