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#### Ref: ADL/SE/2022-23/66 October 20, 2022

To, Listing/ Compliance Department **BSE Limited** Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 **BSE CODE: 524348**  To, Listing/ Compliance Department **National Stock Exchange of India Limited,** "Exchange Plaza", Plot No. C/1, G Block Bandra - Kurla Complex, Bandra (East), Mumbai – 400051 **NSE CODE: AARTIDRUGS** 

Dear Sir/Madam,

Sub: Investor Presentation

**Ref:** Regulation 30(6) of SEBI (LODR) Regulations, 2015

Please find attached herewith Q2FY23 Results presentation of the Company for your records.

Kindly take the same on record.

Thanking you,

Yours faithfully, FOR AARTI DRUGS LIMITED

RUSHIKESH DEOLE COMPANY SECRETARY & COMPLIANCE OFFICER ICSI M. No.: A54527



## AARTI DRUGS LIMITED

Q2FY23 Investor Presentation



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## Company Overview







## **Vision**

#### We shall become the first-choice vendor of Bulk Drugs and achieve a leadership position by:

- Assuring consistent quality and timely delivery at competitive price
- Providing customized solutions and service to meet changing requirements of customers
- Aim at customer orientation through continuous technology upgrade, high business ethics and new product development
- Adopt processes supported by proven technologies, which are cost effective and safe
- Choose the best and the most flexible manufacturing practices and methods



## Mission

- Seek global market leadership
- Focus on growth and development of the product
- Continue to create winning culture, operating in highest standards of ethics and values with co-operation among competitors
- Strive for excellence in customer service, quality and R&D





#### Experienced management with deep understanding of pharmaceutical sector



Chairman, MD & CEO

Shri Prakash M. Patil is Chairman, Managing Director and Chief Executive officer (CEO) of the Company and has been associated since inception of the Company's operations. He holds a degree of B.E. – Chemical from Institute of Chemical Technology (ICT) [formerly known as University Department of Chemical Technology]. He has more than 40 years of experience in the field of Chemical & Pharmaceutical Industry. He has expertise in Product Identification, Project Conceptualisation, Planning, Project Engineering & Implementation. His technical experience has helped the Company to emerge as one of the leading Pharmaceutical Company in the country.



Shri Rashesh C. Gogri has been appointed as Managing Director of the Company with effect from 26th September, 2014. He was the Wholetime Director of the Company since October, 2012. He holds a Production Engineering degree from Mumbai University. He has more than 16 years of experience in field of production, marketing and project implementation in chemical industry. He also serves as Vice – Chairman & Managing Director of Aarti Industries Limited.



Shri Harshit M. Savla is Joint Managing Director of the Company. He is a Commerce Graduate having more than 30 years of experience in Finance, Export and Administration. He played crucial role in expanding the export market for the products of the Company.



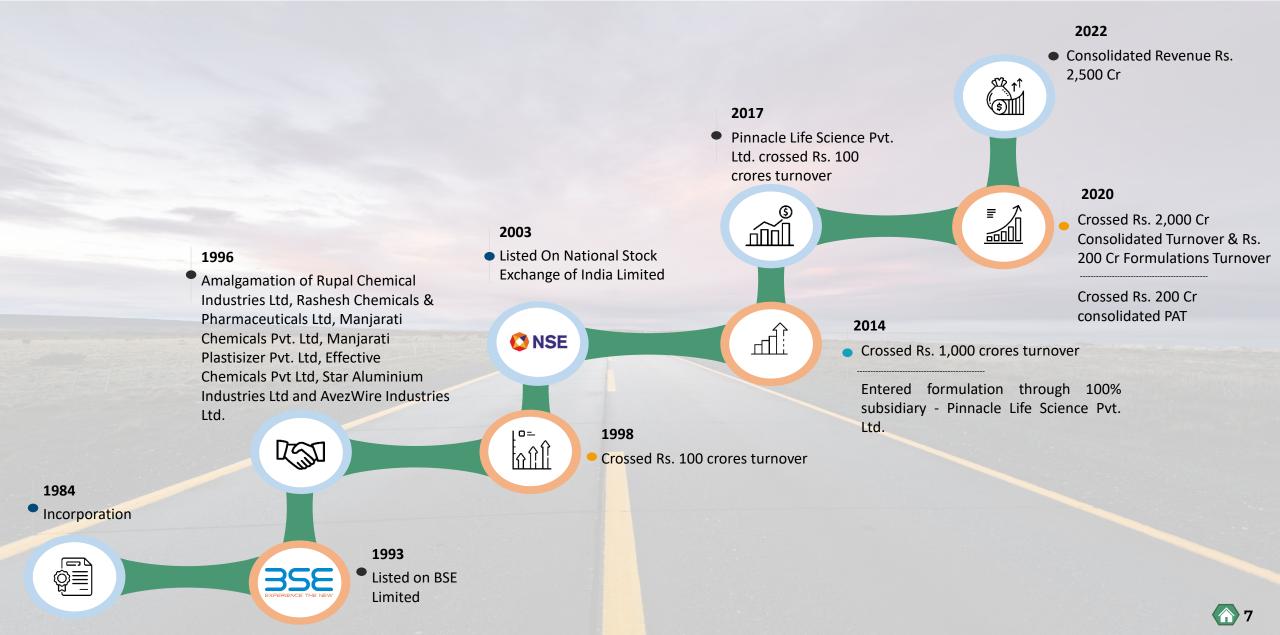
Shri Harit P. Shah is a Whole-time Director of the Company. He is a Commerce Graduate and has experience of over 25 years in handling commercial functions encompassing Purchases, Local Sales and Exports.



Mr. Adhish P. Patil Chief Financial Officer

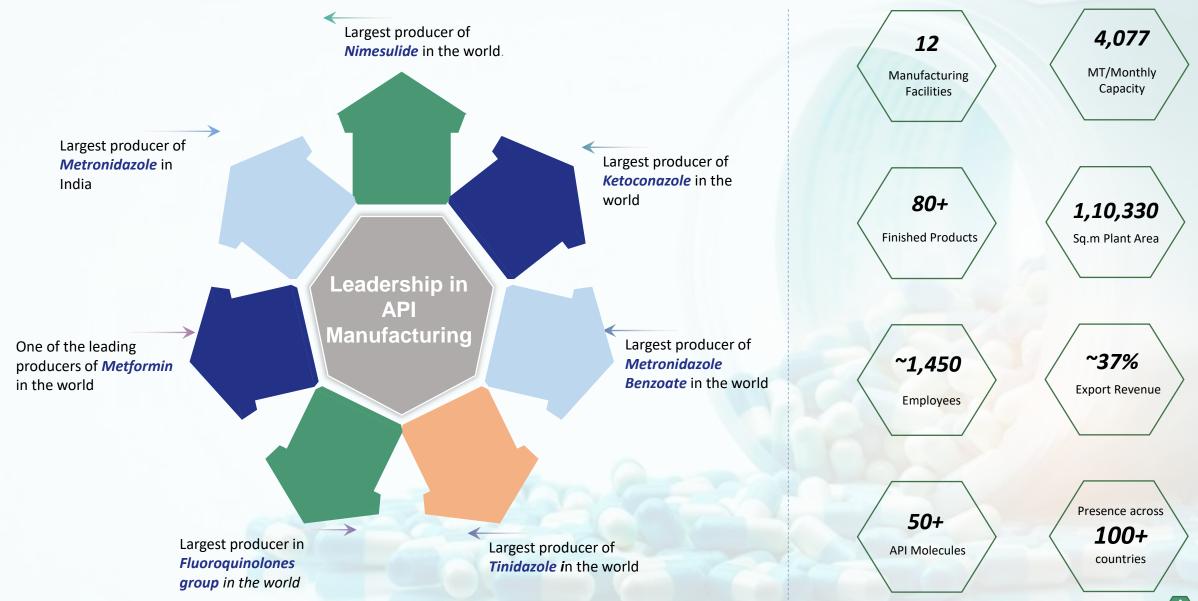
Shri Adhish P. Patil has experience of over 16 years in the field of finance, consulting, systems engineering and Information Technology. Bachelor of Engineering (IT) from Mumbai University. He is an MBA - Finance & Marketing from University of Florida, Warrington College of Business Administration. He is the winner of prestigious 'Top 100 CFOs India 2014' award.





**Key Milestones** 





**Key Facts & Figures** 





#### Presence Across API, Formulation, Specialty Chemicals, Intermediates Segments



#### Active Pharmaceuticals Ingredients (API)

- Leading API producer of 50+ molecules for antibiotics, antiprotozoal, anti-inflammatory, antidiabetic & anti-fungal, etc.
- Largest manufacturer of 3 molecules in the world
- One of the largest manufacturer of 2 molecules in the world
- 9 manufacturing units
- Contributes ~80% revenues
- Installed capacity of 40,040 MTPA



#### Formulation

- Diversified into formulation through a wholly owned subsidiary Pinnacle Life Science Pvt. Ltd. in 2014
- Adopted flexible manufacturing approach with combination of in-house manufacturing as well as outsourcing model supported by strong inhouse R&D
- Manufacturing plant at Baddi, Himachal Pradesh is WHO – GMP approved
- Installed capacity of 3 billion units tablets and 300 million units capsules

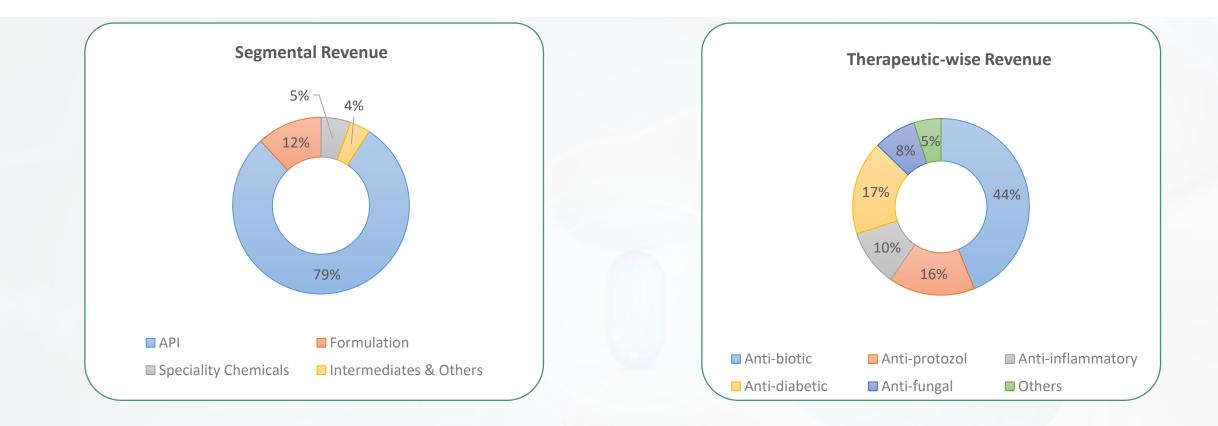


#### Specialty Chemicals, Intermediates & Others

- 2 manufacturing units; 2 more facilities coming up (currently under greenfield capex )
- Being backward integrated, supply intermediates of anti-biotics, anti-fungal, antiinflammatory and cardiovascular to the API manufacturers
- Manufacturer of specialty chemicals in Benzene
  & Chloro-sulphonic chemistry
- Installed capacity of 8,880 MTPA

**Revenue Break-up** 



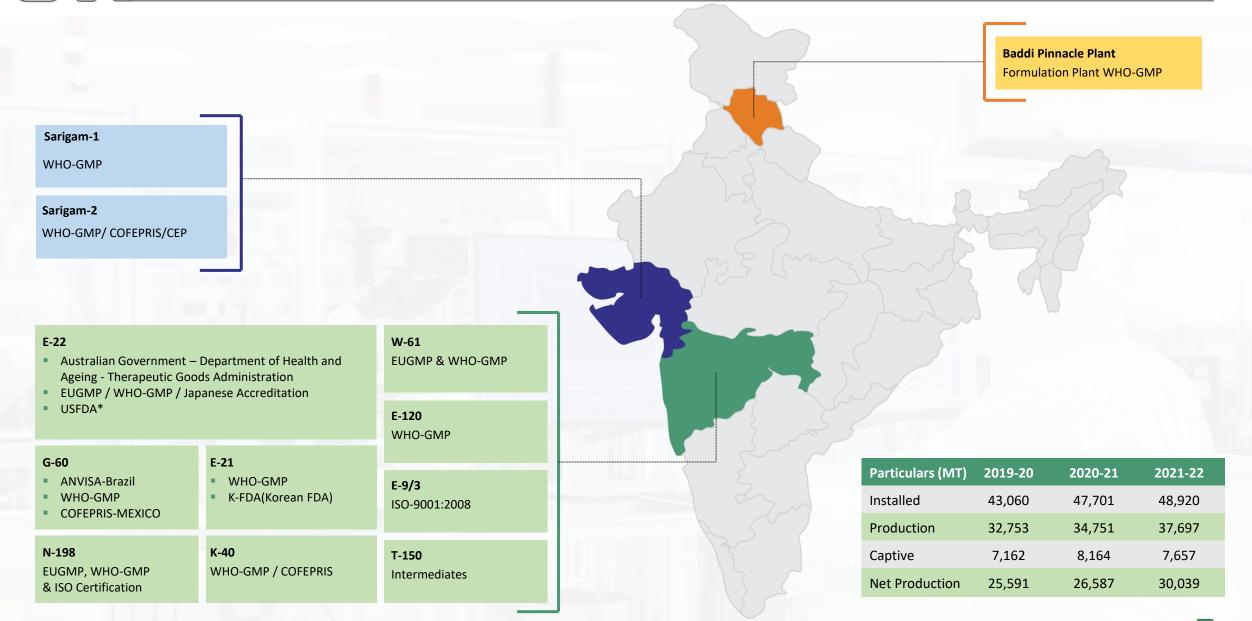


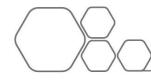
Focus on growing the contribution from lifestyle & chronic therapeutic areas, reducing share from acute therapies



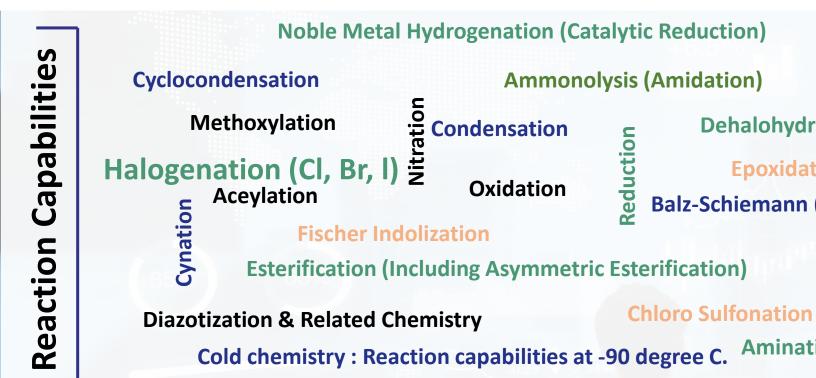


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**Carboxylation at various pressures** 

**Grignard Reaction** 

Dehalohydrogenation

Amination

**Aldol Condensation** 

**Epoxidation (Chiral & Achiral)** 

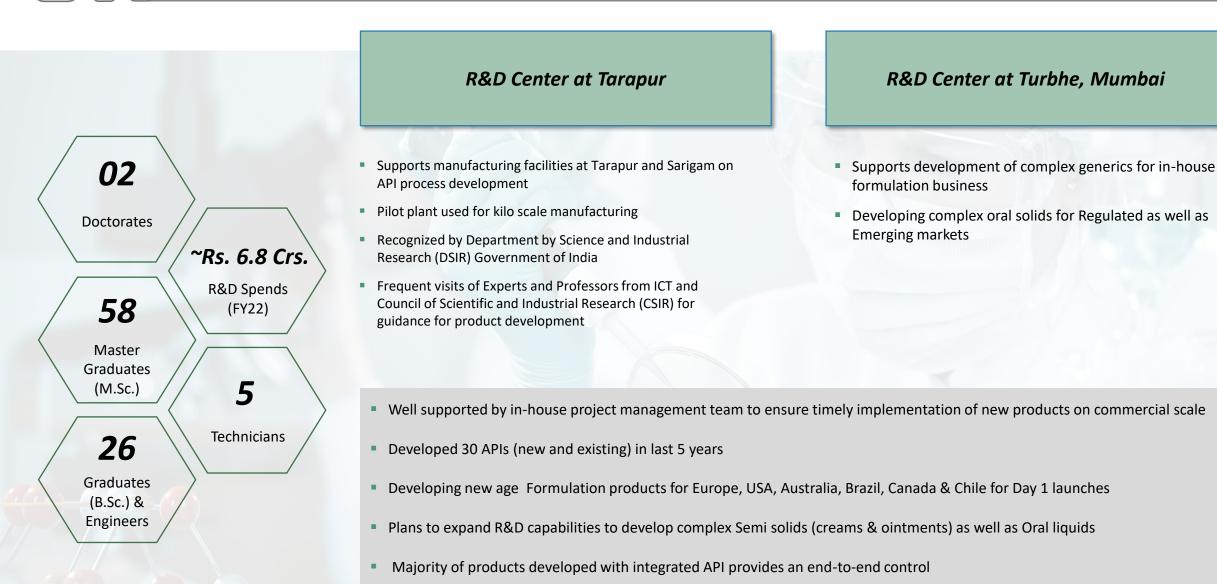
**Balz-Schiemann (Halex) (Flurination of Amines)** 

**Friedel Craft Reaction** Alkylation **Sulphonation** 

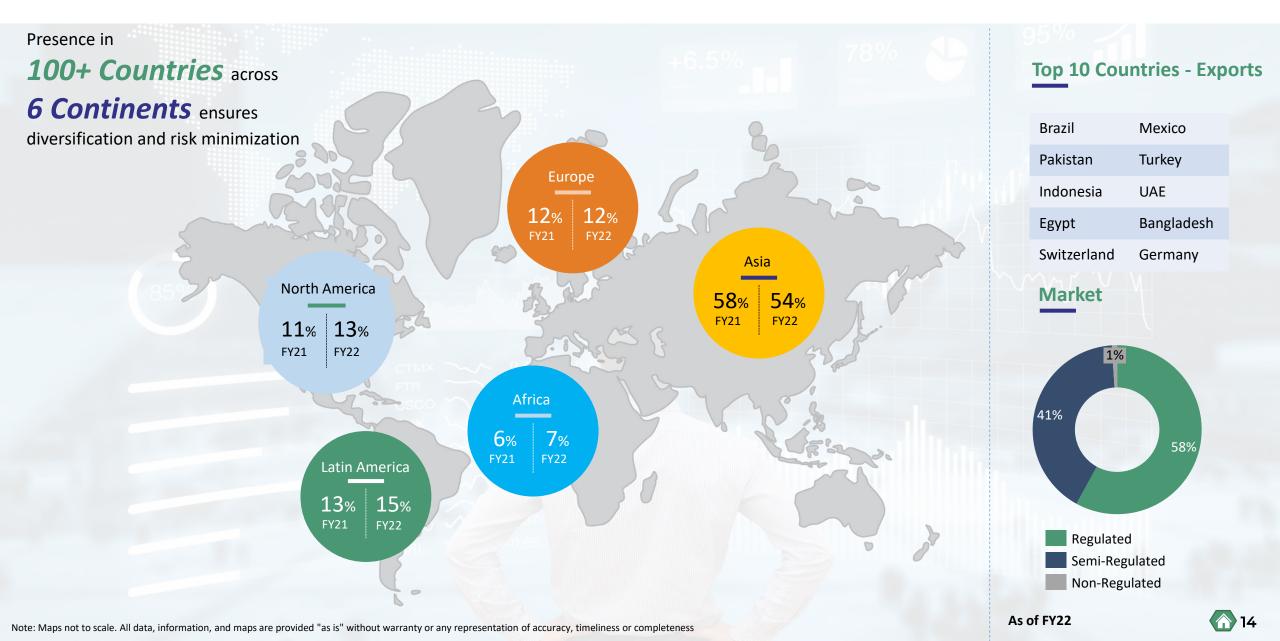
The capacity of *Multi-purpose plant ranges from kilograms to multi tons levels* 

- Long term experience of *Multi-step synthesis and fractionations at high temperatures*
- Total reaction capacity in excess of 1300 KL, consisting of SS and GL reactors across its units, varying from 0.5 KL 18 KL



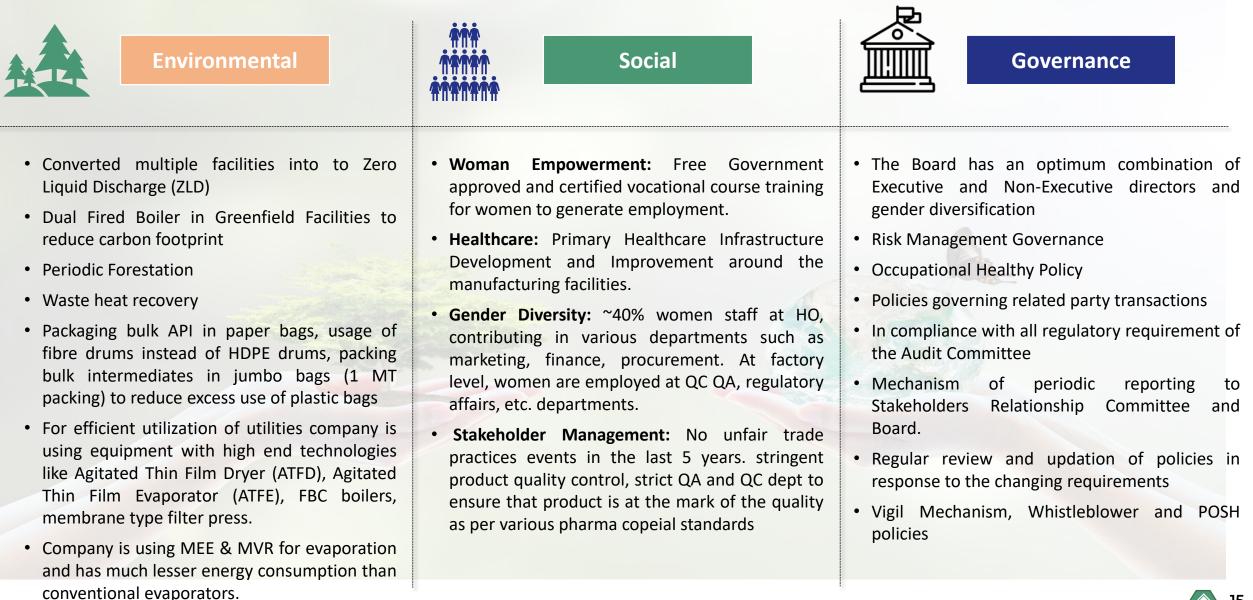














### Our Esteemed Clientele across segments

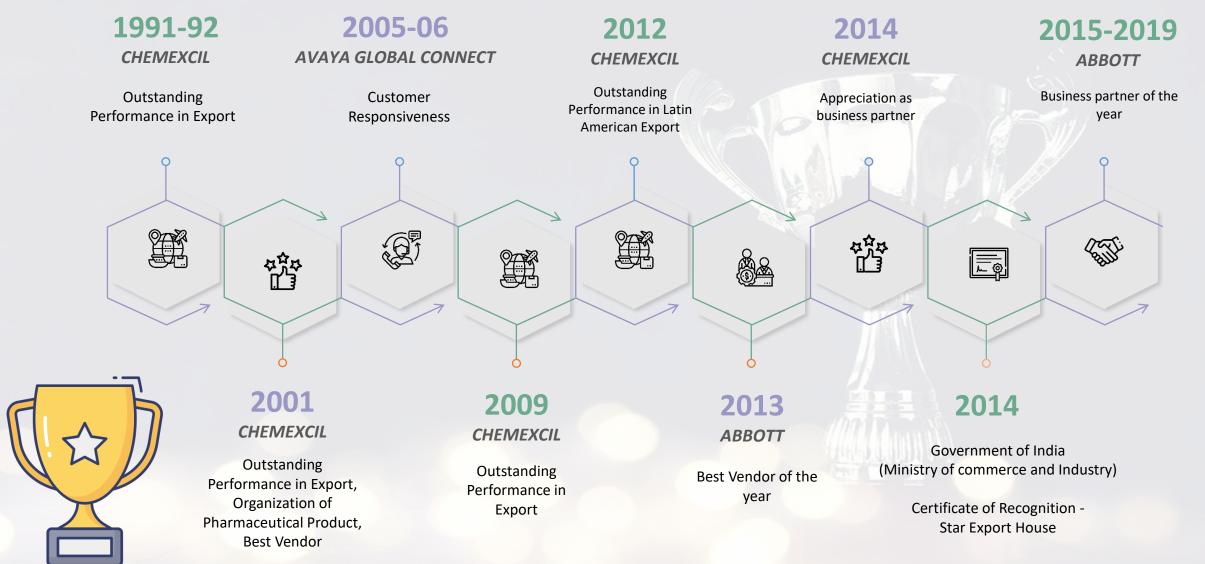






Awards & Accolades







## Corporate Social Responsibility



Donation of Inverter, Water filters, Air coolers Steel cupboards, Table chair sets, Washing Machines, Wooden Medicine Racks, Examination Stools to various villages

**Coconut Tree Plantation** 















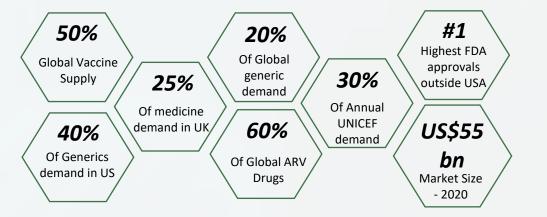


# Industry Overview



## Indian Pharmaceutical Industry

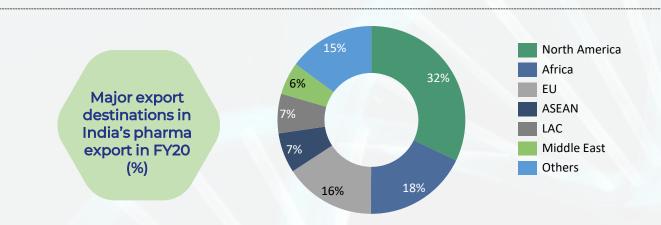




World's largest provider of generic medicines; the country's generic drugs account for **20% of global generic drug exports** (in terms of volumes). Indian drugs are exported to **more than 200 countries in the world, with the US as the key market.** 

Exports, including bulk drugs, intermediates, drug formulations, biologicals, AYUSH & herbal products and surgical products, reached US \$16.28 billion in FY20. As of October 2020, India exported pharmaceuticals **worth US\$13.87 billion in FY21**.

The biggest export destination for Indian pharma product is the US. In FY20, **32.1% of India's pharma exports were to the North** *America, followed by* **17.96% to Africa and 15.70% to the European Union.** 

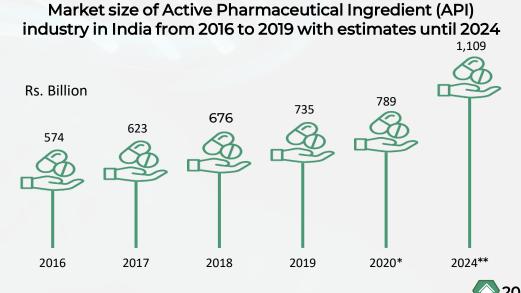


Source: Department of Commerce India, Department of Pharmaceuticals, India Business News, Global Trade Atlas, KPMG US-India



#### Active Pharmaceutical Ingredient (API) Market

- India is the third largest active pharmaceutical ingredient (API) market in the Asia-Pacific region
- The API industries in India include domestic and in-house consumption as well as exports
- The Indian active pharmaceutical ingredients manufacturing segment can be divided into two sectors such as innovative or branded and generic or unbranded







#### *Experienced management with deep understanding of pharmaceutical sector* **Active Pharmaceutical Ingredients (APIs)** CRAMS • Domestic API consumption is expected to reach US\$ 18.8 billion by FY22 • Fragmented market with more than 1,000 players • In Apr'19, Constituted a high-level task force to create a CRAMS industry has posted 48% CAGR between FY15-18 roadmap for increasing domestic production of APIs. and expected to witness a strong growth over 25% over 2018-21 • Currently India imports over 60% of its APIs from other countries. **Formulations Biosimilars** • As on Aug'19, the moving annual turnover (MAT) for • Largest exporter of formulations in terms of volume, with biosimilar molecules sold in the domestic market stood at 14% market share and 12th in terms of export value. Rs 1,498 crore (US\$ 214.31 million). The govt. plans to • Double-digit growth is expected over the next five years. allocate US\$ 70 million for local players. The domestic market is expected to reach US\$ 40 billion by 2030.

**Notes**: OTC- Over The Counter, \* including biologicals **Source**: IBEF, RNCOS, BMI, Data monitor, Kemwell Biopharma, Chemical Pharmaceutical Generic Association, ICRA Report estimates,







- Rising domestic population
- Higher Insurance Coverage penetration



 100% FDI in the pharmaceutical sector under automatic route



Government Support

- Increased government spending on hospitals and healthcare
- Rs. 15,000 crores Production-Linked Incentive (PLI) Scheme for Enhancing India's Manufacturing Capabilities
- Atmanirbhar Bharat scheme for making India self reliant



 Artificial intelligence will help the pharmaceutical industry to design new and automated algorithms which will help to achieve faster, precise, accurate, and repeatable results



 Focus to develop new complex generic drugs, supplemented by the New Drugs and Clinical Trial Rules, 2019 and the Atal Innovation Mission.



- Quality services at marginal costs compared to US, Europe, and South Asia
- Expertise in low-cost generic patented drugs and a movement towards end-to-end manufacturing



### Aarti 2.0: Sustainable Growth & Long-term Value Creation







#### Over a decade, API manufacturing has transitioned towards highly regulated, specialized business

#### **How API Manufacturing Has Evolved**



Regulations

Stringent pharmacopoeia standards

Addition of elemental

□ Tightened impurity profiling

**Rigorous carcinogenicity checks** 

## 

#### Cost Structure

Higher capex requirements to adhere to ever rising quality, environmental & regulatory requirements High R&D costs Impact

- □ Lower Competitive Intensity: Various small-scale manufacturers have exited due to unviability of cost structure
- □ High Entry Barriers: High entry barriers for new entrants due to cost structure and compliance requirements
- API manufacturing has evolved from a commodity business into niche, specialized and highly regulated business
- Manufacturers have carved a niche for themselves in specific products/ segments within API manufacturing space

**Tightened Regulations** 

Quality & Environmental Standards

Higher Capex Requirements

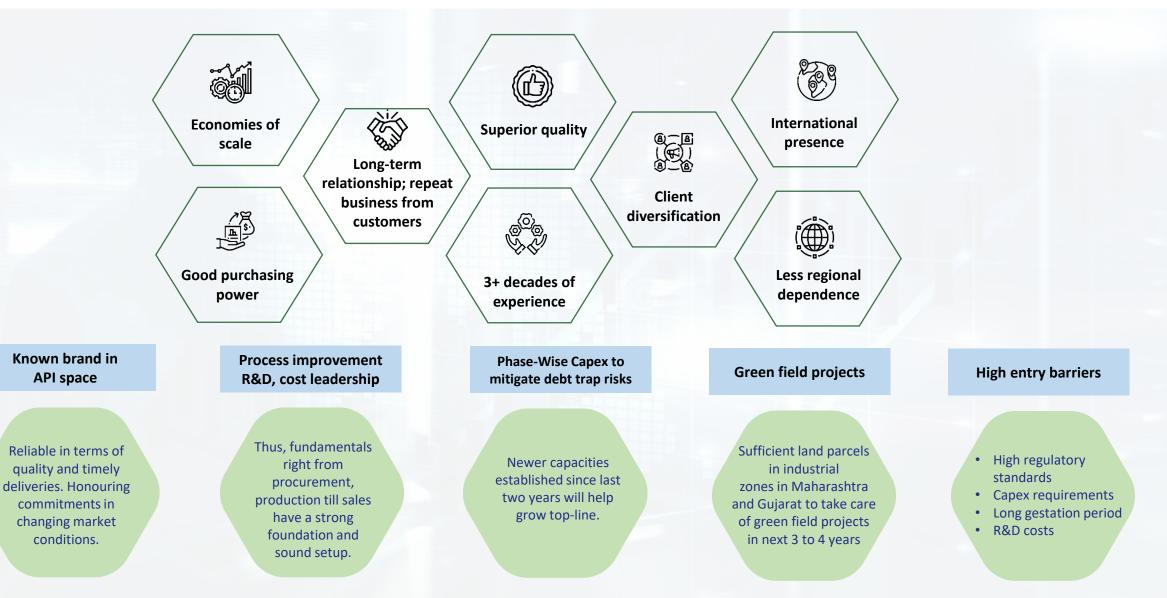
#### Higher Entry Barriers

 Low Competitive Intensity



## **Unique Competitive Position**



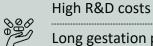






#### Specialised player in the highly challenging Pharmaceutical Industry

#### **Industry's Unique Challenges**



Long gestation period

Time consuming approval procedures

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Demands large variety and small batch size orders Highly complex manufacturing



Stringent quality & compliance requirements in developed markets

Highly competitive industry

#### **Our Core Competencies**

Demonstrated manufacturing excellence for 3+ decades

R&D focused, driven by continuous improvement and innovation

Ability to consistently deliver high quality products on timely basis

Meeting stringent regulatory & compliance requirements of domestic & international regulators

Long standing relationships with leading pharmaceutical companies

Fully integrated facilities – lower outside dependence for sourcing raw materials



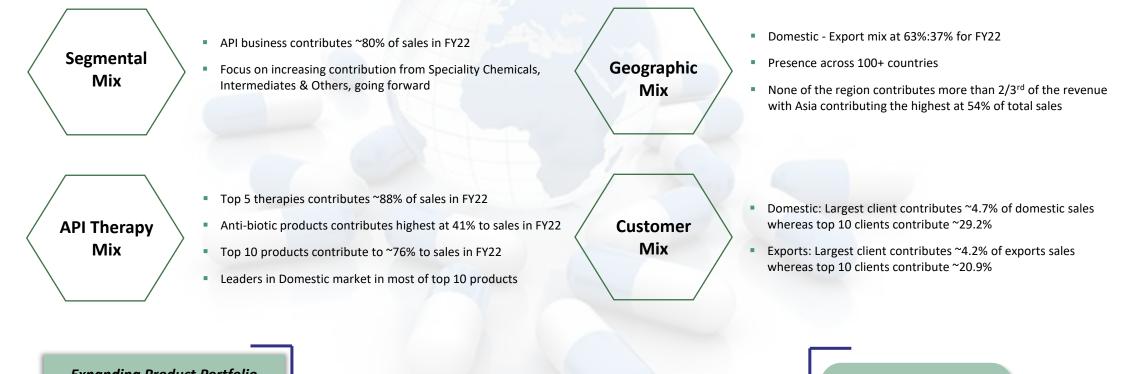


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Growth

Risk Minimization

#### Presence across Segments, Geographies, API Therapies & Customers to ensure Growth and Risk Minimization

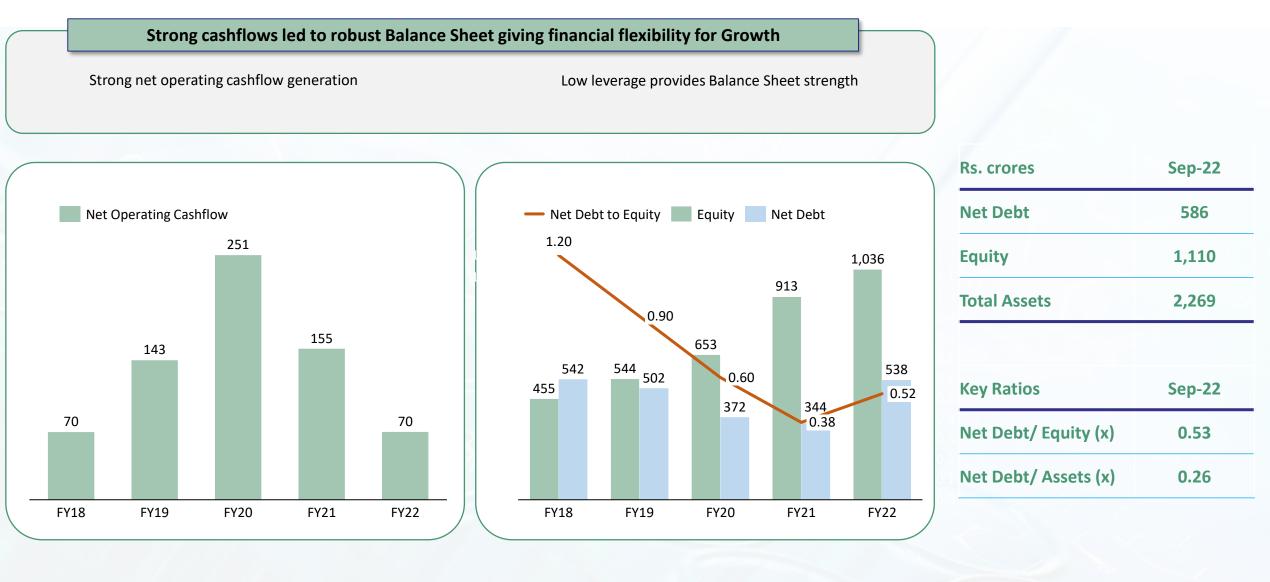


Expanding Product Portfolio

**Geographic Expansion** 

Diversified Customer Base









#### Capex of Rs. 600 crores underway [starting from FY22 for the next 4-5 years]

#### **Capex plans**

Phase wise capex will lead to distributed investments

Majority of the capex to be funded through internal accruals and minimal debt

Brownfield expansion and debottlenecking of API facilities

Brownfield expansion at Baddi plant will lead growth for Formulation business

Backward integration to lead cost synergies

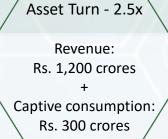




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**Backward Integration** 

**Brownfield Capacity Expansion** 





### **Product-wise Capex Plans**



#### **Anti Diabetic**

- CEP approval in 2016 which opened up European markets
- Manufacturing over 1,000 TPM making it one of the largest metformin player
- Coming up with 2,000 TPM capacity via brown field expansion in Phase I
- Launch of Gliptins will further strengthen this therapeutic category.

#### **Fluoro-Quinolones**

Further 40% brown field expansion of one antibiotic product

#### Antiprotozoal

- Further consolidating the position in Indian Market. Existing technology and Chinese JV.
- Incremental expansions and downstream products improvement
- Plans to further backward integrate, apply for PLI scheme.

#### Vitamins / Anti- Inflammatory

- Multi-purpose facility under construction. Targeting highly regulated markets.
- Brown field expansion of its existing anti inflammatory products commissioned at the end of FY20 which will drive future growth in this therapeutic category
- Installed capacity will give revenues of around Rs. 50 crores / Rs. 35 crores per annum as per product selection – currently on HOLD.
- USFDA re-inspection to be triggered soon.

#### **Cardiovascular Products**

Planning to double the capacity of one of its leading cardiovascular product

#### Anti - Fungal

- Further consolidation of its worldwide leading position.
- Recently expanded the capacity, further extending the lead.

#### **Speciality Chemicals**

- Incremental expansion of our multipurpose chloro-sulphonation line in existing block
- Greenfield expansion in near future

#### **R&D** Product Pipeline

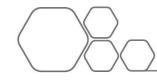
- Strong pipeline of products under R&D for future growth
- Contract manufacturing of specialty chemicals and intermediates

#### Formulations

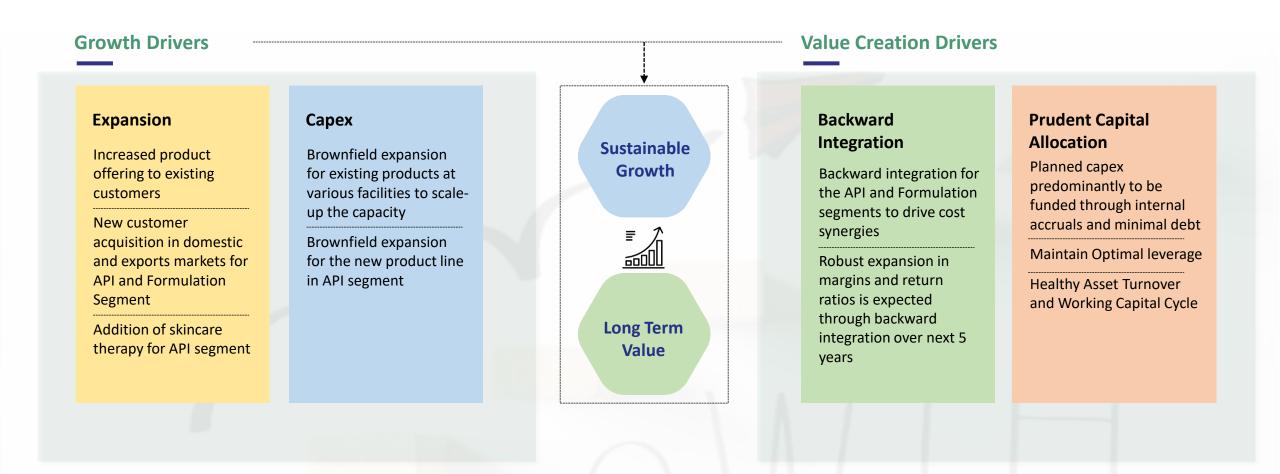
- Started with commercial operations in Latin America, selective African markets. Doing new registrations in export markets and government tenders
- Toll manufacturing of formulations. About 330 filings across 16 geographies. Foreign subsidiary to tap opportunities

#### Tie-ups

- Tied up with European distributor on profit sharing basis. Market authorisation of UK market for finished products of 2 molecules obtained and launched in FY19. 1 more in pipeline
- Partnered with USA company on formulation revenues wherein we would be supplying API at cost.





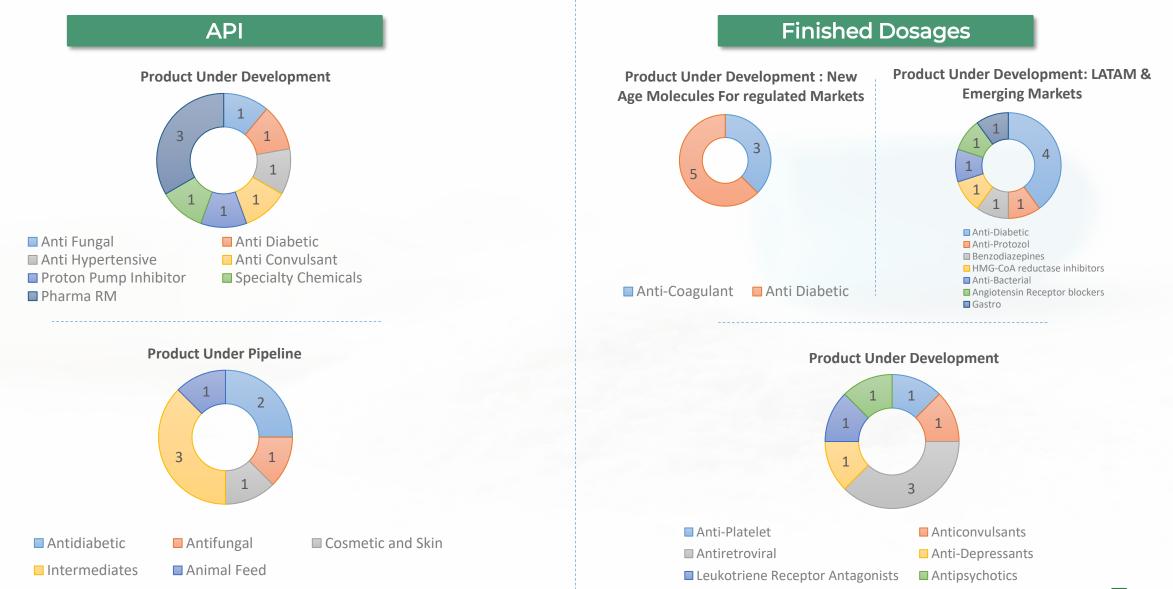


Full ramp-up of existing capacity and New Capacity post Rs. 600 crores capex Revenue potential: Rs. 4,200 – 4,500 crores with higher margin profile in next 5-6 years



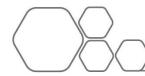


#### As of 31-Mar-22



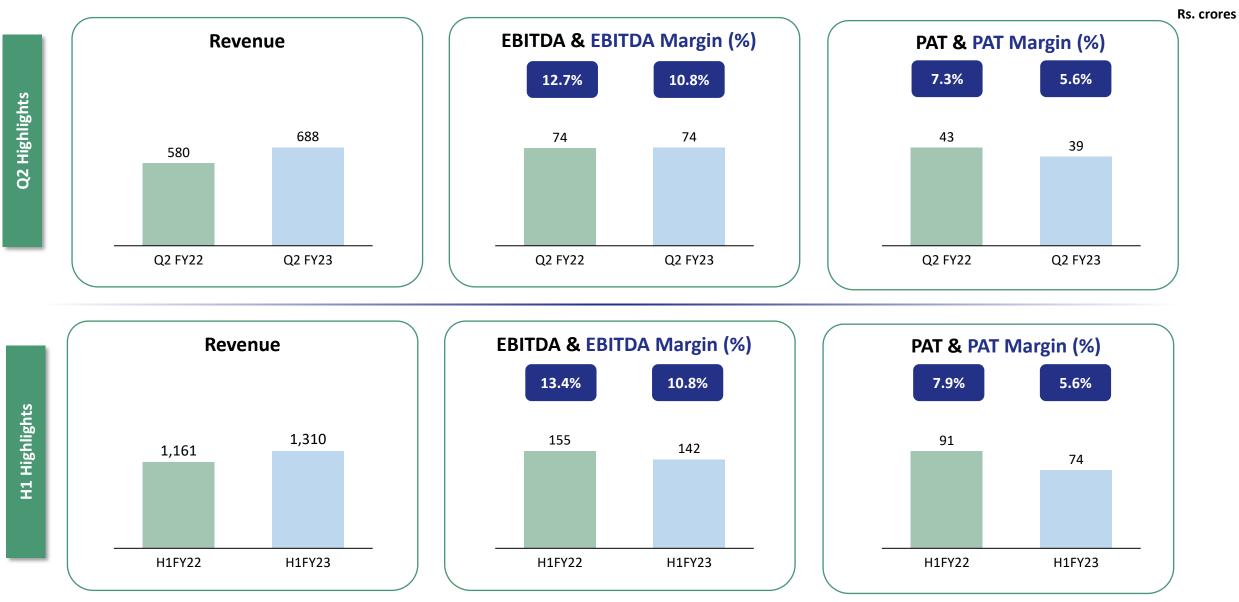
#### Number of products

Financial Highlights



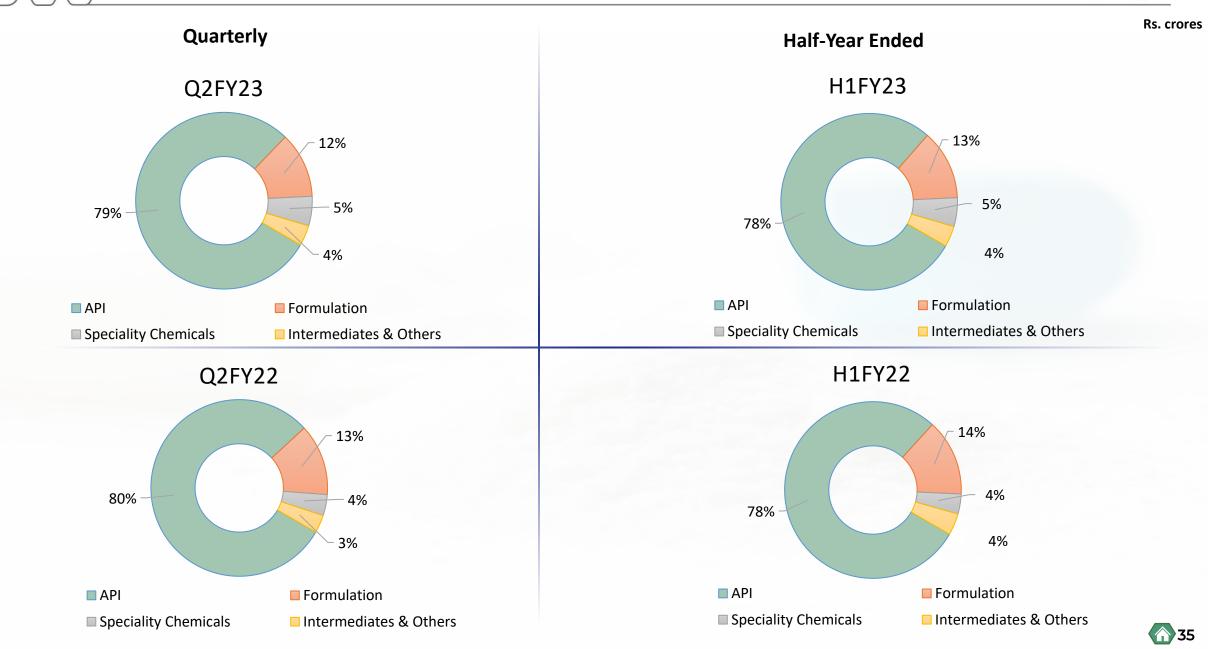
## **Result Highlights**

Aarti Drugs Ltd



## Segmental Break-up

Aarti Drugs Ltd





## **Consolidated Profit & Loss Statement**



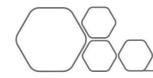
Particulars (Rs. Crores)	Q2FY23	Q2FY22	ΥοΥ%	H1FY23	H1FY22	ΥοΥ%
Net Revenue from Operations	687.7	579.6	19%	1309.7	1,159.6	13%
Other Income	0.1	0.1		0.3	1.7	
Total Revenue	687.8	579.7		1,310.0	1,161.3	
COGS	481.1	395.5		910.1	791.8	
Gross Profit	206.6	184.2	12%	399.9	369.5	8%
Gross Margin (%)	30.0%	31.8%	(180)bps	30.5%	31.9%	(140)bps
Employee Expenses	22.1	20.6		42.9	40.4	
Other Expenses	110.3	89.8		215.3	174.0	
EBITDA	74.3	73.8	1%	141.7	155.1	(9)%
EBITDA Margin (%)	10.8%	12.7%	(190)bps	10.8%	13.4%	(260)bps
Finance Costs	8.5	5.3		15.3	9.5	
Depreciation	12.7	12.5		25.2	24.9	
Exceptional Item	0.0	0.0		0.0	0.0	
PBT	53.2	56.1	(5)%	101.2	120.8	(16)%
Taxes	14.5	13.5		27.7	29.4	
Reported PAT	38.7	42.6	(9)%	73.5	91.4	(20)%
PAT Margin <sup>1</sup> (%)	5.6%	7.3%	(170)Bps	5.6%	7.9%	(230)bps
Cash PAT <sup>2</sup>	51.4	55.1	(7)%	98.7	116.3	(15)%
Earnings Per Share (EPS)	4.18	4.60	(9)%	7.94	9.85	(19)%

1. Reported PAT / Revenue from Operations 2. Cash PAT = Reported PAT + Depreciation



Equities & Liabilities (Rs. Crores)	Sep-22	Mar-22
Equity		
Equity Share capital	92.6	92.6
Other Equity	1,017.3	943.8
Non Controlling Interest	-0.1	-0.1
Total Equity	1,109.8	1,036.3
Financial liabilities		
(i) Borrowings	136.2	138.5
(ii) Lease Liabilities	1.2	1.9
(iii) Other Financial liabilities	10.1	9.6
Other non current Liability	0.0	0.0
Deferred tax liabilities (Net)	74.2	72.4
Provisions	3.0	9.2
Total Non Current Liabilities	224.8	231.6
Financial liabilities		
(i) Borrowings	445.9	399.8
(ii) Lease Liabilities	2.3	2.6
(iii) Trade Payables	434.7	468.7
(iv) Other financial liabilities	0.0	0.0
Provisions	2.7	3.7
Other current liabilities	48.7	65.2
Current tax liabilities (Net)		0.0
Total Current Liabilities	934.3	940.1
Total Equity and Liabilities	2,269.0	2,208.0

Assets (Rs. Crores)	Sep-22	Mar-22
Non Current assets		
Property, Plant and Equipment	682.2	685.7
Capital work in progress	131.0	76.7
Intangible assets	0.4	0.2
Right to use assets	3.2	4.1
Financial Assets		
(i) Investments	19.5	19.5
(ii) Loans	0.0	0.0
Deferred Tax Assets (net)	0.0	0.0
Other non-current assets	32.4	28.4
Total Non Current Assets	868.7	814.6
Current Assets		
Inventories	581.0	525.9
Financial Assets	0.0	0.0
Investments		
(i) Trade receivables	709.3	749.9
(ii) Cash and Bank Balances	14.5	22.3
(iii) Loans	12.7	12.6
Current Tax Assets(Net)	0.0	0.0
Other current assets	82.7	82.6
Total Current Assets	1,400.3	1,393.4
Non current Asset held for sale		
Total Assets	2,269.0	2,208.0



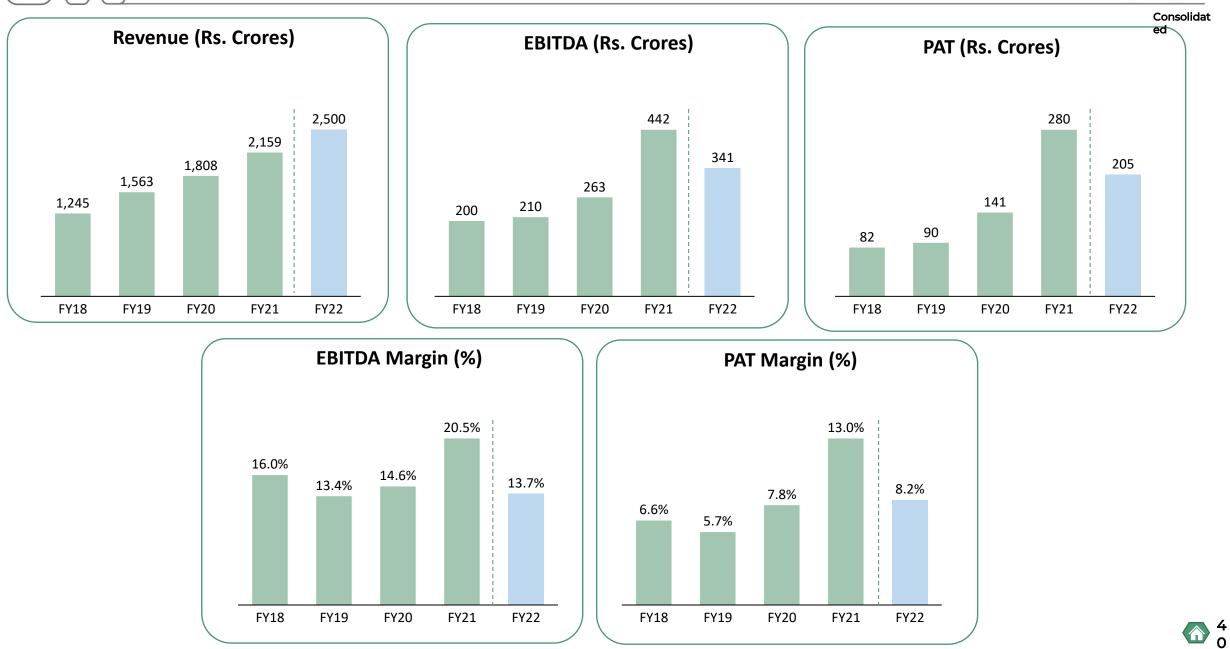


Particulars (Rs. crores)	H1FY23	H1FY22
Net Profit before Tax and Extraordinary items	101.2	120.8
Adjustments for: Non Cash Items / Other Investment or Financial Items	42.4	33.0
Operating profit before working capital changes	143.6	153.8
Changes in working capital	-75.8	-69.3
Cash generated from Operations	67.8	84.4
Direct taxes paid (net of refund)	-31.8	-48.8
Net Cash from Operating Activities	36.0	35.7
Net Cash from Investing Activities	-78.8	-74.8
Net Cash from Financing Activities	35.0	36.1
Net Decrease in Cash and Cash equivalents	-7.8	-3.1
Add: Cash & Cash equivalents at the beginning of the period	21.6	8.8
Cash & Cash equivalents at the end of the period	13.8	5.7

## Historical Performance At A Glance

## **Strong Financial Performance**

Aarti Drugs Ltd



## **Strong Financial Performance**

FY18

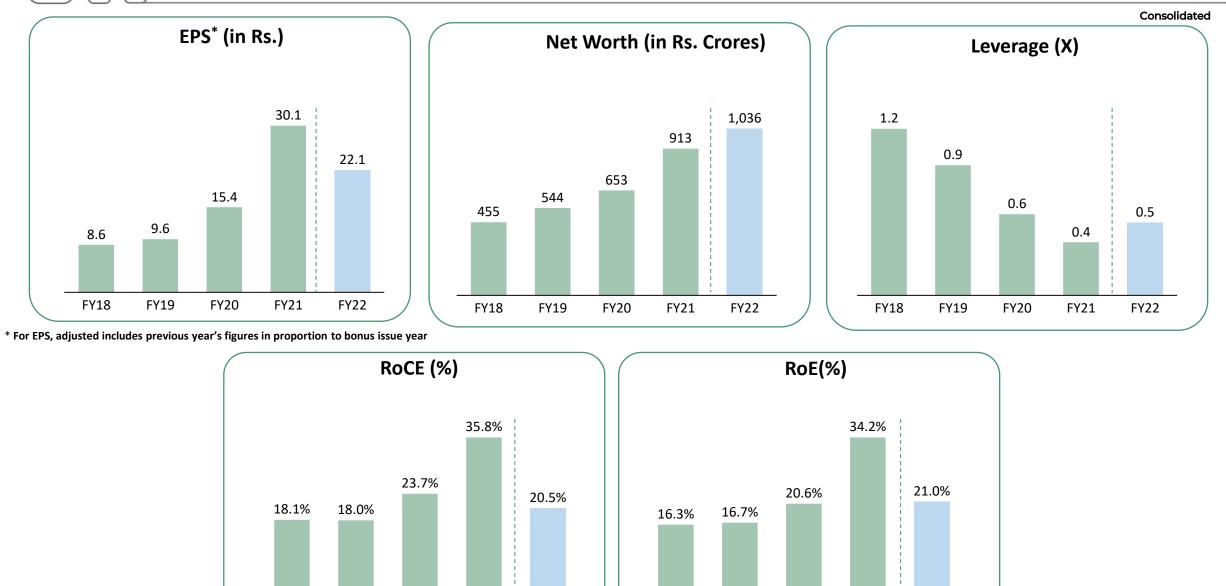
FY19

FY21

FY20

FY22

Aarti Drugs Ltd



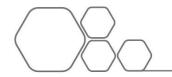
FY19

FY18

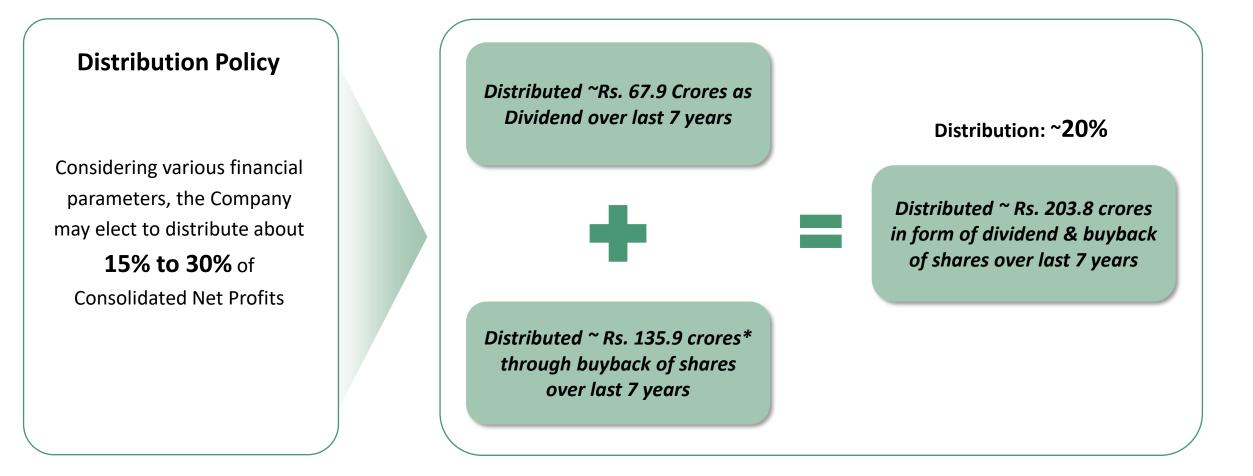
FY20

FY21

FY22











Particulars (Rs. crores)	FY22	FY21	FY20	FY19	FY18
Net Revenue from Operations	2,488.6	2,154.8	1,806.1	1,560.9	1,243.7
Other Income	11.3	4.5	1.5	2.4	1.1
COGS	1688.8	1321.0	1,178.9	1,059.9	782.7
Gross Profit	811.1	838.3	628.7	503.4	462.1
Gross Margin (%)	32.6%	38.9%	34.8%	32.3%	37.2%
Employee Expenses	82.8	80.5	69.4	60.9	57.9
Other Expenses	387.5	316.1	296.0	232.7	204.6
EBITDA	340.8	441.6	263.3	209.8	199.6
EBITDA Margin (%)	13.7%	20.5%	14.6%	13.4%	16.0%
Finance Costs	20.7	23.0	33.7	40.0	35.0
Depreciation	50.0	49.9	48.8	42.6	40.1
PBT before exceptional item	270.0	368.8	180.8	129.6	125.6
Exceptional Expense/(Gain) <sup>1</sup>	0.0	-0.2	-4.5	3.8	0.0
PBT	270.0	369.0	186.8	133.4	125.6
Taxes	65.0	88.6	43.8	41.2	42.2
Reported PAT	205.0	280.4	143.0	92.2	83.4
Cash PAT	255.0	330.3	191.8	134.8	123.5
PAT Margin <sup>1</sup> (%)	8.2%	13.0%	7.9%	5.9%	6.7%
Earnings Per Share <sup>2</sup> (EPS)	22.12	30.09	15.14	9.60	8.60

1. Exceptional items includes profit on sale of assets of Rs. 8.38 crores in Q4FY20 & sale of assets of Rs. 4.47 crores in FY20

2. Since March 2020 quarter, company has switched to a new tax regime





Equities & Liabilities (Rs. crores)	FY22	FY21	FY20	FY19	FY18	Assets (Rs. crores)	FY22	FY21	FY20	FY19	FY
Equity						Non Current assets					
Equity Share capital	92.6	93.2	23.3	23.6	23.6	Property, Plant and Equipment	685.7	659.2	642.3	622.0	59
Other Equity	943.8	820.2	629.2	519.9	431.8	Capital work in progress	76.7	19.3	12.2	32.7	2
Non Controlling Interest	-0.1	0.0	0.0	0.0	0.0	Intangible assets	0.2	0.3	1.5	2.9	
Total Equity	1,036.3	913.4	652.5	543.4	455.4	Right to use assets	4.1	5.9	0.0	0.0	
Financial liabilities						Financial Assets	0.0	0.0	0.0	0.0	
(i) Borrowings	138.5	147.6	180.3	208.2	202.7	(i) Investments	19.5	17.3	13.4	12.4	1
(ii) Lease Liabilities	1.9	0.0	0.0	0.0	0.0	(ii) Loans	0.0	0.0	0.0	0.0	
(iii) Other Financial liabilities	9.6	10.9	14.7	10.7	11.8	Deferred Tax Assets (net)	0.0	0.0	0.0	0.0	
Other non current Liability	0.0	0.0	0.0	0.0	0.0	Other non-current assets	28.4	7.3	3.1	1.2	
Deferred tax liabilities (Net)	72.4	77.1	80.7	89.8	80.9	Total Non Current Assets	814.6	709.2	672.5	671.2	6
Provisions	9.2	21.7	23.6	12.3	16.9	Current Assets				-	
Total Non Current Liabilities	231.6	257.2	299.3	321.1	312.3	Inventories	525.9	415.0	325.4	246.6	2
Financial liabilities						Financial Assets	0.0	0.0	0.0	0.0	
(i) Borrowings	399.8	157.2	157.7	263.2	305.6	Investments	0.0	0.0	0.0	0.0	
(ii) Lease Liabilities	2.6	0.0	0.0	0.0	0.0	(i) Trade receivables	749.9	555.2	488.6	458.5	37
(iii) Trade Payables	468.7	330.0	329.5	242.6	258.7	(ii) Cash and Bank Balances	22.3	9.8	7.6	5.6	
(iv) Other financial liabilities	0.0	0.0	0.0	0.0	0.0	(iii) Loans	12.6	12.7	12.0	9.5	
Provisions	3.7	2.8	4.6	2.2	0.9						
Other current liabilities	65.2	105.4	132.8	82.9	56.4	Current Tax Assets(Net)	0.0	0.0	0.0	0.0	(
Current tax liabilities (Net)	0.0	0.0	0.0	0.0	0.0	Other current assets	82.6	64.1	65.8	64.0	6
Total Current Liabilities	940.1	595.4	624.7	591.0	621.7	Total Current Assets	1,393.4	1,056.8	899.5	784.3	73
						Non current Asset held for sale			4.6	0.0	(
Total Equity and Liabilities	2,208.0	1,766.0	1,576.5	1,455.5	1,389.4	Total Assets	2,208.0	1,766.0	1,576.5	1,455.5	1,3







Particulars (Rs. crores)	FY22	FY21	FY20	FY19	FY18
Net Profit before Tax and Extraordinary items	270.0	369.0	185.3	131.0	124.5
Adjustments for: Non Cash Items / Other Investment or Financial Items	70.4	68.6	86.8	75.2	74.5
Operating profit before working capital changes	340.4	437.6	272.1	206.2	199.0
Changes in working capital	-187.4	-186.1	19.5	-33.5	-104.8
Cash generated from Operations	153.0	251.5	291.6	172.7	94.2
Direct taxes paid (net of refund)	-83.4	-96.7	-40.9	-29.6	-24.7
Net Cash from Operating Activities	69.6	154.8	250.7	143.1	69.5
Net Cash from Investing Activities	-148.9	-71.7	-33.2	-61.7	-73.5
Net Cash from Financing Activities	92.0	-81.1	-215.4	-80.1	3.9
Net Decrease in Cash and Cash equivalents	12.8	2.0	2.1	1.4	-0.1
Add: Cash & Cash equivalents at the beginning of the period	8.8	6.8	4.6	3.3	3.4
Cash & Cash equivalents at the end of the period	21.6	8.8	6.8	4.6	3.3

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