

Devyani International

Estimate changes	↔
TP change	↔
Rating change	↔

CMP: INR170

TP: INR215 (+27%)

Buy

Weak underlying metrics; store expansion continues

Bloomberg	DEVYANI IN
Equity Shares (m)	1206
M.Cap.(INRb)/(USDb)	205 / 2.4
52-Week Range (INR)	223 / 142
1, 6, 12 Rel. Per (%)	-4/4/4
12M Avg Val (INR M)	579

Financials & Valuations (INR b)

Y/E Mar	2025E	2026E	2027E
Sales	49.4	55.5	62.9
Sales Gr. (%)	39.0	12.4	13.3
EBITDA	8.4	10.3	11.9
Margins (%)	17.1	18.6	18.9
Adj. PAT	0.3	2.0	2.7
Adj. EPS (INR)	0.3	1.7	2.2
EPS Gr. (%)	-66.0	530.0	34.6
BV/Sh.(INR)	5.2	4.4	4.0

Ratios

RoE (%)	3.8	34.4	52.5
RoCE (%)	4.2	8.9	10.0

Valuation

P/E (x)	648.9	103.0	76.5
P/BV (x)	33.0	38.3	42.2
EV/Sales (x)	4.8	4.3	3.8
Pre-Ind AS EV/EBITDA (x)	45.9	35.6	30.0

Shareholding Pattern (%)

As On	Dec-24	Sep-24	Dec-23
Promoter	62.7	62.7	62.7
DII	15.5	15.4	8.5
FII	11.2	11.2	12.5
Others	10.6	10.7	16.3

FII includes depository receipts

- Devyani International's (DEVYANI) consol. revenue grew 54% YoY (in line) in 3QFY25, led by a recent acquisition in Thailand. India revenue was up 10% YoY, despite 20% YoY store expansion, which was offset by weak same-store sales growth (SSSG) across brands.
- KFC revenue grew 9% YoY, supported by 17% store expansion, though offset by a 4% decline in same-store sales (-3% for Sapphire). Pizza Hut (PH) revenue rose 6% YoY, with 14% new store additions, while SSSG declined 0.8% YoY (+5% for Sapphire). Costa Coffee's revenue rose 30% YoY, with 36% YoY store addition and 5% SSSG.
- India ROM was flat YoY at INR1.2b and margin contracted 140bp YoY to 13.9%, owing to operating deleverage. KFC's ROM contracted 170bp YoY to 17.2% (18.2% for Sapphire) and PH's ROM contracted 400bp YoY QoQ to 2.1% (4.7% for Sapphire).
- Consolidated GM contracted 190bp YoY and 60bp QoQ to 68.7 (est. 69.2%), as the Thailand business operated at a lower GM than India. EBITDA pre-Ind AS margin grew 80bp YoY/70bp QoQ to 10.1%. Consol. RoM declined 110bp YoY but rose 70bp QoQ to 14.3%.
- Devyani is focusing on innovation, customer engagement, and value offerings to drive recovery. Also, government measures for the middle class in the budget could support demand revival. ADS and SSSG recovery remain key monitorables, as they are vital for improving unit economics. The stock price has been flat for the last three years due to growth challenges. We reiterate our BUY rating with a TP of INR215 (based on 35x Dec'26E pre-Ind-AS EV/EBITDA).

In-line operating performance; strong store addition

- Sluggish growth metrics:** Consol. sales grew 54% YoY to INR12.9b (est. INR12.7b) due to Thailand acquisition. India revenue was up 10% YoY at INR8.7b (est. INR8.8b). KFC revenue grew 9% YoY and same-store sales declined 4.4%. PH revenue grew 6% YoY and same-store sales declined 0.8%. ADS of KFC was down 8% YoY at INR96k, and PH ADS dipped 5% YoY to INR35k. Costa Coffee's revenue rose 30% YoY with SSSG of 5.1%, while ADS was down 26% YoY at INR26k.
- Strong store expansion:** Total 111 stores were added in 3Q, taking the total to 2,032. The store addition in KFC/PH/CC/Vaango/International stood at 44/51/2/4/10. The total store count for KFC/PH/CC/Vaango and others/International stood at 689/644/203/64/22/374.
- Weak margins:** Gross profit grew 49% YoY to INR8.9b (est. 8.8b) and margins contracted by 190bp YoY and 60bp QoQ to 68.7 (est. 69.2%). Consol. EBITDA margins contracted 40bp YoY but expand 70bp QoQ to 16.9% (est. 16.8%). Consol. ROM increased 43% YoY to INR1.9b and margin declined 110bp YoY but rose 70bp QoQ to 14.3%. Pre-Ind-AS EBITDA increased 66% YoY to INR1.3b and margin rose 80bp YoY/70bp QoQ to 10.1%.

- Reported EBITDA grew 50% YoY to INR2.2b (est. INR2.1b). PBT declined 42% YoY to INR56m (est. INR165m) on higher depreciation (+67%) and interest cost (+39%). Deferred tax of INR150mn further impacted profitability. Loss after tax stood at INR9m (est. APAT of INR132m).
- In 9MFY25, net sales/EBITDA grew 49%/34%, while APAT fell 73% YoY.

Highlights from the management commentary

- Management is optimistic about the proposals announced in the Union Budget, particularly the income tax relief as it may boost consumption trends for QSR.
- PH margin continued to contract, but management expects margin improvement in the coming quarters due to marketing cost optimization.
- KFC ROM can reach 19-20% at ADS of INR100k over the next few quarters. Devyani is adopting some strategic measures to achieve this target. These measures focus on ADS and cost optimization.
- Devyani has introduced KFC cafes, currently in select stores only. Their strategy is different from peers (McCafe, BK Café) as Devyani is focusing more on reducing the store size to optimize costs and to make stores more efficient in terms of paybacks and margins.

Valuation and view

- There are no changes in our EBITDA estimates for FY25 and FY26.
- KFC added 93 stores in 9MFY25, and this expansion is expected to continue in FY26. Meanwhile, PH opened 77 stores during the same period due to certain DA commitments. However, management plans to focus on improving ADS and profitability across the existing network and will adopt a more cautious approach to future store openings for PH.
- Devyani is focusing on innovation, customer engagement, and value offerings to drive recovery. Also, government measures for the middle class in the budget could support demand revival. However, ADS and SSSG recovery remain key monitorables, as they are vital for improving unit economics. The stock price has been flat for the last three years owing to growth challenges. We reiterate our BUY rating with a TP of INR215 (based on 35x Dec'26E pre-Ind-AS EV/EBITDA).

Quarterly Performance

Y/E March	(INR m)											
	FY24				FY25E				FY24	FY25E	FY25	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE		3QE	(%)	
KFC - No. of stores	510	540	590	596	617	645	689	706	596	706	673	
PH - No. of stores	521	535	565	567	570	593	644	652	567	652	608	
KFC - SSSG (%)	-0.9	-3.9	-4.7	-7.1	-7.0	-7.0	-4.4	2.4	-4.6	-4.0	-3.0	
PH - SSSG (%)	-5.3	-10.4	-12.6	-14.0	-8.6	-5.7	-0.8	7.1	-10.9	-2.0	3.5	
Net Sales	8,466	8,195	8,431	10,471	12,219	12,222	12,944	12,035	35,563	49,420	12,738	2%
YoY change (%)	20.1	9.6	6.6	38.7	44.3	49.1	53.5	14.9	18.6	39.0	51.1	
Gross Profit	5,998	5,802	5,954	7,244	8,450	8,474	8,892	8,034	24,997	33,850	8,815	1%
Margin (%)	70.8	70.8	70.6	69.2	69.2	69.3	68.7	66.8	70.3	68.5	69.2	
EBITDA	1,734	1,588	1,463	1,739	2,234	1,987	2,192	2,021	6,524	8,435	2,134	3%
EBITDA growth %	5.6	-4.1	-15.9	14.9	28.8	25.2	49.9	16.2	-0.4	29.3	45.9	
Margin (%)	20.5	19.4	17.4	16.6	18.3	16.3	16.9	16.8	18.3	17.1	16.8	
Depreciation	796	907	930	1,275	1,322	1,391	1,557	1,419	3,907	5,599	1,391	
Interest	404	417	482	567	630	653	670	653	1,869	2,606	653	
Other Income	68	66	46	146	99	48	91	137	326	375	75	
PBT	603	330	97	44	381	-9	56	86	1,074	605	165	
Tax	146	-168	46	110	81	10	162	17	133	270	33	
Rate (%)	24.1	-50.9	47.6	249.9	21.2	-113.1	286.8	20.0	12.4	44.6	20.0	
Adjusted PAT	339	506	51	33	281	-27	-9	70	929	316	132	
Margin (%)	4.0	6.2	0.6	0.3	2.3	-0.2	-0.1	0.6	2.6	0.6	1.0	
YoY change (%)	-54.4	-21.4	-93.5	-94.6	-17.2	NM	-116.8	113.1	-66.5	-66.0	160.1	

E: MOFSL Estimates

DEVYANI's performance

- Devyani India revenue grew 10% YoY to INR8.7b (est. INR8.8b).
- It added 101 stores, taking the total to 1,658 stores.
- GM was flat YoY at 71.2%.
- Brand contribution was flat YoY at INR1.2b. Margin contracted by 140bp to 13.9%.
- EBITDA (pre IND AS) was down 9%; margin contracted by 180bp to 8.9%.
- EBITDA (reported) was up 4% At INR1.6b; margin declined 100bp to 17.8%.

DIL India (INR m)	1QFY24	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25
Total Stores	1,230	1,298	1,387	1,429	1,473	1,557	1,658
Net Additions	46	68	89	42	44	84	101
Revenue	7,896	7,787	7,964	7,516	8,399	8,356	8,726
YoY Gr (%)	21%	12%	9%	7%	6%	7%	10%
Gross Profit	5,633	5,545	5,677	5,428	6,037	5,983	6,216
Gross Margin (%)	71.3%	71.2%	71.3%	72.2%	71.9%	71.6%	71.2%
Brand Contribution	1,390	1,186	1,219	1,121	1,362	1,105	1,214
YoY Gr (%)	3%	-12%	-6%	3%	-2%	-7%	0%
Brand Contribution margin (%)	17.6%	15.2%	15.3%	14.9%	16.2%	13.2%	13.9%
EBITDA Pre-IndAS	994	822	851	794	1,001	712	773
YoY Gr (%)	-4%	-19%	-16%	0%	1%	-13%	-9%
Margin (%)	12.6%	10.6%	10.7%	10.6%	11.9%	8.5%	8.9%
EBITDA (reported)	1,577	1,434	1,494	1,485	1,724	1,462	1,554
YoY Gr (%)	52%	42%	47%	10%	9%	2%	4%
Margin (%)	20.0%	18.4%	18.8%	19.8%	20.5%	17.5%	17.8%

Core brands' performances**KFC India**

- Sales grew 9% YoY to INR5.7b. SSSG declined 4.4% (est. -3.0%).
- GP grew 7% YoY to INR3.9b and margins declined 80bp YoY and 40bp QoQ to 68.6%.
- ROM inched down 1% YoY to INR1.0b and margins fell 170bp YoY to 17.2%.
- ADS declined 8% YoY (flat QoQ) to INR96k.
- On-premise channel contribution was 58%.

Pizza Hut India

- Sales grew 6% YoY to INR1.9b. Same-store sales fell 0.8% (est. +3.5%).
- GP grew 6% YoY to INR1.4b and margins improved 40bp YoY to 76.2%.
- ROM declined 64% YoY to INR40m and margins contracted 400bp YoY and 100bp QoQ to 2.1%.
- ADS declined 5% YoY (flat QoQ) to INR35k.
- On-premise channel contribution was 46%.

Costa Coffee

- Sales grew 30% YoY to INR517m and SSSG was 5.1% (est. +3.0%).
- GP grew 27% YoY to INR390m and margins declined 160bp YoY to 75.4%.
- ROM rose 47% YoY to INR87m and margins grew 200bp YoY/230bp QoQ to 16.8%
- ADS declined 26% YoY/4% QoQ to INR26k.

Quarterly brands performance	1QFY23	2QFY23	3QFY23	4QFY23	1QFY24	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25
KFC											
No. of stores	391	423	461	490	510	540	590	596	617	645	689
Net store addition	27	32	38	29	20	30	50	6	21	28	44
SSSG (%)	63.6	13.0	3.0	1.9	-0.9	-3.9	-4.7	-7.1	-7.0	-7.0	-4.4
Net sales (INR m)	4,250	4,430	4,595	4,439	5,164	5,090	5,243	4,941	5,546	5,434	5,698
YoY growth (%)	109.5	47.0	26.9	25.9	21.5	14.9	14.1	11.3	7.4	6.8	8.7
ADS (INR '000)	127.0	121.0	116.0	106.0	117.0	109.0	104.0	93.0	104.0	96.0	96.0
Gross Margins (%)	69.0	67.9	67.6	68.6	69.7	69.0	69.4	69.9	69.5	69.0	68.6
Brand Contribution Margin (%)	22.4	21.5	19.7	17.5	21.1	19.4	19.0	19.0	19.5	16.6	17.2
Channel mix (%)											
Off-Premise	35	36	36	38	37	39	40	41	41	42	42
On-Premise	65	64	64	62	63	61	60	59	59	58	58
Pizza Hut											
No. of stores	436	466	483	506	521	535	565	567	570	593	644
Net store addition	23	30	17	23	15	14	30	2	3	23	51
SSSG (%)	31.5	2.9	-6.1	-3.2	-5.3	-10.4	-12.6	-14.0	-8.6	-5.7	-0.8
Net sales (INR m)	1,651	1,812	1,836	1,697	1,835	1,840	1,796	1,621	1,819	1,848	1,902
YoY growth (%)	71.1	35.9	18.0	15.9	11.1	1.5	-2.2	-4.5	-0.9	0.4	5.9
ADS (INR '000)	44.0	45.0	43.0	39.0	40.0	39.0	37.0	32.0	36.0	35.0	35.0
Gross Margins (%)	76.2	74.5	73.6	73.2	74.9	75.7	75.8	77.3	76.8	76.7	76.2
Brand Contribution Margin (%)	17.5	17.0	14.1	9.3	10.1	7.7	6.1	4.4	4.9	3.1	2.1
Channel mix (%)											
Off-Premise	54	55	57	58	57	55	56	55	55	56	54
On-Premise	46	45	43	42	43	45	44	45	45	44	46
Costa											
No. of stores	69	88	103	112	123	146	154	179	192	207	209
Net store addition	14	19	15	9	11	23	8	25	13	15	2
SSSG (%)	206.8	50.7	20.1	42.6	9.4	8.5	5.9	7.3	0.6	8.7	5.1
Net sales (INR m)	176	220	291	331	324	346	397	451	455	490	517
YoY growth (%)	375.7	134.0	103.5	141.6	84.1	57.3	36.4	36.3	40.4	41.6	30.2
ADS (INR '000)	36.0	31.0	37.0	36.0	33.0	31.0	35.0	33.0	28.0	27.0	26.0
Gross Margins (%)	81.6	79.5	77.7	78.2	77.2	76.3	77.1	76.7	74.9	75.1	75.4
Brand Contribution Margin (%)	30.5	19.5	26.5	20.2	21.0	14.7	14.9	18.0	14.9	14.5	16.8



Highlights from the management commentary

Key Highlights

Business and Environment

- Management is optimistic about the proposals announced in the Union Budget 2025-26, particularly the income tax relief as it will boost consumption trends for QSR.
- Consumer sentiment has remained subdued. However, QSR has seen some green shoots in T1 and metros.
- Value-added offerings supported 3Q volumes.

KFC

- Recent marketing initiatives for KFC have received a good response, while they were not very encouraging for PH. Devyani will be recalibrating its marketing spends.
- KFC ROM can reach 19-20% levels at ADS of INR100k over the next few quarters. Devyani is adopting some strategic measures to achieve the target. These measures are focused on ADS and cost optimization.
- The management expects KFC margin to recover 4QFY25 onwards, while PH the company will remain cautious and wait and watch.

Pizza Hut

- In 9MFY25, Devyani added 93 KFC and 77 PH stores. In 3Q, PH store opening was high as the company was delaying the store opening plans given the subdued brand performance, but had some DA commitments, so they had to open.
- Going forward, store additions will be lower than the current level.
- Pizza Hut margin continued to contract, but management expects margin improvement in the coming quarters, led by marketing cost optimization.

Vaango

- Vaango is doing better in SSSG as old stores are doing better. In 9MFY25, the company opened 31 stores, which dragged down ADS.

International markets

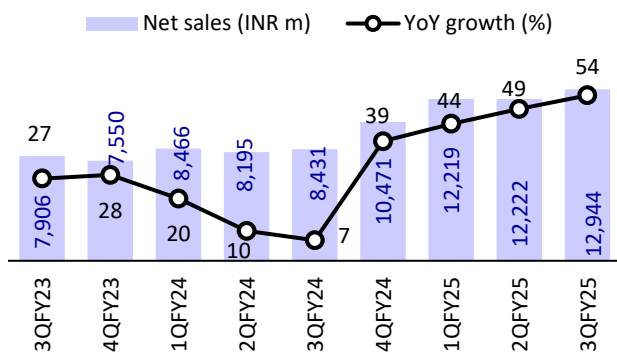
- For Thailand, the company will target 20-25 store additions (~9% store addition), along with SSSG of 3% to 4%, implying c12% revenue growth in FY26.
- While Nigerian currency is showing signs of stabilization, the company is currently evaluating its expansion plans given currency devaluation.

Product innovation & new launches

- Devyani has introduced KFC cafes, currently in select stores only. Its strategy is different from peers (McCafe, BK Café) as Devyani is focusing more on reducing the store size to optimize costs to make stores more efficient in terms of paybacks and margins.
- For the three modern QSR brands: TeaLive, New York Fries, and SANOOK KITCHEN, the company remains on track to launch by 1QFY26.
- No threat from the ready-to-eat snacks category to the company's product offerings.

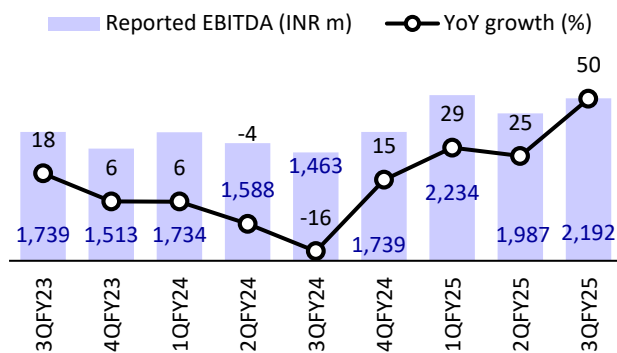
Key exhibits

Exhibit 1: Sales grew 54% YoY to INR12.9b



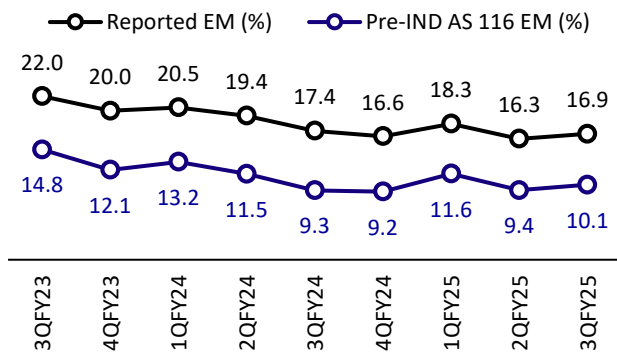
Source: Company, MOFSL

Exhibit 2: EBITDA increased 50% YoY to INR2.2m



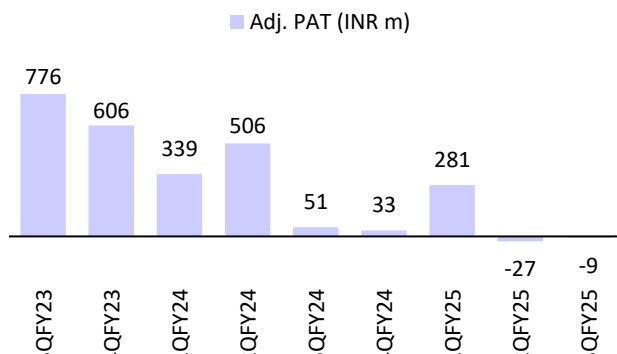
Source: Company, MOFSL

Exhibit 3: EBITDA Margin contracted 50bp YoY to 16.9% while EM Pre-Ind AS up 80bp YoY to 10.1%



Source: MOFSL, Company

Exhibit 4: Reported loss of INR9m in 3QFY25



Source: MOFSL, Company

Valuation and view

- There are no changes to our EBITDA estimates for FY25 and FY26. KFC added 93 stores in 9MFY25, and this expansion is expected to continue in FY26. Meanwhile, PH opened 77 stores during the same period due to certain DA commitments. However, management plans to focus on improving ADS and profitability across the existing network and will adopt a more cautious approach to future store openings for PH. The company is focusing on innovation, customer engagement, and value offerings to drive recovery. Also, government measures for the middle class in the budget could support demand revival. However, ADS and SSSG recovery remain key monitorables, as they are vital for improving unit economics. The stock price has been flat for the last three years owing to growth challenges. We reiterate our BUY rating with a TP of INR215 (premised on 35x Dec'26E pre-Ind-AS EV/EBITDA).

Exhibit 5: No material changes to our EBITDA estimates for FY25 and FY26

(INR b)	New		Old		Change (%)	
	FY25E	FY26E	FY25E	FY26E	FY25E	FY26E
Sales	49,420	55,524	48,899	54,765	1.1%	1.4%
EBITDA	8,435	10,310	8,484	10,227	-0.6%	0.8%
PAT	316	1,990	541	2,002	-41.6%	-0.6%

Source: MOFSL

Financials and valuations

Income Statement consol.

(INR m)

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Net Sales	13,106	15,164	11,348	20,840	29,977	35,563	49,420	55,524	62,903
Change (%)		15.7	-25.2	83.6	43.8	18.6	39.0	12.4	13.3
Raw Materials	3,889	4,604	3,447	5,998	8,986	10,566	15,570	17,313	19,530
Gross Profit	9,217	10,560	7,902	14,842	20,991	24,997	33,850	38,211	43,373
Margin (%)	70.3	69.6	69.6	71.2	70.0	70.3	68.5	68.8	69.0
Operating Expenses	6,428	8,005	5,556	10,082	14,440	18,474	25,415	27,902	31,456
EBITDA	2,789	2,555	2,346	4,760	6,551	6,524	8,435	10,310	11,917
Change (%)		-8.4	-8.2	102.9	37.6	-0.4	29.3	22.2	15.6
Margin (%)	21.3	16.8	20.7	22.8	21.9	18.3	17.1	18.6	18.9
Depreciation	2,276	2,272	2,775	2,249	2,782	3,907	5,599	5,704	6,330
Int. and Fin. Charges	1,356	1,584	1,495	1,270	1,475	1,869	2,606	2,497	2,554
Other Income	131	187	641	161	326	326	375	450	518
Profit before Taxes	-712	-1,115	-1,283	1,402	2,620	1,074	605	2,558	3,551
Change (%)		56.6	15.0	-209.3	86.8	-59.0	-43.7	322.8	38.8
Margin (%)	-5.4	-7.4	-11.3	6.7	8.7	3.0	1.2	4.6	5.6
Total tax	13	18	-11	-320	-206	133	270	568	871
Tax Rate (%)	-1.8	-1.7	0.8	-22.8	-7.9	12.4	44.6	22.2	24.5
Adjusted PAT	-444	-1,008	-677	1,715	2,770	929	316	1,990	2,680
Change (%)		N/M	N/M	L/P	61.5	-66.5	-66.0	530.0	34.6
Margin (%)	-3.4	-6.6	-6.0	8.2	9.2	2.6	0.6	3.6	4.3
Reported PAT	-445	-790	-735	1,563	2,650	473	245	1,900	2,590

Balance Sheet

(INR m)

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Share Capital	1,062	1,062	1,154	1,205	1,205	1,206	1,206	1,206	1,206
Reserves	-1,764	-2,953	-16	5,658	8,499	9,352	5,014	4,141	3,654
Net Worth	-702	-1,891	1,138	6,863	9,703	10,558	6,220	5,347	4,860
Loans	4,002	4,307	4,633	1,325	774	9,102	8,902	8,702	8,702
Lease Liability	12,347	12,882	8,724	11,217	14,875	19,955	24,870	27,643	30,416
Minority Interest	-510	-391	-419	-47	-62	2,928	3,075	3,228	3,390
Capital Employed	15,136	14,906	14,076	19,358	25,290	42,543	43,066	44,920	47,367
Gross Block	7,230	7,707	7,276	9,660	13,838	20,661	24,540	27,549	30,615
Less: Accum. Depn.	9,932	9,542	7,914	11,709	14,278	21,839	20,653	21,841	23,840
Net Fixed Assets	5,204	5,364	6,162	7,649	11,012	20,704	22,413	23,078	23,527
Capital WIP	115	135	143	68	153	110	100	100	100
Goodwill	161	224	644	644	644	4,287	4,287	4,287	4,287
Right to Use Assets	9,947	10,351	6,660	8,911	12,258	16,906	17,238	17,237	16,934
Investments	471	414	456	351	353	268	268	268	268
Non-current	471	414	456	351	353	268	268	268	268
Deferred tax asset (net)	81	75	96	482	963	512	502	492	482
Curr. Assets, L&A	2,096	2,272	2,523	4,519	4,502	6,538	7,796	9,944	13,468
Inventory	549	721	622	855	1,290	1,310	2,133	2,372	2,675
Account Receivables	230	173	169	211	289	527	677	761	862
Cash and Bank Balance	271	160	405	659	851	1,808	1,621	3,238	6,104
Others	1,046	1,218	1,327	2,795	2,071	2,892	3,366	3,575	3,827
Curr. Liab. and Prov.	2,938	3,929	2,608	3,267	4,595	6,782	9,539	10,487	11,699
Account Payables	1,368	1,632	1,619	1,964	2,419	3,756	5,536	6,155	6,943
Other Liabilities	1,359	2,074	678	991	1,830	1,988	2,929	3,257	3,674
Provisions	211	223	311	313	346	1,038	1,074	1,075	1,082
Net Current Assets	-842	-1,657	-85	1,252	-93	-244	-1,742	-543	1,769
Application of Funds	15,136	14,906	14,076	19,358	25,290	42,543	43,066	44,920	47,367

E: MOFSL Estimates

Financials and valuations

Ratios

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Basic (INR)									
EPS	-0.4	-0.9	-0.6	1.4	2.3	0.8	0.3	1.7	2.2
Cash EPS	1.7	1.2	1.8	3.3	4.6	4.0	4.9	6.4	7.5
BV/Share	-0.7	-1.8	1.0	5.7	8.1	8.8	5.2	4.4	4.0
Valuation (x)									
P/E	N/M	N/M	N/M	119.4	73.9	220.6	648.9	103.0	76.5
Cash P/E	98.5	142.8	93.5	51.7	36.9	42.4	34.7	26.6	22.8
EV/Sales	15.0	13.0	18.4	10.4	7.3	6.5	4.8	4.3	3.8
EV/EBITDA	70.3	77.1	88.9	45.5	33.5	35.6	28.1	23.1	20.0
P/BV	N/M	N/M	172.4	29.8	21.1	19.4	33.0	38.3	42.2
Return Ratios (%)									
RoE		N/M	N/M	42.9	33.4	9.2	3.8	34.4	52.5
RoCE		3.2	1.5	19.6	19.8	7.6	4.2	8.9	10.0
RoIC		2.0	-3.1	19.7	19.3	7.1	3.9	8.7	10.3
Working Capital Ratios									
Debtor (Days)	6	4	5	4	4	5	5	5	5
Asset Turnover (x)	0.9	1.0	0.8	1.1	1.2	0.8	1.1	1.2	1.3
Leverage Ratio									
Debt/Equity (x)	N/M	N/M	11.7	1.8	1.6	2.8	5.4	6.8	8.0

Cash Flow Statement

Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
(INRm)									
Profit before Tax	-928	-1,196	-641	1,231	2,419	37	515	2,468	3,461
Depreciation	2,505	2,506	2,887	2,249	2,788	3,848	5,689	5,794	6,420
Net interest	1,421	1,688	1,622	1,270	1,475	1,869	2,606	2,497	2,554
Others	-235	-206	-1,874	-303	-79	63	-375	-450	-518
Direct Taxes Paid	-3	-8	5	-103	-478	-267	-270	-568	-871
(Incr)/Decr in WC	17	223	397	162	246	375	1,329	436	572
CF from Operations	2,777	3,007	2,396	4,506	6,370	5,925	9,494	10,177	11,618
Incr in FA	-1,711	-999	-3,673	-3,063	-4,240	-4,619	-3,869	-3,009	-3,066
Free Cash Flow	1,067	2,008	-1,278	1,443	2,130	1,306	5,624	7,169	8,552
Others	66	108	103	-606	890	-9,242	-165	-135	-117
CF from Invest.	-1,645	-892	-3,570	-3,669	-3,350	-13,861	-4,034	-3,144	-3,183
Incr in Debt	-967	-1,791	-1,564	-4,776	-2,822	5,625	-62	-54	154
Net interest Paid	-338	-435	-492	-147	-27	3,247	-5,585	-5,362	-5,722
CF from Fin. Activity	-1,305	-2,226	1,420	-584	-2,827	8,893	-5,647	-5,417	-5,568
Incr/Decr of Cash	-172	-111	245	253	193	957	-188	1,617	2,866
Add: Opening Balance	443	271	160	405	659	851	1,808	1,621	3,238
Closing Balance	271	160	405	659	851	1,808	1,621	3,238	6,104

E: MOFSL Estimates

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