Zaggle Prepaid Ocean Services I BUY

Margins improving, cashflow needs to follow

Zaggle delivered another strong quarter with continued momentum across segments with revenue growing 43% YoY (30% QoQ) to INR 4.3bn, led by expanding client base and increased cross-selling. Operating leverage and lower employee costs aided EBITDA margin expansion by ~130bps YoY to 10.1%. D&A expense remained at 1.7% of revenue considering the company is capitalising tech investments. While operating cash flow remained negative owing to festive-related seasonality, management guided for OCF breakeven in FY26 and OCF positive by FY27. With rising cross-sell penetration (21% vs. 16% at IPO), new product traction (Zoyer, Zatix, ZIP), and recent acquisitions bolstering the ecosystem, we believe Zaggle has long growth runway in an underpenetrated market. We reiterate BUY with Sep'26 TP of INR 530 (~41% upside), assigning 30x Sep'27 P/E multiple, conservative considering the growth and profitability trajectory.

- Growth momentum sustained: Zaggle continued its strong topline growth momentum with 43% YoY (+30% QoQ) growth to reach INR 4.3bn on account of strong performance across segments. Software fees / Program fees / Propel platform revenue grew 38% / 38% / 47% YoY resp. driven by 1) addition of new clients and higher users per client, and 2) increased cross-selling and upselling. As of 2QFY26, company has 3,674 corporate customers (+14% YoY) with user base rising to 3.51mn (+16% YoY). Management noted that cross-selling (clients using 2 or more offerings) has now reached 21% from 16% at the time of IPO. Management reiterated its guidance of 40-45% revenue growth (on standalone basis) for FY26 while also noting that new offerings such as Zoyer, Fleet management, Zatix, ZIP are seeing strong traction.
- Operating leverage leading to margin expansion: While gross margin declined 103bps YoY (-401bps QoQ) mainly due to rising mix of lower-margin Propel business, EBITDA margin improved 134bps YoY (+99bps QoQ) to 10.1%, driven by lower employee cost and strong operating leverage. Notably, EBIT margin improvement was lower at 40bps YoY mainly due to higher D&A on account of capitalisation of new technology and product developments. D&A expense is expected to remain high due to increased investments towards AI integration. Management reiterated its guidance of 10-11% EBITDA margin in FY26, likely to improve to 14-15% over next 4-5 years on a standalone basis. Consolidated margins could be impacted marginally due to investments in Rio.Money. With robust revenue growth, strong operating leverage and cross-sell enabling minimal incremental cost of scaling businesses, we expect EBITDA to reach ~INR 2.7bn in FY27.
- Maintain 'BUY' with Sep'26 TP increased to INR 530: Basis consistently strong growth in the past few quarters and robust growth outlook due to higher cross-sell opportunities, better adoption of new offerings and strong management guidance, we increase our revenue estimates by 3-5% over FY26-28E. While we factor in increased incentives and cashbacks cost to align with growth, lower employee expenses will result in strong operating leverage leading to EBITDA estimates rising 4-5% over FY26-28E. Higher D&A expense due to capitalisation of tech cost subdues EPS increase to 2-3%. We continue to value the company at 30x Sep'27 P/E multiple to arrive at Sep'26 TP of INR 530 (vs. INR 520 earlier), ~41% upside at CMP. Maintain 'BUY'.

Financial Summary					(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Sales	7,756	13,038	18,110	24,281	31,690
Sales Growth (%)	40.1	68.1	38.9	34.1	30.5
EBITDA	706	1,140	1,849	2,689	3,562
EBITDA Margin (%)	9.1	8.7	10.2	11.1	11.2
Adjusted Net Profit	440	879	1,475	2,066	2,714
Diluted EPS (INR)	4.0	7.0	11.0	15.4	20.2
Diluted EPS Growth (%)	62.5	72.7	57.4	40.1	31.4
ROIC (%)	20.4	18.9	20.4	23.8	26.9
ROE (%)	14.1	9.6	11.1	13.7	15.5
P/E (x)	93.1	53.9	34.2	24.4	18.6
P/B (x)	7.1	3.8	3.6	3.1	2.7
EV/EBITDA (x)	67.8	37.8	23.6	16.1	11.9
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.0

Source: Company data, JM Financial. Note: Valuations as of 11/Nov/2025



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Recommendation and Price Target							
Current Reco.	BUY						
Previous Reco.	BUY						
Current Price Target (12M)	530						
Upside/(Downside)	41.4%						
Previous Price Target	520						
Change	1.9%						

Key Data – ZAGGLE IN							
Current Market Price	INR375						
Market cap (bn)	INR50.3/US\$0.6						
Free Float	56%						
Shares in issue (mn)	134.3						
Diluted share (mn)	134.6						
3-mon avg daily val (mn)	INR350.4/US\$4.0						
52-week range	597/299						
Sensex/Nifty	83,871/25,695						
INR/US\$	88.6						

Price Performance	:		
%	1M	6M	12M
Absolute	4.0	11.0	-13.4
Relative*	2.3	5.1	-17.9

^{*} To the BSE Sensex

JM Financial Research is also available on: Bloomberg - JMFR <GO>, FactSet, LSEG and S&P Capital IQ.

Please see Appendix I at the end of this report for Important Disclosures and Disclaimers and Research Analyst Certification.

- Margins improving but working capital requirement remains high: While margins have steadily improved over the years, working capital intensity remains elevated. In 1HFY26, operating cash flow (OCF) stood at outflow of INR 189mn, primarily due to seasonal factors such as early festive period leading to delays in corporate settlements and higher prepaid card loads. While management expects EBITDA margins (on standalone basis) to increase to 14-15% over next 4-5 years, OCF breakeven is expected due to stronger second-half inflows in FY26. Further, management expects EBITDA to OCF conversion ratio to improve to ~30% in FY27, and subsequently to 40%+ over time as scale efficiencies and working-capital discipline strengthen.
- Key updates: (1) Company has issued convertible warrants on a preferential basis at a price of INR 567 per warrant, totalling INR 600mn. Out of INR 600mn, INR 400mn is raised from Times Group with commitment to use this for marketing spends on Times platform itself for penetrating into retail card segment. Rest is raised from Ran ventures Pvt. Ltd., an entity owned by promoter Raj Narayanam. (2) In 2Q, company launched two new products - Zaggle GlobalPay Forex Card and Zaggle x Mastercard Prepaid Card. (3) Zaggle entered the retail card segment through a tie-up with AU Small Finance Bank, complementing its existing Yes Bank partnership and Rio. Money acquisition. Management indicated that retail cards present a long-term opportunity of INR 5bn revenue and INR 500-600mn EBITDA over 4-5 years, with commercial operations likely to begin in Apr'26 and revenue contribution from FY27 onward. (4) Company signed several marquee clients such as Pernod Ricard, Ultratech Cement, Adani Total Gas, Megha City Gas, and DTDC and also expanded its banking partner base to 19 as of 2Q, with new additions including Standard Chartered Bank, AU Small Finance Bank, and IDFC First Bank, further strengthening distribution and ecosystem depth. (5) As of 2QFY26, cash balance stood at INR 5.7bn. (6) Company completed GreenEdge acquisition in 2Q and owns 55.56% stake in the company. Company is on track to complete 2 out of 3 acquisitions in pipeline namely, Rio. Money, Dice and Effiasoft. Post these acquisitions, company will have ~INR 4.3-4.4bn cash on books. Management is planning 2-3 more acquisitions in FY26. (7) Management highlighted that parameters considered for acquisition are i) Synergy with existing products, ii) Large TAM, iii) Strategic fit and iv) EBITDA accretive and revenue generating target. (8) Management is keen on international expansion in the MENA and the US region. Company is setting up office in GIFT city and likely to setup another office in MENA region in a few weeks.

Exhibit 1. 2QFY26 Actuals vs. JMFe and Consensus estimates								
Financial Performance (INR mn)	2QFY26A	2QFY25A	Change (YoY)	1QFY26A	Change (QoQ)	Estimate (JMFe)	Variance (vs. JMFe)	
Revenue from operations	4,322	3,026	42.9%	3,320	30.2%	4,018	7.6%	
Platform fee/SaaS fee/ Service fee	118	85	38.2%	106	11.2%	105	12.3%	
Program fees	1,739	1,261	37.9%	1,455	19.5%	1,596	9.0%	
Propel platform revenue/gift cards	2,466	1,679	46.8%	1,759	40.2%	2,317	6.4%	
Gross Profit	1,964	1,406	39.7%	1,642	19.6%	1,840	6.8%	
Gross margin %	45.4%	46.5%	-103bp	49.5%	-401bp	45.8%	-34bp	
EBITDA	440	267	64.6%	305	44.2%	386	13.8%	
EBITDA margin %	10.2%	8.8%	134bp	9.2%	99bp	9.6%	56bp	
Adj. PAT	350	203	72.4%	261	34.0%	318	10.0%	
Diluted EPS (INR)	2.60	1.65	57.6%	1.94	34.0%	2.36	10.0%	

Source: Company, JM Financial estimates.

Exhibit 2. Key financials								
All numbers in INR mn unless specified otherwise	FY24	1QFY25	2QFY25	3QFY25	4QFY25	FY25	1QFY26	2QFY26
Platform fee/SaaS fee/ Service fee	312	84	85	93	100	363	106	118
Program fees	3,218	1,269	1,261	1,355	1,571	5,456	1,455	1,739
Propel platform revenue/gift cards	4,225	1,168	1,679	1,921	2,450	7,218	1,759	2,466
Revenue from operations	7,756	2,522	3,026	3,369	4,121	13,038	3,320	4,322
Change (YoY)	40%	113%	64%	69%	51%	68%	32%	43%
COGS	3,809	1,105	1,619	1,858	2,216	6,798	1,678	2,358
Gross Profit	3,947	1,417	1,406	1,511	1,905	6,240	1,642	1,964
Gross margin %	50.9%	56.2%	46.5%	44.9%	46.2%	47.9%	49.5%	45.4%
Employee benefits expense	513	141	179	171	176	667	175	162
Incentives and cashbacks	2,168	896	790	829	1,084	3,599	956	1,159
Other expenses	560	156	170	221	286	833	207	205
Total operating expenses	3,241	1,193	1,139	1,221	1,546	5,099	1,337	1,525
EBITDA	706	224	267	290	359	1,140	305	440
EBITDA margin	9.1%	8.9%	8.8%	8.6%	8.7%	8.7%	9.2%	10.2%
ESOPs	150	31	28	20	13	93	18	-2
Adj. EBITDA	556	193	239	269	346	1,048	287	442
Adj. EBITDA margin	7.2%	7.6%	7.9%	8.0%	8.4%	8.0%	8.6%	10.2%
D&A	84	21	24	40	63	148	70	75
EBIT	622	203	243	250	297	992	235	365
EBIT margin	8.0%	8.0%	8.0%	7.4%	7.2%	7.6%	7.1%	8.4%
Finance costs	137	21	22	23	11	77	11	14
Other income	113	45	60	35	127	268	117	92
Share of profit of associate	0	0	0	0	0	1	6	19
РВТ	598	228	281	263	413	1,184	347	462
Tax expense	158	60	78	65	102	305	86	112
PAT	440	167	203	197	311	879	261	350
Non-controlling interest	0	0	0	0	0	0	0	0
Adj. PAT (ex- minority)	440	167	203	198	311	879	261	350

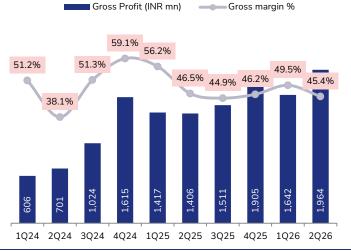
Source: Company, JM Financial

Exhibit 3. Gross revenue grew c.43% in 2Q



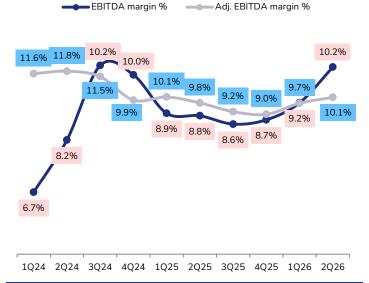
Source: Company, JM Financial

Exhibit 5. Gross margin trend



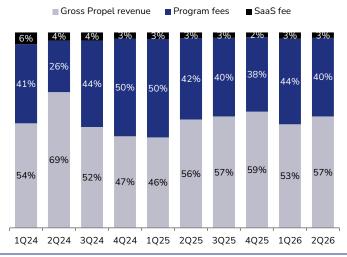
Source: Company, JM Financial

Exhibit 7. EBITDA and Adj. EBITDA margin trend



Source: Company, JM Financial

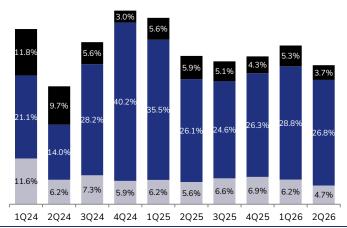
Exhibit 4. Gross revenue trend



Source: Company, JM Financial

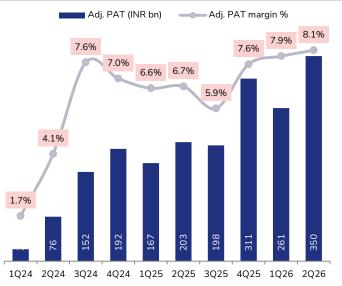
Exhibit 6. Indirect expenses (as % of revenue) trend





Source: Company, JM Financial

Exhibit 8. Adj. PAT and Adj. PAT margin trend



Source: Company, JM Financial

Maintain BUY; TP raised to INR 530

Exhibit 9. What has changed in o		Old			New		Change		
Noveles and to INID and	FV2CE		EVACE	EVACE		EVACE	EVACE		EVACE
Numbers are in INR mn	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E
Revenue	17,536	23,246	30,180	18,110	24,281	31,690	3.3%	4.5%	5.0%
Gross Profit	8,087	10,509	13,158	8,140	10,507	13,243	0.7%	0.0%	0.6%
Gross Profit margin (%)	46.1%	45.2%	43.6%	44.9%	43.3%	41.8%	-117bps	-193bps	-181bps
EBITDA	1,761	2,571	3,398	1,849	2,689	3,562	5.0%	4.6%	4.8%
EBITDA margin (%)	10.0%	11.1%	11.3%	10.2%	11.1%	11.2%	17bps	1bps	-2bps
Adj. EBITDA	1,826	2,631	3,458	1,904	2,759	3,632	4.3%	4.9%	5.0%
Adj. EBITDA margin (%)	10.4%	11.3%	11.5%	10.5%	11.4%	11.5%	10bps	4bps	0bps
Adj. PAT	1,448	2,030	2,637	1,475	2,066	2,714	1.8%	1.8%	2.9%
Diluted EPS (INR)	10.76	15.08	19.60	10.96	15.36	20.17	1.8%	1.8%	2.9%

Source: Company, JM Financial

Key Risks

- Key upside risks are: 1) Faster than expected adoption of newer products such as Zoyer, Zatix, ZIP and fleet management, 2) accelerated cross-sell among the existing corporates and increased realisations per users could drive higher revenue growth and margin expansion, 3) rapid scaling of the recently launched retail card business and successful integration of acquisitions could expand the addressable market.
- Key downside risks are: 1) Slower adoption of new product launches or weaker customer traction could impact growth momentum, 2) large banks introducing in-house corporate/prepaid card solutions may heighten disintermediation risks, 3) Aggressive investments in new verticals, international expansion, or Al-driven initiatives could increase volatility in margins and delay profitability improvement.

Financial Tables (Consolidated)

Income Statement				(II	NR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Sales	7,756	13,038	18,110	24,281	31,690
Sales Growth	40.1%	68.1%	38.9%	34.1%	30.5%
Other Operating Income	0	0	0	0	(
Total Revenue	7,756	13,038	18,110	24,281	31,690
Cost of Goods Sold/Op. Exp	3,809	6,798	9,970	13,774	18,447
Personnel Cost	513	667	715	850	1,062
Other Expenses	2,728	4,432	5,576	6,968	8,619
EBITDA	706	1,140	1,849	2,689	3,562
EBITDA Margin	9.1%	8.7%	10.2%	11.1%	11.2%
EBITDA Growth	46.8%	61.5%	62.2%	45.4%	32.5%
Depn. & Amort.	84	148	303	328	342
EBIT	622	992	1,546	2,361	3,220
Other Income	113	268	390	364	372
Finance Cost	137	77	36	36	37
PBT before Excep. & Forex	598	1,183	1,900	2,689	3,55!
Excep. & Forex Inc./Loss(-)	0	1	60	66	73
PBT	598	1,184	1,960	2,755	3,62
Taxes	158	305	485	689	913
Extraordinary Inc./Loss(-)	0	0	0	0	(
Assoc. Profit/Min. Int.(-)	0	0	0	0	(
Reported Net Profit	440	879	1,475	2,066	2,714
Adjusted Net Profit	440	879	1,475	2,066	2,714
Net Margin	5.7%	6.7%	8.1%	8.5%	8.6%
Diluted Share Cap. (mn)	109.2	126.3	134.6	134.6	134.6
Diluted EPS (INR)	4.0	7.0	11.0	15.4	20.2
Diluted EPS Growth	62.5%	72.7%	57.4%	40.1%	31.49
Total Dividend + Tax	0	0	0	0	(
Dividend Per Share (INR)	0.0	0.0	0.0	0.0	0.0

Balance Sheet					(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Shareholders' Fund	5,754	12,490	14,019	16,156	18,940
Share Capital	122	134	134	134	134
Reserves & Surplus	5,631	12,355	13,885	16,022	18,806
Preference Share Capital	0	0	0	0	0
Minority Interest	0	0	0	0	0
Total Loans	736	85	100	110	112
Def. Tax Liab. / Assets (-)	-39	-27	-54	-54	-54
Total - Equity & Liab.	6,451	12,548	14,066	16,213	18,999
Net Fixed Assets	725	1,898	2,503	2,809	2,953
Gross Fixed Assets	46	440	852	1,292	1,744
Intangible Assets	580	1,400	1,902	2,064	2,060
Less: Depn. & Amort.	21	43	346	674	1,016
Capital WIP	119	101	95	127	166
Investments	3,025	6,818	5,644	5,899	6,216
Current Assets	3,173	4,408	6,721	8,455	10,980
Inventories	4	3	0	0	0
Sundry Debtors	1,746	2,152	2,815	3,442	4,232
Cash & Bank Balances	79	382	1,071	1,247	1,872
Loans & Advances	0	0	0	0	0
Other Current Assets	1,344	1,871	2,834	3,767	4,876
Current Liab. & Prov.	472	575	801	951	1,150
Current Liabilities	150	161	251	299	341
Provisions & Others	322	415	550	653	809
Net Current Assets	2,702	3,832	5,920	7,504	9,830
Total – Assets	6,451	12,548	14,066	16,213	18,999

Source: Company, JM Financial

Cash Flow Statement				(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Profit before Tax	598	1,184	1,960	2,755	3,627
Depn. & Amort.	84	148	303	328	342
Net Interest Exp. / Inc. (-)	35	-159	-353	-328	-335
Inc (-) / Dec in WCap.	-1,597	-766	-1,425	-1,683	-2,030
Others	146	63	55	70	70
Taxes Paid	-92	-274	-512	-689	-913
Operating Cash Flow	-827	197	28	453	762
Capex	-459	-675	-412	-440	-452
Free Cash Flow	-1,287	-478	-384	14	310
Inc (-) / Dec in Investments	-241	-913	1,187	0	0
Others	-2,619	-3,271	-112	202	376
Investing Cash Flow	-3,319	-4,858	662	-238	-76
Inc / Dec (-) in Capital	4,663	5,753	0	0	0
Dividend + Tax thereon	0	0	0	0	0
Inc / Dec (-) in Loans	-475	-685	15	10	2
Others	-158	-105	-17	-50	-63
Financing Cash Flow	4,030	4,963	-2	-40	-61

-116

196

79

302

80

382

689

382

1,071

176

1,071

1,247

Dupont Analysis					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Margin	5.7%	6.7%	8.1%	8.5%	8.6%
Asset Turnover (x)	1.8	1.4	1.3	1.6	1.8
Leverage Factor (x)	1.4	1.1	1.0	1.0	1.0
RoE	14.1%	9.6%	11.1%	13.7%	15.5%
Key Ratios					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
BV/Share (INR)	53.1	99.3	104.4	120.3	141.1
ROIC	20.4%	18.9%	20.4%	23.8%	26.9%
ROE	14.1%	9.6%	11.1%	13.7%	15.5%
Net Debt/Equity (x)	-0.4	-0.6	-0.5	-0.4	-0.4
P/E (x)	93.1	53.9	34.2	24.4	18.6
P/B (x)	7.1	3.8	3.6	3.1	2.7
EV/EBITDA (x)	67.8	37.8	23.6	16.1	11.9
EV/Sales (x)	6.2	3.3	2.4	1.8	1.3
Debtor days	82	60	57	52	49
Inventory days	0	0	0	0	0
Creditor days	1	1	3	3	2

Source: Company, JM Financial

625

1,247

1,872

Source: Company, JM Financial

Inc / Dec (-) in Cash

Opening Cash Balance

Closing Cash Balance

History of Recommendation and Target Price							
Date	Recommendation	Target Price	% Chg.				
13-Oct-25	Buy	520					

Recommendation History

Zaggle Prepaid Ocean Services



APPENDIX I

JM Financial Institutional Securities Limited

Corporate Identity Number: U67100MH2017PLC296081

Member of BSE Ltd. and National Stock Exchange of India Ltd.

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New Rating System: Definition of ratings	
Rating	Meaning
BUY	Expected return >= 15% over the next twelve months.
ADD	Expected return >= 5% and < 15% over the next twelve months.
REDUCE	Expected return >= -10% and < 5% over the next twelve months.
SELL	Expected return < -10% over the next twelve months.

Note: For REITs (Real Estate Investment Trust) and InvIT (Infrastructure Investment Trust) total expected returns include dividends or DPU (distribution per unit)

Previous Rating System: Definition of ratings	
Rating	Meaning
BUY	Total expected returns of more than 10% for stocks with market capitalisation in excess of INR 200 billion and REITs* and more than 15%
	for all other stocks, over the next twelve months. Total expected return includes dividend yields.
HOLD	Price expected to move in the range of 10% downside to 10% upside from the current market price for stocks with market
	capitalisation in excess of INR 200 billion and REITs* and in the range of 10% downside to 15% upside from the current market price
	for all other stocks, over the next twelve months.
SELL	Price expected to move downwards by more than 10% from the current market price over the next twelve months.

^{*} REITs refers to Real Estate Investment Trusts.

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All of the views expressed in this research report accurately reflect his or her or their personal views about all of the issuers and their securities; and

No part of his or her or their compensation was, is, or will be directly or indirectly related to the specific recommendations or views expressed in this research report.

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