ENCOMPASS

To,
The Manager
Listing Department,
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor Plot No. C-1,
Block G Bandra Kurla Complex, Bandra (E)
Mumbai – 400 051

Date: November 17, 2026

Company Symbol: **ENCOMPAS; ISIN: INE433T01015**

Subject: Intimation under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 – Investor Presentation

Dear Sir/Madam,

In continuation to our intimation dated November 16, 2026 regarding the Earnings Conference Call scheduled to be held on Thursday, 19th November, 2026 at 4:00 PM (IST), to discuss the company's financial performance for H1 FY27, please find enclosed herewith the Investor Presentation pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"). The same shall also be made available on the website of the Company at https://encompass.co.in/.

Kindly take the same on your record and acknowledge the receipt.

For Encompass Design India Limited

AMIT RAJENDRAPRASAD DALMIA
Digitally signed by AMIT RAJENDRAPRASAD DALMIA
Date: 2026.11.17 19:23:38 +05'30'

Amit Rajendraprasad Dalmia
Chairman & Managing Director
DIN: 00210919

Encl.: As above









ENCOMPASS

Investor Presentation

H1 FY27 Earnings Update – November 2026



01

Performance Summary



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Market Opportunity



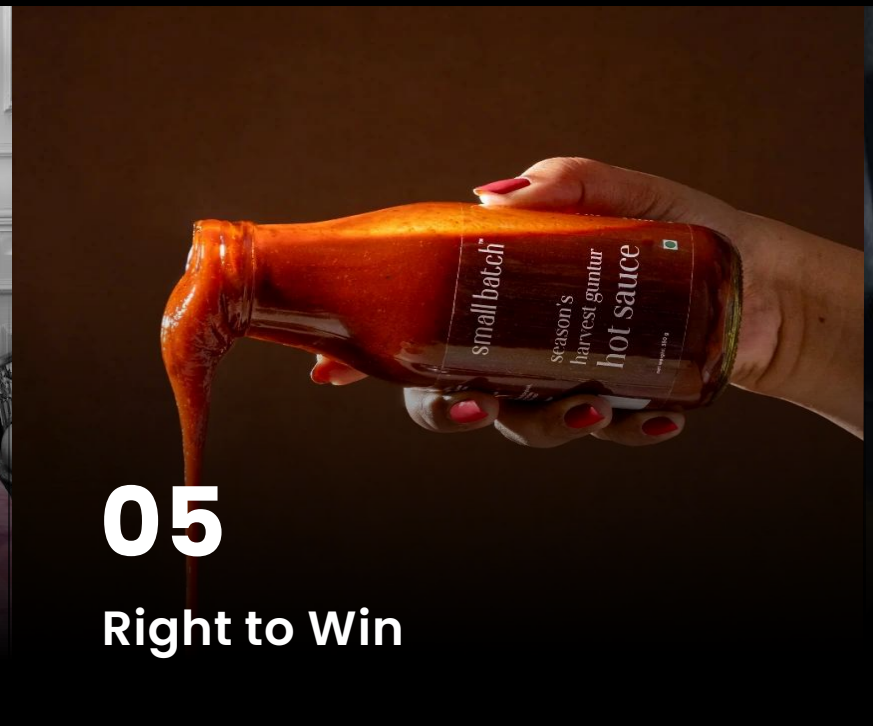
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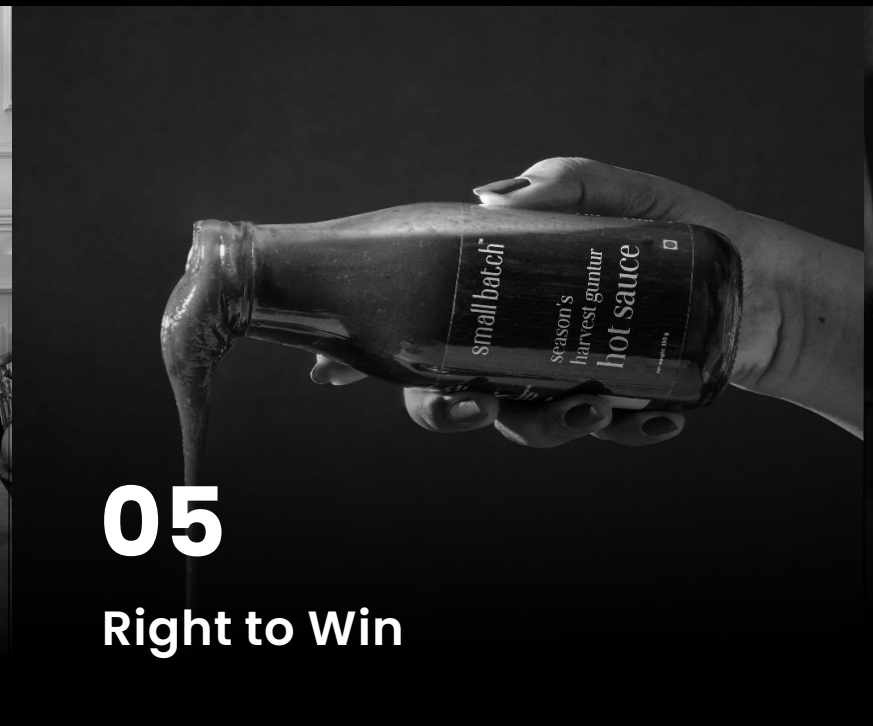
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Executive summary – H1 FY27

Revenue and profitability

Revenue from operations	**₹47.5 crores**	**69%** *YoY growth*
Operating profit (EBITDA[1])	**₹15.5 crores**	**75%** *YoY growth*
EBITDA margin[1]	**32.6%**	*vs* **112 bps** *YoY change*
Profit after tax (PAT)	**₹9.3 crores**	**83%** *YoY growth*
PAT margin	**19.5%**	**153 bps** *YoY change*

Return and capital

Return on equity (ROE)	**16.3%**	*vs* **22.8%** *in FY26*
ROCE[2]	**21.8%**	*vs* **29.3%** *in FY26*
Debtor days	**57 days**	*vs* **56 days** *in FY26*
Fixed asset turn	**1.5x**	*vs* **1.9x** *in FY26*
Net debt to equity	**-0.2x**	*vs* **0.0x** *in FY26*

Brands and people

D2C revenue share	**₹13.7 crores**	
Average rating[3]	**4.7**	
Repeat revenue[3]	**22.3%**	
Total SKUs[4]	**1,071**	
Total workforce	**125**	*vs* **93** *in H1FY26*

1. EBITDA: Earnings before interest, taxes, depreciation and amortization | 2. RoCE: Return on capital employed | 3. Average across all brands | 4. Total across all brands

ENCOMPASS

Diversified business with distinct earnings drivers

Revenue, profitability and growth across Encompass's three business segments.

Segment	Metric	FY24	FY25	FY26	H1 FY26	H1 FY27	YoY growth
Brands	Revenue (₹ Cr)	8.6	14.0	22.5	8.3	20.7	148%
	EBITDA (₹ Cr)	3.5	6.3	9.6	3.8	9.4	146%
	EBITDA margin (%)	40.6%	44.6%	42.9%	45.6%	45.3%	(31 bps)
	PAT (₹ Cr)	1.6	3.1	4.9	1.9	5.1	175%
	PAT margin (%)	19.0%	22.1%	22.1%	22.3%	24.7%	243 bps
GM & E-Commerce	Revenue (₹ Cr)	9.5	12.7	21.2	9.8	10.8	10%
	EBITDA (₹ Cr)	2.6	5.2	6.2	2.9	2.9	0%
	EBITDA margin (%)	27.1%	41.1%	29.3%	30.3%	27.6%	(276 bps)
	PAT (₹ Cr)	2.4	3.9	5.0	1.9	2.1	7%
	PAT margin (%)	25.4%	31.3%	23.7%	20.2%	19.6%	(63 bps)
Trading	Revenue (₹ Cr)	22.0	27.9	24.4	10.0	16.1	61%
	EBITDA (₹ Cr)	5.2	5.4	5.0	2.1	3.2	51%
	EBITDA margin (%)	23.5%	19.4%	20.3%	20.9%	19.7%	(121 bps)
	PAT (₹ Cr)	2.8	3.7	3.0	1.2	2.0	68%
	PAT margin (%)	12.9%	13.3%	12.3%	12.1%	12.6%	53 bps

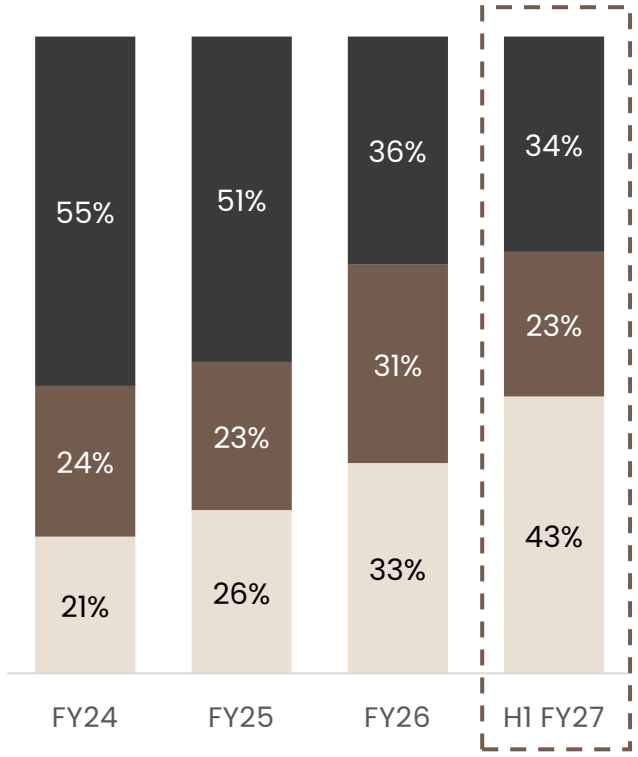
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Segment mix of revenue, EBITDA and PAT

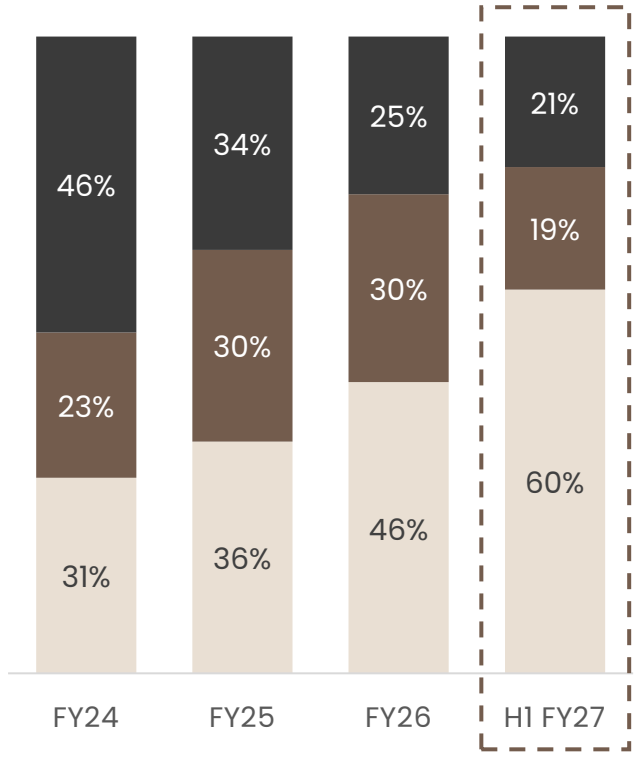
Brands to drive an increasing share of group revenue and earnings, reinforcing its position as the principal growth engine.

Brands GM & E-commerce Trading

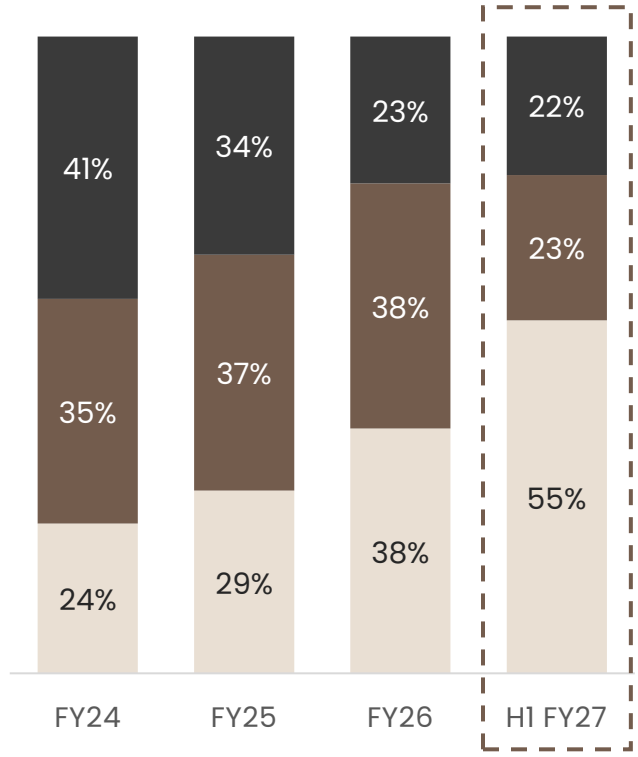
Revenue mix



EBITDA mix



PAT mix





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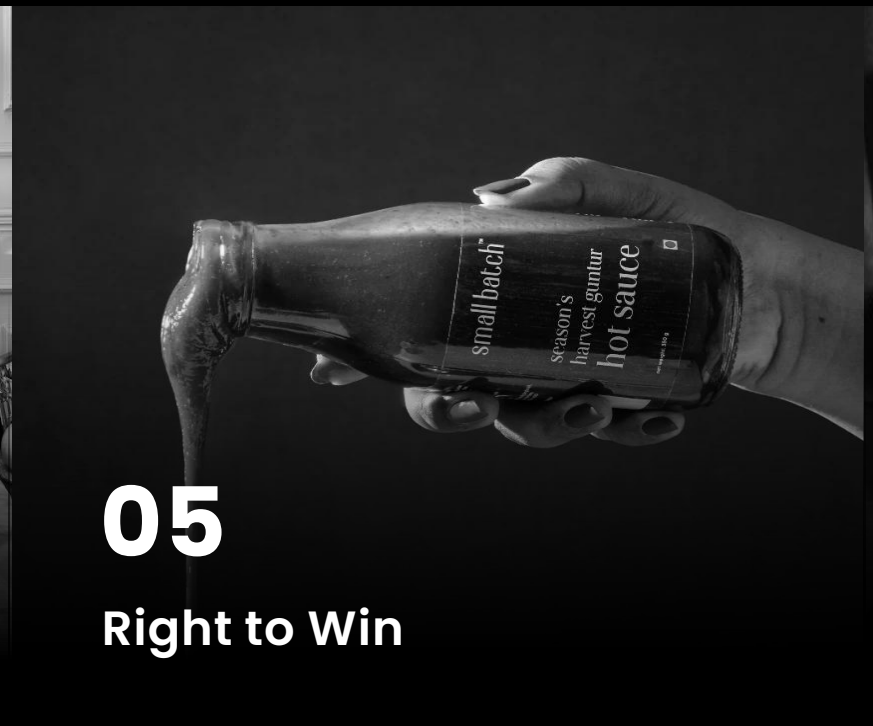
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The consumer brand landscape is being rewritten

Changing consumer preferences and a thriving ecosystem are reshaping competitive dynamics.



01

Legacy brands are declining

Established brands are losing shares as they struggle to keep up with evolving consumer preferences



02

New-age brands are capturing markets

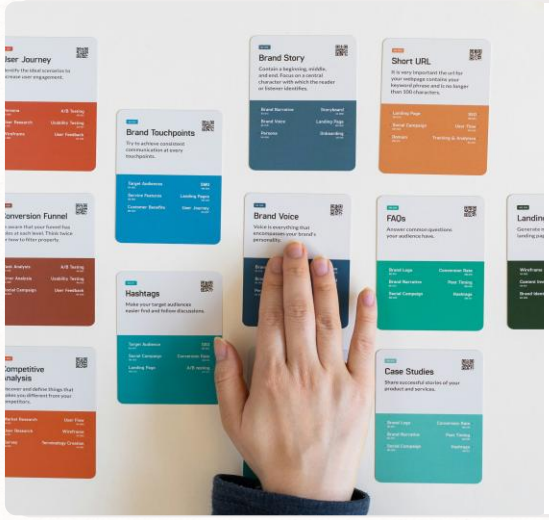
A wave of new consumer brands are winning relevance with changing consumer cohorts and gaining market share



03

Thriving ecosystem is lowering entry barriers

Contract manufacturing, digital channels, talent and specialist services make launching a brand faster and easier



04

Prior deep category expertise is no longer a prerequisite

Consumer insight, fresh ideas and strong execution can create openings beyond incumbents

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Creating brands is easier, sustaining them is harder

While it has become easier to launch a consumer brand, building a financially sustainable business is challenging, especially for standalone brands.

What has become easier

- Product sourcing and manufacturing
- Digital distribution and customer access
- Access to creative, marketing and growth specialists
- Launching differentiated propositions

What remains difficult

- Funding customer acquisition and brand building
- Supporting specialist teams and capabilities
- Achieving repeat purchase and profitable growth
- Absorbing fixed costs at an early stage

Standalone brands have to build everything themselves

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We focus where consumer preferences are changing fastest

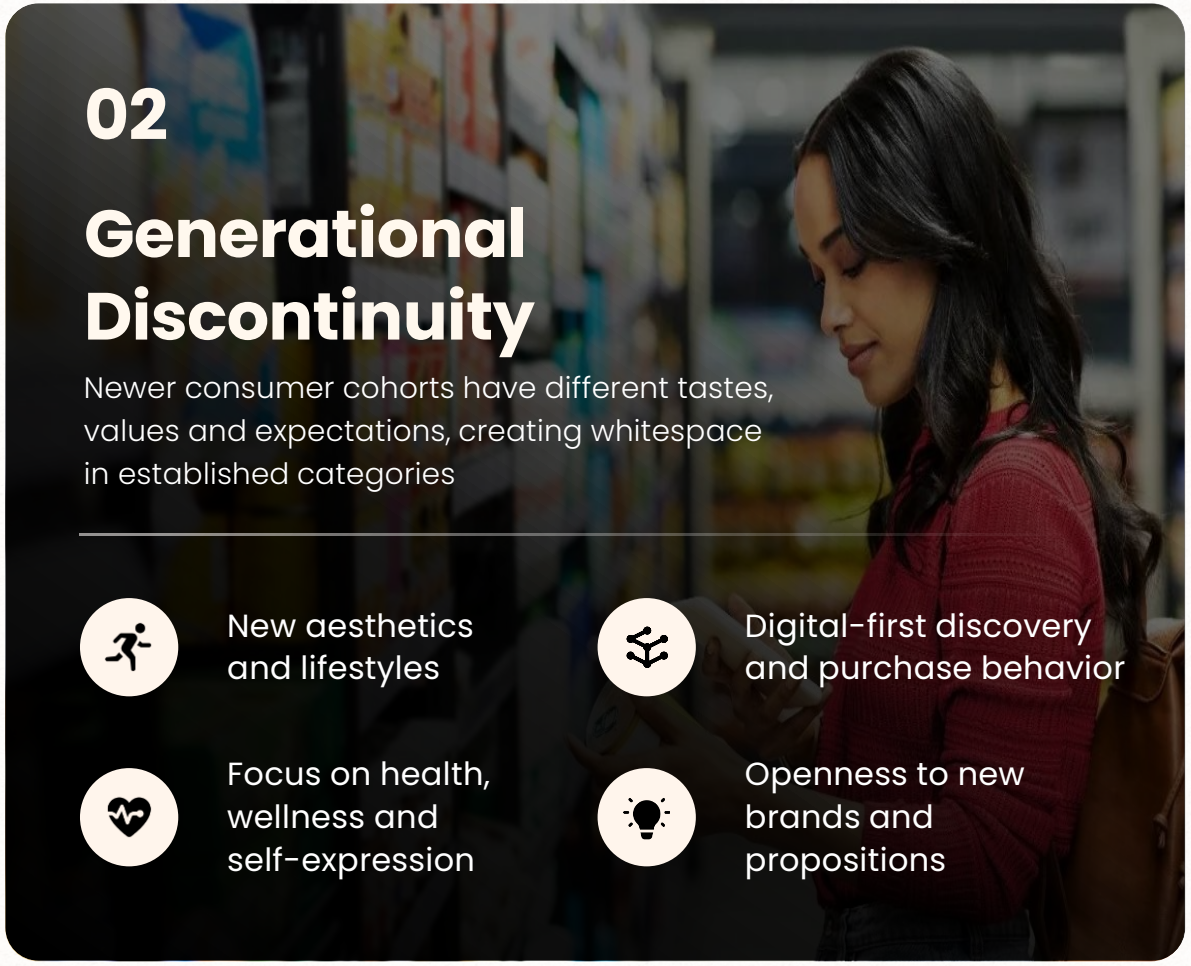
Two powerful consumer dynamics are creating large and enduring opportunities.



01 Rapid Affluence

Rising incomes and aspirations are expanding the addressable market for premium and differentiated products

- Growing purchasing power
- Expanding affluent customer base
- Willingness to trade up and pay for better quality
- Higher spend on design, experience and lifestyle



02 Generational Discontinuity

Newer consumer cohorts have different tastes, values and expectations, creating whitespace in established categories

- New aesthetics and lifestyles
- Digital-first discovery and purchase behavior
- Focus on health, wellness and self-expression
- Openness to new brands and propositions

Our focus: We identify category opportunities where rising consumer aspirations and changing preferences create room for differentiated brands



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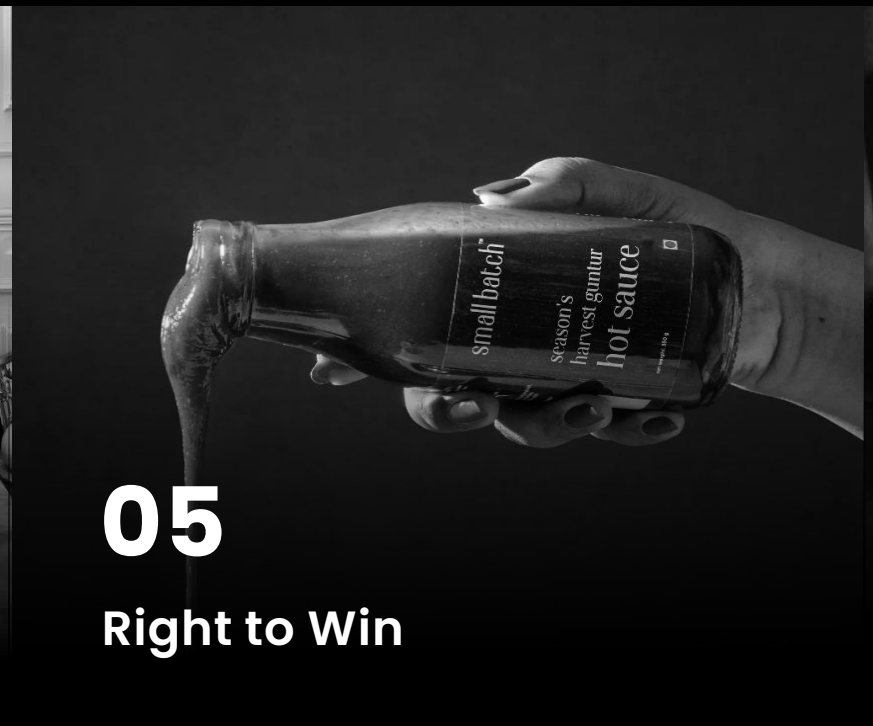
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Building India's next generation of consumer brands (1/2)

Encompass is a consumer brands platform: Identifying high-intent opportunities, building differentiated brands, scaling on shared infrastructure, and recycling capital to create value. Alongside its brand portfolio, the company runs complementary non-brand businesses that generate steady cash flows and fund brand creation.

Consumer food

small batch™

Distinctive, chef-led food products crafted for modern Indian consumers



Home furnishing

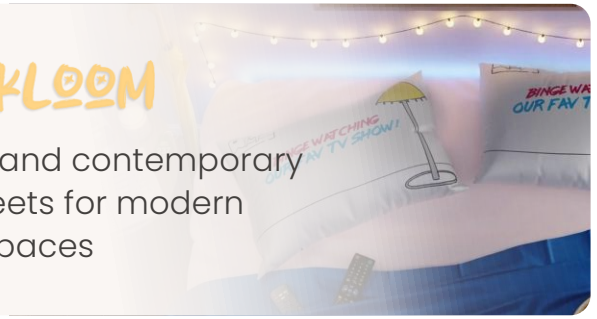
stoa paris

Thoughtfully designed home textiles that blend everyday comfort with contemporary style



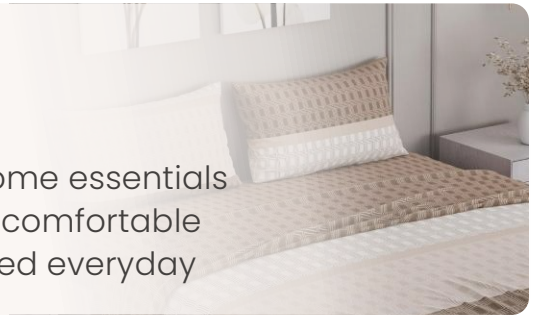
QUIRKLOOM

Playful and contemporary bedsheets for modern living spaces



Blisshome

Curated home essentials for a more comfortable and elevated everyday



Non-brand businesses

CASH FLOW LAYER

Trading

Distribution of a range of branded and non-branded FMCG and lifestyle products across domestic and international markets

E-commerce and gated markets

E-commerce enablement and access to select gated markets, providing a complementary revenue stream

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Building India's next generation of consumer brands (2/2)

New brands launched and acquired

QUIRKLOOM

Playful, Gen-Z inspired bedsheets with bold prints and personality

LAUNCHED

Blisshome

Curated home essentials for a more comfortable and elevated everyday

LAUNCHED

bummer

Comfortable, stylish innerwear and loungewear for everyday living

ACQUIRED

Building a multi-brand platform

Near-term opportunity



Launch of another premium food brand

Expanding into an **adjacent premium food** category with a distinctive and differentiated brand proposition

Medium-term opportunity



Launch of a premium WBC brand

Entering the **health and wellness** category with a premium brand focused on modern consumer needs

small batch™

A premium, chef-led gourmet food brand

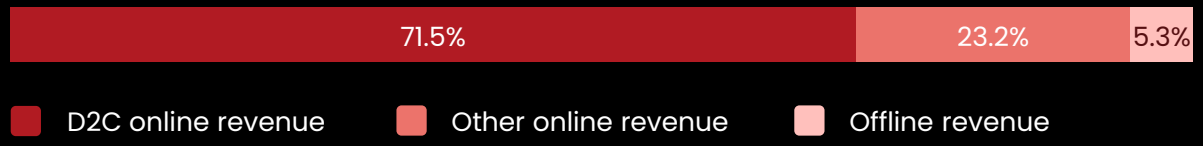
SmallBatch is building a differentiated gourmet food brand through chef-led recipes, distinctive flavour profiles and carefully layered ingredients.

Its portfolio spans Asian sauces, chilli oils, premium ketchups, crisps, cocktail mixers, chocolate and other condiments, bringing restaurant-inspired flavours into everyday consumption.

H1 FY27 brand performance

₹6.1 crs Revenue	**+199%** YoY growth	**74.6%** Gross margin	**54.8%** Contribution margin	
29% Repeat revenue	**₹1,544** Avg. order value	**4.9/5.0** Avg. online rating	**40** Active SKUs	**2x** ROAS

H1 FY27 channel mix





stoa paris

French fashion for your home

Stoa Paris is a premium home textile brand offering bold & fashionable, high-quality bedding crafted for the modern Indian consumer.

With a strong focus on fabric excellence, sophisticated design language and international aesthetics, Stoa Paris delivers a luxurious sleep experience.

Brand Performance (H1 FY27)

₹14.6 crs Revenue	**+62.1%** YoY growth	**68.3%** Gross margin	**41.3%** Contribution margin	
22% Repeat revenue.	**₹2,700** Avg. order value	**4.5/5.0** Avg. online rating	**928** Active SKUs	**2x** ROAS

H1 FY27 channel mix



Key Categories

- Bed Sheets
- Pillow Covers
- Comforters
- Curtains
- Table Linen
- Crockery

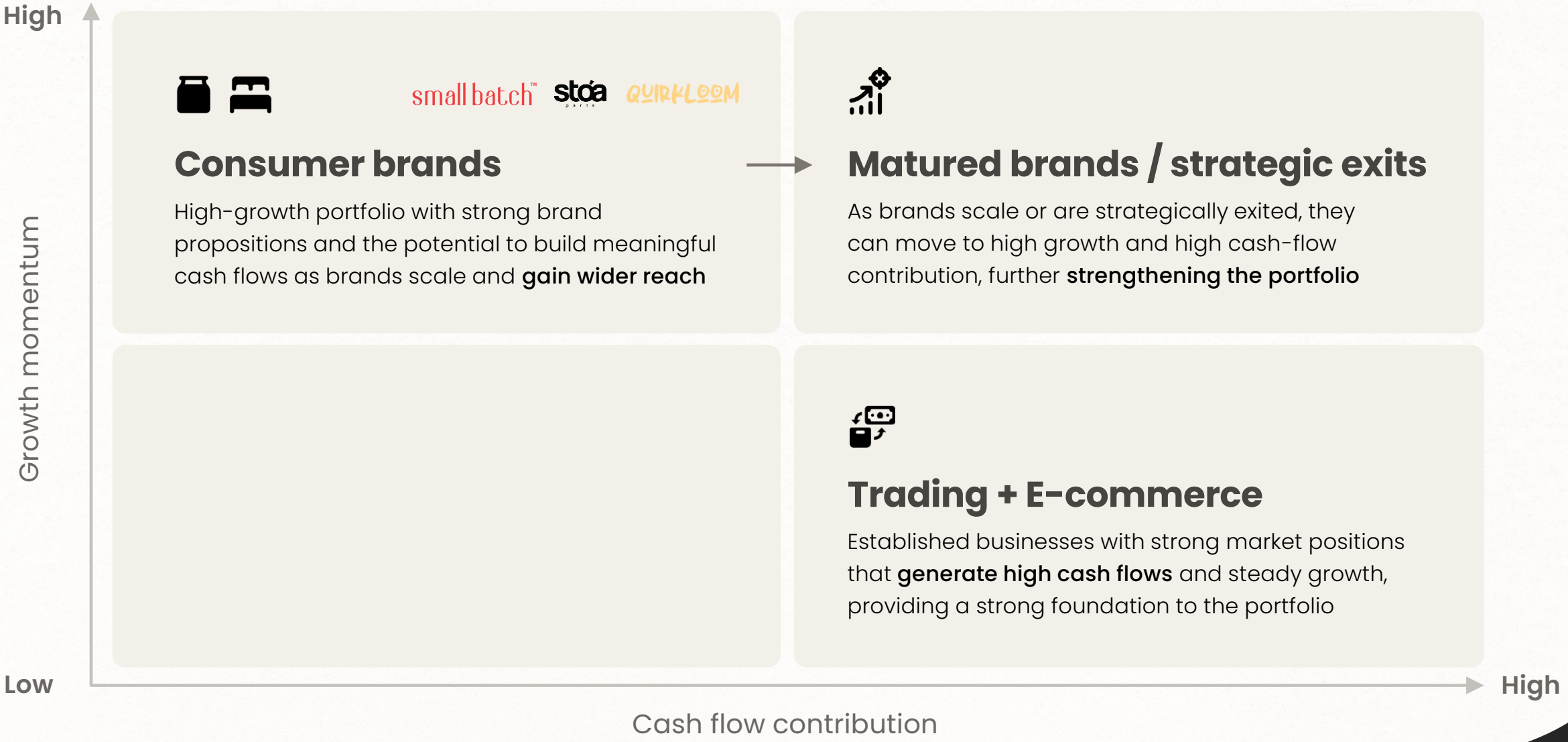
Brand USP

1. Premium fabrics
2. Modern international designs
3. Curated premium colour palette
4. Superior packaging
5. Integrated supply chain

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Steady-state cash flows supporting brand creation

A qualitative view of how the established businesses and consumer brands contribute different strengths to the portfolio.



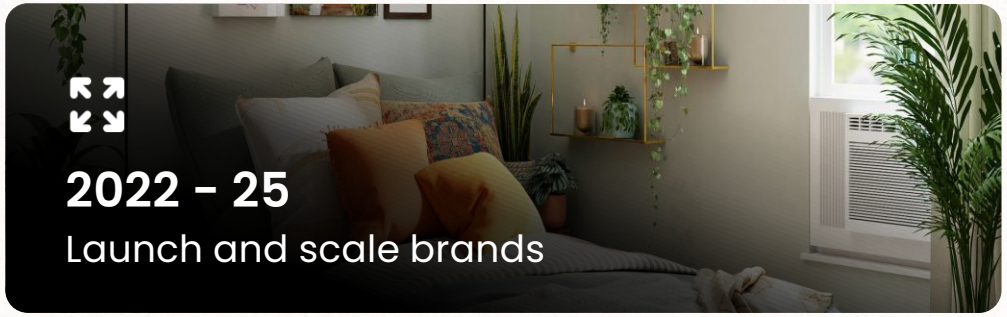
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From a trading enterprise to a multi-brand consumer platform

Over 15 years, Encompass has evolved from an asset-light trading business into a platform that builds, scales and compounds consumer brands.



2010-21
Build the base



2022 - 25
Launch and scale brands



2025 - 27
List and expand

2010 Foundation

- Established as trading and distribution company
- Built supplier, buyer network and category expertise

2011-21 E-commerce services

- End-to-end marketing, technology, and operations for D2C and corporate clients

2022 Own brand launch

- Launched Stoa Paris, a French-inspired bold fashion home and lifestyle brand

2023 Portfolio expansion

- Launched Small Batch (gourmet sauces)
- Scaled Stoa Paris significantly

2024-25 Brand scaling

- Launched QuirkLoom, scaled Stoa Paris
- Expanded Small Batch range

2025-26 NSE Emerge listed

- IPO completed Dec 2025
- Continuing hyper-growth

2026-27 Latest brand launch

- Launched Bliss Home

Hyperscale growth business model in place

small batch™

2023 — **Brand launch**

2024 — **Root-free sauces – JBatch**
- Jain-philosophy inspired root-free sauces
- Chef collaboration events in Mumbai & pop-up events

2025 — **New SKUs, Q-Com and offline retial launch**
- Launched on Blinkit and select offline retailers
- Introduced Daily's range, including ketchup and mustard

2026 — **New SKUs, Pan-India Q-Com and offline retail scaling**
- Q-Com scaling; Top selling SKUs eligible for Pan-India distribution
- Premium offline tie-ups with leading modern trade partners like Food Stories and Food Square
- Expanded to 40 SKUs, added new categories like cocktail mixers, cookies and chocolates
- Brand set to feature in the Koffee with Karan gift hamper

stoa paris

2022 — **Brand launch**
25 SKUs

2023 — **D2C website**
75 SKUs; launched and started scaling D2C website

2024 — **Amazon #3 best-seller rank during Diwali**
- 150+ SKUs
- 1,500+ online ratings

2025 — **Festive season campaign (Mandira Bedi)**
- 250 active SKUs
- 2,500+ online ratings
- Q-Com launch
- First lot of export sales

2026 — **Media campaign and brand association with Karan Johar**
- 400+ active SKUs
- 5,000+ online ratings
- Offline sales expanded to 65 stores, including Reliance Centro and Home Town
- New fabrics across premium price points

ENCOMPASS

Experienced leaders with a long track record in building businesses



Amit Dalmia

Chairman and MD

- Wharton alumnus
- 27+ years in technology, digital commerce, and brand innovation
- Founded and led ventures in software, renewable energy, e-commerce, and AI-driven advertising
- Leads **vision, innovation,** and **strategic partnerships** at Encompass



Yogendra Vashishta

Chief Business and Strategy Officer

- IMSAR graduate
- 38+ years in strategy, branding, marketing, and communications across manufacturing, consumer goods, and e-commerce
- Held senior roles at Reliance, DDB Mudra, and VIP Industries
- Oversees **brand strategy and creative direction** at Encompass



Susmita Dalmia

Whole-Time Director

- Middlesex University graduate (MSc, Business Information Technology)
- 20+ years across technology, design, and commerce
- Previously: led web development teams at Creative Global Services, UI/UX at OTH Online, operations at Home Craft
- Leads **product development, design, and merchandising** at Encompass



Ruman Agarwal

Whole-Time Director

- University at Buffalo alumnus
- 21+ years in product strategy, digital marketing, technology, e-commerce, and operations
- Leads the **CIO function**, building an AI-ready data layer to optimise for the new information age

ENCOMPASS

A strong management team to execution at scale



Krishnan Gopalakrishnan

Principal – Finance and Capital

- B.Com, CA and CWA
- 30+ years of experience: 26+ years in retail lending; 10+ years in finance & accounting, risk management and business operations
- Previously: Air Liquide, SHV Energy, ICICI Bank, Reliance Capital, Reliance Home Finance, Pine Labs, Hinduja Leyland Finance and Tyger Capital
- Oversees **financial planning**, budgeting, accounting, MIS, treasury, audits and regulatory compliance



Tarak Nagda

CFO

- B.Com, Mumbai University
- 22+ years in accounting, tax, and finance across e-commerce, energy, and life sciences
- Previously: OTH Online, Home Craft Online, Viaton Energy, Morpheus Life Sciences, CBay Systems, Compass BPO
- Oversees **reporting**, budgeting, MIS, tax, treasury, audits, cost control, and compliance



Amit Thaker

COO

- BBA (Marketing & Economics), Truman State University
- 20+ years across digital, agency, media, and consumer brands
- Previously: SVP & Business Head, Interactive Avenues (built 100+ member team)
- Runs **operations** across brands; leads growth and creative functions



Shreyash Jain

CHRO

- B.Com, K.C. College, Mumbai
- 8 years in talent advisory and executive search
- Previously: MetaMorph (startup talent advisory); Associate, Hunt Partners (executive search)
- Oversees **talent acquisition**, employee lifecycle, internal communications, policies, and people strategy



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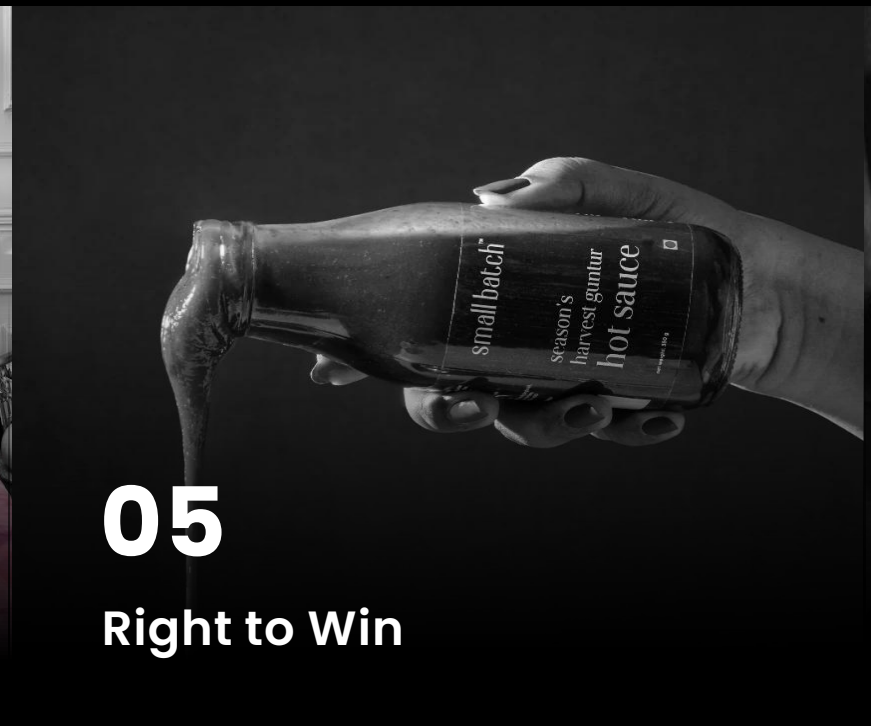
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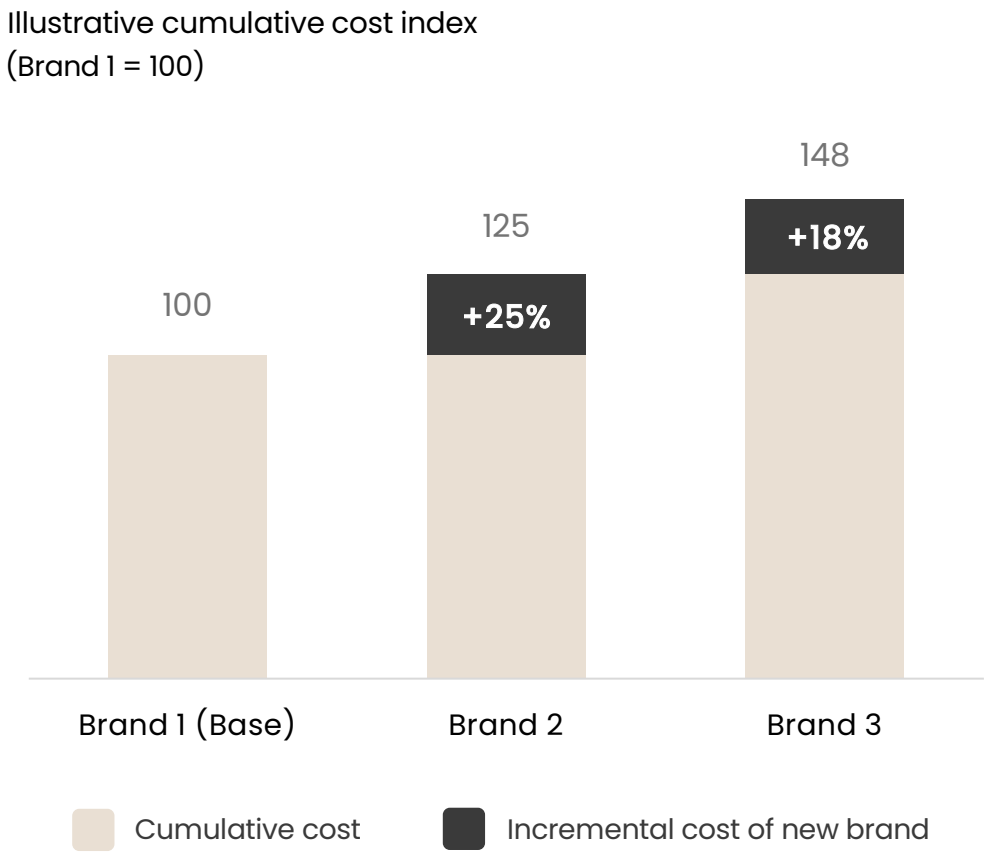
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Financial Performance

ENCOMPASS

A shared platform lowers the incremental cost of launching each brand

Common infrastructure and capabilities are leveraged across brands, making each new brand more capital efficient.



Shared capabilities across brands

Category and product development
Sourcing, design, testing

Brand building and content
Social media, creative, brand strategy

Demand generation
Performance marketing, SEO, retention

Distribution and technology
Website, marketplaces, offline

Operations and supply chain
Manufacturing, logistics, fulfilment

Central support
Finance, HR, administration, data and analytics

💡 **The result:** Lower incremental investment, faster launches and a more capital-efficient path to scale.

One platform. Multiple brands. Shared capabilities.

Our operating model **centralizes key capabilities** across multiple brands to leverage common infrastructure for greater speed, capital efficiency and scalability.

Marketing
Campaign planning, performance marketing, and consumer acquisition

Operations & Supply Chain
Vendor management, sourcing coordination and operational execution



Media buying
Centralized media procurement and optimization

Creative & content
Design, storytelling, content production, and brand communication

Technology
Digital infrastructure, ecommerce systems, analytics and automation

Marketplace management
Channel management across ecommerce, quick commerce and digital platforms

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A more efficient way to build brands

TRADITIONAL BRAND MODEL	ENCOMPASS PLATFORM MODEL
Own capabilities	Shared capabilities
Higher costs	Lower costs
Slower scaling	Faster scaling
Duplicated resources	Operating leverage
Capital consumed	Capital deployed

ENCOMPASS

Nine-step brand playbook ensuring high success rate

Pre PMF

Whitespace Identification

- Analyze high TAM categories for premiumization gaps
- Identify underserved affluent segments

Design & Positioning

- Design-first approach balancing aesthetics and function
- Premium positioning; 30-50% above market

Emotive Brand Creation

- Convert value proposition into high-impact emotive brand
- Build identity and storytelling framework

PMF

Early Customer Validation

- Launch on Amazon with 5-10 SKUs
- Customer feedback via sampling programmes

Low-Cost Marketing Experiments

- Pop-up experiences, micro-influencer partnerships
- A/B testing of messaging and pricing

Rapid Iteration

- Daily monitoring of reviews, ratings, returns
- Quick product and listing adjustments

Scale

Product Portfolio Expansion

- Expand SKU count from 5-10 -> 50+
- Enter adjacent categories

Brand-Building Investment

- Shift to brand awareness
- Celebrity partnerships and mass media (e.g. Mandira Bedi)

Omnichannel Expansion

- Quick commerce, strategic retail, and international markets

ENCOMPASS

Disciplined category selection determines the quality of the portfolio

We focus on categories where consumer preferences are shifting, economics are attractive and our platform capabilities can create an advantage.

Our Category Selection Framework

Consumer transition
Evolving needs, unmet gaps and shifting preferences

Repeat purchase potential
Habit formation and willingness to pay for premium propositions

Attractive unit economics
Gross margin potential; cost to serve

Competition intensity
Manageable competition and clear differentiation

Platform fit
Leverage existing capabilities and shared infrastructure

Strategic buyer interest
Potential for strategic acquisition and other routes to value

Illustrative category focus

Food & Nutrition



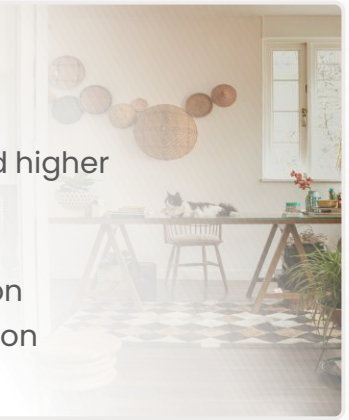
- Everyday consumption with premiumisation potential
- High repeat purchase
- Large addressable market
- Attractive margins

Wellness & Personal Care



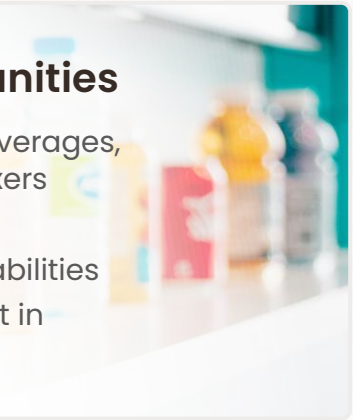
- Rising health, self-care and active lifestyle focus
- Growing demand
- Premiumisation opportunity
- Expanding consumer base

Home & Living



- Evolving aesthetics and higher willingness to spend
- Lifestyle-driven
- Category modernisation
- Design-led differentiation

Adjacent Opportunities



- Categories such as beverages, pantry staples and mixers
- Natural adjacencies
- Leverage existing capabilities
- Strategic buyer interest in selected segments

A focused portfolio of high-potential categories allows us to deploy capital with discipline and build differentiated, valuable brands



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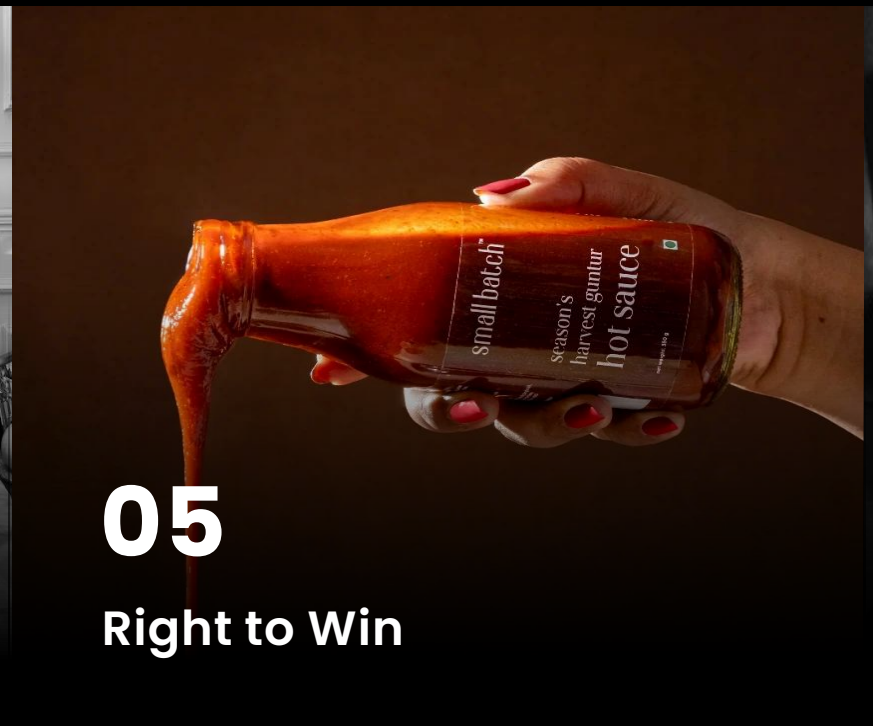
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Building and scaling consumer brands across high-intent categories

A self-reinforcing model where established business generate cash flows that fund, build and scale our consumer brands.

01

High-intent categories

Identify categories with clear demand and attractive market potential

02

Emerging brand portfolio

Build differentiated brands in categories with room to grow

03

Brand creation & scaling

Apply a proven framework to launch, develop and scale brand efficiently

04

Shared operating platform

Leverage common capabilities and infrastructure to drive efficiency and support growth

05

Strategic exits and capital recycling

Exit brands at attractive valuations; reinvest proceeds to create, scale and expand new brands

Consumer Brands

small batch™ stoa paris QUIRKLOOM Blisshome



01

Performance Summary



02

Market Opportunity



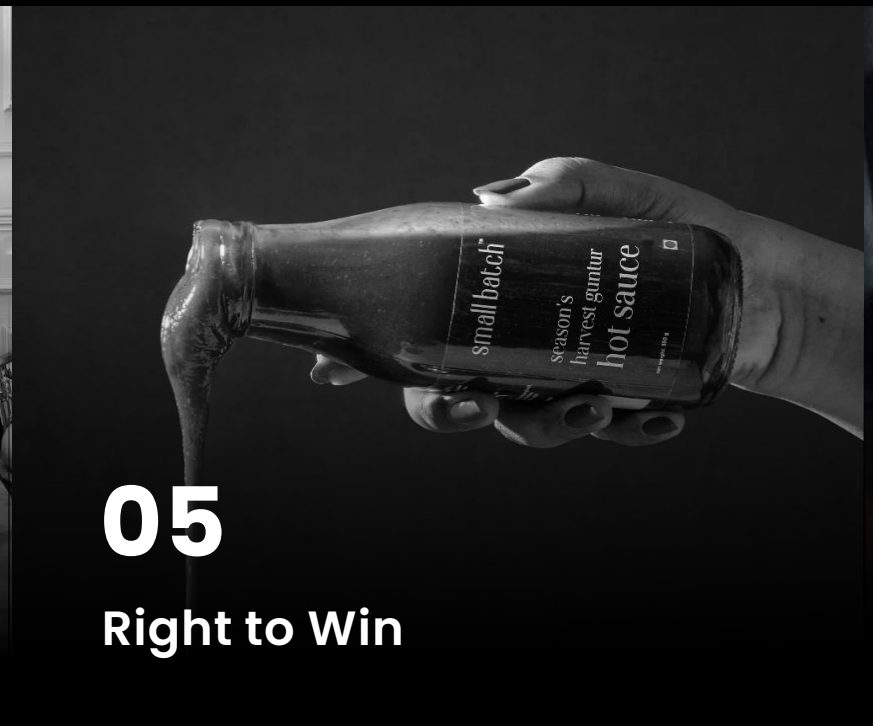
03

About Encompass



04

Our Business Model



05

Right to Win



06

Financial Performance

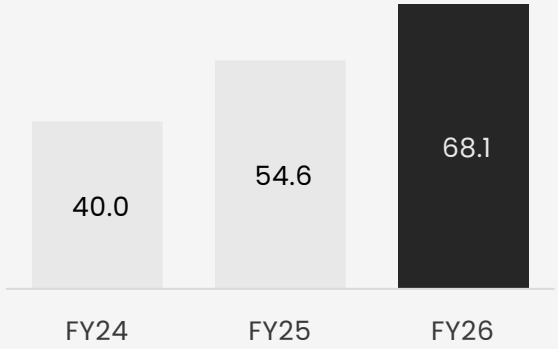
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Financial highlights (1/2)

All currencies is in ₹ crores, unless otherwise mentioned

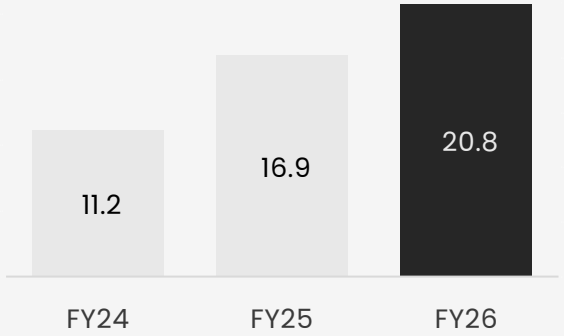
Revenue from operations

30% (2YR CAGR)



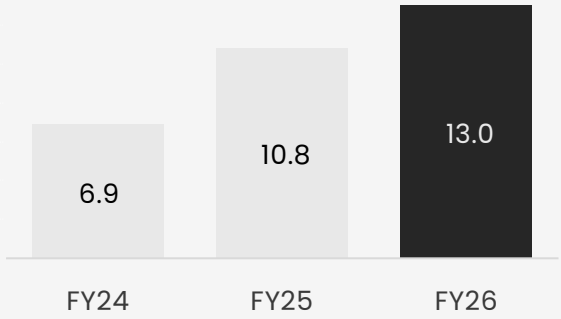
EBITDA

36% (2YR CAGR)

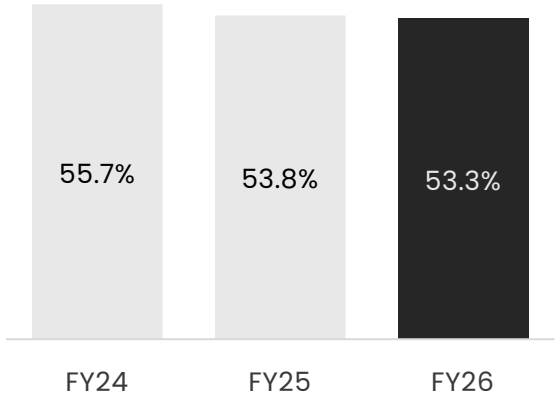


Profit after tax (PAT)

38% (2YR CAGR)

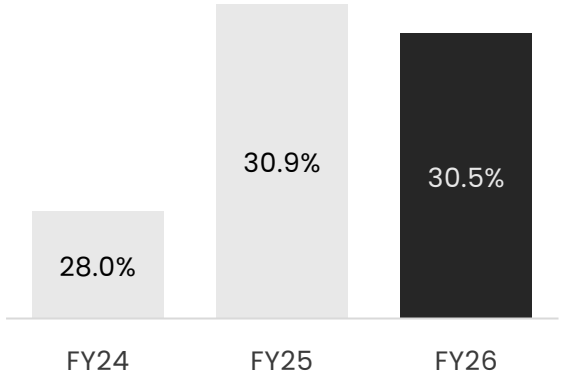


Gross profit



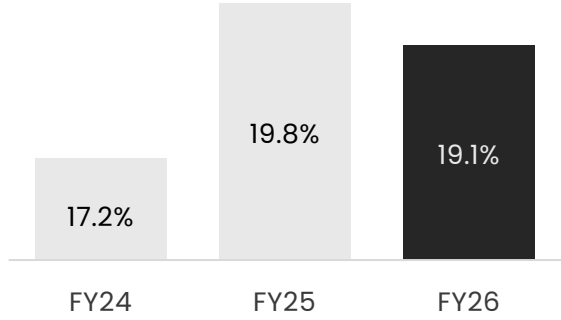
EBITDA margin

247 bps (OVER 2YR)



PAT margin

194 bps (OVER 2YR)

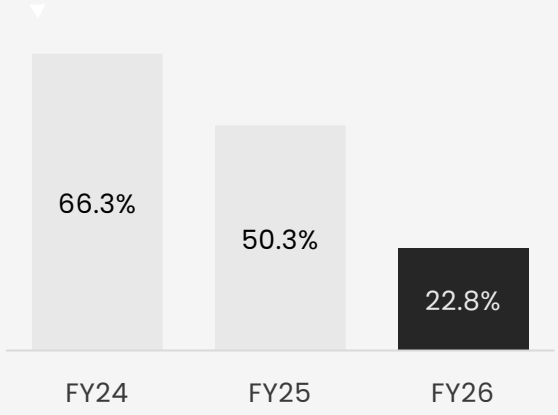


Note: EBITDA: Earnings before interest taxes, depreciation and amortization

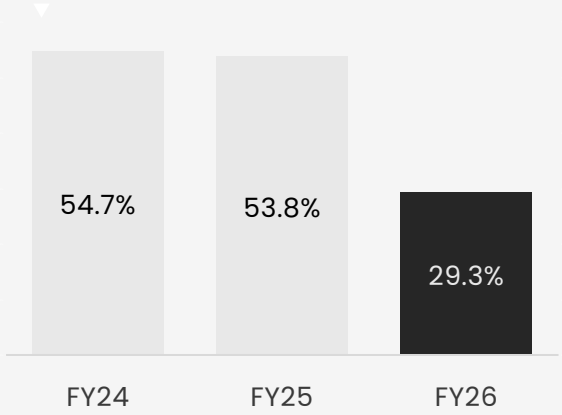
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Financial highlights (2/2)

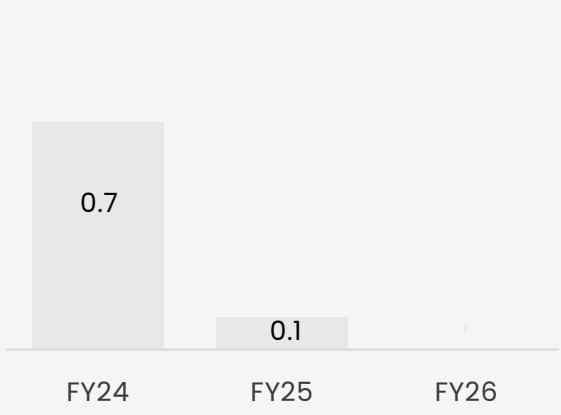
Return on Equity (RoE)



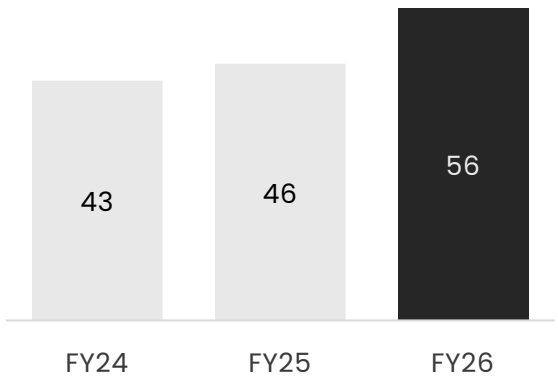
Return on Capital Employee (RoCE)



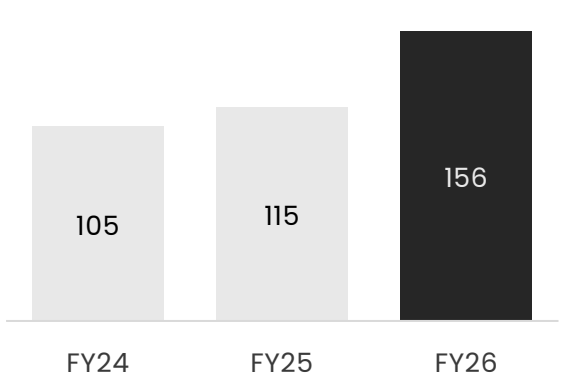
Net Debt to Equity (D/E)



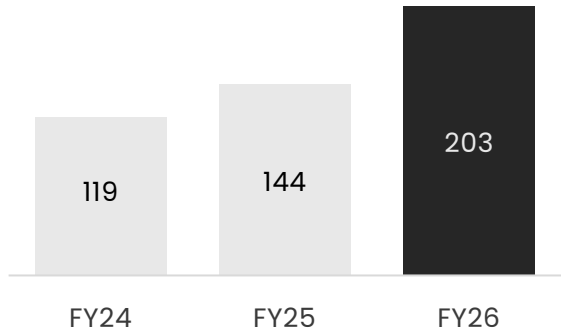
Debtor days



Inventory days



Cash conversion cycle



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Income statement

In ₹ crores, unless otherwise mentioned

Particulars	H1 FY26	H1 FY27	YoY change	FY24	FY25	FY26	YoY change
Revenue:							
Revenue from operations	28.2	47.5	69%	40.0	54.6	68.1	25%
Expenses:							
Cost of materials consumed	13.7	20.6	50%	17.7	25.3	31.8	26%
Employee benefits expense	2.6	4.5	73%	4.0	4.7	5.0	7%
Other expenses	3.0	7.0	131%	7.1	7.9	10.5	34%
EBITDA	**8.9**	**15.5**	**75%**	**11.2**	**16.9**	**20.8**	**23%**
EBITDA margin	**31.4%**	**32.6%**	**112 bps**	**28.0%**	**30.9%**	**30.5%**	**(38 bps)**
Other income	0.0	0.0	53%	0.1	0.4	0.3	-28%
Depreciation and amortization	1.7	1.9	13%	1.7	2.3	2.9	26%
Finance Cost	0.4	1.2	209%	0.3	0.3	1.8	470%
Profit before tax	**6.7**	**12.3**	**83%**	**9.3**	**14.6**	**16.3**	**12%**
Tax expense	1.7	3.1	82%	2.4	3.8	3.3	-13%
Profit after tax	**5.0**	**9.3**	**83%**	**6.9**	**10.8**	**13.0**	**21%**
PAT margin	**17.9%**	**19.5%**	**153 bps**	**17.2%**	**19.8%**	**19.1%**	**(64 bps)**

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Balance sheet

In ₹ crores, unless otherwise mentioned

Particulars	FY24	FY25	FY26	H1 FY27
Equity and liabilities:				
Equity incl reserves and surplus	10.4	32.6	81.8	130.2
Non-current liabilities:				
Long term borrowings	5.9	3.1	2.4	5.9
Long term provisions	0.1	0.2	0.4	0.4
Deferred tax liabilities	0.9	1.0	0.8	1.3
Total non-current liabilities	**7.0**	**4.3**	**3.6**	**7.6**
Current liabilities:				
Short term borrowings	2.1	11.2	10.6	13.0
Trade payables	1.4	0.9	0.7	4.2
Short term provisions	0.0	0.1	0.1	0.1
Other current liabilities	2.3	4.4	5.6	11.1
Total Current liabilities	**5.9**	**16.5**	**17.0**	**28.4**
Total equity and liabilities	**23.2**	**53.4**	**102.4**	**166.1**

Particulars	FY24	FY25	FY26	H1 FY27
Non-current assets:				
Fixed assets (Incl. WIP)	1.5	1.5	22.1	24.3
Capital work-in-progress			7.4	20.9
Intangible assets	9.4	17.0	23.1	21.6
Non-Current investments			0.0	0.0
Other non-current assets	0.4	0.4	0.3	0.4
Total non-current assets	**11.3**	**18.9**	**52.8**	**67.2**
Current assets:				
Inventories	5.1	10.9	16.3	23.3
Trade receivables	4.8	8.9	12.1	17.5
Cash & bank balance	0.3	12.5	15.2	45.2
Short term loans and advances	-	-	1.7	4.1
Other current assets	1.7	2.2	4.3	8.9
Total current assets	**11.9**	**34.5**	**49.6**	**99.0**
Total assets	**23.2**	**53.4**	**102.4**	**166.1**

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Cashflow statement

In ₹ crores, unless otherwise mentioned

	Particulars	FY24	FY25	FY26	H1 FY27
A	**Cash Flow from operating activities**				
	Profit before tax	9.3	14.6	13.0	9.3
	Add: Non-cash & non-operating adjustments	2.0	2.7	4.5	3.2
	Add/Less: Working capital changes	-4.2	-11.1	-11.2	-10.2
	Less: Direct taxes paid	-0.6	-1.4	-0.2	0.4
A	**Net cash from operating activities (A)**	**6.5**	**4.8**	**6.2**	**2.6**
B	**Cash flow from investing activities**				
	Purchase of net fixed assets	-6.4	-9.9	-36.8	-16.3
	Increase/ decrease in other non-current assets	-0.2	0.0	0.0	-0.1
	Investment in subsidiary	-	-	-	0.0
	Interest income	0.0	0.0	0.0	0.0
B	**Net cash from investing activities (B)**	**-6.6**	**-9.9**	**-36.8**	**-16.3**
C	**Cash flow from financing activities**				
	Proceeds from issue of share capital (net)	-	11.4	36.2	39.1
	Proceeds / (repayment) of borrowings	0.6	6.2	-1.2	5.9
	Interest and lease payments	-0.3	-0.3	-1.7	-1.2
C	**Net Cash from financing activities (C)**	**0.3**	**17.3**	**33.3**	**43.8**
	Net Increase / (decrease) in cash (A+B+C)	**0.2**	**12.2**	**2.7**	**30.1**
	Opening cash & cash equivalents	0.1	0.3	12.5	15.2
	Closing cash & cash equivalents	**0.3**	**12.5**	**15.2**	**45.3**

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