# Kalyan Jewellers | BUY



## Multiple pilots targeted to drive efficiency and growth

Kalvan reported robust revenue growth of 31% YoY, led by 18% SSSG growth in India. It added 10/1 Kalyan store in India/US and 8 Candere stores. India EBITDA was 10% above our estimates led by robust gross margins as (i) company implemented a pilot project of lean credit period to its vendors which resulted in higher margins/better RoCE and, (ii) inventory gains due to increase in prices of silver/platinum. Company is planning to launch new regional brands for every state to target the customers with regional taste and capture the pie from unorganised segment; 1st brand will be launched in CY25. It has temporarily paused the repayment of its debt obligation until release of its real estate collateral. Demand in Q2 remained until last week of June, post which the high base is optically leading to some YoY slowdown in growth, with growth again expected to pick in O2 due to the festive season. Its steps towards lean credit policy is expected to drive profitability and improve RoCE, while the regional brand strategy is aimed at increasing the TAM; however, this would also lead an increase in the overall capital employed in the business. We largely maintain our EPS estimates as benefits of better margins gets negated by higher interest cost required for working capital requirement for the new pilot. Maintain BUY rating on the stock with an unchanged target price of INR 700, based on 45x June'27 EPS.

- Beat on operational performance; store addition remains robust: Consolidated revenue grew 31% YoY to INR 72.7 bn. EBITDA grew 35% YoY to INR 5.1 bn (5% beat) as EBITDA margin expanded ~20 bps YoY to 7% (JMFe: 6.7%) despite ~50bps YoY contraction in GM to 13.9% (JMFe: 13.4%) due to ~20/60 bps lower employee /advertisement partially offset by ~10 bps higher other expenses. APAT grew 49% YoY to INR 2.6 bn (5% beat) as other income increased 109% YoY which was partially set off by 29%/22% increase in depreciation/interest expense. Company added 10 stores in India and 1 in US of Kalyan and 8 Candere stores in India.
- India growth momentum strong with robust growth in Candere: Net reported revenue grew 31% YoY to INR 61.4 bn led by 18% SSSG. For South/Non-south, SSSG stood at 20%/16% YoY. Studded ratio remained largely flat at ~30%. EBITDA grew 38% YoY to INR 4.3 bn (10% beat) as EBITDA margin expanded ~30 bps YoY to 7.1% (JMFe: 6.4%) despite ~60bps YoY contraction in GM to 13.6% (JMFe: 13.1%) due to ~20/60/10 bps lower employee /advertisement /other expenses. Candere recorded 69% revenue growth in Q1 with a PAT loss of INR 100 mn as company has started brand campaigns from Q1FY26 and target to achieve PAT neutral status for it by FY26 end.
- Multiple new initiatives to drive TAM and profitability: Kalyan is planning to launch new regional brands for every state catering to the regional demand. The step is aimed at increasing the TAM, by targeting the mass end. It will launch 1st brand by CY25 in one state. It also launched a pilot project of where in it will make early payment to vendors and seek for better product margins which will eventually lead to better RoCE. This pilot will be implemented in the regional brands from the day of its launch and if successful, will be implemented gradually to entire Kalyan jewellers.

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Recommendation and Price Target	
Current Reco.	BUY
Previous Reco.	BUY
Current Price Target (12M)	700
Upside/(Downside)	18.4%
Previous Price Target	700
Change	0.0%

Key Data – KALYANKJ IN	
Current Market Price	INR591
Market cap (bn)	INR609.8/US\$7.0
Free Float	35%
Shares in issue (mn)	1,030.1
Diluted share (mn)	1,030.1
3-mon avg daily val (mn)	INR2,235.5/US\$25.5
52-week range	795/399
Sensex/Nifty	80,623/24,596
INR/US\$	87.7

Price Performance	e		
%	1M	6M	12M
Absolute	1.2	9.6	9.4
Relative*	5.1	5.8	7.0

\* To the BSE Sensex

Financial Summary					(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Sales	1,84,726	2,49,727	3,23,357	4,07,085	4,98,044
Sales Growth (%)	31.7	35.2	29.5	25.9	22.3
EBITDA	12,791	16,410	21,102	26,110	31,246
EBITDA Margin (%)	6.9	6.6	6.5	6.4	6.3
Adjusted Net Profit	5,965	7,148	11,294	15,119	18,659
Diluted EPS (INR)	5.8	6.9	11.0	14.7	18.1
Diluted EPS Growth (%)	37.7	19.8	58.0	33.9	23.4
ROIC (%)	12.0	14.2	16.7	19.3	20.7
ROE (%)	15.2	15.9	21.3	23.5	23.7
P/E (x)	102.0	85.2	53.9	40.3	32.6
P/B (x)	14.5	12.7	10.5	8.6	7.0
EV/EBITDA (x)	49.4	38.5	29.9	23.8	20.0
Dividend Yield (%)	0.2	0.3	0.4	0.5	0.6

JM Financial Research is also available on: Bloomberg - JMFR <GO>, Thomson Publisher & Reuters, S&P Capital IQ, FactSet and Visible Alpha

Please see Appendix I at the end of this report for Important Disclosures and Disclaimers and Research **Analyst** Certification.

Exhibit 1. Quarterly standa	lone performar	nce (INR mn	)							
Standalone (INR mn)	•	Reported		Chg (%)	Chg (%)	JMe	Chng (%)	Rep	orted	Chg (%)
	Q1FY25	Q4FY25	Q1FY26	YoY	QoQ	Q1FY26E	JMe	FY24	FY25	YoY
Stores (#)	217	278	287	70	9	287	0	204	278	74
Net operating revenues	46,875	53,504	61,422	31	15	61,335	0	157,744	216,510	37
Material cost	(40,226)	(46,378)	(53,058)	32	14	(53,300)	(0)	(134,915)	(187,577)	39
Gross profit	6,648	7,126	8,364	26	17	8,035	4	22,829	28,934	27
Employee cost	(1,485)	(1,747)	(1,804)	21	3	(1,850)	(3)	(5,190)	(6,384)	23
Advertising and promotion	(949)	(840)	(861)	(9)	2	(1,100)	(22)	(3,112)	(3,955)	27
Other expenditure	(1,065)	(1,104)	(1,358)	28	23	(1,150)	18	(3,453)	(4,437)	28
Total expenditure	(3,499)	(3,691)	(4,023)	15	9	(4,100)	(2)	(11,754)	(14,776)	26
EBITDA	3,150	3,435	4,342	38	26	3,935	10	11,075	14,158	28
Other income	250	424	521	108	23	460	13	846	1,361	61
Interest	(601)	(686)	(724)	20	6	(700)	3	(2,417)	(2,497)	3
Depreciation	(560)	(679)	(697)	24	3	(710)	(2)	(2,064)	(2,461)	19
PBT	2,239	2,494	3,443	54	38	2,985	15	7,441	10,561	42
Tax	(588)	(640)	(878)	49	37	(752)	17	(1,901)	(2,745)	44
PAT	1,651	1,854	2,565	55	38	2,233	15	5,541	7,815	41
Extraordinary items	-	-	-			-		-	(929)	
Net profit (reported)	1,651	1,854	2,565	55	38	2,233	15	5,541	6,887	24
EPS (Rs)	1.6	1.8	2.5	55	38	2.2	15	5.4	7.6	41
Ratios (% of net sales)										
Gross margin (%)	14.2	13.3	13.6	-57 bps	29 bps	13.1	51 bps	14.5	13.4	-111 bps
EBITDA margin (%)	6.7	6.4	7.1	34 bps	64 bps	6.4	65 bps	7.0	6.5	-49 bps
PBT Margin (%)	4.8	4.7	5.6	82 bps	94 bps	4.9	73 bps	4.7	4.9	16 bps
Employee cost	3.2	3.3	2.9	-24 bps	-33 bps	3.0	-8 bps	3.3	2.9	-35 bps
Advertising and promotion	2.0	1.6	1.4	-63 bps	-17 bps	1.8	-40 bps	2.0	1.8	-15 bps
Other expenditure	2.3	2.1	2.2	-7 bps	14 bps	1.9	33 bps	2.2	2.0	-14 bps
Income tax rate (% of PBT)	26.3	25.7	25.5	-76 bps	-18 bps	25.2	30 bps	25.5	26.0	45 bps

Exhibit 2. Quarterly consolida	ited periorman		)							
Consolidated (INR mn)		Reported		Chg (%)	Chg (%)	JMe	Chng (%)		orted	Chg (%)
	Q4FY24	Q3FY25	Q1FY26	YoY	QoQ	Q1FY26E	JMe	FY24	FY25	YoY
Net operating revenues	55,355	61,815	72,685	31	18	72,233	1	140,714	185,156	32
Material cost	(47,419)	(53,314)	(62,603)	32	17	(62,541)	0	(118,722)	(158,346)	33
Gross profit	7,935	8,501	10,081	27	19	9,691	4	21,992	26,810	22
Employee cost	(1,724)	(2,035)	(2,096)	22	3	(2,125)	(1)	(4,406)	(6,072)	38
Advertisement and Promotion	(1,106)	(1,063)	(1,038)	(6)	(2)	(1,100)	(6)	(2,881)	(3,553)	23
Other expenditure	(1,345)	(1,408)	(1,868)	39	33	(1,637)	14	(3,566)	(4,394)	23
Total expenditure	(51,595)	(57,821)	(67,605)	31	17	(67,403)	0	(129,574)	(172,364)	33
EBITDA	3,760	3,994	5,080	35	27	4,829	5	11,140	12,791	15
Other income	222	408	463	109	13	425	9	379	1,064	181
Interest	(852)	(963)	(1,036)	22	8	(960)	8	(3,026)	(3,232)	7
Depreciation	(755)	(933)	(977)	29	5	(990)	(1)	(2,446)	(2,743)	12
PBT	2,375	2,506	3,530	49	41	3,304	7	6,048	7,880	30
Tax	(599)	(630)	(889)	48	41	(800)	11	(1,479)	(1,925)	30
Share of profit of associates	2	-	-	(100)		-		12	11	(10)
Recurring PAT (after MI)	1,778	1,876	2,641	49	41	2,504	5	4,580	5,965	30
Extraordinary items	-	-	-			-		(249)	-	
Net profit (reported)	1,778	1,876	2,641	49	41	2,504	5	4,331	5,965	38
EPS (Rs)	1.7	1.8	2.6	49	41	2.4	5	4.4	5.8	30
Ratios (% of net sales)										
Gross margin (%)	14.3	13.8	13.9	-47 bps	11 bps	13.4	45 bps	15.6	14.5	-115 bps
EBITDA margin (%)	6.8	6.5	7.0	19 bps	52 bps	6.7	30 bps	7.9	6.9	-101 bps
Employee cost	3.1	3.3	2.9	-24 bps	-41 bps	2.9	-6 bps	3.1	3.3	14 bps
Advertising and promotion	2.0	1.7	1.4	-57 bps	-30 bps	1.5	-10 bps	2.0	1.9	-13 bps
Other expenditure	2.4	2.3	2.6	13 bps	29 bps	2.3	30 bps	2.5	2.4	-17 bps
Income tax rate (% of PBT)	25.2	25.1	25.2	-6 bps	4 bps	24.2	96 bps	24.5	24.4	-3 bps

Source: Company, JM Financial

Exhibit 3. We la	Exhibit 3. We largely maintain our EPS estimates over FY26-28E									
		FY26E			FY27E			FY28E		
(INR mn)	Revised	Earlier	Chng (%)	Revised	Earlier	Chng (%)	Revised	Earlier	Chng (%)	
Net Revenues	324,192	321,168	0.9	407,939	403,683	1.1	498,917	493,420	1.1	
EBITDA	21,102	20,587	2.5	26,110	25,341	3.0	31,246	30,039	4.0	
PAT	11,294	11,321	-0.2	15,119	15,124	0.0	18,659	18,400	1.4	
EPS (Rs)	11.0	11.0	-0.2	14.7	14.7	0.0	18.1	17.9	1.4	
Pre Ind AS										
EBITDA	17,427	16,912	3.0	21,841	21,072	3.7	26,249	25,042	4.8	
PAT	11,434	11,460	-0.2	15,259	15,264	0.0	18,799	18,539	1.4	
EPS (Rs)	11.1	11.1	-0.2	14.8	14.8	0.0	18.3	18.0	1.4	

### Key concall Takeaways

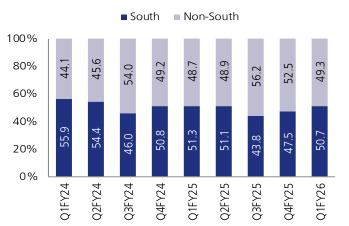
Demand for the first 2-3 weeks of July month was good. Last week of July and 1st week of August, however, are not comparable due to custom duty rate cuts in the base quarter. Barring that, demand momentum seems good. Q2FY26 is expected to witness healthy demand at the end led by shift of Navratri from Q3 to Q2.

- Candere Company expects to add 80 Candere showrooms in FY26. It launched the
  marketing campaign for the brand in Q1 resulting in 75% increase in the footfalls. It
  targets to become PAT neutral by FY26.
- Lean credit period: Company implemented a pilot which started in Mar'25 wherein it repaid some of its vendors earlier in lieu of better product margins. This resulted an increase in working capital of the company but eventually led to generation of higher RoCE on the capital employed vs. the company level RoCE. Company started this pilot as a precursor for its regional brand strategy where in it intends to sell mass end jewellery with lower Gross margin profile, but with higher asset turn leading to an RoCE of 18-20%. If successful, this will be gradually implemented to entire Kalyan Jewellers. Management expects additional working capital requirement of INR 15-20 bn to implement the pilot to entire Kalyan Jewellers. It targets to bring down the payable days from the current levels of 30-35 days to 1/3rd after full implementation, eventually leading to healthy increase in gross margin.
- It plans a 3 step long term strategy (i) implement the linear credit planning for vendors, (ii) Jeweller park which will serve as a hub for all contract manufacturers. It has procured land for it in Kerala and is targeting to bring all the south contract manufacturers under one roof. This will help to drive better efficiency, (iii) Manufacturing of Jewellery- but not a near term focus of the company.

### Creation of new regional brand

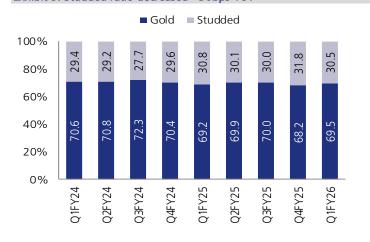
- Company is planning to create new regional retail brands apart from Kalyan and Candere. It will launch 1 regional brand by the end of CY25 to cater 1 state, and then several such brands will be launched by the company going forward. It will add 5 showrooms in one state which would require ~INR 3 bn. Going forward, expansion will be on FOCO basis.
- Why regional brand: The current Kalyan showrooms offers 30% hyperlocal products which acts as an enabler to target aspirational customer. The new regional brand will target only those customers who are not aspirational and only want to continue with the regional taste.
- For the new format, it will create a new company as a subsidiary of existing Kalyan Jewellers which will house all the regional brands going forward for different state.

### Exhibit 4. Southern mix decreased by ~60bps YoY



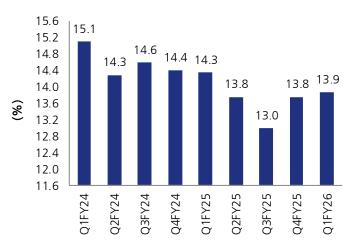
Source: Company, JM Financial

Exhibit 5. Studded ratio decreased ~30bps YoY



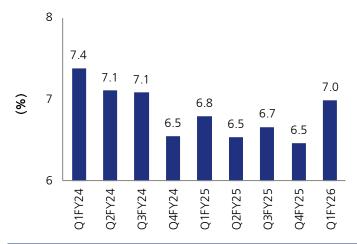
Source: Company, JM Financial

Exhibit 6. Consolidated gross margin contracted ~50bps YoY



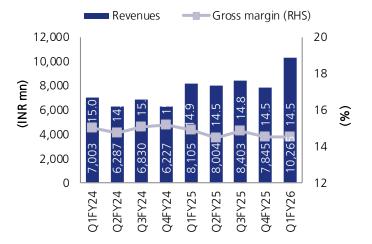
Source: Company, JM Financial

Exhibit 7. Consolidated EBITDA margin expanded ~20bps YoY



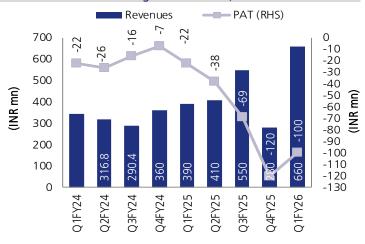
Source: Company, JM Financial

Exhibit 8. Middle east revenue grew ~27% YoY

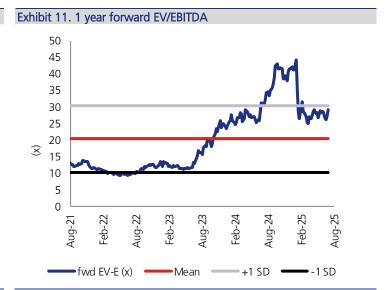


Source: Company, JM Financial

Exhibit 9. Candere revenue grew ~69% YoY; loss increased ~5x







# Financial Tables (Consolidated)

Income Statement					(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Sales	1,84,726	2,49,727	3,23,357	4,07,085	4,98,044
Sales Growth	31.7%	35.2%	29.5%	25.9%	22.3%
Other Operating Income	430	724	835	854	874
Total Revenue	1,85,156	2,50,451	3,24,192	4,07,939	4,98,917
Cost of Goods Sold/Op. Exp	1,58,346	2,16,370	2,81,730	3,56,511	4,38,501
Personnel Cost	6,072	7,386	8,590	10,082	11,566
Other Expenses	7,947	10,284	12,770	15,236	17,605
EBITDA	12,791	16,410	21,102	26,110	31,246
EBITDA Margin	6.9%	6.6%	6.5%	6.4%	6.3%
EBITDA Growth	14.8%	28.3%	28.6%	23.7%	19.7%
Depn. & Amort.	2,743	3,427	4,284	4,936	5,666
EBIT	10,048	12,983	16,818	21,174	25,580
Other Income	1,064	1,446	1,870	2,935	3,599
Finance Cost	3,232	3,595	3,592	3,884	4,320
PBT before Excep. & Forex	7,880	10,834	15,097	20,225	24,859
Excep. & Forex Inc./Loss(-)	0	0	0	0	0
PBT	7,880	10,834	15,097	20,225	24,859
Taxes	1,925	2,764	3,803	5,106	6,200
Extraordinary Inc./Loss(-)	0	-929	0	0	0
Assoc. Profit/Min. Int.(-)	-11	-6	0	0	0
Reported Net Profit	5,965	7,148	11,294	15,119	18,659
Adjusted Net Profit	5,965	7,148	11,294	15,119	18,659
Net Margin	3.2%	2.9%	3.5%	3.7%	3.7%
Diluted Share Cap. (mn)	1,030.1	1,030.1	1,030.1	1,030.1	1,030.1
Diluted EPS (INR)	5.8	6.9	11.0	14.7	18.1
Diluted EPS Growth	37.7%	19.8%	58.0%	33.9%	23.4%
Total Dividend + Tax	1,236	1,545	2,266	2,781	3,605
Dividend Per Share (INR)	1.2	1.5	2.2	2.7	3.5

Balance Sheet					(INR mn)
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Shareholders' Fund	41,891	48,036	57,784	70,638	86,516
Share Capital	10,301	10,314	10,314	10,314	10,314
Reserves & Surplus	31,590	37,721	47,470	60,323	76,201
Lease Liabilities	11,691	16,660	20,005	23,425	27,005
Minority Interest	-13	0	0	0	0
Total Loans	33,173	32,933	37,256	41,369	45,553
Def. Tax Liab. / Assets (-)	-662	-1,125	-1,125	-1,125	-1,125
Total - Equity & Liab.	86,079	96,504	1,13,921	1,34,307	1,57,949
Net Fixed Assets	11,478	13,205	13,557	14,011	14,652
Gross Fixed Assets	18,971	22,678	24,917	27,581	30,754
Intangible Assets	51	51	51	51	51
Less: Depn. & Amort.	8,028	9,601	11,488	13,698	16,230
Capital WIP	485	77	77	77	77
ROU Assets	11,390	14,723	18,068	21,488	25,068
Investments	655	664	664	664	664
Current Assets	1,15,382	1,36,265	1,62,134	1,93,484	2,26,088
Inventories	82,976	96,811	1,10,431	1,20,704	1,43,763
Sundry Debtors	3,283	3,999	5,486	6,853	8,337
Cash & Bank Balances	9,751	10,311	14,979	28,356	30,029
Other Current Assets	7,982	10,421	13,170	16,083	18,891
Current Liab. & Prov.	41,436	53,630	62,434	73,852	83,455
Current Liabilities	19,441	23,503	26,882	32,944	37,754
Provisions & Others	21,995	30,127	35,552	40,908	45,701
Net Current Assets	73,946	82,635	99,700	1,19,632	1,42,633
Total – Assets	86,079	96,504	1,13,920	1,34,307	1,57,949

Source: Company, JM Financial

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Cash Flow Statement	Cash Flow Statement (INR mn							
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E			
Profit before Tax	7,880	10,834	15,097	20,225	24,859			
Depn. & Amort.	2,743	3,427	4,284	4,936	5,666			
Net Interest Exp. / Inc. (-)	2,976	3,156	2,903	2,426	2,345			
Inc (-) / Dec in WCap.	2,040	-1,708	-5,731	1,478	-13,064			
Others	-150	-1,236	-1,181	-1,476	-1,624			
Taxes Paid	-2,262	-2,379	-3,803	-5,106	-6,200			
Operating Cash Flow	13,228	12,094	11,568	22,482	11,983			
Capex	-3,714	-4,275	-2,239	-2,664	-3,173			
Free Cash Flow	9,513	7,819	9,329	19,818	8,809			
Inc (-) / Dec in Investments	1,510	903	0	0	0			
Others	825	1,606	-1,023	-565	1,599			
Investing Cash Flow	-1,379	-1,765	-3,262	-3,230	-1,574			
Inc / Dec (-) in Capital	0	-276	0	0	0			
Dividend + Tax thereon	-515	-1,236	-1,545	-2,266	-2,781			
Inc / Dec (-) in Loans	-8,577	-4,657	-1,394	-3,225	-3,634			
Others	-2,389	-2,234	-3,592	-3,884	-4,320			
Financing Cash Flow	-11,480	-8,402	-6,530	-9,376	-10,735			
Inc / Dec (-) in Cash	368	1,926	1,776	9,877	-327			
Opening Cash Balance	1,409	1,777	3,703	5,479	15,356			
Closing Cash Balance	1,777	3,703	5,479	15,356	15,029			

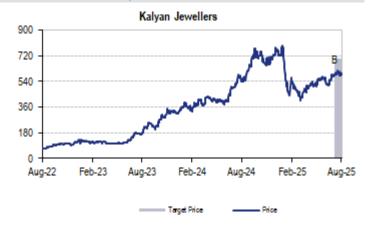
Dupont Analysis					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Margin	3.2%	2.9%	3.5%	3.7%	3.7%
Asset Turnover (x)	2.2	2.7	3.0	3.2	3.4
Leverage Factor (x)	2.1	2.1	2.0	2.0	1.9
RoE	15.2%	15.9%	21.3%	23.5%	23.7%

Key Ratios					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
BV/Share (INR)	40.7	46.6	56.1	68.6	84.0
ROIC	12.0%	14.2%	16.7%	19.3%	20.7%
ROE	15.2%	15.9%	21.3%	23.5%	23.7%
Net Debt/Equity (x)	0.6	0.5	0.4	0.2	0.2
P/E (x)	102.0	85.2	53.9	40.3	32.6
P/B (x)	14.5	12.7	10.5	8.6	7.0
EV/EBITDA (x)	49.4	38.5	29.9	23.8	20.0
EV/Sales (x)	3.4	2.5	1.9	1.5	1.3
Debtor days	6	6	6	6	6
Inventory days	164	141	124	108	105
Creditor days	38	34	30	29	28

Source: Company, JM Financial

History of Rec	commendation and Ta	arget Price	
Date	Recommendation	Target Price	% Chg.
14-Jul-25	Buy	700	

## Recommendation History



### **APPENDIX I**

### JM Financial Institutional Securities Limited

Corporate Identity Number: U67100MH2017PLC296081

Member of BSE Ltd. and National Stock Exchange of India Ltd.

SEBI Registration Nos.: Stock Broker - INZ000163434, Research Analyst - INH000000610

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Definition of ratings			
Rating	Meaning		
Buy	Total expected returns of more than 10% for stocks with market capitalisation in excess of INR 200 billion and REITs* and more than 15% for all other stocks, over the next twelve months. Total expected return includes dividend yields.		
Hold	Price expected to move in the range of 10% downside to 10% upside from the current market price for stocks with market capitalisation in excess of INR 200 billion and REITs* and in the range of 10% downside to 15% upside from the current market price for all other stocks, over the next twelve months.		
Sell	Price expected to move downwards by more than 10% from the current market price over the next twelve months.		

<sup>\*</sup> REITs refers to Real Estate Investment Trusts.

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