

# Ipca Laboratories

**Estimate change**

**TP change**

**Rating change**


Motilal Oswal values your support in the Asiamoney Brokers Poll 2020 for India Research, Sales and Trading team. We [request your ballot](#).



Bloomberg	IPCA IN
Equity Shares (m)	126
M.Cap.(INRb)/(USDb)	197.4 / 2.6
52-Week Range (INR)	1821 / 844
1, 6, 12 Rel. Per (%)	-10/55/85
12M Avg Val (INR M)	431

## Financials & Valuations (INR b)

Y/E MARCH	2020	2021E	2022E
Sales	46.5	54.1	61.0
EBITDA	9.6	11.8	13.7
Adj. PAT	6.5	8.3	9.7
EBIT Margin (%)	16.1	17.9	19.0
Cons. Adj. EPS (INR)	51.5	65.7	77.0
EPS Gr. (%)	42.0	27.4	17.2
BV/Sh. (INR)	287.9	343.7	409.2
<b>Ratios</b>			
Net D:E	-0.1	-0.2	-0.2
RoE (%)	19.3	20.8	20.5
RoCE (%)	17.8	19.3	19.3
Payout (%)	14.8	15.0	15.0
<b>Valuations</b>			
P/E (x)	30.2	23.7	20.2
EV/EBITDA (x)	20.3	16.1	13.4
Div. Yield (%)	0.5	0.6	0.7
FCF Yield (%)	2.1	3.0	3.7
EV/Sales (x)	4.2	3.5	3.0

## Shareholding pattern (%)

As On	Mar-20	Dec-19	Mar-19
Promoter	15.7	15.7	18.2
DII	24.5	22.6	20.7
FII	46.5	49.6	51.0
Others	13.3	12.2	10.2

FII Includes depository receipts

**CMP: INR1,563**
**TP: INR1,800 (+15%)**
**Buy**

## 4Q – Miss on margins; outlook remains promising

### Momentum intact in exports

- Ipca Laboratories (IPCA) ended FY20 on a strong note, with 42% YoY growth witnessed in earnings to INR6.5b. This was led by 16% YoY growth in Domestic Formulations (40% of sales), 32% YoY growth in the API segment (20% of sales), and healthy improvement in profitability. IPCA remains on track to improve MR productivity in DF, with cost efficiency expanding the business scope in API and International Generics.
- We reduce our EPS estimate by 7%/3% for FY21/FY22 to factor COVID-19-led slowdown in Domestic Formulations (DF) and reduced business in its subsidiary (Pisgah). We continue to value IPCA on a 22x 12M forward earnings basis and revise our price target to INR1,800 (from INR1,885 earlier). We remain positive on the company owing to the sustained outperformance of the DF segment, improved growth prospects in API, and better operating leverage. Maintain Buy.

### Stable growth YoY, but operationally below expectations

- Ipca reported 4QFY20 sales of INR10.7b (our estimate: INR11.6b), up 22.1% YoY, led by strong growth in the Exports (Generics), API, and DF businesses, partially offset by decline in Branded and Institutional exports.
- Exports (Generics) grew 40% YoY to INR1.7b (15% of sales) and DF sales 21% YoY to INR4.3b (40% of sales).
- API grew 30% YoY to INR2.8b (26% of sales) for the quarter, with Export APIs growing at 27% and Domestic APIs at 41%.
- Exports (Branded + Insti.) sales declined 14% YoY to INR1.2b (11% of sales).
- The gross margin stood at 66%, up 90bp YoY owing to a change in the product mix.
- The EBITDA margin expanded 180bp YoY to 20.5% and at a higher rate than the gross margin, led by lower other expenses (-220bp YoY), partially offset by higher employee cost (+130bp YoY as percentage of sales).
- IPCA took impairment of INR276m concerning the reduced scope of royalty income for its subsidiary (Pisgah). Adjusting for the same and forex loss of INR236m, EBITDA came in at INR2.2b (our estimate: INR2.5b), up 33.5% YoY.
- Adj. PAT stood at INR1.4b (our estimate: INR1.8b), up 39.2% YoY.
- For FY20, revenues / EBITDA / adj. PAT were INR46.5b/INR9.6b/INR6.6b, up 23.2%/33.6%/42% YoY.

### Highlights from management commentary

- Overall sales are expected to grow 14–17% in FY21, with ~11% growth witnessed in the DF business, and better opportunities in API and Export Formulations. EBITDA margins are expected to expand ~150bps YoY in FY21.
- IPCA guided for capex of INR2.5b for FY21, constituting INR600–700m for the Devas facility, the brownfield expansion of the API facility, and maintenance capex.
- IPCA recently supplied Hydroxychloroquine (HCQS) worth ~INR420m to the Government of India.

**Tushar Manudhane - Research Analyst** (Tushar.Manudhane@MotilalOswal.com); +91 22 6129 1536

**Hitakshi Chandrani - Research Analyst** (Hitakshi.Chandrani@motilalosal.com); +91 2261291557/ **Bharat Hegde - Research Analyst**
**Investors are advised to refer through important disclosures made at the last page of the Research Report.**

 Motilal Oswal research is available on [www.motilalosal.com/Institutional-Equities](http://www.motilalosal.com/Institutional-Equities), Bloomberg, Thomson Reuters, Factset and S&P Capital.

- Business worth INR770m was impacted in promotional markets (CIS, Asia, the Middle East, Africa, and Latin America) due to delay in shipments.

### Valuation and view

We remain positive on IPCA on account of an estimated earnings CAGR of 22% (FY20–22), supported by: a) a sales CAGR of 22% in International Generics and 16% in API, b) the healthy outperformance of DF, and c) improved profitability owing to better capacity utilization. Accordingly, we expect return ratios to sustain in the high teens over the next two to three years. We value IPCA at 22x 12M forward earnings to arrive at TP of INR1,800 (prior: INR1,885). Maintain **Buy**.

### Quarterly Performance

Y/E March	(INR M)											
	FY19				FY20				FY19	FY20	Est.	% Chg
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE	
<b>Net Revenues (Core)</b>	<b>8,754</b>	<b>10,120</b>	<b>10,061</b>	<b>8,796</b>	<b>10,782</b>	<b>12,839</b>	<b>12,129</b>	<b>10,738</b>	<b>37,732</b>	<b>46,487</b>	<b>11,604</b>	<b>-7.5</b>
YoY Change (%)	22.8	17.1	17.1	12.4	23.2	26.9	20.5	22.1	14.9	23.2	31.9	
<b>EBITDA</b>	<b>1,416</b>	<b>2,048</b>	<b>2,060</b>	<b>1,646</b>	<b>1,987</b>	<b>2,659</b>	<b>2,737</b>	<b>2,197</b>	<b>7,170</b>	<b>9,580</b>	<b>2,538</b>	<b>-13.4</b>
YoY Change (%)	723.4	33.3	20.3	40.4	40.4	29.8	32.8	33.5	57.7	33.6	54	
Depreciation	466	454	457	448	461	496	508	639	1,824	2,105	528	
<b>EBIT</b>	<b>950</b>	<b>1,595</b>	<b>1,603</b>	<b>1,198</b>	<b>1,526</b>	<b>2,162</b>	<b>2,228</b>	<b>1,558</b>	<b>5,346</b>	<b>7,475</b>	<b>2,011</b>	
YoY Change (%)	-463.2	45.4	25.8	61.8	60.7	35.6	39.0	30.0	93.0	39.8	68	
Interest	49	24	51	64	46	42	40	37	189	165	48	
Other Income	143	148	133	59	112	148	181	137	483	578	159	
<b>PBT before EO Expense</b>	<b>1,044</b>	<b>1,719</b>	<b>1,685</b>	<b>1,193</b>	<b>1,592</b>	<b>2,268</b>	<b>2,369</b>	<b>1,658</b>	<b>5,640</b>	<b>7,888</b>	<b>2,122</b>	
One-off (gain)/ Expense	230	305	-285	-94	-91	0	0	536	157	445	0	
<b>PBT after EO Expense</b>	<b>814</b>	<b>1,414</b>	<b>1,969</b>	<b>1,286</b>	<b>1,683</b>	<b>2,268</b>	<b>2,369</b>	<b>1,123</b>	<b>5,483</b>	<b>7,442</b>	<b>2,122</b>	
Tax	131	221	374	317	374	319	369	292	1,042	1,353	358	
Rate (%)	12.5	12.9	22.2	26.5	23.5	14.1	15.6	17.6	18.5	17.2	16.9	
<b>Reported PAT</b>	<b>683</b>	<b>1,193</b>	<b>1,595</b>	<b>970</b>	<b>1,310</b>	<b>1,949</b>	<b>2,001</b>	<b>830</b>	<b>4,423</b>	<b>6,090</b>	<b>1,764</b>	<b>-52.9</b>
Minority Interest					-16	-14	-25	-23	18	-78		
<b>Adj PAT</b>	<b>848</b>	<b>1,407</b>	<b>1,342</b>	<b>982</b>	<b>1,203</b>	<b>1,936</b>	<b>2,001</b>	<b>1,366</b>	<b>4,580</b>	<b>6,505</b>	<b>1,764</b>	<b>-22.5</b>
YoY Change (%)	-445.0	39.0	16.1	67.5	41.8	37.5	49.1	39.2	91.3	42.0	79.6	
Margins (%)	9.7	13.9	13.3	11.2	11.2	15.1	16.5	12.7	12.1	14.0	15.2	

### Key Performance Indicators (Consolidated)

Y/E March	FY19				FY20				FY19	FY20
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
<b>INRm</b>										
Domestic formulations	4,009	4,686	4,216	3,557	4,528	5,432	4,856	4,310	16,249	18,687
YoY Change (%)	35.9	10.3	10.1	10.2	12.9	15.9	16.0	21.2	14.0	15.0
Exports formulations	2,240	2,883	2,824	2,536	2,448	3,408	3,534	2,825	10,916	13,279
YoY Change (%)	(5.0)	23.2	3.5	1.0	9.3	18.2	25.2	11.4	9.8	21.6
Domestic APIs	600	514	445	460	657	672	532	649	1,963	2,257
YoY Change (%)	65.8	7.5	(24.2)	29.1	9.5	10.0	18.0	40.9	10.0	15.0
Export APIs	1,577	1,737	1,856	1,656	2,326	2,472	2,322	2,102	6,224	6,847
YoY Change (%)	16.6	19.0	39.8	5.9	47.5	20.0	35.0	27.0	9.2	10.0
<b>Cost Break-up</b>										
RM Cost (% of Sales)	32.2	30.9	31.6	34.9	37.7	35.0	34.9	34.0	32.9	35.4
Staff Cost (% of Sales)	23.1	20.9	18.6	21.3	20.0	18.1	19.1	22.6	20.9	19.8
Other Cost (% of Sales)	28.5	27.9	27.6	25.2	23.9	26.2	23.4	23.0	27.3	24.2
Gross Margins(%)	67.8	69.1	68.4	65.1	62.3	65.0	65.1	66.0	67.1	64.6
EBITDA Margins(%)	16.2	20.2	20.5	18.7	18.4	20.7	22.6	20.5	19.0	20.6
EBIT Margins(%)	10.8	15.8	15.9	13.6	14.2	16.8	18.4	14.5	14.2	16.1



## Highlights from management commentary

- Capacity utilization at the Ratlam API plant stands at 90%. Management expects environment clearance soon for the Devas site. Subsequently, it would take six to eight months to improvise and commercialize the site by FY22.
- Management indicated that it saw minimum impact from RM price volatility.
- IPCA guided for the Institutional Anti-Malaria business to be INR2.4b in FY21.
- Prices for Sartans APIs have normalized from their peak levels.
- The company has MAT credits of INR3b, which would be utilized over the next two years. Hence, an effective tax rate of 17–18% is likely for FY22.
- The company does not plan to add MRs in this financial year due to the ongoing impact of COVID-19.
- Within DF, Anti-Bacterial therapy (8% of DF) grew 40% YoY in Q4FY20. The Anti-Malarial business (4% of DF) expanded 33% YoY in Q4FY20. The CNS business increased by 18% YoY in Q4FY20.

## Valuation and view

### IPCA on strong footing in DF

- IPCA delivered an 11% CAGR (FY17–20) in DF v/s 7–8% in the industry. Particularly in FY20, the company posted YoY growth of 16%. While COVID-19-led slowdown could have an impact on the DF segment for FY21, this would be offset (to some extent) by the increased offtake of HCQS. IPCA has seen increased demand for HCQS globally, including in the US, due to the drug's emergency use authorized by the USFDA to treat COVID-19 patients. In fact, IPCA has supplied HCQS worth ~INR420m to the Govt. Of India in the past 45 days of 1QFY21. However, with the withdrawal of the emergency-use authorization by the USFDA, we expect demand for HCQS to reduce to pre-COVID-19 levels over the remainder of FY21.
- As some normalization is seen in short-term volatility from increased demand for certain products and disruption in other businesses due to COVID-19, we expect IPCA to continue to deliver strong growth in the DF business. Benefiting from this focused approach in Pain management and Cardiovascular and steady MR strength, DF's CAGR is estimated at 13% over the next two to three years. Moreover, improved operating leverage is likely to benefit margins.

### Good prospects for API segment

- The API (20% of sales) business has posted a strong 25% CAGR over the past two years. A favorable macro scenario (environmental issues in China and regulatory concerns for peers) is expected to drive a 16% CAGR in sales over FY20–22.
- IPCA is building further capacity at the Dewas site, which would support growth over the next two to three years. Debottlenecking measures would aid over the short term.

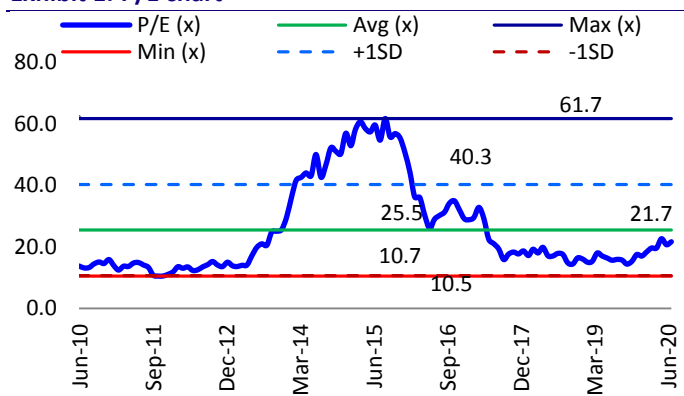
### EU business back on growth path

- Post the resolution of issues at one of its major customers in the UK, IPCA delivered 42% YoY growth in the EU business (7% of sales). We expect momentum to increase with new launches and better traction from existing products.

**Valuation and view:**

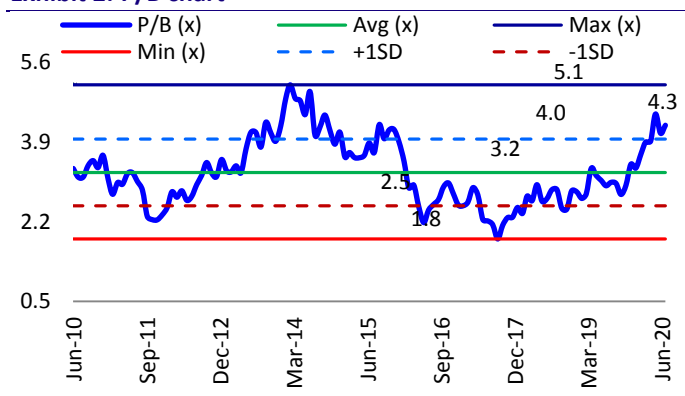
- We remain positive on IPCA on account of an estimated earnings CAGR of 22% (FY20–22), supported by: a) a sales CAGR of 22% in International Generics and 16% in API, b) the healthy outperformance of DF, and c) improved profitability owing to better capacity utilization. As things normalize over the remainder of the year, we expect the DF business to pick up in IPCA’s major therapies of Pain Management and Cardiovascular, driven by its strong team of MRs. Accordingly, we expect return ratios to sustain in the high teens over the next two to three years.
- We reduce our EPS estimate by 7%/3% for FY21/FY22 to factor COVID-19-led slowdown in DF and reduced business in its subsidiary (Pisgah). We continue to value IPCA on a 22x 12M forward earnings basis and revise our price target to INR1,800 (from INR1,885 earlier). Maintain Buy.

**Exhibit 1: P/E chart**



Source: MOFSL, Company, Bloomberg

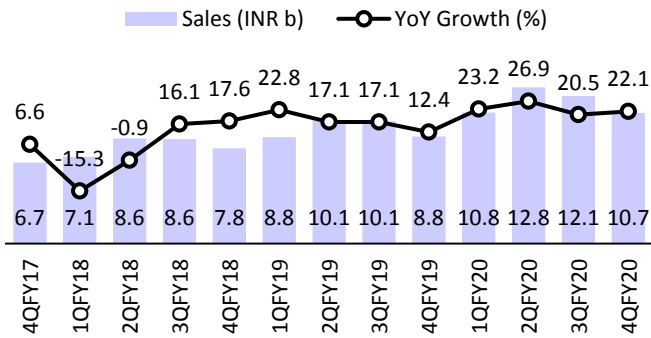
**Exhibit 2: P/B chart**



Source: MOFSL, Company, Bloomberg

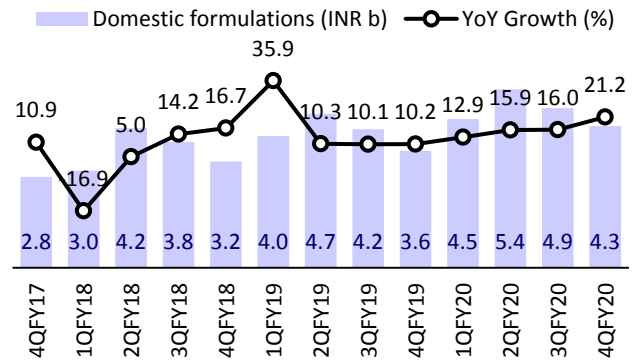
## Story in charts

**Exhibit 3: Sales up 22% YoY**



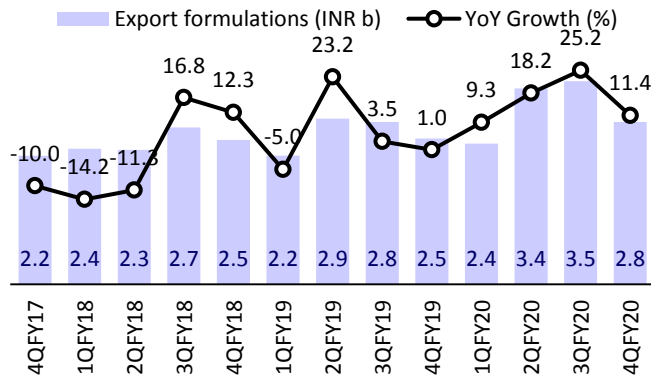
Source: Company, MOFSL

**Exhibit 4: DF sales up ~21% YoY**



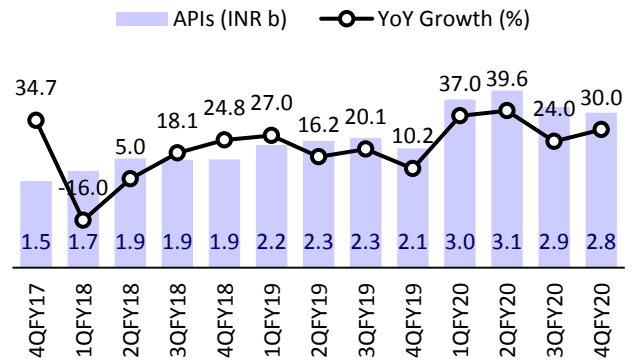
Source: Company, MOFSL

**Exhibit 5: Export Formulations growth slows to ~11% YoY**



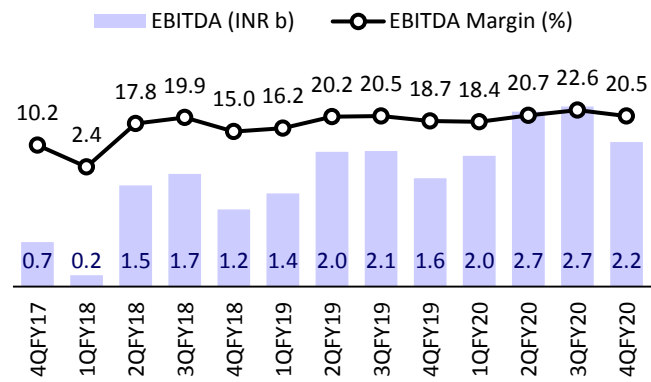
Source: Company, MOFSL

**Exhibit 6: APIs witness strong growth of 30% YoY**



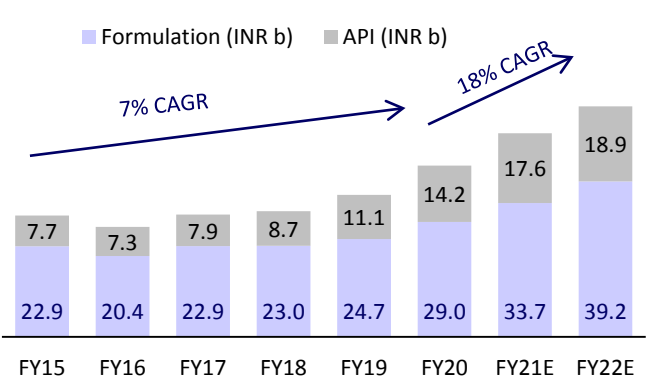
Source: Company, MOFSL

**Exhibit 7: EBITDA margin expands 180bp YoY to 20.5%**



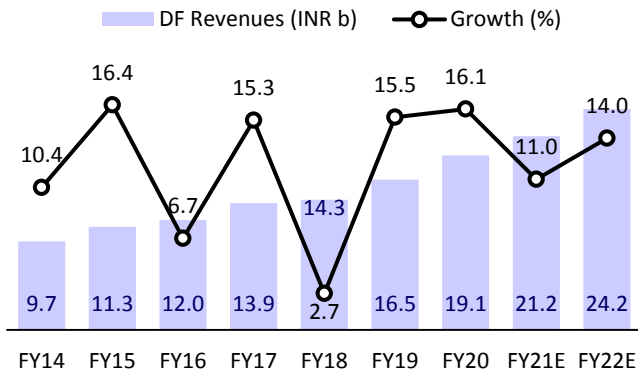
Source: Company, MOFSL

**Exhibit 8: Expect sales CAGR of 18% over FY20–22**



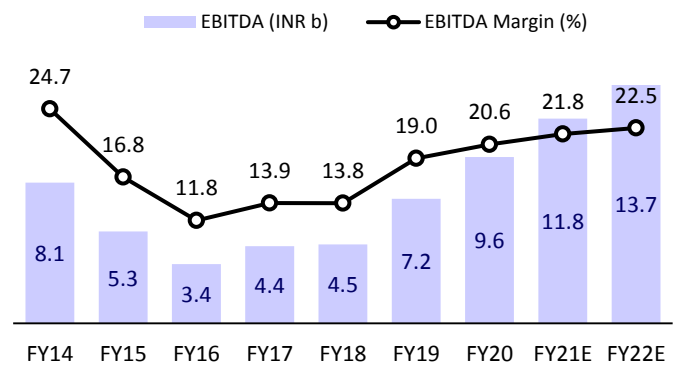
Source: Company, MOFSL

**Exhibit 9: Expect DF CAGR of 12.5% over FY20–22**



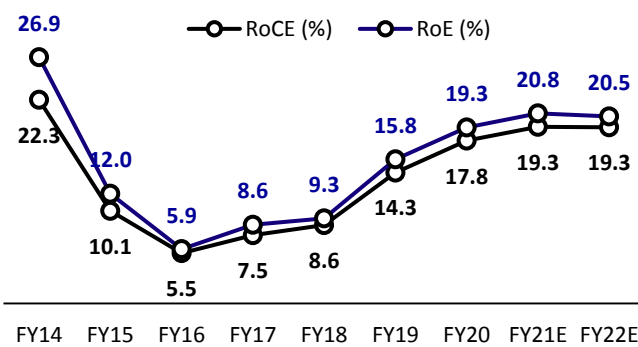
Source: Company, MOFSL

**Exhibit 10: Margins to improve gradually**



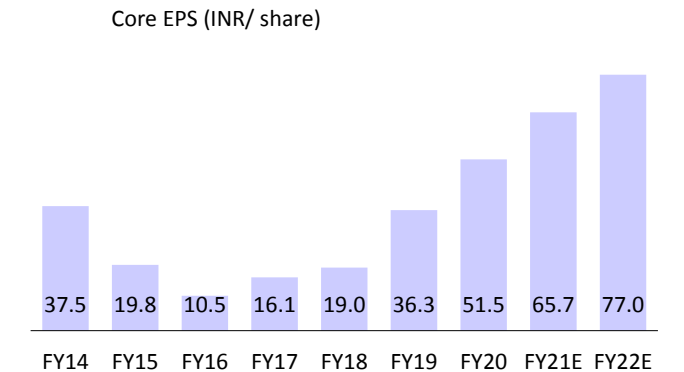
Source: Company, MOFSL

**Exhibit 11: Return ratios to be on an uptrend**



Source: Company, MOFSL

**Exhibit 12: Expect EPS CAGR of 22% over FY20–22**



Source: Company, MOFSL

## Financials and Valuations

Income Statement								(INR m)
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
<b>Net Revenues</b>	<b>31,418</b>	<b>28,850</b>	<b>32,106</b>	<b>32,836</b>	<b>37,732</b>	<b>46,487</b>	<b>54,094</b>	<b>61,018</b>
Change (%)	-4.3	-8.2	11.3	2.3	14.9	23.2	16.4	12.8
<b>EBITDA</b>	<b>5,291</b>	<b>3,417</b>	<b>4,448</b>	<b>4,547</b>	<b>7,170</b>	<b>9,580</b>	<b>11,792</b>	<b>13,729</b>
Margin (%)	16.8	11.8	13.9	13.8	19.0	20.6	21.8	22.5
Depreciation	1,796	1,722	1,730	1,777	1,824	2,105	2,083	2,165
<b>EBIT</b>	<b>3,495</b>	<b>1,695</b>	<b>2,718</b>	<b>2,770</b>	<b>5,346</b>	<b>7,475</b>	<b>9,709</b>	<b>11,564</b>
Int. and Finance Charges	284	316	241	240	189	165	170	163
Other Income - Rec.	358	169	226	418	483	578	510	525
<b>PBT before EO Expense</b>	<b>3,569</b>	<b>1,548</b>	<b>2,703</b>	<b>2,948</b>	<b>5,640</b>	<b>7,888</b>	<b>10,049</b>	<b>11,925</b>
EO Expense/(Income)	-42	395	0	0	157	445	0	0
<b>PBT after EO Expense</b>	<b>3,611</b>	<b>1,153</b>	<b>2,703</b>	<b>2,948</b>	<b>5,483</b>	<b>7,442</b>	<b>10,049</b>	<b>11,925</b>
Current Tax	747	228	533	614	1,218	1,406	1,558	1,968
Deferred Tax	272	-42	142	-102	-176	-53	201	239
Tax	1,019	186	675	511	1,042	1,353	1,759	2,206
Tax Rate (%)	28.6	12.0	25.0	17.3	18.5	17.2	17.5	18.5
<b>Reported PAT</b>	<b>2,592</b>	<b>967</b>	<b>2,028</b>	<b>2,436</b>	<b>4,441</b>	<b>6,090</b>	<b>8,290</b>	<b>9,718</b>
Less: Minority Interest	49	35	0	42	18	78	0	0
<b>Adj PAT</b>	<b>2,501</b>	<b>1,328</b>	<b>2,028</b>	<b>2,394</b>	<b>4,580</b>	<b>6,505</b>	<b>8,290</b>	<b>9,719</b>
Adj PAT growth (%)	-47.2	-46.9	52.8	18.1	91.3	42.0	27.4	17.2

Balance Sheet								(INR m)
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Equity Share Capital	252	252	252	252	252	252	252	252
Total Reserves	21,832	22,340	24,300	26,633	30,971	36,081	43,127	51,389
<b>Net Worth</b>	<b>22,084</b>	<b>22,592</b>	<b>24,553</b>	<b>26,886</b>	<b>31,224</b>	<b>36,333</b>	<b>43,380</b>	<b>51,641</b>
Deferred liabilities	1743	1565	1705	1580	1457	1405	1605	1844
Total Loans	8,286	6,691	5,290	4,731	3,505	3,820	3,748	3,514
<b>Capital Employed</b>	<b>32,113</b>	<b>30,848</b>	<b>31,548</b>	<b>33,196</b>	<b>36,342</b>	<b>41,557</b>	<b>48,733</b>	<b>56,999</b>
Gross Block	25,463	22,121	23,508	24,969	26,657	28,157	30,657	32,157
Less: Accum. Deprn.	7,459	1,628	3,350	5,127	6,951	9,056	11,139	13,305
<b>Net Fixed Assets</b>	<b>18,004</b>	<b>20,493</b>	<b>20,158</b>	<b>19,842</b>	<b>19,706</b>	<b>19,101</b>	<b>19,518</b>	<b>18,852</b>
Capital WIP	2,672	936	621	418	361	361	361	361
Investments	162	258	1,358	869	1,204	1,204	1,204	1,204
<b>Curr. Assets</b>	<b>17,285</b>	<b>17,230</b>	<b>17,458</b>	<b>20,027</b>	<b>24,217</b>	<b>32,133</b>	<b>41,026</b>	<b>51,463</b>
Inventory	9,266	8,374	8,822	8,806	10,725	13,464	15,961	18,848
Account Receivables	3,530	4,459	5,002	6,023	6,815	8,484	9,869	11,470
Cash and Bank Balance	1,248	1,755	359	1,506	2,823	5,943	10,262	15,578
Loans & Advances	3,242	2,641	3,276	3,693	3,854	4,242	4,934	5,566
<b>Curr. Liability &amp; Prov.</b>	<b>6,011</b>	<b>8,069</b>	<b>8,047</b>	<b>7,960</b>	<b>9,147</b>	<b>11,242</b>	<b>13,376</b>	<b>14,882</b>
Account Payables	5,471	7,245	7,141	7,029	8,190	10,342	12,329	13,701
Provisions	540	824	906	931	957	900	1,047	1,181
<b>Net Current Assets</b>	<b>11,275</b>	<b>9,160</b>	<b>9,410</b>	<b>12,068</b>	<b>15,070</b>	<b>20,891</b>	<b>27,650</b>	<b>36,581</b>
<b>Appl. of Funds</b>	<b>32,113</b>	<b>30,848</b>	<b>31,548</b>	<b>33,196</b>	<b>36,342</b>	<b>41,557</b>	<b>48,733</b>	<b>56,999</b>

## Financials and Valuations

### Ratios

Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
<b>EPS (INR)</b>	<b>19.8</b>	<b>10.5</b>	<b>16.1</b>	<b>19.0</b>	<b>36.3</b>	<b>51.5</b>	<b>65.7</b>	<b>77.0</b>
Cash EPS	34.4	21.0	29.8	33.1	49.5	64.3	82.2	94.2
BV/Share	175.0	179.0	194.6	213.0	247.4	287.9	343.7	409.2
DPS	1.0	0.0	1.0	1.0	1.0	7.2	9.9	11.6
Payout (%)	4.9	0.0	6.2	5.2	2.8	14.8	15.0	15.0
<b>Valuation (x)</b>								
P/E	78.6	148.1	97.0	82.1	42.9	30.2	23.7	20.2
P/BV	8.9	8.7	8.0	7.3	6.3	5.4	4.5	3.8
EV/Sales	6.5	7.0	6.3	6.1	5.2	4.2	3.5	3.0
EV/EBITDA	38.4	58.9	45.3	43.9	27.5	20.3	16.1	13.4
Dividend Yield (%)	0.1	0.0	0.1	0.1	0.1	0.5	0.6	0.7
<b>Return Ratios (%)</b>								
RoE	12.0	5.9	8.6	9.3	15.8	19.3	20.8	20.5
RoCE	10.1	5.5	7.5	8.6	14.3	17.8	19.3	19.3
RoIC	9.8	5.3	7.1	7.7	14.0	18.8	22.6	24.6
<b>Working Capital Ratios</b>								
Fixed Asset Turnover (x)	2.0	1.5	1.6	1.6	1.9	2.4	2.8	3.2
Debtor (Days)	41	56	56	66	65	66	66	68
Inventory (Days)	108	106	100	98	104	106	108	113
Working Capital Turnover (Days)	116	94	103	117	118	117	117	126
<b>Leverage Ratio (x)</b>								
Interest Cover Ratio	12.3	5.4	11.3	11.5	28.3	45.3	57.0	70.8
Debt/Equity	0.3	0.2	0.2	0.1	0.0	-0.1	-0.2	-0.2

### Cash Flow Statement

(INR m)

Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Oper. Profit/(Loss) before Tax	5,291	3,417	4,448	4,547	7,170	9,580	11,792	13,729
Interest/Dividends Recd.	358	169	226	418	483	578	510	525
Direct Taxes Paid	-747	-364	-535	-636	-1,165	-1,406	-1,558	-1,968
(Inc)/Dec in WC	-619	2,622	-1,647	-1,510	-1,686	-2,701	-2,440	-3,615
<b>CF from Operations</b>	<b>4,282</b>	<b>5,844</b>	<b>2,491</b>	<b>2,819</b>	<b>4,803</b>	<b>6,051</b>	<b>8,305</b>	<b>8,671</b>
<b>CF from Oper. incl EO Exp.</b>	<b>4,324</b>	<b>5,449</b>	<b>2,491</b>	<b>2,819</b>	<b>4,646</b>	<b>5,605</b>	<b>8,305</b>	<b>8,671</b>
(inc)/dec in FA	-7,166	5,079	-1,072	-1,258	-1,632	-1,500	-2,500	-1,500
<b>Free Cash Flow</b>	<b>-2,842</b>	<b>10,527</b>	<b>1,420</b>	<b>1,561</b>	<b>3,014</b>	<b>4,105</b>	<b>5,805</b>	<b>7,171</b>
(Pur)/Sale of Investments	-70	-96	-1,100	489	-336	0	0	0
<b>CF from Investments</b>	<b>-7,236</b>	<b>4,982</b>	<b>-2,172</b>	<b>-768</b>	<b>-1,967</b>	<b>-1,500</b>	<b>-2,500</b>	<b>-1,500</b>
(Inc)/Dec in Debt	3,906	-1,594	-1,401	-560	-1,070	159	-72	-234
Interest Paid	-284	-316	-241	-240	-189	-165	-170	-163
Dividend Paid	-126	0	-126	-126	-126	-902	-1,244	-1,458
<b>CF from Fin. Activity</b>	<b>3,424</b>	<b>-9,923</b>	<b>-1,691</b>	<b>-878</b>	<b>-1,335</b>	<b>-986</b>	<b>-1,486</b>	<b>-1,855</b>
<b>Inc/Dec of Cash</b>	<b>511</b>	<b>508</b>	<b>-1,371</b>	<b>1,173</b>	<b>1,343</b>	<b>3,120</b>	<b>4,319</b>	<b>5,316</b>
Add: Beginning Balance	763	1,248	1,755	359	1,506	2,823	5,943	10,262
<b>Closing Balance</b>	<b>1,274</b>	<b>1,756</b>	<b>384</b>	<b>1,531</b>	<b>2,849</b>	<b>5,943</b>	<b>10,262</b>	<b>15,578</b>



