12 May 2026

Company Update | Sector: Financials

PB Fintech

BSE Sensex	S&P CNX
76,015	23,816

Bloomberg	POLICYBZ IN
Equity Shares (m)	463
M.Cap.(INRb)/(USDb)	760 / 8
52-Week Range (INR)	1978 / 1334
1, 6, 12 Rel. Per (%)	10/-1/2
12M Avg Val (INR M)	2970

Financials & Valuations (INR b)

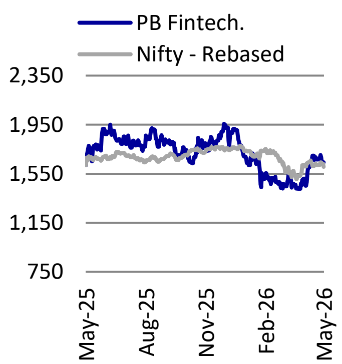
Y/E March	2026	2027E	2028E
Revenue	67.9	87.5	111.2
YoY growth %	36.5	28.9	27.0
Opex	62.8	78.0	95.9
Adj EBITDA	5.1	9.5	15.3
PAT	6.7	9.8	13.2
YoY growth %	89.8	45.8	34.8
EPS (INR)	14.6	21.1	28.5
BVPS (INR)	158	179	208
Ratios (%)			
EBITDA Margin	7.5	10.9	13.7
PAT Margin	9.9	11.2	11.8
RoE	9.7	12.5	14.7
Valuations			
P/E (x)	112.6	77.8	57.7
P/B (x)	10.4	9.2	7.9
EV/ EBITDA (x)	138	74	46

Shareholding Pattern (%)

As On	Mar-26	Dec-25	Mar-25
Promoter	0.0	0.0	0.0
DII	36.7	29.5	23.0
FII	40.1	40.9	46.2
Others	23.2	29.6	30.8

FII includes depository receipts

Stock's performance (one-year)



CMP: INR1,643 TP: INR1,870 (+14%) Neutral

Gaining strength across segments

- **We attended PB Fintech's Analyst Day, where the top management provided insights into its strengths and future initiatives across key segments that it operates in. The broader story remains intact that the company will continue to gain market share across its key verticals. PB is well placed to achieve its guidance of INR10b of PAT in FY27 and INR1t of premium over the medium term.**
- **Over FY26-28, we expect PB to post a strong CAGR of 28%/40% in revenue/PAT. However, the potential risk of commission caps on take rates remains the key monitorable. We reiterate our Neutral stance with a TP of INR1,870 (based on DCF valuation), implying 53x FY28E EV/EBITDA.**

PB Fintech: Building India's largest retail insurance distribution and services ecosystem

- PB Fintech has steadily evolved from being a digital insurance comparison platform into a much broader retail insurance ecosystem spanning customer acquisition, underwriting support, claims servicing, healthcare engagement, renewal monetization and financial planning.
- PB continues to strengthen its positioning across life, health and motor insurance, while its earnings profile is gradually shifting from upfront acquisition-led growth toward renewals, customer retention and better portfolio quality.
- Strategy now appears increasingly centered around owning the customer relationship across the insurance lifecycle rather than simply generating leads for insurers. This is visible through investments in assisted distribution, claims support, healthcare ecosystems, AI-led customer engagement, co-created products and servicing infrastructure.
- Management remains confident of achieving its FY27 PAT target of INR10b. Importantly, the business is now being supported by structural drivers such as renewal revenue, stronger persistency, lower churn, cross-selling opportunities and improved portfolio quality, rather than relying only on fresh customer acquisition.
- PB is also using AI more as a growth enabler than purely as a cost optimization tool. The platform currently handles ~100m monthly customer interactions, while advisors reportedly make ~250 calls per day. AI is being deployed across verification calling, underwriting assistance, personalization, claims support and conversion optimization. Management's view is that the long-term winners in insurance AI are likely to be companies that can improve customer engagement and scale conversions rather than only reduce costs.
- Another important change has been PB's increasing focus on assisted and physical distribution despite being a digital-first platform. The company now has ~450k PB Partners, of which ~125k are active. Physical presence is helping improve conversion rates, ticket sizes, customer trust and persistency, particularly in savings and health products.

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- Renewals are now emerging as one of the most important profitability drivers for the company. PB generated INR9.4b in renewal revenue in FY26 with margins of nearly 80%, creating a rapidly compounding annuity stream. Renewal revenue has reportedly grown ~15x since FY19, supported by improving persistency and long-duration customer cohorts.

Life Insurance: PB is emerging as one of India's largest retail protection platforms

- PB's life insurance business has become one of the strongest growth engines within the Indian retail insurance ecosystem. The company is now among the top five players in term insurance distribution and has grown its term insurance business at ~32% CAGR over the last few years. Market share in term insurance has increased from ~18% in FY22 to ~27% in FY26, reflecting significant market share gains.
- The scale achieved in retail protection has now become meaningful. PB has emerged as the second-largest player in retail sum assured with total retail sum assured of INR6.2t. This is important because growth in sum assured is often a better indicator of actual protection penetration than premium growth alone.
- Business quality metrics also appear materially better than industry averages. Complaints per 10k policies reportedly stand at ~8.5 vs. industry averages of nearly ~40. Similarly, while first-year persistency is higher by ~4% for PB, the gap widens to nearly 12% on a five-year cohort basis. These trends indicate stronger underwriting quality, better disclosures and improved customer suitability.
- PB has also built a meaningful operational layer around underwriting and fraud control. The company has an operations and underwriting verification team of nearly 200-250 employees focused on proposal checks, disclosure verification and fraud prevention. This process has led PB to recommend the cancellation of nearly 3.2-3.6% of premium proposals, representing roughly INR96b of sum assured. Management highlighted that disclosure quality issues tend to be higher in Tier 2 and Tier 3 cities, where PB's assisted distribution model is helping improve underwriting integrity.
- Product innovation is emerging as another important growth driver. PB has introduced "living benefit" style term products, incorporating zero-cost exit options, premium holidays and waiver-of-premium features. These products are positioned as more efficient alternatives to traditional return-of-premium products, which are significantly more expensive. Management indicated that nearly 65-70% of customers are opting for these enhanced features, suggesting increasing customer preference toward flexibility and customization.
- The self-employed customer segment is also emerging as a large opportunity. Since nearly 75-80% of India's workforce is self-employed and often lacks formal income documentation, PB has started using bureau-led financial underwriting models to improve issuance rates. While pricing for such customers is ~15-20% higher than salaried segments, issuance rates have improved materially from ~30-35% earlier to ~60-65% currently.
- PB is also targeting underpenetrated customer segments such as homemakers and women through dedicated protection products. In addition, the NRI protection segment is scaling up rapidly and is currently among the fastest-growing parts of the life insurance business. The company has launched

operations in GIFT City and indicated that ~60-65% of NRI business has already shifted toward dollar-denominated products. Video medical infrastructure now enables issuance of policies with sum assured up to INR50m remotely.

- The savings business is also becoming increasingly meaningful. PB's savings segment has reportedly grown at ~52% CAGR over the last four years, with nearly 75% of business comprising low-cost ULIPs and the remaining 25% consisting of capital-guarantee products. The company has consciously moved away from an NFO-led sales culture and is now focusing more on long-term financial planning, pension planning and wealth accumulation. Management indicated that ~85% of marketing spend currently remains concentrated in health and term insurance, though spending on savings products is expected to increase gradually.
- Persistency metrics appear particularly strong. Nearly 95% of life business is sold in monthly premium mode. 13M persistency for term insurance stands at ~93-94%, while savings persistency is ~85-86%, both materially stronger than industry averages. The monthly payment mode structure is helping improve affordability, customer retention and long-term renewal monetization.

Exhibit 1: Strong growth in life insurance business

Source: MOFSL, Company

Exhibit 2: Strong persistency and robust growth in fresh term business

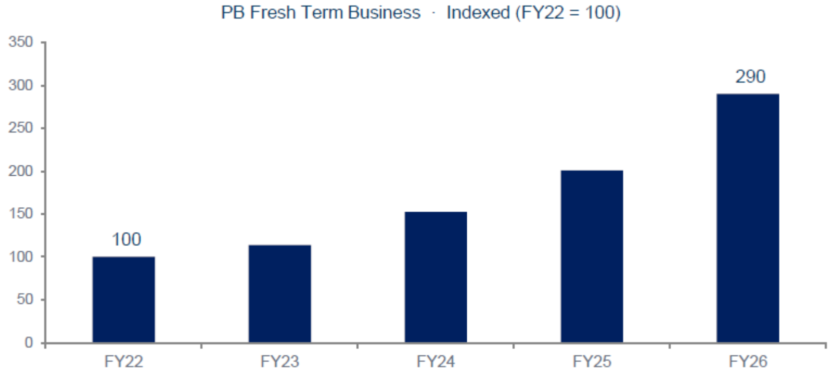
Persistency vs private peers

% of policies still paying premium

Best

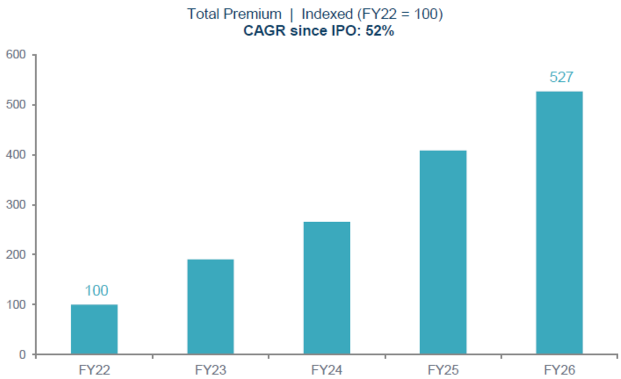
at every cohort

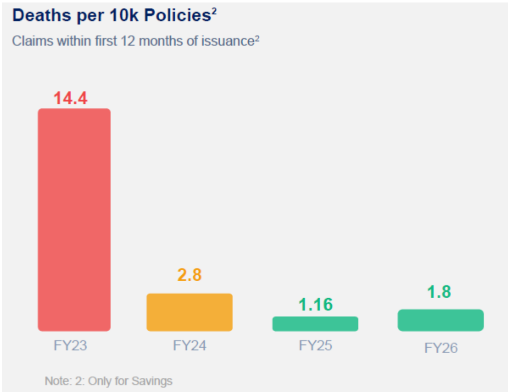
Cohort	13M	25M	37M	49M	60M
PB	88%	84%	77%	77%	72%
Average of Top 5 Insurer partners on our platform	84%	78%	71%	67%	60%



Source: MOFSL, Company

Exhibit 3: Savings line of business strong growth and improving claims





Source: MOFSL, Company

Health Insurance: PB is becoming one of India's most important retail health insurance platforms

- The health insurance business could potentially become PB's largest long-term opportunity. The company now contributes to nearly 40% of all new retail lives covered within the industry. Penetration among customers below the age of 35 appears particularly high.
- PB has gained a significant market share in fresh retail health, reportedly increasing from ~4.5% in FY22 to nearly ~18-20% currently, and management expects this to reach ~25% by FY27 end. Retail fresh health premium growth stood at ~68%, roughly three times the industry growth rate.
- Health insurance conversion has also improved materially over the last few years. Conversion rates increased from ~5% five years ago to ~8% in FY23 and further to ~17% in FY26. Management attributes this improvement to better product architecture, assisted advisory, EMI affordability and ecosystem integration.
- Affordability has become a focus area. Nearly 40% of PB's health business is now sold through EMI structures, allowing customers to purchase significantly larger sum assured products. The company has also aggressively scaled up narrow-

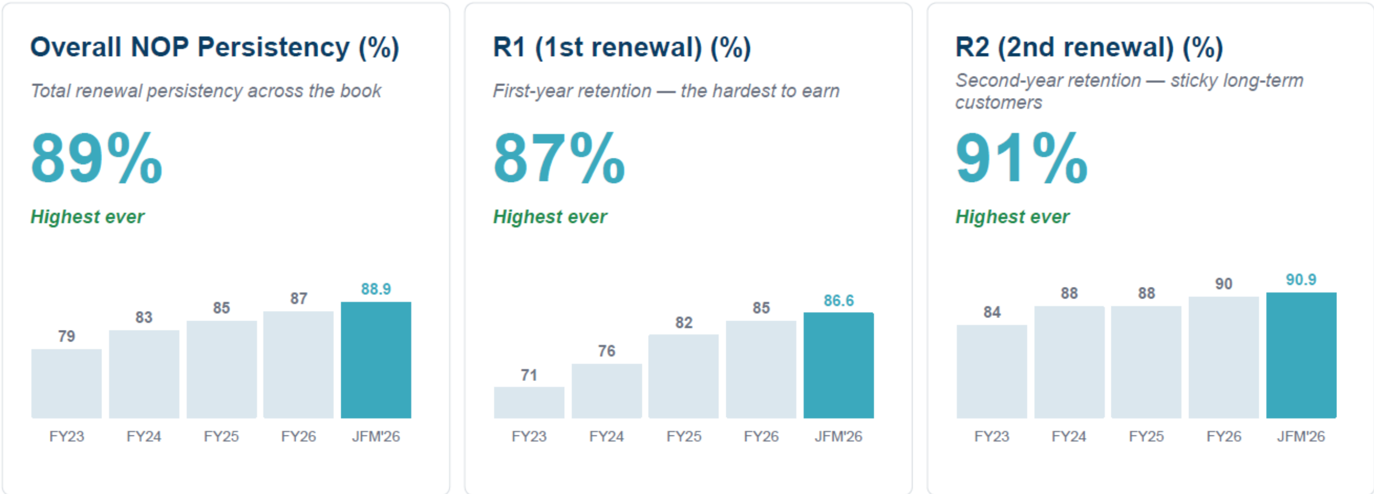
network plans, which are ~20% cheaper than traditional open-network plans, as well as co-pay variants that now constitute ~10% of business.

- PB is increasingly moving beyond traditional indemnity products into modular and consumption-based healthcare offerings. Product structures now include OPD coverage, maternity products, unlimited sum insured options, 4-5 year tenure plans and value-added services. The objective appears to be deeper healthcare engagement rather than only insurance penetration.
- The company's healthcare ecosystem strategy could become one of its most important long-term differentiators. Roughly 75% of customers now reportedly use the PB mobile application. The app ecosystem supports renewals, claims, OPD usage, annual health checkups and wellness engagement, creating higher customer stickiness and lower churn.
- Claims experience has become central to the health insurance strategy. PB currently provides claims assistance across more than 250 cities. Customer satisfaction scores appear strong, with claims CSAT at ~91%, calling CSAT at ~92% and ticket resolution CSAT at ~87%.
- The narrow-network hospital model is particularly interesting. Customers receive benefits such as no upfront deposits, faster claims approval, pre-discharge processing and lower hospitalization costs. From an insurer perspective, these models improve portfolio profitability by reducing claims inflation and leakage.
- PB has also begun actively co-creating products with insurers. Co-created products now account for ~26% of business, an increase of ~500bp YoY. The company increasingly shares underwriting and claims data with insurers to jointly optimize portfolio profitability and customer targeting.
- Importantly, loss ratios appear to be improving despite rapid growth. Health loss ratio reportedly declined from ~54% in FY25 to ~51% in 9MFY26. Management indicated that PB is consciously prioritizing profitable customer cohorts, narrow-network products and lower loss-ratio segments.
- Renewal trends are particularly noteworthy. First renewal rates improved from ~71% in FY22 to ~86% in FY26. Premium renewal persistency increased from ~79% to ~89% over the same period, while second renewal and beyond remained close to ~90-91%. Management believes PB now has among the strongest renewal profiles within the retail health insurance ecosystem.

Exhibit 4: Strong growth in fresh health insurance

Source: MOFSL, Company

Exhibit 5: Improving persistency in health business



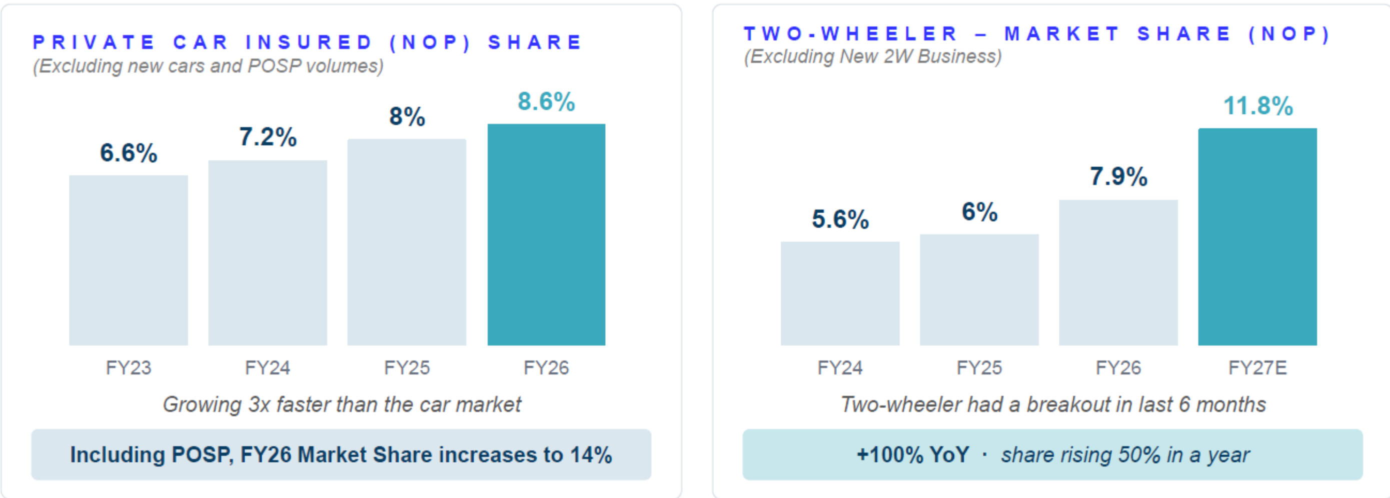
Source: IBEF, Nasscom, MOFSL

Motor Insurance: Comparison-led acquisition engine with improving claims economics

- PB's motor insurance business continues to scale strongly and remains strategically important because of its high customer acquisition frequency and cross-sell potential.
- In passenger vehicles, PB's direct market share increased from ~6.6% in FY23 to ~8.6% in FY26. Including PB Partners, market share is nearly ~14%. In two-wheelers, market share increased from ~5.6% in FY23 to ~11.8% in FY26, with management indicating that growth rates continue to remain materially above industry levels.
- Management repeatedly emphasized that comparison remains PB's biggest moat in motor insurance. Since customers naturally come to compare pricing for identical products, PB benefits from extremely high-intent traffic, lower acquisition costs and stronger conversion economics.

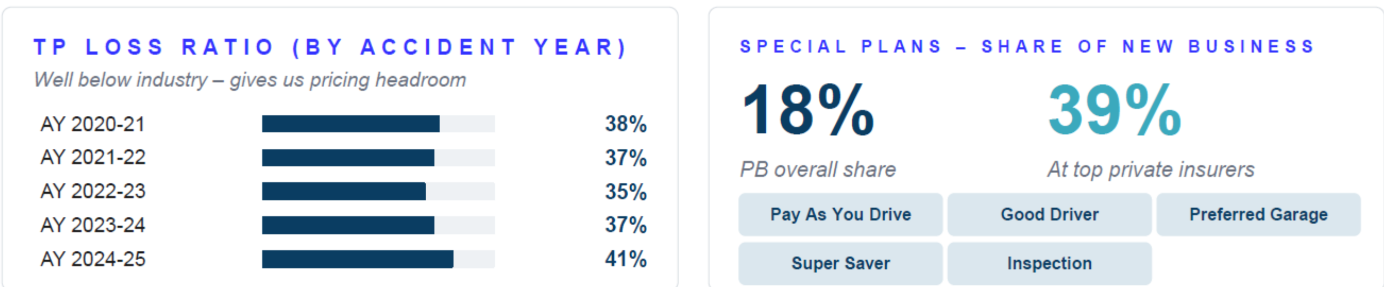
- The company is also gradually driving innovation in pricing structures. Usage-based insurance models such as pay-as-you-drive, kilometer-linked pricing, covered parking discounts, multi-year policies and video inspection-based pricing are scaling gradually. These products improve underwriting granularity and allow insurers to segment risk more efficiently.
- Portfolio quality within motor appears materially superior to industry averages. Third-party loss ratios have remained around ~35-41% over AYFY21-25, which management claims is less than half of broader industry levels. PB attributes this to better customer selection, lower fraud incidence and a higher salaried customer mix (~70%).
- Claims servicing is becoming another important competitive differentiator. PB's narrow-network claims model provides home pickup, faster repair turnaround times and lower repair costs. Repair turnaround time has reportedly reduced by more than 50%, while repair costs are ~30% lower within PB's network ecosystem. Nearly 84% of claims are now routed through PB's own repair network and motor claims CSAT stands at ~91%.
- Motor also remains strategically important because it creates annual customer engagement cycles and acts as a strong cross-sell funnel into health, term and savings products.

Exhibit 6: Increasing market share in motor insurance



Source: MOFSL, Company

Exhibit 7: Healthy TP loss ratio, increasing share of new business



Source: MOFSL, Company

PB Partners: Scaling the assisted/POSP distribution engine

- PB Partners has now built a sizeable assisted distribution footprint, reaching ~19k PIN codes over the last five years. The network remains largely Bharat-focused, with ~80% of the business coming from Tier 2/3 cities and ~20% from Tier 1 markets.
- The scale gap vs. competition has widened meaningfully. The gap between PB Partners and the next largest player has expanded from ~1.2x to ~2.5x over the last three years, indicating that PB is increasingly pulling away in the POSP-led distribution market.
- Small partners have become the core growth engine. Their share of APE has increased from ~42% earlier to ~90%, suggesting that the platform is increasingly democratizing insurance distribution across smaller agents rather than depending only on large partners.
- Cross-selling capability within the partner base is improving. The number of partners selling more than one line of business has doubled since FY25, which should support better productivity, higher wallet share and stronger partner retention.
- The broader industry context is also favorable. In general insurance, not many players are investing meaningfully in traditional agency distribution, which creates a large opportunity for POSP-led models like PB Partners to fill the assisted distribution gap.

PB Business: Moving from transactional broking to consultative risk solutions

- PB Business is targeting two distinct segments: large corporates and SMEs. Large corporate insurance remains relationship-led, offline and highly competitive, with global and domestic brokers already active. PB's approach here is to acquire or build strong specialist teams and gradually shift the proposition from transactional placement to consultative risk advisory.
- In SMEs, the opportunity is more digital and scalable. PB is building an end-to-end digital journey, supported by a phygital model, where the front-end can be digital but last-mile support, claims and servicing remain assisted.
- Claims experience appears to be the biggest differentiator. PB has built a 24x7 support center, dedicated claims teams, cashless support, TAT monitoring and medico-claims specialists. The idea is to become a servicing extension for employers rather than just a broker selling group policies.
- The ground support infrastructure is also being expanded aggressively. PB has on-ground presence across ~130 cities, supports customers in ~14 languages and operates 77 insurance centers across 55 cities. This is difficult for global MNC brokers to replicate at local depth, while many Indian brokers may not have comparable technology and servicing infrastructure.
- PB is increasingly positioning itself as an extension of HR departments. Solutions such as PB Care+, second opinion services, IVF and dental benefits, and employment assistance to spouse/children in case of an employee's demise are helping deepen employer relationships.
- The Aisha app has crossed 100k users within six months, indicating early traction in employee-benefit engagement. This can improve stickiness and create more recurring engagement with corporate employees.

- Commercial risk is another emerging opportunity. The Compass app is being used for residential and commercial risk assessment. One use case highlighted was for a leading quick-commerce player, where PB helped manage insurance across a large number of dark stores and optimize sum assured across locations, potentially reducing premiums by 20-30%.
- Similar solutions are being extended to marine insurance as well. PB now serves more than 50k businesses, with group health and group term remaining the largest products today, while commercial lines are being built gradually.
- On the reinsurance side, PB is focused on regular treaties and scalable insurer relationships. Management does not appear very keen on affinity-led business, likely because quality, control and profitability are harder to sustain.

Paisabazaar: Rebuilding credit marketplace with stronger control on quality and repeat usage

- Paisabazaar's journey starts with credit score and then expands into credit products. The platform is now originating ~31k loans, of which nearly two-thirds are unsecured.
- The opportunity remains large given India's underpenetrated credit market. The broader market includes ~INR18t secured loans, ~INR12t unsecured loans and ~20m credit cards, while Paisabazaar's share is still only ~1%.
- The key problem being solved is matching the right customer with the right lender. Historically, lenders did not always view marketplace-originated customers favorably. Paisabazaar is trying to solve this by using deeper data, better matching algorithms and a more assisted digital journey.
- The platform works with 70+ partners. Its Smart Match algorithm assesses customer profiles and matches them with lenders more seamlessly, improving conversion and lender confidence.
- Digital lending processes have improved meaningfully post-Covid, but the industry is still relatively nascent. Credit customers often need assistance, and Paisabazaar's role is to simplify the process across discovery, application, approval and disbursal.
- PB Connect has been an important step. The platform has moved away from wholesale-led consolidation and is now integrating the Paisabazaar culture more closely with Policybazaar's operating discipline.
- Repeat behavior in credit is structurally higher than in insurance. This gives Paisabazaar a potentially attractive lifetime value opportunity if it can retain customers inside its own app ecosystem.
- The five key priorities are: deeper penetration in unsecured credit, scaling secured credit, driving credit progression, building wealth/savings products, and using AI across customer journeys.
- In unsecured credit, focus areas include a better end-to-end digital journey, AI-led card discovery, improved product matching and proprietary risk scores that can support partner underwriting.
- In secured credit, Paisabazaar is strengthening the D2C play while using PB Connect to bring in new agents and support last-mile fulfilment. In five cities, the company is digitizing the application process and using localized fulfilment within a 5km radius.

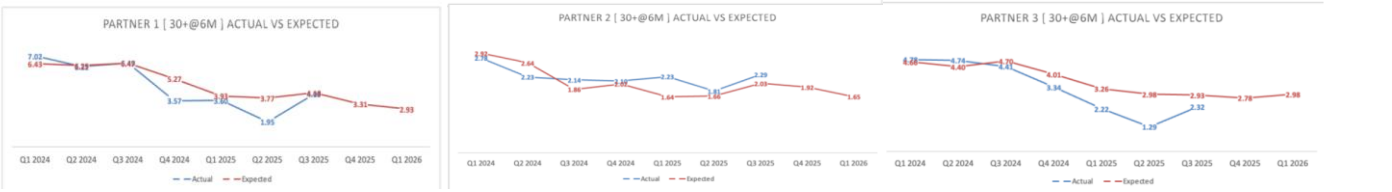
- Credit progression is another important pillar. Paisabazaar is helping customers track, manage and improve their credit scores. Customers can access scores from all four bureaus, and credit score users are also offered free personal accident cover.
- Partner policies deployed on the system have improved conversion. Around 70% of customers now get offers, helped by onboarding of strong suppliers such as leading banks. Existing customers of these banks can receive offers in as little as 10 seconds.
- Paisabazaar has also improved quality control. Earlier, lenders largely relied on bureau data. Paisabazaar has added more layers of data, leading to ~8% of customers covered by partners being stopped. Delinquency was reportedly 3x higher in cases that did not pass these filters.
- The business remains partner-concentrated, with the top four partners accounting for ~80% of volumes. This creates dependency, but also indicates that deeper integrations with high-quality lenders are becoming central to the model.
- A key strategic shift is that customers now remain within the Paisabazaar app through the journey, instead of being redirected to partner apps. This improves repeat loans, cross-sell and retention.
- Marketing effort was minimal over the last year, but management now plans to scale it up. The platform has ~58m customers, nearly half of India's credit-active customer base, but the customer base was earlier leaky. Rewards and in-app engagement are being used to improve retention.
- In the longer term, Paisabazaar is also building a wealth and savings platform across bonds, fixed deposits, mutual funds and daily SIPs. SEBI stock broker license has been received, while bonds and FDs may scale over the next six months. Mutual funds will likely follow the regular route.

Exhibit 8: Five pillars of Paisabazaar

01	02	03	04	05
Go deeper in Unsecured Credit	**Scaling Secured Credit**	**Driving Credit Progression**	**Building a Wealth & Savings Platform**	**AI Embedded at the Core**
Enhancing end-to-end digital credit journeys through **intelligent offer comparisons**	Strengthening **D2C Play**, building fulfilment capabilities	Offering **credit improvement tools** to track, manage & enhance scores	**Expanding beyond credit** into savings and investment products	Embedding AI **across customer journeys** and **operations**
AI-led card discovery improving conversion & product matching	PB Connect powering **scalable growth** through **digitized onboarding and execution efficiency**	Secured cards as entry point. Controlled risk exposure. Credit history creation	**FDs & Bonds** gaining traction	Driving higher conversion through **personalized matching and recommendations**
Proprietary risk scores augmenting partner underwriting		Upgrade and transition to unsecured products	Increasing **customer engagement across the financial lifecycle**	**Enhancing efficiency, risk** management and decisioning at scale

Source: MOFSL, Company

Exhibit 9: Credit portfolio quality ahead of expectations

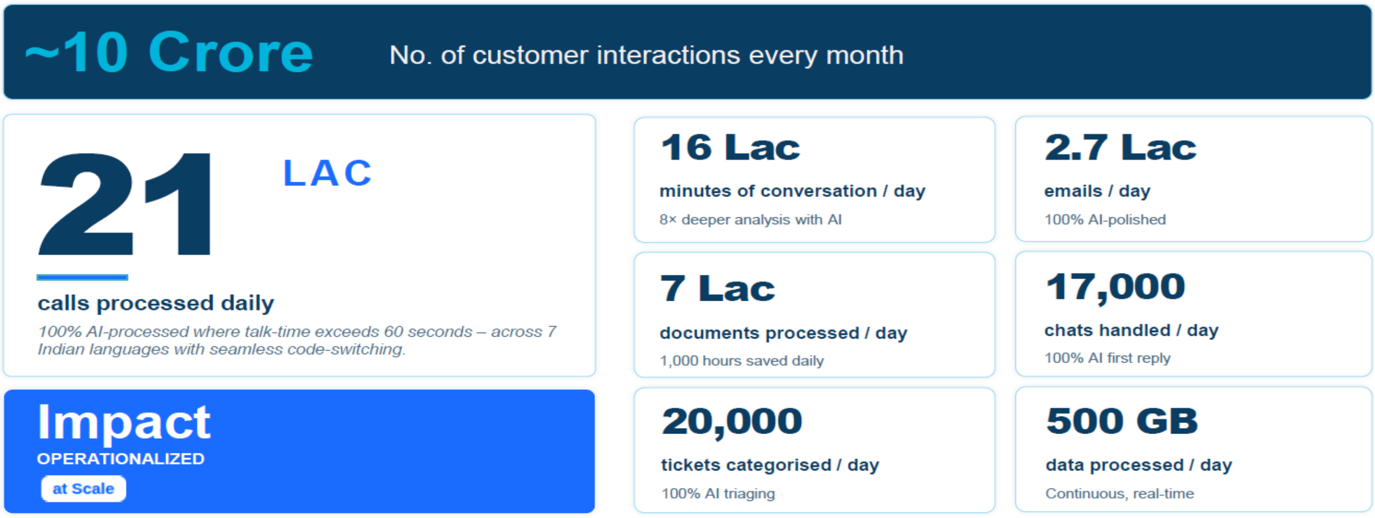


Source: MOFSL, Company

PB AI Operating System: Internal data infrastructure becoming a productivity layer

- PB has built one of the largest proprietary data and interaction engines in Indian insurance distribution. The system processes ~2.1m calls daily, ~1.6m minutes of conversation per day, ~0.7m documents per day, ~0.27m emails, ~17k chats and ~500GB of data every day.
- All calls are transcribed across seven languages. Over time, PB has built a ~3TB data lake, with ~25m documents masked and processed. This gives the company a large proprietary base of customer conversations, documents, risk signals and behavioral data.
- AI is being used across communication, sales, servicing and risk. Use cases include WhatsApp bots, voice AI, chat/email polishers, marketing campaigns and automated lead summaries.
- For sales advisors, AI now summarizes previous customer calls, highlights context, recommends next steps and helps advisors answer questions quickly through internal chat assistants. An AI sales coach also reviews advisor calls and gives daily feedback.
- The company's home-grown CRM systems are being upgraded with AI. Management indicated that conversion has improved by ~20% and ATS has increased by ~10% over the past few months due to AI implementation.
- In life insurance, PB has built a comprehensive risk detection system using historical interactions, bookings, payments, biometrics from pre-issuance videos, document analysis, deepfake detection and voice biometrics. Since life insurance customers typically speak to PB before buying, the company has a valuable pre-issuance risk dataset.
- AI usage in servicing is even more meaningful. Given PB's scale of customer interactions, the servicing layer can benefit materially from faster resolution, better routing, improved documentation and higher-quality customer responses.

Exhibit 10: Scale of operations on data



Source: MOFSL, Company

PB UAE: India playbook being adapted to a more developed market

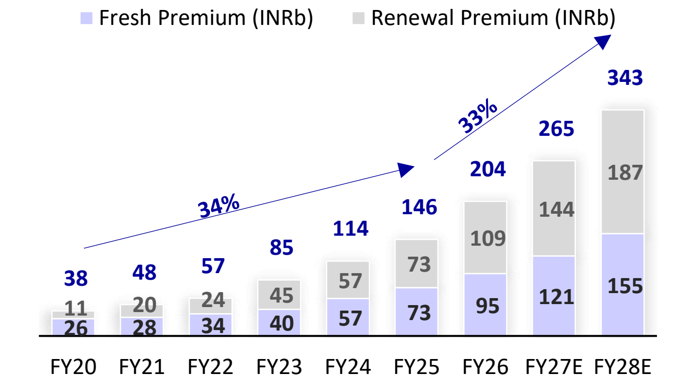
- UAE is being treated as an extension of the India opportunity, but in a more developed and higher-ticket insurance market. Many customers in the UAE were already familiar with PB's product experience, which helped initial adoption.
- The UAE business grew ~56% YoY in FY26. The business started with motor insurance but has now increasingly moved toward health insurance. FY27 could see some moderation in business given the geopolitical issues but product mix will allow maintaining profitability.
- A key opportunity is serving NRIs who want access to treatment in India. PB's health insurance proposition in UAE allows customers to receive an Indian health card and access treatment in India without requiring pre-approval.
- This also creates value for insurers. TPAs were charging insurers higher costs for NRI customers, and PB's model can potentially reduce this cost burden while improving customer experience.
- The model also creates long-term customer portability. After 3-6 years, when a UAE customer moves back to India, PB can transition the customer to an Indian health insurance product. This is exclusive to PB and can become an important cross-border retention advantage.

Valuation and view

- POLICYBZ has continued to deliver strong volume growth above its guidance of 30%, driven by GST exemption-led boost in term and health insurance. Strong momentum in the protection segment, along with operational efficiency on the back of productivity improvement, is driving robust profitability. We believe POLICYBZ holds a strong position in two of India’s most under-penetrated financial services segments, complemented by embedded optionality from new initiatives that offer further long-term convexity. Over FY26-28, we expect POLICYBZ to post a strong CAGR of 28%/73%/40% in revenue/EBITDA/PAT, factoring in a strengthening position in the underpenetrated credit and insurance industries. However, the potential risk of commission caps on take rates remains the key monitorable.
- We reiterate our Neutral stance with a TP of INR1,870 (based on DCF valuation), implying 53x FY28E EV/EBITDA.

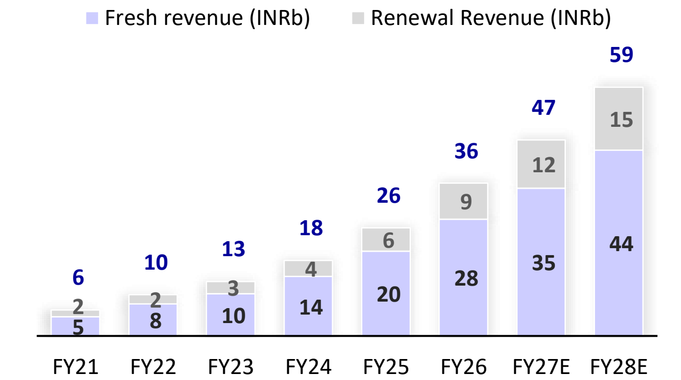
Key exhibits

Exhibit 11: Core online premium growth



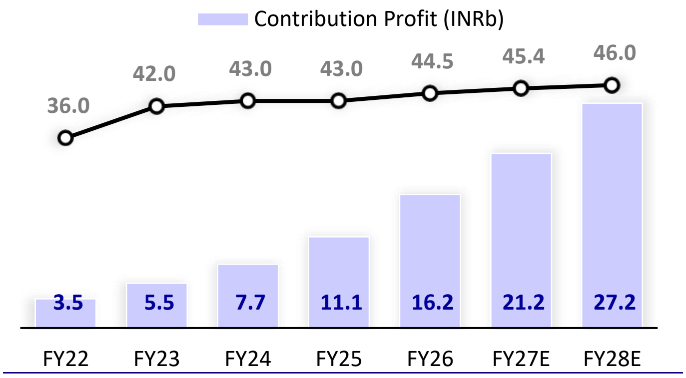
Source: MOFSL, Company

Exhibit 12: Core online revenue growth



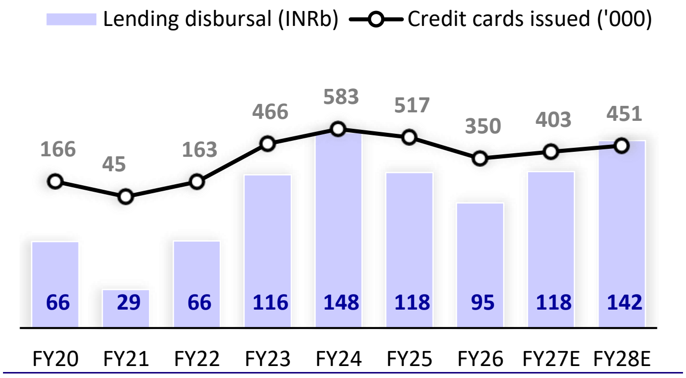
Source: MOFSL, Company

Exhibit 13: Core insurance profitability



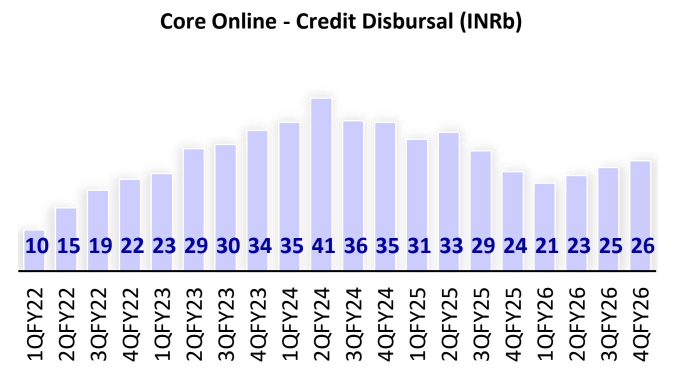
Source: MOFSL, Company

Exhibit 14: Paisabazar lending and credit card business



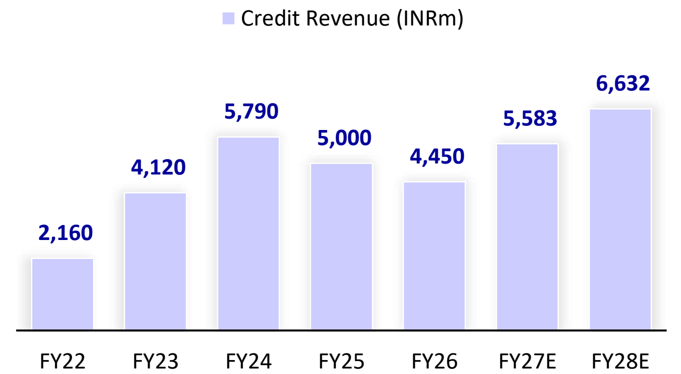
Source: MOFSL, Company

Exhibit 15: Core Online credit disbursal



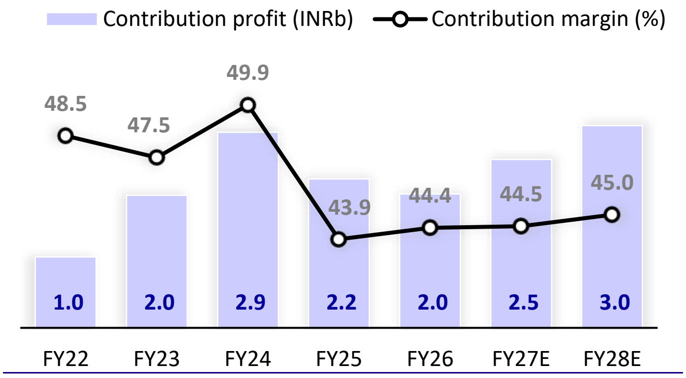
Source: MOFSL, Company

Exhibit 16: Credit revenues



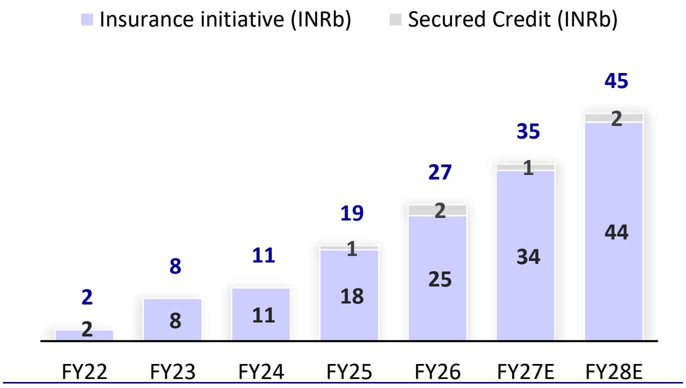
Source: MOFSL, Company

Exhibit 17: Credit segment profitability



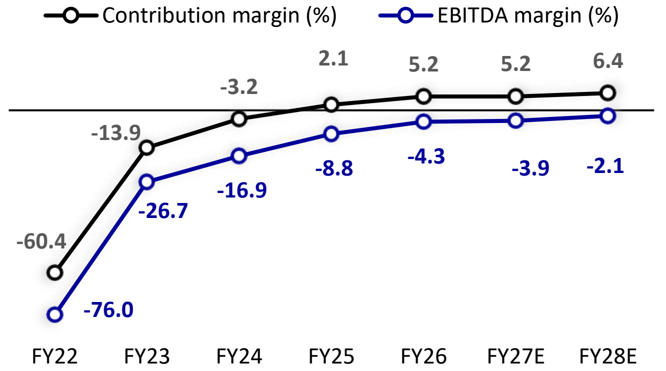
Source: MOFSL, Company

Exhibit 18: New initiatives revenues



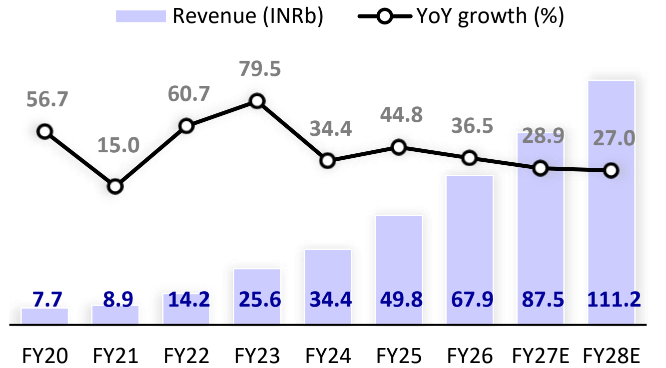
Source: MOFSL, Company

Exhibit 19: New initiatives profitability



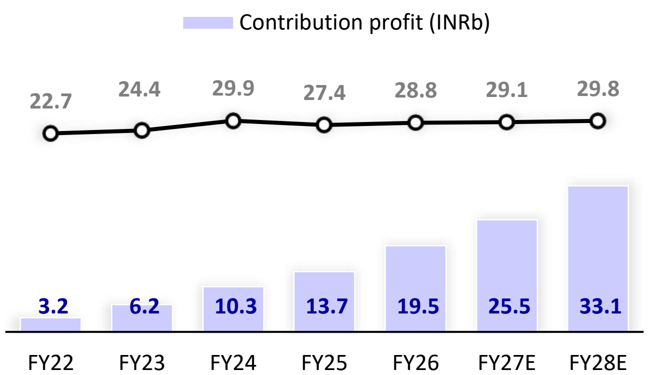
Source: MOFSL, Company

Exhibit 20: Overall revenue



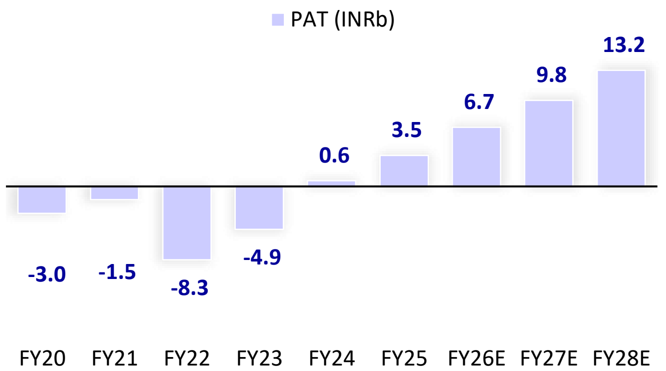
Source: MOFSL, Company

Exhibit 21: Overall profitability



Source: MOFSL, Company

Exhibit 22: PAT trend



Source: MOFSL, Company

Financials and valuations

Income Statement									(INR m)
Y/E March	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27E**	**FY28E**
Revenue from Operations	7,713	8,867	14,249	25,579	34,377	49,772	67,940	87,544	1,11,171
YoY (%)	56.7	15.0	60.7	79.5	34.4	44.8	36.5	28.9	27.0
Employee Benefit Expense	5,208	5,540	12,555	15,396	16,441	19,587	24,659	27,885	31,768
Other Expenses	5,703	4,924	10,717	16,799	19,798	29,249	38,189	50,159	64,124
EBITDA	**-3,199**	**-1,598**	**-9,023**	**-6,616**	**-1,863**	**937**	**5,092**	**9,500**	**15,278**
Other income	843	708	1,254	2,590	3,806	4,077	3,724	4,120	4,566
Depreciation and Amortisation	473	414	428	638	887	1,213	1,360	1,564	1,798
Finance Costs	119	115	136	214	265	338	371	426	490
PBT	-2,948	-1,419	-8,333	-4,880	771	3,876	7,074	11,631	17,557
Tax expense	92	83	-5	-0	127	345	372	1,861	4,389
ETR	3.1%	5.9%	-0.1%	0.0%	16.5%	8.9%	5.3%	16.0%	25.0%
PAT	**-3,040**	**-1,502**	**-8,329**	**-4,879**	**644**	**3,532**	**6,701**	**9,770**	**13,168**
YoY (%)	-12.3	-50.6	454.3	-41.4	-113.2	448.3	89.8	45.8	34.8

Balance Sheet									(INR m)
Y/E March	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27E**	**FY28E**
Equity Share Capital	0	0	899	900	902	919	925	925	925
Reserves and Surplus	12,647	19,905	53,218	53,948	57,862	63,460	72,250	82,020	95,187
Net worth	**12,658**	**19,917**	**54,117**	**54,848**	**58,765**	**64,378**	**73,175**	**82,945**	**96,113**
Lease liabilities	1,084	1,087	1,594	2,266	2,533	3,222	3,602	4,142	4,763
Trade Payables	1,179	1,019	1,982	3,061	3,011	3,669	4,711	5,418	6,231
Employee benefit obligation	272	386	454	528	761	1,289	1,606	1,950	2,287
Other liabilities	565	898	1,008	1,837	2,216	2,735	3,971	4,711	5,418
Total Equity and Liabilities	**15,760**	**23,307**	**59,154**	**62,540**	**67,285**	**75,294**	**87,065**	**99,166**	**1,14,811**
Fixed Assets	1,473	1,248	2,049	3,133	3,586	4,178	4,412	4,612	4,812
Investments	20	1,378	3,731	6,221	13,585	21,732	32,110	38,104	45,465
Trade Receivables	1,788	1,729	3,609	6,773	6,505	9,996	17,287	19,880	22,862
Tax Assets	1,117	550	792	1,289	3,158	4,050	4,305	5,166	6,199
Cash and Bank Balance	11,056	18,102	37,002	7,627	7,350	7,931	7,599	7,088	7,795
Other Assets	305	302	11,971	37,497	33,102	27,406	21,353	24,317	27,678
Total Assets	**15,760**	**23,307**	**59,154**	**62,540**	**67,285**	**75,294**	**87,065**	**99,166**	**1,14,811**

Financials and valuations

Cash flow statement									(INR m)
Y/E March	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27E**	**FY28E**
PBT	-2,948	-1,419	-8,333	-4,880	771	3,876	7,074	11,631	17,557
Depreciation and amortization	473	414	428	638	887	1,213	1,360	1,564	1,798
Tax Paid	-92	-83	5	0	-127	-345	-372	-1,861	-4,389
Interest Income (Post-tax)	-816	-666	-1,255	-2,590	-3,179	-3,715	-3,528	-3,461	-3,425
Interest expense (Post-tax)	115	108	136	214	221	308	351	358	367
Changes in working capital	-321	919	-12,144	-26,533	3,623	3,707	1,482	-4,087	-4,899
Other adjustments	10,323	8,347	41,201	4,972	2,383	853	-1,389	-1,597	-1,836
Cash Flow from operations	**6,734**	**7,620**	**20,038**	**-28,179**	**4,579**	**5,898**	**4,978**	**2,547**	**5,173**
Capex	-284	226	-801	-1,084	-453	-592	-233	-200	-200
Interest income	816	666	1,255	2,590	3,179	3,715	3,528	3,461	3,425
Investments	1,233	-1,358	-2,354	-2,490	-7,364	-8,147	-10,378	-5,994	-7,362
Cash Flow from investing	**1,765**	**-466**	**-1,900**	**-984**	**-4,638**	**-5,024**	**-7,083**	**-2,733**	**-4,137**
Equity	-	0	899	1	2	16	7	-	-
Debt	-	-	-	-	-	-	-	-	-
Interest cost	-115	-108	-136	-214	-221	-308	-351	-358	-367
Cash Flow from Financing	**-115**	**-108**	**763**	**-212**	**-219**	**-292**	**-344**	**-358**	**-367**
Opening cash	2,674	11,056	18,102	37,002	7,627	7,350	7,931	7,599	7,088
Change of cash	8,383	7,045	18,900	-29,375	-277	582	-333	-510	707
Closing Cash	**11,056**	**18,102**	**37,002**	**7,627**	**7,350**	**7,931**	**7,599**	**7,088**	**7,795**
Free Cash Flow	7,018	7,394	20,839	-27,095	5,033	6,490	5,211	2,747	5,373

Profitability ratios (%)									
Y/E March	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27E**	**FY28E**
Contribution margin	0.0	0.0	22.7	24.4	29.9	27.4	28.8	29.1	29.8
EBITDA Margin	-41.5	-18.0	-63.3	-25.9	-5.4	1.9	7.5	10.9	13.7
PAT Margin	-39.4	-16.9	-58.5	-19.1	1.9	7.1	9.9	11.2	11.8
RoE	-34.6	-9.2	-22.5	-9.0	1.1	5.7	9.7	12.5	14.7

Valuation									
Y/E March	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27E**	**FY28E**
BVPS (INR)	27.4	43.0	117.0	118.5	127.0	139.1	158.1	179.3	207.7
EPS (INR)	-6.6	-3.2	-18.0	-11.0	1.5	7.7	14.6	21.1	28.5
P/E	NA	NA	NA	NA	1,132	215	113	78	58
P/B	60.0	38.1	14.0	13.9	12.9	11.8	10.4	9.2	7.9
EV/EBITDA	NA	NA	NA	NA	NA	753.1	138.5	74.3	46.2
P/S	98.5	85.7	53.3	29.7	22.1	15.3	11.2	8.7	6.8

Explanation of Investment Rating	
Investment Rating	**Expected return (over 12-month)**
BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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