



ZETWERK

Manufacturing Businesses Pvt. Ltd. · Est. 2018 · Bengaluru

Pre-IPO Quick Read

India's leading B2B manufacturing unicorn
IPO targeted in 2026

₹12,798 Cr

FY25 Revenue

\$3.1B

Current Valuation

\$550M

Target IPO Raise

₹8,700 Cr+

Open Order Book

IPO Snapshot

Target Valuation

\$4–5B aspirational

IPO Raise Size

\$500–750M

Timeline

FY26 listing (DRHP filing early 2026)

Lead Bankers

Kotak · Morgan Stanley · Goldman Sachs · JM Financial · HSBC

Total Funding

\$889M across 19 rounds

Key Investors

Peak XV · Lightspeed · Greenoaks · Khosla · Avenir

Financials & Business Model

Revenue, profitability trajectory, and how Zetwerk makes money

₹12,798 Cr

FY25 Revenue

↓11% vs FY24 (mix shift)

₹371 Cr

FY25 Net Loss

↓60% YoY — rapidly narrowing

₹145 Cr

EBITDA FY25

1.1% margin — positive

₹1,908 Cr

Cash & Bank

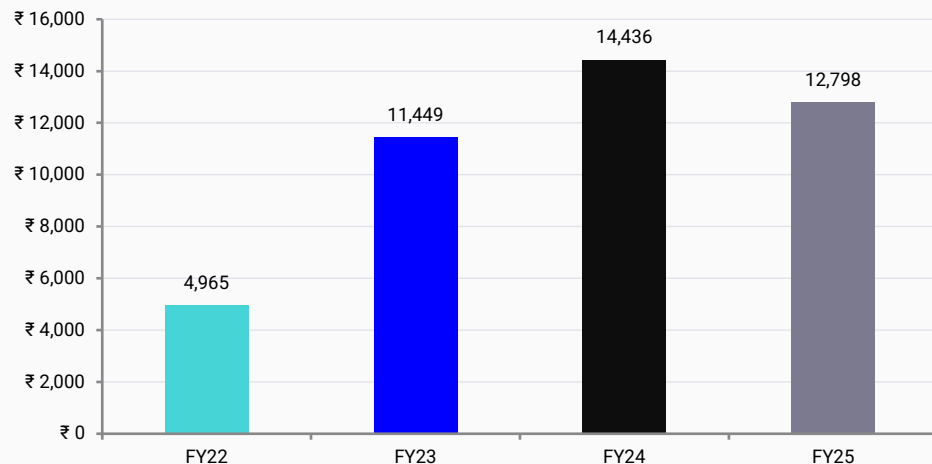
FY25 balance

~0.3x

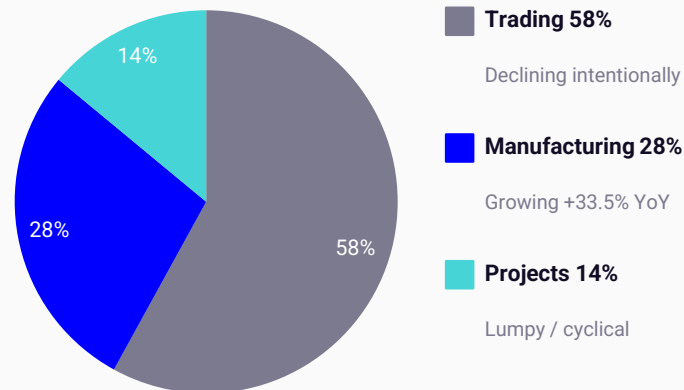
Gearing Ratio

Low leverage

GROSS REVENUE (₹ Cr)



REVENUE MIX (FY25) & MODEL



Key story: mix shift from low-margin trading → higher-margin contract manufacturing is the core IPO re-rating thesis.

Order Book, Sectors & Projects Under Execution

₹8,700 Cr+ order book · Energy surge · 4 active verticals

₹8,700 Cr+

Open Order Book

Revenue Visibility

40%

Energy & Power

of Total Revenue FY25

100%

Energy YoY Growth

AI datacenters + infra

~85%

Repeat Customers

CRISIL verified

BUSINESS SEGMENTS

Heavy Industrial

Aerospace · Defense · Oil & Gas
Railways · Renewables · Power

Light Industrial

Automotive · Industrial Machinery
B2B Components

Consumer Goods

Electronics · Appliances · Apparel
FMCG-adjacent

PROJECTS UNDER EXECUTION (Representative)

Energy & Power

Structural steel, cable trays & assemblies for solar/wind farms (Rajasthan, Gujarat). MEP components for US AI datacenter clients.

Aerospace & Defense

Precision machined parts for HAL and private OEMs. Sheet metal for defense platforms under Aatmanirbhar Bharat.

Railways & Metro

Coach interiors, structural fabrications and track components for RRTS/metro expansion across tier-1 and tier-2 cities.

EPC / Oil & Gas

Pressure vessels, heat exchangers and piping fabrications for upstream and refinery PSU clients.

Risks & IPO Valuation Thesis

Current \$3.1B · IPO target ~\$5B · 60% re-rating requires margin proof

\$3.1B

Current Valuation

Series F 2025

\$5.0B

IPO Target Val.

Aspirational

\$550M

Target IPO Raise

FY26 listing

~11x

EV/Rev (Target)

vs. ~5x current

KEY RISKS

High

Thin Margins

EBITDA ~1.1% — minimal buffer. Peer comparison: Dixon ~3–4%, Keynes ~8%.

High

Working Capital

45–90 day receivable cycles. ₹7,840 Cr current assets need constant management.

Medium

Revenue Volatility

FY25 saw 11% GMV decline. Projects/EPC segment is lumpy and macro-sensitive.

Medium

Valuation Gap

\$3.1B now → \$5B IPO target = 60% step-up. Margins must visibly improve first.

Medium

Trading Dependency

58% still trading (low margin). CM transition is the thesis — execution risk remains.

BULL CASE — \$5B achievable

- ✓ Manufacturing mix → 45%+ by IPO; EBITDA expands to 2–3%
- ✓ Energy/power segment sustains on AI datacenter + infra boom
- ✓ Net losses eliminated; PAT breakeven achieved pre-IPO
- ✓ India Mfg. thematic premium + 'Make in India' policy tailwinds

BEAR CASE — \$3–3.5B floor

- ✗ Margins stay sub-2% at IPO; public markets assign low P/S
- ✗ Working capital worsens if order book grows faster than collections
- ✗ Energy tailwind proves cyclical, not structural
- ✗ Secondary overhang from pre-IPO investors; IPO delayed to FY27

KEY NUMBERS

₹12,798 Cr FY25 Revenue

₹371 Cr FY25 Net Loss

₹145 Cr EBITDA (Positive)

₹1,908 Cr Cash on Hand

₹8,700 Cr+ Order Book

\$3.1B Valuation (Series F)

\$5.0B IPO Target Val.

\$859M+ Total Funding

STRENGTHS

- ₹12,798 Cr revenue — massive scale
- 10,000+ supplier moat; 85% repeat customers
- EBITDA positive; net loss halved YoY
- Energy segment +100% YoY tailwind
- Low gearing (0.3x), ₹1,908 Cr cash

RISKS

- X Sub-2% EBITDA — sector-lagging margins
- X 45–90 day receivables; working capital heavy
- X Trading still 58% — mix shift in progress
- X \$3.1B → \$5B IPO re-rating needs margin proof

WHAT TO WATCH

Manufacturing Mix

Cross 35% of revenue = strong re-rating signal

EBITDA Trend

Any move above 1.5% materially helps IPO case

Net Loss (FY26)

Target <₹200 Cr to show PAT path by FY27

Order Book Quality

Mfg-led orders vs. trading orders — track composition

DRHP Filing

Confidential SEBI submission = first hard IPO signal

Energy Segment

Structural vs. cyclical growth — key debate

Research View:

High-conviction India manufacturing platform. Margin trajectory is the single biggest variable for IPO re-rating. Zetwerk is a private company — all data sourced from public filings and media. Not investment advice.