

19th December, 2023

Recommendation	Subsc	ribe
Price Band		Rs. 808-850
Bidding Date	19-2	1 December
Book Running Lead Manager		Axis, Equirus, Notilal Oswal
Registrar		India Pvt Ltd
Sector	A	uto ancillary
Minimum Retail Application- De	tail At Cut off Pri	ce
Number of Shares		17
Minimum Application Money		14450
Payment Mode		ASBA
Consolidated Financials (Rs Cr)	FY22	FY23
Total Income	860	1197
EBITDA	231	341
Adj PAT	192	280
Valuations (H1FY24 Annualis.)	Upper	Band
Market Cap (Rs Cr)	800	
Adj EPS	25.	3
PE	33.	6
EV/ EBITDA	21.	2
Enterprise Value (Rs Cr)	826	6
Post Issue Shareholding Pattern		
Promoters	78.	6
Public	21.	4
Offer structure for different cate QIB (Including Mutual Fund)	gories 50%	<u>(</u>
Non-Institutional	15%	
Retail	35%	
Post Issue Equity (Rs Cr)	18.8	
Issue Size (Rs Cr)	100	9
Face Value (Rs)	2	
Jehan Bhadha Research Analyst (+91 22 6273 8174) jehankersi.bhadha@nirmalbang.d Archi Jain Research Associate (+91 22 6273 8149)	com	

Founded in 1979, Happy Forgings Limited is the fourth largest engineering led manufacturer of complex and safety-critical, heavy forged, and high precision machined components in India in terms of forgings capacity. With over 40 years of experience in manufacturing and supplying quality and complex components, the Ludhiana-based company caters to domestic and global original equipment manufacturers (OEMs) manufacturing commercial vehicles, farm equipment, off highway and industrial equipment and machinery for oil and gas, power generation, railways and wind turbine industries.

Objects and Details of the Issue:

Total issue size is Rs. 1009 Cr comprising of Rs. 400 Cr from Fresh Issue and Rs. 609 Cr from Offer For Sale.

Net Proceeds from the Fresh Issue shall be utilized towards:

- Purchase of equipment, plant and machinery worth Rs. 187 Cr.
- Prepayment of outstanding borrowings worth Rs. 153 Cr.

Investment Rationale:

BACKGROUND

- Global forging and machining market is expected to grow at a CAGR of 5% each by FY29E.
- Long-standing relationship with customers across industries.
- Strong and consistent financial performance.

Valuation and Recommendation:-

Happy Forgings has differentiated itself by (i) focusing on developing heavier, high precision, critical and value added products; (ii) for multiple end-use industries, which typically have extremely closed tolerances. This has translated to the company commanding substantially higher margins and return ratios compared to peers. The company's valuation at 38.4x FY23 P/E appears attractive compared to peers and thus we recommend to Subscribe to the IPO.

Financials (Rs Cr)	FY21	FY22	FY23	H1FY24 Annualised
Net Revenues	585	860	1197	1346
Growth	5%	47%	39%	12%
Adj. EBIDTA	159	231	341	390
Adj. EBITDA Margins	27.1%	26.8%	28.5%	29.0%
Adj. PAT	86	142	209	239
Growth	8%	65%	47%	14%
Adj. EPS (Diluted)	9.2	15.1	22.2	25.3
ROCE	16%	19%	24%	24%
EV/Sales	13.9x	9.6x	6.9x	6.1x
EV/EBITDA	51.2x	35.7x	24.1x	21.2x
P/E	92.6x	56.3x	38.4x	33.6x
Source: NBRR				

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Company Background

Happy Forgings commenced its operations in 1979 primarily as a forging company; they have since evolved into a manufacturer specializing in value added machined products. With over 40 years of experience of manufacturing and supplying quality and complex components, they are well established within the automotive as well as non-automotive industries. In terms of forging capacity as of FY23, they were the fourth largest engineering led manufacturer of complex and safety critical, heavy forged and high precision machined components in India. Further, they have emerged as a leading player in the domestic crankshaft manufacturing industry with the second largest production capacity for commercial vehicle and high horse-power industrial crankshafts. The company focuses on developing heavier high precision critical and value added products for multiple end-use industries, which typically have extremely closed tolerances. Happy Forgings is among the few companies in India with the capability to manufacture and supply high precision safety critical components to leading OEMs including manufacturers of commercial vehicles, farm equipment, off highway and industrial equipment and machinery for oil and gas, power generation, railways and wind turbine industries.



The following table sets forth below the revenue from sale of products to automotive and non-automotive sectors for the periods indicated:

•								(in Rs Cr)
Particulars	H:	12024	F١	(2023	F١	/2022	F١	Y2021
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
Auto	247	40%	466	44%	336	43%	205	37%
Non Auto	364	60%	601	56%	450	57%	342	63%
Total	611	100%	1067	100%	786	100%	548	100%
Source: PUD								

Source: RHP



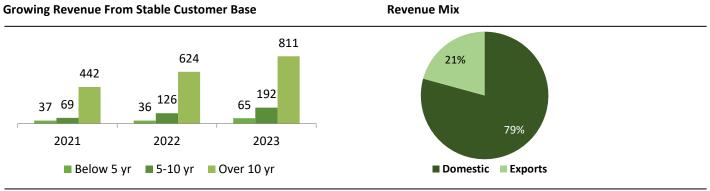
Investment Rationale

Global forging and machining market is expected to grow at a CAGR of ~5% each by FY29E

The global forging and machining markets are estimated to be valued at approximately USD 71.9 billion and USD 52.5 billion, respectively, in 2023 and are expected to grow at a CAGR of 5.1% and 5.2% to reach USD 97.0 billion and USD 71.2 billion, respectively, by 2029. The global crankshaft market for automotive, farm tractors, off-high vehicles and industrial and others, is estimated to be valued at approximately Rs. 34.5 billion in 2023 and is expected to grow at a CAGR of 5.3% to reach Rs. 47.1 billion by 2029. The crankshaft market in India for automotive, farm tractors, off-high vehicles and industrial and others is estimated to be valued at approximately Rs. 5.18 billion in FY24 and is expected to grow at a CAGR of 8.3%, by value, between FY24 and FY29. The demand for advanced crankshafts with high strength and fatigue resistance is increasing due to the growing demand for high-performance vehicles. The company's engineering capabilities coupled with machining capabilities and advanced technologies that they deploy as part of their manufacturing operations has positioned them to capitalize on the opportunities presented by the growing market.

Long-standing relationship with customers across industries

The company is supplier to each of the top five Indian OEMs, by market share, in the MHCV industry and four of the top five Indian OEMs in the farm equipment industry by market share, in FY23. Their long-standing relationships with its customers has positioned them as a trusted supplier for several Indian and global OEMs. Some of its customers are AAM India Manufacturing, Ashok Leyland, Bonfiglioli Transmissions, Dana India, IBCC, International Tractors, JCB India, Liebherr CMCtec, Mahindra & Mahindra, Meritor HVS AB, Meritor Heavy Vehicle Systems Cameri SPA, SML ISUZU, Swaraj Engines, Same Deutz Fahr, Tata Cummins, Watson & Chalin and Yanmar Engine Manufacturing.



Source: Company

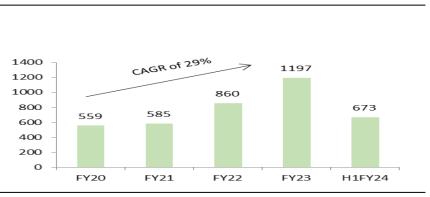
Source: Company



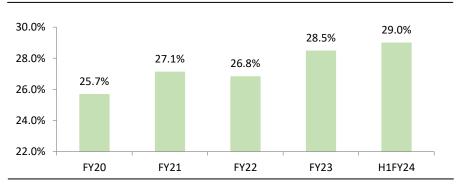
Strong and consistent financial performance

Robust product portfolio and continuous product development by streamlining operational activities has enabled the company to grow at a fast pace.

Revenue Growth



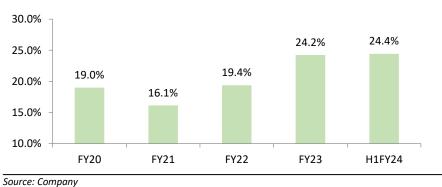
Source: Company



EBITDA Margin

Source: Company





IPO NOTE



Key Concern - Business is dependent on the performance of certain industries particularly commercial vehicles, farm equipment and off-highway vehicles. Any adverse changes in the conditions affecting these industries can adversely impact the company

In the automotive sector, the company primarily caters to domestic and global original equipment manufacturers which manufacture commercial vehicles. In the non-automotive sector, they cater to manufacturers of farm equipment, offhighway vehicles and industrial equipment and machinery for oil and gas, power generation, railways and wind turbine industries. The company is exposed to fluctuations in the performance of these industries. The company's sales are directly dependent on the production level of these industries domestically and globally, and are affected by inventory levels of manufacturers operating in these industries.

Valuation and Recommendation

Happy Forgings has differentiated itself by (i) focusing on developing heavier, high precision, critical and value added products; (ii) for multiple end-use industries, which typically have extremely closed tolerances. This has translated to the company commanding substantially higher margins and return ratios compared to peers. The company's valuation at 38.4x FY23 P/E appears attractive compared to peers and thus we recommend to Subscribe to the IPO.

Listed	Comparab	le Peers
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FY23 Figures	MM Forgings	Craftsman Automation	Ramkrishna Forgings	Bharat Forge	Average	Happy Forgings
Revenue	1,462	3,183	3,193	12,910	5,187	1,197
CAGR (FY20-23)	24%	29%	38%	17%	27%	29%
EBITDA Margin	18.7%	21.5%	21.7%	13.5%	18.8%	28.5%
Asset Turns (x)	1.0	1.2	1.2	0.9	1.1	1.0
ROE	21%	20%	21%	7%	17%	21%
ROCE	15%	21%	19%	8%	15%	24%
EV/Sales	1.9	4.0	4.8	4.8	3.9	6.9
EV/EBITDA	9.9	18.6	22.0	35.6	21.5	24.1
P/E	17.4	45.3	49.0	105.5	54.3	38.4

Source: NBRR



19th December, 2023

Financials

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P&L (Rs. Cr)	FY21	FY22	FY23	H1FY24	H1FY24 Ann.
Net Revenue	585	860	1197	673	1346
% Growth	5%	47%	39%	12%	12%
Raw Materials	252	388	551	295	590
% of Revenues	43.0%	45.2%	46.1%	43.8%	43.8%
Employee Cost	49	69	88	54	108
% of Revenues	8.4%	8.0%	7.3%	8.1%	8.1%
Other expenses	126	172	217	128	257
% of Revenues	21.5%	20.0%	18.1%	19.1%	19.1%
EBITDA	159	231	341	195	390
EBITDA Margin	27.1%	26.8%	28.5%	29.0%	29.0%
Depreciation	36	38	54	32	63
Other Income	6	6	6	3	6
Interest	12	7	12	7	14
РВТ	117	192	280	159	319
Тах	31	50	71	40	80
Tax rate	26%	26%	25%	25%	25%
ΡΑΤ	86	142	209	119	239
% Growth	8%	65%	47%	2%	14%
EPS (Post Issue)	9.2	15.1	22.2	12.7	25.3

Return Ratios	FY21	FY22	FY23	H1FY24	H1FY24 Ann.
ROE (%)	13%	18%	21%	22%	22%
ROCE (%)	16%	19%	24%	24%	24%

Turnover Ratios	FY21	FY22	FY23	H1FY24	H1FY24 Ann.
Debtors Days	103	94	94	88	-
Inventory Days	76	78	52	60	-
Creditor Days	24	19	15	16	-
Asset Turnover (x	0.7	0.8	1.0	1.0	-

Valuation Ratios	FY21	FY22	FY23	H1FY24	H1FY24 Ann.
Price/Earnings (x	92.6	56.3	38.4	-	33.6
EV/EBITDA (x)	51.2	35.7	24.1	-	21.2
EV/Sales (x)	13.9	9.6	6.9	-	6.1
Price/BV (x)	2.6	2.2	1.7	-	1.5

Share Capital 9 18 18 18 Reserve & Surplus 636 770 970 1,085 Networth 645 788 988 1,103 Total Loans & Lease Liab. 153 240 219 259 Other non-curr liab. 20 23 23 26 Trade payable 38 44 48 58 Other Current Liab. 58 79 96 101 Total Equity & Liab. 876 1,130 1,326 1,490 Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 HIFY24 PBT	Balance Sheet (Rs. Cr)	FY21	FY22	FY23	H1FY24
Networth 645 788 988 1,103 Total Loans & Lease Liab. 153 240 219 259 Other non-curr liab. 20 23 23 26 Trade payable 38 44 48 58 Other Current Liab 20 35 49 43 Total Current Liab. 58 79 96 101 Total Equity & Liab. 876 1,130 1,326 1,490 Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow	Share Capital	9	18	18	18
Total Loans & Lease Liab. 153 240 219 259 Other non-curr liab. 20 23 23 26 Trade payable 38 44 48 58 Other Current Liab 20 35 49 43 Total Current Liab. 58 79 96 101 Total Equity & Liab. 876 1,130 1,326 1,490 Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY33 H1FY24 PBT 117 192 280 159 Provisions & Others	Reserve & Surplus	636	770	970	1,085
Other non-curr liab. 20 23 23 26 Trade payable 38 44 48 58 Other Current Liab 20 35 49 43 Total Current Liab. 58 79 96 101 Total Equity & Liab. 876 1,130 1,326 1,490 Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) F22 F23 H1F24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 23	Networth	645	788	988	1,103
Trade payable 38 44 48 58 Other Current Liab 20 35 49 43 Total Current Liab. 58 79 96 101 Total Equity & Liab. 876 1,130 1,326 1,490 Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 HIFV24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (8	Total Loans & Lease Liab.	153	240	219	259
Other Current Liab 20 35 49 43 Total Current Liab. 58 79 96 101 Total Equity & Liab. 876 1,130 1,326 1,490 Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change i	Other non-curr liab.	20	23	23	26
Total Current Liab. 58 79 96 101 Total Equity & Liab. 876 1,130 1,326 1,490 Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 HIFY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 0 CF from operat	Trade payable	38	44	48	58
Total Equity & Liab. 876 1,130 1,326 1,490 Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 0 <	Other Current Liab	20	35	49	43
Fixed Assets 455 669 753 800 Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 HIFY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks,	Total Current Liab.	58	79	96	101
Inventory 122 184 170 221 Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit w	Total Equity & Liab.	876	1,130	1,326	1,490
Other non Curr. assets 84 35 83 113 Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Int	Fixed Assets	455	669	753	800
Cash 3 0 0 1 Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 Dividend & Lease Rentals - - (12) (80) CF from Financing	Inventory	122	184	170	221
Bank Balance 25 1 0 1 Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) <	Other non Curr. assets	84	35	83	113
Debtors 166 222 308 323 Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12)	Cash	3	0	0	1
Other Current assets 22 17 11 31 Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8)	Bank Balance	25	1	0	1
Total Assets 876 1,130 1,326 1,490 Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21	Debtors	166	222	308	323
Cash Flow (Rs. Cr) FY21 FY22 FY23 H1FY24 PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37)	Other Current assets	22	17	11	31
PBT 117 192 280 159 Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0 <td>Total Assets</td> <td>876</td> <td>1,130</td> <td>1,326</td> <td>1,490</td>	Total Assets	876	1,130	1,326	1,490
Provisions & Others 49 40 71 38 Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	Cash Flow (Rs Cr)	FY21	FY22	FY23	H1FY24
Op. profit before WC 166 232 351 197 Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0					
Change in WC (82) (109) (78) (76) Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0					
Less: Tax 34 43 64 40 CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	РВТ	117	192	280	159
CF from operations 50 80 209 80 Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others	117 49	192 40	280 71	159 38
Addition to assets (92) (191) (175) (101) Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC	117 49 166	192 40 232	280 71 351	159 38 197
Term deposit with banks, 29 23 2 (0) Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC Change in WC	117 49 166 (82)	192 40 232 (109)	280 71 351 (78)	159 38 197 (76)
Interest Received 4 2 0 0 CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax	117 49 166 (82) 34	192 40 232 (109) 43	280 71 351 (78) 64	159 38 197 (76) 40
CF from Investing (59) (166) (172) (101) Dividend & Lease Rentals - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations	117 49 166 (82) 34 50	192 40 232 (109) 43 80	280 71 351 (78) 64 209	159 38 197 (76) 40 80
Dividend & Lease Rentals - - (12) Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets	117 49 166 (82) 34 50 (92)	192 40 232 (109) 43 80 (191)	280 71 351 (78) 64 209 (175)	159 38 197 (76) 40 80 (101)
Proceeds from borrowing 35 89 (25) 40 Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets Term deposit with banks,	117 49 166 (82) 34 50 (92) 29	192 40 232 (109) 43 80 (191) 23	280 71 351 (78) 64 209 (175) 2	159 38 197 (76) 40 80 (101) (0)
Interest Paid (25) (7) (12) (8) CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets Term deposit with banks, Interest Received	117 49 166 (82) 34 50 (92) 29 4	192 40 232 (109) 43 80 (191) 23 2	280 71 351 (78) 64 209 (175) 2 0	159 38 197 (76) 40 80 (101) (0) 0
CF from Financing 10 83 (37) 21 Net Change in cash 1 (3) (0) 1 Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets Term deposit with banks, Interest Received CF from Investing	117 49 166 (82) 34 50 (92) 29 4	192 40 232 (109) 43 80 (191) 23 2	280 71 351 (78) 64 209 (175) 2 0	159 38 197 (76) 40 80 (101) (0) 0 (101)
Net Change in cash1(3)(0)1Cash at beginning2300	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets Term deposit with banks, Interest Received CF from Investing Dividend & Lease Rentals	117 49 166 (82) 34 50 (92) 29 4 (59)	192 40 232 (109) 43 80 (191) 23 2 (166)	280 71 351 (78) 64 209 (175) 2 0 (172)	159 38 197 (76) 40 80 (101) (0) 0 (101) (12)
Cash at beginning 2 3 0 0	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets Term deposit with banks, Interest Received CF from Investing Dividend & Lease Rentals Proceeds from borrowing	117 49 166 (82) 34 50 (92) 29 4 (59) - 35	192 40 232 (109) 43 80 (191) 23 2 (166)	280 71 351 (78) 64 209 (175) 2 0 (172) - (25)	159 38 197 (76) 40 80 (101) (0) 0 (101) (12) 40
	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets Term deposit with banks, Interest Received CF from Investing Dividend & Lease Rentals Proceeds from borrowing Interest Paid	117 49 166 (82) 34 50 (92) 29 4 (59) - 35 (25)	192 40 232 (109) 43 80 (191) 23 2 (166) - 89 (7)	280 71 351 (78) 64 209 (175) 2 0 (172) - (25) (12)	159 38 197 (76) 40 80 (101) (0) 0 (101) (12) 40 (8)
Cash at end 3 0 0 1	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets Term deposit with banks, Interest Received CF from Investing Dividend & Lease Rentals Proceeds from borrowing Interest Paid CF from Financing	117 49 166 (82) 34 50 (92) 29 4 (59) - 35 (25) 10	192 40 232 (109) 43 80 (191) 23 2 (166) - 89 (7) 83	280 71 351 (78) 64 209 (175) 2 0 (172) - (25) (12) (12) (37)	159 38 197 (76) 40 80 (101) (0) 0 (101) (12) 40 (8) 21
	PBT Provisions & Others Op. profit before WC Change in WC Less: Tax CF from operations Addition to assets Term deposit with banks, Interest Received CF from Investing Dividend & Lease Rentals Proceeds from borrowing Interest Paid CF from Financing Net Change in cash	117 49 166 (82) 34 50 (92) 29 4 (59) - 35 (25) 10 10 1	192 40 232 (109) 43 80 (191) 23 2 (166) - 89 (7) 83 (3)	280 71 351 (78) 64 209 (175) 2 0 (172) - (25) (12) (25) (12) (37) (0)	159 38 197 (76) 40 80 (101) (0) 0 (101) (12) 40 (8) 21 1

Source: Company Data, NBRR



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