

# Buy

(Maintained)

Last Price (Rp)	2,420
Target Price (Rp)	2,900
Previous Target Price (Rp)	2,900
Upside/Downside	+19.8%
No. of Shares (mn)	12,987
Mkt Cap (Rpbn/US\$mn)	31,428/1,934
Avg, Daily T/O (Rpbn/US\$mn)	8.1/0.5
Free Float (%)	25.8
Major Shareholder (%)	
PT Lippo Karawaci Tbk	47.7
Prima Health Company	26.2
EPS Consensus (Rp)	
	2024F 2025F 2026F
BRIDS	87.4 131.0 171.6
Consensus	92.6 118.8 128.0
BRIDS/Cons (%)	(5.6) 10.3 34.1

## SILO relative to JCI Index



Source: Bloomberg

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# Siloam International Hospitals (SILO IJ)

## Sustaining robust operational metrics in FY24F

- SILO's 1Q24 performance continued to reflect its efforts in prioritizing higher intensity cases, a trend we expect to persist through 2Q-4Q24.
- We lower our FY24F net profit est. by 17% due to one-off expenses but expect FY24F core net profit growth to remain solid (+27%yoy).
- We maintain our Buy rating with a TP of Rp2,900; our gross estimate of possible future impairment risk should range between Rp102-153bn.

## Strong traffic volume to sustain earnings momentum in 2Q24 onwards

We believe SILO's 1Q24 performance reflects the management's continued efforts to prioritize higher-intensity cases. The decline in inpatient (IP) revenue per day, driven by seasonal viral and bacterial infections, remains manageable at -3% yoy, while outpatient revenue intensity continued to grow positively by 2% yoy. In terms of the payer mix, the private patient portion of revenue declined by 100 basis points to 82% (vs. 83% in 1Q23), yet remaining above the historical average of 81% (excluding the pandemic period). We expect that the steady growth in blended revenue intensity will continue in 2Q24-4Q24. Our recent discussion with the management suggests that patient traffic has returned to normal levels following the Idul Fitri holiday.

## FY24F net profit est. cut due to 1Q24 one-off; still solid core profit growth

We cut our FY24F net profit forecast by Rp308bn (17% from the prev. est.) to account for the one-off expenses incurred in 1Q24. The company has indicated that the fixed asset write-downs for four hospitals in 1Q24 are the final adjustments within its pre-2019 development pipeline. While there are still three hospitals from the pre-2019 pipeline under review, the management believes that two of these (CITO Surabaya and Spondol Semarang) have the potential to commence operations, with CITO expected to open in early FY25. Our adjusted forecast implies a -6% yoy decline in FY24F net profit. Nevertheless, excluding the write-offs and other non-operating expenses, we project core profit to still grow by a robust +27% yoy.

## We maintain our Buy rating with a TP of Rp2,900

We maintain our Buy rating on SILO with an unchanged DCF-based TP of Rp2,900, implying FY24F/FY25F EV/EBITDA of 13.6/9.8x, at a 24% discount to the regional average. We expect SILO's ongoing focus on personnel, cost management, and complex treatments to continue to drive stronger revenue intensity over the next 2-3 years. Key risks include: 1) execution of cost-control strategies, 2) soft growth in revenue intensity due to low purchasing power, and 3) potential impairments of additional hospitals from the pre-2019 development pipeline (see page 2 for our range estimates).

## Key Financials

Year to 31 Dec	2022A	2023A	2024F	2025F	2026F
Revenue (Rpbn)	9,518	11,190	12,951	15,322	17,552
EBITDA (Rpbn)	1,984	2,671	2,755	3,716	4,658
EBITDA Growth (%)	0.9	35.7	(53.5)	44.3	25.8
Net Profit (Rpbn)	697	1,211	1,135	1,702	2,229
EPS (Rp)	53.6	93.3	87.4	131.0	171.6
EPS Growth (%)	3.3	73.9	(6.3)	49.9	31.0
BVPS (Rp)	535.6	609.5	662.5	761.4	884.7
DPS (Rp)	25.3	19.6	34.2	32.1	48.1
PER (x)	45.1	25.9	27.7	18.5	14.1
PBV (x)	4.5	4.0	3.7	3.2	2.7
Dividend yield (%)	1.0	0.8	1.4	1.3	2.0
EV/EBITDA	(3.0)	(2.9)	(6.4)	(4.4)	(3.5)

Source: SILO, BRIDS Estimates

## Sustaining robust operational metrics in FY24F

### Tracking SILO's historical hospital development

Regarding the pre-2019 hospitals development under review, our check on historical news indicates that CITO Surabaya completed development in 1Q21, while Spondol Semarang began its development plan in FY13. The amount for Construction in Progress (CIP) in Fixed Assets currently stands at Rp1.7 trillion. Historically, any impairment of fixed assets has ranged between 6-9% of the total CIP amount (see Exhibit 13). Therefore, our gross estimate suggests that if there is another fixed asset impairment, it should be in the range of Rp102-153 billion, accounting for 4-6% of FY24F EBITDA. This estimate does not yet consider any potential impairments of receivables or other non-current assets.

### Expect no impact from recent shareholders' sale of shares on operations

We also note the recent sale of a 10.4% stake in SILO by major shareholders, reducing their total stake from 58%. We believe this action is unlikely to disrupt Siloam's operations and is more related to the majority owner's financial plans (see Exhibit 11). Recent news from a rating agency has downgraded the parent company's issued bond rating. The tender offer proposed by LPKR to repurchase the bonds due in January 2025 and October 2026 includes a consent solicitation from bondholders to allow LPKR to sell 10.4% of its stake in SILO, which has been classified as a distressed-debt exchange (DDE) ([news](#)).

In our analysis, we have also adjusted our EBITDA calculation to align with the company's method, which includes other non-operating income (expenses) for better tracking purposes. Taking into account this adjustment, we lower our long-term EBIT forecast by around 10% from our previous forecast, yet our DCF-derived TP remains unchanged as we revise down our long-term capex estimates by around 8-10% to reflect the company's stance in adopting a more cautious approach for its network expansion going forward. We assume the capex will be more directed toward complex treatment to optimize utilization of existing hospital beds (current level: 45%).

Exhibit 1. 1Q24 Results Summary

Key Operational Indicators	1Q23	4Q23	1Q24	qoq.%	yoy.%	3M23	3M24	yoy.%
Inpatient Days ('000)	225	243	260	7%	16%	225	260	16%
Inpatient Revenue per Days (IDR'000/days)	6,715	6,796	6,550					
Inpatient Admissions ('000)	71	79	83	5%	17%	71	83	17%
ALoS	3.2	3.1	3.1	3%	-1%	3.2	3.1	-1%
Bed Occupancy Rate (%)	65%	66%	71%	4%	6%	65%	71%	6%
Outpatient Visits ('000 Visits)	925	1,066	1,051	-1%	14%	925	1,051	14%
Outpatient Revenue per Visits (IDR'000/patients)	1,236	1,213	1,258	4%	2%	1,236	1,258	2%
JKN Portion to Revenue	17%	18%	18%	0%	1%	17%	18%	1%
Non JKN Portion to Revenue	83%	82%	82%	0%	-1%	83%	82%	-1%

Financial Performance	1Q23	4Q23	1Q24	qoq.%	yoy.%	3M23	3M24	yoy.%
Gross Revenue	2,654	2,945	3,027	3%	14%	2,654	3,027	14%
Net Revenue	2,047	2,289	2,341	2%	14%	2,047	2,341	14%
Medicine Cost as % of Net Revenue	-29%	-26%	-28%			-29%	-28%	
Salary Cost-COGS as % of Net Revenue	-42%	-39%	-42%			-42%	-42%	
Salary Cost-Opex as % of Net Revenue	-8%	-9%	-7%			-8%	-7%	
EBITDA	603	720	398	-45%	-34%	603	398	-34%
Margin - to Net Revenue	29%	31%	17%			29%	17%	
Core EBITDA (excluding write-off)	603	720	706	-2%	17%	603	706	17%
Margin - to Net Revenue	29%	31%	30%			29%	30%	
Net Income to Common	250	352	14	-96%	-95%	250	14	-95%
Margin - to Net Revenue	12%	15%	1%			12%	1%	
Core Net Profit to Common (excluding write-off)	250	352	322	-9%	29%	250	322	29%
Margin - to Net Revenue	12%	15%	14%			12%	14%	

Source: Company, BRIDS, Bloomberg

### Exhibit 2. SILO Forecast Changes Summary

Assumptions	2024F		2025F	
	Prev	New	Prev	New
Operational beds	4,187	4,187	4,667	4,602
Bed occupancy rate (BOR)	71.0%	71.0%	73.3%	74.3%
Inpatient Admissions Growth	15.0%	15.0%	15.0%	15.0%
ALoS	3.1	3.1	3.1	3.1
Inpatient volume growth	15.5%	15.5%	15.0%	15.0%
Inpatient revenue per inpatient days growth	3.5%	3.5%	4.0%	4.0%
Outpatient revenue per outp. Volume growth	3.0%	3.0%	3.5%	3.5%
Outpatient volume growth	7.5%	7.5%	12.5%	12.5%
Implied ASP growth	6.1%	6.1%	4.7%	4.7%
Patient volume growth	9.0%	9.0%	13.0%	13.0%

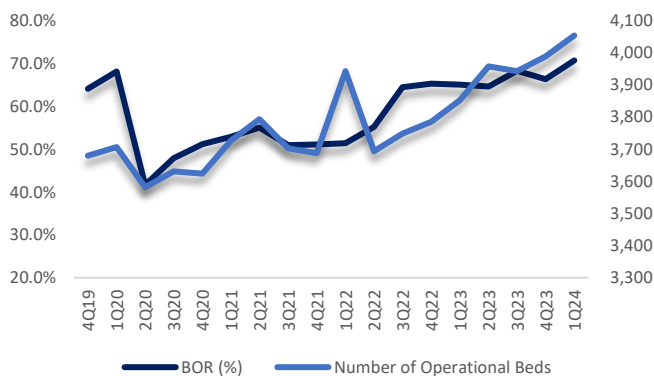
Financials, IDRbn	2024F			2025F		
	Prev	New	% changes	Prev	New	% changes
Gross Revenue	12,951	12,951	0%	15,322	15,322	0%
Net Revenue	10,092	10,092	0%	11,939	11,939	0%
Gross profit	5,035	5,007	-1%	5,974	6,000	0%
Operating profit	2,231	2,231	0%	2,666	2,741	3%
EBITDA	3,048	2,755	-10%	3,624	3,716	3%
Net profit	1,366	1,135	-17%	1,655	1,702	3%
Core net profit	1,658	1,721	4%	2,001	2,030	1%

Margins (to Net Revenue)	2024F			2025F		
	Prev	New	% changes	Prev	New	% changes
Gross profit	49.8%	49.6%	0%	50.0%	50.3%	0%
Operating profit	22.1%	22.1%	0%	22.3%	23.0%	1%
EBITDA	30.2%	27.3%	-3%	30.3%	31.1%	1%
Net profit	13.5%	11.2%	-2%	13.8%	14.3%	0%
Core net profit	16.4%	17.1%	1%	16.7%	17.0%	0%

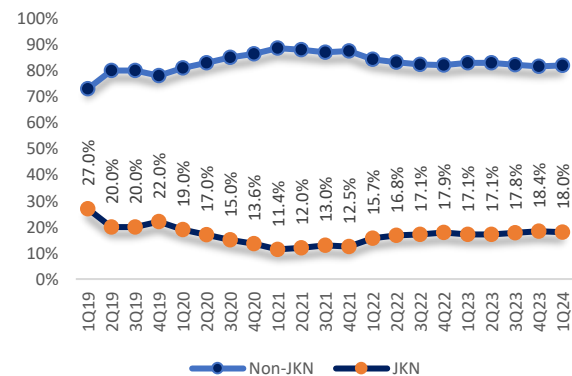
Source: BRIDS

### Exhibit 3. SILO Bed Occupancy Ratio (BOR%) Trend



Source: Company, BRIDS

### Exhibit 4. SILO's Payer Mix



Source: Company, BRIDS

### Exhibit 5. SILO's Seasonality Trend (Volume and Net Profit)

Revenue Trend (Contribution to FY)		2019	2020	2021	2022	2023	Avg. exclude pandemic
1Q		24.4%	20.3%	24.5%	23.3%	23.7%	23.8%
2Q		23.7%	24.4%	24.9%	23.0%	23.5%	23.4%
3Q		26.2%	25.7%	26.7%	26.5%	26.5%	26.4%
4Q		25.7%	29.7%	23.9%	27.2%	26.3%	26.4%

IP Admissions Trend (Contribution to FY)		2019	2020	2021	2022	2023	Avg. exclude pandemic
1Q		25.2%	37.8%	23.3%	21.2%	23.5%	23.3%
2Q		23.6%	18.3%	26.1%	23.2%	23.8%	23.5%
3Q		24.8%	21.1%	22.2%	27.4%	26.5%	26.2%
4Q		26.4%	22.8%	28.4%	28.2%	26.2%	26.9%

OP Volume Trend (Contribution to FY)		2019	2020	2021	2022	2023	Avg. exclude pandemic
1Q		24.5%	34.3%	22.7%	22.2%	23.4%	23.4%
2Q		23.1%	16.5%	24.7%	22.7%	23.0%	22.9%
3Q		25.9%	24.3%	23.7%	26.7%	26.5%	26.4%
4Q		26.5%	24.9%	28.9%	28.5%	27.0%	27.3%

Source: Company, BRIDS

### Exhibit 6. SILO's Valuation Summary

FCFF Projection SILO		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
		0	1	2	3	4	5	6	7	8	9	10
EBIT * (1-tax)	+	1,283	1,881	2,441	2,877	3,383	3,620	4,081	4,508	5,044	5,519	6,450
Depreciation	+	1,109	1,304	1,528	1,753	2,007	2,293	2,553	2,842	2,988	3,402	3,785
Change in working c	+	(183)	(235)	(228)	(243)	(259)	(286)	(283)	(313)	(350)	(386)	(443)
Capex	-	1,943	2,605	2,984	2,996	3,382	3,822	3,468	3,854	4,286	4,768	5,305
Minority interest	-	47	47	47	47	47	47	47	47	47	47	47
FCFF		220	299	711	1,344	1,701	1,759	2,837	3,136	3,350	3,721	4,440
Discount factor		1.00	1.10	1.22	1.34	1.48	1.63	1.80	1.98	2.19	2.41	2.66
Present value of FCFF		220	271	585	1,002	1,150	1,078	1,577	1,581	1,531	1,542	1,668
Terminal value												67,236
PV of terminal value												25,266
NPV	IDR Bn		37,471	Assumptions								
Net debt (as of end 2024)	IDR Bn		(104)	Market return (Rm)	%		14.20%					
Equity value	IDR Bn		37,575		%		7.5%					
Outstanding share	Bn sh		12.99		%		6.7%					
Equity value per share	IDR/sh		2,893	Tax rate	%		22.00%					
				Adjusted Beta	x		0.45					
				Debt Portion	%		7%					
Target price	IDR/sh		2,900	Cost of equity	%		10.48%					
Current price	IDR/sh		2,500	Cost of debt Pre-Tax	%		9.95%					
% upside/(downside)	%		16.0%	WACC	%		10.3%					
Rating			BUY	Terminal growth	%		3.0%					

Source: BRIDS

### Exhibit 7. SILO's Peers Valuation

Ticker		Company	Mkt.Cap (US\$ mn.)	EV/EBITDA	
				FY24F	FY25F
Healthcare Indonesia					
HEAL IJ*	MEDIKALOKA HERMINA TBK PT		1,210	11.1	9.7
MIKA IJ*	MITRA KELUARGA KARYASEHAT TBK		2,532	22.4	19.2
SILO IJ*	SILOAM INTERNATIONAL HOSPITAL		1,936	11.4	8.5
Emerging Market Peers					
000516 CH	XIAN INTERNATIONAL MEDICAL-A		1,779	19.4	13.7
NARH IN	NARAYANA HRUDAYALAYA LTD		2,912	21.1	18.9
MEDANTA in	GLOBAL HEALTH LTD/INDIA		3,835	37.2	31.4
301239 CH	CHENGDU BRIGHT EYE HOSPITA-A		909	12.2	9.4
ASTERDM IN	ASTER DM HEALTHCARE LTD		2,179	10.3	26.5
KIMS IN	KRISHNA INSTITUTE OF MEDICAL		1,751	24.2	20.8
RAM TB	RAMKHAMHAENG HOSPITAL PUB CO		986	27.0	23.7
IHH MK	IHH SINGAPORE		11,582	13.1	12.5
TNH VN	THAI NGUYEN INTL HSPTL JSC		91	10.8	8.8
BH TB	BUMRUNGRAD HOSPITAL PCL		5,225	18.4	17.3
BDMS TB	BANGKOK DUSIT MED SERVICE		11,655	17.0	15.7
KPJ MK	KPJ HEALTHCARE BERHAD		1,762	13.8	13.0
OPTIMAX MK	OPTIMAX HOLDINGS BHD		78	11.5	10.1
RFMD SP	RAFFLES MEDICAL GROUP LTD		1,399	12.3	11.5
MPARK TI	MLP SAGLIK HIZMETLERI AS		1,746	10.1	6.8
Developed Market Peers					
HCA US	HCA HEALTHCARE INC		88,985	9.8	9.3
UHS US	UNIVERSAL HEALTH SERVICES-B		12,703	8.7	8.3
THC US	TENET HEALTHCARE CORP		13,209	7.7	7.4
CYH US	COMMUNITY HEALTH SYSTEMS INC		550	8.2	7.7
RHC AU	RAMSAY HEALTH CARE LTD		7,188	10.3	9.4
Indonesia					
Median			1,936	11.4	9.7
Simple Average			1,892	15.0	12.5
Weighted Average			2,047	16.3	13.5
Emerging Market Peers					
Median			1,771	13.8	13.7
Simple Average			2,976	17.2	16.0
Weighted Average			6,590	17.7	16.6
Developed Market Peers					
Median			12,703	8.7	8.3
Simple Average			24,527	8.9	8.4
Weighted Average			67,731	9.5	9.0

Source: \*BRIDS, Bloomberg

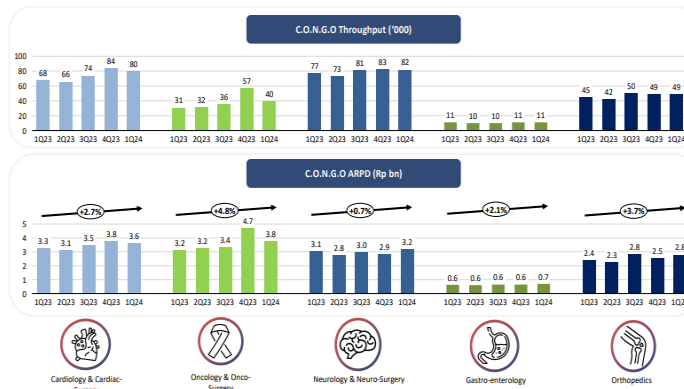
Exhibit 8. SILO's daily rolling fwd. EV/EBITDA Band



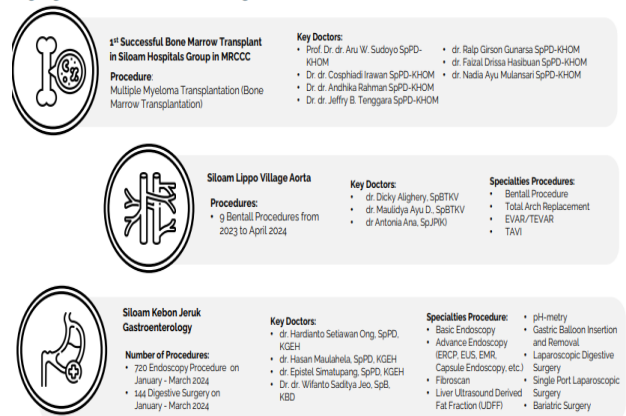
Source: BRIDS, Bloomberg

Exhibit 9. SILO's Key Revenue Intensity Development and Diagnostic Services Focus

Sustained Growth from High Complexity Clinical Programs (Cardiology, Oncology, Neurology, Gastro, Orthopedics)



Highlights from Siloam Clinical Programs



Source: Company

## Exhibit 10. Siloam Hospitals Operational Results per Region

### Siloam Hospitals Operational Results per Region

Segment		Region 1	Region 2	Region 3	Region 4	Region 5
Area		Jakarta & Greater Jakarta	West & Central Java	East Java, Bali, East & West Nusa Tenggara and Maluku	Sulawesi & Kalimantan	Sumatera
No. of Hospitals		9	10	9	7	5
IPD Admissions ('000)	1Q24	20 (+11%)	21 (+16%)	15 (+16%)	16 (+18%)	11 (+23%)
	1Q23	18	18	13	14	9
	FY23	73 (+21%)	77 (+38%)	53 (+29%)	59 (+24%)	41 (+27%)
	FY22	60	55	41	47	32
IPD Days ('000)	1Q24	68 (+14%)	59(+11%)	49 (+16%)	50 (+17%)	34 (+25%)
	1Q23	60	54	42	43	27
	FY23	243 (+2%)	218 (+10%)	174 (+29%)	182 (+26%)	123 (+11%)
	FY22	238	197	135	145	110
OPD Visits ('000)	1Q24	293 (+16%)	266 (+12%)	182 (+13%)	162 (+8%)	148 (+21%)
	1Q23	252	237	162	150	122
	FY23	1,096 (+23%)	1,010 (+30%)	673 (+24%)	629 (+25%)	540 (+18%)
	FY22	890	775	543	503	459

Note:  
Hospital units only, excluding, Agora, clinics and non-hospital units  
Operational results excluding Siloam Agora  
OPD Visits including Homecare and Teleconsultation

Source: Company

## Exhibit 11. Siloam Hospitals Operational & Financial Results per Category

### Siloam Hospitals Operational Results by Segment

Segment		Flagship	Mature	Distinct	BPJS	Ramping Up
Description		Well established hospitals with high revenue and profitability	Profitable with high potential for further capacity growth	Operates in distinct niche markets with high profitability profiles	More than 60% of revenue is derived from BPJS patients	Hospitals opened in the last 2-5 years
No. of Hospitals		3	13	4	3	17
IPD Admissions ('000)	1Q24	12 (+7%)	34 (+13%)	2 (-7%)	12 (+13%)	23 (+32%)
	1Q23	11	30	2	11	17
	FY23	44 (+21%)	127 (+22%)	9 (+25%)	45 (+37%)	78 (+38%)
	FY22	37	104	7	32	56
IPD Days ('000)	1Q24	41 (+10%)	106 (+13%)	8 (+16%)	40 (+8%)	65 (+30%)
	1Q23	38	94	7	37	50
	FY23	150 (+2%)	392 (+15%)	27 (+19%)	152 (+13%)	219 (+29%)
	FY22	147	341	23	134	169
OPD Visits ('000)	1Q24	165 (+11%)	475 (+10%)	36 (-10%)	137 (+14%)	238 (+31%)
	1Q23	148	433	40	120	182
	FY23	630 (+12%)	1,827 (+21%)	145 (+41%)	518 (+24%)	828 (+40%)
	FY22	560	1,515	103	417	592

Note:  
Hospital units only, excluding, Agora, clinics and non-hospital units  
Operational results excluding Siloam Agora  
OPD Visits including Homecare and Teleconsultation

### Siloam Hospitals Financial Results by Segment

Segment		Flagship	Mature	Distinct	BPJS	Ramping Up
Description		Well established hospitals with high revenue and profitability	Profitable with high potential for further capacity growth	Operates in distinct niche markets with high profitability profiles	More than 60% of revenue is derived from BPJS patients	Hospitals opened in the last 2-5 years
No. of Hospitals		3	13	4	3	17
Net GOR (IDR bn)	1Q24	1,003 (+10%)	1,106 (+9%)	216 (+9%)	183 (+12%)	344 (+31%)
	1Q23	911	1,019	199	164	262
	FY23	3,721 (+39%)	4,269 (+17%)	843 (+46%)	705 (+19%)	1,184 (+25%)
	FY22	3,368	3,658	576	595	947
NOR (IDR bn)	1Q24	767 (+9%)	888 (+16%)	165 (+11%)	143 (+9%)	277 (+38%)
	1Q23	703	768	149	132	201
	FY23	2,852 (+12%)	3,259 (+16%)	639 (+47%)	562 (+20%)	918 (+22%)
	FY22	2,553	2,805	435	470	753
EBITDA (IDR bn)	1Q24	326(+7%)	330 (+12%)	81 (+16%)	28 (+10%)	62 (+173%)
	1Q23	304	294	70	25	23
	FY23	1,263 (+17%)	1,232 (+22%)	307 (+72%)	135 (+102%)	163 (+301%)
	FY22	1,077	1,014	179	67	41

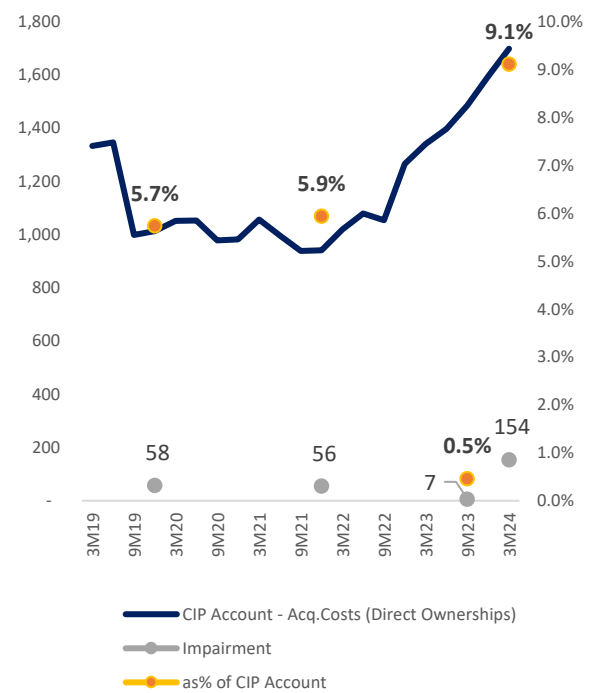
Note:  
EBITDA calculated with the new accounting policy, unaudited  
Hospital units only, excluding clinics and non-hospital units  
Financial results excluding Siloam Agora

Source: Company

**Exhibit 12. Estimates of SILO's Majority Shareholders Financial Plans (for Bonds Payment)**

Jan-25 due Bonds Payment	
LPKR due Jan-25 bonds (USDmn.)	237
<b>Total in Rpbn (@ USD-IDR 16,000)</b>	<b>3,794</b>
SILO shares sold proceed	
Share price	2,850
Outstanding shares purchased	1.4
<b>Rpbn proceed</b>	<b>3,855</b>
<b>Excess (Deficit Cash) - Rpbn</b>	<b>60.70</b>
Jan-25 and Oct-26 due Bonds Payment	
LPKR due Jan-25 bonds (USDmn.)	237
LPKR due Oct-26 bonds (USDmn.)	195
<b>Total in Rpbn (@ USD-IDR 16,000)</b>	<b>6,909</b>
SILO shares sold proceed	
Share price	2,850
Outstanding shares purchased	1.4
<b>Rpbn proceed</b>	<b>3,855</b>
<b>NOBU Bank shares sold proceed* - Rpbn</b>	<b>10,649</b>
<b>Excess (Deficit Cash) - Rpbn</b>	<b>7,595</b>
Excess (Deficit Cash), if include;	
LPKR's Current Portion of Bank Loans - Rpbn	2,456
LPKR's Current Portion of Lease Liabilities - Rpbn	628
<b>Excess (Deficit Cash) - Rpbn</b>	<b>4,510</b>

Source: BRIDS Estimates. \*Estimate proceed of NOBU Bank Shares Sold Proceed is based on 40% x NOBU Total Assets per FY23

**Exhibit 13. Historical Trend of Construction in Progress Account in Fixed Assets (Rpbn)**


Source: Company, BRIDS



**Exhibit 14. Income Statement**

Year to 31 Dec (Rpbn)	2022A	2023A	2024F	2025F	2026F
<b>Revenue</b>	<b>9,518</b>	<b>11,190</b>	<b>12,951</b>	<b>15,322</b>	<b>17,552</b>
COGS	(5,985)	(6,735)	(7,944)	(9,322)	(10,361)
<b>Gross profit</b>	<b>3,533</b>	<b>4,455</b>	<b>5,007</b>	<b>6,000</b>	<b>7,191</b>
<b>EBITDA</b>	<b>1,984</b>	<b>2,671</b>	<b>2,755</b>	<b>3,716</b>	<b>4,658</b>
<b>Oper. profit</b>	<b>1,188</b>	<b>1,879</b>	<b>2,231</b>	<b>2,741</b>	<b>3,506</b>
Interest income	30	22	29	20	19
Interest expense	(68)	(84)	(117)	(127)	(149)
Forex Gain/(Loss)	0	0	0	0	0
Income From Assoc. Co's	0	0	0	0	0
Other Income (Expenses)	(166)	(150)	(586)	(329)	(377)
<b>Pre-tax profit</b>	<b>984</b>	<b>1,666</b>	<b>1,558</b>	<b>2,304</b>	<b>2,999</b>
Income tax	(274)	(419)	(376)	(556)	(724)
Minority interest	(14)	(36)	(47)	(47)	(47)
<b>Net profit</b>	<b>697</b>	<b>1,211</b>	<b>1,135</b>	<b>1,702</b>	<b>2,229</b>
<b>Core Net Profit</b>	<b>863</b>	<b>1,362</b>	<b>1,721</b>	<b>2,030</b>	<b>2,605</b>

**Exhibit 15. Balance Sheet**

Year to 31 Dec (Rpbn)	2022A	2023A	2024F	2025F	2026F
Cash & cash equivalent	1,066	1,186	797	755	967
Receivables	1,253	1,561	1,635	1,934	2,216
Inventory	202	204	370	434	483
Other Curr. Asset	166	185	217	257	295
Fixed assets - Net	5,818	6,767	7,580	8,840	10,255
Other non-curr.asset	1,161	1,079	1,407	1,608	1,800
<b>Total asset</b>	<b>9,666</b>	<b>10,982</b>	<b>12,005</b>	<b>13,829</b>	<b>16,015</b>
ST Debt	291	495	570	612	731
Payables	442	524	569	668	742
Other Curr. Liabilities	1,445	1,534	1,574	1,862	2,133
Long Term Debt	0	0	19	45	75
Other LT. Liabilities	436	381	490	528	572
<b>Total Liabilities</b>	<b>2,614</b>	<b>2,934</b>	<b>3,222</b>	<b>3,716</b>	<b>4,254</b>
Shareholder's Funds	6,955	7,916	8,604	9,888	11,489
Minority interests	96	132	179	225	272
<b>Total Equity &amp; Liabilities</b>	<b>9,666</b>	<b>10,982</b>	<b>12,005</b>	<b>13,829</b>	<b>16,015</b>



**Exhibit 16. Cash Flow**

Year to 31 Dec (Rpbn)	2022A	2023A	2024F	2025F	2026F
Net income	697	1,211	1,135	1,702	2,229
Depreciation and Amort.	962	942	1,109	1,304	1,528
Change in Working Capital	53	(188)	(183)	(235)	(228)
Other Oper. Cash Flow	(205)	29	(3)	219	206
<b>Operating Cash Flow</b>	<b>1,507</b>	<b>1,995</b>	<b>2,058</b>	<b>2,990</b>	<b>3,735</b>
Capex	(2,307)	(1,871)	(1,943)	(2,605)	(2,984)
Others Inv. Cash Flow	131	62	(307)	(161)	(152)
<b>Investing Cash Flow</b>	<b>(2,176)</b>	<b>(1,809)</b>	<b>(2,250)</b>	<b>(2,766)</b>	<b>(3,136)</b>
Net change in debt	(11)	149	203	106	193
New Capital	(419)	(470)	(846)	(790)	(1,208)
Dividend payment	250	255	446	418	627
Other Fin. Cash Flow	0	0	0	0	0
<b>Financing Cash Flow</b>	<b>(180)</b>	<b>(66)</b>	<b>(197)</b>	<b>(265)</b>	<b>(387)</b>
<b>Net Change in Cash</b>	<b>(848)</b>	<b>120</b>	<b>(389)</b>	<b>(42)</b>	<b>212</b>
Cash - begin of the year	1,915	1,066	1,186	797	755
Cash - end of the year	1,066	1,186	797	755	967

**Exhibit 17. Key Ratio**

Year to 31 Dec	2022A	2023A	2024F	2025F	2026F
<b>Growth (%)</b>					
Sales	1.5	17.6	15.7	18.3	14.6
EBITDA	0.8	34.6	3.1	34.9	25.3
Operating profit	(0.9)	58.1	18.8	22.8	27.9
Net profit	3.3	73.9	(6.3)	49.9	31.0
<b>Profitability (%)</b>					
Gross margin	47.8	51.4	49.6	50.3	52.6
EBITDA margin	26.8	30.8	27.3	31.1	34.1
Operating margin	16.1	21.7	22.1	23.0	25.6
Net margin	9.4	14.0	11.2	14.3	16.3
ROAA	7.3	11.7	9.9	13.2	14.9
ROAE	10.4	16.3	13.7	18.4	20.9
<b>Leverage</b>					
Net Gearing (x)	(0.1)	(0.1)	0.0	0.0	0.0
Interest Coverage (x)	17.5	22.4	19.1	21.6	23.5

Source: SILO, BRIDS Estimates

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<b>BUY</b>	Expected total return of 10% or more within a 12-month period
<b>HOLD</b>	Expected total return between -10% and 10% within a 12-month period
<b>SELL</b>	Expected total return of -10% or worse within a 12-month period

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