

Asset Reconstruction Company (India) Ltd.

Subscribe

Nifty: 23,432 | Sensex: 74,764

IPO Note | 09th September 2026

Sector: Asset Reconstruction Company

Price Range: ₹132 - ₹139

A Pioneer in the Asset Reconstruction Industry in India...

Asset Reconstruction Company (India) Ltd (ARCIL), incorporated in 2002 and headquartered in Mumbai, is India's first asset reconstruction company, focused on acquiring and resolving stressed loans from banks and financial institutions, primarily across corporate, SME and retail borrowers. The company earns mainly through management fees and returns on investments in Security Receipts (SRs) and managed an AUM of ~₹20,150cr as of FY26.

- Systemic credit (comprising lending by banks and NBFCs) expanded at a CAGR of ~11% between FY19 and FY25, led by Retail credit (~18% CAGR) outpacing Corporate credit (~9% CAGR) on robust retail loan demand, and is projected to grow at 12–13% CAGR through FY30, supported by broader economic growth and rising credit penetration. (Source: Crisil Intelligence)
- Topline grew ~26%YoY in FY26 to ₹753cr led by sharp ~63%YoY rise in fee income supported by AUM expansion and higher acquisitions.
- ARCIL's AUM has expanded from ₹16,853cr in FY25 to ₹20,150cr in FY26, registering a healthy growth of ~20%YoY, indicating strong asset-acquisition momentum.
- ARCIL has strategically diversified its portfolio towards granular retail and SME assets, with Retail AUM expanding at a 56.3% CAGR from ₹1,942cr (FY24) to ₹4,745cr (FY26), thereby reducing corporate concentration from 75.48% to 68.75% over the same period and strengthening the resilience of its asset mix.
- ARCIL's bid-win rate increased significantly from 36.4% in FY24 to 79.3% in FY26, reflecting stronger sourcing, underwriting discipline, and competitive positioning in acquiring stressed assets, which supports future portfolio growth opportunities.
- At the upper price band of ₹139, ARCIL is valued at ~1.5x FY26 P/B, which appears reasonable considering its market leadership in the ARC industry (2nd highest in AUM), growing AUM, expansion into retail collections & stressed MFI (Microfinance Institutions) portfolios, and strong long-term growth prospects in India's expanding stressed asset resolution market. We recommend "Subscribe" to the issue for investors with a medium- to- long term investment horizon.

Purpose of IPO

The issue is primarily an Offer for Sale (OFS) of up to 52,731,946 equity shares totalling ₹733cr. The objective of the issue is to achieve the benefits of listing the equity shares on the stock exchanges. The OFS comprises shares offered by four selling shareholders : Avenue India Resurgence Pte. Ltd. (up to 24,823,910 shares), State Bank of India (up to 10,963,062 shares), Lathe Investment Pte. Ltd. (up to 16,244,858 shares), and The Federal Bank Limited (up to 700,116 shares), with Avenue India Resurgence and SBI acting as Promoters.

Key Risks

- Collections declined to ₹3,484cr in FY26 from ₹3,883cr in FY25 despite AUM growth, signaling weaker recovery velocity amid portfolio ageing and slower corporate resolution timelines.
- A significant portion of the Company's AUM is concentrated in the Corporate loans vertical (~69% of AUM in FY26), exposing it to concentration risk should this segment underperform or face resolution delays.

Issue Details

Date of opening	September 9, 2026
Date of closing	September 11, 2026
Total No. of shares offered (cr.)	5.27
Post Issue No. of shares (cr)	32.5
Face Value	₹10
Bid Lot	107 Shares
Minimum application for retail (upper price band for 1 lot)	₹14,873
Maximum application for retail (upper price band for 13 lot)	₹1,93,349
Listing	BSE,NSE

Lead Managers IIFL Capital Services Ltd, IDBI Capital Markets & Securities Ltd and JM Financial Ltd.

Registrar MUFG Intime India Pvt Ltd.

Issue size (upper price)	Rs.cr
Fresh Issue	0.0
OFS	733.0
Total Issue	733.0

Shareholding (%)	Pre-Issue	Post Issue
Promoter & Promo. Group.	89.7	78.7
Public & others	10.3	21.3
Total	100.0	100.0

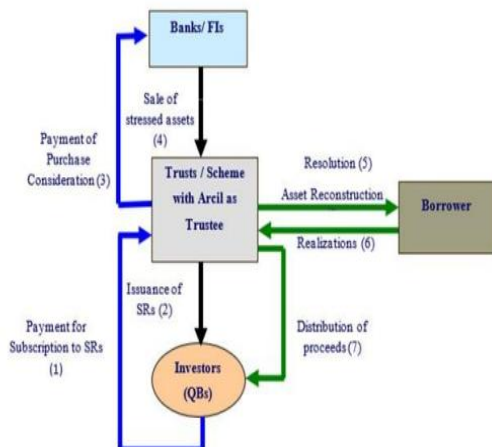
Issue structure	Allocation (%)	Size Rs.cr
QIB	50	366.5
Non-Institutional	15	109.9
Retail	35	256.5
Employee	-	-
Total	100	733.0

Y.E March (Rs cr)	FY24	FY25	FY26
Sales	570.1	596.4	753.0
Growth YoY(%)		5	26
EBITDA	412.4	464.9	556.9
Margin(%)	72.3	77.9	74.0
PAT Adj.	305.3	355.3	407.8
Growth YoY(%)		16	15
EPS	9.4	10.9	12.6
P/E (x)	14.8	12.7	11.1
EV/EBITDA (x)	10.3	9.8	10.1
P/Bv (x)	1.8	1.6	1.5



Business Description:

Banks and financial institutions typically sell stressed assets to ARCIL through a competitive bidding process. The process of acquiring, implementing resolution strategies through restructuring, enforcement of rights on underlying securities, settlement and realizing recoveries from stressed assets involves multiple steps as set forth in the following infographic:



Market Share in %, of top 7 ARCs (based on AUM as of March 31, 2025)

Players		Fiscal 2023	Fiscal 2024	Fiscal 2025	Growth / (Fall) during Fiscal 2023 to Fiscal 2025
Private ARCs with vintage	ARCIL	11.6%	10.3%	12.6%	1.0%
	Edelweiss ARC	26.6%	21.3%	11.0%	-15.6%
	Phoenix	8.6%	9.9%	9.9%	1.3%
	JM Financial ARC	9.7%	9.8%	9.6%	-0.1%
	ACRE	8.1%	7.4%	6.9%	-1.2%
New Private ARC	Omkara	3.6%	3.4%	6.2%	2.6%
Govt backed	NARCL	2.6%	6.9%	18.0%	15.4%

Source: Geojit research, RHP

- The trust raises funds from qualified buyers (QBs) which typically include banks, financial institutions, insurance companies, ARCs, mutual funds, eligible non-banking finance companies, housing finance companies, foreign institutional investors and any category of non-institutional investors permitted by RBI or any other body corporate permitted by SEBI. We are required to invest in the security receipts a minimum of either 15% of the transferors investment in the security receipts or 2.5% of the total security receipts issued, whichever is higher, of each class of security receipts issued by ARCIL under each scheme, on an ongoing basis, until the redemption of all the security receipts issued under such scheme.
- The trust issues security receipts to QBs for the investment made by them in the trust.
- The trust makes payment of the purchase consideration to banks or financial institutions from which the stressed assets are being purchased.
- Upon receipt of the purchase consideration, the stressed assets are assigned to the trust set up by ARCIL through an assignment agreement.
- We undertake asset reconstruction by implementing resolution plans such as the re-scheduling of debt, settlement, enforcement of security interest and realization of dues through legal processes as well as collection strategies using technology and data analytics especially for retail stressed asset portfolios.
- We realize money from the stressed assets which are assigned to the trust.
- The money realized, after adjustment of outstanding fees and expenses, is distributed among the investors to the extent of their holding in the security receipts. As a trustee, we periodically share information with the holders of the security receipts and declare a net asset value (NAV) in accordance with RBI Guidelines.

Revenue Model:

Operates across Corporate, Retail, and SME/Other loans verticals, acquiring stressed assets (individually or as pools) and resolving them via internal assessment-driven strategies and mixed collection methods.

Revenue Streams:

- Management/trusteeship fees – Based on average quarterly NAV of outstanding security receipts, as per trust fee structure.
- Portfolio recovery fees – Collection fee (%) on recoveries, mainly for Retail and structured deals.
- Income from investments – Share of profit once recoveries exceed recoverable expenses/investment cost.
- Write-backs – Income from recoveries against previously written-off investments/fees (post 8-year RBI write-off norm).

Network: 13 offices across 12 states (incl. Delhi) as of Mar'26 — covering key cities (Ahmedabad, Bangalore, Chennai, Delhi, Hyderabad, Kolkata, Pune, etc.) — supported by external collection agents spanning the same 12 states for retail asset recovery.

Key Strengths

- India's First ARC with the second Largest AUM.
- Expertise in Acquiring Stressed Assets with increasing investment in SRs.
- Ability to Implement Resolution Strategies and a Robust Collections Framework.
- Track Record of Consistent Financial and Operational Performance

Key Strategies:

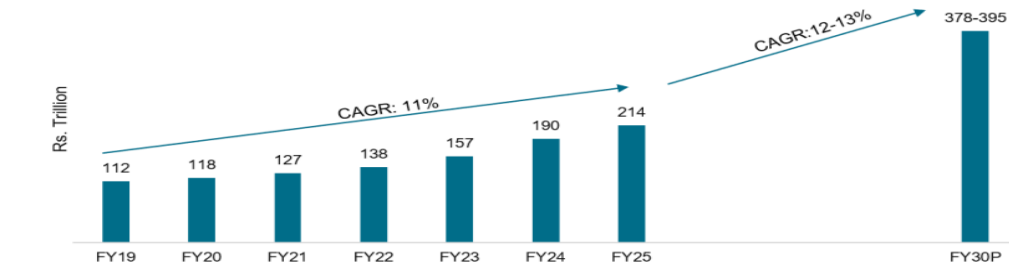
- Increase the Proportion of Retail, and SME and Other Loans.
- Continue to Grow Corporate Loans Business.
- Continue to Focus on Effective Use of Technology and Data Analytics to improve operational efficiency.
- Strengthening Retail Loan Collection Capabilities.
- Pursue New Business Opportunities.



Industry Outlook: Credit Growth Trends in India

Systemic credit (comprising lending by banks and NBFCs) in India grew at a CAGR of approximately 11% between Fiscal 2019 and Fiscal 2025. Corporate credit, which accounts for nearly two-thirds of systemic credit, recorded a relatively modest growth of approximately 9% CAGR over this period, while Retail credit grew at a stronger CAGR of approximately 18%, aided by robust demand across retail loan products. Going forward, CRISIL Intelligence projects systemic credit to grow at a CAGR of 12% to 13% between Fiscal 2025 and Fiscal 2030.

Growth Trend in Systemic Credit over the years



Note: E: Estimated, P: Projected; considered domestic banking credit (after deduction of bank lending to NBFC) and NBFC credit as systemic credit
 Source: RBI, company reports, Crisil Intelligence

Source: Geojit research, RHP

Retail credit growth is projected to grow on a strong footing, expected to witness a CAGR of 14% to 15% between Fiscal 2025 and Fiscal 2028.

Promoter and promoter group

Avenue India Resurgence Pte. Ltd. and State Bank of India are the Promoters of the Company. Avenue India Resurgence Pte. Ltd. and State Bank of India have also been classified as Sponsors of the Company under the RBI Master Directions and the SARFAESI Act.

As on the date of the Red Herring Prospectus, the company has seven directors on the Board, of whom one is an Executive Director, two are Non-Executive Directors and four are Non-Executive Independent Directors (including one woman Non-Executive Independent Director).

Brief Biographies of directors

- Narayanan Subramaniam**, is the Chairman and Non-Executive Independent Director of the Company. He holds a B.Sc. from the University of Madras and a PGDM from IIM Ahmedabad, and is a qualified member of the ICAI, ICSI, and ICWAI. He brings close to three decades of experience across banking, private equity, and investment management, having previously served as a board member of City Union Bank and as CEO of First India Mutual Fund.
- Phanindranath Kakarla**, is the Chief Executive Officer and Managing Director of the Company. He holds a bachelor's degree in mechanical engineering from IIT Bombay and a PGDM from IIM Calcutta. He was previously associated with Edelweiss Group as Senior Executive Vice President and has received the "Breakthrough Digital ARC Leadership Award" at the Bharat Collection Summit and Awards, 2026. As CEO and MD, he provides strategic direction to the Company, with a focus on acquisition, resolution, and value maximization of distressed assets.
- Sudarshan Sen**, is a Non-Executive Director of the Company. He holds a master's degree in science from the University of Delhi and an MBA in international banking and finance from the University of Birmingham, UK; he is a former RBI Executive Director with extensive experience across banking regulation, Basel Committee groups, and national committees, and has chaired key RBI panels, including on ARC regulatory guidelines.
- Ashish Shukla**, is a Non-Executive Director of the Company. He holds an MBA from the A.B. Freeman School of Business, Tulane University, New Orleans. He brings extensive experience in restructuring, turnaround, and special-situation investing across Asia, having been associated with Westover Advisors, Income Partners Asset Management (HK), Clearwater Capital Partners, and Concordia Advisors in various senior roles. He is presently a Director at Avenue India Resurgence Pte. Ltd., responsible for asset management and investment advice for its Asia strategy.
- Balachander Rajaraman**, is a Non-Executive Independent Director of the Company. He holds a bachelor's degree in commerce from the University of Delhi and is a qualified Chartered Accountant, with over 29 years of experience in accounting, audit, taxation, and restructuring/insolvency proceedings. He was previously a Partner at Ernst & Young and Thakur Vaidyanath Aiyar & Co., and is currently a member of the Indian Institute of Insolvency Professionals, ICAI, having also been associated with the PHD Chamber of Commerce and Industry.
- Raksha Shashikant Kothari**, is a Non-Executive Independent Director of the Company. She holds a bachelor's degree in commerce from Sydenham College and a bachelor's degree in law from Government Law College, University of Bombay, and is a corporate and M&A lawyer with over 35 years of experience across M&A, private equity, insolvency and restructuring, capital markets, and litigation/arbitration. She was previously a Partner at DSK Legal, is a member of the Bar Council of Maharashtra and Goa, and currently practices independently as Of Counsel with Dhruve Liladhar & Co.
- Prasad Parameswaranpillai Naga**, is a Non-Executive Independent Director of the Company. He holds a B.Sc. (University of Kerala) and M.Sc. (Agra University), and is a certified associate of the Indian Institute of Bankers, with 40+ years of banking experience in corporate banking, stressed asset resolution, and risk management. He was previously a Director at Bank of India and held senior positions at State Bank of India, including Deputy Managing Director and Chief General Manager.

STANDALONE FINANCIALS

PROFIT & LOSS

Y.E March (Rs cr)	FY24	FY25	FY26
Sales	570.1	596.4	753.0
% change	0.0%	4.6%	26.3%
EBITDA	412.4	464.9	556.9
% change	-	12.7%	19.8%
Depreciation	1.9	2.2	3.0
EBIT	410.5	462.8	553.9
Interest	5.2	12.5	36.2
Other Income	4.0	27.0	32.0
Exceptional items	0.0	0.0	0.0
PBT	409.2	477.2	549.7
% change	-	16.6%	15.2%
Tax	103.9	121.9	141.9
Tax Rate (%)	25.4%	25.5%	25.8%
Reported PAT	305.3	355.3	407.8
Adj	0.0	0.0	0.0
Adj. PAT	305.3	355.3	407.8
% change	-	16.4%	14.8%
Post issue No. of shares (cr)	32.5	32.5	32.5
Adj EPS (Rs)	9.4	10.9	12.6
% change	0.0%	16.4%	14.8%

Cash Flow

Y.E March (Rs cr)	FY24	FY25	FY26
PBT Adj.	409.2	477.2	549.7
Non-operating & non cash adj.	-217.3	-196.4	-170.2
Changes in W.C	-196.4	29.5	-122.7
C.F. Operating	203.5	320.2	153.6
Capital expenditure	-4.4	-1.5	-1.8
Change in investment	-945.0	-1,553.5	-2,103.0
Sale of investment	774.8	958.1	1,028.7
Other invest.CF	158.2	-13.0	52.2
C.F - investing	-16.3	-609.9	-1,024.0
Issue of equity	-	-	-
Issue/repay debt	31.9	156.0	899.6
Dividends paid	-81.2	-48.7	-97.5
Other finance.CF	-5.9	-13.1	-35.8
C.F - Financing	-55.1	94.2	766.3
Change. in cash	132.0	-195.6	-104.2
Opening Cash	200.4	332.5	136.9
Closing cash	332.5	136.9	32.7

BALANCE SHEET

Y.E March (Rs cr)	FY24	FY25	FY26
Cash	409.5	258.7	98.8
Accounts Receivable	73.0	72.1	122.4
Inventories	-	-	-
Other Cur. Assets	131.9	35.6	56.0
Investments	2,062.4	2,771.7	4,024.7
Deff. Tax Assets	-	-	-
Net Fixed Assets	37.0	35.5	36.7
CWIP	-	-	-
Intangible Assets	3.6	4.4	3.6
Other Assets	77.9	86.0	118.6
Total Assets	2,795.3	3,263.8	4,460.9
Current Liabilities	1.4	1.9	0.0
Provisions	58.7	112.7	43.7
Debt Funds	149.9	305.9	1,205.5
Other Fin. Liabilities	112.2	29.9	27.4
Deferred Tax liability	10.6	45.7	104.8
Equity Capital	324.9	324.9	324.9
Reserves & Surplus	2,137.6	2,442.9	2,754.5
Shareholder's Fund	2,462.5	2,767.8	3,079.4
Total Liabilities	2,795.3	3,263.8	4,460.9
BVPS (Rs)	75.8	85.2	94.8

RATIOS

Y.E March	FY24	FY25	FY26
Profitab. & Return			
EBITDA margin (%)	72.3	77.9	74.0
EBIT margin (%)	72.0	77.6	73.6
Net profit mgn.(%)	53.6	59.6	54.2
ROE (%)	12.4	13.6	14.0
ROCE (%)	15.7	16.3	15.1
W.C & Liquidity			
Receivables (days)	46.7	44.4	47.1
Inventory (days)	0.0	0.0	0.0
Payables (days)	6.7	10.1	5.1
Current ratio (x)	44.5	27.4	98.4
Quick ratio (x)	339.1	178.4	10535.2
Turnover & Levq.			
Net asset T.O (x)	15.4	16.5	20.9
Total asset T.O (x)	0.2	0.2	0.2
Int. covge. ratio (x)	78.4	37.0	15.3
Adj. debt/equity (x)	0.1	0.1	0.4
Valuation ratios			
EV/Sales (x)	7.5	7.7	7.5
EV/EBITDA (x)	10.3	9.8	10.1
P/E (x)	14.8	12.7	11.1
P/BV (x)	1.8	1.6	1.5

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