

# Mphasis

|                 |   |
|-----------------|---|
| Estimate change | ↔ |
| TP change       | ↔ |
| Rating change   | ↔ |

|                       |             |
|-----------------------|-------------|
| Bloomberg             | MPHL IN     |
| Equity Shares (m)     | 191         |
| M.Cap.(INRb)/(USD\$)  | 436.7 / 4.5 |
| 52-Week Range (INR)   | 3037 / 2013 |
| 1, 6, 12 Rel. Per (%) | 2/-12/-9    |
| 12M Avg Val (INR M)   | 1695        |

## Financials & Valuations (INR b)

| Y/E Mar        | FY26  | FY27E | FY28E |
|----------------|-------|-------|-------|
| Sales          | 158.8 | 181.5 | 201.1 |
| EBIT Margin    | 15.3  | 15.2  | 15.3  |
| Adj. PAT       | 18.9  | 21.7  | 24.5  |
| Adj. EPS (INR) | 99.0  | 113.6 | 127.9 |
| EPS Gr. (%)    | 10.9  | 14.8  | 12.6  |
| BV/Sh. (INR)   | 564.0 | 607.3 | 658.5 |

## Ratios

|            |      |      |      |
|------------|------|------|------|
| RoE (%)    | 18.5 | 19.4 | 20.2 |
| RoCE (%)   | 16.2 | 16.7 | 17.5 |
| Payout (%) | 60.1 | 60.0 | 60.0 |

## Valuations

|               |      |      |      |
|---------------|------|------|------|
| P/E (x)       | 23.1 | 20.1 | 17.9 |
| P/BV (x)      | 4.1  | 3.8  | 3.5  |
| EV/EBITDA (x) | 14.2 | 12.2 | 10.8 |
| Div Yield (%) | 2.6  | 3.0  | 3.4  |

## Shareholding Pattern (%)

| As On    | Jun-26 | Mar-26 | Jun-25 |
|----------|--------|--------|--------|
| Promoter | 30.5   | 30.6   | 40.1   |
| DII      | 45.3   | 45.7   | 36.5   |
| FII      | 19.5   | 19.5   | 19.0   |
| Others   | 4.7    | 4.3    | 4.4    |

FII includes depository receipts

**CMP: INR2,288** **TP: INR2,700 (+18%)** **Buy**

## Stronger FY27 on the horizon

### Near-term growth visibility improving; margin outlook unchanged

- Mphasis (MPHL)'s 1QFY27 revenue grew 2.1% QoQ in constant currency (CC), broadly in line with our estimate of 2% QoQ CC. Direct revenue rose 2.2% QoQ CC and 9.9% YoY CC. TCV was up 13% YoY to USD461m. EBIT margin stood at 14.8%, below our estimate of 15.5%. Adj. PAT came in at INR4.9b (down 4% QoQ), below our estimate of INR5.4b.
- For 1QFY27, revenue/EBIT/adj. PAT grew 17.5%/13.5%/10.8% YoY in INR terms. We expect revenue/EBIT/adj. PAT to grow 15.0%/14.5%/16.2% YoY in 2QFY27. The company has **reiterated guidance of high single-digit to low double-digit revenue growth, along with a sustainable EBIT margin range of 14.75%–15.75%** backed by disciplined execution and 80% conversion of net income to operating cash flow. We value the stock at 21x FY28E EPS, arriving at a TP of INR2,700. **We reiterate our BUY rating on the stock.**

### Our view: Near-term working capital reflects changing deal-construct mix

- **Growth outlook improving, with 2Q expected to be the strongest quarter in three years:** Mphasis reported 2.1% QoQ CC revenue growth in 1QFY27, broadly in line with our estimates. Management expects 2QFY27 to be the strongest sequential CC growth quarter in the last three years as recently won large deals start ramping up.
- Deal momentum remains healthy, with USD461m TCV and the fifth consecutive quarter of bookings above USD400m. The pipeline continues to build, with AI-led opportunities now forming ~70% of the total pipeline. Management retained **its guidance of high-single-digit to low-double-digit CC growth for FY27. We continue to model ~9.3% YoY CC growth for FY27E.**
- **Margins under near-term pressure, but guidance remains intact:** EBIT margin dipped 60bp QoQ to 14.8% (vs. est. 15.5%), largely due to ramp-up costs for new deals, acquisition-related expenses, and proactive hiring ahead of expected growth in 2Q. **Management anticipates utilization to improve as these projects scale; it has maintained its FY27 EBIT margin guidance of 14.75-15.75%.**
- **The balance sheet reflects upfront investments in large deals:** Working capital remains elevated as vendor consolidation and outcome-based deals such as Red Oak require investments upfront. **Contract acquisition costs and customer-related intangibles are recognized early, while cash recovery happens over the life of the contract.** Management expects this to normalize gradually as these deals mature from FY28.
- **Margin upside likely to be gradual:** While platform-led offerings and higher AI attach rates should support gross margins over the next few quarters, we expect most of the operating leverage to be reinvested into delivery capabilities, platforms, and GTM initiatives. As a result, **we continue to expect margins to stay broadly range-bound at 15.2%/15.3% in FY27/FY28.**

- **Cash conversion remains below historical levels as large deals require upfront investments:** Management reiterated its FY27 operating cash flow guidance of ~80% of net income. **In our view, an ~80% OCF/Ni framework remains reasonable for a mid-cap IT services player**, given the ongoing investments in large deals, AI platforms, and upfront client commitments.
- FCF conversion remains below historical levels as managed services and outcome-based contracts require **investments over the first 12-18 months before cash starts flowing back. Management expects this to improve from FY28 as older deals mature** and investment recoveries begin to offset spending on new wins. DSOs remain elevated at 95 days but are expected to improve gradually through the rest of the year.

### Valuation and changes to our estimates

- **We remain positive on Mphasis, supported by healthy deal momentum and improving growth visibility.** The company continues to build a strong pipeline, with AI-led opportunities now forming ~70% of the total pipeline, while large deal ramp-ups should support growth over the next few quarters.
- With management guiding for the strongest sequential growth in three years in 2QFY27 and retaining its FY27 growth outlook, we believe revenue visibility has improved, although execution of recent deal wins remains the key monitorable. Over FY26-28E, we forecast a USD revenue CAGR of ~10% and an INR PAT CAGR of ~14%. **We value the stock at 21x FY28E EPS, arriving at a TP of INR2,700, and reiterate our BUY rating.**

### Revenue in line, but miss on margins; three large deal wins in 1Q

- MPHL's revenue of USD471m grew 2.1% QoQ CC, up 8.3% YoY CC, largely in line with our estimate of 2% QoQ CC growth.
- Direct revenue was up 2.2% QoQ CC and 9.9% YoY CC.
- TMT/Others led the growth with a 15.5%/5.2% QoQ CC increase, while logistics/insurance declined 15.7%/3.1% QoQ CC. BFSI remained flat for the quarter.
- EBIT margin was 14.8% (-60bp QoQ/-50bp YoY), vs. our estimate of 15.5% QoQ.
- Adj. PAT was INR4.9b (down 4% QoQ) below our estimate of INR 5.4b.
- TCV stood at USD461m (down 39% YoY). About 63% of the deal wins were in NextGen Services.
- Offshore utilization (excl. trainees) decreased 300bp QoQ to 81%. Net headcount was up 3% in 1QFY27 to 32,097.
- The company has reiterated guidance of high single-digit to low double-digit revenue growth, along with a sustainable EBIT margin range of 14.75%–15.75% backed by disciplined execution and 80% conversion of net income to operating cash flow.
- The company is confident that 2Q will see accelerated growth momentum, with the best sequential growth in CC terms in the past three years.

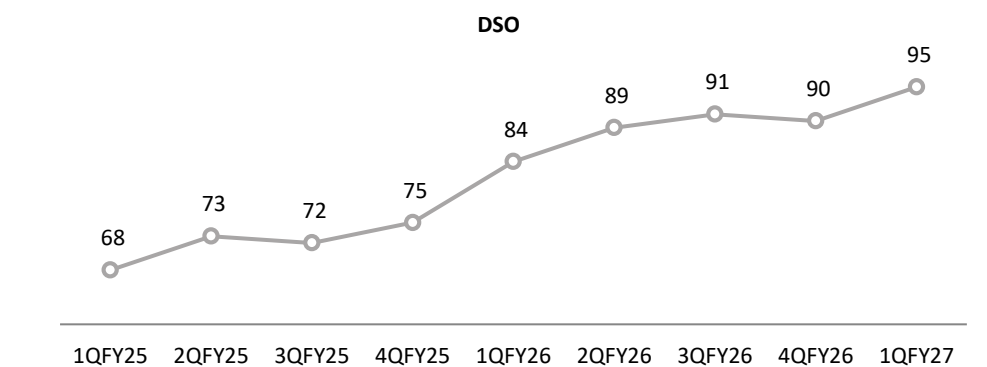
### Key highlights from the management commentary

- Management flagged a complex and uncertain macro backdrop, with the interest rate cycle reversing and the upcoming Fed meeting adding to unpredictability.
- Client caution was described as industry-wide rather than company-specific, driven by macro uncertainty, geopolitics, and AI disruption fears.
- Large infrastructure capex is expected to open up over the next 2–3 years. Management guided 2QFY27 to deliver the strongest sequential CC growth in three years, aided by ramping deal wins and the Red Oak vendor-consolidation deal.
- The pipeline has grown 2.8x since the launch of mphasis.ai and hit an all-time high in Q1; AI-related deals now form ~70% of the pipeline, up from 12% previously, and appear to be stabilizing at this level.
- The Red Oak vendor-consolidation deal is already factored into guidance; consummation is expected around end-August/early-September, with only partial quarter impact in 2Q. Typical consideration on such deals runs at 1.0–1.2x the revenue.
- Management framed the current AI cycle around closing the agency gap: the space between enterprise AI capability and the ability to govern and monetize it at scale.

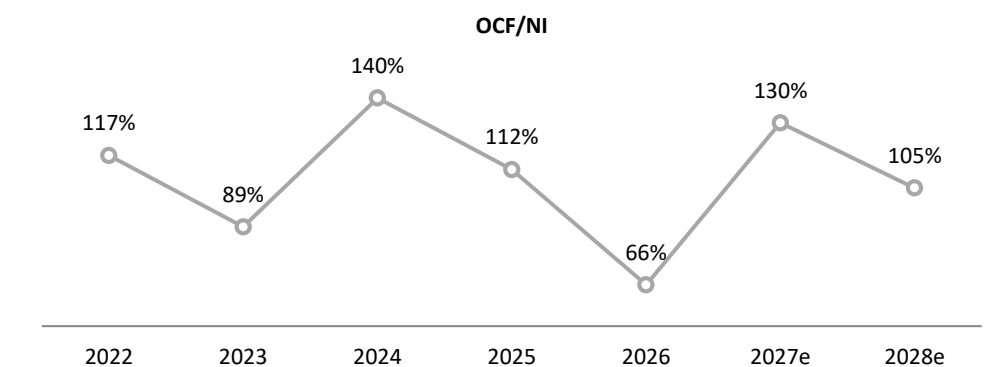
### Valuation and view

With management guiding for the strongest sequential growth in three years in 2QFY27 and retaining its FY27 growth outlook, we believe revenue visibility has improved, although execution of recent deal wins remains the key monitorable. Over FY26-28E, we forecast a USD revenue CAGR of ~10% and an INR PAT CAGR of ~14%. **We value the stock at 21x FY28E EPS, arriving at a TP of INR2,700, and reiterate our BUY rating.**

**Exhibit 1: DSO up from ~mid-70s levels earlier to ~95 days currently, driven by higher exposure to fixed-price, milestone-based programs and large transformation deals**



**Exhibit 2: Management has reset OCF/Ni expectations to ~80% (vs. >100% historically), reflecting upfront investments in large, annuity-led, and savings-linked deals**



**Quarterly Performance**

| Y/E March         | FY26   |        |        |        | FY27E  |        |        |        | FY26     | FY27E    | Est. 1QFY27 | (INR m) Var. (% / bp) |
|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|----------|----------|-------------|-----------------------|
|                   | 1Q     | 2Q     | 3Q     | 4Q     | 1Q     | 2QE    | 3QE    | 4QE    |          |          |             |                       |
| Revenue (USD m)   | 437    | 445    | 451    | 463    | 471    | 484    | 493    | 508    | 1,797    | 1,956    | 471         | 0.0                   |
| QoQ (%)           | 1.6    | 1.8    | 1.4    | 2.5    | 1.8    | 2.8    | 1.8    | 3.0    | 6.9      | 8.9      | 1.9         | -2bp                  |
| Revenue (INR m)   | 37,324 | 39,019 | 40,026 | 42,427 | 43,841 | 44,887 | 45,710 | 47,106 | 1,58,796 | 1,81,545 | 43,955      | -0.3                  |
| YoY (%)           | 9.1    | 10.3   | 12.4   | 14.4   | 17.5   | 15.0   | 14.2   | 11.0   | 11.6     | 14.3     | 17.8        | -31bp                 |
| GPM (%)           | 31.9   | 30.9   | 31.3   | 31.5   | 29.9   | 30.5   | 30.5   | 30.5   | 31.4     | 30.3     | 30.8        | -95bp                 |
| SGA (%)           | 13.1   | 12.4   | 12.5   | 12.5   | 11.7   | 12.0   | 11.8   | 11.9   | 12.6     | 11.9     | 12.0        | -29bp                 |
| EBITDA            | 7,028  | 7,236  | 7,518  | 8,053  | 7,952  | 8,304  | 8,548  | 8,762  | 29,835   | 33,566   | 8,264       | -3.8                  |
| EBITDA Margin (%) | 18.8   | 18.5   | 18.8   | 19.0   | 18.1   | 18.5   | 18.7   | 18.6   | 18.8     | 18.5     | 18.8        | -66bp                 |
| EBIT              | 5,709  | 5,958  | 6,089  | 6,525  | 6,481  | 6,823  | 7,039  | 7,207  | 24,281   | 27,550   | 6,813       | -4.9                  |
| EBIT Margin (%)   | 15.3   | 15.3   | 15.2   | 15.4   | 14.8   | 15.2   | 15.4   | 15.3   | 15.3     | 15.2     | 15.5        | -72bp                 |
| Other income      | 392    | 289    | 198    | 289    | 347    | 494    | 503    | 518    | 1,168    | 1,862    | 396         | -12.3                 |
| ETR (%)           | 27.6   | 24.9   | 25.4   | 25.2   | 28.3   | 25.5   | 25.5   | 25.5   | 25.8     | 26.2     | 25.0        | 331bp                 |
| Adj.PAT           | 4,417  | 4,690  | 4,687  | 5,097  | 4,895  | 5,451  | 5,619  | 5,755  | 18,891   | 21,720   | 5,406       | -9.5                  |
| QoQ (%)           | -1.1   | 6.2    | -0.1   | 8.7    | -4.0   | 11.4   | 3.1    | 2.4    |          |          | 6.1         | -165.3                |
| YoY (%)           | 9.2    | 10.8   | 9.5    | 14.1   | 10.8   | 16.2   | 19.9   | 12.9   | 11.0     | 15.0     | 22.4        | -51.7                 |
| Exceptional items | 0      | 0      | 265    | 0      | 0      | 0      | 0      | 0      | 265      | 0        | 0.0         |                       |
| Reported PAT      | 4,417  | 4,690  | 4,422  | 5,097  | 4,895  | 5,451  | 5,619  | 5,755  | 18,626   | 21,720   | 5,406.4     |                       |
| Adj. EPS (INR)    | 23.1   | 24.5   | 24.6   | 26.7   | 25.6   | 28.5   | 29.4   | 30.1   | 99.0     | 113.6    | 28.3        | -9.6                  |

**Key Perfor. Indicators**

| Key Performance Indicators |        |        |        |        |        |        |
|----------------------------|--------|--------|--------|--------|--------|--------|
| Y/E March                  | FY26   |        |        |        | FY27   | FY26   |
|                            | 1Q     | 2Q     | 3Q     | 4Q     | 1Q     |        |
| Margins                    |        |        |        |        |        |        |
| Gross Margin               | 31.9   | 30.9   | 31.3   | 31.5   | 29.9   | 31.4   |
| EBIT Margin                | 15.3   | 15.3   | 15.2   | 15.4   | 14.8   | 15.3   |
| Net Margin                 | 11.8   | 12.0   | 11.7   | 12.0   | 11.2   | 11.9   |
| Operating metrics          |        |        |        |        |        |        |
| Headcount                  | 31,063 | 30,809 | 31,272 | 31,179 | 32,097 | 31,179 |
| Deal Win TCV (USD m)       | 760    | 528    | 428    | 407    | 461    | 2123   |
| Key Verticals (YoY%)       |        |        |        |        |        |        |
| BFS                        | 17.9   | 13.2   | 14.6   | 14.8   | 4.0    | 15.1   |
| Insurance                  | 28.8   | 31.8   | 37.9   | 48.0   | 13.4   | 36.8   |
| IT, Comm, Ent              | 20.3   | 24.3   | 16.7   | -2.5   | 4.6    | 14.2   |
| Key Geographies (YoY%)     |        |        |        |        |        |        |
| North America              | 10.0   | 9.5    | 10.0   | -5.3   | 6.2    | 5.5    |
| Europe                     | -16.5  | -12.3  | -1.4   | -8.2   | -2.9   | -9.7   |



## Key highlights from the management commentary

### Demand and industry outlook

- Management flagged a complex and uncertain macro backdrop, with the interest rate cycle reversing and the upcoming Fed meeting adding to unpredictability.
- Client caution was described as industry-wide rather than company-specific, driven by macro uncertainty, geopolitics, and AI disruption fears.
- Large infrastructure capex spend is expected to open up over the next 2–3 years. Management guided 2QFY27 to deliver the strongest sequential CC growth in three years, aided by ramping deal wins and the Red Oak vendor-consolidation deal.
- Pipeline has grown 2.8x since the launch of mphasis.ai and hit an all-time high in 1Q; AI-related deals now form ~70% of pipeline, up from 12% previously, and appear to be stabilizing at this level.
- The Red Oak vendor-consolidation deal is already factored into guidance; consummation expected around end-August/early-September, with only partial quarter impact in 2Q. Typical consideration on such deals runs at 1.0–1.2x revenue.
- Management framed the current AI cycle around closing the agency gap: the space between enterprise AI capability and the ability to govern and monetize it at scale.
- Enterprises are moving past the first innings of AI (model/tool adoption) into a phase demanding measurable ROI and governance, which management termed the agency gap.
- Growth was described as broad-based, supported by strong deal conversion and expanding platform momentum.
- Company closed three large deals in Q1, including one above USD100m.
- Tria platform saw early traction, with multiple opportunities moving from conversation to closure within seven weeks of launch — a faster-than-normal sales cycle.
- Total pipeline grew 8% QoQ and 28% YoY; non-FS pipeline was up 18% QoQ, and large deals (>USD20m) pipeline rose 10% QoQ. FS pipeline has doubled YoY.
- Client pyramid metrics showed continued wallet-share expansion: 5 new clients added in the USD20m+ band (TTM), 2 in the USD5m+ band (YoY), and 1 in the USD10m+ band (QoQ); top 1–10 accounts grew 11.1% YoY and 11–30 accounts grew 21%, reflecting continued account graduation.
- **BFS:** BFS grew 9.4% YoY and 0.8% QoQ in CC, extending a CQGR of over 3.5% across the past eight quarters, the strongest among peers, reflecting deep domain expertise.
- **Insurance:** Segment margin pressure tied to ramp-up on a transformation program is expected to normalize over the next two quarters; insurance remains a key growth driver for FY27.
- **TMT:** Returned to strong growth, up 16.4% QoQ and 13.6% YoY in CC, as recent deal wins ramped.
- **Logistics & Transportation:** Logistics faced headwinds from geopolitical disruption; as a smaller revenue base, percentage swings are more pronounced, though management flagged further work needed here.

- The Tria platform (alongside Modernize and Optimize) is positioned as a repeatable motion converting one-time transformation engagements into recurring, expanding platform revenue.
- FY27 guidance was reiterated at high-single-digit to low-double-digit CC revenue growth, with margins held within the stated band despite macro uncertainty.
- **Other Current Liabilities:** Declined sequentially, mainly due to (i) payment of ~USD14m in previously accrued contract acquisition costs on large deals, and (ii) payout of FY26 annual variable pay, which typically settles in Q1 — a seasonal pattern also seen last year.
- **Free Cash Flow (FCF) to EBITDA:** Currently tracking at roughly half the industry norm, reflecting upfront capital investment in large managed-services/outcome-based deals (invested over 12–18 months). Management expects this ratio to normalize from FY28, as older large deals begin generating incremental cash from recovery of upfront investment, offsetting the drag from new deal signings.
- **Hedge Losses (OCI):** Cumulative hedge losses on designated cash flows (per OCI) declined by ~₹50 crore between March and June. Management expects hedge losses to trend down further if the rupee stays near current/closing levels (~95), though full normalization in operating margin will take a couple of quarters.

### Margin performance

- EBIT margin dipped ~60bp QoQ in 1QFY27, hurt by ramp-up costs tied to new deal wins and Tria/DAP acquisition-related costs (acquisition impact estimated at ~35bp).
- Utilization dropped due to proactive hiring ahead of expected 2Q growth; management expects this to normalize as ramp-up completes.
- FY27 margin guidance was reiterated within the 14.75–15.75% EBIT band, with gross margin upside expected as platform/AI attach rates scale over the next 2–3 quarters.
- DSOs stood at 95 days, with management expecting steady improvement through the year.
- Full-year OCF/net income conversion guidance of ~80% was reiterated.

### Exhibit 3: BPO/Core application services business grew 14.1%/10.3% YoY

| Services                | Contribution to revenue (%) | Growth QoQ (%) | Growth YoY (%) |
|-------------------------|-----------------------------|----------------|----------------|
| Application Services    | 75.5                        | 0.5            | 10.3           |
| BPO                     | 15.7                        | 12.6           | 14.1           |
| Infrastructure Services | 8.8                         | (3.6)          | (17.0)         |

Source: Company, MOFSL

### Exhibit 4: North America and RoW grew, while Europe remained flat YoY

| Geographies       | Contribution to revenue (%) | Growth QoQ (%) | Growth YoY (%) |
|-------------------|-----------------------------|----------------|----------------|
| North America     | 85.2                        | 3.7            | 10.0           |
| Europe            | 8.1                         | (15.8)         | 0.6            |
| Rest of the World | 6.7                         | 5.0            | 182.2          |

Source: Company, MOFSL

**Exhibit 5: Insurance fueled growth in 1Q; logistics declined sequentially again**

| Verticals                      | Contribution to revenue (%) | Growth QoQ (%) | Growth YoY (%) |
|--------------------------------|-----------------------------|----------------|----------------|
| Banking and Financial Services | 52.7                        | 0.5            | 7.7            |
| Insurance                      | 14.9                        | (3.4)          | 17.4           |
| Technology, Media, and Telecom | 18.2                        | 15.1           | 8.4            |
| Logistics and Transportation   | 4.2                         | (16.1)         | (22.2)         |
| Others                         | 10.0                        | 5.0            | 10.8           |

Source: Company, MOFSL

**Exhibit 6: The top 6-10 clients witnessed major QoQ growth in 1Q**

|                  | Contribution to revenue (%) | Growth QoQ (%) | Growth YoY (%) |
|------------------|-----------------------------|----------------|----------------|
| Top client       | 13.0                        | 1.8            | 7.7            |
| Top 2-5 clients  | 27.0                        | (1.8)          | 7.7            |
| Top 6-10 clients | 16.0                        | 8.6            | 23.1           |

Source: Company, MOFSL

**Valuation and view**

With management guiding for the strongest sequential growth in three years in 2QFY27 and retaining its FY27 growth outlook, we believe revenue visibility has improved, although execution of recent deal wins remains the key monitorable. Over FY26-28E, we forecast a USD revenue CAGR of ~10% and an INR PAT CAGR of ~14%. **We value the stock at 21x FY28E EPS, arriving at a TP of INR2,700, and reiterate our BUY rating.**

**Exhibit 7: Summary of our revised estimates**

|                  | Revised |        | Earlier |        | Change |        |
|------------------|---------|--------|---------|--------|--------|--------|
|                  | FY27E   | FY28E  | FY27E   | FY28E  | FY27E  | FY28E  |
| INR/USD          | 94.5    | 95.0   | 94.5    | 95.0   | 0.0%   | 0.0%   |
| USD Revenue - m  | 1,956   | 2,152  | 1,945   | 2,146  | 0.6%   | 0.3%   |
| Growth (%)       | 8.9     | 10.0   | 8.2     | 10.4   | 60bps  | -30bps |
| EBIT margin (%)  | 15.2    | 15.3   | 15.5    | 15.5   | -30bps | -10bps |
| Adj. PAT (INR M) | 21,720  | 24,464 | 22,246  | 24,874 | -2.4%  | -1.6%  |
| Adj. EPS         | 113.6   | 127.9  | 116.5   | 130.3  | -2.5%  | -1.8%  |

Source: MOFSL

**Exhibit 8: Operating metrics**

|                                         | 1QFY25        | 2QFY25        | 3QFY25        | 4QFY25        | 1QFY26        | 2QFY26        | 3QFY26        | 4QFY26        | 1QFY27        |
|-----------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Geographical contribution (%)</b>    |               |               |               |               |               |               |               |               |               |
| Americas                                | 80.9          | 80.7          | 81.5          | 82.0          | 83.4          | 83.6          | 83.3          | 83.7          | 85.2          |
| EMEA                                    | 11.1          | 11.0          | 10.2          | 9.9           | 8.7           | 9.1           | 9.3           | 9.8           | 8.1           |
| India*                                  | 5.3           | 5.7           | 6.0           | -             | 5.3           | 4.8           | -             | -             | -             |
| RoW                                     | 2.7           | 2.6           | 2.4           | 8.1           | 2.6           | 2.4           | 7.4           | 6.5           | 6.7           |
| <b>Vertical contribution (%)</b>        |               |               |               |               |               |               |               |               |               |
| Banking and capital market              | 47.7          | 47.9          | 48.7          | 50.0          | 52.7          | 51.3          | 51.8          | 53.4          | 52.7          |
| Insurance                               | 11.3          | 11.2          | 11.7          | 11.4          | 13.7          | 14.0          | 15.0          | 15.7          | 14.9          |
| IT, communications, and entertainment   | 16.0          | 16.5          | 17.0          | 17.8          | 18.1          | 19.4          | 18.4          | 16.1          | 18.2          |
| Logistics and transportation            | 13.7          | 13.1          | 12.2          | 10.9          | 5.8           | 5.6           | 5.4           | 5.1           | 4.2           |
| Others                                  | 11.3          | 11.3          | 10.5          | 9.9           | 9.7           | 9.8           | 9.5           | 9.7           | 10.0          |
| <b>Revenue by project type (%)</b>      |               |               |               |               |               |               |               |               |               |
| Time and material                       | 59.6          | 60.0          | 57.6          | 55.4          | 48.6          | 49.1          | 46.8          | 45.1          | 46.5          |
| Transaction-based                       | 10.4          | 10.3          | 10.6          | 8.6           | 8.3           | 8.2           | 8.5           | 8.6           | 9.2           |
| Fixed price                             | 30.0          | 29.7          | 31.8          | 36.0          | 43.1          | 42.7          | 44.8          | 46.3          | 44.3          |
| <b>Revenue by delivery location (%)</b> |               |               |               |               |               |               |               |               |               |
| Onsite                                  | 57.1          | 57.3          | 59.0          | 59.9          | 59.6          | 57.5          | 59.8          | 61.0          | 60.9          |
| Offshore                                | 42.9          | 42.7          | 41.0          | 40.1          | 40.4          | 42.5          | 40.2          | 39.0          | 39.1          |
| <b>Secondary market segment (%)</b>     |               |               |               |               |               |               |               |               |               |
| Direct international*                   | 95.8          | 95.8          | 95.9          | 96.7          | 97.3          | 97.5          | 97.9          | -             | -             |
| DXC*                                    | 2.6           | 2.7           | 2.7           | 2.5           | 2.4           | 2.3           | 2.0           | -             | -             |
| Others*                                 | 1.6           | 1.5           | 1.4           | 0.8           | 0.2           | 0.2           | 0.2           | -             | -             |
| <b>Service type (%)</b>                 |               |               |               |               |               |               |               |               |               |
| Application services                    | 71.4          | 71.3          | 71.7          | 71.8          | 73.8          | 73.4          | 75.0          | 76.5          | 75.5          |
| BPO                                     | 16.2          | 16.4          | 16.4          | 15.4          | 14.8          | 14.9          | 14.8          | 14.2          | 15.7          |
| Infrastructure services                 | 12.4          | 12.3          | 11.9          | 12.7          | 11.4          | 11.7          | 10.2          | 9.3           | 8.8           |
| <b>Client contribution (%)</b>          |               |               |               |               |               |               |               |               |               |
| Top client                              | 14            | 15            | 15            | 14            | 13            | 12            | 12            | 13            | 13            |
| Top 2-5 clients                         | 30            | 28            | 28            | 28            | 27            | 27            | 28            | 28            | 27            |
| Top 6-10 clients                        | 9             | 10            | 10            | 12            | 14            | 16            | 15            | 15            | 16            |
| New clients added                       | 2             | 2             | 2             | 3             | 3             | 2             | 3             | 1             | 7             |
| <b>Clients contributing more than:</b>  |               |               |               |               |               |               |               |               |               |
| Over USD100m                            | 3             | 3             | 3             | 3             | 4             | 4             | 4             | 4             | 4             |
| Over USD75m                             | 4             | 4             | 5             | 5             | 6             | 6             | 6             | 6             | 6             |
| Over USD50m                             | 5             | 5             | 5             | 5             | 7             | 7             | 8             | 7             | 7             |
| Over USD20m                             | 9             | 9             | 11            | 11            | 10            | 11            | 14            | 15            | 15            |
| Over USD10m                             | 30            | 27            | 29            | 29            | 31            | 30            | 28            | 29            | 30            |
| Over USD5m                              | 48            | 51            | 47            | 50            | 50            | 50            | 51            | 52            | 52            |
| Over USD1m                              | 135           | 140           | 140           | 139           | 137           | 136           | 131           | 127           | 133           |
| <b>Headcount</b>                        |               |               |               |               |               |               |               |               |               |
| <b>Onsite – billable</b>                |               |               |               |               |               |               |               |               |               |
| Tech services                           | 4,637         | 4,788         | 4,892         | 4,981         | 5,127         | 5,377         | 5,436         | 5,360         | 5,557         |
| BPO                                     | 1,374         | 1,363         | 1,351         | 1,281         | 1,142         | 1,143         | 1,071         | 1,089         | 1,322         |
| <b>Offshore – billable</b>              |               |               |               |               |               |               |               |               |               |
| Tech services                           | 14,721        | 14,576        | 14,218        | 14,540        | 14,477        | 14,498        | 14,587        | 14,815        | 14,894        |
| BPO                                     | 5,984         | 5,851         | 5,681         | 5,545         | 5,503         | 5,422         | 5,831         | 5,756         | 6,011         |
| <b>Total billable headcount</b>         | <b>26,716</b> | <b>26,578</b> | <b>26,142</b> | <b>26,347</b> | <b>26,249</b> | <b>26,440</b> | <b>26,925</b> | <b>27,020</b> | <b>27,784</b> |
| <b>Total headcount</b>                  | <b>31,645</b> | <b>31,601</b> | <b>31,194</b> | <b>31,442</b> | <b>31,063</b> | <b>30,809</b> | <b>31,272</b> | <b>31,179</b> | <b>32,097</b> |

Source: Company, MOFSL; Note: \*India geo is reclassified with RoW; the company stopped disclosing Secondary market segment.

## Financials and valuations

### Income Statement

(INR m)

| Y/E                 | FY22            | FY23            | FY24            | FY25            | FY26            | FY27E           | FY28E           |
|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Revenues</b>     | <b>1,19,616</b> | <b>1,37,985</b> | <b>1,32,785</b> | <b>1,42,301</b> | <b>1,58,796</b> | <b>1,81,545</b> | <b>2,01,108</b> |
| Change (%)          | 23.0            | 15.4            | -3.8            | 7.2             | 11.6            | 14.3            | 10.8            |
| Cost of Goods Sold  | 84,664          | 98,128          | 92,772          | 97,602          | 1,08,944        | 1,26,458        | 1,40,116        |
| <b>Gross Profit</b> | <b>34,952</b>   | <b>39,857</b>   | <b>40,013</b>   | <b>44,699</b>   | <b>49,852</b>   | <b>55,087</b>   | <b>60,992</b>   |
| SG&A Expenses       | 13,570          | 15,517          | 15,793          | 18,227          | 20,017          | 21,521          | 24,133          |
| <b>EBITDA</b>       | <b>21,382</b>   | <b>24,340</b>   | <b>24,220</b>   | <b>26,472</b>   | <b>29,835</b>   | <b>33,566</b>   | <b>36,859</b>   |
| % of Net Sales      | 17.9            | 17.6            | 18.2            | 18.6            | 18.8            | 18.5            | 18.3            |
| Depreciation        | 2,906           | 3,253           | 4,106           | 4,762           | 5,554           | 6,015           | 6,033           |
| <b>EBIT</b>         | <b>18,476</b>   | <b>21,087</b>   | <b>20,114</b>   | <b>21,710</b>   | <b>24,281</b>   | <b>27,550</b>   | <b>30,826</b>   |
| % of Net Sales      | 15.4            | 15.3            | 15.1            | 15.3            | 15.3            | 15.2            | 15.3            |
| Other Income        | 861             | 644             | 570             | 894             | 1,168           | 1,862           | 2,011           |
| <b>PBT</b>          | <b>19,337</b>   | <b>21,731</b>   | <b>20,684</b>   | <b>22,604</b>   | <b>25,449</b>   | <b>29,412</b>   | <b>32,837</b>   |
| Tax                 | 4,870           | 5,351           | 5,135           | 5,580           | 6,558           | 7,692           | 8,373           |
| Rate (%)            | 25.2            | 24.6            | 24.8            | 24.7            | 25.8            | 26.2            | 25.5            |
| <b>Adjusted PAT</b> | <b>14,467</b>   | <b>16,380</b>   | <b>15,549</b>   | <b>17,024</b>   | <b>18,891</b>   | <b>21,720</b>   | <b>24,464</b>   |
| Change (%)          | 18.9            | 13.2            | -5.1            | 9.5             | 11.0            | 15.0            | 12.6            |

### Balance Sheet

(INR m)

| Y/E                             | FY22          | FY23          | FY24            | FY25            | FY26            | FY27E           | FY28E           |
|---------------------------------|---------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Share capital                   | 1,878         | 1,884         | 1,890           | 1,901           | 1,908           | 1,908           | 1,908           |
| Reserves                        | 67,553        | 77,464        | 86,056          | 94,383          | 1,05,529        | 1,14,217        | 1,24,002        |
| <b>Net Worth</b>                | <b>69,431</b> | <b>79,348</b> | <b>87,946</b>   | <b>96,284</b>   | <b>1,07,437</b> | <b>1,16,125</b> | <b>1,25,911</b> |
| Loans                           | 5,272         | 1,985         | 15,436          | 11,159          | 17,929          | 17,929          | 17,929          |
| Other long-term liabilities     | 9,030         | 8,768         | 11,310          | 8,295           | 10,287          | 10,010          | 10,166          |
| <b>Capital Employed</b>         | <b>83,734</b> | <b>90,101</b> | <b>1,14,692</b> | <b>1,15,739</b> | <b>1,35,653</b> | <b>1,44,064</b> | <b>1,54,006</b> |
| <b>Net Block</b>                | <b>10,388</b> | <b>11,281</b> | <b>14,011</b>   | <b>14,908</b>   | <b>17,002</b>   | <b>12,077</b>   | <b>7,451</b>    |
| CWIP                            | 110           | 55            | 137             | 2               | 1               | 1               | 1               |
| Goodwill                        | 27,348        | 29,586        | 41,793          | 42,907          | 47,677          | 47,677          | 47,677          |
| Investments                     | 3,778         | 3,848         | 4,971           | 4,238           | 4,154           | 4,154           | 4,154           |
| Other assets                    | 8,774         | 11,794        | 14,066          | 17,151          | 26,314          | 21,426          | 23,207          |
| <b>Curr. Assets</b>             | <b>57,164</b> | <b>59,531</b> | <b>66,324</b>   | <b>69,861</b>   | <b>82,671</b>   | <b>90,318</b>   | <b>1,06,509</b> |
| Debtors                         | 22,270        | 25,207        | 24,256          | 28,407          | 41,927          | 33,325          | 36,916          |
| Cash                            | 9,494         | 10,534        | 8,144           | 16,126          | 17,527          | 29,113          | 36,735          |
| Investments                     | 14,351        | 13,679        | 25,928          | 17,844          | 13,212          | 17,212          | 21,212          |
| Other current assets            | 11,048        | 10,111        | 7,997           | 7,484           | 10,005          | 10,668          | 11,646          |
| <b>Current Liab. &amp; Prov</b> | <b>23,828</b> | <b>25,993</b> | <b>26,610</b>   | <b>33,328</b>   | <b>42,167</b>   | <b>31,589</b>   | <b>34,993</b>   |
| Sundry Liabilities              | 22,744        | 23,573        | 23,818          | 30,220          | 39,352          | 30,136          | 33,384          |
| Provisions                      | 1,084         | 2,420         | 2,792           | 3,108           | 2,815           | 1,452           | 1,609           |
| <b>Net Current Assets</b>       | <b>33,336</b> | <b>33,538</b> | <b>39,714</b>   | <b>36,534</b>   | <b>40,504</b>   | <b>58,729</b>   | <b>71,516</b>   |
| <b>Application of Funds</b>     | <b>83,734</b> | <b>90,102</b> | <b>1,14,692</b> | <b>1,15,739</b> | <b>1,35,653</b> | <b>1,44,064</b> | <b>1,54,006</b> |

## Financials and valuations

### Ratios

| Y/E March                       | FY22        | FY23        | FY24        | FY25        | FY26        | FY27E        | FY28E        |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|
| <b>EPS</b>                      | <b>75.1</b> | <b>86.9</b> | <b>81.8</b> | <b>89.3</b> | <b>99.0</b> | <b>113.6</b> | <b>127.9</b> |
| Cash EPS                        | 90.2        | 104.2       | 103.3       | 114.2       | 128.1       | 145.1        | 159.5        |
| Book Value                      | 365.3       | 421.2       | 466.1       | 508.3       | 564.0       | 607.3        | 658.5        |
| DPS                             | 45.7        | 52.2        | 49.4        | 53.9        | 59.5        | 68.2         | 76.8         |
| Payout %                        | 60.8        | 60.0        | 60.5        | 60.4        | 60.1        | 60.0         | 60.0         |
| <b>Valuation (x)</b>            |             |             |             |             |             |              |              |
| P/E                             | 30.5        | 26.3        | 28.0        | 25.6        | 23.1        | 20.1         | 17.9         |
| Cash P/E                        | 25.4        | 22.0        | 22.1        | 20.0        | 17.9        | 15.8         | 14.3         |
| EV/EBITDA                       | 19.5        | 16.8        | 17.1        | 15.5        | 14.2        | 12.2         | 10.8         |
| EV/Sales                        | 3.5         | 3.0         | 3.1         | 2.9         | 2.7         | 2.3          | 2.0          |
| Price/Book Value                | 6.3         | 5.4         | 4.9         | 4.5         | 4.1         | 3.8          | 3.5          |
| Dividend Yield (%)              | 2.0         | 2.3         | 2.2         | 2.4         | 2.6         | 3.0          | 3.4          |
| <b>Profitability Ratios (%)</b> |             |             |             |             |             |              |              |
| RoE                             | 21.5        | 22.0        | 18.6        | 18.5        | 18.5        | 19.4         | 20.2         |
| RoCE                            | 18.3        | 19.1        | 16.1        | 16.0        | 16.2        | 16.7         | 17.5         |
| <b>Turnover Ratios</b>          |             |             |             |             |             |              |              |
| Debtors (Days)                  | 68          | 67          | 67          | 73          | 96          | 67           | 67           |
| Fixed Asset Turnover (x)        | 12.4        | 12.7        | 10.5        | 9.8         | 10.0        | 12.5         | 20.6         |

### Cash Flow Statement

| Y/E March                        | FY22           | FY23           | FY24           | FY25           | FY26          | FY27E          | FY28E          |
|----------------------------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------|
| CF from Operations               | 18,497         | 20,397         | 17,769         | 21,393         | 21,719        | 25,874         | 28,486         |
| Chg. in Wkg. Capital             | -1,501         | -5,779         | 4,028          | -2,341         | -9,186        | 1,972          | -2,789         |
| <b>Net Operating CF</b>          | <b>16,996</b>  | <b>14,618</b>  | <b>21,797</b>  | <b>19,052</b>  | <b>12,533</b> | <b>27,846</b>  | <b>25,697</b>  |
| Net Purchase of FA               | -1,192         | -1,112         | -916           | -599           | -3,163        | -1,089         | -1,408         |
| <b>Free Cash Flow</b>            | <b>15,805</b>  | <b>13,506</b>  | <b>20,881</b>  | <b>18,453</b>  | <b>9,370</b>  | <b>26,757</b>  | <b>24,289</b>  |
| Net Purchase of Invest.          | -1,629         | 2,936          | -23,905        | 1,039          | 1,056         | -2,138         | -1,989         |
| <b>Net Cash from Invest.</b>     | <b>-2,820</b>  | <b>1,825</b>   | <b>-24,821</b> | <b>441</b>     | <b>-2,107</b> | <b>-3,228</b>  | <b>-3,397</b>  |
| Proceeds from Equity             | 442            | 271            | 301            | 575            | 340           | 0              | 0              |
| Proceeds from LTB/STB and Others | -2,152         | -7,153         | 9,898          | -1,564         | 1,104         | 0              | 0              |
| Dividend Payments                | -12,177        | -8,652         | -9,427         | -10,401        | -10,841       | -13,032        | -14,678        |
| <b>Net CF from Financing</b>     | <b>-13,887</b> | <b>-15,534</b> | <b>772</b>     | <b>-11,389</b> | <b>-9,397</b> | <b>-13,032</b> | <b>-14,678</b> |
| <b>Net Cash Flow</b>             | <b>289</b>     | <b>908</b>     | <b>-2,252</b>  | <b>8,103</b>   | <b>1,029</b>  | <b>11,586</b>  | <b>7,622</b>   |
| Exchange Difference              | 107            | 132            | -139           | -121           | 372           | 0              | 0              |
| <b>Opening Cash Balance</b>      | <b>9,098</b>   | <b>9,494</b>   | <b>10,534</b>  | <b>8,144</b>   | <b>16,126</b> | <b>17,527</b>  | <b>29,113</b>  |
| Add: Net Cash                    | 396            | 1,040          | -2,391         | 7,982          | 1,401         | 11,586         | 7,622          |
| <b>Closing Cash Balance</b>      | <b>9,494</b>   | <b>10,534</b>  | <b>8,144</b>   | <b>16,126</b>  | <b>17,527</b> | <b>29,113</b>  | <b>36,735</b>  |

(INR m)

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| Explanation of Investment Rating |                                                                                              |
|----------------------------------|----------------------------------------------------------------------------------------------|
| Investment Rating                | Expected return (over 12-month)                                                              |
| BUY                              | $\geq 15\%$                                                                                  |
| SELL                             | $< -10\%$                                                                                    |
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