

We retain ADD on Westlife and TP of Rs550 (24x Jun-28E EBITDA), on strong SSG recovery (4.3% in 1Q; ~5% in May-/Jun-26) and acceleration in network expansion (targeting 60 gross stores in FY27 vs 48 in FY26). Topline growth improved to 12% in 1Q and was ~3% ahead of estimates, helped by continued strong performance in West India and SSG turnaround in South India. The current strategy hovering around everyday value (Rs99 meal), vernacular marketing, and focused on-ground execution has helped reduce the growth differential across both regions. With continued thrust on EDV/marketing and focused reduction in volume-value gap, Westlife expects improving momentum to sustain through FY27. While cost inflations and higher marketing led to flat EBITDA margin in 1Q, Westlife expects operating leverage, cost engineering, and pricing to help drive 100-150bps annual margin gain over FY26-29. Valuation at 22x pre-IndAS FY28E EBITDA is comfortable, and improving growth trends provide scope for a valuation re-rating.

SSG momentum improves; confident of 100-150bps annual margin gain

Westlife posted strong topline growth of ~12% yoy in 1Q (~3% beat to our estimate), led by 4.3% SSG (11-quarter high) and rest via network addition. SSG momentum continued in 1Q after turning positive in 4QFY26, led by double-digit growth in guest count on the back of the EDV platform (Rs99 meals) and brand marketing initiatives. Encouragingly, the SSG trend has sustained in Jul-26, and Westlife remains confident of delivering mid-single digit SSG for FY27. Guest count grew across all months of the quarter, and across both West and South markets. Among channels, both on-/off-premise sales grew ~12% yoy. The McDelivery platform continues to see strong growth trends. Store additions were muted in 1Q (4 net new stores), though the management remains confident of opening >60 stores in FY27. Westlife reiterated its guidance of 580-630 store-count by CY27 (FY28). Restaurant EBITDA margin declined by ~130bps yoy due to inflationary pressures more than offsetting operating leverage. Westlife expects these headwinds to ease and aspires for ~100-150bps margin expansion each in FY27/FY28. Overall EBITDA margin was flat yoy, at ~13% (in line with our estimate), helped by decline in HO cost by ~110bps. Westlife's pre-IndAS EBITDA margin saw a modest decline of ~20bps to 7.5%. Reported EBITDA at Rs946mn was a tad higher than our estimate.

South market seeing healthy traction, led by improved on-ground execution

South region delivered positive SSSG in 1Q, reflecting the early success of execution initiatives undertaken over the past few quarters. The company addressed gaps in its value proposition by introducing the right product offerings, and is now focused on strengthening on-ground execution across key cities. Improved performance was driven by continued marketing of its EDV (Everyday Value) platform, which aided a meaningful increase in guest traffic, alongside the successful launch of the "Let's Family at McDonald's" campaign that improved brand relatability. Westlife has a strong presence in the region, with >60 stores in Bengaluru, >35 in Hyderabad, >20 in Chennai, and a healthy footprint across cities such as Vizag and Coimbatore.

Westlife Foodworld: Financial Snapshot (Consolidated)

Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Revenue	24,912	26,256	29,966	34,525	39,671
EBITDA	3,290	3,400	4,154	5,384	6,661
Adj. PAT	121	(108)	275	820	1,358
Adj. EPS (Rs)	0.8	2.1	1.8	5.3	8.7
EBITDA margin (%)	13.2	13.0	13.9	15.6	16.8
EBITDA growth (%)	(12.4)	3.4	22.1	29.6	23.7
Adj. EPS growth (%)	(82.5)	166.6	(15.1)	198.5	65.6
RoE (%)	2.0	(1.8)	4.4	12.4	18.7
RoIC (%)	14.3	41.9	13.1	17.5	21.5
P/E (x)	625.8	234.7	276.4	92.6	55.9
EV/EBITDA (x)	23.4	22.8	18.7	14.4	11.6
P/B (x)	12.6	12.3	11.9	11.1	9.9
FCFF yield (%)	1.7	0.7	1.9	2.5	3.6

Source: Company, Emkay Research

Target Price – 12M	Jun-27
Change in TP (%)	-
Current Reco.	ADD
Previous Reco.	ADD
Upside/(Downside) (%)	12.9

Stock Data	WESTLIFE IN
52-week High (Rs)	780
52-week Low (Rs)	398
Shares outstanding (mn)	155.9
Market-cap (Rs bn)	76
Market-cap (USD mn)	794
Net-debt, FY27E (Rs mn)	1,859.8
ADTV-3M (mn shares)	0.3
ADTV-3M (Rs mn)	78.3
ADTV-3M (USD mn)	0.8
Free float (%)	43.0
Nifty-50	24,317.2
INR/USD	95.7

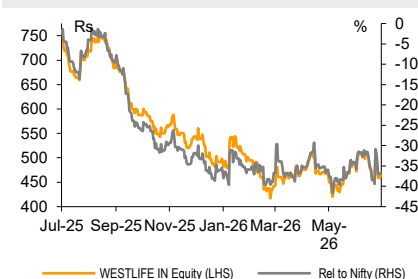
Shareholding, Jun-26

Promoters (%)	56.4
FPIs/MFs (%)	6.9/28.3

Price Performance

(%)	1M	3M	12M
Absolute	(0.4)	2.3	(35.2)
Rel. to Nifty	(2.2)	1.0	(33.7)

1-Year share price trend (Rs)



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Earnings call KTAs

Operational performance and demand environment

- 1QFY27 marked the strongest topline growth, highest SSSG, and fastest guest count growth in the recent past.
- May-26 and Jun-26 were strong, with mid-single-digit SSG, and the momentum continued in Jul-26.
- The company's focus remains on driving sustainable volume-led growth. EDV meal continues to see strong traction and remains a key driver of footfalls in the dine-in channel.

SSG performance

- SSG was positive in all three months. South region is seeing improvement, while West continues to do well.
- The company is confident of achieving mid-single digit SSSG in FY27.

Pricing and margins

- The company has not done any price increase in 1Q and may look at price increases going forward, in line with its strategy of taking moderate price increases annually.
- The company believes that gross margin has bottomed out in 1Q, and should see expansion going forward. Gross margin is expected to remain above 67% in the near-to-medium term.
- The company intends to improve its operating margin by optimizing product mix, cost engineering, working on bottom-performing restaurants, and pricing. It aims to increase margin by 100-150bps each year.
- Inflation in food and paper cost and utilities, impact on labor due to an increase in minimum wages, and advertisement and promotional expenses hurt margins during the quarter.
- General and admin expenses are likely to remain at 6-6.5%.

Network expansion

- Westlife is on track to open 60 new restaurants in FY27, as the network expansion pipeline remains healthy.
- In terms of presence, it has ~100 stores in Gujarat, ~100 in Mumbai, and ~100 in Pune and rest of MH.

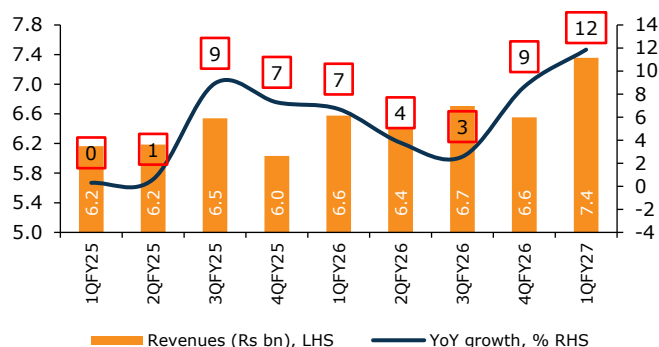
Others

- As a strategy, the company intends to move closer to the market and, in turn, has realigned its operating structure to 5 divisions from 3. Being closer to the customer allows the company to respond faster and deliver the best experience.
- India's eating-out market continues to offer significant headroom, and the company is well positioned to capture the opportunity.
- The company believes that the momentum is sustainable, and remains on track to achieve its Vision 2027.
- Currently, there are 2 apps, one for dine-in and one for delivery. The company will look at integrating both apps in the future.

This report is intended for Team White Marque Solutions (team.emkay@whitemarquesolutions)

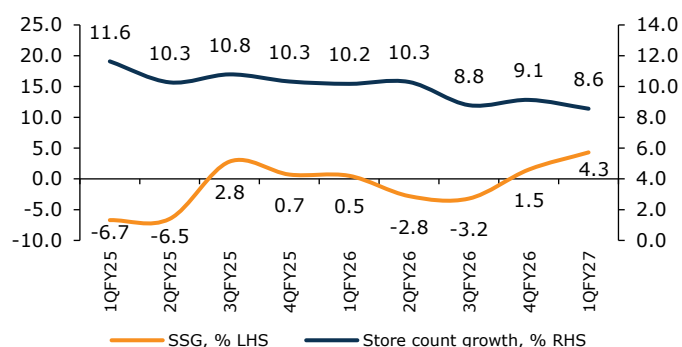
Story in charts

Exhibit 1: Topline up 12% yoy (in-line), led by 4.3% SSG and rest via store adds



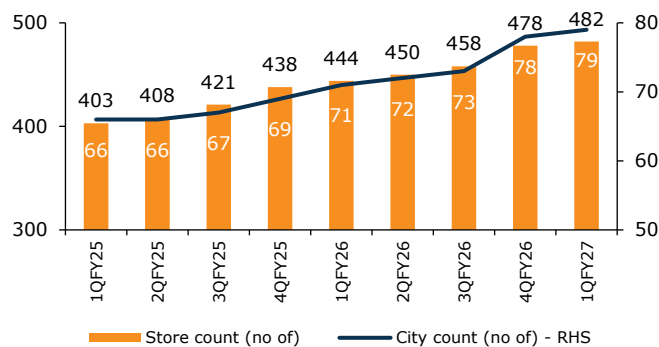
Source: Company, Emkay Research

Exhibit 2: SSG improved to 4.3%, aided by double-digit growth in guest count across West and South markets



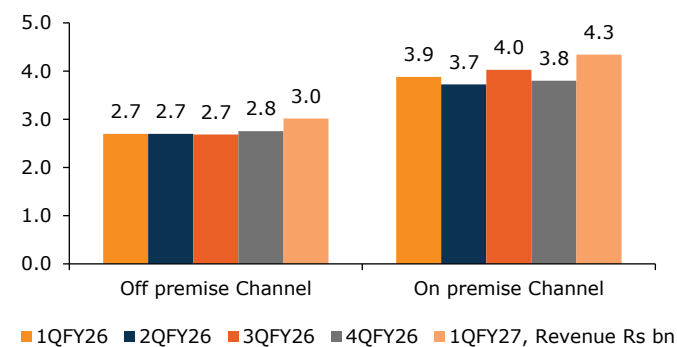
Source: Company, Emkay Research

Exhibit 3: Westlife added 4 net new stores in 1Q, taking total store-count to 482; maintains 580-630 store guidance by CY27



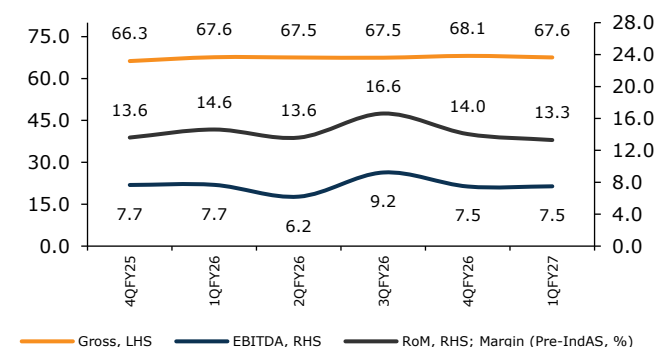
Source: Company, Emkay Research

Exhibit 4: Both on-/off-premise sales grew ~12% yoy



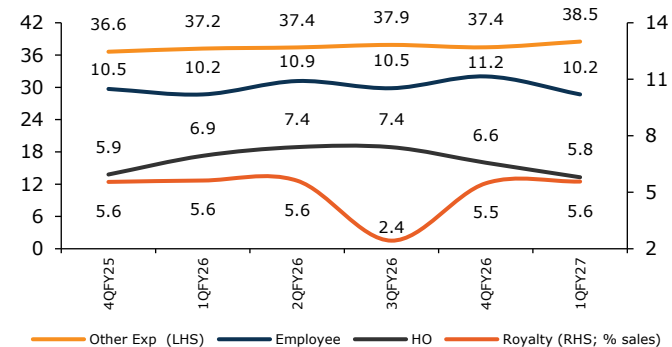
Source: Company, Emkay Research

Exhibit 5: Gross margin at 67.6% remained flat yoy; pre-IndAS EBITDA margin at ~7.5% saw a modest decline of 20bps



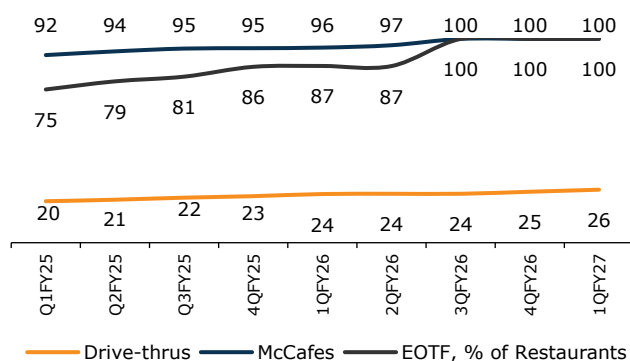
Source: Company, Emkay Research

Exhibit 6: Other expenses up by ~130bps yoy due to inflationary pressure; HO cost down by ~110bps, led by operating leverage

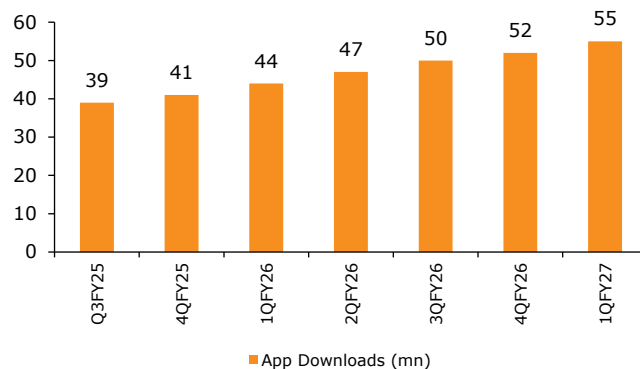


Source: Company, Emkay Research

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Exhibit 7: McCafé/EOTF penetration at 100% of eligible store network; drive-thru mix at ~26%

Source: Company, Emkay Research

Exhibit 8: Cumulative app downloads at 55mn, up 25% yoy

Source: Company, Emkay Research

Exhibit 9: Actual vs estimates (1QFY27)

(Rs mn)	Actual	Estimates		Variation		Comments
		Emkay	Consensus	Emkay	Consensus	
Net Sales	7,356	7,172	7,169	2.6%	2.6%	Revenue beat led by better-than-expected SSG.
EBITDA*	946	933	939	1.4%	0.6%	EBITDA was largely in line with expectation.
EBITDA Margin*	12.9%	13.0%	13.1%	-15	-25	
PAT	6	23	41	-74.7%	-85.5%	Reported PAT was lower due to exceptional cost. Adj PAT was in line with expectation.

Source: Company, Emkay Research; Note: *Post-IndAS-116 EBITDA

Exhibit 10: Changes in estimates

Changes in estimates	FY27E			FY28E			FY29E		
Y/E, Mar (Rs mn)	Old	New	Change (%)	Old	New	Change (%)	Old	New	Change (%)
Revenues	29,547	29,966	1.4	34,027	34,525	1.5	38,981	39,671	1.8
Pre-IndAS EBITDA	2,317	2,511	8.4	3,545	3,521	-0.7	4,545	4,558	0.3
EBITDA Margin (%)	7.8	8.4	50 bps	10.4	10.2	-20 bps	11.7	11.5	-20 bps
PAT	123	275	124.1	822	820	-0.2	1,357	1,358	0.0
EPS (Rs)	0.8	1.8	124.1	5.3	5.3	-0.2	8.7	8.7	0.0

Source: Company, Emkay Research; Note: *Pre IndAS-116 EBITDA

Exhibit 11: Peer comparison

Company name	CMP (Rs)	Mcap (Rs bn)	Reco	Target Price (Rs)	PER (x)			EV/EBITDA (x)		
					FY27E	FY28E	FY29E	FY27E	FY28E	FY29E
Jubilant Foodworks	440	290	BUY	550	73.3	55.5	43.0	22.3	18.9	15.8
Devyani	119	146	BUY	160	551.4	117.8	72.4	25.7	20.3	17.1
Westlife	487	76	ADD	550	276.4	92.6	55.9	31.0	22.1	17.1
Sapphire	195	63	BUY	300	122.3	83.8	67.3	20.6	14.9	12.8

Source: Company, Emkay Research; Note: *Pre-IndAS-116 EBITDA

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Exhibit 12: Summary of quarterly results

Y/E, Mar (Rs mn)	1QFY26	2QFY26	3QFY26	4QFY26	1QFY27	yoy (%)	yoy (%)	FY26TD	FY27TD	yoy (%)
Revenue	6,577	6,419	6,707	6,554	7,356	11.9	12.3	6,577	7,356	11.9
Expenditure	5,722	5,660	5,720	5,684	6,411	12.0	12.8	5,722	6,411	12.0
Consumption of RM	2,129	2,084	2,183	2,090	2,387	12.1	14.2	2,129	2,387	12.1
as a % of sales	32.4%	32.5%	32.5%	31.9%	32.4%			32.4%	32.4%	
Employee cost – store	671	700	706	731	750	11.9	2.6	671	750	11.9
as a % of sales	10.2%	10.9%	10.5%	11.2%	10.2%			10.2%	10.2%	
Royalty	370	360	163	359	410	10.8	14.1	370	410	10.8
as a % of sales	5.6%	5.6%	2.4%	5.5%	5.6%			5.6%	5.6%	
Other expenditure	2,097	2,041	2,173	2,074	2,438	16.3	17.6	2,097	2,438	16.3
as a % of sales	31.9%	31.8%	32.4%	31.6%	33.1%			31.9%	33.1%	
HO costs	456	475	496	431	426	-6.5	-1.0	456	426	-6.5
as a % of sales	6.9%	7.4%	7.4%	6.6%	5.8%			6.9%	5.8%	
EBITDA*	855	759	987	870	946	10.6	8.7	855	946	10.6
Depreciation	550	574	562	575	600	9.0	4.2	550	600	9.0
EBIT	305	185	424	295	346	13.6	17.5	305	346	13.6
Other income	69	91	73	65	65			69	65	-5.4
Interest	355	363	370	368	388	9.4	5.4	355	388	9.4
PBT	19	-87	128	-9	23	24.0		19	23	24.0
Total tax	4	92	10	-33	2	-53.5		4	2	-53.5
Adjusted PAT	15	-179	118	25	21	46.9	-12.5	15	21	46.9
Extraordinary items	2	-455	108	1	16			2	16	
Reported PAT	12	275	10	24	6	-52.1	-74.8	12	6	-52.1
Reported EPS (Rs)	0.1	1.8	0.1	0.2	0.0	-52.1	-74.8	0.1	0.0	-52.1
(%)	1QFY26	2QFY26	3QFY26	4QFY26	1QFY27	(bps)	(bps)	FY26TD	FY27TD	(bps)
EBITDAM*	13.0	11.8	14.7	13.3	12.9	-10	-40	13.0	12.9	-10
EBITM	4.6	2.9	6.3	4.5	4.7	10	20	4.6	4.7	10
EBTM	0.3	-1.4	1.9	-0.1	0.3	0	50	0.3	0.3	0
PATM	0.2	4.9	0.2	0.4	0.1	-10	-30	0.2	0.1	-10
Effective tax rate	22.8	-105.0	7.8	378.8	8.5			22.8	8.5	

Source: Company, Emkay Research; Note: *Post-IndAS-116 EBITDA

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Westlife Foodworld: Consolidated Financials and Valuations

Profit & Loss					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Revenue	24,912	26,256	29,966	34,525	39,671
Revenue growth (%)	4.2	5.4	14.1	15.2	14.9
EBITDA	3,290	3,400	4,154	5,384	6,661
EBITDA growth (%)	(12.4)	3.4	22.1	29.6	23.7
Depreciation & Amortization	2,133	2,294	2,555	2,922	3,324
EBIT	1,157	1,106	1,599	2,462	3,337
EBIT growth (%)	(38.2)	(4.4)	44.5	54.0	35.6
Other operating income	171	252	310	341	375
Other income	245	314	352	422	473
Financial expense	1,271	1,455	1,583	1,745	1,924
PBT	130	(34)	367	1,139	1,886
Extraordinary items	0	431	0	0	0
Taxes	9	73	93	319	528
Minority interest	-	-	-	-	-
Income from JV/Associates	-	-	-	-	-
Reported PAT	121	324	275	820	1,358
PAT growth (%)	(82.5)	166.6	(15.1)	198.5	65.6
Adjusted PAT	121	(108)	275	820	1,358
Diluted EPS (Rs)	0.8	2.1	1.8	5.3	8.7
Diluted EPS growth (%)	(82.5)	166.6	(15.1)	198.5	65.6
DPS (Rs)	0.3	0.8	0.7	2.1	3.5
Dividend payout (%)	40.0	40.0	40.0	40.0	40.0
EBITDA margin (%)	13.2	13.0	13.9	15.6	16.8
EBIT margin (%)	4.6	4.2	5.3	7.1	8.4
Effective tax rate (%)	6.9	(212.6)	25.2	28.0	28.0
NOPLAT (pre-IndAS)	1,077	3,458	1,196	1,772	2,403
Shares outstanding (mn)	156	156	156	156	156

Source: Company, Emkay Research

Cash flows					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
PBT (ex-other income)	(114)	(349)	16	717	1,413
Others (non-cash items)	0	0	0	0	0
Taxes paid	(230)	(157)	(194)	(430)	(651)
Change in NWC	271	(263)	578	378	427
Operating cash flow	3,331	2,980	4,538	5,331	6,438
Capital expenditure	(2,059)	(2,471)	(3,089)	(3,367)	(3,654)
Acquisition of business	0	0	0	0	0
Interest & dividend income	245	314	352	422	473
Investing cash flow	(2,026)	(1,766)	(2,738)	(2,944)	(3,181)
Equity raised/(repaid)	79	(38)	0	-	0
Debt raised/(repaid)	691	(85)	300	400	400
Payment of lease liabilities	(1,353)	(1,539)	(1,642)	(1,863)	(2,104)
Interest paid	(225)	(273)	(283)	(315)	(351)
Dividend paid (incl tax)	(49)	(129)	(110)	(328)	(543)
Others	0	0	0	0	0
Financing cash flow	(857)	(2,065)	(1,735)	(2,105)	(2,598)
Net chg in Cash	448	(851)	65	282	659
OCF	3,331	2,980	4,538	5,331	6,438
Adj. OCF (w/o NWC chg.)	3,060	3,243	3,960	4,953	6,011
FCFF	1,272	509	1,449	1,965	2,784
FCFE	1,292	550	1,517	2,072	2,906
OCF/EBITDA (%)	101.3	87.6	109.3	99.0	96.6
FCFE/PAT (%)	1,064.4	170.1	552.2	252.7	214.0
FCFF/NOPLAT (%)	118.1	14.7	121.1	110.9	115.9

Source: Company, Emkay Research

Balance Sheet					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Share capital	312	312	312	312	312
Reserves & Surplus	5,723	5,879	6,044	6,536	7,351
Net worth	6,035	6,191	6,356	6,848	7,663
Minority interests	-	-	-	-	-
Non current liab. & prov.	12,222	14,040	16,297	18,753	21,099
Total debt	3,081	2,996	3,296	3,696	4,096
Total liabilities & equity	21,338	23,227	25,948	29,296	32,858
Net tangible fixed assets	8,585	9,139	10,577	12,019	13,448
Net intangible assets	382	424	454	484	514
Net ROU assets	11,078	12,488	14,254	16,227	18,097
Capital WIP	255	685	685	685	685
Goodwill	466	466	466	466	466
Investments [JV/Associates]	-	-	-	-	-
Cash & equivalents	2,181	1,371	1,436	1,717	2,376
Current assets (ex-cash)	2,203	2,717	2,671	2,968	3,306
Current Liab. & Prov.	3,812	4,063	4,595	5,270	6,035
NWC (ex-cash)	(1,609)	(1,346)	(1,924)	(2,302)	(2,729)
Total assets	21,338	23,227	25,948	29,296	32,858
Net debt	900	1,625	1,860	1,978	1,719
Capital employed	21,338	23,227	25,948	29,296	32,858
Invested capital	7,824	8,683	9,573	10,667	11,699
BVPS (Rs)	38.7	39.7	40.8	43.9	49.1
Net Debt/Equity (x)	0.1	0.3	0.3	0.3	0.2
Net Debt/EBITDA (x)	0.3	0.5	0.4	0.4	0.3
Interest coverage (x)	0.3	0.2	0.4	0.8	1.2
RoCE (%)	16.1	15.5	20.7	28.6	34.2

Source: Company, Emkay Research

Valuations and key Ratios					
Y/E March	FY25	FY26	FY27E	FY28E	FY29E
P/E (x)	625.8	234.7	276.4	92.6	55.9
P/CE(x)	50.5	56.8	40.1	28.0	21.4
P/B (x)	12.6	12.3	11.9	11.1	9.9
EV/Sales (x)	3.1	3.0	2.6	2.3	2.0
EV/EBITDA (x)	23.4	22.8	18.7	14.4	11.6
EV/EBIT(x)	66.4	70.1	48.5	31.5	23.2
EV/IC (x)	9.8	8.9	8.1	7.3	6.6
FCFF yield (%)	1.7	0.7	1.9	2.5	3.6
FCFE yield (%)	1.7	0.7	2.0	2.7	3.8
Dividend yield (%)	0.1	0.2	0.1	0.4	0.7
DuPont-RoE split					
Net profit margin (%)	0.5	(0.4)	0.9	2.4	3.4
Total asset turnover (x)	2.6	2.5	2.7	2.8	2.9
Assets/Equity (x)	1.6	1.7	1.8	1.9	1.9
RoE (%)	2.0	(1.8)	4.4	12.4	18.7
DuPont-RoIC					
NOPLAT margin (%)	4.3	13.2	4.0	5.1	6.1
IC turnover (x)	3.3	3.2	3.3	3.4	3.5
RoIC (%)	14.3	41.9	13.1	17.5	21.5
Operating metrics					
Core NWC days	(23.6)	(18.7)	(23.4)	(24.3)	(25.1)
Total NWC days	(23.6)	(18.7)	(23.4)	(24.3)	(25.1)
Fixed asset turnover	1.8	1.7	1.6	1.6	1.6
Opex-to-revenue (%)	53.1	54.7	53.7	52.3	51.2

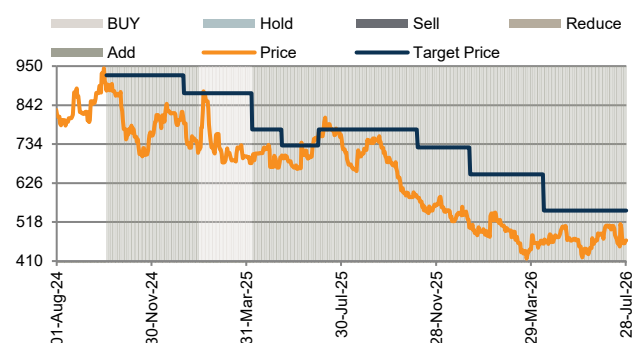
Source: Company, Emkay Research

RECOMMENDATION HISTORY - DETAILS

Date	Closing Price (Rs)	TP (Rs)	Rating	Analyst
07-Jul-26	508	550	Add	Devanshu Bansal
08-May-26	505	550	Add	Devanshu Bansal
14-Apr-26	458	550	Add	Devanshu Bansal
02-Mar-26	494	650	Add	Devanshu Bansal
05-Feb-26	535	650	Add	Devanshu Bansal
10-Jan-26	503	650	Add	Devanshu Bansal
25-Nov-25	563	725	Add	Devanshu Bansal
04-Nov-25	585	725	Add	Devanshu Bansal
07-Oct-25	684	775	Add	Devanshu Bansal
02-Oct-25	682	775	Add	Devanshu Bansal
16-Sep-25	756	775	Add	Devanshu Bansal
18-Aug-25	659	775	Add	Devanshu Bansal
24-Jul-25	771	775	Add	Devanshu Bansal
01-Jul-25	768	775	Add	Devanshu Bansal
15-May-25	703	730	Add	Devanshu Bansal
09-Apr-25	689	775	Add	Devanshu Bansal
07-Apr-25	691	775	Add	Devanshu Bansal
29-Jan-25	723	875	Buy	Devanshu Bansal
10-Jan-25	792	875	Add	Devanshu Bansal
24-Oct-24	802	925	Add	Devanshu Bansal

Source: Company, Emkay Research

RECOMMENDATION HISTORY - TREND



Source: Company, Bloomberg, Emkay Research

This report is intended for Team White Marque Solutions (team.emkay@whitemarquesolutions)

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