

# FIEM INDUSTRIES LTD. Investor Presentation

Q4 & FY2023



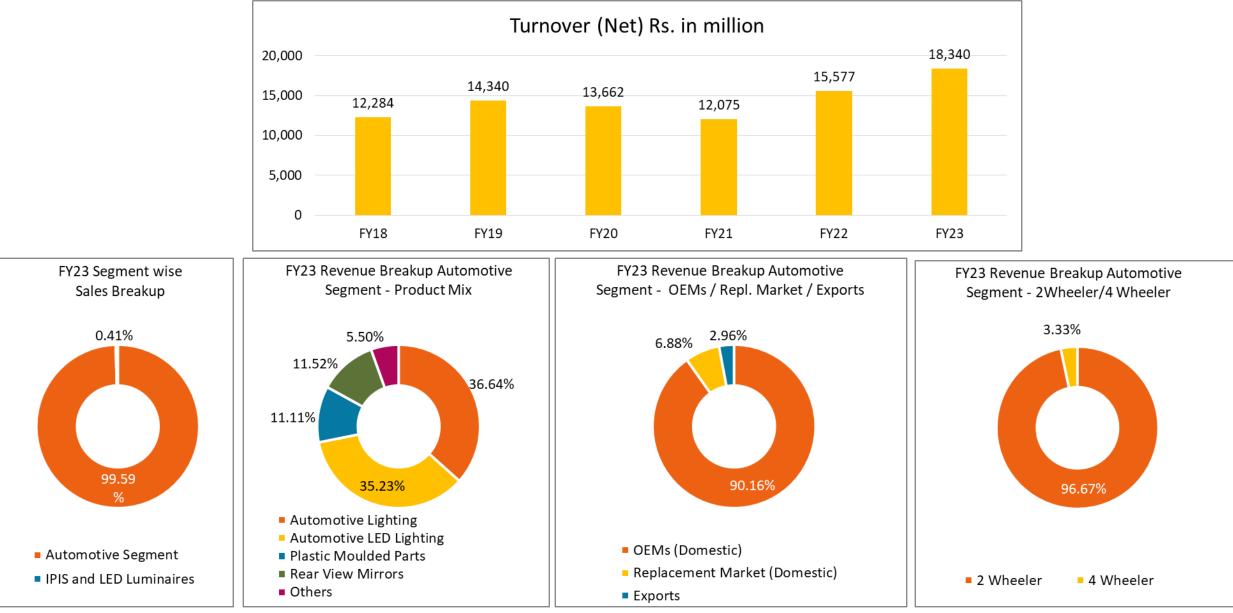
### **EXECUTIVE SUMMARY**



Overview	<ul> <li>Fiem Industries Ltd. (FIEM) was founded and incorporated in 1989 by Mr. J.K. Jain.</li> <li>The Company was listed on BSE and NSE in 2006.</li> <li>FIEM is one of the leading manufacturers of Automotive Lighting &amp; Signalling Equipment's and Rear View Mirrors in India. FIEM is among first companies in India introducing LED lights in two wheelers.</li> <li>FIEM has diversified its product portfolio by entering into LED luminaires for Indoor and Outdoor applications and Integrated Passenger Information System for Railways &amp; Buses.</li> </ul>
Products	Automotive SegmentLED Segment• Automotive Lighting - Head lamps, Tail Lamps, Blinker lamps, Fog lamps etc. <b>Products under Technical</b> Collaboration• LED Luminaires for Indoor and Outdoor applications• Rear View Mirrors • Sheet Metal Parts• Canister • Bank (Lean) Angle Sensor JV Products• Integrated Passenger Information System with LED Display (IPIS)
Top Clients Standalone Financial Performance	<ul> <li>Two Wheeler – Honda, TVS, Yamaha, Suzuki, Eicher Royal Enfield, Harley Davidson, Mahindra etc.</li> <li>Four Wheeler - Tata Marcopolo, Force Motors, Honda Siel, Hyundai, Daimler, Mahindra Reva etc.</li> <li>Net Sales has grown from INR 12,285 mn in FY18 to INR 18,340 mn in FY23 at 5 year CAGR of 8.35%</li> <li>EBITDA has grown from INR 1,373 mn in FY18 to INR 2,478 mn in FY23 at a 5 year CAGR of 12.55%</li> </ul>
renormance	• EBIIDA has grown from INR 1,373 mn in FY18 to INR 2,478 mn in FY23 at a 5 year CAGR of 12.55%

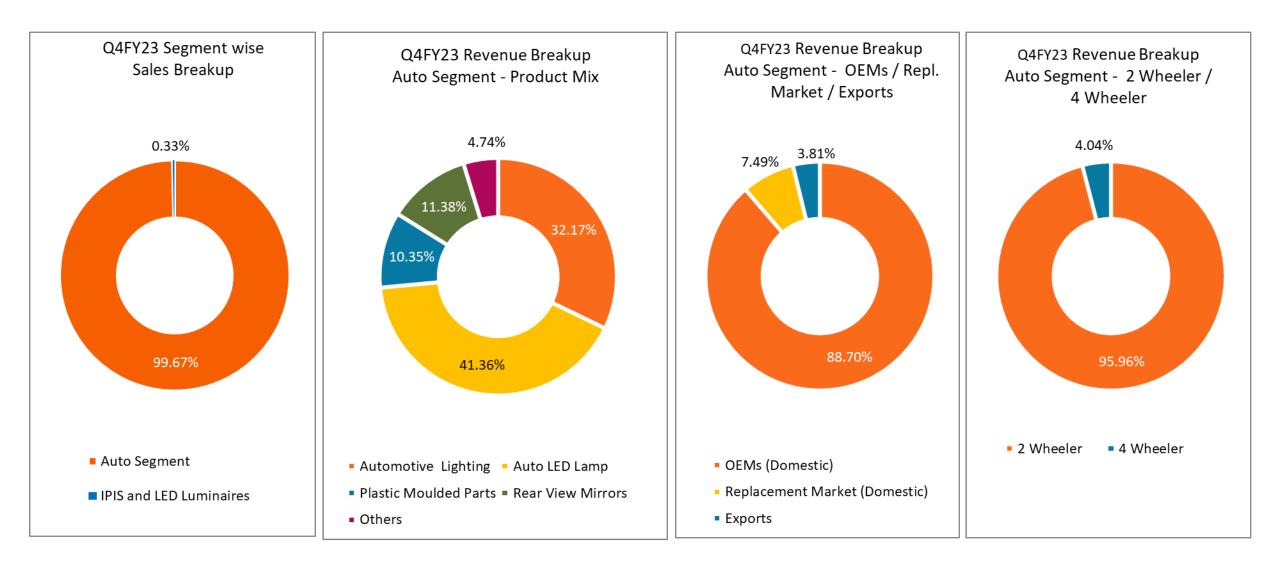
# FINANCIAL SUMMARY (STANDALONE)





# FINANCIAL SUMMARY (STANDALONE)







- The Company was originally incorporated in India as Rahul Auto Private Limited on February 6, 1989 in New Delhi and was founded by Mr. J.K. Jain, who is a first generation entrepreneur and is in the automotive lighting business since 1970's.
- FIEM is one of the leading manufacturers of automotive lighting & signalling equipment's and rear view mirrors in India. Its major business comes from the two-wheeler segment of the automotive industry.
- FIEM has a diversified product portfolio ranging from head lamps, tail lamps, signalling lamps, roof lamps, rear view mirrors, wheel covers, warning triangles, complete rear fender assembly, frame assembly, mudguards, various automobile sheet metal and plastic parts, Canister and Bank (Lean) Angle Sensor.
- The Company has following Wholly-owned Subsidiaries and J.V. Companies
  - Wholly-owned Subsidiaries Fiem Industries Japan Co., Ltd. (Japan)
    - Fiem Research and Technology s.r.l (Italy)
    - JV Company Fiem Kyowa (HK) Mould Company Limited (Hong Kong)

COMPANY OVERVIEW

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### **PROMOTERS & WHOLE TIME DIRECTORS**





Mr. J. K. Jain Chairman & Managing Director

Aged 71 years, he is the Chairman and Managing Director of our Company. As the Chairman and Managing Director of our Company, he is involved in mentoring the leadership team, advising on business strategies and in various aspects of the Company's expansion and diversification plans. He has more than four decades of experience in manufacturing of automotive lighting and signalling equipment and has played a significant role in growth and diversification of our Company. He has won many accolades and awards in India and overseas Including Life Time Achievement Award presented by India International Council for Industries & Trade, National Achievement Award for Business Excellence presented by Indian Society for Industry & Intellectual **Development and Outstanding Entrepreneurship** Award presented by Enterprise Asia.



#### Mrs. Seema Jain Whole-time Director

Aged 68 years, she is the Wholetime Director of our Company. She is the wife of Mr. J.K. Jain. She belongs to a business family and was involved in her family business from an early age. She holds a bachelors' degree in Science from the University of Delhi. She is actively involved in decision making in our Company besides overseeing the finance functions.



Ms. Aanchal Jain Whole-time Director

Aged 41 years, she is the Wholetime Director of our Company. She has completed her Masters in Business Administration from Indiana Institute of Technology. She takes care of the human resource management functions of our Company and is also actively involved in skill development and labour welfare programmes being undertaken in our Company.



Mr. Rahul Jain Whole-time Director

Aged 36 years, he is the Whole-time Director of our Company. He has completed his Bachelor of Science and thereafter Management Studies from University of Bradford. He is involved in strategic affairs and corporate planning besides close interaction with customer for customer satisfaction and initiatives for new projects. He also oversees the manufacturing operations of various units periodically.

### **PROMOTERS & WHOLE TIME DIRECTORS**





#### Mr. Vineet Sahni

#### **CEO & Director**

Aged 58 years, he is a veteran and an inspirational business leader in Automotive Industry with over 35 years of varied leadership experience, especially in 4-Wheel Automotive Lighting Industry. He holds a B.E. in Mechanical from Delhi College of Engineering and PG Diploma in Business Management from MSPI-Delhi. He started his career with Tata Motors in 1987 and has held various leadership positions of increasing responsibility over the years with Minda Group, Varroc Engineering and Lumax Group.

During his illustrious career, he has held successful CEO positions since the year 2001 in large automotive groups and most recently has been Group CEO & Sr. Executive Director in Lumax Group. He brings with him deep knowledge of Automotive Industry, developing strong leadership pipeline to ensure continuity in business, strengthening relationship with OEMs and rich experience of managing people from diverse cultures and geographies. He has been awarded "India's Most Trusted CEO, Automotive 2022 – Leader of the year "by WCRCINT & WCRC LEADERS.



#### Mr. Rajesh Sharma

#### Whole-time Director

Aged 60 years, he is the Whole-time Director of our Company. He was appointed on the Board of our Company w.e.f. 01.01.2020. He was among the Senior Management of the Company for many years before elevation to Board and heading the Marketing & Development department of the Company as well as involved in the manufacturing operations of the units from time to time. He is having vast experience of more than 35 years in automotive Industry.



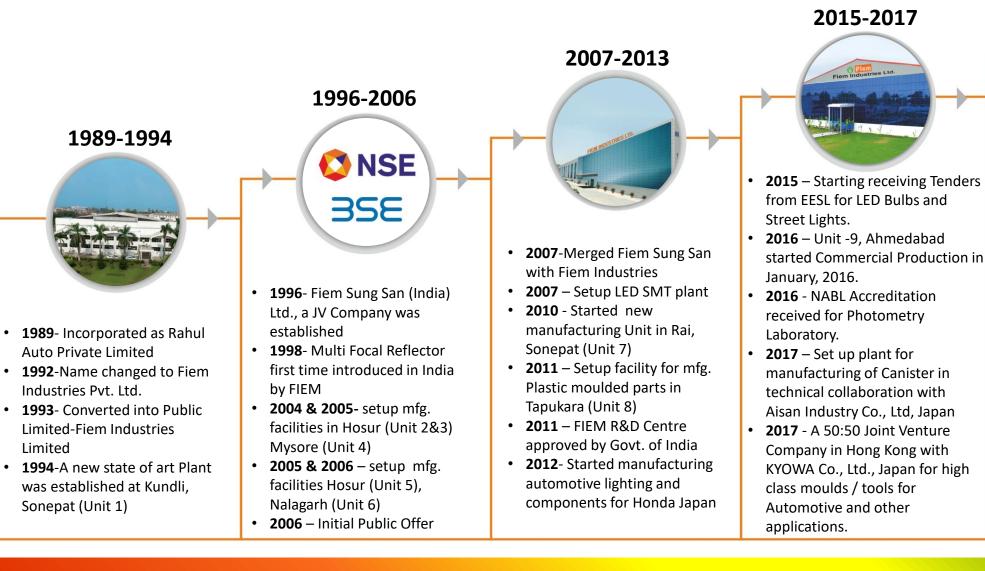
#### Mr. Kashi Ram Yadav

#### Whole-time Director

Aged 67 years, he is the Whole-time Director of the Company. He has been associated with our Company since its inception and has more than 40 years' experience in production and manufacturing operations of automotive lightings, signaling equipment and rear view mirrors. He was appointed on the Board of our Company in October, 2008. He is presently responsible for production and manufacturing operations in North India Units of our Company.

# **FIEM JOURNEY**





2018 - 2020

- 2018 Joint Venture with Aisan Industry Co. Ltd., Japan and Toyota Tsusho India Pvt. Ltd. for manufacture of Fuel Pump Module and IC Connector for Indian Market.
- 2018 Technical Assistance Agreement with TOYODENSO Co. Ltd. Japan and Toyota Tsusho Corporation, Japan for manufacturing of Bank Angle Sensor for Indian market.
- 2019 Set up new Design Centre in Turin, Italy under newly formed subsidiary in Italy, namely Fiem Research and Technology S.r.l.

# **OUR PRESENCE**









Unit-VII, Rai (Haryana)

Unit-I, Kundli (Sonepat, Haryana)



THE DESCRIPTION OF Unit-II, Hosur (Tamil Nadu)

H B S B B B B



Unit-IX, Ahmedabad (Gujarat)



Unit-V, Hosur (Tamil Nadu)



Unit-IV, Mysore (Karnataka)



Regd. Office: Mansarover Garden, Delhi Mkt Div. / R&D & Development Div.







Fiem Kyowa (HK) Mould Co Ltd. Hong Kong



Corporate Office: Fiem Industries Ltd, Aerocity, New Delhi, India



HALF & BALLER

Unit-VI, Nalagarh (Himachal Pradesh)



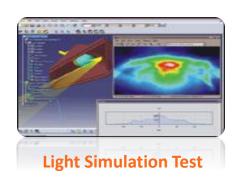
# GOVT. APPROVED R&D CENTRE

- FIEM's state of the art R&D Centre offers its clients design and development capabilities in Automotive Lighting & Signalling Equipments and Rear View Mirrors which meet the specifications of the clients requirements.
- Government of India, Ministry of Science and Technology, Department of Science and Industrial Research has accorded Recognition to Company's in-house R&D Unit situated at Rai Industrial Estate, Sonepat
- The Company's R&D Centre is established with modern infrastructure, state-of-the-art technology, equipped with latest software, qualified and experienced manpower.
- FIEM's in-house R&D Centre has various kinds of testing facilities such as Product Testing, Photometry Testing, Environmental Testing, Thermal Tests, Electronic Test, Vibration Test, Chemical Test, Mechanical Tests etc.
- Photometry Laboratory of the Company is NABL Accredited
- Some examples of R&D conducted by company:
  - In-house design and development of Railway IPIS (Integrated Passenger Information Systems with LED Display )
  - In-house design and development for four wheeler LED Rear combination, LED direction indicator light etc.
- Advantages of in-house R&D unit:
  - Diversified and large portfolio of lighting products developed
  - New generation LED technology in automotive and home lighting segments developed
  - Reduction in development time and cost savings to clients





**Environmental Testing** 

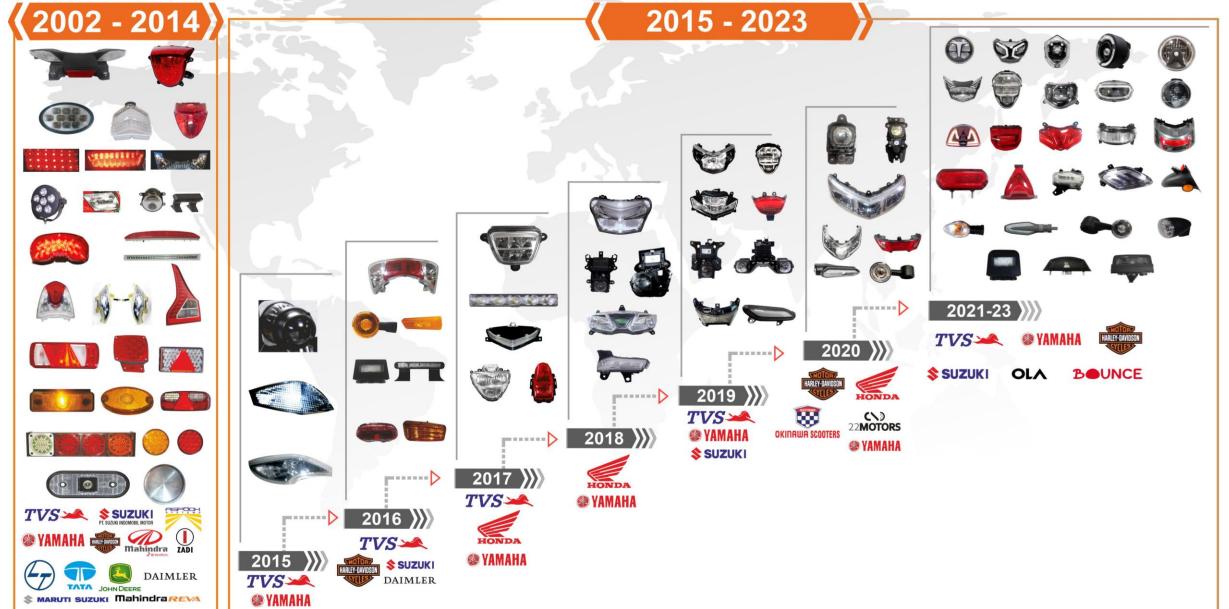




**Mechanical Durability Test** 

# AUTOMOTIVE LED LIGHT JOURNEY













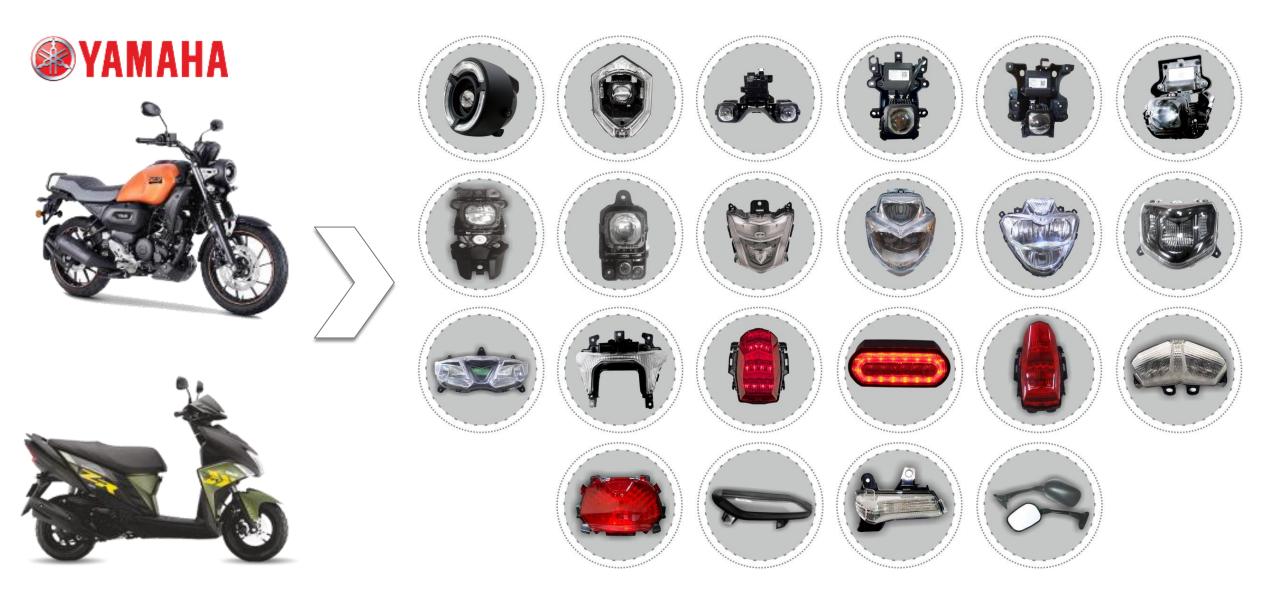


TVS









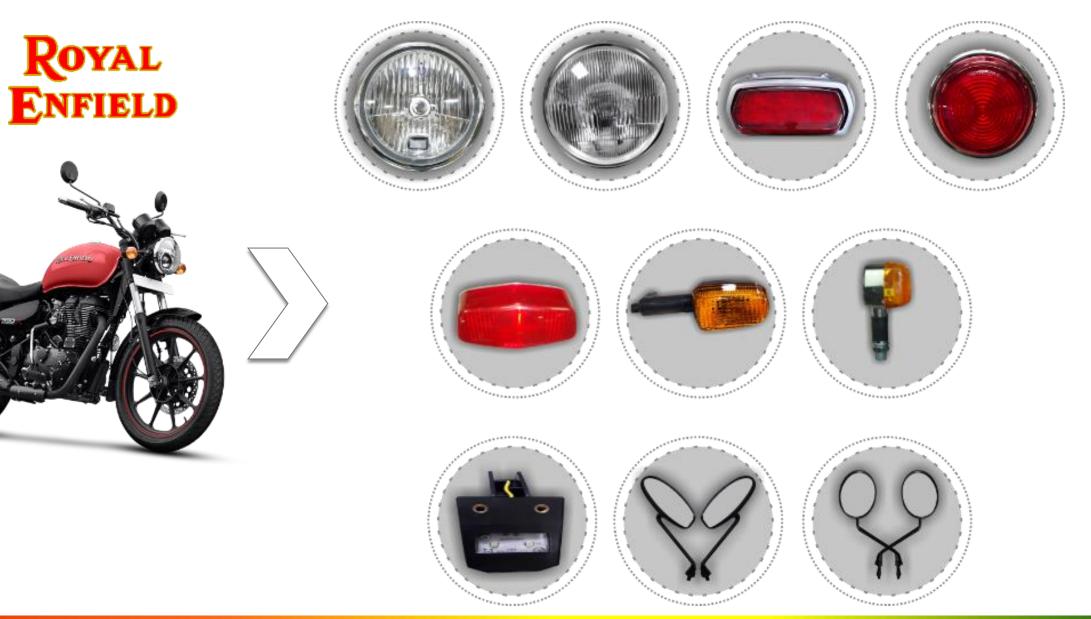






























#### **STRONG CLIENT BASE**

 FIEM has a strong client base of more than 50 OEMs and is supplying to its prestigious customers since their inception. ŏ e

**FIEM** 

**ADVANTAGE** 

- Significant market share for supply of automotive lighting & signalling equipment's and rear view mirrors to Two-wheeler and Four-wheeler OEM's.
- Exporting automotive lighting to Honda Japan, Harley Davidson (USA & Thailand), Kubota Japan (Tractors & Farm equipment's) besides exporting to other OEM's in Austria, UK, Germany, Thailand, Indonesia & Vietnam.

#### **DIVERSIFIED PRODUCT PORTFOLIO**

- Leading manufacturers of LED and Conventional Automotive Lighting & Signalling Equipment's and Rear View Mirrors for two and four wheelers.
- Strategic technological tie ups with global players to provide advance and cost efficient Products.
  - Diversified into Integrated Passenger Information Systems with LED Display (IPIS).

#### MANUFACTURING EDGE...COST SAVING TO THE CUSTOMERS

- State-of-the-art manufacturing facilities located close to the OEM Customers offering Logistic cost saving and just in-time delivery.
- FIEM has three world class R&D / Design Centres located in India, Italy and Japan having more than 120 personnel in Designing, Optical Simulation and Guest Engineering facilities for development of the light assembly with LED & advanced technology as per Indian and Global standards.

#### FOCUS ON ELECTRIC VEHICLE SEGMENT

- 2W EV is a big opportunity, which is growing exponentially.
- FIEM has the first mover advantage and working with all major EV OEMs in India.
- Company has competitive advantage, because of inhouse R&D, Designing and Testing capabilities with shortest Development time.
- Diversified product portfolio with LED Lighting solutions, Rear View Mirrors and Plastic Parts etc. provide best solutions to the OEMs.





#### **Award for Strong Effort for Cost Reduction**

for the year 2022-23

From Honda Motorcycle & Scooter India.







#### **Consistent Quality Performance Award**

for the year 2021-22

from TVS Motor Company Limited





Certificate of Excellence for Best Performance Quality

for the year 2022

from Kubota







**Best Performance in Delivery Award** 

for the year 2021

from Kubota





#### **Appreciation Award - 2023**

#### from Hyundai Motor India





Award for 'Excellence Performance in Quality Metrics'

for the year 2022

from Daimler India Commercial Vehicles.



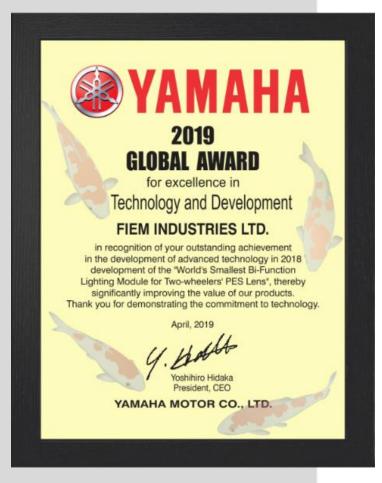


**Appreciation Award for Special Support** 

for the year 2021-22

from Yamaha Motor India Group



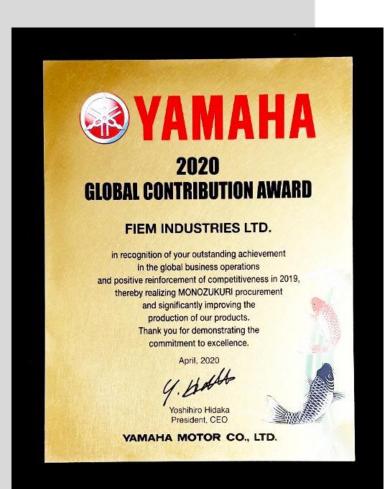


### **Global Award for Excellence in Technology and Development from Yamaha Motor Co., Ltd. Japan-2019**

In recognition of outstanding achievement in the development of advanced technology in 2018 development of the **"World's Smallest Bi-Function Lighting Module for Two-wheelers' with PES Lens"**.









#### **Global Contribution Award, 2020**

#### from Yamaha Motor Co., Ltd. Japan

In recognition of your outstanding achievement in the global business operations and positive reinforcement of competitiveness in 2019, thereby realizing MONOZUKURI procurement and significantly improving the production of our products. Thank you for demonstrating the commitment to excellence.







Appreciation Award for Development and Shipping Control 2018 from India Yamaha Motor Pvt. Ltd.-2019







Performance Award (Cost Reduction) for year 2018-19 from Suzuki Motorcycle India Pvt. Ltd-2019





Award for Delivery Management 2019-20 from Honda Motorcycle and Scooter India Pvt. Ltd.

#### MORE THAN 50+ AWARDS SINCE 1991

SUZZUKI Performance Award VAVE 2016-2017 DEM INDUSTRES LTD MEMBRONE ME

Performance Award (VA- VE) for 2016-17 from Suzuki Motorcycle India Pvt. Ltd. (2017)



Grand Award from Honda Motorcycle & Scooter India Pvt. Ltd (2009)



Grand Award for QCDDM 2013-14 from Honda Motorcycle & Scooter India Pvt. Ltd. (2014)



Achievement Award for Honda Global Support Supplier 2012-13 from Honda Motorcycle & Scooter India Pvt. Ltd,



Award for Q.D. Performance from Honda Motorcycle & Scooter India Pvt. Ltd. (2011)



Supplier Recognition Award from Harley-Davidson India for its new motorcycle model (Harley-Davidson Street) (2014)



ESQR'S Quality Achievement Award in the Gold Category for extraordinary achievement in quality management (2013)



Appreciation Award, 2019 from Hyundai Motor India Ltd. (2019)



Award for Excellence in Electronics from ELCINA for Outstanding Contribution to the Growth of Lighting & Auto Electronics Industry (2016-17)



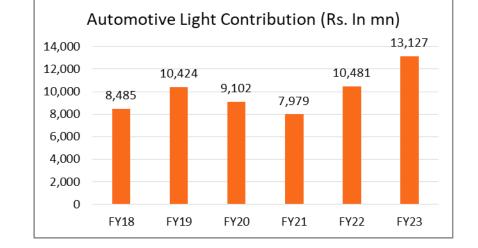
# **AUTOMOTIVE LIGHTS**



FIEM is one of the most renowned names in Automotive Lightings & Signalling Equipments with the history of around four decades. The company is associated with some of the most prestigious OEM customers in India.

- Automotive Lighting In the automotive components segment the Company makes various types of Head lamps, Tail Lamps, Blinker lamps, Fog lamps, Warning triangles, Interior lamps and Beacon lights etc. for Two Wheelers and Four Wheelers.
- India's First NABL Accredited Lab for Testing of Automotive Lighting.
- Manufacturing Facilities for Automotive Lights:
  - Unit 1 Kundli, Sonepat, Haryana
  - Unit 2 Hosur, Tamil Nadu
  - Unit 5 Hosur, Tamil Nadu
  - Unit 6 Nalagarh, Himachal Pradesh
  - Unit 7 Rai, Sonepat, Haryana
  - Unit 8 Tapukara, Rajasthan
  - Unit 9 Ahmedabad, Gujarat
- Top Clients





NET SALES

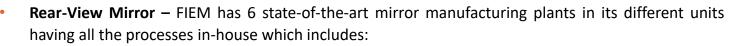


Cert. No. T - 3799 NABL Accredited Lab.



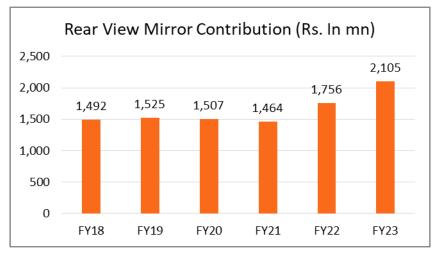
### **REAR VIEW MIRRORS**





- Mirror Plate Making Profile cutting, Washing, Grinding, Convexing, Cleaning, Aluminium coating/Chrome coating and finally back side painting.
- Plastic Housing: In-house manufacturing with injection moulding machines.
- Rod Making: In-house complete rod making facilities such as machining, bending, welding, powder coating etc.
- **Final Assembly:** All the above sub-components are assembled in the assembly lines to make the complete mirror assembly.
- Manufacturing Facilities for Rear View Mirrors:
  - Unit 2 Hosur, Tamil Nadu
  - Unit 5 Hosur, Tamil Nadu
  - Unit 8 Tapukara, Rajasthan
- Top Clients





NET SALES

#### **Rear View Mirrors**

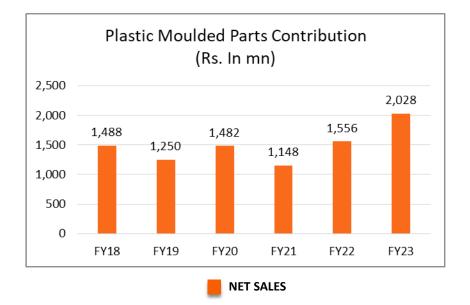


### PLASTIC MOULDED PARTS



- **Plastic Moulded Parts** Plastic moulding is integral part of automotive lighting as well as rear view mirrors, as these parts are required to make final assembly of all the products.
- FIEM has installed world class more than 450 latest injection moulding machines in their **six plants** ranging from 50 tonnes to 1400 tonnes capable of making parts weighing 20 gms to 2.5 kgs.
- Apart from above, FIEM also supply standalone plastic moulded parts to its customers from Unit
   2, Unit 8 and Unit 9.
- The above mentioned moulding machines can easily make even big products of two wheelers like front fender, floor panel, side cover, rear fender, handle bar, seat base etc.
- Manufacturing Facilities for Standalone Plastic Moulded Parts:
  - Unit 2 Hosur, Tamil Nadu
  - Unit 6 Nalagarh, Himachal Pradesh
  - Unit 8 Tapukara, Rajasthan
  - Unit 9 Ahmedabad, Gujarat
- Top Clients







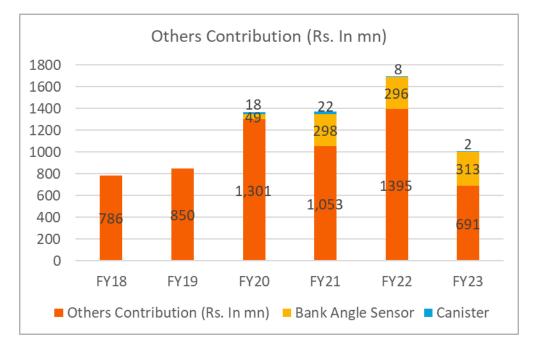
## **OTHERS**

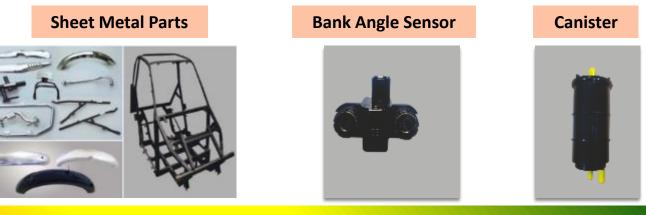


Others Automotive Segment Include items contributing less than 10% of Total Sale, mainly includes Fabrication items, Canister, Bank Angle Sensor etc.

- Sheet Metal Parts (fabrication Item) FIEM has full fledged sheet metal fabrication facilities as well as Mudguard rolling plants for manufacturing Front and Rear mudguard for Motorcycles & Mopeds. The fabrication facility have the following in-house processes:
  - **Presses:** More than 50 presses such as hydraulic, double action deep draw, single action presses etc.
  - Rolling Plant
  - Pipe Bending
  - Spot welding, Projection welding, Argon welding, CO<sub>2</sub> welding etc.
  - Zinc Plating: Blue/Black passivation, Yellow passivation
  - Phosphating facilities
  - Powder Coating for base coat and top coat
- Manufacturing Facility used for making Sheet Metal Parts
  - Unit 3 Hosur, Tamil Nadu
  - Unit 6 Nalagargh, Himachal Pradesh
  - Unit 8 Tapukara, Rajasthan

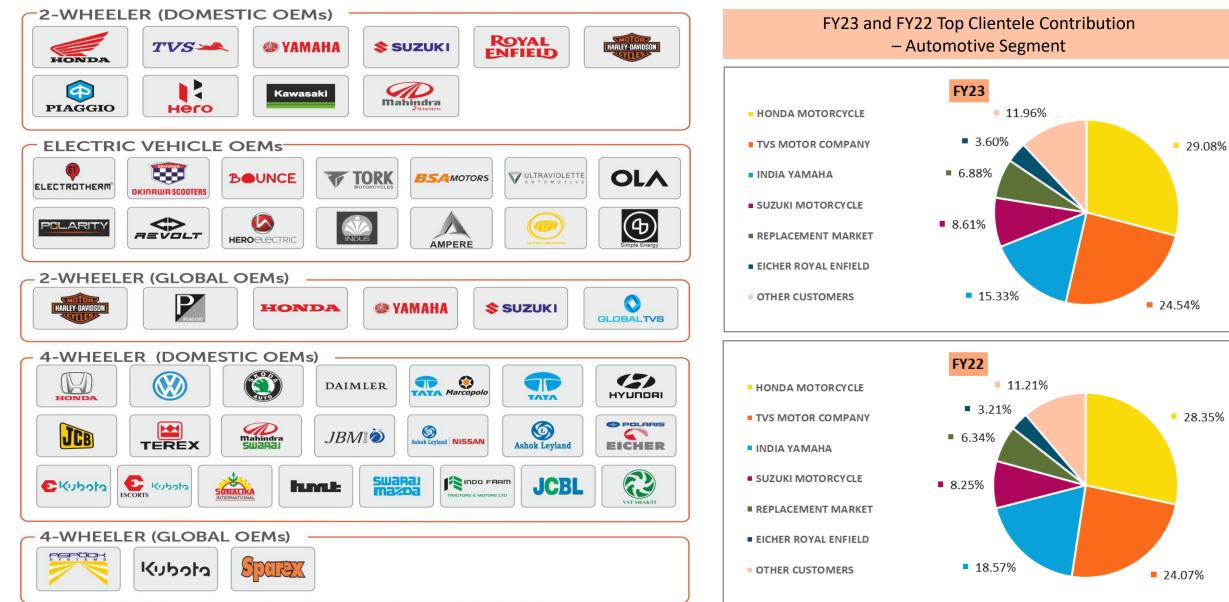






# **OUR CUSTOMERS**





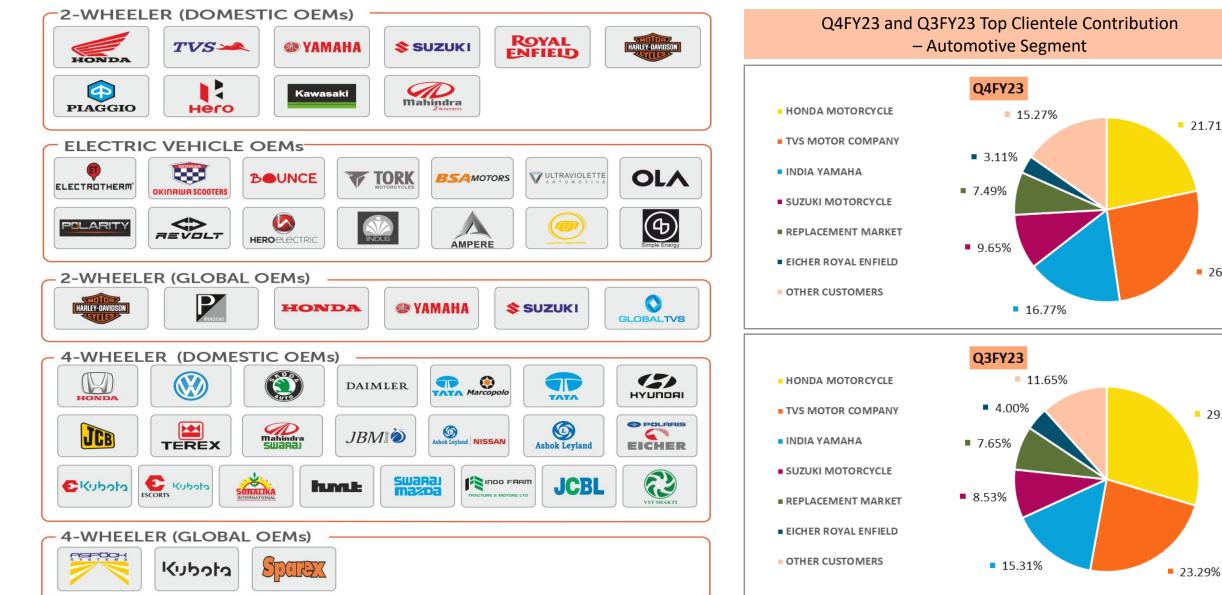
# **OUR CUSTOMERS**



21.71%

26.00%

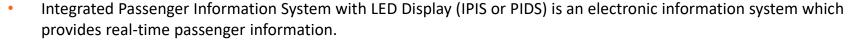
29.57%



### LED DISPLAY SYSTEMS



#### LED Integrated Passenger Information System



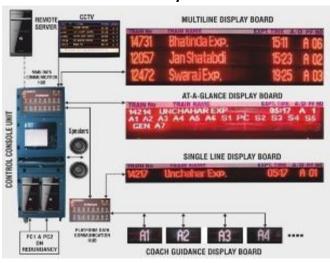
- Passenger information delivered in relevant locations along the bus route is an important part of this strategy and FIEM has played a key role in helping its partners deliver an effective solution.
- Association of State Road Transport Undertakings has also inspected the Company's LED based Destination system and found it satisfactory.
- Also received approval for Integrated Passenger Information System with LED Display (IPIS) from Ministry of Railways - Research Design and Standard Organization (RDSO) for manufacture and supply of this system (consisting of Train indication, Coach Guidance & PC based announcement).

LED Display Panel

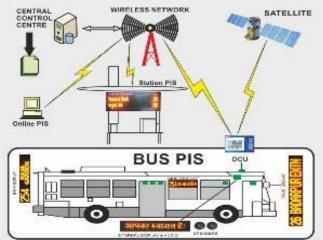




#### Railway







# CONSOLIDATED INCOME STATEMENT



Particulars (INR Mn)	FY18	FY19	FY20	FY21	FY22	FY23
Total Income*	12,443	14,499	13,812	12,243	15,749	18,589
Expenses	10,990	12,919	12,226	10873	13,783	15,995
EBITDA (Including Other Income)	1,453	1,580	1,586	1370	1,966	2,594
EBITDA Margin	11.68%	10.89%	11.48%	11.19%	12.48%	13.95%
Exceptional Item	(34)	-	(9)	(32)	-	-
Depreciation & Amortization	444	489	532	572	590	634
Finance Cost	227	221	177	117	86	74
РВТ	816	870	868	649	1290	1,886
Taxes	290	304	82	180	337	487
PAT	526	566	786	469	953	1,399
Share of Associates Profit/(Loss)	_	-10	-41	-2	-11	-1
PAT after Share of Associates Profit/(Loss)	526	556	745	467	942	1,398
PAT Margin	4.22%	3.83%	5.39%	3.81%	5.96%	7.52%
EPS * Net of GST and Includes other Income	39.94	42.29	56.66	35.48	71.56	106.26

### CONSOLIDATED BALANCE SHEET HIGHLIGHTS (AS PER IND-AS)

Particulars (INR Mn)	31.03.21	31.03.22	31.03.23
ASSETS			
I. NON CURRENT ASSETS			
a) Property, Plant and Equipment	5,101	4,742	4,609
b) Right of Use Assets	339	324	309
c) Capital Work-in-Progress	27	7	53
d) Intangible Assets	33	14	18
e) Intangible Assets under Development	0	0	0
f) Financial Assets And Investment	375	131	127
g) Income Tax Assets (Net)	10	13	22
h) Other Non-Current Assets	69	53	72
Total Non Current Assets	5,954	5,284	5,210
II. CURRENT ASSETS			
a.) Inventories	1,169	1,848	1,757
b) Financial Assets			
i) Investments	-	764	-
ii) Trade Receivables	809	1746	1,408
iii) Cash and Cash Equivalents	1,104	683	1,830
iv) Bank Balances other than (iii) above	2	1	1
v) Loans	4	6	6
vi) Other Financial Assets	18	9	71
c) Other Current Assets	162	144	247
Total Current Assets	3,268	5,201	5,320
TOTAL ASSETS (I + II)	9,222	10,485	10,530

		LIGHT UP THE WORLD		
Particulars (INR Mn)	31.03.21	31.03.22	31.03.23	
EQUITY AND LIABILITIES				
A. EQUITY				
Equity Share Capital	132	132	132	
Other Equity	5,562	6,290	7,480	
Total Equity	5,694	6,422	7,612	
B. LIABILITIES				
I. Non Current Liabilities				
a) Financial Liabilities				
i) Borrowings	219	75	-	
ii) Lease Liabilities	245	238	231	
iii) Other Financial Liabilities	_	-	-	
b) Provisions	50	51	132	
c) Deferred Tax Liabilities (Net)	362	326	222	
Total Non Current Liability	876	690	585	
II. Current Liabilities				
a) Financial Liabilities				
i) Borrowings	303	137	-	
ii) Lease Liabilities	7	6	7	
iii) Trade Payables	1722	2,611	1,652	
iv) Other Financial Liabilities	512	228	258	
b) Other Current Liabilities	359	298	317	
c) Provisions	37	55	99	
d) Current Tax Liabilities (Net)	22	38	-	
Total Current Liability	2,652	3,373	2,333	
TOTAL LIABILITIES (I + II)	3,528	4,063	2,918	
TOTAL EQUITY AND LIABILITIES (A+B)	9,222	10,485	10,530	

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LID THE WORLD

# STANDALONE INCOME STATEMENT



Particulars (INR Mn)	FY18	FY19	FY20	FY21	FY22	FY23
Total Income*	12,429	14,449	13,787	12243	15,749	18,588
Expenses	10,977	12,888	12,203	10871	13,789	16,002
EBITDA (Including Other Income)	1,452	1,561	1,584	1,372	1,960	2,586
EBITDA Margin	11.68%	10.80%	11.49%	11.21%	12.44%	13.91%
Exceptional Item	(34)	-	(9)	(32)	-	-
Depreciation & Amortization	443	489	527	571	586	630
Finance Cost	227	221	177	117	86	74
PBT	816	851	871	652	1,288	1,882
Taxes	290	296	82	181	335	486
PAT	526	555	789	471	953	1,396
PAT Margin	4.23%	3.84%	5.72%	3.85%	6.05%	7.51%
EPS	39.93	42.16	59.98	35.81	72.39	106.10

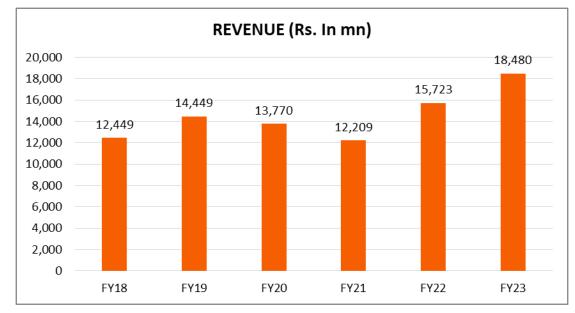
\* Net of GST and Includes other Income

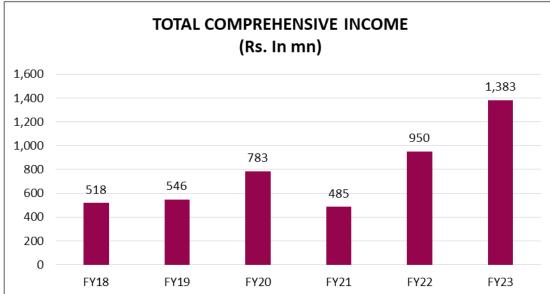
# STANDALONE BALANCE SHEET HIGHLIGHTS (AS PER IND-AS)

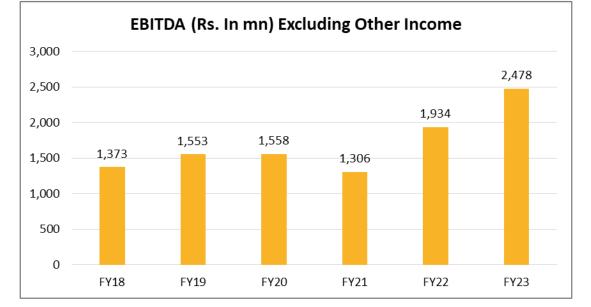
Particulars (INR Mn)	31.03.21	31.03.22	31.03.23
ASSETS			
I. NON CURRENT ASSETS			
a) Property, Plant and Equipment	5,098	4,740	4, 604
b) Right of Use Assets	339	324	309
c) Capital Work-in-Progress	27	7	53
d) Intangible Assets	26	8	14
e) Intangible Assets under Development	-	-	-
f) Financial Assets	455	159	170
g) Income Tax Assets (Net)	-	-	-
h) Other Non-Current Assets	69	53	72
Total Non Current Assets	6,014	5,291	5,222
II. CURRENT ASSETS			
a) Inventories	1,169	1,847	1,757
b) Financial Assets			
i) Investments	-	829	-
ii) Trade and Receivables	809	1,746	1,408
iii) Cash and Cash Equivalents	1,083	668	1,799
iv) Bank Balances other than (iii) above	2	1	1
v) Loans	4	6	6
vi) Other Financial Assets	18	9	71
c) Other Current Assets	158	145	234
Total Current Assets	3,243	5,251	5,276
TOTAL ASSETS (I + II)	9,257	10,542	10,498

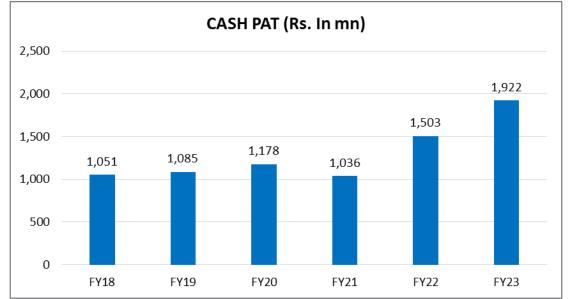
Particulars (INR Mn)	31.03.21	31.03.22	31.03.23
EQUITY AND LIABILITIES	51.05.21	51.05.22	51.05.25
A. EQUITY			
Equity Share Capital	132	132	132
Other Equity	5,602	6,342	7,463
Total Equity	5,734	6,474	7,595
B. LIABILITIES			
I. Non Current Liabilities			
a) Financial Liabilities			
i) Borrowings	219	75	-
ii) Lease Liabilities	245	238	231
iii) Other Financial Liabilities	-	-	-
b) Provisions	47	47	125
c) Deferred Tax Liabilities (Net)	362	326	222
Total Non Current Liability	873	686	578
II. Current Liabilities			
a) Financial Liabilities			
i) Borrowings	303	137	
ii) Lease Liabilities	7	6	7
iii) Trade Payables	1,721	2,610	1,650
iv) Other Financial Liabilities	5,511	240	255
b) Other Current Liabilities	359	296	314
c) Provisions	37	55	99
d) Current Tax Liabilities (Net)	22	38	
Total Current Liability	2,650	3,382	2,325
TOTAL LIABILITIES (I + II)	3,523	4,068	2,903
TOTAL EQUITY AND LIABILITIES (A+B)	9,257	10,542	10,498

#### STANDALONE FINANCIAL OVERVIEW





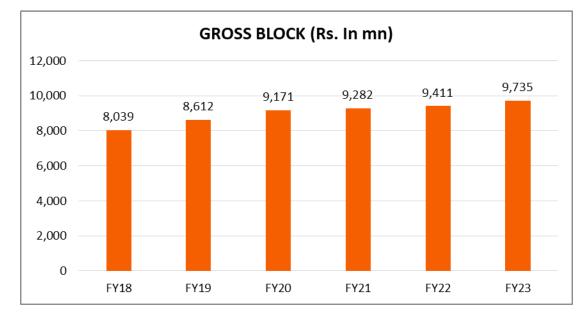


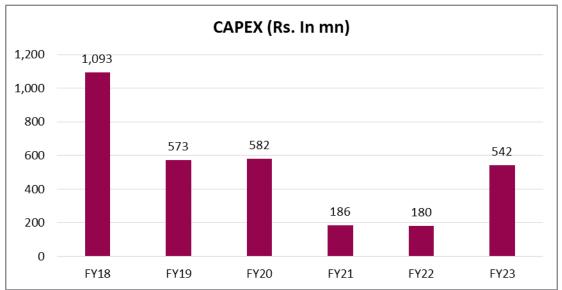


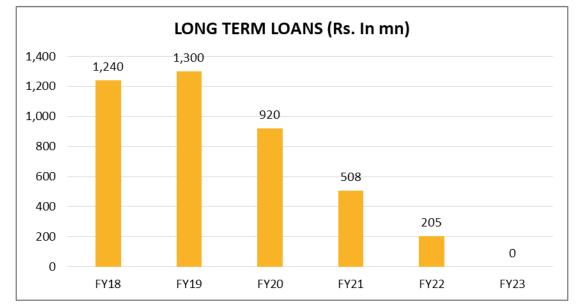


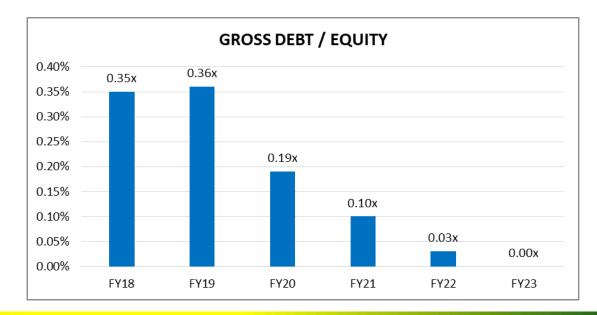


### STANDALONE FINANCIAL OVERVIEW

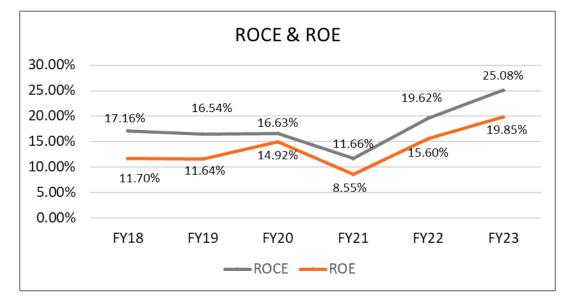


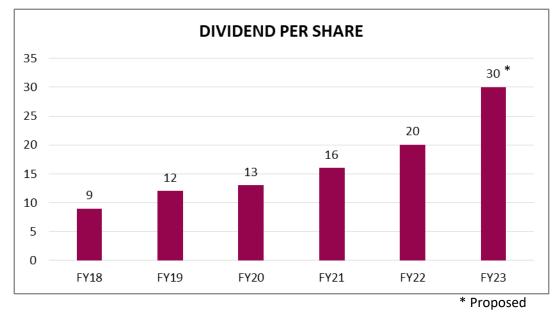


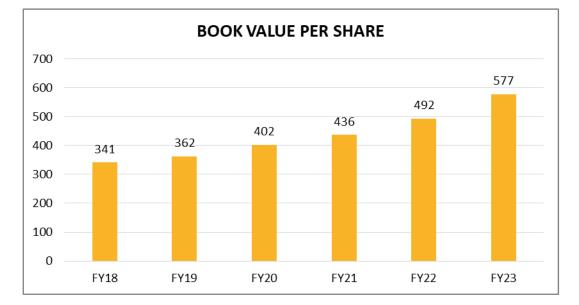


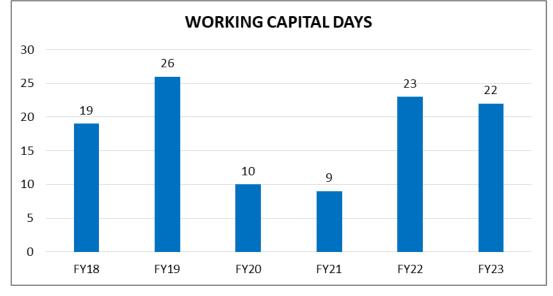


### STANDALONE FINANCIAL OVERVIEW











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