

# Amber Enterprises (AMBER)

Electronic Manufacturing Services

**BUY**

CMP(₹): **6,524**

Fair Value(₹): **8,100**

Sector View: **Cautious**

NIFTY-50: **25,995**

**December 15, 2025**

## Management meeting takeaways: Guidance intact; delivery key

Amber management remains confident in its guidance for both consumer durables and electronics for FY2026. Within RAC, volumes are rebounding in 3QFY26, and the company expects to outperform the industry by 12-15% for the year, although raw material cost inflation will impact margins. For electronics, full-year margins are guided at 8-9%, supported by the recent acquisitions, but delivery remains key as 1HFY26 margin was 6.3%. We lower FY2026-28E by 4-6%, factoring in (1) increase in RM costs, (2) adjusted PCB commissioning timelines and (3) minority interest calculations. We upgrade the stock to BUY with a revised FV of Rs8,100 after the recent correction.

## Consumer durable business rebounds; margins to be under pressure

Management reiterated its guidance of outgrowing the industry by 12-15%. However, margins could see some pressure in the short term due to a hike in commodity prices and the INR depreciation. Although channel inventory remains elevated, the company attributes this to a few large brands. Amber, with its broad customer base, expects to outperform the industry and see a muted impact of higher inventory levels. However, margins are set to face strain this quarter, as rising copper prices and currency depreciation weigh on profitability, with full cost pass-through anticipated only in 4QFY26. In addition, the commercial AC division is performing above expectations, providing further support to segment growth.

## Electronics business: Margin guidance intact

Amber reiterated its US\$1 bn revenue guidance by FY2028 and expects full-year margins to be 8-9% despite a weaker-than-expected Q2FY26 profitability (implying 9%+ margins in 2HFY26). The company attributed the weak profitability in 2QFY26 to (1) the softness in the RAC market and (2) higher copper and silver prices, which impacted Ascent Circuits. However, with rising contributions from Unitronics (25%+ EBITDA margin), Power One (13-14% margins) and Shogini (15%+ margin) in 2HFY26, along with an improving margin profile for PCBA, the company expects to recoup its margins, which remain critical for investors.

## PCB business to remain in focus, timely expansion key

The company stated that the acquisition of Shogini(link) was driven by its diversified customer base and operational synergies with Ascent Circuits. Amber remains committed to the PCB market. However, the expansion of Ascent's Hosur facility and the HDI facility with Korea Circuits will be critical, as this marks the company's first greenfield expansion in a new category. While the commissioning of Ascent's new facility has been delayed, it is now expected by 2QFY27, with revenue generation in full swing starting in 4QFY27.

## We cut estimates by 4% to 6% and Fair Value to Rs8,100 (from Rs8,200)

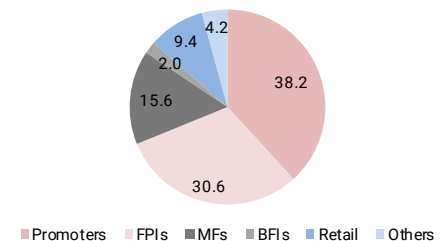
We cut EPS estimates by 4-6%, as we factor in (1) RM cost increase, (2) adjusted PCB commissioning timeline and (3) minority interest calculation. Our DCF-based FV decreases to Rs8,100 (Rs8,200 earlier); upgrade to BUY rating.

### Company data and valuation summary

#### Stock data

CMP(Rs)/FV(Rs)/Rating	6,524/8,100/BUY
52-week range (Rs) (high-low)	8,626-5,235
Mcap (bn) (Rs/US\$)	229/2.5
ADTV-3M (mn) (Rs/US\$)	2,544/28.2

#### Shareholding pattern (%)



Price performance (%)	1M	3M	12M
Absolute	(9)	(18)	14
Rel. to Nifty	(10)	(21)	8
Rel. to MSCI India	(9)	(20)	11

Forecasts/Valuations	2026E	2027E	2028E
EPS (Rs)	104.5	168.8	221.9
EPS growth (%)	47.4	61.5	31.5
P/E (X)	62.4	38.6	29.4
P/B (X)	5.2	3.9	3.4
EV/EBITDA (X)	26.1	17.5	13.4
RoE (%)	11.0	11.6	12.4
Div. yield (%)	0.0	0.0	0.0
Sales (Rs bn)	119	152	188
EBITDA (Rs bn)	9.0	14	17
Net profits (Rs bn)	3.7	6.0	7.9

Source: Bloomberg, Company data, Kotak Institutional Equities estimates

Prices in this report are based on the market close of December 12, 2025

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### Key highlights from earnings call

#### ► Consumer durable business: Reiterated guidance of 15% outperformance versus industry

- Management reiterated its guidance of outgrowing the industry by 12-15%. However, margins could see some pressure in the short term due to the rise in commodity prices and the depreciation of the INR.
- On the channel front, management continues to indicate that channel inventory remains high and is likely to clear out in 1-2 months. However, according to the company, this is primarily due to select brands, while the rest of the brands have normal levels of inventory.
- Apart from a bad season and inventory, there has also been a sharp rise in copper prices, along with rupee depreciation, which will lead to price increases to the tune of 6-7%.
- This is likely to impact the company's 3QFY26 margins, as it takes about a quarter to completely pass on the raw material price increase. So, while 3QFY26 will be impacted, management expects to recoup some of these margins in 4QFY26.
- In commercial refrigeration, the company sees robust growth and expects the Rs5 bn target, which had been set for FY2030, will be achieved much earlier.
- On Resojet (Washing Machine JV), the company is still rethinking its strategy with respect to this venture, given the limited success so far.

#### ► Segmental revenue breakdown

- Of the total revenue, nearly 40% comes from fully built ACs, 23-40% from components, 10-15% from non-RACs and the rest from the electronics and railways business.
- Within the electronics business under PCBA, nearly 50-55% revenue comes from consumer durables, 15% from power electronics, 7-8% from smart meters and the rest from another sector.

#### ► Electronics business: US\$1bn sales by FY2028; FY2026 full year EBITDA margins to be 8-9%

- The company remains confident of achieving an 8-9% margin in this segment for the full year on account of several factors.
  - Margin improvement in the PCBA business once RAC picks up and the company reduces its exposure to the low-margin consumer durables segment.
  - The consolidation of the recent acquisitions in ILJIN Unitronics (Oct 25), Power One (Aug 25) and Shogini (Dec 25), all of which are margin-accretive.
  - As the pass-through of PCB raw material prices increases, it will bring back PCB margins to the normalized levels of high teens.
- The company remains confident of achieving US\$1 bn in revenue by FY2028 on the back of new acquisitions, PCBA growth and PCB expansion plans.

#### ► Shogini acquisition

- The company acquired Shogini due to several factors:
  - Diversified customer base
  - Synergy in customer acquisitions, buying and best practices benchmarking
- The company operates in single-, double- and multi-layer PCB manufacturing, with the capability to manufacture up to 14-16 layers.
- Amber acquired the company for Rs5.1 bn for an 80% stake, and the company currently has Rs300-350 mn of net debt.

► **Korea Circuits**

- According to the company, there is no delay in getting ECMS approval it is just that ECMS approvals are being announced in phases.
- Expects approval to come in the next 1-2 months.
- Within this, the JV company will do an expansion of Rs32 bn, of which the first phase will account for Rs12 bn, which will be completed by 1Q/2QFY28.
- The company will have land and plant building done for both phases. However, it is going for a phase-wise expansion since HDI PCB is a new category, and guaranteed offtake from Korea Circuits is only for phase 1.

► **Ascent Circuits**

- Rs6.5 bn Hosur expansion is on track and will be completed by 2QFY27
- The company expects it to start delivering revenue at full scale from the 4QFY27, as one quarter will be needed for trial and testing
- For Ascent, the company expects to receive cumulatively ~28% of the central subsidy through turnover-linked incentives under ECMS.
- The company will also receive ~35% subsidy, which will be paid over a period of time.
- It expects 4-5% margin improvement due to central linked turnover subsidy for its Hosur expansion.

► **Subsidy recognition**

- Since the majority of the state subsidy is in the form of a capital subsidy, the company will lower its debt level on individual projects as when it receives government payout.
- The company will recognize the turnover-linked part of the central subsidy in the P&L statement.

► **Minority interest**

- The company currently only factors in 9.78% minority interest in ILJIN.
- However, this does not account for minority interest in Ascent, Power One and Shogini, since the company has a call/put option to buy the remaining stake and has accounted that in the balance sheet.
- It will account for minority for Korea Circuits, Yujin Machinery and Unitronics, since there is no such arrangement.

► **Railways business**

- The company expects limited growth in the business for now; however, it remains confident of doubling the business by FY2028 on the back of a strong orderbook.
- Management expects Yujin to contribute to revenue by FY2028.

**Electronics continues to be a key driver of growth for Amber**

Amber, in the past year, has strengthened its presence in the electronics segment via multiple acquisitions and has plans to reach US\$1 bn revenue in this segment by FY2028 versus Rs22 bn as of FY2025. In addition to the Shogini Technoarts acquisition, Amber has acquired a 60% stake in Ascent Circuits and plans to spend Rs40 bn under the Electronic Component Manufacturing Scheme via its (1) Ascent Circuits entity—Rs10 bn and (2) Rs30 bn in JV with Korea Circuits to be a dominant player in the domestic PCB market.

On the base EMS business, Amber has expanded its portfolio from ACs and consumer durables to defense, telecom, automobile, etc., and recently made two significant acquisitions in the last quarter to enhance its electronics business. The acquisitions are Power-One Micro Systems, an India-based player offering products in the power space, and Unitronics, an Israel-based industrial automation and control systems manufacturer, to increase its EMS TAM.

## Shogini Technoarts generated Rs3.9 bn revenue in FY2025

### Exhibit 1: Financials of Shogini Technoarts, March fiscal year-ends, 2020-25

	2020	2021	2022	2023	2024	2025
Revenue (Rs mn)	1,608	1,769	2,637	2,974	3,325	3,907
Growth (yoy %)	2	10	49	13	12	18
Gross Profit (Rs mn)	675	660	803	1,099	1,363	
Gross Margin (%)	42.0	37.3	30.5	37.0	41.0	
EBITDA (Rs mn)	149	131	141	329	533	
Margin (%)	9.3	7.4	5.3	11.0	16.0	
PAT (Rs mn)	20	16	2	132	425	
Margin (%)	1.2	0.9	0.1	4.4	12.8	

Source: Company

#### ► PCB expansion

- The company filed two applications under the ECMS scheme—one for multi-layer PCB through Ascent Circuits and the other for HDI and Flex PCBs under the Korea Circuits JV.
- The company will spend Rs9.9 bn on multi-layer PCB expansion and Rs32 bn for HDI and Flex PCB expansion. The approval for the multi-PCB expansion has been received in the first tranche of the ECMS scheme, while the approval for Korea Circuits JV will be received by December 2025.
- The company expects to get a subsidy from both center and states for the PCB expansion.
  - For HDI PCB, the company will get a 48% subsidy (on plant and machinery) from the center and 42% from state (on building, plant and machinery).
  - The central subsidy will be in two parts (25% capex linked and 23% turnover-linked).
- On a net basis, the company expects the total subsidy inflow for the PCB expansion to be 65-70% of the total investment.
- Commencement of production:
  - Ascent Circuits: Rs6.5 bn investment in the Hosur facility is ongoing, which will see revenue realization from 4QFY27.
  - Korea Circuits: Rs32 bn investment done in 3 phases—Rs 12 bn in phase 1, which will see revenue realization from 3QFY28.

#### ► EMS Acquisition: Expanding electronics division TAM

- The company had recently announced the acquisition of two businesses—Power One and Unitronics in EMS.
- **Power One**
  - Power One is an India-based solar inverter company, delivering products such as on-grid, off-grid and hybrid solar inverters, UPS systems, solar power plants, EV chargers (AC & DC), Battery Energy Storage Systems (BESS), etc.
  - Financials: It is debt-free and has FY2025 revenues of Rs2.45 bn, with a possibility to increase EBITDA margins to 17-18%.
  - The company expects its topline to reach Rs3.25 bn in FY2026.
  - Management believes that there are significant synergies from this acquisition, as it adds a portfolio of high-margin power electronics and energy sector modules.
  - The company will pay Rs2.62 bn in cash, with a deferred consideration based on FY2026 numbers.

### ■ Unitronics

- Unitronics is an Israel-based listed company offering solutions in industrial automation and control systems.
- Its products include programmable logical controllers, human-machine interface; HMIS plc is integrated with HMIS VFDs and software solutions.
- Financials: FY2024 revenues stand at US\$52 mn, with an EBITDA margin of 30%. It derives 95% of the business from the US and Europe.
- Amber will pay a cash consideration of Rs4.03 bn for a 40.24% stake, with the company consolidated from October 9, 2025.

Historical financials of both are given below:

### Power One Micro Systems generated Rs2.2 bn revenue in FY2024

#### ■ Exhibit 2: Financials of Power One Micro Systems, March fiscal year ends, 2020-24

	2020	2021	2022	2023	2024
Revenue (Rs mn)	1,200	1,003	1,349	1,551	2,197
Growth (yoy %)		(16)	34	15	42
Gross Profit (Rs mn)	386	364	455	540	711
Gross Margin (%)	32.1	36.2	33.7	34.8	32.4
EBITDA (Rs mn)	98	72	101	111	159
Margin (%)	8.1	7.2	7.5	7.2	7.2
PAT (Rs mn)	62.5	47.7	68.1	69.8	105.5
Margin (%)	5.2	4.8	5.0	4.5	4.8

Source: Company disclosures

### Unitronics generated US\$52 mn in CY2024 with 23% EBITDA margin

#### ■ Exhibit 3: Financials of Unitronics, December calendar year ends, 2019-24

	2019	2020	2021	2022	2023	2024
Revenue (US\$ mn)	39	37	46	46	57	52
Growth (yoy %)		(5.0)	24.0	1.9	24.0	(9.6)
Gross Profit (US\$ mn)	16	16	21	21	29	27
Gross Margin (%)	42.7	43.6	45.6	46.4	49.9	51.1
EBITDA (US\$ mn)	3.6	4.8	8.3	7.9	13.9	12.0
Margin (%)	9.4	13.1	18.3	17.0	24.2	23.2
PAT (US\$ mn)	2.3	4.3	5.9	5.6	11.2	11.8
Margin (%)	5.9	11.8	13.1	12.1	19.5	22.7

Source: Company disclosures

**We expect revenues to see a CAGR of 23% over FY2025-28E, driven by growth in components; electronics (led by acquisitions and PCB expansions) and Sidwal segments**

**Exhibit 4: Segment financials of Amber (consolidated), March fiscal year-ends, 2022-28E**

	2022	2023	2024	2025	2026E	2027E	2028E
<b>Revenue (Rs mn)</b>							
Consumer Durable	32,674	53,801	50,082	73,290	80,420	94,019	108,493
Electronics	6,500	11,250	12,410	21,940	33,251	50,632	70,399
Sidwal	2,890	4,220	4,800	4,500	5,125	7,220	8,842
<b>Total</b>	<b>42,064</b>	<b>69,271</b>	<b>67,293</b>	<b>99,730</b>	<b>118,796</b>	<b>151,871</b>	<b>187,734</b>
<b>EBITDA (Rs mn)</b>							
Consumer Durable	1,874	3,260	3,217	5,620	5,596	7,481	8,648
Electronics	260	510	690	1,510	2,606	5,269	8,143
Sidwal	673	990	980	833	871	1,300	1,592
<b>Total</b>	<b>2,807</b>	<b>4,760</b>	<b>4,887</b>	<b>7,963</b>	<b>9,073</b>	<b>14,049</b>	<b>18,383</b>
<b>EBITDA margin (%)</b>							
Consumer Durable	5.7	6.1	6.4	7.7	7.0	8.0	8.0
Electronics	4.0	4.5	5.6	6.9	7.8	10.4	11.6
Sidwal	23.3	23.5	20.4	18.5	17.0	18.0	18.0

Source: Company, Kotak Institutional Equities estimates

**We lower FY2026-28E by 4-6%, factoring in an increase raw material costs, adjustments to our minority interest calculations and updates on PCB commissioning timelines**

**Exhibit 5: Change in estimates for Amber (consolidated), March fiscal year-ends, 2025-28E**

	New estimates			Old estimates			Revision		
	2026E	2027E	2028E	2026E	2027E	2028E	2026E	2027E	2028E
<b>Income statement (Rs mn)</b>									
<b>Net revenue</b>	<b>118,796</b>	<b>151,871</b>	<b>187,734</b>	<b>117,591</b>	<b>148,942</b>	<b>184,797</b>	<b>1.0</b>	<b>2.0</b>	<b>1.6</b>
YoY growth (%)	19.1	27.8	23.6	17.9	26.7	24.1			
<b>EBITDA</b>	<b>9,029</b>	<b>13,516</b>	<b>17,084</b>	<b>9,055</b>	<b>13,256</b>	<b>16,817</b>	<b>(0.3)</b>	<b>2.0</b>	<b>1.6</b>
<b>EBITDA margin (%)</b>	<b>7.6</b>	<b>8.9</b>	<b>9.1</b>	<b>7.7</b>	<b>8.9</b>	<b>9.1</b>	<b>-10 bps</b>	<b>0 bps</b>	<b>-1 bps</b>
Other income	1,396	1,429	1,576	1,396	1,672	1,922			
PBDIT	10,425	14,946	18,659	10,451	14,928	18,738	(0.2)	0.1	(0.4)
Interest & finance charges	(2,425)	(2,328)	(2,328)	(2,425)	(2,328)	(2,328)			
Depreciation	(2,712)	(3,259)	(4,338)	(2,393)	(2,852)	(3,718)			
PBT	5,287	9,359	11,994	5,632	9,748	12,692	(6.1)	(4.0)	(5.5)
Tax	(1,354)	(2,396)	(3,070)	(1,442)	(2,496)	(3,249)			
PAT	3,934	6,963	8,923	4,190	7,253	9,443	(6.1)	(4.0)	(5.5)
<b>Exceptional items</b>									
Minority interest & Share of JVs	(268)	(919)	(979)	(344)	(1,002)	(1,126)	(22.1)	(8.3)	(13.0)
Reported PAT	3,666	6,043	7,944	3,847	6,250	8,317	(4.7)	(3.3)	(4.5)
<b>Consolidated EPS (Rs)</b>	<b>105</b>	<b>169</b>	<b>222</b>	<b>110</b>	<b>176</b>	<b>235</b>	<b>(4.7)</b>	<b>(4.0)</b>	<b>(5.7)</b>

Source: Company, Kotak Institutional Equities estimates

## We arrive at a valuation of Rs8,100/share for Amber Enterprises

Exhibit 6: Amber Enterprises' DCF model (Rs mn), March fiscal year-ends, 2019-45E

	2025	2026E	2027E	2028E	2029E	2030E	2035E	2040E	2045E
India volumes (mn units)	11.8	12.1	13.7	15.3	17.1	18.9	28.2	38.3	48.1
YoY %	30.0	2.5	13.1	12.3	11.4	10.6	7.3	5.7	4.0
RAC industry size at market prices (Rs mn)	362,778	381,350	442,414	516,475	598,367	687,954	1,153,279	1,567,690	1,969,156
RAC Industry size at OEM/ODM level (Rs mn)	257,572	274,572	322,963	377,026	436,808	502,207	841,894	1,144,414	1,437,484
Realization per unit (Rs)	21,840	22,714	23,622	24,567	25,550	26,572	29,890	29,890	29,890
Proportion at OEM/ODM level (%)	71.0	72.0	73.0	73.0	73.0	73.0	73.0	73.0	73.0
Amber's market share in volumes (%)	24.4	23.9	22.9	22.4	22.4	22.4	22.4	22.4	22.4
Amber's market share at OEM/ODM market prices	28.8	28.3	28.1	27.7	27.9	28.2	30.5	32.7	34.7
Amber's AC volumes (mn units)	5.8	5.8	6.3	6.9	7.7	8.5	12.6	17.1	21.5
YoY (%)	41.6	0.4	8.4	9.8	11.4	10.6	7.3	5.7	4.0
RAC realization per unit (Rs)	6,959	7,237	7,526	7,677	7,831	7,987	8,476	8,476	8,476
YoY (%)									
<b>Amber total RAC revenues</b>	<b>57,286</b>	<b>77,712</b>	<b>90,716</b>	<b>104,563</b>	<b>122,052</b>	<b>141,485</b>	<b>256,375</b>	<b>374,542</b>	<b>499,038</b>
Amber AC revenues (Rs mn)	42,884	41,799	47,108	52,758	59,948	67,598	106,907	145,322	182,537
YoY (%)	59	(3)	13	12	14	13	7	6	4
Amber's AC component revenues (Rs mn)	31,302	35,913	43,608	51,805	62,104	73,888	149,468	229,220	316,501
YoY (%)	45	15	21	19	20	19	11	8	6
<b>Amber's non-AC revenues (Rs mn)</b>	<b>33,294</b>	<b>39,750</b>	<b>56,955</b>	<b>78,762</b>	<b>97,210</b>	<b>116,756</b>	<b>251,252</b>	<b>434,803</b>	<b>568,372</b>
YoY (%)	41	19	43	38	23	20	15	9	4
<b>Amber's total revenues (Rs mn)</b>	<b>90,580</b>	<b>117,463</b>	<b>147,671</b>	<b>183,324</b>	<b>219,262</b>	<b>258,242</b>	<b>507,627</b>	<b>809,345</b>	<b>1,067,410</b>
YoY (%)	24.0	29.7	25.7	24.1	19.6	17.8	12.2	8.2	4.6
AC and component revenue share (%)	63.2	66.2	61.4	57.0	55.7	54.8	50.5	46.3	46.8
Non-AC revenue share (%)	36.8	33.8	38.6	43.0	44.3	45.2	49.5	53.7	53.2
<b>Consolidated revenue</b>	<b>99,730</b>	<b>118,796</b>	<b>151,871</b>	<b>183,324</b>	<b>219,262</b>	<b>258,242</b>	<b>507,627</b>	<b>809,345</b>	<b>1,067,410</b>
YoY (%)	48.2	19.1	27.8	20.7	19.6	17.8	12.2	8.2	4.6
EBITDA (Rs mn)	7,634	9,029	13,516	17,951	22,100	26,200	54,316	86,600	114,213
EBITDA %	7.7	7.6	8.9	9.8	10.1	10.1	10.7	10.7	10.7
<b>Consolidated EBIT (Rs mn)</b>	<b>5,351</b>	<b>6,316</b>	<b>10,258</b>	<b>13,864</b>	<b>17,649</b>	<b>21,294</b>	<b>46,161</b>	<b>74,294</b>	<b>95,376</b>
<b>EBIT margin (%)</b>	<b>5.4</b>	<b>5.3</b>	<b>6.8</b>	<b>7.6</b>	<b>8.0</b>	<b>8.2</b>	<b>9.1</b>	<b>9.2</b>	<b>8.9</b>
EBIT*(1-Tax) (Rs mn)	3,973	4,699	7,654	10,369	13,206	15,944	34,691	55,975	71,947
Depreciation (Rs mn)	2,283	2,712	3,259	4,087	4,451	4,905	8,155	12,306	18,837
Inc/Dec in Working Capital (Rs mn)	(2,074)	(675)	(1,172)	(10,569)	(3,127)	(3,391)	(4,788)	(5,358)	(4,071)
Capex (Rs mn)	(5,556)	(8,825)	(21,228)	(4,872)	(6,578)	(7,747)	(12,691)	(18,615)	(24,550)
<b>FCF (Rs mn)</b>	<b>(1,374)</b>	<b>(2,089)</b>	<b>(11,487)</b>	<b>(986)</b>	<b>7,952</b>	<b>9,710</b>	<b>25,368</b>	<b>44,308</b>	<b>62,162</b>
Post tax cost of debt (%)	7.1								
Risk free rate (%)	7.0								
Risk premium (%)	4.9								
Beta	1.0								
Cost of equity (%)	11.9								
Debt	19,400								
Equity	44,024								
<b>WACC (%)</b>	<b>10</b>								
Terminal growth rate (%)	4.0								
Sum of discounted free cash flow	157,415								
Terminal cash flow	9,931								
Terminal value	160,829								
Enterprise value	318,244								
Net debt/(cash) - March 2024	7,843								
Valuation of investments	1,319								
Value of minority in ILJIN	37,500								
<b>Equity value (Rs mn)</b>	<b>274,220</b>								
<b>Equity value per share (Rs)</b>	<b>8,100</b>								

Source: Company, Kotak Institutional Equities estimates

**Exhibit 7: Summary financials of Amber (consolidated), March fiscal year-ends, 2020-28E**

	2020	2021	2022	2023	2024	2025	2026E	2027E	2028E
<b>Income statement (Rs mn)</b>									
<b>Net revenues</b>	<b>39,628</b>	<b>30,305</b>	<b>42,064</b>	<b>69,271</b>	<b>67,293</b>	<b>99,730</b>	<b>118,796</b>	<b>151,871</b>	<b>187,734</b>
Total operating expenses	(36,535)	(28,102)	(39,310)	(65,092)	(62,374)	(92,096)	(109,768)	(138,354)	(170,651)
EBITDA	3,093	2,203	2,754	4,179	4,919	7,634	9,029	13,516	17,084
Depreciation & Amortization	(848)	(923)	(1,079)	(1,391)	(1,865)	(2,283)	(2,712)	(3,259)	(4,338)
<b>EBIT</b>	<b>2,245</b>	<b>1,280</b>	<b>1,675</b>	<b>2,788</b>	<b>3,054</b>	<b>5,351</b>	<b>6,316</b>	<b>10,258</b>	<b>12,746</b>
Other income	82	331	332	527	553	736	1,396	1,429	1,576
Interest expense	(419)	(410)	(464)	(1,118)	(1,670)	(2,087)	(2,425)	(2,328)	(2,328)
PBT	1,907	1,201	1,543	2,197	1,937	3,999	5,287	9,359	11,994
Tax expense	(266)	(369)	(429)	(559)	(519)	(1,188)	(1,354)	(2,396)	(3,070)
<b>Net profit</b>	<b>1,641</b>	<b>833</b>	<b>1,113</b>	<b>1,638</b>	<b>1,418</b>	<b>2,811</b>	<b>3,934</b>	<b>6,963</b>	<b>8,923</b>
Minority interest	(57)	(17)	(21)	(66)	(89)	(76)	(268)	(919)	(979)
<b>PAT</b>	<b>1,584</b>	<b>816</b>	<b>1,092</b>	<b>1,572</b>	<b>1,329</b>	<b>2,436</b>	<b>3,666</b>	<b>6,043</b>	<b>7,944</b>
Reported PAT	1,584	816	1,092	1,572	1,329	2,436	3,666	6,043	7,944
<b>Recurring EPS</b>	<b>50</b>	<b>24</b>	<b>32</b>	<b>47</b>	<b>39</b>	<b>71</b>	<b>105</b>	<b>169</b>	<b>222</b>
<b>Balance sheet (Rs mn)</b>									
Shareholders' funds	11,284	16,041	17,342	19,088	20,644	22,858	44,024	60,067	68,012
Debt	3,829	3,987	10,318	13,437	14,332	19,400	19,400	19,400	19,400
Deferred tax liabilities	1,225	1,253	983	2,639	5,242	6,023	6,023	6,023	6,023
Minority interest	348	365	387	452	518	245	513	1,433	2,412
<b>Total sources of funds</b>	<b>16,686</b>	<b>21,647</b>	<b>29,030</b>	<b>35,617</b>	<b>40,736</b>	<b>48,526</b>	<b>69,960</b>	<b>86,923</b>	<b>95,846</b>
Net fixed assets	11,176	11,873	14,882	18,021	21,163	23,991	29,710	47,680	48,215
Net working capital (ex-cash)	3,760	5,310	4,783	5,949	1,446	3,457	3,708	4,011	4,339
Investments	547	1,565	2,282	1,354	3,217	10,202	10,202	10,202	10,202
Goodwill	—	—	1,457	4,698	7,997	3,609	12,708	12,708	12,708
Cash and bank balances and current investments	1,203	2,899	5,626	5,594	6,913	7,268	13,632	12,322	20,382
<b>Total application of funds</b>	<b>16,686</b>	<b>21,647</b>	<b>29,030</b>	<b>35,617</b>	<b>40,736</b>	<b>48,526</b>	<b>69,960</b>	<b>86,923</b>	<b>95,846</b>
<b>Free cash flow (Rs mn)</b>									
Operating profit before wcap. changes	3,326	2,369	3,008	4,327	5,077	7,547	10,818	14,946	18,659
Change in working capital / other adjustments	44	(80)	26	(582)	5,032	272	(251)	(303)	(329)
<b>Net cashflow from operating activities</b>	<b>2,882</b>	<b>2,210</b>	<b>2,496</b>	<b>3,206</b>	<b>9,648</b>	<b>7,109</b>	<b>9,214</b>	<b>12,247</b>	<b>15,260</b>
Capex	(1,411)	(1,711)	(4,077)	(6,535)	(3,977)	(5,556)	(8,825)	(21,228)	(4,872)
<b>Free cash flow (CFO + net capex)</b>	<b>1,471</b>	<b>499</b>	<b>(1,582)</b>	<b>(3,329)</b>	<b>5,671</b>	<b>1,553</b>	<b>389</b>	<b>(8,982)</b>	<b>10,388</b>
<b>Growth (%)</b>									
Revenue growth	44.0	(23.5)	38.8	64.7	(2.9)	48.2	19.1	27.8	23.6
EBITDA growth	45.3	(28.8)	25.0	51.8	17.7	55.2	18.3	49.7	26.4
Recurring PAT growth	73.2	(49.3)	33.7	47.1	(13.4)	98.2	39.9	77.0	28.2
<b>Key ratios</b>									
EBITDA margin (%)	7.8	7.3	6.5	6.0	7.3	7.7	7.6	8.9	9.1
Net debt/equity (X)	0.2	0.1	0.3	0.4	0.4	0.5	0.1	0.1	(0.0)
Net debt/EBITDA (X)	0.8	0.5	1.7	1.9	1.5	1.6	0.6	0.5	(0.1)
Book value per share (Rs)	359	476	515	566	612	665	1,255	1,678	1,900
RoAE (%)	15.0	6.0	6.5	8.6	6.7	11.2	11.0	11.6	12.4
RoACE (%)	14.1	5.0	5.1	6.9	6.6	9.7	8.9	10.7	11.4

Source: Company, Kotak Institutional Equities estimates



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This report has been updated since it was released in the India Daily of December 15, 2025.

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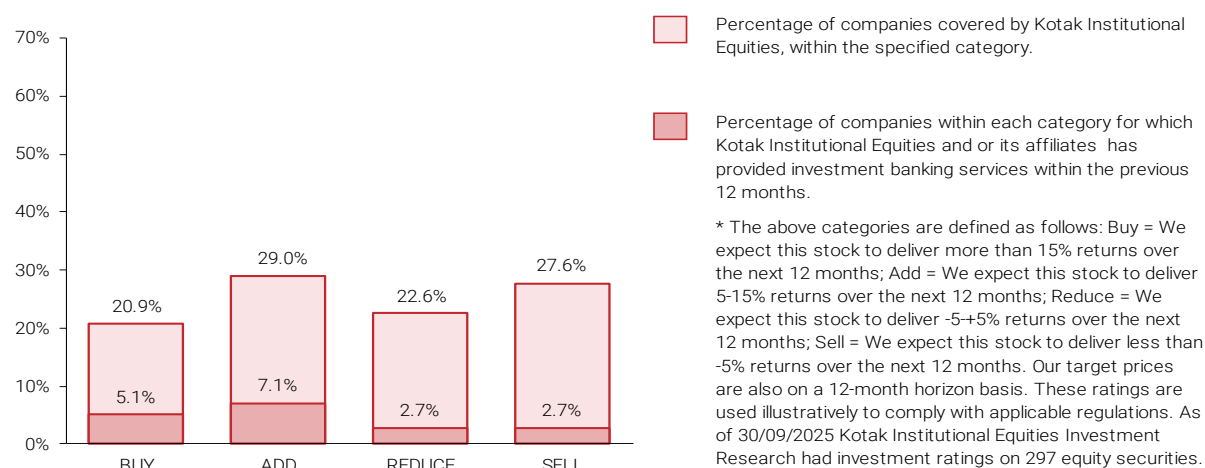
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