



SMC Ranking

★ ★ ☆ ☆ ☆ (2/5)

Issue Highlights

Industry	Services
Offer for sale (Shares)	46,296,296
Net Offer to the Public	46,296,296
Issue Size (Rs. Cr.)	2847-3000
Price Band (Rs.)	615-648
Employee Discount	60
Offer Date	3-Oct-25
Close Date	7-Oct-25
Face Value	10
Lot Size	23

Issue Composition

	In shares
Total Issue for Sale	46,296,296
QIB	34,722,222
NIB	6,944,444
Retail	4,629,630

Shareholding Pattern (%)

Particulars	Pre-issue	Post-issue
Promoters & promoters group	76.21%	49.80%
QIB	23.79%	41.57%
NIB	0.00%	5.18%
Retail	0.00%	3.45%
Total	100.00%	100.00%

*calculated on the upper price band

Objects of the Issue

The Company will not receive any proceeds from the Offer. All Offer Proceeds shall be received by the Selling Shareholder subsequent to the deduction of Offer-related expenses and applicable taxes, which shall be the responsibility of the Selling Shareholders.

Book Running Lead Manager

- Kotak Mahindra Capital Company Limited
- Axis Capital Limited
- BNP Paribas
- Citigroup Global Markets India Private Limited
- HDFC Bank Limited

Name of the registrar

- MUFG Intime India Private Limited

About the company

Incorporated in 2016, WeWork India Management Limited is a leading flexible workspace operator in India, offering a wide range of workspace solutions including custom-designed buildings, floors and offices, enterprise office suites, managed offices, private offices, co-working spaces, and hybrid digital solutions. The company provides high-quality, flexible workspaces tailored to the needs of large enterprises, small businesses, startups, and professionals. As of June 30, 2025, WeWork India operated 68 Operational Centres with a total desk capacity of 114,077 across eight cities, with Bengaluru and Mumbai contributing a significant share of the company's Net Membership Fees. Its client portfolio includes prominent organizations such as Amazon Web Services India Private Limited, JP Morgan Services India Private Limited, Discovery Communications India, Deutsche Telekom Digital Labs Private Limited, CBA Services Private Limited, and Grant Thornton Bharat LLP. As of the same date, the company employed 583 people across its operations.

Strength

Strong brand recognition and leadership in India and international presence:

WeWork India is a leading flexible workspace provider that has maintained the highest search volume in the industry from October 2023 to December 2024, demonstrating strong brand recognition. According to AGR, the company consistently outperforms competitors in brand awareness, global presence, and flexible offerings. A key contributor to the sector's growth, WeWork India has a range of products and services, from private offices to on-demand solutions. Members are attracted by its prime locations, premium amenities, professional staff, and vibrant community, which offers excellent networking opportunities. The company's connection to WeWork Global helps it attract international clients seeking office space in India.

Leadership in a rapidly growing market:

WeWork India is positioned as a leading premium flexible workspace operator in India and has been the largest operator by total revenue for the last three fiscal years, according to the CBRE Report. The company demonstrates strong financial growth, with its Total Income increasing from ₹1,422.77 crore in Fiscal 2023 to ₹2,024.00 crore in Fiscal 2025, and its Revenue from Operations following a similar upward trend, reaching ₹1,949.21 crore in Fiscal 2025. This financial strength is further highlighted by an increase in its Adjusted EBITDA margin from 14.55% in Fiscal 2023 to 21.61% in Fiscal 2025. Furthermore, the company shows significant operational efficiency, as its portfolio-level revenue to rent multiple of 2.7 for Fiscal 2025 exceeds the typical industry average of 1.9x to 2.5x. This growth is set against the backdrop of a rapidly expanding Indian flexible workspace sector, which is projected to grow to approximately 140 to 144 million square feet across Tier 1 cities by the end of 2027, driven by a corporate focus on flexibility, cost optimization, and hybrid working models.

Backed by the Embassy Group, one of India's top developers, and relationship with WeWork Global, a global flexible workspaces operator:

WeWork India is significantly strengthened by its dual relationship with the Embassy Group and WeWork Global. As a company majority owned and promoted by the Embassy Group—a leading Indian real estate developer with over 30 years of experience and a vast portfolio—WeWork India gains crucial advantages, including access to marquee buildings, large tenants, top developers, strong execution capabilities, and financing sources. Additionally, the company benefits from its relationship with WeWork Global, a worldwide flexible workspace operator, as the exclusive licensee of the WeWork Brand in India and an

investor in the company. This relationship allows WeWork India to leverage a strong global brand and provides its members' employees traveling internationally seamless access to WeWork Global's network of approximately 600 locations across 35 countries.

Presence in Grade A properties in top-tier micro markets and strong relationships with top developers: WeWork India strategically focuses its operations exclusively on Tier 1 cities—Bengaluru, Mumbai, Pune, Hyderabad, Gurugram, Noida, Delhi, and Chennai—where office space demand remains strong, with these markets recording 7.89 crore square feet of office absorption in 2024. The company has cultivated multi-asset relationships with leading developers, enabling it to secure favorable lease terms and achieve a weighted average primary lease tenure of 8.48 years. Committed to delivering premium workspace experiences, WeWork India designs, builds, and operates its centers to global standards, with Grade A properties comprising approximately 94% of its portfolio, representing 0.71 crore square feet as of June 30, 2025. The company also maintains a strong financial position, underscored by a solid asset-liability structure, as its Remaining Locked-in Net Membership Fees are 2.4 times its Remaining Locked-in Rent Cost.

One of the most extensive range of products and services in the industry : WeWork India offers one of the most extensive and flexible range of products in the Indian workspace industry, providing solutions from pay-per-use options to long-term contracts. According to the CBRE Report, the company's offerings include enterprise office suites, customized managed offices, private offices, co-working spaces, and hybrid digital solutions, all designed, built, and operated to global standards. This comprehensive suite allows WeWork India to serve as a single workspace solutions provider for its members, tailoring bespoke solutions to their specific needs. The flexibility to scale up or down, combined with seamless booking through the WeWork app, makes WeWork a preferred choice for both domestic and international corporations, fostering strong customer retention and cross-selling.

Consistently growing high-quality, diverse and “sticky” member base : WeWork India has achieved consistent growth in its member base, reaching 87,247 Members as of June 30, 2025, by attracting a wide range of marquee clients, including large enterprises and multinational corporations, through its premium, flexible workspace model. The company demonstrates strong revenue performance and member loyalty, with its Total Contract Value – Net Membership Fees reaching ₹4,306.1 crore as of June 30, 2025, and recording a CAGR of 32.46% from Fiscal 2023 to Fiscal 2025. This growth has been significantly driven by existing members upgrading their workspace requirements, accounting for over 50% of new desk sales in both Fiscal 2025 and 2024. The member portfolio remains well-diversified across various desk cohort sizes and cities, with no single client contributing more than 10% of Net Membership Fees. Additionally, the company maintains a stable Weighted Average Membership Tenure of 26 months as of June 30, 2025.

The following table sets forth the Net Membership Fee contribution of the top Client and top 10 Clients for the periods/years indicated.

(₹ in million, except percentages)

Member	For the three months ended June 30,						Fiscal					
	2025		2024		2025		2024		2023			
	Net Membership Fees	% of total Net Membership Fees	Net Membership Fees	% of total Net Membership Fees	Net Membership Fees	% of total Net Membership Fees	Net Membership Fees	% of total Net Membership Fees	Net Membership Fees	% of total Net Membership Fees	Net Membership Fees	% of total Net Membership Fees
Top Client	345.38	7.50%	351.02	8.76%	1,396.42	8.28%	1,023.35	7.01%	738.75	6.46%		
Top 10 Clients	1,065.88	23.15%	1,056.93	26.39%	4,048.19	24.01%	3,633.11	24.90%	2,869.65	25.09%		

Focus on premium pricing, capital efficiency, self-sufficient growth and robust balance sheet management driving financial performance : WeWork India has demonstrated strong and consistent business growth, expanding its Desks Capacity in Operational Centres to 114,077 as of June 30, 2025. This operational growth has been accompanied by robust financial performance, with Revenue from Operations increasing by 26.67% from Fiscal 2023 to Fiscal 2024, and further rising to ₹1,949.21 crore in Fiscal 2025. As a premium flexible workspace operator, the company has achieved superior financial metrics, including an average portfolio-level revenue-to-rent multiple of 2.7 in Fiscal 2025, exceeding the industry average range of 1.9x to 2.5x. Additionally, WeWork India has enhanced operational efficiency by effectively managing Non-variable Operating Costs, reducing Capital Expenditure per desk, and significantly lowering Corporate Costs as a percentage

of Total Revenue—from 10.93% in Fiscal 2023 to 7.99% in Fiscal 2025. These efforts collectively drive strong Centre-Level EBITDA Margins and reinforce the company's financial viability and long-term sustainability.

Experienced leadership and management team: WeWork India is led by a team of experienced professional management who possess deep industry expertise across various domains like real estate, finance, and engineering. The core leadership team, including CEO & MD Karan Virwani and CFO Clifford Lobo, has an impressive average tenure of 7.09 years with the company as of June 30, 2025, which underscores stability and institutional knowledge. This seasoned management, alongside a diverse Board of 6 Directors (including three independent directors and chaired by Jitendra Mohandas Virwani), has been instrumental in the company's success and industry recognition, having earned accolades such as the Great Place to Work certification in 2022 and 2025. The entire operation is guided by core company values, including "serve members first," "win together," and "build for tomorrow," which are credited with playing an essential role in their current success.

Strategy

Continue to deepen the presence in existing cities and expand in key micro-markets with strong demand for flexible workspace solutions : WeWork India's growth strategy centers on deepening its presence in the 28 key clusters across the top nine Tier 1 cities in India, which currently account for the majority of the flexible workspace demand and where the total stock exceeds 88 million square feet. The company carefully selects expansion locations based on factors like member demand, surrounding office infrastructure, and demographic profiles. By leveraging long-standing relationships with institutional landlords, WeWork India aims to secure suitable assets on favorable terms, creating a clustering effect in key micro-markets. This concentration boosts brand awareness, allows for economies of scale, and strengthens platform monetization. The company also maintains the flexibility to expand into new cities and micro-markets as demand dictates, positioning itself for continued revenue growth through a positive flywheel effect of increased visibility and higher occupancy rates.

Continue to focus on unit economics: WeWork India's strategy for improving economic performance focuses on strengthening unit economics and enhancing member loyalty. The company achieves strong unit economics through premium pricing, cross-selling ancillary services, and managing variable costs, leading to some Mature Centres (those operating for over 12 months) achieving over 40% Centre-Level EBITDA Margins. Centres typically break even on operational costs within four to six months at a 55.70% occupancy rate. The company also aims for operational leverage by continuing to lower corporate overheads as a percentage of Revenue from Operations and by developing economies of scale to boost operating and capital expenditure efficiency. Furthermore, WeWork India plans to deepen relationships with existing members, particularly Large Enterprise Members (who contributed over 60% of Net Membership Fees in the last three Fiscals), by improving the Weighted Average Membership Tenure and broadening customized products, which helps to maintain premium pricing power and lowers the cost of acquiring new members.

Invest in new products and technology to diversify revenues through product innovation and inorganic expansion : WeWork India's future strategy centers on product innovation and targeting the high-growth Global Capability Centre (GCC) segment to diversify and expand revenues. The company continually enhances its core and digital offerings—such as the recent launches of WeWork All-Access, Virtual Office, Zoapi, and WeWork Workplace—and is developing a localized "WWI" app expected to launch in Fiscal 2026. Simultaneously, WeWork aims to further grow its value-added services—including parking, meeting rooms, and other office services—which already contribute a higher percentage of revenue (up to 11.85% in Fiscal 2023) compared to the industry average. By focusing on acquiring GCC customers, which seek large-scale, customized, and technologically advanced offices, the company leverages its managed office model to tap into the substantial Indian GCC market of over 2,975 units, ensuring future revenue growth and cross-selling opportunities.

Data backed and tech-based approach to expansion and improving margins: WeWork India employs a sophisticated, data-backed and tech-based approach across its operations to enhance efficiencies and optimize performance. The company leverages its custom data, spanning its 7.67 million square feet of operational leasable area, to make scientific decisions on site selection, building design, member experience, and operational efficiency. Custom tools like REScout (for site selection), Spatial Analytics (for space utilization), and PriMo/SpaceOps (for workflow and daily operations) streamline its business as it scales. This technological focus has resulted in tangible improvements, such as a decrease in capital expenditure per desk from ₹160,648 in Fiscal 2023 to ₹132,665 in the three months ended June 30, 2025, while maintaining consistently high EBITDA margins (e.g., 62.66% in the three months ended June 30, 2025).

Risk Factor

- Any disruption in the operations of WeWork International Limited, or any event that negatively impacts the WeWork brand, could adversely affect WeWork India's reputation, business operations, financial performance, and overall financial condition.
- If the company fails to retain existing members or attract new members to its centres, its business and financial condition could be negatively impacted.
- The company faces significant competitive pressures in the flexible workspace industry, which may affect its growth, pricing strategies, and market position.

Peer Comparison

Co_Name	Total Income	PAT	EPS	P/E	P/BV	BV	FV	Price	Mcap
AWFIS Space	1207.54	67.87	6.99	81.01	8.81	64.29	10	566.25	4049.20
Smartworks Cowor	1374.06	-63.18	0.00	0.00	11.88	48.47	10	576.00	6573.96
Indiqube Spaces	1059.29	-139.62	0.00	0.00	7.48	30.72	1	229.70	4823.96
WEWORK INDIA MANAGEMENT LTD	2035.87	143.21	10.69	60.64	14.15	45.79	10.	648.00	8684.71

*Peer companies financials are TTM based

**WEWORK INDIA MANAGEMENT LTD financials are based on Fy25

Valuation

Considering the P/E valuation on the upper price band of Rs.648, TTM EPS and P/E are Rs.10.69 and 60.64 multiple respectively and at a lower price band of Rs. 615, P/E multiple is 57.56. Looking at the P/B ratio on the upper price band of Rs.648, book value and P/B are Rs. 14.15 and 45.79 multiple respectively and at a lower price band of Rs. 615 P/B multiple is 43.45. No change in pre and post issue EPS and Book Value as the company is not making fresh issue of capital.

Industry Outlook

The flexible workspace sector in India is poised for significant and sustained growth, according to the CBRE Report, underpinned by India's status as one of the fastest-growing and fourth-largest economies globally, with a projected GDP growth of 6.2% in Fiscal 2026. This market expansion is being driven by fundamental shifts in corporate strategy, with companies increasingly prioritizing flexibility, cost optimization, and hybrid working models. Consequently, the total flexible workspace stock in the top nine Tier 1 cities is forecasted to surge from over 88 million square feet in early 2025 to approximately 140 to 144 million square feet by the end of 2027, representing a robust CAGR of 18% to 20%. This indicates a deepening integration of flexible spaces into the commercial real estate landscape, with nearly 60% of companies expected to dedicate over 10% of their office space to flexible options by 2026.

Outlook

WeWork India is well-positioned for sustained growth, backed by strong brand equity, premium offerings, and deep presence in high-demand Tier 1 markets. Its focus on capital efficiency, member retention, and tech-driven operations enhances profitability. Strategic expansion, product innovation, and targeting the growing GCC segment support long-term revenue diversification. However, risks remain from competitive pressures, potential disruption to the WeWork global brand, and member retention challenges, which could impact operational and financial performance if not proactively managed.

An Indicative timetable in respect of the Issue is set out below:

EVENT	INDICATIVE DATE (On or about)
BID/ISSUE OPENS ON	03-October-25
BID/ISSUE CLOSES ON	07-October-25
Finalisation of Basis of Allotment with the Designated Stock Exchange	08-October-25
Initiation of refunds (if any, for Anchor Investors)/unblocking of funds from ASBA Account	09-October-25
Credit of Equity Shares to Demat Accounts of Allottees	09-October-25
Commencement of trading of the Equity Shares on the Stock Exchanges	10-October-25

Annexure

Consolidated Financials

Profit & Loss

Rs. in Cr.

Particulars	Period ended 30-Jun-25 (3 Months)	Period ended 31-Mar-25 (12 Months)	Period ended 31-Mar-24 (12 Months)
Total revenue from operations	535.31	1949.21	1665.14
Total expenditure	199.55	711.27	618.03
Operating Profit	335.76	1237.94	1047.10
OPM%	62.72	63.51	62.88
Other Income	10.40	74.79	72.03
PBDIT	346.17	1312.73	1119.13
Depreciation	223.49	823.73	744.17
PBIT	122.68	489.00	374.96
Interest	136.43	597.89	507.71
Profit from continuing operations before exceptional items, share of net profits of investments accounted for using equity method and tax	-13.75	-108.89	-132.75
Share of loss in associate	-0.35	-1.99	-3.31
Restated profit/(loss) before exceptional item and tax	-14.10	-110.88	-136.06
Exceptional item	0.00	-45.91	0.00
PBT	-14.10	-156.79	-136.06
Tax	0.05	-284.97	-0.29
PAT	-14.15	128.19	-135.77

Balance sheet is on next page

Balance Sheet

Rs. in Cr.

Particulars	As on 30-Jun-25	As on 31-Mar-25	As on 31-Mar-24
ASSETS			
Non-current assets			
Property, plant and equipment	939.34	908.47	674.68
Capital work-in-progress	15.61	33.67	14.89
Right-of-use assets	3297.45	3394.67	2916.84
Goodwill	2.22	2.22	2.22
Other intangible assets	6.68	7.40	6.39
Intangible assets under development	0.00	0.00	0.00
Investments accounted for using equity method	10.30	10.65	12.68
Financial assets			
Investments	4.26	2.09	0.00
Other financial assets	223.09	215.35	254.42
Deferred tax assets (net)	285.06	285.00	0.00
Income tax assets (net)	61.52	57.48	51.35
Other non-current assets	21.66	13.41	17.68
Total non-current assets	4867.18	4930.41	3951.15
Current assets			
Inventories	0.61	0.66	0.13
Financial assets			
Investments	31.23	30.67	163.54
Trade receivables	124.40	83.16	80.17
Cash and cash equivalents	8.77	23.56	21.06
Bank balances other than cash and cash equivalents	3.24	3.17	2.92
Loans	100.00	100.00	100.00
Other financial assets	152.00	140.32	84.67
Other current assets	69.63	79.73	79.12
Total current assets	489.87	461.26	531.61
Total assets	5357.05	5391.67	4482.76
LIABILITIES			
Non-current liabilities			
Financial liabilities			
Borrowings	254.27	209.46	496.40
Lease liabilities	3280.20	3398.99	3016.92
Other financial liabilities	149.57	161.87	100.77
Provisions	9.13	8.75	6.20
Deferred tax liabilities (net)	0.00	0.00	0.94
Other non-current liabilities	14.90	19.43	12.65
Current liabilities	3708.07	3798.48	3633.86
Financial liabilities			
Borrowings	134.96	100.76	129.43
Lease liabilities	596.28	563.69	511.79
Trade payables			
Total outstanding dues of micro enterprises and small enterprises	5.29	4.39	6.66
Total outstanding dues of creditors other than micro enterprises and small enterprises	48.68	47.21	66.54
Other current financial liabilities	576.34	571.32	455.06
Other current liabilities	66.43	75.59	93.10
Provisions	30.56	28.96	23.96
Current tax liabilities (net)	0.76	0.82	0.00
Total current liabilities	1459.30	1392.73	1286.54
Total Liabilities	5167.37	5191.21	4920.41
Net worth represented by:			
Equity Share Capital	134.02	134.02	54.81
Instruments entirely in the nature of equity	0.00	0.00	142.49
Other equity	54.95	65.68	-634.75
Non-controlling interest	0.71	0.76	-0.19
Net Worth	189.68	200.46	-437.65

RANKING METHODOLOGY

WEAK	★
NEUTRAL	★★
FAIR	★★★
GOOD	★★★★
EXCELLENT	★★★★★

E-mail: researchfeedback@smcindiaonline.com



Corporate Office:
11/6B, Shanti Chamber,
Pusa Road, New Delhi - 110005
Tel: +91-11-30111000
www.smcindiaonline.com

Mumbai Office:
Lotus Corporate Park , A Wing 401 / 402 ,
4th Floor , Graham Firth Steel Compound,
Off Western Express Highway, Jay Coach Signal,
Goreagon (East) Mumbai - 400063
Tel: 91-22-67341600, Fax: 91-22-28805606

Kolkata Office:
18, Rabindra Sarani,
Poddar Court, Gate No.-4, 5th Floor, Kolkata-700001
Tel: 91-33-39847000, Fax: 91-33-39847004

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