

APL Apollo Tubes

BSE SENSEX	S&P CNX
84,181	25,877



Bloomberg	APAT IN
Equity Shares (m)	278
M.Cap.(INRb)/(USDb)	531.4 / 5.9
52-Week Range (INR)	1994 / 1273
1, 6, 12 Rel. Per (%)	11/9/15
12M Avg Val (INR m)	1050

Financials & Valuations (INR b)

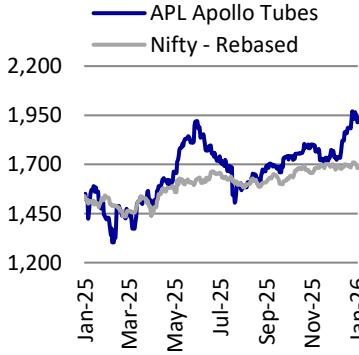
Y/E Mar	FY26E	FY27E	FY28E
Sales	229.4	270.7	306.2
EBITDA	17.5	22.1	26.0
PAT	11.7	15.3	17.9
EBITDA (%)	7.6	8.2	8.5
EPS (INR)	42.2	55.0	64.5
EPS Gr. (%)	54.6	30.3	17.3
BV/Sh. (INR)	188.0	237.0	295.5
Ratios			
Net D/E	-0.0	-0.1	-0.3
RoE (%)	24.8	25.9	24.2
RoCE (%)	24.1	26.0	24.7
Payout (%)	14.2	10.9	9.3
Valuations			
P/E (x)	45.3	34.7	29.6
EV/EBITDA (x)	30.2	23.5	19.4
Div Yield (%)	0.3	0.3	0.3
FCF Yield (%)	0.5	1.7	2.9

Shareholding pattern (%)

As on	Sep-25	Jun-25	Sep-24
Promoter	28.3	28.3	28.3
DII	18.9	16.8	15.9
FII	33.7	33.1	31.9
Others	19.1	21.8	23.8

Note: FII includes depository receipts

Stock's performance (one-year)



CMP: INR1,914

TP: INR2,260 (+18%)

Buy

At inflection point with increasing capacity and improving demand

APL Apollo Tubes (APAT) is India's undisputed market leader in structural steel tubes with a 55% market share and 4.5 MTPA capacity spread across 11 manufacturing facilities. It has delivered consistent volume growth in the last eight quarters, with sales rising to a record ~917KT in 3QFY26 (+11% YoY). In 3Q, HRC prices have declined by 4% QoQ and 8% vs. 1Q, though they have increased 8% in the last 20 days after the imposition of safeguard duty on steel imports. HRC price drop in 3Q could lead to inventory losses, and consequently, we have projected EBITDA/MT of INR5,000 for 3Q vs. INR5,228 in 2Q.

- Despite persistent softness in the industry, APAT registered 11% YoY volume growth in 9MFY26 and maintains FY26 volume growth guidance of 10-15%, supported by capacity expansion in the high-growth region (Dubai), new strategy of launching a sub-premium brand 'SG Premium' and healthy private-sector demand across infrastructure, solar, and manufacturing.
- APAT plans to incur a capex of INR15b – fully internally funded – to scale up its capacity from 4.5 MTPA in Sep'25 to 6.8 MTPA by FY28 and 10 MTPA by FY30 through ~1.0 MTPA greenfield and ~0.8 MTPA brownfield additions across India and Dubai, including specialty tubes. New plants address regional gaps, while Dubai and Bhuj SEZ-led exports boost international volumes above 1 MTPA (20% of sales) in the long term, structurally improving realizations and margins.
- India's 500 GW renewable target by 2030 unlocks an ~830 KT opportunity in solar mounting structures. APAT targets a 15% share (~125 KT), translating into INR3-5b incremental revenue from solar mounting structures, supported by superior tube economics, premium pricing (INR5,000-6,000/MT), and plant proximity to solar-rich states.
- We expect APAT to report a CAGR of 14%/29%/33% in revenue/EBITDA/PAT over FY25-28. We value the stock at 35x FY27E EPS to arrive at our TP of INR2,260. Reiterate BUY.

Improving demand supported by rising prices

- APAT's sales volumes have been increasing for the last eight quarters, and are up from 679,000 MT in 4QFY25 to a record 916,976 MT in 3QFY26 (up 11% YoY), confirming market share consolidation amid broader industry demand expansion.
- Despite having scaled up much higher than its peers, APAT has outperformed them in recent quarters. APAT delivered 13% volume growth in 2Q vs. 7%/2% growth for HariOm Pipes/Hi-tech and a 21% fall for JTL. The outperformance continued in 3Q, with 11% growth for APAT vs. 10% growth for HiTech and a 7% decline for JTL.
- Management has guided for FY26 volume growth of 10-15% YoY, while we have built in 11% YoY growth (~3,500KTPA) considering 9MFY26 volumes.
- Demand for structural tubes has been slowing over the last few quarters due to extended monsoon, subdued domestic demand and declining HRC prices. However, volume growth for the company has remained healthy (in low double digits), largely led by capacity expansions and faster ramp-up of its Dubai plant (over 90% utilization in 3Q vs. 80% in 2Q).

- HRC prices have declined by 11% to INR47,514/MT as of 15th Dec'25 from the May'25 high of INR53,289/MT on the back of weak demand and higher global supply. However, with the recent implementation of 12% safeguard duty on steel imports, HRC prices have increased 8% in the last 20 days to INR51,536/MT. The uptrend in prices, if continued, would drive margin expansion for APAT.
- Despite falling HRC prices, demand in 3Q was better than the previous quarters, primarily led by private players across end-user applications such as commercial infra, data centers, solar modules, and other manufacturing sectors. This demand improvement could drive up the company's volume growth.

Unorthodox strategy to gain market share

- APAT has also implemented a new strategy recently to penetrate the market further and gain market share from secondary/unorganized players.
- It is launched a new sub-premium brand, 'SG premium', which is being sold at a competitive rate in the market and ~INR3-3.5/kg lower than flagship APL Apollo brand. This will have some cannibalizing impact but will help the company gain market share.
- As per management, SG Premium was introduced as a tactical flank to compete in lower-price bands without diluting APL Apollo. **EBITDA is intentionally thin** under this brand, i.e., almost nil or maybe in the range of +/- INR500/MT.
- **Rationale** for launching this brand is to prevent dealers from sourcing non-Apollo alternatives and absorb spare capacity/cost leverage.

Consistently adding capacity to stay ahead of its peers

- APAT has been the market leader in India's structural steel tube industry with an estimated market share of 55%, operating 11 manufacturing facilities across India and one in Dubai with an aggregate capacity of 4.5 MTPA as of Sep'25.
- The company has been consistently adding capacities to stay ahead of its peers, cover more demand markets and introduce new value-added products (VAP). The company's capacity increased at ~14% CAGR over last decade to ~4.5M MT as of Sept'25.
- The company's operational footprint spans Sikandrabad (3 units, 1.35 MTPA), Raipur (2 units, 1.2 MTPA including the recently commissioned high-margin facility), Hosur (0.65 MTPA, equipped with Direct Forming Technology for large sections), and smaller operations in Malur, Bengaluru, Hyderabad, Murbad, and Dubai.
- This geographic dispersion, while creating operational complexity, provides natural hedges against regional demand cyclicalities and enables market-specific product customization.
- The company is executing an aggressive capacity expansion program targeting 6.8 MTPA by FY28 and 10 MTPA by FY30 for a capex of INR15b over the next three years (entirely from internal accruals).
- The capex will be incurred for the addition of ~1m MT of greenfield across Gorakhpur (0.2m MT), Kolkata (0.3m MT), Bhuj (0.3m MT) and New Malur, Karnataka (0.36m MT) and 0.8m MT brownfield capacity in Dubai (~0.2m MT) and Raipur (0.6m MT). A part of this capex will be utilized for the addition of a new segment, Specialty Tubes, which will be used in applications such as Structural/Oil & gas /Water/ Mechanical sectors.

Addressing geographic gaps, building export revenue and better mix

- These additions address critical geographic gaps, where APAT currently has limited presence. Gorakhpur's proximity to existing operations provides supply chain advantages, while Kolkata penetrates the nascent Northeast market, where structural tubes remain an emerging category.
- The company focuses on **boosting its export revenue** share, which is characterized by higher margins, strong demand and bigger market opportunity. The company's Dubai facility with ~0.3m MT capacity has achieved utilization of over 90% in 3Q vs. ~80-85% in 2Q. Another 0.2m MT capacity is becoming operational in 4QFY26 and is expected to ramp up quickly. Bhuj's special economic zone location enables export-competitive pricing for the Middle Eastern and African markets. **In the longer run, the company expects its international sales to surpass 1 MMT** (~0.5 MMT from the Dubai plant and 0.5 MMT of exports from India), accounting for **~20% of total sales volume**.
- The brownfield expansions at Raipur (600 KT) and Dubai (200 KT) are aimed at **profitable margin expansion** rather than volume growth.
 - Raipur's existing 100% roofing sheets utilization supports 500 KT incremental roofing expansion at INR5,500-6,000/MT EBITDA (premium to company average), while 100 KT heavy-structure expansion targets the emerging infrastructure opportunity in railway stations and airport terminals.
 - Dubai's 200KT brownfield expansion aims to achieve 100% capacity utilization and capture the INR7,000-8,000/MT EBITDA opportunity in premium international specifications, representing higher-margin advantage over commodity export realization.
 - The specialty tubes initiative (0.5m MTPA by FY30) represents the company's strategic shift, directly addressing the automotive, oil & gas, and water infrastructure segments historically dominated by specialized manufacturers. Seamless and API pipe segments command INR6,000-8,000/MT EBITDA.

New-age applications align with the ambitions of APAT and India

- India's renewable energy ambitions, targeting 500 GW installed capacity by 2030 (from 234GW as of Aug'25), create a structural demand driver for solar mounting structures (MMS) utilizing structural steel tubes as primary input.
- APAT has identified this as its emerging opportunity, estimating an addressable market of 830,000 MT by 2030 across three application categories: residential rooftop (360,000 MT, driven by 14.5GW residential capacity addition) and ground-mounted systems (350,000 MT, for 14.2GW still structures; 120,000 MT, for 4.6GW Trackers). **APAT's strategy targets capturing 15% market share** of the 830,000MT opportunity (125,000MT), **implying INR3-5b incremental revenue opportunity by 2030**.
- Structural steel tubes represent the **optimal solution** for solar mounting structures, combining **cost-effectiveness** with superior engineering economics vs. traditional construction materials. Their capital intensity and standardization enable semi-automated manufacturing, supporting premium pricing of INR5,000-6,000/MT for galvanized/coated variants (versus INR3,500/MT commodity tubes), justified by 25+ year durability requirements.
- These tubes deliver **higher strength-to-weight ratios**, enabling faster construction timelines while reducing overall project costs by 15-20%. Eco-friendly credentials stem from recyclability and lower lifecycle emissions compared to concrete/aluminum alternatives.
- **Geographic concentration** in solar-rich states (Gujarat, Rajasthan, AP, Tamil Nadu) perfectly **aligns with APAT's Bhuj and South India manufacturing hubs**,

minimizing distribution costs and enabling regionally optimized supply chains for India's 500 GW renewable energy target.

Valuation and view

- APAT is India's most compelling structural steel tube operator with commanding market dominance (55% share), strong balance sheet (net cash), and strategic clarity on capacity expansion and product mix improvement. The company's systematic approach to margin expansion, driven by VAP mix improvement toward 70%, cost optimization, and geographic diversification through greenfield plants, positions it to achieve EBITDA/ton of INR5,000+ and RoCE of more than 30% by FY28.
- The emerging opportunity landscape is equally compelling – solar mounting structures present an 830,000-ton market opportunity by 2030. Specialty tubes for automotive, oil & gas, and water infrastructure segments open up high-margin revenue pools for APAT, historically untapped by commodity tube manufacturers.
- With HRC prices reversing supported by improving demand, FY26 volume growth guidance demonstrates management's operational execution. The convergence of structural market tailwinds, execution risk mitigation through a proven supply chain, and financial capacity to fund INR15b expansion from internal accruals suggests the company is well-positioned to double its capacity over the FY26-30 period.
- We expect APAT to report a CAGR of 14%/29%/33% in revenue/EBITDA/PAT over FY25-28. We value the stock at 35x FY27E EPS to arrive at our TP of INR2,260. **Reiterate BUY.**

Exhibit 1: One-year forward P/E (x)

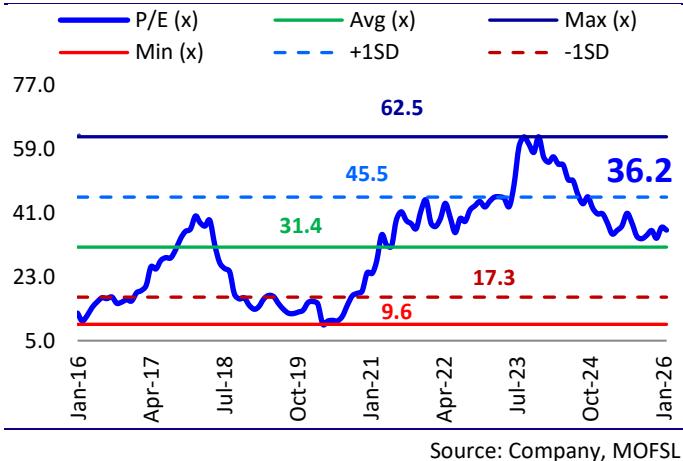


Exhibit 2: One-year forward P/B (x)

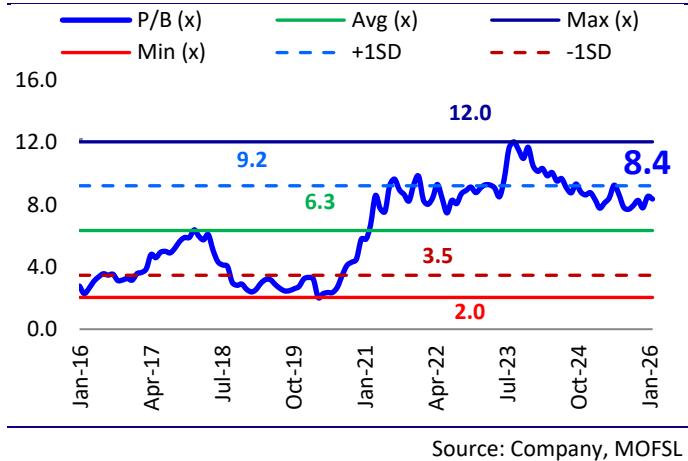
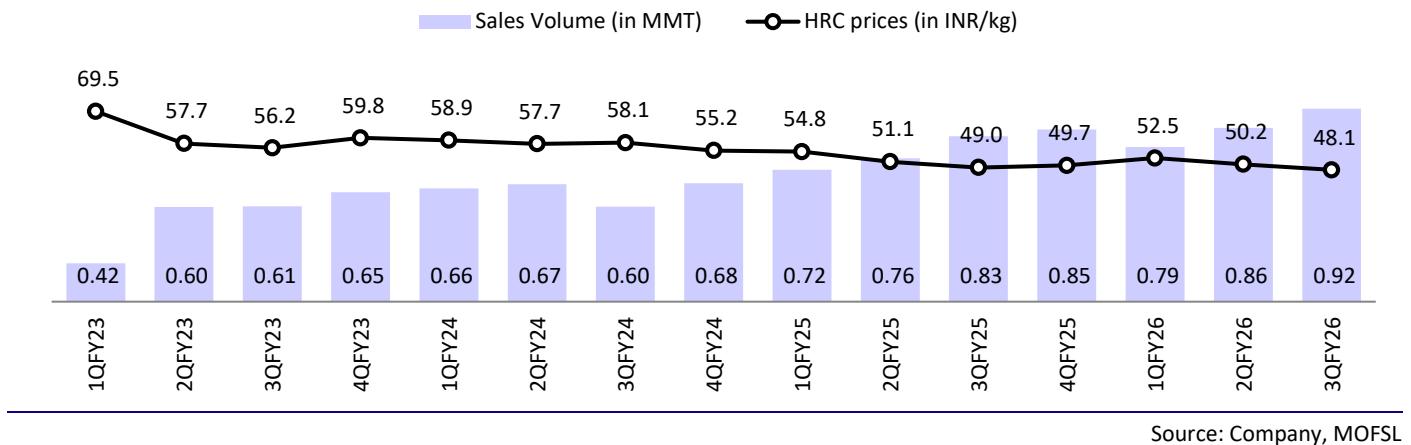


Exhibit 3: APAT quarterly sales volume and HRC price trends



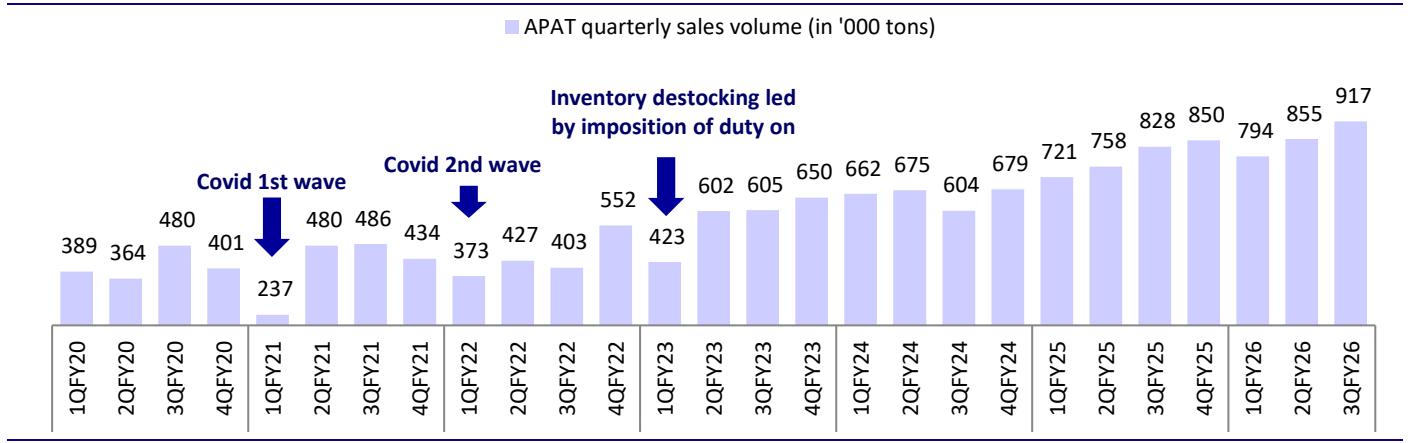
Source: Company, MOFSL

Exhibit 4: APAT outperformed its peers in terms of volume growth

(MT)	1Q FY24	2Q FY24	3Q FY24	4Q FY24	1Q FY25	2Q FY25	3Q FY25	4Q FY25	1Q FY26	2Q FY26	3Q FY26	Change YoY	Change QoQ
APL Apollo	6,62,393	6,74,761	6,03,659	6,78,556	7,21,063	7,58,267	8,28,200	8,50,447	7,94,350	8,55,037	9,16,976	11%	7%
Harion Pipes	39,290	50,434	48,843	60,449	54,581	56,065	57,196	74,213	78,222	60,150	NA	NA	NA
JTL Industries	77,342	81,686	1,00,905	81,913	96,400	1,03,193	97,488	90,473	1,00,617	81,593	90,429	-7%	11%
HI-Tech Pipes	84,489	1,00,425	98,512	1,07,721	1,22,155	1,23,027	1,24,233	1,16,032	1,24,027	1,25,218	1,36,067	10%	9%

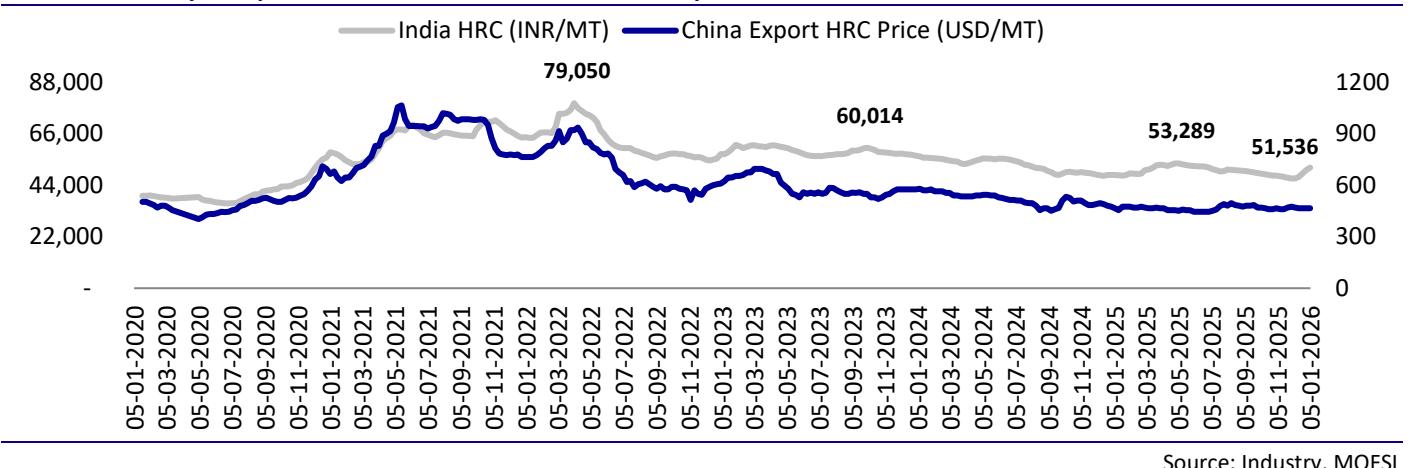
Source: Company, MOFSL

Exhibit 5: APAT quarterly sales volume trends over past six years



Source: Company, MOFSL

Exhibit 6: Primary HRC prices of domestic market and China export market



Source: Industry, MOFSL

Exhibit 7: Primary HRC and secondary (Patra) pricing spread (INR/MT)

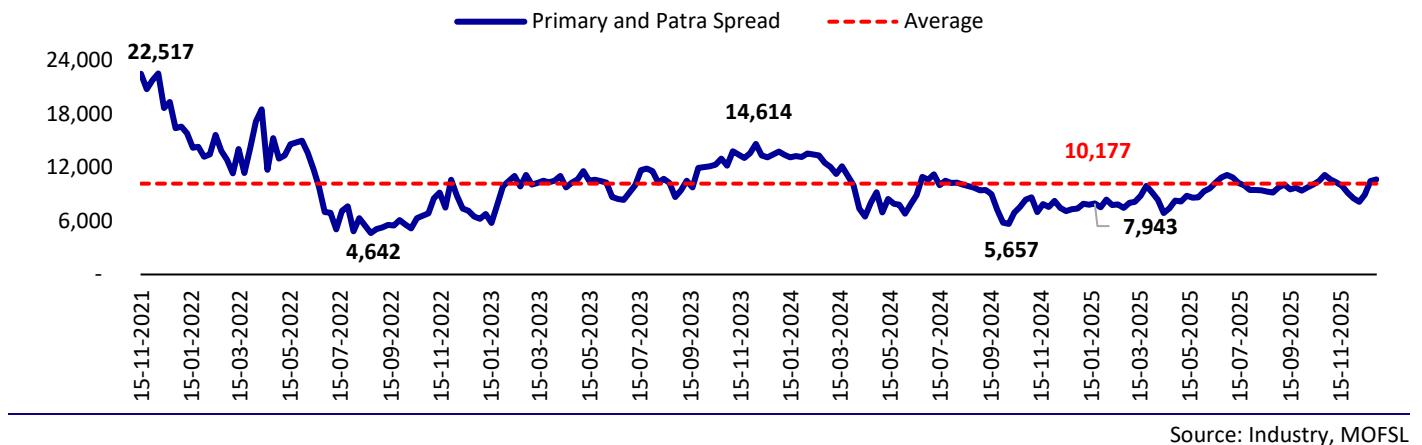


Exhibit 8: Manufacturing capacity of APAT (MMT)

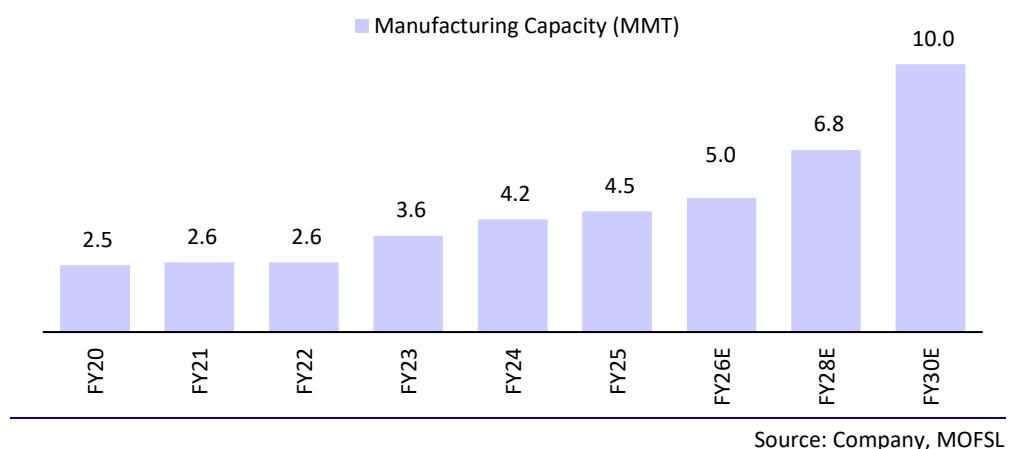


Exhibit 9: Capacity expansion plan to 6.8m MT by FY28

	Existing capacity	+	Brownfield expansion	+	Greenfield expansion	+	Speciality tubes
Capacity	4.5 Mn Ton		0.8 Mn Ton		1.0 Mn Ton		0.5 Mn Ton
Location			+ International: Dubai 200,000 Ton + Raipur: Roofing sheets 500,000 Ton + Raipur: Heavy 100,000 Ton		+ East: Gorakhpur 200,000 Ton + East: Kolkata 300,000 Ton + West: Bhuj 300,000 Ton + South: New Malur 360,000 Ton - Shifting of existing lines: 160,000 Ton		<ul style="list-style-type: none"> New expansion for speciality tubes Major application in Structural /Oil & gas /Water/ Mechanical sectors
Capex					Rs 15Bn in next 3 years		

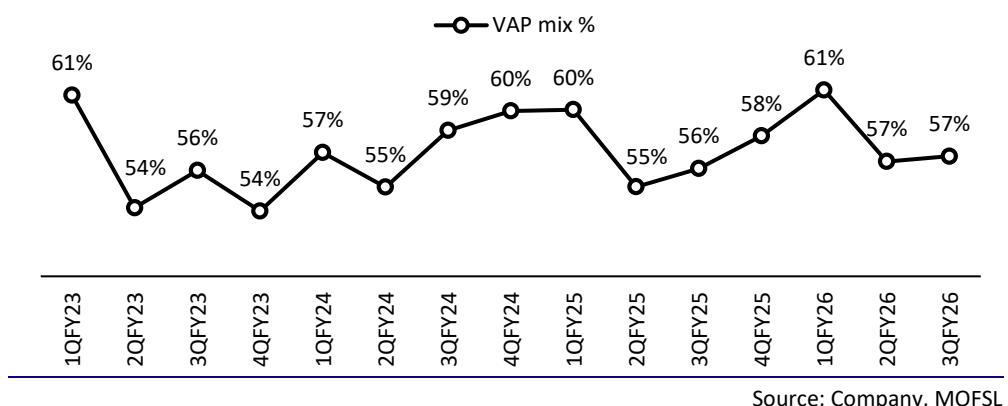
Source: Company, MOFSL

Exhibit 10: APAT's sales volume data

Y/E March	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25	4QFY25	1QFY26	2QFY26	3QFY26	YOY (%)
Segment Volumes ('000 MT)											
Apollo Structural											
Big Section	51	62	64	58	52	67	70	60	59	62	-8
Super Heavy Section	5	7	8	11	11	13	12	12	19	19	50
Light Structures	113	95	102	110	127	143	143	129	129	145	2
General Structures	301	249	272	288	338	360	353	308	368	392	9
Apollo Z - Rust-proof structures	144	124	156	168	150	166	185	191	193	199	20
Apollo Z - Coated Products	29	36	40	52	51	46	55	63	62	63	37
Apollo Galv - Agri/Industrial	32	30	37	34	29	34	33	31	26	36	8
Value Added Products (VAP)	374	355	407	433	420	468	497	486	487	525	12
VAP Mix %	55	59	60	60	55	56	58	61	57	57	
Total	602	604	679	721	758	828	850	794	855	917	11

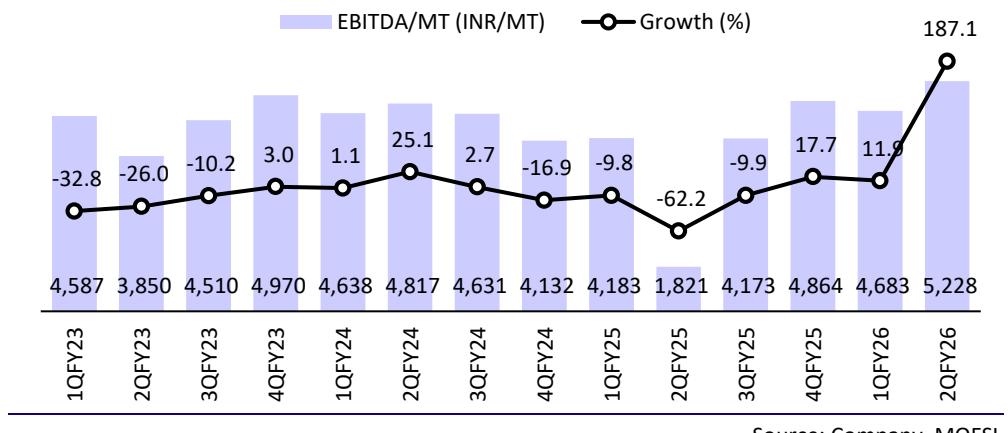
Source: Company, MOFSL

Exhibit 11: APAT's VAP Mix Trend



Source: Company, MOFSL

Exhibit 12: APAT's EBITDA/MT Trend



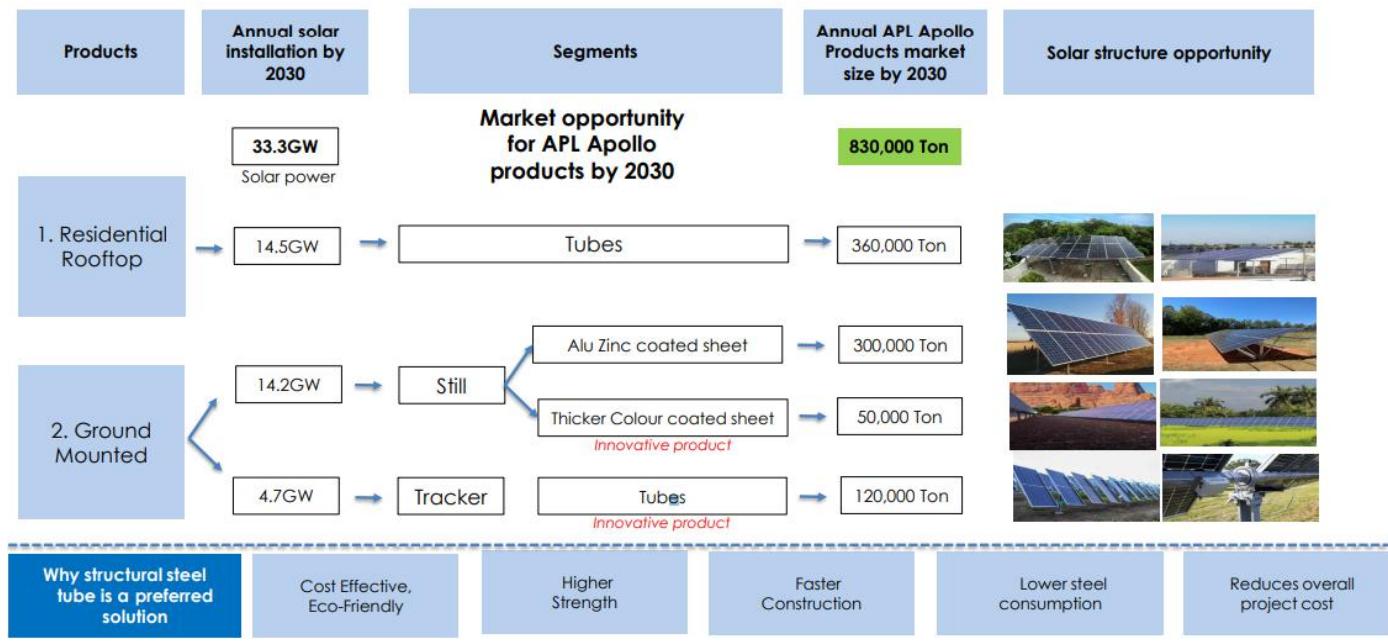
Source: Company, MOFSL

Exhibit 13: India has a huge structural steel tubes-based construction potential



Source: Company, MOFSL

Exhibit 14: Solar structure opportunity for structural tubes



Source: Company, MOFSL

Financials and valuations

Consolidated - Income Statement										(INRm)
Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E	
Total Income from Operations	77,232	84,998	1,30,633	1,61,660	1,81,188	2,06,895	2,29,397	2,70,728	3,06,155	
Change (%)	8.0	10.1	53.7	23.8	12.1	14.2	10.9	18.0	13.1	
RM Cost	65,786	71,648	1,12,231	1,40,178	1,56,172	1,78,702	1,94,551	2,30,660	2,60,844	
Employees Cost	1,422	1,296	1,530	2,062	2,576	3,325	3,704	3,790	4,286	
Other Expenses	5,252	5,266	7,419	9,204	10,518	12,878	13,634	14,145	14,994	
Total Expenditure	72,459	78,210	1,21,181	1,51,444	1,69,266	1,94,906	2,11,889	2,48,595	2,80,124	
% of Sales	93.8	92.0	92.8	93.7	93.4	94.2	92.4	91.8	91.5	
EBITDA	4,773	6,787	9,453	10,216	11,922	11,990	17,508	22,132	26,030	
Margin (%)	6.2	8.0	7.2	6.3	6.6	5.8	7.6	8.2	8.5	
Depreciation	959	1,028	1,090	1,383	1,759	2,013	2,305	2,869	3,155	
EBIT	3,814	5,759	8,363	8,832	10,162	9,977	15,203	19,264	22,875	
Int. and Finance Charges	1,073	661	445	671	1,134	1,333	876	500	500	
Other Income	222	359	405	472	749	961	1,146	1,624	1,531	
PBT bef. EO Exp.	2,963	5,458	8,323	8,633	9,777	9,604	15,474	20,388	23,906	
EO Items	0	0	0	0	0	0	0	0	0	
PBT after EO Exp.	2,963	5,458	8,323	8,633	9,777	9,604	15,474	20,388	23,906	
Total Tax	403	1,381	2,133	2,215	2,453	2,034	3,768	5,132	6,017	
Tax Rate (%)	13.6	25.3	25.6	25.7	25.1	21.2	24.4	25.2	25.2	
Minority Interest	180	475	617	0	0	0	0	0	0	
Reported PAT	2,380	3,602	5,573	6,419	7,324	7,571	11,706	15,256	17,889	
Adjusted PAT	2,380	3,602	5,573	6,419	7,324	7,571	11,706	15,256	17,889	
Change (%)	60.5	51.3	54.7	15.2	14.1	3.4	54.6	30.3	17.3	
Margin (%)	3.1	4.2	4.3	4.0	4.0	3.7	5.1	5.6	5.8	

Consolidated - Balance Sheet										(INR m)
Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E	
Equity Share Capital	249	250	501	555	555	555	555	555	555	
Total Reserves	13,313	16,697	22,139	29,501	35,491	41,532	51,574	65,166	81,390	
Net Worth	13,562	16,947	22,640	30,056	36,046	42,087	52,129	65,721	81,945	
Minority Interest	954	1,383	2,000	0	0	0	0	0	0	
Total Loans	8,338	5,203	5,806	8,729	11,246	6,148	2,148	48	48	
Deferred Tax Liabilities	1,012	1,112	1,187	1,171	1,258	1,530	1,530	1,530	1,530	
Capital Employed	23,865	24,644	31,633	39,957	48,550	49,765	55,807	67,299	83,523	
Gross Block	17,246	18,568	20,677	29,513	38,099	43,506	49,190	55,127	59,614	
Less: Accum. Deprn.	2,507	3,535	4,625	6,008	7,767	9,781	12,085	14,954	18,110	
Net Fixed Assets	14,738	15,033	16,053	23,505	30,331	33,725	37,104	40,172	41,504	
Goodwill on Consolidation	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	
Capital WIP	101	1,077	5,037	3,740	2,030	3,355	3,671	3,734	2,247	
Total Investments	15	15	913	960	1,027	1,262	1,262	4,762	8,262	
Current Investments	0	0	50	0	0	0	0	3,500	7,000	
Curr. Assets, Loans&Adv.	16,431	16,491	21,147	28,936	37,105	36,246	37,601	46,858	63,513	
Inventory	7,842	7,599	8,472	14,799	16,379	16,232	19,157	22,476	25,326	
Account Receivables	4,764	1,306	3,417	1,374	1,391	2,673	1,885	2,225	2,516	
Cash and Bank Balance	456	3,579	3,764	3,525	3,476	5,749	2,794	5,914	17,301	
Loans and Advances	3,370	4,006	5,494	9,239	15,859	11,592	13,764	16,244	18,369	
Curr. Liability & Prov.	8,796	9,345	12,891	18,560	23,318	26,197	25,206	29,603	33,378	
Account Payables	7,644	7,859	10,595	15,970	19,816	22,312	20,899	24,519	27,629	
Other Current Liabilities	979	1,310	2,113	2,357	3,229	3,564	3,952	4,663	5,274	
Provisions	173	177	184	233	273	321	356	420	475	
Net Current Assets	7,636	7,145	8,256	10,377	13,787	10,048	12,395	17,256	30,136	
Appl. of Funds	23,865	24,644	31,633	39,957	48,550	49,765	55,807	67,299	83,523	

Financials and valuations

Ratios

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Basic (INR)									
EPS	8.6	13.0	20.1	23.1	26.4	27.3	42.2	55.0	64.5
Cash EPS	12.0	16.7	24.0	28.1	32.8	34.6	50.5	65.4	75.9
BV/Share	48.9	61.1	81.6	108.4	130.0	151.7	188.0	237.0	295.5
DPS	0.0	0.0	3.5	3.5	5.0	5.8	6.0	6.0	6.0
Payout (%)	0.0	0.0	17.4	15.1	18.9	21.1	14.2	10.9	9.3
Valuation (x)									
P/E	222.6	147.1	95.1	82.5	72.3	70.0	45.3	34.7	29.6
Cash P/E	158.7	114.4	79.5	67.9	58.3	55.3	37.8	29.2	25.2
P/BV	39.1	31.3	23.4	17.6	14.7	12.6	10.2	8.1	6.5
EV/Sales	7.0	6.3	4.1	3.3	3.0	2.6	2.3	1.9	1.7
EV/EBITDA	112.8	78.5	56.5	52.4	45.1	44.2	30.2	23.5	19.4
Dividend Yield (%)	0.0	0.0	0.2	0.2	0.3	0.3	0.3	0.3	0.3
FCF per share	-5.4	24.1	1.6	-2.3	15.3	19.5	8.8	33.4	56.0
Return Ratios (%)									
RoE	20.5	23.6	28.2	24.4	22.2	19.4	24.8	25.9	24.2
RoCE	17.4	20.8	25.8	20.6	19.0	18.0	24.1	26.0	24.7
RoIC	15.9	19.9	29.7	24.5	20.6	19.3	26.3	28.6	31.5
Working Capital Ratios									
Fixed Asset Turnover (x)	4.5	4.6	6.3	5.5	4.8	4.8	4.7	4.9	5.1
Asset Turnover (x)	3.2	3.4	4.1	4.0	3.7	4.2	4.1	4.0	3.7
Inventory (Days)	37	33	24	33	33	29	30	30	30
Debtor (Days)	23	6	10	3	3	5	3	3	3
Creditor (Days)	36	34	30	36	40	39	33	33	33
Leverage Ratio (x)									
Current Ratio	1.9	1.8	1.6	1.6	1.6	1.4	1.5	1.6	1.9
Interest Cover Ratio	3.6	8.7	18.8	13.2	9.0	7.5	17.4	38.5	45.7
Net Debt/Equity	0.6	0.1	0.1	0.2	2.0	0.0	0.0	-0.1	-0.3

Consolidated - Cash Flow Statement

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
OP/(Loss) before Tax	2,963	5,458	8,323	8,633	9,777	9,604	15,474	20,388	23,906
Depreciation	959	1,028	1,090	1,383	1,759	2,013	2,305	2,869	3,155
Interest & Finance Charges	851	302	40	199	385	372	-270	-1,124	-1,031
Direct Taxes Paid	-403	-1,381	-1,993	-2,161	-2,453	-2,034	-3,768	-5,132	-6,017
(Inc)/Dec in WC	725	3,577	-1,154	-1,475	1,646	2,177	-5,301	-1,742	-1,492
CF from Operations	5,096	8,983	6,306	6,580	11,115	12,133	8,439	15,259	18,521
Others	0	0	211	321	0	0	0	0	0
CF from Operating incl EO	5,096	8,983	6,517	6,901	11,115	12,133	8,439	15,259	18,521
(Inc)/Dec in FA	-6,591	-2,298	-6,070	-7,539	-6,876	-6,732	-6,000	-6,000	-3,000
Free Cash Flow	-1,495	6,685	447	-638	4,239	5,400	2,439	9,259	15,521
(Pur)/Sale of Investments	479	0	-898	-48	-67	-235	0	-3,500	-3,500
Others	1,763	-4,171	1,666	-1,171	-2,214	3,220	1,146	1,624	1,531
CF from Investments	-4,349	-6,468	-5,301	-8,757	-9,157	-3,747	-4,854	-7,876	-4,969
Issue of Shares	10	1	251	1,284	0	0	0	0	0
Inc/(Dec) in Debt	-244	-3,135	603	2,924	2,516	-5,097	-4,000	-2,100	0
Interest Paid	-1,073	-661	-445	-671	-1,134	-1,333	-876	-500	-500
Dividend Paid	0	0	-971	-971	-1,387	-1,595	-1,664	-1,664	-1,664
Others	538	4,403	-469	-949	-2,004	1,912	0	0	0
CF from Fin. Activity	-768	609	-1,031	1,617	-2,008	-6,112	-6,540	-4,264	-2,164
Inc/Dec of Cash	-22	3,123	185	-240	-49	2,273	-2,955	3,119	11,387
Opening Balance	478	456	3,579	3,765	3,525	3,476	5,749	2,794	5,914
Closing Balance	456	3,579	3,765	3,525	3,476	5,749	2,794	5,914	17,301

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SELL	< - 10%
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