

### OPM gains continues; but growth visibility remains muted

- TechM's Q2 Rev. grew 1.6% in CC terms (DE: 0.8%), led by healthy execution in Manufacturing (+5.2% QoQ), Retail/Transport (+7%) BFSI (+6%). OPM saw significant uptick, expanding by 108bps QoQ to 12.1% (DE:11.6%), led by SG&A savings and productivity gains.
- Vertical commentary improved for Manufacturing (ex-Auto) & Transport (Logistics), with stability in BFSI. CME faced near-term pressure but remained stable. Mgmt. reiterated trust on the 15% OPM path, but growth visibility remains clouded by macro headwinds.
- TechM's Q2FY26 perf. saw healthy growth and margin improvement, but sustained improvement needs to be monitored. We raise earnings estm by 1.9%/2.8% noting a margin uptick and introduce FY28E estm with EPS of Rs. 77.6. With the stock correcting ~9% since Q1 results, we revise our rating to 'Reduce' with a TP of Rs.1,550, valuing the stock at 20x FY28E earnings.

### Mixed Vertical commentary; Manufacturing revival in pockets

Q2FY26 saw mixed momentum - **CME segment** declined 1.9% QoQ due to temporary delivery issues in Europe, while execution in APAC, India, and M.E was healthy, and U.S. (inc. top client) was stable. Management is positive on resolution, and projects better growth for Comviva in FY26. **Manufacturing** led growth with a 5.2% QoQ rise, led by sustained spending in Industrials and Aerospace, and recent client acquisitions. Recovery seen in Auto (incl. Pininfarina) led by P.V, while C.V. demand stays weak. **BFSI** grew 6.1% QoQ, led by deal ramp-ups, but is subject to volatility. **Retail, Transport & Logistics** rose 7.1% QoQ, supported by e-comm and automation tailwinds. The overall outlook was cautiously optimistic.

### Deal wins remain robust; conversion to be key

TechM reported \$816mn in new deal wins, up 0.9% QoQ and 57% YoY on a TTM basis, maintaining ~\$3bn annual run rate and marking 4<sup>th</sup> consecutive quarter near upper end of its \$600–800 mn guided range. \$20 mn+ client segment, about 60–65 clients, contributed ~\$1bn (63% of Rev), though sustained conversion of these large deals into revenue remains a key monitorable in the near term.

### OPM sees healthy expansion, but muted growth remains a risk

TechM's OPM rose to **12.1% (+108bps QoQ)**, aided by productivity gains, SG&A savings, and currency benefits. Management remains focused on achieving its FY27 margin goal, though **muted revenue growth and ongoing portfolio integrations** pose potential risks to sustained margin expansion ahead – Thus we have estimated a lower OPM for FY27E at 13.2%.

#### Key Data

|                  |                   |
|------------------|-------------------|
| Nifty            | 25,146            |
| Equity / FV      | Rs 4,436mn / Rs 5 |
| Market Cap       | Rs 1,301bn        |
|                  | USD 14.7bn        |
| 52-Week High/Low | Rs 1,808/ 1,264   |
| Avg. Volume (no) | 1,875,590         |
| Bloom Code       | TECHM IN          |

|              | Current | Previous |
|--------------|---------|----------|
| Rating       | Reduce  | SELL     |
| Target Price | 1,550   | 1,460    |

#### Change in Estimates

| (Rs.bn)    | Current<br>FY26E | Chg (%) /bps<br>FY27E | Current<br>FY26E | Chg (%) /bps<br>FY27E |
|------------|------------------|-----------------------|------------------|-----------------------|
| Revenue    | 558              | 592                   | 1.9              | 1.0                   |
| EBITDA     | 86               | 97                    | 5.3              | 3.7                   |
| EBITDA (%) | 15.4             | 16.4                  | 51               | 42                    |
| APAT       | 51               | 61                    | 1.9              | 2.9                   |
| EPS (Rs)   | 57.4             | 68.4                  | 1.9              | 2.8                   |

#### Valuation (x)

|           | FY26E | FY27E | FY28E |
|-----------|-------|-------|-------|
| P/E       | 25.6  | 21.5  | 18.9  |
| EV/EBITDA | 14.7  | 12.9  | 11.5  |
| ROE (%)   | 18.3  | 20.9  | 22.4  |
| RoACE (%) | 19.9  | 22.7  | 24.2  |

#### Q2FY26 Result (Rs Mn)

| Particulars   | Q2FY26  | YoY (%) | QoQ (%) |
|---------------|---------|---------|---------|
| Revenue       | 139,949 | 5.1     | 4.8     |
| Total Expense | 118,269 | 2.3     | 3.6     |
| EBITDA        | 21,680  | 23.9    | 12.0    |
| Depreciation  | 4,687   | (0.2)   | 2.3     |
| EBIT          | 16,993  | 32.7    | 15.0    |
| Other Income  | 372     | (92.9)  | (83.0)  |
| Interest      | 772     | (13.3)  | (0.8)   |
| EBT           | 16,593  | (3.2)   | 2.5     |
| Tax           | 4,576   | 0.4     | (6.5)   |
| RPAT          | 11,945  | (4.4)   | 4.7     |
| APAT          | 11,945  | 29.9    | 4.7     |
|               |         | (bps)   | (bps)   |
| Gross Margin  | 29.1    | 122     | 48      |
| EBITDA (%)    | 15.5    | 235     | 100     |
| NPM (%)       | 8.5     | (85)    | (1)     |
| Tax Rate (%)  | 27.6    | 97      | (266)   |
| EBIT (%)      | 12.1    | 252     | 108     |

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### Exhibit 1: Quarterly performance versus estimates

| Particulars (Rs mn) |         | Estimates |           | % Variation |           | Comment                                       |
|---------------------|---------|-----------|-----------|-------------|-----------|-----------------------------------------------|
|                     | Actual  | Dolat     | Consensus | Dolat       | Consensus |                                               |
| USD Revenue         | 1,586   | 1,579     | 1,584     | 0.4         | 0.1       | Rev. beat from better. execution & conversion |
| INR Revenue         | 139,949 | 139,264   | 138,502   | 0.5         | 1.0       |                                               |
| EBIT                | 16,993  | 16,155    | 16,343    | 5.2         | 4.0       | Better savings in SG&A led OPM beat           |
| EBIT, margin        | 12.1    | 11.6      | 11.8      | 50 bps      | 30 bps    |                                               |
| PAT                 | 11,945  | 12,670    | 12,881    | (5.7)       | (7.3)     | PAT miss from F/X loss in OI                  |

Source: Company, Dolat Capital

<sup>^</sup>Aided by Cross-currency gains of 240bps; <sup>\*</sup>In Q4FY25, ETR was 22%, which included certain 1x gains on refunds. Q1FY26 saw normalization of tax expenses, which were higher than expected, leading to PAT miss

### Change in Estimates

**For FY26E/FY27E:** Q2FY26 results showcased strong execution vs past trends, with strong deal wins. Commentary is mixed; with net headwinds from macro challenges and slowing tech spends to moderate growth targets, along with a lack of broad-based recovery. Hence, Rev. estm. lowered by 0.3%/1.3%. OPM estimates are raised by 54bps and 46bps due to healthy gains on SG&A and further commentary on driving better gross margins. Overall, earnings have been raised by 1.9%/2.8%.

We introduce FY28E estimates factoring in 5.3% YoY growth and a 100bps margin improvement to 14.2%, and EPS of Rs. 77.6, up 13.6% YoY.

### Exhibit 2: Change in Estimates

| Particulars (Rs. mn) | FY25A   | FY26E   |         |          | FY27E   |         |           | FY28E      |
|----------------------|---------|---------|---------|----------|---------|---------|-----------|------------|
|                      | Actual  | Old     | New     | Chg.(%)  | Old     | New     | Chg.(%)   | Introduced |
| USD Revenue          | 6,264   | 6,393   | 6,371   | (0.3)    | 6,779   | 6,692   | (1.3)     | 7,047      |
| YoY growth,          | (0.2)   | 2.1     | 1.7     | (34 bps) | 6.0     | 5.0     | (102 bps) | 5.3        |
| INR Revenue          | 529,883 | 547,567 | 557,714 | 1.9      | 586,424 | 592,212 | 1.0       | 627,145    |
| YoY growth,          | (0.2)   | 3.3     | 5.3     | 191 bps  | 7.1     | 6.2     | (91 bps)  | 5.9        |
| EBIT                 | 51,382  | 62,840  | 67,012  | 6.6      | 74,767  | 78,212  | 4.6       | 89,098     |
| EBIT Margin,         | 9.7     | 11.5    | 12.0    | 54 bps   | 12.7    | 13.2    | 46 bps    | 14.2       |
| Net Profit           | 42,515  | 49,879  | 50,852  | 1.9      | 58,935  | 60,624  | 2.9       | 68,885     |
| EPS (Rs)             | 47.9    | 56.2    | 57.3    | 1.9      | 66.4    | 68.3    | 2.8       | 77.6       |

Source: Dolat Capital, Company

### What to expect next Quarter

Post a strong Q2 performance, we expect Q3 to witness moderation due to seasonal furloughs, resulting in 1% QoQ growth. OPM is expected to see a mild gain of 21bps QoQ, as operational leverage will be limited due to muted growth.

### Exhibit 3: What to expect next Quarter

| Particulars (Rs. Mn) | Q3FY26E | Q2FY25  | Q3FY25  | QoQ (%) | YoY (%) |
|----------------------|---------|---------|---------|---------|---------|
| USD Revenue          | 1,602   | 1,586   | 1,568   | 1.0     | 2.2     |
| INR Revenue          | 141,362 | 139,949 | 132,856 | 1.0     | 6.4     |
| EBIT                 | 17,458  | 16,993  | 13,502  | 2.7     | 29.3    |
| PAT                  | 13,622  | 11,945  | 9,832   | 14.0    | 38.5    |
| EPS (Rs Abs.)        | 15.4    | 13.5    | 11.1    | 14.0    | 38.6    |
| EBIT Margin (%)      | 12.4    | 12.1    | 10.2    | 21bps   | 219bps  |

Source: Company, Dolat Capital

#### Exhibit 4: Quarterly and YTD Trend

| Particulars (Rs mn)  | Q2FY25          | Q3FY25          | Q4FY25         | Q1FY26         | Q2FY26         | YoY (%)      | QoQ (%)      | H1FY25         | H1FY26         | YoY (%)      |
|----------------------|-----------------|-----------------|----------------|----------------|----------------|--------------|--------------|----------------|----------------|--------------|
| <b>USD Revenue</b>   | <b>1,589</b>    | <b>1,568</b>    | <b>1,549</b>   | <b>1,564</b>   | <b>1,586</b>   | <b>(0.2)</b> | <b>1.4</b>   | <b>3,148</b>   | <b>3,150</b>   | <b>0.1</b>   |
| <b>INR Revenue</b>   | <b>1,33,132</b> | <b>1,32,856</b> | <b>133,840</b> | <b>133,512</b> | <b>139,949</b> | <b>5.1</b>   | <b>4.8</b>   | <b>263,187</b> | <b>273,461</b> | <b>3.9</b>   |
| Operating Ex.        | 1,15,630        | 1,14,766        | 115,166        | 114,160        | 118,269        | 2.3          | 3.6          | 230,040        | 232,429        | 1.0          |
| Cost of revenue      | 95,957          | 94,559          | 94,800         | 95,236         | 99,159         | 3.3          | 4.1          | 191,489        | 194,395        | 1.5          |
| as % of sales        | 72.1            | 71.2            | 70.8           | 71.3           | 70.9           | (122 bps)    | (48 bps)     | 72.8           | 71.1           | (167 bps)    |
| SG&A expense         | 19,673          | 20,207          | 20,366         | 18,924         | 19,110         | (2.9)        | 1.0          | 38,551         | 38,034         | (1.3)        |
| as % of sales        | 14.8            | 15.2            | 15.2           | 14.2           | 13.7           | (112 bps)    | (52 bps)     | 14.6           | 13.9           | (74 bps)     |
| <b>EBITDA</b>        | <b>17,502</b>   | <b>18,090</b>   | <b>18,674</b>  | <b>19,352</b>  | <b>21,680</b>  | <b>23.9</b>  | <b>12.0</b>  | <b>33,147</b>  | <b>41,032</b>  | <b>23.8</b>  |
| Depreciation         | 4,698           | 4,588           | 4,621          | 4,581          | 4,687          | (0.2)        | 2.3          | 9,320          | 9,268          | (0.6)        |
| <b>EBIT</b>          | <b>12,804</b>   | <b>13,502</b>   | <b>14,053</b>  | <b>14,771</b>  | <b>16,993</b>  | <b>32.7</b>  | <b>15.0</b>  | <b>23,827</b>  | <b>31,764</b>  | <b>33.3</b>  |
| Finance Cost         | 890             | 759             | 853            | 778            | 772            | (13.3)       | (0.8)        | 1,605          | 1,550          | (3.4)        |
| Other Income         | 5,221           | 231             | 1,715          | 2,188          | 372            | (92.9)       | (83.0)       | 6,694          | 2,560          | (61.8)       |
| <b>PBT</b>           | <b>17,135</b>   | <b>12,974</b>   | <b>14,642</b>  | <b>16,181</b>  | <b>16,593</b>  | <b>(3.2)</b> | <b>2.5</b>   | <b>28,916</b>  | <b>32,774</b>  | <b>13.3</b>  |
| Total Tax            | 4,560           | 3,086           | 3,223          | 4,893          | 4,576          | 0.4          | (6.5)        | 7,693          | 9,469          | 23.1         |
| <b>PAT Before MI</b> | <b>12,575</b>   | <b>9,888</b>    | <b>11,419</b>  | <b>11,288</b>  | <b>12,017</b>  | <b>(4.4)</b> | <b>6.5</b>   | <b>21,223</b>  | <b>23,305</b>  | <b>9.8</b>   |
| Minority Interest    | (74)            | (56)            | 248            | 118            | (72)           | (2.7)        | (161.0)      | (207)          | 46             | (122.2)      |
| <b>Reported PAT</b>  | <b>12,501</b>   | <b>9,832</b>    | <b>11,667</b>  | <b>11,406</b>  | <b>11,945</b>  | <b>(4.4)</b> | <b>4.7</b>   | <b>21,016</b>  | <b>23,351</b>  | <b>11.1</b>  |
| <b>Reported EPS</b>  | <b>14.1</b>     | <b>11.1</b>     | <b>13.2</b>    | <b>12.9</b>    | <b>13.5</b>    | <b>(4.5)</b> | <b>4.7</b>   | <b>23.7</b>    | <b>26.3</b>    | <b>11.1</b>  |
| <b>Margins (%)</b>   |                 |                 |                |                |                | <b>(bps)</b> | <b>(bps)</b> |                |                | <b>(bps)</b> |
| EBIDTA               | 13.1            | 13.6            | 14.0           | 14.5           | 15.5           | 235          | 100          | 12.6           | 15.0           | 241          |
| EBIT                 | 9.6             | 10.2            | 10.5           | 11.1           | 12.1           | 252          | 108          | 9.1            | 11.6           | 256          |
| EBT                  | 12.9            | 9.8             | 10.9           | 12.1           | 11.9           | (101)        | (26)         | 11.0           | 12.0           | 100          |
| PAT                  | 9.4             | 7.4             | 8.7            | 8.5            | 8.5            | (85)         | (1)          | 8.0            | 8.5            | 55           |
| Effective Tax rate   | 26.6            | 23.8            | 22.0           | 30.2           | 27.6           | 97           | (266)        | 26.6           | 28.9           | 229          |

Source: Company, Q2FY25 Includes one time gain of 4.5bn.

#### Exhibit 5: Key Assumptions in our estimates

| Particulars (Rs mn)    | FY24A  | FY25A | FY26E | FY27E | FY28E |
|------------------------|--------|-------|-------|-------|-------|
| CC revenue growth (%)  | (4.7)  | 0.4   | 0.7   | 5.4   | 5.2   |
| USD revenue growth (%) | (5.0)  | (0.2) | 1.7   | 5.0   | 5.3   |
| USD/INR                | 82.8   | 84.6  | 87.5  | 88.5  | 89.0  |
| INR revenue growth (%) | (2.4)  | 1.9   | 5.3   | 6.2   | 5.9   |
| EBIT margins (%)       | 6.1    | 9.7   | 12.0  | 13.2  | 14.2  |
| EPS growth (%)         | (51.3) | 80.3  | 19.6  | 19.2  | 13.6  |

Source: Company, Dolat Capital, Q2FY25 Includes one time gain of 4.5bn.

#### Exhibit 6: Key Revenue Growth Matrix

| Particulars (%) | Q2FY24 | Q3FY24 | Q4FY24 | Q1FY25 | Q2FY25 | Q3FY25 | Q4FY25 | Q1FY26 | Q2FY26 |
|-----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| CC Growth YoY   | (5.9)  | (5.4)  | (6.4)  | (1.2)  | 1.2    | 1.3    | 0.3    | 1.0    | (0.3)  |
| USD Growth YoY  | (5.1)  | (5.7)  | (7.2)  | (2.6)  | 2.2    | (0.3)  | 0.0    | 0.3    | (0.2)  |
| INR Growth YoY  | (2.0)  | (4.6)  | (6.2)  | (1.2)  | 3.5    | 1.4    | 4.0    | 2.7    | 5.1    |

Source: Company, Dolat Capital

### Earning call KTAs

- **Revenue:** TechM's revenue stood at \$1,568mn, reflecting a 1.6% QoQ growth in constant currency terms, while USD Rev. growth was at 1.4%, reflecting currency gains of 17. CME vertical declined 1.9% QoQ, while the Enterprise segment (led by Manufacturing and BFSI and Retail Transport & Logistics) grew 3.1% QoQ.
- **Verticals: Communication & Media** was down 1.9% QoQ in US\$ terms, which management attributed to temporary issues w.r.t to localization/delivery issues in Europe, while execution was healthy in APAC, India and the Middle East region, and U.S region (including top client) remained steady. Management expects this issue to be resolved soon. Outlook for Comviva was healthy, with expectations of better growth in FY26 over FY25. **Manufacturing** vertical was the leading driver for Q2FY26 growth, growing 5.2% QoQ, led by continued spends in the sub-segment of Industrials & Aerospace, a result of client acquisition efforts in the past 1 year. Outlook suggested better execution visibility vs. Q1, with Aerospace & Industrials continuing to do well, and some green shoots in the Auto segment (including Pininfarina) with stability in the passenger vehicle segment but continued weakness in Commercial vehicles. **BFSI** grew 6.1% QoQ in US\$ terms, led by existing deal ramp-up. Management is optimistic on this vertical, driving healthy YoY growth, although sustained traction in client acquisition and wins would remain a medium-term target, including a few periods of volatility. **Retail, Transport and Logistics** grew 7.1% QoQ. Management is bullish on the logistics sector, supported by tailwinds of e-commerce expansion, automation and warehousing, last-mile delivery optimization, etc.
- **Deal Wins:** TechM secured \$816mn in new deals, up 0.9% QoQ and up 57% YoY on TTM basis (run rate continued to remain at ~\$3bn, with deal win at the upper end of \$600-800mn quarterly guidance, now 4<sup>th</sup> quarter in a row). Management shared that it has expanded its relationships with a no. of large clients, and a strong addition of new clients. TechM shared that clients with \$20mn+ average annual revenue bucket continued to deliver growth above the company's average, with contributions from this segment surpassing \$1 billion this quarter (i.e., \$20mn+ clients contributed nearly 63% of \$1.59bn Revenue in Q2). These clients are about 60-65 of the total client base. Deal wins were broad-based across comms, high-tech, BFSI, and other verticals. TechM reiterated confidence in winning quarterly deal wins in the \$600-\$800mn range.
- **Margins and Profitability:** TechM reported OPM of 12.1%, an increase of 108 QoQ (DE: 11.6%). While margin walk was not specified, management shared key contributing factors were a) Improvement in fixed-price project productivity, volume growth, b) Savings from SG&A optimization and c) Currency benefit of 40. Management is confident of continuing its margin expansion trajectory, adjusting for seasonality, towards its FY27 goal of 15%, with key optimization in Gross margins (at 29.1%, up 48 QoQ and 122 YoY), while SG&A savings would be range-bound. Management stated further that a lot of integration efforts in key portfolio companies remained ongoing, and these key portfolio companies are 50-60% of the total portfolio.
- **Client Portfolio and Attrition:** TechM added 16 clients under its 'must-have' accounts strategy, leading to 21 clients in H1, over and above the FY25 client count stood at 57. Attrition rose to 12.8% (12.6% in Q1). Headcount was higher by 4.2K, and the employee base stood at 152.7K.

### Exhibit 7: Vertical Trend for Q2FY26 – US \$ basis

| Vertical                      | Amount (\$ mn) | Mix (%)    | QoQ (%)    | YoY (%)      | Incremental Revenue (\$ mn) | % Contribution of Incremental Revenue |
|-------------------------------|----------------|------------|------------|--------------|-----------------------------|---------------------------------------|
| CME                           | 518            | 33         | (2.0)      | (2.2)        | (11)                        | (50)                                  |
| Manufacturing                 | 288            | 18         | 5.2        | 5.2          | 14                          | 69                                    |
| Tech                          | 207            | 13         | (0.4)      | (8.8)        | (1)                         | (4)                                   |
| BFSI                          | 266            | 17         | 3.8        | 6.1          | 10                          | 47                                    |
| Retail, Transport & Logistics | 135            | 9          | 9.0        | 7.1          | 11                          | 53                                    |
| Health & Lifesciences         | 116            | 7          | 2.2        | (1.3)        | 3                           | 12                                    |
| Others                        | 55             | 3          | (9.1)      | (13.6)       | (5)                         | (26)                                  |
| <b>Total</b>                  | <b>1,586</b>   | <b>100</b> | <b>1.4</b> | <b>(0.2)</b> | <b>21</b>                   | <b>100</b>                            |

Source: Company, Dolat Capital

### Exhibit 8: Geography Trend for Q2FY26 – US \$ basis

| Geography     | Amount (\$ mn) | Mix (%)    | QoQ (%)    | YoY (%)      | Incremental Revenue (\$ mn) | % Contribution of Incremental Revenue |
|---------------|----------------|------------|------------|--------------|-----------------------------|---------------------------------------|
| Americas      | 790            | 50         | 2.6        | (2.7)        | 20                          | 95                                    |
| Europe        | 403            | 25         | (1.2)      | 5.6          | (5)                         | (22)                                  |
| Rest of world | 393            | 25         | 1.5        | (0.6)        | 6                           | 27                                    |
| <b>Total</b>  | <b>1,586</b>   | <b>100</b> | <b>1.4</b> | <b>(0.2)</b> | <b>21</b>                   | <b>100</b>                            |

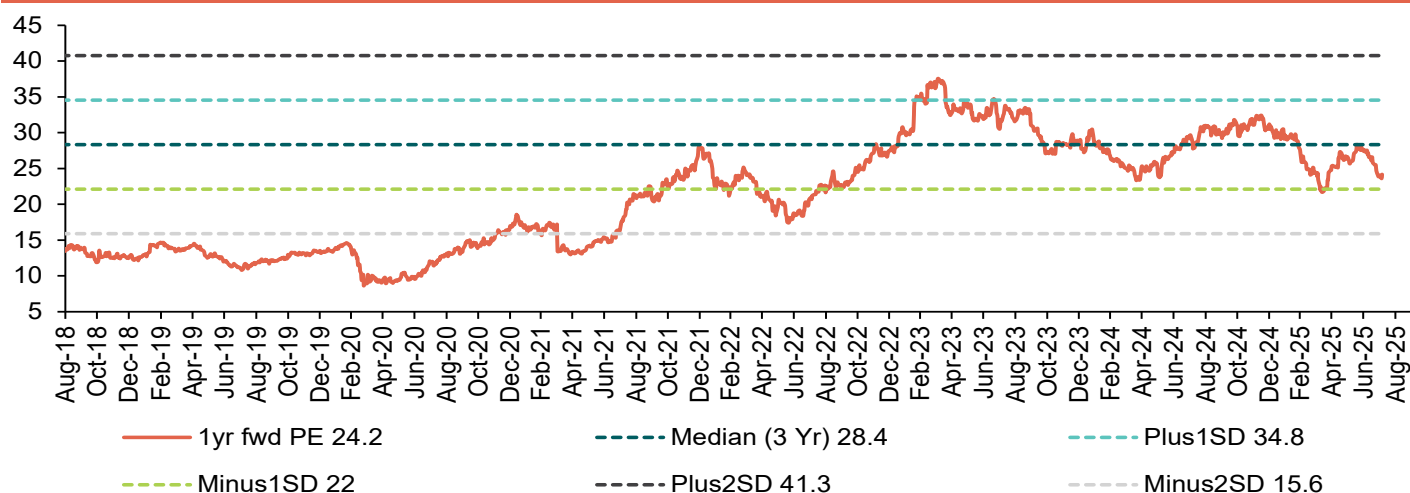
Source: Company, Dolat Capital

Please note: Vertical and geographical growth in US\$ has currency gains of 2% on average.

### Valuations

While TechM's FY27E roadmap to achieve better than industry growth and raise margins to 15% remains intact, execution is likely to stay under pressure due to persistent macroeconomic headwinds affecting tech spends, coupled with vertical-specific headwinds such as capex rationalization (Telco/Comms), tariff uncertainty in the Auto sector and selective spends in other verticals. Although the stock has seen some correction over last 3 months, most positives are well-captured and sustained operational outperformance will be key to re-rating. **We currently value the stock at 20x on FY28E earnings of Rs. 77.6, and revise our rating to 'Reduce' with TP of Rs. 1,550 per share.**

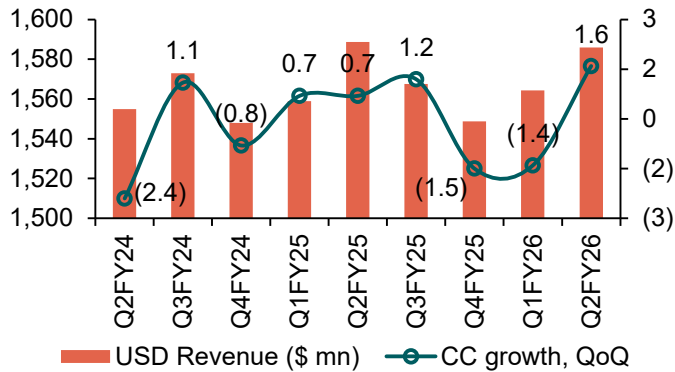
### Exhibit 9: TechM currently trades at 24.2 on 1-yr fwd PE, below its 3-year median PE of 28.4x



Source: Company, Dolat Capital

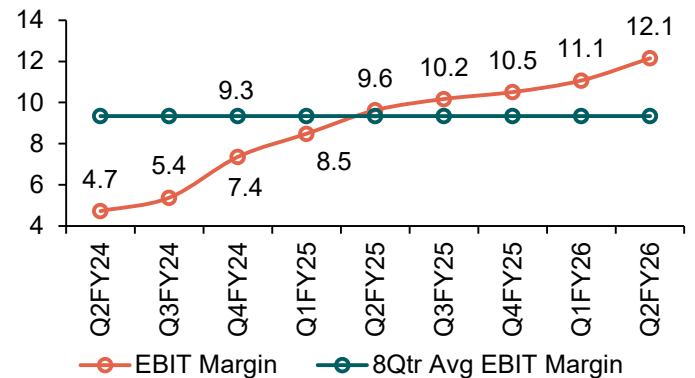
## Story in Charts

**Exhibit 10: Rev grew 1.6% CC QoQ (INR 4.8%)**



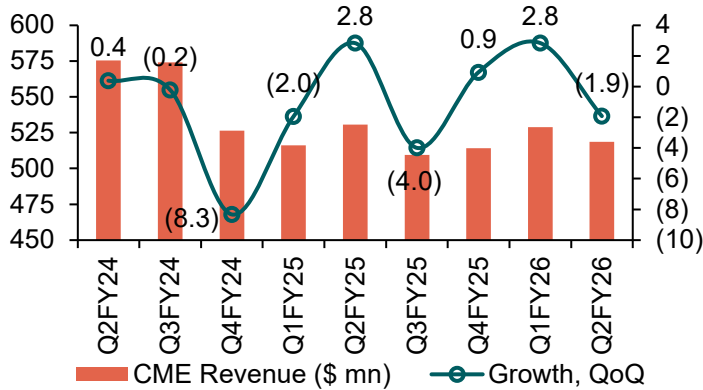
Source: Company, Dolat Capital

**Exhibit 11: OPM improved by 108 QoQ**



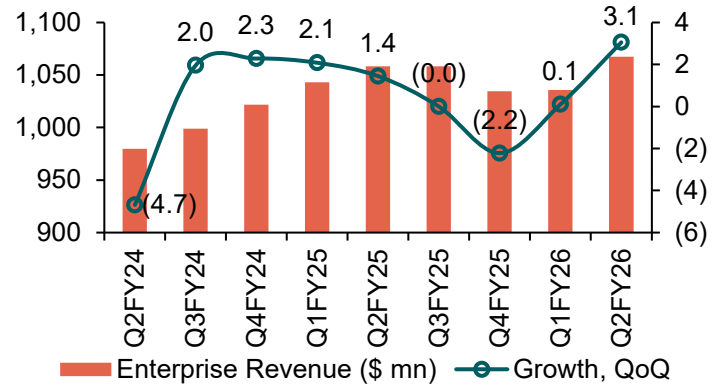
Source: Company, Dolat Capital

**Exhibit 12: CME dipper by 1.9% QoQ in \$ terms**



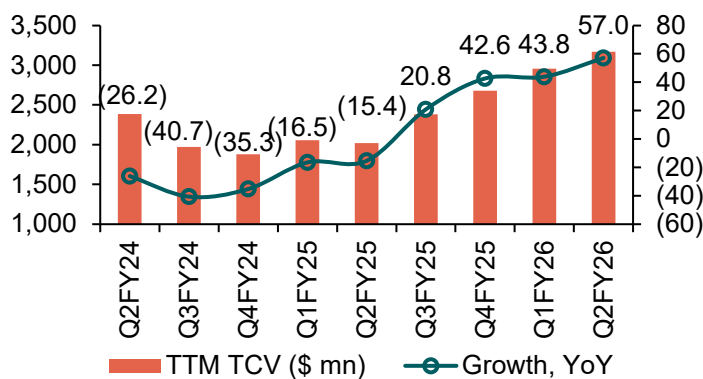
Source: Company, Dolat Capital

**Exhibit 13: Enterprise Revenue grew 3.1% QoQ**



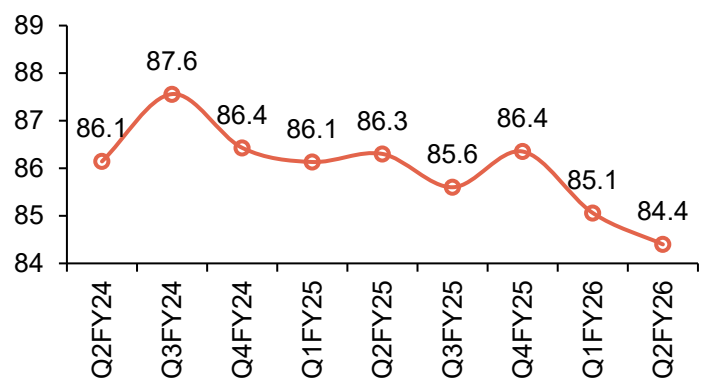
Source: Company, Dolat Capital

**Exhibit 14: TTM TCV stood at \$3.1bn (up 57% YoY)**



Source: Company, Dolat Capital

**Exhibit 15: Utilization lowered by 70 QoQ**



Source: Company, Dolat Capital

## Exhibit 16: Operating Metrics 1

| Particulars                    | Q2FY24 | Q3FY24 | Q4FY24 | Q1FY25 | Q2FY25 | Q3FY25 | Q4FY25 | Q1FY26 | Q2FY26 |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Growth CC</b>               |        |        |        |        |        |        |        |        |        |
| Revenue (QoQ)                  | (2.4)  | 1.1    | (0.8)  | 0.7    | 0.7    | 1.2    | (1.5)  | (1.4)  | 1.6    |
| Revenue (YoY)                  | (5.9)  | (5.4)  | (6.4)  | (1.2)  | 1.2    | 1.3    | 0.3    | 1.0    | 0.3    |
| <b>Order Book (\$mn)</b>       |        |        |        |        |        |        |        |        |        |
| TCV                            | 640    | 381    | 500    | 534    | 603    | 745    | 798    | 809    | 816    |
| Growth QoQ                     | 78.3   | (40.5) | 31.2   | 6.8    | 12.9   | 23.5   | 7.1    | 1.4    | 0.9    |
| Growth YoY                     | (10.6) | (52.1) | (15.5) | 48.7   | (5.8)  | 95.5   | 59.6   | 51.5   | 35.3   |
| TTM TCV (\$mn)                 | 2,386  | 1,972  | 1,880  | 2,055  | 2,018  | 2,382  | 2,680  | 2,955  | 3,168  |
| TTM TCV Growth YoY             | (26.2) | (40.7) | (35.3) | (16.5) | (15.4) | 20.8   | 42.6   | 43.8   | 57.0   |
| Book-to-bill (TTM basis)       | 0.37   | 0.31   | 0.30   | 0.33   | 0.32   | 0.92   | 0.43   | 0.47   | 0.51   |
| <b>Vertical Amount (\$mn)</b>  |        |        |        |        |        |        |        |        |        |
| CMT                            | 540    | 540    | 526    | 541    | 530    | 509    | 514    | 529    | 518    |
| Manufacturing                  | 272    | 284    | 278    | 274    | 274    | 263    | 263    | 273    | 288    |
| Tech                           | 222    | 216    | 214    | 217    | 227    | 224    | 205    | 208    | 207    |
| BFSI                           | 240    | 233    | 243    | 239    | 251    | 252    | 258    | 256    | 266    |
| Retail, Transp. & Logistics    | 120    | 128    | 113    | 118    | 126    | 127    | 125    | 124    | 135    |
| Health & Lifesciences          | 112    | 118    | 111    | 113    | 117    | 121    | 113    | 113    | 116    |
| Others                         | 49     | 56     | 62     | 57     | 64     | 71     | 70     | 61     | 55     |
| <b>Vertical Amount (YoY)</b>   |        |        |        |        |        |        |        |        |        |
| CMT                            | (11.7) | (13.5) | (16.4) | (10.0) | (1.7)  | (5.6)  | (2.2)  | 2.5    | (2.2)  |
| Manufacturing                  | 5.6    | 8.8    | 6.3    | 6.7    | 0.6    | (7.2)  | (5.5)  | (4.1)  | 5.2    |
| Tech                           | 3.3    | (3.7)  | (3.6)  | (3.3)  | 2.4    | 3.8    | (4.1)  | (3.3)  | (8.8)  |
| BFSI                           | (6.2)  | (8.1)  | (4.8)  | (1.4)  | 4.6    | 8.5    | 6.0    | 4.7    | 6.1    |
| Retail, Transp. & Logistics    | (4.2)  | (4.4)  | (3.5)  | 5.6    | 4.7    | (0.6)  | 10.2   | 3.8    | 7.1    |
| Health & Lifesciences          | NA     | NA     | NA     | 7.1    | 4.4    | 2.5    | 2.2    | (5.1)  | (1.3)  |
| Others                         | NA     | NA     | NA     | (9.9)  | 29.6   | 26.8   | 12.2   | 2.4    | (13.6) |
| <b>Geography Amount (\$mn)</b> |        |        |        |        |        |        |        |        |        |
| North America                  | 828    | 816    | 786    | 817    | 812    | 796    | 750    | 769    | 790    |
| Europe                         | 367    | 374    | 375    | 365    | 381    | 370    | 394    | 408    | 403    |
| Rest of the World              | 360    | 382    | 387    | 377    | 396    | 401    | 406    | 388    | 393    |
| <b>Geography Amount (YoY)</b>  |        |        |        |        |        |        |        |        |        |
| North America                  | (0.5)  | (1.5)  | (4.9)  | (0.7)  | (2.0)  | (2.5)  | (4.7)  | (5.8)  | (2.7)  |
| Europe                         | (8.7)  | (8.0)  | (11.2) | (7.4)  | 4.0    | (1.2)  | 5.1    | 11.7   | 5.6    |
| Rest of the World              | (11.0) | (11.5) | (7.5)  | (1.8)  | 9.8    | 5.0    | 4.8    | 2.7    | (0.6)  |
| <b>New/Old Revenue</b>         |        |        |        |        |        |        |        |        |        |
| New Business (\$mn)            | 62     | 79     | 93     | NA     | NA     | NA     | NA     | NA     | NA     |
| Repeat Business (\$mn)         | 1,493  | 1,494  | 1,455  | NA     | NA     | NA     | NA     | NA     | NA     |

Source: Company, Dolat Capital, Company has restated verticals after review of customer and added health & life sciences from Q1FY24

## Exhibit 17: Operating Metrics 2

| Particulars                   | Q2FY24          | Q3FY24          | Q4FY24          | Q1FY25          | Q2FY25          | Q3FY25          | Q4FY25         | Q1FY26         | Q2FY26         |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|
| <b>Employee Data</b>          |                 |                 |                 |                 |                 |                 |                |                |                |
| S/W professionals             | 81,200          | 81,705          | 80,925          | 80,417          | 80,618          | 80,865          | 80,609         | 79,987         | 78,528         |
| Support and sales             | 8,419           | 8,339           | 9,038           | 9,026           | 8,715           | 8,570           | 8,486          | 8,252          | 8,091          |
| BPO                           | 60,985          | 56,206          | 55,492          | 58,177          | 64,940          | 61,053          | 59,636         | 60,278         | 66,095         |
| <b>Total Employees</b>        | <b>1,50,604</b> | <b>1,46,250</b> | <b>1,45,455</b> | <b>1,47,620</b> | <b>1,54,273</b> | <b>1,50,488</b> | <b>148,731</b> | <b>148,517</b> | <b>152,714</b> |
| Net Addition                  | 2,307           | (4,354)         | (795)           | 2,165           | 6,653           | (3,785)         | (1,757)        | (214)          | 4,197          |
| Utilization (%) incl. Trainee | 86.1            | 87.6            | 86.4            | 86.1            | 86.3            | 85.6            | 86.4           | 85.1           | 84.4           |
| Attrition (IT Services)       | 11.4            | 10.3            | 10.0            | 10.1            | 10.6            | 11.2            | 11.8           | 12.6           | 12.8           |
| <b>Client Metrics (\$mn)</b>  |                 |                 |                 |                 |                 |                 |                |                |                |
| Top 5 client                  | 259             | 254             | 244             | 241             | 240             | 235             | 240            | 244            | 247            |
| Top 6-10 client               | 163             | 158             | 156             | 150             | 156             | 141             | 139            | 150            | 138            |
| Top 11-19 client              | 193             | 195             | 200             | 207             | 218             | 219             | 212            | 216            | 203            |
| Non Top 20 client             | 941             | 966             | 947             | 960             | 975             | 972             | 957            | 954            | 998            |
| <b>Client Metrics (YoY)</b>   |                 |                 |                 |                 |                 |                 |                |                |                |
| Top 5 client                  | (16.5)          | (14.1)          | (12.8)          | (13.3)          | (7.2)           | (7.3)           | (1.7)          | 1.1            | 3.1            |
| Top 6-10 client               | 9.1             | 0.7             | (3.3)           | (5.8)           | (4.2)           | (10.7)          | (10.9)         | 0.2            | (11.4)         |
| Top 11-19 client              | (1.1)           | (7.8)           | (11.2)          | 7.6             | 12.9            | 12.4            | 6.1            | 4.1            | (6.7)          |
| Non Top 20 client             | (4.4)           | (3.8)           | (5.3)           | (1.1)           | 3.7             | 0.6             | 1.0            | -0.6           | 2.3            |
| <b>Revenue by Type</b>        |                 |                 |                 |                 |                 |                 |                |                |                |
| IT                            | 1,322           | 1,343           | 1,318           | 1,304           | 1,328           | 1,315           | 1,311          | 1,320          | 1,333          |
| BPO                           | 234             | 230             | 230             | 255             | 261             | 252             | 238            | 245            | 252            |
| <b>Revenue by Type (YoY)</b>  |                 |                 |                 |                 |                 |                 |                |                |                |
| IT                            | (7.1)           | (6.3)           | (8.1)           | (4.4)           | 0.5             | (2.1)           | (0.5)          | 1.2            | 0.4            |
| BPO                           | 8.1             | (2.0)           | (1.3)           | 7.7             | 11.8            | 9.6             | 3.2            | (4.1)          | (3.3)          |
| <b>EBITDA Margin</b>          |                 |                 |                 |                 |                 |                 |                |                |                |
| IT                            | 6.6             | 7.4             | 10.5            | 16.4            | 18.6            | 19.2            | 20.1           | 18.4           | 19.8           |
| BPO                           | 18.2            | 16.6            | 13.4            | 14.8            | 13.0            | 14.6            | 13.7           | 16.1           | 16.5           |
| <b>Client Data</b>            |                 |                 |                 |                 |                 |                 |                |                |                |
| >US\$1 million                | 568             | 558             | 553             | 545             | 545             | 540             | 540            | 529            | 520            |
| >US\$5 million                | 186             | 185             | 190             | 191             | 195             | 191             | 195            | 193            | 194            |
| >US\$10 million               | 114             | 118             | 114             | 113             | 109             | 104             | 106            | 108            | 106            |
| >US\$20 million               | 61              | 63              | 63              | 61              | 61              | 61              | 59             | 60             | 63             |
| >US\$50 million               | 26              | 26              | 23              | 24              | 25              | 25              | 25             | 26             | 26             |
| Number of active clients      | 1252            | 1228            | 1172            | 1165            | 1178            | 1175            | 1162           | N.A*           | N.A            |
| DSO                           | 97              | 91              | 92              | 93              | 94              | 88              | 88             | 95             | 94             |

Source: Company, Dolat Capital \*Data discontinued from Q1FY26 onwards.

## Financial Performance

### Profit and Loss Account

| (Rs Mn)                         | FY25A          | FY26E          | FY27E          | FY28E          |
|---------------------------------|----------------|----------------|----------------|----------------|
| <b>Revenue</b>                  | <b>529,883</b> | <b>557,714</b> | <b>592,212</b> | <b>627,145</b> |
| <b>Total Expense</b>            | <b>459,972</b> | <b>472,054</b> | <b>495,276</b> | <b>519,396</b> |
| COGS                            | 380,848        | 395,788        | 415,409        | 435,369        |
| Employees Cost                  | 0              | 0              | 0              | 0              |
| Other expenses                  | 79,124         | 76,265         | 79,867         | 84,027         |
| <b>EBIDTA</b>                   | <b>69,911</b>  | <b>85,661</b>  | <b>96,936</b>  | <b>107,749</b> |
| Depreciation                    | 18,529         | 18,648         | 18,724         | 18,651         |
| <b>EBIT</b>                     | <b>51,382</b>  | <b>67,012</b>  | <b>78,212</b>  | <b>89,098</b>  |
| Interest                        | 3,217          | 3,122          | 3,228          | 3,280          |
| Other Income                    | 8,640          | 5,605          | 6,360          | 6,678          |
| Exc. / E.O. items               | 0              | 0              | 0              | 0              |
| <b>EBT</b>                      | <b>56,805</b>  | <b>69,495</b>  | <b>81,344</b>  | <b>92,496</b>  |
| Tax                             | 14,002         | 18,649         | 20,580         | 23,586         |
| <b>Minority Interest</b>        | <b>15</b>      | <b>(6)</b>     | <b>140</b>     | <b>25</b>      |
| Profit/Loss share of associates | 0              | 0              | 0              | 0              |
| RPAT                            | 42,788         | 50,852         | 60,624         | 68,885         |
| Adjustments                     | (3,303)        | 0              | 0              | 0              |
| <b>APAT</b>                     | <b>39,485</b>  | <b>50,852</b>  | <b>60,624</b>  | <b>68,885</b>  |

### Balance Sheet

| (Rs Mn)                       | FY25A          | FY26E          | FY27E          | FY28E          |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Sources of Funds</b>       |                |                |                |                |
| Equity Capital                | 4,424          | 4,436          | 4,436          | 4,436          |
| Minority Interest             | 4,302          | 4,296          | 4,436          | 4,461          |
| Reserves & Surplus            | 269,191        | 278,382        | 292,914        | 312,113        |
| <b>Net Worth</b>              | <b>273,615</b> | <b>282,819</b> | <b>297,350</b> | <b>316,549</b> |
| Total Debt                    | 4,714          | 4,478          | 4,254          | 4,042          |
| Net Deferred Tax Liability    | (16,294)       | (15,794)       | (17,144)       | (17,494)       |
| <b>Total Capital Employed</b> | <b>266,337</b> | <b>275,799</b> | <b>288,896</b> | <b>307,557</b> |

### Applications of Funds

|                                                   |                |                |                |                |
|---------------------------------------------------|----------------|----------------|----------------|----------------|
| Net Block                                         | <b>139,475</b> | <b>141,326</b> | <b>144,852</b> | <b>150,402</b> |
| CWIP                                              | 206            | 206            | 206            | 206            |
| Investments                                       | 32,161         | 29,661         | 27,061         | 26,261         |
| <b>Current Assets, Loans &amp; Advances</b>       | <b>254,530</b> | <b>268,380</b> | <b>285,285</b> | <b>303,788</b> |
| Current Investments                               | 0              | 0              | 0              | 0              |
| Inventories                                       | 394            | 379            | 398            | 417            |
| Receivables                                       | 115,470        | 122,239        | 128,989        | 135,738        |
| Cash and Bank Balances                            | 45,422         | 50,188         | 59,373         | 69,093         |
| Loans and Advances                                | 108            | 110            | 116            | 121            |
| Other Current Assets                              | 93,136         | 95,464         | 96,409         | 98,418         |
| <b>Less: Current Liabilities &amp; Provisions</b> | <b>160,035</b> | <b>163,775</b> | <b>168,507</b> | <b>173,099</b> |
| Payables                                          | 44,108         | 43,972         | 45,457         | 46,959         |
| Other Current Liabilities                         | 115,927        | 119,803        | 123,051        | 126,140        |
| <i>sub total</i>                                  |                |                |                |                |
| Net Current Assets                                | 94,495         | 104,605        | 116,777        | 130,689        |
| <b>Total Assets</b>                               | <b>266,337</b> | <b>275,799</b> | <b>288,896</b> | <b>307,558</b> |

E – Estimates, Q2FY25 Includes one time gain of 4.5bn.

### Important Ratios

| Particulars                               | FY25A     | FY26E     | FY27E     | FY28E     |
|-------------------------------------------|-----------|-----------|-----------|-----------|
| <b>(A) Margins (%)</b>                    |           |           |           |           |
| Gross Profit Margin                       | 28.1      | 29.0      | 29.9      | 30.6      |
| EBIDTA Margin                             | 13.2      | 15.4      | 16.4      | 17.2      |
| EBIT Margin                               | 9.7       | 12.0      | 13.2      | 14.2      |
| Tax rate                                  | 24.6      | 26.8      | 25.3      | 25.5      |
| Net Profit Margin                         | 8.1       | 9.1       | 10.2      | 11.0      |
| <b>(B) As Percentage of Net Sales (%)</b> |           |           |           |           |
| COGS                                      | 71.9      | 71.0      | 70.1      | 69.4      |
| Employee                                  | 0.0       | 0.0       | 0.0       | 0.0       |
| Other                                     | 14.9      | 13.7      | 13.5      | 13.4      |
| <b>(C) Measure of Financial Status</b>    |           |           |           |           |
| Gross Debt / Equity                       | 0.0       | 0.0       | 0.0       | 0.0       |
| Interest Coverage                         | 16.0      | 21.5      | 24.2      | 27.2      |
| Inventory days                            | 0         | 0         | 0         | 0         |
| Debtors days                              | 80        | 80        | 80        | 79        |
| Average Cost of Debt                      | 32.1      | 67.9      | 73.9      | 79.1      |
| Payable days                              | 30        | 29        | 28        | 27        |
| Working Capital days                      | 34        | 36        | 35        | 36        |
| FA T/O                                    | 3.8       | 3.9       | 4.1       | 4.2       |
| <b>(D) Measures of Investment</b>         |           |           |           |           |
| AEPS (Rs)                                 | 44.6      | 57.4      | 68.4      | 77.6      |
| CEPS (Rs)                                 | 65.5      | 78.4      | 89.5      | 98.7      |
| DPS (Rs)                                  | 45.0      | 47.0      | 52.0      | 56.0      |
| Dividend Payout (%)                       | 101.0     | 81.9      | 76.0      | 72.1      |
| BVPS (Rs)                                 | 308.9     | 319.1     | 335.5     | 356.8     |
| RoANW (%)                                 | 15.8      | 18.3      | 20.9      | 22.4      |
| RoACE (%)                                 | 17.0      | 19.9      | 22.7      | 24.2      |
| RoAIC (%)                                 | 22.9      | 30.0      | 34.4      | 38.1      |
| <b>(E) Valuation Ratios</b>               |           |           |           |           |
| CMP (Rs)                                  | 1468      | 1468      | 1468      | 1468      |
| Mcap (Rs Mn)                              | 1,301,221 | 1,301,221 | 1,301,221 | 1,301,221 |
| EV                                        | 1,260,513 | 1,255,512 | 1,246,103 | 1,236,170 |
| MCap/ Sales                               | 2.5       | 2.3       | 2.2       | 2.1       |
| EV/Sales                                  | 2.4       | 2.3       | 2.1       | 2.0       |
| P/E                                       | 32.9      | 25.6      | 21.5      | 18.9      |
| EV/EBITDA                                 | 18.0      | 14.7      | 12.9      | 11.5      |
| P/BV                                      | 4.8       | 4.6       | 4.4       | 4.1       |
| Dividend Yield (%)                        | 3.1       | 3.2       | 3.5       | 3.8       |
| <b>(F) Growth Rate (%)</b>                |           |           |           |           |
| Revenue                                   | 1.9       | 5.3       | 6.2       | 5.9       |
| EBITDA                                    | 40.8      | 22.5      | 13.2      | 11.2      |
| EBIT                                      | 63.2      | 30.4      | 16.7      | 13.9      |
| PBT                                       | 76.2      | 22.3      | 17.0      | 13.7      |
| APAT                                      | 40.2      | 28.8      | 19.2      | 13.6      |
| EPS                                       | 39.8      | 28.7      | 19.2      | 13.5      |

E – Estimates, Q2FY25 Includes one time gain of 4.5bn.

## Cash Flow

| Particulars                                | FY25A           | FY26E           | FY27E           | FY28E           |
|--------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>Profit before tax</b>                   | <b>56,532</b>   | <b>69,495</b>   | <b>81,344</b>   | <b>92,496</b>   |
| Depreciation & w.o.                        | 18,529          | 18,648          | 18,724          | 18,651          |
| Net Interest Exp                           | 1,251           | (3,294)         | (3,104)         | (3,358)         |
| Direct taxes paid                          | (14,744)        | (18,649)        | (20,580)        | (23,586)        |
| Change in Working Capital                  | (2,662)         | (4,345)         | (3,736)         | (4,242)         |
| Non Cash                                   | (1,049)         | 0               | 0               | 0               |
| <b>(A) CF from Operating Activities</b>    | <b>57,857</b>   | <b>61,856</b>   | <b>72,648</b>   | <b>79,960</b>   |
| Capex {(Inc.)/ Dec. in Fixed Assets n WIP} | (6,449)         | (20,500)        | (22,250)        | (24,200)        |
| <b>Free Cash Flow</b>                      | <b>53,028</b>   | <b>41,356</b>   | <b>50,398</b>   | <b>55,760</b>   |
| (Inc.)/ Dec. in Investments                | 3,768           | 2,000           | 2,000           | 500             |
| Other                                      | 2,449           | 6,416           | 6,332           | 6,638           |
| <b>(B) CF from Investing Activities</b>    | <b>(232)</b>    | <b>(12,084)</b> | <b>(13,918)</b> | <b>(17,062)</b> |
| Issue of Equity/ Preference                | 90              | 12              | 0               | 0               |
| Inc./(Dec.) in Debt                        | (10,751)        | (236)           | (224)           | (213)           |
| Interest exp net                           | (2,636)         | (3,122)         | (3,228)         | (3,280)         |
| Dividend Paid (Incl. Tax)                  | (38,418)        | (41,660)        | (46,092)        | (49,686)        |
| Other                                      | (6,277)         | 0               | 0               | 0               |
| <b>(C) CF from Financing</b>               | <b>(57,992)</b> | <b>(45,006)</b> | <b>(49,545)</b> | <b>(53,179)</b> |
| Net Change in Cash                         | (288)           | 4,766           | 9,185           | 9,719           |
| <b>Opening Cash balances</b>               | <b>43,471</b>   | <b>43,183</b>   | <b>47,949</b>   | <b>57,134</b>   |
| <b>Closing Cash balances</b>               | <b>43,183</b>   | <b>47,949</b>   | <b>57,134</b>   | <b>66,854</b>   |

E – Estimates

## Notes

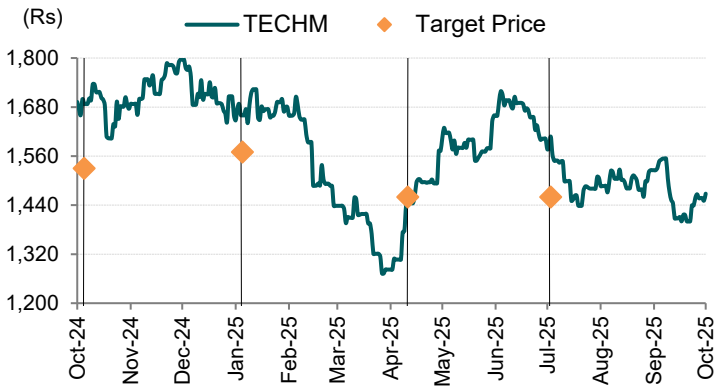
Stock Info and Rating History

Price Performance

| Particulars      | 1M  | 3M  | 12M  |
|------------------|-----|-----|------|
| Absolute (%)     | (4) | (7) | (13) |
| Rel to NIFTY (%) | (4) | (7) | (13) |

Shareholding Pattern

| Particulars     | Mar'25 | Jun'25 | Sep'25 |
|-----------------|--------|--------|--------|
| Promoters       | 35.0   | 35.0   | 35.0   |
| MF/Banks/FIs    | 32.1   | 32.1   | 32.1   |
| FIIIs           | 23.0   | 23.0   | 23.0   |
| Public / Others | 9.9    | 9.9    | 9.9    |



| Month  | Rating | TP (Rs.) | Price (Rs.) |
|--------|--------|----------|-------------|
| Oct-24 | SELL   | 1,530    | 1,688       |
| Jan-25 | SELL   | 1,570    | 1,660       |
| Apr-25 | Reduce | 1,460    | 1,445       |
| Jul-25 | SELL   | 1,460    | 1,608       |

\*Price as on recommendation date

Notes

### Dolat Rating Matrix

Total Return Expectation (12 Months)

|                   |                  |
|-------------------|------------------|
| <b>Buy</b>        | <b>&gt; 20%</b>  |
| <b>Accumulate</b> | <b>10 to 20%</b> |
| <b>Reduce</b>     | <b>0 to 10%</b>  |
| <b>Sell</b>       | <b>&lt; 0%</b>   |

### Dolat Team

|                          |                         |                              |                        |
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**I. Analyst(s) and Associate (S) holding in the Stock(s): (Nil)**

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