

**ABOUT THE COMPANY:** Established in 1984, the company provides diesel generator solutions with a long-standing Cummins India partnership. It offers 7.5–10,000 kVA products, including MSLG systems, supported by three manufacturing facilities and a strong dealer network.

**KEY BUSINESS INSIGHTS:**

The company is an integrated power solutions provider with a diversified presence across DG sets, MSLG, and wind energy, offering 7.5–10,000 kVA solutions for varied applications. It benefits from a long-standing partnership with Cummins India, ensuring product reliability and technological strength, while maintaining strong control across the DG value chain through in-house manufacturing. Expansion into high-capacity MSLG through Hyundai collaboration enhances growth and order visibility, and its wind power portfolio with long-term PPAs provides stable and predictable cash flows.

**OUR VIEW:**

The company offers a diversified power solutions platform, combining DG sets, MSLG, and renewable energy, supported by its Cummins partnership and strong manufacturing base. Renewable operations provide stable cash flows, while MSLG and EPC projects drive growth visibility.

Key risks include dependence on Cummins, long gestation in MSLG, and regulatory challenges in renewables, along with long-term disruption to DG sets.

At the upper band, valuation appears attractive versus peers, and given its strong positioning and growth outlook, a **“SUBSCRIBE for Long-Term Investment”** rating is recommended.



ISSUE DETAILS	
Price Band (in ₹ per share)	375-395
Issue size (in ₹ Crore)	1100.00
Fresh Issue (in ₹ Crore)	700.00
Offer for Sale (in ₹ Crore)	400.00
Issue Open Date	24.03.2026
Issue Close Date	27.03.2026
Tentative Date of Allotment	30.03.2026
Tentative Date of Listing	02.04.2026
Total Number of Shares (in lakhs)	293.33 - 278.48
Face Value (in ₹)	5.00
Exchanges to be Listed on	NSE & BSE

APPLICATION	LOTS	SHARES	AMOUNT (₹)
Retail (Min)	1	37	14,615
Retail (Max)	13	481	1,89,995
S-HNI (Min)	14	518	2,04,610
S-HNI (Max)	68	2516	9,93,820
B-HNI (Min)	69	2553	10,08,435

**BRLMs:** ICICI Securities Limited, IIFL Capital Services Limited & Nuvama Wealth Management Limited. **PROMOTERS:** Bharat Oberoi, Renu Naresh Oberoi, Jai Ram Oberoi, Naresh Oberoi Family Trust, Bharat Oberoi Family Trust and Kabir and Kimaya Family Private Trust.

**BRIEF FINANCIALS**

PARTICULARS (Rs. Cr)*	H1 FY26	FY25	FY24	FY23
Share Capital***	54.41	13.60	13.60	16.70
Net Worth	1214.52	1085.60	912.49	794.60
Revenue from Operations	1447.44	2653.27	2210.00	2378.26
EBITDA	220.42	345.66	362.45	333.21
EBITDA Margin (%)	15.23%	13.03%	16.40%	14.01%
Profit/(Loss) After Tax	128.93	166.82	226.28	106.45
EPS (in Rs.)	11.74	15.26	18.46	6.32
Net Asset Value (in Rs.)	111.60	99.76	83.85	59.46
Total borrowings	571.95	300.80	177.52	278.88
P/E#	33.65	25.88	NA	NA
P/B#	3.54	3.96	NA	NA

\* Restated consolidated financials; #Calculated at upper price band \*\*\*bonus share in 3:1 as on 30 September, 2025.

## OBJECTS OF THE OFFER

The Company proposes to utilize the net proceeds towards funding the following objects:

- Prepayment/repayment of certain outstanding borrowings availed by Company, in part or full Estimated amount (in ₹ crores) 525.00
- General corporate purposes.

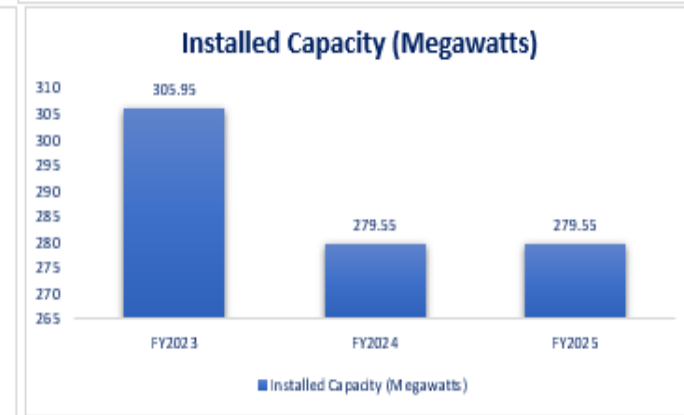
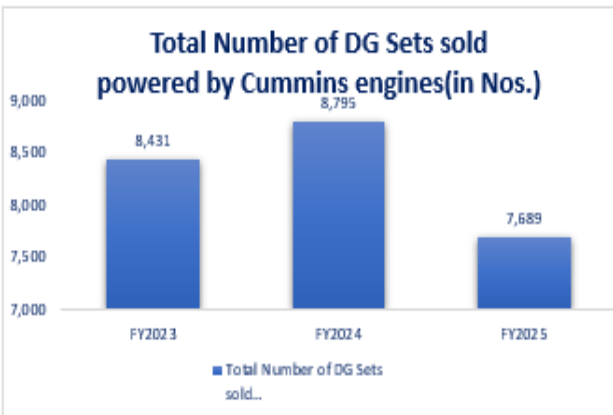
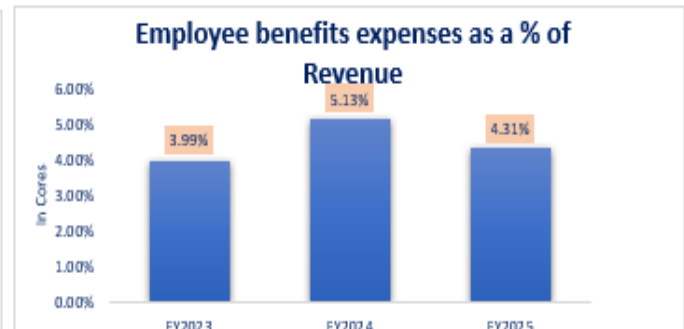
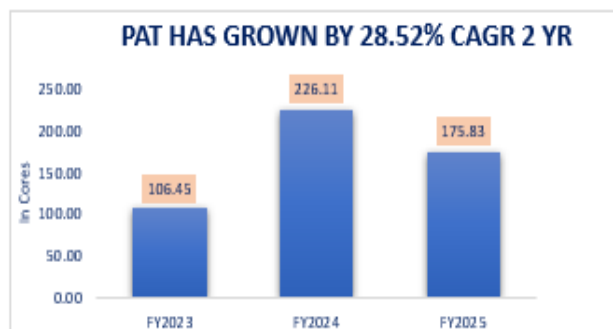
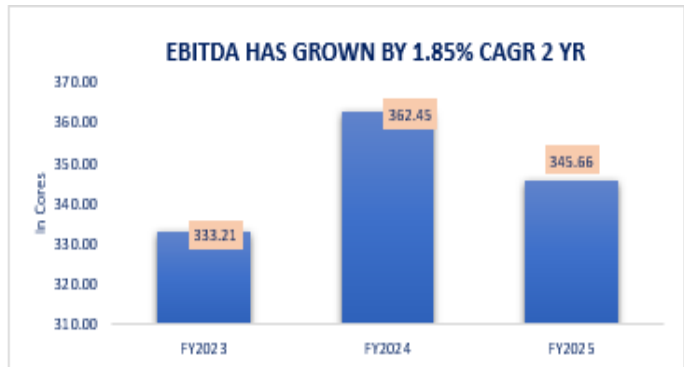
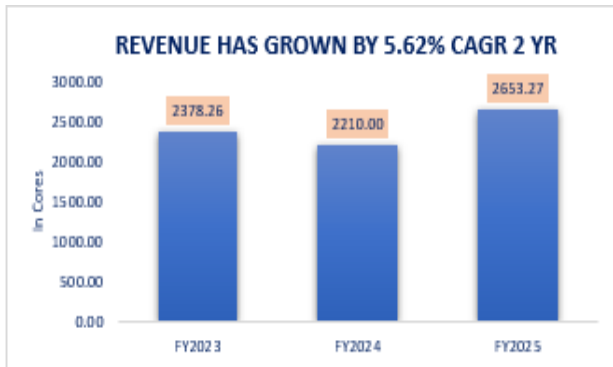
## FINANCIAL STATEMENTS

Profit & Loss Statement			
Particulars	FY 2023	FY 2024	FY 2025
<b>INCOME</b>			
Revenue from operations	2378.26	2210.00	2653.27
Other Income	44.16	146.77	57.66
<b>Total Income</b>	<b>2422.42</b>	<b>2356.77</b>	<b>2710.93</b>
YoY Growth - Revenue (%)	-	-7.07%	20.06%
<b>EXPENSES</b>			
Employee benefits expenses	94.84	113.46	114.28
Employee benefits expenses as a % of	3.99%	5.13%	4.31%
Cost of materials consumed(1)	1575.20	1444.96	1800.19
Changes in inventories of finished goods	-6.92	-7.22	14.00
<b>Other Expenses</b>	<b>367.74</b>	<b>296.33</b>	<b>388.17</b>
<b>EBIDTA (Calculated)</b>	<b>333.21</b>	<b>362.45</b>	<b>345.66</b>
EBIDTA Margin (%)	14.01%	16.40%	13.03%
<b>Depreciation and amortisation expenses</b>	<b>135.51</b>	<b>127.98</b>	<b>116.46</b>
EBIT	197.70	234.47	229.20
EBIT Margin (%)	8.31%	10.61%	8.64%
<b>Finance cost</b>	<b>56.01</b>	<b>40.53</b>	<b>32.20</b>
<b>Profit Before Tax For the Year</b>	<b>185.85</b>	<b>340.71</b>	<b>254.66</b>
Tax expenses			
Current tax	32.76	76.17	92.93
Tax pertaining to earlier period/years	21.86	0.00	0.00
<b>Deferred Tax</b>	<b>57.32</b>	<b>38.43</b>	<b>-14.10</b>
Total tax expenses	79.40	114.60	78.83
<b>Restated other comprehensive income</b>	<b>-0.81</b>	<b>-0.54</b>	<b>-0.69</b>
<b>Profit for the year</b>	<b>106.45</b>	<b>226.11</b>	<b>175.83</b>
<b>PAT Margin (%)</b>	<b>4.39%</b>	<b>9.59%</b>	<b>6.49%</b>
<b>Earnings per share</b>			
Basic earnings per share (₹)	6.32	18.46	15.26

Cash Flows			
Particulars (In Crores)	FY2023	FY2024	FY2025
Net cash flow from/(used in) operating activities	252.17	283.38	247.41
Net cash flow from/(used in) investing activities	-93.74	-13.75	-336.75
Net cash flow from/(used in) financing activities	-164.8	-267.79	85.57
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>-6.37</b>	<b>1.84</b>	<b>-3.77</b>
Cash and cash equivalents at the beginning of the year	29.7	23.33	25.17
<b>Cash and cash equivalents at the end of the year</b>	<b>23.33</b>	<b>25.17</b>	<b>21.4</b>

Balance Sheet			
Particulars	FY 2023	FY 2024	FY 2025
<b>I. ASSETS</b>			
(1) Non-current assets			
(a) Property, Plant and Equipment	1076.6	931.45	839.93
(b) Intangible assets	6.47	6.77	7.00
(c) Capital Work In Progress	4.4	23.45	352.23
(d) Right of Use Asset(2)	3.5	7.64	13.73
(e) Financial assets (Others)(3)	88.78	51.68	55.7
<b>(f) Other non-current assets(4)</b>	<b>8.53</b>	<b>24.69</b>	<b>22.02</b>
<b>Total Non-current assets (A)</b>	<b>1188.28</b>	<b>1045.68</b>	<b>1290.61</b>
(2) Current assets			
(a) Inventories	203.39	269.52	206.85
(b) Financial assets:			
(i) Investments	324.72	305.42	354.67
(ii) Derivative assets	-	0.12	0.22
(iii) Trade receivables	262.28	318.49	399.26
(iv) Cash and cash equivalents	23.33	25.17	21.4
(v) Other Bank balances	7.35	7.4	21.68
<b>(c) Other current assets(5)</b>	<b>116.46</b>	<b>113.11</b>	<b>120.14</b>
<b>Total Current assets (B)</b>	<b>937.53</b>	<b>1039.23</b>	<b>1124.22</b>
<b>Total Assets (C = A + B)</b>	<b>2125.81</b>	<b>2084.91</b>	<b>2414.83</b>
<b>II. EQUITY AND LIABILITIES</b>			
(1) Equity			
(a) Equity Share capital	16.7	13.6	13.6
<b>(b) Other Equity</b>	<b>777.88</b>	<b>898.49</b>	<b>1080.16</b>
<b>Total Equity (D)</b>	<b>794.58</b>	<b>912.09</b>	<b>1093.76</b>
(2) Non-current liabilities			
(a) Financial liabilities:			
(i) Long Term Borrowings	55.6	135.62	235.77
(ii) Lease liabilities	-	4.34	9.73
(iii) Other Financial Liabilities	11.26	1	-
(b) Deferred Tax Liability (net)(6)	114.32	170.15	204.68
<b>(c) Provisions(7)</b>	<b>22.36</b>	<b>21.38</b>	<b>30.23</b>
<b>Total Non-current liabilities (E)</b>	<b>203.54</b>	<b>332.49</b>	<b>480.41</b>
(3) Current liabilities			
(a) Financial liabilities:			
(i) Short Term Borrowings	223.28	41.9	65.03
(ii) Trade payables	235.47	305.17	263.58
(b) Provisions	4.09	2.94	2.33
<b>(c) Other current liabilities(8)</b>	<b>664.85</b>	<b>490.32</b>	<b>509.72</b>
<b>Total Current liabilities (F)</b>	<b>1127.69</b>	<b>840.33</b>	<b>840.66</b>
<b>Total Equity and Liabilities (D+E+F)</b>	<b>2125.81</b>	<b>2084.91</b>	<b>2414.83</b>

**PERFORMANCE THROUGH CHARTS**



**INDUSTRY REVIEW**

**OVERVIEW OF THE INDUSTRY IN INDIA**

**Overview of standby power in India**

- Strong demand for standby power solutions: Rising urbanization, infrastructure growth, and unreliable grid supply are driving demand for DG sets, UPS, and battery systems across sectors like commercial, manufacturing, telecom, and data centres.

DG sets remain dominant despite green shift: Diesel generators continue to lead due to reliability and quick response, while renewable and hybrid solutions (solar + battery) are emerging as complementary, not replacement, technologies.

**Critical data centre operations:**

- Critical role of standby power in data centres: Data centres underpin key sectors like BFSI, telecom, and defence, making uninterrupted power supply essential for continuous operations.
- High risk of outages and SLA penalties: Inadequate backup power can lead to downtime, resulting in financial penalties, legal liabilities, and reputational damage due to strict uptime commitments (99.99%+ SLAs).

**Market size of Indian DG market industry:**

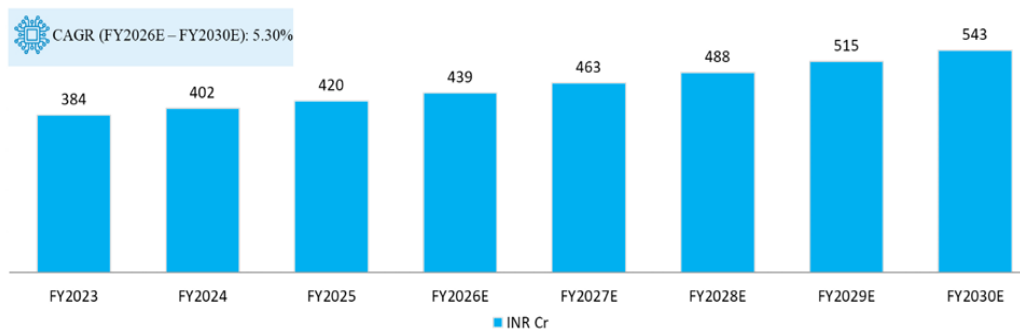
- India’s DG industry is deeply interlinked with the country’s industrialization, urban expansion, and digital infrastructure development. The chart below shows overall performance of DGs in FY2025, with total market size across key regions in FY2025 to be around INR 14,449 Cr. Similarly, the market size in FY2023 & FY2024 were INR 10,521 Cr. & INR 13,202 Cr. Respectively

Demand was primarily fuelled by infrastructure development, telecom expansion, IT/data centres, commercial growth, and the continued need for power reliability in Tier II and Tier III cities. The overall market grew with 25% in FY2024 compared to FY2023.

**Impact of CPCB4 on India DG market:**

- **Short-term demand disruption due to CPCB-IV+:** Transition from CPCB-II led to higher costs and compliance changes, causing an initial decline in DG demand as customers and OEMs adjusted.
- **Gradual recovery and market stabilization:** As availability improved and prices stabilized, demand picked up, with CPCB-IV+ products gaining acceptance, leading to a more stable and predictable market environment.

**DG-rental segment market size**





## COMPETITIVE STRENGTHS OF THE COMPANY

### Established Position in the Generator Set Market

- Established player in the DG set market since 1984, offering a wide capacity range (7.5 kVA to 10,000 kVA) with a long-standing OEM partnership with Cummins India Limited.
- Strong manufacturing and execution capabilities with three in-house facilities, enabling end-to-end services from design to commissioning across diverse industries.
- Well-positioned to benefit from rising demand for backup power, driven by data centre growth, infrastructure expansion, and increasing need for reliable power solutions.

### Collaborations and Alliances with Established Industry Players

- The company has established strong long-term alliances with leading players such as Cummins India Limited and HD Hyundai Heavy Industries Co., Limited, enhancing its product offerings and technical capabilities across DG sets and MSLG segments.
- Strategic partnerships with global firms like GE Vernova and Vestas have strengthened its presence in the wind power sector, enabling project execution and international expansion.
- Additional collaborations with players such as Schneider Electric support its capabilities in control systems and engineering solutions, reinforcing its market position and technological expertise.

### Strong Technical Capabilities with a Diversified Customer Base

- The company possesses strong technical and execution capabilities, supported by advanced manufacturing, in-house engineering, and end-to-end project expertise across DG sets and wind power operations.
- Its integrated approach and skilled workforce enable efficient project execution, high asset reliability, and consistent operational performance across businesses.
- It has a large and diversified customer base across multiple sectors, along with long-term relationships with government utilities, ensuring stable demand and predictable cash flows.



## RISK FACTORS

- **High dependency on key partners:** A substantial share of revenue (up to ~70%+) is linked to DG sets powered by Cummins, with the company being an exclusive buyer of engines and alternators for a wide capacity range. It also relies on Hyundai for MSLG solutions. Any disruption in supply, pricing changes, or weakening of these relationships can directly impact production, pricing power, and overall revenues.
- **Significant concentration in Generator Set business:** The Generator Set division contributes ~80–86% of total revenue, indicating heavy reliance on a single segment. Within this, dependence on Cummins-driven products further increases concentration risk, making the business vulnerable to supply-side issues, demand fluctuations, and margin pressures.
- **High dependence on Generator Set Business:** The company derives ~80–86% of its revenue from the Generator Set division, with DG sets powered by Cummins alone contributing ~57–71% of total revenue. This heavy concentration makes the business highly vulnerable to any slowdown in demand, regulatory changes, or disruptions in this segment.
- **Limited diversification despite other segments:** While the company operates in MSLG (via Hyundai collaboration), allied products (EMI shelters, acoustic enclosures, Schneider panels), and Wind Power (330+ MW capacity across IPP and EPC/O&M), these contribute relatively less, resulting in continued reliance on the core Generator Set Business and exposure to sector-specific risks.
- **Dependence on OEMs for Wind IPP operations:** The Wind Power IPP segment contributes ~7–10% of revenue and relies heavily on OEMs like Vestas and GE Vernova (GERI) for turbine supply and long-term O&M services. Any failure, delay, or financial distress of these OEMs can lead to lower generation, higher downtime, and revenue loss.
- **O&M contract and performance risks:** Wind projects (330+ MW) operate under long-term O&M contracts (5–20 years), and non-renewal or unfavorable renewal terms can impact operations. Given the technical complexity and limited alternatives, any disruption in OEM support, spare parts, or technology access may increase costs, cause service interruptions, and lead to penalties under power purchase agreements.
- **Supplier concentration risk:** The company is highly dependent on key suppliers, particularly Cummins and its top vendors, for critical components like engines, alternators, and raw materials. Any disruption in supply, quality issues, or delays from these suppliers could adversely impact production, project execution, and overall financial performance.

**PEER COMPARISON**

<b>Name of the company</b>	<b>Revenue from Operations (in ₹ Cr)</b>	<b>Face Value (Rs per share)</b>	<b>EPS (in Rs)</b>	<b>NAV (Per share Rs)</b>	<b>RoE (%)</b>	<b>P/E*</b>	<b>P/B*</b>
Powerica Limited	2653.27	5.00	15.26	99.76	15.37%	25.88	3.96
Cummins India	10390.69	2.00	72.15	272.78	26.45%	63.73	16.86
Kirloskar Oil Engines Limited	6349.13	2.00	33.71	212.60	15.85%	42.74	6.78
NTPC Green Energy Limited	2209.64	10.00	0.67	21.88	2.58%	143.51	4.39
Acme Solar Holdings Limited	1405.13	2.00	4.55	74.54	5.59%	54.35	3.32
Adani Green Energy Limited	11212.00	10.00	8.37	76.62	11.90%	103.82	11.34

\*P/E & P/B ratio based on closing market price as of 17th March 2026, at the upper price and of IPO, financial details consolidated audited results as of FY26.



**Canara Bank Securities Ltd.**  
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