FINANCIAL SERVICES

Estimate change	
TP change	1
Rating change	

Bloomberg	HCLT IN
Equity Shares (m)	2714
M.Cap.(INRb)/(USDb)	4181.2 / 50.4
52-Week Range (INR)	1555 / 1016
1, 6, 12 Rel. Per (%)	7/26/21
12M Avg Val (INR M)	3224

Financials & Valuations (INR b)

Y/E Mar	2024E	2025E	2026E
Sales	1,102	1,220	1,382
EBIT Margin (%)	18.5	18.8	19.2
PAT	160	183	213
EPS (INR)	58.9	67.5	78.3
EPS Gr. (%)	7.5	14.5	16.1
BV/Sh. (INR)	238	235	231
Ratios			
RoE (%)	24.6	28.6	33.7
RoCE (%)	22.7	26.3	31.0
Payout (%)	90.0	90.0	90.0
Valuations			
P/E (x)	26.2	22.9	19.7
P/BV (x)	6.5	6.6	6.7
EV/EBITDA (x)	16.8	14.9	12.9
Div Yield (%)	3.4	3.9	4.6

Shareholding pattern (%)

Sep-23	Jun-23	Sep-22
60.8	60.8	60.7
15.7	15.4	16.5
19.0	19.2	17.4
4.6	4.6	5.3
	60.8 15.7 19.0	60.8 60.8 15.7 15.4 19.0 19.2

FII Includes depository receipts

HCL Technologies

CMP: INR1,541 TP: INR1,880 (+22%)

Exceptional all-round performance

Buy

Implied 4Q guidance suggests a continuation of industry-leading growth

- HCL Technologies (HCLT) delivered a robust 3QFY24 performance, with a 6.0% QoQ revenue growth in constant currency (CC) terms, ahead of our estimate of +4.4%. This growth was driven by seasonal gains in HCL Software (P&P), which rose 34% QoQ. HCLT's Services grew 3.1% QoQ in CC terms (110bp ahead of MOFSLe), with healthy growth in both the IT and ER&D verticals. The TCV was at USD1.9b, down from 2Q's high base of USD4.0b. HCLT narrowed its FY24 USD revenue growth guidance to 5.0%-5.5% YoY in CC (vs. 5.0-6.0% YoY earlier, including ASAP) for both consolidated and Services segment.
- The EBIT margin also exceeded expectations at 19.8% (+130bp QoQ), led by HCL Software, which achieved 32.9% margin. The Services margin contracted 50bp QoQ though. HCLT retained its EBIT margin guidance band of 18-19%.
- We were impressed by the strong beat on both Services and P&P from the company, despite various macro headwinds that have led to a decline in growth among key competitors. More importantly, the implied 4Q guidance for the Services vertical indicates that it will grow next quarter despite lower deal wins and a high base. This is in contrast with peers who have indicated a tough quarter led by macro challenges. In our view, this should help HCLT narrow the valuation gap with our coverage universe.
- HCL Software delivered strong growth, even adjusted for the seasonality.The organic growth of 5.0% YoY was also one of the strongest performances it has delivered post-acquisition. With growth picking up in this business over the next two years, it can become a tailwind for the stock price.
- We forecast HCLT to deliver an FY24 USD CC revenue growth at the midpoint of its guidance, which should help it report a revenue CAGR of 9.8% over FY23-26. We project HCLT to deliver an FY24 margin near the mid-point of its guidance, and further improve it to 19.2% in FY26. This should lead to an INR PAT CAGR of 12.7% over FY23-26E.
- The strong growth guidance and margin performance in a weak demand environment should boost investor confidence on HCLT's business and reduce the valuation gap with larger Tier-1 peers. HCLT remains our top pick in the IT Services coverage for 2024.
- After the strong 3Q results and beat, we have raised our FY24-26E EPS by 3-4%. We reiterate our BUY rating with a TP of INR1,880, as we roll forward our P/E-based valuation to FY26 and assign a multiple of 24x.

Strong operating performance, but guidance disappointed

- HCLT posted revenue of USD3.4b, up 6.0% QoQ in CC (+5.9% QoQ reported), beating our estimates of +4.4% QoQ.
- Services business grew 3.1% QoQ in CC, led by IT Services (+1.9% QoQ in CC) and ER&D (+8.7% QoQ in CC, including ASAP's inorganic impact).

Mukul Garg - Research analyst (Mukul.Garg@MotilalOswal.com)

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.

- EBIT margin improved sharply by 120bp to 19.7%, beating our estimates of 60bp decline QoQ. The improvement was led by ER&D business (up 190bp QoQ), which largely offset the margin decline for the IT business (down 103bp QoQ) in 3QFY24.
- Services EBIT margin contracted 48bp QoQ, while P&P jumped 1,357bp QoQ (beating our estimates).
- Net employee count was up 3.7k post-two consecutive quarters of decline. Attrition at 12.8%, was down 140bp QoQ during the quarter.
- HCLT's PAT was at INR43.5b, up 13.5% QoQ and 120bp above our estimate of INR40b. This was fueled by HCLT's strong operating performance in 3Q.

Key highlights from the management commentary

- The inorganic contribution (ASAP integration) to the topline was ~110bp QoQ in 3QFY24, which translated into a consolidated organic USD growth of 4.8%; while ER&D and IT Services' organic growth stood at 2.5% and 2.0% QoQ, respectively.
- Telecom and Media growth was fueled by a large deal ramp-up, followed by Manufacturing aided by ASAP integration. The FSI declined due to higher furloughs.
- Management expects small projects in Gen AI to ramp up going forward. The company reported 30 wins in Gen AI-related projects.
- The pipeline remained healthy and well distributed across the large and midsized deals. The strong bookings beyond the mega deal wins, coupled with vendor consolidation opportunities, are driving the overall growth momentum.
- Management was confident enough to sustain the margin band and even aspired to achieve and sustain a 20% margin trajectory in the longer term.

Valuation and view: Our top pick in the IT Services coverage for 2024

- Higher exposure to Cloud, which comprises a larger share of non-discretionary spending, offers better resilience to its portfolio in the current context, with higher demand for Cloud, Network, Security, and Digital workplace services.
- Given its capabilities in the IMS and Digital space, along with strategic partnerships and investments in Cloud, we expect HCLT to emerge stronger on the back of healthy demand for these services in the medium term. The stock is trading at ~20x FY26E EPS, which offers a margin of safety. Our TP of INR1,880 is based on 24x FY26E EPS. We reiterate our **BUY** rating.

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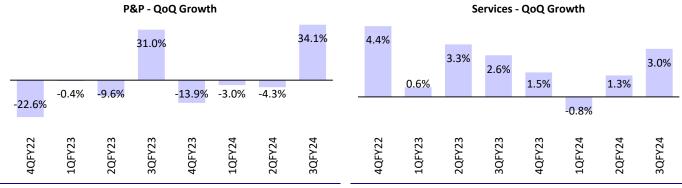
Y/E March		FY2	3			FY24	4E		FY23	FY24E	FY24	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE	-		3QE	(%/bp)
Revenue (USD m)	3,025	3,082	3,244	3,235	3,200	3,225	3,415	3,466	12,586	13,306	3,366	1.5
QoQ (%)	1.1	1.9	5.3	-0.3	-1.1	0.8	5.9	1.5	9.6	5.7	4.4	153bp
Revenue (INR b)	235	247	267	266	263	267	284	288	1,015	1,102	280	1.5
YoY (%)	16.9	19.5	19.6	17.7	12.1	8.0	6.5	8.1	18.5	8.6	5.0	153bp
GPM (%)	35.8	35.8	37.4	36.5	35.6	36.2	36.7	36.3	36.4	36.2	35.6	113bp
SGA (%)	12.9	12.2	12.0	12.8	13.6	12.4	11.5	12.3	12.5	12.4	12.6	-110bp
EBITDA	50	54	63	59	55	60	67	64	226	246	60	11.1
EBITDA margin (%)	21.1	22.0	23.7	22.3	20.8	22.3	23.6	22.4	22.3	22.3	21.5	204bp
EBIT	40	44	52	48	45	49	56	53	185	203	50	11.8
EBIT margin (%)	17.0	17.9	19.6	18.2	17.0	18.5	19.7	18.5	18.2	18.5	17.9	182bp
Other income	3	2	1	4	2	2	3	3	10	10	3	-7.6
ETR (%)	24.3	23.9	23.8	23.4	24.8	25.3	25.9	24.0	23.8	25.0	24.0	193bp
Adjusted PAT	33	35	41	40	35	38	44	43	148	160	40	7.9
QoQ (%)	-8.7	6.3	17.4	-2.8	-11.2	8.4	13.5	-2.0			5.2	834bp
YoY (%)	2.1	6.9	19.0	10.8	7.6	9.8	6.2	7.1	9.9	7.6	-1.6	781bp
EPS	12.1	12.9	15.1	14.7	13.0	14.1	16.0	15.7	54.8	58.9	14.9	7.9

Key performance indicators

Y/E March		FY2	3			FY24		FY23	FY24E
	1Q	2Q	3Q	4Q	1Q	2Q	3Q		
Revenue (QoQ CC %)	2.7	3.8	5.0	-1.2	-1.3	1.0	6.0		
Costs (as a percentage of revenue)									
COGS	64.2	64.2	62.6	63.5	64.4	63.8	63.3	63.6	63.8
SGA	12.9	12.2	12.0	12.8	13.6	12.4	11.5	12.5	12.4
Margins									
Gross margin	35.8	35.8	37.4	36.5	35.6	36.2	36.7	36.4	36.2
EBIT margin	17.0	17.9	19.6	18.2	17.0	18.5	19.7	18.2	18.5
Net margin	14.0	14.1	15.3	15.0	13.4	14.4	15.3	14.6	14.5
Operating metrics									
Headcount (k)	211	219	222	226	223	221	225	226	
Attrition (%)	23.8	23.8	21.7	19.5	16.3	14.2	12.8	19.5	
Key verticals (YoY CC %)									
BFSI	16.4	15.4	8.8	9.6	14.4	12.5	12.9	12.4	
Manufacturing	19.1	21.8	21.2	11.8	16.5	3.3	5.8	18.3	
Key geographies (YoY CC %)									
North America	17.5	18.2	12.3	10.0	7.3	3.9	6.7	14.4	
Europe	22.5	21.8	23.3	14.6	10.5	3.9	1.7	20.5	

Exhibit 1: Seasonality in the P&P led to 34% QoQ growth

Exhibit 2: Service business recovered sharply



Source: MOFSL, Company

Source: MOFSL, Company



Key highlights from management commentary

Demand and industry outlook

- The inorganic contribution (ASAP integration) to the topline was ~110bp QoQ in 3QFY24, which translated into a consolidated organic USD growth of 4.8%; while ER&D and IT Services' organic growth stood at 2.5% and 2% QoQ, respectively.
- Telecom and Media growth was fueled by a large deal ramp-up, followed by Manufacturing aided by ASAP integration. The FSI declined due to higher furloughs.
- Management expects small projects in Gen AI to ramp up going forward. The company reported 30 wins in Gen AI-related projects.
- The pipeline remained healthy and well distributed across the large and midsized deals. The strong bookings beyond the mega deal wins, coupled with vendor consolidation opportunities, are driving the overall growth momentum. The company is also witnessing strong traction around big tech clients, and many of them are growing above the company's average growth rate.
- Management has been confident to sustain the growth momentum for the ER&D business. Although the ER&D spending has not witnessed any meaningful increase, it is the earlier investments in capabilities that are enabling the company to participate in the broader service lines and geographies.
- Management was confident to deliver a healthy growth in 4QFY24 over a 3Q high base, due to: (1) the absence of furloughs, (2) continued momentum in the ER&D and other portfolio businesses, and (3) continued ramp-up of mega deals. The P&P business would normalize in 4Q from a seasonal uptick in 3Q, despite the fact that management believes the service business growth will achieve the upper end of the ask-rate band.
- Management indicted that the P&P business is gradually progressing from the earlier trend of muted growth. The P&P business delivered a 5% YoY growth in CC terms in 3Q, which is expected to improve even further. The strategy has been playing out well in transforming the part of the P&P portfolio from a perpetual license model to a subscription & support model.

Margin performance

- The third quarter has witnessed exceptional margin improvement for the consolidated business. The substantial growth in P&P drove the sharp improvement (186bp QoQ) in margin, which was partly offset by the ~50bp QoQ decline in the Service business, although ER&D contributed quite meaningfully to the margin improvement.
- Management was confident enough to sustain the margin band and even aspired to achieve and sustain a 20% margin trajectory in the longer term.

Geographies	Contribution to revenue (%)	CC QoQ growth (%)	CC YoY growth (%)
Americas	64.5	3.1	6.7
Europe	29.0	5.0	1.7
RoW	6.4	-5.3	-7.5
		2	uraal Company MC

Exhibit 3: Strong growth in key geographies

Source: Company, MOFSL

Verticals	Contribution to revenue (%)	CC QoQ growth (%)	CC YoY growth (%)
Financial Services	21.7	-1.3	12.9
Manufacturing	20.1	7.6	5.8
Technology	12.8	0.5	-9.2
Life Sciences and Healthcare	16.4	-3.2	0.5
Telecom MP&E	9.7	25.9	8.3
Retail and CPG	9.6	2.9	11.7
Public Services	9.7	0.7	-0.6
		, ,	ource: Company

Source: Company, MOFSL

Segments	Contribution to revenue (%)	CC QoQ growth (%)	CC YoY growth (%)
IT and Business Services	71.7	1.9	4.3
Engineering and R&D Services	16.4	8.7	3.6
HCL Software (P&P)	11.9	32.0	5.0

Source: Company, MOFSL

Valuations offer a margin of safety

- Higher exposure to Cloud, which comprises a larger share of non-discretionary spending, offers better resilience to its portfolio in the current context, with higher demand for Cloud, Network, Security, and Digital workplace services.
- Given its capabilities in the IMS and Digital space, along with strategic partnerships and investments in Cloud, we expect HCLT to emerge stronger on the back of healthy demand for these services in the medium term. The stock is trading at ~20x FY26E EPS, which offers a margin of safety. Our TP of INR1,880 is based on 24x FY26E EPS. We reiterate our **BUY** rating.

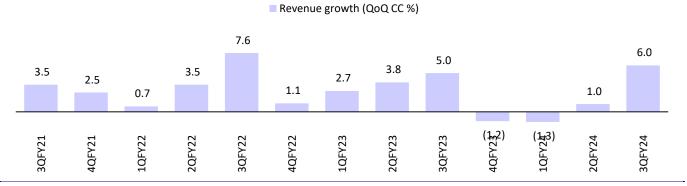
Revised Earlier Change FY24E FY25E **FY26E** FY24E FY25E FY26E FY24E FY25E **FY26E** USD:INR 82.8 83.0 83.0 0.0% 0.0% 0.0% 82.8 83.0 83.0 Revenue (USD m) 13,306 14,701 16,645 13,169 14,325 16,016 1.0% 2.6% 3.9% Growth (%) 5.7 10.5 13.2 4.6 8.8 11.8 110bps 170bps 140bps EBIT margin (%) 18.5 18.8 19.2 17.9 18.5 19.2 50bps 20bps 10bps 176 PAT (INR b) 160 183 213 155 204 3.0% 3.9% 4.3% 57.2 EPS 58.9 67.5 78.3 65.0 75.1 3.0% 3.8% 4.3%

Exhibit 6: Revisions to our estimates

Source: MOFSL

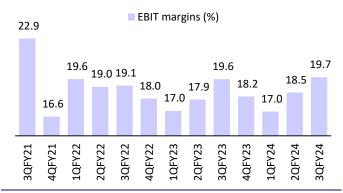
Story in charts

Exhibit 7: HCLT reported strong 6% sequential revenue growth in CC



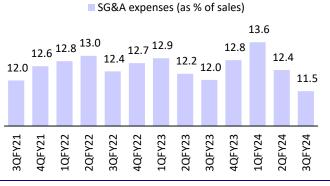
Source: Company, MOFSL

Exhibit 8: Margin surged 120bp QoQ in 3QFY24



Source: Company, MOFSL

Exhibit 10: SG&A expenses moderated further in 3QFY24



Source: Company, MOFSL

Exhibit 9: Gross margin improved 50bp QoQ

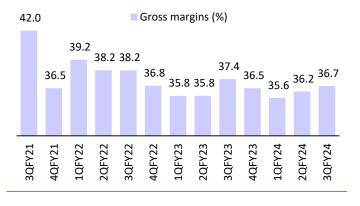
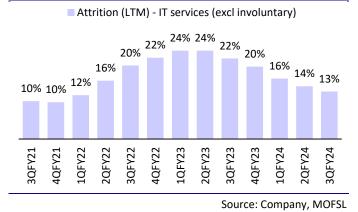


Exhibit 11: Attrition moderated 100bp in 3QFY24



Operating metrics

Exhibit 12: Operating metrics

	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	1QFY24	2QFY24	3QFY24		
Service-wise (%)											
IT and Business Services	70.6	73.4	72.8	73.6	71.7	73.8	74.7	74.6	71.7		
Engineering and R&D Services	15.9	16.4	16.6	17.0	16.6	16.1	15.4	16.0	16.4		
Products and Platform	13.5	10.3	10.6	9.4	11.7	10.1	9.9	9.4	11.9		
Vertical-wise (%)											
BFSI	21.4	21.6	21.1	20.6	19.9	21.2	22.6	22.6	21.7		
Manufacturing	17.5	18.0	18.3	18.3	18.3	19.0	19.0	19.0	20.1		
Technology and Services	18.4	17.5	15.4	15.4	15.4	14.4	14.4	14.4	12.8		
Retail and CPG	10.8	9.8	9.4	9.2	8.9	9.0	9.1	9.6	9.6		
Telecom MP&E	8.4	9.0	9.2	9.2	9.4	8.8	7.6	8.0	9.7		
Life Sciences	16.1	16.2	16.4	16.5	17.1	17.5	17.5	17.5	16.4		
Public Services	10.3	10.5	10.2	10.2	10.2	10.2	10.0	9.9	9.7		
Geography-wise (%)											
US	63.4	63.1	63.1	64.8	63.5	63.8	64.5	64.5	64.5		
Europe	28.7	28.7	28.6	27.5	29.1	28.9	28.7	28.5	29.0		
RoW	7.9	8.2	8.3	7.7	7.4	7.3	6.8	7.0	6.4		
Client-wise (%)											
Top five clients	12.2	11.6	11.2	10.7	10.3	10.1	9.8	9.8	9.8		
Top 10 clients	20.3	19.8	19.4	18.8	18.2	17.7	17.2	17.2	17.7		
Top 20 clients	29.4	29.1	28.9	28.6	28.2	27.8	27.2	27.3	28.0		

Source: Company, MOFSL:

Financials and valuations

Income Statement		51/20	51/24	51/22	51/22	EV(2.4.E	EV/2EE	(INR b
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
Sales	604	707	754	857	1,015	1,102	1,220	1,382
Change (%)	19.5	17.0	6.7	13.6	18.5	8.6	10.7	13.2
Cost of Goods Sold	393	453	467	546	662	719	790	886
Gross Profit	212	254	287	311	353	383	430	495
Selling and Admin Exp.	72	87	93	109	127	137	152	173
EBITDA	140	167	193	202	226	246	278	323
As a percentage of Net Sales	23.1	23.6	25.6	23.6	22.3	22.3	22.8	23.3
Depreciation	21	28	40	40	41	42	49	57
EBIT	118	139	153	162	185	203	229	266
As a percentage of Net Sales	19.6	19.6	20.4	18.9	18.2	18.5	18.8	19.2
Other Income	8	2	7	8	10	10	12	14
РВТ	126	140	160	170	195	213	241	280
Тах	25	29	41	34	46	53	58	67
Rate (%)	19.6	20.9	25.4	20.3	23.8	25.0	24.0	24.0
PAT	101	111	119	136	148	160	183	213
Net Income	101	111	119	135	148	160	183	213
Change (%)	15.3	9.3	7.4	13.7	9.9	7.6	14.6	16.1
Balance Sheet								(INR b
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
Reserves	422	517	615	620	654	646	636	626
Net Worth	422	517 517	615 615	620 620	654	646 646	636	626
	422		39		21	21		020
Loans Other lie hilities	15	51	39	39				21
Other liabilities			FF				21	21
Constal Engelsugal	-	55	55	43	45	46	49	53
Capital Employed	477	623	709	43 703	45 720	46 713	49 706	53 699
Gross Block	477 335	623 511	709 546	43 703 560	45 720 596	46 713 640	49 706 689	53 699 744
Gross Block Less: Depreciation	477 335 100	623 511 128	709 546 168	43 703 560 208	45 720 596 249	46 713 640 292	49 706 689 341	53 699 744 397
Gross Block Less: Depreciation Net Block	477 335 100 235	623 511 128 383	709 546 168 378	43 703 560 208 352	45 720 596 249 347	46 713 640 292 348	49 706 689 341 348	53 699 744 397 347
Gross Block Less: Depreciation Net Block Other assets	477 335 100 235 57	623 511 128 383 65	709 546 168 378 69	43 703 560 208 352 57	45 720 596 249 347 51	46 713 640 292 348 52	49 706 689 341 348 54	53 699 744 397 347 57
Gross Block Less: Depreciation Net Block Other assets Investments	477 335 100 235 57 55	623 511 128 383 65 105	709 546 168 378 69 140	43 703 560 208 352 57 85	45 720 596 249 347 51 112	46 713 640 292 348 52 112	49 706 689 341 348 54 112	53 699 744 397 347 57 112
Gross Block Less: Depreciation Net Block Other assets Investments Curr. Assets	477 335 100 235 57 55 243	623 511 128 383 65 105 279	709 546 168 378 69 140 291	43 703 560 208 352 57 85 397	45 720 596 249 347 51 112 425	46 713 640 292 348 52 112 434	49 706 689 341 348 54 112 451	53 699 744 397 347 57 112 476
Gross Block Less: Depreciation Net Block Other assets Investments Curr. Assets Debtors	477 335 100 235 57 55 243 146	623 511 128 383 65 105 279 178	709 546 168 378 69 140 291 175	43 703 560 208 352 57 85 397 207	45 720 596 249 347 51 112 425 255	46 713 640 292 348 52 112 434 275	49 706 689 341 348 54 112 451 302	53 699 744 397 347 57 112 476 339
Gross Block Less: Depreciation Net Block Other assets Investments Curr. Assets Debtors Cash and Bank Balance	477 335 100 235 57 55 243 146 59	623 511 128 383 65 105 279 178 38	709 546 168 378 69 140 291 175 65	43 703 560 208 352 57 85 397 207 105	45 720 596 249 347 51 112 425 255 91	46 713 640 292 348 52 112 434 275 73	49 706 689 341 348 54 112 451 302 53	53 699 744 397 347 57 112 476 339 29
Gross Block Less: Depreciation Net Block Other assets Investments Curr. Assets Debtors	477 335 100 235 57 55 243 146	623 511 128 383 65 105 279 178	709 546 168 378 69 140 291 175	43 703 560 208 352 57 85 397 207	45 720 596 249 347 51 112 425 255	46 713 640 292 348 52 112 434 275	49 706 689 341 348 54 112 451 302	53 699 744 397 347 57 112
Gross Block Less: Depreciation Net Block Other assets Investments Curr. Assets Debtors Cash and Bank Balance	477 335 100 235 57 55 243 146 59	623 511 128 383 65 105 279 178 38	709 546 168 378 69 140 291 175 65	43 703 560 208 352 57 85 397 207 105 85 188	45 720 596 249 347 51 112 425 255 91	46 713 640 292 348 52 112 434 275 73 86 233	49 706 689 341 348 54 112 451 302 53 96 258	53 699 744 397 347 57 112 476 339 29
Gross Block Less: Depreciation Net Block Other assets Investments Curr. Assets Debtors Cash and Bank Balance Other Current Assets	477 335 100 235 57 55 243 146 59 37	623 511 128 383 65 105 279 178 38 64	709 546 168 378 69 140 291 175 65 50	43 703 560 208 352 57 85 397 207 105 85	45 720 596 249 347 51 112 425 255 91 80	46 713 640 292 348 52 112 434 275 73 86	49 706 689 341 348 54 112 451 302 53 96	53 699 744 397 347 57 112 476 339 29 29

Financials and valuations

Ratios								
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
Diluted (INR)								
EPS	36.8	40.7	43.8	49.8	54.8	58.9	67.5	78.3
Cash EPS	44.6	51.2	58.5	64.6	70.1	74.5	85.4	99.2
Book Value	153.5	190.4	226.7	228.6	241.6	238.5	235.0	231.0
DPS	4.0	8.0	26.0	44.0	48.0	53.0	60.7	70.5
Payout (%)	50.4	19.6	59.4	88.3	87.6	90.0	90.0	90.0
Valuation (x)								
P/E	42.0	37.9	35.2	31.0	28.2	26.2	22.9	19.7
Cash P/E	34.6	30.1	26.4	23.9	22.0	20.7	18.1	15.6
EV/EBITDA	30.2	25.2	21.5	20.4	18.2	16.8	14.9	12.9
EV/Sales	7.0	5.9	5.5	4.8	4.0	3.7	3.4	3.0
Price/Book Value	10.1	8.1	6.8	6.7	6.4	6.5	6.6	6.7
Dividend Yield (%)	0.3	0.5	1.7	2.9	3.1	3.4	3.9	4.6
Profitability Ratios (%)								
RoE	25.6	23.6	21.0	21.9	23.3	24.6	28.6	33.7
RoCE	22.8	21.3	18.7	19.6	21.1	22.7	26.3	31.0
Turnover Ratios								
Debtors (Days)	88	92	85	88	92	91	90	90
Asset Turnover (x)	2.6	1.8	2.0	2.4	2.9	3.2	3.5	4.0
Cash Flow Statement								(INR b)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E	FY26E
CF from Operations	123	149	166	174	193	202	232	269
Chg. in Working Capital	-34	-16	30	-5	-13	-8	-11	-15
Net Operating CF	88	134	196	169	180	195	221	254
Net Purchase of FA	-61	-18	-18	-16	-14	-44	-49	-55
Net Purchase of Invest.	29	-105	-40	30	-25	0	0	0
Net Cash from Inv.	-32	-124	-57	15	-39	-44	-49	-55
Issue of shares/other adj.	0	0	0	0	0	0	0	0
Proceeds from LTB/STB	35	-15	-79	-31	-29	0	0	0
Dividend Payments	-51	-16	-33	-114	-130	-168	-192	-223
Net CF from Finan.	-16	-32	-112	-145	-159	-168	-192	-223
Free Cash Flow	28	115	179	153	166	150	172	199
Net Cash Flow	41	-22	27	39	-18	-18	-20	-24
Forex difference	5	0	1	1	4	0	0	0
Opening Cash Balance	13	60	38	66	106	91	74	54
Closing Cash Balance	60	38	66	106	91	74	54	29

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Investment Rating	Expected return (over 12-month)	
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SELL	< - 10%	
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UNDER REVIEW	Rating may undergo a change	
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