

# pine labs



# PINE LABS LTD.



## Price Band

₹210 to ₹221

## Issue Opens

Nov. 7, to Nov. 11, 2025

Face Value

₹1

Issue Size

₹3,899.91 Cr

Lot Size

67 Shares

Listing At

NSE, BSE

## Pine Lab Info

Issue Size

17,64,66,426 shares / ₹3,899.91 Cr

Fresh Issue

9,41,17,647 shares / ₹2,080.00 Cr

Offer for Sale

8,23,48,779 shares of ₹1 / ₹1,819.91 Cr

Retail Quota

Not More than 10% of the Net Issue

Retail Min/Max

₹14,807 / ₹1,92,491

## Pine Lab Timeline

Tentative Allotment

Wed, Nov 12, 2025

Initiation of Refunds

Thu, Nov 13, 2025

Credit of Shares to Demat

Thu, Nov 13, 2025

"Pine labs LTD" Listing Day

Fri, Nov 14, 2025



## Objects of The Offer

The primary objectives of the Pine Labs Ltd IPO are centered on strategic growth, technology investment, international expansion, and balance sheet improvement. The proceeds from the fresh issue will be used for the following purposes:

- **Debt Repayment/Prepayment:** Strengthens financial position and reduces interest outgo.
- **Subsidiary Investments:** Expansion of Pine Labs' international business, focusing on Qwiksilver Singapore, Pine Payment Solutions Malaysia, and Pine Labs UAE.
- **Technology, Cloud, & DCPs:** Upgrading IT infrastructure, boosting tech development, and procuring checkout devices aims to support scale and product innovation.
- **General Corporate Purposes:** Reserves for working capital, operational flexibility, and potential inorganic acquisitions.

## About The Company and Business Overview

Pine Labs was founded in 1998 and is headquartered in Noida, India. Originally focused on card-based POS systems and retail automation, Pine Labs has grown into a comprehensive fintech and merchant platform provider, empowering over 988,000 merchants across India and other regions including Malaysia, UAE, Singapore, Australia, the US, and Africa.

The company supports digital payments in-store and online, merchant financing, dynamic currency conversion, prepaid and gift card issuance, loyalty programs, and more. Clients include top brands like Amazon, LG, Flipkart, and major Indian banks such as HDFC Bank, Axis Bank, and ICICI Bank.



## Business Model & Segments

Pine Labs operates on a transaction-based revenue model that touches several facets of digital commerce:

- **Digital Payments Infrastructure:** Offers a scalable platform for in-store, online, and mobile payments for merchants and enterprises.
- **Prepaid Card & Gift Card Issuance:** Market leader in India for these products, powering various consumer and loyalty programs.
- **Affordability and EMI Solutions:** Enables payment by installments at point of sale for consumers, boosting sales for merchants.
- **Global Merchant Commerce:** Presence extends to Southeast Asia, the Middle East, and other international markets.

Pine Labs invests significantly in technology, aiming to digitize retail, develop new fintech services, and maintain strong partnerships across its merchant network.

## Global and Indian Market Position

- Largest prepaid card issuer and top enabler of digital affordability solutions in India.
- Strong momentum in international markets—especially Asia-Pacific and the Middle East driven by digital commerce adoption.
- Continuing to expand its ecosystem to tap into the global trend of cashless payments and omnichannel retailing.

Pine Labs stands at the forefront of digitizing commerce, leveraging a robust platform, strong partnerships, and global ambition to drive value for merchants, consumers, and shareholders.

#### Pine Labs prominent ecosystem partners

Financial Institutions     	Large Retailers 	Consumer Electronics    	E-commerce   	Restaurants / F&B    
New Age Tech / Fintech    	Travel & Hospitality 	Healthcare   	Government Clients    	International Client  

Source : RHP



# FINANCIAL RATIOS

## Platform Gross Transaction Value (GTV)<sup>10</sup>



## Contribution Margin<sup>10</sup>



■ Issuing and Acquiring Platform  
■ Digital Infrastructure and Transaction Platform

## Adjusted EBITDA<sup>10</sup>



## Brief profile of the Directors



- **Amrish Rau** - is the Chairman, Managing Director, and CEO of Pine Labs. A Mumbai University engineering graduate (1996), he has extensive experience in payments and fintech. Previously, he led PayU India, First Data India, and Citrus Payment Solutions. Associated with Pine Labs Singapore since 2020, he drives the company's strategic vision and long-term growth.
- **Kush Mehra** - is the Executive Director, President, and Chief Business Officer - Digital Infrastructure and Transaction Platform at Pine Labs. A FORE School of Management postgraduate (2004), he has worked with Visa and American Express. With Pine Labs since 2012, he leads strategic partnerships and growth initiatives. In 2022, Economic Times named him among India's "40 under Forty."
- **Shailendra Jit Singh** - Non-Executive Nominee Director at Pine Labs, holds an MBA from Harvard Business School (2004) and a B.Tech from IIT Bombay (1998). A Kauffman Fellow with over 19 years of investment experience, he serves as Managing Director at Peak XV Partners. He has been associated with Pine Labs for over 15 years.
- **Amrita Gangotra** Independent Director at Pine Labs, holds a B.Sc. (Hons.) in Mathematics and an M.Sc. in Operations Research from Delhi University. With experience in technology and business leadership, she is a Partner at Ityukt Digital Solutions. Previously, she worked with Vodafone Idea, Bharti Airtel, HCL Comnet, and Nestlé India. She joined Pine Labs in 2025.
- **Maninder Singh Juneja** Independent Director at Pine Labs, holds an engineering degree from MS University, Baroda, and a PGDM from IIM Lucknow. With extensive experience in banking, finance, and private equity, he is a Partner at True North. He has worked with ICICI Bank, SRF Finance, Whirlpool India, and Godrej GE Appliances.

# Strengths



- **Market Leadership:** Pine Labs processes one of the largest volumes in India, with a gross transaction value (GTV) of over ₹11.4 lakh crore in FY25 across 9.8 lakh merchant relationships, reflecting about 29% YoY growth.
- **Diverse Revenue and Solutions:** Provides a product suite spanning POS devices, software, lending (BNPL, merchant finance), and prepaid issuing, supporting revenue.
- **Institutional Backing:** Strong investors like Temasek, PayPal, Mastercard, and Sequoia Capital bolster governance and add financial flexibility.
- **Tech-Driven Ecosystem:** Leverages a "network effect" from a large ecosystem of merchants, brands, and banks, enabling better data insights and monetisation.
- **International Footprint:** Early success in Southeast Asia and the Middle East, with further expansion planned using IPO process.
- **Sector Tailwinds:** Benefits from rapid growth in digital payments, rising contactless and UPI usage, and increased adoption of embedded finance products

# Key Risk Factors

- **Persistent Losses and Thin Margins:** Despite scale and top-line growth, Pine Labs posted net losses in FY25 (₹145 crore) and continues to operate at thin margins typical in high-volume fintechs. Revenue to GTV ratio is about 0.2%.
- **Negative Cash Flow:** Reported negative operating cash flow (₹281 crore in Q1 FY26), making sustainability dependent on continued fundraising or rapid margin improvement.
- **High Customer Concentration:** Top 10 customers contribute nearly 29-31% of revenue, posing a risk if major clients exit or renegotiate.
- **Rising Regulatory Risks:** Faces strict RBI oversight, FDI policy compliance as a foreign-controlled company, and exposure to digital lending rules—all of which could affect business flexibility.
- **Competition and Price Wars:** Heavy competitive pressure from domestic (Paytm, PhonePe, BharatPe, Razorpay) and global players (Stripe, Adyen) creates risk of margin compression and technology obsolescence.

# Statement of Profit and Loss



(All amounts are in Indian Rupees millions, unless otherwise stated)

Description	30 June 2025	30 June 2024	31 March 2025	31 March 2024	31 March 2023
Revenue from operations	6159.1	5224.19	22742.74	17695.46	15976.58
Other income	371.66	125.99	528.19	546.13	927.83
<b>Total income</b>	<b>6530.76</b>	<b>5350.18</b>	<b>23270.93</b>	<b>18241.59</b>	<b>16904.41</b>
Transaction and related costs	595.07	610.16	2600.62	2274.73	2076.13
Purchases of stock-in-trade	707.18	509.4	2872.55	1433.91	1343.45
Changes in inventories of stock-in-	58.96	-12.92	-19.26	132.97	-253.37
Employee benefits expense	2913.24	2328.21	9842.28	8872.97	8952.49
Finance costs	214.17	177.97	789.61	644.56	357.34
Depreciation and amortisation	652.42	719.04	2920.93	3627.73	3150.3
Impairment of non-current assets	3.46	37.61	87.21	644.6	84.54
Impairment losses on financial assets and contract assets	136.26	120.65	300.96	185.03	245.21
Other expenses	1297.87	1106.56	4874.11	4400.75	3474.57
<b>Total expenses</b>	<b>6578.63</b>	<b>5596.68</b>	<b>24269.01</b>	<b>22217.25</b>	<b>19430.66</b>
Loss before share of loss of associate, exceptional items and tax	-47.87	-246.5	-998.08	-3975.66	-2526.25
Exceptional items	0	0	365.82	0	368.35
Loss before tax	-48.49	-246.5	-1363.9	-3975.66	-2894.6
Current tax	43.19	55.21	177.85	104.65	74.25
Deferred tax	-139.54	-22.82	-86.88	-661.28	-317.4
<b>Total tax expense/(credit)</b>	<b>-96.35</b>	<b>32.39</b>	<b>90.97</b>	<b>-556.63</b>	<b>-243.15</b>
<b>Profit / (Loss) for the period/ year</b>	<b>47.86</b>	<b>-278.89</b>	<b>-1454.87</b>	<b>-3419.03</b>	<b>-2651.45</b>

Source: RHP

# Valuation and Outlook



**Pine Labs Ltd.** IPO is expected to be priced between ₹210 to ₹221 per share. At this price, the company is valued at a Price-to-Earnings (P/E) ratio of -ve.

Name of the company	Revenue from operations (₹ in Million)	Face Value (₹ per share)	P/E ratio(2)^A	EPS - Basic	EPS - Diluted	RoNW(3) (%)	Net Asset Value per equity share(4) (₹)
Pine Labs Limited	22742.74	1		-1.45	-1.45	-4.15	-22.43
One97 Communications Limited ("Paytm")	69004	1	-110.98	-10.35	-10.35	-4.69	235.54
Zaggle Prepaid Ocean Services Limited ("Zaggle")	13037.57	1	48.87	6.99	6.96	9.64	99.25
Adyen N.V. ("Adyen")	229236.9	1.03	46.23	3058.07	3047.77	25.06	13987.4
Shopify Inc. ("Shopify")	754800	N.A.	96.5	131.43	131.75	19.58	761.6
Block, Inc. ("Block")	2050289.51	0	16.1	399.3	387.6	14.31	2925.7
Marqeta, Inc. ("Marqeta")	43094.58	0.01	101.2	4.25	4.25	2.34	180.2

Pine Labs Limited (PLL), a leading provider of digital payment and e-commerce solutions, it has demonstrated strong revenue growth of 28.5% year-on-year in FY25, though profitability remains a challenge. The company posted a net loss of ₹145.5 crore on revenue of ₹2,274.3 crore, with EBITDA margin improving to 15.7%. Despite a 40% lower IPO valuation versus 2022, Pine Labs' leadership and government-backed Digital India initiatives support its long-term growth outlook.

"Call us on 8448899576" to find out whether or not you should apply.

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