

CMP: Rs. 125

Target: Rs. 170 (36%)

Target Period: 12 month

BUY

October 15, 2026

From recovery to high growth trajectory...

About the company- GEE Limited is a leading manufacturer of welding consumables, with a diversified product portfolio spanning electrodes, MIG/TIG wires, submerged arc welding (SAW) wires and fluxes, and specialised welding consumables.

- GEE operates manufacturing facilities in Maharashtra and West Bengal, with an installed capacity of 59,075 MTPA, and is expanding its product portfolio into SAW and flux-cored wires to capture emerging opportunities in specialised welding applications.

Investment Rationale

- Capacity expansion and operating leverage to drive strong earnings growth:** GEE is well positioned to deliver a strong earnings recovery, supported by the expansion of installed capacity from 59,075 MTPA to 71,339 MTPA and improving utilisation of its existing manufacturing facilities. Capacity utilisation improved from 48% in FY25 to 57% in FY26 and is estimated to increase to 60% in FY27E and 74% in FY28E. The company's expanded capacity is estimated to support revenue potential of around ₹850 crore at a mature utilisation level, while planned capex of ₹30–40 crore over the next 3–4 years, including ₹5–10 crore in FY27, is expected to support capacity enhancement and operational efficiencies. We estimate revenue to grow from ₹369 crore in FY26 to ₹493 crore in FY27E and ₹614 crore in FY28E, implying a ~29% CAGR over FY26–28E. EBITDA is projected to increase from ₹33 crore to ₹61 crore over the same period, translating into ~36% CAGR, with margins improving from 9.0% to 10.0%.
- New product verticals to unlock incremental revenue potential:** GEE is broadening its product portfolio through SAW wires, SAW fluxes and flux-cored wires, enabling it to address specialised welding requirements across heavy engineering, infrastructure and industrial applications. The company is establishing an initial flux-cored wire capacity of around 250 MT per month to be operationalise by Q3FY27 and plans to scale it to 1,000 MT per month by FY28, with management indicating potential revenue of over ₹150 crore from this vertical. Management targets revenue of ₹1,000 crore by FY29–30, with new product verticals expected to supplement the revenue potential of the expanded base capacity.
- Specialised welding capabilities to unlock nuclear and defence opportunities:** GEE's NPCIL approval strengthens its access to the highly regulated nuclear power segment, where technical qualifications create entry barriers. Management expects nuclear to contribute at least 10% of revenue in the coming years. In defence, GEE has supplied welding consumables for INS Dunagiri, INS Agray and INS Sanshodhak, reinforcing its credentials in naval shipbuilding. Shipbuilding-related opportunities are expected to contribute around 3–5% of revenue as flux-cored wire consumption scales up. These opportunities offer potential to improve product mix and diversify growth, although the timing of contribution will depend on order conversion and execution.

Rating and Target Price: We expect Revenue and PAT to grow at **29% and 66% CAGR over FY26-FY28E**. We initiate **BUY** on GEE with a Target Price of **₹170 (based on 25x on FY28E EPS)**

Key Financial Summary

Key Financials (₹ Crore)	FY24	FY25	FY26	2-year CAGR (FY24-26)	FY27E	FY28E	2-year CAGR (FY26-28E)
Revenues	369	334	369	0.0	493	614	28.9
EBITDA	29.5	0.8	33.4	6.4	45.3	61.4	35.5
EBITDA margin (%)	8.0	0.3	9.0		9.2	10.0	
Net Profit	12.9	-9.2	13.0	0.6	24.3	35.9	66.2
EPS (Rs)	2.5	-1.8	2.5		4.7	6.9	
P/E (x)	50.5	NA	49.9		26.7	18.1	
P/B (x)	3.2	3.4	3.0		2.7	2.4	
RoCE (%)	8.9	-1.2	10.7		13.3	16.5	
RoE (%)	6.2	-4.8	6.0		10.1	13.0	

Source: Company, ICICI Direct Research



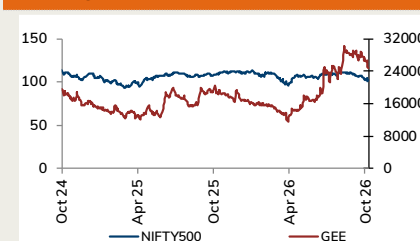
Particulars

Particular	₹ crore
Market Cap	650
Gross Debt (FY26)	61
Cash (FY26)	1
EV (₹crore)	710
52-week H/L	143/54
Equity capital	10
Face value	2

Shareholding pattern (%)

Particular	Sep-25	Dec-25	Mar-26	Jun-26
Promoter	63.9	63.9	63.9	63.5
FII	1.3	1.3	1.3	1.1
DII	0.16	0.0	0.0	0.0
Others	34.5	34.6	34.6	35.2

Price Chart



Key risks

- Steep increase in raw material cost can impact margins.
- Increase in competitive intensity from domestic players.

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Company Background

GEE Limited, formerly known as General Electrodes and Equipment Limited, was incorporated in 1960 and has over 65 years of experience in the welding consumables industry. The company was acquired by the current promoter family in 1996 and subsequently renamed GEE Limited in 1999. The company is diversifying beyond conventional welding consumables into specialised products, including submerged arc welding (SAW) wires and fluxes, flux-cored wires and speciality alloy consumables. These products offer opportunities in technically demanding applications across power equipment, nuclear, shipbuilding and defence manufacturing. Company has established customer approvals and relationships with leading industrial and infrastructure companies, including DRDO, BHEL, L&T and ADNOC, while its products cater to both domestic and international markets.

Exhibit 1: Welding Solutions Portfolio

 SMAW Electrodes Shielded Metal Arc Welding (SMAW) Covered electrodes for Mild Steel, Stainless Steel, Low-alloy, Cast iron, Hard facing, and Low-heat-input applications (e.g., GRICON, GRIDUR, GEECOR etc) Application Versatile for structural steel, pipelines, and heavy engineering; specialized variants like low-hydrogen and creep-resistant electrodes for extreme conditions.	 Low Heat Input (LHI) Electrodes GEMET series for specialized welding needs (e.g., GEMET 201 for mild steel, GEMET 826 for nickel alloys) Application Reduces distortion in thin sections; specialized for automotive and precision engineering.	 SAW Wires & Fluxes For heavy-duty industrial applications Various combinations for carbon steel, stainless, and low alloy Application Submerged arc welding for thick plates in heavy fabrication; includes flux for improved weld quality	 Flux Cored Wires For semi-automatic and automatic welding GFC series (e.g., GFC 307 for stainless steel) Application Semi-automatic welding with high deposition rates; ideal for shipbuilding and structural repairs	 Brazing Wires & Fluxes For joining metals with lower heat Application Plumbing and HVAC, Electrical and Electronics, Automotive, Jewelry Making, Aerospace & General Manufacturing	 GMAW/MIG Wires Gas Metal Arc Welding (GMAW) / MIG Solid copper-coated wires GM series (e.g., GM 316L for stainless steel, GM 100SG for high-tensile) Application Gas metal arc welding (GMAW) solutions, including hardfacing (GM 600HB) and titanium variants for automated processes	 GTAW/TIG Wires Gas Tungsten Arc Welding (GTAW) / TIG For precise, high-quality welds Application Precision welding for aerospace, chemical, and oil & gas sectors; supports carbon steel, low alloy, and super duplex applications.
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Source: GEE PPT. ICICI Direct Research

Manufacturing & Capacity Expansion

GEE has manufacturing operations strategically positioned in Howrah, West Bengal in eastern India and Kalyan, Maharashtra in western India, providing geographic proximity to key industrial customers and enabling pan-India supply. The company's manufacturing capabilities support its portfolio of welding electrodes, wires and specialised consumables. **Company has an established manufacturing base for welding consumables, with installed capacity of approximately 59,000 metric tonnes (MT). Capacity utilisation stands at around 57%,** providing scope to increase production volumes through better utilisation of existing facilities.

Capacity utilisation varies across product categories. MIG wire capacity is operating at relatively high utilisation, making additional capacity important to support incremental demand. The electrode business, meanwhile, has greater available headroom, allowing existing assets to accommodate further volume growth before significant expansion is required. The company's capacity strategy is therefore focused on addressing bottlenecks in high-utilisation categories while maximising the productivity of its existing manufacturing base.

Exhibit 2: Manufacturing capacity

Particulars	Rs. In crore
Existing Installed Capacity FY26	~59,000 MT
Target Capacity by H1FY28	~71,339 MT
Current Utilization	~57%
Peak revenue from ~71,339 MT	~₹850 crore
Flux - cored wire capacity to operationalize by Q3FY27	~250 MT per month
Flux - cored wire target capacity	~1,000 MT per month by FY28
Revenue potential from Flux - cored wire	> ₹150 crore

Source: Company, ICICI Direct Research

GEE is targeting an increase in its existing installed capacity from approximately 59,000 MT to 71,000 MT. At this capacity level, the company has estimated peak revenue potential of around ₹850 crore, depending on utilisation, product mix and realisations.

Exhibit 3: Manufacturing facilities – Kalyan plant



Total Area- 6,700 m2

Accreditation- ISO 9001 : 2008

Capacity- ~21,000 MT

High-volume production of welding electrodes, wires, and fluxes with fully integrated systems for manufacturing, packing, and dispatch

Source: Company PPT. Industry research, ICICI Direct Research

Exhibit 4: Manufacturing facilities – Kolkata plant



Total Area- 16,000 m2 (15,905.33 Sq. Mtrs.)

Accreditation- ISO 9001 : 2008; ISO 14001 : 2004; OHSAS 180001 : 2007

Capacity- ~38,000 MT

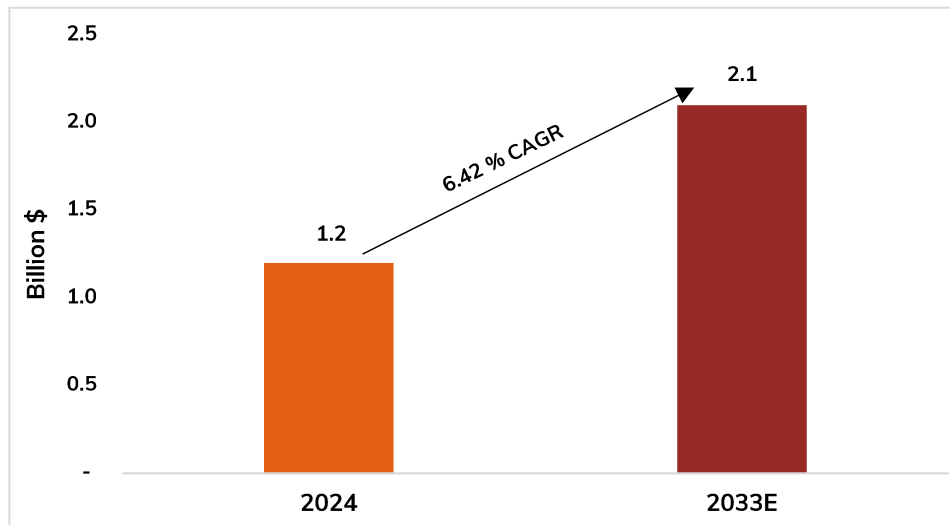
- Supports Eastern and Pan-India operations with High-volume production of welding electrodes, wires, and fluxes with fully integrated systems
- Flux cored wire capacity being installed

Source: Company, ICICI Direct Research

Industry overview

The Indian welding consumables market, valued at approximately US\$1.2 billion in 2024, is projected to grow at a CAGR of 6–6.4%, reaching US\$2.1–2.4 billion by 2033–35. Demand is supported by India's sustained infrastructure investment, industrial expansion and increasing focus on domestic defence manufacturing. Welding consumables are essential inputs across metal-intensive industries, including infrastructure, railways, steel, oil & gas, power, nuclear energy and shipbuilding.

Exhibit 5: Indian welding consumables market trend



Source: Company PPT. Industry research, ICICI Direct Research

Key structural driver:

The power sector offers a structural demand opportunity. The industry expects increase of approximately 100 GW in thermal power capacity to around 307 GW by 2034–35, a target of 100 GW of nuclear capacity by 2047, and hydroelectric capacity of 77 GW by 2035–36.

In steel, target of 300 MT capacity by 2030, with welding consumables estimated to account for 2–4% of steel use. Shipbuilding is another emerging opportunity, with the global market projected to increase from US\$1.1 billion in 2024 to US\$8.0 billion by 2033.

Exhibit 6: Growth outlook

Sector	Growth Outlook	Key Empanelment
Infrastructure	Government-led investments in roads, metros, bridges, and industrial corridors driving demand for welding consumables	L&T, Tata Projects, Afcons, NCC, KEC Intl., BHEL, Thermax, ENPRO, ISGEC, Walchandnagar
Railways	Ongoing network expansion, freight corridors, station redevelopment, and rolling stock modernization	Indian Railways (10+ years).
Defence	Rising indigenization and defence manufacturing under government initiatives	DRDO, HAL, BEL, BDL, L&T Defense
Steel	300 MT capacity by 2030; consumables 2-4% of steel use.	Tata Steel, JSW, SAIL, ArcelorMittal Nippon, Vedanta.
Oil & Gas	Investments in pipelines, refineries, LNG terminals, and petrochemical projects	IOCL, BPCL, RIL, ONGC, HPCL.
Power & Nuclear	a) Thermal Increase by ~100 GW to ~307 GW by 2034-35 to support rising demand and provide baseload power b) Nuclear – 100 GW by 2047 under the Nuclear Energy Mission, with public and private participation and SMR deployment c) Hydro - 77 GW by 2035-36 in the CEA's generation planning; longer-term scenarios indicate 100+ GW by 2047 depending on project execution	NPCIL, BHEL, Godrej, L&T Nuclear, BARC, Walchandnagar
Shipbuilding	From \$1.1B (2024) to \$8.0B by 2033.	Cochin Shipyard, MDL, GRSE, Adani Ports, DGQA.

Source: Company, Industry research, ICICI Direct Research

Investment Rationale

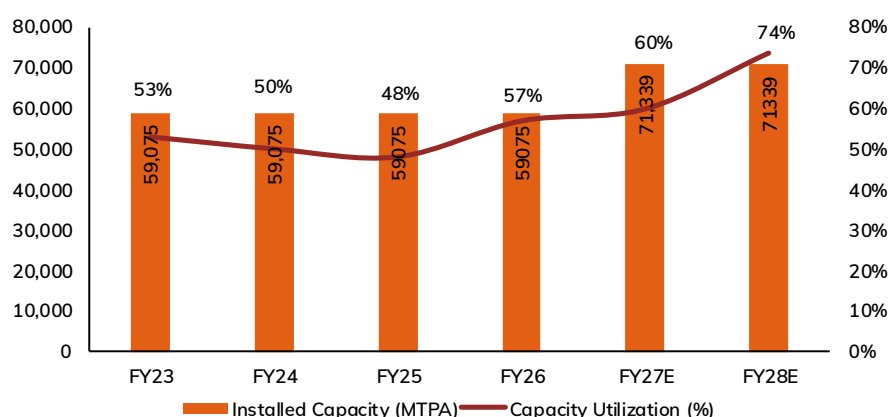
Capacity-led operating leverage can drive a sharp earnings inflection:

GEE Limited is entering a capacity-led growth phase, supported by increasing utilisation of its existing manufacturing base and incremental capacity in welding wires. **The company has an installed capacity of ~59,075 MTPA, with utilisation improving from 48% in FY25 to 57% in FY26. We estimate utilisation to increase further to 60% in FY27E and 74% in FY28E, while installed capacity is expected to expand to 71,339 MTPA in FY27E.**

The expansion is being driven by higher utilisation of the existing electrode capacity and debottlenecking of wire manufacturing, where capacity utilisation is already close to 100%. Company expects ₹30–40 crore of cumulative capex over the next three-four years to support the journey towards ₹1,000 crore revenue, including MIG wire expansion, SAW wire/flux, flux-cored wire and relocation of the Thane facility. FY27 capex is expected at only ₹5–10 crore.

At ~71,339 MT capacity, management estimates peak revenue potential of ~₹850 crore, while the newly added product verticals provide the incremental revenue required to cross ₹1,000 crore.

Exhibit 7: Capacity & Utilization trend



Source: Company, ICICI Direct Research

Product mix shifting towards specialised consumables to support margin expansion:

GEE's second growth lever is product mix improvement, as the company expands beyond conventional electrodes and wires into higher-value welding consumables. Currently, around 27–30% of revenue comes from niche products, with the balance largely comprising commodity products. The company is expanding into SAW wires and flux, flux-cored wires, stainless-steel wires, nickel/exotic alloys, maintenance welding products and other specialised consumables.

The opportunity is not merely volume led. Specialised products command higher margins than commodity welding consumables, and GEE expects the contribution of niche products to increase as it wins applications in power, defence, nuclear, railways, shipbuilding and heavy engineering.

The company has established production lines for the new categories, while **management has outlined plans to scale flux-cored wire capacity from ~250MT per month (to be operationalise from Q3FY27) to 1,000 MT per month by FY28. Management expects the 1,000 MT per month flux-cored wire capacity alone to generate more than ₹150 crore in revenue.**

This mix shift, combined with scale benefits and sourcing efficiencies, underpins our expectation of a meaningful margin recovery. Management is targeting a progression towards 10–11% EBITDA margin and eventually 12–13%, supported by operating leverage, improved procurement, formulation optimisation and tighter cost control. We believe the combination of higher utilisation and rising specialty-product mix can make margin expansion a more important earnings driver than revenue growth alone.

Entry into nuclear and defence shipbuilding creates a high-value growth avenue:

GEE is gradually moving into high-specification welding applications, which could structurally improve both its addressable market and product mix. The most significant recent development is its approval from NPCIL, a highly regulated qualification that provides entry into India's expanding nuclear power ecosystem. GEE stated that it is currently among only three certified players alongside companies including L&T, ISGEC, BHEL and NPCIL have already inspected its facilities. The company has also received orders from 3–4 major players and expects further inquiries from MEIL.

GEE is also strengthening its position in shipbuilding. It was the exclusive supplier of welding consumables for three indigenously built Indian Navy platforms commissioned in June 2026—INS Dunagiri, INS Agray and INS Sanshodhak—demonstrating its ability to meet stringent defence and shipbuilding specifications. **The company expects commercial shipbuilding to contribute around 3–5% of revenue as flux-cored wire adoption increases.**

The addressable market is significant given India's nuclear expansion plans. The company highlighted India's nuclear capacity of ~8.8 GW, expected to triple by FY32 and ultimately reach 100 GW by 2047, alongside a stated ~₹14 lakh crore nuclear capex opportunity. While GEE's nuclear contribution is currently negligible due to the recent qualification, **management expects the segment could account for ~10% of revenue over time.**

We see nuclear, defence and shipbuilding as strategic entry points that can gradually shift GEE towards higher-value applications and reduce its dependence on conventional commodity consumables.

Exhibit 8: GEE Strengthens Presence in India's Defence Shipbuilding Ecosystem

GEE Limited was the exclusive supplier of welding consumables for the simultaneous commissioning of three indigenously built Indian Navy platforms on 21-June-26, highlighting its capabilities in high-specification defence and shipbuilding applications

Navy Platforms Commissioned

- **INS Dunagiri** - Project 17A Stealth Frigate equipped with BrahMos and Barak-8 missile systems.
- **INS Agray** - Arnala-class anti-submarine warfare shallow water craft
- **INS Sanshodhak** - Advanced survey vessel for deep-sea hydrographic operations

Key Highlights

Exclusive supplier of welding consumables for all three commissioned naval platforms

Demonstrates expertise in high-specification defence and shipbuilding applications

Reinforces long-standing relationships with leading defence shipyards, including Garden Reach Shipbuilders & Engineers Ltd. (GRSE)

Highlights GEE's technical expertise, manufacturing reliability and quality standards

"Supplying welding consumables for three naval platforms commissioned simultaneously underscores GEE's technical expertise, consistent quality and reliability in supporting India's strategic defence programs."

- Mr. Umesh Agrawal, Joint Managing Director



Source: Company, ICICI Direct Research

GEE Well-Positioned to Capitalise on Capex-Led Growth Cycle:

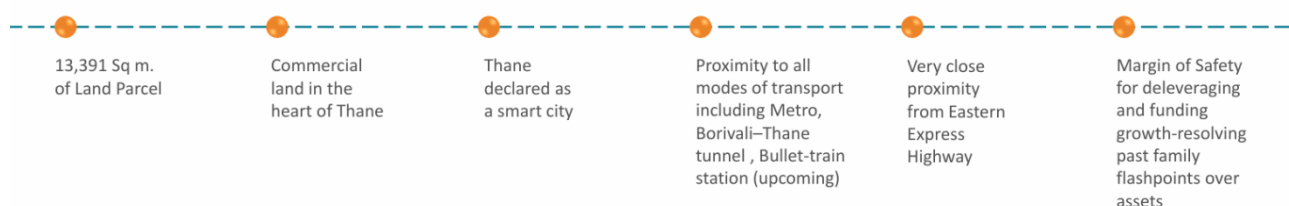
GEE Limited is a specialised welding-consumables manufacturer with established relationships with BHEL and Larsen & Toubro (L&T), positioning it to benefit from the execution of India's power and infrastructure capex cycle. BHEL's order book increased from approximately ₹1.02 lakh crore in FY22 to ₹2.40 lakh crore in FY26, expanding nearly 2.4x, while L&T's consolidated order book more than doubled from approximately ₹3.58 lakh crore to ₹7.40 lakh crore over the same period. As these large project backlogs move into execution during FY27–FY29, demand for welding consumables used in boilers, pressure vessels, structural fabrication, power equipment and infrastructure projects could create a multi-year opportunity for GEE. The company's existing customer relationships, specialised product portfolio and operating leverage from underutilised manufacturing capacity provide avenues to capture incremental demand. Successful conversion of BHEL and L&T's project pipeline into repeat consumables orders could support this growth trajectory.

Thane Land Parcel to Unlock Significant Value:

GEE owns a land parcel at Wagle Industrial Estate, Thane, which represents a significant non-core asset with potential for value monetisation. In November 2025, the company entered into a development agreement with Fen-Kin Infinity LLP for its 13,391 sq. m. (~1.44 lakh sq. ft.) land parcel, entitling GEE to approximately 2.90 lakh sq. ft. of RERA-registered constructed area. Based on an indicative realisation of ~₹14,000 per sq. ft., the development could potentially generate ₹400+ crore over the next five years, including a potential inflow of ~₹40 - 50 crore in FY27. Monetisation of the land could provide substantial liquidity for business expansion, strategic investments and balance-sheet strengthening, while unlocking value beyond GEE's core welding consumables business. Actual realisation will depend on project execution, sales and associated costs.

Exhibit 9: Capital Allocation & Value Unlocking

Monetization of the Thane Land Bank



Wagle Estate Deal (Nov 24, 2025):

- Transferred development rights (13,391 sq m leasehold land) to Fen-kin Infinity LLP for modern commercial/IT park.
- GEE receives ~2.9 lakh sq ft built-up area (RERA-registered)
- ₹400+ Cr potential realization over 5 years (including ~₹50 Cr in FY27) assumed at ~₹14,000/sq ft.

Use of Proceeds:

- Organic Growth including Capex
- Inorganic Growth Opportunities
- Product Portfolio Expansion
- Reward Shareholder
- New Market Entry Strategy

Source: Company, ICICI Direct Research

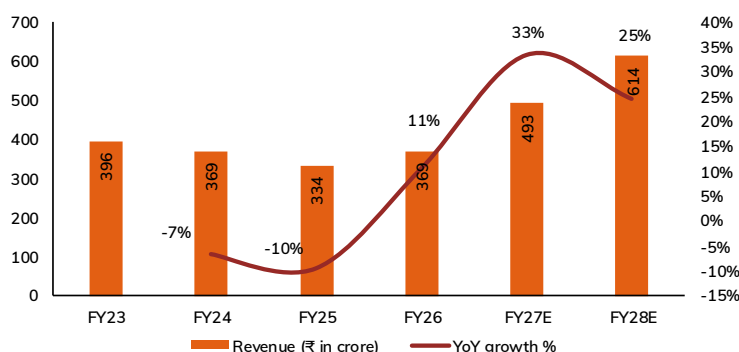
Key Financial Summary

Revenues to grow at CAGR of ~29% over FY26-28E...

GEE's revenue declined from ₹396 crore in FY23 to ₹369 crore in FY26, translating into a revenue CAGR of approximately -2% over FY23-26. The subdued performance during FY24-25 was followed by a promoter-management restructuring in FY26, with the realigned management focusing on stabilizing operations and accelerating growth.

Going forward, we estimate revenue to grow at a CAGR of ~29% over FY26-28E to ₹614 crore, driven by capacity expansion from 59,075 MTPA to 71,339 MTPA in FY27E, improving capacity utilization from 57% in FY26 to 75% in FY28E, and the ramp-up of specialized products such as flux-cored wires and submerged arc welding (SAW) consumables. We estimate revenue growth of 34% YoY in FY27E to ₹493 crore, followed by 25% in FY28E to ₹614 crore, supported by higher utilization of the expanded capacity and incremental contribution from new product verticals.

Exhibit 10: Revenues to grow at 29% CAGR during FY26-29E



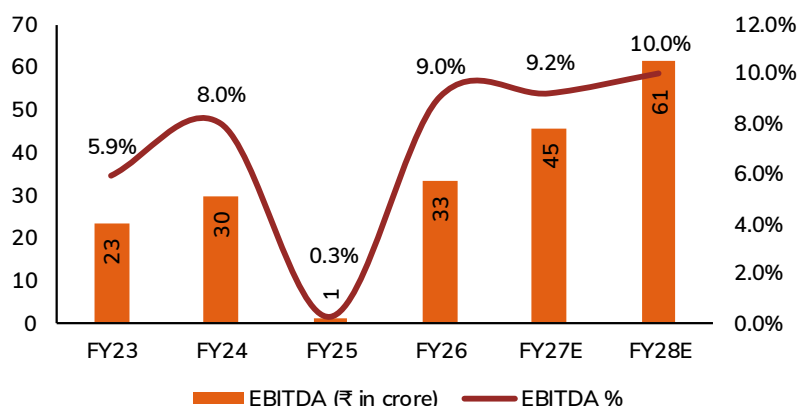
Source: Company, ICICI Direct Research

EBITDA margins to expand to ~10% over medium term...

GEE's EBITDA declined sharply from ₹23 crore in FY23 to approximately ₹1 crore in FY25, with EBITDA margin contracting from 5.9% to 0.3%. The decline was attributable to lower capacity utilisation (48% in FY25), while higher procurement, employee and administrative expenses added to the pressure.

However, profitability recovered significantly in FY26, with EBITDA increasing to ₹33 crore and margins improving to 9.0%, supported by the revenue recovery and operational stabilization following management restructuring. **Going forward, we estimate EBITDA to grow at a CAGR of ~36% over FY26-28E to ₹61 crore, with margins improving to 9.2% in FY27E and 10.0% in FY28E.** The improvement is expected to be driven by higher capacity utilization, operating leverage from incremental capacity, and a gradual increase in contribution from specialized products, including flux-cored wires and submerged arc welding consumables.

Exhibit 11: EBITDA & EBITDA Margin trend

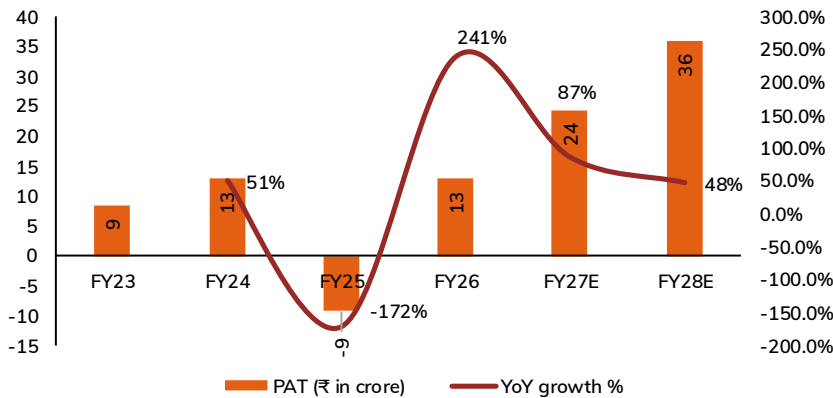


Source: Company, ICICI Direct Research

PAT to grow at CAGR of ~66% over FY26-28E...

GEE's PAT declined to a loss of ₹9 crore in FY25 from a profit of ₹9 crore in FY23, reflecting a sharp deterioration in operating profitability, amid lower capacity utilisation and operational challenges. The company returned to profitability in FY26, with PAT recovering to ₹13 crore. **Going forward, we estimate PAT to increase to ₹24 crore in FY27E and ₹36 crore in FY28E, implying a CAGR of approximately 66% over FY26-28E.** The expected improvement is driven by revenue growth, operating leverage from higher capacity utilisation and gradual EBITDA margin expansion from 9.0% in FY26 to 10.0% in FY28E. We expect the recovery in operating performance to translate into a stronger bottom-line trajectory over the forecast period.

Exhibit 12: PAT trend

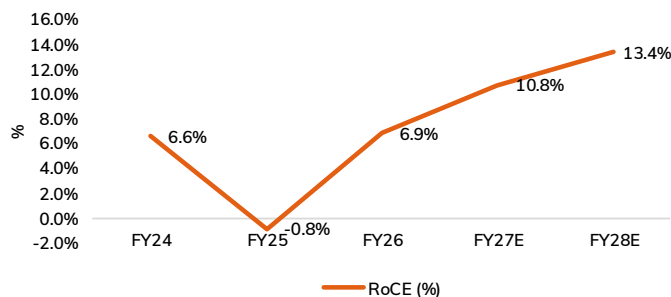


Source: Company, ICICI Direct Research

ROCE & ROE to expand over FY26-28E...

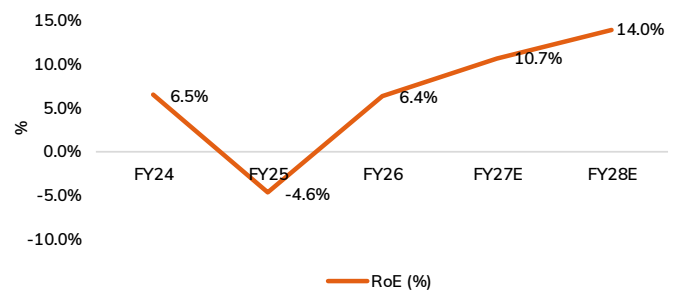
GEE's return ratios are expected to improve steadily, supported by a recovery in profitability, higher capacity utilization and better absorption of fixed costs. Return on Capital Employed (RoCE) declined to -0.8% in FY25 amid operational challenges but recovered to 6.9% in FY26 and is estimated to improve to 13.4% in FY28E. Similarly, Return on Equity (RoE) improved from -4.6% in FY25 to 6.4% in FY26 and is projected to reach 14.0% in FY28E. The improvement in return ratios reflects the expected increase in earnings as revenue scales up and operating leverage benefits accrue. Sustained improvement in utilization and profitability will be key to further strengthening capital efficiency and generating higher returns for shareholders.

Exhibit 13: ROCE trend



Source: Company, ICICI Direct Research

Exhibit 14: ROE trend



Source: Company, ICICI Direct Research



Key Risk and Concerns

- **Raw Material Price Volatility:** The company identifies volatility in steel, ferroalloys and other raw material prices as a key risk. Any sharp increase that cannot be passed on to customers may adversely affect margins and profitability.
- **Competition and Pricing Pressure:** GEE faces intense competition from organised and unorganised domestic players, as well as international manufacturers. Competitive pricing and changing customer preferences could constrain market-share gains and margin expansion.
- **Order-book/capex-cycle dependence:** Supply-chain disruptions, global geopolitical uncertainties and changes in environmental or regulatory requirements could affect raw material availability, production costs and business operations.

Financial Summary

Exhibit 15: Profit and loss statement ₹ crore

(Year-end March)	FY25	FY26	FY27E	FY28E
Revenue	334	369	493	614
% Growth	(9.6)	10.6	33.5	24.6
Other income	0	1	2	2
Total Revenue	334	370	495	616
% Growth	(9.7)	10.8	33.6	24.5
Raw Material Costs	263	271	361	445
Employee Expenses	24	21	27	34
Other expenses	46	44	59	74
Total Operating Exp.	333	336	447	552
EBITDA	1	33	45	61
% Growth	(97.2)	NA	35.7	35.4
Interest	9	8	9	9
PBDT	(8)	26	38	54
Depreciation	4	4	5	6
PBT before Expl. Items	(12)	22	33	49
Total Tax	(3)	6	9	13
PAT before MI	(9)	16	24	36
PAT	(9)	13	24	36
% Growth	(171.7)	(240.9)	86.7	48.0
EPS	(2)	3	5	7

Source: Company, ICICI Direct Research

Exhibit 16: Cash Flow statement ₹ crore

(Year-end March)	FY25	FY26	FY27E	FY28E
Profit after Tax	(9)	13	24	36
Depreciation	4	4	5	6
Interest	9	8	9	9
Cash Flow before WC changes	6	34	47	63
Net Increase in Current Assets	9	(37)	(29)	(36)
Net Inc in Current Liabilities	2	(2)	10	8
Net CF from Operating activities	14	(8)	20	22
(Purchase)/Sale of Fixed Assets	(2)	(9)	(7)	(10)
Other investing cash flows	(3)	31	-	-
Net CF from Investing activities	(5)	22	(7)	(10)
Issue of Equity	-	-	-	-
Inc/(Dec) in loans	(0)	(15)	-	-
Others	(9)	1	(8)	(8)
Net CF from Financing Activities	(9)	(13)	(8)	(8)
Net Cash flow	(0)	0	4	(1)
Opening Cash/Cash Equivalent	0	0	1	5
Closing Cash/ Cash Equivalent	0	1	5	4

Source: Company, ICICI Direct Research

Exhibit 17: Balance Sheet ₹ crore

(Year-end March)	FY25	FY26	FY27E	FY28E
Equity Capital	5	10	10	10
Reserve and Surplus	188	206	230	266
Total Shareholders' funds	194	216	240	276
Total Debt	75	61	61	61
Total Liabilities	269	277	301	337
Gross Block	196	172	179	189
Acc: Depreciation	53	57	63	68
Net Block	143	115	117	121
Capital WIP	0	2	2	2
Total Fixed Assets	143	117	118	123
Non-Current Assets	22	28	22	22
Inventory	80	90	114	137
Debtors	44	55	70	82
Other Current Assets	16	25	15	16
Cash	4	1	5	4
Total Current Assets	144	171	202	241
Current Liabilities	34	32	42	50
Provisions	0	0	0	0
Total Current Liabilities	34	33	43	51
Net Current Assets	110	138	160	190
Total Assets	275	283	301	337

Source: Company, ICICI Direct Research

Exhibit 18: Ratio Analysis ₹ crore

(Year-end March)	FY25	FY26	FY27E	FY28E
Per Share Data (₹)				
EPS	(1.8)	2.5	4.7	6.9
Cash per Share	(1.0)	3.2	5.7	8.0
DPS	-	-	-	-
BV	37.2	41.4	46.0	53.0
Operating Ratios (%)				
EBITDA Margin	0.3	9.0	9.2	10.0
PAT Margin	(2.8)	3.5	4.9	5.9
Asset Turnover (x)	1.2	1.3	1.6	1.8
Return Ratios (%)				
RoE	(4.8)	6.0	10.1	13.0
RoCE	(1.2)	10.7	13.3	16.5
Valuation Ratios (x)				
EV / EBITDA	863.2	21.2	15.4	11.4
P/E	NA	49.9	26.7	18.1
EV / Net Sales	2.2	1.9	1.4	1.1
Sales / Equity	1.7	1.7	2.0	2.2
Market Cap / Sales	1.9	1.8	1.3	1.1
Price to Book Value	3.4	3.0	2.7	2.4
Working Capital Management Ratios				
Inventory Days	87.1	88.7	84.3	81.2
Debtor Days	47.8	54.4	52.0	49.0
Creditor Days	26.4	22.5	24.2	23.9
Solvency Ratios				
Debt / Equity	0.4	0.28	0.3	0.2
Current Ratio	4.2	5.2	4.8	4.7
Quick Ratio	1.9	2.5	2.1	2.0

Source: Company, ICICI Direct Research

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Hold: -5% to 15%;

Reduce: -15% to -5%;

Sell: <-15%

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