

# Devyani International

Estimate changes



TP change



Rating change



Bloomberg	DEVYANI IN
Equity Shares (m)	1206
M.Cap.(INRb)/(USDb)	216.7 / 2.5
52-Week Range (INR)	223 / 130
1, 6, 12 Rel. Per (%)	0/3/10
12M Avg Val (INR M)	546

## Financials & Valuations (INR b)

Y/E Mar	2025	2026E	2027E
Sales	49.5	55.8	62.9
Sales Gr. (%)	39.2	12.8	13.3
EBITDA	8.4	10.1	11.9
Margins (%)	17.0	18.0	18.9
Adj. PAT	0.2	1.1	2.7
Adj. EPS (INR)	0.2	0.9	2.2
EPS Gr. (%)	-75.7	385.4	34.6
BV/Sh.(INR)	9.1	6.0	4.0

## Ratios

RoE (%)	2.1	12.1	52.5
RoCE (%)	11.4	6.5	10.0

## Valuation

P/E (x)	962.2	198.2	76.5
P/BV (x)	19.8	30.0	42.2
EV/Sales (x)	4.5	4.0	3.8
Pre-Ind AS EV/EBITDA (x)	45.4	36.4	30.0

## Shareholding Pattern (%)

As On	Mar-25	Dec-24	Mar-24
Promoter	62.7	62.7	62.7
DII	16.9	15.5	12.2
FII	10.5	11.2	12.4
Others	10.0	10.6	12.6

FII includes depository receipts

**CMP: INR180**

**TP: INR210 (+17%)**

**Buy**

## Weak unit economics; seeking ADS recovery in FY26

- Devyani International's (DEVYANI) consol. revenue grew 16% YoY (in line) in 4QFY25. India revenue was up 7% YoY, with a 16% YoY store expansion, which was offset by weak same-store sales growth (SSSG) across brands.
- KFC's revenue grew 3% YoY, aided by 17% store expansion, though offset by a 6% decline in same-store sales (-1% for Sapphire). Pizza Hut (PH)'s revenue rose 8% YoY, with 11% new store additions, while SSSG returned to a positive trajectory after nine quarters to 1% YoY (+1% for Sapphire). Costa Coffee's revenue grew 16% YoY, with 23% YoY store addition and 3.5% SSSG.
- India ROM was down 5% YoY to INR1.1b and the margin contracted 160bp YoY to 13.4%, owing to operating deleverage. KFC's ROM contracted 270bp YoY to 16.2% (15.7% for Sapphire), and PH's ROM contracted 360bp YoY to 0.7% (-4.6% for Sapphire).
- International revenue grew 42% YoY to INR4.2b with RoM at INR677m (vs. INR298m in 4QFY24), and margin expanded 600bp YoY to 16%.
- Consolidated GM margin contracted 70bp YoY and 20bp QoQ to 68.5% given some RM inflation. EBITDA (Pre Ind-AS) margin was down 30bp YoY/110bp QoQ to 8.9%. Consol. RoM margin expanded 30bp YoY while it was down 50bp QoQ to 13.8%.
- DEVYANI is focusing on innovation, customer engagement, and value offerings to drive recovery. KFC's ADS has corrected ~20% from its peak of FY19/FY23 to <INR100k. Given improving consumption sentiments for FY26, we believe ADS has bottomed out and we will continue to monitor its recovery. Further, the company is executing multiple initiatives for PH turnaround. The stock price has been flattish for the last three years due to growth challenges, and we believe most risks are largely priced in now. **We reiterate our BUY rating with a TP of INR210.**

## KFC's SSSG continues to decline; slower rollout of new stores

- Muted underlying growth metrics:** Consol. sales growth was 16% YoY to INR12.1b (est. INR12.2b) in 4QFY25. The India revenue was up 7% YoY to INR8b. (est. INR8.3b). KFC's sales grew 3% YoY to INR5.1b. SSSG declined 6.1% (est. -2.0%). PH sales grew 8% YoY to INR1.8b. SSSG entered a positive trajectory at 1% (est. +3%). ADS of KFC was down 11% YoY at INR83k, and PH ADS dipped 3% YoY to INR31k. Costa Coffee's revenue rose 16% YoY with SSSG of 3.5%, while ADS was down 18% YoY at INR27k.
- Slower store expansion:** It added a total of seven new stores in 4QFY25 to reach 2,039 stores. The store additions in KFC/CC/Vaango/International are 7/11/2/1, while the company closed 14 stores in PH. The total store count for KFC/PH/CC/Vaango/others/International stood at 696/630/220/118/ 375.
- Moderation in margins continues:** Gross profit grew 15% YoY to INR8.3b (est. INR8.1b), while margin contracted 70bp YoY and 20bp QoQ to 68.5% (est. 66.8%). Consol. EBITDA margin was flat YoY, while it dipped 30bp QoQ to 16.6% (est. 16%). Consol. ROM increased 18% YoY to INR1.7b and margin expanded 30bp YoY, while it was down 50bp QoQ to 13.8%. The Pre-Ind-AS EBITDA increased 13% YoY to INR1.1b, while the margin was down 30bp YoY/110bp QoQ to 8.9%.

- International revenue grew 42% YoY to INR4.2b with RoM at INR677m (vs. INR298m in 4QFY24), and margin expanded 600bp YoY to 16%.
- Reported EBITDA increased by 16% YoY to INR2b (est. INR1.9b). Loss before tax stood at INR208m (est. INR54m loss) on higher depreciation (+21%) and interest costs (+23%). Loss after tax was INR20m (est. APAT of INR42m).
- In FY25, revenue/EBITDA grew 39%/29%, while adj. PAT declined 76% YoY.

#### Highlights from the management commentary

- DEVYANI's 4QFY25 was challenging given the inflation and urban slowdown that led to subdued consumption. However, management is optimistic about the tax relief measure taken by the government and a better monsoon outlook, which will boost consumption.
- KFC's SSSG was hit by the bird flu in AP and Telangana, which lasted for ~70 days. The flu hit its SSSG and ADS. Kerala and West Bengal faced geopolitical challenges, which adversely impacted the company's SSSG and ADS. That said, Karnataka remained stable. Management expects a sequential improvement in SSSG and ADS from the current levels.
- KFC's ROM can reach 19-20% at ADS of INR100k over the next few quarters. DEVYANI is adopting some strategic measures to achieve this target. These measures focus on ADS and cost optimization.
- The company is in discussion with Yum for PH turnaround, and it will have a plan ready by the end of 1QFY26.
- Biryani is the most ordered and consumed item online as far as Indian cuisine is concerned, and DEVYANI has acquired one of the market leaders in the space.

#### Valuation and view

- There are no material changes to our EBITDA estimates for FY26 and FY27.
- Management remains committed to improving ADS and profitability across the existing network across brands and will adopt a more cautious approach to future store openings for PH.
- DEVYANI is focusing on innovation, customer engagement, and value offerings to drive recovery. ADS and SSSG recoveries remain the key monitorables, as they are vital for improving unit economics. DEVYANI is in talks with Yum for PH turnaround and is expected to execute the initiatives in the coming months. This will be a positive trigger for the company. The stock price has been flat for the last three years due to growth challenges, and we believe most of the risks are largely priced in now.
- We **reiterate our BUY** rating and value India business at 35x EV/EBITDA (pre-IND- AS) and international business at 20x EV/EBITDA (pre-IND-AS) on Mar'27E to arrive at our TP of INR210.

### Quarterly Performance

(INR m)

Y/E March	FY24				FY25				FY24	FY25	FY25	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE	(%)
KFC - No. of stores	510	540	590	596	617	645	689	696	596	696	706	
PH - No. of stores	521	535	565	567	570	593	644	630	567	630	652	
KFC - SSSG (%)	-0.9	-3.9	-4.7	-7.1	-7.0	-7.0	-4.4	-6.1	-4.6	-6.4	-2.0	
PH - SSSG (%)	-5.3	-10.4	-12.6	-14.0	-8.6	-5.7	-0.8	1.0	-10.9	-3.8	3.1	
<b>Net Sales</b>	<b>8,466</b>	<b>8,195</b>	<b>8,431</b>	<b>10,471</b>	<b>12,219</b>	<b>12,222</b>	<b>12,944</b>	<b>12,126</b>	<b>35,563</b>	<b>49,511</b>	<b>12,158</b>	<b>0%</b>
YoY change (%)	20.1	9.6	6.6	38.7	44.3	49.1	53.5	15.8	18.6	39.2	16.1	
<b>Gross Profit</b>	<b>5,998</b>	<b>5,802</b>	<b>5,954</b>	<b>7,244</b>	<b>8,450</b>	<b>8,474</b>	<b>8,892</b>	<b>8,306</b>	<b>24,997</b>	<b>34,122</b>	<b>8,117</b>	<b>2%</b>
Margin (%)	70.8	70.8	70.6	69.2	69.2	69.3	68.7	68.5	70.3	68.9	66.8	
<b>EBITDA</b>	<b>1,734</b>	<b>1,588</b>	<b>1,463</b>	<b>1,739</b>	<b>2,234</b>	<b>1,987</b>	<b>2,192</b>	<b>2,008</b>	<b>6,524</b>	<b>8,422</b>	<b>1,949</b>	<b>3%</b>
EBITDA growth %	5.6	-4.1	-15.9	14.9	28.8	25.2	49.9	15.5	-0.4	29.1	12.1	
Margin (%)	20.5	19.4	17.4	16.6	18.3	16.3	16.9	16.6	18.3	17.0	16.0	
Depreciation	796	907	930	1,275	1,322	1,391	1,557	1,653	3,907	6,019	1,469	
Interest	404	417	482	567	630	653	670	695	1,869	2,648	671	
Other Income	68	66	46	146	99	48	91	132	326	370	137	
<b>PBT</b>	<b>603</b>	<b>330</b>	<b>97</b>	<b>44</b>	<b>381</b>	<b>-9</b>	<b>56</b>	<b>-208</b>	<b>1,074</b>	<b>125</b>	<b>-54</b>	
Tax	146	-168	46	110	81	10	162	-56	133	197	-11	
Rate (%)	24.1	-50.9	47.6	249.9	21.2	-113.1	286.8	26.8	12.4	157.9	20.0	
<b>Adjusted PAT</b>	<b>339</b>	<b>506</b>	<b>51</b>	<b>33</b>	<b>281</b>	<b>-27</b>	<b>-9</b>	<b>-20</b>	<b>929</b>	<b>226</b>	<b>-42</b>	
Margin (%)	4.0	6.2	0.6	0.3	2.3	-0.2	-0.1	-0.2	2.6	0.5	-0.3	
YoY change (%)	-54.4	-21.4	-93.5	-94.6	-17.2	NM	NM	-161.2	-66.5	-75.7	-226.9	

E: MOFSL Estimates

### DEVYANI's performance

- DEVYANI's India revenue grew 7% YoY to INR8b (est. INR8.3b).
- It added six stores to reach 1,664 stores during the quarter.
- GM was down 120bp YoY at 71%.
- The brand contribution was down 5% YoY to INR1.1b, and the margin contracted 160bp to 13.4%.
- EBITDA (pre-IND-AS) was down 13%, and margin contracted 200bp to 8.6%.
- EBITDA (reported) inched up 1% to INR1.5b, and margin dipped 100bp to 18.8%.

DIL India (INR m)	1QFY24	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25	4QFY25
Total Stores	1,230	1,298	1,387	1,429	1,473	1,557	1,658	1,664
Net Additions	46	68	89	42	44	84	101	6
Revenue	7,896	7,787	7,964	7,516	8,399	8,356	8,726	8,012
YoY Gr (%)	21%	12%	9%	7%	6%	7%	10%	7%
Gross Profit	5,633	5,545	5,677	5,428	6,037	5,983	6,216	5,691
Gross Margin (%)	71.3%	71.2%	71.3%	72.2%	71.9%	71.6%	71.2%	71.0%
Brand Contribution	1,390	1,186	1,219	1,121	1,362	1,105	1,214	1,070
YoY Gr (%)	3%	-12%	-6%	3%	-2%	-7%	0%	-5%
Brand Contribution margin (%)	17.6%	15.2%	15.3%	14.9%	16.2%	13.2%	13.9%	13.4%
EBITDA Pre-Ind-AS	994	822	851	794	1,001	712	773	689
YoY Gr (%)	-4%	-19%	-16%	0%	1%	-13%	-9%	-13%
Margin (%)	12.6%	10.6%	10.7%	10.6%	11.9%	8.5%	8.9%	8.6%
EBITDA (reported)	1,577	1,434	1,494	1,485	1,724	1,462	1,554	1,504
YoY Gr (%)	52%	42%	47%	10%	9%	2%	4%	1%
Margin (%)	20.0%	18.4%	18.8%	19.8%	20.5%	17.5%	17.8%	18.8%

### Core brands' performances

#### KFC India

- Sales grew 3% YoY to INR5.1b. SSSG declined -6.1% (est. -2.0%).
- GP grew 1% YoY to INR3.5b, while the margin dipped 160bp YoY and 30bp QoQ to 68.3%.

- ROM declined 11% YoY to INR0.8b, and the margin contracted 270bp YoY to 16.2%.
- ADS declined 11% YoY and 14% QoQ to INR83k.
- On-premise channel contribution was 55%.

#### Pizza Hut India

- Sales grew 8% YoY to INR1.8b. SSSG entered a positive trajectory at 1% (est. +3%).
- GP grew 6% YoY to INR1.3b, while margins dipped 170bp YoY to 75.6%.
- ROM declined 82% YoY to INR13m and margins declined 360bp YoY and 140bp QoQ to 0.7%.
- ADS declined 3% YoY and 11% QoQ to INR31k.
- On-premise channel contribution was 44%.

#### Costa Coffee

- Sales grew 16% YoY to INR523m, and SSSG increased 3.5% (est. +3.6%).
- GP grew 15% YoY to INR398m, while the margin dipped 60bp YoY to 76.1%.
- ROM was up 14% YoY to INR92m, while the margin contracted 40bp YoY/ improved 80bp QoQ to 17.6%.
- ADS declined 18% YoY, while it grew 4% QoQ to INR27k.

Quarterly brands performance	FY23				FY24				FY25			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<b>KFC</b>												
No. of stores	391	423	461	490	510	540	590	596	617	645	689	696
Net store addition	27	32	38	29	20	30	50	6	21	28	44	7
SSSG (%)	63.6	13.0	3.0	1.9	-0.9	-3.9	-4.7	-7.1	-7.0	-7.0	-4.4	-6.1
Net sales (INR m)	4,250	4,430	4,595	4,439	5,164	5,090	5,243	4,941	5,546	5,434	5,698	5,109
YoY growth (%)	109.5	47.0	26.9	25.9	21.5	14.9	14.1	11.3	7.4	6.8	8.7	3.4
ADS (INR '000)	127.0	121.0	116.0	106.0	117.0	109.0	104.0	93.0	104.0	96.0	96.0	83.0
Gross Margins (%)	69.0	67.9	67.6	68.6	69.7	69.0	69.4	69.9	69.5	69.0	68.6	68.3
Brand Contribution Margin (%)	22.4	21.5	19.7	17.5	21.1	19.4	19.0	19.0	19.5	16.6	17.2	16.2
Channel mix (%)												
Off-Premise	35	36	36	38	37	39	40	41	41	42	42	45
On-Premise	65	64	64	62	63	61	60	59	59	58	58	55
<b>Pizza Hut</b>												
No. of stores	436	466	483	506	521	535	565	567	570	593	644	630
Net store addition	23	30	17	23	15	14	30	2	3	23	51	-14
SSSG (%)	31.5	2.9	-6.1	-3.2	-5.3	-10.4	-12.6	-14.0	-8.6	-5.7	-0.8	1.0
Net sales (INR m)	1,651	1,812	1,836	1,697	1,835	1,840	1,796	1,621	1,819	1,848	1,902	1,754
YoY growth (%)	71.1	35.9	18.0	15.9	11.1	1.5	-2.2	-4.5	-0.9	0.4	5.9	8.2
ADS (INR '000)	44.0	45.0	43.0	39.0	40.0	39.0	37.0	32.0	36.0	35.0	35.0	31.0
Gross Margins (%)	76.2	74.5	73.6	73.2	74.9	75.7	75.8	77.3	76.8	76.7	76.2	75.6
Brand Contribution Margin (%)	17.5	17.0	14.1	9.3	10.1	7.7	6.1	4.4	4.9	3.1	2.1	0.7
Channel mix (%)												
Off-Premise	54	55	57	58	57	55	56	55	55	56	54	56
On-Premise	46	45	43	42	43	45	44	45	45	44	46	44
<b>Costa</b>												
No. of stores	69	88	103	112	123	146	154	179	192	207	209	220
Net store addition	14	19	15	9	11	23	8	25	13	15	2	11
SSSG (%)	206.8	50.7	20.1	42.6	9.4	8.5	5.9	7.3	0.6	8.7	5.1	3.5
Net sales (INR m)	176	220	291	331	324	346	397	451	455	490	517	523
YoY growth (%)	375.7	134.0	103.5	141.6	84.1	57.3	36.4	36.3	40.4	41.6	30.2	16.0
ADS (INR '000)	36.0	31.0	37.0	36.0	33.0	31.0	35.0	33.0	28.0	27.0	26.0	27.0
Gross Margins (%)	81.6	79.5	77.7	78.2	77.2	76.3	77.1	76.7	74.9	75.1	75.4	76.1
Brand Contribution Margin (%)	30.5	19.5	26.5	20.2	21.0	14.7	14.9	18.0	14.9	14.5	16.8	17.6



## Highlights from the management commentary

### Key Highlights

#### Business and Environment

- DEVYANI's 4QFY25 was challenging given the inflation and urban slowdown that led to subdued consumption. However, management is optimistic about the tax relief measure taken by the government and a better monsoon outlook, which will boost consumption.
- The growth during the quarter was mainly led by store additions in India and Thailand.
- KFC remains a star brand and there is no change in its expansion plans. For PH, the company will be cautious in terms of expansion. The three new brands (TeaLive, New York Fries, and SANOOK KITCHEN) are unique in India and have the potential to become huge brands going ahead. Thus, DEVYANI will focus on all its brands and will continue to strengthen them.
- Biryani is the most ordered and consumed item online as far as Indian cuisine is concerned, and DEVYANI has acquired one of the market leaders in the space.
- The largest categories in the biryani market are Hyderabad Biryani followed by Lucknowi Biryani and then Calcutta Biryani. These together will be ~60% to 70% of the market. Hence, while the taste varies from state to state, it is not that widely fragmented.
- The Thailand business remains stable, and the company has maintained SSSG and ADS at healthy levels. Moreover, it is evaluating launching TeaLive there. For FY25, the company is EBITDA positive while PAT remains in the negative territory, given the higher depreciation accounting policy in that region.
- The first New York Fries store was opened in Mumbai and more stores will be opened in FY26.
- In 1QFY26, the company will launch TeaLive stores in India and Thailand.

#### KFC

- KFC's SSSG was hit by the bird flu in AP and Telangana, which lasted for ~70 days. The flu hit its SSSG and ADS. Kerala and West Bengal faced geopolitical challenges, which adversely impacted the company's SSSG and ADS. That said, Karnataka remained stable. Management expects a sequential improvement in SSSG and ADS from the current levels.
- Chicken and flour have witnessed inflation, while oil prices are stabilizing. However, given the muted consumption scenario the company will not be passing prices and will be absorbing the same.
- KFC's ROM can reach 19-20% at ADS of INR100k over the next few quarters. DEVYANI is adopting some strategic measures to achieve this target. These measures focus on ADS and cost optimization.

#### Pizza Hut

- Pizza Hut India closed 14 stores in 4QFY25.
- There's no major input price inflation. Thus PH had stable gross margins.
- The company is in discussion with Yum for PH turnaround and it will have a plan ready by 1QFY26 end.
- The focus will be on innovation, more value offerings, marketing campaigns etc.

#### **Product innovation & new launches**

- It launched Gold Zinger burger and Gold boneless strips – dunked in cheese
- The company launched KFC Koffee during the quarter.

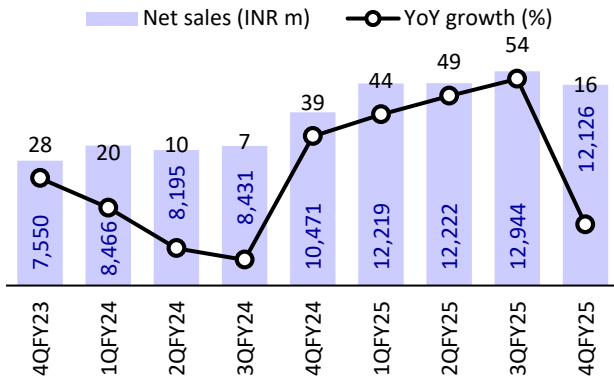
#### **Sky Gate acquisition**

- The deal is expected to close by the end of May'25. DEVYANI has received in-principle approval from the Board for a primary infusion of up to INR0.9b
- DEVYANI plans to turn around the brand over the next one year and expects it to become EBITDA positive in this period.
- The gross margin and brand contribution are expected to improve from the current levels.
- The brands acquired can be opened into their existing food courts and airport locations. Moreover, DEVYANI is evaluating every synergy possible.



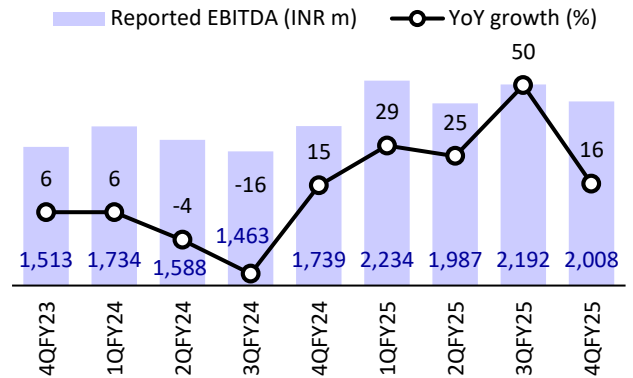
## Key exhibits

**Exhibit 1: Sales grew 16% YoY to INR12.1b**



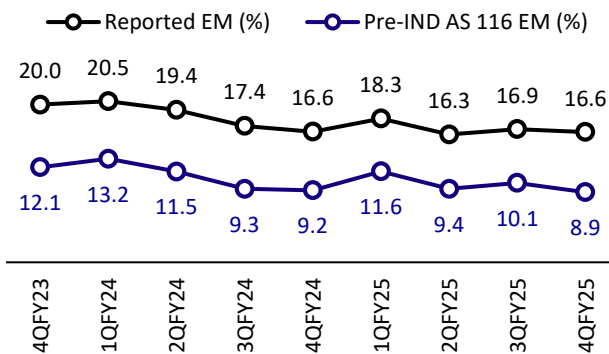
Source: Company, MOFSL

**Exhibit 2: EBITDA increased 16% YoY to INR2b**



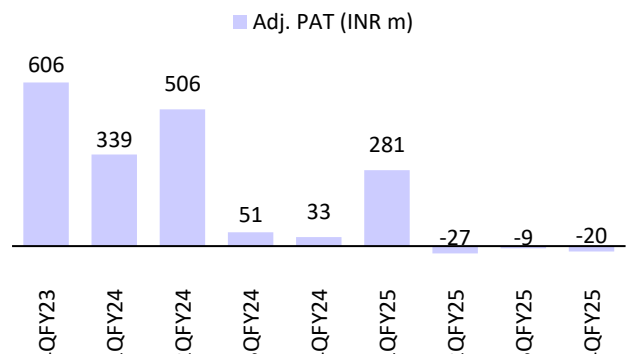
Source: Company, MOFSL

**Exhibit 3: EBITDA margin remained flat YoY to 16.9%, while EM (Pre-Ind AS) was down 30bp YoY to 8.9%**



Source: MOFSL, Company

**Exhibit 4: Reported loss stood at INR20m in 4QFY25**



Source: MOFSL, Company

### Valuation and view

- There are no material changes to our EBITDA estimates for FY26 and FY27.
- Management remains committed to improving ADS and profitability across the existing network across brands and will adopt a more cautious approach to future store openings for PH.
- DEVYANI is focusing on innovation, customer engagement, and value offerings to drive recovery. ADS and SSSG recoveries remain the key monitorables, as they are vital for improving unit economics. DEVYANI is in talks with Yum for PH turnaround and is expected to execute the initiatives in the coming months. This will be a positive trigger for the company. The stock price has been flat for the last three years due to growth challenges, and we believe most of the risks are largely priced in now.
- We **reiterate our BUY** rating and value India business at 35x EV/EBITDA (pre-IND- AS) and international business at 20x EV/EBITDA (pre-IND-AS) on Mar'27E to arrive at our TP of INR210.

**Exhibit 5: No material changes to our EBITDA estimates for FY26 and FY27**

(INR b)	New		Old		Change (%)	
	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E
Sales	55,846	63,375	55,673	63,089	0.3%	0.5%
EBITDA	10,064	11,943	10,164	11,809	-1.0%	1.1%
PAT	1,095	1,854	1,836	2,554	-40.3%	-27.4%

Source: MOFSL

## Financials and valuations

### Income Statement consol.

	(INRm)								
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
<b>Net Sales</b>	<b>13,106</b>	<b>15,164</b>	<b>11,348</b>	<b>20,840</b>	<b>29,977</b>	<b>35,563</b>	<b>49,511</b>	<b>55,846</b>	<b>63,375</b>
Change (%)		15.7	-25.2	83.6	43.8	18.6	39.2	12.8	13.5
Raw Materials	3,889	4,604	3,447	5,998	8,986	10,566	15,388	17,139	19,339
<b>Gross Profit</b>	<b>9,217</b>	<b>10,560</b>	<b>7,902</b>	<b>14,842</b>	<b>20,991</b>	<b>24,997</b>	<b>34,122</b>	<b>38,708</b>	<b>44,035</b>
Margin (%)	70.3	69.6	69.6	71.2	70.0	70.3	68.9	69.3	69.5
Operating Expenses	6,428	8,005	5,556	10,082	14,440	18,474	25,700	28,644	32,092
<b>EBITDA</b>	<b>2,789</b>	<b>2,555</b>	<b>2,346</b>	<b>4,760</b>	<b>6,551</b>	<b>6,524</b>	<b>8,422</b>	<b>10,064</b>	<b>11,943</b>
Change (%)		-8.4	-8.2	102.9	37.6	-0.4	29.1	19.5	18.7
Margin (%)	21.3	16.8	20.7	22.8	21.9	18.3	17.0	18.0	18.8
Depreciation	2,276	2,272	2,775	2,249	2,782	3,907	6,332	6,679	7,352
Int. and Fin. Charges	1,356	1,584	1,495	1,270	1,475	1,869	2,648	2,708	3,008
Other Income	131	187	641	161	326	326	370	413	454
<b>Profit before Taxes</b>	<b>-712</b>	<b>-1,115</b>	<b>-1,283</b>	<b>1,402</b>	<b>2,620</b>	<b>1,074</b>	<b>-188</b>	<b>1,089</b>	<b>2,037</b>
Change (%)		56.6	15.0	-209.3	86.8	-59.0	-117.5	-679.1	87.1
Margin (%)	-5.4	-7.4	-11.3	6.7	8.7	3.0	-0.4	1.9	3.2
Total tax	13	18	-11	-320	-206	133	197	218	407
Tax Rate (%)	-1.8	-1.7	0.8	-22.8	-7.9	12.4	-104.7	20.0	20.0
<b>Adjusted PAT</b>	<b>-444</b>	<b>-1,008</b>	<b>-677</b>	<b>1,715</b>	<b>2,770</b>	<b>929</b>	<b>226</b>	<b>1,095</b>	<b>1,854</b>
Change (%)		N/M	N/M	L/P	61.5	-66.5	-75.7	385.4	69.2
Margin (%)	-3.4	-6.6	-6.0	8.2	9.2	2.6	0.5	2.0	2.9
<b>Reported PAT</b>	<b>-445</b>	<b>-790</b>	<b>-735</b>	<b>1,563</b>	<b>2,650</b>	<b>473</b>	<b>-314</b>	<b>871</b>	<b>1,629</b>

### Balance Sheet

	(INRm)								
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Share Capital	1,062	1,062	1,154	1,205	1,205	1,206	1,206	1,206	1,206
Reserves	-1,764	-2,953	-16	5,658	8,499	9,352	9,738	6,020	4,846
<b>Net Worth</b>	<b>-702</b>	<b>-1,891</b>	<b>1,138</b>	<b>6,863</b>	<b>9,703</b>	<b>10,558</b>	<b>10,944</b>	<b>7,227</b>	<b>6,052</b>
Loans	4,002	4,307	4,633	1,325	774	9,102	9,318	9,318	9,318
Lease Liability	12,347	12,882	8,724	11,217	14,875	19,955	22,558	27,509	30,379
Minority Interest	-510	-391	-419	-47	-62	2,928	3,079	3,233	3,394
<b>Capital Employed</b>	<b>15,136</b>	<b>14,906</b>	<b>14,076</b>	<b>19,358</b>	<b>25,290</b>	<b>42,543</b>	<b>45,899</b>	<b>47,286</b>	<b>49,143</b>
Gross Block	7,230	7,707	7,276	9,660	13,838	23,004	30,446	32,799	36,583
Less: Accum. Depn.	9,932	9,542	7,914	11,709	14,278	21,839	23,314	21,225	21,969
<b>Net Fixed Assets</b>	<b>5,204</b>	<b>5,364</b>	<b>6,162</b>	<b>7,649</b>	<b>11,012</b>	<b>20,704</b>	<b>22,584</b>	<b>26,061</b>	<b>27,174</b>
Capital WIP	115	135	143	68	153	110	35	35	35
Goodwill	161	224	644	644	644	4,287	4,581	4,581	4,581
Right to Use Assets	9,947	10,351	6,660	8,911	12,258	16,906	18,799	19,161	19,228
<b>Investments</b>	<b>471</b>	<b>414</b>	<b>456</b>	<b>351</b>	<b>353</b>	<b>268</b>	<b>271</b>	<b>271</b>	<b>271</b>
Non-current	471	414	456	351	353	268	271	271	271
Deferred tax asset (net)	81	75	96	482	963	512	574	563	552
<b>Curr. Assets, L&amp;A</b>	<b>2,096</b>	<b>2,272</b>	<b>2,523</b>	<b>4,519</b>	<b>4,502</b>	<b>6,538</b>	<b>6,541</b>	<b>5,064</b>	<b>6,803</b>
Inventory	549	721	622	855	1,290	1,310	1,482	1,503	1,696
Account Receivables	230	173	169	211	289	527	413	466	529
Cash and Bank Balance	271	160	405	659	851	1,808	1,814	373	1,733
Others	1,046	1,218	1,327	2,795	2,071	2,892	2,832	2,722	2,846
<b>Curr. Liab. and Prov.</b>	<b>2,938</b>	<b>3,929</b>	<b>2,608</b>	<b>3,267</b>	<b>4,595</b>	<b>6,782</b>	<b>7,487</b>	<b>8,450</b>	<b>9,500</b>
Account Payables	1,368	1,632	1,619	1,964	2,419	3,756	4,411	4,913	5,544
Other Liabilities	1,359	2,074	678	991	1,830	1,988	2,193	2,443	2,756
Provisions	211	223	311	313	346	1,038	882	1,093	1,199
<b>Net Current Assets</b>	<b>-842</b>	<b>-1,657</b>	<b>-85</b>	<b>1,252</b>	<b>-93</b>	<b>-244</b>	<b>-946</b>	<b>-3,386</b>	<b>-2,697</b>
<b>Application of Funds</b>	<b>15,136</b>	<b>14,906</b>	<b>14,076</b>	<b>19,358</b>	<b>25,290</b>	<b>42,542</b>	<b>45,899</b>	<b>47,286</b>	<b>49,143</b>

E: MOFSL Estimates



## Financials and valuations

### Ratios

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
<b>Basic (INR)</b>									
<b>EPS</b>	<b>-0.4</b>	<b>-0.9</b>	<b>-0.6</b>	<b>1.4</b>	<b>2.3</b>	<b>0.8</b>	<b>0.2</b>	<b>0.9</b>	<b>1.5</b>
Cash EPS	1.7	1.2	1.8	3.3	4.6	4.0	5.4	6.4	7.6
BV/Share	-0.7	-1.8	1.0	5.7	8.1	8.8	9.1	6.0	5.0
<b>Valuation (x)</b>									
P/E	N/M	N/M	N/M	126.5	78.3	233.6	962.2	198.2	117.1
Cash P/E	104.3	151.2	99.0	54.7	39.1	44.9	33.1	27.9	23.6
EV/Sales	14.8	12.8	18.6	10.4	7.2	6.3	4.5	4.0	3.5
EV/EBITDA	69.7	76.3	90.1	45.6	33.0	34.3	26.6	22.4	18.8
EV/EBITDA Pre Ind AS	200.6	338.8	251.0	72.5	49.8	58.9	45.4	36.4	29.2
P/BV	N/M	N/M	182.5	31.6	22.4	20.6	19.8	30.0	35.9
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
EV	1,94,361	1,94,833	2,11,425	2,17,168	2,16,462	2,24,080	2,24,361	2,25,802	2,24,442
<b>Return Ratios (%)</b>									
RoE		N/M	N/M	42.9	33.4	9.2	2.1	12.1	27.9
RoCE		3.2	1.5	19.6	19.8	7.6	11.4	6.5	8.4
RoIC		2.0	-3.1	19.7	19.3	7.1	10.2	6.0	7.8
<b>Working Capital Ratios</b>									
Debtor (Days)	6	4	5	4	4	5	3	3	3
Asset Turnover (x)	0.9	1.0	0.8	1.1	1.2	0.8	1.1	1.2	1.3
<b>Leverage Ratio</b>									
Debt/Equity (x)	N/M	N/M	11.7	1.8	1.6	2.8	2.9	5.1	6.6

### Cash Flow Statement

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Profit before Tax	-928	-1,196	-641	1,231	2,419	37	131	1,089	2,037
Depreciation	2,505	2,506	2,887	2,249	2,788	3,848	5,699	6,679	7,352
Net interest	1,421	1,688	1,622	1,270	1,475	1,869	2,648	2,708	3,008
Others	-235	-206	-1,874	-303	-79	63	-144	-413	-454
Direct Taxes Paid	-3	-8	5	-103	-478	-267	20	-218	-407
(Incr)/Decr in WC	17	223	397	162	246	375	648	888	542
<b>CF from Operations</b>	<b>2,777</b>	<b>3,007</b>	<b>2,396</b>	<b>4,506</b>	<b>6,370</b>	<b>5,925</b>	<b>9,002</b>	<b>10,734</b>	<b>12,078</b>
Incr in FA	-1,711	-999	-3,673	-3,063	-4,240	-4,619	-4,818	-2,353	-3,784
<b>Free Cash Flow</b>	<b>1,067</b>	<b>2,008</b>	<b>-1,278</b>	<b>1,443</b>	<b>2,130</b>	<b>1,306</b>	<b>4,184</b>	<b>8,381</b>	<b>8,294</b>
Others	66	108	103	-606	890	-9,242	75	-3,972	-352
<b>CF from Invest.</b>	<b>-1,645</b>	<b>-892</b>	<b>-3,570</b>	<b>-3,669</b>	<b>-3,350</b>	<b>-13,861</b>	<b>-4,743</b>	<b>-6,325</b>	<b>-4,137</b>
Incr in Debt	-967	-1,791	-1,564	-4,776	-2,822	5,625	-3,722	277	302
Net interest Paid	-338	-435	-492	-147	-27	3,247	-545	-6,126	-6,883
<b>CF from Fin. Activity</b>	<b>-1,305</b>	<b>-2,226</b>	<b>1,420</b>	<b>-584</b>	<b>-2,827</b>	<b>8,893</b>	<b>-4,254</b>	<b>-5,849</b>	<b>-6,581</b>
<b>Incr/Decr of Cash</b>	<b>-172</b>	<b>-111</b>	<b>245</b>	<b>253</b>	<b>193</b>	<b>957</b>	<b>5</b>	<b>-1,441</b>	<b>1,360</b>
Add: Opening Balance	443	271	160	405	659	851	1,808	1,814	373
<b>Closing Balance</b>	<b>271</b>	<b>160</b>	<b>405</b>	<b>659</b>	<b>851</b>	<b>1,808</b>	<b>1,814</b>	<b>373</b>	<b>1,733</b>

E: MOFSL Estimates

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UNDER REVIEW	Rating may undergo a change
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