



## PRESS RELEASE

### MASSIMO ZANETTI BEVERAGE GROUP SPA: THE BOARD OF DIRECTORS APPROVES THE INTERIM REPORT FOR THE FIRST QUARTER 2020

**MASSIMO ZANETTI, THE GROUP'S CHAIRMAN AND CHIEF EXECUTIVE OFFICER, SAID:** "The results for the first quarter of 2020 are affected by the national and global measures aimed at containing the spread of Covid-19. After performing positively in January and February, the Food Service channel suffered a sharp slowdown in the main markets, partially offset by the progress in the Mass Market and Private Label channels.

At present, the impact on the performance of the year is still unclear, given the constantly-evolving context, the inevitable uncertainty surrounding the duration of the current restrictive measures, the timing of the reopening process and the consequent speed of economic recovery.

Probably, another two or three months will be necessary to get a clearer picture. Meanwhile, we are implementing all the initiatives necessary to preserve the Group's solidity and cost containment actions in all geographical areas.

We are a global company that has always valued and respected the local trends and habits of the various markets: this is one of our distinctive features and the basis for building confidence with our consumers around the world. In this respect, I am proud to say that, at this particular time, one of our brands, Kulta Katrina, has become the leading brand on the Finnish market, thereby rewarding management's efforts to develop new, certified and organic products.

Coffee is present in every moment of our lives and I believe that, even in this context of great discontinuity, improvement opportunities can be identified thanks to our strong desire to start again successfully."

- **REVENUES:** EURO 222.8 MILLION COMPARED TO EURO 217.7 MILLION OF FIRST QUARTER 2019; +2.3% AT CURRENT EXCHANGE RATES, +1.3% AT CONSTANT EXCHANGE RATES, -1.0% ON A COMPARABLE BASIS\*
- **VOLUMES** INCREASED 9.6% (+3.6% ON A COMPARABLE BASIS\*) COMPARED TO THE FIRST QUARTER 2019

*(\*) comparable basis: at constant forex and LFL (like for like, at the same perimeter, excluding acquisitions of Café Pacaembu completed in October 2019 and Bean Alliance Group, completed at the end of January 2019)*



- **GROSS PROFIT:** EURO 96.3 MILLION, -0.8% COMPARED TO EURO 97.0 MILLION OF THE FIRST QUARTER 2019 WITH THE MARGIN ON REVENUES OF 43.2% COMPARED TO 44.6% OF THE FIRST QUARTER 2019 (-140 BASIS POINTS)
- **EBITDA** EURO 12.9 MILLION, COMPARED TO EURO 17.2 MILLION OF THE FIRST QUARTER 2019
- **NET DEBT:** EURO 289.7 MILLION COMPARED TO EURO 266.5 MILLION AT DECEMBER 31, 2019

Villorba, May 14, 2020. The Board of Directors of Massimo Zanetti Beverage Group S.p.A., one of the leading brands worldwide in the production, processing and marketing of roasted coffee, listed on the Milan Stock Exchange (MZB.MI), approved today the Interim Financial Report as at March 31<sup>st</sup> 2020..

#### VOLUMES

In the first three months of 2020, the roasted coffee sales volumes of Massimo Zanetti Beverage Group were equal to 34.1 thousand tons, +9.6% compared with the first quarter 2019, +3.6% on a comparable basis.

The first quarter of the year saw the positive performance of coffee sales volumes in the first two months and the progressive reduction in volumes in the Food Service channel, starting on March 9, after the full closure of all non-core activities, first in Italy and subsequently in most of the country of Europe and around the world.

With respect to the geographical areas, the increase related to the Americas +16.2% compared with the same period of last year (+6.1% on a comparable basis) thanks to a positive performance on all channels. Northern Europe increased +0.9% thanks to a positive performance of the Mass Market channel, which offset the decline of the Food Service channel. Southern Europe, which recorded a decrease of 0.9% compared with the first quarter 2019, has been affected by the Italian and Iberian performance in the Food Service channel. Asia, Pacific and Cafès division was up 17.4% (+6.8% on a comparable basis) versus same period of last year thanks to the positive performance of the Mass Market and Private Label channel which have offset the decline experienced in the Food Service channel.

#### CONSOLIDATED REVENUES

The Group's consolidated revenues amounted to Euro 222.8 million showing an increase of Euro 5.1 million (+2.3%) compared to the first quarter of 2019. This increase is a result of:

- the roasted coffee sales volumes (+8.3%) compared to the first quarter of 2019
- the foreign exchange rates (+1.0%) compared to the first quarter of 2019



- the decrease of roasted coffee sales price (-7.0%) as a consequence of the decrease of the cost of raw material (green coffee) and to the change in product and channel mix, mainly as a result of lower sales in the Food Service channel.

Revenues on a comparable basis (at constant forex and with the same perimeter) decreased 1.0% compared to the first quarter of 2019.

#### REVENUES BY CHANNEL

The revenues from the Food Service channel were down 12.5% (-14.4% on a comparable basis) compared with the first quarter of 2019 as a result of the complete closure of all non-essential activities in all countries to limit the spread of Covid-19.

Mass Market increased 5.3% at constant FX (+2.7% on a comparable basis) compared with the first quarter of 2019 and showed to positive performance of all countries.

The Private Label revenues increased 7.0% (+4.4% on a comparable basis) thanks to positive development of all areas.

<i>(in Thousand of Euro)</i>					Change	
	Q1 2020		Q1 2019		Current FX	Constant FX
Foodservice	43,710	19.6%	50,239	23.1%	-13.0%	-12.5%
Mass Market	85,014	38.2%	80,180	36.8%	6.0%	5.3%
Private Label	78,630	35.3%	71,896	33.0%	9.4%	7.0%
Other	15,401	6.9%	15,382	7.1%	0.1%	-1.3%
<b>Total</b>	<b>222,755</b>	<b>100.0%</b>	<b>217,697</b>	<b>100.0%</b>	<b>2.3%</b>	<b>1.3%</b>

#### REVENUES BY REGION

Revenue in the Americas, at Euro 106.7 million in the first quarter of 2020, was up 8.6% at constant exchange rates compared with the first quarter of 2019, attributable to a positive performance of all channels.

Revenue generated in Northern Europe, decreased 1.1% at constant exchange rates compared to the first quarter of 2019, showing a decrease of sales of the Food Service channel in March partially offset by a solid growth of the Mass Market channel.

Revenue in Southern Europe decreased 9.1% compared to the first quarter of 2019 due to the negative performance of the Food Service channel while Mass Market and Private Label showed positive growth.



Revenues from Asia Pacific, which also include those from the international network of cafés, amount to Euro 22.8 million, a decrease of 4.5% on a comparable basis, due to the decline of the Food Service channel, partially offset by the solid growth of *Mass Market* and *Private Label* channels.

(in Thousand of Euro)	Q1 2020		Q1 2019		Change	
					Current FX	Constant FX
Americas	106,674	47.9%	96,320	44.2%	10.7%	8.6%
Northern Europe	44,843	20.1%	45,431	20.9%	-1.3%	-1.1%
Southern Europe	48,400	21.7%	53,258	24.5%	-9.1%	-9.1%
Asia-Pacific and Cafés	22,838	10.3%	22,688	10.4%	0.7%	-0.3%
<b>Total</b>	<b>222,755</b>	<b>100.0%</b>	<b>217,697</b>	<b>100.0%</b>	<b>2.3%</b>	<b>1.3%</b>

## GROSS PROFIT

Gross Profit at Euro 96.3 million in the first three months of 2020 shows a decrease of Euro 0.7 million compared with the first quarter of 2019 (-0.8%). This is mainly explained by the decline of Gross Profit resulting from the sales of roasted coffee only partially offset by the impact of the exchange rates (+0.6%).

The increase in Gross Profit from the sale of roasted coffee is mainly due to the trends in sales and purchase prices respectively of roasted and green coffee and the different mix in the sales channels in the first quarter 2020 and 2019 (-11.4%), partially compensated by the positive impact of the increase of volumes (+9.6%).

In percent of revenues the Gross Profit is 43.2% compared with 44.6% of the first quarter of 2019.

## EBITDA

EBITDA amounts to Euro 12.9 million in the first quarter 2020, compared with Euro 17.2 million of the first quarter 2019, a decrease of Euro 4.2 million. The result is mainly due to the factors mentioned above impacting Gross Profit, and the combined effect of:

- i. the positive impact of exchange rate fluctuations (Euro 0.1 million)
- ii. and the increase in operating costs (of Euro 3.0 million) driven also by the acquisitions completed during 2019. On a comparable basis the increase is related to the personnel costs, as a result of the strengthening of the sales and marketing structure, partly offset by lower services costs.

## OPERATING INCOME (EBIT)

Operating income (EBIT) is equal to Euro 0.8 million, a decrease of Euro 5.3 million compared to the first quarter of 2019. In addition to that disclosed about EBITDA, the decrease is attributable to the increase in amortization and depreciation, for Euro 1.1 million.



## NET RESULT

Net result is equal to Euro -3.3 million, a decrease of Euro 5.7 million compared to the first quarter of 2019. This performance, in addition to what was previously described for the operating profit, is also due to the combined effect of:

- the increase in net finance costs for Euro 1.5 million, mainly due to: i) exchange losses for Euro 1.8 million; ii) higher interest charges for Euro 0.2 million referred to bank loan contracts only partially offset by the decrease of the net financial expenses of the valuation at fair value of derivative contracts on interest rates for Euro 0.5 million;
- the decrease in the shares of losses of companies accounted for using the equity method, amounting to Euro 0.2 million;
- the decrease in income taxes amounting to Euro 1.0 million mainly due to lower profit before taxes compared with the first quarter of 2019.

## NET DEBT

Net debt is equal to Euro 289.7 million at March 31, 2020 an increase of Euro 23.2 million compared to December 31, 2019. This increase is mainly due to the following:

- Free Cash Flow impact of Euro 19.3 million, mainly due to the net working capital absorption
- interest paid in the first three months of 2020 amounting to Euro 2.2 million
- exchange rate differences and other variations for Euro 1.7 million

## FORECAST FOR OPERATIONS AND SIGNIFICANT SUBSEQUENT EVENTS - UPDATE IN RELATION TO COVID-19 IMPACTS

After the end of 2019 and after the approval of results for the financial year ended 31 December 2019 by the Board of Directors, held on March 5, 2020, the global outburst of the pandemic COVID-19 emergency caused an extreme pressure on national health systems and the need for the Government to issue measures to contain the further outbreak of the virus. The Government's measures deeply influenced social and working habits of individuals and the global economy as well affecting the dynamics of the distribution channels, including the foodservice, which is one of the sales channels of Massimo Zanetti Beverage Group.

Given the continuously evolving context causing uncertainty on the duration of the lockdown, the timeline for the reopening process and the subsequent speed of economic recovery, at the moment Management confirms the decision taken during the Board of Directors of April 23 to suspend the financial guidance to the market, disclosed on March 5, 2020 before the outbreak of Covid-19 pandemic.



## CONFERENCE CALL TO PRESENT FINANCIAL RESULTS AS OF MARCH 31, 2020

---

First quarter 2020 results will be presented during the conference call to be held today at **5:45 CET**. To access the call, please use one of the following dial-in numbers: +1 718 7058 796 (US and Canada), +39 02 802 09 11 (Italy), +44 121 281 8004 (UK) ; +33 170 918 704 (France) and +39 02 802 09 27 (Press).

Digital Playback service will be available for 8 days, dialling the following numbers: +1 718 705 8797 (US and Canada), +39 02 72495 (Italy), +44 1 212 818 005 (UK) with the following passcode: **917#**

The presentation will be available before the conference call on the company website [www.mzb-group.com](http://www.mzb-group.com) and on the storage system ([www.emarketstorage.com](http://www.emarketstorage.com)). The recording file will be available on the company website.

## DECLARATION BY THE MANAGER IN CHARGE OF THE COMPANY'S FINANCIAL REPORTS

---

The Manager in charge of the Company's financial reports, Leonardo Rossi, pursuant to paragraph 2 of Article 154-bis of Italy's Consolidated Law on Finance (TUF), declares that, based on his knowledge, the accounting information contained in this press release corresponds to the documented results, books and accounting records.

## FOR MORE INFORMATION

---

INVESTOR RELATIONS - Marina Cargnello: [marina.cargnello@mzb-group.com](mailto:marina.cargnello@mzb-group.com); mob: +39 334 65 35 536

MEDIA RELATIONS - Barabino & Partners

Federico Vercellino: [f.vercellino@barabino.it](mailto:f.vercellino@barabino.it); mob: +39 331 57 45 171

Maria Vittoria Vidulich: [m.vidulich@barabino.it](mailto:m.vidulich@barabino.it); tel: +39 02 72 02 35 35

## MASSIMO ZANETTI BEVERAGE GROUP S.p.A.

---

Massimo Zanetti Beverage Group S.p.A. is a world leader in the production, processing and marketing of roasted coffee, distributed in about 110 countries. The Group manages the different activities, from procurement to consumption, operating 20 facilities across Europe, Asia and the Americas, and through a global network of about 400 coffee shops in 50 countries. Moreover, Massimo Zanetti Beverage Group completes the range of its products through the sale of professional coffee machines "La San Marco" and complementary products, such as tea, cocoa, chocolate and top-quality spices.



## DISCLAIMER

This document includes forward-looking statements, relative to future events and income and financial operating results of the Massimo Zanetti Beverage Group. These forecasts, by their nature, include an element of risk and uncertainty, since they depend on the outcome of future events and developments. The actual results may differ even quite significantly from those stated due to a multiplicity of factors.

## ANNEX

### RECLASSIFIED CONSOLIDATED INCOME STATEMENT

<i>(in thousands of Euro)</i>	Three months ended March 31,				Change	
	2020		2019*		2020-2019	
Revenue	222,755	100.0%	217,697	100.0%	5,058	2.3%
Raw, ancillary, and consumable materials and goods	(126,472)	-56.8%	(120,675)	-55.4%	(5,797)	4.8%
<b>Gross Profit</b>	<b>96,283</b>	<b>43.2%</b>	<b>97,022</b>	<b>44.6%</b>	<b>(739)</b>	<b>-0.8%</b>
Purchases of services, leases and rentals	(41,869)	-18.8%	(41,642)	-19.1%	(227)	0.5%
Personnel costs	(40,265)	-18.1%	(38,018)	-17.5%	(2,247)	5.9%
Other operating costs, net	(778)	-0.3%	(17)	0.0%	(761)	>100%
Impairment	(450)	-0.2%	(181)	-0.1%	(269)	>100%
<b>EBITDA</b>	<b>12,921</b>	<b>5.8%</b>	<b>17,164</b>	<b>7.9%</b>	<b>(4,243)</b>	<b>-24.7%</b>
Depreciation and amortization	(12,101)	-5.4%	(11,026)	-5.1%	(1,075)	9.7%
<b>Operating profit</b>	<b>820</b>	<b>0.4%</b>	<b>6,138</b>	<b>2.8%</b>	<b>(5,318)</b>	<b>-86.6%</b>
Net finance costs	(3,707)	-1.7%	(2,163)	-1.0%	(1,544)	71.4%
Share of losses of companies accounted for using the equity method	(164)	-0.1%	(402)	-0.2%	238	-59.2%
<b>Net Results before tax</b>	<b>(3,051)</b>	<b>-1.4%</b>	<b>3,573</b>	<b>1.6%</b>	<b>(6,624)</b>	<b>&gt;100%</b>
Income tax expense	(225)	-0.1%	(1,175)	-0.5%	950	-80.9%
<b>Net Results</b>	<b>(3,276)</b>	<b>-1.5%</b>	<b>2,398</b>	<b>1.1%</b>	<b>(5,674)</b>	<b>&gt;100%</b>

(\*) For a better presentation, the temporary worker cost has been reclassified from services cost to personnel costs.

## RECLASSIFIED CONSOLIDATED BALANCE SHEET

	As at March 31,	As at December 31,
<i>(in thousands of Euro)</i>	2020	2019
<b>Investments:</b>		
Intangible assets	217,775	227,016
Property, plant and equipment and investment properties	267,898	270,370
Investments in joint ventures and associates	11,258	11,166
Non-current trade receivables	2,969	2,949
Deferred tax assets and other non-current assets	36,512	35,423
<b>Non-current assets</b>	<b>536,412</b>	<b>546,924</b>
<b>Net working capital</b>	<b>122,538</b>	<b>103,790</b>
Employee benefits	(10,187)	(10,491)
Other non-current provisions	(2,981)	(3,039)
Deferred tax liabilities and other non-current liabilities	(32,909)	(33,250)
<b>Non-current liabilities (C)</b>	<b>(46,077)</b>	<b>(46,780)</b>
<b>Net invested capital (A+B+C)</b>	<b>612,873</b>	<b>603,934</b>
<b>Sources:</b>		
Equity	323,156	337,407
Net Financial Indebtedness	289,717	266,527
<b>Sources of financing</b>	<b>612,873</b>	<b>603,934</b>

## NET WORKING CAPITAL

	As at March 31,	As at December 31,
<i>(in thousands of Euro)</i>	2020	2019
Inventories	165,871	154,525
Trade receivables	124,572	114,635
Income tax assets	4,369	3,512
Other current assets	19,201	20,594
Trade payables	(158,664)	(155,238)
Income tax liabilities	(2,489)	(2,531)
Other current liabilities	(30,322)	(31,707)
<b>Net working capital</b>	<b>122,538</b>	<b>103,790</b>





## RECLASSIFIED CONSOLIDATED CASH FLOW STATEMENT

<i>(in thousands of Euro)</i>	Three months ended March 31,	
	2020	2019
<b>EBITDA</b>	<b>12,921</b>	<b>17,164</b>
Non-recurring Items payed	(626)	(798)
Changes in Net Working Capital	(21,758)	(12,432)
Net recurring investments	(9,460)	(7,074)
Income tax paid	(1,013)	(899)
Other operating items	630	206
<b>Free Cash Flow</b>	<b>(19,306)</b>	<b>(3,833)</b>
Net non-recurring investments	(1,003)	(22,277)
Disinvestments in financial receivables	(2,891)	(1,835)
Interest paid	(2,212)	(1,758)
Net cash generated from financing activities	14,909	34,376
Net cash absorbed from leasing	(3,066)	(2,243)
Exchange gains/(losses) on cash and cash equivalents	(440)	793
<b>Net increase in cash and cash equivalents</b>	<b>(14,009)</b>	<b>3,223</b>
Cash and cash equivalents at the beginning of the period	94,846	93,491
<b>Cash and cash equivalents at the end of the period</b>	<b>80,837</b>	<b>96,714</b>

## CHANGES IN NET WORKING CAPITAL

<i>(in thousands of Euro)</i>	Three months ended March 31,	
	2020	2019
Changes in inventories	(9,798)	(11,514)
Changes in trade receivables	(9,517)	2,966
Changes in trade payables	1,890	(1,169)
Changes in other assets/liabilities	(4,060)	(2,461)
Payments of employee benefits	(273)	(254)
<b>Changes in Net Working Capital</b>	<b>(21,758)</b>	<b>(12,432)</b>

## NET DEBT

	At March 31,	At December 31,
<i>(in thousands of Euro)</i>	2020	2019
A Cash and cash equivalents	(964)	(1,108)
B Cash at bank	(79,873)	(93,738)
C Securities held for trading	-	-
<b>D Liquidity (A+B+C)</b>	<b>(80,837)</b>	<b>(94,846)</b>
<b>E Current financial receivables</b>	<b>(5,243)</b>	<b>(1,994)</b>
F Current loans	67,024	61,699
G Current portion of non-current medium/long-term loans	62,173	66,230
H Other current financial payables	16,022	15,569
<b>I Current indebtedness (F+G+H)</b>	<b>145,219</b>	<b>143,498</b>
<b>J Net current debt (I+E+D)</b>	<b>59,139</b>	<b>46,658</b>
K Non-current medium/long-term loans	190,354	175,001
L Issued bonds	-	-
M Other non-current financial payables	40,224	44,868
<b>N Non-current debt (K+L+M)</b>	<b>230,578</b>	<b>219,869</b>
<b>O Net debt (J+N)</b>	<b>289,717</b>	<b>266,527</b>



## CONSOLIDATED CONDENSED INTERIM INCOME STATEMENT

<i>(in thousands of Euro)</i>	Three months ended March 31,	
	2020	2019*
Revenue	222,755	217,697
Other income	874	1,364
Raw, ancillary, and consumable materials and goods	(126,472)	(120,675)
Purchases of services, leases and rentals	(41,869)	(41,642)
Personnel costs	(40,265)	(38,018)
Other operating costs	(1,652)	(1,381)
Amortization, depreciation and impairment	(12,551)	(11,207)
<b>Operating profit</b>	<b>820</b>	<b>6,138</b>
Finance income	166	199
Finance costs	(3,873)	(2,362)
Share of losses of companies accounted for using the equity method	(164)	(402)
<b>Net Results before tax</b>	<b>(3,051)</b>	<b>3,573</b>
Income tax expense	(225)	(1,175)
<b>Net Results</b>	<b>(3,276)</b>	<b>2,398</b>
<i>Profit attributable to:</i>		
<i>Non-controlling interests</i>	(53)	48
<i>Owners of the parent</i>	(3,223)	2,350
<b>Basic/diluted earnings per share (in Euro)</b>	<b>(0.09)</b>	<b>0.07</b>

\* For a better presentation, the temporary worker cost has been reclassified from services cost to personnel costs.

## CONSOLIDATED CONDENSED INTERIM STATEMENT OF FINANCIAL POSITION

<i>(in thousands of Euro)</i>	As at March 31,	As at December 31,
	2020	2019
Intangible assets	217,775	227,016
Property, plant and equipment	262,995	265,436
Investment properties	4,903	4,934
Investments in joint ventures and associates	11,258	11,166
Non-current trade receivables	2,969	2,949
Deferred tax assets	13,139	12,908
Other non-current assets	7,781	7,505
Non-current contract assets	15,592	15,010
<b>Total non-current assets</b>	<b>536,412</b>	<b>546,924</b>
Inventories	165,871	154,525
Trade receivables	124,572	114,635
Income tax assets	4,369	3,512
Other current assets	3,111	3,317
Current contract assets	21,333	19,271
Cash and cash equivalents	80,837	94,846
<b>Total current assets</b>	<b>400,093</b>	<b>390,106</b>
<b>Total assets</b>	<b>936,505</b>	<b>937,030</b>
Share capital	34,300	34,300
Other reserves	92,972	103,914
Retained earnings	194,086	197,308
<b>Total equity attributable to owners of the Parent</b>	<b>321,358</b>	<b>335,522</b>
Non-controlling interests	1,798	1,885
<b>Total equity</b>	<b>323,156</b>	<b>337,407</b>
Non-current borrowings	230,578	219,869
Employee benefits	10,187	10,491
Other non-current provisions	2,981	3,039
Deferred tax liabilities	29,151	29,205
Other non-current liabilities	406	418
Non-current contract liabilities	3,352	3,627
<b>Total non-current liabilities</b>	<b>276,655</b>	<b>266,649</b>
Current borrowings	145,219	143,498
Trade payables	158,664	155,238
Income tax liabilities	2,489	2,531
Other current liabilities	1,434	1,817
Current contract liabilities	28,888	29,890
<b>Total current liabilities</b>	<b>336,694</b>	<b>332,974</b>
<b>Total liabilities</b>	<b>613,349</b>	<b>599,623</b>
<b>Total equity and liabilities</b>	<b>936,505</b>	<b>937,030</b>

## CONSOLIDATED CONDENSED INTERIM STATEMENT OF CASH FLOW

<i>(in thousands of Euro)</i>	For the year ended March 31,	
	2020	2019
<b>Profit before tax</b>	<b>(3,051)</b>	<b>3,573</b>
<b>Adjustments for:</b>		
Amortization, depreciation and impairment	12,551	11,207
Provisions for employee benefits and other charges	137	28
Net finance expense	3,707	2,163
Other non-monetary items	(419)	(399)
<b>Net cash generated from operating activities before changes in net working capital</b>	<b>12,925</b>	<b>16,572</b>
Changes in inventories	(9,798)	(11,514)
Changes in trade receivables	(9,517)	2,966
Changes in trade payables	1,890	(1,169)
Changes in other assets/liabilities	(4,060)	(2,461)
Payments of employee benefits	(273)	(254)
Interest paid	(2,212)	(1,758)
Income tax paid	(1,013)	(899)
<b>Net cash generated from operating activities</b>	<b>(12,058)</b>	<b>1,483</b>
Acquisition of subsidiary, net of cash acquired	-(1,003)	(21,737)
Purchase of property, plant and equipment	(8,768)	(6,175)
Purchase of intangible assets	(971)	(1,088)
Proceeds from sale of property, plant and equipment	279	173
Proceeds from sale of intangible assets	-	16
Investments in joint ventures and associates	-	(540)
Changes in financial receivables	(2,907)	(1,867)
Interest received	16	32
<b>Net cash used in investing activities</b>	<b>-(13,354)</b>	<b>(31,186)</b>
Proceeds from long-term borrowings	25,000	41,432
Repayment of long-term borrowings	(14,283)	(12,636)
Increase / (decrease) in short-term borrowings	4,192	5,580
Changes in lease receivable and liabilities	(3,066)	(2,243)
<b>Net cash (used)/generated from financing activities</b>	<b>11,843</b>	<b>32,133</b>
Exchange gains/(losses) on cash and cash equivalents	(440)	793
<b>Net increase in cash and cash equivalents</b>	<b>(14,009)</b>	<b>3,223</b>
Cash and cash equivalents at the beginning of the period	94,846	93,491
<b>Cash and cash equivalents at the end of the period</b>	<b>80,837</b>	<b>96,714</b>