

Birla Corporation

Estimate change	↔
TP change	↕
Rating change	↔

CMP: INR1,190 TP: INR1,600 (+35%) Buy

Earnings above estimate; near-term outlook challenging

Focus remains on higher trade share and premiumization

- Birla Corporation (BCORP)'s 2QFY26 EBITDA was above our estimates, led by lower-than-estimated opex/t and better performance in the Jute business. EBITDA increased ~72% YoY to INR3.0b (~31% beat). EBITDA/t grew ~61% YoY to INR717 (est. INR559). OPM expanded 4.7pp YoY to ~14% (est. ~11%). It reported a PAT of INR905m (~139% above our estimate, aided by higher other income and lower interest costs vs. our estimate).
- Management highlighted that 2Q profitability was hit by the overhang of the shutdown of the Maihar plant in 1QFY26, leading to continued clinker purchase. Further heavy rain disrupted operations at the Mukutban plant, leading to lower volume. The GST rate change in Sep'25 led to sharp price corrections in the non-trade segment; however, its limited exposure (<15%) helped contain the impact. Its strong focus on trade (B2C) sales, blended cement, and premium products continued to support profitability. Management remains cautious for 3Q due to subdued realization, and it expects realization to improve in 4QFY26.
- We retain our earnings estimates for FY26-28. BCORP trades attractively at 7x/6x FY27E/FY28E EV/EBITDA and USD52/USD50 EV/t. We value the stock at 8x Sep'27E EV/EBITDA to arrive at our TP of INR1,600. **Reiterate BUY.**

Volumes rise ~7% YoY; cement realization up ~3% YoY

- Consolidated revenue/EBITDA stood at INR22.1b/INR3.0b (up ~13%/72% YoY and +3%/+31% vs. our estimates) in 2QFY26. PAT stood at INR905m (+139% vs estimates) vs. a loss of INR252m in 2QFY25. Sales volumes increased ~7% YoY to 4.3mt (in line). Cement realization was up ~3% YoY to INR4,878/t.
- Opex/t remained flat YoY (-2% vs. estimates), led by ~2%/1% dip in variable costs/other expenses. Freight cost/employee cost per ton increased ~4%/1% YoY. EBITDA/t increased ~61% YoY to INR717. Depreciation/interest costs dipped 7%/22% YoY, whereas other income increased 56% YoY. ETR stood at ~30.9% vs. 29.4% in 2QFY25.
- In 1HFY26, revenue/EBITDA/adj. PAT stood at INR46.6b/INR6.5b/INR2.1b (up ~12%/50%/28x YoY). OPM expanded 3.5pp to ~14%. Realization surged ~4% YoY to INR5,161, and Opex/t was flat YoY. EBITDA/t grew ~38% YoY to INR722. OCF stood at INR2.1b vs INR3.1b in 1HFY25. Capex stood at INR2.2b vs. INR2.1b. Net cash outflow was INR105m vs. FCF of INR1.0b in 1HFY25.

Highlights from the management commentary

- Management expects demand to recover in 2HFY26, with the north and west regions to drive recovery, while the south and east regions continue to face supply overhang. Healthy monsoon, higher disposable income, and continuing government-led capex for infrastructure to drive cement demand.
- The Kundanganj grinding unit is expected to commence operations by the end of 3QFY26 or the start of 4QFY26. BCORP reiterated that its overall capacity expansion plans remain on schedule in line with earlier guidance.
- The capex outlay for FY26 has been revised to INR8b (earlier guidance of INR9.0-10.0b).

Bloomberg	BCORP IN
Equity Shares (m)	77
M.Cap.(INRb)/(USD\$)	91.6 / 1
52-Week Range (INR)	1537 / 902
1, 6, 12 Rel. Per (%)	-1/6/-2
12M Avg Val (INR M)	153

Financial Snapshot (INR b)

Y/E MARCH	FY26E	FY27E	FY28E
Sales	99.6	108.1	116.7
EBITDA	14.5	17.1	19.3
Adj. PAT	5.4	6.6	7.3
EBITDA Margin (%)	14.6	15.8	16.6
Adj. EPS (INR)	70.2	85.1	95.1
EPS Gr. (%)	66.2	21.3	11.7
BV/Sh. (INR)	971	1,046	1,131

Ratios

Net D:E	0.3	0.4	0.5
RoE (%)	7.5	8.4	8.7
RoCE (%)	6.4	6.9	7.0
Payout (%)	14	12	11

Valuations

P/E (x)	16.8	13.9	12.4
P/BV (x)	1.2	1.1	1.0
EV/EBITDA(x)	7.5	6.8	6.5
EV/ton (USD)	55	52	50
Div. Yield (%)	0.8	0.8	0.8

Shareholding Pattern (%)

As of	Sep-25	Jun-25	Sep-24
Promoter	62.9	62.9	62.9
DII	15.8	15.6	16.2
FII	6.7	7.1	5.5
Others	14.6	14.5	15.4

FII includes depository receipts

Sanjeev Kumar Singh - Research analyst (Sanjeev.Singh@MotilalOswal.com)

Research analyst - Mudit Agarwal (Mudit.Agarwal@MotilalOswal.com) | **Abhishek Sheth** (Abhishek.Sheth@MotilalOswal.com)

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Valuation and view

- BCORP's 2QFY26 performance was above our estimates, driven by better cost control and improved performance in the Jute business. Cement realization was stable QoQ, in line with our estimates. The management gave a cautious near-term view due to subdued pricing in the central region. It expects price improvement in 4QFY26. Further, progress on the company's capacity expansion needs to be closely monitored, which would provide sustainable volume growth.
- We estimate BCORP's revenue/EBITDA/PAT CAGR of ~8%/17%/31% over FY25-28. Estimate EBITDA/t at INR758/INR833/INR879 in FY26/FY27/FY28E vs. INR672 in FY25. BCORP trades attractively at 7x/6x FY27E/FY28E EV/EBITDA and EV/t of USD52/USD50. We value the stock at 8x Sep'27E EV/EBITDA to arrive at our TP of INR1,600. **Reiterate BUY.**

Consolidated performance

Y/E March	(INR b)											
	FY25				FY26				FY25	FY26E	FY26	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE			2QE	(%)
Cement Sales (MT)	4.4	4.0	4.5	5.2	4.8	4.3	4.7	5.4	18.1	19.2	4.2	2
YoY Change (%)	(0.7)	(5.0)	7.1	7.2	9.1	7.1	5.0	4.4	2.5	6.0	5.0	
Cement Realization	4,843	4,722	4,790	5,177	4,899	4,878	4,923	5,078	4,886	4,951	4,869	0
YoY Change (%)	(7.4)	(9.4)	(9.9)	(0.8)	1.2	3.3	2.8	(1.9)	(6.7)	1.3	3.1	
QoQ Change (%)	(7.2)	(2.5)	1.4	8.1	(5.4)	(0.4)	0.9	3.1			(0.6)	
Net Sales	21.9	19.5	22.6	28.1	24.5	22.1	24.2	28.8	92.1	99.6	21.4	3
YoY Change (%)	(9.1)	(14.6)	(2.4)	6.0	12.0	13.0	7.2	2.2	(4.6)	8.1	9.4	
Total Expenditure	19.3	17.8	20.1	22.8	21.1	19.0	20.9	24.0	80.0	85.0	19.0	(0)
EBITDA	2.6	1.8	2.5	5.3	3.5	3.0	3.3	4.8	12.2	14.5	2.3	31
Margin (%)	11.8	9.1	11.0	19.0	14.1	13.8	13.5	16.5	13.2	14.6	10.9	291
YoY Change (%)	-13.3	-38.7	-34.5	13.0	34.3	72.1	31.7	-10.9	-15.3	19.5	-69.8	
Depreciation	1.5	1.5	1.4	1.4	1.3	1.3	1.5	1.5	5.7	5.6	1.4	(1)
Interest	0.9	0.9	0.8	0.7	0.7	0.7	0.7	0.7	3.3	2.8	0.7	(5)
Other Income	0.2	0.2	0.2	0.5	0.3	0.3	0.3	0.2	1.0	1.1	0.2	20
Profit before Tax	0.4	-0.4	0.4	3.7	1.8	1.3	1.4	2.8	4.2	7.2	0.5	159
EO (Income)/Expense	-	-	-	0.4	-	-	-	-	0.4	-	-	
Profit before Tax after EO	0.4	-0.4	0.4	3.3	1.8	1.3	1.4	2.8	3.8	7.2	0.5	159
Tax	0.1	-0.1	0.1	0.7	0.6	0.4	0.3	0.5	0.8	1.8	0.1	
Rate (%)	25.9	29.4	24.6	21.8	32.6	30.9	25.0	17.3	21.9	25.0	25.0	
Reported PAT	0.3	-0.3	0.3	2.6	1.2	0.9	1.0	2.3	3.0	5.4	0.4	139
Adj. PAT	0.3	-0.3	0.3	2.9	1.2	0.9	1.0	2.3	3.3	5.4	0.4	139
Margin (%)	1.5	-1.3	1.4	10.2	4.9	4.1	4.2	8.0	3.5	5.4	1.8	
YoY Change (%)	(45.4)	NM	(71.4)	52.2	266.6	NM	225.9	(20.2)	(21.8)	66.2	NM	

Per tonne analysis (INR)

Blended Realization	5,001	4,918	5,015	5,413	5,134	5,192	5,121	5,296	5,091	5,189	5,123	1
YoY Change (%)	(8.4)	(10.1)	(8.9)	(1.2)	2.7	5.6	2.1	(2.2)	(7.0)	1.9	4.2	
Raw Material	666	719	749	905	965	649	724	905	765	818	815	(20)
Staff Cost	337	354	320	254	318	357	317	255	312	309	350	2
Power and Fuel	1,004	1,025	1,025	892	825	1,052	990	943	979	949	950	11
Transport and Forwarding	1,322	1,249	1,319	1,337	1,348	1,299	1,330	1,321	1,306	1,325	1,320	(2)
Other Exp.	1,082	1,126	1,051	999	953	1,119	1,068	995	1,065	1,030	1,129	(1)
Total Expenditure	4,411	4,472	4,464	4,387	4,409	4,474	4,429	4,420	4,426	4,432	4,564	(2)
EBITDA	590	446	551	1,027	725	717	691	876	672	758	559	28

Source: Company, MOFSL Estimates



Highlights from the management commentary

Demand and pricing

- Demand during the quarter was impacted by extended and heavy monsoons across key markets, particularly in the central region, which remains the company's largest market and where pricing stayed the weakest relative to other regions. The GST rate change in Sep'25 led to a temporary disruption in the non-trade segment, where large players with new capacities and incentive benefits pushed higher pre-change dispatches, resulting in stock build-up and sharp post-transition price corrections.
- The company's exposure to the non-trade segment is limited to ~15% of total sales, insulating it from the worst of the pricing volatility. The trade segment and premium product mix continued to support realizations and profitability despite regional headwinds.
- Management expects demand to revive in 2HFY26, aided by improved northern demand and continued government infrastructure spending. It anticipates ~4%–5% YoY volume growth in 3Q, led by better offtake as seasonal effects subside.

Operational performance

- Operations in 2QFY26 were temporarily affected by the need to purchase clinker, following a breakdown at one of the company's largest units toward the end of 1QFY26. Purchased clinker accounted for ~20-25% of total clinker requirements, slightly denting profitability during the quarter. The issue has since been resolved, and all plants are now operating at full capacity with adequate clinker availability.
- At Mukutban, heavy rains disrupted dispatches, but the company expects volumes to normalize in H2FY26. Overall, capacity utilization across older plants remained above ~90%, with efficiency benchmarks met for thermal and electrical performance. The company's capacity utilization stood at ~85% in 2QFY26 vs. ~78%/96% in 2QFY25/1QFY26.
- Blended cement sales stood at ~89% vs. ~83%/89% of total volumes in 2QFY25/1QFY26. Trade share stood at ~79% of total volumes in vs. ~71%/~78% in 2QFY25/1QFY26. Premium products contributed ~60% of trade volumes vs. ~62%/58% in 2QFY25/1QFY26.
- The flagship Perfect Plus brand is performing strongly in the A-category premium segment, while Samrat Advance continues to consolidate its position in the upper value segment. Management highlighted that its dual presence across both premium and value categories remains a strategic advantage, allowing flexibility across markets.
- The share of renewable power stood at ~30% vs. ~25%/27% in 2QFY25/1QFY26. The company has begun sourcing 6MW of wind-solar hybrid power at its Chanderia plant from Oct'25 and 6.98MW of renewable power at its Durgapur unit from early Nov'25. With these additions, the share of renewable energy in total power consumption is expected to rise to ~32% in the second half of the year. The Board has also approved an additional 9MW of Solar BESS (Battery Energy Storage System) power at Chanderia, while investments are underway to commission 5MW of solar generation capacity at Mukutban. Fuel consumption

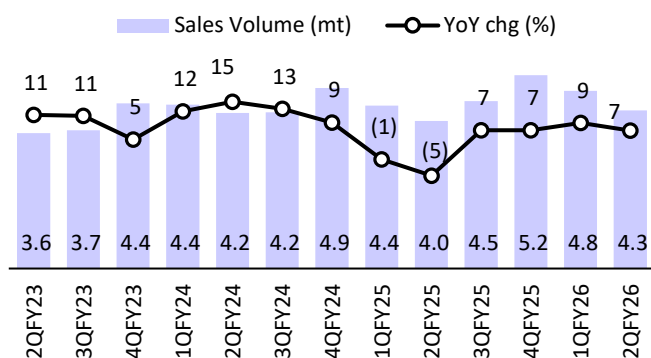
costs stood at INR1.48/Kcal vs. INR1.46/Kcal in 1QFY26. Lead distance stood at 340km during Q2FY26.

- Accrued incentives stood at INR180m for 2QFY26 vs. INR230m in 1QFY26.

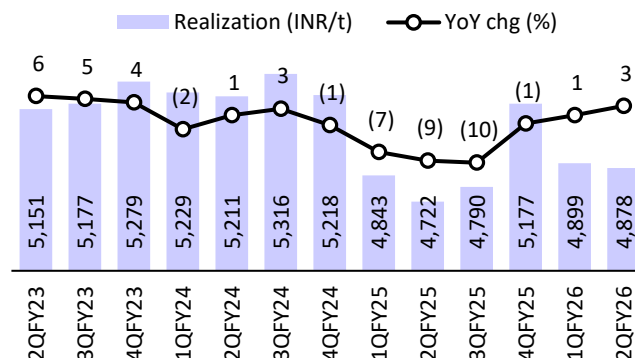
Capacity expansion and net debt

- The Kundanganj grinding unit is expected to commence operations by the end of 3QFY26 or the beginning of 4QFY26. The company reiterated that its overall capacity expansion plans remain on schedule in line with earlier guidance.
- The capex outlay for FY26 has been revised to INR8b (earlier guidance of INR9.0-10.0b).
- The company continues to pursue selective growth in the RMC business under the Perfect Plus umbrella, focusing on brand synergy markets such as Lucknow and Ayodhya, and avoiding overexpansion in low-margin vanilla RMC.
- Net debt stood at INR24.5b as of Sep'25 vs. INR23.0b as of Jun'25.

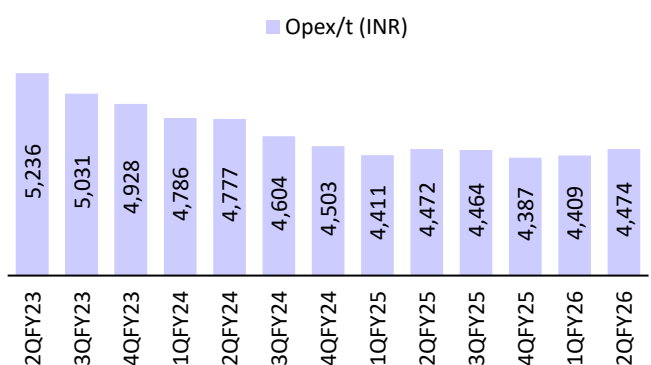
Story in charts

Exhibit 1: Sales volume increased ~7% YoY


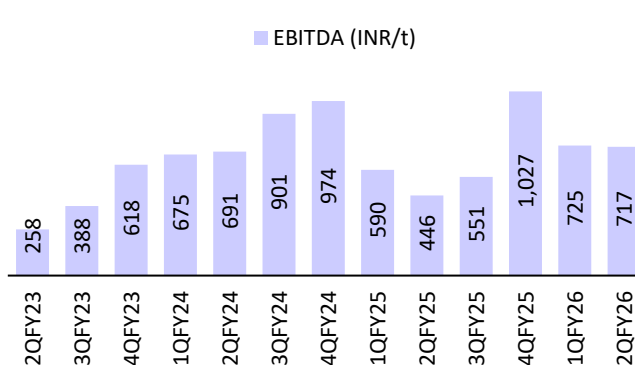
Source: Company, MOFSL

Exhibit 2: Cement realization up ~3% YoY


Source: Company, MOFSL

Exhibit 3: Opex/t remained flat YoY (up ~1% QoQ)


Source: Company, MOFSL

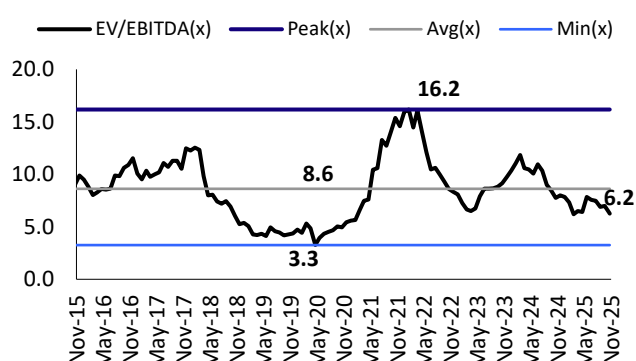
Exhibit 4: EBITDA/t increased 61% YoY (declined 1% QoQ)


Source: Company, MOFSL

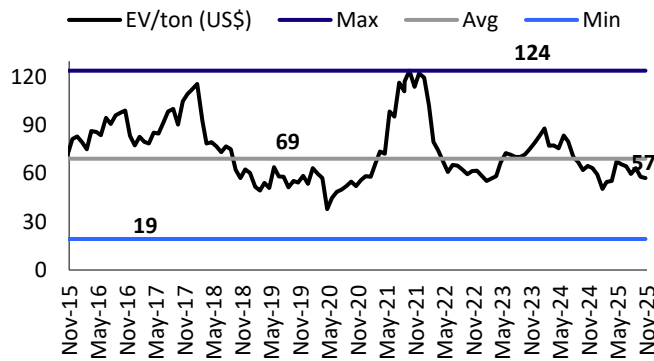
Exhibit 5: Key performance indicators – per ton analysis

INR/t	2QFY26	2QFY25	YoY (%)	1QFY26	QoQ (%)
Blended Realization	5,192	4,918	6	5,134	1
RM Costs	649	719	(10)	965	(33)
Employee Expenses	357	354	1	318	12
Power and Fuel	1,052	1,025	3	825	27
Freight and Handling Outward	1,299	1,249	4	1,348	(4)
Other Expenses	1,119	1,126	(1)	953	17
Total Expenses	4,474	4,472	0	4,409	1
EBITDA	717	446	61	725	(1)

Source: Company, MOFSL

Exhibit 6: One-year forward EV/EBITDA trend


Source: Company, MOFSL

Exhibit 7: One-year forward EV/t trend


Source: Company, MOFSL

Financials and valuations

Consolidated Income Statement

	(INR m)							
Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Net Sales	67,855	74,612	86,823	96,627	92,145	99,565	1,08,128	1,16,694
Change (%)	-1.9	10.0	16.4	11.3	-4.6	8.1	8.6	7.9
Total Expenditure	54,163	63,512	79,103	82,251	79,973	85,025	91,021	97,377
EBITDA	13,691	11,100	7,720	14,376	12,172	14,540	17,106	19,316
Margin (%)	20.2	14.9	8.9	14.9	13.2	14.6	15.8	16.6
Depreciation	3,708	3,969	5,099	5,783	5,719	5,581	6,261	7,025
EBIT	9,984	7,131	2,621	8,593	6,454	8,959	10,845	12,292
Int. and Finance Charges	2,963	2,427	3,387	3,717	3,271	2,831	2,943	3,416
Other Income - Rec.	673	988	1,131	856	979	1,077	839	890
PBT after EO	8,375	5,421	431	5,799	3,779	7,205	8,741	9,766
Change (%)	22.9	-35.3	-92.0	1,245.2	-34.8	90.7	21.3	11.7
Tax	2,074	1,435	26	1,594	826	1,801	2,185	2,441
Tax Rate (%)	24.8	26.5	6.1	27.5	21.9	25.0	25.0	25.0
Reported PAT	6,301	3,986	405	4,206	2,952	5,404	6,556	7,324
Extra-Ordinary Expenses	-681	271	-67	-68	384	0	0	0
PAT Adjusted for EO Items	5,460	4,200	361	4,158	3,252	5,404	6,556	7,324
Change (%)	8.1	-23.1	-91.4	1,052.2	-21.8	66.2	21.3	11.7
Margin (%)	8.0	5.6	0.4	4.3	3.5	5.4	6.1	6.3

Balance Sheet

	(INR m)							
Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Equity Share Capital	770	770	770	770	770	770	770	770
Reserves	54,090	59,718	59,038	65,968	69,381	74,015	79,801	86,355
Net Worth	54,860	60,488	59,808	66,738	70,151	74,785	80,571	87,125
Loans	40,464	42,080	43,497	37,697	33,633	35,633	42,633	49,633
Deferred Liabilities	8,668	9,722	9,712	11,042	10,401	10,401	10,401	10,401
Capital Employed	1,03,992	1,12,291	1,13,017	1,15,477	1,14,185	1,20,819	1,33,605	1,47,159
Gross Block	91,087	97,586	1,25,338	1,30,596	1,33,760	1,42,865	1,48,365	1,78,365
Less: Accum. Deprn.	17,852	21,821	26,920	32,703	38,422	44,003	50,264	57,289
Net Fixed Assets	73,235	75,765	98,418	97,893	95,338	98,862	98,101	1,21,076
Capital WIP	21,048	25,511	3,576	4,805	5,605	6,000	18,000	10,000
Investments	7,526	10,093	8,683	12,881	14,534	14,534	14,534	14,534
Curr. Assets	27,147	27,147	30,042	28,783	27,832	32,063	36,179	37,327
Inventory	8,101	8,200	10,616	9,646	9,670	10,448	11,347	12,246
Account Receivables	2,795	3,028	3,233	4,149	3,391	3,664	4,325	4,668
Cash and Bank Balance	1,773	1,380	2,183	1,592	1,265	2,489	3,228	1,110
Others	14,479	14,539	14,010	13,396	13,506	15,461	17,279	19,304
Curr. Liability and Prov.	24,964	26,225	27,703	28,884	29,124	30,640	33,208	35,778
Account Payables	24,230	25,453	26,797	27,924	28,361	29,869	32,438	35,008
Provisions	734	772	906	960	763	770	770	770
Net Current Assets	2,184	922	2,340	-102	-1,292	1,423	2,970	1,549
Appl. of Funds	1,03,992	1,12,291	1,13,017	1,15,477	1,14,185	1,20,819	1,33,605	1,47,159

Source: Company, MOFSL Estimates

Financials and valuations

Ratios

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Basic (INR)								
EPS	70.9	54.5	4.7	54.0	42.2	70.2	85.1	95.1
Cash EPS	119.0	106.1	70.9	129.1	116.5	142.6	166.4	186.3
BV/Share	712.4	785.5	776.6	866.6	910.9	971.1	1,046.3	1,131.4
DPS	10.0	10.0	2.5	10.0	10.0	10.0	10.0	10.0
Payout (%)	12.2	19.3	47.5	18.3	26.1	14.3	11.7	10.5
Valuation (x)								
P/E	16.6	21.6	251.8	21.9	27.9	16.8	13.9	12.4
Cash P/E	9.9	11.1	16.6	9.1	10.1	8.3	7.1	6.3
P/BV	1.7	1.5	1.5	1.4	1.3	1.2	1.1	1.0
EV/Sales	1.5	1.3	1.4	1.1	1.1	1.0	0.9	1.0
EV/EBITDA	8.9	10.9	16.0	7.9	8.9	7.5	6.8	6.5
EV/t - Cap (USD)	74	67	68	62	58	55	52	50
Dividend Yield (%)	0.8	0.8	0.2	0.8	0.8	0.8	0.8	0.8
Return Ratios (%)								
RoE	10.6	7.3	0.6	6.6	4.8	7.5	8.4	8.7
RoCE	7.9	5.5	3.1	6.0	5.1	6.4	6.9	7.0
RoIC	10.3	7.0	2.8	6.4	5.3	7.1	8.3	8.4
Working Capital Ratios								
Inventory (Days)	44	40	45	36	38	38	38	38
Debtor (Days)	15	15	14	16	13	13	15	15
Working Capital Turnover (Days)	0.7	0.7	0.8	0.8	0.8	0.8	0.8	0.8
Leverage Ratio								
Current ratio	1.1	1.0	1.1	1.0	1.0	1.0	1.1	1.0
Debt/Equity (x)	0.7	0.7	0.7	0.6	0.5	0.5	0.5	0.6

Cash Flow Statement

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
(INR m)								
OP/(Loss) before Tax	7,126	5,378	431	5,799	3,779	7,205	8,741	9,766
Depreciation	3,708	3,969	5,099	5,783	5,719	5,581	6,261	7,025
Interest and Finance Charges	2,963	2,427	3,387	3,717	3,271	2,831	2,943	3,416
Direct Taxes Paid	-843	-610	-508	-751	-723	-1,801	-2,185	-2,441
(Inc.)/Dec. in WC	-201	-2	280	2,021	4,740	-1,491	-808	-696
CF from Operations	12,752	11,162	8,689	16,570	16,784	12,325	14,951	17,069
Others	532	-770	-634	-376	-90	0	0	0
CF from Operating incl. EO	13,284	10,392	8,055	16,195	16,695	12,325	14,951	17,069
(Inc.)/Dec. in FA	-8,028	-7,762	-6,263	-5,255	-4,436	-9,500	-17,500	-22,000
Free Cash Flow	5,256	2,629	1,791	10,939	12,259	2,825	-2,549	-4,931
(Pur.)/Sale of Investments	2,438	-1,269	1,595	-1,053	-861	0	0	0
Others	-1,699	950	601	-786	-3,498	0	0	0
CF from Investments	-7,289	-8,082	-4,068	-7,094	-8,795	-9,500	-17,500	-22,000
Issue of Shares	0	0	0	0	0	0	0	0
Inc./(Dec.) in Debt	-2,252	1,246	980	-5,998	-4,303	2,000	7,000	7,000
Interest Paid	-3,493	-3,179	-3,393	-3,501	-3,154	-2,831	-2,943	-3,416
Dividend Paid	-1,036	-770	-770	-193	-770	-770	-770	-770
Others	0	0	0	0	0	0	0	0
CF from Fin. Activity	-6,781	-2,703	-3,183	-9,691	-8,227	-1,601	3,287	2,814
Inc./Dec. in Cash	-786	-393	803	-591	-327	1,224	738	-2,118
Opening Balance	2,559	1,772	1,380	2,183	1,592	1,265	2,489	3,228
Closing Balance	1,772	1,380	2,183	1,592	1,265	2,489	3,228	1,110

Source: Company, MOFSL estimates

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NOTES

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Nainesh Rajani

Email: nainesh.rajani@motilaloswal.com

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Grievance Redressal Cell:

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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