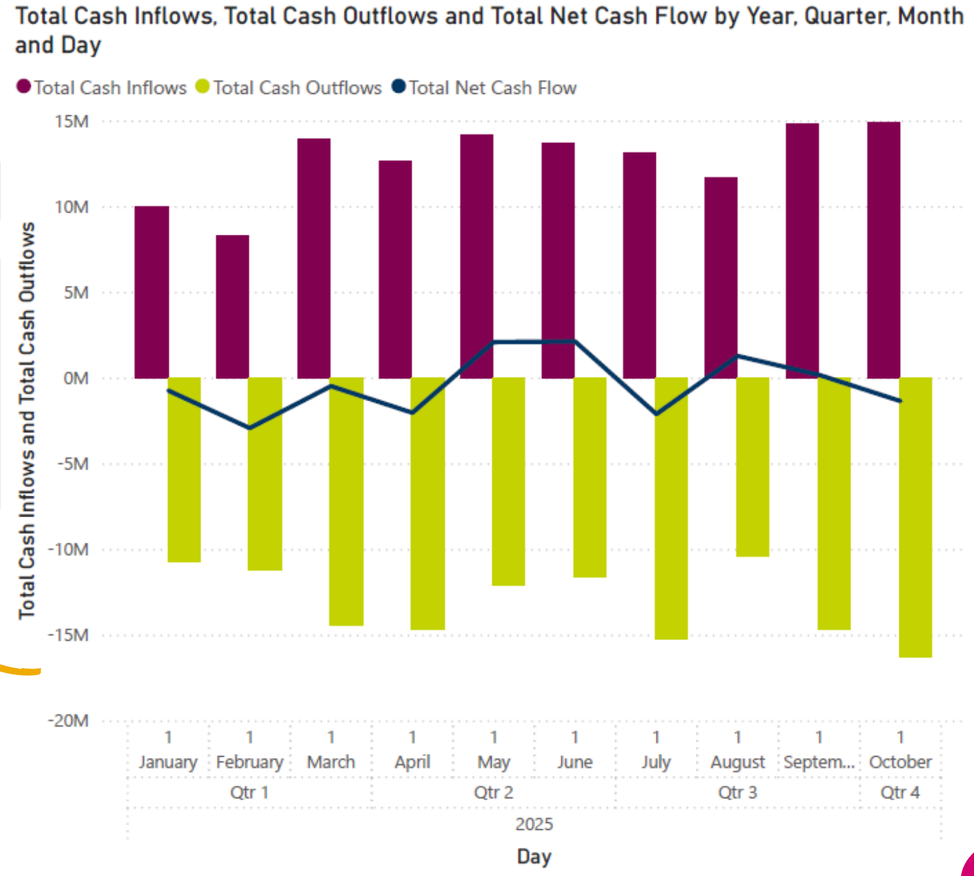
GROUP NAME: Whats Your EDA?

AstraZeneca Country Cashflow Analysis

1.

Total Cash Inflows - 127.16M: Strong inflow volume indicates healthy revenue and financing receipts across the year.

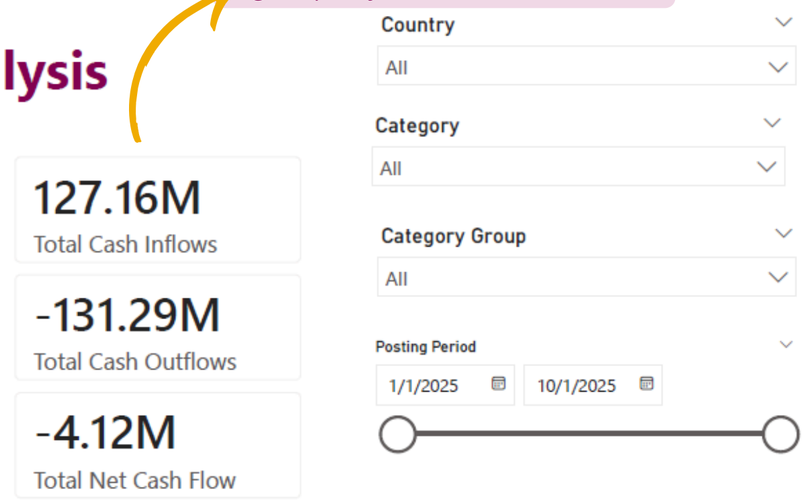
- Total Cash Outflows -131.29M: Outflows slightly exceed inflows, driven by regular operational and financial commitments.
- Total Net Cashflow - -4.12M: Overall cash position is slightly negative, suggesting tight liquidity but no severe cash stress.

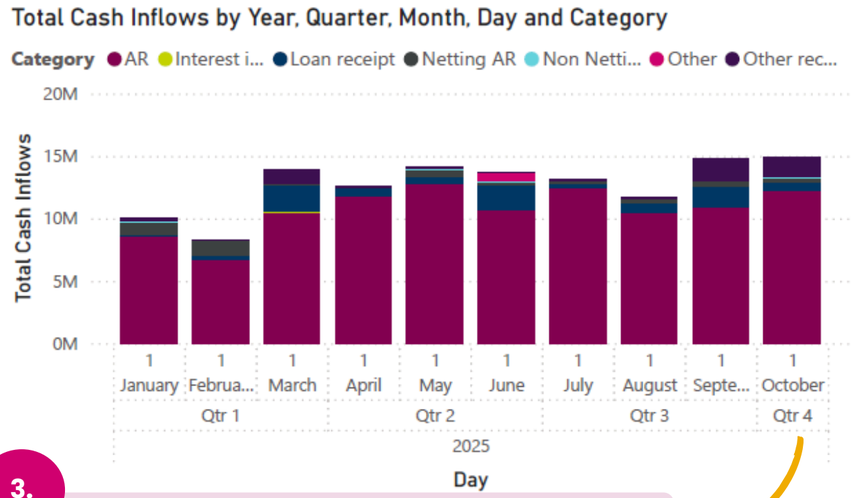


2.

Inflows and outflows are relatively stable month-to-month

- Net cash flow fluctuates around zero
- Positive months (e.g., mid-year) indicate temporary cash surpluses, while negative months highlight higher spending periods





3.

AR (Accounts Receivable) is the dominant inflow source

- Smaller contributions from loans and interest income
- Inflow mix remains consistent, indicating predictable cash generation structure

GROUP NAME: Whats Your EDA?

1.

- Operational Cash Inflow – 117.70M: Strong operational cash generation, mainly driven by AR collections.
- Operational Cash Outflow – −122.26M: Operating expenses exceed inflows, driven by AP settlements, payroll, and statutory costs.
- Net Operational Cash Flow – −4.56M: Operations are slightly cash-negative, indicating tight working capital management.

2.

- AR contributes of inflows (~91%)
- Other receipts are minor
- Heavy dependence on customer collections.
- Netting AP (~53%), AP (~31%) and Payroll (~7.7%) dominate the cash outflows
- Statutory, custom & duty, and tax costs are secondary
- Outflows are largely structural and recurring

3.

- Net financial cash fluctuates month-to-month
- Net operational cash fluctuates around zero
- Positive months align with loan drawdowns
- Financing cash flow is event-driven rather than stable.

4.

- Confirms AR as dominant inflow
- Confirms AP, payroll, and taxes as key cash drains
- Supports root-cause analysis for cash pressure.

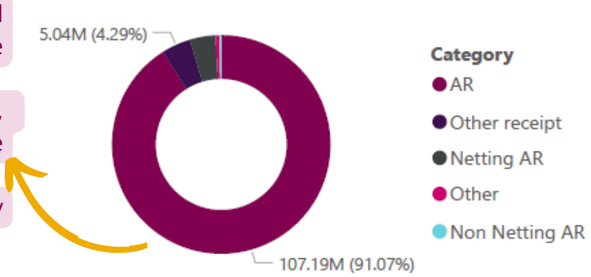
AstraZeneca Operational Cashflow Analysis

117.70M	-122.26M	-4.56M
Operational Cash Inflow	Operational Cash Outflow	Total Net Operational Cash Flow

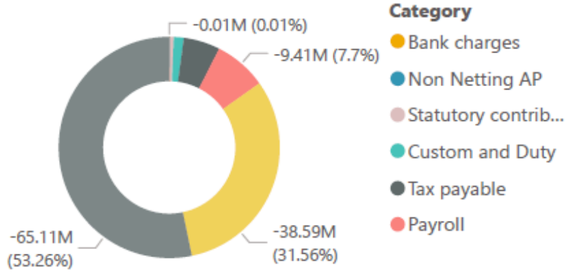
Category: All

Category Group: All

Operational Sum of Inflow in USD by Category



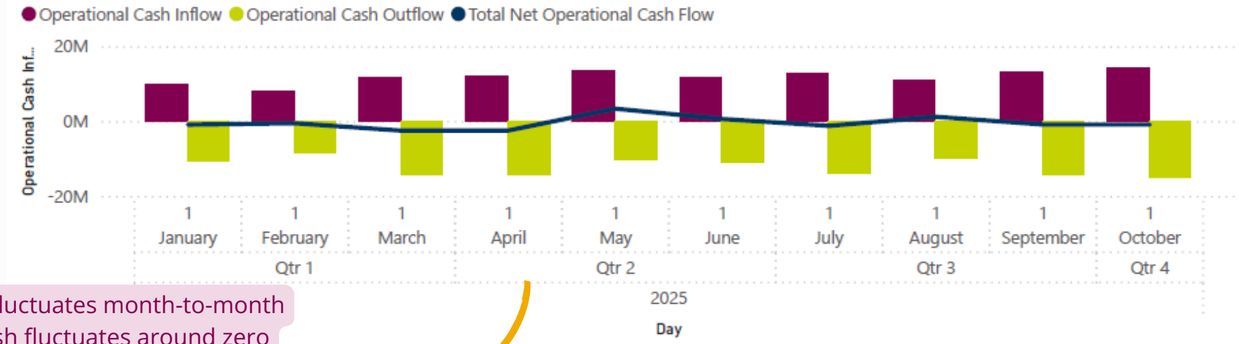
Operational Sum of Outflow in USD by Category



Operational Inflows

Category	Sum of Amount in USD
AR	107,186,649.35
Other receipt	5,044,653.35
Netting AR	4,489,822.69
Other	698,953.51
Non Netting AR	278,273.19
Total	**117,698,352.09**

Operational Cash Inflow, Operational Cash Outflow and Total Net Operational Cash Flow by Year, Quarter, Month and Day



Operational Outflows

Category	Sum of Amount in USD
Bank charges	-8,543.88
Non Netting AP	-93,796.55
Statutory contribution	-721,947.66
Custom and Duty	-1,787,612.51
Tax payable	-6,532,065.99
Payroll	-9,408,553.34
AP	-38,588,866.36
Netting AP	-65,113,924.10
Total	**-122,255,310.38**

GROUP NAME: Whats Your EDA?

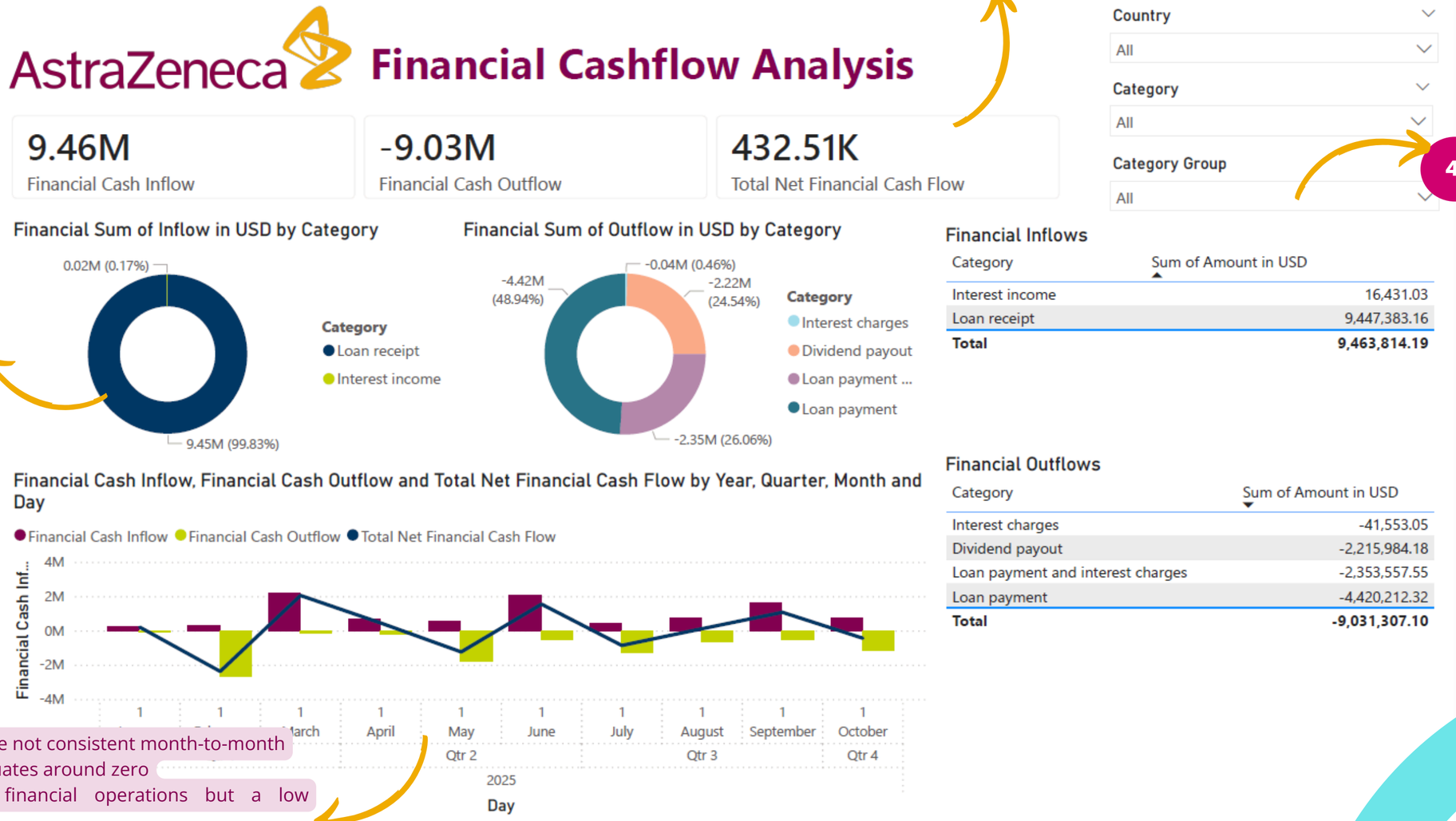
1.

- Financial Cash Inflow – 9.46M: Financing inflows are mainly driven by loan receipts, not recurring income.
- Financial Cash Outflow – −9.03M: Outflows are substantial and relate to loan repayments, dividends, and interest charges.
- Net Financial Cash Flow – +432.51K: Financing activities slightly improve liquidity, providing a small net cash buffer.

2.

Loan receipts contribute ~99.8%, making it the biggest contributor for financial inflows

- Interest income is negligible
- Financing inflows are non-recurring and debt-driven.
- Loan payments (~49%) dominate
- Dividends and interest form a significant share
- Indicates ongoing debt servicing and shareholder obligations.



3.

Inflows and outflows are not consistent month-to-month

- Net financial cash fluctuates around zero
- Indicates predictable financial operations but a low liquidity buffer.
- Inflows = Outflows suggests zero working capital generation
- No cash conversion cycle improvement

4.

Confirms on loan receipts being strong indicator for financial inflows.

- Confirms consistent repayment and dividend schedules
- Supports detailed funding and debt analysis.

GROUP NAME: Whats Your EDA?

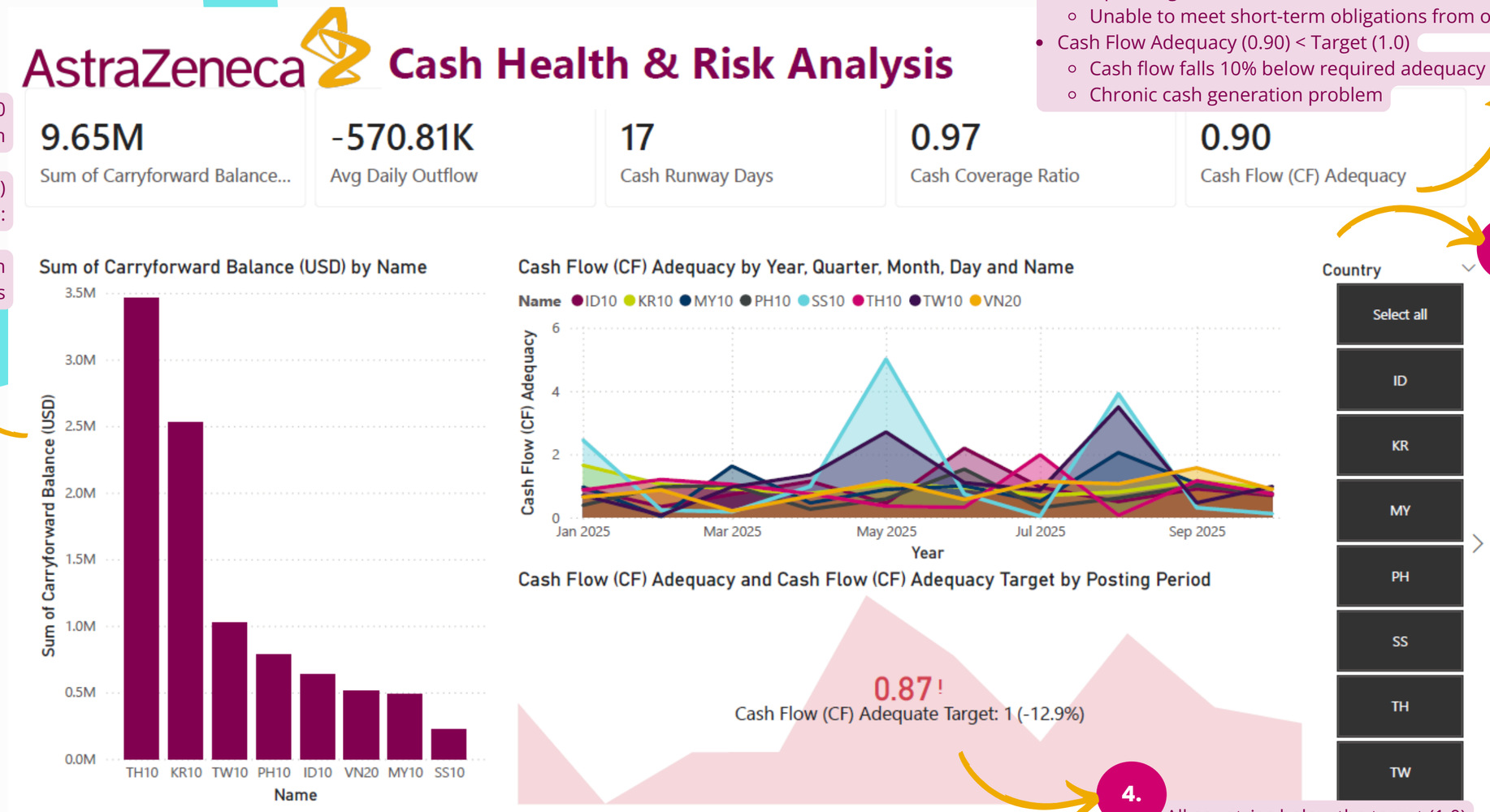
1.

Extremely Low Cash Runway - 17 days
- Company can only cover 17 days of operations with current cash
- High risk of cash shortage within a month

- Cash Coverage Ratio (0.97) < 1.0
  - Operating cash flow insufficient to cover current liabilities
  - Unable to meet short-term obligations from operations alone
- Cash Flow Adequacy (0.90) < Target (1.0)
  - Cash flow falls 10% below required adequacy level
  - Chronic cash generation problem

2.

TH10 (Thailand) and KR10 (Korea) : Highest cash reserves
- SS10 (Shared Services) and MY10 (Malaysia): Lowest reserves
- Uneven cash distribution across countries creates regional liquidity risks



3.

SS10 (Shared Services) shows most volatility in terms of Cash Flow (CF) Adequacy
- PH10 (Philippine) consistently lowest adequacy
- Deteriorating cash health throughout the year
- Sharp spikes in cash flow adequacy throughout May
- Signaling Company has capability to generate adequate cash flow but is unsustainable

4.

All countries below the target (1.0)
- Range: 0.8-1.0 adequacy
- Average gap: -12.9% below target
- Consistent 12.9% gap suggests a structural problem as well as indicating it is a systemic issue affecting all regions
- Strong indication for broken regional cash flow model.

GROUP NAME: Whats Your EDA?

TRENDS DISCOVERED

Stable but Tightly Balanced Cash Position

- Monthly cash inflows and outflows move closely together throughout the year.
- Net cash flow fluctuates around zero with only small surpluses or deficits.
- The organization operates with tight cash buffers, indicating efficient but low-margin liquidity management.

Operations Are Slightly Cash-Negative

- Payroll and AP dominate outflows.
- Limited flexibility to reduce cash burn quickly.

High Dependency on AR Collections

- Over 90% of inflows come from AR.
- Liquidity risk increases if customer payments are delayed.

Financing Provides Short-Term Liquidity Support

- Positive net financial cash flow offsets operational shortfalls.
- Financing is used to bridge operating cash gaps.

Regional Concentration Risk

- Thailand holds disproportionate cash (3.5M+)
- Multiple countries (Shared Services Business Unit, Malaysia) at dangerously low levels

Accelerating Deterioration

- Cash adequacy declining throughout 2025
- From acceptable levels to critical levels
- Persistent failure to meet 1.0 Cash Flow (CF) adequacy target
- All 8 countries consistently deficient

Volatile and Non-Recurring Cash Pattern

- Financing cash flows fluctuate significantly by month.
- Limits predictability compared to operational cash flows