

# Coforge

| Estimate change | 1          |
|-----------------|------------|
| TP change       | 1          |
| Rating change   | <b>(-)</b> |

| Bloomberg             | COFORGE IN  |
|-----------------------|-------------|
| Equity Shares (m)     | 67          |
| M.Cap.(INRb)/(USDb)   | 504.1 / 6   |
| 52-Week Range (INR)   | 7649 / 4287 |
| 1, 6, 12 Rel. Per (%) | 16/36/27    |
| 12M Avg Val (INR m)   | 2932        |

#### Financials & Valuations (INR b)

|                  | •     |       |       |
|------------------|-------|-------|-------|
| Y/E Mar          | FY25E | FY26E | FY27E |
| Sales            | 120.8 | 150.7 | 174.0 |
| EBIT Margin (%)  | 12.6  | 15.0  | 15.7  |
| PAT              | 9.8   | 16.0  | 19.5  |
| EPS (INR)        | 147.9 | 240.5 | 292.6 |
| Adj. PAT         | 9.8   | 16.0  | 19.5  |
| Adj. EPS (INR)   | 147.1 | 239.2 | 291.0 |
| Adj. EPS Gr. (%) | 10.4  | 62.6  | 21.7  |
| BV/Sh. (INR)     | 621.8 | 732.8 | 877.1 |
| Ratios           |       |       |       |
| RoE (%)          | 24.6  | 34.9  | 35.7  |
| RoCE (%)         | 23.3  | 30.8  | 31.7  |
| Payout (%)       | 50.0  | 50.0  | 50.0  |
| Valuations       |       |       |       |
| P/E (x)          | 51.4  | 31.6  | 26.0  |
| P/BV (x)         | 12.2  | 10.3  | 8.6   |
| EV/EBITDA (x)    | 25.1  | 18.0  | 14.9  |
| Div Yield (%)    | 1.0   | 1.6   | 1.9   |
|                  |       |       |       |

#### Shareholding pattern (%)

| As On    | Sep-24 | Jun-24 | Sep-23 |
|----------|--------|--------|--------|
| Promoter | 0.0    | 0.0    | 0.0    |
| DII      | 48.2   | 47.3   | 54.3   |
| FII      | 42.1   | 41.4   | 34.4   |
| Others   | 9.8    | 11.3   | 11.4   |

FII Includes depository receipts

CMP: INR7,558 TP: INR10,000 (+32%) BUY

## A blazing quarter

#### Growth across the board and a strong start to Cigniti integration

terms, above our estimate of 4.3%. It reported an organic CC QoQ growth of 5.5% (consol. CC QoQ growth of 26.3%). Consol. revenue stood at USD369.4m (up 26.8% QoQ/32.8% YoY). Organic order intake of USD448m in 2Q with three large deals, resulting in a robust organic 12-month executable order book of USD1,105m (+18% YoY). Organic EBIT margin, adjusted for transaction-related costs of INR201m, came in at 12.2% (est. 12.5%). Organic adj. PAT stood at INR1.8b (+39.5% QoQ/2.7% YoY) due to lower SG&A costs and higher other income. The company's revenue grew 10.4% in 1HFY25, while EBIT/PAT declined 0.7%/12.4% vs. 1HFY24 in organic terms. We expect revenue/EBIT/PAT to grow organically by 19.0%/20.6%/17.0% YoY in 2HFY25. We reiterate our BUY rating on COFORGE with a TP of INR10,000, implying a 32% potential upside.

#### Our view: Coforge in pole position to participate in recovery

- COFORGE had a robust quarter, to lead the industry on the growth front: COFORGE's organic growth was broad-based across BFS, Insurance, and Travel. Order intake was quite healthy too, up 43% QoQ. We believe COFORGE's organic business is in great shape, and its executable order book over the next 12 months (up 18% YoY) provides confidence in FY25 growth. Further, its presence in high growth verticals in a recovering demand environment positions it as a growth leader alongside Persistent.
- Not just margins, but Cigniti growth could surprise on the upside too:. While the EBITDA margin expansion from 12.6% in Q1 to 16.2% in Q2 was the key highlight, Cigniti's growth numbers were an even bigger surprise. Cigniti reported revenue growth of 6.1% sequentially.
- COFORGE believes it can extract further synergies and expand margin to over 18% by 4QFY25. Further, early cross-selling initiatives between COFORGE and Cigniti indicate that COFORGE could engineer a growth turnaround at Cigniti earlier than expected.
- Demand turnaround now certain, COFORGE a key beneficiary: The 2Q earnings season corroborates our thesis that demand is recovering, and COFORGE's offerings and vertical exposures put it in pole position to lead growth. It continues to be our top pick, as detailed in our IMPACT framework analysis (Exhibit 3).

#### Valuation and changes to our estimates

We integrate Cigniti numbers in our financial model, and we now assume 80% ownership of Cigniti by FY25E and 100% ownership beyond FY26E. We value COFORGE organically at 40x Sep'26E EPS (vs. 38x earlier) and value the Cigniti business at 25x Sep'26E EPS. This SOTP-based approach yields a rounded TP of INR10,000 (INR8,700 for COFORGE and INR1,300 for Cigniti). We reiterate our BUY rating on the stock with a TP of INR10,000, implying a 32% potential upside.

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Our FY25E adj. PAT has reduced on account of higher-than-expected RSU costs and one-offs; otherwise we have raised our organic estimates by 3% to 7% for FY25/FY26/FY27, driven by the company's higher-than-expected organic growth. We believe the company's healthy executable order book and a rebound in BFS client spending bode well for its organic business. Cigniti could prove to be an effective long-term asset.

# Significant beat on revenue (both organic and Cigniti included), margins miss; organic deal-win TCV up 43% QoQ

- COFORGE's organic USD revenue grew 6.3% QoQ (est. 4.3% QoQ). Organically, growth was led by the insurance vertical (+8.4% QoQ), followed by transportation, which was up 5.8% QoQ. BFS grew 4.7% QoQ during the quarter.
- Organic order intake was USD448m (consol. order intake at USD516m), returning to its normal run rate (43% QoQ). Organic 12-month executable order book rose 18% YoY at USD1,105m (consol. Order book stood at USD1,305m). It added nine (13 clients on a consol. basis) new clients organically in 2Q.
- Cigniti's EBITDA margin stood at 16%, above consensus estimates.
- Organic EBIT margin for COFORGE was 12.2% (barring transaction-related expenses), below our estimates of 12.5%
- Organic adj. EBITDA (pre-RSU) rose 21.6% QoQ/1.4% YoY to INR4.0b and EBITDA margin (pre-RSU) came in at 15.8%, up 190bp QoQ.
- Utilization grew 60bp QoQ to 82.2%. Net employee addition stood at 5,871, up
   5.4% QoQ. Attrition inched up 30bp QoQ at 11.7%
- Organic Adj. PAT came in at INR1.8b (est. INR2.3b), up 39.5% QoQ/2.7% YoY
- The Board declared a dividend of INR19 per share.

#### Key highlights from the management commentary

- Headcount additions and a strong large-deal pipeline give confidence in robust and sustained growth in the coming quarters.
- The Cigniti acquisition is now fully operationally integrated.
- The management is confident of a strong growth story for the next seven years, which is built upon: 1) a much more diversified organization compared to the last 7 years (reduced airline exposure); 2) growth vectors primarily driven by industry build in product engineering, in cloud services, in data services, and experience-based technologies; and 3) an expanded geographical mix.
- This was an exceptionally strong quarter for COFORGE. The quarter validates three key assertions made at the beginning of the year: 1) the credibility of Cigniti's business is strong, and synergies will be realized, 2) despite stopping annual guidance, organic COFORGE growth remains strong, and 3) the first management team to announce a positive turnaround in demand.
- The go-to-market (GTM) engine is already in place, headed by a COFORGE leader.
- In the GCC space, the company has seen strong activity. GCCs are led by leaders of Indian origin who have risen through the ranks. The company has built GCC capabilities and is in the process of creating virtual GCCs. The sales plan includes both micro and mega GCCs.
- Large deal velocity remains strong, with three large deals signed during the quarter. The vertical mix has evolved, with notable traction in newer verticals such as healthcare and increased activity in product engineering. COFORGE is also widening the funnel and expanding geographical presence.

Exhibit 1: SoTP-based TP at INR10,000

| SoTP valuation            | EPS (Sep'26) | Target Multiple | Target Price |
|---------------------------|--------------|-----------------|--------------|
| COFORGE Organic           | 215          | 40              | 8700         |
| Cigniti                   | 45           | 25              | 1300         |
| Consolidated TP (Rounded) |              |                 | 10,000       |

Source: MOFSL

Exhibit 2: HCLT and LTIM lead in the IMPACT ranking among Tier-1 companies

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

Source: MOFSL

Exhibit 3: PSYS and COFORGE lead in the IMPACT ranking among Tier-2 companies

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

Source: MOFSL

### Valuation and view:

We integrate Cigniti numbers in our financial model, and we now assume 80% ownership of Cigniti by FY25E and 100% ownership beyond FY26E. We value COFORGE organically at 40x Sep'26E EPS (vs. 38x earlier) and value the Cigniti business at 25x Sep'26E EPS. This SOTP-based approach yields a rounded TP of INR10,000 (INR8,700 for COFORGE and INR1,300 for Cigniti). We reiterate our BUY rating on the stock with a TP of INR10,000, implying a 32% potential upside.

| Quarterly Performance (IND-AS) |        |        |           |        |        |        |        |        |        | (INR m)  |
|--------------------------------|--------|--------|-----------|--------|--------|--------|--------|--------|--------|----------|
| Y/E March                      |        | FY2    | 24        |        |        | FY2    | 5E     |        | FY24   | FY25E    |
| (Consolidated)                 | 1Q     | 2Q     | <b>3Q</b> | 4Q     | 1Q     | 2Q*    | 3QE    | 4QE    |        |          |
| Rev. (USD m)                   | 272    | 278    | 282       | 287    | 291    | 369    | 386    | 402    | 1,119  | 1,449    |
| QoQ (%)                        | 2.8    | 2.3    | 1.4       | 1.7    | 1.6    | 26.8   | 4.5    | 4.3    | 11.7   | 29.5     |
| Revenue (INR m)                | 22,210 | 22,762 | 23,233    | 23,585 | 24,008 | 30,623 | 32,411 | 33,792 | 91,790 | 1,20,833 |
| YoY (%)                        | 21.4   | 16.2   | 13.0      | 8.7    | 8.1    | 34.5   | 39.5   | 43.3   | 14.5   | 31.6     |
| GPM (%)                        | 30.7   | 32.5   | 33.1      | 34.1   | 33.0   | 32.4   | 35.0   | 35.0   | 32.6   | 33.9     |
| SGA (%)                        | 14.7   | 14.9   | 15.1      | 15.5   | 19.1   | 16.5   | 15.1   | 15.1   | 15.1   | 16.2     |
| EBITDA (INRm)                  | 3,329  | 3,473  | 4,012     | 4,163  | 3,134  | 4,640  | 5,834  | 6,083  | 14,977 | 19,690   |
| EBITDA Margin (%)              | 15.0   | 15.3   | 17.3      | 17.7   | 13.1   | 15.2   | 18.0   | 18.0   | 16.3   | 16.3     |
| EBIT (INRm)                    | 2,572  | 2,701  | 3,201     | 3,317  | 2,319  | 3,397  | 4,641  | 4,894  | 11,791 | 15,251   |
| EBIT Margin (%)                | 11.6   | 11.9   | 13.8      | 14.1   | 9.7    | 11.1   | 14.3   | 14.5   | 12.8   | 12.6     |
| Other income                   | -152   | -295   | -257      | -452   | -272   | -262   | -218   | -228   | -1,156 | -980     |
| ETR (%)                        | 20.0   | 21.9   | 17.5      | 19.7   | 31.9   | 25.5   | 25.2   | 25.2   | 19.7   | 26.2     |
| Minority Interest              | -104.0 | -69.0  | -48.0     | -55.0  | -61.0  | -314.0 | -275.2 | -123.2 | -276.0 | -773.4   |
| Adj. PAT                       | 1,831  | 1,809  | 2,380     | 2,246  | 1,332  | 2,022  | 3,034  | 3,369  | 8,266  | 9,757    |
| QoQ (%)                        | -21.3  | -1.2   | 31.6      | -5.6   | -40.7  | 51.8   | 50.1   | 11.0   |        |          |
| YoY (%)                        | 22.0   | -10.3  | 4.3       | -3.5   | -27.3  | 11.8   | 27.5   | 50.0   | 1.7    | 18.0     |
| Adj. EPS (INR)                 | 29.2   | 29.0   | 38.1      | 36.2   | 20.8   | 30.1   | 45.2   | 50.2   | 133.2  | 147.1    |

Source: MOFSL estimates; \*Financial figures for 2QFY25 onwards are taken on consolidated basis which includes organic and Cigniti results.

#### **Key Performance Indicators**

| Y/E March                   |        | FY2    | 24     |        | FY25   | 5      | FY24   |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|
|                             | 1Q     | 2Q     | 3Q     | 4Q     | 1Q     | 2Q*    |        |
| Revenue (QoQ CC %)          | 2.7    | 2.3    | 1.8    | 1.9    | 1.6    | 26.3   |        |
| Margins                     |        |        |        |        |        |        |        |
| Gross Margin                | 30.7   | 32.5   | 33.1   | 34.1   | 33.0   | 32.4   | 32.6   |
| EBIT Margin                 | 11.6   | 11.9   | 13.8   | 14.1   | 9.7    | 11.1   | 12.8   |
| Net Margin                  | 8.2    | 7.9    | 10.2   | 9.5    | 5.5    | 6.6    | 9.0    |
| Operating metrics           |        |        |        |        |        |        |        |
| Headcount                   | 24,224 | 24,638 | 24,607 | 24,726 | 26,612 | 32,483 | 24,726 |
| Attrition (%)               | 13.3   | 13.0   | 12.1   | 11.5   | 11.4   | 11.7   | 11.5   |
| Deal Win TCV (USD b)        | 531    | 313    | 354    | 774    | 314    | 516    | 774    |
| Key Verticals (YoY USD %)   |        |        |        |        |        |        |        |
| BFS                         | 20.0   | 12.3   | 16.0   | 17.9   | 9.6    | 23.6   | 16.5   |
| Insurance                   | 11.4   | 9.7    | 11.5   | 5.5    | 1.5    | 12.3   | 9.5    |
| Travel and Transport        | 8.6    | 8.0    | 3.3    | 1.5    | 4.9    | 30.0   | 5.3    |
| Key Geographies (YoY USD %) |        |        |        |        |        |        |        |
| North America               | 10.3   | 8.5    | 6.1    | 7.1    | 7.6    | 48.2   | 8.0    |
| Europe                      | 19.1   | 13.5   | 11.2   | 9.8    | 7.5    | 15.7   | 13.2   |

<sup>\*</sup>Financial figures for 2QFY25 are taken on consolidated basis which includes organic and Cigniti results.



### **Key highlights from the management commentary**

## **Demand outlook**

- The growth story of COFORGE is 29 quarters old, driven by intense execution capability. The next seven years are expected to be even better than the last seven years. Headcount additions and a strong large-deal pipeline give confidence in robust and sustained growth in the coming quarters.
- The confidence in strong growth story emanates from: 1) a much more diversified organization compared to the last seven years (reduced airline exposure), 2) growth vectors primarily driven by industry build in product engineering, cloud services, data services, and experience-based technologies, and 3) an expanded geographical mix.
- This was an exceptionally strong quarter for COFORGE. The quarter validates three key assertions made at the beginning of the year: 1) the credibility of

- Cigniti's business is strong, and synergies will be realized, 2) despite stopping annual guidance, organic COFORGE growth remains strong, and 3) the first management team to annuance a positive turnaround in demand.
- Growth was evenly spread across all verticals. All verticals are expected to deliver growth going forward. The GTM engine is already in place, headed by a COFORGE leader.
- Order intake exceeded USD300m in the last 10 consecutive quarters. In 2Q, order intake totaled USD516m, of which USD67m came from Cigniti.
- Large deal velocity remains strong, with three large deals signed during the quarter. The vertical mix has evolved, with notable traction in newer verticals like healthcare, and increased activity in product engineering. COFORGE is also widening the funnel and expanding geographical presence.
- The Cigniti acquisition is now fully operationally integrated.
- BFS: BFS is expected to achieve double-digit growth in the coming quarters. While uncertainty in the sector continues, clients are increasing tech spending on IT, cloud, and data.
- Emerging spending areas include financial crime prevention, digital compliance initiatives in the UK, and open banking initiatives (ramping up in the US). The legacy modernization agenda is being driven by GenAI. Significant exposure to the mortgage industry is expected to see a gradual resurgence due to interest rate reductions, aiding loan origination and processing volumes.
- Travel & Transportation: The company has renewed a three-year contract with an Australian airline to deliver managed services: FY24 performance was not strong, but the large deal pipeline is promising. Key spending areas include IT modernization, mainframe offload, India GCC ramp-up led deals, e-commerce and NDC for airline-led deals and guest experience and hospitality personalization.
- Focused on airline and travel technology; travel tech companies are in a spending spree, and the company's farming efforts are benefiting airline clients.
- Utilization level is at 82% (including trainees). The pipeline is strong, and utilization is expected to remain constant to meet demand.
- The company has focused on intense execution and was able to hire a quarter in advance based on indents received from the sales team. Indents are raised 120 days in advance. Deal closures and hiring ramp-ups depend on the supply chain, helping maintain tight utilization.
- Cigniti: Cross-selling is progressing exceptionally well, with significant collaboration with the Cigniti sales team. Horizontal business units are wellprepared, creating great synergy with the market-facing units of Cigniti.
- The company has successfully cross-sold to large clients through strong sales execution, with benefits from the cross-selling pipeline expected to materialize in 3Q.
- Cigniti's margin expansion still has some low-hanging fruits that will support the guided range of 18% for COFORGE.
- SEBI approval for the open offer is expected to close by mid-Nov'24.

#### Margin performance and other comments

- EBITDA was USD58.4m, with a margin of 15.8% in 2Q, up 17.6% QoQ.
- Reported EBITDA was up 125bp in 1HFY25 compared to 1HFY24.

- Acquisition-related expenses in 1HFY25 are expected to normalize in the coming quarters, estimated at 2.3%.
- ESOP costs are expected to impact 180-200bp in the coming 3Q and 4Q quarters (incremental impact is 100-120bp). In 1QFY25, the current 60bp ESOP cost is expected to be eliminated.
- One-off liabilities from the Cigniti acquisition will not recur, and merger expenses are expected to decrease.
- Historically, OCF to EBITDA ~67%. The challenge of cash burn in 1Q/2Q due to bonuses is expected to stabilize, likely operating at ~70%.
- Cigniti's margin is projected to be 18% for standalone Cigniti by 4QFY25.
- Impact of amortization of intangibles, such as customer relationships and non-compete that got created on account of purchase price allocation because of Cigniti acquisition. Amortization of USD 10.7 million per year is expected for the next three years.

Exhibit 4: Organic growth was driven by Insurance and Transportation in 2Q

| Verticals<br>(QoQ, USD %) | 2QFY22 | 3QFY22 | 4QFY22 | 1QFY23 | 2QFY23 | 3QFY23 | 4QFY23 | 1QFY24 | 2QFY24 | 3QFY24 | 4QFY24 | 1QFY25 | 2QFY25* |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| BFS                       | 21.8   | 22.7   | 2.3    | 9.4    | 11.1   | 0.0    | 4.7    | 3.1    | 4.0    | 3.3    | 6.4    | -4.1   | 17.2    |
| Insurance                 | 1.1    | -0.9   | -3.0   | -7.7   | 3.9    | -2.9   | 5.5    | 4.7    | 2.3    | -1.3   | -0.1   | 0.7    | 13.1    |
| Transportation            | 4.9    | 2.5    | 15.2   | -0.9   | 2.9    | 1.9    | 2.3    | 1.2    | 2.3    | -2.4   | 0.6    | 4.5    | 26.8    |
| Others                    | 2.6    | -5.5   | 9.0    | 8.5    | -4.7   | 8.7    | 7.0    | 2.1    | 0.5    | 4.0    | -1.6   | 7.6    | 47.5    |

Source: Company, MOFSL; \*Financial figures for 2QFY25 are taken on consolidated basis which includes organic and Cigniti results.

Exhibit 5: Organically growth was driven by RoW and US

| Geography<br>(QoQ, USD %) | 2QFY22 | 3QFY22 | 4QFY22 | 1QFY23 | 2QFY23 | 3QFY23 | 4QFY23 | 1QFY24 | 2QFY24 | 3QFY24 | 4QFY24 | 1QFY25 | 2QFY25* |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| US                        | 7.9    | 6.3    | -1.8   | 5.6    | 3.4    | -2.2   | 3.1    | 5.8    | 1.7    | -4.3   | 4.1    | 6.3    | 40.0    |
| EMEA                      | -1.8   | 8.0    | 23.9   | -4.8   | 7.9    | 6.7    | 3.2    | 0.2    | 2.8    | 4.5    | 2.0    | -1.9   | 10.7    |
| RoW                       | 24.5   | -11.5  | -16.9  | 18.7   | -11.3  | 4.9    | 21.1   | -0.6   | 3.2    | 15.2   | -7.4   | -5.1   | 23.4    |

Source: Company, MOFSL; \*Financial figures for 2QFY25 are taken on consolidated basis which includes organic and Cigniti results.

#### Valuation and view:

We integrate Cigniti numbers in our financial model, and we now assume 80% ownership of Cigniti by FY25E and 100% ownership beyond FY26E. We value COFORGE organically at 40x Sep'26E EPS (vs. 38x) and value the Cigniti business at 25x Sep'26E EPS. This SOTP-based approach yields a rounded TP of INR10,000 (INR8,700 for COFORGE and INR1,300 for Cigniti). We reiterate our BUY rating on the stock with a TP of INR10,000, implying a 32% potential upside.

**Exhibit 6: Summary of our revised estimates (Organic business)** 

|                  | Revised |        |        |        | Earlier |        | Change |       |       |  |
|------------------|---------|--------|--------|--------|---------|--------|--------|-------|-------|--|
|                  | FY25E   | FY26E  | FY27E  | FY25E  | FY26E   | FY27E  | FY25E  | FY26E | FY27E |  |
| INR/USD          | 83.8    | 84.0   | 84.0   | 83.6   | 83.6    | 83.6   | 0.3%   | 0.5%  | 0.5%  |  |
| USD Revenue - m  | 1,265   | 1,521  | 1,765  | 1,244  | 1,419   | 1,604  | 1.7%   | 7.2%  | 10.0% |  |
| Growth (%)       | 13.1    | 20.3   | 16.0   | 11.2   | 14.1    | 13.0   | 190bp  | 620bp | 300bp |  |
| EBIT margin (%)  | 12.4    | 14.5   | 15.3   | 13.3   | 14.5    | 15.1   | -90bp  | 0bp   | 20bp  |  |
| Adj. PAT (INR M) | 9,755   | 12,818 | 15,763 | 10,569 | 12,428  | 14,710 | -7.7%  | 3.1%  | 7.2%  |  |

Source: MOFSL

**Exhibit 7: Operating metrics** 

| Exhibit 7. Operating metrics        |        |        |        |        |        |        |        |        |         |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
|                                     | 2QFY23 | 3QFY23 | 4QFY23 | 1QFY24 | 2QFY24 | 3QFY24 | 4QFY24 | 1QFY25 | 2QFY25* |
| Revenue Mix Geography-wise (%)      |        |        |        |        |        |        |        |        |         |
| Americas                            | 51.3   | 49.2   | 48.3   | 49.7   | 49.4   | 46.6   | 47.7   | 49.9   | 55.1    |
| EMEA                                | 38.5   | 40.3   | 39.6   | 38.6   | 38.8   | 40.0   | 40.1   | 38.7   | 33.8    |
| RoW                                 | 10.2   | 10.5   | 12.1   | 11.7   | 11.8   | 13.4   | 12.2   | 11.4   | 11.1    |
| Revenue mix Vertical-wise (%)       |        |        |        |        |        |        |        |        |         |
| BFS                                 | 31.7   | 31.1   | 31.0   | 31.1   | 31.6   | 32.2   | 33.7   | 31.8   | 29.4    |
| Insurance                           | 23.2   | 22.1   | 22.2   | 22.6   | 22.6   | 22.0   | 21.6   | 21.4   | 19.1    |
| Transportation                      | 19.3   | 19.3   | 18.8   | 18.5   | 18.5   | 17.8   | 17.6   | 18.1   | 18.1    |
| Manufacturing/Media/Others          | 25.8   | 27.5   | 28.0   | 27.8   | 27.3   | 28.0   | 27.1   | 28.7   | 33.4    |
| Revenue Mix (%)                     |        |        |        |        |        |        |        |        |         |
| Top Clients contribution (%)        |        |        |        |        |        |        |        |        |         |
| Top – 5                             | 23.1   | 23.9   | 23.0   | 25.1   | 23.5   | 22.7   | 23.0   | 21.0   | 23.0    |
| Top -10                             | 35.8   | 36.3   | 35.5   | 37.7   | 35.2   | 34.3   | 34.4   | 32.9   | 34.4    |
| Fresh order Intake - USD m          |        |        |        |        |        |        |        |        |         |
| USA                                 | 141    | 208    | 130    | 155    | 118    | 110    | 627    | 126    | 245     |
| EMEA                                | 134    | 113    | 113    | 346    | 138    | 172    | 102    | 96     | 184     |
| RoW                                 | 29     | 24     | 58     | 30     | 57     | 72     | 46     | 92     | 86      |
| Deals signed - USD m                | 304    | 345    | 301    | 531    | 313    | 354    | 774    | 314    | 516     |
| Executable Order Book (NTM) - USD m | 802    | 841    | 869    | 897    | 935    | 974    | 1019   | 1070   | 1305    |
| <b>Employee Metrics</b>             |        |        |        |        |        |        |        |        |         |
| Billable Personnel                  | 21692  | 21153  | 21815  | 22762  | 23131  | 23107  | 23243  | 25037  | 30434   |
| Sales and Marketing                 | 291    | 317    | 350    | 363    | 360    | 368    | 388    | 442    | 575     |
| Others                              | 1008   | 1035   | 1059   | 1099   | 1147   | 1132   | 1095   | 1133   | 1474    |
| Total                               | 22991  | 22505  | 23224  | 24224  | 24638  | 24607  | 24726  | 26612  | 32483   |
| Utilization                         | 77.3   | 80.3   | 81.5   | 81     | 80     | 79.4   | 81.7   | 81.6   | 82.2    |
| Attrition                           | 16.4   | 15.8   | 14.1   | 13.3   | 13.0   | 12.1   | 11.5   | 11.4   | 11.7    |

Source: Company, MOFSL; \*Financial figures for 2QFY25 are taken on consolidated basis which includes organic and Cigniti results.

# **Financials and valuations**

| Income Statement    |        |        |        |        |        |          |          | (INR m  |
|---------------------|--------|--------|--------|--------|--------|----------|----------|---------|
| Y/E March           | FY20   | FY21   | FY22   | FY23   | FY24   | FY25E    | FY26E    | FY27    |
| Sales               | 41,809 | 46,628 | 64,320 | 80,146 | 91,790 | 1,20,833 | 1,50,661 | 1,74,01 |
| Change (%)          | 13.7   | 11.5   | 37.9   | 24.6   | 14.5   | 31.6     | 24.7     | 15.     |
| Cost of revenue     | 27,502 | 31,692 | 43,736 | 54,059 | 61,872 | 79,847   | 99,274   | 1,14,24 |
| Gross Profit        | 14,307 | 14,936 | 20,584 | 26,087 | 29,918 | 40,987   | 51,387   | 59,76   |
| SGA expenses        | 6,840  | 6,545  | 8,527  | 11,438 | 13,821 | 19,604   | 21,550   | 25,21   |
| RSU costs           | 17     | 480    | 633    | 587    | 1,120  | 1,693    | 2,260    | 1,57    |
| EBITDA              | 7,450  | 7,911  | 11,424 | 14,062 | 14,977 | 19,690   | 27,577   | 32,98   |
| % of Net Sales      | 17.8   | 17.0   | 17.8   | 17.5   | 16.3   | 16.3     | 18.3     | 19      |
| Depreciation        | 1,730  | 1,836  | 2,272  | 2,585  | 3,186  | 4,440    | 4,930    | 5,70    |
| EBIT                | 5,720  | 6,075  | 9,152  | 11,477 | 11,791 | 15,251   | 22,647   | 27,27   |
| % of Net Sales      | 13.7   | 13.0   | 14.2   | 14.3   | 12.8   | 12.6     | 15.0     | 15      |
| Other Income        | 461    | 113    | -266   | -630   | -1,156 | -980     | -1,022   | -1,18   |
| PBT                 | 6,181  | 6,188  | 8,886  | 10,847 | 10,635 | 14,271   | 21,625   | 26,09   |
| Tax                 | 1,229  | 1,302  | 1,468  | 2,208  | 2,093  | 3,740    | 5,442    | 6,50    |
| Rate (%)            | 19.9   | 21.0   | 16.5   | 20.4   | 19.7   | 26.2     | 25.2     | 25      |
| Extraordinary Items | 128    | 226    | 269    | 1,188  | 165    | 0        | 0        |         |
| Minority Interest   | 238    | 104    | 530    | 513    | 276    | 773      | 136      |         |
| Adjusted PAT        | 4,714  | 4,782  | 6,888  | 8,126  | 8,266  | 9,757    | 16,047   | 19,52   |
| Change (%)          | 15.3   | 1.4    | 44.0   | 18.0   | 1.7    | 18.0     | 64.5     | 21      |
| Balance Sheet       |        |        |        |        |        |          |          | (INR n  |
| Y/E March           | FY20   | FY21   | FY22   | FY23   | FY24   | FY25E    | FY26E    | FY27    |
| Share Capital       | 625    | 606    | 609    | 611    | 618    | 618      | 618      | 6:      |
| Reserves            | 23,340 | 24,055 | 26,722 | 30,214 | 35,648 | 40,394   | 48,285   | 57,9:   |
| Net Worth           | 23,965 | 24,661 | 27,331 | 30,825 | 36,266 | 41,012   | 48,903   | 58,53   |
| Loans               | 48     | 5      | 3,365  | 3,382  | 3,399  | 2,203    | 703      | 7(      |
| Minority Interest   | 0      | 0      | 983    | 874    | 1,003  | 1,003    | 1,003    | 1,00    |
| Other liabilities   | 2,443  | 2,043  | 6,073  | 4,360  | 5,094  | 6,706    | 8,361    | 9,6     |
| Capital Employed    | 26,456 | 26,709 | 37,752 | 39,441 | 45,762 | 50,924   | 58,970   | 69,8    |
| Net Block           | 4,013  | 3,902  | 4,452  | 4,455  | 4,470  | 3,918    | 2,974    | 1,4     |
| CWIP                | 3      | 2      | 86     | 46     | 232    | 232      | 232      | 2:      |
| Intangibles         | 5,988  | 5,690  | 14,821 | 16,299 | 16,133 | 15,245   | 14,259   | 13,1    |
| Investments         | 0      | 0      | 0      | 0      | 0      | 0        | 0        | ,_      |
| Deferred tax assets | 2,884  | 4,245  | 7,976  | 9,970  | 14,217 | 18,715   | 23,335   | 26,9    |

| Other habilities     | 2,443  | 2,043  | 0,073  | 4,300  | 3,034  | 0,700  | 0,301  | 3,037  |
|----------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Capital Employed     | 26,456 | 26,709 | 37,752 | 39,441 | 45,762 | 50,924 | 58,970 | 69,896 |
| Net Block            | 4,013  | 3,902  | 4,452  | 4,455  | 4,470  | 3,918  | 2,974  | 1,411  |
| CWIP                 | 3      | 2      | 86     | 46     | 232    | 232    | 232    | 232    |
| Intangibles          | 5,988  | 5,690  | 14,821 | 16,299 | 16,133 | 15,245 | 14,259 | 13,118 |
| Investments          | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Deferred tax assets  | 2,884  | 4,245  | 7,976  | 9,970  | 14,217 | 18,715 | 23,335 | 26,952 |
| Curr. Assets         | 21,510 | 21,295 | 22,209 | 26,064 | 26,025 | 34,399 | 43,396 | 56,260 |
| Debtors              | 8,565  | 8,895  | 13,894 | 16,131 | 18,039 | 22,511 | 28,068 | 32,418 |
| Cash & Bank Balance  | 8,195  | 7,999  | 4,468  | 5,699  | 3,213  | 5,648  | 7,583  | 14,917 |
| Investments          | 976    | 247    | 67     | 88     | 139    | 139    | 139    | 139    |
| Other Current Assets | 3,774  | 4,154  | 3,780  | 4,146  | 4,634  | 6,100  | 7,606  | 8,785  |
| Current Liab. & Prov | 7,942  | 8,425  | 11,792 | 17,393 | 15,315 | 21,586 | 25,227 | 28,077 |
| Trade payables       | 2,634  | 3,398  | 6,160  | 6,481  | 8,062  | 14,201 | 17,707 | 20,451 |
| Other liabilities    | 4,979  | 4,802  | 5,316  | 10,552 | 6,836  | 6,836  | 6,836  | 6,836  |
| Provisions           | 329    | 225    | 316    | 360    | 417    | 549    | 684    | 791    |
| Net Current Assets   | 13,568 | 12,870 | 10,417 | 8,671  | 10,710 | 12,813 | 18,169 | 28,182 |
| Application of Funds | 26,456 | 26,709 | 37,752 | 39,441 | 45,762 | 50,924 | 58,970 | 69,896 |

# **Financials and valuations**

| Ratios                   |        |        |        |        |        |        |        |         |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|---------|
| Y/E March                | FY20   | FY21   | FY22   | FY23   | FY24   | FY25E  | FY26E  | FY27E   |
| EPS                      | 75.5   | 77.4   | 110.9  | 130.6  | 133.2  | 147.1  | 239.2  | 291.0   |
| Cash EPS                 | 101.2  | 103.4  | 143.2  | 153.0  | 181.9  | 214.0  | 312.7  | 376.1   |
| Book Value               | 384.1  | 407.0  | 448.7  | 504.8  | 584.5  | 621.8  | 732.8  | 877.1   |
| DPS                      | 31.0   | 20.5   | 52.0   | 64.0   | 70.0   | 73.5   | 119.6  | 145.5   |
| Payout %                 | 41.0   | 26.5   | 46.9   | 49.0   | 52.5   | 50.0   | 50.0   | 50.0    |
| Valuation (x)            |        |        |        |        |        |        |        |         |
| P/E                      | 100.0  | 97.6   | 68.1   | 57.9   | 56.7   | 51.4   | 31.6   | 26.0    |
| Cash P/E                 | 74.6   | 73.1   | 52.8   | 49.4   | 41.5   | 35.3   | 24.2   | 20.1    |
| EV/EBITDA                | 62.1   | 56.8   | 40.2   | 32.6   | 31.3   | 25.1   | 18.0   | 14.9    |
| EV/Sales                 | 11.1   | 9.6    | 7.1    | 5.7    | 5.1    | 4.1    | 3.3    | 2.8     |
| Price/Book Value         | 19.7   | 18.6   | 16.8   | 15.0   | 12.9   | 12.2   | 10.3   | 8.6     |
| Dividend Yield (%)       | 0.4    | 0.3    | 0.7    | 0.8    | 0.9    | 1.0    | 1.6    | 1.9     |
| Profitability Ratios (%) |        |        |        |        |        |        |        |         |
| RoE                      | 21.1   | 19.7   | 26.0   | 27.1   | 24.0   | 24.6   | 34.9   | 35.7    |
| RoCE                     | 18.6   | 18.0   | 23.7   | 23.7   | 22.2   | 23.3   | 30.8   | 31.7    |
| Turnover Ratios          |        |        |        |        |        |        |        |         |
| Debtors (Days)           | 63     | 68     | 65     | 68     | 68     | 61     | 61     | 63      |
| Fixed Asset Turnover (x) | 10.2   | 11.8   | 15.4   | 18.0   | 20.6   | 28.8   | 43.7   | 79.4    |
|                          |        |        |        |        |        |        |        |         |
| Cash Flow Statement      |        |        |        |        |        |        |        | (INR m) |
| Y/E March                | FY20   | FY21   | FY22   | FY23   | FY24   | FY25E  | FY26E  | FY27E   |
| CF from Operations       | 5,633  | 7,121  | 9,089  | 10,532 | 11,834 | 14,065 | 20,844 | 25,096  |
| Cash for Working Capital | -2,664 | 502    | -1,433 | -1,027 | -2,800 | -2,554 | -6,386 | -4,999  |
| Net Operating CF         | 2,969  | 7,623  | 7,656  | 9,505  | 9,034  | 11,510 | 14,458 | 20,097  |
| Net Purchase of FA       | -703   | -757   | -1,475 | -1,537 | -2,598 | -3,000 | -3,000 | -3,000  |
| Free Cash Flow           | 2,266  | 6,866  | 6,181  | 7,968  | 6,436  | 8,510  | 11,458 | 17,097  |
| Net Purchase of Invest.  | 1,826  | -1,597 | -8,089 | -1,179 | 120    | 0      | 0      | 0       |
| Net Cash from Invest.    | 1,123  | -2,354 | -9,564 | -2,716 | -2,478 | -3,000 | -3,000 | -3,000  |
| Proceeds from Equity     | 275    | 18     | 51     | 18     | -3,516 | 0      | 0      | 0       |
| Proceeds from LTB/STB    | -133   | -697   | 2,139  | -1,315 | -573   | -1,196 | -1,500 | 0       |
| Dividend Payments        | -1,469 | -4,852 | -3,748 | -4,285 | -4,781 | -4,878 | -8,023 | -9,762  |
| Cash Flow from Fin.      | -1,327 | -5,531 | -1,558 | -5,582 | -8,870 | -6,075 | -9,523 | -9,762  |
| Net Cash Flow            | 2,765  | -262   | -3,466 | 1,207  | -2,314 | 2,436  | 1,934  | 7,335   |
| Exchange difference      | 236    | 66     | -65    | 24     | -172   | 0      | 0      | 0       |
| Opening Cash Bal.        | 5,193  | 8,194  | 7,998  | 4,467  | 5,698  | 3,212  | 5,647  | 7,582   |
| Add: Net Cash            | 3,001  | -196   | -3,531 | 1,231  | -2,486 | 2,436  | 1,934  | 7,335   |
| Closing Cash Bal.        | 8,194  | 7,998  | 4,467  | 5,698  | 3,212  | 5,647  | 7,582  | 14,916  |

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|----------------------------------|--|
| 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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|----------------------------------|---------|------|--|
| Disclosure of Interest Statement | Cotorge |      |  |
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|                                  |         |      |  |

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#### Grievance Redressal Cell

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