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IPO Note

Lalithaa Jewellery Mart Limited

14 August 2026



About the Company

Lalithaa Jewellery Mart Limited traces its roots to 1985, when it opened its first store in T. Nagar, Chennai, a prominent hub for jewellery and silk retail. Over the years, the company has expanded its presence across the southern Indian jewellery market and, as of March 31, 2026, operated 61 stores across 51 cities. Its network comprises 23 stores in Andhra Pradesh, 20 in Tamil Nadu, 10 in Telangana, seven in Karnataka and one in Puducherry. The company has developed a strong presence in both urban and smaller markets, with a particular focus on Tier-II and Tier-III cities. It also operates some of the largest jewellery stores in India, including its 100,000 sq. ft. store in Vijayawada and large-format stores in Somajiguda and Visakhapatnam.

The company's retail model is focused on providing a broad assortment of gold, silver and diamond jewellery while maintaining competitive pricing. It uses a templatised approach to store location, store size and customer experience, which allows it to replicate its retail format across different markets. Customer retention is supported by schemes such as "Dhana Vandhanam" and "Free-yo-Flexi", which offer monthly instalment options and benefits on value addition charges upon completion of the scheme period. As of Fiscal 2026, 473,412 customers were active in these schemes. The company reported advances from customers of Rs. 50,427.50 million in Fiscal 2026, the highest among key organised jewellery players, according to the CRISIL Report. These schemes help strengthen repeat customer engagement while supporting the company's working-capital requirements.

Lalithaa's competitive positioning is further supported by its manufacturing infrastructure and in-house craftsmanship. Its two manufacturing facilities in Tamil Nadu enable it to manufacture gold, silver and diamond jewellery and provide greater control over product design, craftsmanship and pricing. In Fiscal 2026, 816 Karigars were engaged under exclusive arrangements, supplemented by 296 Karigars under short-term non-exclusive arrangements. The company has also built its brand through targeted marketing campaigns focused on weddings, festivals, seasonal occasions and customer preferences, with its Promoter, Chairman and Managing Director featuring regularly in advertisements. Its focus on the mass-market segment in southern India positions it to benefit from the ongoing shift of jewellery consumers from unorganised retailers toward organised players, particularly in price-sensitive Tier-II and Tier-III markets.

Outlook

Lalithaa Jewellery Mart is positioned in an industry benefiting from favourable consumption tailwinds, supported by its established presence in South India, strong penetration across Tier-II and Tier-III markets, recurring customer schemes and increasing focus on higher-margin studded jewellery. The stock is valued at the upper price band at 10.0x P/E, 7.9x EV/EBITDA and 0.5x EV/Sales. Key factors to monitor include gold price volatility, inventory intensity and the company's ability to sustain profitability as it scales.

Issue Details:

Price Band (Rs)	Rs. 190 to Rs. 201
Issue Size	Rs. 17.0 Bn
Fresh Issue	Rs. 12.0 Bn
Offer for Sale	Rs. 5.0 Bn
Lot Size	74
Market Cap	Rs. 112.5bn
Issue Opens	17-August-26
Issue Closes	19-August-26
Lead Manager	Anand Rathi Advisors Ltd. Equirus Capital Ltd.
Registrar	MUFG Intime India Private Limited
Tentative Listing Date	24-August-26
Listing on	BSE, NSE

Indicative Timetable

Finalization of Basis of allotment	August 20, 2026
Refund/ Unblocking of ASBA	August 21, 2026
Credit of Equity Shares to DP A/C	August 21, 2026

Issue Breakup

QIB	Not more than 50% of the Offer
RETAIL	Not less than 35% of the Offer
NII	Not less than 15% of the Offer
TOTAL	100%

Promotor Shareholding

Pre Issue Share Holding	97.72%
Post Issue Share Holding	82.85%

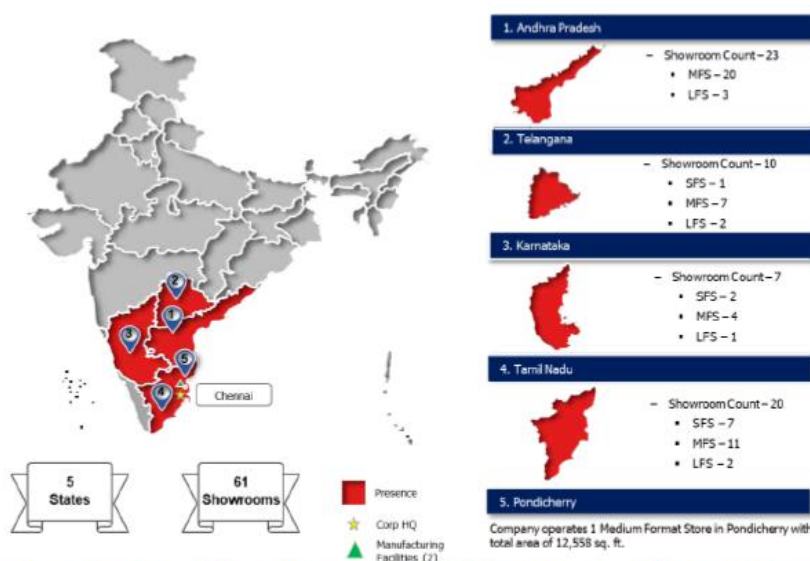
Issue

Particulars	Est. Amount (Rs. bn)
Funding expenditure towards setting-up of 10 New Stores: (a) Capital expenditure for fit-outs in the nature of furniture and fixtures, equipment, IT hardware and software	0.34
Funding expenditure towards setting-up of 10 New Stores: (b) Expenditure towards inventory costs for setting up of New Stores	9.98
General corporate purposes	1.68
Total	12.0

Business Overview

Lalithaa Jewellery Mart has evolved from a single-store jewellery retailer into a well-established regional jewellery franchise with more than four decades of operating experience. A key feature of its business model is its focus on the mass-market customer, particularly consumers who are highly sensitive to jewellery pricing and value for money. Unlike premium-oriented organised jewellers, Lalithaa has built its proposition around affordability, regional customer preferences and a broad selection of designs. The company has also developed a strong brand recall through sustained advertising and the prominent presence of its Promoter, Chairman and Managing Director in its marketing campaigns. This positioning has helped the brand establish relevance across different customer segments and strengthen its presence beyond the major metropolitan markets. The company's established brand and promoter experience of more than three decades have also been recognised by rating agencies as key strengths supporting its business profile.

A major aspect of Lalithaa's business model is its ability to combine traditional jewellery retailing with a structured customer acquisition and retention model. Its jewellery savings schemes encourage customers to commit to purchases over an 11-month period, creating recurring engagement and a relatively predictable pipeline of future purchases. The company also benefits from the shift in the Indian jewellery market from unorganised retailers toward organised chains, particularly among mass-market consumers in smaller cities. This creates an opportunity for Lalithaa to leverage its existing regional brand recognition and expand into newer markets without changing its core customer proposition. The company's focus on South India is strategically relevant, given the region's high jewellery consumption and strong cultural importance of gold in weddings and other social occasions. Going forward, showroom expansion is expected to remain an important growth lever, supported by its established brand, operating experience and scalable retail format.



Note: Large Format Store (LFS): > 15,000 sq. ft.; Medium Format Store (MFS): ≤ 15,000 sq. ft. & > 5,000 sq. ft.; Small Format Store (SFS): ≤ 5,000 sq. ft.

History of Company

Calendar Year	Particulars
1985	Incorporation of the Company
2003	Acquisition of the Company by our present Promoter, M. Kiran Kumar Jain.
2007	Set up our second store at Madurai, being first store outside the city of Chennai.
2012	Revenue of Rs. 10,000 million was achieved
2013	Set up our first store outside the state of Tamil Nadu in Pondicherry
2016	Set up a store measuring approximately 10,755 sq. ft. located in Hyderabad
2018	Revenue of Rs. 75,000 million was achieved
2023	Conversion of the Company from private limited to public limited.
	Crossed Revenue of Rs. 100,000 million
2024	Total Number of stores crossed 50
	Opening of new factory in Kancheepuram district, Tamil Nadu
	Acquired Asita Jewellery Manufacturing Private Limited.
	Acquired Centigrade Apparels Private Limited.

1. Gold Jewellery (Core Segment)

Revenue Contribution: Gold jewellery forms the overwhelming majority of the business, accounting for approximately **92.33%** of the company's total operational revenue.

Product Variety: The selection encompasses traditional, wedding, festive, and daily-wear ornaments tailored heavily to South Indian design preferences. Key items include:

- Necklaces and Chains
- Bangles and Bracelets
- Rings and Earrings
- Pendants and Gold Mangalsutras
- Investment-grade Gold Coins

2. Silver Jewellery and Articles

Product Offerings: The silver segment caters to both personal ornamentation and household utility/gifting requirements. It includes specialized silver articles, modern silver jewellery, and traditional items such as silver idols and poojaware.

3. Diamond and Studded Jewellery (1.04% of Total Revenue)

Product Offerings: The company retails diamond-studded, precious, and semi-precious stone jewellery. This segment targets customers looking for contemporary or high-end designer pieces for weddings and special occasions, augmenting its core yellow-metal catalogue.

4. Quality and Compliance Standards

Purity Assurance: All gold and precious metal items are subject to stringent internal quality checks and carry mandatory BIS hallmarking prior to being displayed across their retail storefronts, ensuring standardized customer trust and statutory compliance.

Revenue by Product Category

Particulars	FY 2024 (Rs. in million)	% of Total Revenue	FY 2025 (Rs. in million)	% of Total Revenue	FY 2026 (Rs. in million)	% of Total Revenue
Gold jewellery	157,736.08	93.96%	159,819.04	94.58%	231,047.28	92.33%
Silver jewellery and articles	6,525.96	3.89%	6,737.08	3.99%	16,588.49	6.63%
Others	3,618.47	2.16%	2,417.05	1.43%	2,603.50	1.04%
Total	167,880.52	100.00%	168,973.17	100.00%	250,239.27	100%

Manufacturing Process

Lalithaa Jewellery Mart follows an integrated manufacturing-to-retail process, covering design, procurement, manufacturing, quality control, hallmarking, inventory management and final sale through its stores.

Product Design & Development

The process begins with the company's in-house jewellery design and development. Designs are created according to customer preferences, regional tastes and local cultural requirements. The company either provides its own designs to Karigars or approves designs to be manufactured. This allows Lalithaa to maintain exclusivity over its in-house designs while offering a wide variety of jewellery.

Procurement of Raw Materials

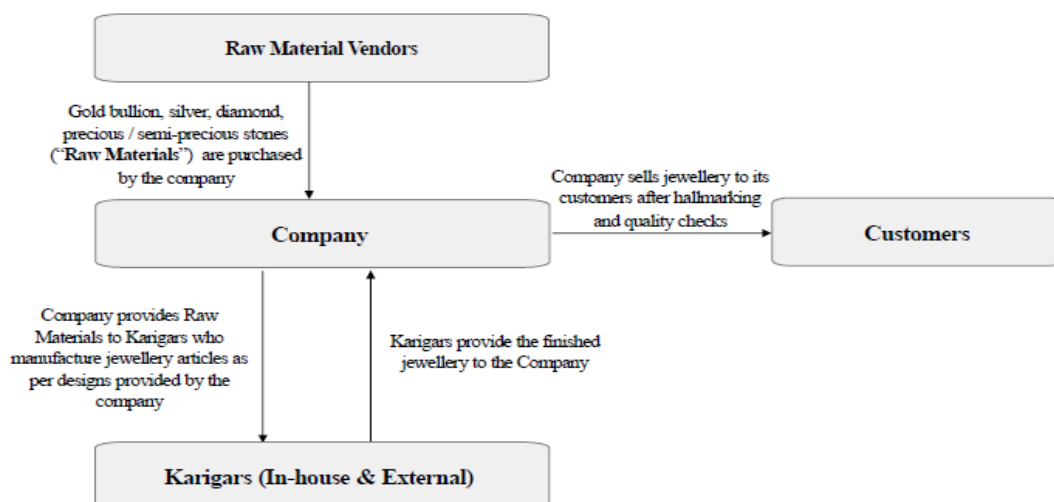
The company procures gold, silver, diamonds and precious/semi-precious stones from various suppliers. Gold bullion is purchased from bullion traders and subsequently supplied to Karigars for manufacturing. Diamonds are primarily sourced from diamond traders and sightholders. The company also purchases or accepts old gold jewellery from customers at prevailing market prices, which can subsequently be used as raw material for manufacturing new jewellery.

Allocation of Raw Materials to Karigars

After procurement, the required raw materials, particularly gold, are supplied to the Karigars along with the approved designs. The company pays making charges to Karigars for manufacturing the jewellery. As of March 31, 2026, the company had 816 Karigars under exclusive arrangements, while another 296 Karigars were engaged under short-term, non-exclusive arrangements. More than 79% of the company's products are manufactured through Karigars.

Jewellery Manufacturing

Karigars convert the supplied raw materials into finished jewellery according to the company's designs or approved specifications. They manufacture gold, silver and diamond jewellery while incorporating the specific design, craftsmanship and finishing requirements of Lalithaa. The company focuses on maintaining low wastage during manufacturing, which helps reduce the overall cost and enables it to offer lower value-addition/making charges to customers.



Internal Quality Control

Once the jewellery is manufactured, it undergoes an internal quality inspection. The company's quality-control team checks parameters including gold purity, finish, workmanship and overall design quality. Diamond and gemstone jewellery is also checked for quality. Any jewellery that does not meet the company's prescribed standards is not released for sale.

External Testing & BIS Hallmarking

Gold jewellery that passes the company's internal inspection is sent to a government-approved hallmarking centre. The jewellery is hallmarked in accordance with BIS norms, providing authentication of the purity of the gold. Loose diamonds are tested by appropriate testing agencies and supported by relevant certificates, while diamond products are certified by accredited laboratories.

Manufacturing

Final Quality Check

After receiving the jewellery from the Karigars and completing the required hallmarking and certification processes, the company performs another quality check. The quality-control team again verifies the gold, diamonds and gemstones, along with the finishing and design of the jewellery. Only products that successfully pass all required quality checkpoints are cleared for distribution.

Inventory Allocation & Distribution

Approved finished jewellery is entered into the company's inventory system and allocated to its stores based on demand and customer preferences. Jewellery across locations is bar-coded and monitored manually as well as through the JILABA ERP system. The company reviews inventory on a daily basis and undertakes replenishment based on stock levels, seasonality and changing customer preferences.

INVENTORY TURNOVER

Particulars	Fiscal 2024	Fiscal 2025	Fiscal 2026
Revenue from Operations (Rs. million)	167,880.52	168,973.17	250,239.27
Inventory (Rs. million)	42,920.80	58,727.29	98,162.76
Inventory turnover ratio	3.91	2.88	2.55

Retail Sale

The final stage is the sale of the finished jewellery through Lalithaa stores. The company's in-house sales teams interact with customers, with regional-language capabilities helping improve customer engagement. Sales, inventory and scheme-related activities are tracked through the ERP system, allowing the company to monitor the movement of jewellery from manufacturing through to the final customer.

Strong Regional Presence and Brand Positioning

Lalithaa Jewellery Mart has established a strong regional franchise across South India, one of the largest jewellery-consuming markets in the country. The South Indian gems and jewellery retail market was valued at Rs. 5,026 billion in Fiscal 2026, accounting for around 40% of the overall Indian gems and jewellery industry. Jewellery has traditionally been an important part of weddings and cultural occasions in the region, while consumer behaviour is gradually broadening, with purchases increasingly being made for occasions such as graduations, new jobs and bonuses. The company has capitalised on this favourable market environment, expanding its store network from 53 stores in March 2024 to 61 stores in March 2026 across 51 cities, while recording a 22.09% revenue CAGR during the same period.

The company has built its brand around trust, authenticity, quality and affordability, which are particularly important attributes for mass-market jewellery consumers. Its presence across Telangana, Andhra Pradesh, Tamil Nadu, Karnataka and Puducherry provides access to diverse regional customer preferences, while its marketing initiatives have supported brand awareness and customer footfalls. The company's competitive proposition of offering quality jewellery at affordable prices, combined with its established regional presence, positions it to benefit from the continued shift towards organised jewellery retail in South India. The growing acceptance of jewellery as a purchase beyond traditional weddings and festivals, along with rising preference for minimalist and everyday jewellery, further expands the addressable customer base for the company.

Company has strong brand image across various states in South India. Company expanded our store footprint from 53 stores as on March 31, 2024, to 61 stores as on March 31, 2026 in 51 cities across the States of Telangana, Andhra Pradesh, Tamil Nadu, Karnataka and the Union Territory of Puducherry.

Particulars	Tamil Nadu	Andhra Pradesh	Karnataka	Telangana	Puducherry	Total
Number of stores in Fiscal 2026	20	23	7	10	1	61
Total Store Area (in Sq. Ft.) (Operational)	158,280	264,330	72,553	143,160	12,558	650,881

Geographic Revenue Contribution (State-wise summary)

Particulars	Fiscal 2024 Amount (Rs. million)	Fiscal 2024 % of Total Revenue	Fiscal 2025 Amount (Rs. million)	Fiscal 2025 % of Total Revenue	Fiscal 2026 Amount (Rs. million)	Fiscal 2026 % of Total Revenue
Tamil Nadu	74,267.97	44.24%	85,314.17	50.49%	135,078.81	53.98%
Andhra Pradesh	43,984.50	26.20%	36,583.28	21.65%	47,472.64	18.97%
Telangana	28,248.50	16.83%	25,421.34	15.04%	36,199.71	14.47%
Karnataka	19,012.13	11.32%	19,087.94	11.30%	27,363.31	10.93%
Puducherry	2,367.42	1.41%	2,566.45	1.52%	4,124.80	1.65%
Total	167,880.52	100.00%	168,973.17	100.00%	250,239.27	100%

Lalithaa Jewellery Mart has developed a strong brand presence in Tier-II and Tier-III cities across South India, supported by its focus on affordable pricing, quality, craftsmanship and original designs. These markets are increasingly important for organised jewellery retailers, as consumers are gradually shifting from unorganised jewellers towards organised chains that offer greater reliability and product authenticity. In Fiscal 2026, jewellery retail chains accounted for an estimated 54–59% of the South Indian gems and jewellery market, while Tier-II and Tier-III cities continue to offer significant headroom for organised players to expand their penetration.

The company has made these markets a core part of its retail strategy, with 45 out of 61 stores located in Tier-II and Tier-III cities as of Fiscal 2026. These stores contributed 60.25% of the company's total revenue, highlighting the importance of smaller cities to its overall business. Lalithaa's targeted marketing campaigns, regional customer engagement and focus on value-for-money jewellery help drive brand recall and customer loyalty in these markets. The company's established presence across these cities provides a strong base to capture increasing jewellery demand as consumer preferences evolve and organised retail penetration continues to rise.



Strong Regional Presence and Brand Positioning

Store Footprint by City Tier

No. of stores	FY Ended March 31, 2024	FY Ended March 31, 2025	FY Ended March 31, 2026
In Tier I cities	14	15	16
In Tier II cities	20	25	25
In Tier III cities	19	20	20
Total number of stores	53	60	61

Revenue Contribution by City Tier

Particulars	FY 2024 Amount (Rs. million)	FY 2024 % of Total Revenue	FY 2025 Amount (Rs. million)	FY 2025 % of Total Revenue	FY 2026 Amount (Rs. million)	FY 2026 % of Total Revenue
Tier I cities	83,992.61	50.03%	68,934.22	40.80%	99,470.76	39.75%
Tier II cities	52,566.99	31.31%	66,654.87	39.45%	101,678.67	40.63%
Tier III cities	31,320.91	18.66%	33,384.08	19.76%	49,089.84	19.62%
Total	167,880.52	100.00%	168,973.17	100.00%	250,239.27	100%

Detailed State & City Tier Breakdown of Revenue

Particulars	FY 2024 Amount (Rs. million)	FY 2024 % of Total Revenue	FY 2025 Amount (Rs. million)	FY 2025 % of Total Revenue	FY 2026 Amount (Rs. million)	FY 2026 % of Total Revenue
Tamil Nadu	74,267.97	44.24%	85,314.17	50.49%	1,35,078.81	53.98%
Tier I cities	40,741.39	24.27%	29,623.45	17.53%	46,047.20	18.40%
Tier II cities	24,827.75	14.79%	41,601.83	24.62%	64,946.33	25.95%
Tier III cities	8,698.83	5.18%	14,088.89	8.34%	24,085.28	9.62%
Andhra Pradesh	43,984.50	26.20%	36,583.28	21.65%	47,472.64	18.97%
Tier I cities	-	-	-	-	-	-
Tier II cities	22,317.05	13.29%	18,096.84	10.71%	23,440.38	9.37%
Tier III cities	21,667.45	12.91%	18,486.44	10.94%	24,032.26	9.60%
Telangana	28,248.50	16.83%	25,421.34	15.04%	36,199.71	14.47%
Tier I cities	27,293.86	16.26%	23,311.27	13.80%	30,254.57	12.09%
Tier II cities	-	-	1,301.31	0.77%	4,972.84	1.99%
Tier III cities	954.64	0.57%	808.75	0.48%	972.29	0.39%
Karnataka	19,012.13	11.33%	19,087.94	11.30%	27,363.31	10.93%
Tier I cities	15,957.36	9.51%	15,999.50	9.47%	23,168.98	9.26%
Tier II cities	3,054.77	1.82%	3,088.44	1.83%	4,194.33	1.68%
Tier III cities	-	-	-	-	-	-
Puducherry (Tier II city)	2,367.42	1.41%	2,566.45	1.52%	4,124.80	1.65%
Total	167,880.52	100.00%	168,973.17	100.00%	250,239.27	100.00%

Strong Regional Presence and Brand Positioning

Store-led growth strategy: Lalithaa uses Large Format Stores (LFS) and Medium Format Stores (MFS) to drive scale by offering a wide range of gold, silver and diamond jewellery, which helps increase product visibility, customer footfall and sales.

Store network: As of FY26, the company had 61 stores, comprising 8 large-format, 43 medium-format and 10 small-format stores. Medium-format stores increased from 36 in FY24 to 43 in FY26.

Revenue contribution: Medium-format stores are the key revenue driver, contributing 61.01% of FY26 revenue, while large-format stores contributed 27.69% and small-format stores 11.30%.

Store productivity: Revenue per store increased to Rs. 4,102.28 million in FY26 from Rs. 2,816.22 million in FY25, while EBITDA per store increased to Rs. 274.35 million from Rs. 123.39 million. Also revenue per sq. ft. increased to Rs. 0.38 million in FY26 from Rs. 0.29 million in FY24.

Large-format presence: Lalithaa operates some of the largest jewellery stores in India, including its approximately 100,000 sq. ft. Vijayawada store, along with large stores in Somajiguda and Visakhapatnam.

Studded jewellery opportunity: The company has also opened a 12,088 sq. ft. exclusive gold/diamond studded jewellery store in Hyderabad. Studded jewellery typically offers higher gross margins than plain gold jewellery, providing potential for product-mix improvement.

Store Count by Format

Particulars	Aggregate Operating Area	FY Ended March 31, 2024	FY Ended March 31, 2025	FY Ended March 31, 2026
Large format stores	More than 15,000 sq.ft	8	8	8
Medium format stores	> 5,000 sq.ft to ≤ 15,000 sq.ft	36	42	43
Small format stores	≤ 5,000 sq.ft	9	10	10
Total number of stores		53	60	61

Geographical Distribution of Store Formats

Particulars	Aggregate Area	Tamil Nadu	Andhra Pradesh	Karnataka	Telangana	Puducherry	Total
Large format stores	More than 15,000 sq.ft	2	3	1	2	-	8
Medium format stores	> 5,000 sq.ft to ≤ 15,000 sq.ft	11	20	4	7	1	43
Small format stores	≤ 5,000 sq.ft	7	-	2	1	-	10
Total number of stores		20	23	7	10	1	61

Revenue Contribution by Store Format

Particulars	FY 2024 Amount (Rs. million)	FY 2024 % of Total Revenue	FY 2025 Amount (Rs. million)	FY 2025 % of Total Revenue	FY 2026 Amount (Rs. million)	FY 2026 % of Total Revenue
Large format stores	74,449.33	44.35%	50,887.50	30.12%	69,302.79	27.69%
Medium format stores	81,777.49	48.71%	99,872.28	59.11%	152,667.00	61.01%
Small format stores	11,653.70	6.94%	18,213.39	10.78%	28,269.48	11.30%

Robust Customer Base Supported by Jewellery Schemes & Asset Light Model

Lalithaa Jewellery Mart has developed a recurring customer base through a wide range of exchange, buyback, financing and savings schemes, which encourage customers to plan and repeat their jewellery purchases. Under its flagship 'Dhana Vandhanam' scheme, customers can invest Rs. 1,000-Rs. 10,000 per month for 11 months and receive a 50% bonus on one month's instalment along with a 50% discount on value addition charges at the time of purchase. Customers can also choose between weight-based and rupee-based instalment calculations, helping them manage the impact of gold price fluctuations. The company also offers the 'Free-yo-Flexi' scheme, providing up to 100% discount on value addition charges upon completion of the prescribed instalment period. In addition, its diamond jewellery offers an 85% cash buyback and 100% exchange buyback, further strengthening customer confidence.

The effectiveness of these schemes is reflected in the company's growing customer advances, which increased from Rs. 19,444 million in Fiscal 2024 to Rs. 50,428 million in Fiscal 2026, while advances as a percentage of sales increased from 11.58% to 20.15% over the same period. Lalithaa reported the highest customer advances among key organised jewellery players in India in Fiscal 2026 and Fiscal 2025, according to the CRISIL Report. The higher level of customer advances provides greater visibility of future sales, while enabling the company to better plan inventory and store-level requirements. As of Fiscal 2026, the company had 473,412 active customers enrolled in its jewellery schemes, highlighting the importance of these programmes in driving customer retention, repeat purchases and advance sales.

Advances from Customers

Particulars	FY 2024 Amount (Rs. million)	FY 2024 % of Total Revenue	FY 2025 Amount (Rs. million)	FY 2025 % of Total Revenue	FY 2026 Amount (Rs. million)	FY 2026 % of Total Revenue
Advances from customers	19,432.26	11.58%	31,454.10	18.61%	50,427.50	20.15%

Asset Light Model:

Lalithaa Jewellery Mart follows an asset-light retail model, with only three of its 61 stores being owned by the company as of Fiscal 2026, while the remaining stores are operated under a leave-and-license arrangement. This structure allows the company to expand its retail footprint without committing significant capital towards property ownership, thereby providing greater flexibility in entering new markets and scaling its store network. The company complements this model with its own manufacturing infrastructure, operating two facilities in Tamil Nadu with a combined area of approximately 63,862 sq. ft., supporting the production of gold, silver and diamond jewellery.

The company's manufacturing setup is supported by 816 Karigars under exclusive arrangements, supplemented by 296 Karigars under short-term non-exclusive arrangements. In-house manufacturing helps the company control wastage and manufacturing costs, enabling it to offer competitive value-addition charges while protecting margins. Lalithaa also uses the JILABA ERP system and bar-coding to monitor inventory across locations, while procurement processes are designed to manage input costs amid daily gold price fluctuations. Its stringent quality-control framework includes physical inspection, purity testing through gold testing machines and BIS hallmarking of gold jewellery, supporting the company's positioning around quality, trust and transparency.

Expansion of Studded Gold Jewellery

Lalithaa Jewellery Mart intends to increase its focus on studded gold jewellery, particularly diamond-studded products, as these products help broaden its customer base and typically offer higher gross margins than plain gold jewellery. The segment is gaining traction among younger consumers who increasingly prefer lighter, contemporary and affordable jewellery, including 14-carat and 18-carat gold, for everyday use rather than only weddings and special occasions. Studded jewellery also offers a wider range of designs and price points, catering to changing consumer preferences. In Fiscal 2026, the company generated Rs. 2,603 million from studded jewellery, representing 1.04% of total revenue. While the current contribution remains modest, increasing the share of studded jewellery and other higher-margin gold categories could support gross margin expansion and improve the company's overall product mix going forward.

KPI

KPI	Unit	FY26	FY25	FY24
Financial Metrics				
Number of Stores	No. of stores	61	60	53
Total Store Area	In square feet	650,881.0	640,981.0	583,022.0
Average Store Area	In square feet	10,670.2	10,683.0	11,000.4
Revenue from Operations	Rs. in million	250,239.3	168,973.2	167,880.5
Revenue from Operations per store	Rs. in million	4,102.3	2,816.2	3,167.6
Revenue from Operations per sq. ft.	Rs. in million	0.4	0.3	0.3
Operating EBITDA	Rs. in million	16,735.0	7,403.6	6,801.7
Operating EBITDA Margin	in %	6.7%	4.4%	4.1%
Operating EBITDA per store	Rs. in million	274.3	123.4	128.3
PAT	Rs. in million	10098.2	3647.3	3598.3
PAT Margin	in %	4.0%	2.2%	2.1%
ROE	in %	41.6%	20.9%	26.0%
ROCE	in %	42.6%	25.6%	30.4%
Working Capital Days	in days	65	56	50
Debt to Equity	in number	0.53	0.51	0.49
Net Debt / EBITDA	in number	0.7	1.1	1.0
Marketing Expenses	Rs. in million	817.9	763.2	1328.1
Marketing Expenses to Revenue	in %	0.3%	0.5%	0.8%
PAT per store	in number	165.5	60.8	67.9
Inventory turnover ratio	in number	2.6	2.9	3.9
Number of Stores	No. of stores	61	60	53
Total Store Area	In square feet	650,881.0	640,981.0	583,022.0
Average Store Area	In square feet	10,670.2	10,683.0	11,000.4
Revenue from Operations	Rs. in million	250,239.3	168,973.2	167,880.5
Revenue from Operations per store	Rs. in million	4,102.3	2,816.2	3,167.6
Revenue from Operations per sq. ft.	Rs. in million	0.4	0.3	0.3
Operating EBITDA	Rs. in million	16,735.0	7,403.6	6,801.7
Operating EBITDA Margin	in %	6.7%	4.4%	4.1%
Operating EBITDA per store	Rs. in million	274.3	123.4	128.3
PAT	Rs. in million	10098.2	3647.3	3598.3
PAT Margin	in %	4.0%	2.2%	2.1%
ROE	in %	41.6%	20.9%	26.0%
ROCE	in %	42.6%	25.6%	30.4%
Working Capital Days	in days	65	56	50
Debt to Equity	in number	0.53	0.51	0.49

Historical Acquisitions

❑ Asita Jewellery Manufacturing Private Limited

Lalithaa acquired Asita Jewellery Manufacturing Private Limited in 2024. This is the more strategically relevant acquisition for the company's core jewellery business. Asita operates a jewellery manufacturing facility at Maraimalai, Kanchipuram, Tamil Nadu, with an area of approximately 20,000 sq. ft. The facility is operated through Asita and manufactures gold, silver and diamond jewellery. In FY26, the company had 144 karigars employed by Asita, as part of the total 816 exclusive karigars engaged across Lalithaa's manufacturing operations. The acquisition therefore forms part of Lalithaa's move towards greater in-house manufacturing capability, supporting its ability to offer jewellery at competitive prices.

❑ Centigrade Apparels Private Limited

Was incorporated on November 30, 2004, in Chennai and is a wholly owned subsidiary of Lalithaa Jewellery Mart, with 99.99% shareholding by Lalithaa Jewellery Mart Limited and 0.01% held by M. Kiran Kumar Jain as nominee. The company's authorised business activities primarily relate to the textile and apparel industry, including manufacturing, importing, exporting and trading of garments, fabrics, yarn, threads, buttons and other textile accessories, as well as ready-made garments, carpets, hosiery, woollen products and various textile products. However, the Centigrade presently derives its income from renting of immovable property, indicating that it is currently not operating as an apparel manufacturing business. Lalithaa entered into a Share Purchase Agreement with Centigrade on April 1, 2024, for the acquisition of 100,000 equity shares for a total consideration of Rs. 289.60 million, with the shares transferred to Lalithaa on August 1, 2024. The RHP states that the acquisition of Centigrade, along with Asita Jewellery Manufacturing, was undertaken pursuant to the Group's long-term business objectives and to broaden its manufacturing facility. At the time of acquisition, Centigrade had total assets of Rs. 16.86 million and net assets of Rs. 16.64 million, against the purchase consideration of Rs. 289.60 million. As of FY26, the subsidiary reported revenue of Rs. 3.82 million and a loss after tax of Rs. 0.92 million, compared with revenue of Rs. 1.16 million and a loss of Rs. 2.99 million in FY25; its net assets stood at Rs. 11.61 million as of March 31, 2026.

Peer Analysis

FY26

Particulars	Unit	Lalithaa Jewellery Mart Limited	Kalyan Jewellers India Limited	Senco Gold Limited	Thangamayil Jewellery Limited	Manoj Vaibhav Gems N Jewellers Limited	PC Jeweller Limited	Tribhovan das Bhimji Zaveri Limited	Titan	PN Gadgil Jewellers
Number of Stores	No. of stores	61	507	201	67	NA	51	37	1,349	78
Total Store Area	In square feet	6,50,881	12,13,100	5,84,000	NA	NA	2,05,000	1,00,000	36,23,000	2,37,903
Average Store Area	In square feet	10,670.2	2,392.7	2,905.5	NA	NA	4,019.6	2,702.7	2,685.7	3,050.0
Revenue from Operations	Rs. in million	2,50,239.3	3,57,428.6	84,300.3	84,993.3	27,440.3	33,528.8	32,029.5	8,75,840.0	1,07,391.0
Revenue from Operations per store	Rs. in million	4,102.3	705.0	419.4	1,268.6	NA	657.4	865.7	510.1	1376.8
Revenue from Operations per sq. ft.	Rs. in million	0.4	0.3	0.1	NA	NA	0.2	0.3	0.2	0.5
Operating EBITDA	Rs. in million	16,735.0	24,496.9	9,690.1	5,623.2	1,838.1	6,704.7	3,608.5	82,550.0	6,125.5
Operating EBITDA Margin	%	6.7%	6.9%	11.5%	6.6%	6.7%	20.0%	11.3%	9.4%	5.7%
Operating EBITDA per store	Rs. in million	274.3	48.3	48.2	83.9	NA	131.5	97.5	61.2	78.5
PAT	Rs. in million	10,098.2	13,504.0	5,743.2	3,516.5	1,149.8	7,144.6	2,023.1	50,730.0	4,098.2
PAT Margin	%	4.0%	3.8%	6.8%	4.1%	4.2%	21.3%	6.3%	5.8%	3.8%
PAT per store	Rs. in million	165.5	26.6	28.6	52.5	NA	140.1	54.7	37.6	52.5
ROE	%	41.6%	24.3%	25.6%	27.9%	14.8%	10.0%	27.1%	37.1%	23.3%
ROCE	%	42.6%	25.0%	22.7%	26.4%	16.1%	9.7%	22.1%	22.3%	21.8%
Working Capital Days	in days	65	119	173	66	150	853	183	151	107
Debt to Equity	in number	0.5	0.7	0.9	0.6	0.5	0.2	1.1	1.7	0.7
Net Debt / Operating EBITDA	in number	0.7	1.1	1.6	0.9	1.9	2.2	1.9	2.6	1.1
Marketing Expenses	Rs. in million	817.9	4683.9	1580.9	1309.2	NA	NA	560.5	36270.0	NA
Marketing Expenses to revenue	%	0.33%	1.31%	1.88%	1.54%	NA	NA	1.75%	4.14%	NA
Inventory Turnover ratio	in number	2.6	2.5	1.6	2.9	1.7	0.5	1.8	2.1	2.9

Peer Analysis

FY25

Particulars	Units	Lalithaa Jewellery Mart Limited	Kalyan Jewellers India Limited	Senco Gold Limited	Thangamayil Jewellery Limited	Manoj Vaibhav Gems N Jewellers Limited	PC Jeweller Limited	Tribhovan das Bhimji Zaveri Limited	Titan	PN Gadgil Jewellers
Number of Stores	No. of stores	60	351	175	60	21	52	35	1,067	53
Total Store Area	In square feet	6,40,981	8,57,000	5,22,000	NA	1,14,000	NA	1,00,000	30,61,000	1,65,260
Average Store Area	In square feet	10,683.0	2,441.6	2,982.9	NA	5,428.6	NA	2,857.1	2,868.8	3,118.1
Revenue from Operations	Rs. in million	1,68,973.2	2,50,450.7	63,280.7	49,105.8	23,840.2	22,446.0	26,204.8	6,04,560.0	76,934.7
Revenue from Operations per store	Rs. in million	2,816.2	713.5	361.6	818.4	1135.3	431.7	748.7	474.6	1451.6
Revenue from Operations per sq. ft.	Rs. in million	0.3	0.3	0.1	NA	0.2	NA	0.3	0.2	0.5
Operating EBITDA	Rs. in million	7,403.6	15,171.8	3,676.3	2,189.6	1,645.4	3,945.3	1,729.5	56,950.0	3,358.4
Operating EBITDA Margin	%	4.4%	6.1%	5.8%	4.5%	6.9%	17.6%	6.6%	9.4%	4.4%
Operating EBITDA per store	Rs. in million	123.4	43.2	21.0	36.5	78.4	75.9	49.4	53.4	63.4
PAT	Rs. in million	3,647.3	7,141.7	1,593.1	1,187.1	1,004.2	5,777.0	683.7	33,370.0	2,182.7
PAT Margin	%	2.2%	2.9%	2.5%	2.4%	4.2%	25.7%	2.6%	5.5%	2.8%
PAT per store	in number	60.8	20.4	9.1	19.8	47.8	111.1	19.5	31.3	41.2
ROE	%	20.9%	15.9%	9.6%	14.9%	15.0%	12.7%	10.9%	31.8%	20.9%
ROCE	%	25.6%	17.1%	10.8%	14.2%	16.2%	6.6%	12.3%	21.1%	20.2%
Working Capital Days	in days	56	78	175	100	151	1,134	178	152	71
Debt to Equity	in number	0.5	0.7	1.0	0.8	0.6	0.7	1.0	1.5	0.6
Net Debt / Operating EBITDA	in number	1.1	1.5	2.9	2.1	1.7	7.7	3.1	2.5	0.9
Marketing Expenses	Rs. in million	763.2	4733.6	1065.6	683.9	89.3	39.2	488.2	29960.0	785.7
Marketing Expenses to revenue	%	0.5%	1.9%	1.7%	1.4%	0.4%	0.2%	1.9%	5.0%	1.0%
Inventory Turnover ratio	in number	2.9	2.6	1.9	2.5	1.8	0.3	1.8	2.2	3.8

Peer Analysis

FY24

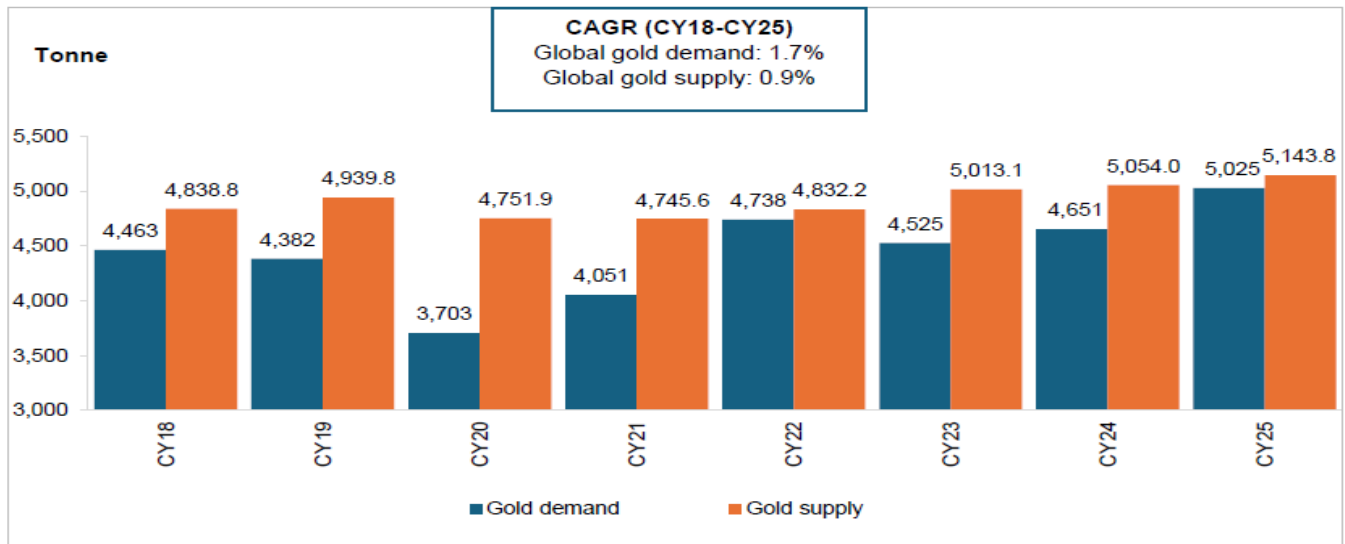
Particulars	Units	Lalithaa Jewellery Mart Limited	Kalyan Jewellers India Limited	Senco Gold Limited	Thangamavil Jewellery Limited	Manoj Vaibhav N Jewellers Limited	PC Jeweller Limited	Tribhovan das Bhimji Zaveri Limited	Titan	PN Gadgil Jewellers
Number of Stores	No. of stores	53	217	159	58	15	60	33	937	36
Total Store Area	In square feet	5,83,022	7,00,000	4,74,981	NA	95,892	NA	1,00,000	26,08,000	NA
Average Store Area	In square feet	11,000.4	3,225.8	2,987.3	NA	6,392.8	NA	3,030.3	2,783.4	NA
Revenue from Operations	Rs. in million	1,67,880.5	1,85,155.5	52,414.4	38,267.8	21,496.7	6,054.0	22,989.4	5,10,840.0	61,120.2
Revenue from Operations per store	Rs. in million	3,167.6	853.3	329.7	659.8	1,433.1	100.9	696.7	438.9	1,697.8
Revenue from Operations per sq. ft.	Rs. in million	0.3	0.3	0.1	NA	0.2	NA	0.2	0.2	NA
Operating EBITDA	Rs. in million	6,801.7	12,799.3	3,755.1	2,123.6	1,502.2	-1,713.0	1,393.4	52,930.0	2,713.2
Operating EBITDA Margin	%	4.1%	6.9%	7.2%	5.6%	7.0%	-28.3%	6.1%	10.4%	4.4%
Operating EBITDA per store	Rs. in million	128.3	59.0	23.6	36.6	100.2	-28.6	42.2	56.5	75.4
PAT	Rs. in million	3,598.3	5,962.9	1,810.0	1,232.4	809.3	-6,293.6	544.3	34,960.0	1,551.5
PAT Margin	%	2.1%	3.2%	3.5%	3.2%	3.8%	-104.0%	2.4%	6.8%	2.5%
PAT per store	in number	67.9	27.5	11.4	21.3	54.0	-104.9	16.5	37.3	43.1
ROE	%	26.0%	15.3%	15.7%	28.0%	16.8%	-19.0%	9.4%	32.8%	34.5%
ROCE	%	30.4%	15.3%	14.5%	20.9%	16.8%	-1.8%	11.2%	25.2%	32.0%
Working Capital Days	in days	50	98	142	72	132	4,273	173	126	34
Debt to Equity	in number	0.5	0.9	1.2	1.2	0.9	1.2	0.9	1.0	0.8
Net Debt / Operating EBITDA	in number	1.0	1.9	2.3	2.1	2.2	-22.4	3.3	1.7	1.0
Marketing Expenses	Rs. in million	1328.1	3552.7	1033.7	364.5	83.8	5.6	428.9	27650.0	419.5
Marketing Expenses to Revenue	%	0.8%	1.9%	2.0%	1.0%	0.4%	0.1%	1.9%	5.4%	0.7%
Inventory turnover ratio	in number	3.9	2.2	2.1	3.2	2.0	0.1	1.9	2.7	6.4

Industry Overview

Overview of global gold industry

The global gold market witnessed strong momentum in CY25, with total demand reaching a record 5,025 tonnes, supported primarily by robust central bank purchases and rising investment demand. Central banks remained key participants, adding 850.1 tonnes to their reserves, although purchases moderated by 22% from 1,092.4 tonnes in CY24. Investor appetite strengthened significantly, with gold ETF holdings increasing by 801.2 tonnes as heightened economic and geopolitical uncertainties reinforced gold's safe-haven appeal. Investment demand for bars and coins also rose 16% YoY, indicating a shift among some price-sensitive jewellery investors towards investment-oriented products. In contrast, jewellery consumption declined 18% amid elevated gold prices, while industrial demand fell 5% YoY. China's renewed demand provided additional support to overall global consumption. Over CY18–CY25, gold demand expanded at a CAGR of 1.7%, despite a sharp 15.5% decline in CY20 during the COVID-19 pandemic, followed by a 9.3% recovery in CY21 and a subsequent record high in CY22. On the supply side, global gold production increased by a modest 1.7% YoY in CY25, primarily driven by a 2.7% increase in recycled gold, highlighting the growing contribution of recycling to overall supply.

Trend in gold demand and supply



Source: World Gold council, Crisil Intelligence

India's Position in Global Gold Demand

India remained the second-largest gold-consuming market among major economies in CY25, despite a broad-based slowdown in global demand. Global consumption of gold jewellery, bars and coins declined by around 5.2% YoY in 2025, primarily due to elevated gold prices, which weakened consumer affordability. India's demand fell 11.4% YoY, while other major markets also recorded declines, including the US (-16.3%), China (-3.1%) and the Middle East (-3.5%). In contrast, Europe emerged as a key exception, recording strong double-digit growth of 37.4% YoY, supported by increased investment demand and heightened investor preference for gold amid economic and geopolitical uncertainties.

Key Factors Influencing Global Gold Prices

Gold prices are primarily influenced by currency movements, demand from key consuming markets, geopolitical developments and broader investment trends. A stronger US dollar and higher interest rates can weigh on gold, while strong demand from the US, India and China supports prices due to gold's investment, cultural and wealth-preservation role. Geopolitical tensions, trade conflicts and economic uncertainty typically increase safe-haven demand, supporting gold prices. Additionally, inflation and volatility in equities and other asset classes can drive investors towards gold as a hedge and store of value, while attractive returns from competing assets can reduce gold demand.

Overview of Indian gems and jewellery retail industry

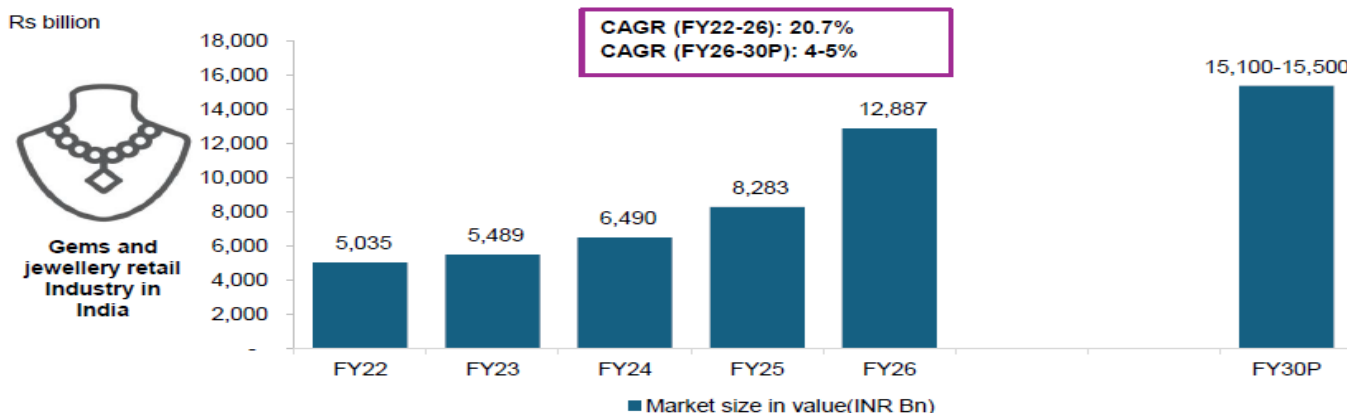
Evolution of gems and jewellery retail industry in India

Till 1990s	1990-2000	2001-2010	2011-Present
Till 1990s, the gems and jewellery industry comprised of the family based standalone jewellers, offering limited set of designs along with credit schemes for their consumers. The industry faced some key issues such as unclear pricing, noncompliance of government taxation laws, gold under-cartage etc.	In 1990s, the jewellery retail chains started emerging in India. In mid-1990's, organized retail brands started in India. In the year 2000, the BIS introduced the gold hallmarking scheme, after which some jewellery retail chains started offering the hallmarked jewellery on stores, distinguishing themselves from standalone jewellery stores.	During 2001-2010, many regional jewellery retail chains started opening stores in other regions, expanding their retail footprints. Jewellery retail chains also started to launch various sub-brands to cater different consumer market in India. Some of the jewellery retailers started catering urban consumers with premium products while some brands focused on mass market with low to mid price products.	From 2011 onwards, various government regulations have supported the growth of jewellery retail chains in India and online jewellery retail in India started emerging. Reforms such as as GST, mandatory hallmarking of gold jewellery, requirement for PAN details for jewellery purchase Rs 2 lakhs and above, supported growth for jewellery retail chains in India.

Source: Secondary research, Crisil Intelligence

India's gems and jewellery retail industry grew at a 20.7% CAGR during FY22-FY26, reaching an estimated Rs. 12,887 billion in FY26, with gold jewellery continuing to dominate consumption. While demand moderated in FY26 due to elevated gold prices, industry value remained supported by price-led growth, with weddings, festivals, rising disposable income and improving consumer sentiment remaining key demand drivers. Going forward, underlying demand is expected to remain stable, although sustained high and volatile gold prices could constrain discretionary purchases and moderate volume growth.

Indian gems and jewellery retail industry – market size trends



Note: The price of gems and jewellery products includes making charges

Indian gems and jewellery retail industry includes jewellery made from gold, diamond, silver, platinum and other precious stones along with gold bars and coin

Source: Crisil Intelligence

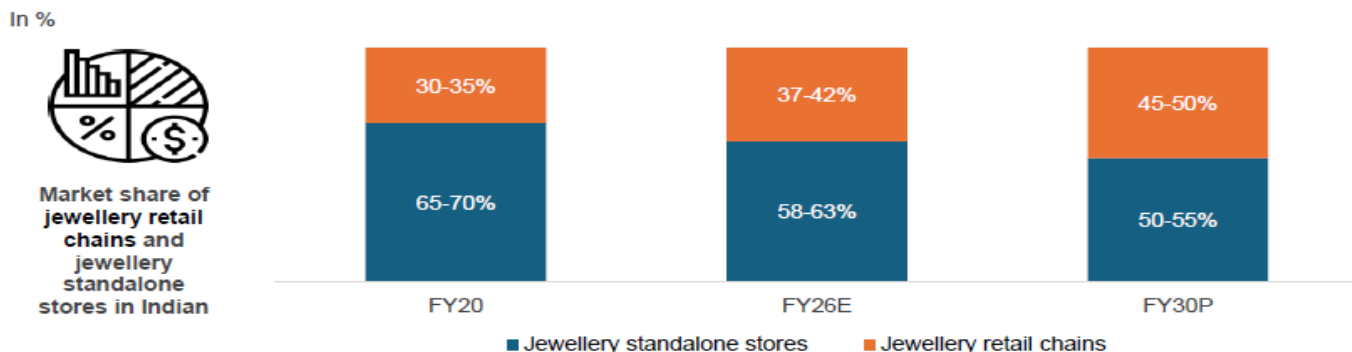
The Indian gold jewellery retail market is estimated at Rs. 10,619 billion in FY26, with gold demand of around 721 tonnes, and has grown at a ~20% CAGR during FY22-FY26, primarily driven by rising gold prices and strong post-pandemic demand. However, with gold prices expected to remain elevated and volatile amid geopolitical risks, global economic conditions, central bank policies and currency movements, consumer affordability and purchase volumes could come under pressure. Consequently, industry growth is expected to moderate to 3-5% CAGR during FY26-FY30, with the market projected to reach Rs. 12,000-12,500 billion by FY30.

Organised retail continues to gain traction, supported by changing consumer preferences and formalization

The Indian gems and jewellery retail industry remains largely fragmented and dominated by standalone, family-owned jewellers. However, the industry is gradually transitioning towards organised retail, with branded players increasing their market share from 30–35% in FY19 to 37–42% in FY26. Despite this progress, standalone retailers continue to account for 58–63% of the market, indicating substantial headroom for organised chains to gain share. The shift is being driven by increasing consumer preference for brand trust, transparent pricing, assured quality, hallmarking, wider product assortment and a more standardised shopping experience. GST, mandatory hallmarking and HUID have further supported this transition by improving transparency and consumer confidence.

The industry is also witnessing a gradual evolution in consumer preferences, particularly among younger and urban consumers, with online jewellery retail gaining traction for product discovery, design comparison, price transparency and smaller-ticket purchases. At the same time, high-value bridal and investment-led gold purchases remain predominantly store-led because consumers continue to place significant importance on trust, physical verification and personalised consultation. This creates an opportunity for organised retailers to combine their physical-store presence with omnichannel capabilities and digital customer engagement.

Market share of jewellery retail chains and jewellery standalone stores in the Indian gems and jewellery retail industry



E: Estimated, P: projected

Note: National and regional jewellery players are defined as jewellery retail chains, and standalone ones (can be one to three stores) as jewellery standalone stores

Source: Crisil Intelligence

Regional and Tier-II/III markets provide the next leg of industry expansion

The shift towards organised retail is particularly relevant in regional markets and smaller cities. In South India, jewellery retail chains accounted for 54–59% of the gems & jewellery market in FY26, while Tier-II and Tier-III cities are identified as having significant growth potential. This is supported by increasing demand for branded jewellery, stronger consumer awareness and the ability of organised chains to leverage regional brand recognition and store networks. The combination of regional preferences, local brand trust and organised retail formats is therefore expected to remain an important feature of the industry's evolution.

South India Jewellery Market – Structural Growth Opportunity

South India represents a **key organised jewellery retail market in India**, supported by strong cultural affinity towards gold, high jewellery penetration and established regional jewellery brands. The market is gradually shifting towards organised retail, with **jewellery retail chains accounting for 54–59% of the South Indian gems & jewellery market in FY26**. This relatively high level of organised penetration indicates that South India is ahead of the broader Indian market in terms of formalisation, while still offering opportunities for regional players to expand their store networks and deepen penetration. Within South India, **Tier-II and Tier-III cities are expected to offer significant growth potential**. Jewellery chains are well positioned to penetrate these markets because of their regional presence, established brand recognition and ability to offer a combination of quality, craftsmanship, designs and customer service. The opportunity is particularly relevant for regional jewellery chains that already have strong customer relationships in smaller cities and can leverage these relationships while transitioning consumers towards organised formats.

The South Indian market also benefits from **strong regional design preferences and localised consumer tastes**. Jewellery designs vary considerably across states, with specific designs being popular in Andhra Pradesh, Kerala, Tamil Nadu and Karnataka. This makes **regional understanding, localised assortment and brand familiarity** important competitive advantages for jewellery retailers operating in the region.

Directors Profile

Name	Designation	Profile
M. Kiran Kumar Jain	Chairman and Managing Director	Chairman & Managing Director, associated with the Company since March 1999. Holds an honorary doctorate in literature from VELS University. Leads the Company's marketing, strategy, and overall operations, including stores, treasury, and finance. Received the "Ten Outstanding Young Indians" (TOYI) award for entrepreneurship in 2011.
Hemaa Kiran Kumar Jain	Whole-time Director	Whole-time Director, associated with the Company since April 2002. Has no formal education. Supports the Board on strategic decisions relating to the diamond unit and business management, and heads the Company's human resource function.
P Rajeswaran	Whole-time Director	Whole-time Director, associated with the Company since June 2012. Holds a Master's in Public Administration from the University of Madras. Manages overall sales and store operations across the Company.
Nayan Jagadishchandra Rawal	Independent Director	Independent Director. Holds a B.Com and LLB from the University of Bombay, and an honorary Doctor of Letters from McStem Eduversity, USA. A Fellow member of ICSI and a practicing advocate registered with the Bar Council of Maharashtra and Goa since 2006 – brings legal and governance expertise.
Poonam Jagdambaprasad Dubey	Independent Director	Independent Director. Holds a B.Com from the University of Mumbai and is an Associate member of ICAI. Previously worked with Mukund M. Chitale & Co., Chartered Accountants; currently Managing Partner at Bagdi Dubey and Associates.
Vandana Mayur Amrutiya	Independent Director	Independent Director. Holds a B.Com from the University of Mumbai (Mithibai College). Proprietor of M/s VMA & Co. since 2012.

Market Opportunity

- ❑ Large, fast-growing industry: India's gems and jewellery retail market was estimated at Rs. 12,887 billion in Fiscal 2026, growing at a 20.7% CAGR (FY22–FY26), and is projected to reach Rs. 15,100–15,500 billion by Fiscal 2030.
- ❑ South India-led demand: The South Indian gems and jewellery market was valued at Rs. 5,026 billion in Fiscal 2026 – about 40% of the overall Indian industry.
- ❑ Shift to organised retail: Jewellery retail chains' share has grown from 30–35% (FY20) to 37–42% (FY26), and is projected to reach 45–50% by FY30, as standalone jewellers cede share.
- ❑ Gold-led category mix: Gold jewellery continues to dominate with 80–85% of overall industry revenue, offering a large addressable base for a gold-focused, mass-market retailer.
- ❑ Evolving consumer occasions: South Indian consumers increasingly purchase jewellery beyond weddings and festivals, driven by rising incomes, urbanisation, and growing preference for minimalist designs.

Key Risk

- ❑ Revenue concentration in gold: Gold jewellery accounts for 92.33% of revenue, leaving the business highly exposed to gold price and demand swings.
- ❑ Negative operating cash flows: Company reported negative cash flows from operations of Rs. 3,977.62 million and Rs. 180.02 million in recent periods.
- ❑ High leverage: Total outstanding borrowings of Rs. 12,381.00 million as of June 30, 2026.
- ❑ Scheme-related liability: Sizeable customer advances (Rs. 50,427.50M) under jewellery schemes create future redemption obligations.
- ❑ Supplier concentration: Reliance on top 3 raw material suppliers, contributing 58–67%+ of purchases across recent periods.
- ❑ Legal and regulatory exposure: Outstanding proceedings involving the Company, Promoters, Directors and KMPs; a past income-tax search and seizure operation.

Competitive Strength

- ❑ Strong South Indian presence: Operating revenue CAGR of 22.09% (FY24–FY26); stores grew from 53 to 61; PAT up 67.52% to Rs. 10,098.17M, with ROE of 41.60% and ROCE of 42.60% in FY26.
- ❑ Highest revenue per store: Industry-leading operating revenue per store of Rs. 4,102.28 million in FY26 among key organised jewellery players.
- ❑ Deep Tier II/III penetration: 45 of 61 stores located in Tier II/III cities, contributing 60.25% of FY26 revenue.
- ❑ Scale-driving formats: 8 Large + 43 Medium + 10 Small Format stores, including one of India's largest jewellery stores (Vijayawada, 1,00,000 sq. ft.).
- ❑ Highest customer advances: Rs. 50,427.50 million in FY26 (up from Rs. 19,432.26M in FY24), now 20.15% of revenue, reflecting strong scheme-led repeat engagement.
- ❑ Asset-light with backward integration: Only 3 of 61 stores owned; two in-house manufacturing facilities supported by 816 Karigars..

Threats

- ❑ Regulatory shifts: In May 2026, the government raised the effective gold import duty from 6% to 15%, reversing the July 2024 cut and directly affecting affordability and demand.
- ❑ Changing consumer preference: Younger consumers increasingly favour artificial/fashion jewellery over traditional gold.
- ❑ Asset substitution: Risk of investors reallocating from gold to equities, bonds and real estate.
- ❑ Pricing volatility: Domestic gold prices hit record levels in Q1 2026, pressuring affordability, retailer margins and near-term demand.
- ❑ Intense competition: Standalone retailers still hold 58–63% of the market despite organised players' share gains (30–35% → 37–42%, FY19–FY26)..

Shareholding

Prior to the IPO, the Promoter and Promoter Group collectively held an 97.72% stake in the company. Following the Offer for Sale (OFS) of 24,875,621 equity shares by the Promoter and Promoter Group, their shareholding is expected to reduce to 82.85% on a post-issue basis.

Particulars	Pre Issue		IPO		Post Issue	
	No. of Shares	% Holding	Fresh Issue	OFS	No. of Shares	% Holding
Promoter & Promoter Group	488,574,576	97.72%		24,875,621	463,698,955	82.85%
Other Public	11,402,580	2.28%	59,732,655	0	96,010,856	17.15%
Total	499,977,156	100.00%		24,875,621	559,709,811	100.00%

Financials (in Rs. Mn)

Income Statement			(Rs in Mn)
Particulars	FY24	FY25	FY26
Revenue from Operation	167,880.5	168,973.2	250,239.3
COGS	156,520.3	156,739.3	228,171.7
% Sales	93.2	92.8	91.2
Gross Profit	11,360.3	12,233.9	22,067.6
Gross margin	6.8	7.2	8.8
Employee Benefit Exp	2,083.6	2,583.6	2,896.2
Other expense	2,475.0	2,246.7	2,436.4
EBITDA	6,801.7	7,403.6	16,735.0
EBITDA Margins	4.1	4.4	6.7
Other Income	125.7	105.6	158.8
Depreciation	719.1	871.8	1,306.6
EBIT	6,208.2	6,637.4	15,587.2
EBIT Margins	3.7	3.9	6.2
Finance Cost	1,362.7	1,604.4	1,984.5
Profit before tax	4,845.5	5,033.1	13,602.7
Exceptional Items	0.0	0.0	0.0
Tax	1,247.21	1,385.79	3,504.49
Profit after tax	3,598.3	3,647.3	10,098.2
PAT Margins	2.1	2.2	4.0
Basic EPS	7.2	7.3	20.2

Cash Flow Statement			(Rs in Mn)
Particulars	FY24	FY25	FY26
Cash Flow from operating activities			
PBT	4,845.5	5,033.1	13,602.7
Depreciation	719.1	871.8	1,306.6
Operating Profit before WC change	6,814.0	7,612.5	16,787.8
Changes in Assets and liability	5,804.4	2,894.9	18,579.1
Cash used in Operations	1,009.6	4,717.7	-1,791.3
Tax	-1,189.7	-1,830.4	-2,186.3
Net Cash from Operating	-180.0	2,887.3	-3,997.6
Cash Flow from investing activities			
Capex	-918.4	-1,208.4	-675.7
Net Cash from Investing	-1,123.4	-2,150.7	-661.8
Cash Flow from financing activities			
Proceeds from LT Borrowing	106.2	284.7	0.0
Payment of lease liabilities	-612.9	-691.7	-902.1
Repayments of LT Borrowings	-46.5	-9.9	-143.0
Proceeds/ (Repayment) of ST Borrowings	2,781.0	976.0	6,674.7
Net Cash from Financing	1,349.8	-441.3	4,277.3
Net increase/(decrease) in Cash	46.4	295.3	-362.1
Cash at the beginning of the year	181.5	227.9	523.2
Cash at the end of the year	227.9	523.2	161.1

Balance Sheet			(Rs in Mn)
Particulars	FY24	FY25	FY26
ASSETS			
Fixed Assets	1,972.1	2,941.4	2,850.3
Capital WIP	469.0	145.4	236.8
Goodwill and other intangible assets	6.1	6.1	6.2
Right to Use Assets	3,640.0	3,499.0	3,485.5
Trade Receivables	585.9	1,164.5	2,146.9
Cash	460.6	740.1	382.8
Other Current Assets	399.1	530.1	702.1
Other Assets	44,289.6	60,270.3	99,640.9
Total Assets	51,822.6	69,296.8	109,451.4
EQUITY			
Equity Share Capital	119.0	2,499.9	2,499.9
Other Equity	15,524.6	16,753.9	26,797.4
Total Equity	15,643.7	19,253.8	29,297.3
Borrowing & Lease Liability	4,164.1	4,360.4	4,180.4
Provision	111.6	122.0	189.6
Trade Payables	1,239.1	2,669.4	5,221.1
Other Liabilities	30,664.1	42,891.3	70,563.0
Total Liabilities	36,178.9	50,043.0	80,154.2
Total Equity and Liabilities	51,822.6	69,296.8	109,451.4

Ratio Analysis			
Particulars	FY24	FY25	FY26
Growth (%)			
Revenue	26.1	0.7	48.1
EBITDA	35.4	8.8	126.0
EBIT	40.6	6.9	134.8
PAT	50.9	1.4	176.9
% Of Revenue			
EBITDA	4.1	4.4	6.7
EBIT	3.7	3.9	6.2
PAT	2.1	2.2	4.0
Return Ratios (%)			
ROCE	30.4	25.6	42.6
ROE	26.0	21.0	41.6
Valuation (x)			
P/E	27.9	27.6	10.0
P/B	7.2	5.8	3.8
EV/EBITDA	18.3	17.0	7.9
EV/ Sales	0.7	0.7	0.5
DEBT/EQUITY	0.8	0.7	0.7



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SHASHWAT SINGH

Digitally signed by SHASHWAT SINGH
Date: 2026.08.14 08:59:50 +05'30'

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Compliance Officer: Mr. Harinatha Reddy Muthumula (For Broking/DP/Research) email @ compliance_sec@bajajbroking.in | Contact No.: 020-48574486 |

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For more queries reach out to : Name - Bajaj Broking Research Team | Email Id - researchdesk@bajajbroking.in

Research Analysts :	Sumit Singhania (Research Head)	Pradeep Kasat (Sr VP Technical Analysis)	Anand Shendge (DVP Derivative Analyst)	Pabitra Mukherjee (DVP Technical Analyst)
	Vikas Vyas (Derivative Analyst)	Nisarg Shah (Fundamental Analyst)	Shashwat Singh (Fundamental Analyst)	Pushkar Shinde (Fundamental Research)
	Keshav Pareek (Derivative Analyst)			