

KEC International

On recovery path

We attended the KEC International (KECI) Annual Investor Conference 2025 on June 3, 2025. We note the following key takeaways from the meet: (1) Current OB (incl. L1) of INR 400bn; (2) T&D bid pipeline is robust at INR 600bn (overall INR 1.8tn including all segments) and there is robust traction in domestic and international markets; (3) cash flows are the first priority, followed by margins and growth; (4) FY26 net debt to reduce by INR 5bn; (5) EBITDA margin at 8-8.5% in FY26, with focus on bid discipline, driven by mix and operational efficiency; (6) expansion being undertaken to increase cable capacity, given the strong T&D bid pipeline; (7) working capital days expected to be below 100 during FY26. KECI has shown fiscal prudence and brought debt to a manageable level, the bid pipeline is strong, competitive intensity is expected to reduce and margin expansion is on the cards. We maintain ADD with TP of INR 959/sh (20x Mar-27 EPS).

- **Recap of Q4FY25 financial performance:** KECI generated revenue of INR 68.7bn (+11.5/28.5%, YoY/QoQ, a miss by 2.0%). The EBITDA came in at INR 5.4bn (+38.9/+43.9%, YoY/QoQ, a miss by 1.1%) while EBITDA margin stood at 7.8% (+154.7/+84.71bps, YoY/QoQ, in line with our estimates). APAT came in at INR 2.6bn (+76.7/107.0% YoY/QoQ, a beat of 7.2%). KECI is expanding into the semiconductor segment via civil business, focusing on improving order book quality, margins, and cash flows by tightening criteria for non-T&D orders.
- **Balance sheet health continues on the path to recovery:** KECI has readjusted its strategy prioritizing cash flows, followed by profitability and growth. This is also supported by the new order inflow mix moving towards high margins short cycle T&D orders, followed by civil and railways. Whilst historically lower margins and NWC elevated segmental mix led to debt bloat up, KECI course correction may see debt stabilizing with growth driven by surplus CFO. KECI expects debt to reduce by another INR 5bn despite incremental FY26 revenue of INR 30-35bn.
- **Bid pipeline strong and with better margins:** KECI sees big opportunities in TDI (transmission international) and TDL (transmission domestic). Of the total order book (including L1) of INR 400bn, T&D is INR 245bn (~61%). During FY25, T&D revenue stood at INR 128.3bn (+23% YoY, ~60% of the mix), with INR 180bn of order inflows. SAE towers turnaround shall aid improved profitability; overall, KECI is expecting to touch double-digit EBITDA margin in the T&D segment. The OB split stood at INR 245/100/36/10/5/4bn spread across T&D/civil/transportation/cables/renewables/oil & gas respectively.
- **Business mix moving towards low NWC days:** KECI is selectively approaching high NWC railways business (32/17% revenue degrowth in FY25/24, expects muted growth in FY26) and expects cash flows to improve from FY26 as these projects come near completion and NWC gets released. The focus has been on executing TCAS (Kavach), HSR (Ballast less tracks), signaling and communication projects that have better payment terms, less competitive intensity, and double-digit margins. FY25/26 NWC days guidance is 100.

Consolidated Financial Summary (INR mn)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Revenue	131,142	137,423	172,817	199,142	218,467	250,806	284,424
EBITDA	11,412	9,035	8,297	12,146	15,039	20,701	24,988
APAT	5,527	3,757	1,760	3,468	5,707	9,999	12,761
EPS (INR)	20.8	12.5	6.6	13.0	21.4	37.6	47.9
P/E (x)	41.9	69.7	131.6	66.8	40.6	23.2	18.1
EV/EBITDA (x)	23.1	31.0	34.2	23.4	18.4	13.5	11.2
RoE (%)	18.0	9.5	4.8	8.8	12.1	17.2	18.6

Source: Company, HSIE Research

ADD

CMP (as on 03 June 2025)	INR 870
Target Price	INR 959
NIFTY	24,543

KEY CHANGES	OLD	NEW
Rating	ADD	ADD
Price Target	INR 959	INR 959
EPS change %	FY26E	FY27E
	-	-

KEY STOCK DATA

Bloomberg code	KECI IN
No. of Shares (mn)	266
MCap (INR bn) / (\$ mn)	232/2,707
6m avg traded value (INR mn)	1,457
52 Week high / low	INR 1,313/605

STOCK PERFORMANCE (%)

	3M	6M	12M
Absolute (%)	26.8	(20.5)	12.3
Relative (%)	16.4	(20.3)	6.7

SHAREHOLDING PATTERN (%)

	Dec-24	Mar-25
Promoters	50.1	50.1
FIs & Local MFs	24.91	24.18
FPIs	15.20	15.42
Public & Others	9.79	10.29

Pledged Shares	-	-
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Source : BSE

Pledge share as a % of total shares

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Key Annual Analyst Meet Takeaways

Transmission and Distribution

- Domestic T&D business continues to be healthy driven by growing OB as the focus continues to be on increasing grid capacity amid addition of renewable energy sources to the generation mix. This is visible in the form of increase in tenders from new states like Maharashtra, MP and Haryana.
- The international T&D business is witnessing increasing growth from regions such as Middle East, Australia and Mexico. Tenders from former Soviet states (such as Kazakhstan) are also showing demand for transmission products.
- End of legacy orders, taking better margins on new orders, T&D margins will improve (double-digit). Competitive intensity has come down for larger T&D orders (>INR 5bn). Hence, KECI is expecting to achieve better margins. Operating leverage will also help margin recovery.
- Two HVDC project won by PGCIL and Adani in FY25. KECI expects to receive some orders in FY26. Moreover, the Gujarat HVDC tender is out and shall soon see a reverse auction in progress and awarding expected in FY26. Tenders for Leh – Ladakh initial orders have started coming in.
- Moreover, domestic T&D margins are going up and India's T&D OB is currently lower than international T&D OB. KECI plans to prioritise domestic, given strong margins and bid pipeline. KECI's current export contribution is 25% of revenue.
- On the pricing front for HVDC projects, KECI is focused on projects that involve EPC + Products (Transmission Equipment) for better margins, as adopted by PGCIL in TBCB projects. As order wins by private players' increase, this opportunity is expected to reduce, and KECI intends to adjust its model accordingly.

Cables

- KECI has commissioned manufacturing line for aluminum conductors and is in process of doubling the same, while progress is ongoing towards setting up of E-Beam facility and Elastomeric Cables.
- Revenue from commissioned aluminum conductors line is expected at INR 5-6bn in FY26, doubling of capacity is underway.
- In 2 years, it is planning to touch INR 30bn in cable revenue. Beyond that, KECI would need greenfield capex which they haven't explored yet.
- Talking about the biggest risk besides political risk, the availability of labour is the biggest risk in the EPC industry in terms of execution. Supply chain issues – new tenders factor in higher lead times. The conductor supply chain will be resolved.

Civil

- Civil segment has witnessed tempered growth in water segment in FY25 amid delayed payments from government counterparties (projects based in MP and Orrisa) under the JJM scheme. To that extent the revenue has grown marginally by 3% in FY25. OB & L1 in the Buildings & Factories segment stands at INR 100bn, while the OI stands at INR 24bn.
- Order intake in civil & railways sector would be selective with a focus on margin improvement and bettering NWC.

Transportation

- The railway sector should continue to grow. Rail infra will start coming back to the forefront. KECI is expecting a railway order intake to rise on the expectation of new ordering. However, the approach continues to be selective with a focus on fast-tracking project closures, improving NWC.
- Within railways the focus continues to be towards Metro, Ballast less track execution TCAS (Train Collision Avoidance – Kavach) systems and communication, signaling equipment, and international order wins.
- With 4 large metro works in its portfolio, 3 projects have been handed over and the handover of 4th continues to be underway. Significant cash inflows can be expected due to the back ended nature of cash flows in these projects.

Renewables

- Revenue from renewables doubled YoY in FY25 to INR 8.5bn as renewable installations increase in India, KECI is in the process of building capabilities across Solar, Wind and Green Hydrogen. Currently executing two large solar projects of 500 MW each in Karnataka and Rajasthan.

Oil & Gas

- Slowdown in tendering has impacted oil and gas segment with revenue at INR 3.6bn. Focus is now on targeting international tenders in locations such as Africa.

Summary

- KECI management expects revenue growth in FY26 by 15%, with an EBITDA margins in the range of 8-8.5% with a targeted expansion of 100bps. KECI intends to reduce debt by INR 5bn, including continued focus on reducing the financing cost to ~2.5% (Q4FY25: 3%) in FY26. The accepted debt level by management is at ~INR 40bn for FY26.

Financials

Consolidated Income Statement (INR mn)

Year ending March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Net Revenues	131,142	137,423	172,817	199,142	218,467	250,806	284,424
Growth (%)	9.6	4.8	25.8	15.2	9.7	14.8	13.4
Material Expenses	96,076	104,582	136,208	155,848	169,103	192,850	218,730
Employee Expenses	11,151	12,587	13,562	14,406	15,402	16,324	17,359
Other Operating Expenses	12,503	11,219	14,749	16,742	18,923	20,932	23,347
EBIDTA	11,412	9,035	8,297	12,146	15,039	20,701	24,988
EBIDTA (%)	8.7	6.6	4.8	6.1	6.9	8.3	8.8
EBIDTA Growth (%)	(7.5)	(20.8)	(8.2)	46.4	23.8	37.6	20.7
Depreciation	1,525	1,579	1,615	1,854	1,837	1,928	2,000
EBIT	9,887	7,456	6,683	10,292	13,202	18,773	22,988
Other Income (Incl. EO Items)	299	134	313	524	709	777	785
Interest	2,627	3,160	5,386	6,551	6,636	6,336	6,869
PBT	7,559	4,431	1,610	4,265	7,275	13,214	16,903
Tax	2,032	674	(151)	797	1,568	3,215	4,143
APAT	5,527	3,757	1,760	3,468	5,707	9,999	12,761
EO items (net of tax)		(436)	-	-	-	-	-
RPAT	5,527	3,321	1,760	3,468	5,707	9,999	12,761
APAT Growth (%)	(2.3)	(32.0)	(47.0)	97.0	64.6	75.2	27.6
EPS	20.8	12.5	6.6	13.0	21.4	37.6	47.9
EPS Growth (%)	(2.3)	(39.9)	(47.0)	97.0	64.6	75.2	27.6

Source: Company, HSIE Research

Consolidated Balance Sheet

As at March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
SOURCES OF FUNDS							
Share Capital	514	514	514	514	532	532	532
Reserves	33,083	35,685	37,200	40,443	52,942	62,016	73,852
Total Shareholders Funds	33,597	36,199	37,714	40,957	53,475	62,549	74,385
Minority Interest	-	-	-	-	-	-	-
Long Term Debt	2,187	3,933	4,932	2,529	3,585	933	(67)
Short Term Debt	32,323	46,938	50,904	52,568	48,496	54,213	54,713
Total Debt	34,510	50,870	55,836	55,096	52,081	55,145	54,645
Other Non-Current Liabilities	1,270	1,816	1,877	1,731	2,568	2,568	2,568
Deferred Taxes	(68)	(1,703)	(3,201)	(3,537)	(4,372)	(4,372)	(4,372)
TOTAL SOURCES OF FUNDS	69,309	87,182	92,226	94,248	103,752	115,890	127,226
APPLICATION OF FUNDS							
Net Block	11,821	12,879	13,143	13,561	13,684	17,670	18,021
CWIP	179	25	115	139	385	400	415
Goodwill	2,154	2,497	2,685	2,941	1,389	1,389	1,389
Other Non-Current Assets	6,871	8,978	9,214	5,837	5,165	5,465	5,765
Total Non-current Assets	21,025	24,378	25,157	22,478	20,624	24,925	25,591
Inventories	8,423	10,665	11,372	12,133	11,405	15,419	17,150
Debtors	53,847	51,061	42,817	41,366	50,511	52,910	59,223
Cash & bank balances	2,492	2,619	3,442	2,733	6,559	7,314	6,837
ST Loans & Advances	997	-	-	-	-	-	-
Other Assets	53,078	72,524	86,726	105,346	125,392	130,967	145,373
Total Current Assets	118,835	136,869	144,356	161,579	193,866	206,609	228,583
Creditors and other current liabilities	69,901	73,187	76,342	88,612	109,533	116,238	128,841
Provisions	651	878	944	1,197	1,206	1,206	1,206
Total Current Liabilities	70,552	74,065	77,287	89,809	110,738	117,444	130,047
Net Current Assets	48,284	62,804	67,069	71,770	83,128	89,166	98,536
Misc. Expenses & Others			0			1,800	3,099
TOTAL APPLICATION OF FUNDS	69,309	87,182	92,226	94,248	103,752	115,890	127,226

Source: Company, HSIE Research

Consolidated Cash Flow

Year ending March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
PBT	7,559	3,994	1,610	4,265	7,275	13,214	16,903
<i>Non-operating & EO items</i>	1,071	546	(73)	865	2,108	-	-
Interest expenses	2,627	3,160	5,386	6,551	6,636	6,336	6,869
Depreciation	1,525	1,579	1,615	1,854	1,837	1,928	2,000
Working Capital Change	(2,249)	(9,253)	(255)	(7,902)	(15,237)	(5,283)	(9,848)
Tax paid	(2,088)	(2,863)	(2,215)	(2,521)	1,572	(3,215)	(4,143)
OPERATING CASH FLOW (a)	8,445	(2,837)	6,067	3,111	4,191	12,980	11,782
Capex	(1,137)	(1,417)	(1,626)	(2,336)	(1,491)	(4,165)	(3,665)
<i>Free cash flow (FCF)</i>	7,308	(4,254)	4,442	776	2,700	8,815	8,117
Investments	214	(685)	126	-	701	(300)	(300)
Non-operating income	(351)	55	147	105	112	-	-
INVESTING CASH FLOW (b)	(1,274)	(2,047)	(1,352)	(2,231)	(679)	(4,465)	(3,965)
Share capital Issuance	-	-	-	-	-	-	-
Debt Issuance	(3,083)	8,709	2,365	5,813	7,035	(500)	(500)
Dividend Payment	(5)	(1,025)	(1,029)	(772)	(1,028)	(925)	(925)
Others	-	-	-	-	-	-	-
Interest expenses	(3,551)	(2,725)	(5,344)	(6,489)	(6,328)	(6,336)	(6,869)
FINANCING CASH FLOW (c)	(6,639)	4,959	(4,008)	(1,447)	(321)	(7,761)	(8,294)
NET CASH FLOW (a+b+c)	533	75	707	(566)	3,191	754	(477)
Opening Cash & Equivalents	1,637	2,492	2,620	3,442	2,733	6,560	7,314
Adjusted - EO Items	322	53	115	(143)	636	-	-
Cash from Acquisition of Subsidiary	-	-	-	-	-	-	-
Adjusted - Treasury Investments	-	-	-	-	-	-	-
Closing Cash & Equivalents	2,492	2,620	3,442	2,733	6,560	7,314	6,837

Key Ratios

Particulars	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
PROFITABILITY (%)							
GPM	26.7	23.9	21.2	21.7	22.6	23.1	23.1
EBITDA Margin	8.7	6.6	4.8	6.1	6.9	8.3	8.8
EBIT Margin	7.5	5.4	3.9	5.2	6.0	7.5	8.1
APAT Margin	4.2	2.4	1.0	1.7	2.6	4.0	4.5
RoE	18.0	9.5	4.8	8.8	12.1	17.2	18.6
Core RoCE	12.2	9.3	9.4	10.1	11.7	14.6	15.9
RoCE	11.4	7.7	8.5	9.3	10.8	13.3	14.5
EFFICIENCY							
Tax Rate (%)	26.9	15.2	(9.3)	18.7	21.5	24.3	24.5
Asset Turnover (x)	5.9	5.5	6.5	6.9	7.0	7.1	7.3
Inventory (days)	23	28	24	22	19	22	22
Debtors (days)	150	136	90	76	84	77	76
Other Current Assets (days)	151	193	183	193	209	191	187
Payables (days)	195	194	161	162	183	169	165
Other Current Liabilities (days)	2	2	2	2	2	2	2
Net Working Capital Cycle (Days)	127	160	134	127	128	119	118
Debt/EBITDA (x)	3.0	5.6	6.7	4.5	3.5	2.7	2.2
Net D/E	1.0	1.3	1.4	1.3	0.9	0.8	0.6
Interest Coverage	3.8	2.4	1.2	1.6	2.0	3.0	3.3
PER SHARE DATA							
EPS (INR/sh)	20.8	12.5	6.6	13.0	21.4	37.6	47.9
CEPS (INR/sh)	26.5	18.4	12.7	20.0	28.3	44.8	55.4
DPS (INR/sh)	4.0	4.0	4.0	3.0	3.0	3.0	3.0
BV (INR/sh)	126.2	136.0	141.7	153.9	200.9	235.0	279.4
VALUATION							
P/E	41.9	69.7	131.6	66.8	40.6	23.2	18.1
P/BV	6.9	6.4	6.1	5.7	4.3	3.7	3.1
EV/EBITDA	23.1	31.0	34.2	23.4	18.4	13.5	11.2
OCF/EV (%)	3.2	(1.0)	2.1	1.1	1.5	4.6	4.2
FCF/EV (%)	2.8	(1.5)	1.6	0.3	1.0	3.2	2.9
FCFE/Market Cap (%)	1.8	1.9	2.9	2.8	4.2	3.6	3.3
Dividend Yield (%)	0.5	0.5	0.5	0.3	0.3	0.3	0.3

Source: Company, HSIE Research

Price movement



Rating Criteria

BUY: >+15% return potential
ADD: +5% to +15% return potential
REDUCE: -10% to +5% return potential
SELL: > 10% Downside return potential

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