

1Q miss an aberration; maintains double-digit growth outlook

Retail ▶ Result Update ▶ August 14, 2026

CMP (Rs): 36,520 | TP (Rs): 46,800

We maintain ADD on PAG, with an unchanged TP of Rs46,800 (50x Jun-28E EPS). Despite a 10-11% EBITDA miss in 1Q (vs our/street expectations), we maintain our earnings estimates, as the 1Q miss was largely due to the spreading of trade schemes across quarters and logistical delays in order fulfilment toward the end of 1Q. PAG reported a weak 1Q, with 8% revenue growth and flat EBITDA. However, underlying demand trends (tertiary sales at EBOs/secondary sales at distributors) remain healthy, and it expects to fully recover the lost volumes in 2Q. With healthy traction in the new athleisure range (JKY Groove/Studio), PAG remains confident of delivering double-digit volume growth in FY27. While key RMs continue to see volatility, PAG maintained its EBITDA margin band of 19-21%, led by strategic price hikes, premiumization, and cost controls. We expect PAG's realization to improve by ~4% in FY27, aided by the partial benefit of ~5% price hike (in 2 tranches) and premiumization. We believe it is well positioned to transition toward a mid-teen growth phase, supported by the alignment of 'demand-side' tailwinds (market consolidation) with 'supply-side' initiatives such as distribution expansion, consumer activations, premium products (Groove/Studio/Bonded Tech), and removal of the ARS impact. PAG has corrected ~15% from its recent highs and assuring commentary on double-digit growth should drive a re-rating.

Retains double digit volume growth outlook, despite 1Q miss

PAG's topline growth moderated to ~8% yoy in 1Q (vs 14% in 4Q; ~5% miss to our estimate), impacted by temporary logistics and manpower constraints toward the end of 1Q, which resulted in ~3 days of revenue being deferred to 2Q. Growth was also impacted by the structural change in trade schemes, which are now aimed at growth distribution across quarters (vs 1Q-heavy earlier). While volume growth was lower at ~6% in 1Q, PAG remained confident of delivering double-digit volume growth in FY27. It also expects realization-led growth to improve, aided by the partial benefit of ~5% price hike (in 2 tranches) and premiumization. RM inflation impacted gross margin (GM) by ~190bps yoy to 57.2%, but PAG expects GM normalization following the ~2% price hike taken in mid-May. EBITDA margin declined by ~200bps, largely due to the GM decline. However, EBITDA margin at 20.3% remained within the guided range of 19-21%.

Athleisure a key focus area; EBO additions remain robust

Premiumization remains a key growth lever, with product upgrades and enhanced newness in the athleisure segment (JKY Groove/Studio). Athleisure is a key focus area and is being backed by the highest marketing investments across its portfolio. JKY Groove continues to gain healthy traction, with the recent season launched across ~500 EBOs and key online channels. PAG has also entered the character merchandise space through collaborations with Disney and Marvel, with a focus on more such collaborations in the future. Following robust MBO additions in 2HFY26 (~5,000 additions), distribution expansion moderated in 1Q, with ~440 closures. However, EBO expansion remained robust, with 25 additions in 1Q, taking the EBO count to 1,604.

Target Price – 12M	Jun-27
Change in TP (%)	-
Current Reco.	ADD
Previous Reco.	ADD
Upside/(Downside) (%)	28.1

Stock Data	PAG IN
52-week High (Rs)	47,310
52-week Low (Rs)	29,800
Shares outstanding (mn)	11.2
Market-cap (Rs bn)	407
Market-cap (USD mn)	4,268
Net-debt, FY27E (Rs mn)	(5,380.9)
ADTV-3M (mn shares)	0.0
ADTV-3M (Rs mn)	1,364.9
ADTV-3M (USD mn)	14.3
Free float (%)	56.4
Nifty-50	24,395.8
INR/USD	95.4

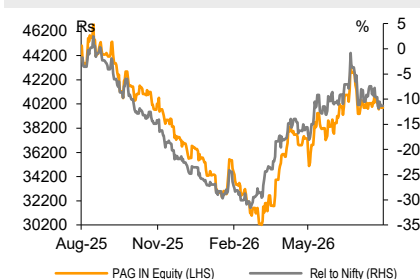
Shareholding, Jun-26

Promoters (%)	42.9
FPIs/MFs (%)	18.9/33.6

Price Performance

(%)	1M	3M	12M
Absolute	(8.6)	3.4	(16.1)
Rel. to Nifty	(9.3)	(0.8)	(15.3)

1-Year share price trend (Rs)



Page Industries: Financial Snapshot (Standalone)

Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Revenue	49,349	52,468	60,360	68,980	78,849
EBITDA	10,625	11,529	12,659	14,470	16,529
Adj. PAT	7,291	7,988	8,663	9,975	11,404
Adj. EPS (Rs)	653.7	716.2	776.7	894.3	1,022.4
EBITDA margin (%)	21.5	22.0	21.0	21.0	21.0
EBITDA growth (%)	23.6	8.5	9.8	14.3	14.2
Adj. EPS growth (%)	28.1	9.6	8.4	15.2	14.3
RoE (%)	48.5	54.9	55.7	59.7	63.2
RoIC (%)	74.2	79.3	75.8	84.1	92.1
P/E (x)	55.9	53.3	47.0	40.8	35.7
EV/EBITDA (x)	37.9	35.0	31.8	27.9	24.4
P/B (x)	28.9	27.1	25.3	23.5	21.7
FCFF yield (%)	2.6	1.4	2.0	2.2	2.5

Source: Company, Emkay Research

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Earnings call KTAs

Demand trends

- The management remained confident about the underlying demand environment, with healthy traction across EBOs, e-commerce, and the broader retail network. Tertiary performance in EBOs and secondary sales through distribution also improved vs 4Q.
- Underlying volume momentum remained stronger than reported revenue growth, with temporary quarter-end logistics and manpower constraints affecting billing during the quarter.
- The management highlighted multiple growth levers ahead, including volume recovery, new product launches, premiumization, retail/e-commerce expansion, and improving manufacturing and supply-chain efficiencies.

Margins

- Input-cost inflation, particularly in cotton and synthetic materials, weighed on margins during the quarter.
- The company continues to adopt a calibrated pricing approach, absorbing part of the input-cost inflation to balance margin protection with consumer value and competitiveness.
- The 2.2% weighted-average price increase implemented in May, following a 2.5% hike in January, is expected to have a greater impact from 2Q.
- The management retained its FY27 EBITDA margin guidance of 19-21%, with moderation in input costs and the May price increase expected to partly offset the earlier inflationary pressure.

Product/Premiumization

- New product introductions, including JKY Groove, received increasing consumer response and are expected to remain an important growth driver.
- The management highlighted premiumization and product newness as key growth opportunities going ahead. The company is also expanding into licensed character merchandise, starting with Disney and Marvel, leveraging Jockey's design capabilities, brand trust, and product quality to differentiate the offering.

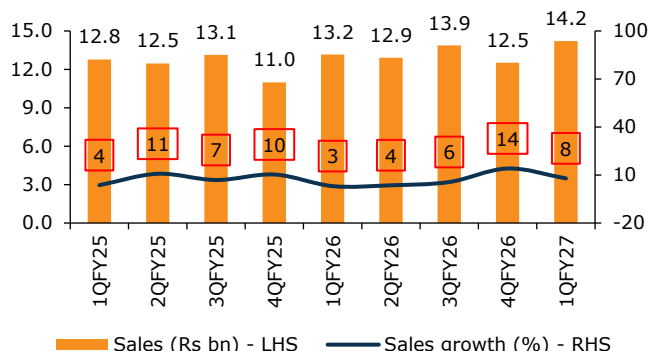
Others

- Inventory days improved to 66 from 73 at the beginning of the quarter; the management indicated that further reduction is not the objective, with inventory maintained at levels required to support availability and growth.
- Digital transformation across ERP, distribution management, HR, and the consumer data platform remains a key focus, aimed at creating a more agile and data-driven operating model.

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

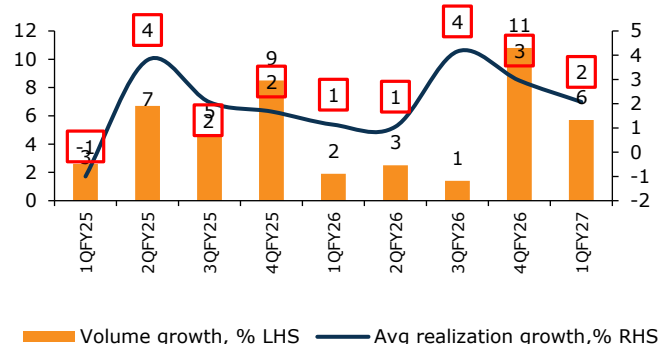
Story in charts

Exhibit 1: PAG's topline growth moderated to ~8% in 1Q, with growth expected to improve through FY27



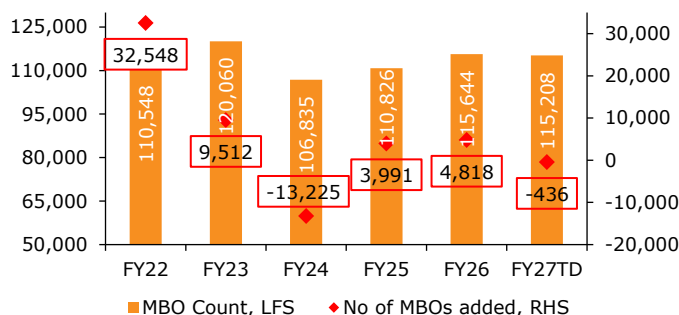
Source: Company, Emkay Research

Exhibit 2: Volume grew ~6% yoy in 1Q, while realization was up only ~2%



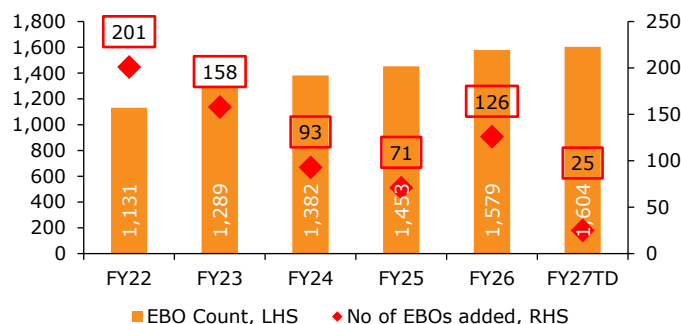
Source: Company, Emkay Research

Exhibit 3: Total MBOs decline by 436 in 1Q after ~5000 MBO additions in 2HFY26



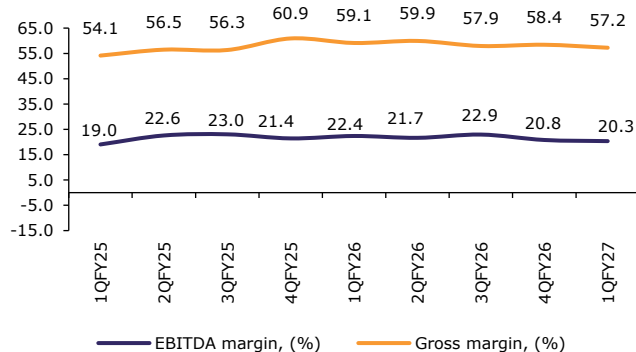
Source: Company, Emkay Research

Exhibit 4: EBO additions remained robust, with 25 additions in 1Q



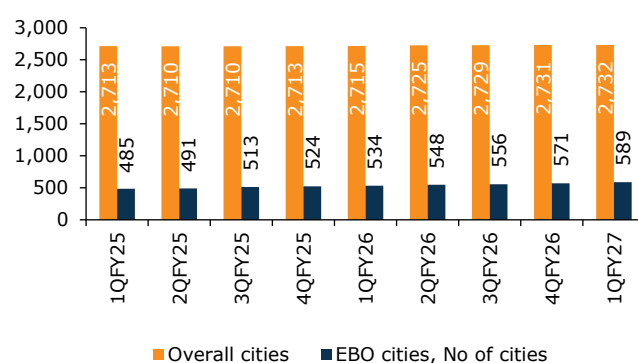
Source: Company, Emkay Research

Exhibit 5: GM declined by ~190bps due to RM inflation; EBITDA margin at 20.3% was in the guided range of 19-21%



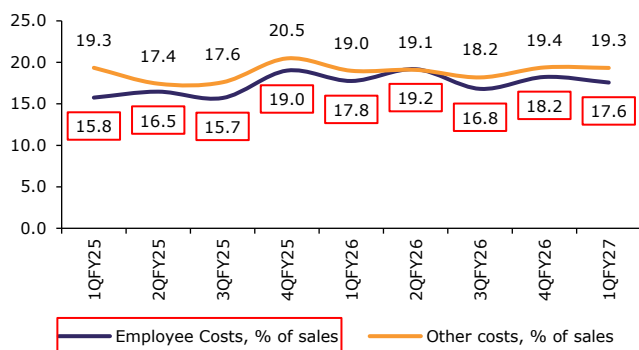
Source: Company, Emkay Research

Exhibit 6: PAG's overall presence was stable at 2,732 cities; EBO penetration improved to 589 cities

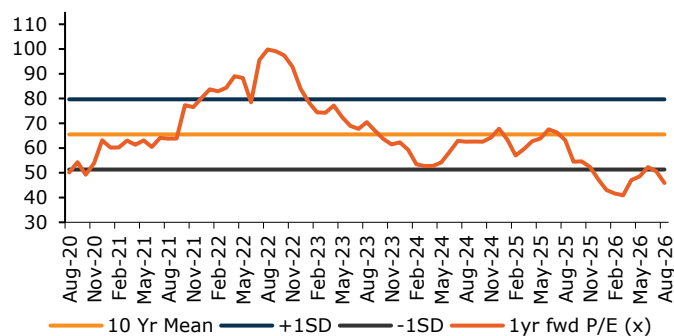


Source: Company, Emkay Research

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Exhibit 7: Employee cost was down by ~20bps in 1Q, while other expenses increased by ~30bps

Source: Company, Emkay Research

Exhibit 8: PAG's one-year forward PER

Source: Company, Emkay Research

Exhibit 9: Actual vs estimates (1QFY27)

(Rs mn)	Actual	Estimates		Variation		Comments
		Emkay	Consensus	Emkay	Consensus	
Net Sales	14,204	15,021	15,059	-5.4%	-5.7%	Topline miss due to spreading of trade schemes across quarters and logistical delays in order fulfilment toward the end of 1Q.
EBITDA*	2,890	3,245	3,252	-10.9%	-11.1%	EBITDA miss due to revenue flow-through and lower gross margins.
EBITDA margin*	20.3%	21.6%	21.6%	-125	-125	
APAT	1,928	2,238	2,248	-13.9%	-14.2%	PAT miss due to EBITDA flow-through and lower other income.

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

Exhibit 10: Changes in estimates

(Rs mn)	FY27E			FY28E			FY29E		
	Old	New	Change (%)	Old	New	Change (%)	Old	New	Change (%)
Revenue	60,360	60,360	-	68,980	68,980	-	NA	78,849	NA
EBITDA	12,659	12,659	-	14,471	14,470	-	NA	16,529	NA
EBITDA margin (%)	21.0	21.0	0 bps	21.0	21.0	0 bps	NA	21.0	NA
Net profit	8,663	8,663	-	9,976	9,975	-	NA	11,404	NA
EPS (Rs)	776.7	776.7	-	894.4	894.3	-	NA	1,022.4	NA

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

Exhibit 11: Summary of quarterly results

Y/E, Mar (Rs mn)	1QFY26	2QFY26	3QFY26	4QFY26	1QFY27	yoy (%)	qoq (%)	FY26TD	FY27TD	yoy (%)
Operating income	13,166	12,909	13,868	12,526	14,204	7.9	13.4	13,166	14,204	7.9
Expenditure	10,219	10,113	10,687	9,920	11,314	10.7	14.1	10,219	11,314	10.7
Consumption of RM	5,381	5,172	5,833	5,207	6,073	12.9	16.6	5,381	6,073	12.9
as a % of sales	40.9	40.1	42.1	41.6	42.8			40.9	42.8	
Employee cost	2,338	2,476	2,331	2,285	2,496	6.8	9.2	2,338	2,496	6.8
as a % of sales	17.8	19.2	16.8	18.2	17.6			17.8	17.6	
Other expenditure	2,500	2,466	2,522	2,429	2,746	9.8	13.1	2,500	2,746	9.8
as a % of sales	19.0	19.1	18.2	19.4	19.3			19.0	19.3	
EBITDA	2,947	2,795	3,181	2,606	2,890	-1.9	10.9	2,947	2,890	-1.9
Depreciation	266	254	265	280	286	7.5	2.1	266	286	7.5
EBIT	2,681	2,541	2,916	2,325	2,604	-2.9	12.0	2,681	2,604	-2.9
Other income	148	195	124	172	106	-28.3	-38.2	148	106	-28.3
Interest	127	125	127	119	124	-1.8	4.7	127	124	-1.8
PBT	2,702	2,611	2,913	2,378	2,586	-4.3	8.7	2,702	2,586	-4.3
Total tax	694	663	667	591	658	-5.3	11.3	694	658	-5.3
APAT	2,008	1,948	2,245	1,787	1,928	-4.0	7.9	2,008	1,928	-4.0
Reported PAT	2,008	1,948	1,895	1,787	1,928	-4.0	7.9	2,008	1,928	-4.0
Adj EPS (Rs)	180.0	174.6	169.9	160.2	172.9	-4.0	7.9	180.0	172.9	-4.0

(%)	1QFY26	2QFY26	3QFY26	4QFY26	1QFY27	(bps)	(bps)	FY26TD	FY27TD	(bps)
Gross margin	59.1	59.9	57.9	58.4	57.2	-190	-120	59.1	57.2	-190
EBITDAM	22.4	21.7	22.9	20.8	20.3	-200	-50	22.4	20.3	-200
EBITM	20.4	19.7	21.0	18.6	18.3	-200	-20	20.4	18.3	-200
EBTM	20.5	20.2	21.0	19.0	18.2	-230	-80	20.5	18.2	-230
PATM	15.3	15.1	16.2	14.3	13.6	-170	-70	15.3	13.6	-170
Effective tax rate	25.7	25.4	22.9	24.8	25.4	-30	60	25.7	25.4	-30

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

Exhibit 12: Valuation comparison across our coverage companies

Company	CMP (Rs)	Mcap (Rs bn)	Reco	Target price (Rs)	EPS (Rs)			PER (x)			EV/EBITDA (x)*		
					FY27E	FY28E	FY29E	FY27E	FY28E	FY29E	FY27E	FY28E	FY29E
Titan Company	5,051	4,484	ADD	5,600	74.4	88.2	105.7	67.9	57.2	47.8	41.8	36.0	30.6
Varun Beverages	438	1,482	BUY	525	9.7	11.4	13.8	45.2	38.5	31.7	25.5	22.5	19.8
Ethos	2,820	75	BUY	3,200	49.7	66.9	85.6	56.8	42.2	32.9	24.3	18.1	14.1
Page Industries	36,520	407	ADD	46,800	776.7	894.3	1,022.4	47.0	40.8	35.7	31.8	27.9	24.4
ABFRL	57	69	ADD	80	-5.2	-3.8	-2.7	-11.0	-15.0	-20.8	7.3	5.1	4.0
Jubilant FoodWorks	492	325	BUY	600	8.0	10.6	13.4	61.6	46.2	36.8	15.1	12.6	11.0
Devyani International	139	171	BUY	160	0.2	1.0	1.6	642.3	137.2	84.3	17.4	14.5	12.6
Westlife Foodworld	588	92	ADD	550	1.8	5.3	8.7	333.8	111.8	67.5	23.7	17.5	14.3
Sapphire Foods	234	75	BUY	300	1.6	2.3	2.9	146.5	100.3	80.6	13.0	10.5	9.2
Senco Gold	352	58	BUY	575	21.4	26.2	32.8	16.4	13.4	10.7	10.5	8.7	7.2
Metro Brands	943	257	BUY	1,250	17.7	21.0	25.2	53.3	44.8	37.4	25.1	21.2	18.1
ABLBL	90	110	BUY	140	2.3	3.1	4.0	39.4	28.9	22.2	7.8	6.7	5.9
Vishal Mega Mart	107	501	BUY	170	2.4	3.1	3.6	43.7	35.1	29.6	21.2	17.5	14.8
Lenskart	597	1,037	BUY	725	5.1	7.1	10.0	117.7	83.7	59.9	40.4	31.3	24.6
DMART	4,056	2,646	SELL	3,700	56.3	63.0	70.4	72.0	64.4	57.6	43.2	37.5	32.9

Source: Company, Emkay Research; Note: *Post-IndAS-116 EBITDA; **FY27E is CY26 and likewise for Varun Beverages

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

Page Industries: Standalone Financials and Valuations

Profit & Loss					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Revenue	49,349	52,468	60,360	68,980	78,849
Revenue growth (%)	8.0	6.3	15.0	14.3	14.3
EBITDA	10,625	11,529	12,659	14,470	16,529
EBITDA growth (%)	23.6	8.5	9.8	14.3	14.2
Depreciation & Amortization	438	441	649	713	778
EBIT	9,633	10,462	11,300	12,957	14,831
EBIT growth (%)	25.3	8.6	8.0	14.7	14.5
Other operating income	219	195	0	0	0
Other income	616	639	845	1,000	1,100
Financial expense	464	498	563	621	685
PBT	9,786	10,603	11,581	13,336	15,246
Extraordinary items	0	(350)	0	0	0
Taxes	2,494	2,615	2,918	3,361	3,842
Minority interest	-	-	-	-	-
Income from JV/Associates	-	-	-	-	-
Reported PAT	7,291	7,638	8,663	9,975	11,404
PAT growth (%)	28.1	4.8	13.4	15.2	14.3
Adjusted PAT	7,291	7,988	8,663	9,975	11,404
Diluted EPS (Rs)	653.7	716.2	776.7	894.3	1,022.4
Diluted EPS growth (%)	28.1	9.6	8.4	15.2	14.3
DPS (Rs)	900.0	550.0	680.5	783.6	895.8
Dividend payout (%)	137.7	80.3	87.6	87.6	87.6
EBITDA margin (%)	21.5	22.0	21.0	21.0	21.0
EBIT margin (%)	19.5	19.9	18.7	18.8	18.8
Effective tax rate (%)	25.5	24.7	25.2	25.2	25.2
NOPLAT (pre-IndAS)	7,178	7,882	8,452	9,692	11,094
Shares outstanding (mn)	11	11	11	11	11

Source: Company, Emkay Research

Cash flows					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
PBT (ex-other income)	9,169	9,614	10,736	12,336	14,146
Others (non-cash items)	0	0	0	0	0
Taxes paid	(2,494)	(2,615)	(2,918)	(3,361)	(3,842)
Change in NWC	3,664	(1,065)	186	(275)	(259)
Operating cash flow	11,046	6,639	8,963	9,743	11,172
Capital expenditure	(697)	(937)	(1,000)	(1,000)	(1,000)
Acquisition of business	0	0	0	0	0
Interest & dividend income	-	-	-	-	-
Investing cash flow	(697)	(937)	(1,000)	(1,000)	(1,000)
Equity raised/(repaid)	0	-	0	0	0
Debt raised/(repaid)	0	119	(119)	0	0
Payment of lease liabilities	0	0	0	0	0
Interest paid	348	376	535	670	750
Dividend paid (incl tax)	(10,039)	(6,135)	(7,590)	(8,740)	(9,992)
Others	845	(452)	269	293	337
Financing cash flow	(8,846)	(6,093)	(6,905)	(7,777)	(8,905)
Net chg in Cash	1,503	(391)	1,058	966	1,267
OCF	11,046	6,639	8,963	9,743	11,172
Adj. OCF (w/o NWC chg.)	7,382	7,704	8,777	10,018	11,432
FCFF	10,349	5,702	7,963	8,743	10,172
FCFE	10,081	5,439	7,653	8,413	9,822
OCF/EBITDA (%)	104.0	57.6	70.8	67.3	67.6
FCFE/PAT (%)	138.3	71.2	88.3	84.3	86.1
FCFF/NOPLAT (%)	144.2	72.3	94.2	90.2	91.7

Source: Company, Emkay Research

Balance Sheet					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Share capital	112	112	112	112	112
Reserves & Surplus	13,960	14,914	15,987	17,222	18,634
Net worth	14,072	15,026	16,098	17,333	18,745
Minority interests	-	-	-	-	-
Non-current liab. & prov.	0	0	0	0	0
Total debt	0	119	0	0	0
Total liabilities & equity	16,690	17,794	19,016	20,509	22,162
Net tangible fixed assets	5,083	6,297	6,648	6,935	7,158
Net intangible assets	43	32	32	32	32
Net ROU assets	2,450	2,384	2,383	2,348	2,253
Capital WIP	722	14	14	14	14
Goodwill	-	-	-	-	-
Investments [JV/Associates]	0	0	0	0	0
Cash & equivalents	4,714	4,323	5,381	6,347	7,614
Current assets (ex-cash)	13,418	15,513	16,947	18,991	21,276
Current Liab. & Prov.	9,740	10,770	12,390	14,159	16,185
NWC (ex-cash)	3,678	4,743	4,557	4,832	5,091
Total assets	16,690	17,794	19,016	20,509	22,162
Net debt	(4,714)	(4,205)	(5,381)	(6,347)	(7,614)
Capital employed	16,690	17,794	19,016	20,509	22,162
Invested capital	8,804	11,072	11,238	11,800	12,281
BVPS (Rs)	1,261.6	1,347.2	1,443.3	1,554.0	1,680.6
Net Debt/Equity (x)	(0.3)	(0.3)	(0.3)	(0.4)	(0.4)
Net Debt/EBITDA (x)	(0.4)	(0.4)	(0.4)	(0.4)	(0.5)
Interest coverage (x)	21.7	21.8	21.1	22.0	22.8
RoCE (%)	68.2	76.0	77.7	83.5	88.3

Source: Company, Emkay Research

Valuations and key Ratios					
Y/E March	FY25	FY26	FY27E	FY28E	FY29E
P/E (x)	55.9	53.3	47.0	40.8	35.7
EV/CE(x)	28.6	26.6	25.0	23.3	21.5
P/B (x)	28.9	27.1	25.3	23.5	21.7
EV/Sales (x)	8.2	7.7	6.7	5.8	5.1
EV/EBITDA (x)	37.9	35.0	31.8	27.9	24.4
EV/EBIT(x)	41.8	38.5	35.7	31.1	27.2
EV/IC (x)	45.7	36.4	35.9	34.2	32.8
FCFF yield (%)	2.6	1.4	2.0	2.2	2.5
FCFE yield (%)	2.5	1.3	1.9	2.1	2.4
Dividend yield (%)	2.5	1.5	1.9	2.1	2.5
DuPont-RoE split					
Net profit margin (%)	14.8	15.2	14.4	14.5	14.5
Total asset turnover (x)	3.2	3.5	3.8	4.0	4.1
Assets/Equity (x)	1.0	1.0	1.0	1.0	1.1
RoE (%)	48.5	54.9	55.7	59.7	63.2
DuPont-RoIC					
NOPLAT margin (%)	14.5	15.0	14.0	14.1	14.1
IC turnover (x)	5.1	5.3	5.4	6.0	6.5
RoIC (%)	74.2	79.3	75.8	84.1	92.1
Operating metrics					
Core NWC days	27.2	33.0	27.6	25.6	23.6
Total NWC days	27.2	33.0	27.6	25.6	23.6
Fixed asset turnover	7.2	5.9	5.9	6.1	6.5
Opex-to-revenue (%)	35.3	36.9	37.4	37.8	37.8

Source: Company, Emkay Research

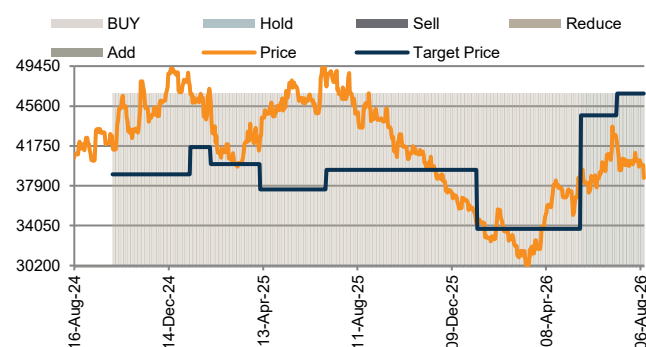
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RECOMMENDATION HISTORY - DETAILS

Date	Closing Price (Rs)	TP (Rs)	Rating	Analyst
07-Jul-26	41,780	46,800	Add	Devanshu Bansal
22-May-26	39,455	44,700	Add	Devanshu Bansal
14-Apr-26	35,850	33,750	Reduce	Devanshu Bansal
25-Mar-26	32,635	33,750	Reduce	Devanshu Bansal
05-Feb-26	35,640	33,750	Reduce	Devanshu Bansal
10-Jan-26	34,280	33,750	Reduce	Devanshu Bansal
14-Nov-25	39,765	39,450	Reduce	Devanshu Bansal
07-Oct-25	41,695	39,450	Reduce	Devanshu Bansal
25-Aug-25	46,850	39,450	Reduce	Devanshu Bansal
08-Aug-25	44,865	39,450	Reduce	Devanshu Bansal
02-Jul-25	47,500	39,450	Reduce	Devanshu Bansal
16-May-25	47,830	37,550	Reduce	Devanshu Bansal
09-Apr-25	42,739	37,550	Reduce	Devanshu Bansal
05-Feb-25	45,795	40,000	Reduce	Devanshu Bansal
10-Jan-25	46,746	41,650	Reduce	Devanshu Bansal
07-Nov-24	45,064	39,000	Reduce	Devanshu Bansal
03-Oct-24	41,664	39,000	Reduce	Devanshu Bansal

Source: Company, Emkay Research

RECOMMENDATION HISTORY - TREND



Source: Company, Bloomberg, Emkay Research

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ADD	5-15% upside
REDUCE	5% upside to 15% downside
SELL	>15% downside

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