# Zensar

# Motilal Oswal

S&P CNX

15,691

BSE SENSEX	
52,323	

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TECHNOLOGIES

### Stock Info

Stock mild	
Bloomberg	ZENT IN
Equity Shares (m)	226
M.Cap.(INRb)/(USDb)	67.2 / 0.9
52-Week Range (INR)	347 / 121
1, 6, 12 Rel. Per (%)	0/14/50
12M Avg Val (INR M)	97

### Financials Snapshot (INR b)

Y/E Mar	FY21	FY22E	FY23E		
Sales	36.7	39.1	46.6		
EBIT Margin (%)	13.9	13.2	14.1		
PAT	3.5	3.7	4.7		
EPS (INR)	15.3	15.9	20.3		
EPS Gr. (%)	31.0	3.7	27.7		
BV/Sh. (INR)	105.7	114.3	127.6		
Ratios					
RoE (%)	15.5	14.7	16.9		
RoCE (%)	5.7	5.6	6.7		
Payout (%)	41.8	30.2	30.2		
Valuations					
P/E (x)	19.4	18.7	14.7		
P/BV (x)	2.8	2.6	2.3		
EV/EBITDA (x)	8.2	7.8	5.8		
Div Yield (%)	2.2	1.6	2.1		

## Shareholding pattern (%)

As On	Mar-21	Dec-20	Mar-20
Promoter	49.2	49.2	49.2
DII	24.6	24.6	24.7
FII	16.0	16.2	17.7
Others	10.2	10.0	8.5

FII Includes depository receipts

## CMP: INR298 TP: INR350 (+18%)

## **Buy**

## Positive on new strategy and leadership

We attended ZENT's analyst meet on Day 2 of the RPG conference, where the management reiterated its GTM strategy and highlighted key investment areas for the company. Here are the key highlights from the meet:

- ZENT reiterated its GTM strategy under the new leadership of Mr. Ajay Bhutoria. It reiterated its focus on five strategic growth opportunities (SGOs) to better target the enterprise market. ZENT expects its capabilities under Experience Services (c10% of revenue) to fuel business in Advanced Engineering Services, Data Engineering, Analytics, and Infra Services. Application Services will remain a focus area, given it's the largest volume generator in the business.
- To increase the traction in its GTM strategy and drive better revenue growth, it has identified four key areas of investments: 1] sales, 2] partnerships, 3] talent, and [4] M&A.
- It plans to use its historical high profitability (4QFY21 EBITDA margin of 19.9%) and cash balance (of c\$160m in 4QFY21) to fuel investment in sales and for inorganic acquisitions to add capabilities and target clients.
- We remain positive on the strategy devised under the new leadership and expect the same to deliver results in the next two years. We expect ZENT to deliver 12.5% CAGR over FY21-23E as against a combined 11% decline in revenue from FY19-21.

## Five key strategies to leverage the strong market environment

- The company has been focusing on unbundling its current services into five key segments: 1] Experience Services – Spearheaded through earlier acquired entities – Foolproof and Indigo Slate; 2] Advanced Engineering Services – to tap downstream demand; 3] Data Engineering – leverage AI/ML; 4] Application Services, and 5] Digital Foundation Services – experience led infra services.
- While these are not the new businesses, a different packaging of the same will help in targeting the right client for right services, instead of a nonsystematic sales structure.
- ZENT believes this change will be fully implemented in the next 4-8 weeks.

## Investments in sales and talent to keep margin rangebound

- The company has been investing in building up its sales strength on two fronts: 1] increasing/restructuring the sales team, and 2] enriching the sales process. It is also hiring/restructuring several business heads and bringing in senior delivery personnel.
- The management said there is an acute shortage of relevant talent in the market. To manage the same, it has enhanced its onboarding engine by expanding its recruiting team and invested in better training of freshers. It has also invested in the recruitment process to onboard laterals and on-site talent (East Europe).

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 ZENT believes the above two factors, along with the partial comeback of travel expenses, will impact margin. However, sustained offshoring and better pyramid structure should keep EBITDA margin at high-teen levels.

### Capital allocation skewed towards M&A, payout to remain low

- The company will use its over USD160m cash balance majorly for acquisitions. It has identified three parameters for the same: 1] capability enhancement, 2] increased access to skills, and 3] access to market.
- ZENT will keep its payout at 20-25%, one of the lowest in the industry, to use the cash to fuel growth.

#### Valuation and view

- ZENT's current valuation at 15x FY23E EPS is the lowest in our midcap coverage and is at a 44% discount to the median valuations of peers.
- We expect revenue growth to rebound from 2HFY22E as the new leadership (Mr. Ajay Bhutoria took over in Jan'21), refreshed strategy, and reinvestment of margin gains in sales starts to pay off. With a likely return to double-digit growth in FY23E (we estimate 18% YoY) on a good FY22E exit and recovery in key accounts, we see potential for a significant stock re-rating as valuations catch up with its peer group.
- We see higher downside protection in the share price at current levels as 21% of ZENT's m-cap is in cash v/s only 8% for its midcap IT Services peers.
- We maintain our Buy rating on the stock in the likelihood of a recovery in growth and attractive valuations. Our TP implies 17x FY23E EPS.

#### Change in strategy and operational performance

- After a change in leadership five years back, it initiated 'Living Digital', with the intention to re-wire the company and make it completely digital.
- In accordance with this, ZENT made tuck-in acquisitions like Foolproof, Indigo Slate, Keystone, and Cynosure.
- Higher focus on new age services and neglect of the cash cow Oracle drove the underperformance, given the increased monetization time needed for Digital Services.
- Despite witnessing soft growth, operational discipline led to strong EBITDA during FY21. A strong cash position gives ZENT enough room to invest in growth.
- Post the leadership change, the company has now opted for a new operational strategy, which includes five key growth areas.
- Going forward, it will focus on the growth areas of: 1) Experience Services driven under the umbrella of experience studios, 2) Advanced Engineering Services to harness downstream demand from Experience Services and Cloud, 3) Data Engineering and AI, 4) Application Services would be the largest area for the company, and 5) Digital Foundation Services includes experience led infra services, where the pipeline is strong.

## The path forward

The management intends to make increased investments in sales, including rewiring and enrichment of the sales process, which in turn is expected to drive growth going forward.

## MOTILAL OSWAL

Efforts to reduce running costs of clients and invest in change and growth has shot up, with a lot of related large deals coming into the market. ZENT is prepared to grab this upcoming opportunity.

## Vertical and geographical commentary

- The company intends to double down on its services in the Hi-Tech and Manufacturing segment. Within BFSI, ZENT is using a micro-vertical perspective, with a complete focus on domain-led engagement in Banking and P&C Insurance in the Insurance segment.
- In the case of Retail, corporates are putting in massive efforts to shift to ecommerce from physical stores. The customer supply chain is also getting better. Demand in this vertical is now returning after being severely affected due to the pandemic.
- Europe is going strong for ZENT, and the management is seeing a strong pipeline building up in this geography.

## Impact on margin

- An integral part of its strategy is to invest in sales, which will lead to a moderation in margin.
- With supply pressures coming up and the second round of wage hikes in Jul'21, margin would be impacted. However, levers in terms of offshoring and pyramid rationalization should help offset the same.
- Despite travel cost returning, the management is confident that it would not be similar to pre-COVID levels. EBITDA is expected to be at high-teen levels.

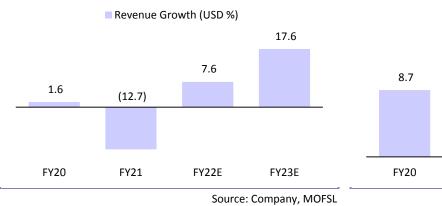
## **Talent resource**

- ZENT is fine tuning onboarding of freshers from colleges and has significantly increased its efforts to capture lateral talent as well.
- The company is extremely focused on Eastern Europe and has already started operations in Poland.
- The management stated that attrition rates have gone up across the industry and is watching this space closely.
- With an increase in the cost of lateral talent, it is exploring the possibility of a rate change with clients.

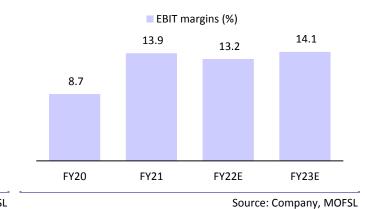
## **Capital allocation**

- The company is largely preserving cash to use in M&A opportunities.
- ZENT's dividend payout policy of 20-25% will continue.

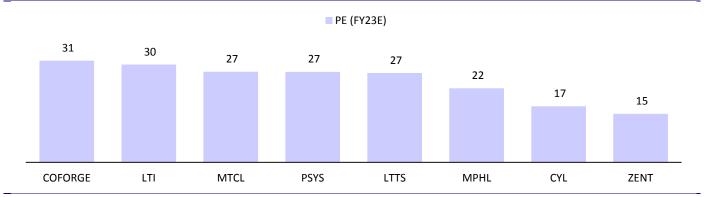
# Exhibit 1: ZENT to witness strong growth on the back of a revised strategy post the management change



# Exhibit 2: Increased investment in growth to moderate margin slightly and then rebound with growth



### Exhibit 3: ZENT trades at the lowest P/E multiple v/s its peers



Source: Company, MOFSL

## **Financials and valuations**

Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E
Sales	29,381	30,556	30,058	38,988	40,102	36,681	39,083	46,575
Change (%)	11.8	4.0	(1.6)	29.7	2.9	(8.5)	6.5	19.2
Cost of Services	20,168	21,603	21,220	27,626	28,756	24,417	26,034	30,646
SG&A Expenses	4,826	5,087	5,254	6,283	6,310	, 5,422	6,097	7,219
EBITDA	4,388	3,866	3,583	5,079	5,037	6,842	6,952	8,710
% of Net Sales	14.9	12.7	11.9	13.0	12.6	, 18.7	17.8	18.7
Depreciation	651	486	651	894	1,567	1,732	1,798	2,142
Interest	106	88	227	373	605	536	568	, 699
Other Income	178	172	202	502	435	367	391	466
Forex	360	21	463	291	449	-113	0	0
PBT	4,169	3,486	3,370	4,604	3,749	4,828	4,976	6,335
Тах	1,246	1,103	1,013	1,310	1,038	1,261	1,244	1,584
Rate (%)	29.9	31.6	30.1	28.5	27.7	26.1	25.0	25.0
Minority Interest	28	35	50	51	82	70	59	59
Net Income	2,896	2,348	2,306	3,243	2,629	3,497	3,673	4,692
Change (%)	9.4	-18.9	-1.8	40.6	-18.9	33.0	5.0	27.7
Balance Sheet								(INR m)
Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E
Share Capital	446	449	450	450	451	451	451	451
Reserves	12,205	14,267	16,239	18,973	20,900	23,423	25,807	28,853
Net Worth	12,651	14,716	16,689	19,424	21,351	23,874	26,259	29,304
Loans	1,481	1,306	60	2,578	2,886	-	0	0
Other liabilities	525	535	906	924	4,008	3,526	3,526	3,526
Capital Employed	14,658	16,556	17,655	22,925	28,244	27,401	29,785	32,830
Net Block	3,878	4,495	5,976	9,617	13,340	11,330	10,333	8,990
Other LT Assets	517	1,897	2,356	1,898	2,039	3,076	3,156	3,407
Curr. Assets	13,989	14,657	14,624	19,360	20,576	19,928	23,685	29,203
Current Investments	1,016	1,467	1,302	454	2,670	7,127	9,127	11,127
Inventories	1,259	1,127	1,060	985	941	0	0	0
Debtors	5,427	5,332	6,423	8,762	6,656	5,888	6,425	7,656

702

5,301

1,839

3,461

9,323

17,655

5,901

7,951

3,010

4,941

11,409

22,925

5,051

7,711

2,650

5,061

12,865

28,245

3,138

6,933

2,201

4,732

12,994

27,400

3,344

7,389

2,347

5,042

16,296

29,784

3,984

8,771

2,763

6,008

20,432

32,830

**Other Current Assets** 

Trade payables

Other liabilities

**Net Current Assets** 

**Application of Funds** 

Current Liab. and Prov.

2,371

3,725

1,643

1,790

10,263

14,658

736

4,493

1,753

2,740

10,164

16,556

## **Financials and valuations**

Ratios								
Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E
EPS	13.7	10.3	10.1	14.3	11.7	15.3	15.9	20.3
Cash EPS	16.8	12.5	13.0	18.2	18.6	22.9	23.6	29.5
Book Value	60.9	65.6	74.2	86.3	96.3	105.7	114.3	127.6
DPS	12.0	12.0	7.0	2.8	2.8	6.4	4.8	6.1
Payout (%)	87.5	116.1	69.0	19.6	24.0	41.8	30.2	30.2
Valuation (x)								
P/E	21.7	28.7	29.3	20.8	25.4	19.4	18.7	14.7
Cash P/E	17.7	23.8	22.8	16.3	15.9	13.0	12.6	10.1
EV/EBITDA	13.5	15.6	16.9	12.9	12.1	8.2	7.8	5.8
EV/Sales	2.0	2.0	2.0	1.7	1.5	1.5	1.4	1.1
Price/Book Value	4.9	4.5	4.0	3.4	3.1	2.8	2.6	2.3
Dividend Yield (%)	4.0	4.0	2.4	0.9	0.9	2.2	1.6	2.1
Profitability Ratios (%)								
RoE	25.0	17.2	14.7	18.0	12.9	15.5	14.7	16.9
RoCE	5.7	6.1	6.9	8.1	4.7	5.7	5.6	6.7
Turnover Ratios								
Debtors (Days)	67	64	78	82	61	59	60	60
Fixed Asset Turnover (x)	7.5	7.3	5.7	5.0	3.5	3.0	3.6	4.8
Cash Flow Statement								(INR m)
Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E
CF from Operations	3,805	3,244	3,298	4,183	4,508	5,432	5,990	7,126
Cash for Working Capital	-1,218	-201	-1,385	-2,622	2,354	3,148	-367	-741
Net Operating CF	2,587	3,043	1,913	1,561	6,862	8,580	5,623	6,385
Net Purchase of FA	-423	-349	-515	-517	-781	-393	-800	-800
Free Cash Flow	2,164	2,694	1,398	1,043	6,081	8,187	4,823	5,585
Net Purchase of Invest.	1	-1,552	-1,050	-1,894	-2,372	-4,890	-1,668	-1,593
Net Cash from Invest.	-422	-1,902	-1,565	-2,411	-3,153	-5,283	-2,468	-2,393
Proc. from equity issues	42	46	26	14	15	15	0	0
Proceeds from LTB/STB	-215	2,281	-922	-376	-502	-4,505	-851	-699
Dividend Payments	-969	-261	-626	-633	-1,228	-271	-1,289	-1,647
Cash Flow from Fin.	-1,142	2,066	-1,522	-995	-1,714	-4,761	-2,141	-2,346
Exchange difference	-14	-56	315	-32	4	-20	0	0
Net Cash Flow	1,009	3,151	-859	-1,877	1,999	-1,483	1,014	1,646
Opening Cash Bal.	1,835	2,845	5,996	5,137	3,259	5,258	3,775	4,789
Add: Net Cash	1,009	3,151	-859	-1,877	1,999	-1,483	1,014	1,646
Closing Cash Bal.	2,845	5,996	5,137	3,259	5,258	3,775	4,789	6,435

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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