31 July 2025

1QFY26 Results Update | Sector: Retail

Restaurant Brands Asia

Estimate change	⟷
TP change	⟷
Rating change	⟷

Bloomberg	RBA IN
Equity Shares (m)	582
M.Cap.(INRb)/(USDb)	47.4 / 0.5
52-Week Range (INR)	117 / 59
1, 6, 12 Rel. Per (%)	2/7/-24
12M Avg Val (INR M)	196

Financials & Valuations (INR b)

Y/E March (INR b)	FY26E	FY27E	FY28E
Sales	29.1	33.9	39.0
Sales growth (%)	14.0	16.6	15.0
EBITDA	3.9	5.6	7.0
Margins (%)	13.4	16.4	18.1
Adj. PAT	-1.1	-0.2	0.4
Adj. EPS (INR)	-1.9	-0.4	0.7
EPS Growth (%)	N/M	N/M	L/P
BV/Sh.(INR)	13.4	13.1	13.8
Ratios			
RoE (%)	-13.4	-2.7	5.3
RoCE (%)	1.8	5.7	8.3
Valuations			
P/E (x)	N/M	N/M	117.2
P/BV (x)	6.2	6.4	6.0
EV/EBITDA (x)	12.0	8.3	6.3
pre Ind-AS EV/EBITDA (x)	49.1	19.9	13.4
EV/Sales (x)	1.6	1.4	1.1

Shareholding pattern (%)

As On	Jun-25	Mar-25	Jun-24
Promoter	11.3	11.3	15.3
DII	40.0	40.5	28.4
FII	20.5	20.4	18.8
Others	28.2	27.9	37.5

FII Includes depository receipts

CMP: INR81 TP: INR135 (+66%) Buy

Exciting India print; Indonesia's progress awaits

- Restaurant Brands Asia (RBA) posted India revenue growth of 13% YoY (in-line), led by a 14% YoY rise in store additions. The same-store sales rose 2.6%, led by healthy traction across both the channels and value offerings. RBA's outperformance has continued at a time when peers have been struggling during the last 6-8 quarters. RBA plans to launch new limited-time offers every quarter to drive customer engagement and strengthen its premium offerings.
- In 1QFY26, India GM remained flat both YoY and QoQ at 67.7% (est. 68%). The RM inflation has been offset through supply chain efficiencies. We model ~68-68.5% GM for FY26 and FY27. RBA aspires to achieve a 70% GM level by FY29. India ROM (pre–Ind AS) increased 23% YoY to INR536m. Margins expanded 80bp YoY to 9.7%. EBITDA (Pre-Ind-AS) rose 29% YoY to INR225m. Margins expanded 50bp YoY to 4.1%. RBA plans to continue enhancing delivery profitability by optimizing pricing, improvising its menu, and cutting fixed costs such as utilities.
- Indonesia's revenue dipped 7% YoY, hit by geopolitical crises and store closures (4 BK store closures in 1QFY26). Indonesia BK ADS grew 2% YoY. Indonesia ROM (pre-IND AS) was INR2mn in 1QFY26 vs. a loss of INR27m in 4QFY25 and a profit of INR25m in 1QFY25. In Indonesia, the company has no store expansion plans for either Burger King or Popeyes.
- Consolidated revenue was up 8% YoY to INR6.97b led by a healthy India business, while the Indonesia business continued to be a laggard. Consol. reported EBITDA (post-IND-AS) rose 15% YoY to INR755m and the margin improved 60bp YoY to 10.8%. High operating costs and interest expenses led to a consolidated loss of INR454m.
- With its focus on improving store unit economics in India and sustaining store rollouts, the India story appears very promising. The company has outperformed other dine-in peers on all fronts in FY25, and we expect this trend to continue in FY26 as well. Indonesia is seeing early green shoots, and we need to monitor the trend in the near term to see the recovery. The company is taking several initiatives to control costs in Indonesia to cut down the losses. **We reiterate our BUY rating with a TP of INR135. We value India at 30x Jun'27E EV/EBITDA (pre-IND-AS) and Indonesia EV at INR5b (based on ~0.75x EV/sales FY27E).**

India delivers ~3% SSSG; Indonesia continues to see store rationalization

India business

- **India SSSG up 2.6%** - The India business revenue rose 13% YoY to INR5.5b (est. INR5.5b), led by 14% YoY store addition. Same-store sales growth was 2.6% (est. 2.5%), led by consistent growth across dine-in & delivery channels. The India business ADS rose 1% YoY to INR120k. The company added six stores in 1QFY26 in India, taking the total store count to 519 stores. The BK Café store count reached 482 stores (93% of total BK stores).

Naveen Trivedi – Research Analyst (Naveen.Trivedi@motilaloswal.com

Research Analyst: Amey Tiwari (Amey.Tiwari@motilaloswal.com) | **Tanu Jindal** (Tanu.Jindal@MotilalOswal.com)

- **Margin expansion** – India GP was up 13% YoY to INR3.7b (est. INR3.7b), and the margin remained flat YoY and QoQ at 67.7%, backed by supply chain efficiencies. India ROM (pre-Ind-AS) increased 23% YoY to INR536m. The margin expanded 80bp YoY to 9.7% (est. 10.3%). EBITDA (Pre-Ind-AS) rose 29% YoY to INR225m; the margin expanded 50bp YoY to 4.1%. EBITDA (Post-Ind-AS) up 21% YoY to INR745m (est. INR772m) and the margin expanded 90bp YoY to 13.5% (est. 14.0%).
- Higher operating costs and interest led to a loss in the India business to INR116m in 1QFY26 (est. loss of INR 174m).

Indonesia business continues to see store rationalization

- Indonesia revenue declined by 7% YoY to INR1,454m due to store rationalization (6% YoY dip in BK store count) and geopolitical headwinds.
  - BK's ADS was up 2% YoY at IDR19.7m
  - The company closed four BK stores during the quarter (139 BK stores/25 Indonesia Popeyes stores).
- Indonesia GP declined 3% YoY to INR825m with gross margin expanding 210bp YoY to 56.7% (56.5% in 4QFY25).
- **EBITDA (post IND AS) was INR10m in 1QFY26 vs. a loss of INR5m in 4QFY25 and a profit of INR33m in 1QFY25.**
- **Indonesia ROM (pre-IND AS) was INR2m in 1QFY26 vs. a loss of INR27m in 4QFY25 and a profit of INR25m in 1QFY25.**
- **There was an operating loss (Pre-Ind-AS) of INR106m vs. a loss of INR89m in 1QFY25.**

Consolidated business

- Consol revenue increased 8% YoY to INR6.97b led by healthy India business performance, while Indonesia business continued to be a laggard.
- Consol GP was up 9% YoY to INR4.6b, and margin expanded 90bp YoY and 10bp QoQ to 65.4%.
- Consol reported EBITDA (post-IND-AS) rose 15% YoY to INR755m and margins improved 60bp YoY to 10.8%.
- High operating costs and interest costs led to a consolidated loss of INR454m.

Key takeaways from the management commentary

- In 2Q, RBA expects a vegetarian-skewed demand given Hindu festivities such as Shravan, Shradh, and Navratri, which they see positively as vegetarian offerings have higher margins.
- RBA plans on launching a new limited-time offer every quarter to drive customer engagement and strengthen its premium offering, as the Korean burgers are selling at INR200, and they continue to perform really well.
- BK plans to open 60-80 new restaurants every year and plans to have 800 restaurants by FY29, up from the current 519 restaurants.
- The company aspires to achieve a 70% gross margin level by FY29; the current GM stands at 67.7%.
- In Indonesia, the company has no plans for store expansion for either Burger King or Popeyes, instead prioritizing profitability by strengthening its dine-in business and optimizing the store portfolio.

Valuation and view

- RBA's store addition during the quarter remained slow; however, it plans to open 60-80 new restaurants every year in India and plans to have 800 restaurants by FY29 (519 stores by 1QFY26), leading to strong store-led growth. BK Café and cost efficiencies are likely to be key growth and margin drivers over the medium term. EBITDA margin should also improve with the improvement in dine-in traffic, better traction/penetration of BK Café, and other cost-saving initiatives.
- As more and more stores mature, improving the contribution of new stores in the network would also support the margin recovery. The Indonesian business should also witness a healthy revenue growth and margin expansion in the medium term, as the company has rationalized its portfolio by closing the non-performing stores.
- **We reiterate BUY with a TP of INR135. We value India at 30x Jun'27E EV/EBITDA (pre IND AS) and Indonesia EV at INR5bn (~0.75x EV/sales FY27E).**

Quarterly Standalone Performance (INR m)

Y/E March	FY25				FY26E				FY25	FY26E	FY26	Var.
	1Q	2Q	3Q	4Q	1Q	2QE	3QE	4QE			1QE	(%)
SSSG (%)	**3.1%**	**-3.0%**	**-0.5%**	**5.1%**	**2.6%**	**3.5%**	**5.0%**	**5.7%**	**1.1%**	**4.2%**	**2.5%**	
No. of stores	**456**	**464**	**510**	**513**	**519**	**534**	**557**	**573**	**513**	**573**	**519**	
Net Sales	**4,905**	**4,921**	**4,954**	**4,898**	**5,523**	**5,725**	**5,749**	**5,988**	**19,678**	**22,985**	**5,502**	**0.4**
YoY change (%)	16.2	8.5	11.2	11.6	12.6	16.3	16.1	22.3	11.8	16.8	12.2	
Gross Profit	**3,318**	**3,322**	**3,361**	**3,322**	**3,739**	**3,876**	**3,909**	**4,106**	**13,322**	**15,630**	**3,741**	**-0.1**
Margin (%)	67.6	67.5	67.8	67.8	67.7	67.7	68.0	68.6	67.7	68.0	68.0	
EBITDA	**618**	**700**	**789**	**777**	**745**	**856**	**956**	**979**	**2,890**	**3,536**	**772**	**-3.4**
EBITDA growth %	27.5	10.3	11.5	41.1	20.6	22.4	21.2	25.9	784.1	292.2	24.9	
Margin (%)	12.6	14.2	15.9	15.9	13.5	15.0	16.6	16.3	14.7	15.4	14.0	
Depreciation	633	611	632	670	663	689	710	736	2,546	2,797	680	
Interest	319	326	364	403	410	400	400	375	1,411	1,584	350	
Other Income	64	71	21	42	212	150	120	110	192	592	85	
PBT	**-269**	**-166**	**-186**	**-254**	**-116**	**-83**	**-34**	**-21**	**-876**	**-253**	**-174**	
Tax	0	0	0	0	0	0	0	0	0	0	0	
Rate (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Adjusted PAT	**-269**	**-166**	**-186**	**-254**	**-116**	**-83**	**-34**	**-21**	**-876**	**-253**	**-174**	
YoY change (%)	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	

E: MOFSL Estimates

Quarterly Consolidated Performance (INR m)

Y/E March	FY25				FY26E				FY25	FY26E	FY26	Var.
	1Q	2Q	3Q	4Q	1Q	2QE	3QE	4QE			1QE	(%)
No. of stores	**630**	**638**	**682**	**681**	**683**	**699**	**723**	**746**	**681**	**746**	**688**	
Net Sales	**6,467**	**6,324**	**6,391**	**6,325**	**6,977**	**7,254**	**7,301**	**7,553**	**25,508**	**29,085**	**7,033**	**-0.8**
YoY change (%)	5.9	1.2	5.8	5.9	7.9	14.7	14.2	19.4	4.7	14.0	8.7	
Gross Profit	**4,171**	**4,104**	**4,191**	**4,129**	**4,564**	**4,740**	**4,810**	**4,994**	**16,595**	**19,107**	**4,606**	-0.9
Margin (%)	64.5	64.9	65.6	65.3	65.4	65.3	65.9	66.1	65.1	65.7	65.5	
Other expenses	3,513	3,492	3,465	3,357	3,809	3,825	3,716	3,855	13,858	15,204	3,791	
EBITDA	**658**	**612**	**727**	**772**	**755**	**915**	**1,094**	**1,139**	**2,737**	**3,902**	**815**	**-7.5**
EBITDA growth %	36.3	0.0	2.8	-11.4	14.7	49.4	50.5	47.5	2.9	42.6	23.9	
Margin (%)	10.2	9.7	11.4	12.2	10.8	12.6	15.0	15.1	10.7	13.4	11.6	
Depreciation	916	907	934	958	934	1,009	1,035	1,042	3,715	4,020	1,010	
Interest	374	380	397	457	468	420	420	293	1,609	1,601	375	
Other Income	145	21	57	38	193	150	120	110	259	592	85	
PBT	**-488**	**-655**	**-547**	**-604**	**-454**	**-364**	**-241**	**-86**	**-2,328**	**-1,126**	**-485**	
Tax	0	0	0	0	0	0	0	0	0	0	0	
Rate (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Adjusted PAT	**-488**	**-655**	**-547**	**-604**	**-454**	**-364**	**-241**	**-86**	**-2,328**	**-1,126**	**-485**	
YoY change (%)	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	

E: MOFSL Estimates

Key Performance Indicators

Particulars (INR m)	1QFY25	2QFY25	3QFY25	4QFY25	1QFY26
India Business					
No. of stores	456	464	510	513	519
Net store addition	1	8	46	3	6
SSSG (%)	3.1%	-3.0%	-0.5%	5.1%	2.6%
Net sales (INR m)	4,905	4,921	4,954	4,898	5,523
YoY growth (%)	16%	9%	11%	12%	13%
ADS (INR '000)	119.0	118.0	114.0	108.0	120.0
Gross Profits (INRm)	3,318	3,322	3,361	3,322	3,739
Gross Margins (%)	67.6%	67.5%	67.8%	67.8%	67.7%
Restaurant EBITDA (Pre -Ind AS)	435	521	596	516	536
Restaurant EBITDA Margin (%)	8.9%	10.6%	12.0%	10.5%	9.7%
EBITDA (Pre -Ind AS)	175	244	309	266	225
EBITDA Margin (%)	3.6%	5.0%	6.2%	5.4%	4.1%
EBITDA (Post -Ind AS)	618	700	789	777	745
EBITDA Margin (%)	12.6%	14.2%	15.9%	15.9%	13.5%
PBT (INR m)	-269.5	-165.8	-186.3	-254.2	-115.7
PBT margin (%)	-5.5%	-3.4%	-3.8%	-5.2%	-2.1%
PAT (INR m)	-269.5	-165.8	-186.3	-254.2	-115.7
PAT margin (%)	-5.5%	-3.4%	-3.8%	-5.2%	-2.1%
Indonesia					
Stores	174	174	172	168	164
Net store addition	-1	0	-2	-4	-4
Net sales (INR m)	1,562	1,403	1,437	1,428	1,454
YoY growth (%)	-17%	-18%	-10%	-10%	-7%
Gross Profits (INR m)	853	783	830	807	825
Gross Margins (%)	54.6%	55.8%	57.8%	56.5%	56.7%
Restaurant EBITDA (Pre -Ind AS)	25	-67	-70	-27	2
Restaurant EBITDA Margin (%)	1.6%	-4.8%	-4.9%	-1.9%	0.1%
Company EBITDA (Pre -Ind AS)	-89	-206	-175	-120	-106
Company EBITDA Margin (%)	-5.7%	-14.7%	-12.2%	-8.4%	-7.3%
PBT (INR m)	-218	-489	-361	-350	-339
PBT margin (%)	-14.0%	-34.8%	-25.1%	-24.5%	-23.3%
PAT (INR m)	-218	-489	-361	-350	-339
PAT margin (%)	-14.0%	-34.8%	-25.1%	-24.5%	-23.3%
Consolidated Business					
No. of stores	630	638	682	681	683
Net store addition	-	8	44	(1)	2
Net sales (INR m)	6,467	6,324	6,391	6,325	6,977
YoY growth (%)	6%	1%	6%	6%	8%
Gross Profits (INRm)	4,171	4,104	4,191	4,129	4,564
Gross Margins (%)	64.5%	64.9%	65.6%	65.3%	65.4%
Restaurant EBITDA (Pre -Ind AS)	460	454	526	489	538
Restaurant EBITDA Margin (%)	7.1%	7.2%	8.2%	7.7%	7.7%
EBITDA (Pre -Ind AS)	87	38	133	146	119
EBITDA Margin (%)	1.3%	0.6%	2.1%	2.3%	1.7%
EBITDA (Post -Ind AS)	658	612	727	772	755
EBITDA Margin (%)	10.2%	9.7%	11.4%	12.2%	10.8%
PBT (INR m)	-488	-655	-547	-604	-454
PBT margin (%)	-7.5%	-10.3%	-8.6%	-9.6%	-6.5%
PAT (INR m)	-488	-655	-547	-604	-454
PAT margin (%)	-7.5%	-10.3%	-8.6%	-9.6%	-6.5%

CONFERENCE CALL

Key takeaways from the management commentary

Business environment

- In 1QFY26, the India business achieved ADS of INR120,000 backed by 2.6% SSSG, which was led by both dine-in traffic growth and the delivery channel.
- Delivery channel revenue grew 11.5% while profits have gone up by 1% as the company remains focused on driving traffic into its restaurants and continuing to focus on both delivery and restaurant-level profitability.
- In 2Q, RBA expects a vegetarian-skewed demand given Hindu festivities like Shravan, Shradh, and Navratri, which they see positively as vegetarian offerings have higher margins.
- The company continues to focus on value offers to bring more people into restaurants.
- The 2.4X promotion (2 for 79 and 2 for 99) has been running for over a year, building on the success of the INR 99 crispy veg meal from last year, and continues to drive traffic.
- With 482 Café restaurants in India, BK Café is now present in 93% of restaurants, up from 352 stores in 1QFY25.
- BK Café is gaining traction through menu expansion, product trials, and social media engagement.
- RBA plans on launching a new limited-time offer every quarter to drive customer engagement and strengthen its premium offering, as the Korean burgers are selling at INR200, and they continue to perform really well.
- The company is scaling up its new initiative called King's Journey. Significant investments in digital sales channels have resulted in 90% of dine-in orders at certain locations being placed through digital platforms, including Self-Ordering Kiosks (SOKs) and the BK App.
- Crazy App Deals are exclusive dining deals available only on the Burger King app, aimed at driving loyalty and frequency.
- 63 net new restaurants were added over the last year, with 6 added during the quarter.
- BK plans to open 60-80 new restaurants every year and plans to have 800 restaurants by FY29 from the current 519 restaurants.
- They aspire to achieve a 70% gross margin level by FY29; current GM stands at 67.7%

Indonesia business

- The Indonesian revenue declined by 7% YoY due to store rationalization and geopolitical headwinds.
- The company closed 4 BK stores during the quarter, while Popeyes stores remain unchanged at 25 stores.
- The company is also investing in marketing campaigns to enhance brand awareness and drive customer engagement.
- In Indonesia, the company has no plans for store expansion for both Burger King and Popeyes, instead prioritizing profitability by strengthening its dine-in business and optimizing the store portfolio.
- The Burger King business in Indonesia is witnessing strong momentum.

Cost and margins

- RBA remains focused on driving efficiencies across its P&L through initiatives aimed at reducing utilities, rentals, and other fixed costs.
- New rent deals are way below what was signed six to eight years ago, and this will continue to lower the overall rent ratio as more such properties come online.
- Many IT contracts have been renegotiated, and technology consumption has been rearranged, contributing to profitability.
- To strengthen profitability, the company plans to enhance delivery margins by optimizing pricing, refining the menu mix, and streamlining operational expenses.
- RBA continues to maintain profitability through disciplined cost management and operational efficiencies, ensuring sustainable financial performance.
- RM inflation is offset through supply chain efficiencies. The management expects gross margins to reach ~70% by FY29.

Product Innovation

- In India, the company launched the Korean Spicy Fest to ride the "Hallyu Wave". Also relaunched King's Collection with Premium Brioche Buns with 2 new patties.
- Launched new Whopper Deluxe: Crunchy Paneer, Molten Cheese, Crunchy Chicken starting from INR139 to INR199.
- BK Fusion made with Kit Kat as the first partnership, with plans to introduce more such brand tie-ups in the future.
- Café at 99 Promo during the summer/holiday season to generate trials for BK Café.

Valuation and view

- RBA's store addition during the quarter remained slow; however, it plans to open 60-80 new restaurants every year in India and plans to have 800 restaurants by FY29 (519 stores by 1QFY26), leading to strong store-led growth. BK Café and cost efficiencies are likely to be key growth and margin drivers over the medium term. EBITDA margin should also improve with the improvement in dine-in traffic, better traction/penetration of BK Café, and other cost-saving initiatives.
- As more and more stores mature, improving the contribution of new stores in the network would also support the margin recovery. The Indonesian business should also witness a healthy revenue growth and margin expansion in the medium term, as the company has rationalized its portfolio by closing the non-performing stores.
- **We reiterate BUY with a TP of INR135. We value India at 30x Jun'27E EV/EBITDA (pre IND AS) and Indonesia EV at INR5bn (~0.75x EV/sales FY27E).**

Exhibit 1: We trim our EBITDA estimates for FY26 and FY27

	New		Old		Change (%)	
(INR b)	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E
Net Sales	29,085	33,910	29,466	34,358	-1%	-1%
EBITDA	3,902	5,574	4,079	5,723	-4%	-3%
Adjusted PAT	-1,126	-210	-1,378	-244	NA	NA

Financials and valuations

Income Statement - Consolidated (INR m)

Y/E March	2021	2022	2023	2024	2025	2026E	2027E	2028E
Net Sales	**10,040**	**14,903**	**20,543**	**24,371**	**25,508**	**29,085**	**33,910**	**39,000**
Change (%)	19.3	48.4	37.8	18.6	4.7	14.0	16.6	15.0
Material Consumed	3,968	5,497	7,357	8,720	8,912	9,978	11,417	12,857
Gross Profit	**6,072**	**9,406**	**13,186**	**15,651**	**16,595**	**19,107**	**22,493**	**26,143**
Gross Margin %	60.5	63.1	64.2	64.2	65.1	65.7	66.3	67.0
Operating expenses	5,822	8,439	12,071	12,990	13,858	15,204	16,919	19,094
EBITDA	**250**	**967**	**1,114**	**2,661**	**2,737**	**3,902**	**5,574**	**7,049**
Change (%)	-76.0	287.5	15.3	138.8	2.9	42.6	42.8	26.5
Margin (%)	2.5	6.5	5.4	10.9	10.7	13.4	16.4	18.1
Depreciation	2,289	2,336	2,840	3,561	3,715	4,020	4,510	5,022
Int. and Fin. Ch.	1,044	954	1,052	1,412	1,609	1,601	1,674	1,865
Other Non-recurring Inc.	341	224	360	185	259	592	400	250
PBT	**-2,744**	**-2,098**	**-2,418**	**-2,128**	**-2,328**	**-1,126**	**-210**	**412**
Change (%)	N/M	N/M	N/M	N/M	N/M	N/M	N/M	L/P
Margin (%)	-27.3	-14.1	-11.8	-8.7	-9.1	-3.9	-0.6	1.1
Tax	0	0	0	0	0	0	0	0
Tax Rate (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adjusted PAT	**-2,744**	**-2,098**	**-2,418**	**-2,128**	**-2,328**	**-1,126**	**-210**	**412**
Change (%)	N/M	N/M	N/M	N/M	N/M	N/M	N/M	L/P
Margin (%)	-27.3	-14.1	-11.8	-8.7	-9.1	-3.9	-0.6	1.1
Non-rec. (Exp)/Inc.	-77	-252	0	0	0	0	0	0
Reported PAT	**-2,821**	**-2,350**	**-2,418**	**-2,128**	**-2,328**	**-1,126**	**-210**	**412**

Balance Sheet - Consolidated (INR m)

Y/E March	2021	2022	2023	2024	2025	2026E	2027E	2028E
Share Capital	3,830	4,927	4,946	4,964	5,821	5,821	5,821	5,821
Reserves	-2,981	5,478	3,309	1,302	3,265	2,139	1,928	2,341
Minority Interest	252	277	207	22	-144	-144	-144	-144
Net Worth	**1,101**	**10,682**	**8,462**	**6,288**	**8,942**	**7,815**	**7,605**	**8,017**
Loans	2,444	1,419	1,648	1,702	2,956	1,206	1,006	806
Lease Liabilities	6,569	7,449	10,027	12,596	15,363	16,263	17,854	19,882
Capital Employed	**10,114**	**19,551**	**20,137**	**20,586**	**27,260**	**25,284**	**26,465**	**28,705**
Gross Block	12,232	13,947	17,189	20,204	22,374	24,504	26,975	30,091
Less: Accum. Depn.	4,383	5,563	7,024	8,418	10,345	12,341	14,635	17,195
Net Fixed Assets	**7,849**	**8,384**	**10,165**	**11,786**	**12,029**	**12,163**	**12,340**	**12,897**
ROU Asset	6,057	6,751	9,397	11,598	14,004	13,984	13,958	14,286
Capital WIP	475	181	322	308	339	339	339	339
Investments	1,243	4,023	1,469	830	235	135	235	335
Deferred tax assets	0	0	0	0	0	0	0	0
Curr. Assets, L&A	**4,010**	**4,483**	**3,580**	**2,565**	**8,019**	**5,260**	**6,647**	**8,828**
Inventory	196	228	315	347	436	478	743	962
Account Receivables	86	134	169	254	336	319	465	641
Cash and Bank Balance	2,777	2,772	1,552	335	5,365	2,427	3,066	4,300
Others	951	1,349	1,544	1,629	1,882	2,036	2,374	2,925
Curr. Liab. and Prov.	**9,520**	**4,271**	**4,795**	**6,501**	**7,366**	**6,598**	**7,055**	**7,980**
Other Current Liabilities	6,538	1,187	1,508	2,880	2,866	2,618	2,543	2,925
Creditors	2,456	2,587	2,675	2,850	3,792	3,187	3,623	4,060
Provisions	527	497	612	771	708	793	889	995
Net Curr. Assets	**-5,510**	**213**	**-1,215**	**-3,936**	**652**	**-1,338**	**-408**	**848**
Appl. of Funds	**10,114**	**19,551**	**20,137**	**20,586**	**27,260**	**25,284**	**26,465**	**28,705**

E: MOFSL Estimates

Financials and valuations

Ratios - Consolidated

Y/E March	2021	2022	2023	2024	2025	2026E	2027E	2028E
Basic (INR)								
EPS	**-7.2**	**-4.3**	**-4.9**	**-4.3**	**-4.0**	**-1.9**	**-0.4**	**0.7**
BV/Share	2.9	21.7	17.1	12.7	15.4	13.4	13.1	13.8
DPS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Payout %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Valuation (x)								
P/E	N/M	N/M	N/M	N/M	N/M	N/M	N/M	117.2
EV/Sales	3.0	2.4	1.9	1.7	1.8	1.6	1.4	1.1
EV/EBITDA	121.1	36.7	35.6	15.7	16.7	12.0	8.3	6.3
EV/EBITDA (Pre-Ind As)	-48.8	-85.4	-66.7	204.6	123.4	49.1	19.9	13.4
P/BV	28.9	3.8	4.9	6.6	5.4	6.2	6.4	6.0
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Return Ratios (%)								
RoE	-142.3	-35.6	-25.3	-28.9	-30.6	-13.4	-2.7	5.3
RoCE	-16.3	-7.7	-6.9	-3.5	-3.0	1.8	5.7	8.3
RoIC	-26.5	-15.0	-11.8	-5.0	-4.8	-0.5	4.7	8.7
Working Capital Ratios								
Debtor (Days)	3	3	3	4	5	4	5	6
Inventory (Days)	7	6	6	5	6	6	8	9
Creditor (Days)	89	63	48	43	54	40	39	38
Asset Turnover (x)	1.0	0.8	1.0	1.2	0.9	1.2	1.3	1.4
Leverage Ratio								
Debt/Equity (x)	8.2	0.8	1.4	2.3	2.0	2.2	2.5	2.6

Cash Flow Statement - Consolidated **(INR m)**

Y/E March	2021	2022	2023	2024	2025	2026E	2027E	2028E
OP/(loss) before Tax	-2,821	-2,352	-2,418	-2,367	-2,328	-1,126	-210	412
Int./Div. Received	-530	32	-212	233	-191	-592	-400	-250
Depreciation & Amort.	2,367	2,364	2,867	3,495	3,715	4,020	4,510	5,022
Interest Paid	-1,003	-864	-983	-1,398	-1,609	-1,601	-1,674	-1,865
Direct Taxes Paid	22	54	36	6	-104	0	0	0
Inc/(Dec) in WC	-484	162	-59	-708	-596	947	292	21
CF from Operations	**480**	**692**	**1,243**	**3,461**	**3,504**	**2,956**	**5,282**	**7,028**
Inc/(Dec) in FA	-678	-1,379	-3,313	-2,743	-2,656	-2,130	-2,471	-3,116
Free Cash Flow	**-198**	**-687**	**-2,070**	**718**	**848**	**826**	**2,811**	**3,912**
Others	169	-5,805	831	-194	-291	592	400	250
Pur of Investments	-1,042	-2,723	2,665	711	623	100	-100	-100
CF from Invest.	**-1,551**	**-9,907**	**183**	**-2,226**	**-2,324**	**-1,438**	**-2,171**	**-2,966**
Issue of Shares	5,622	13,585	0	0	5,000	0	0	0
Incr in Debt	-985	-1,116	169	-1,506	1,254	-1,750	-200	-200
Dividend Paid	0	0	0	0	0	0	0	0
Others	-1,070	-1,346	-1,870	-1,005	-2,405	-2,705	-2,272	-2,627
CF from Fin. Activity	**3,568**	**11,123**	**-1,702**	**-2,511**	**3,849**	**-4,455**	**-2,472**	**-2,827**
Incr/Decr of Cash	**2,497**	**1,908**	**-276**	**-1,275**	**5,030**	**-2,937**	**639**	**1,234**
Add: Opening Balance	280	865	1,828	1,610	335	5,365	2,427	3,066
Closing Balance	**2,777**	**2,772**	**1,552**	**335**	**5,365**	**2,427**	**3,066**	**4,300**

E: MOFSL Estimates

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BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
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Nainesh Rajani
Email: nainesh.rajani@motilaloswal.com
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Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com

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