

## List of Participating Companies

## Day 5 : 18th March 2025

S.No.	Company	Sector	CMP (INR)	Mcap (INR Mn)
1	<u>Alqon Innovations Pvt Ltd</u>	Software & IT Services (Unlisted)	-	-
2	<u>DigiSpice Technologies Ltd</u>	Software & IT Services	17	4040
3	<u>Dodla Dairy Ltd</u>	Dairy Products	1028	61870
4	<u>Indiabulls Ltd</u>	Diversified Commercial Services	10	23450
5	<u>NIIT Learning Systems Ltd</u>	IT Services	292	40100
6	<u>Pace Digiteck Ltd</u>	Telecom - Infrastructure	172	37120
7	<u>Phoenix Mills Ltd</u>	Residential, Commercial Projects	1595	570460
8	<u>Quess Corp Ltd</u>	Diversified Commercial Services	180	26900
9	<u>RMN Foods Pvt Ltd</u>	Consumer Staples (Unlisted)	-	-
10	<u>Shri Kanha Stainless Ltd</u>	Iron & Steel Products	21	335
11	<u>Updater Services Ltd</u>	Diversified Commercial Services	139	9290

**Alqon Innovations Pvt Ltd****Outlook**

Alqon Innovations' Surechain platform targets B2B MSME trade with an integrated "digital public infrastructure" – trust scoring, discovery, networking, smart contracts and embedded finance. Pilot validated market fit with ~6,000 buyers and 109 sellers onboarded, generating INR 8.55 mn subscription revenue and INR 7.2 mn GMV over 3 months. Near-term focus is scaling paid subscriptions in electronics/electrical and interiors categories via city/cluster expansion.

**Business Model**

- Addresses B2B pain points: trust deficits, unsecured credit (15–45 days), fragmented discovery/networking/finance solutions.
- Five product pillars:
  - SureScore: GST/PAN driven business trust score (legal/compliance/financial health).
  - SureTrade: Blockchain smart contracts for trade execution.
  - SureDeal: Lead gen/negotiation workspace (RFQs, quotes).
  - SureFin: Embedded invoice discounting (Finn360 partner).
  - SureFeed: B2B social/promotion feed.

**Platform Differentiation**

- Vs IndiaMART/JustDial: Beyond discovery – adds trust scores, contracts, finance rails.
- Vs Udaan/Moglix: No inventory/capex (zero commission commerce vs their buy sell model).
- Revenue mix: Subscriptions (INR 0–299 tiers), ads/promotion (~40%), trade/finance commissions (~30%).
- Tech: Web/mobile/API; Razorpay/Castler escrow; Acumen/Digitech data feeds.

**Traction & GTM**

- Pilot outcomes (3 months): 6,000 buyers, 109 sellers (electronics/TV brands + interiors); INR 8.55 mn subs revenue, INR 7.2 mn GMV.
- GTM: Electronics/electrical + interiors focus; Delhi NCR/Mumbai/Hyderabad/Bengaluru + industrial clusters; digital marketing + category specialists + channel partners (Denave).
- Scale targets: Year 1: 2,000 paid subs; Year 2: 14,000; 4–5 years: 200,000 active businesses.

**Management & Validation**

- Founder Srikanth Akula: 20 yrs IT (Verizon/Accenture), govt consulting (Aadhaar pilots, national tolling), 5 yrs B2B distribution losses shaped platform design.
- Recognition: Kotak BizLab top 15/750; 3rd in VC pitched competition; INR 3 mn grant eligible.

Digispice Technologies Ltd.**Strategic Expansion of Financial Services**

- **Deep Distribution Grid:** The company is building a financial distribution grid for "Bharat," moving beyond its foundational ATM and connection services.
- **New Product Launches:** They have already launched CASA (Current Account and Savings Account) and insurance as a service.
- **Upcoming Services:** Future launches include mutual fund distribution and gold savings, as well as lead generation for partner banks for credit cards and account openings.

**Growth in Lending Business**

- **Underwriting Model:** The company has "cracked" a lending model based on transaction data and merchant balances (Adikaris), allowing for effective risk management.
- **Significant Growth:** Disbursements in the latest quarter alone matched the total disbursements of the previous full financial year.
- **Future Leg:** The next phase involves lending through merchants to end-customers who visit shops via Spice Pay or the agent platform.

**Digital Payments via Spice Pay**

- **UPI for Cash Customers:** Spice Pay is a PPI wallet-based UPI app designed to bring cash-heavy customers into the digital ecosystem.
- **Cash-to-Digital Bridge:** Customers can load their wallets with cash at Adikari points to perform UPI transactions like bill payments and money transfers.

**Strong Financial Performance**

- **Turnaround to Profitability:** The company has shifted from an EBITDA loss of 29 crores in the previous year to a profit of 19.42 crores in the current 9-month period.
- **Margin Improvement:** While revenue grew by 8%, gross margins improved by 18% due to operating efficiencies and a better product mix.
- **Clean Slate:** The company is nearing the end of its discontinued business (DG Spice), which previously hindered consolidated profitability reporting.

**New Market Opportunities**

- **Insurance Distribution:** Starting with health and group insurance, the company plans to expand into vehicle and life insurance, leveraging its pan-India distribution network.
- **UPI Cash Withdrawal:** There is a major opportunity in allowing UPI users to withdraw cash at merchant points. Management believes this will not cannibalise existing AePS (Aadhaar Enabled Payment System) volumes, as it targets a different, more tech-savvy customer segment.

**Future Outlook**

- **Growth Guidance:** While official guidance was not provided, management expressed confidence in growing at a pace of 20–25% year-on-year for the next three years.
- **Cash Position:** The company is currently cash-positive and generating internal accruals, requiring no external credit facilities beyond its treasury management

**Dodla Dairy Ltd****Margin Outlook and Price Transmission**

- Normalized EBITDA margins of 8-10% are anticipated to return starting in Q1FY27 (April-May), driven by a seasonal shift in product mix and improved realizations.
- The company has transmitted approximately 30-35% of recent cost increases to consumers. Further hikes are being implemented cautiously, in phases (INR 2-5 per litre, depending on the region), to avoid affecting market share or consumer demand.
- The company is facing a delay in price transmission.

**Raw Material (Milk) Procurement Dynamics**

- Raw milk prices surged significantly (up to 20% YoY in some areas). This was driven by the absence of the traditional "flush" season production increase and by a mismatch between supply and high demand for summer staples like curd and lassi.
- The company believes the industry is transitioning from low-input/low-output backyard farming to organized, steady-state dairy farming. This shift may eventually taper out traditional seasonal fluctuations in milk availability.
- The procurement price gap between Maharashtra and other states (previously INR 3-4) has narrowed to approximately INR 1-1.5, reflecting broad-based inflation.

**Strategic Expansion: Maharashtra & Osam (East India)**

- Maharashtra Green-field: The company is setting up a 10 LLPD capacity plant. Ramp-up is planned in four phases of 25% each over 3-4 years, with a revenue benchmark of INR 200 Cr per year in revenue per 1 LLPD capacity.
- Dodla will replicate its direct-to-farmer model in Maharashtra, focusing on transparency and village-level chilling centers rather than an agent-based model or aggressive pricing.
- Osam Integration: The Jharkhand/Bihar acquisition is performing above expectations. The company has optimized logistics by switching from refrigerated to regular vehicles and improved product consistency, leading to a 20% volume increase within six months.

**Africa Operations (Uganda & Kenya)**

- The Africa business is performing well and is expected to deliver healthy performance for FY26.
- A new plant in Uganda targeting the fresh milk segment is expected in 18-24 months. The Kenya facility is nearing 80-90% utilization, prompting searches for additional processing capacity.
- The company targets INR 700-800 Cr from Africa in the next 3-4 years.

**Value-Added Products (VAP) and Innovation**

- VAP currently accounts for ~25% of revenue; the company aims to push this to 30%+ over the next 2-3 years.
- The company is particularly excited about the Paneer category in South India, noting a shift from occasional to more frequent home consumption.
- Curd and Paneer are managed as high-velocity items with virtually no working capital drag, as they are produced and sold daily.

**External Risks and Industry Consolidation**

- The company cited uncertainty from the war impacting plastic (packaging) prices and fuel costs.
- India is expected to follow global trends, consolidating into 5-7 large, organized players over the next 7-8 years. Dodla intends to use its strong cash generation for future M&A once "low-hanging fruit" acquisitions are exhausted.

**Indiabulls Limited.****Corporate Background & Merger**

IndiaBulls Limited is approximately three months old in its current form. Through an NCLT merger process spanning roughly two-and-a-half to three years, Dhani Services and IndiaBulls Enterprises were merged into Yari, which was subsequently rebranded to IndiaBulls Limited in the last week of December 2025. The rationale was to consolidate businesses under a single umbrella for improved efficiency and profitability, and to reclaim the IndiaBulls brand given its strong equity with retail investors across financial services and real estate.

Post-merger, the company operates six businesses: real estate (residential, commercial, and plotted development), stockbroking (IndiaBulls Securities), asset reconstruction (IndiaBulls ARC), a US-based MSME lending platform (16.6% stake in Spring Cash), a digital payments/wallet business (DhaniPay), and equipment leasing.

**Real Estate – Core Business**

Real estate is the company's core business and will contribute an estimated 75–80% of consolidated revenue and PAT in FY27. The company holds approximately 1.4 crore sq. ft. of saleable area across own and JV projects, with a total GDV (gross development value) pipeline of INR 23,000 crore (INR 230 bn) over the next four to five years.

Revenue recognition from real estate has been slow to date due to accounting norms prescribed by the Institute of Chartered Accountants of India (ICAI) under IndAS, which require certain project completion milestones to be met before revenue can be booked. Q4 FY26 is expected to be the first quarter in which real estate revenues are recognised, beginning with Sector 104. The remaining projects will start contributing from Q3 FY27 onwards.

The company is targeting INR 3,000 crore (INR 30 bn) in real estate pre-sales for FY26 (year ending 31 March) across three active projects. For FY27, consolidated top-line guidance is INR 3,000–4,000 crore (INR 30–40 bn) with blended EBITDA margins of 30–35%, implying EBITDA of approximately INR 900 crore–INR 1,400 crore (INR 9–14 bn). PAT should be broadly in line with EBITDA given the tax shield discussed below. Other business verticals are expected to contribute an incremental INR 100–125 crore (INR 1.0–1.25 bn) to the bottom line.

**Ongoing Real Estate Projects**

IndiaBulls Estate 104 (Sector 104, Dwarka Expressway, Gurugram) is a luxury residential project of approximately 12 lakh sq. ft. with a top-line potential of INR 1,900 crore (INR 19 bn).

IndiaBulls Heights Estate & Club – Phase 2 (Sector 103, Dwarka Expressway) is a mid-income project of approximately 12.85 lakh sq. ft. with a top-line potential of INR 1,300 crore (INR 13 bn), comprising around 600 apartments in a INR 2–3 crore ticket size.

Kharkhoda Plotted Development (NCR, near Sonipat) is a JV project with a revenue potential of approximately INR 200 crore (INR 2 bn). IndiaBulls holds approximately 70% in this JV.

IndiaBulls Star Prabhadevi (Mumbai) is a commercial asset of approximately 2.6 lakh sq. ft. located 100 metres from Siddhivinayak Temple. The company intends to lease rather than sell this asset. Construction has commenced.

**Pipeline Projects**

Sector 105 (Gurugram, Dwarka Expressway) is a JV project on approximately 4–5 acres with a total GDV of approximately INR 5,700 crore (INR 57 bn). RERA/regulatory approval is currently pending. IndiaBulls' share is estimated at approximately 65–70%. The GDV figure covers the full project including the JV partner's share.

Ludhiana (Punjab) is a JV project on approximately 5–5.5 acres with a total GDV of approximately INR 3,200 crore (INR 32 bn) across approximately 40 lakh sq. ft. The project will be a mix of high-rise, community living, and bungalows. RERA approval is awaited and the launch is targeted for mid-FY27. Management is evaluating senior living as a potential format but has not decided. IndiaBulls' share is approximately 65–70%. GDV is stated on a total basis including JV partner's share.

Additionally, the company website lists Sector 99 and Sector 99A (Gurugram) as forthcoming projects, which were not discussed on this call. Second and third phases of Sector 104 are also planned for FY27. Management has deliberately chosen not to expand geographically beyond Maharashtra and Gurugram/Punjab, citing execution focus as the priority.

**Pricing & Cancellations**

The current average selling price at Sector 104 is approximately INR 17,500 per sq. ft., up from approximately INR 10,000–12,000 three years ago (prior to the Dwarka Expressway opening). Competing developers in the vicinity are selling at INR 20,000–21,000 per sq. ft. Management has chosen to hold at INR 17,500 to offer value on its first relaunch project, and will consider price increases from Phase 2. Cancellations across the current portfolio have been approximately 10–12%, all of which have been resold.

### Promoter & Capital Structure

Promoter Sameer Gehlaut holds a 32.85% stake in the company (rounded to 33% in the call). He invested INR 400+ crore at INR 90 per share in Dhani Services; post-merger, the effective cost translates to approximately INR 30 per share against a market price of approximately INR 10 per share at the time of the conference. He is not on the board or any committee and is not involved in day-to-day operations, though his economic interest is naturally aligned with the company.

Post-merger equity capital will be 232 crore shares on a fully diluted basis. All outstanding warrants have been converted with no pending dilutive instruments. Net worth post-merger is approximately INR 2,800 crore (INR 28 bn) (Sidharth Nathani corrected an initial mention of INR 2,200 crore during the call itself). Cash and cash equivalents stand at approximately INR 500–550 crore (INR 5.0–5.5 bn). No additional debt is planned for at least the next financial year.

Note on borrowings: Management described the company as 'debt-free' with no bank loans, institutional borrowings, or NCDs. However, Screener's balance sheet for September 2025 shows gross borrowings of INR 495 crore. Management and IR separately clarified that all such loans are to internal group subsidiaries and not to external lenders or NCD holders. Readers should note this distinction when assessing leverage.

### Tax Shield

IndiaBulls Limited carries accumulated brought-forward losses of approximately INR 3,000 crore (INR 30 bn), primarily from the real estate business. These losses provide a full tax shield, meaning the company will pay zero tax and PBT and PAT will be identical for the next six to seven years. The deferred tax asset is not included in the reported net worth figure of INR 2,800 crore (INR 28 bn).

### Other Business Segments

Stockbroking (IndiaBulls Securities) operates a hybrid model with branches in 20 cities and a discount broking platform. New customer additions were up 88% year-on-year. AUM stands at approximately INR 68,000 crore (INR 680 bn). Average brokerage per active customer is approximately INR 8,000, which management described as above industry average. An algo-trading platform has been rolled out, described as among the first in the industry.

Asset Reconstruction (IndiaBulls ARC) acquires unsecured loan pools from banks and NBFCs at approximately 4–5% of face value through open auctions. As of Q3 FY26, total AUM including collections stands at approximately INR 3,800 crore (INR 38 bn). A portfolio of approximately INR 500+ crore (INR 5+ bn) was acquired in Q3 alone. The business has an in-house collection team of over 2,000 personnel.

DhaniPay Wallet has approximately 33 crore registered customers issued a rupee card. The company has applied for a TPAP UPI licence (equivalent to Google Pay or PhonePe), enabling interchange income on credit-linked UPI transactions (currently approximately 12% of total UPI volume). The UPI business is expected to go live in FY27. The wallet and equipment leasing segments together contribute approximately INR 15 crore (INR 150 mn) in combined profit.

Equipment Leasing holds construction equipment of approximately INR 60–70 crore (INR 600–700 mn) on books, leased to clients such as L&T. Projects include the Mumbai Coastal Road, Chandrayaan Programme, and Polavaram Dam.

US MSME Platform (Spring Cash): IndiaBulls holds a 16.6% stake. The platform has been live for approximately five to six months in the US. The company expects an ROI of 20–22% on this investment and plans to evaluate bringing a similar MSME lending model to India in the next financial year.

### Guidance & Outlook

Management has not yet provided formal three-year guidance, noting the company has only been in its current form for one quarter. A formal guidance framework is expected to be shared in April–May 2026 post FY26 close. For FY27, management is comfortable with a top-line of INR 3,000–4,000 crore (INR 30–40 bn), EBITDA of INR 800–900 crore (INR 8–9 bn) from real estate alone, and PAT broadly in line with EBITDA given the zero-tax position. Management believes there is a significant disconnect between the company's asset base (INR 23,000 crore GDV pipeline plus commercial assets) and its current market capitalisation.

**NIIT Learning Systems Ltd****Business Model Transformation**

NIIT Learning has transitioned from a project-led model to a Managed Training Services (MTS) model, which focuses on long-duration, annuity-style contracts with Fortune 1000 clients. This shift improves revenue visibility and creates a more stable, predictable business compared to earlier one-time project revenues.

**Client**

The company operates as an extension of clients' internal L&D functions, often replacing in-house teams. As clients scale down internal capabilities and rely on NIIT, the relationship becomes deeply embedded, leading to high stickiness, long contract durations, and strong client retention.

**Transform-Then-Transition Model**

Unlike traditional outsourcing models, NIIT follows a transform first, then transition approach, where it optimizes processes before taking over operations. This leads to better efficiency, improved learning outcomes, and stronger value delivery for clients.

**High Recurring Revenue Base**

>90% of the company's revenue is recurring in nature, driven by ongoing training requirements and multi-year contracts. This annuity-like structure provides resilience across business cycles.

**Large Underpenetrated Market Opportunity**

NIIT operates in a ~\$250Bn proprietary L&D outsourcing segment, where outsourcing penetration remains low. This creates a significant long-term opportunity as enterprises increasingly outsource non-core yet critical functions like training.

**Growth Drivers (Client Addition + Wallet Share)**

Growth is driven by a combination of adding new clients and expanding wallet share with existing clients. Increasing spend per client through deeper engagement remains a key lever alongside new deal wins.

**AI as a Structural Growth Driver**

Artificial Intelligence is expected to fundamentally transform how training is delivered, enabling personalization, simulations, and better outcomes. NIIT is well-positioned, with expectations that 70–80% of its business could become AI-enabled over the next three years.

**Macro Uncertainty**

Geopolitical uncertainties and macro volatility are currently elongating decision cycles and delaying deals. However, these same factors are expected to drive outsourcing in the long term as companies focus on cost efficiency and productivity.

**Acquisition Strategy**

The company pursues acquisitions based on capability enhancement, geographic expansion, and entry into new market segments rather than pure revenue scale. This ensures strategic fit and long-term value creation.

**20-20 Vision**

NIIT aims to achieve a steady-state financial model of ~20% revenue growth and ~20% margins. This is expected to be supported by operating leverage, increasing scale, and AI-driven efficiencies over time.

**Pace Digiteck Ltd****Guidance**

For FY26, management guides a revenue of INR 26,000-27,000 mn. With 9MFY26 revenue at INR 15,000-15,500 mn, Q4 is expected to result in revenue of ~INR 11,000 mn, driven by project orders that were booked in Q1-Q2 now entering execution.

For FY27, the company expects to achieve revenue in the range of INR 30,000-31,000 mn on a conservative level and expects to exceed it.

The longer-term revenue target for FY29 is ~INR 40,000 mn, growing at a 10-15% CAGR off the FY27 base, with PAT margins of 9-10%.

The telecom segment is expected to remain steady at a yearly contribution of INR 12,000-15,000 mn going forward; energy will be the incremental growth driver.

**Operations**

The company operates three manufacturing facilities near Kumbalgotu, Bengaluru: one for telecom power management products, one for lithium-ion batteries for towers, and a newly commissioned BESS manufacturing plant.

The company prioritises orders for its own bids as standalone BESS, Solar+BESS, and standalone solar.

It had commissioned 167 MW of BESS on the ground, including MSEDCL projects

**Order book**

The combined order book across telecom and energy now stands at ~INR 105,000 mn, of which INR 78,000 mn is in energy and INR 27,000 mn in telecom. A recent Karnataka KREDL award is the latest addition to the energy book.

**Telecom**

Revenue from Telecom is expected to stay in the range of INR 12,000-15,000 mn per year, with BESS taking over a larger share of revenue by FY27.

Recent additions to the telecom order book include a battery module supply contract from BSNL and a surveillance systems project for the railways.

**Capacity Expansion**

The company has a current BESS manufacturing capacity of 2.5 GWh, fully operational. An additional 2.5 GWh is under construction and expected to come online by April 26.

Further the 5GWh facility is planned across Q2 and Q4FY27, bringing total capacity to 10GWh by Mar-27

At full 10 GWh capacity, the total project execution potential is expected to reach INR 80 bn. The total capex required for this expansion is ~INR 1,000 mn, funded entirely from internal accruals. Land is already owned by Pace Digitek.

**Backwards Integration - Container Fabrication Facility**

The company is setting up a container fabrication facility expected to commence by Q1FY27; this in-house fabrication will reduce the landed cost of finished containers by 3-4%.

Currently, the company imports these empty containers from China.

**Pricing & Margins**

In a developer project, margins are different for the types: standalone product margins result in 12-13%, EPC margin is at ~9-10%, and a developer BOO project-level IRR of ~14% at the SPV.

On the standalone BESS, the tariff remains at INR 0.22-0.25 mn per month.

The market has become competitive with tenders dropping below unsustainable levels, and management expects a market correction over the next six months.

**Other Updates**

The company is working towards making Lineage a wholly owned subsidiary, expected to be completed by FY27.

**Phoenix Mills Ltd.****Financial Highlights**

- Phoenix Mills continues to deliver robust financial performance, underpinned by consistent retail consumption growth and improving free cash generation. Retail rental income and consumption have both compounded at 14–15% CAGR over 12 years (FY13–FY25), with portfolio-level consumption expanding 5x against India's nominal GDP growth of 3x over the same period.
- In 9M FY26, retail consumption across the portfolio reached INR 12,327 crore, against full-year FY25 consumption of INR 13,750 crore, implying the annualised run-rate is already tracking materially ahead of the prior year. January and February 2026 consumption trends have remained strong, pointing to a full-year beat.
- FY25 operating free cash flow stood at INR 1,738 crore. Straight-lined over five years, this implies cumulative pre-growth FCF of INR 8,500 crore, against which annual construction capex is guided at INR 1,100–1,200 crore (INR 6,000 crore over five years).
- The CPP buyout (ISMDPL) totals INR 5,450 crore across four tranches; the first tranche of INR 1,257 crore has already been paid. Average cost of debt has improved to 7.6% (December 2025) from 8.5% in March 2025.
- Net debt to annualised EBITDA stands at 1.3x currently. Management guides this could rise to 1.7–1.8x near term as CPP payouts and capex are funded, before normalising to 1.3–1.5x as new assets become earnings-generative from FY28.

**Operational Highlights**

Retail: Consumption & Category Mix- Across 11.5 million sq. ft. of operational retail GLA, consumption momentum is broad-based. In Q3 FY26, Fashion & Accessories grew 16% YoY, Family Entertainment Centres and Multiplexes grew 19% YoY on a strong film release slate, Food & Beverage grew 11% YoY, and Jewellery was the standout category at +39% YoY. Hypermarkets are being actively reduced across malls as part of an ongoing brand and category refresh.

Notable new brand launches during the period include IKEA at Phoenix MarketCity Pune; Apple's first South India store, Toyota Experience Center, Rolex, and Uniqlo at Phoenix Mall of Asia; and Phoenix Raquet Club at Phoenix Palladium Mumbai.

Re-leasing Pipeline- Approximately 49% of the existing 11.5 million sq. ft. portfolio is due for re-leasing over FY26–FY28, with the largest tranche (24% of GLA) falling in FY28, driven by the four malls that opened in FY22–23.

Commercial Offices- Gross office leasing totalled 1.2 million sq. ft. over April–December 2025. Three recently completed assets, Phoenix Asia Towers (Bengaluru), Millennium Towers (Pune), and One National Park (Chennai) are all seeing active leasing traction. One National Park received its Occupancy Certificate in August 2025 and is already 60%+ leased. Management is targeting 80–90% occupancy across operational office assets by end of calendar 2026.

Hospitality- The St. Regis Mumbai generated INR 225 crore of EBITDA in FY25 at a 45% margin. Room revenue contributed 48% of total revenue and F&B (including banquets) 49%, underscoring an event-centric, non-rooms-led revenue model. The upcoming ~400-key hotel replicates this model and is being built atop PMC Bangalore mall with no incremental land cost only construction capex. Co-location of a hotel above a mall structurally boosts retail consumption through incremental footfall from outstation and business travellers.

**Expansion Pipeline**

Phoenix Palladium, Mumbai: Current retail GLA is 1.03 million sq. ft., with 500,000 sq. ft. of additional retail and 1.6 million sq. ft. of offices under development. Target completion for both is Calendar 2027. Additionally, 1.5 million sq. ft. of FSI was acquired in Lower Parel last year for INR 586 crore, providing longer-term densification headroom beyond what has been announced.

PMC Bangalore: Existing retail GLA of 1 million sq. ft. is being expanded by 1.7 lakh sq. ft., with 4 lakh sq. ft. of offices and a ~400-key Grand Hyatt hotel under development. Planning-stage potential extends to a further 1.2 million sq. ft. of offices, a second 300-key hotel, and 6 lakh sq. ft. of additional retail.

Surat & Kolkata: Two retail malls of 1 million sq. ft. each are under development with target completion in Calendar 2027. The Kolkata mall is already over 75% pre-leased ahead of launch.

Coimbatore, Thane & Chandigarh/Mohali: Three malls targeting completion by 2030; all land has already been acquired. Coimbatore will be 1 million sq. ft., while Thane and Chandigarh will be larger at 1.2–1.5 million sq. ft. each. Thane is being evaluated as a potential mixed-use development.

On new mall economics: at launch, leased occupancy is typically 90% but trading occupancy is only 35–40%, ramping to 85%+ within the first year of operations — resulting in a meaningful earnings step-up as malls ramp up .

**Long-Term Vision**

By 2030, Phoenix Mills targets a portfolio of over 18 million sq. ft. of retail, 9 million sq. ft. of offices, and 2,188 hotel keys , against the current base of 11.5 million sq. ft. of retail, 5 million sq. ft. of completed offices, and 588 keys across two hotels. The growth trajectory is supported by a fully land-acquired pipeline, a disciplined capex framework of INR 1,100–1,200 crore per year, and a leverage path targeting a return to 1.3–1.5x net debt/EBITDA by FY28 as new assets contribute earnings.

**Outlook**

Management commentary through 9M FY26, and into January–February 2026, reflects sustained consumption strength across the portfolio. The combination of a large re-leasing cycle running through FY28, new mall deliveries in Surat, Kolkata, and subsequently Coimbatore, Thane, and Chandigarh, ramping office assets, points to meaningful EBITDA growth visibility through FY28.

**Quess Corp Ltd****Demand Environment & Hiring Trends**

- \* Demand remains broad-based across retail, telecom, BFSI, manufacturing and emerging segments like construction and defense, supporting steady volume growth.
- \* Hiring slowdown is largely restricted to entry-level IT services (0–3 years), while demand in GCCs and non-tech enterprise hiring remains resilient.
- \* The company continues to maintain a strong open demand pipeline (~1,300 open positions vs ~500 monthly onboarding in professional staffing), indicating sustained hiring visibility.

**Workforce Scale & Operating Metrics**

- \* Quess manages a workforce of ~484,000 employees, making it the largest staffing company in India and 4th globally by volume.
- \* The business model is high-volume, low-margin, with focus on scale-driven profitability and efficiency.
- \* Average monthly revenue per employee is ~INR 25,000 in general staffing vs INR 1 lakh+ in professional staffing, highlighting sharp value differentiation.
- \* Strong execution capability is evident with ~4 lakh interviews and ~40,000 offers generated monthly, supported by a large recruitment engine

**Segment-Wise Performance & Profit Mix**

- \* General Staffing (86% revenue) operates at ~1.4% EBITDA margin, contributing ~50% of EBITDA, driven by scale and volume.
- \* Professional Staffing (6% revenue) delivers 11–12% EBITDA margins, contributing ~30% of EBITDA, acting as the primary profitability lever.
- \* Overseas Business (8% revenue) operates at ~6.5% EBITDA margin, contributing ~20% of EBITDA, supporting diversification.
- \* Margin mix highlights disproportionate profitability from high-margin verticals despite smaller revenue share.

**Growth Strategy & Quess 2.0 (FY27–30)**

- \* The company has outlined “Quess 2.0” as the next growth phase (FY27–30), focusing on global expansion and higher-margin adjacencies.
- \* Strategic expansion into new sectors such as healthcare, digital platforms, and advanced technology services is planned.
- \* Increased focus on GCC ecosystem (build-operate-transfer, talent supply, ancillary services) as a key growth driver.
- \* New global corridors being explored including Japan, Germany and North Europe, targeting higher-margin opportunities and global client access.
- \* Alongside core growth, the company aims to build digital revenue streams and export skilled workforce from India, enhancing long-term scalability.
- \* The company targets ~15% revenue CAGR with ~18–20% EBITDA growth, supported by mix improvement and scale expansion.
- \* Headcount is expected to grow ~12% annually (~60,000 additions per year), underpinning volume-led growth.
- \* Focus remains on GCC expansion, higher-margin professional staffing and international markets to drive margin expansion.
- \* EBITDA margins are targeted to expand toward ~2.5% by FY30, with profitability expected to double over the period.

**Cash Flow Strength, Capital Allocation & ROE**

- \* Strong cash conversion (~70–80% OCF) driven by negative working capital in general staffing (collect-and-pay model).
- \* Over last 5 years, the company returned INR 7,130 Mn via dividends and reduced INR 6,000–7,000 Mn debt, turning net cash positive.
- \* Target ~20% ROE, supported by fast asset turns (~37–38 day DSO cycle) and efficient capital usage.

**Industry Outlook, AI Impact & Competitive Positioning**

- \* Flexi staffing penetration in India remains low at ~1% vs 2–4% globally, indicating significant structural growth potential.
- \* Rising compliance and labor regulations are expected to drive consolidation toward organized players, benefiting large incumbents.
- \* AI impact is limited on frontline staffing roles, with usage primarily focused on internal efficiency (recruitment, onboarding, compliance).
- \* Strong competitive moat driven by scale (1300 recruiters), 3300+ clients, multi-country presence, and technology-led operations.

**RMN Foods Pvt. Ltd****Business Positioning & Vision**

RMN Foods is building a Satvik, clean-label FMCG platform with its flagship brand Boj Masala. The company is targeting the growing shift towards chemical-free, traditional, and health-focused food consumption. Long-term vision is to evolve into a full-stack Satvik food ecosystem including packaged foods, experience stores, and franchise-led distribution.

**Early Traction & Scale**

The company has achieved ~INR 5 Cr ARR within ~2 years, indicating strong early execution. It has built a base of 75,000+ customers with ~25–30% repeat rate, reflecting decent retention. AOV has improved from ~INR 650 to INR 700+, supported by bundling strategies, showing early signs of consumer stickiness and upselling ability.

**D2C-led Business Model**

RMN Foods is currently a D2C-heavy business, with ~80% revenue from its own website, ~15% from marketplaces, and ~5% from B2B HoReCa. This model allows better control over margins, pricing, and customer data, but also exposes the company to customer acquisition cost risks as it scales.

**Product Differentiation**

The core differentiation lies in 100% Satvik offerings (no onion, no garlic), preservative-free and chemical-free products. This positions the brand in a premium niche within a highly competitive spices market, with focus on trust, purity, and authenticity rather than mass pricing.

**Product Portfolio Dynamics**

The portfolio is currently highly concentrated, with Paratha Masala contributing ~50% of revenue and top 10 SKUs contributing ~80%. While this indicates a strong hero product, it also highlights concentration risk. The company is expanding into adjacencies like staples, pickles, and ready-to-eat to improve diversification and wallet share.

**Distribution Expansion Strategy**

Current presence includes own website, Amazon, Flipkart, and Blinkit, with Swiggy and Instamart being added. The next phase of growth will be driven by offline expansion through franchise-led Satvik stores, expected to launch in the near term, marking a shift towards an omnichannel model.

**Margins & Unit Economics**

The business operates at ~70% gross contribution margin, indicating strong pricing power and premium positioning. At scale, management expects ~15% EBITDA margins. Raw material volatility is managed through bulk procurement during price downcycles, supporting margin stability.

**Growth Outlook**

Management is targeting ~INR 12 Cr revenue in the near term, scaling towards ~INR 20–25 Cr ARR post current fundraise. Growth will be driven by category expansion, distribution scale-up, and offline presence, with continued focus on premium positioning.

**Fundraising & Capital Strategy**

The company is raising ~INR 5 Cr in a Pre-Series A round, with ~INR 2 Cr already committed. Capital will be used for scaling distribution, expanding product portfolio, and strengthening brand presence, indicating reliance on external funding for growth acceleration.

**Long-term Aspirations**

RMN Foods aims to reach INR 150–200 Cr ARR and target IPO by ~FY32, with an aspirational valuation of ~INR 500 Cr. The strategy is to transition from a niche spice brand to a scaled, trusted Satvik food platform in India.

**Key Positives**

The company benefits from strong consumer tailwinds in clean-label foods, high gross margins, and early D2C traction. Its differentiated positioning in the Satvik segment provides white space opportunity in an otherwise crowded market.

**Key Risks**

Key risks include high dependence on a single product, execution risk in offline expansion, and potential competition from established players entering the Satvik category. Sustaining growth while maintaining premium positioning will be critical.

**Shri Kanha Stainless Ltd****Niche Precision Stainless Steel Player**

Shri Kanha Stainless operates in precision cold-rolled stainless steel, with ~35 years of industry experience. The company's key strength lies in manufacturing ultra-thin material up to 0.08 mm, which is significantly lower than peers (generally  $\geq 0.20$  mm). This positions the company in high-margin niche segments such as razors, surgical equipment and precision applications, with limited competition.

**Fully Integrated Manufacturing Model**

The company follows a 100% in-house manufacturing process, covering rolling, annealing, polishing, slitting and finishing. This eliminates third-party dependency, improves quality control and reduces turnaround time. The integrated setup supports better cost efficiency and margin profile compared to outsourced processing players.

**Capacity Expansion Driving Growth**

Current installed capacity stands at ~14,000 TPA with ~65–75% utilization. The company is undertaking capex of ~INR 12 Cr for a new advanced machine, which is expected to increase capacity by ~2–2.5x. The new machine (wider width) will enable entry into broader applications and export markets, with commissioning expected within ~6 months.

**Strong Revenue Growth with Margin Upside**

The company reported revenue of ~INR 145 Cr in the last year, with strong growth momentum. Management expects revenue to increase meaningfully post expansion (indicatively ~1.5x). Margins have improved over the past 2–3 years and are expected to sustain or improve further, supported by operating leverage and niche product mix, though no formal guidance has been provided.

**Robust Order Book & Distribution Network**

The company maintains a steady order book of ~INR 12–13 Cr. Sales are primarily routed through traders and distributors, which provide strong market reach and demand visibility. This distribution-led model helps in inventory planning and ensures consistent offtake, though direct customer exposure remains limited currently.

**Industry Tailwinds Supporting Demand**

The stainless-steel sector is benefiting from strong structural tailwinds including infrastructure growth, urbanization and a shift from plastic to steel. Additionally, BIS certification (held for 5–6 years) provides a competitive advantage, especially as imports from China/Vietnam have reduced. These factors support long-term demand visibility.

**Balance Sheet Strengthening Post IPO**

The company raised ~INR 40–45 Cr via IPO, of which ~INR 17–18 Cr has been used for debt repayment. The remaining funds are being utilized for capex, avoiding additional borrowing. This deleverage is expected to reduce interest costs and support improvement in profitability going forward.

**Working Capital Remains a Key Monitorable**

Working capital cycle has stretched from ~30 days to ~60–70 days, in line with industry trends. Receivables have increased due to credit-driven sales, while inventory is maintained at ~45 days. While this ensures supply stability, it puts pressure on cash flow and remains a key risk area.

**Raw Material Volatility Management**

The company manages raw material price volatility by maintaining adequate inventory and aligning procurement with order book visibility. Strong distributor relationships help in managing pricing and demand, reducing the impact of short-term fluctuations in raw material costs.

**Clear Competitive Differentiation**

Unlike most players focused on commodity-grade stainless steel, Shri Kanha operates in a niche ultra-thin segment. This provides better pricing power, higher margins and lower competition intensity, creating a sustainable competitive advantage.

**Operating Leverage Benefits Ahead**

With expansion largely leveraging existing infrastructure and workforce, incremental capacity is expected to drive operating leverage. As utilization improves towards ~80–85%, fixed costs will be better absorbed, supporting margin expansion.

**Key Risks & Concerns**

Key risks include working capital stretch, dependence on distributor network, lack of clear financial guidance and execution risks related to capex. Additionally, being part of a commodity-linked industry exposes the company to cyclical demand and pricing risks.

**Overall Investment View**

Shri Kanha Stainless is transitioning towards a niche, high-margin precision stainless steel player. Strong capacity expansion, improving balance sheet and favorable industry tailwinds support growth visibility. However, execution on expansion and working capital management will be critical for sustained performance and valuation re-rating.

**Updater Services Ltd****Business Structure & Segment Mix**

- \* Company operates in Integrated Facilities Management (IFM) and Business Support Services (BSS), forming two key revenue pillars.
- \* IFM contributes ~65% of revenue (~INR 20 Bn) and ~50% of EBITDA, largely organically built over decades.
- \* BSS contributes ~INR 10 Bn revenue with ~INR 700 Mn EBITDA across five subsidiaries including Avon, Matrix, Athena, Denev, and airport handling business.

**IFM Segment – Stable Growth Engine**

- \* IFM business continues to deliver steady growth of ~10–12% YoY, supported by strong client relationships and diversified service offerings.
- \* Presence is strong in industrial, infrastructure (airports), and warehousing segments, with leadership positioning in several niches.
- \* High-margin niche segments like washroom hygiene (~20%+ EBITDA margin) contribute to profitability despite smaller scale.

**BSS Segment - Challenges with Gradual Recovery**

- \* BSS has faced multi-quarter challenges (~8–9 quarters) due to macro headwinds and client-specific issues.
- \* Matrix (background verification) impacted by IT hiring slowdown; EBITDA declined from ~INR 170 Mn peak to ~INR 40 Mn, now showing recovery.
- \* Denev impacted by global IT spending slowdown and AI-led reassessment of marketing spends by clients.

**Athena & Client-Specific Headwinds**

- \* Athena business impacted due to loss of large clients (Citibank portfolio sale, Standard Chartered exit, ICICI Securities changes).
- \* Company is pivoting towards AI-led voice bot solutions, with pilot programs underway with large customers.
- \* Despite disruption, management remains confident of technology-led recovery and scalability in this segment.

**Airport Ground Handling – Emerging Growth Driver**

- \* Ground handling business has turned profitable, with ~INR 600 Mn revenue and INR 30-40 Mn EBITDA.
- \* Operates across 23 smaller airports, benefiting from low capex and long concession periods (10–11 years).
- \* Strong structural tailwinds from India's growing aviation market, providing long-term earnings visibility.

**Avon Fraud Impact & Clean-Up**

- \* Company has fully provided for fraud impact upfront, ensuring no further financial surprises.
- \* Fraud linked to transportation division, which has now been shut down completely.
- \* Core Avon business (mailroom management & niche logistics) continues to grow at ~8–10%.

**Capital Allocation & Acquisition Strategy**

- \* Management prefers acquisitions over buybacks, citing long-term growth and capital deployment efficiency.
- \* Strict discipline on valuation with historical acquisition range of ~5–7.5x EV/EBITDA, avoiding overpriced deals.
- \* Acquisition focus on earnings accretive, asset-light, cash-generating businesses within services domain.

**Platform-Based Business Strategy**

- \* Company operates on three core platforms: IFM, Sales Enablement, and Assurance, with airport handling as an adjacent opportunity.
- \* Strategy avoids random diversification; acquisitions are aimed at capability expansion, customer addition, or geographic scale.
- \* Diversified platforms provide earnings resilience across cycles, reducing volatility.

**AI Impact Near-Term Limited, Long-Term Opportunity**

- \* Current AI impact is limited with more experimentation than commercial deployment across industry.
- \* Disruption expected first in low-value BPO segments (inbound/low complexity tasks), where company has minimal exposure.
- \* Company operates in high-value outbound sales processes, which are less susceptible to near-term AI disruption.

**Growth Outlook & Near-Term Visibility**

- \* IFM expected to sustain steady double-digit growth trajectory.
- \* BSS recovery expected gradually, with clarity emerging over next 3–4 quarters, especially in Denev and AI-led transitions.
- \* Airport handling and AI-led services provide new growth levers over medium term.

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