

# Hesai Group (HSAI US)

# Solid 3Q results; business development momentum remains strong

Hesai Group (Hesai) released (11 Nov) 3Q25 financial results: total revenue was RMB795.4mn, up 47% YoY, and was 1.4% ahead of Bloomberg consensus forecast; non-GAAP net profit was RMB288mn, or RMB140mn if excluding oneoff gains from equity investment in an early-stage tech company, ahead of consensus at RMB61mn, aided by the beat in revenue, and better-thanexpected GPM (42.1% vs consensus at 40.9%). Considering the beat in 3Q25 results, management lifted 2025E GAAP NP guidance to RMB350mn-450mn RMB200-350mn). Management remains upbeat on business development outlook, and guided for at least 2mn-3mn total LiDAR shipment volume in 2026E, or potentially higher if L3 adoption becomes an industry-wide trend, in which case it expects shipment volume of Robotics LiDAR to double YoY in 2026E compared to that in 2025E. We remain positive that Hesai is poised to grow alongside the rising demand for LiDAR products. More use cases in robotics and industrial markets should propel further TAM expansion for Hesai over the long run, in our view. We roll over valuation window to 2026E, and our new TP of US\$26.7 is based on 5.3x 2026E P/S (vs. prior 4.8x 2025E P/S), a 10% premium to comparable industry peers which in our view can be justified by Hesai's competitive advantage and solid revenue and earnings growth outlook. Maintain BUY.

- Strong LiDAR shipment growth sustained driven by ATX. The no. of total LiDAR shipments reached 441.4k in 3Q25, up 229% YoY, among which the no. of ADAS LiDAR shipments reached 380.8k, up 193% YoY, and the no. of robotics LiDAR shipments reached 60.6k. Average selling price (ASP) for LiDAR was RMB1.8k in 3Q25, down 10% QoQ, in our view mainly due to product mix changes as ASP of ATX products is lower than that of AT128. We are looking for LiDAR shipments of 1.6mn in 2025E, representing 218% YoY growth, driven by better-than-expected market adoption of ATX. Hesai has secured design wins from both of its top 2 ADAS customers across all their 2026 models, featuring 100% lidar adoption. Also, Hesai's high-end ETX LiDAR secured a design win with a top 3 domestic NEV automaker (which is an existing customer of Hesai), paired with multiple FTX units, and mass production is slated for late 2026 or early 2027. Although ASP is likely to continue declining in 2026E owing to product mix shift, the solid growth in shipment volume should support Hesai's revenue growth, in our view.
- GPM stayed at a healthy level while cost optimization drove margin expansion. GPM for 3Q25 reached 42.1%, better than consensus at 40.9%, which we attributed to better-than-expected GPM of ATX products. Operating expenses (S&M, G&A, and R&D) declined 8% YoY in 3Q25. As a percentage of revenue, S&M/G&A/R&D expenses were 5.5/9.2/25.0% in 3Q25, optimized from 8.6/14.2/40.8% in 3Q24, and operating margin improved to 9.7% in 3Q25 (3Q24: -14.3%).
- TP of US\$26.7 based on 5.3x 2026E P/S. Our target multiple of 5.3x 2026E P/S is 10% premium compared to the industry average, but in our view could be justified by Hesai's robust revenue and earnings growth outlook, and strong competitive advantage. We are looking for 47% 2024-2027E CAGR for revenue and 41% YoY growth for non-GAAP NP in 2026E (or 96% YoY if excluding one-off gains from equity investment in 2025E).

### **BUY (Maintain)**

 Target Price
 U\$\$26.70

 (Previous TP
 U\$\$16.30)

 Up/Downside
 28.5%

 Current Price
 U\$\$20.78

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#### Stock Data

Mkt Cap (US\$ mn)	2,740.8
Avg 3 mths t/o (US\$ mn)	27.4
52w High/Low (US\$)	29.80/4.08
Total Issued Shares (mn)	131.9

Source: FactSet

Fermat Star Limited	6.1%
Galbadia Limited	5.9%
Source: NASDAO	

#### Share Performance

Shareholding Structure

	Absolute	Relative
1-mth	-5.8%	-11.1%
3-mth	-8.8%	-16.0%
6-mth	17.2%	-6.8%

Source: FactSet

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Source: FactSet



## **Earnings Summary**

(YE 31 Dec)	FY23A	FY24A	FY25E	FY26E	FY27E
Revenue (RMB mn)	1,877	2,077	3,156	4,799	6,546
YoY growth (%)	56.1	10.7	51.9	52.1	36.4
Net profit (RMB mn)	(475.9)	(102.4)	403.7	615.2	898.3
Adjusted net profit (RMB mn)	(241.3)	13.7	523.3	735.4	1,017.4
EPS (Adjusted) (RMB)	(1.93)	0.11	3.97	5.58	7.71
Consensus EPS (RMB)	na	na	2.20	5.00	7.81

Source: Company data, Bloomberg, CMBIGM estimates



Figure 1: HSAI: quarterly financial results

(RMBmn)	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	3Q25E consensus	Diff%
Total revenue	359.1	458.9	539.4	719.8	525.3	706.4	795.4	784	1.4%
YoY growth									
(%)	-16.5%	4.2%	21.1%	28.3%	46.3%	53.9%	47.5%		
Gross									
profit	139	207	258	281	219	300	335	321	4.3%
Operating									
profit	(138)	(96)	(77)	107	(33)	23	77	28	180.3%
Net profit	(107)	(72)	(70)	147	(18)	44	256	57	349.8%
Adj. net									
profit	(69)	(44)	(44)	170	9	73	288	61	375.7%
Margin (%)									
GPM	38.8%	45.1%	47.7%	39.0%	41.7%	42.5%	42.1%	40.9%	1.2 ppt
OPM	-38.6%	-20.9%	-14.3%	14.8%	-6.4%	3.2%	9.7%	3.5%	6.2 ppt
									25.0
NPM	-29.8%	-15.7%	-13.0%	20.4%	-3.3%	6.2%	32.2%	7.3%	ppt
									28.5
Adj. NPM	-19.2%	-9.5%	-8.2%	23.7%	1.6%	10.4%	36.2%	7.7%	ppt

Source: Bloomberg, company data, CMBIGM

Figure 2: HSAI: changes in financial forecast

	Current				Previous		Change (%)		
RMB mn	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E
Revenue	3,156	4,799	6,546	3,324	4,570	N/A	-5.1%	5.0%	N/A
Gross Profit	1,315	1,917	2,526	1,339	1,818	N/A	-1.8%	5.4%	N/A
Non-GAAP NP	523	735	1,017	141	435	N/A	270.7%	69.2%	N/A
GPM	41.7%	39.9%	38.6%	40.3%	39.8%	N/A	1.4 ppt	0.2 ppt	N/A
Non-GAAP NPM	16.6%	15.3%	15.5%	4.2%	9.5%	N/A	12.3 ppt	5.8 ppt	N/A

Source: CMBIGM estimates

Figure 3: CMBI forecast vs consensus

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Current			Consensus			Diff (%)			
RMB mn	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E
Revenue	3,156	4,799	6,546	3,240	4,808	6,531	-2.6%	-0.2%	0.2%
Gross Profit	1,315	1,917	2,526	1,328	1,894	2,495	-1.0%	1.2%	1.2%
Non-GAAP NP	523	735	1,017	322	705	1,083	62.7%	4.3%	-6.1%
GPM	41.7%	39.9%	38.6%	41.0%	39.4%	38.2%	0.7 ppt	0.5 ppt	0.4 ppt
Non-GAAP NPM	16.6%	15.3%	15.5%	9.9%	14.7%	16.6%	6.7 ppt	0.7 ppt	-1.0 ppt

Source: Bloomberg, CMBIGM estimates

Figure 4: HSAI: target valuation

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P/S Valuation (RMBmn)	2026E
2026E Revenue	4,799
Target 2026E P/S	5.3x
Equity value	25,338
No. of ADS outstanding (diluted; mn)	132
Target price (USD)	26.7

Source: Company data, CMBIGM estimates

Note: USD/RMB = 7.2:1



Figure 5: HSAI: Comps table

Companies	Ticker	Price	Mkt CAP	F	Price/Sales (x)			
		(Local)	(US\$mn)	2025E	2026E	2027E		
Innoviz	INVZ US Equity	1.6	324.7	5.4	2.8	1.6		
Ouster	OUST US Equity	24.2	1449.1	9.8	7.2	5.2		
Mobileye Global	MBLY US Equity	12.5	10302.9	5.5	5.1	4.1		
Robosense	2498 HK Equity	34.0	2067.2	6.6	4.2	2.9		
Average				6.8	4.8	3.5		

Source: Bloomberg, CMBIGM Note: data as of 11 Nov, 2025

#### **Risks**

- Potential product defects, and other routes of technology proven to be more effective than that of LiDAR (such as camera-based system), which may both lead to reduced market adoption of LiDAR solutions;
- 2) Lower-than-expected pace of penetration of LiDAR/ADAS;
- 3) Rising competition from other companies developing LiDAR products, as well as a potential price war in LiDAR industry weighing on the blended ASP of HSAI's products;
- 4) Higher-than-expected operating expenses leading to slower-than-expected margin expansion.



# **Financial Summary**

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INCOME STATEMENT	2022A	2023A	2024A	2025E	2026E	2027E
YE 31 Dec (RMB mn)						
Revenue	1,203	1,877	2,077	3,156	4,799	6,546
Cost of goods sold	(731)	(1,216)	(1,193)	(1,841)	(2,882)	(4,019)
Others	0	0	0	0	0	0
Gross profit	472	661	885	1,315	1,917	2,526
Operating expenses	(850)	(1,233)	(1,089)	(1,150)	(1,316)	(1,505)
Selling expense	(105)	(149)	(193)	(185)	(213)	(245)
SG&A expense	(201)	(320)	(317)	(293)	(308)	(323)
R&D expense	(555)	(791)	(856)	(821)	(945)	(1,086)
Others	11	27	276	150	150	150
Operating profit	(378)	(572)	(205)	165	602	1,022
EBITDA	(325)	(485)	(73)	297	753	1,194
Depreciation	54	86	132	132	151	172
Interest income	59	100	104	97	157	118
Interest expense	0	(3)	(13)	(17)	(17)	(17)
Net Interest income/(expense)	59	97	92	80	140	101
Foreign exchange gain/loss	21	(0)	15	17	0	0
Other income/expense	(2)	0	(2)	172	0	0
Pre-tax profit	(301)	(475)	(101)	434	741	1,123
Income tax	0	(1)	(1)	(30)	(126)	(225)
Others	(446)	0	0	0	0	0
Net profit	(747)	(476)	(102)	404	615	898
Adjusted net profit	(196)	(241)	14	523	735	1,017
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BALANCE SHEET	クロクラΔ	2023A	2024Δ	2025E	2026F	2027F
BALANCE SHEET	2022A	2023A	2024A	2025E	2026E	2027E
YE 31 Dec (RMB mn)						
YE 31 Dec (RMB mn) Current assets	3,135	4,398	4,683	9,488	10,317	11,476
YE 31 Dec (RMB mn) Current assets Cash & equivalents	<b>3,135</b> 1,859	<b>4,398</b> 3,141	<b>4,683</b> 3,246	<b>9,488</b> 7,845	<b>10,317</b> 7,890	<b>11,476</b> 8,205
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables	<b>3,135</b> 1,859 485	<b>4,398</b> 3,141 525	<b>4,683</b> 3,246 765	<b>9,488</b> 7,845 850	<b>10,317</b> 7,890 1,293	<b>11,476</b> 8,205 1,763
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories	<b>3,135</b> 1,859 485 647	<b>4,398</b> 3,141 525 496	<b>4,683</b> 3,246 765 482	<b>9,488</b> 7,845 850 603	<b>10,317</b> 7,890 1,293 945	<b>11,476</b> 8,205 1,763 1,318
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets	<b>3,135</b> 1,859 485 647 144	<b>4,398</b> 3,141 525 496 236	<b>4,683</b> 3,246 765 482 190	<b>9,488</b> 7,845 850 603 190	<b>10,317</b> 7,890 1,293 945 190	<b>11,476</b> 8,205 1,763 1,318 190
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets	<b>3,135</b> 1,859 485 647 144 <b>505</b>	<b>4,398</b> 3,141 525 496 236 <b>872</b>	<b>4,683</b> 3,246 765 482 190 <b>944</b>	<b>9,488</b> 7,845 850 603 190 <b>1,002</b>	10,317 7,890 1,293 945 190 1,059	11,476 8,205 1,763 1,318 190 1,105
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E	3,135 1,859 485 647 144 505 589	<b>4,398</b> 3,141 525 496 236 <b>872</b> 1,026	<b>4,683</b> 3,246 765 482 190 <b>944</b> 1,026	9,488 7,845 850 603 190 1,002	10,317 7,890 1,293 945 190 1,059	11,476 8,205 1,763 1,318 190 1,105
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets	3,135 1,859 485 647 144 505 589 (84)	<b>4,398</b> 3,141 525 496 236 <b>872</b> 1,026 (154)	<b>4,683</b> 3,246 765 482 190 <b>944</b> 1,026 (82)	9,488 7,845 850 603 190 1,002 1,201 (199)	10,317 7,890 1,293 945 190 1,059 1,395 (336)	11,476 8,205 1,763 1,318 190 1,105 1,598 (493)
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E	3,135 1,859 485 647 144 505 589	<b>4,398</b> 3,141 525 496 236 <b>872</b> 1,026	<b>4,683</b> 3,246 765 482 190 <b>944</b> 1,026	9,488 7,845 850 603 190 1,002	10,317 7,890 1,293 945 190 1,059	11,476 8,205 1,763 1,318 190 1,105
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets	3,135 1,859 485 647 144 505 589 (84)	<b>4,398</b> 3,141 525 496 236 <b>872</b> 1,026 (154)	<b>4,683</b> 3,246 765 482 190 <b>944</b> 1,026 (82)	9,488 7,845 850 603 190 1,002 1,201 (199)	10,317 7,890 1,293 945 190 1,059 1,395 (336)	11,476 8,205 1,763 1,318 190 1,105 1,598 (493)
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets	3,135 1,859 485 647 144 505 589 (84) 3,839	4,398 3,141 525 496 236 872 1,026 (154) 5,663	4,683 3,246 765 482 190 944 1,026 (82) 5,990	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities	3,135 1,859 485 647 144 505 589 (84) 3,839	4,398 3,141 525 496 236 872 1,026 (154) 5,663	4,683 3,246 765 482 190 944 1,026 (82) 5,990	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings	3,135 1,859 485 647 144 505 589 (84) 3,839	4,398 3,141 525 496 236 872 1,026 (154) 5,663	4,683 3,246 765 482 190 944 1,026 (82) 5,990 1,629 345	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947 1,761 345	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables	3,135 1,859 485 647 144 505 589 (84) 3,839 956 0 207	4,398 3,141 525 496 236 872 1,026 (154) 5,663 1,335 112 277	4,683 3,246 765 482 190 944 1,026 (82) 5,990  1,629 345 355	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities Non-current liabilities	3,135 1,859 485 647 144 505 589 (84) 3,839  956 0 207 749	4,398 3,141 525 496 236 872 1,026 (154) 5,663 1,335 112 277 947	4,683 3,246 765 482 190 944 1,026 (82) 5,990  1,629 345 355 929	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities	3,135 1,859 485 647 144 505 589 (84) 3,839  956 0 207 749 42	4,398 3,141 525 496 236 872 1,026 (154) 5,663  1,335 112 277 947 465	4,683 3,246 765 482 190 944 1,026 (82) 5,990  1,629 345 355 929 429	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929 429	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929 429	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929 429
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities Non-current liabilities Long-term borrowings	3,135 1,859 485 647 144 505 589 (84) 3,839 956 0 207 749 42 18	4,398 3,141 525 496 236 872 1,026 (154) 5,663  1,335 112 277 947 465 286	4,683 3,246 765 482 190 944 1,026 (82) 5,990  1,629 345 355 929 429 269	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929 429 269	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929 429 269	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929 429 269
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities Long-term borrowings Other non-current liabilities	3,135 1,859 485 647 144 505 589 (84) 3,839 956 0 207 749 42 18 24 998	4,398 3,141 525 496 236 872 1,026 (154) 5,663  1,335 112 277 947 465 286 179	4,683 3,246 765 482 190 944 1,026 (82) 5,990  1,629 345 355 929 429 269 160	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929 429 269 160	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929 429 269 160 2,466	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929 429 269 160 2,767
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities Long-term borrowings Other non-current liabilities Long-term borrowings Other non-current liabilities	3,135 1,859 485 647 144 505 589 (84) 3,839 956 0 207 749 42 18 24	4,398 3,141 525 496 236 872 1,026 (154) 5,663  1,335 112 277 947 465 286 179	4,683 3,246 765 482 190 944 1,026 (82) 5,990 1,629 345 355 929 429 269 160 2,058	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929 429 269 160	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929 429 269 160	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929 429 269 160 2,767
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities Non-current liabilities Long-term borrowings Other non-current liabilities Total liabilities	3,135 1,859 485 647 144 505 589 (84) 3,839 956 0 207 749 42 18 24 998	4,398 3,141 525 496 236 872 1,026 (154) 5,663  1,335 112 277 947 465 286 179 1,800  7,424 (3,562)	4,683 3,246 765 482 190 944 1,026 (82) 5,990  1,629 345 355 929 429 269 160 2,058	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929 429 269 160 2,190	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929 429 269 160 2,466	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929 429 269 160 2,767
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities Non-current liabilities Long-term borrowings Other non-current liabilities Total liabilities  Share capital Retained earnings Other reserves	3,135 1,859 485 647 144 505 589 (84) 3,839 956 0 207 749 42 18 24 998 0 (3,145) 5,987	4,398 3,141 525 496 236 872 1,026 (154) 5,663  1,335 112 277 947 465 286 179 1,800  7,424 (3,562) 0	4,683 3,246 765 482 190 944 1,026 (82) 5,990 1,629 345 355 929 429 269 160 2,058 7,577 (3,645) 0	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929 429 269 160 2,190  11,998 (3,242) 0	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929 429 269 160 2,466 11,998 (2,627) 0	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929 429 269 160 2,767 11,998 (1,728) 0
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities Non-current liabilities Long-term borrowings Other non-current liabilities Total liabilities  Share capital Retained earnings Other reserves Total shareholders equity	3,135 1,859 485 647 144 505 589 (84) 3,839 956 0 207 749 42 18 24 998 0 (3,145) 5,987 (3,145)	4,398 3,141 525 496 236 872 1,026 (154) 5,663  1,335 112 277 947 465 286 179 1,800  7,424 (3,562) 0 3,862	4,683 3,246 765 482 190 944 1,026 (82) 5,990  1,629 345 355 929 429 269 160 2,058  7,577 (3,645) 0 3,932	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929 429 269 160 2,190  11,998 (3,242) 0 8,756	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929 429 269 160 2,466 11,998 (2,627) 0 9,371	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929 429 269 160 2,767
YE 31 Dec (RMB mn) Current assets Cash & equivalents Account receivables Inventories Other current assets Non-current assets PP&E Other non-current assets Total assets  Current liabilities Short-term borrowings Account payables Other current liabilities Non-current liabilities Long-term borrowings Other non-current liabilities Total liabilities  Share capital Retained earnings Other reserves	3,135 1,859 485 647 144 505 589 (84) 3,839 956 0 207 749 42 18 24 998 0 (3,145) 5,987	4,398 3,141 525 496 236 872 1,026 (154) 5,663  1,335 112 277 947 465 286 179 1,800  7,424 (3,562) 0	4,683 3,246 765 482 190 944 1,026 (82) 5,990 1,629 345 355 929 429 269 160 2,058 7,577 (3,645) 0	9,488 7,845 850 603 190 1,002 1,201 (199) 10,947  1,761 345 488 929 429 269 160 2,190  11,998 (3,242) 0	10,317 7,890 1,293 945 190 1,059 1,395 (336) 11,838 2,037 345 763 929 429 269 160 2,466 11,998 (2,627) 0	11,476 8,205 1,763 1,318 190 1,105 1,598 (493) 13,037 2,339 345 1,065 929 429 269 160 2,767 11,998 (1,728) 0



CASH FLOW	2022A	2023A	2024A	2025E	2026E	2027E
YE 31 Dec (RMB mn)						
Operating						
Profit before taxation	(747)	(476)	(102)	404	615	898
Depreciation & amortization	54	86	132	132	151	172
Change in working capital	(540)	181	(148)	(74)	(508)	(542)
Others	538	266	180	0	0	0
Net cash from operations	(696)	57	64	462	258	528
Investing						
Capital expenditure	(240)	(415)	(271)	(284)	(213)	(213)
Acquisition of subsidiaries/ investments	1,360	(622)	1,227	0	0	0
Others	0	(24)	0	0	0	0
Net cash from investing	1,120	(1,060)	956	(284)	(213)	(213)
Financing						
Dividend paid	0	0	0	0	0	0
Net borrowings	18	377	354	0	0	0
Share repurchases	0	1,225	0	4,421	0	0
Others	(3)	(12)	(104)	0	0	0
Net cash from financing	15	1,590	251	4,421	0	0
Net change in cash						
Cash at the beginning of the year	449	913	1,558	2,828	7,427	7,472
Exchange difference	25	58	14	0	0	0
Others	0	0	0	0	0	0
Cash at the end of the year	913	1,558	2,828	7,427	7,472	7,788

 $Source: Company\ data,\ CMBIGM\ estimates.\ Note:\ The\ calculation\ of\ net\ cash\ includes\ financial\ assets.$ 



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