Investor Pitch Deck Outline – Karna Spirits Limited

Headline: Karna Spirits Limited – Crafting Experiences, Honoring Tradition

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Introduction & Legacy

Formerly **K.P. Shaw Bottling Ltd.**, deep industry roots

Based in **West Bengal, Eastern India**

Core Values: Purity • Craftsmanship • Authenticity

Founders/directors with decades of experience

SWOT Analysis

Strengths: Legacy, balanced portfolio, strong regional network
Weaknesses: Historically volume-driven, limited national reach
Opportunities: Premiumization, RTDs, exports, ESG positioning
Threats: Global competition, regulatory volatility

Production & Capacity

- Existing plant: Hooghly, West Bengal
- New Haldia Hub: scalable production, export SKUs
- Margins set to rise: **5% → 10-12% by FY30**
- Revenue growth: **₹170 Cr → ₹625 Cr by FY30**

Market Opportunity (India & East)

- India spirits market: **$30+ Bn by 2025**, **7.2% CAGR till 2035**
- West Bengal: **14M IMFL cases**, **39% share from IML**
- Eastern regions are growing **faster than national average**
- Premium IMFL = **+48% YoY growth**, margin-rich segment

Product Portfolio

- **Kings Coin Whisky** – smooth blend
- **Highland Blue Whisky** – blended & single malt
- **Ultraforce Rum** – bold, molasses-based
- **Franky Bestest (IML)** – volume base
- Future pipeline: Flavored rum, artisanal vodka, RTDs

Market Segmentation

Segment	West Bengal Snapshot	Eastern Region / India Growth
IMFL	~14 million cases (FY21)	India: 395 → 520 mn cases (FY23–FY28), Value CAGR ~9%; Eastern growth 22%
IML (Country)	~39% share via "Bangla" spirits (2015)	India: 350 → 445 mn cases (FY23–FY28), CAGR ~4.9%
Distribution	State control via excise corp.	Regulatory complexity; key states like WB influence logistics significantly
Potential	Premiumization & modernization	High—driven by demographics, income growth, rural-to-IMFL shifts

IMFL Market Segmentation

< ₹500 (Mass/Standard)	~79%	Baseline segment; stable but slower growth
₹500–₹1,000 (Mid/Prestige)	~21%	Moderate growth, increasingly aspirational buyers
> ₹1,000 (Premium/Luxury)	~3%	Fastest growing; Indian brands gaining traction
Whisky Premium (by value)	~33% → ~34% (projected by FY28)	Strong value growth, modest volume expansion

Premium vs Standard Segmentation

Segment (₹/750ml)	Volume Share (India FY23)	Growth Trend
Standard (<₹500)	~79%	Stable, slower growth
Mid (₹500–₹1,000)	~21%	Aspirational demand rising
Premium (>₹1,000)	~3%	Fastest growing (+48% YoY)

Key Takeaways

West Bengal remains a large IMFL market (14M cases) and a significant IML hub (~39% share from traditional Bangla liquor).

The Eastern region is growing faster than the national average.

IMFL growth, particularly in premium categories, offers high-margin opportunities, while IML remains foundational for volume and regional penetration.

Regulatory shifts and excise structures critically shape supply dynamics and expansion feasibility.

Strategic Shift

- From **Country Liquor (Franky Bestest)** → high-volume foundation
- To **IMFL Whisky, Rum, Vodka, RTDs** → high-margin growth
- Investor Narrative: *“From low-margin bottler to brand-driven premium player”*

1.Governing Beliefs to Challenge

- Current (Conventional Model)
- Value is in capacity → more lines = more sales.
- Distribution is king → fight for dealer networks in WB/Eastern states.
- Margins are regulated → rely on volume to survive thin margins.

Reframed (Investor-Friendly Model)

- Value is in IMFL brand premium, not capacity → consumers pay more for perception (taste, packaging, lifestyle).
- New distribution = new customers → digital sales, experiential bars, modern trade, and export markets.
- Margins are created through innovation → premiumization, craft positioning, non-alcoholic spin-offs, and ESG-linked efficiency.

2. New Forms & Mechanisms of Value Creation

A. Premium & Craft Positioning

- Launch IMFL brands (premium rum, flavoured vodka, craft whisky) with clear identity, instead of extending existing "Top 10 / Top 70."
- Tap into the fastest-growing IMFL segment (>₹1,000 bottles, +48% YoY).
- Position Dankuni and North Bengal not only as "capacity plant" but as craft & IMFL hub.

B. Digital & Direct-to-Consumer (D2C)

- Leverage state-specific e-commerce relaxations for liquor.
- Create a digital-first identity (like craft beer brands do) – community, lifestyle marketing, limited editions.
- Investors love scalable D2C because it's margin-rich and data-driven.

C. New Categories & Adjacencies

- Low- and no-alcohol spirits → capturing the health-conscious, Gen-Z trend.
- Ready-to-Drink (RTD) cocktails in cans → urban youth markets, faster adoption.
- Premium mixers & non-alcoholic beverages as by-products → reduces regulatory dependence.

D. Sustainability & ESG Differentiation

- Highlight water efficiency, renewable energy in distilling, eco-packaging.
- ESG-compliant liquor businesses get premium valuations globally (investor "love").
- Position as a responsible Eastern India distillery, not just a bottler.

E. Export-Led Growth

- Reframe as: *"From Eastern Indian player → to Global Craft Exporter"*.
- Indian rum and whisky have export demand – create export-oriented SKUs.
- Investors love foreign currency revenue streams → hedge against domestic excise volatility.

“Karna Spirits is evolving from a local IML bottler into a premium, sustainable, digitally-native spirits INFL Brand from Eastern India – with global craft aspirations.”

- Attracting customers through pocket – friendly high quality IMFL.
- Expansion through Acquisition at Haldia & North Bengal to move towards not just more lines, but new forms of value creation.
- Investor attraction = access to higher-margin premium, ESG leadership, and export play.

- Scalable Acquisition- led story → pushed by Brand development.
- Premium valuation multiples → brand-led players (like Radico Khaitan) trade at higher EV/EBITDA vs bottlers.
- Optionality → RTD, low-alcohol, digital D2C provide multiple "shots on goal."
- Exit clarity → attractive to both global strategics (Pernod, Diageo) and PE investors looking for brand plays.

1. Premiumization & Craft Innovation in IMFL offerings:

- Strategic Move: Position KSL as a premium, craft-oriented Eastern India spirits player.
- Product Concepts:
  - Craft Rum Line → flavoured rum (coconut, spice, coffee), branded as “Eastern Originals.”
  - Small-Batch Whisky → limited-release, artisanal blends; premium packaging.
  - Artisan Vodka → infused with botanicals, appealing to urban nightlife consumers.
- Investor Hook: Premium IMFL grew 48% in FY23, the fastest-growing segment; margin expansion 2–3x vs standard spirits.

2. Ready-to-Drink (RTD) & Convenience Packs

- Strategic Move: Be the first mover in Eastern India RTDs, aligning with Gen-Z's social, casual drinking culture.
- Product Concepts:
  - Canned Cocktails (e.g., Mojito, Cosmopolitan, Spiced Rum & Cola).
  - Low-Alcohol RTDs (5–8% ABV) for calorie-conscious consumers.
  - Single-Serve PET bottles for festivals, parties, and travel retail.
- Investor Hook: RTD market in India is small but projected at >12% CAGR, globally among the hottest beverage categories.

3. Digital-First Brand Building

- Strategic Move: Create a youth-driven brand identity anchored on storytelling, design, and culture.
- Execution Ideas:
  - Social media campaigns with local influencers & musicians.
  - Augmented Reality (AR) labels – scan the bottle for cocktail recipes or brand stories.
  - Curated Spotify playlists & lifestyle tie-ups (music fests, college events).
- Investor Hook: D2C and digital-native brands achieve higher valuation multiples; investors view this as scalable and brand-led.

4. Health & Sustainability Angle

- Strategic Move: Position KSL as a "responsible spirits company" loved by conscious consumers.
- Product Concepts:
  - Low-Calorie Mixers paired with spirits.
  - Eco-Packaging (lightweight glass, recycled cartons, paper-based bottles).
  - Green Distillery at Haldia: water recycling, renewable energy integration.

Investor Hook: ESG-compliant liquor companies globally attract premium valuations; young consumers reward "green brands."

Investor Narrative Reframing

Old Story: *"KSL = more lines, more capacity, more volume."*
New Story: *"KSL = a Next-Gen IMFL Hub creating premium, digital-native, and sustainable brands for India's young consumers – with export potential."*

Transformation: Old Model vs New Model

Dimension	Old Model (Capacity & Distribution)	New Model (Premium, Brand & Innovation Hub)
Investor Preference	Local/strategic investors, low-margin play; valued at 6–8x EV/EBITDA	PE/VC, family offices, global strategics; premium brand multiples 15–20x EV/EBITDA
Production Technology	Standard bottling & blending lines; efficiency-driven	Flexi-lines for RTDs, premium SKUs; craft R&D; ESG tech (water recycling, renewables, eco-packaging)
Regulation	Fully exposed to state excise controls	Diversified: premium MRPs more resilient, RTDs/exports add new regulatory streams
Cost Drivers	ENA, molasses, excise duties dominate; thin margin sensitivity	Brand-building, packaging, innovation lead costs; premiumization allows pricing power
Competition & Differentiation	Competes on price, dealer reach, capacity	Competes on brand, consumer experience, sustainability, digital-first presence, exports

Expansion at Haldia (Next-Gen Hub)

- Capex: ₹50-60 Cr By 2028
- Not just capacity → Creating Brand, distribution framework & new tastes.
- Dedicated lines for premium SKUs, RTDs, and exports
- Regional distribution + national & digital-first footprint

Investments aimed at Premiumization & Innovation

AREA	WHAT CHANGES?	INDICATIVE ADDITIONAL CAPEX
Flexi-Lines for RTD & Premium SKUs	Canning line (carbonation, aseptic filling), premium glass bottling line with custom closures/labels.	₹8–10 crore
Craft & Small-Batch Facility	Micro-batch maturation tanks, aging casks, flavour infusion equipment.	₹3–5 crore
Digital Packaging & Branding	High-end labelling machines, AR-enabled QR packaging, premium carton printing.	₹2–3 crore
Sustainability & ESG Investments	Water treatment/recycling unit, rooftop solar/biogas, eco-packaging pilot.	₹4–5 crore
Export Compliance & Quality Upgrades	Lab equipment for global standards (EU/US), certifications, traceability systems.	₹2–3 crore

1. Brand Architecture & Premium Portfolio Development

What:

- Launch 2–3 new premium/craft brands (e.g., flavoured rum, small-batch whisky, artisan vodka).
- Rebrand existing mass SKUs (*Top 10, Top 70*) with modern design for youth appeal.

Timeline: Year 1–2 (parallel with Plant Acquisitions).

Cost: ₹5–7 crore (brand consultancy, packaging, initial marketing).

ROI: Positions KSL in premium segment (fastest growing +48% YoY).

2. RTD (Ready-to-Drink) Platform Rollout

What:

- Develop a flagship RTD line (cocktails-in-a-can: Mojito, Spiced Rum & Cola).
- Single-serve PET packs for festivals/retail convenience.

Timeline: Launch in Year 2, scale by Year 3.

Cost: ₹8–10 crore (product R&D, design, pilot production runs, national marketing push).

ROI: First-mover advantage in Eastern India, 12–15% CAGR growth category.

3. Digital-First Distribution & D2C Channel

What:

- Build digital-native brand identity via influencers, AR-enabled packaging, and micro-campaigns.
- Develop D2C portal (merchandise, mixers, cocktail kits) where liquor law permits.

Timeline: Year 1–2 (soft launch), Year 3–4 (scale-up).
Cost: ₹3–5 crore (tech, e-commerce build, influencer partnerships).

ROI: Builds brand recall and investor multiples, as D2C brands fetch FMCG-like valuations.

4. Sustainability & ESG Agenda

What:

- Water recycling & conservation systems, renewable energy integration, eco-packaging.
- Publish annual ESG report to build investor trust.

Timeline: Year 2–4 (integrated with Haldia commissioning).
Cost: ₹5–6 crore capex + ₹50 lakh/yr operating.

ROI: Enhances investor attractiveness (global PE/LPs demand ESG) + potential green incentives.

5. Export Capability & Compliance

What:

- Invest in certification (ISO, EU, US FDA for beverages).
- Build relationships with duty-free operators and SE Asian distributors.

Timeline: Year 3–5.
Cost: ₹2–3 crore (labs, compliance, export certifications, market development).

ROI: Diversifies revenue base; foreign currency earnings = valuation uplift.

6. Consumer Experience & Lifestyle Integration

What:

- Open flagship experiential lounges / tasting rooms in Kolkata & Bhubaneswar.
- Event sponsorships (music fests, college tours) to seed premium brands.

Timeline: Year 3–5.
Cost: ₹4–6 crore (2–3 flagship spaces + annual event spends).

ROI: Embeds KSL brands in youth culture → deeper consumer stickiness.

Cumulative Additional Strategic Spend (FY26–30)

- Acquisitions at Haldia & North Bengal: ₹ 35- 40 crore.
- Brand Development & Premium SKUs: ₹5–7 crore
- Digital/D2C: ₹3–5 crore
- CAPEX on Sustainability: ₹5–6 crore capex
- Export Capability: ₹2–3 crore
- Experiential Marketing: ₹4–5 crore

Total Incremental Requirement

- Additional: ~₹35 – 40 crore above internal generation.

Strategic Note for Investors

- Capex rises significantly, but:
  - Margins can rise from ~5% (current) → 10- 12% by FY30.
  - Premium multiples (12–16x EV/EBITDA) vs bottler multiples (6–8x).
  - ESG & export readiness → better investor traction and higher IRR (20–25%).

Investor framing: "This is not just a plant expansion, but a design transformation into a locally Branded, ESG-compliant, and export-ready hub – unlocking 2–3x higher valuation potential."

Competitive Landscape

- Competing with **Johnnie Walker, Pernod, Radico, Amrut**
- Differentiator: *Regional authenticity* + *premium craft story*
- Case study: **Nao Spirits acquired by Diageo → premium valuation**
- Signals **M&A potential and exit clarity**

Summary Table: Competitor Snapshot

Competitor Type	Examples / Players	Key Characteristics
Local Mainstream	STSP, Globus Spirits, Bangla IML	Volume-driven, cost-efficient, regional scale
Local Premium Movers	Radico Khaitan, premium IMFL brands in WB	Innovation within scope, experimenting with craft
Pan-India / Craft	Nao Spirits, Amrut, Greater Than, Hapusa	Bold storytelling, modern branding, export-focused
Global Heavyweights	Diageo, Pernod Ricard, Bacardi, etc.	Global R&D, distribution, strong brand equity

Local Competitors in Eastern India

Brand / Player	Description & Key Strategy
STSP Spirits	Regional player from West Bengal offering IMFL and imports like Scotch—focus on volume and cost-efficient reach.
Globus Spirits	Strong in grain-based distillation and bottling; volume-centric model with wide regional footprint.
Radico Khaitan (WB Segment)	Driving premium innovation with brands like Jaisalmer Indian Craft Gin (crafted with 11 Indian botanicals) and luxury single malts priced above ₹4,000—demonstrating premium Indian brand possibilities. Restaurant IndiaReuters
Bangla (Country Liquor)	Deep-rooted cultural liquor account (>39% share in WB's liquor consumption) – low-cost, high-volume but limited margin and low brand appeal. Wikipedia+1

Pan-India & Global Premium Players

BRAND / PLAYER	STRATEGY & HIGHLIGHTS
NAO SPIRITS (GREATER THAN, HAPUSA)	Pioneer of Indian craft gin with authentic botanicals and design-driven branding. Recently acquired by Diageo India for ~₹130 crore, signaling investor appetite for craft-led luxury. Restaurant India +13Diageo India+13Food & Wine+13
AMRUT DISTILLERIES	Trailblazer in Indian single malts; globally awarded whiskies with "fast-maturing" flavors due to India’s climate. Food & Wine
DESMONDJI	India’s first agave-based spirit brand, made from Indian agave—cargo of indigenous identity and premium novelty. Wikipedia
GLOBAL SPIRITS GIANTS	Companies like Diageo, Pernod Ricard, Bacardi act as aspirational benchmarks, investing heavily in brand, technology, RTD formats, ESG, and global distribution capabilities. ReutersWikipediaFood & Wine

Strategic Implications for Karna Spirits (KSL)

1. **Geographic expansion through acquisition:** This will help to stay nearer the retail markets and Brand development aligning with regional tastes.
2. **Brand Identity Fusion**: Combine local authenticity (like botanical storytelling) with premium design and packaging—stand out regionally and appeal to Gen-Z / Millennials.
3. **Category Innovation**: Move into craft, RTD, and low-alcohol categories—areas that global brands excel in and modern Indian brands like Nao and Amrut are leading.
4. **Distribution Expansion**: Take cues from national players on scaling across states and from global giants on export strategy, but with a premium regional twist.
5. **Strategic Partnerships/Exits**: Diageo's Nao acquisition shows that a locally crafted premium brand with scalable potential can attract M&A interest at premium valuations.

Summary: Competitive Landscape & Opportunity Map

Segment	Competitive Dynamics	Opportunity for KSL
Local Mass IMFL/IML	High volume, low differentiation	Maintain volume base while elevating margins
Regional Premium (e.g., Radico)	Premium packaging and limited editions	Offer premium, design-led craft SKUs
Indian Craft & Single Malt	Boutique authenticity, high-end appeal	Innovate with RTDs, craft gin/rum, value premium
Global RTD & Brand Leaders	High design, ESG, export, brand investments	Emulate strategy but adapt regionally for scale

Financial overview and funding request

- ✓ Purpose: The company is seeking funding to scale production, expand distribution networks, and support marketing efforts for brand growth.
- ✓ Use of funds: Funds will be strategically invested to accelerate product development, increase market penetration, and enhance brand visibility.
  - 40%: Expansion of production and bottling capacity.
  - 30%: Scaling marketing and distribution efforts.
  - 30%: Investment in new product development and working capital.

Financial Projections assume:

- Business expansion in IML Segment to continue
- Expanding the Business lines in IMFL – spreading in other states & countries (Orissa, Assam, neighboring nations)
- Exporting Pharmacy Rum & Ultraforce Rum to African nations in the mid term.

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Income Statement: **INR Lakhs**

Particulars	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	FY 2031/32
INCOME:									
IML/CS Liqor	7,666.25	8,171.98	16,500.00	23,925.00	29,906.25	37,382.81	46,728.52	56,074.22	67,289.06
IMFL	-	-	535.68	8,035.20	10,044.00	12,555.00	15,693.75	18,832.50	22,599.00
Total Revenue	7,666.25	8,171.98	17,035.68	31,960.20	39,950.25	49,937.81	62,422.27	74,906.72	89,888.06
EXPENDITURE:									
Puchase of Stock in Trade	6,413.11	6,724.29	14,017.75	26,298.35	32,872.93	41,091.17	51,363.96	61,636.75	73,964.10
Employee benefit expense	189.64	157.72	212.93	330.04	511.56	639.45	767.34	859.42	962.55
Other Expenses	779.73	708.18	793.16	1,150.09	1,667.62	2,167.91	2,818.28	3,071.93	3,348.40
Brand Development & Marketing Promotion Expenses			350.00	550.00	650.00	450.00	150.00	150.00	150.00
Total Operational Expenses	7,382.48	7,590.19	15,373.84	28,328.47	35,702.12	44,348.53	55,099.58	65,718.10	78,425.05
Earnings Before Interest Taxes Depreciation & Amortization	283.77	581.79	1,661.84	3,631.73	4,248.13	5,589.28	7,322.68	9,188.62	11,463.01
Depreciation & Amortisation Expense	83.77	112.79	490.44	952.70	878.52	735.12	618.13	522.69	444.83
Earnings Before Interest & Taxes	200.00	469.00	1,171.40	2,679.03	3,369.61	4,854.17	6,704.55	8,665.93	11,018.18
Finance Cost	188.34	203.55	286.39	499.26	603.66	736.43	904.65	1,072.88	1,276.57
Profit Before Taxes	11.66	265.45	885.01	2,179.77	2,765.95	4,117.74	5,799.90	7,593.05	9,741.61
VI. Tax Expenses									
Current year Tax	3.48	69.02	221.25	544.94	691.49	1,029.44	1,449.98	1,898.26	2,435.40
Deferred Tax Liability	(0.39)	6.31							
Profit After Tax	8.57	190.12	663.75	1,634.83	2,074.46	3,088.31	4,349.93	5,694.79	7,306.21

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Balance Sheet **INR Lakhs**

Particulars	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	FY 2031/32
I. EQUITY AND LIABILITIES									
Shareholder's Funds									
(a) Share Capital	49.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
(b) Reserves and Surplus	234.41	424.53	1,088.29	2,723.12	4,797.58	7,885.89	12,235.81	17,930.60	25,236.81
New Equity/ Quasi Equity Infusion			**3,500.00**	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
Net Worth (A)	283.91	1,424.53	5,588.29	7,223.12	9,297.58	12,385.89	16,735.81	22,430.60	29,736.81
Non-Current Liabilities									
(a) Long Term Boworring	578.24	793.97	680.54	567.12	453.69	340.27	226.85	113.42	
(b) Un-Secured Loan	451.82								
(c) Deferred Tax Liability	21.45	12.55							
Long Term Liability (B)	1,051.50	806.51	680.54	567.12	453.69	340.27	226.85	113.42	-
Current Liabilities									
(a) Short Term borrowings	1,074.63	1,699.09	2,899.39	5,673.64	7,092.05	8,865.06	11,081.32	13,297.59	15,957.10
(b) Trade Payables	53.43	12.33							
(c) Other Current Liabilities	30.21	5.63	576.07	1,080.75	1,350.94	1,688.68	2,110.85	2,533.02	3,039.62
(d) Short term provisions	3.42	69.02							
Current Liability ©	1,161.68	1,786.06	3,475.46	6,754.39	8,442.99	10,553.74	13,192.17	15,830.60	18,996.72
Total Liabilities	2,497.10	4,017.11	9,744.29	14,544.62	18,194.26	23,279.89	30,154.83	38,374.63	48,733.53
II. Assets									
Non-current assets									
(a) Property, Plant & Equipment and Intangible Assets			2,172.08	2,047.30	1,843.56	1,412.19	1,325.43	989.50	980.60
(i) Property, Plant & Equipment	615.04	612.51	2,172.08	4,219.38	3,890.86	3,255.75	2,737.62	2,314.93	1,970.10
(ii) Intangible Assets	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
(iii) Capital Work-in-progress	-	-							
(b) Long Term Investment	243.93	287.59	287.59	287.59	287.59	287.59	287.59	287.59	287.59
(c) Long Term Loan & Advances	19.05	26.53	26.53	26.53	26.53	26.53	26.53	26.53	26.53
Non- current Assets (D)	878.42	927.03	2,486.60	4,533.90	4,205.38	3,570.26	3,052.14	2,629.45	2,284.62
Current assets									
(a) Trade receivables	1,219.36	2,236.08	3,500.48	6,567.16	8,208.96	10,261.19	12,826.49	15,391.79	18,470.15
(b) Inventories	250.01	558.22	1,536.19	3,242.26	4,052.83	5,066.03	6,332.54	7,599.05	9,118.86
(c) Cash and Bank Balance	13.74	186.33	2,093.33	56.95	1,561.10	4,196.48	7,735.43	12,521.12	18,603.37
(d) Short Term Loans & advances	114.32	83.31	99.97	114.96	132.21	148.07	165.84	185.74	204.31
(e) Other current assets	21.25	26.15	27.72	29.38	33.79	37.85	42.39	47.47	52.22
Current Assets €	1,618.68	3,090.08	7,257.69	10,010.72	13,988.88	19,709.63	27,102.69	35,745.18	46,448.91
Total Assets	2,497.10	4,017.11	9,744.29	14,544.62	18,194.26	23,279.89	30,154.83	38,374.63	48,733.53

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Cashflow Statement	**INR Lakhs**							
Year Ended:	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	FY 2031/32
<u>Operational activities:</u>								
Reconciliation of net income to net cash provided (used) by								
Retained Earnings (PAT -Dividend)	190.12	663.75	1,634.83	2,074.46	3,088.31	4,349.93	5,694.79	7,306.21
Depreciation								
Changes in Long Term Liabilities & Provisions	(460.72)	(12.55)	-	-	-	-	-	-
Changes in operating assets and liabilites								
Trade accounts receivable	(1,016.72)	(1,264.40)	(3,066.68)	(1,641.79)	(2,052.24)	(2,565.30)	(2,565.30)	(3,078.36)
Inventories	(308.21)	(977.98)	(1,706.07)	(810.57)	(1,013.21)	(1,266.51)	(1,266.51)	(1,519.81)
Other Current Assets	26.11	(18.23)	(16.66)	(21.65)	(19.92)	(22.31)	(24.99)	(23.32)
Trade Payables, Liabilites & Provisions	(0.08)	489.10	504.68	270.19	337.74	422.17	422.17	506.60
Net cash provided (used) by operating activities	**(1,569.49)**	**(1,120.31)**	**(2,649.90)**	**(129.35)**	**340.68**	**917.98**	**2,260.16**	**3,191.32**
Financing activities:								
Short Term Debt	624.47	1,200.30	2,774.25	1,418.41	1,773.01	2,216.26	2,216.26	2,659.52
Long Term Debt (Net of Repayment)	215.73	(113.42)	(113.42)	(113.42)	(113.42)	(113.42)	(113.42)	(113.42)
Equity/ Quasi-equity	950.50	3,500.00	-	-	-	-	-	-
Net cash prvided by financing activities	**1,790.69**	**4,586.88**	**2,660.82**	**1,304.99**	**1,659.59**	**2,102.84**	**2,102.84**	**2,546.09**
Investing Activities:								
PP&E (Net of Depreciation)	2.52	(1,559.56)	(2,047.30)	328.52	635.12	518.13	422.69	344.83
Long Term Investments/ Advances	(51.14)	-	-	-	-	-	-	-
Net cash Spent on Investing activities	**(48.61)**	**(1,559.56)**	**(2,047.30)**	**328.52**	**635.12**	**518.13**	**422.69**	**344.83**
Net increase (decrease) in cash and cash equivalents	172.59	1,907.01	(2,036.38)	1,504.15	2,635.38	3,538.95	4,785.69	6,082.24
Cash and cash equivalents:								
At the beginning of the Period	13.74	186.33	2,093.33	56.95	1,561.10	4,196.48	7,735.43	12,521.12
At the end of the Period	186.33	2,093.33	56.95	1,561.10	4,196.48	7,735.43	12,521.12	18,603.37
(+) Represents inflow of Cash; (-) denotes outflow.		-	-	-	-	-	-	-

KARNA SPIRITS LIMITED

Formerly : K P SHAW BOTTLING PRIVATE LIMITED

Income Statement:

Profitability & Growth Ratios:	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	FY 2031/32
Growth in Revenue	108%	88%	25%	25%	25%	20%	20%
Growth in EBITDA	186%	119%	17%	32%	31%	25%	25%
Growth in PBT	249%	146%	27%	49%	41%	31%	28%
EBITDA as %age of Turnover	10%	11%	11%	11%	12%	12%	13%
PBT as %age of Turnover	5%	7%	7%	8%	9%	10%	11%
PAT as %age of Turnover	4%	5%	5%	6%	7%	8%	8%
Working Capital Ratios:							
Days Sales Outstanding	75	75	75	75	75	75	75
Days Payable Outstanding	14	14	14	14	14	14	14
Days Investory Outstanding	33	37	37	37	37	37	37
Structural Ratios							
Current Ratios	2.09	1.48	1.66	1.87	2.05	2.26	2.45
Interest Coverage Ratios	4.09	5.37	5.58	6.59	7.41	8.08	8.63
Interest Bearing Liability to Net Worth	64%	86%	81%	74%	68%	60%	54%
Return on Equity	12%	23%	22%	25%	26%	25%	25%

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Discounted Cashflow Valuation Model

Free Cash Flow	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	FY 2031/32
PAT	190.12	663.75	1634.83	2074.46	3088.31	4349.93	5694.79	7306.21
Add: Depreciation	112.79	490.44	952.70	878.52	735.12	618.13	522.69	444.83
Less: Dividend	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Gross Cash Flow (A)	**302.91**	**1154.19**	**2587.53**	**2952.99**	**3823.42**	**4968.05**	**6217.48**	**7751.04**
Less: Increase in Working Capital (excl Cash & Cash Equivalent	-1298.90	-1771.51	-4284.73	-2203.82	-2747.63	-3431.95	-3434.62	-4114.89
Capital Expenditure	-1559.56	-2050.00	-3000.00	-550.00	-100.00	-100.00	-100.00	-100.00
Gross Investment (B)	**-2858.46**	**-3821.51**	**-7284.73**	**-2753.82**	**-2847.63**	**-3531.95**	**-3534.62**	**-4214.89**
Free Cash Flow (A)+ (B)	-2555.55	-2667.32	-4697.20	199.17	975.79	1436.11	2682.85	3536.15
Non- operating Cash Flow	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CASH FLOW AVAILABLE TO INVESTORS	-2555.55	-2667.32	-4697.20	199.17	975.79	1436.11	2682.85	3536.15

Narrative for Investors:

"Karna Spirits isn't just building capacity –

it's building Aspirational IMFLs, brands, experiences, and sustainability platforms

that will make it one of Eastern India's

most valuable premium spirits companies."

Investor Proposition

- Margins & Multiples: **6–8x EV/EBITDA → 15–20x** with premium pivot
- **20–25% IRR potential** (premium, ESG, exports)
- Clear exit options: **Global strategics + PE investors**
- Investor Hook: *"KSL is building Aspirational IMFLs, brands, experiences, and sustainability platforms — not just capacity."*

Closing & Call to Action

- Vision: *“From Eastern Indian bottler to Next-Gen premium IMFL brands with global aspirations.”*
- Seeking strategic partners/investors to join this transformation.