FINANCIAL SERVICES

Estimate change	1
TP change	1
Rating change	

Bloomberg	HCLT IN
Equity Shares (m)	2714
M.Cap.(INRb)/(USDb)	5036.3 / 59.9
52-Week Range (INR)	1866 / 1212
1, 6, 12 Rel. Per (%)	3/10/21
12M Avg Val (INR M)	4807

Financials & Valuations (INR b)

Y/E Mar	FY25E	FY26E	FY27E
Sales	1,173	1,291	1,419
EBIT Margin (%)	18.2	18.9	18.9
PAT	174	196	218
EPS (INR)	63.7	71.9	80.3
EPS Gr. (%)	10.1	12.9	11.6
BV/Sh. (INR)	247	245	241
Ratios			
RoE (%)	25.6	29.3	33.1
RoCE (%)	22.7	26.3	29.3
Payout (%)	90.0	90.0	90.0
Valuations			
P/E (x)	29.3	25.9	23.2
P/BV (x)	7.5	7.6	7.7
EV/EBITDA (x)	19.6	17.2	15.6
Div Yield (%)	3.1	3.5	3.9

Shareholding pattern (%)

Jun-24	Mar-24	Jun-23
60.8	60.8	60.8
15.8	15.0	15.4
18.7	19.9	19.2
4.7	4.3	4.6
	60.8 15.8 18.7	60.8 60.8 15.8 15.0 18.7 19.9

FII Includes depository receipts

HCL Technologies

CMP: INR1,865 TP: INR2,300 (+23%)

Leading the bounce-back

Buy

Broad-based growth and outlook reinforce HCLT as our top pick

- HCL Technologies (HCLT) reported a muscular 2QFY25, with revenue of USD3.4b, up 1.6% QoQ (~2.5% organic) and 6.2% YoY in constant currency (CC), above our estimate of flat revenue growth. EBIT margins came in at 18.6%, beating our estimate of 17.4%. New deal TCV stood at USD 2.2b (up 13% QoQ) in 2QFY25. For FY25, HCLT revised the lower end of its growth guidance to 3.5%-5% YoY in CC from 3%-5% earlier. For 1HFY25, revenue/EBIT/PAT grew 7.5%/8.1%/15.3% compared to 1HFY24.
 - Our view: Growth was broad-based, supported by robust deal wins, underscoring our thesis that the tide around client behavior is turning. The CQGR ask rate for 2HFY25 to achieve the top end of the guidance is now fairly benign at 0-2% cc; we believe a difficult geopolitical backdrop, coupled with client-specific troubles in automotive ER&D, could be informing some of this caution. As highlighted in our Sept'24 thematic report (<u>Technology:</u> <u>Bounce-back! Charting the path to revival for IT services</u>), we anticipate key sectors such as healthcare, manufacturing, and BFSI to drive growth recovery. Additionally, within service lines, we expect data engineering and ERP modernization (especially SAP S4HANA) to lead the way; areas where HCL has a strong advantage over peers.
 - Guidance: HCLT revised the lower end of its guidance; it now expects overall revenues and services revenues to grow by 3.5%-5% in constant currency terms (3-5% earlier). It kept the EBIT margin guidance unchanged at 18-19%.
 Margins: Better-than-expected growth in its high-margin product business and a recovery in its ER&D business lifted margins to 18.6% in 2Q. We expect 2H to witness some headwinds, such as furloughs and wage hikes; however, a seasonally strong quarter for the product business (3Q) and a more measured wage hike cycle should keep EBIT margins comfortably within the guided range.
 - **HCLT tops our Impact Framework for large-caps:** HCLT remains our top pick among large-cap IT companies, based on our IMPACT framework. We see HCLT is best positioned to play the short-term slow, medium-term fast GenAI revolution. HCLT's capabilities are comparable to the best in the industry, especially when it comes to new-age projects.
- Valuations and changes in estimates: We expect HCLT to deliver 18.2% EBIT margin in FY25. This should recover to 18.9% in FY26 as growth improves. We expect HCLT to deliver a CAGR of 8.4%/11.5% in USD revenue/INR PAT over FY25-27E. We raise our EPS estimates by 2.4%/2.7%/3.4% for FY25/FY26/FY27 as we factor in the 2Q performance and a recovery in discretionary spending in 2HFY25/FY26E. Reiterate **BUY** with a TP of INR2,300 (based on 30x Sep'26E EPS).

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Investors are advised to refer through important disclosures made at the last page of the Research Report.

Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

Beat on revenue growth and margins

- Revenue grew 1.6% QoQ in CC vs. our estimate of flat revenue growth. New deal TCV stood at USD2.2b (up 13.2% QoQ, down 44.1% YoY) in 2QFY25.
- IT business/ER&D business/P&P grew by 1.8%/1.1%/1.4% QoQ CC.
- EBIT margin was 18.6% vs. our estimate of 17.4%.
- For FY25, revenue growth guidance was upgraded to 3.5-5% YoY in CC (similar for Services) from 3%-5% earlier. EBIT margin guidance was maintained at 18.0-19.0% in FY25.
- PAT inched down 0.5% to INR42b (up 10.5% YoY) vs. our est. of INR39b.
- LTM attrition was up 10bp QoQ to 12.9%. Net employee headcount declined 0.4% QoQ in 2QFY25. HCLT added 2,932 freshers in this quarter.
- LTM FCF to Net Income stood at 119%.
- The management declared a dividend of INR12/share.

Key highlights from the management commentary

- 2Q growth was broad-based across segments, barring the financial services vertical, which was impacted by the State Street divestment.
- Incremental demand improved in 2Q across multiple verticals. Growth was driven by the ramp-up of deals signed in the last few quarters, as well as data and SAP application modernization program.
- Two key factors driving 2Q growth: (1) ramp-up of deals signed in the last 2-3 quarters, and (2) increased demand for data/SAP and the initial ramp-up of large application modernization opportunities.
- Furloughs in 3Q are expected to be similar to last year.
- Financial Services: Revenue declined 4.5% YoY in CC, primarily due to the USD30m impact of the State Street divestment. BFSI is looking better from the discretionary spending perspective.
- Manufacturing: There is pressure on the automotive business in Europe, with a couple of large clients undergoing cost reductions.
- Guidance: The lower end of revenue growth guidance was increased; 2% growth is needed in 3Q/4QFY25 to achieve the upper end guidance of 5%. This growth assumes similar furloughs and the execution of deals signed in recent quarters. EBIT margin guidance was maintained at 18-19%.

Valuation and view

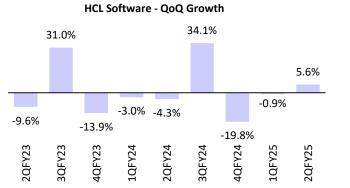
We believe HCLT is best positioned to play the short-term slow, medium-term fast GenAI revolution. Its investments in next-gen platforms also position it well for a recovery in client spends. We value HCLT at 30x Sep'26E EPS. Reiterate BUY with a TP of INR2,300 (implying 23% upside potential). HCLT remains our top pick among large-cap IT companies.

Quarterly performance (INR b) Y/E March **FY24** FY25E FY24 **FY25E** Est. Var. (%/bp) 2Q 3Q 4Q 1Q 2Q 3QE 4QE 2QFY25 1Q Revenue (USD m) 3,200 3,415 3,430 3,364 3,577 3,608 13,270 13,994 3,379 3,225 3,445 1.9 QoQ (%) -1.1 0.8 5.9 0.4 -1.9 2.4 3.8 0.9 5.4 5.5 0.5 196bp Revenue (INR b) 263 267 284 285 281 289 300 303 1,099 1,173 283 1.9 YoY (%) 12.1 8.0 6.5 7.1 6.7 8.2 5.6 6.4 8.3 6.7 6.2 205bp GPM (%) 35.6 36.2 36.7 35.0 34.5 34.9 34.0 35.5 35.9 34.7 35.0 -10bp SGA (%) 13.6 12.4 11.5 12.0 12.4 11.5 11.0 11.5 12.4 11.6 12.5 -104bp **EBITDA** 55 59 67 61 58 64 65 68 242 255 59 7.4 EBITDA margin (%) 20.8 22.3 23.5 21.4 20.7 22.1 21.6 22.6 22.0 21.8 21.0 113bp EBIT 45 49 56 50 48 54 54 58 200 213 49 8.7 17.0 18.5 19.7 18.6 18.0 19.0 17.4 116bp EBIT margin (%) 17.6 17.1 18.2 18.2 Other income 2 2 3 3 9 3 4 4 9 20 3 -4.3 -50bp ETR (%) 24.8 25.3 25.9 24.2 25.4 25.5 25.5 25.5 25.1 25.5 26.0 **Adjusted PAT** 35 38 44 40 43 42 43 46 157 174 39 8.6 -11.2 8.4 13.5 -8.4 6.8 -0.5 1.5 6.2 -8.4 787bp QoQ (%) YoY (%) 7.6 9.8 6.2 0.1 20.5 10.5 -1.2 14.5 5.7 10.5 1.8 875bp EPS 13.0 14.1 **16.0** 14.7 15.7 15.6 15.8 16.8 57.9 63.7 14.2 10.3

Key performance indicators

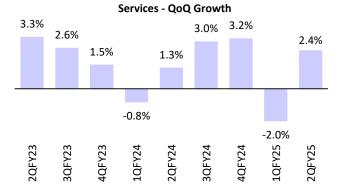
Y/E March		FY2	24		FY25E		FY24
	1Q	2Q	3Q	4Q	1Q	2Q	
Revenue (QoQ CC %)	-1.3	1.0	6.0	0.3	-1.6	1.6	
Costs (% of revenue)							
COGS	64.4	63.8	63.3	65.0	65.5	65.1	64.1
SGA	13.6	12.4	11.5	12.0	12.4	11.5	12.4
Margins							
Gross Margin	35.6	36.2	36.7	35.0	34.5	34.9	35.9
EBIT Margin	17.0	18.5	19.7	17.6	17.1	18.6	18.2
Net Margin	13.4	14.4	15.3	14.0	15.2	14.7	14.3
Operating metrics							
Headcount (k)	223	221	225	227	219	219	227
Attrition (%)	16.3	14.2	12.8	12.4	12.8	12.9	12.4
Key Verticals (YoY CC %)							
BFSI	14.4	12.5	12.9	12.1	-1.3	-4.5	12.1
Manufacturing	16.5	3.3	5.8	9.8	3.5	7.1	9.8
Key Geographies (YoY CC %)							
North America	7.3	3.9	6.7	6.8	8.0	7.5	6.8
Europe	10.5	3.9	1.7	5.5	3.0	4.2	5.5

Exhibit 1: QoQ growth trend in HCL Software



Source: MOFSL, Company

Exhibit 2: QoQ growth trend in HCL Services



Source: MOFSL, Company

Exhibit 3: HCLT and LTIM lead in the IMPACT ranking among Tier-1 companies

IMPACT framework- large caps	Industry exposure (5- best)	Margin expansion (5- best)	Partnerships (5- best)	Automation threat (5: minimum)	Client strategies (5-best)	NextGen readiness (5-best)	Total Score
HCL							24
LTIM		•					24
Infosys							22
TCS	•••						22
Wipro	•••						20
TechM	•						18

Source: MOFSL

Exhibit 4: PSYS leads in the IMPACT ranking among Tier-2 companies

IMPACT framework- mid tier	Industry exposure (5- best)	Margin expansion (5- best)	Partnerships (5- best)	Automation threat (5: minimum)	Client strategies (5-best)	NextGen readiness (5-best)	Total Score
Persistent							28
Coforge							24
Zensar							22
LTTS							22
Mphasis							20
Cyient			•		•••••		20

Source: MOFSL



Key highlights from the management commentary

Demand and industry outlook

- 2Q growth was broad-based across segments, barring the financial services vertical, which was impacted by the State Street divestment.
- Incremental demand improved in 2QFY25 across multiple verticals. Growth was driven by the ramp-up of deals signed in the last few quarters, as well as data and SAP application modernization program.
- Two key factors driving 2Q growth: (1) ramp-up of deals signed in the last 2-3 quarters, and (2) increased demand for data/SAP and the initial ramp-up of large application modernization opportunities.
- The pipeline continues to grow, with S4HANA migration driving demand for SAP. Total TCV was USD2.2b, with a total of 20 deals signed: 8 in the software business and 12 in the services business (IT and ER&D).
- The pipeline for ER&D continues to expand. Further, the management expects good bookings for the rest of the year.
- The pipeline shows significant opportunities in SAP (due to S/4HANA) as well as in data and AI; the total overall pipeline is near an all-time high.
- For FY25, the lower end of revenue growth guidance was upgraded to 3.5%-5% YoY in CC (similar for Services), compared to the previous range of 3%-5%.
- 2% growth is needed in 3Q and 4Q to achieve the upper-end guidance of 5%. This growth assumes similar furloughs and the execution of deals signed in recent quarters.
- EBIT margin guidance remains at 18.0%-19.0% for FY25.
- In the Financials vertical, revenue declined 4.5% YoY CC, primarily due to the USD30m impact of the State Street divestment. Growth was strong across all markets (Americas, Europe) and segments (insurance, fintech). BFSI is looking better from the discretionary spending perspective.
- In Manufacturing, there is pressure on the automotive business in Europe, with a couple of large clients undergoing cost reductions. The ramp-up of the SAP business in manufacturing is offsetting some of the impacts from aerospace clients.
- In ER&D, the automotive sector is facing pressure in Europe and is expected to experience more pressure in 3Q.
- There is good traction in: (1) the AI Force platform (25 clients so far, with a target of 50), (2) HCLT Tech AI Foundry (helping with data-led modernization), and (3) continued experience in AI labs.
- Recent GenAI-based acquisitions in Europe are noteworthy. Zeenea, based out of Paris, will help HCL Software grow in the areas of GenAI and data modernization.
- There have been significant achievements in GenAl, with Al Force gaining widespread adoption.
- Growth drivers for HCLSoftware include: (1) customer renewals, (2) sharper product growth in platforms, data, and AI, (3) significant focus on emerging markets like the Middle East, India, and South Asia, and (4) a 360-degree ecosystem.
- A 23-25% margin range is considered comfortable for P&P. HCLT Software's annual recurring revenue (ARR) stood at USD1.05b. Robustness in the portfolio

is coming from innovation and product features—HCL Unica, integrated with customer data platforms, is leading to renewals and increased fees.

In the medium term, HCLT expects mid-single-digit growth in P&P business, which will improve margins.

Margin performance

- EBIT margin stood at 18.6%. FCF conversion on an LTM basis was 119%.
- In 3Q, there will be a 65-80bp impact from wage hikes and the remaining 50-60bp impact in 4Q.
- EBIT margin declined by 50bp QoQ to 17.1% in 1QFY25.
- Margin walk: The margin improvement of 149bp QoQ in 2Q included 54bp from software (driven by operational leverage), 110bp from services due to operational efficiency and reduced marketing spending, and 22bp from favorable exchange movements.
- Net profit was marginally down due to one-offs, including exchange gains in the last quarter related to the State Street divestment.
- 3Q is expected to be the strongest quarter for the software business due to seasonality. The management maintained its FY25 margin guidance at 18-19%.

Other highlights

- Wage has increased as the workforce shifts to a more specialized skill set.
- The total employee count was 218,621. LTM attrition was 12.9%, up 10bp QoQ but down 14.2% YoY.
- There has been a drop in headcount due to efficiency levers and increased demand for specialized skills.
- Wage hikes will be similar to last year, effective from Oct'24, with a higher proportion of lateral hiring. The average hike is 7%, while top performers (top executives) can expect wage increases in the range of 12-15%.
- Cash generation increased due to improved DSO days.
- HCLT declared a dividend of INR12 per share.

Exhibit 5: Americas and Europe regions performed well in 1QFY25

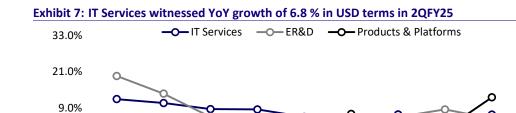
Geographies (YoY CC Growth, %)	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	1QFY24	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25
Americas	10.7	15.0	13.0	17.5	18.2	12.3	10.0	7.3	3.9	6.7	6.8	8.0	7.5
Europe	9.0	12.0	13.6	22.5	21.8	23.3	14.6	10.5	3.9	1.7	5.5	3.0	4.2
ROW	14.9	25.8	15.0	18.2	13.7	11.6	1.4	-6.0	-3.6	-7.5	-7.1	-3.6	-2.6

Source: Company, MOFSL

Exhibit 6: The growth was													
Verticals (YoY CC Growth, %)	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	1QFY24	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25
Financial Services	6.3	13.5	10.2	16.4	15.4	8.8	9.6	14.4	12.5	12.9	12.1	-1.3	-4.5
Manufacturing	11.9	12.2	16.6	19.1	21.8	21.2	11.8	16.5	3.3	5.8	9.8	3.5	7.1
Technology & Services	10.8	18.1	14.3	34.2	26.6	19.3	17.9	-7.0	-9.5	-9.2	-8.6	2.7	5.6
Retail & CPG	3.6	11.5	6.0	5.8	11.9	-3.8	11.8	3.2	8.1	11.7	8.2	9.7	6.2
Telecommunications, Media, Publishing & Entertainment	13.4	12.4	20.2	29.2	27.1	27.9	8.9	-11.7	-10.4	8.3	6.5	69.2	61.2
Lifesciences & Healthcare	20.1	21.3	18.5	15.7	14.4	19.5	1.6	13.4	9.8	0.5	5.4	-4.1	-2.8
Public Services#	8.8	14.8	7.8	15.2	17.6	16.7	7.6	6.8	1.7	-0.6	0.1	-3.7	-2.0

Source: Company, MOFSL

Source: Company, MOFSL



Valuation and view

-3.0%

-15.0%

We believe HCLT is best positioned to play the short-term slow, medium-term fast GenAI revolution. Its investments in next-gen platforms also position it well for a recovery in client spends. We value HCLT at 30x Sep'26E EPS. Reiterate BUY with a TP of INR2,300 (implying 23% upside potential). HCLT remains our top pick among large-cap IT companies.

2QFY23 3QFY23 4QFY23 1QFY24 2QFY24 3QFY24 4QFY24 1QFY25 2QFY25

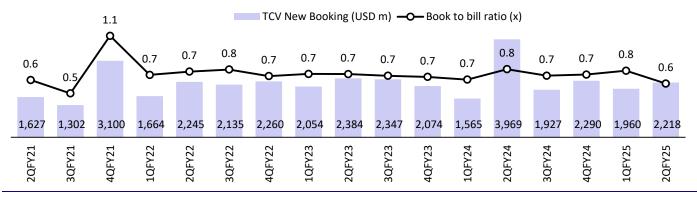
Exhibit 8: Revised estimates

	Revised			Earlier			Change			
	FY25E	FY26E	FY27E	FY25E	FY26E	FY27E	FY25E	FY26E	FY27E	
USD:INR	83.7	84.0	84.0	83.6	83.6	83.6	0.1%	0.5%	0.5%	
Revenue (USD m)	13,994	15,364	16,892	13,916	15,282	16,754	0.6%	0.5%	0.8%	
Growth (%)	5.5	9.8	9.9	4.9	9.8	9.6	60bps	0bps	30bps	
EBIT margin (%)	18.2	18.9	18.9	18.2	18.9	18.9	0bps	0bps	0bps	
PAT (INR b)	174	196	218	171	193	214	1.3%	1.5%	1.8%	
EPS	63.7	71.9	80.3	62.2	70.0	77.6	2.4%	2.7%	3.4%	

Source: MOFSL

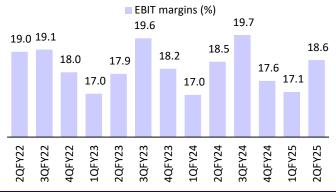
Story in charts

Exhibit 9: TCV (new deal wins) at USD2,218m, up by 13% QoQ; book-to-bill at 0.6x

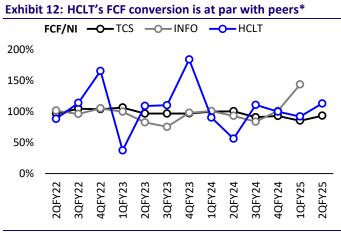


Source: Company, MOFSL

Exhibit 10: Margin jumps due strong performance by services in 2QFY25



Source: Company, MOFSL



*Infosys yet to report

Source: Company, MOFSL

Exhibit 11: HCLT continues to report industry-leading growth

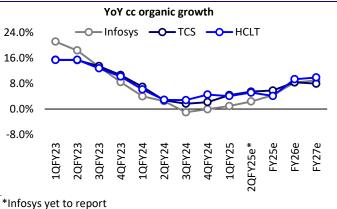
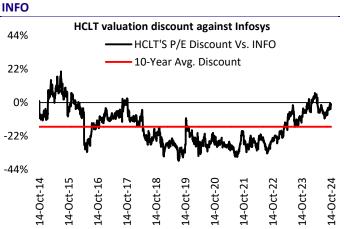


Exhibit 13: HCLT now has reached valuation parity with



Source: Bloomberg, MOFSL

Operating metrics

Exhibit 14: Operating metrics

	2QFY23	3QFY23	4QFY23	1QFY24	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25		
Service-wise (%)											
IT and Business Services	73.6	71.7	73.8	74.7	74.6	71.7	74.4	74.5	74.6		
Engineering and R&D Services	17.0	16.6	16.1	15.4	16.0	16.4	16.1	15.9	15.8		
Products and Platform	9.4	11.7	10.1	9.9	9.4	11.9	9.5	9.6	9.9		
Vertical-wise (Services) (%)											
BFSI	20.6	19.9	21.2	22.6	22.6	21.7	21.6	21.0	20.5		
Manufacturing	18.3	18.3	19.0	19.0	19.0	20.1	20.4	19.0	19.0		
Technology and Services	15.4	15.4	14.4	14.4	14.4	12.8	12.3	14.4	14.4		
Retail and CPG	9.2	8.9	9.0	9.1	9.6	9.6	9.1	9.4	9.6		
Telecom MP&E	9.2	9.4	8.8	7.6	8.0	9.7	11.5	12.2	12.1		
Life Sciences	16.5	17.1	17.5	17.5	17.5	16.4	16.3	15.9	16.0		
Public Services	10.2	10.2	10.2	10.0	9.9	9.7	8.8	9.1	9.2		
Geography-wise (Services) (%)											
US	64.8	63.5	63.8	64.5	64.5	64.5	65.2	66.0	65.1		
Europe	27.5	29.1	28.9	28.7	28.5	29.0	28.9	27.9	28.4		
RoW	7.7	7.4	7.3	6.8	7.0	6.4	5.9	6.1	6.5		
Client-wise (%)											
Top five clients	10.7	10.3	10.1	9.8	9.8	9.8	10.4	11.4	12.1		
Top 10 clients	18.8	18.2	17.7	17.2	17.2	17.7	18.8	19.6	20.1		
Top 20 clients	28.6	28.2	27.8	27.2	27.3	28.0	29.0	30.1	30.8		

Source: Company, MOFSL:

Financials and valuations

Income Statement (INR b) Y/E March FY20 FY21 FY22 **FY23** FY24 FY25E **FY26E FY27E** 1,099 1,173 1,291 1,419 1,015 Sales Change (%) 17.0 6.7 13.6 18.5 8.3 6.7 10.0 9.9 Cost of Goods Sold **Gross Profit** Selling & Admin Exp. **EBITDA** 23.6 25.6 23.6 22.3 22.0 21.8 22.5 22.5 % of Net Sales Depreciation EBIT 18.9 19.6 20.4 18.9 18.2 18.2 18.2 18.9 % of Net Sales Other Income PBT Тах 20.9 25.4 20.3 23.8 25.1 25.5 25.5 25.5 Rate (%) EO Item (net) Minority interest **Adjusted PAT** 9.9 9.3 7.4 13.7 5.7 10.5 12.9 11.2 Change (%) **Balance Sheet** (INR b) FY20 Y/E March FY21 FY22 **FY23** FY24 FY25E FY26E **FY27E** Reserves **Net Worth** Loans Other liabilities **Capital Employed** Gross Block

Application of Funds	623	709	703	720

Less : Depreciation

Cash & Bank Balance

Other Current Assets

Current Liab. & Prov

Net Current Assets

Net Block

Other assets

Investments

Curr. Assets

Debtors

Financials and valuations

Ratios Y/E March	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Diluted (INR)	F120	FTZI	FTZZ	F125	F124	FIZSE	FIZOE	FIZ/E
EPS	40.7	43.8	49.8	54.8	57.9	63.7	71.9	80.3
Cash EPS	51.2	58.5	64.6	70.1	73.3	79.1	89.0	99.1
Book Value	190.4	226.7	228.6	241.6	252.1	247.5	245.0	240.8
DPS	8.0	226.7	44.0	48.0	48.0	57.4	64.7	72.2
	19.6	59.4	88.3	87.6			90.0	
Payout (%)	19.0	59.4	88.5	87.0	82.9	90.0	90.0	90.0
Valuation (x)	45.0	12.0	27.4	24.0	22.2	20.2	25.0	22.2
P/E	45.8	42.6	37.4	34.0	32.2	29.3	25.9	23.2
Cash P/E	36.4	31.9	28.9	26.6	25.5	23.6	21.0	18.8
EV/EBITDA	30.4	26.0	24.7	22.0	20.6	19.6	17.2	15.6
EV/Sales	7.2	6.7	5.8	4.9	4.5	4.3	3.9	3.5
Price/Book Value	9.8	8.2	8.2	7.7	7.4	7.5	7.6	7.7
Dividend Yield (%)	0.4	1.4	2.4	2.6	2.6	3.1	3.5	3.9
Profitability Ratios (%)								
RoE	23.6	21.0	21.9	23.3	23.5	25.6	29.3	33.1
RoCE	21.3	18.7	19.6	21.1	21.7	22.7	26.3	29.3
Turnover Ratios								
Debtors (Days)	92	85	88	92	85	84	83	83
Asset Turnover (x)	1.8	2.0	2.4	2.9	3.1	3.5	4.1	4.8
Cash Flow Statement								(INR b)
Y/E March	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
CF from Operations	149	166	174	193	201	215	242	269
Chg. in Working Capital	-16	30	-5	-13	23	-2	-4	-4
Net Operating CF	134	196	169	180	224	213	238	264
Net Purchase of FA	-18	-18	-16	-14	-10	-29	-26	-28
Net Purchase of Invest.	-105	-40	30	-25	-57	0	0	0
Net Cash from Inv.	-124	-57	15	-39	-67	-29	-26	-28
Issue of shares/other adj.	0	0	0	0	0	0	0	0
Proceeds from LTB/STB	-15	-79	-31	-29	-14	0	0	0
Dividend Payments	-16	-33	-114	-130	-141	-183	-205	-229
Net CF from Finan.	-32	-112	-145	-159	-154	-183	-205	-229
Free Cash Flow	115	179	153	166	214	184	212	236
Net Cash Flow	-22	27	39	-18	3	1	7	7
Forex difference	0	1	1	4	1	0	0	0
Opening Cash Balance	60	38	66	106	91	95	97	103
Closing Cash Balance	38	66	106	91	95	97	103	110

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NOTES

Explanation of Investment Rating				
Investment Rating	Expected return (over 12-month)			
BUY	>=15%			
SELL	< - 10%			
NEUTRAL	> - 10 % to 15%			
UNDER REVIEW	Rating may undergo a change			
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation			

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