

# Kalyan Jewellers

|                 |  |
|-----------------|--|
| Estimate change |  |
| TP change       |  |
| Rating change   |  |

|                       |             |
|-----------------------|-------------|
| Bloomberg             | KALYANKJ IN |
| Equity Shares (m)     | 1033        |
| M.Cap.(INRb)/(USDb)   | 392.7 / 4.3 |
| 52-Week Range (INR)   | 618 / 348   |
| 1, 6, 12 Rel. Per (%) | -22/-40/-39 |
| 12M Avg Val (INR M)   | 3231        |

## Financials & Valuations (INR b)

| Y/E March         | FY26E | FY27E | FY28E |
|-------------------|-------|-------|-------|
| Sales             | 335.1 | 415.3 | 491.7 |
| EBITDA            | 22.5  | 26.9  | 31.4  |
| Margins (%)       | 6.7   | 6.5   | 6.4   |
| Adj. PAT          | 12.5  | 15.5  | 18.6  |
| Adj. EPS (INR)    | 12.1  | 15.0  | 18.0  |
| EPS Growth (%)    | 55.0  | 24.0  | 19.7  |
| BV/Sh.(INR)       | 55.7  | 65.7  | 76.7  |
| <b>Ratios</b>     |       |       |       |
| RoE (%)           | 23.7  | 24.8  | 25.3  |
| RoIC (%)          | 16.2  | 17.6  | 19.2  |
| <b>Valuations</b> |       |       |       |
| P/E (x)           | 31.3  | 25.3  | 21.1  |
| P/BV (x)          | 6.8   | 5.8   | 5.0   |
| EV/Sales (x)      | 1.2   | 0.9   | 0.8   |
| EV/EBITDA(x)      | 17.5  | 14.0  | 11.9  |

## Shareholding Pattern (%)

| As On    | Dec-25 | Sep-25 | Dec-24 |
|----------|--------|--------|--------|
| Promoter | 62.8   | 62.8   | 62.9   |
| DII      | 15.2   | 14.6   | 13.6   |
| FII      | 14.1   | 14.1   | 16.4   |
| Others   | 7.9    | 8.5    | 7.2    |

FII includes depository receipts

**CMP: INR380**

**TP: INR600 (+58%)**

**Buy**

## All-round beat; growth momentum continues

- Kalyan Jewellers' (KALYANKJ) consolidated revenue reported stellar 42% YoY growth to INR103.4b (est. INR97.9b). The Indian business achieved 42% YoY growth, driven by store additions (added a net of 18 Kalyan Indian stores and 14 Candere stores) and robust 27% SSSG (25% in the South, 29% in the non-South).
- Management indicated that on-ground demand momentum remained healthy in 3QFY26. During the 30 days leading up to Diwali, the company reported LFL growth of over 30%, reflecting strong festive traction. Demand in Jan'26 also remained robust, supported by healthy consumer footfalls despite volatility in gold prices.
- Studded share remained stable at 31% in 3QFY26 vs 30% in 3QFY25. Studded revenue surged 50% YoY. The company is witnessing strong adoption of 18 carat jewelry, leading it to planned launches in the 14 carat and 9 carat studded segments.
- In the India business, adjusting for the customs duty impact in the base, GM was flat YoY at 12.7%. Despite a higher franchise mix, flat GM indicates an improvement in underlying GM. This was driven by a favorable product mix, procurement efficiencies, and inventory gains from silver and platinum products (contribution of ~2-3% to Indian revenue). EBITDA margin expanded 60bp YoY to 7.2% (est. 6.5%). PBT margin expanded 100bp YoY to 6.4% (all-time high). PBT jumped 68% YoY.
- The Middle East business delivered 28% revenue growth, driven by 24% SSSG. Studded share was 18%. There was one new store addition in the UK in 3QFY26.
- With the successful scale-up of franchise businesses (>50% revenue contribution) and stable success in non-Southern markets, the company has established itself as a leading brand in the industry. Consistent success on customer acquisition, improving operating margin, and deleveraging balance sheet remain the key rationale for our constructive view on the business. We model a 21%/18%/22% revenue/EBITDA/PAT CAGR during FY26-28E. We reiterate our **BUY** rating with a TP of INR600 (based on 35x Dec'27 P/E).

## India +65% PBT growth; Middle East also shines

### India business

- **Strong revenue growth with 27% SSSG:** India revenue grew 42% YoY to INR90.5b (est. INR88.1b). Same-store sales increased 27% YoY in 3QFY26, South SSSG was at 25%, and Non-South was at 29%. South revenue growth was 34%, and non-South was at 47%. Studded share remained stable at 31% in 3QFY26 vs 30% in 3QFY25. Studded revenue rose 50%.
- **Rapid store expansion:** The company added a net of 18 Kalyan stores in India, reaching a total of 318 stores. Candere added 14 stores, reaching a total of 110 stores. Total stores in India stood at 428. The company plans to launch a new regional jewelry brand in 4QFY26 with an initial investment of INR3b, primarily towards inventory. It will begin with five pilot COCO stores, with further expansion to be franchisee-led. We look forward to further clarity on this initiative and remain watchful of its progress.

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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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- **Stellar growth in profitability** - Gross margin was flat YoY at 12.7% (adjusting the base with custom duty). EBITDA margin expanded 60bp YoY to 7.2% (adjusting the base with custom duty). EBITDA grew 54% YoY to INR6.5b. There was an exceptional item of INR415m due to the implementation of the labor code. PBT grew 68% YoY to INR5.8b, and APAT grew 67% YoY to INR4.3b.
- In 9MFY26, revenue/EBITDA/PAT grew 35%/42%/60%, respectively.

#### International business

- Sales grew 28% YoY to INR10.7b, driven by SSSG of 24%.
- Gross margin contracted 50bp YoY to 14.3%, and EBITDA margin contracted 70bp YoY to 7.0%. EBITDA grew 17% YoY to INR756m. PAT grew 54% YoY to INR236m.
- There were no new store additions during the quarter. The studded share stood at 18% vs 19%.
- The company opened one store in the UK during the quarter.
- In 9MFY26, its revenue/EBITDA/PAT grew 21%/13%/27%.

#### Consolidated performance

- The consolidated revenue registered 42% YoY growth to INR103.4b (est. INR97.9). Gross margin was flat YoY at 13.1% (est. 12.3%), adjusting the base with custom duty impact in India.
- EBITDA margin expanded 50bp YoY to 7.3% (est. 6.5%), adjusting the base with custom duty impact in India. EBITDA saw a sharp 52% YoY growth to INR7.5b (est. INR6.4b).
- There was an exceptional item of INR415m due to the implementation of the labor code. PBT grew 73% YoY to INR6.0b, and APAT grew 72% YoY to INR4.5b.
- In 9MFY26, revenue/EBITDA/PAT grew 35%/39%/57%, respectively.

#### Key takeaways from the management commentary

- The on-ground momentum remained robust through most of 3QFY26, with the festive period delivering stronger growth than anticipated. During the 30 days leading up to Diwali, KALYANKJ reported LFL growth of over 30%, reflecting sustained festive demand.
- The gold saving scheme gained strong traction, aiding customer acquisition, while the gold exchange program also saw improved participation during the quarter (typically ~30% of sales, slightly higher in 3QFY26).
- The company repaid INR1,300m in 2QFY26, reducing non-GML debt to INR5,500m as of Sep'25. No debt was repaid in 3QFY26; however, management plans to repay ~INR1,500m in 4QFY26, targeting INR4,000m debt by Mar'26 and a debt-free status by FY27.
- KALYANKJ plans to add 80–90 stores over the medium term in India and 6–7 overseas stores annually over the medium term.

### Valuation and view

- We raise our EPS estimates by 3-4% for FY27 and FY28 due to EBITDA margin expansion in 3QFY26.
- KALYANKJ repaid INR1.3b of non-GML debt in 1HFY26, reducing debt to INR5.5b. While no repayment was made in 3QFY26, the company plans to reduce non-GML debt by ~INR1.5b in 4QFY26, targeting ~INR4b by Mar'26, with the aim to become debt-free by FY27.
- With the successful scale-up of its new franchise businesses (>45% revenue contribution) and continued success in non-Southern markets, the company has established itself as a leading brand in the industry. Its non-South expansion has improved the studded jewelry mix, while the asset-light expansion supports healthy cash flow generation for debt repayment and enhances profitability by reducing interest costs. It is also gaining momentum in the Middle East and the US.
- We model 21%/18%/22% revenue/EBITDA/PAT CAGR during FY26-28E. **We reiterate our BUY rating with a TP of INR600 (based on 35x Dec'27 P/E).**

### Consolidated Quarterly Performance

| Y/E March              | FY25          |               |               |               |               |               |                 |               | FY26E           |                 |               |              | FY25 | FY26E | (INR m) |  |  |  |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|---------------|-----------------|-----------------|---------------|--------------|------|-------|---------|--|--|--|
|                        | 1Q            | 2Q            | 3Q            | 4Q            | 1Q            | 2Q            | 3Q              | 4QE           | FY25            |                 | FY26E         |              |      |       |         |  |  |  |
|                        | 277           | 303           | 349           | 388           | 406           | 436           | 469             | 556           | 388             | 556             | 483           | 483          |      |       |         |  |  |  |
| <b>Stores</b>          | <b>277</b>    | <b>303</b>    | <b>349</b>    | <b>388</b>    | <b>406</b>    | <b>436</b>    | <b>469</b>      | <b>556</b>    | <b>388</b>      | <b>556</b>      | <b>483</b>    |              |      |       |         |  |  |  |
| <b>Net Sales</b>       | <b>55,355</b> | <b>60,655</b> | <b>72,869</b> | <b>61,815</b> | <b>72,685</b> | <b>78,560</b> | <b>1,03,434</b> | <b>80,447</b> | <b>2,50,451</b> | <b>3,35,126</b> | <b>97,874</b> | <b>5.7%</b>  |      |       |         |  |  |  |
| Change (%)             | 26.5          | 37.4          | 39.5          | 36.6          | 31.3          | 29.5          | 41.9            | 30.1          | 35.0            | 33.8            | 34.3          |              |      |       |         |  |  |  |
| Raw Material/PM        | 47,419        | 52,313        | 63,323        | 53,314        | 62,603        | 68,395        | 89,857          | 70,273        | 2,16,370        | 2,91,128        | 85,814        |              |      |       |         |  |  |  |
| <b>Gross Profit</b>    | <b>7,935</b>  | <b>8,342</b>  | <b>9,546</b>  | <b>8,501</b>  | <b>10,081</b> | <b>10,166</b> | <b>13,577</b>   | <b>10,174</b> | <b>34,081</b>   | <b>43,998</b>   | <b>12,060</b> | <b>12.6%</b> |      |       |         |  |  |  |
| Gross Margin (%)       | 14.3          | 13.8          | 13.1          | 13.8          | 13.9          | 12.9          | 13.1            | 12.6          | 13.6            | 13.1            | 12.3          |              |      |       |         |  |  |  |
| Operating Expenses     | 4,175         | 4,379         | 4,609         | 4,507         | 5,001         | 5,196         | 6,073           | 5,226         | 17,671          | 21,495          | 5,664         |              |      |       |         |  |  |  |
| % of Sales             | 7.5           | 7.2           | 6.3           | 7.3           | 6.9           | 6.6           | 5.9             | 6.5           | 7.1             | 6.4             | 5.8           |              |      |       |         |  |  |  |
| <b>EBITDA</b>          | <b>3,760</b>  | <b>3,962</b>  | <b>4,936</b>  | <b>3,994</b>  | <b>5,080</b>  | <b>4,970</b>  | <b>7,505</b>    | <b>4,948</b>  | <b>16,410</b>   | <b>22,503</b>   | <b>6,396</b>  | <b>17.3%</b> |      |       |         |  |  |  |
| Margin (%)             | 6.8           | 6.5           | 6.8           | 6.5           | 7.0           | 6.3           | 7.3             | 6.2           | 6.6             | 6.7             | 6.5           |              |      |       |         |  |  |  |
| Change (%)             | 16.4          | 26.3          | 33.5          | 34.8          | 35.1          | 25.4          | 52.0            | 23.9          | 25.0            | 37.1            | 29.6          |              |      |       |         |  |  |  |
| Interest               | 852           | 903           | 876           | 962           | 1,036         | 949           | 1,043           | 854           | 3,595           | 3,883           | 876           |              |      |       |         |  |  |  |
| Depreciation           | 755           | 850           | 890           | 933           | 977           | 1,032         | 1,089           | 1,057         | 3,427           | 4,155           | 1,042         |              |      |       |         |  |  |  |
| Other Income           | 222           | 260           | 313           | 408           | 463           | 514           | 642             | 705           | 1,446           | 2,323           | 454           |              |      |       |         |  |  |  |
| <b>PBT</b>             | <b>2,375</b>  | <b>2,469</b>  | <b>3,484</b>  | <b>2,507</b>  | <b>3,530</b>  | <b>3,503</b>  | <b>6,014</b>    | <b>3,742</b>  | <b>10,834</b>   | <b>16,788</b>   | <b>4,931</b>  | <b>22.0%</b> |      |       |         |  |  |  |
| Tax                    | 599           | 649           | 886           | 630           | 889           | 898           | 1,436           | 1,060         | 2,764           | 4,283           | 1,257         |              |      |       |         |  |  |  |
| Effective Tax Rate (%) | 25.2          | 26.3          | 25.4          | 25.1          | 25.2          | 25.6          | 23.9            | 28.3          | 25.5            | 25.5            | 25.5          |              |      |       |         |  |  |  |
| <b>Adjusted PAT</b>    | <b>1,776</b>  | <b>1,821</b>  | <b>2,598</b>  | <b>1,877</b>  | <b>2,641</b>  | <b>2,605</b>  | <b>4,479</b>    | <b>2,682</b>  | <b>8,070</b>    | <b>12,506</b>   | <b>3,674</b>  | <b>21.9%</b> |      |       |         |  |  |  |
| Change (%)             | 23.4          | 34.6          | 43.8          | 36.4          | 48.7          | 43.1          | 72.4            | 42.9          | 35.1            | 55.0            | 41.4          |              |      |       |         |  |  |  |
| <b>Reported PAT</b>    | <b>1,776</b>  | <b>1,303</b>  | <b>2,187</b>  | <b>1,877</b>  | <b>2,641</b>  | <b>2,605</b>  | <b>4,163</b>    | <b>2,682</b>  | <b>7,142</b>    | <b>12,506</b>   | <b>3,674</b>  |              |      |       |         |  |  |  |

E: MOFSL Estimates

**India Quarterly Performance (Standalone)**

| Y/E March                | FY25          |               |               |               |               |               |               |               | FY26E           |                 |               | Var. (%)     |
|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|-----------------|---------------|--------------|
|                          | 1Q            | 2Q            | 3Q            | 4Q            | 1Q            | 2Q            | 3Q            | 4QE           | FY25            | FY26E           | FY26E 3QE     |              |
| <b>Stores</b>            | <b>241</b>    | <b>267</b>    | <b>312</b>    | <b>351</b>    | <b>368</b>    | <b>396</b>    | <b>428</b>    | <b>511</b>    | <b>351</b>      | <b>511</b>      | <b>440</b>    |              |
| SSSG (%)                 | 12            | 23            | 24            | 21            | 18            | 16            | 27            | 25            | 20              | 22              | 25            |              |
| <b>Studded ratio (%)</b> | <b>30.4</b>   | <b>29.7</b>   | <b>29.5</b>   | <b>31.1</b>   | <b>30.2</b>   | <b>30.9</b>   | <b>31.2</b>   | <b>30.0</b>   | <b>30.1</b>     | <b>30.1</b>     | <b>30.0</b>   |              |
| <b>Net Sales</b>         | <b>46,875</b> | <b>52,268</b> | <b>63,864</b> | <b>53,504</b> | <b>61,422</b> | <b>68,428</b> | <b>90,477</b> | <b>74,821</b> | <b>2,16,510</b> | <b>2,95,149</b> | <b>88,113</b> | <b>2.7%</b>  |
| Change (%)               | 28.7          | 39.2          | 41.6          | 38.3          | 31.0          | 30.9          | 41.7          | 39.8          | 37.3            | 36.3            | 38.0          |              |
| Raw Material/PM          | 40,226        | 45,205        | 55,767        | 46,378        | 53,058        | 59,881        | 79,010        | 65,021        | 1,87,577        | 2,56,970        | 77,364        |              |
| <b>Gross Profit</b>      | <b>6,648</b>  | <b>7,062</b>  | <b>8,097</b>  | <b>7,126</b>  | <b>8,364</b>  | <b>8,548</b>  | <b>11,467</b> | <b>9,800</b>  | <b>28,934</b>   | <b>38,179</b>   | <b>10,750</b> | <b>6.7%</b>  |
| Gross Margin (%)         | 14.2          | 13.5          | 12.7          | 13.3          | 13.6          | 12.5          | 12.7          | 13.1          | 13.4            | 12.9            | 12.2          |              |
| Operating Expenses       | 3,499         | 3,741         | 3,845         | 3,691         | 4,023         | 4,227         | 4,929         | 5,107         | 14,776          | 18,286          | 5,055         |              |
| % of Sales               | 7.5           | 7.2           | 6.0           | 6.9           | 6.5           | 6.2           | 5.4           | 6.8           | 6.8             | 6.2             | 5.7           |              |
| <b>EBITDA</b>            | <b>3,150</b>  | <b>3,322</b>  | <b>4,251</b>  | <b>3,435</b>  | <b>4,342</b>  | <b>4,321</b>  | <b>6,538</b>  | <b>4,693</b>  | <b>14,158</b>   | <b>19,893</b>   | <b>5,695</b>  | <b>14.8%</b> |
| Margin (%)               | 6.7           | 6.4           | 6.7           | 6.4           | 7.1           | 6.3           | 7.2           | 6.3           | 6.5             | 6.7             | 6.5           |              |
| Change (%)               | 17.1          | 24.3          | 34.4          | 34.7          | 37.9          | 30.1          | 53.8          | 36.6          | 27.8            | 40.5            | 34.0          |              |
| Interest                 | 601           | 626           | 585           | 686           | 724           | 650           | 686           | 707           | 2,497           | 2,767           | 600           |              |
| Depreciation             | 560           | 612           | 610           | 679           | 697           | 723           | 769           | 791           | 2,461           | 2,979           | 735           |              |
| Other Income             | 250           | 277           | 411           | 424           | 521           | 569           | 744           | 394           | 1,485           | 2,228           | 500           |              |
| <b>PBT</b>               | <b>2,239</b>  | <b>2,361</b>  | <b>3,467</b>  | <b>2,494</b>  | <b>3,443</b>  | <b>3,517</b>  | <b>5,826</b>  | <b>3,589</b>  | <b>10,685</b>   | <b>16,375</b>   | <b>4,860</b>  | <b>19.9%</b> |
| Tax                      | 588           | 641           | 876           | 640           | 878           | 895           | 1,403         | 951           | 2,745           | 4,126           | 1,215         |              |
| Effective Tax Rate (%)   | 26.3          | 27.1          | 25.3          | 25.7          | 25.5          | 25.5          | 24.1          | 26.5          | 25.7            | 25.2            | 25.0          |              |
| <b>Adjusted PAT</b>      | <b>1,651</b>  | <b>1,720</b>  | <b>2,591</b>  | <b>1,854</b>  | <b>2,565</b>  | <b>2,622</b>  | <b>4,323</b>  | <b>2,639</b>  | <b>7,630</b>    | <b>12,248</b>   | <b>3,645</b>  | <b>18.6%</b> |
| Change (%)               | 28.1          | 37.1          | 54.0          | 41.1          | 55.4          | 52.4          | 66.9          | 42.3          | 39.8            | 60.5            | 40.7          |              |
| <b>Reported PAT</b>      | <b>1,651</b>  | <b>1,203</b>  | <b>2,180</b>  | <b>1,854</b>  | <b>2,565</b>  | <b>2,622</b>  | <b>4,008</b>  | <b>2,639</b>  | <b>6,702</b>    | <b>12,248</b>   | <b>3,645</b>  |              |

E: MOFSL Estimates

**Middle East Quarterly Performance**

| Y/E March              | FY25         |              |              |              |               |              |               |              | FY26 |  |  |  |
|------------------------|--------------|--------------|--------------|--------------|---------------|--------------|---------------|--------------|------|--|--|--|
|                        | 1Q           | 2Q           | 3Q           | 4Q           | 1Q            | 2Q           | 3Q            | 4QE          |      |  |  |  |
| <b>Stores</b>          | <b>36</b>    | <b>36</b>    | <b>36</b>    | <b>36</b>    | <b>36</b>     | <b>38</b>    | <b>38</b>     | <b>43</b>    |      |  |  |  |
| <b>Net Sales</b>       | <b>8,092</b> | <b>7,989</b> | <b>8,403</b> | <b>7,845</b> | <b>10,265</b> | <b>8,657</b> | <b>10,726</b> | <b>8,637</b> |      |  |  |  |
| Change (%)             | 15.6         | 27.0         | 23.1         | 26.0         | 26.9          | 8.4          | 27.6          | 10.1         |      |  |  |  |
| Raw Material/PM        | 6,900        | 6,847        | 7,156        | 6,677        | 8,828         | 7,469        | 9,188         | 7,398        |      |  |  |  |
| <b>Gross Profit</b>    | <b>1,192</b> | <b>1,142</b> | <b>1,247</b> | <b>1,168</b> | <b>1,437</b>  | <b>1,188</b> | <b>1,538</b>  | <b>1,239</b> |      |  |  |  |
| Gross Margin (%)       | 14.7         | 14.3         | 14.8         | 14.9         | 14.0          | 13.7         | 14.3          | 14.3         |      |  |  |  |
| Operating Expenses     | 569          | 551          | 603          | 581          | 709           | 575          | 782           | 553          |      |  |  |  |
| % of Sales             | 7.0          | 6.9          | 7.2          | 7.4          | 6.9           | 6.6          | 7.3           | 6.4          |      |  |  |  |
| <b>EBITDA</b>          | <b>623</b>   | <b>591</b>   | <b>644</b>   | <b>587</b>   | <b>728</b>    | <b>613</b>   | <b>756</b>    | <b>686</b>   |      |  |  |  |
| Margin (%)             | 7.7          | 7.4          | 7.7          | 7.5          | 7.1           | 7.1          | 7.0           | 7.9          |      |  |  |  |
| Change (%)             | 12.5         | 22.9         | 21.6         | 33.1         | 16.9          | 3.7          | 17.4          | 16.9         |      |  |  |  |
| Interest               | 264          | 276          | 277          | 269          | 287           | 261          | 307           | 249          |      |  |  |  |
| Depreciation           | 168          | 173          | 191          | 194          | 204           | 212          | 206           | 229          |      |  |  |  |
| Other Income           | 2            | 20           | 5            | 26           | 29            | 45           | 15            | 6            |      |  |  |  |
| <b>PBT</b>             | <b>193</b>   | <b>162</b>   | <b>181</b>   | <b>150</b>   | <b>266</b>    | <b>185</b>   | <b>258</b>    | <b>214</b>   |      |  |  |  |
| Tax                    | 6            | 24           | 28           | 29           | 45            | 34           | 22            | 56           |      |  |  |  |
| Effective Tax Rate (%) | 3.1          | 14.8         | 15.5         | 19.3         | 16.9          | 18.4         | 8.5           | 26.1         |      |  |  |  |
| <b>Adjusted PAT</b>    | <b>187</b>   | <b>138</b>   | <b>153</b>   | <b>121</b>   | <b>221</b>    | <b>151</b>   | <b>236</b>    | <b>158</b>   |      |  |  |  |
| Change (%)             | 10.7         | 16.0         | 10.9         | 22.2         | 18.2          | 9.4          | 54.2          | 30.7         |      |  |  |  |

E: MOFSL Estimates

**Exhibit 1: Store network**

| Store data                   | 2QFY24     | 3QFY24     | 4QFY24     | 1QFY25     | 2QFY25     | 3QFY25     | 4QFY25     | 1QFY26     | 2QFY26     | 3QFY26     |
|------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Kalyan India                 | <b>172</b> | <b>194</b> | <b>204</b> | <b>217</b> | <b>231</b> | <b>253</b> | <b>278</b> | <b>287</b> | <b>300</b> | <b>318</b> |
| -COCO                        | 130        | 135        | 128        | 128        | 126        | 121        | 126        | 126        | 126        | 123        |
| -FOCO                        | 42         | 59         | 76         | 89         | 105        | 132        | 152        | 161        | 174        | 195        |
| <b>Candere</b>               | <b>3</b>   | <b>7</b>   | <b>13</b>  | <b>24</b>  | <b>36</b>  | <b>59</b>  | <b>73</b>  | <b>81</b>  | <b>96</b>  | <b>110</b> |
| -COCO                        | 2          | 5          | 5          | 8          | 12         | 35         | 36         | 40         | 42         | 42         |
| -FOCO                        | 1          | 2          | 8          | 16         | 24         | 24         | 37         | 41         | 54         | 68         |
| <b>Total stores in India</b> | <b>175</b> | <b>201</b> | <b>217</b> | <b>241</b> | <b>267</b> | <b>312</b> | <b>351</b> | <b>368</b> | <b>396</b> | <b>428</b> |
| <b>Middle East</b>           | <b>34</b>  | <b>34</b>  | <b>36</b>  | <b>36</b>  | <b>36</b>  | <b>36</b>  | <b>36</b>  | <b>36</b>  | <b>38</b>  | <b>38</b>  |
| -COCO                        | 33         | 33         | 35         | 35         | 32         | 32         | 32         | 32         | 34         | 34         |
| -FOCO                        | 1          | 1          | 1          | 1          | 4          | 4          | 4          | 4          | 4          | 4          |
| <b>US</b>                    | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>1</b>   | <b>1</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   |
| <b>UK</b>                    | <b>0</b>   | <b>1</b>   |
| <b>Total stores</b>          | <b>209</b> | <b>235</b> | <b>253</b> | <b>277</b> | <b>303</b> | <b>349</b> | <b>388</b> | <b>406</b> | <b>436</b> | <b>469</b> |

**Exhibit 2: South and non-South SSSG and revenue contribution in India**

| Particulars                 | 2QFY24 | 3QFY24 | 4QFY24 | 1QFY25 | 2QFY25 | 3QFY25 | 4QFY25 | 1QFY26 | 2QFY26 | 3QFY26 |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| South revenue share(%)      | 54     | 46     | 51     | 51     | 51     | 44     | 47     | 51     | 46     | 42     |
| Non South revenue share (%) | 46     | 54     | 49     | 49     | 49     | 56     | 53     | 49     | 54     | 58     |
| SSSG (%)                    | 10     | 11     | 17     | 12     | 23     | 24     | 21     | 18     | 16     | 27     |
| South SSSG (%)              |        | 10     | 18     | 13     | 25     | 23     | 20     | 20     | 14     | 25     |
| Non south SSSG (%)          |        | 13     | 16     | 11     | 21     | 25     | 22     | 16     | 17     | 29     |


**Key takeaways from the management commentary**
**Demand environment and outlook**

- The company highlighted that on-ground momentum remained robust through most of 3QFY26, with the festive period delivering stronger growth than anticipated.
- During the 30 days leading up to Diwali, KALYANKJ reported LFL growth of over 30%, reflecting sustained festive demand.
- **The demand in Jan'26 was good, supported by healthy consumer footfalls despite volatility in gold prices.**
- New customer additions remained strong, with the share of new customers exceeding 39%.
- Studded jewelry recorded ~50% growth in 3QFY26, and management expects this momentum to continue, supported by rising consumer awareness driven by social media and marketing campaigns.
- Growth in 18k jewelry outpaced 22k, largely due to a lower base; acceptance is faster in North India compared to the South.
- **The adoption of 18K studded jewelry is higher than plain jewelry, and the company plans to introduce studded collections in 14k and 9k.**
- The gold saving scheme gained strong traction, aiding customer acquisition, while the gold exchange program also saw improved participation during the quarter (typically ~30% of sales, slightly higher in 3QFY26).
- The company currently has no immediate plans to launch products in the LGD segment.
- The company has appointed a mediator to identify potential buyers for its land parcel and expects the transaction to close by 1HFY27.

- Share pledging was undertaken solely for the purpose of a share buyback, with plans to reduce pledged shares over the next six months.

#### Cost and margin

- Margin expansion was driven by a richer product mix, procurement efficiencies, operating leverage, a higher share of FOCO revenue.
- Gold inventory is fully hedged; additionally, rising platinum and silver prices supported margins.
- In a rising gold price environment, the company trims inventory volumes, helping optimize working capital and support cash flows.
- There has been no change in GML rates.

#### Capex, debt, and cash flows

- Kalyan India plans to add 80–90 stores over the medium term.
- Maintenance capex in India is estimated at ~INR175cr for FY26. The company does capex of INR2–2.5cr per store.
- A new regional brand is expected to launch in 4QFY26 in a single state; more expansions are expected in FY27 with five showrooms (INR4–4.5cr per store).
- FOCO stores in South India currently stand at ~30.
- Franchisee showrooms contribute ~51% of revenue.
- Studded jewelry mix in franchise stores is ~30% in non-South markets.
- Of the free cash generated from operations, ~INR3b will be deployed toward Candere stores and international pilots, while another ~INR3b will be used for debt reduction and dividends.
- **The company repaid INR1,300m in 2QFY26, reducing non-GML debt to INR5,500m as of Sep'25. No debt was repaid in 3QFY26; however, management plans to repay ~INR1,500m in 4QFY26, targeting INR4,000m debt by Mar'26 and a debt-free status by FY27.**

#### Candere

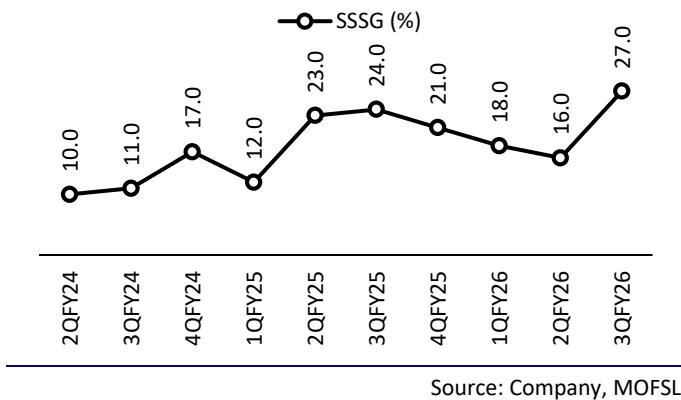
- Candere's revenue grew to INR1350mn in 3QFY26 vs INR550m in 3QFY25, and reported profit of INR30mn vs loss of INR70m in 3QFY26.
- Candere turned PAT positive during the quarter.
- The company remains focused on transitioning Candere stores into an omnichannel format.
- Going forward, alongside new showroom launches, the strategy will emphasize increasing inventory in existing stores to drive higher SSSG.
- The company added 14 Candere showrooms in India, taking the total store count to 110 in 3Q.

#### International business

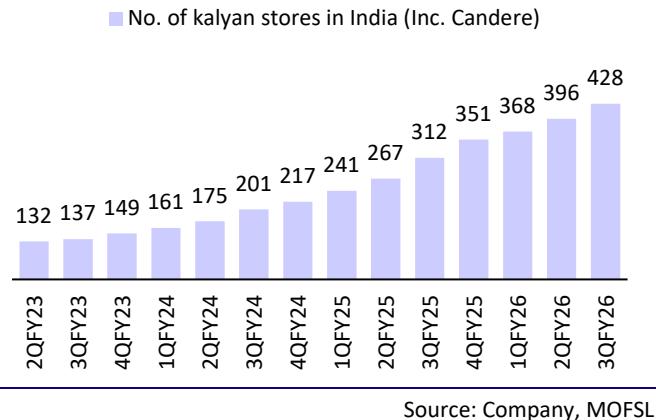
- The Middle East business grew ~27% YoY in 3QFY26, with growth expected to remain healthy.
- The company plans to add 6–7 overseas stores annually over the medium term. However, expansion in the Middle East through the franchise route has been slower than initially planned.
- The company will also invest in pilot showrooms in the UK and US.

## Key exhibits

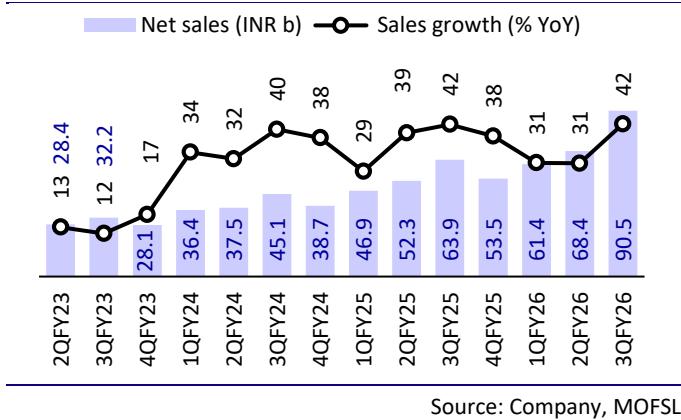
**Exhibit 3: India SSSG at 27% YoY in 3QFY26**



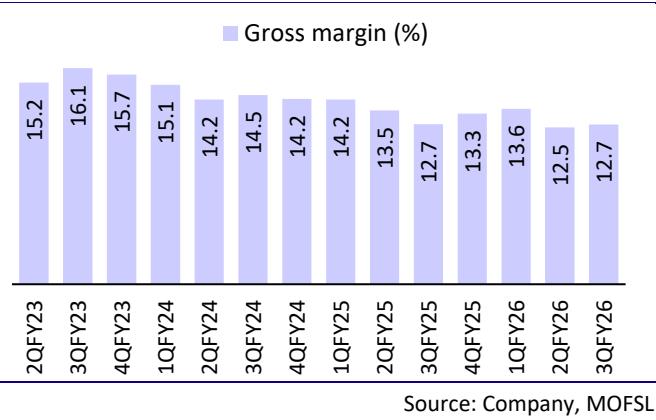
**Exhibit 4: Added net 32 (18 Kalyan India, 14 Candere) stores in India**



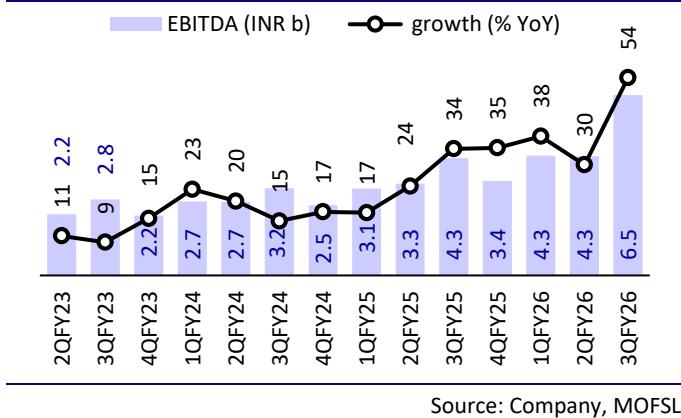
**Exhibit 5: India sales grew 42% YoY, led by SSSG and store additions**



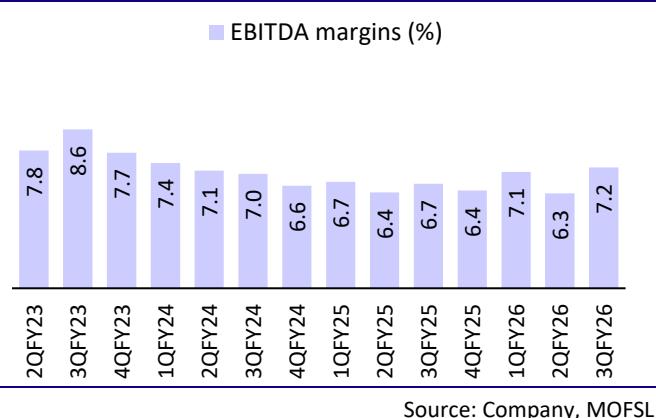
**Exhibit 6: India business GP margin flat YoY at 12.7%**



**Exhibit 7: India business EBITDA grew 54% YoY to INR6.5b**



**Exhibit 8: India business EBITDA margin expanded 50bp YoY to 7.2 %**



### Valuation and view

- We raise our EPS estimates by 3-4% for FY27 and FY28 due to EBITDA margin expansion in 3QFY26.
- KALYANKJ repaid INR1.3b of non-GML debt in 1HFY26, reducing debt to INR5.5b. While no repayment was made in 3QFY26, the company plans to reduce non-GML debt by ~INR1.5b in 4QFY26, targeting ~INR4b by Mar'26, with the aim to become debt-free by FY27.
- With the successful scale-up of its new franchise businesses (>45% revenue contribution) and continued success in non-Southern markets, the company has established itself as a leading brand in the industry. Its non-South expansion has improved the studded jewelry mix, while the asset-light expansion supports healthy cash flow generation for debt repayment and enhances profitability by reducing interest costs. It is also gaining momentum in the Middle East and the US.
- We model 21%/18%/22% revenue/EBITDA/PAT CAGR during FY26-28E. **We reiterate our BUY rating with a TP of INR600 (based on 35x Dec'27 P/E).**

### Exhibit 9: We raise our EPS estimates by 3-4% for FY27 and FY28

| INR m  | New      |          |          | Old      |          |          | Change (%) |       |       |
|--------|----------|----------|----------|----------|----------|----------|------------|-------|-------|
|        | FY26E    | FY27E    | FY28E    | FY26E    | FY27E    | FY28E    | FY26E      | FY27E | FY28E |
| Sales  | 3,35,126 | 4,15,341 | 4,91,651 | 3,30,762 | 4,10,613 | 4,86,825 | 1%         | 1%    | 1%    |
| EBITDA | 22,503   | 26,889   | 31,384   | 21,388   | 25,890   | 30,015   | 5%         | 4%    | 5%    |
| PAT    | 12,506   | 15,504   | 18,557   | 11,713   | 15,008   | 17,771   | 7%         | 3%    | 4%    |

## Financials and valuations

### Income Statement consol.

|                            | (INR m)         |               |                 |                 |                 |                 |                 |                 |                 |
|----------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Y/E March                  | FY20            | FY21          | FY22            | FY23            | FY24            | FY25            | FY26E           | FY27E           | FY28E           |
| <b>Net Sales</b>           | <b>1,01,009</b> | <b>85,733</b> | <b>1,08,179</b> | <b>1,40,714</b> | <b>1,85,483</b> | <b>2,50,451</b> | <b>3,35,126</b> | <b>4,15,341</b> | <b>4,91,651</b> |
| Change (%)                 | 3.4             | -15.1         | 26.2            | 30.1            | 31.8            | 35.0            | 33.8            | 23.9            | 18.4            |
| Raw Materials              | 83,918          | 71,141        | 91,263          | 1,18,722        | 1,58,346        | 2,16,370        | 2,91,128        | 3,63,123        | 4,31,842        |
| <b>Gross Profit</b>        | <b>17,092</b>   | <b>14,592</b> | <b>16,916</b>   | <b>21,992</b>   | <b>27,137</b>   | <b>34,081</b>   | <b>43,998</b>   | <b>52,218</b>   | <b>59,809</b>   |
| Margin (%)                 | 16.9            | 17.0          | 15.6            | 15.6            | 14.6            | 13.6            | 13.1            | 12.6            | 12.2            |
| Operating Expenses         | 9,489           | 8,649         | 8,771           | 10,852          | 14,010          | 17,671          | 21,495          | 25,329          | 28,425          |
| <b>EBITDA</b>              | <b>7,603</b>    | <b>5,943</b>  | <b>8,145</b>    | <b>11,141</b>   | <b>13,127</b>   | <b>16,410</b>   | <b>22,503</b>   | <b>26,889</b>   | <b>31,384</b>   |
| Change (%)                 | 31.0            | -21.8         | 37.1            | 36.8            | 17.8            | 25.0            | 37.1            | 19.5            | 16.7            |
| Margin (%)                 | 7.5             | 6.9           | 7.5             | 7.9             | 7.1             | 6.6             | 6.7             | 6.5             | 6.4             |
| Depreciation               | 2,391           | 2,249         | 2,316           | 2,446           | 2,743           | 3,427           | 4,155           | 4,822           | 5,434           |
| Int. and Fin. Charges      | 3,803           | 3,754         | 3,224           | 3,026           | 3,232           | 3,595           | 3,883           | 3,752           | 3,714           |
| Other Income               | 801             | 454           | 383             | 379             | 737             | 1,446           | 2,323           | 2,556           | 2,811           |
| <b>Profit before Taxes</b> | <b>2,209</b>    | <b>394</b>    | <b>2,989</b>    | <b>6,048</b>    | <b>7,888</b>    | <b>10,834</b>   | <b>16,788</b>   | <b>20,870</b>   | <b>25,047</b>   |
| Change (%)                 | 955.7           | -82.2         | 659.3           | 102.4           | 30.4            | 37.3            | 55.0            | 24.3            | 20.0            |
| Margin (%)                 | 2.2             | 0.5           | 2.8             | 4.3             | 4.3             | 4.3             | 5.0             | 5.0             | 5.1             |
| Tax                        | 786             | 455           | 748             | 1,396           | 1,925           | 2,764           | 4,283           | 5,366           | 6,490           |
| Tax Rate (%)               | 35.6            | 115.6         | 25.0            | 23.1            | 24.4            | 25.5            | 25.5            | 25.7            | 25.9            |
| <b>PAT Before Minority</b> | <b>1,423</b>    | <b>-61</b>    | <b>2,240</b>    | <b>4,652</b>    | <b>5,963</b>    | <b>8,070</b>    | <b>12,506</b>   | <b>15,504</b>   | <b>18,557</b>   |
| Minority Interest          | -7              | 2             | -3              | -12             | -11             | 0               | 0               | 0               | 0               |
| Exceptional                | 0               | 0             | 0               | 333             | 0               | 929             | 0               | 0               | 0               |
| <b>Reported PAT</b>        | <b>1,430</b>    | <b>-64</b>    | <b>2,244</b>    | <b>4,331</b>    | <b>5,973</b>    | <b>7,142</b>    | <b>12,506</b>   | <b>15,504</b>   | <b>18,557</b>   |
| <b>Adjusted PAT</b>        | <b>1,430</b>    | <b>-64</b>    | <b>2,244</b>    | <b>4,599</b>    | <b>5,973</b>    | <b>8,070</b>    | <b>12,506</b>   | <b>15,504</b>   | <b>18,557</b>   |
| Change (%)                 | -4,113          | -104          | -3,616          | 105             | 30              | 35              | 55              | 24              | 20              |
| Margin (%)                 | 1.4             | -0.1          | 2.1             | 3.3             | 3.2             | 3.2             | 3.7             | 3.7             | 3.8             |

### Balance Sheet

|                              | (INR m)       |               |               |               |               |                 |                 |                 |                 |
|------------------------------|---------------|---------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|-----------------|
| Y/E March                    | FY20          | FY21          | FY22          | FY23          | FY24          | FY25            | FY26E           | FY27E           | FY28E           |
| Share Capital                | 9,583         | 10,301        | 10,301        | 10,301        | 10,301        | 10,314          | 10,314          | 10,314          | 10,314          |
| Reserves                     | 12,028        | 17,960        | 21,070        | 26,047        | 31,590        | 37,721          | 47,137          | 57,491          | 68,838          |
| <b>Net Worth</b>             | <b>21,611</b> | <b>28,260</b> | <b>31,370</b> | <b>36,347</b> | <b>41,891</b> | <b>48,036</b>   | <b>57,451</b>   | <b>67,805</b>   | <b>79,152</b>   |
| Minority Interest            | -30           | 5             | 9             | -2            | -13           | 0               | 0               | 0               | 0               |
| GML                          | 11,671        | 14,180        | 14,968        | 18,536        | 22,530        | 23,436          | 24,303          | 25,207          | 26,149          |
| Loans                        | 24,230        | 19,600        | 18,664        | 16,550        | 10,643        | 9,497           | 6,497           | 3,497           | 497             |
| Lease liability              | 7,578         | 6,983         | 6,661         | 7,869         | 11,691        | 16,660          | 21,821          | 26,881          | 31,699          |
| Deferred tax                 | -81           | -461          | -450          | -562          | -662          | -1,125          | -1,125          | -1,125          | -1,125          |
| <b>Capital Employed</b>      | <b>64,979</b> | <b>68,567</b> | <b>71,223</b> | <b>78,738</b> | <b>86,079</b> | <b>96,504</b>   | <b>1,08,947</b> | <b>1,22,265</b> | <b>1,36,372</b> |
| Gross Block                  | 15,462        | 15,031        | 16,056        | 15,373        | 18,644        | 22,286          | 23,886          | 25,486          | 27,086          |
| Less: Accum. Depn.           | 4,669         | 5,413         | 6,240         | 6,635         | 7,739         | 9,230           | 11,077          | 13,052          | 15,155          |
| <b>Net Fixed Assets</b>      | <b>10,793</b> | <b>9,618</b>  | <b>9,816</b>  | <b>8,738</b>  | <b>10,904</b> | <b>13,056</b>   | <b>12,809</b>   | <b>12,434</b>   | <b>11,931</b>   |
| Goodwill                     | 51            | 51            | 51            | 51            | 51            | 51              | 51              | 51              | 51              |
| Intangible assets            | 97            | 94            | 70            | 49            | 35            | 21              | 74              | 83              | 52              |
| Capital WIP                  | 242           | 527           | 17            | 200           | 485           | 77              | 77              | 77              | 77              |
| Right to Use Assets          | 10,110        | 8,613         | 8,667         | 9,580         | 11,390        | 14,723          | 17,532          | 20,250          | 22,528          |
| Investments                  | 0             | 0             | 6             | 44            | 44            | 53              | 53              | 53              | 53              |
| Other non-current assets     | 1,830         | 2,186         | 1,962         | 2,748         | 5,117         | 8,161           | 13,878          | 17,901          | 21,953          |
| <b>Curr. Assets, L&amp;A</b> | <b>58,984</b> | <b>67,103</b> | <b>68,414</b> | <b>85,158</b> | <b>99,490</b> | <b>1,13,993</b> | <b>1,35,101</b> | <b>1,59,074</b> | <b>1,83,561</b> |
| Inventory                    | 47,203        | 53,031        | 57,943        | 70,139        | 82,976        | 96,811          | 1,20,722        | 1,30,008        | 1,50,879        |
| Account Receivables          | 2,137         | 1,127         | 1,195         | 2,442         | 3,283         | 3,999           | 5,329           | 6,588           | 7,776           |
| Cash and Bank Balance        | 7,501         | 10,966        | 7,772         | 9,819         | 9,751         | 10,311          | 5,208           | 17,716          | 19,267          |
| Others                       | 2,142         | 1,979         | 1,504         | 2,759         | 3,480         | 2,872           | 3,843           | 4,763           | 5,638           |
| <b>Curr. Liab. and Prov.</b> | <b>17,127</b> | <b>19,627</b> | <b>17,778</b> | <b>27,830</b> | <b>41,436</b> | <b>53,630</b>   | <b>70,629</b>   | <b>87,658</b>   | <b>1,03,833</b> |
| Account Payables             | 5,576         | 6,901         | 6,566         | 11,927        | 19,441        | 23,503          | 31,216          | 38,525          | 45,358          |
| Provisions                   | 385           | 445           | 493           | 714           | 668           | 857             | 1,196           | 1,492           | 1,775           |
| Other current liabilities    | 11,166        | 12,280        | 10,720        | 15,188        | 21,326        | 29,270          | 38,216          | 47,640          | 56,701          |
| <b>Net Current Assets</b>    | <b>41,857</b> | <b>47,476</b> | <b>50,635</b> | <b>57,329</b> | <b>58,054</b> | <b>60,363</b>   | <b>64,473</b>   | <b>71,416</b>   | <b>79,728</b>   |
| <b>Application of Funds</b>  | <b>64,979</b> | <b>68,564</b> | <b>71,224</b> | <b>78,738</b> | <b>86,079</b> | <b>96,504</b>   | <b>1,08,947</b> | <b>1,22,265</b> | <b>1,36,372</b> |

E: MOFSL Estimates

## Financials and valuations

### Ratios

| Y/E March                     | FY20  | FY21     | FY22  | FY23 | FY24 | FY25 | FY26E | FY27E | FY28E |
|-------------------------------|-------|----------|-------|------|------|------|-------|-------|-------|
| <b>Basic (INR)</b>            |       |          |       |      |      |      |       |       |       |
| EPS                           | 1.5   | -0.1     | 2.2   | 4.5  | 5.8  | 7.8  | 12.1  | 15.0  | 18.0  |
| Cash EPS                      | 4.0   | 2.1      | 4.4   | 6.8  | 8.5  | 11.1 | 16.2  | 19.7  | 23.3  |
| BV/Share                      | 22.6  | 27.4     | 30.5  | 35.3 | 40.7 | 46.6 | 55.7  | 65.7  | 76.7  |
| DPS                           | 0.0   | 0.0      | 0.0   | 0.5  | 1.2  | 1.5  | 3.0   | 5.0   | 7.0   |
| Payout %                      | 0.0   | 0.0      | 0.0   | 11.2 | 20.7 | 19.2 | 24.7  | 33.3  | 38.9  |
| <b>Valuation (x)</b>          |       |          |       |      |      |      |       |       |       |
| P/E                           | 254.6 | -6,134.2 | 174.5 | 85.1 | 65.5 | 48.6 | 31.3  | 25.3  | 21.1  |
| Cash P/E                      | 95.3  | 179.1    | 85.8  | 55.6 | 44.9 | 34.1 | 23.5  | 19.3  | 16.3  |
| EV/Sales                      | 3.8   | 4.7      | 3.7   | 2.8  | 2.1  | 1.6  | 1.2   | 0.9   | 0.8   |
| EV/EBITDA                     | 50.1  | 67.3     | 49.4  | 35.7 | 29.9 | 23.8 | 17.5  | 14.0  | 11.9  |
| P/BV                          | 16.9  | 13.9     | 12.5  | 10.8 | 9.3  | 8.2  | 6.8   | 5.8   | 5.0   |
| Dividend Yield (%)            | 0.0   | 0.0      | 0.0   | 0.1  | 0.3  | 0.4  | 0.8   | 1.3   | 1.8   |
| <b>Return Ratios (%)</b>      |       |          |       |      |      |      |       |       |       |
| RoE                           | 6.9   | -0.3     | 7.5   | 13.6 | 15.3 | 17.9 | 23.7  | 24.8  | 25.3  |
| RoCE                          | 6.0   | -1.0     | 6.7   | 9.3  | 10.2 | 11.8 | 15.0  | 15.8  | 16.5  |
| RoIC                          | 6.8   | -1.1     | 7.7   | 10.6 | 11.6 | 13.3 | 16.2  | 17.6  | 19.2  |
| <b>Working Capital Ratios</b> |       |          |       |      |      |      |       |       |       |
| Inventory (Days)              | 167   | 213      | 187   | 166  | 151  | 131  | 118   | 110   | 104   |
| Debtor (Days)                 | 7     | 7        | 4     | 5    | 6    | 5    | 5     | 5     | 5     |
| Payable (Days)                | 18    | 27       | 23    | 24   | 31   | 31   | 30    | 31    | 31    |
| Cash conversion (Days)        | 155   | 194      | 168   | 147  | 125  | 105  | 94    | 85    | 78    |
| Inventory turns (x)           | 2.2   | 1.7      | 1.9   | 2.2  | 2.4  | 2.8  | 3.1   | 3.3   | 3.5   |
| Asset Turnover (x)            | 1.6   | 1.3      | 1.5   | 1.8  | 2.2  | 2.6  | 3.1   | 3.4   | 3.6   |
| <b>Leverage Ratio</b>         |       |          |       |      |      |      |       |       |       |
| Net Debt/Equity (x)           | 1.3   | 0.8      | 0.8   | 0.7  | 0.6  | 0.5  | 0.4   | 0.2   | 0.1   |

### Cash Flow Statement

| Y/E March                    | FY20          | FY21          | FY22          | FY23          | FY24           | FY25          | FY26E         | FY27E         | FY28E         |
|------------------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|
| <b>Profit before Tax</b>     |               |               |               |               |                |               |               |               |               |
| Profit before Tax            | 2,209         | 394           | 2,989         | 5,715         | 7,888          | 9,596         | 16,788        | 20,870        | 25,047        |
| Depreciation                 | 2,391         | 2,249         | 2,316         | 2,446         | 2,743          | 3,427         | 4,155         | 4,822         | 5,434         |
| Net interest                 | 3,333         | 3,461         | 2,805         | 2,753         | 2,649          | 2,830         | 1,560         | 1,196         | 903           |
| Others                       | -460          | 1,396         | -59           | 85            | 170            | 328           | 0             | 0             | 0             |
| Direct Taxes Paid            | -65           | -569          | -1,529        | -1,290        | -2,262         | -2,379        | -4,283        | -5,366        | -6,490        |
| (Incr)/Decr in WC            | -4,213        | -642          | -4,071        | 424           | 2,040          | -1,708        | -8,785        | 6,052         | -6,213        |
| <b>CF from Operations</b>    | <b>3,196</b>  | <b>6,288</b>  | <b>2,450</b>  | <b>10,134</b> | <b>13,227</b>  | <b>12,095</b> | <b>9,435</b>  | <b>27,575</b> | <b>18,682</b> |
| Incr in FA                   | -1,075        | -479          | -908          | -1,863        | -3,712         | -4,275        | -1,676        | -1,634        | -1,594        |
| <b>Free Cash Flow</b>        | <b>2,121</b>  | <b>5,810</b>  | <b>1,542</b>  | <b>8,272</b>  | <b>9,516</b>   | <b>7,820</b>  | <b>7,759</b>  | <b>25,941</b> | <b>17,087</b> |
| Pur of Investments           | 28            | 0             | -6            | -37           | 0              | 0             | 0             | 0             | 0             |
| Others                       | 529           | -268          | 705           | 188           | 1,896          | 866           | -8,049        | -6,591        | -6,429        |
| <b>CF from Invest.</b>       | <b>-517</b>   | <b>-747</b>   | <b>-209</b>   | <b>-1,712</b> | <b>-1,816</b>  | <b>-3,409</b> | <b>-9,725</b> | <b>-8,226</b> | <b>-8,023</b> |
| Issue of Shares              | 0             | 7,565         | 0             | 0             | 0              | 0             | 0             | 0             | 0             |
| Incr in Debt                 | 1,816         | -5,132        | -861          | -2,146        | -5,909         | -1,263        | -3,000        | -3,000        | -3,000        |
| Dividend Paid                | 0             | 0             | 0             | 0             | -515           | -1,236        | -3,090        | -5,150        | -7,210        |
| Net interest Paid            | -2,706        | -2,864        | -2,407        | -2,291        | -2,389         | -2,234        | -3,883        | -3,752        | -3,714        |
| Others                       | -2,542        | -1,646        | -2,167        | -1,939        | -2,667         | -3,394        | 5,161         | 5,060         | 4,818         |
| <b>CF from Fin. Activity</b> | <b>-3,432</b> | <b>-2,076</b> | <b>-5,435</b> | <b>-6,376</b> | <b>-11,479</b> | <b>-8,126</b> | <b>-4,812</b> | <b>-6,842</b> | <b>-9,107</b> |
| <b>Incr/Decr of Cash</b>     | <b>-753</b>   | <b>3,465</b>  | <b>-3,194</b> | <b>2,047</b>  | <b>-68</b>     | <b>560</b>    | <b>-5,103</b> | <b>12,508</b> | <b>1,552</b>  |
| Add: Opening Balance         | 8,255         | 7,501         | 10,966        | 7,772         | 9,819          | 9,751         | 10,311        | 5,208         | 17,716        |
| <b>Closing Balance</b>       | <b>7,501</b>  | <b>10,966</b> | <b>7,772</b>  | <b>9,819</b>  | <b>9,751</b>   | <b>10,311</b> | <b>5,208</b>  | <b>17,716</b> | <b>19,268</b> |

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|----------------------------------|--|
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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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