Savola Group Company

Food-Diversified – Industrial SAVOLA AB: Saudi Arabia

29 January 2017

Rating NEUTRAL

Target price SAR36.8 (-3.8% upside)

Current price SAR38.2



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Savola Outlook remains mixed

Savola's Q4 has been impacted primarily by one-offs –inventory write-down, impairment of investments, and devaluation of Egyptian Pound, which resulted in SAR964mn quarterly loss. While such charges may recur in the future, we believe the magnitude of the same will not be material as management said that post the extended promotions/ discounted sales in the last quarter, the inventory levels have been mostly normalized. Also, post the impairment of few investments in Savola's portfolio (both associates and AFS investments) and assets/good-will markdowns in Egypt operations of Savola Foods company (together net impact of SAR517mn in Q4), further significant impairments are unlikely in the short term. After floatation of the Egyptian Pound and its 100%+ devaluation thereafter, on a run rate basis, the translation impact on balance sheet and earnings volatility from FX related losses/gains should also be lower in our view. These developments leads us to believe that the revenue/earnings profile may normalize going forward. However, both retail and food segments will face headwinds from consumer spending slowdown in the Kingdom and higher competition respectively. Our revised target price stands at SAR36.8 per share (SAR37.4 per share earlier) and we maintain Neutral rating on the company. Turnaround of retail segment and margin uptick in food segment will be the key re-rating catalysts

Retail segment transformation underway: Retail segment performance has been impacted by lower consumer spending, due to (a) exposure to discretionary products unlike some of its peers, and (b) selling space remaining flattish due to closures of Pandati stores. To arrest the decline in LFL sales and drive revenue growth and margin, the company initiated a transformation exercise which may start yielding results in H2 2017. Until this time, we believe the company will go slow on store footprint expansion.

Lower capex going forward: Capex for 2016 fell to SAR1.5bn from SAR2.1bn in 2015 as investment intensity recedes. For 2017, Capex will likely be lower than SAR1bn, which will likely aid in faster deleveraging.

Valuation: We continue to value Savola using separate metrics for core business (DCF) and value of associates (20% hold-co discount to Almarai and Herfy target price, plus book value of other investments). Our revised target price stands at SAR36.8 per share (SAR37.4 per share earlier) and given 4% downside from current market price, we remain Neutral on the company.

Period End (SAR)	12/13A	12/14A	12/15A	12/16A	12/17E
Revenue (mn)	25,281	26,588	26,425	25,008	25,551
Revenue Growth	-7.7%	5.2%	-0.6%	-5.4%	2.2%
Gross profit margin	18.9%	18.3%	19.3%	17.7%	19.0%
EBITDA margin	9.4%	8.2%	6.3%	3.2%	5.8%
Net profit margin	5.9%	7.1%	6.8%	-1.8%	4.0%
EPS	2.91	3.52	3.36	(0.85)	1.93
EPS Growth	3.7%	21.0%	-4.7%	-125.2%	
ROE	16.8%	19.0%	17.4%	-4.7%	11.4%
ROCE	11.4%	9.3%	6.4%	0.4%	5.1%
Capex/Sales	4.0%	6.3%	7.3%	5.9%	3.0%
Source: Company data, Al R	ajhi Capital				,

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Key themes & implications

Savola's earnings were severely impacted in 2016 primarily due to one-offs recorded during Q4 2016 (inventory write-down and impairment of some associates and AFS investments). Further, fall in LFL sales in the retail segment, closure of Pandati stores, currency devaluation and increased competition in food segment also weighed on earnings in 2016.

Share information			
Market cap (SAR/US\$)		20.40br	1 / 5.44bn
52-week range		28.81	- 44.06
Daily avg volume (US\$)			mn
Shares outstanding			534.0mn
Free float (est)			60%
Performance	1M	ЗМ	12M
Absolute	-3.4%	19.7%	6%
Relative to index	-3%	-1.5%	-20.6%
Major Shareholder:			
Mohammed Ibrahim Alisa			11.9%
General Oraganistion for Social Insurance			10.9%

Valuation

	12/14A	12/15A	12/16A	12/17E		
P/E (x)	10.9	11.4	na	19.8		
P/B (x)	2.0	1.9	2.4	2.1		
EV/EBITDA (x)	6.3	8.1	16.3	8.6		
Dividend Yield	5.9%	5.2%	2.0%	0.0%		
Source: Company data, Al Rajhi Capital						



Company summary

Savola is a conglomerate with market leading position in the Saudi food and grocery industry. The group operates its businesses through three broad sectors – 'Savola Foods Sector' comprising edible oil, sugar and pasta; 'Savola Retail Sector' comprising retail (Panda and Hyper Panda). Furthermore, Savola has made substantial investments in Almarai and Herfy holding 36.5% and 47.6% stakes, respectively.

Income Statement (SARmn) Revenue	12/13A 25,281	12/14A 26,588	12/15A 26,425	12/16A 25,008	12/17E 25,551
	·	-		•	
Cost of Goods Sold	(20,507)	(21,724)	(21,332)	(20,583)	(20,696)
Gross Profit	4,774	4,864	5,093	4,425	4,855
Government Charges	(2.044)	(2.207)	(4.004)	(4.272)	(4.450)
S.G. & A. Costs	(3,044)	(3,387)	(4,064)	(4,373)	(4,152)
Operating EBIT	1,729	1,477	1,030	52	703
Cash Operating Costs	(22,894)	(24,403)	(24,748)	(24,213)	(24,064)
EBITDA	2,386	2,185	1,677	795	1,487
Depreciation and Amortisation	(657)	(708)	(648)	(743)	(784)
Operating Profit	1,729	1,477	1,030	52	703
Net financing income/(costs)	520	741	589	216	368
Forex and Related Gains	-	-	-	-	-
Provisions	-	-	-	-	-
Other Income	-	-	430	-	-
Other Expenses	-	-	-	(750)	(50)
Net Profit Before Taxes	2,250	2,218	2,049	(482)	1,020
Taxes	(303)	(158)	(138)	(139)	(90)
Minority Interests	(443)	(180)	(119)	170	100
Net profit	1,504	1,880	1,792	(451)	1,031
Dividends	(1,017)	(1,201)	(1,068)	(400)	
Transfer to Capital Reserve	-	-	-	-	-
	12/13A	12/14A	12/15A	12/16A	12/17E
Adjusted Shares Out (mn)	534.0	534.0	534.0	534.0	534.0
CFPS (SAR)	5.04	5.18	4.79	0.23	3.21
EPS (SAR)	2.91	3.52	3.36	(0.85)	1.93
DPS (SAR)	1.90	2.25	2.00	0.75	-
D1 0 (0711)	1.50	2.20	2.00	0.10	
Growth	12/13A	12/14A	12/15A	12/16A	12/17E
Revenue Growth	-7.7%	5.2%	-0.6%	-5.4%	2.2%
Gross Profit Growth	0.3%	1.9%	4.7%	-13.1%	9.7%
EBITDA Growth	0.8%	-8.5%	-23.2%	-52.6%	87.1%
Operating Profit Growth	-4.1%	-14.6%	-30.3%	-94.9%	1243.7%
Net Profit Growth	7.2%	25.0%	-4.7%	-125.2%	
EPS Growth	3.7%	21.0%	-4.7%	-125.2%	
Margins	12/13A	12/14A	12/15A	12/16A	12/17E
Gross profit margin	18.9%	18.3%	19.3%	17.7%	19.0%
EBITDA margin	9.4%	8.2%	6.3%	3.2%	5.8%
Operating Margin	6.8%	5.6%	3.9%	0.2%	2.8%
Pretax profit margin	8.9%	8.3%	7.8%	-1.9%	4.0%
Net profit margin	5.9%	7.1%	6.8%	-1.8%	4.0%
Other Bester	40/404	40/444	40454	40464	40475
Other Ratios	12/13A	12/14A	12/15A	12/16A	12/17E
ROCE	11.4%	9.3%	6.4%	0.4%	5.1%
ROIC	15.8%	13.7%	9.1%	0.6%	8.0%
ROE	16.8%	19.0%	17.4%	-4.7%	11.4%
Effective Tax Rate	13.5%	7.1%	6.7%	-28.9%	8.8%
Capex/Sales	4.0%	6.3%	7.3%	5.9%	3.0%
Dividend Payout Ratio	67.6%	63.9%	59.6%	-88.7%	0.0%
Valuation Measures	12/13A	12/14A	12/15A	12/16A	12/17E
P/E (x)	13.1	10.9	11.4	na	19.8
P/CF (x)	7.6	7.4	8.0	168.5	11.9
P/B (x)	2.1	2.0	1.9	2.4	2.1
EV/Sales (x)	0.5	0.5	0.5	0.5	0.5
EV/EBITDA (x)	5.7	6.3	8.1	16.3	8.6
EV/EBIT (x)	7.8	9.3	13.2	248.1	18.1
		4.0	4.0	4.0	1.6
EV/IC (x)	1.4	1.3	1.3	1.6	1.6

Balance Sheet (SARmn)	12/13A	12/14A	12/15A	12/16A	12/17E
Cash and Cash Equivalents	1,364	1,684	2,067	1,320	1,031
Current Receivables	1,265	1,013	915	861	869
Inventories	4,488	4,518	4,840	3,251	3,577
Other current assets	1,924	3,021	1,584	2,335	2,335
Total Current Assets	9,040	10,237	9,406	7,766	7,812
Fixed Assets	6,383	6,733	7,907	6,822	6,804
Investments	7,943	8,015	8,430	8,527	9,396
Goodwill	1,344	1,233	1,114	662	662
Other Intangible Assets	-	-	-	-	-
Total Other Assets	52	322	177	49	49
Total Non-current Assets	15,722	16,302	17,628	16,060	16,911
Total Assets	24,763	26,539	27,034	23,826	24,722
Short Term Debt	4,281	4,410	4,962	4,607	4,770
Trade Payables	4,739	4,861	5,136	4,552	4,855
Dividends Payable	-	-	-	-	-
Other Current Liabilities	93	758	94	543	543
Total Current Liabilities	9,113	10,030	10,192	9,703	10,168
Long-Term Debt	4,126	4,803	4,579	4,098	3,598
Other LT Payables	101	133	66	216	216
Provisions	531	565	690	657	657
Total Non-current Liabilities	4,758	5,501	5,336	4,972	4,472
Minority interests	1,241	911	956	661	561
Paid-up share capital	5,340	5,340	5,340	5,340	5,340
Total Reserves	4,311	4,758	5,210	3,151	4,182
Total Shareholders' Equity	9,651	10,098	10,550	8,491	9,522
Total Equity	10,892	11,009	11,506	9,152	10,083
Total Liabilities & Shareholders' Equity	24,763	26,539	27,034	23,826	24,722
Detice	42/42 4	42/444	40/454	40/464	40/475
Ratios	12/13A	12/14A	12/15A	12/16A	12/17E
Net Debt (SARmn)	7,044	7,529	7,474	7,386	7,337
Net Debt/EBITDA (x)	2.95	3.45	4.46	9.29	4.93
Net Debt to Equity	64.7%	68.4%	65.0%	80.7%	72.8%
EBITDA Interest Cover (x)	(4.6) 18.07	(2.9)	(2.8) 19.76	(3.7)	(4.0) 17.83
BVPS (SAR)					
		18.91	19.70	15.90	
Cashflow Statement (SARmn)	12/13A	18.91 12/14A	12/15A	15.90 12/16A	12/17E
Cashflow Statement (SARmn) Net Income before Tax & Minority Interest					
	12/13A	12/14A	12/15A	12/16A	12/17E
Net Income before Tax & Minority Interest	12/13A 2,250	12/14A 2,218	12/15A 2,049	12/16A (482)	12/17E 1,020
Net Income before Tax & Minority Interest Depreciation & Amortisation	12/13A 2,250 657	12/14A 2,218 708	12/15A 2,049 648	12/16A (482) 743	12/17E 1,020 784
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital	12/13A 2,250 657 (560)	12/14A 2,218 708 174	12/15A 2,049 648 603	12/16A (482) 743 1,245	12/17E 1,020 784 (32)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow	12/13A 2,250 657 (560) (724)	12/14A 2,218 708 174 (910) 2,189	12/15A 2,049 648 603 (1,018) 2,281	12/16A (482) 743 1,245 341	12/17E 1,020 784 (32) (958) 815
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations	12/13A 2,250 657 (560) (724) 1,622	12/14A 2,218 708 174 (910)	12/15A 2,049 648 603 (1,018)	12/16A (482) 743 1,245 341 1,846	12/17E 1,020 784 (32) (958)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure	12/13A 2,250 657 (560) (724) 1,622 (1,008)	12/14A 2,218 708 174 (910) 2,189 (1,671)	12/15A 2,049 648 603 (1,018) 2,281 (1,942)	12/16A (482) 743 1,245 341 1,846 (1,482)	12/17E 1,020 784 (32) (958) 815 (767)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments	12/13A 2,250 657 (560) (724) 1,622 (1,008)	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430	12/16A (482) 743 1,245 341 1,846 (1,482) - 741	12/17E 1,020 784 (32) (958) 815 (767)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968)	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527)	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741)	12/17E 1,020 784 (32) (958) 815 (767) - (767)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106	12/17E 1,020 784 (32) (958) 815 (767)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968)	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527)	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741)	12/17E 1,020 784 (32) (958) 815 (767) - (767)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993)	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192)	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051)	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655)	12/17E 1,020 784 (32) (958) 815 (767) - (767) 49 -
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993) - 617	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115	12/17E 1,020 784 (32) (958) 815 (767) - (767)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares Increase in Loans	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993)	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280 (140)	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496 (159)	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115 (196)	12/17E 1,020 784 (32) (958) 815 (767) - (767) 49 - (337)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares Increase in Loans Effects of Exchange Rates on Cash Other Financing Cashflow	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993) - 617 (271) (543)	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280 (140) (782)	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496 (159) (446)	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115 (196) (978)	12/17E 1,020 784 (32) (958) 815 (767) - (767) 49 - (337) -
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares Increase in Loans Effects of Exchange Rates on Cash Other Financing Cashflow Cashflow from financing activities	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993) - 617 (271) (543) (1,190)	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280 (140) (782) (834)	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496 (159) (446) (1,160)	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115 (196) (978) (1,714)	12/17E 1,020 784 (32) (958) 815 (767) - (767) 49 - (337) - (337)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares Increase in Loans Effects of Exchange Rates on Cash Other Financing Cashflow Cashflow from financing activities	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993) - 617 (271) (543) (1,190) 523	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280 (140) (782) (834) 388	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496 (159) (446) (1,160) 594	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115 (196) (978) (1,714) (608)	12/17E 1,020 784 (32) (958) 815 (767) - (767) 49 - (337) - (337) (288)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares Increase in Loans Effects of Exchange Rates on Cash Other Financing Cashflow Cashflow from financing activities Total cash generated Cash at beginning of period	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993) - 617 (271) (543) (1,190) 523 943	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280 (140) (782) (834) 388 1,364	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496 (159) (446) (1,160) 594 1,684	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115 (196) (978) (1,714) (608) 2,067	12/17E 1,020 784 (32) (958) 815 (767) (767) 49 - (337) - (337) (288) 1,320
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares Increase in Loans Effects of Exchange Rates on Cash Other Financing Cashflow Cashflow from financing activities Total cash generated	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993) - 617 (271) (543) (1,190) 523 943 1,466	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280 (140) (782) (834) 388	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496 (159) (446) (1,160) 594	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115 (196) (978) (1,714) (608) 2,067 1,459	12/17E 1,020 784 (32) (958) 815 (767) - (767) 49 - (337) - (337) (288)
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares Increase in Loans Effects of Exchange Rates on Cash Other Financing Cashflow Cashflow from financing activities Total cash generated Cash at beginning of period	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993) - 617 (271) (543) (1,190) 523 943	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280 (140) (782) (834) 388 1,364	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496 (159) (446) (1,160) 594 1,684	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115 (196) (978) (1,714) (608) 2,067	12/17E 1,020 784 (32) (958) 815 (767) (767) 49 - (337) - (337) (288) 1,320
Net Income before Tax & Minority Interest Depreciation & Amortisation Decrease in Working Capital Other Operating Cashflow Cashflow from Operations Capital Expenditure New Investments Others Cashflow from investing activities Net Operating Cashflow Dividends paid to ordinary shareholders Proceeds from issue of shares Increase in Loans Effects of Exchange Rates on Cash Other Financing Cashflow Cashflow from financing activities Total cash generated Cash at beginning of period Implied cash at end of year	12/13A 2,250 657 (560) (724) 1,622 (1,008) 672 427 91 1,713 (993) - 617 (271) (543) (1,190) 523 943 1,466	12/14A 2,218 708 174 (910) 2,189 (1,671) 323 381 (968) 1,222 (1,192) - 1,280 (140) (782) (834) 388 1,364 1,752	12/15A 2,049 648 603 (1,018) 2,281 (1,942) 985 430 (527) 1,754 (1,051) - 496 (159) (446) (1,160) 594 1,684 2,278	12/16A (482) 743 1,245 341 1,846 (1,482) - 741 (741) 1,106 (655) - 115 (196) (978) (1,714) (608) 2,067 1,459	12/17E 1,020 784 (32) (958) 815 (767) (767) 49 - (337) - (337) (288) 1,320 1,031



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