

SSSG drop on favorable base, but valuations attractive

- WLDL's Q2FY26 Revenue was in line, while EBITDA and APAT came below our estimate. Amid a challenging environment, WLDL reported a 2.8% SSSG decline (vs. 6.5% drop in Q2FY25), while revenue grew 3.9% YoY driven by affordability initiatives and store additions. Encouragingly, SSSG showed MoM improvement in October.
- The on-premise revenue grew by 5%, while off-premise business performance remained stable in Q2. The average annualized sales per store decreased by 2.4% YoY on TTM basis & stood at Rs 61.5mn.
- We have downward revised our FY26/27E EBITDA est. by 4.0/3.4% to factor in Q2 performance and challenging demand environment. We have also introduced FY28E EBITDA estimates. We believe that demand would improve gradually from here on, supported by favorable base. Valuing the stock at 21x FY28E EV/EBITDA, we arrive at a TP of Rs. 666 (earlier Rs. 793). Considering sharp correction in stock price since our last report, we upgrade to 'Accumulate' rating.

Revenue in line; EBITDA and APAT below our estimate

WFL's revenue grew by 3.9% YoY to Rs 6.4bn (+0.5% in base year). SSSG was at -2.8% YoY on a base of -6.5%. GM expanded by 280bps YoY to 72.4%. A 280bps decline in RM cost was fully offset by a 130/330bps increase in employee exp/other exp. Consequently, EBITDA margins contracted by 180bps to 10.5%. EBITDA stood at Rs 671mn and de-grew by 11.7% YoY. The company reported a loss of Rs 251mn in Q2FY26.

Store expansion outlook unchanged

WLDL reaffirmed its plan to expand the store network to 580-630 outlets by CY27, from 450 stores currently across 72 cities. The company remains on track to add 45-50 stores annually, with a focus on South India, smaller towns, and drive-thru formats. Management expects operating environment to gradually improve, supporting continued network expansion, and we see ample headroom for further geographic growth.

Subdued out-of-home consumption impacted SSSG

During Q2, SSSG declined by 2.8% due to a significant decline in out-of-home consumption. However, management has seen encouraging signs of recovery in Oct'25. The company expects to achieve 70%+ GM and anticipates a gradual recovery in SSSG, which would help to increase the OPM here on. However, to achieve 18-20% margins by FY27E, we believe that the SSSG is required to improve to at least a high single digit.

Key Data

Nifty	25,763
Equity / FV	Rs 312mn / Rs 2
Market Cap	Rs 92bn
	USD 1.0bn
52-Week High/Low	Rs 893/ 570
Avg. Volume (no)	1,92,251
Bloom Code	WESTLIFE IN

	Current	Previous
Rating	Accumulate	Reduce
Target Price	666	793

Change in Estimates

(Rs.bn)	Current		Chg (%)/bps	
	FY26E	FY27E	FY26E	FY27E
Revenue	26.8	31.2	(1.0)	(1.0)
EBITDA	3.6	4.8	(4.0)	(3.4)
EBITDA (%)	13.3	15.5	(40)	(40)
APAT	0.1	0.8	(50.2)	(13.7)
EPS (Rs)	0.7	5.2	(50.2)	(13.7)

Valuation (x)

	FY26E	FY27E	FY28E
P/E	842.8	113.6	74.4
EV/EBITDA	30.3	22.4	18.9
ROE (%)	1.8	12.3	16.3
RoACE (%)	7.0	10.6	12.5

Q2FY26 Result (Rs Mn)

Particulars	Q2FY26	YoY (%)	QoQ (%)
Revenue	6,419	3.9	(2.4)
Total Expense	5,747	6.0	0.4
EBITDA	671	(11.7)	(21.3)
Depreciation	574	14.3	4.3
EBIT	97	(62.3)	(67.8)
Other Income	107	65.4	57.3
Interest	363	15.0	2.4
EBT	370	NA	NA
Tax	92	NA	NA
RPAT	277	NA	NA
APAT	(251)	NA	NA
		(bps)	(bps)
Gross Margin	72.4	276	83
EBITDA (%)	10.5	(184)	(251)
NPM (%)	4.3	426	413
Tax Rate (%)	25.0	NA	NA
EBIT (%)	1.5	NA	NA

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Exhibit 1: Actual V/s Dolat estimates

Particulars (Rs mn)	Actual	Estimates	Variance (%)	Comments
Revenue	6,419	6,613	(2.9)	-
EBITDA	671	853	(21.3)	Operating expenses were higher than estimate.
EBITDA margin %	10.5	12.9	(240bps)	-
APAT	(251)	(1.3)	NA	Cascading effect of lower EBITDA

Source: Company, Dolat Capital

Exhibit 2: Change in estimates

Particulars (Rs mn)	FY26E			FY27E			FY28E
	New	Old	Chg. (%)	New	Old	Chg. (%)	New
Revenue	26,838	27,103	(1.0)	31,197	31,506	(1.0)	35,096
EBIDTA	3,560	3,707	(4.0)	4,825	4,996	(3.4)	5,728
EBIDTA margin (%)	13.3	13.7	(40bps)	15.5	15.9	(40bps)	16.3
PAT	109	219	(50.2)	807	935	(13.7)	1,234
EPS (Rs)	0.7	1.4	(50.2)	5.2	6.0	(13.7)	7.9

Source: Company, Dolat Capital

We have downward revised our revenue estimates for FY26/27E to factor in Q2 performance and slower recovery in SSSG. Further, we have decreased our EBITDA margin estimates to factor in Q2 performance. In line with the change in EBITDA, we have revised our APAT and EPS estimates.

Exhibit 3: H1FY26 Performance

Particulars (Rs.mn)	Q2FY26	Q2FY25	YoY (%)	Q1FY26	QoQ (%)	H1FY26	H1FY25	YoY (%)
Net Revenue	6,419	6,180	3.9	6,576	(2.4)	12,994.9	12,343.3	5.3
Total Expenditure	5,747	5,420	6.0	5,723	0.4	11,470	10,797	6.2
RM Cost	1,769	1,874	(5.6)	1,867	(5.2)	3,636.2	3,674.8	(1.1)
Employee Exp.	1,027	908	13.1	937	9.6	1,963.6	1,770.1	10.9
Other Expenses	2,951	2,638	11.9	2,919	1.1	5,870.4	5,352.1	9.7
PBIDT (Excl OI)	671	760	(11.7)	853	(21.3)	1,524.7	1,546.3	(1.4)
Other Income	107	65	65.4	68	57.3	175.0	115.8	51.1
Depreciation	574	502	14.3	550	4.3	1,124.4	996.0	12.9
EBIT	204	323	(36.7)	371	(44.9)	575.3	666.1	(13.6)
Interest	363	316	15.0	354	2.4	717.2	613.9	16.8
Exceptional Items	(528)	0	NA	0	NA	(528.1)	0.0	NA
PBT	370	7	NA	17	NA	386	52	NA
Tax	92	3	NA	4	NA	96.8	16.1	NA
Net Profit	277	4	NA	12	NA	289	36	NA
Adj Net Profit	(251)	4	NA	12	NA	(239)	36	NA
EPS (adjusted)	1.8	0.0	NA	0.1	NA	1.9	0.2	NA
	bps			bps			bps	
Gross Profit (%)	72.4	69.7	280	71.6	80	72.0	70.2	180
Employee Expenses (%)	16.0	14.7	130	14.2	170	15.1	14.3	80
Other Expenses (%)	46.0	42.7	330	44.4	160	45.2	43.4	180
EBITDA (%)	10.5	12.3	(180)	13.0	(250)	11.7	12.5	(80)
PAT (%)	4.3	0.1	430	0.2	410	2.2	0.3	190
PAT (%) Adj	(3.9)	0.1	NA	0.2	NA	(1.8)	0.3	NA

Source: Company, Dolat Capital

Earnings Call KTAs

Operational & Revenue Performance

- **Revenue Resilience:** WLDL's revenue grew by 3.9% YoY to Rs 6.4bn driven by enhanced affordability, store addition and everyday relevance across customer segments. However, SSSG declined by 2.8% due to the challenging operating environment in Aug and Sep'25. Further, industry-wide out-of-home consumption has declined by ~4-6% YoY, with an even sharper decline seen in western fast-food consumption. Nonetheless, the company has witnessed encouraging signs of recovery in Oct'25, with further expectation of recovery in Nov and Dec'25. Going ahead, the company expects a recovery in out-of-home consumption led by easing consumer-level inflation and government stimulus. Furthermore, it maintained mid to high single-digit SSSG vision by CY27.
- **South Weakness:** The South region, particularly Bengaluru, where the company operates its second-largest store base with ~65-70 outlets, has been a key drag on performance. Both delivery and dine-in channels in Bengaluru have been under significant pressure, contributing largely to the negative growth.

Channel Performance

- **Channel Mix:** The on-premises sales grew by 5% YoY, led by dine-in recovery and targeted activation campaigns. However, off-premises remained flat, due to softer aggregator traction, particularly in South markets like Bengaluru. Going ahead, the company expects the off-premises channel to continue growing at a strong double-digit rate over next few years. On-premise/off-premise contributes 58/42% respectively to total sales, aligning with the past two-year average.

Digital, Customer Engagement and Store Economics

- **Digital Momentum:** Digital sales contribution grew by 300bps YoY to +75% driven by enhanced loyalty programme, mobile apps and increased adoption of self-ordering kiosks.
- **Digital Scale:** WLDL has 47mn+ cumulative apps downloads and 3mn+ monthly active users. Going forward, we expect that growth in the off-premises business will improve, driven by a focus on digital innovation and enhancing the operational experience.
- **Store Productivity:** Average annualized sales per store decreased by 2.4% YoY and on a TTM basis stood at Rs. 61.5mn. We believe that average sales per store will improve, led by the continuous addition of new and innovative offerings and products.

Margins & Cost Structure

- **Margin Outlook:** GM expanded by 280bps YoY to 72.4% led by significant enhancements in supply chain efficiencies and cost optimization initiatives. However, EBITDAM contracted by 180bps YoY to 10.5% due to operating deleverage. The company passed on the benefit of the GST rate rationalisation to consumers through an 80–100 bps price reduction, in line with the government's initiative to boost consumption. Going ahead, GM is expected to remain in the range of ~70%+ in the near term. Further, the management aspires for 18-20% EBITDAM by the end of CY27E, driven by cost efficiency and product mix.
- **Cost Normalization:** Upfront opex & payroll increment: Management reiterated that certain upfront expenses related to ongoing cost-efficiency initiatives impacted the quarter, though these are expected to normalize over the remainder of the year. Additionally, payroll costs increased due to annual increments and associated adjustments.

- **Adjusted Loss:** RPAT reported Rs 277mn. However, excluding the exceptional gain from the redevelopment of one of its Mumbai store properties (exchanged for an alternate property plus cash) and the impairment loss recorded by its wholly owned subsidiary HRPL, the company reported a net loss of Rs 251mn.

Store Expansion & Network Strategy

- **Store Expansion:** WLDL added 8 new outlets and closed 2 outlets in Q2FY26, taking the total store count to 450 outlets across 72 cities. Further, the company added 19 McCafes/ 6 EOTF/ 2 drive-thrus – taking the total count to 436/390/108 respectively. WLDL is on track to add 45-50 new stores annually with a focus on South India (where the WLDL is under-indexed), smaller towns and drive-thru formats. Further, the company aims to open 580-630 stores by 2027E. We believe WLDL has enough headroom for store and geographic expansion.
- **AI Site Selection:** The company is leveraging an AI-based location intelligence tool to enhance site selection, resulting in the most recently opened stores performing above plan.

Menu Innovation

- **Portfolio Expansion:** The company launched the 'Protein Plus Slice' in collaboration with CFTRI (Central Food Technological Research Institute), reinforcing its focus on anticipating consumer needs and driving nutritious menu innovation. In addition, the company rolled out 'Big Yummy Burger' to enhance indulgence & value perception, while further strengthening value offerings through the happy price menu, McSaver combos, and targeted day-part deals. The 'Big Yummy Burger' received a strong customer response.

Delivery & Digital Commerce Strategy

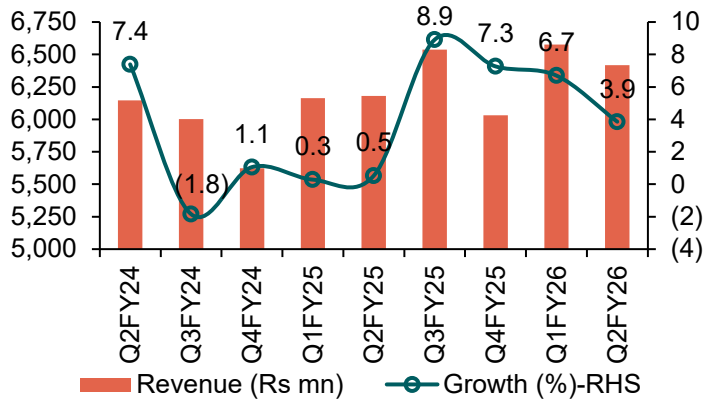
- **Delivery Focus:** McDonald's is focusing on strengthening its McDelivery platform, as young customers increasingly prioritize brand trust, convenience, and personalization over third-party apps. With partnership with the Markey global consultant, the company is upgrading operations, technology, data systems, and marketing. Significant UI/UX (User Interface / User Experience) improvements to the McDelivery app will roll out soon to enhance user experience. With this innovation, the company is targeting 2x delivery sales over next 1–2 years and potentially +3-5% incremental SSSG.
- **Faster Delivery:** The company piloted 20-minute delivery in select stores, driving higher guest counts and repeat visits, and is now rolling it out across markets.
- **Operational Efficiency:** The company deployed an AI-powered video analytics system in kitchens to monitor product quality and packaging accuracy, which has significantly reduced complaints. Back-end operations have also been streamlined to ensure orders are prepared within 3–5 minutes, reducing friction and improving speed.

Cash Flow, Capex & Financing

- **Cash Generation:** Structural efficiencies and cost programs expected to generate Rs 400–500mn additional cash flow in the coming year.
- **Capex Discipline:** Annual capital expenditure guidance remains at Rs 2-2.5bn. Capex to be largely funded through internal accruals; disciplined capital allocation continues.

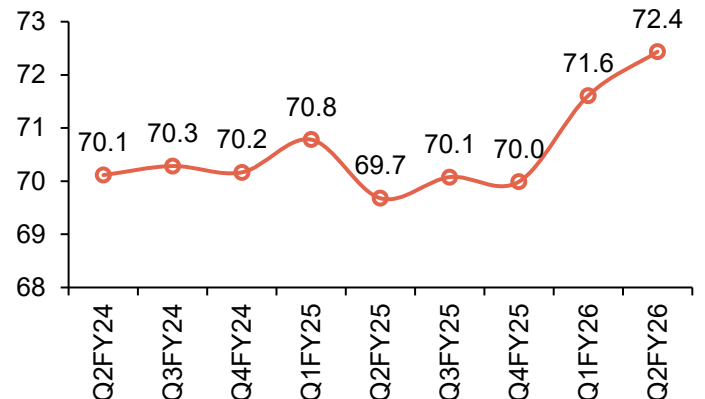
Story in Charts

Exhibit 4: Revenue +3.9% YoY



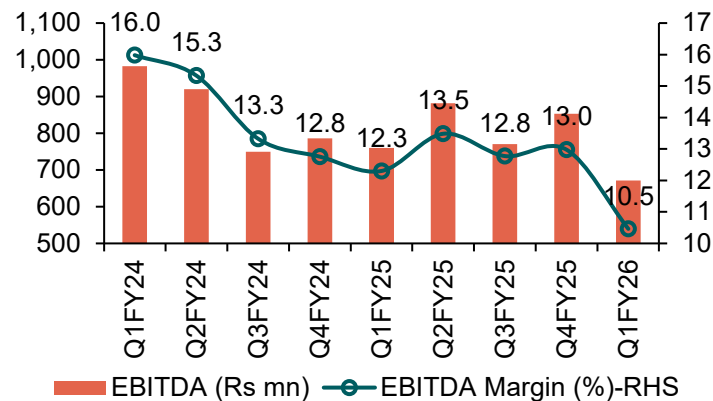
Source: Company, Dolat Capital

Exhibit 5: Highest GM at 72.4% in Q2FY26



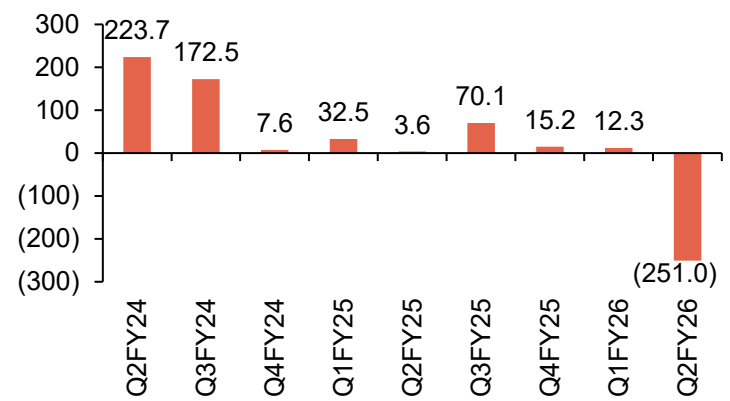
Source: Company, Dolat Capital

Exhibit 6: EBITDA at Rs 505mn; margins soften to 7.8%



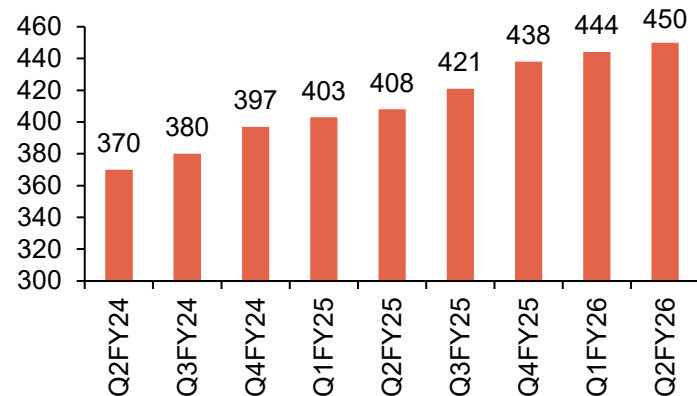
Source: Company, Dolat Capital

Exhibit 7: Adj. PAT Trends



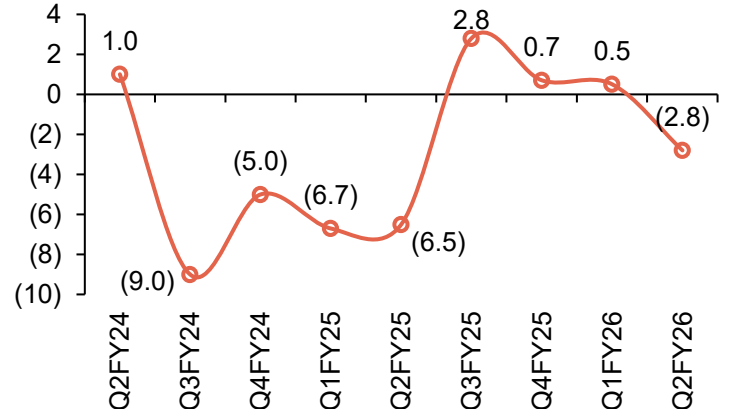
Source: Company, Dolat Capital

Exhibit 8: Total 450 Stores in 72 Cities



Source: Company, Dolat Capital

Exhibit 9: SSSG Trajectory



Source: Company, Dolat Capital

Financial Performance

Profit and Loss Account

(Rs Mn)	FY25A	FY26E	FY27E	FY28E
Revenue	24,912	26,838	31,197	35,096
Total Expense	21,714	23,278	26,372	29,367
COGS	7,453	8,051	9,328	10,459
Employees Cost	3,598	3,932	4,319	4,727
Other expenses	10,663	11,294	12,724	14,182
EBIDTA	3,198	3,560	4,825	5,728
Depreciation	2,041	2,265	2,471	2,680
EBIT	1,157	1,295	2,354	3,048
Interest	1,271	1,400	1,535	1,670
Other Income	245	250	260	271
Exc. / E.O. items	0	0	0	0
EBT	130	145	1,079	1,649
Tax	9	37	272	416
Minority Interest	0	0	0	0
Profit/Loss share of associates	0	0	0	0
RPAT	121	109	807	1,234
Adjustments	0	0	0	0
APAT	121	109	807	1,234

Balance Sheet

(Rs Mn)	FY25A	FY26E	FY27E	FY28E
Sources of Funds				
Equity Capital	312	312	312	312
Minority Interest	0	0	0	0
Reserves & Surplus	5,723	5,832	6,639	7,873
Net Worth	6,035	6,144	6,951	8,185
Total Debt	16,232	16,394	16,558	16,724
Net Deferred Tax Liability	(928)	(928)	(928)	(928)
Total Capital Employed	21,338	21,610	22,581	23,980

Applications of Funds

Net Block	20,511	22,007	23,485	24,952
CWIP	255	255	255	255
Investments	1,592	1,292	1,342	1,392
Current Assets, Loans & Advances	2,410	2,368	2,365	2,784
Current Investments	0	0	0	0
Inventories	808	952	1,107	1,245
Receivables	190	227	263	296
Cash and Bank Balances	589	324	87	293
Loans and Advances	711	753	796	838
Other Current Assets	112	112	112	112
Less: Current Liabilities & Provisions	3,429	4,313	4,867	5,403
Payables	2,325	2,504	2,911	3,275
Other Current Liabilities	1,105	1,808	1,955	2,128
<i>sub total</i>				
Net Current Assets	(1,020)	(1,945)	(2,502)	(2,619)
Total Assets	21,338	21,610	22,581	23,980

E – Estimates

Important Ratios

Particulars	FY25A	FY26E	FY27E	FY28E
(A) Margins (%)				
Gross Profit Margin	70.1	70.0	70.1	70.2
EBIDTA Margin	12.8	13.3	15.5	16.3
EBIT Margin	4.6	4.8	7.5	8.7
Tax rate	6.9	25.2	25.2	25.2
Net Profit Margin	0.5	0.4	2.6	3.5
(B) As Percentage of Net Sales (%)				
COGS	29.9	30.0	29.9	29.8
Employee	14.4	14.7	13.8	13.5
Other	42.8	42.1	40.8	40.4
(C) Measure of Financial Status				
Gross Debt / Equity	2.7	2.7	2.4	2.0
Interest Coverage	0.0	0.0	0.0	0.0
Inventory days	12	13	13	13
Debtors days	3	3	3	3
Average Cost of Debt	0.0	0.0	0.0	0.0
Payable days	34	34	34	34
Working Capital days	(15)	(26)	(29)	(27)
FA T/O	1.2	1.2	1.3	1.4
(D) Measures of Investment				
AEPS (Rs)	0.8	0.7	5.2	7.9
CEPS (Rs)	13.9	15.2	21.0	25.1
DPS (Rs)	0.0	0.0	0.0	0.0
Dividend Payout (%)	0.0	0.0	0.0	0.0
BVPS (Rs)	38.7	39.4	44.6	52.5
RoANW (%)	2.0	1.8	12.3	16.3
RoACE (%)	6.9	7.0	10.6	12.5
RoAIC (%)	5.9	6.2	10.8	13.2
(E) Valuation Ratios				
CMP (Rs)	588	588	588	588
Mcap (Rs Mn)	91,724	91,724	91,724	91,724
EV	1,07,366	1,07,794	1,08,195	1,08,155
MCap/ Sales	3.7	3.4	2.9	2.6
EV/Sales	4.3	4.0	3.5	3.1
P/E	755.3	842.8	113.6	74.4
EV/EBITDA	33.6	30.3	22.4	18.9
P/BV	15.2	14.9	13.2	11.2
Dividend Yield (%)	0.0	0.0	0.0	0.0
(F) Growth Rate (%)				
Revenue	4.2	7.7	16.2	12.5
EBITDA	(13.4)	11.3	35.5	18.7
EBIT	(38.2)	11.9	81.7	29.5
PBT	(86.4)	11.5	641.8	52.8
APAT	(82.5)	(10.4)	641.8	52.8
EPS	(82.5)	(10.4)	641.8	52.8

E – Estimates

Cash Flow

Particulars	FY25A	FY26E	FY27E	FY28E
Profit before tax	130	145	1,079	1,649
Depreciation & w.o.	2,041	2,265	2,471	2,680
Net Interest Exp	0	0	0	0
Direct taxes paid	(74)	(37)	(272)	(416)
Change in Working Capital	248	660	320	323
Non Cash	987	0	0	0
(A) CF from Operating Activities	3,333	3,034	3,599	4,236
Capex {(Inc.)/ Dec. in Fixed Assets n WIP}	(2,174)	(3,761)	(3,949)	(4,147)
Free Cash Flow	1,158	(728)	(351)	90
(Inc.)/ Dec. in Investments	(139)	300	(50)	(50)
Other	0	0	0	0
(B) CF from Investing Activities	(2,314)	(3,461)	(3,999)	(4,197)
Issue of Equity/ Preference	0	0	0	0
Inc./(Dec.) in Debt	(570)	162	164	166
Interest exp net	0	0	0	0
Dividend Paid (Incl. Tax)	0	0	0	0
Other	0	0	0	0
(C) CF from Financing	(570)	162	164	166
Net Change in Cash	448	(265)	(237)	205
Opening Cash balances	141	589	324	87
Closing Cash balances	589	324	87	293

E – Estimates

Notes

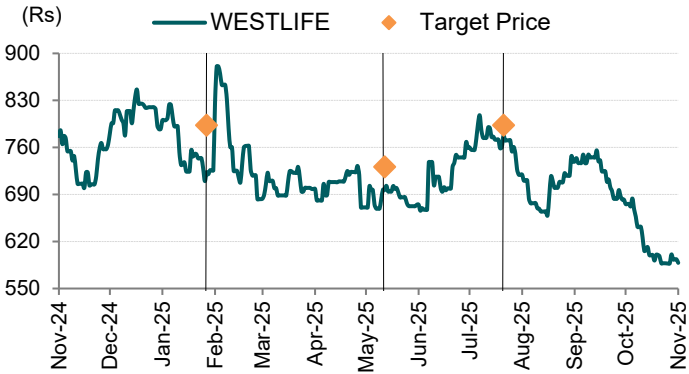
Stock Info and Rating History

Price Performance

Particulars	1M	3M	12M
Absolute (%)	(13)	(18)	(24)
Rel to NIFTY (%)	(16)	(23)	(30)

Shareholding Pattern

Particulars	Mar'25	Jun'25	Sep'25
Promoters	56.3	56.3	56.3
MF/Banks/FIs	22.3	24.0	24.8
FIIIs	12.9	11.3	10.4
Public / Others	8.6	8.5	0.0



Month	Rating	TP (Rs.)	Price (Rs.)
Jan-25	Reduce	793	723
May-25	Reduce	731	697
Jul-25	Reduce	793	777

*Price as on recommendation date

Notes

Dolat Rating Matrix

Total Return Expectation (12 Months)

Buy	> 20%
Accumulate	10 to 20%
Reduce	0 to 10%
Sell	< 0%

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