

September 29, 2015

# Hoang Huy Investment Services (HHS VN)

Share Price: VND16,000 MCap (USD): 166M Vietnam

Target Price: na ADTV (USD): 1.1M Consumer Discretionary

Not Rated

# **Largest Truck Distributor**

- Holds nearly one fourth of the market for imported Chinese trucks & tractors, which ballooned 4x over 2012-1H15.
- Added US Navistar tractors from Aug 2015.
- 6.5-7.3x 2015-16 fully-diluted P/Es on management guidance estimates, against market's 12.4x/11.0x.

## Galvanising rising auto sales

Vietnam's solid economic recovery, higher industrial production, exports & imports and regulatory changes have been bumping up auto sales in recent years. Backed by a strong distribution network, HHS' sales grew by a 220% CAGR over 2012-14.

## Navistar's tractors a new source of growth

In May 2015, HHS started selling Navistar's tractors, also known as container haulers. It became the first and only official dealer of US-made tractors in Vietnam. This new line targets Vietnamese drivers/business owners with a strong preference for Western brands at similar prices as Chinese tractors. Tractors account for about 58% of the trucks and tractors imported into Vietnam, of which HHS's market share is still small at 13%.

US tractors are expected to provide HHS with its next leg of growth. HSS is eyeing a 25.0% market share by 2017, up from 17.3%.

## 6.5x fully-diluted 2015 P/E against market's 12.4x

Assuming all shareholders exercise their 1:1 rights at VND11,000/share and management guidance of a VND550b NPATMI for FY15, end-4Q15 BVPS is estimated at VND12,135 and 2015 EPS, VND2,457. This translates into 1.3x P/BV and 6.5x P/E at its last closing price of VND16,000. The 60 largest listed companies in Vietnam trade at 12.4x 2015 P/E and 11.0x 2016 P/E, on average.

Key Data	
52w high/low (VND)	23,326/10,940
Free float (%)	82.6
Issued shares (m)	233.1
Market capitalization	VND3,729b
Major shareholders:	
-HUU HA DO	21.95%
-PYN RAHASTOYHTIO	10.1%
-HUU HAU DO	9.57%

Share Price Performan	nce
25,000 ]	, [ 800
30,000	- 700
20,000	- 600
15,000	500
hunhund	400
10,000 -	- 300
5,000	- 200
5,522	- 100
0	0
Apr-14 Oct-14	Apr-15
——— HHS VN (L)	

	1 Mth	3 Mth	12 Mth
Absolute (%)	14.9	(19.2)	43.7
Relative to country (%)	11.7	(16.4)	53.1

FYE 31 Dec (VNDb)	FY10A	FY11A	FY12A	FY13A	FY14A
Revenue	686	626	463	499	1,424
EBITDA	89	102	71	85	135
Core net profit	65	104	70	82	136
Core FDEPS (VND)	1,131	1,752	1,098	1,270	2,116
Core FDEPS growth (%)	5.3	54.9	(37.4)	15.7	66.6
Net DPS (VND)	343	171	0	0	764
Core P/E (x)	14.1	9.1	14.6	12.6	7.6
P/BV (x)	5.0	3.4	2.8	2.2	1.7
Net dividend yield (%)	2.1	1.1	0.0	0.0	4.8
ROAE (%)	38.4	42.8	20.8	18.9	21.8
ROAA (%)	20.7	28.2	15.1	13.7	12.8
EV/EBITDA (x)			10.1	11.3	0.3
Net debt/equity (%)	net cash				
			•	•	•

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# Corporate strategy

HHS has a clear road map of pursuing a bigger market share through its new and diversifed brands and higher-margin businesses in the vertical chain.

Increasing market share from 17.3% of the market to 25% by 2017. Up until 1H15, HHS relied nearly 100% on the distribution of imported Chinese trucks and tractors, also known as semi-trucks and container haulers. Before merging with Hoang Giang in Jan 2015, it was solely dependent on one brand, Dong Feng. Although Dong Feng Motor Corp. is the largest producer of trucks in China and is among the top three largest producers in the world, HHS' exclusive contracts with Dong Feng limited its offerings to one brand. Although its merger added another brand, Howo, its products were still mainly Chinese. Hoang Giang does distribute Freightliner tractors but only very few.

To further diversify, the Hoang Huy Group sealed a contract to be the national dealer of US-based Navistar in May 2015. This is to distribute used tractors, starting with with the Prostar brand. Contract conditions are stricter than for the import and distribution of Chinese trucks and tractors, signalling HHS' improved corporate standing. About 388 have reached the Haiphong port, out of the 800 planned for FY15. With their almost similar pricing to Chinese tractors at USD55,000-60,000/tractor, HHS expects to draw significant interest from drivers. The Vietnamese still prefer Western brands in general and whenever pricing is affordable, they tend to choose these brands. Navistar is among the top three tractor brands in the US, after Freightliner and Paccar.

40.0% ■ HHS's market share, % of Chinese trucks & tractors 33.0% HHS's market share, % of total imported trucks & tractors 25% 23.6% 20.4% 20.0% 17.3% 14.8% 14.7% 10.3% 5.8% 3.8% 0.0% 2017F 2012 2013 2014 6M2015

Figure 1: HHS hopes to secure 25% of the market by 2017

Source: HHS's reported sales, Customs (for total market and import by countries)

Low cannibalisation risks. Chinese-origin trucks accounted for 50% of all imported trucks and tractors in FY14. This rose to 73% in 1H15. Tractors formed 58-60% of the Chinese imports and trucks, the rest. While HHS enjoyed a 23.6% share of Chinese trucks and tractors in 1H15, imported tractors formed only about a third of its unit sales. This explains its low tractor market share of 13.1% vs 38% for trucks. HHS aims to grasp about 30% of this market, by turning to US tractors over the next three years. In

FY16, it plans to distribute 3,000 Prostar/international tractors, up from 800 planned for this year.

Figure 2: HHS's still-low tractor market share is expected to improve with the help of US Navistar tractors from 2H15

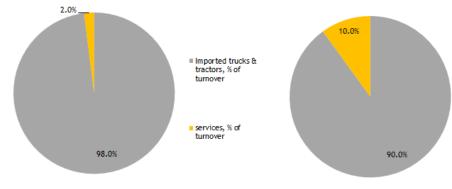
			HHS's
		Total from	market
1H15 sales unit	HHS's	China	share
Trucks	2,555	6,730	38.0%
Tractors	1,200	9,150	13.1%
Total	3,755	15,880	23.6%

Source: HHS's reported sales, Customs (for total market and import by countries)

Improved profitability from new services. After-sales services, especially repair, maintenance, upgrades and replacements, are usually the third consideration for purchasers after branding and pricing. HHS aims to develop such high-margin services at its own and agents' showrooms and care centres, serving both its sold trucks and other vehicles. It is estimated that over 100,000 trucks have been supplied to the market in the last 10 years (*source: Customs*). Another 20,000-30,000 may be added per annum in next few years. Gross margins for imported trucks average 10% while those for services are expected to be 35-40%.

Service contributions may be low for the time being due to the high value per truck of USD55,000-60,000 and rising sales of trucks and tractors. However, if HHS executes on its service centres succesfully, its service contributions could reach 10% in the next five years, according to the company. This could potentially lift its total gross margins to 12-13% from 10%. Higher service contributions could also provide more stable cashflows and cushion HHS from economic and business volatility.

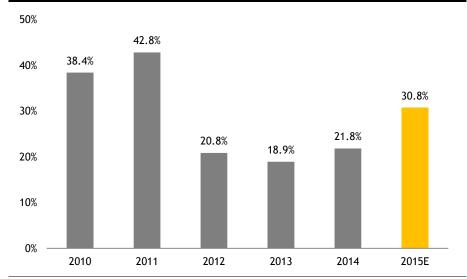
Figure 3: Service contributions could reach 10% in the next five years, up from 2% currently



Source: HHS

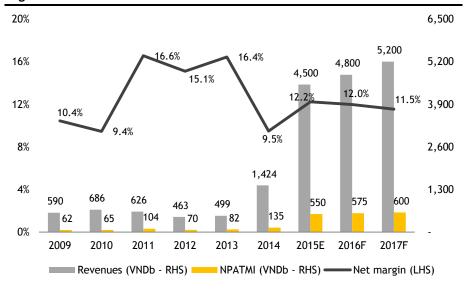
HHS aims to maintain a minimum ROE of 20%. It expects improvements once major capex is spent in 2015-16 and higher-margin services kick in. It also aims to pay out 20-30% of its profits as dividends at the minimum. This could be split between share and cash dividends, decided at every AGM based on its financial performance in the preceding year. Due to its need to retain earnings and raise capital, the split is likely to be 50:50 in the next 2-3 years. In which case, cash dividends could be VND1,000-1,500 for implied yields of 6.2-9.4%.

Figure 4: HHS' ROAE over the years



Source: HHS, Hochiminh stock exchange (2015 ROAE incl. capital increase in 4Q15, assuming 100% subscription and 2015 NPATMI management guidance estimates)

Figure 5: HHS' 2015-17 forecasts



Source: HHS, 2016-17 management guidance does not include sales of US tractors

**Capital increase to fund expansion.** Management has been maintaining a conservative capital structure. A consistent net-cash position helped the company survive high interest rates in 2008-13.

Although it is the largest importer and distributor of trucks and tractors, HHS is still small, which makes it vulnerable to the entry of any larger competitors. As such, to finance its expansion into its new product line from the US and service centres, HHS sought approval for two rounds of fund-raising at its last EGM in Jun 2015. The first involved issuing rights to existing shareholders with an ex-rights date of 26 Aug. Proceeds will be used for working capital in support of imported US trucks. The second is a private placement to HHS' agents, scheduled for 1Q16. Proceeds will be used for building service centres. After these two rounds, its shares will be about 2.5x higher.

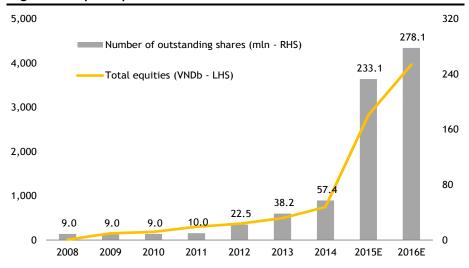
Figure 6: Private-placement plan for 2016

	30mln shares	60mln shares
2016 capital increase plan, private placement to agents (VNDb)	(Low case)	(High case)
Current share price (VND)	16,000	16,000
2015-end number of outstanding shares (mln)	233.1	233.1
New share issuance (mln) @ min. VND12,500	30.0	60.0
2016 ANOS, assuming capital raising done in Jan'16	263.1	293.1
2016 NPAT	575	575
2016 EPS (VND)	2,186	1,962
2016 PER (x)	7.3	8.2
2016-end equities	3,779	4,154
2016 BVPS (VND)	14,363	14,172
2016 P/BV (x)	1.1	1.1

Source: HHS's capital increase plan and FY16 NPAT guidance

For its private placement in 2016, management is mindful about earnings dilution and the impact on committed returns (ROE). It may opt not to issue all 60m shares but 30m for a start, to test its first few service centres before rolling them out on a national scale.

Figure 7: Rapid capital increases since its establishment in 2008



Source: HHS, actual and FY15-16 capital increase plan

# Company overview

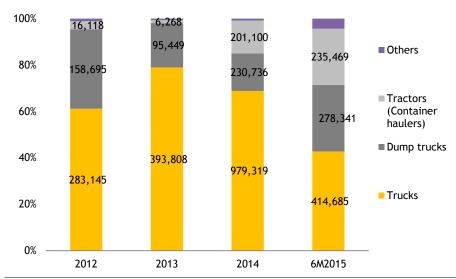
HHS was established in May 2008 by founders who had been importing and selling vehicles since the late 1990s.

Pioneer and largest distributor of trucks in Vietnam. HHS has a 23.6% market share of Chinese trucks and 17.3% of the overall market. It mostly imported and distributed semi-heavy and heavy trucks and tractors through its 40 agents before its merger with Hoang Giang and 68 agents after its merger in early 2015. The merger has not only consolidated its market share but also qualifed HHS for the distribution of US trucks, through its larger scale.

HHS's main products



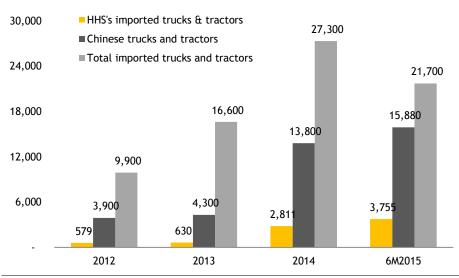
Figure 8: Sales value in VNDm by product type



Source: HHS

The company was among the earliest to spot opportunities in truck demand in Vietnam arising from changes in its land-transportation regulations in May 2014. The new regulations cap the weight of goods that could be carried by trucks to lower the rate of road accidents as well as slow down the damage to national roads caused by over-loaded trucks. HHS is the exclusive distributor of Dong Feng trucks in Vietnam while Hoang Giang sells Sinotruck's Howo brand. Dong Feng is among the largest producers of trucks in the world.

Figure 9: Imported trucks and tractors into Vietnam (units)



Source: HHS, Customs

# **Industry & competition**

Vietnam relies heavily on imported trucks and tractors. Vietnam does not manufacture semi-heavy and heavy trucks and tractors but some light, small and semi-heavy trucks.

Korea has a long tradition of supplying Vietnam with trucks but it was bypassed by China last year after the China-Asean FTA lowered the tariffs of products moving between China and Asean countries.

In 1H15, Vietnam imported 55,350 vehicles, of which 21,700 were trucks and tractors. Some 15,880 of these were imported from China, up 275%. These formed 73% of its total imported trucks. Other supply markets were Korea, Thailand, and India.

32,000 ■ Others (i.e Korea, Japan, US) China 24,000 13,800 16,000 4,300 15,880 8,000 3,900 13,500 12,300 6,000 5,820 2012 2013 2014 6M2015

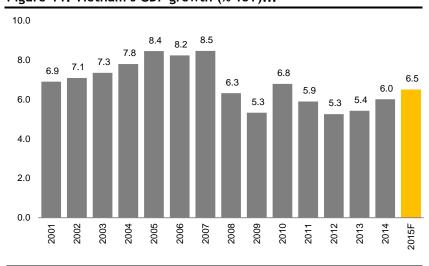
Figure 10: Imported trucks into Vietnam: China vs other countries

Source: Customs

The huge increase in imported trucks recently was driven by:

 A recovery in the domestic economy. Other imported vehicles and sales of domestically-produced/assembled vehicles also picked up strongly





Source: GSO, MKE

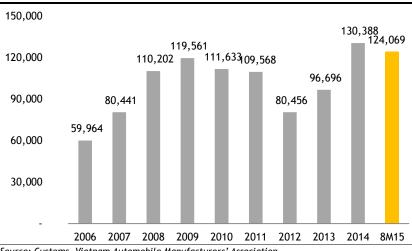


Figure 12: ... and automobile sales in 2012-1H15

Source: Customs, Vietnam Automobile Manufacturers' Association

- (2) Strong exports and imports in the last decade, swelling the demand for logistics, including land transportation
- (3) Regulatory changes, especially the enforcement of maximum goods loading for trucks from May 2014. This has led to a jump in imported Chinese trucks, as it is faster and cheaper to order from China than from local producers or other countries.

This recent growth is, however, unlikely to be sustainable, after sufficient trucks are imported to meet the new maximum weight for goods carried. Once growth normalises, the rate is expected to be double digits, underpinned by continued economic strength and exports & imports.

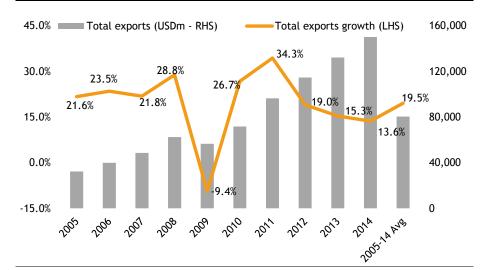


Figure 13: Vietnam's unrivalled export growth in recent times

Source: GSO

HHS held close to one fourth of the market for Chinese imported trucks and tractors as of 2Q15. Other listed or unlisted players are much smaller, except THACO and TMT. But by total assets, sales and profitability, HHS is considerably smaller than THACO Corp., at about one tenth of THACO's size. THACO manufactures, assembles and distributes a whole range of land vehicles, from 4-seater and 7-seater cars under its own Truong Hai brand to brands under Kia Motor, Mazda and Peugeot.

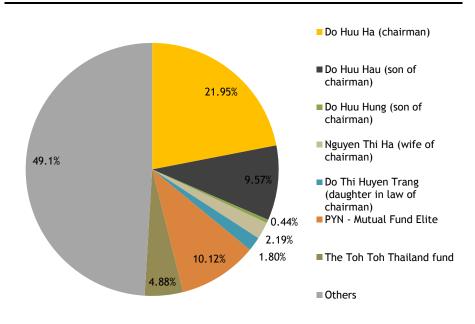
# Shareholding structure

HHS' 220% sales CAGR over 2012-14 have attracted more interest especially from institutional funds which made up c. 22% of its shareholding in May 2015.

Its board, however, mostly composes of the family members of chairman, Mr Do Huu Ha. The chairman and his wife, Ms Nguyen Thi Ha, two sons, Mr Do Huu Hung and Mr Do Huu Hau, occupy four of HHS' five board seats. The four of them own 34.6% of HHS' shares and together constitute the largest group of shareholders. Their shares are not restricted from trading. However share trading of founders of Hoang Giang subsidiary are still prohibited until Sep'16. This is equivalent to 17.4% of total outstanding shraes of HHS after the share swap in Mar'15 for the M&A, resulting in 82.6% floating amount currently. Ms Do Thi Huyen Trang, wife of Mr Do Huu Hung, owns another 1.8%. Having said that, none of the board members participates in the board of management. This potentially reduces, though not eliminates, risks of undue influence on daily operations and reported numbers.

HHS is making efforts to be more transparent. It is among the few listed companies in Vietnam to disclose monthly financial performances on its website. Management has also been more accessible to investors than the average company in Vietnam.

Figure 14: Ownership structure

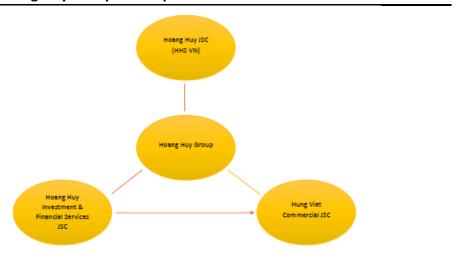


Source: HHS, Hochiminh stock exchange as at 20 May 2015

# Organisational structure

HHS considers itself a part of the Hoang Huy Group, together with Hoang Huy Investment & Financial Services JSC and Hung Viet Commercial JSC. Neither the Hoang Huy Group nor Hoang Huy Investment & Financial Services owns HHS shares directly. However, they have cross-shareholdings and cross-directorships via chairman Mr Do Huu Ha. Hoang Huy Investment & Financial Services now holds the licence for the distribution of Navistar's tractors in Vietnam. Its plans to import US tractors dated back to 2012-13 when HHS was smaller with VND325b of paid-in capital or USD17m. Then, Hoang Huy Investment & Financial Services had VND1,200b of paid-in capital or close to USD60m.

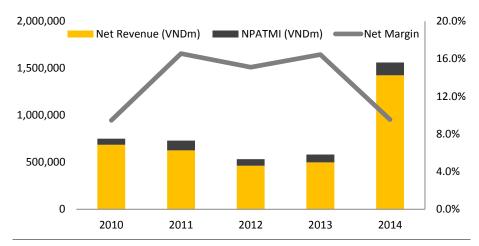
## **Hoang Huy Group of companies**



Source: HHS

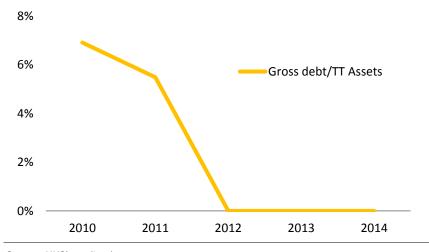
# Financial highlights

HHS' financials have picked up from 2014 with 165% sales increase and 65.6% NPAT expansion.



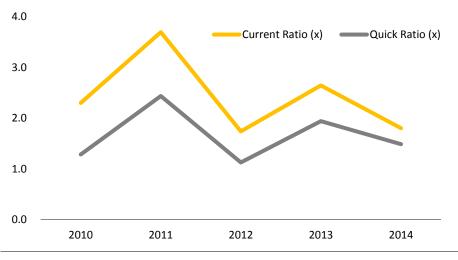
Source: HHS's audited reports

Yet, its leverage has been brought down to close to zero.



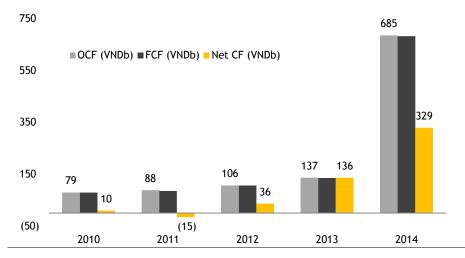
Source: HHS's audited reports

Strong ability to meet short-term liabilities...



Source: HHS's audited reports

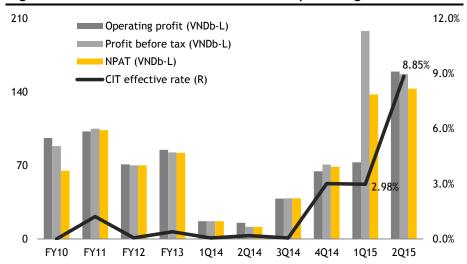
...with higher cashflows



Source: HHS's audited reports

Its merger with Hoang Giang in 1Q15 has led to a higher effective corporate income tax rate for HHS, as HHS used to enjoy 0% while Hoang Giang paid 22% before the law lowered the national rate to 20% in 2016. With the addition of US tractors from 2H15, management estimates that HHS' tax rate can stay around 10% going forward.

Figure 15: HHS' lower tax rate than Vietnam's prevailing rate of 22%



Source: HHS

## **Valuation**

**6.5x 2015** P/E & 1.3x P/BV against 12.4x and 1.8x for VN-Index. After its 1:1 rights issue at VND11,000/share and 10:1 share dividend on 26 Aug 2015, outstanding shares have risen to 233.09m, assuming all shareholders exercise their rights. Under management guidance of a VND550b NPATMI for FY15, BVPS at end-4Q15 is estimated at VND12,135 and 2015 EPS, VND2,457. This translates into 1.3x P/BV and 6.5x P/E at its last closing price of VND16,000.

Figure 16: 2015 multiples under full dillution from recent issuance

VNDb	
Total Equities at 2Q15	1,504
less 10% cash dividend in Aug'15	(111)
plus proceeds from 1:1 right issue at VND11,000/share in	
Oct'15	1,221
plus NPATMI in 2H15	215
Total Equities at 4Q15	2,829
No of shares after 10% share dividend & 1:1 rights issue	233.1
BVPS at 4Q15	12,135
Share price at 25 Sep 2015 (VND)	16,000
2015 P/BV (x)	1.3
2015 NPATMI	550
2015 ANOS (mln)	224
2015 EPS (VND)	2,457
2015 PER (x)	6.5

Source: HHS, FY15 NPAT: company guidance

After its private placement to agents throughout the country scheduled for 2016, 2016 P/E would range from 7.3x to 8.2x, depending on the final amount of shares the company issues. In response to growing concerns over dilution, HHS may start with a low-end number. This would also give it time to test the market in key cities and regions before the mass national rollout of its service centres. The 60 largest listed companies in Vietnam trade at 12.4x 2015 P/E and 11.0x 2016 P/E, on average.

Figure 17: 2016 multiples, assuming 30-60m share placement

	30mln shares	60mln shares
2016 capital increase plan, private placement to agents (VNDb)	(Lowest case)	(Lowest case)
Current share price (VND)	16,000	16,000
2015-end number of outstanding shares (mln)	233.1	233.1
New share issuance (mln) @ min. VND12,500	30.0	60.0
2016 ANOS, assuming capital raising done in Jan'16	263.1	293.1
2016 NPAT	575	575
2016 EPS (VND)	2,186	1,962
2016 PER (x)	7.3	8.2
2016-end equities	3,404	3,404
2016 BVPS (VND)	12,937	11,613
2016 P/BV (x)	1.2	1.4

Source: HHS, FY15-16 NPAT: company guidance

There are four more listed companies in Vietnam with the same business as HHS. They are also manufacturers, though not significant: CMC Corp (CMC VN, Not Rated), Giai Phong Auto (GGG VN, Not Rated), Hang Xanh Auto (HAX VN, Not Rated) and TMT Corp (TMT VN, Not Rated). The first three are too small and illiquid. For comparison and industry perspectives, we also include THACO Corp, which is trading on the OTC.



Figure 18: HHS vs. competitors

			Net sales			NPAT		Margin /		Mult	iples	Leverage		Cash conver	sion cycle	
												Net				Cash
			FY15 Sales			FY15 NPAT		1H15	1H15			cash/Equity	Inventory	Receivables	Payable	conversion
	Мсар	FY14 Sales	guidance	1H15 Sales	FY14 NPAT	guidance	1H15 NPAT	Gross	Net	2015	2015	(x)	days	days	days	cycle
HHS vs. Competitors	(USDm)	(VNDb)	(VNDb)	(VNDb)	(VNDb)	(VNDb)	(VNDb)	Margin	Margin	PER (x)	P/BV (x)	(1H15)	(1H15)	(1H15)	(1H15)	(days)
CMC VN (on HNX)	0.9								too small							
GGG VN (on UpCOM)	0.5								too small							
HAX VN (on HSX)	6.1								too small							
HHS VN (on HSX)	166.1	1,437	4,500	2,044	135.0	550.0	335.6	11.6%	16.4%	6.5	1.3	(0.2)	108.3	2.6	34.7	76.2
TMT VN (on HSX)	53.4	1,314	3,804	1,950	62.5	150.0	138.5	13.9%	7.1%	8.0	3.4	(0.5)	158.4	3.0	129.3	32.2
THACO (on OTC)	856.2	21,928	44,377	17,800	3,268.0	5,830.0	3,150.0	24.2%	17.7%	3.3	1.4	0.5	89.4	15.6	65.4	39.5

Source: Companies, HOSE, HNX, companies' FY15 NPAT guidance

Rey Metrics   P/E (reported) (x)	FYE 31 Dec (VNDb)	FY10A	FY11A	FY12A	FY13A	FY14A
P.F. (reported) (x)	· · · · · · · · · · · · · · · · · · ·	1 1 1071			1 1 1 5 / 1	
Core PD PE (x)	•	1/1 1	0 1	14.6	12.6	7.6
Core FD P/E (x)         14.1         9.1         14.6         12.6         7.6           P/BV (x)         5.0         3.4         2.8         2.2         1.7           P/NTA (x)         5.0         3.4         2.8         2.2         1.7           Net dividend yield (%)         2.1         1.1         0.0         0.0         4.8           ECY Fight DA (x)           10.1         11.3         0.3           EV/EBITDA (x)           10.1         11.3         0.3           Income Statement         Revenue         686         626         463         499         1,424           Gross profit         96         106         78         93         182           EBITDA         89         102         71         85         135           Depreciation         (0)         (0)         (0)         (0         (0         (0         (0         (0         (0         (0         (0         (0         (0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0<						
P/BV (x)   5.0   3.4   2.8   2.2   1.7     P/NTA (x)   5.0   3.4   2.8   2.2   1.7     P/NTA (x)   5.0   3.4   2.8   2.2   1.7     P/NTA (x)   5.0   3.4   2.8   2.2   1.7     Net dividend yield (%)   2.1   1.1   0.0   0.0   0.4     FCF yield (%)   8.6   9.0   10.4   13.1   66.4     EV/EBITDA (x)       10.1   11.3   0.3     EV/EBITDA (x)       10.2   11.4   0.3     Income Statement	, ,					
P/NTA (x)	, ,					
Net dividend yield (%)	, ,					
FCF yield (%)	* /					
EV/EBITDA (x)	• , ,	8.6	9.0	10.4	13.1	66.4
Revenue	EV/EBITDA (x)			10.1	11.3	0.3
Revenue 686 626 463 499 1,424 Gross profit 96 106 78 93 182 EBITDA 89 102 71 85 135 Depreciation (0) (0) (0) (0) (1) (0) Amortisation 0 0 0 0 0 0 0 0 EBIT 88 102 71 85 135 Net interest income /(exp) (8) 8 (1) 1 9 Associates & JV 0 0 0 0 0 0 0 0 Cther pretax income (15) (5) (0) (3) (6) Pretax profit 65 105 70 82 138 Income tax 0 (1) (0) (0) (0) (2) Minorities 0 0 0 0 0 0 0 Reported net profit 65 104 70 82 136 Core net profit 65 104 70 82 136 Core net profit 65 104 70 82 136  Balance Sheet Cash & Short Term Investments 120 219 41 177 955 Accounts receivable 15 12 52 2 8 Intangible assets 0 0 0 0 0 0 0 0 Investment in Associates & JVs 0 0 0 0 0 0 0 Accounts payable 6 37 331 209 79 Total assets 326 411 515 679 1,441 St interest bearing debt 0 0 0 0 0 0 0 Accounts payable 6 0 78 116 592 LT interest bearing debt 0 0 0 0 0 0 Cother individuals 113 88 67 666 102 Total Liabilities 141 110 145 182 694 Shareholders Equity 184 300 370 497 748 Intangible asset 141 110 145 182 694 Shareholders Equity 184 300 370 497 748 Intangible individuals 184 300 370 497 748 Minority Interest Dearing debt 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Interest Dearing debt 0 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Minority Interest 0 0 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Minority Interest 0 0 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Minority Interest Cash Flow Pretax profit 65 105 70 82 138 Depreciation & amortisation 0 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Total Cash Flow Cash Flow Pretax profit 65 105 70 82 138 Cash taxes paid 0 0 0 0 0 0 Cash flow from operations 79 88 106 137 685 Capex (0) (3) (0) (1) (4) Free cash flow 79 85 106 135 682 Dividends paid (24) (12) 0 0 0 0 Equity raised / (purchased) 0 24 0 45 115 Change in Debt (0) (3) (4) (44) (467) Effect of exch rate changes 0 0 0 0 0 0 0	EV/EBIT (x)			10.2	11.4	0.3
Revenue 686 626 463 499 1,424 Gross profit 96 106 78 93 182 EBITDA 89 102 71 85 135 Depreciation (0) (0) (0) (0) (1) (0) Amortisation 0 0 0 0 0 0 0 0 EBIT 88 102 71 85 135 Net interest income /(exp) (8) 8 (1) 1 9 Associates & JV 0 0 0 0 0 0 0 0 Cther pretax income (15) (5) (0) (3) (6) Pretax profit 65 105 70 82 138 Income tax 0 (1) (0) (0) (0) (2) Minorities 0 0 0 0 0 0 0 Reported net profit 65 104 70 82 136 Core net profit 65 104 70 82 136 Core net profit 65 104 70 82 136  Balance Sheet Cash & Short Term Investments 120 219 41 177 955 Accounts receivable 15 12 52 2 8 Intangible assets 0 0 0 0 0 0 0 0 Investment in Associates & JVs 0 0 0 0 0 0 0 Accounts payable 6 37 331 209 79 Total assets 326 411 515 679 1,441 St interest bearing debt 0 0 0 0 0 0 0 Accounts payable 6 0 78 116 592 LT interest bearing debt 0 0 0 0 0 0 Cother individuals 113 88 67 666 102 Total Liabilities 141 110 145 182 694 Shareholders Equity 184 300 370 497 748 Intangible asset 141 110 145 182 694 Shareholders Equity 184 300 370 497 748 Intangible individuals 184 300 370 497 748 Minority Interest Dearing debt 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Interest Dearing debt 0 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Minority Interest 0 0 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Minority Interest 0 0 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Minority Interest Cash Flow Pretax profit 65 105 70 82 138 Depreciation & amortisation 0 0 0 0 0 0 Total shareholders Equity 184 300 370 497 748 Total Cash Flow Cash Flow Pretax profit 65 105 70 82 138 Cash taxes paid 0 0 0 0 0 0 Cash flow from operations 79 88 106 137 685 Capex (0) (3) (0) (1) (4) Free cash flow 79 85 106 135 682 Dividends paid (24) (12) 0 0 0 0 Equity raised / (purchased) 0 24 0 45 115 Change in Debt (0) (3) (4) (44) (467) Effect of exch rate changes 0 0 0 0 0 0 0	In come Chatemann					
Cross profit   86			(2)	46.2	400	1 424
EBITDA 89 102 71 85 135   Depreciation (0) (0) (0) (0) (1) (0) (0) (1) (0) (0) (1) (0) (0) (1) (0) (0) (1) (0) (0) (1) (0) (0) (1) (0) (0) (1) (0) (0) (1) (0) (0) (1) (0) (1) (1) (0) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1						-
Depreciation	•					
Amortisation 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0						
EBIT         88         102         71         85         135           Net interest income / (exp)         (8)         8         (1)         1         9           Associates & JV         0         0         0         0         0         0           Exceptionals         0         0         0         0         0         0         0           Other pretax income         (15)         (5)         (0)         (3)         (6)           Pretax profit         65         105         70         82         138           Income tax         0         (1)         (0)         (0)         (2)           Minorities         0         0         0         0         0         0           Core net profit         65         104         70         82         136           Cash & Short Term Investments         120         219         41         177 <t< td=""><td>•</td><td>, ,</td><td>. ,</td><td>` '</td><td></td><td></td></t<>	•	, ,	. ,	` '		
Net interest income / (exp) (8) 8 (1) 1 9 Associates & JV 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0						
Associates & JV						
Exceptionals	` · ·	` '		` '	-	
Other pretax income         (15)         (5)         (0)         (3)         (6)           Pretax profit         65         105         70         82         138           Income tax         0         (1)         (0)         (0)         (2)           Minorities         0         0         0         0         0           Kinorities         0         0         0         0         0           Core net profit         65         104         70         82         136           Core net profit         65         104         70         82         136           Balance Sheet         Cash & Short Term Investments         120         219         41         177         955           Accounts receivable         15         12         52         2         2         8           Inventory         144         139         89         128         215         Property, Plant & Equip (net)         1         3         3         3         5         15         12         52         2         8         Inventory         144         139         89         128         215         Property, Plant & Equip (net)         1         3         3						
Pretax profit         65         105         70         82         138           Income tax         0         (1)         (0)         (0)         (2)           Minorities         0         0         0         0         0           Reported net profit         65         104         70         82         136           Core net profit         65         104         70         82         136           Core net profit         65         104         70         82         136           Core net profit         65         104         70         82         136           Balance Sheet         1         2         219         41         177         955           Accounts receivable         15         12         52         2         8           Inventory         144         139         89         128         215           Property, Plant & Equip (net)         1         3         3         3         5           Investory         Plant & 139         89         128         215           Investment in Associates & JVs         0         0         0         160           Other assets         326	•			-		-
Income tax	•	, ,	. ,	, ,	, ,	
Minorities         0         0         0         0         0           Reported net profit         65         104         70         82         136           Core net profit         65         104         70         82         136           Balance Sheet             136         120         219         41         177         955         Accounts receivable         15         12         52         2         8         Inventory         144         139         89         128         215         Property, Plant & Equip (net)         1         3         3         3         5         Intangible assets         0	· ·					
Core net profit   65	Minorities	0	. ,	` '	` '	` ,
Balance Sheet         Cash & Short Term Investments         120         219         41         177         955           Accounts receivable         15         12         52         2         8           Inventory         144         139         89         128         215           Property, Plant & Equip (net)         1         3         3         3         5           Intangible assets         0         0         0         0         0         0           Investment in Associates & JVs         0         0         0         0         160         180           Other assets         46         37         331         209         79           Total assets         326         411         515         679         1,441           ST interest bearing debt         0         0         0         0         0         0           Accounts payable         6         0         78         116         592         1         1,441         516         592         1,441         110         145         182         694         141         110         145         182         694         141         110         145         182         694	Reported net profit	65	104	70	82	136
Cash & Short Term Investments         120         219         41         177         955           Accounts receivable         15         12         52         2         8           Inventory         144         139         89         128         215           Property, Plant & Equip (net)         1         3         3         3         5           Intangible assets         0         0         0         0         0         0           Intangible assets         46         37         331         209         79           Total assets         46         37         331         209         79           Total assets         326         411         515         679         1,441           ST interest bearing debt         23         23         0         0         0         0           Accounts payable         6         0         78         116         592           LT interest bearing debt         0 <td>Core net profit</td> <td>65</td> <td>104</td> <td>70</td> <td>82</td> <td>136</td>	Core net profit	65	104	70	82	136
Cash & Short Term Investments         120         219         41         177         955           Accounts receivable         15         12         52         2         8           Inventory         144         139         89         128         215           Property, Plant & Equip (net)         1         3         3         3         5           Intangible assets         0         0         0         0         0         0           Intangible assets         46         37         331         209         79           Total assets         46         37         331         209         79           Total assets         326         411         515         679         1,441           ST interest bearing debt         23         23         0         0         0         0           Accounts payable         6         0         78         116         592           LT interest bearing debt         0 <td>Palance Cheet</td> <td></td> <td></td> <td>•</td> <td></td> <td></td>	Palance Cheet			•		
Accounts receivable 15 12 52 2 8 Inventory 144 139 89 128 215 Property, Plant & Equip (net) 1 3 3 3 3 5 Intangible assets 0 0 0 0 0 0 0 0 Investment in Associates & JVs 0 0 0 0 160 180 Other assets 326 411 515 679 1,441 ST interest bearing debt 23 23 0 0 0 0 0 Accounts payable 6 0 78 116 592 LT interest bearing debt 0 0 0 0 0 0 0 0 Other liabilities 113 88 67 66 102 Other liabilities 113 88 67 66 102 Other liabilities 141 110 145 182 694 Minority Interest equity 184 300 370 497 748 Minority Interest equity 184 300 370 497 748 Otal liabilities and equity 326 411 515 679 1,441 Ocash Flow Pretax profit 65 105 70 82 138 Depreciation & amortisation 0 0 0 0 1 0 0 Adj net interest (income)/exp 9 7 1 0 1 0 Adj net interest (income)/exp 9 7 1 0 1 0 Adj net interest (income)/exp 9 7 1 0 1 10 Cash flow from operating cash flow (11) (9) 1 110 15 Cash flow from operations 79 88 106 137 685 Capex (0) (3) (0) (1) (4) Free cash flow 79 85 106 135 682 Dividends paid (24) (12) 0 0 0 Profit of Change in Debt (87) 0 (23) 0 0 0 OTH investing/financing cash flow 42 (113) (47) (44) (467) Effect of exch rate changes 0 0 0 0 0 0 0 OTH investing/financing cash flow 42 (113) (47) (44) (467) Effect of exch rate changes		120	240	41	177	055
Inventory						
Property, Plant & Equip (net)         1         3         3         3         5           Intangible assets         0         0         0         0         0         0           Other assets         46         37         331         209         79           Total assets         326         411         515         679         1,441           ST interest bearing debt         23         23         0         0         0           Accounts payable         6         0         78         116         592           LT interest bearing debt         0         0         0         0         0           Other liabilities         113         88         67         66         102           Total Liabilities         141         110         145         182         694           Shareholders Equity         184         300         370         497         748           Minority Interest         0         0         0         0         0         0           Total shareholders equity         184         300         370         497         748           Total liabilities and equity         326         411         515					_	
Intangible assets	•					
Investment in Associates & JVs		-				
Other assets         46         37         331         209         79           Total assets         326         411         515         679         1,441           ST interest bearing debt         23         23         0         0         0           Accounts payable         6         0         78         116         592           LT interest bearing debt         0         0         0         0         0           Other liabilities         113         88         67         66         102           Total Liabilities         141         110         145         182         694           Shareholders Equity         184         300         370         497         748           Minority Interest         0         0         0         0         0         0           Shareholders Equity         184         300         370         497         748           Minority Interest         0         0         0         0         0         0           Total shareholders equity         184         300         370         497         748           Total liabilities and equity         326         411         515	•					
Total assets         326         411         515         679         1,441           ST interest bearing debt         23         23         0         0         0           Accounts payable         6         0         78         116         592           LT interest bearing debt         0         0         0         0         0           Other liabilities         113         88         67         66         102           Total Liabilities         141         110         145         182         694           Shareholders Equity         184         300         370         497         748           Minority Interest         0         0         0         0         0         0         0         0           Shareholders Equity         184         300         370         497         748         748         748         748         748         748         748         748         748         748         741         748         748         748         748         748         748         748         748         748         748         748         748         748         748         748         748         748         748		-				
ST interest bearing debt         23         23         0         0         0           Accounts payable         6         0         78         116         592           LT interest bearing debt         0         0         0         0         0           Other liabilities         113         88         67         66         102           Total Liabilities         141         110         145         182         694           Shareholders Equity         184         300         370         497         748           Minority Interest         0         0         0         0         0         0           Total shareholders equity         184         300         370         497         748           Minority Interest         0         0         0         0         0         0           Total shareholders equity         184         300         370         497         748           Total liabilities and equity         326         411         515         679         1,441           Cash Flow         70         82         138           Depreciation & amortisation         0         0         0         1         0	Total assets					
LT interest bearing debt 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	ST interest bearing debt					•
LT interest bearing debt 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Accounts payable	6	0	78	116	592
Total Liabilities         141         110         145         182         694           Shareholders Equity         184         300         370         497         748           Minority Interest         0         0         0         0         0           Total shareholders equity         184         300         370         497         748           Total liabilities and equity         326         411         515         679         1,441           Cash Flow           Pretax profit         65         105         70         82         138           Depreciation & amortisation         0         0         0         1         0           Adj net interest (income)/exp         9         7         1         0         1           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)		0	0	0	0	0
Shareholders Equity         184         300         370         497         748           Minority Interest         0         0         0         0         0         0           Total shareholders equity         184         300         370         497         748           Total liabilities and equity         326         411         515         679         1,441           Cash Flow         Pretrax profit         65         105         70         82         138           Depreciation & amortisation         0         0         0         1         0         1           Adj net interest (income)/exp         9         7         1         0         1         0           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cas	Other liabilities	113	88	67	66	102
Minority Interest         0         0         0         0         0           Total shareholders equity         184         300         370         497         748           Total liabilities and equity         326         411         515         679         1,441           Cash Flow           Pretax profit         65         105         70         82         138           Depreciation & amortisation         0         0         0         1         0           Adj net interest (income)/exp         9         7         1         0         1           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow from operations         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0           Equity raised / (purchased)	Total Liabilities	141	110	145	182	694
Total shareholders equity         184         300         370         497         748           Total liabilities and equity         326         411         515         679         1,441           Cash Flow         Pretax profit         65         105         70         82         138           Depreciation & amortisation         0         0         0         1         0           Adj net interest (income)/exp         9         7         1         0         1           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24 <td>Shareholders Equity</td> <td>184</td> <td>300</td> <td>370</td> <td>497</td> <td>748</td>	Shareholders Equity	184	300	370	497	748
Total liabilities and equity         326         411         515         679         1,441           Cash Flow           Pretax profit         65         105         70         82         138           Depreciation & amortisation         0         0         0         1         0           Adj net interest (income)/exp         9         7         1         0         1           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0	Minority Interest	0	0	0	0	0
Cash Flow           Pretax profit         65         105         70         82         138           Depreciation & amortisation         0         0         0         1         0           Adj net interest (income)/exp         9         7         1         0         1           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (11	Total shareholders equity	184	300	370	497	748
Pretax profit         65         105         70         82         138           Depreciation & amortisation         0         0         0         1         0           Adj net interest (income)/exp         9         7         1         0         1           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)	Total liabilities and equity	326	411	515	679	1,441
Depreciation & amortisation         0         0         0         1         0           Adj net interest (income)/exp         9         7         1         0         1           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0<	Cash Flow		*		*	
Adj net interest (income)/exp         9         7         1         0         1           Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0         0	Pretax profit	65	105	70	82	138
Change in working capital         16         (15)         35         (56)         533           Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0         0	Depreciation & amortisation					
Cash taxes paid         0         0         (1)         (0)         (2)           Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0         0	Adj net interest (income)/exp	9	7	1	0	1
Other operating cash flow         (11)         (9)         1         110         15           Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0	Change in working capital	16	(15)	35	(56)	533
Cash flow from operations         79         88         106         137         685           Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0	Cash taxes paid	0	0	(1)	(0)	(2)
Capex         (0)         (3)         (0)         (1)         (4)           Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0	Other operating cash flow	(11)	(9)	1	110	15
Free cash flow         79         85         106         135         682           Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0	Cash flow from operations	79	88	106	137	685
Dividends paid         (24)         (12)         0         0         0*           Equity raised / (purchased)         0         24         0         45         115           Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0	Capex	(0)	(3)	(0)	(1)	(4)
Equity raised / (purchased)       0       24       0       45       115         Change in Debt       (87)       0       (23)       0       0         OTH investing/financing cash flow       42       (113)       (47)       (44)       (467)         Effect of exch rate changes       0       0       0       0       0	Free cash flow	79	85	106	135	682
Change in Debt         (87)         0         (23)         0         0           OTH investing/financing cash flow         42         (113)         (47)         (44)         (467)           Effect of exch rate changes         0         0         0         0         0	Dividends paid	(24)	(12)	0	0	0*
OTH investing/financing cash flow 42 (113) (47) (44) (467) Effect of exch rate changes 0 0 0 0 0 0	Equity raised / (purchased)	0	24	0	45	115
Effect of exch rate changes 0 0 0 0 0	Change in Debt	(87)	0	(23)	0	0
	OTH investing/financing cash flow		(113)	(47)	(44)	(467)
Net cash flow         10         (15)         36         136         329	= = = = = = = = = = = = = = = = = = =	0	0	0	0	0
	Net cash flow	10	(15)	36	136	329

\*Note: VND764 adjusted cash dividend was announced for 2014 dividend but payment will only be made in 2H15  $\,$ 

FYE 31 Dec (VNDb)	FY10A	FY11A	FY12A	FY13A	FY14A
Key Ratios					
Growth ratios (%)					
Revenue growth	16.3	(8.7)	(26.1)	7.8	185.4
EBITDA growth	0.9	15.7	(30.3)	19.4	58.5
EBIT growth	0.8	15.6	(30.5)	19.4	59.1
Pretax growth	5.3	61.9	(33.4)	17.8	67.6
Reported net profit growth	5.3	59.9	(32.6)	17.4	65.6
Core net profit growth	5.3	59.9	(32.6)	17.4	65.6
Profitability ratios (%)					
EBITDA margin	12.9	16.4	15.4	17.1	9.5
EBIT margin	12.9	16.3	15.3	17.0	9.5
Pretax profit margin	9.4	16.8	15.1	16.5	9.7
Payout ratio	30.3	9.8	0.0	0.0	36.1
DuPont analysis	<del></del>	·	·	*	
Net profit margin (%)	9.4	16.6	15.1	16.4	9.5
Sales/Assets (x)	2.2	1.7	1.0	0.8	1.3
Assets/Equity (x)	1.9	1.5	1.4	1.4	1.7
ROAE (%)	38.4	42.8	20.8	18.9	21.8
ROAA (%)	20.7	28.2	15.1	13.7	12.8
Liquidity & Efficiency			·	·	
Cash conversion cycle	82.8	105.3	96.4	29.9	(52.4)
Days receivable outstanding	15.6	7.9	25.3	19.6	1.2
Days inventory outstanding	72.7	99.4	107.9	97.4	50.3
Days payable outstanding	5.5	2.0	36.8	87.1	104.0
Dividend cover (x)	2.8	1.1	3.1	0.6	2.8
Current ratio (x)	2.3	3.7	1.7	2.6	1.8
Leverage & Expense Analysis					
Asset/Liability (x)	2.3	3.7	3.6	3.7	2.1
Net debt/equity (%)	net cash	net cash	net cash	net cash	net cash
Net interest cover (x)	10.9	nm	96.8	nm	nm
Debt/EBITDA (x)	0.3	0.2	0.0	0.0	0.0
Capex/sales (%)	0.0	0.5	0.0	0.3	0.3
Net debt/ (net cash)	(97.3)	(196.4)	(40.9)	(177.4)	(955.1)

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