07 May 2024

Company Update | Sector: Real estate

Phoenix Mills

BSE SENSEX	S&P CNX
73,512	22,303

The Phoenix Mills Limited

Bloomberg	PHNX IN
Equity Shares (m)	179
M.Cap.(INRb)/(USDb)	531.6 / 6.4
52-Week Range (INR)	3266 / 1390
1, 6, 12 Rel. Per (%)	5/30/82
12M Avg Val (INR M)	885

Financials & Valuations (INR b)

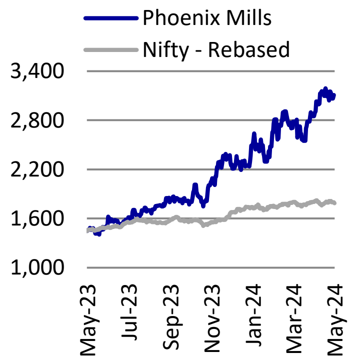
Y/E MARCH	FY24E	FY25E	FY26E
Sales	37.6	41.8	47.7
EBITDA	21.7	25.1	29.6
EBITDA Margin (%)	57.7	60.1	62.1
Adj PAT	11.0	12.4	16.0
Cons. EPS (INR)	61.5	69.6	89.4
EPS Growth (%)	50.5	13.0	28.4
BV/Share (INR)	528.2	594.8	681.2
Ratios			
Net D:E	0.3	0.1	-0.1
RoE (%)	12.3	12.4	14.0
RoCE (%)	12.5	12.4	14.1
Payout (%)	4.4	4.3	3.4
Valuations			
P/E (x)	47.9	42.3	33.0
P/BV (x)	5.6	5.0	4.3
EV/EBITDA (x)	25.4	21.4	17.5
Div. yield (%)	0.1	0.1	0.1

Shareholding pattern (%)

As On	Mar-24	Dec-23	Mar-23
Promoter	47.3	47.3	47.3
DII	15.8	17.7	18.1
FII	32.8	30.8	30.4
Others	4.1	4.2	4.3

FII Includes depository receipts

Stock's performance (one-year)



CMP: INR2,975 | **TP: INR3,220 (+8%)** | **Neutral**

Quality growth franchise priced to perfection

New malls to drive higher-than-historical growth

- During the 10-year period from FY14 to FY24, PHNX's retail portfolio reported a 12% CAGR in consumption, aided by ~8% like-for-like growth in existing malls and the launch of new malls in Lucknow, Indore, and Ahmedabad. Moreover, the company's retail rental income also witnessed 12% CAGR over the same period, aligning closely with the growth in consumption.
- We expect the healthy growth momentum to continue at least for a year, largely driven by ramp-up in new malls. As of Mar-24, the leased occupancy at PHNX's retail portfolio stood at 97%, while trading occupancy stood at 88% with new malls opened in the last 12 months trading at an occupancy of 71%.
- The company's recently opened malls, Phoenix Palassio (Lucknow) and Phoenix Citadel (Indore) have both achieved 90%+ trading occupancy within five quarters of operation. The company plans to replicate this success in its new malls at Ahmedabad (4QFY23), Pune (2QFY24), and Bengaluru (3QFY24) which will translate into 29% growth in retail rental income for FY25.
- However, with no new malls expected to become operational in FY25/FY26, a large portion of the growth will be driven by organic consumption growth and densification of ~0.5msf space at Palladium, Mumbai, and PMC Bengaluru. Thus, we expect the growth in retail rental income to decelerate to 18% over FY25-27.

Supply Consolidation: Handful of players pouring concrete

- The size of the retail industry stood at INR71t in FY23 and it is anticipated to witness a CAGR of 14%, leading to a projected value of INR121t by FY27, on the back of factors, such as expanding urbanization, rising household income, enhanced connectivity of rural consumers, and a surge in consumer spending.
- However, the supply of Grade A malls is primarily controlled by only 10-12 large developers. These developers possess the capability to build destination malls exceeding 0.8msf+, establish strategic brand partnerships, and have honed their mall management skills over the years. Such expertise is critical for the success of a mall.
- Cumulative annual supply among these developers is expected to increase to ~6-7msf (vs. 5msf in CY23) in line with the absorption. Thus, occupancies for large format malls are expected to remain intact at 90%+, driving rental growth.
- PHNX being the largest player will be among the key beneficiaries of the increasing adoption of organized retail. However, with a portfolio of 14 malls spanning across 10 cities (including upcoming malls), leading to a high base effect, we expect retail rental growth to plateau at 9-10% beyond FY26.

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Office segment: 4x expansion on track

- Since the adoption of the "mall of the future" strategy, Fountainhead (0.8msf), Pune, became the first asset delivered in 4QFY22, contributing to an increase in office portfolio to 2msf. Since its completion, the asset has witnessed a gradual improvement in occupancy to 67%, despite initial concerns regarding office demand.
- The company continues to expand the office portfolio across its existing malls in Bengaluru (1.2msf), Chennai (0.4msf), and Palladium Mumbai (1.1msf) as well as in recently commenced malls in Pune (1.2msf) and Bengaluru (1.2msf). Post completion, by FY28 (in phases), PHNX's office portfolio is expected to rise about four-fold to 7msf and can generate a rental income of INR10b by FY28 (vs. INR1.7b expected in FY24).

Hotel Segment: Beneficiary of strong tailwind

- PHNX's flagship hotel - St. Regis - has witnessed a sharp improvement in operations, given the demand tailwind. In 9MFY24, the asset reported an ARR of ~INR17,200 (40% higher than pre-covid peak) and an improved EBITDA margin of ~45%.
- It is currently developing a 400-key premium hotel – Grand Hyatt – at its MarketCity mall in Bengaluru. This is expected to be completed in FY27/28 with an estimated capex of INR6b.
- The company has recently acquired a 11-acre land parcel in Thane and while the development mix is not finalized yet, the project is likely to have another premium hotel which will double the hospitality portfolio to over 1,200 keys (588 keys currently operational).

Valuation and view

- We believe the company's growth trajectory in the near term remains intact, given the ramp-up in new malls and expansion of office portfolio. But the current valuations indicate that near-term growth is priced in.
- Moreover, while the management's target of adding one new mall every year provides healthy growth visibility, we believe the pace of growth would taper off beyond FY26 as the base effect would kick in.
- We adopt a multiple-based approach, valuing the retail business at a blended EV/EBITDA of 21x (20x for matured malls and 25x for new malls), implying a value of INR513b for the mall portfolio. Our overall SoTP-based TP stands at INR3,220, which indicates 9% upside potential. We reiterate our Neutral rating on the stock.

Exhibit 1: Our SoTP-based approach implies 9% upside on the stock

Nav Calculation	Rationale	INR b	per share (INR)	%
Retail - Operational	Mar'26E EBITDA discounted at cap rate of 7-7.5%	369	2,149	67
Retail - Ongoing	Steady-state EBITDA at a cap rate of 7-7.5% discounted back to Sep'25 using a WACC of 12%	130	759	24
Total Retail		**500**	**2,908**	**90**
Office - Operational	Mar'26E EBITDA discounted at a cap rate of 8-9%	18	105	3
Office - Ongoing	Steady-state EBITDA at a cap rate of 8%, discounted back to Mar'26 using a WACC of 12%	26	152	5
Total Office		**44**	**257**	**8**
Hospitality	EV/EBITDA multiple of 12-15x on Mar'26E EBITDA	30	175	5
Residential	NPV at WACC of 12%	17	100	3
Gross Asset Value		**591**	**3,440**	**107**
Less: Net Debt	FY24E	(16)	(95)	-3
Net Asset Value		**575**	**3,220**	**100**
CMP			2,945	
Up/down			9%	

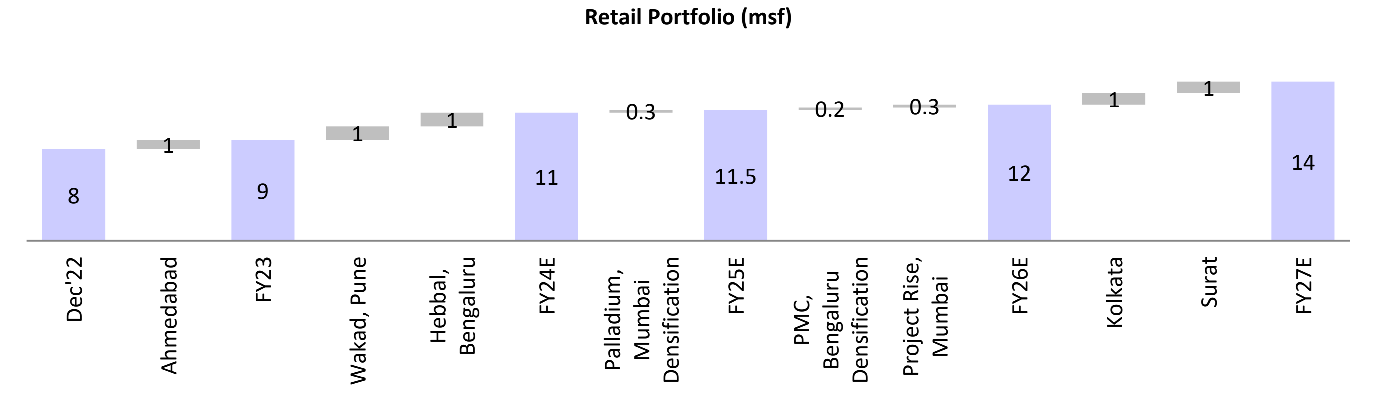
Poised for healthy growth in the near term

…aided by scale up in new malls

Focusing on six key markets to drive growth in the near term

- PHNX's retail portfolio is expected to increase to 15msf by FY27 from 11msf as of Dec'23. The company till date has presence in five of the top-eight cities, namely Mumbai, Pune, Bengaluru, Ahmedabad, and Chennai along with malls in Indore, Lucknow, and Bareilly.

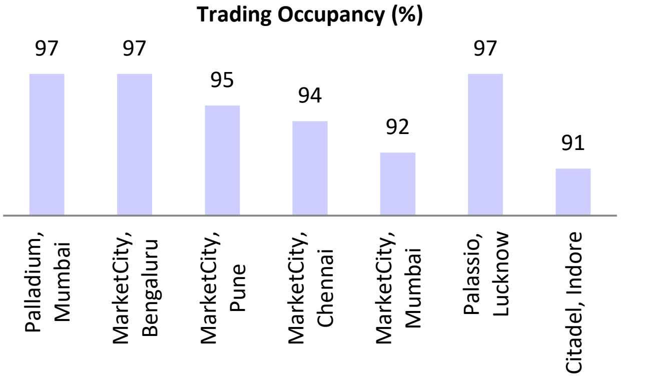
Exhibit 2: Mall portfolio to increase to 14msf by FY27



Source: Company, MOSL

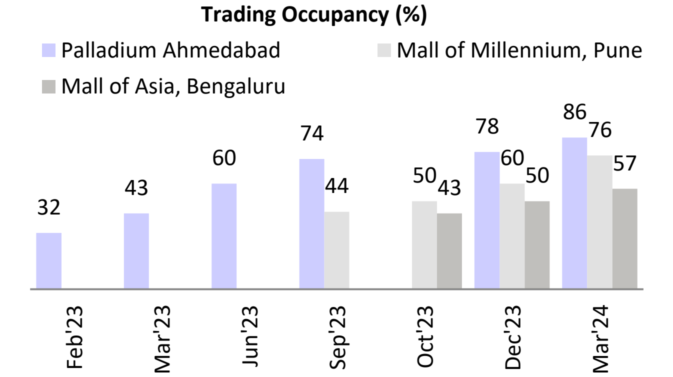
- Phoenix Palassio (Lucknow) and Phoenix Citadel (Indore) have surpassed 90%+ trading occupancy within five quarters of becoming operational.
- Over the past year, the company has inaugurated three new malls, and their trading occupancies have consistently increased. We expect all of them to attain ~95% trading occupancy soon.

Exhibit 3: Most of the existing malls have 95%+ trading occupancy …



Source: Company, MOFSL

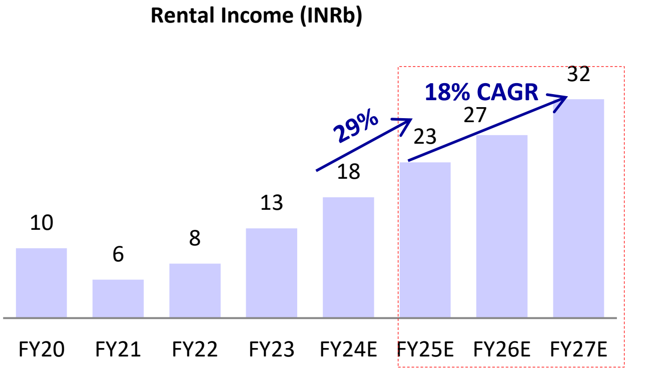
Exhibit 4: …and it continues to scale up in new malls



Source: Company, MOFSL

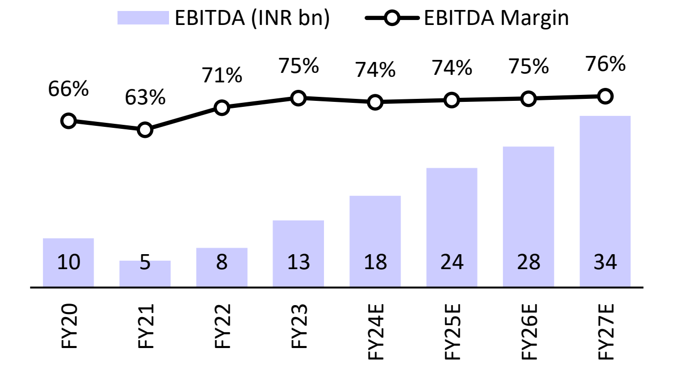
- The densification of existing malls in Mumbai (Palladium) and Bengaluru (MarketCity) are projected to be completed in FY25, resulting in 0.2msf increase in leasable area for both the malls. Therefore, portfolio expansion will translate into 29% growth in retail rental income for FY25
- However, with no new malls expected to become operational in FY25/FY26, a large portion of the growth will be driven by organic consumption growth and densification of ~0.5msf space at Palladium, Mumbai, and PMC Bengaluru. Thus, we expect the growth in retail rental income to decelerate to 18% over FY25-27

Exhibit 5: Rental income growth to taper off to 18% post FY25



Source: Company, MOFSL

Exhibit 6: Retail portfolio could generate EBITDA of INR34b by FY27E



Source: Company, MOFSL

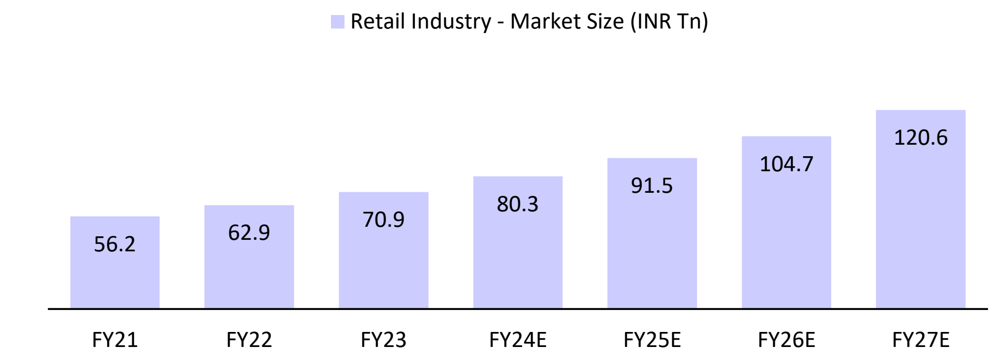
Organized retail witnessing healthy growth

Supply consolidation augurs well for large developers

Retail sector set to register a 14% CAGR

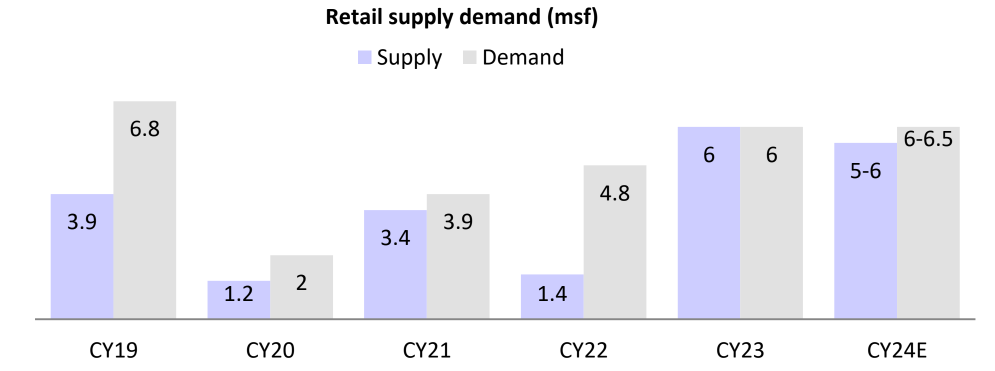
- The size of the retail industry stood at INR71t in FY23 and it is anticipated to witness a CAGR of 14%, leading to a projected value of INR121t by FY27, on the back of factors, such as expanding urbanization, rising household income, enhanced connectivity of rural consumers, and a surge in consumer spending.

Exhibit 7: Retail sector is poised to register a CAGR of 14% over the medium term



- The supply of Grade A malls is primarily controlled by only 10-12 large developers. These developers possess the capability to build destination malls exceeding 0.8msf+, establish strategic brand partnerships, and have honed their mall management skills over the years. Such expertise is critical for the success of a mall
- Private equity partners such as Blackstone, GIC, CPPIB have partnered with large organized developers, providing easy access to capital to only a limited number of entities. This has further restricted the supply of large and high-quality malls.
- The Grade A retail stock in India currently stands at ~100msf with an annual absorption of 4-5msf. This is expected to increase to ~6msf going ahead, largely driven by an increase in the size of the mall.

Exhibit 8: Grade A mall absorption is expected at 6msf in CY24



Source: Company, MOSL

Exhibit 9: Large format malls (0.8msf+) by large developers are almost fully leased

Mall	Location	Area (msf)	Occupancy (%)
HSP & Palldium	Mumbai	0.9	99
Phoenix MarketCity	Mumbai	1.1	99
Phoenix MarketCity	Pune	1.2	98
Phoenix MarketCity	Bangalore	1.0	98
Phoenix MarketCity & Palladium	Chennai	1.2	96
Phoenix Pallasio	Lucknow	0.9	99
DLF Mall of India	Noida	2.0	100
Brigade's Orion Gateway	Bengaluru	0.8	99
DLF Chanakya	Delhi	0.2	86
DLF Capitol Point	Delhi	0.1	65
DLF South Square	Delhi	0.1	96
DLF Emporio	Delhi	0.3	96
DLF Promenade	Delhi	0.5	97
DLF Cyber Hub	Gurugram	0.5	98
DLF Avenue	Delhi	0.5	98
DLF The Hub	Chennai	0.1	100
DLF City Centre	Delhi	0.2	77
Oberoi Mall	Mumbai	0.3	95
Brigade's Orion Uptown	Bengaluru	0.3	89
Brigade's Orion Avenue	Bengaluru	0.2	80

Source: Company, MOSL

Office portfolio to increase to 7msf

…as the company transforms its retail assets to mixed use

Office rentals to grow by 4x

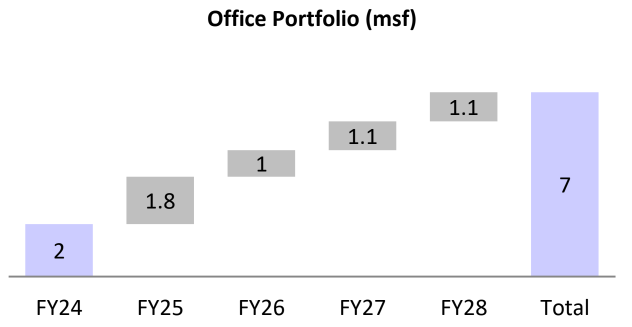
- Since the adoption of the "mall of the future" strategy, Fountainhead (0.8msf), Pune, became the first asset delivered in 4QFY22, contributing to an increase in office portfolio to 2msf. Since its completion, the asset has witnessed a gradual improvement in occupancy to 67%, despite initial concerns regarding office demand.
- The current portfolio of 2msf will increase to 7msf by FY28 with ~1msf getting operational annually over the next four years
- Project Rise in Lower Parel, Mumbai, is the key asset among all the ongoing developments and has the potential to generate INR3.5b of rental income at full occupancy. Over the next two to three years, ~5-6msf of office space is expected to come for renewal in this micro-market, and hence, this new asset could witness healthy pre-leasing going ahead.
- The company has anticipated a capex of INR33b toward development of these assets and INR20b is yet to be spent. Post completion, the office portfolio can generate a rental income of INR10b by FY28 (vs. INR1.7b expected in FY24)

Exhibit 10: PHNX is building 5msf of office assets…

Asset	Area (msf)	Completion
Asia Towers, Bengaluru - Ph 1	0.8	FY25
Asia Towers, Bengaluru - Ph 2	0.4	FY26
Millenium Towers, Pune - Ph 1	0.6	FY25
Millenium Towers, Pune - Ph 2	0.6	FY26
Palladium Offices, Chennai	0.4	FY25
ISML Offices, Bengaluru	1.1	FY27
Project Rise, Mumbai	1.1	FY28
Total	**5.0**	

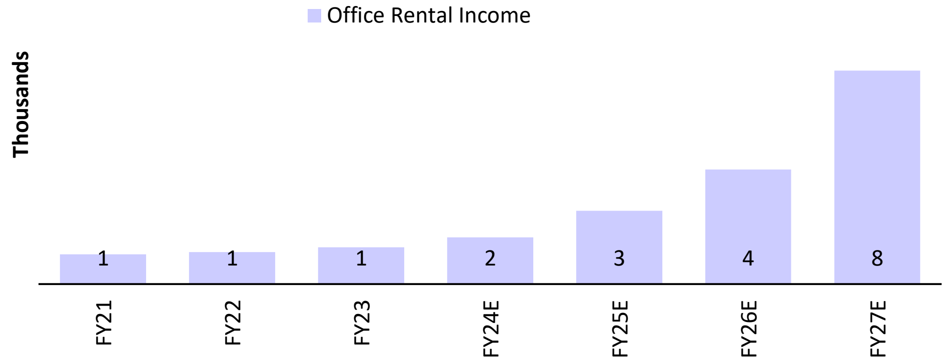
Source: Company, MOFSL

Exhibit 11: …with ~1msf getting completed each year



Source: Company, MOFSL

Exhibit 12: Office rentals to grow by 4x over FY24-27



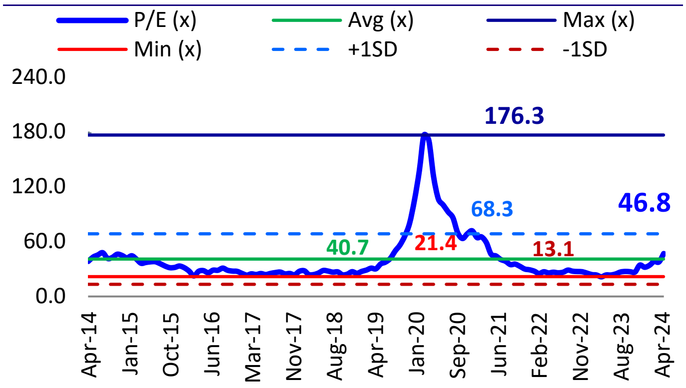
Source: Company, MOSL

Valuation and view: Re-iterate NEUTRAL with revised TP of INR3,220

Near-term growth priced in

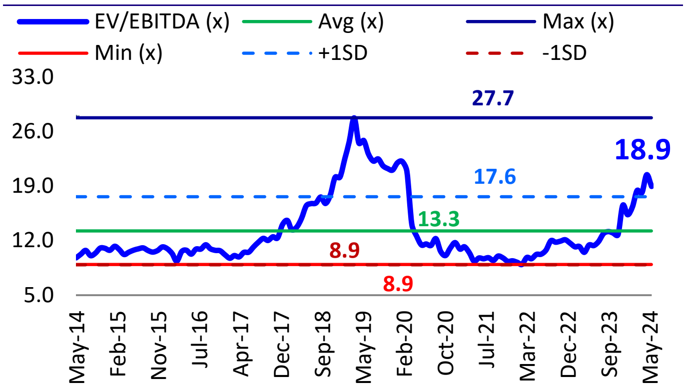
- We believe the company's growth trajectory in the near term remains intact given the ramp-up in new malls and expansion of office portfolio. But the current valuations indicate that near-term growth is priced in.
- Moreover, while the management's target of adding one new mall every year provides healthy growth visibility, we believe the pace of growth would taper off beyond FY25.
- A new mall typically generates consumption of INR8-10b, which translates into a rental income of INR1.2-1.5b, which implies a growth of 4-5% on FY27E rentals. This, coupled with steady 7-8% growth in consumption at existing malls can enable the company to deliver low-teens growth beyond FY25.
- Therefore, while Phoenix Mills is a direct play on the India consumption story, we believe the current valuations do not offer favorable entry point.
- We adopt a multiple-based approach, valuing the retail business at a blended EV/EBITDA of 21x (20x for matured malls and 25x for new malls), implying a value of INR500b for mall portfolio.
- **Reason for divergent multiples:** Inherent growth for new malls will be restricted to 7-8% CAGR over a long term while new malls are expected to undergo strong rentals reset in initial 5 years of operations leading to a CAGR of 9-10%)
- **We value office assets at cap rate of 8% and hotel assets at EV/EBITDA of 12-** 15. Our overall SoTP-based TP stands at INR3,220, which indicates fair valuation. Maintain Neutral rating.

Exhibit 13: 2 Year Forward P/E band chart



Source: Company, MOFSL

Exhibit 14: 2 Year Forward EV/EBITDA band chart



Source: Company, MOFSL

Exhibit 15: Our SoTP-based approach implies 9% upside on the stock

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Retail - Ongoing	Steady-state EBITDA at a cap rate of 7-7.5% discounted back to Sep'25 using a WACC of 12%	130	759	24
Total Retail		**500**	**2,908**	**90**
Office - Operational	Mar'26E EBITDA discounted at a cap rate of 8-9%	18	105	3
Office - Ongoing	Steady-state EBITDA at a cap rate of 8%, discounted back to Mar'26 using a WACC of 12%	26	152	5
Total Office		**44**	**257**	**8**
Hospitality	EV/EBITDA multiple of 12-15x on Mar'26E EBITDA	30	175	5
Residential	NPV at WACC of 12%	17	100	3
Gross Asset Value		**591**	**3,440**	**107**
Less: Net Debt	FY24E	(16)	(95)	-3
Net Asset Value		**575**	**3,220**	**100**
CMP			2,945	
Up/down			9%	

- Since there are limited comparable peers in real estate, we hence compare with pure play retail companies which has similar business dependency
- Given a strong potential of growth for PHNX, we do not want to restrict the valuation on cap rate and hence we are moving on multiple based valuation
- Similar business like Dmart and Trent have higher growth prospects (~30% CAGR over FY24-26E) with higher RoE and are trading at 50x EV/EBITDA on FY26E. Hence, we believe a multiple of 20-25x for PHNX's malls is fair.

Exhibit 16: Quasi retail player commands quasi retail valuation

				ROCE			ROE			EV/EBITDA			P/E		
Companies	Revenue (FY24-26E CAGR)	EBITDA (FY24-26E CAGR)	PAT (FY24-26E CAGR)	FY24	FY25E	FY26E	FY24	FY25E	FY26E	FY24	FY25E	FY26E	FY24	FY25E	FY26E
D Mart	23%	31%	31%	15	17	39	15	17	41	78	70	52	111	82	64
Trent	31%	28%	28%	18	23	22	31	28	27	83	64	51	154	121	94
Shopper stop	15%	20%	44%	9	8	7	22	32	29	15	13	12	99	49	39
AFBFRL	14%	23%	-6%	-1	1	1	-24	-20	-20	22	18	16	-33	-39	-37
Phoenix Mills	13%	17%	20%	12	12	14	12	12	14	25	21	17	48	42	33

Financials and valuations

Consolidated - Income Statement							(INR M)
Y/E March	**FY20**	**FY21**	**FY22**	**FY23**	**FY24E**	**FY25E**	**FY26E**
Total Income from Operations	**19,411**	**10,450**	**14,835**	**26,383**	**37,599**	**41,767**	**47,694**
Change (%)	-2.0	-46.2	42.0	77.8	42.5	11.1	14.2
Cost of Materials/Construction	1,959	769	1,030	1,489	3,008	3,341	3,816
Employees Cost	1,655	1,125	1,569	2,325	3,196	3,550	3,816
Other Expenses	6,126	3,614	4,896	7,381	9,704	9,771	10,426
Total Expenditure	**9,740**	**5,508**	**7,496**	**11,194**	**15,907**	**16,662**	**18,057**
% of Sales	50.2	52.7	50.5	42.4	42.3	39.9	37.9
EBITDA	**9,671**	**4,942**	**7,339**	**15,189**	**21,691**	**25,104**	**29,637**
Margin (%)	49.8	47.3	49.5	57.6	57.7	60.1	62.1
Depreciation	2,076	2,094	1,859	2,278	2,742	3,692	3,995
EBIT	**7,595**	**2,848**	**5,481**	**12,911**	**18,950**	**21,412**	**25,641**
Int. and Finance Charges	3,478	3,478	2,945	3,412	4,055	3,508	3,071
Other Income	585	923	744	1,163	1,356	1,810	2,409
PBT bef. EO Exp.	**4,702**	**292**	**3,280**	**10,663**	**16,250**	**19,714**	**24,980**
EO Items	78	0	0	6,052	0	0	0
PBT after EO Exp.	**4,780**	**292**	**3,280**	**16,714**	**16,250**	**19,714**	**24,980**
Total Tax	1,221	-47	801	1,989	3,006	4,952	6,275
Tax Rate (%)	25.4	-16.0	24.4	18.7	18.5	25.1	25.1
Share of associate	-538	138	202	51	401	681	724
Minority Interest	-326	-99	308	1,426	2,658	3,023	3,478
Reported PAT	**3,347**	**576**	**2,374**	**13,350**	**10,986**	**12,420**	**15,951**
Adjusted PAT	**3,297**	**576**	**2,374**	**7,298**	**10,986**	**12,420**	**15,951**
Change (%)	-13.7	-82.5	311.8	207.5	50.5	13.0	28.4
Margin (%)	17.0	5.5	16.0	27.7	29.2	29.7	33.4

Consolidated - Balance Sheet							(INR M)
Y/E March	**FY20**	**FY21**	**FY22**	**FY23**	**FY24E**	**FY25E**	**FY26E**
Equity Share Capital	307	344	357	357	357	357	357
Total Reserves	38,268	50,044	65,468	83,440	93,945	1,05,829	1,21,244
Net Worth	**38,575**	**50,388**	**65,825**	**83,797**	**94,302**	**1,06,186**	**1,21,601**
Minority Interest	10,660	11,014	24,288	26,963	32,571	45,702	56,795
Total Loans	43,084	40,626	39,821	42,593	45,093	35,093	35,093
Deferred Tax Liabilities	-585	-1,215	-1,209	1,238	1,238	1,238	1,238
Capital Employed	**91,734**	**1,00,812**	**1,28,725**	**1,54,591**	**1,73,204**	**1,88,219**	**2,14,727**
Gross Block	75,124	84,595	89,428	1,23,156	1,51,016	1,70,066	1,77,366
Less: Accum. Deprn.	14,309	15,582	17,409	19,687	22,429	26,122	30,117
Net Fixed Assets	**60,815**	**69,013**	**72,019**	**1,03,468**	**1,28,586**	**1,43,944**	**1,47,249**
Goodwill on Consolidation	3,058	3,058	3,058	6,176	6,176	6,176	6,176
Capital WIP	15,343	12,740	20,486	22,947	1,897	-758	3,266
Total Investments	**5,913**	**5,756**	**23,173**	**12,823**	**13,224**	**13,904**	**14,628**
Curr. Assets, Loans&Adv.	**19,096**	**22,110**	**23,354**	**28,843**	**50,590**	**52,991**	**75,266**
Inventory	8,161	7,682	7,498	12,117	11,985	11,413	12,368
Account Receivables	2,058	3,237	2,799	2,382	4,635	4,577	5,227
Cash and Bank Balance	1,407	5,139	5,926	6,302	20,810	24,471	43,364
Loans and Advances	7,470	6,053	7,131	8,041	13,160	12,530	14,308
Curr. Liability & Prov.	**12,490**	**11,865**	**13,366**	**19,665**	**27,269**	**28,038**	**31,858**
Account Payables	1,101	950	1,299	1,585	2,615	2,739	2,968
Other Current Liabilities	10,628	9,580	10,499	16,251	20,679	20,883	23,847
Provisions	761	1,335	1,568	1,829	3,975	4,416	5,043
Net Current Assets	**6,606**	**10,245**	**9,988**	**9,178**	**23,321**	**24,953**	**43,409**
Appl. of Funds	**91,735**	**1,00,812**	**1,28,725**	**1,54,592**	**1,73,204**	**1,88,219**	**2,14,727**

Financials and valuations

Ratios

Y/E March	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
Basic (INR)							
EPS	**21.5**	**3.4**	**13.3**	**40.9**	**61.5**	**69.6**	**89.4**
Cash EPS	35.0	15.5	23.7	53.6	76.9	90.3	111.7
BV/Share	251.4	293.2	368.7	469.4	528.2	594.8	681.2
DPS	3.3	0.0	1.0	2.4	2.7	3.0	3.0
Payout (%)	16.6	0.0	7.2	3.2	4.4	4.3	3.4
Valuation (x)							
P/E	96.2	616.7	155.5	50.6	47.9	42.3	33.0
Cash P/E	59.1	133.1	87.2	38.5	38.3	32.6	26.4
P/BV	8.2	7.1	5.6	4.4	5.6	5.0	4.3
EV/Sales	18.5	37.4	27.2	15.4	14.6	12.8	10.8
EV/EBITDA	37.1	79.1	54.9	26.7	25.4	21.4	17.5
Dividend Yield (%)	0.2	0.0	0.0	0.1	0.1	0.1	0.1
Return Ratios (%)							
RoE	9.0	1.3	4.1	9.8	12.3	12.4	14.0
RoCE	7.7	5.1	4.8	9.9	12.5	12.4	14.1
RoIC	8.2	4.5	5.3	11.0	12.4	11.1	12.6
Working Capital Ratios							
Asset Turnover (x)	0.2	0.1	0.1	0.2	0.2	0.2	0.2
Inventory (Days)	153	268	184	168	116	100	95
Debtor (Days)	39	113	69	33	45	40	40
Creditor (Days)	21	33	32	22	25	24	23
Leverage Ratio (x)							
Interest Cover Ratio	2.2	0.8	1.9	3.8	4.7	6.1	8.4
Net Debt/Equity	1.1	0.7	0.5	0.4	0.3	0.1	-0.1

Consolidated - Cash Flow Statement **(INR M)**

Y/E March	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
OP/(Loss) before Tax	4,702	292	3,280	16,714	16,250	19,714	24,980
Depreciation	2,076	2,094	1,859	2,278	2,742	3,692	3,995
Interest & Finance Charges	3,478	3,478	2,945	2,249	2,700	1,698	661
Direct Taxes Paid	-1,082	124	-577	-1,989	-3,006	-4,952	-6,275
(Inc)/Dec in WC	-1,422	-974	713	1,187	365	2,029	437
CF from Operations	**7,752**	**5,015**	**8,220**	**20,439**	**19,050**	**22,181**	**23,799**
Others	-366	-696	-414	-6,052	0	0	0
CF from Operating incl EO	**7,386**	**4,319**	**7,806**	**14,387**	**19,050**	**22,181**	**23,799**
(Inc)/Dec in FA	-7,417	-6,903	-12,271	-13,138	-6,810	-16,395	-11,324
Free Cash Flow	**-30**	**-2,583**	**-4,465**	**1,249**	**12,240**	**5,786**	**12,475**
(Pur)/Sale of Investments	3,115	-3,008	-17,417	0	0	0	0
Others	684	409	1,277	1,163	1,356	1,810	2,409
CF from Investments	**-3,618**	**-9,502**	**-28,412**	**-11,975**	**-5,454**	**-14,585**	**-8,915**
Issue of Shares	46	10,907	96	0	0	0	0
Inc/(Dec) in Debt	647	-2,458	-805	2,772	2,500	-10,000	0
Interest Paid	-3,025	-3,680	-2,795	-3,412	-4,055	-3,508	-3,071
Dividend Paid	-556	-3	-174	-428	-482	-536	-536
Others	18	451	25,954	6,124	2,950	10,108	7,615
CF from Fin. Activity	**-2,871**	**5,217**	**22,276**	**5,055**	**913**	**-3,935**	**4,009**
Inc/Dec of Cash	**898**	**35**	**1,670**	**7,468**	**14,508**	**3,661**	**18,892**
Opening Balance	396	1,293	1,328	2,998	10,241	24,750	28,411
Closing Balance	**1,293**	**1,328**	**2,998**	**10,465**	**24,750**	**28,411**	**47,303**

Explanation of Investment Rating	
Investment Rating	**Expected return (over 12-month)**
BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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