

# Go Fashion (India)

Estimate change

TP change

Rating change



|                       |             |
|-----------------------|-------------|
| Bloomberg             | GOCOLORS IN |
| Equity Shares (m)     | 54          |
| M.Cap.(INRb)/(USDb)   | 33.8 / 0.4  |
| 52-Week Range (INR)   | 1252 / 624  |
| 1, 6, 12 Rel. Per (%) | -11/-32/-53 |
| 12M Avg Val (INR M)   | 86          |

## Financials & Valuations Consol (INR b)

| Y/E March         | FY26E | FY27E | FY28E |
|-------------------|-------|-------|-------|
| Sales             | 8.9   | 10.2  | 11.5  |
| EBITDA            | 2.7   | 3.2   | 3.6   |
| Adj. PAT          | 0.9   | 1.2   | 1.4   |
| EBITDA Margin (%) | 30.6  | 31.2  | 31.0  |
| Adj. EPS (INR)    | 16.6  | 21.8  | 25.9  |
| EPS Gr. (%)       | (4.0) | 31.4  | 18.9  |
| BV/Sh. (INR)      | 142.2 | 159.6 | 180.4 |

## Ratios

|            |       |       |       |
|------------|-------|-------|-------|
| Net D:E    | (0.5) | (0.6) | (0.6) |
| RoE (%)    | 11.0  | 12.8  | 13.6  |
| RoCE (%)   | 17.7  | 20.1  | 21.6  |
| Payout (%) | 20.0  | 20.0  | 20.0  |

## Valuations

|                |      |      |      |
|----------------|------|------|------|
| P/E (x)        |      |      |      |
| EV/EBITDA (x)  | 37.7 | 28.7 | 24.1 |
| EV/Sales (X)   | 21.6 | 17.6 | 14.8 |
| Div. Yield (%) | 3.4  | 2.9  | 2.5  |

## Shareholding pattern (%)

| As On    | Sep-25 | Jun-25 | Sep-24 |
|----------|--------|--------|--------|
| Promoter | 52.8   | 52.8   | 52.8   |
| DII      | 35.0   | 34.6   | 32.8   |
| FII      | 8.6    | 9.7    | 11.8   |
| Others   | 3.6    | 3.0    | 2.6    |

FII Includes depository receipts

**CMP: INR626**

**TP: INR750 (+20%)**

**BUY**

## Weak SSSG dents 2Q performance, valuations attractive

- Go Fashion reported yet another muted quarter with revenue growth of 7%. A strong pickup in LFS (up 18% YoY) was offset by persistent weakness in same-store sales (-4%).
- Margin pressure persisted as pre-Ind AS EBITDA margin fell ~130bp YoY to 14.3%. EBITDA declined 1% YoY to INR320m due to negative operating leverage.
- Overall, FY26 had a weak start, with 1H revenue/EBITDA/PAT performance standing at +4%/flat/-10%. We bake in 6%/4%/4% growth in 2H.
- We cut our FY25-28 revenue/EBITDA estimates by ~4% to reflect weakness in SSSG and calibrated store expansion. We expect 11%/10%/14% CAGR in revenue/EBITDA/PAT over FY25-28E.
- Valuations remain reasonable at ~32x 1-year forward earnings, though a sustainable turnaround in SSSG is key to re-rating. **We maintain our BUY rating with a TP of INR750, based on 30x Dec'27E EPS.**

## Weak SSSG leads to negative operating leverage; In line with estimates

- Revenue was up 7% YoY at INR2.2b (in line with estimate) as strong growth in LFS was offset by the underperformance in EBO stores (-3.6% SSSG).
- EBO revenue grew by a modest 4% YoY to INR1.b, impacted by a 3.6% decline in SSSG.
  - Go Colors added 9 net new stores in 2Q (14 additions and 5 closures), and 36 net new stores in 1HFY26.
  - Management has trimmed the net store addition outlook to 80-90 (from 120-130 gross with limited closures earlier).
  - Growth was impacted by SSSG decline of 3.6% in 2Q (down 2.4% in 1HFY26).
- LFS revenue recovered strongly with 18% YoY growth, led by ~80 new store additions during the quarter (~300 in 1HFY26). Ecommerce channel declined 4% YoY.
- Gross profit at INR1.4b was up 7% YoY and margins contracted ~45bp to 62.6%.
- Due to negative operating leverage, pre-IND AS EBITDA declined by 1% YoY, with margins at 14.3% (down 125bp YoY).
  - Reported EBITDA at INR0.7b was up 5% YoY, with margins at 29.7% (down 70bp).
- Higher other income drove PAT growth of 6% YoY to INR218m.
- Core working capital increased to 135 days, led by a jump in receivables (up by 12 days to 52 days), while inventory largely remained stable at 97 days.
- Cash flow from operations (adj. for leases) declined to INR272m (vs. INR551m in 1HFY25), impacted by muted profitability and higher working capital requirements. After incurring a capex of INR196m, FCFF stood at INR76m (vs. INR318m YoY).

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**Investors are advised to refer through important disclosures made at the last page of the Research Report.**

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### Highlights from the management commentary

- **Demand trends:** Demand is recovering, driven by strong festive sales in markets like Tamil Nadu and Maharashtra, though post-Diwali softness persists. West and North are improving and South is still lagging. Management is betting on refreshed designs and new launches to revive growth.
- **Expansion strategy:** FY26 store guidance is trimmed to 80-90 net store additions (vs. 120 gross) to safeguard margins during weak SSSG, with expansion to pick up only after demand stabilizes.
- **Essential-wear pilot** in two Chennai stores is getting good response with INR1,000 SPSF/month from the added space, exceeding internal benchmarks. These are extensions of existing stores, and the company plans to scale up the pilot to 18-20 locations to assess long-term potential.
- **Promoter pledges** rose due to the stock price correction but are set to reduce by more than 50% soon, with around 2.5m to 3.0m shares likely to be de-pledged in the next few months.

### Valuation and view

- Go Fashion is poised to scale up its leadership in women's bottom wear through a strong D2C model and continued expansion into new cities, with ~14 stores added in 1HFY26 and a focus on Tier 2 and Tier 3 markets via additional EBOs.
- Management is tackling muted SSSG through fresh product launches in 2H. Strong festive-led volume recovery drives confidence in a sustainable rebound ahead.
- While pilot initiatives like essential wear and international expansion are gaining traction, management remains firmly focused on reviving core bottom-wear growth.
- We cut our FY25-28 revenue/EBITDA estimates by ~4% to reflect weakness in SSSG and calibrated store expansion. We expect a CAGR of 11%/10%/14% in revenue/EBITDA/PAT over FY25-28E.
- Valuations remain reasonable at ~32x 1-year forward earnings, though a sustainable turnaround in SSSG is key to re-rating. **We maintain our BUY rating with a TP of INR750, based on 30x Dec'27E EPS.**

### Quarterly performance

(InR m)

| Y/E March                    | FY25         |              |              |              | FY26E        |              |              |              | FY25         | FY26E        | FY26         | Var (%)     |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|
|                              | 1Q           | 2Q           | 3Q           | 4Q           | 1QE          | 2QE          | 3QE          | 4QE          |              |              | 2QE          | Est         |
| <b>Revenue</b>               | <b>2,201</b> | <b>2,085</b> | <b>2,147</b> | <b>2,048</b> | <b>2,228</b> | <b>2,242</b> | <b>2,330</b> | <b>2,132</b> | <b>8,482</b> | <b>8,927</b> | <b>2,224</b> | <b>0.8</b>  |
| YoY Change (%)               | 16           | 10           | 6            | 13           | 1            | 7            | 9            | 4            | 11           | 5            | 15           |             |
| <b>Gross margins (%)</b>     | <b>61.8</b>  | <b>63.1</b>  | <b>64.1</b>  | <b>64.3</b>  | <b>63.0</b>  | <b>62.6</b>  | <b>62.9</b>  | <b>65.1</b>  | <b>63.3</b>  | <b>63.4</b>  | <b>63</b>    |             |
| Change in bps (YoY)          | 44           | 240          | 264          | 75           | 119          | -46          | -122         | 86           | 156          | 11           |              |             |
| Total Expenditure            | 1,480        | 1,450        | 1,449        | 1,424        | 1,541        | 1,575        | 1,601        | 1,482        | 5,802        | 6,195        | 1,561        | 0.9         |
| <b>EBITDA</b>                | <b>721</b>   | <b>635</b>   | <b>698</b>   | <b>624</b>   | <b>687</b>   | <b>666</b>   | <b>729</b>   | <b>651</b>   | <b>2,680</b> | <b>2,732</b> | <b>663</b>   | <b>0.5</b>  |
| Change YoY (%)               | 12           | 12           | 3            | 16           | -5           | 5            | 4            | 4            | 11           | 2            | 5            |             |
| <b>EBITDA margins (%)</b>    | <b>32.8</b>  | <b>30.4</b>  | <b>32.5</b>  | <b>30.5</b>  | <b>30.8</b>  | <b>29.7</b>  | <b>31.3</b>  | <b>30.5</b>  | <b>31.6</b>  | <b>30.6</b>  | <b>30</b>    |             |
| Change in bps (YoY)          | -100         | 47           | -91          | 82           | -194         | -71          | -121         | 3            | -19          | -99          |              |             |
| Depreciation                 | 295          | 311          | 317          | 314          | 323          | 328          | 329          | 320          | 1,237        | 1,300        | 333          | -1.5        |
| Interest                     | 110          | 115          | 116          | 122          | 120          | 122          | 127          | 128          | 464          | 497          | 139          | -12.7       |
| Other Income                 | 58           | 71           | 58           | 66           | 52           | 73           | 68           | 68           | 254          | 262          | 57           | 27.6        |
| <b>PBT before EO expense</b> | <b>374</b>   | <b>281</b>   | <b>323</b>   | <b>254</b>   | <b>297</b>   | <b>290</b>   | <b>341</b>   | <b>271</b>   | <b>1,233</b> | <b>1,198</b> | <b>248</b>   | <b>16.7</b> |
| Extra-Ord expense            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |             |
| <b>PBT</b>                   | <b>374</b>   | <b>281</b>   | <b>323</b>   | <b>254</b>   | <b>297</b>   | <b>290</b>   | <b>341</b>   | <b>271</b>   | <b>1,233</b> | <b>1,198</b> | <b>248</b>   | <b>16.7</b> |
| Tax                          | 88           | 76           | 79           | 55           | 74           | 72           | 86           | 68           | 298          | 300          | 63           | 15.1        |
| Rate (%)                     | 23.5         | 26.9         | 24.6         | 21.8         | 25.0         | 24.8         | 25.2         | 25.2         | 24.2         | 25.1         | 25.2         | -1.4        |
| <b>Reported PAT</b>          | <b>287</b>   | <b>205</b>   | <b>243</b>   | <b>199</b>   | <b>223</b>   | <b>218</b>   | <b>255</b>   | <b>203</b>   | <b>935</b>   | <b>898</b>   | <b>186</b>   | <b>17.3</b> |
| <b>Adj PAT</b>               | <b>287</b>   | <b>205</b>   | <b>243</b>   | <b>199</b>   | <b>223</b>   | <b>218</b>   | <b>255</b>   | <b>203</b>   | <b>935</b>   | <b>898</b>   | <b>186</b>   | <b>17.3</b> |
| YoY Change (%)               | 9            | 2            | 4            | 52           | -22          | 6            | 5            | 2            | 13           | -4           |              |             |

### Quarterly performance (INR m)

| Consol P&L (INR m)            | 2QFY25       | 1QFY26       | 2QFY26       | YoY%          | QoQ%          | 2QFY26E      | v/s Est (%)   |
|-------------------------------|--------------|--------------|--------------|---------------|---------------|--------------|---------------|
| <b>Total Revenue</b>          | <b>2,085</b> | <b>2,228</b> | <b>2,242</b> | <b>7</b>      | <b>1</b>      | <b>2,224</b> | <b>1</b>      |
| Raw Material cost             | 770          | 825          | 839          | 9             | 2             | 829          | 1             |
| <b>Gross Profit</b>           | <b>1,315</b> | <b>1,403</b> | <b>1,403</b> | <b>7</b>      | <b>0</b>      | <b>1,396</b> | <b>1</b>      |
| <b>Gross margin (%)</b>       | <b>63.1</b>  | <b>63.0</b>  | <b>62.6</b>  | <b>-46bps</b> | <b>-38bps</b> | <b>62.8</b>  | <b>-16bps</b> |
| Employee Costs                | 405          | 442          | 457          | 13            | 3             | 449          | 2             |
| Other expenses                | 275          | 274          | 280          | 2             | 2             | 284          | -1            |
| <b>Total Opex</b>             | <b>680</b>   | <b>716</b>   | <b>737</b>   | <b>8</b>      | <b>3</b>      | <b>732</b>   | <b>1</b>      |
| <b>EBITDA</b>                 | <b>635</b>   | <b>687</b>   | <b>666</b>   | <b>5</b>      | <b>-3</b>     | <b>663</b>   | <b>0</b>      |
| EBITDA margin (%)             | 30.4         | 30.8         | 29.7         | -71bps        | -111bps       | 29.8         | -10bps        |
| Depreciation and amortization | 311          | 323          | 328          | 6             | 2             | 333          | -2            |
| EBIT                          | 324          | 364          | 339          | 4             | -7            | 330          | 2             |
| EBIT margin (%)               | 15.5         | 16.4         | 15.1         | -44bps        | -125bps       | 14.9         | 25bps         |
| Finance Costs                 | 115          | 120          | 122          | 6             | 1             | 139          | -13           |
| Other income                  | 71           | 52           | 73           | 3             | 40            | 57           | 28            |
| <b>Profit before Tax</b>      | <b>281</b>   | <b>297</b>   | <b>290</b>   | <b>3</b>      | <b>-2</b>     | <b>248</b>   | <b>17</b>     |
| Tax                           | 76           | 74           | 72           | -5            | -3            | 63           | 15            |
| Tax rate (%)                  | 26.9         | 25.0         | 24.8         | -212bps       | -20bps        | 25.2         | -1bps         |
| <b>Profit after Tax</b>       | <b>205</b>   | <b>223</b>   | <b>218</b>   | <b>6</b>      | <b>-2</b>     | <b>186</b>   | <b>17</b>     |

### Key Performance Indicators

| Y/E March            | FY25         |              |              |              | FY26E        |              |              |              |
|----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                      | 1Q           | 2Q           | 3Q           | 4Q           | 1Q           | 2Q           | 3Q           | 4Q           |
| Total Stores         | 734          | 755          | 775          | 776          | 803          | 812          | 835          | 856          |
| Additions            | 23           | 31           | 30           | 20           | 31           | 14           | 23           | 21           |
| Closures             | (3)          | (10)         | (10)         | (19)         | (4)          | (5)          | -            | -            |
| <b>Net Additions</b> | <b>20</b>    | <b>21</b>    | <b>20</b>    | <b>1</b>     | <b>27</b>    | <b>9</b>     | <b>23</b>    | <b>21</b>    |
| EBO                  | 1,527        | 1,479        | 1,589        | 1,415        | 1,573        | 1,540        | 1,652        | 1,490        |
| LFS                  | 563          | 511          | 460          | 512          | 490          | 601          | 544          | 500          |
| Online               | 70           | 60           | 60           | 55           | 76           | 58           | 62           | 58           |
| Others               | 42           | 35           | 39           | 63           | 87           | 43           | 77           | 77           |
| <b>Total</b>         | <b>2,203</b> | <b>2,085</b> | <b>2,147</b> | <b>2,046</b> | <b>2,226</b> | <b>2,242</b> | <b>2,335</b> | <b>2,124</b> |
| Gross Margins (%)    | 61.8         | 63.1         | 64.1         | 64.3         | 63.0         | 62.6         | 62.9         | 65.1         |
| EBITDA Margins (%)   | 32.8         | 30.4         | 32.5         | 30.5         | 30.8         | 29.7         | 31.3         | 30.5         |
| PAT Margins (%)      | 13.0         | 9.8          | 11.3         | 9.7          | 10.0         | 9.7          | 11.0         | 9.5          |

Source: MOFSL, Company

**Exhibit 1: Key assumptions; trimmed store addition target from 100 to ~90 in near term**

| (INR m)                      | FY21         | FY22         | FY23         | FY24         | FY25         | FY26E        | FY27E         | FY28E         |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|
| EBO                          | 449          | 503          | 630          | 714          | 776          | 856          | 946           | 1,036         |
| Net Adds                     |              | 54           | 127          | 84           | 62           | 80           | 90            | 90            |
| LFS                          | 1,267        | 1,473        | 1,750        | 2,189        | 2,386        | 2,636        | 2,736         | 2,836         |
| Net Adds                     |              | 206          | 277          | 439          | 197          | 250          | 100           | 100           |
| % SSSG                       | -37%         | 31%          | 36%          | 0%           | 1%           | 2%           | 3%            | 5%            |
| <b>Revenues</b>              | <b>2,507</b> | <b>4,013</b> | <b>6,653</b> | <b>7,628</b> | <b>8,482</b> | <b>8,927</b> | <b>10,204</b> | <b>11,504</b> |
| <b>% YoY</b>                 |              | 60%          | 66%          | 15%          | 11%          | 5%           | 14%           | 13%           |
| EBO                          | -35%         | 69%          | 68%          | 14%          | 8%           | 4%           | 15%           | 14%           |
| LFS                          | -46%         | 47%          | 72%          | 19%          | 23%          | 5%           | 12%           | 9%            |
| Gross Profit (incl job work) | 1,467        | 2,411        | 4,036        | 4,709        | 5,368        | 5,660        | 6,413         | 7,219         |
| % Margin                     | 58.5%        | 60.1%        | 60.7%        | 61.7%        | 63.3%        | 63.4%        | 62.9%         | 62.8%         |
| <b>EBITDA</b>                | <b>463</b>   | <b>1,190</b> | <b>2,123</b> | <b>2,424</b> | <b>2,680</b> | <b>2,732</b> | <b>3,184</b>  | <b>3,561</b>  |
| % YoY                        |              | 157%         | 78%          | 14%          | 11%          | 2%           | 17%           | 12%           |
| % Margin                     | 18.5%        | 29.7%        | 31.9%        | 31.8%        | 31.6%        | 30.6%        | 31.2%         | 31.0%         |
| <b>Pre- IND AS EBITDA</b>    | <b>337</b>   | <b>692</b>   | <b>1,289</b> | <b>1,347</b> | <b>1,430</b> | <b>1,410</b> | <b>1,686</b>  | <b>1,949</b>  |
| % YoY                        |              | 105%         | 86%          | 5%           | 6%           | -1%          | 20%           | 16%           |
| % Margin                     | 13.4%        | 17.2%        | 19.4%        | 17.7%        | 16.9%        | 15.8%        | 16.5%         | 16.9%         |
| <b>PAT</b>                   | <b>-35</b>   | <b>356</b>   | <b>828</b>   | <b>828</b>   | <b>935</b>   | <b>898</b>   | <b>1,179</b>  | <b>1,402</b>  |
| % YoY                        |              | -1107%       | 133%         | 0%           | 13%          | -4%          | 31%           | 19%           |
| % Margin                     | -1.4%        | 8.9%         | 12.4%        | 10.9%        | 11.0%        | 10.1%        | 11.6%         | 12.2%         |

Source: Company, MOFSL

**Exhibit 2: Valuation based on Sep'27E P/E**

| Valuation                 | Dec'27E    |
|---------------------------|------------|
| EPS                       | 24.9       |
| PE multiple (x)           | 30         |
| <b>Target Price (INR)</b> | <b>750</b> |
| CMP (INR)                 | 626        |
| <b>Upside (%)</b>         | <b>20%</b> |

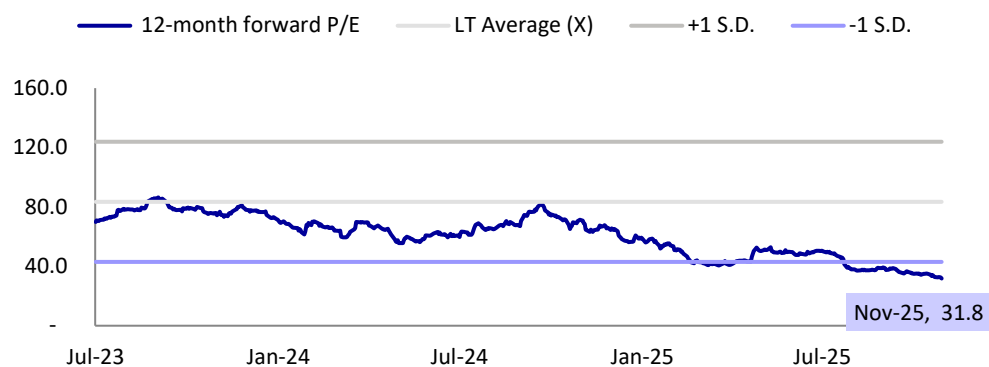
Source: MOFSL, Company

**Exhibit 3: Our estimate change summary**

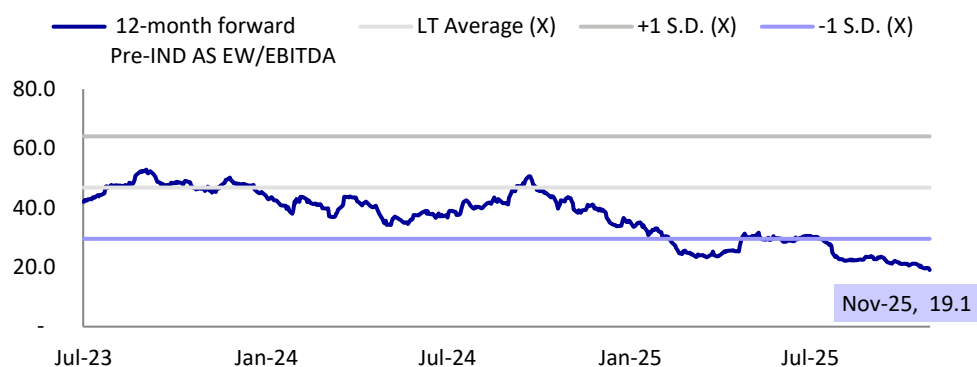
|                           | FY26E | FY27E  | FY28E  |
|---------------------------|-------|--------|--------|
| <b>Revenue (INR m)</b>    |       |        |        |
| Old                       | 9,166 | 10,669 | 12,135 |
| Actual/New                | 8,927 | 10,204 | 11,504 |
| Change (%)                | -3%   | -4%    | -5%    |
| <b>EBITDA (INR m)</b>     |       |        |        |
| Old                       | 2,816 | 3,367  | 3,701  |
| Actual/New                | 2,732 | 3,184  | 3,561  |
| Change (%)                | -3%   | -5%    | -4%    |
| <b>EBITDA margin (%)</b>  |       |        |        |
| Old                       | 30.7% | 31.6%  | 30.5%  |
| Actual/New                | 30.6% | 31.2%  | 31.0%  |
| Change (bp)               | -11   | -35    | 46     |
| <b>Net Profit (INR m)</b> |       |        |        |
| Old                       | 876   | 1,148  | 1,319  |
| Actual/New                | 898   | 1,179  | 1,402  |
| Change (%)                | 2%    | 3%     | 6%     |
| <b>EPS (INR)</b>          |       |        |        |
| Old                       | 16.20 | 21.23  | 24.39  |
| Actual/New                | 16.60 | 21.80  | 25.92  |
| Change (%)                | 2%    | 3%     | 6%     |

Source: MOFSL, Company

**Exhibit 4: Post correction, GO Fashion trades ~34x 1-yr forward EPS**



**Exhibit 5: GO Fashion currently trades at 20x 1yr fwd Pre-IND AS EV/EBITDA,**



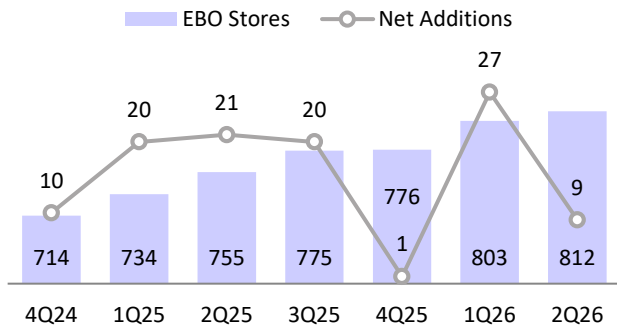


## Detailed takeaways from the management interaction

- **Demand:** Demand is improving, with strong festive-led traction in key markets like Tamil Nadu and Maharashtra, though sales dipped after Diwali. Management expects recovery over the next few quarters.
- **SSSG** has remained muted (-3.4% in 2Q) for 10 straight quarters, with recovery concentrated in West and North India, while South lags. To revive growth, management is refreshing the core bottom-wear portfolio with new designs and a restructuring into dedicated bottom-wear and topwear teams.
- **Volume recovery** is being led by a shift from core leggings/churidars to higher-growth trousers and value-added bottoms, while ASP is inching up 2-3% YoY due to mix changes. No price hikes were taken.
- **Product mix:** Core categories (leggings and Churidar) now form ~35% of revenue, down from 50-55% before Covid, as demand shifts toward high-growth trousers and pants, with value-added options like palazzos also gaining traction.
- **Expansion:** Go Fashion has cut its FY26 store addition target from 120 to 80-90 to protect margins amid muted SSSG, with expansion set to resume only after a demand recovery. The rollout will maintain a balanced metro/non-metro mix, leveraging the brand's differentiated positioning to stay clear of direct competition with value retailers.
- **Essential-wear:** The pilot launched in two Chennai stores is delivering over INR1,000 SPSF/month from the added space and surpassing the internal benchmarks. These are extensions of existing bottom-wear stores, and the company aims to scale up the pilot to 18-20 locations in the coming months to validate the concept's long-term potential.
- **GST impact:** Pricing is well-balanced, with 70-80% of revenue coming from products under INR1,000 and steady growth seen across both low (INR500-600) and mid-to-premium (INR1,500) price tiers. The full pass-through of GST reduction (12% to 5%) on select products is expected to further boost volumes, especially in higher-priced segments.
- **Rental costs** have stabilized, aided by the consolidation of stores last year and targeted renegotiations with landlords. Rent as a percentage of revenue is expected to stabilize as SSSG improves.
- **Target customers:** The company's target demographic continues to be women aged 27-33 years. The new customer acquisition is tracking at ~20%, while the repeat purchases are stable at 40-45%.
- **I-T search:** An income tax search was conducted in Oct across the company's offices and warehouses. The search was concluded with no disruption to store operations, no summons or queries received, and no major findings identified.
- **Pledges:** Promoter pledge increased recently due to a fall in stock price but is on track to reduce by more than 50% as around ~2.5-3m shares are expected to be de-pledged within the next few months.

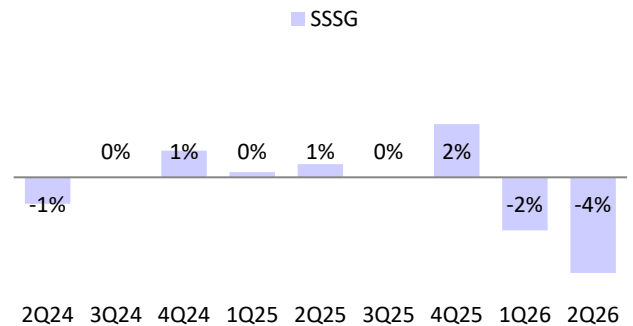
## Story in charts

**Exhibit 6: Net Adds stood at 9 stores during the quarter**



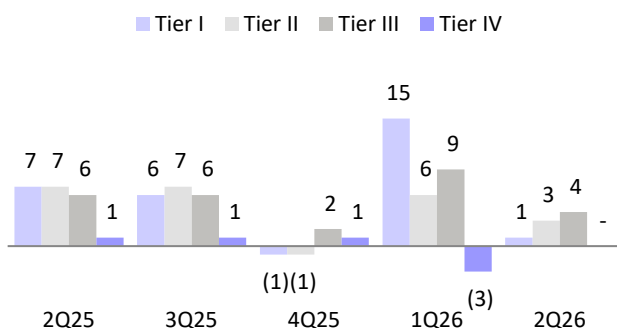
Source: MOFSL, Company

**Exhibit 7: Muted SSSG in last 10 quarters**



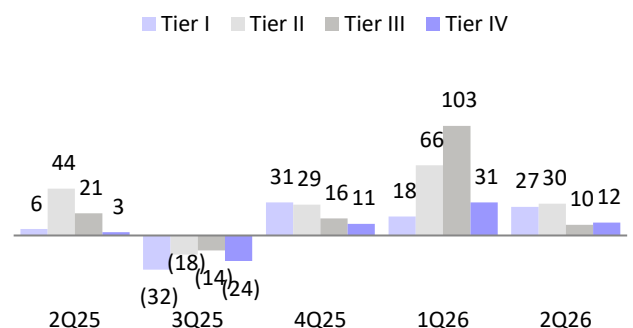
Source: MOFSL, Company

**Exhibit 8: EBO store additions is moving to lower tier cities**



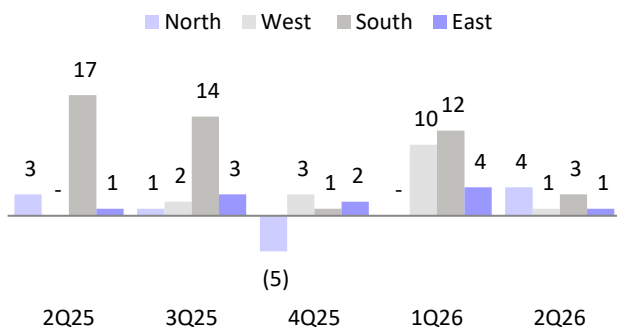
Source: MOFSL, Company

**Exhibit 9: LFS additions continue**



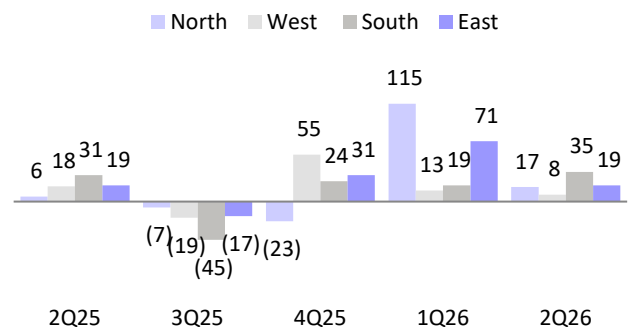
Source: MOFSL, Company

**Exhibit 10: Store additions in North/South**



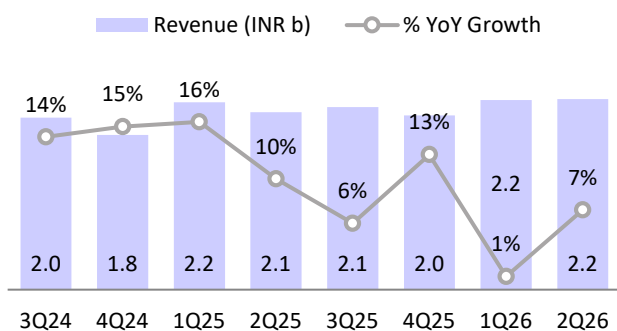
Source: MOFSL, Company

**Exhibit 11: LFS additions are heavier in South/East**



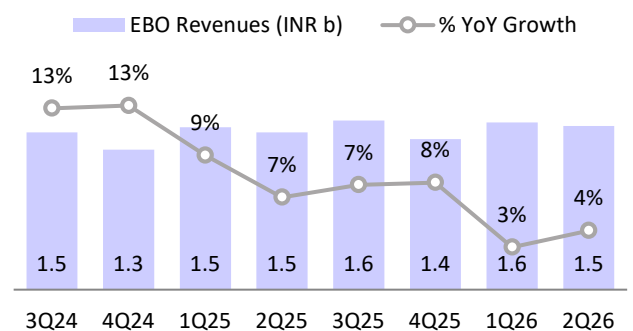
Source: MOFSL, Company

**Exhibit 12: Revenue growth remained muted at 7% YoY**



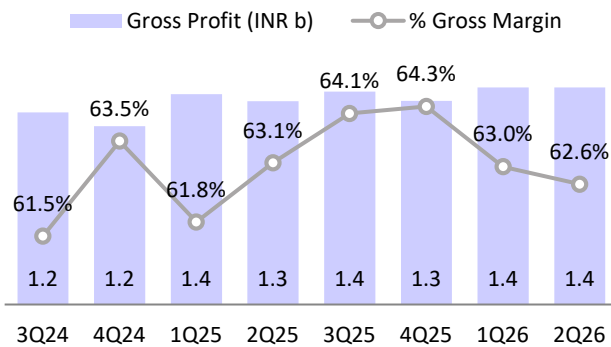
Source: MOFSL, Company

**Exhibit 13: EBO revenue much weaker at 4%**



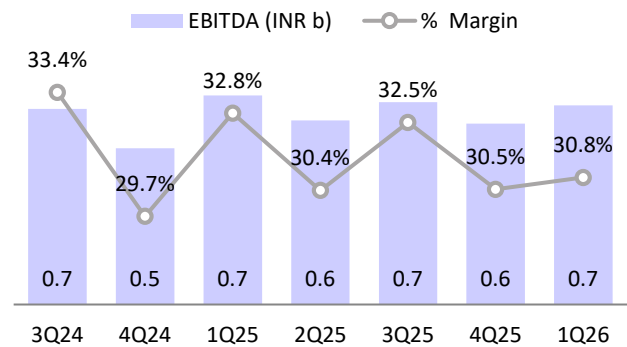
Source: MOFSL, Company

**Exhibit 14: Gross margin declined by 46bp**



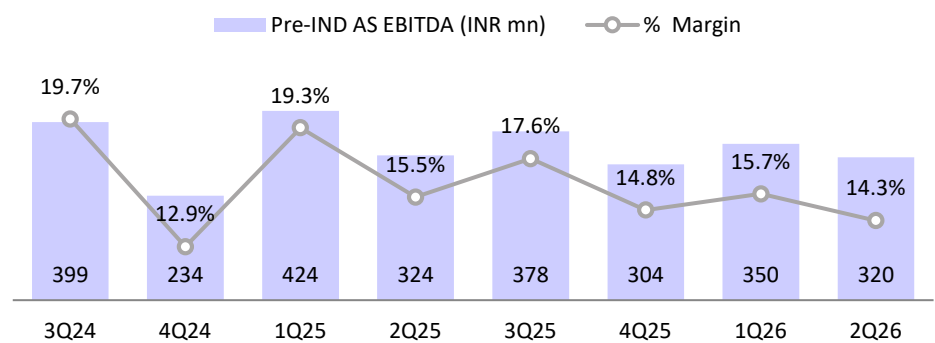
Source: MOFSL, Company

**Exhibit 15: EBITDA margin declined 71bp YoY**



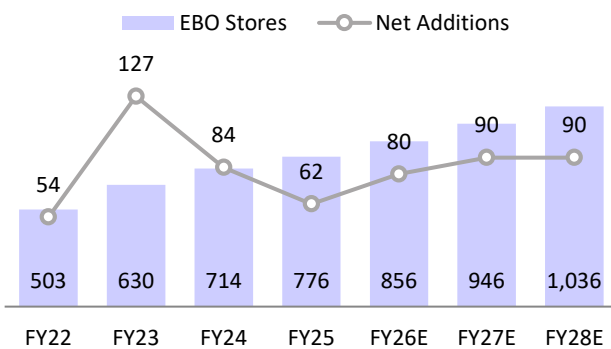
Source: MOFSL, Company

**Exhibit 16: Pre-IND AS EBITDA margin declined by 130bp due to negative operating leverage**



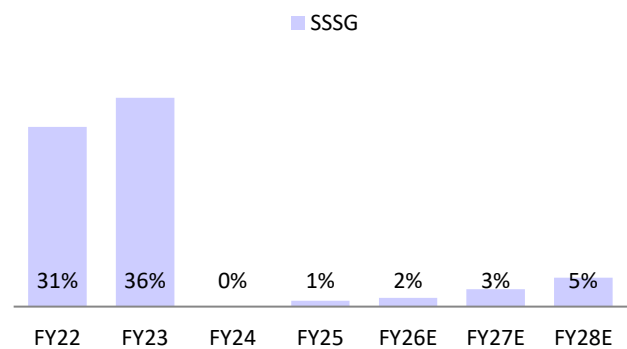
Source: Company, MOFSL

**Exhibit 17: Net additions of ~260 stores in FY26-28E**



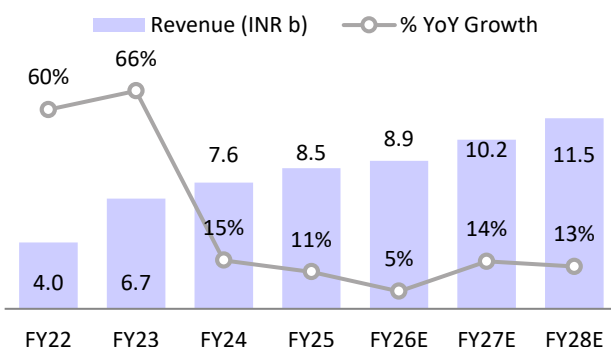
Source: MOFSL, Company

**Exhibit 18: SSSG to remain muted in FY26E**



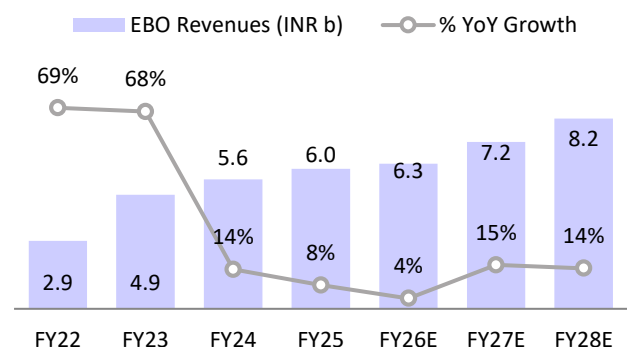
Source: MOFSL, Company

**Exhibit 19: Expect revenue CAGR of ~11% over FY25-28E**



Source: MOFSL, Company

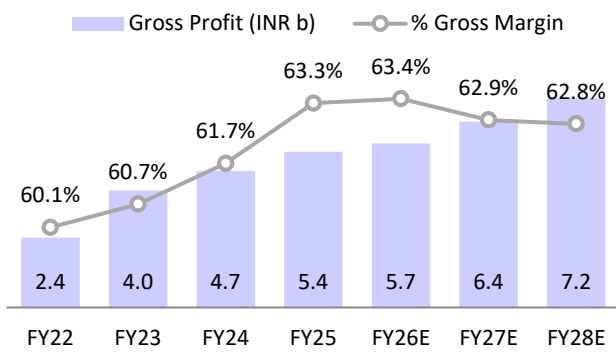
**Exhibit 20: EBO also growing at 11% CAGR**



Source: MOFSL, Company

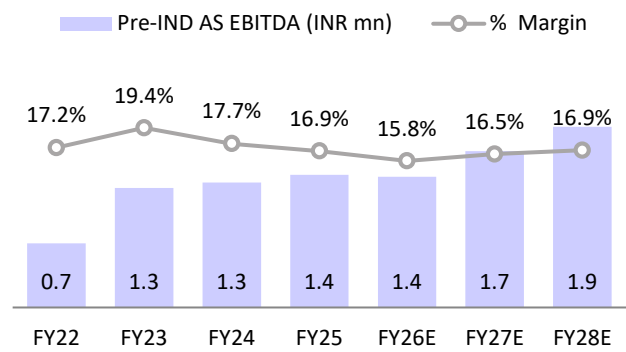


**Exhibit 21: Gross Margins to remain elevated**



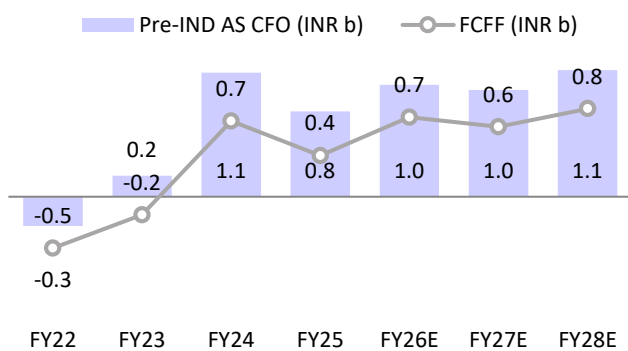
Source: MOFSL, Company

**Exhibit 22: Operating margins to remain muted in near term**



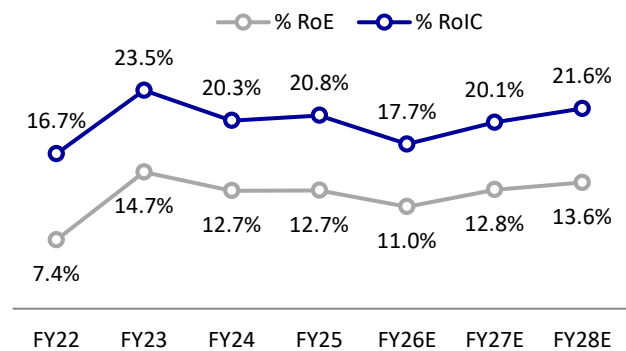
Source: MOFSL, Company

**Exhibit 23: Steady cash flow generation**



Source: MOFSL, Company

**Exhibit 24: Return ratios to remain stable**



Source: MOFSL, Company

## Financials and Valuation

### Consolidated - Income Statement

| Y/E March                           | FY22         | FY23         | FY24         | FY25         | FY26E        | FY27E         | FY28E         |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|
| <b>Total Income from Operations</b> | <b>4,013</b> | <b>6,653</b> | <b>7,628</b> | <b>8,482</b> | <b>8,927</b> | <b>10,204</b> | <b>11,504</b> |
| Change (%)                          | 60.1         | 65.8         | 14.7         | 11.2         | 5.3          | 14.3          | 12.7          |
| Raw Materials                       | 1,355        | 2,215        | 2,550        | 2,664        | 2,821        | 3,281         | 3,710         |
| Job Work                            | 248          | 401          | 370          | 450          | 446          | 510           | 575           |
| <b>Gross Profit (Incl Job Work)</b> | <b>2,411</b> | <b>4,036</b> | <b>4,709</b> | <b>5,368</b> | <b>5,660</b> | <b>6,413</b>  | <b>7,219</b>  |
| Margin (%)                          | 60.1         | 60.7         | 61.7         | 63.3         | 63.4         | 62.9          | 62.8          |
| Employees Cost                      | 731          | 1,023        | 1,302        | 1,602        | 1,801        | 1,951         | 2,138         |
| Other Expenses                      | 490          | 891          | 982          | 1,086        | 1,126        | 1,279         | 1,520         |
| <b>Total Expenditure</b>            | <b>2,823</b> | <b>4,530</b> | <b>5,204</b> | <b>5,802</b> | <b>6,195</b> | <b>7,021</b>  | <b>7,943</b>  |
| % of Sales                          | 70.3         | 68.1         | 68.2         | 68.4         | 69.4         | 68.8          | 69.0          |
| <b>EBITDA</b>                       | <b>1,190</b> | <b>2,123</b> | <b>2,424</b> | <b>2,680</b> | <b>2,732</b> | <b>3,184</b>  | <b>3,561</b>  |
| Margin (%)                          | 29.7         | 31.9         | 31.8         | 31.6         | 30.6         | 31.2          | 31.0          |
| Depreciation                        | 686          | 871          | 1,104        | 1,237        | 1,300        | 1,323         | 1,419         |
| <b>EBIT</b>                         | <b>504</b>   | <b>1,252</b> | <b>1,321</b> | <b>1,443</b> | <b>1,433</b> | <b>1,861</b>  | <b>2,142</b>  |
| Int. and Finance Charges            | 233          | 285          | 391          | 464          | 497          | 592           | 637           |
| Other Income                        | 208          | 119          | 173          | 254          | 262          | 307           | 369           |
| <b>PBT bef. EO Exp.</b>             | <b>479</b>   | <b>1,087</b> | <b>1,102</b> | <b>1,233</b> | <b>1,198</b> | <b>1,576</b>  | <b>1,874</b>  |
| <b>PBT after EO Exp.</b>            | <b>479</b>   | <b>1,087</b> | <b>1,102</b> | <b>1,233</b> | <b>1,198</b> | <b>1,576</b>  | <b>1,874</b>  |
| Total Tax                           | 123          | 259          | 274          | 298          | 300          | 397           | 472           |
| Tax Rate (%)                        | 25.6         | 23.8         | 24.9         | 24.2         | 25.1         | 25.2          | 25.2          |
| <b>Reported PAT</b>                 | <b>356</b>   | <b>828</b>   | <b>828</b>   | <b>935</b>   | <b>898</b>   | <b>1,179</b>  | <b>1,402</b>  |
| <b>Adjusted PAT</b>                 | <b>356</b>   | <b>828</b>   | <b>828</b>   | <b>935</b>   | <b>898</b>   | <b>1,179</b>  | <b>1,402</b>  |
| Change (%)                          | -1,107.0     | 132.6        | 0.0          | 13.0         | -4.0         | 31.4          | 18.9          |
| Margin (%)                          | 8.9          | 12.4         | 10.9         | 11.0         | 10.1         | 11.6          | 12.2          |

### Consolidated - Balance Sheet

(INR m)

| Y/E March                           | FY22         | FY23         | FY24          | FY25          | FY26E         | FY27E         | FY28E         |
|-------------------------------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| Equity Share Capital                | 541          | 541          | 541           | 541           | 541           | 541           | 541           |
| Total Reserves                      | 3,844        | 4,664        | 5,499         | 6,434         | 7,152         | 8,095         | 9,217         |
| <b>Net Worth</b>                    | <b>4,385</b> | <b>5,205</b> | <b>6,040</b>  | <b>6,975</b>  | <b>7,693</b>  | <b>8,636</b>  | <b>9,758</b>  |
| Lease Liabilities                   | 2,498        | 3,395        | 4,691         | 5,070         | 5,525         | 6,059         | 6,524         |
| Deferred Tax Liabilities            | 29           | 50           | 50            | 39            | 39            | 39            | 39            |
| <b>Capital Employed</b>             | <b>6,912</b> | <b>8,651</b> | <b>10,781</b> | <b>12,084</b> | <b>13,256</b> | <b>14,734</b> | <b>16,321</b> |
| Gross Block                         | 3,258        | 4,431        | 5,934         | 6,517         | 6,879         | 7,563         | 8,199         |
| Less: Accum. Deprn.                 | 347          | 494          | 667           | 917           | 1,009         | 1,246         | 1,516         |
| <b>Net Fixed Assets</b>             | <b>2,912</b> | <b>3,937</b> | <b>5,266</b>  | <b>5,600</b>  | <b>5,870</b>  | <b>6,317</b>  | <b>6,683</b>  |
| Other Non-Current                   | 125          | 381          | 135           | 20            | -             | -             | -             |
| Capital WIP                         | 87           | 74           | 109           | 115           | 115           | 115           | 115           |
| <b>Total Investments</b>            | <b>124</b>   | <b>194</b>   | <b>234</b>    | <b>402</b>    | <b>731</b>    | <b>731</b>    | <b>731</b>    |
| <b>Curr. Assets, Loans&amp;Adv.</b> | <b>4,150</b> | <b>4,510</b> | <b>5,425</b>  | <b>6,358</b>  | <b>7,249</b>  | <b>8,381</b>  | <b>9,707</b>  |
| Inventory                           | 1,659        | 2,303        | 2,163         | 2,376         | 2,446         | 2,740         | 2,994         |
| Account Receivables                 | 602          | 722          | 793           | 1,057         | 1,027         | 1,118         | 1,261         |
| Cash and Bank Balance               | 1,629        | 1,204        | 2,155         | 2,617         | 3,409         | 4,104         | 4,979         |
| Loans and Advances                  | 260          | 281          | 313           | 307           | 367           | 419           | 473           |
| <b>Curr. Liability &amp; Prov.</b>  | <b>600</b>   | <b>613</b>   | <b>613</b>    | <b>720</b>    | <b>709</b>    | <b>811</b>    | <b>914</b>    |
| Account Payables                    | 177          | 303          | 368           | 316           | 416           | 475           | 536           |
| Other Current Liabilities           | 423          | 310          | 245           | 404           | 294           | 335           | 378           |
| <b>Net Current Assets</b>           | <b>3,550</b> | <b>3,897</b> | <b>4,811</b>  | <b>5,638</b>  | <b>6,540</b>  | <b>7,571</b>  | <b>8,793</b>  |
| Deferred Tax assets                 | 114          | 168          | 226           | 309           | 0             | 0             | 0             |
| <b>Appl. of Funds</b>               | <b>6,912</b> | <b>8,650</b> | <b>10,782</b> | <b>12,083</b> | <b>13,256</b> | <b>14,734</b> | <b>16,321</b> |

## Financials and Valuation

### Ratios

| Y/E March                     | FY22       | FY23        | FY24        | FY25        | FY26E       | FY27E       | FY28E       |
|-------------------------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Basic (INR)</b>            |            |             |             |             |             |             |             |
| <b>EPS</b>                    | <b>6.6</b> | <b>15.3</b> | <b>15.3</b> | <b>17.3</b> | <b>16.6</b> | <b>21.8</b> | <b>25.9</b> |
| Cash EPS                      | 13.2       | 21.5        | 24.5        | 27.5        | 27.8        | 31.7        | 35.7        |
| BV/Share                      | 55.5       | 65.9        | 76.5        | 88.3        | 142.2       | 159.6       | 180.4       |
| DPS                           | -          | -           | -           | -           | 3.3         | 4.4         | 5.2         |
| Payout (%)                    | -          | -           | -           | -           | 20.0        | 20.0        | 20.0        |
| <b>Valuation (x)</b>          |            |             |             |             |             |             |             |
| P/E                           | 167.5      | 77.5        | 68.3        | 46.2        | 37.7        | 28.7        | 24.1        |
| Cash P/E                      | 83.6       | 55.2        | 42.7        | 29.0        | 22.5        | 19.8        | 17.5        |
| P/BV                          | 19.9       | 18.0        | 13.7        | 9.0         | 4.4         | 3.9         | 3.5         |
| EV/Sales                      | 14.5       | 9.5         | 7.1         | 4.8         | 3.4         | 2.9         | 2.5         |
| EV/EBITDA                     | 48.7       | 29.7        | 22.4        | 15.1        | 21.6        | 17.6        | 14.8        |
| Dividend Yield (%)            | 0.0        | 0.0         | 0.0         | 0.0         | 0.5         | 0.7         | 0.8         |
| FCF per share                 | 2.4        | 12.7        | 32.4        | 29.4        | 37.6        | 39.2        | 44.3        |
| <b>Return Ratios (%)</b>      |            |             |             |             |             |             |             |
| RoE                           | 9.9        | 17.3        | 14.7        | 14.4        | 11.0        | 12.8        | 13.6        |
| RoCE                          | 14.5       | 21.8        | 19.9        | 19.8        | 17.7        | 20.1        | 21.6        |
| RoIC                          | 8.2        | 15.6        | 12.8        | 12.7        | 12.0        | 14.8        | 15.8        |
| <b>Working Capital Ratios</b> |            |             |             |             |             |             |             |
| Fixed Asset Turnover (x)      | 1.2        | 1.5         | 1.3         | 1.3         | 1.3         | 1.3         | 1.4         |
| Asset Turnover (x)            | 0.6        | 0.8         | 0.7         | 0.7         | 0.7         | 0.7         | 0.7         |
| Inventory (Days)              | 447        | 380         | 310         | 326         | 316         | 305         | 295         |
| Debtor (Days)                 | 55         | 40          | 38          | 46          | 42          | 40          | 40          |
| Creditor (Days)               | 48         | 50          | 53          | 43          | 54          | 53          | 53          |
| <b>Leverage Ratio (x)</b>     |            |             |             |             |             |             |             |
| Current Ratio                 | 6.9        | 7.4         | 8.8         | 8.8         | 10.2        | 10.3        | 10.6        |
| Interest Cover Ratio          | 2.2        | 4.4         | 3.4         | 3.1         | 2.9         | 3.1         | 3.4         |
| Net Debt/Equity               | -0.4       | -0.3        | -0.4        | -0.4        | -0.5        | -0.6        | -0.6        |

### Consolidated - Cash Flow Statement

| Y/E March                    | FY22         | FY23         | FY24          | FY25          | FY26E         | FY27E         | FY28E         |
|------------------------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| <b>(INR m)</b>               |              |              |               |               |               |               |               |
| OP/(Loss) before Tax         | 479          | 1,087        | 1,102         | 1,233         | 1,198         | 1,576         | 1,874         |
| Depreciation                 | 686          | 871          | 1,104         | 1,237         | 1,300         | 1,323         | 1,419         |
| Interest & Finance Charges   | -97          | -411         | -473          | -428          | 0             | 0             | 0             |
| Direct Taxes Paid            | -110         | -324         | -366          | -356          | -300          | -397          | -472          |
| (Inc)/Dec in WC              | -847         | -833         | 87            | -411          | -110          | -336          | -347          |
| Others                       | 220          | 647          | 733           | 713           | 235           | 285           | 268           |
| <b>CF from Operations</b>    | <b>330</b>   | <b>1,037</b> | <b>2,187</b>  | <b>1,988</b>  | <b>2,322</b>  | <b>2,451</b>  | <b>2,742</b>  |
| (Inc)/Dec in FA              | -198         | -349         | -434          | -396          | -290          | -330          | -345          |
| <b>Free Cash Flow</b>        | <b>132</b>   | <b>688</b>   | <b>1,753</b>  | <b>1,592</b>  | <b>2,032</b>  | <b>2,121</b>  | <b>2,397</b>  |
| (Pur)/Sale of Investments    | -29          | -45          | -602          | 128           | 0             | 0             | 0             |
| Others                       | -357         | 119          | -253          | -488          | 262           | 307           | 369           |
| <b>CF from Investments</b>   | <b>-584</b>  | <b>-276</b>  | <b>-1,289</b> | <b>-756</b>   | <b>-28</b>    | <b>-23</b>    | <b>24</b>     |
| Issue of Shares              | 1,187        | 0            | 0             | 0             | 0             | 0             | 0             |
| Lease Liabilities            | 0            | 0            | 0             | 0             | 0             | 0             | 0             |
| Others                       | 0            | 2            | 0             | -2            | -180          | -236          | -280          |
| <b>CF from Fin. Activity</b> | <b>642</b>   | <b>-841</b>  | <b>-1,078</b> | <b>-1,227</b> | <b>-1,502</b> | <b>-1,733</b> | <b>-1,893</b> |
| <b>Inc/Dec of Cash</b>       | <b>388</b>   | <b>-79</b>   | <b>-179</b>   | <b>4</b>      | <b>792</b>    | <b>695</b>    | <b>874</b>    |
| Opening Balance              | 468          | 1,320        | 1,549         | 1,024         | 2,159         | 3,409         | 4,104         |
| Other Bank balances          | 464          | 308          | -346          | 1,130         | 458           | 0             | 0             |
| <b>Closing Balance</b>       | <b>1,320</b> | <b>1,549</b> | <b>1,024</b>  | <b>2,159</b>  | <b>3,409</b>  | <b>4,104</b>  | <b>4,978</b>  |

Investment in securities market are subject to market risks. Read all the related documents carefully before investing.

## NOTES

| Explanation of Investment Rating |                                                                                              |
|----------------------------------|----------------------------------------------------------------------------------------------|
| Investment Rating                | Expected return (over 12-month)                                                              |
| BUY                              | >=15%                                                                                        |
| SELL                             | < - 10%                                                                                      |
| NEUTRAL                          | < - 10 % to 15%                                                                              |
| UNDER REVIEW                     | Rating may undergo a change                                                                  |
| NOT RATED                        | We have forward looking estimates for the stock but we refrain from assigning recommendation |

\*In case the recommendation given by the Research Analyst is inconsistent with the investment rating legend for a continuous period of 30 days, the Research Analyst shall be within following 30 days take appropriate measures to make the recommendation consistent with the investment rating legend.

#### Disclosures

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