

Barbeque Nation Hospitality

Estimate change	↓
TP change	↓
Rating change	↔

Bloomberg	BARBEQUE IN
Equity Shares (m)	39
M.Cap.(INRb)/(USDb)	12.2 / 0.1
52-Week Range (INR)	712 / 303
1, 6, 12 Rel. Per (%)	-26/-40/-57
12M Avg Val (INR M)	64

Financials & Valuations (INR b)

Y/E March	FY25E	FY26E	FY27E
Sales	12.5	13.9	15.3
Sales Gr. (%)	-0.4	11.5	10.2
EBITDA	2.1	2.5	2.7
Margins (%)	17.1	17.7	17.9
Adj. PAT	-0.1	0.0	0.1
Adj. EPS (INR)	-2.1	0.0	1.4
EPS Gr. (%)	N/M	N/M	L/P
BV/Sh.(INR)	98.5	98.5	99.9
Ratios			
RoE (%)	-2.1	0.0	1.4
RoCE (%)	4.5	7.4	6.1
Valuation			
P/E (x)	N/M	N/M	219.4
EV/EBITDA (x)	5.3	4.4	3.7
Pre-IND AS EV/EBITDA (x)	11.9	9.6	7.6

Shareholding Pattern (%)

As On	Dec-24	Sep-24	Dec-23
Promoter	33.6	33.6	33.7
DII	25.9	25.7	25.2
FII	12.8	15.2	17.8
Others	27.7	25.6	23.3

FII includes depository receipts

CMP: INR311 **TP: INR350 (+12%)** **Neutral**

Uninspiring performance; recovery delays continue

- Barbeque Nation Hospitality's (BBQN) consolidated revenue was flat YoY at INR3.3b (miss), impacted by competition in South India and sluggish demand. The Same-Store Sales Growth (SSSG) remained weak and reported -2% YoY in 3QFY25 despite a favorable base of -4.9% in 3QFY24 (-2.5% in 2QFY25). Dine-in revenue declined 2% YoY to INR2.8b, while delivery was up 7% to INR0.5m.
- BBQ India's revenue fell 4% YoY to INR2.6b and same store sales were down by 2.6%. The company maintained a GP margin of 66.7%, supported by cost-control measures, which helped maintain the Restaurant Operating Margin (RoM) (Pre-Ind AS) at 14.9%, despite operational leverage pressure.
- BBQ International's revenue was up 8% YoY to INR253m, with same store sales growth of 5.2%. GP margin was down 20bp YoY to 74.3% and RoM (Pre-Ind AS) margin expanded 10bp YoY to 26.1%.
- Premium Casual Dining Restaurant's (CDR) revenue was up 24% YoY to INR253m, led by store additions (+27% YoY). Same store sales were down 2.7%. GP margin expanded 80bp YoY to 75%. RoM (Pre-Ind AS) margin contracted 480bp YoY to 20.1%, impacted by new store additions.
- Consolidated GM was up 40bp YoY/10bp QoQ to 68.2%. The company's EBITDA margin contracted by 130bp YoY to 18.7% (est. 19.1%). EBITDA Pre-Ind AS margin was down 70bp YoY to 10.3%. RoM Pre Ind margin contracted 20bp YoY to 16.5%.
- The company also acquired a 51% stake in the French ice cream brand Omm Nom Nom for INR 170m, with an annual revenue run rate (ARR) of INR40m and double-digit EBITDA margins, strengthening its delivery portfolio.
- The management is looking to add 35-40 stores in FY26. It has opened net 9 stores (13 stores opened and 4 closed) in 9MFY25 and plans to open 7 more in 4Q, bringing the total store count to 233 by FY25. BBQN's current valuations at 11.9x FY25E and 9.6x FY26E pre-Ind AS EV/EBITDA are comfortably positioned. However, we are watchful of BBQN's demand recovery. We reiterate our Neutral rating on the stock as we still await clarity on earnings recovery. We have a TP of INR350, based on 10x Dec'26E Pre-Ind-AS EV/EBITDA (which reflects a weak RoCE profile and uncertainty of earnings recovery).

Miss on revenue; SSSG at -2%

- Muted trajectory continues:** BBQN reported flat sales YoY at INR3.3b (est. INR 3.4b) in 3QFY25. Same store sales were down 2% in 3QFY25 (est. -2%). The dine-in channel (85% of sales) declined 2% YoY to INR2.8b, while the delivery channel (15% of sales) was up by 7% YoY to INR0.5b
- Digital KPIs:** Cumulative App download was 7.2m in 3QFY25 vs 6.5m in 3QFY24. Own digital asset contribution was at 31.7% vs. 29.9% in 3QFY24.
- Store additions continue:** The company has added 5 stores and closed 1 store, bringing the total store count to 226. Of this, BBQ India has 190 stores, BBQ international store count is 8, and the Toscano & Salt count stands at 28. Total metro and tier-1 accounted for 176 stores and tier 2/3 accounted for 50 stores in 3QFY25.

Naveen Trivedi – Research Analyst (Naveen.Trivedi@motilaloswal.com)

Tanu Jindal – Research Analyst (Tanu.Jindal@MotilalOswal.com)

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- **Contraction in margins:** Gross margin was up 40bp YoY/10bp QoQ to 68.2%. EBITDA margin contracted 130bp YoY to 18.7% (est. 19.1%), and down 7% YoY to INR615m (est. INR654m). Pre-Ind AS EBITDA declined 7% YoY to INR339m in 3QFY25 and the margin contracted 70bp YoY to 10.3%. RoM Pre Ind AS was down 7% YoY and margin contracted 20bp YoY to 16.5%.
- PAT was INR51m in 3QFY25 vs 48m in 3QFY24.
- In 9MFY25, net sales declined 2% to INR9.4b, while EBITDA was flat at INR1.6b.

Highlights from the management commentary

- The company has implemented a 2% price hike in the current period, aligning with its strategy of maintaining a 2-3% price increase over the long term to offset inflationary pressures.
- BBQ India will implement efficient cost-control measures to sustain and improve operating margins despite economic and competitive challenges.
- In FY26, the company plans to open 22-25 new restaurants in India, 5-6 new restaurants in international markets, and 6-7 new premium CDR outlets, bringing the total restaurant count to 270.
- The company expects a total cash requirement of INR1.4b for FY25, including INR0.2b for maintenance expenses and INR1.2b for new store openings. If operating cash flows are insufficient, the company may consider raising debt to meet capital expenditure requirements.

Valuation and view

- With a delay in earnings recovery, we cut our EBITDA by 3% and 5% for FY25E and FY26E.
- BBQN's PBT margin profile is weaker than that of QSR players. Hence, despite a comfortable position on valuation, we are watchful of its operating margin delivery. Mid-single digit RoCE profile is weak considering the fine dine-in format.
- **BBQN's current valuations are at 11.9x FY25E and 9.6x FY26E pre-Ind AS EV/EBITDA. We reiterate our Neutral rating on the stock with a TP of INR350, based on 10x Dec'26E Pre Ind-AS EV/EBITDA.**

Y/E March	Cons. Quarterly Performance								(INR m)		
	FY24		FY25E				FY24		FY25E	FY25	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE		3QE	(%)
SSSG (%)	-7.7	-10.7	-4.9	1.4	-7.4	-2.5	-2.0	-0.1	-6.5	-3.0	-2.0
No. of stores	212	212	210	217	219	222	226	233	217	233	229
Net Sales	3,239	3,017	3,309	2,981	3,057	3,057	3,289	3,086	12,545	12,489	3,423
YoY change (%)	2.9	-2.8	0.8	6.4	-5.6	1.3	-0.6	3.5	1.7	-0.4	3.5
Gross Profit	2,073	1,990	2,245	2,053	2,081	2,081	2,244	2,111	8,361	8,517	2,321
Margin (%)	64.0	65.9	67.9	68.9	68.1	68.1	68.2	68.4	66.6	68.2	67.8
EBITDA	468	444	663	547	509	456	615	556	2,122	2,136	654
EBITDA growth %	-33.6	-23.9	7.0	37.3	8.8	2.7	-7.2	1.5	-8.0	0.7	-1.4
Margin (%)	14.4	14.7	20.0	18.4	16.6	14.9	18.7	18.0	16.9	17.1	19.1
Depreciation	375	443	414	447	405	409	428	424	1,679	1,666	415
Interest	187	195	190	186	186	189	195	184	759	753	198
Other Income	40	43	16	77	27	43	55	50	176	175	33
PBT	-55	-151	75	-9	-55	-100	47	-2	-140	-109	74
Tax	-14	-32	27	-9	-11	-28	-3	0	-28	-27	19
Rate (%)	26.1	21.3	35.5	95.9	20.9	28.4	-6.5	25.2	20.3	25.2	25.2
Adjusted PAT	-41	-119	48	0	-43	-71	51	-1	-112	-81	55
YoY change (%)	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M

E: MOFSL Estimates

BBQ India

- Revenue declined 4% YoY to INR2.6b. Same store sales declined by 2.6%.
- BBQ India added net 3 stores to 190 in 3QFY25.
- GP margin expanded 10bp YoY to 66.7%. GP was down 4% YoY.
- The RoM (Pre-Ind AS) margin expanded 10bp YoY to 14.9%. RoM was down 4% YoY.

BBQ International

- Revenue was up 8% YoY to INR253m. Same store sales were up 5.2%.
- BBQ International added no stores during the quarter.
- The GP margin was down 20bp YoY to 74.3%. GP was up 7% YoY.
- The RoM (Pre-Ind AS) margin expanded 10bp YoY to 26.1%. RoM was up 8% YoY.

Premium CDR

- Revenue was up 24% YoY to INR253m, led by store additions (+24% YoY). Same store sales were down 2.7%.
- Premium CDR added 1 store, bringing the total to 28 stores during the quarter.
- The GP margin expanded 80bp YoY to 75%. GP was up 25% YoY.
- The RoM (Pre-Ind AS) margin contracted 480bp YoY to 20.1%. RoM was flat YoY at INR87m.

Exhibit 1: BBQN business segment performance key metric

BBQ Consolidated	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25
Revenue (INR m)	3,309	2,981	3,057	3,057	3,289
YoY growth (%)	1%	6%	-6%	1%	-1%
SSSG (%)	-4.9	1.4	-7.4	-2.5	-2.0
Stores	216	217	219	222	226
Store addition	4	1	2	3	4
YoY store addition (%)	2%	0%	3%	2%	5%
Annualised revenue/ outlet (INR/mn)	62	55	55	56	60
GP (INR m)	2,245	2,053	2,081	2,081	2,244
GP margin (%)	67.9%	68.9%	68.1%	68.1%	68.2%
ROM (pre -Ind AS) (INR m)	553	429	421	380	543
ROM (%)	16.7%	14.4%	13.8%	12.4%	16.5%
YoY growth (%)	1%	38%	10%	12%	-2%
EBITDA (pre -Ind AS) (INR m)	363	239	212	166	339
EBITDA pre-Ind AS margin (%)	11.0%	8.0%	6.9%	5.4%	10.3%
YoY growth (%)	7%	124%	18%	24%	-6%
EBITDA (INR m)	663	547	509	456	615
EBITDA margin (%)	7.0%	37.3%	8.8%	2.7%	-7.2%
YoY growth (%)	20%	18%	17%	15%	19%
BBQ India	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25
Revenue (INR m)	2,736	2,398	2,466	2,443	2,618
YoY growth (%)					-4%
SSSG (%)	-6.2	0.9	-8.8	-3.0	-2.6
Stores	186	186	186	187	190
Store addition	0	0	0	1	3
YoY store addition (%)	-3%	-5%	-2%	-1%	2%
Annualised revenue/ outlet (INR/mn)	59	51	53	52	57
GP (INR m)	1,822	1,623	1,641	1,626	1,746
GP margin (%)	66.6%	67.7%	66.5%	66.6%	66.7%
ROM (pre -Ind AS) (INR m)	404	294	293	269	389
ROM (%)	14.8%	12.3%	11.9%	11.0%	14.9%
YoY growth (%)					-3.7%
BBQ International	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25
Revenue	235	237	239	218	253
YoY growth (%)					8%
SSSG (%)	-1.1	5.5	-8.6	2	5.2
Stores	8	8	8	8	8
Store addition	0	0	0	0	0
Annualised revenue/ outlet (INR/mn)	117	119	119	109	126
GP (INR m)	175	176	178	159	188
GP margin (%)	74.5%	74.3%	74.5%	72.9%	74.3%
ROM (pre -Ind AS) (INR m)	61	61	60	44	66
ROM (%)	26.0%	25.7%	25.1%	20.2%	26.1%
YoY growth (%)					8%
BBQ Premium CDR	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25
Revenue	349	357	363	406	432
YoY growth (%)					24%
SSSG (%)	4	2	0.9	-1.6	-2.7
Stores	22	23	25	27	28
Store addition	0	1	2	2	1
YoY store addition (%)	57%	64%	67%	23%	27%
Annualised revenue/ outlet (INR/mn)	63	62	58	60	62
GP (INR m)	259	265	273	305	324
GP margin (%)	74.2%	74.2%	75.2%	75.1%	75.0%
ROM (pre -Ind AS) (INR m)	87	74	68	66	87
ROM (%)	24.9%	20.7%	18.7%	16.3%	20.1%
YoY growth (%)					0%

Source: Company, MOFSL



Key takeaways from the management interaction

Business environment

- The southern region faces higher competition, leading to decline in same store sales, while two other regions are experiencing low single-digit SSSG growth and one region saw flattish growth.
- The company has currently implemented a 2% price hike, aligning with its strategy of maintaining a 2-3% price increase over the long term to offset inflationary pressures.
- It has closed stores that continue to incur losses and believes that these locations are unlikely to turn profitable in the near-to-medium term.
- The company expects a total cash requirement of INR1.4b for FY25, including INR0.2b for maintenance expenses and INR1.2b for new store openings. If operating cash flows are insufficient, the company may consider raising debt to meet capital expenditure requirements.

Barbeque Nation India

- BBQN is focused on driving same-store sales growth through targeted marketing campaigns and promotional activities.
- The company will continue to introduce culinary innovations to enhance the overall guest experience and differentiate its offerings in the market.
- The company plans to upgrade and refurbish older restaurants to maintain a consistent and high-quality dining experience for customers.
- It will implement efficient cost-control measures to sustain and improve operating margins despite economic and competitive challenges.

Barbeque Nation International

- The company will prioritize maintaining SSSG by focusing on customer engagement and operational efficiencies.
- Barbeque Nation International aims to sustain strong operating margins by optimizing costs and enhancing the dining experience.
- The company will use its strong operating cash flow to fund planned network expansion.

Premium CDR

- The company aims to maintain its leadership position in the Italian cuisine casual dining restaurant segment by offering high-quality dining experiences.
- Toscano, BBQN's premium dining brand, will continue to expand in newly launched cities, including Delhi, Mumbai, and Hyderabad.
- The company plans to expand Salt, another premium dining brand, into new metropolitan markets to capture a wider customer base.
- BBQN is committed to maintaining strong operating margins in the premium casual dining restaurant segment, ensuring profitability despite aggressive expansion.
- The company expects that premium CDR revenue contribution will increase to 20% within two years vs 10-11%, currently.
- The premium CDR segment generates monthly revenues of INR0.30m-0.35m per restaurant, reaching INR40m in the first year. By the third year, the revenue per restaurant is projected to grow to INR60-65m, with a RoM of 20-21%. The capex required per outlet is INR25-30m and the payback period is ~3 years.

Store expansion

- Barbeque Nation India added four new restaurants in 3QFY25, bringing the total count to 190 stores.
- BBQ International operates a total of eight restaurants, with three additional restaurants under construction.
- In 4QFY25, the company plans to expand its restaurant network to 193 outlets in India, 10 outlets in international markets, and 20 outlets in the premium CDR segment, bringing the total count to 233 restaurants.
- In FY26, the company plans to open 22-25 new restaurants in India, 5-6 new restaurants in international markets, and 6-7 new premium CDR outlets, bringing the total restaurant count to 270.

Product innovation

- The company has introduced three new desserts to the menu, adding a sweet touch to its extensive buffet selections.
- In the delivery segment, the company introduced specialized grilled items and curated meal combos for an enhanced at-home dining experience.
- Toscano launched seasonal handmade pasta, wood-fired pizzas, and gourmet risottos.
- Salt expanded its menu with regional Indian delicacies and fusion dishes. It has added seasonal thalis, innovative kebab platters, and artisanal Indian breads.

Food festival initiatives

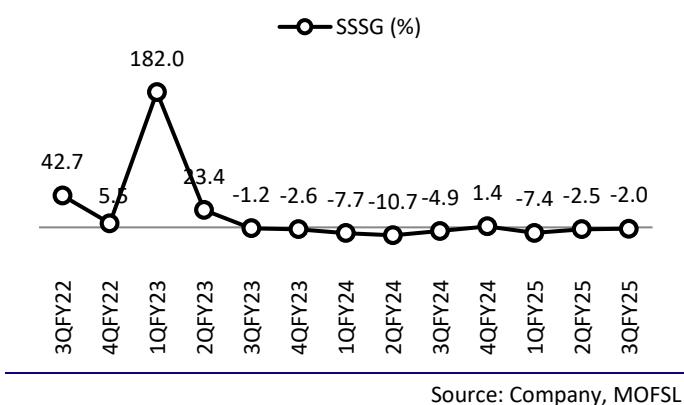
- BBQN organized the Royal Rajasthani Rasoi Feast, bringing traditional Rajasthani flavors to its customers and celebrating the rich culinary heritage of India.
- The Sea Food Festival was another major event organized by the company, focusing on fresh and diverse seafood dishes, appealing to seafood enthusiasts, and broadening the restaurant's culinary offerings.
- In its international markets, the company hosted the GT Road Food Festivals, which showcased the rich and diverse culinary traditions of India, attracting a global audience.
- The company also organized Bollywood Disco Food Festivals, blending popular Indian cinema themes with a lively dining atmosphere, providing a unique and entertaining experience for guests.

Acquisition of Omm Nom Nomm (Ice-cream brand)

- Omm Nom Nomm is an artisanal luxury French ice cream brand, operating through a delivery-first model.
- The company has a manufacturing facility in Bangalore and operates three cloud kitchens in the city.
- It maintains a 4.8+ rating across delivery platforms and has high repeat customer engagement (~62%).
- BBQN is investing INR170m to acquire a 51% stake in Willow Gourmet Private Limited, the parent company of Omm Nom Nomm.
- The company strengthens its delivery portfolio, aligning with its strategy to build a portfolio of scalable brands.
- The acquisition offers synergies with BBQN's existing kitchens and backend capabilities for cost efficiencies.
- Omm Nom Nomm has a current ARR of INR40m with double-digit EBITDA margins.
- The transaction is expected to be completed by Apr'25.

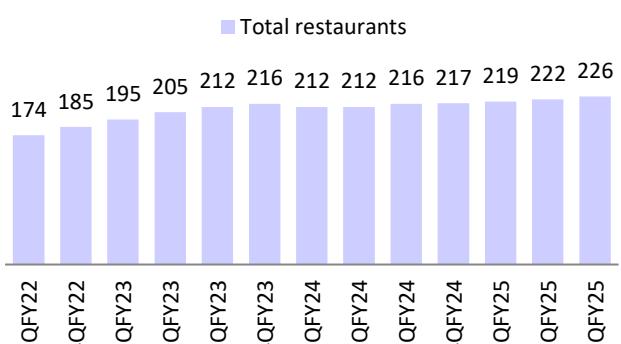
Key Exhibits

Exhibit 2: SSSG stood at -2% YoY in 3QFY25



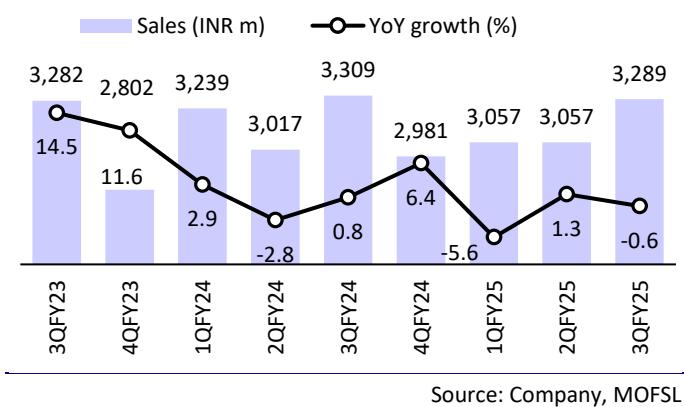
Source: Company, MOFSL

Exhibit 3: Added net 4 stores (opened 5, closed 1) in 3QFY25



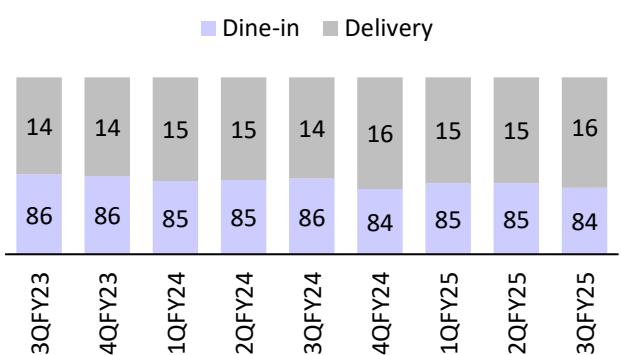
Source: Company, MOFSL

Exhibit 4: Net sales flat YoY at INR3.3b in 3QFY25



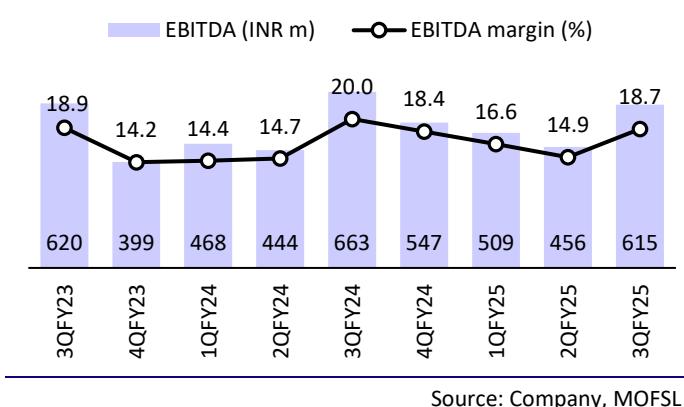
Source: Company, MOFSL

Exhibit 5: Dine-in contribution stood at 84% in 3QFY25



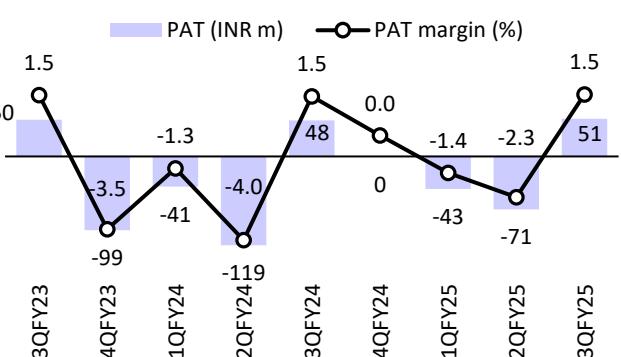
Source: Company, MOFSL

Exhibit 6: EBITDA margin contracted 130bp YoY to 18.7% in 3QFY25



Source: Company, MOFSL

Exhibit 7: Adjusted PAT came in at INR51m in 3QFY25



Source: Company, MOFSL

Valuation and view

- With a delay in earnings recovery, we cut our EBITDA by 3% and 5% for FY25E and FY26E.
- BBQN's PBT margin profile is weaker than that of QSR players. Hence, despite a comfortable position on valuation, we are watchful of its operating margin delivery. The mid-single digit RoCE profile is weak considering the fine dine-in format.
- BBQN's current valuations are at 11.9x FY25E and 9.6x FY26E pre-Ind AS EV/EBITDA. We reiterate our Neutral rating on the stock with a TP of INR350, based on 10x Dec'26E Pre Ind-AS EV/EBITDA.**

Exhibit 8: We cut our EBITDA estimates by 3% for FY25 and 5% for FY26

INR m	New		Old		Change (%)	
	FY25E	FY26E	FY25E	FY26E	FY25E	FY26E
Sales	12,489	13,923	12,737	14,574	-2.0%	-4.5%
EBITDA	2,136	2,464	2,204	2,609	-3.1%	-5.5%
PAT	-81	0	-63	74	NA	NA

Source: Company, MOFSL

Financials and valuations

Income Statement									(INR m)
Y/E March	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E
Net Sales	7,390	8,470	5,071	8,606	12,338	12,545	12,489	13,923	15,350
Change (%)	26.0	14.6	-40.1	69.7	43.4	1.7	-0.4	11.5	10.2
Material Consumed	2,476	2,922	1,782	3,047	4,152	4,184	3,971	4,455	4,881
Gross Profit	4,914	5,548	3,288	5,558	8,186	8,361	8,517	9,468	10,468
Gross Margin %	66.5	65.5	64.8	64.6	66.3	66.6	68.2	68.0	68.2
Operating expenses	3,455	3,906	2,825	4,221	5,880	6,239	6,382	7,003	7,721
EBITDA	1,459	1,642	464	1,337	2,306	2,122	2,136	2,464	2,748
Change (%)	7.0	12.6	-71.8	188.3	72.4	-8.0	0.7	15.4	11.5
Margin (%)	19.7	19.4	9.1	15.5	18.7	16.9	17.1	17.7	17.9
Depreciation	895	1,340	1,212	1,273	1,450	1,679	1,666	1,810	1,982
Int. and Fin. Ch.	564	756	849	653	717	759	753	820	872
Other Non-recurring Inc.	35	38	460	263	80	176	175	165	180
PBT	35	-415	-1,136	-326	219	-140	-109	0	74
Change (%)	-79.1	P/L	-	-	L/P	-164.0	-	-	L/P
Margin (%)	0.5	-4.9	-22.4	-3.8	1.8	-1.1	-0.9	0.0	0.5
Tax	144	78	-197	-69	66	-28	-27	0	19
Tax Rate (%)	416.8	-18.8	17.3	21.1	30.1	20.3	25.2	0.0	25.2
Adjusted PAT	-109	-493	-940	-257	153	-112	-81	0	55
Change (%)	P/L	-	-	-	L/P	-172.9	-	-	L/P
Margin (%)	-1.5	-5.8	-18.5	-3.0	1.2	-0.9	-0.7	0.0	0.4
Non-rec. (Exp)/Inc.	-275	164	21	5	38	0	0	0	0
Minority interest	0	-5	-14	4	21	22	22	0	0
Reported PAT	-384	-324	-905	-256	170	-134	-103	0	55
Balance Sheet									(INR m)
Y/E March	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E
Share Capital	140	140	170	195	195	195	195	195	195
Reserves	1,176	-81	2,269	3,665	3,816	3,734	3,653	3,653	3,708
Net Worth	1,316	59	2,439	3,860	4,011	3,930	3,849	3,848	3,903
Loans	1,579	2,450	1,528	218	196	397	397	397	397
Lease Liabilities	4,200	4,816	4,498	5,887	6,649	6,459	6,398	6,956	7,401
Others	0	52	38	93	82	110	108	108	108
Capital Employed	7,095	7,377	8,503	10,057	10,939	10,896	10,751	11,309	11,809
Gross Block	9,619	11,910	12,049	14,411	16,749	18,098	19,332	21,338	23,204
Less: Accum. Depn.	2,986	4,507	5,456	6,410	7,356	9,035	10,701	12,510	14,493
Net Fixed Assets	6,634	7,404	6,593	8,000	9,393	9,460	8,632	8,827	8,712
RTU	3,546	4,015	3,617	4,878	5,556	5,334	5,375	5,200	5,037
Capital WIP	159	109	60	212	273	47	47	47	47
Goodwill	190	723	723	723	723	897	897	897	897
Investments	0	0	0	0	0	0	0	0	0
Deferred tax assets	0	0	0	0	0	0	0	0	0
Curr. Assets, L&A	1,209	1,319	4,002	2,478	2,200	2,368	3,086	3,605	4,376
Inventory	193	149	202	358	421	387	411	458	505
Account Receivables	49	22	26	57	74	267	68	76	84
Cash and Bank Balance	120	147	2,455	853	426	360	1,225	1,661	2,350
Others	847	1,001	1,319	1,210	1,280	1,355	1,382	1,410	1,438
Curr. Liab. and Prov.	1,057	2,167	2,855	1,356	1,647	1,783	1,817	1,974	2,129
Other Current Liabilities	141	894	1,237	199	227	390	402	414	426
Creditors	768	1,125	1,468	988	1,235	1,181	1,198	1,335	1,472
Provisions	148	148	150	168	185	212	218	225	232
Net Curr. Assets	152	-848	1,147	1,122	553	586	1,269	1,631	2,247
Current tax liabilities	-40	-11	-20	0	-4	-94	-94	-94	-94
Appl. of Funds	7,095	7,377	8,503	10,057	10,939	10,896	10,751	11,309	11,809

E: MOFSL Estimates

Financials and valuations

Ratios									
Y/E March	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E
Basic (INR)									
EPS	-3.9	-17.6	-27.7	-6.6	3.9	-2.9	-2.1	0.0	1.4
BV/Share	47.0	2.1	71.9	99.2	102.9	100.6	98.5	98.5	99.9
Valuation (x)									
P/E	N/M	N/M	N/M	N/M	78.6	N/M	N/M	N/M	219.4
EV/Sales	1.9	1.9	2.8	2.0	1.5	1.5	0.9	0.8	0.7
EV/EBITDA	9.8	9.6	30.3	12.9	8.0	8.8	5.3	4.4	3.7
P/BV	6.6	146.2	4.3	3.1	3.0	3.1	3.1	3.1	3.1
Return Ratios (%)									
RoE	-8.3	-833.5	-38.5	-6.7	3.8	-2.8	-2.1	0.0	1.4
RoCE	-28.5	5.6	-3.0	2.8	6.2	4.5	4.5	7.4	6.1
RoIC	-28.7	5.2	-9.4	0.7	6.2	3.4	3.5	6.9	6.0
Working Capital Ratios									
Debtor (Days)	2	1	2	2	2	8	2	2	2
Inventory (Days)	10	6	15	15	12	11	12	12	12
Creditor (Days)	38	48	106	42	37	34	35	35	35
Asset Turnover (x)	1.0	1.1	0.6	0.9	1.1	1.2	1.2	1.2	1.3
Leverage Ratio									
Debt/Equity (x)	1.2	41.4	0.6	0.1	0.0	0.1	0.1	0.1	0.1
Cash Flow Statement									
							(INR m)		
Y/E March	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E
OP/(loss) before Tax	-295	-251	-1,115	-321	257	-140	-109	0	74
Int./Div. Received	207	-149	-412	-137	28	7	-175	-165	-180
Depreciation & Amort.	1,022	1,340	1,212	1,273	1,450	1,679	1,666	1,810	1,982
Interest Paid	-488	-659	-739	-500	-559	-597	-753	-820	-872
Direct Taxes Paid	143	78	-12	31	57	-29	-27	0	19
Inc/(Dec) in WC	57	-291	-244	686	-38	-35	-182	-73	-73
CF from Operations	1,223	1,811	679	598	2,276	2,206	2,345	2,538	2,802
Inc/(Dec) in FA	-1,299	-840	-143	-932	-1,459	-874	-594	-925	-866
Free Cash Flow	-76	971	536	-334	817	1,331	1,751	1,613	1,936
Others	7	-678	71	30	-59	-185	307	165	180
Pur of Investments	0	0	0	0	0	0	0	0	0
CF from Invest.	-1,292	-1,518	-72	-902	-1,518	-1,059	-288	-760	-686
Issue of Shares	320	1	1,495	1,844	15	22	0	0	0
Incr in Debt	302	876	73	-1,310	-22	177	0	0	0
Dividend Paid	-34	-34	0	0	0	0	0	0	0
Others	-836	-1,109	133	-1,832	-1,179	-1,410	-1,193	-1,341	-1,427
CF from Fin. Activity	-247	-265	1,700	-1,298	-1,186	-1,211	-1,193	-1,341	-1,427
Incr/Decr of Cash	-316	27	2,308	-1,602	-428	-65	864	436	689
Add: Opening Balance	436	120	147	2,455	853	426	361	1,225	1,661
Closing Balance	120	147	2,455	853	426	361	1,225	1,661	2,350

E: MOFSL Estimates

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Investment Rating	Expected return (over 12-month)
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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

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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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