

Estimate change	↔
TP change	↔
Rating change	↔

Bloomberg	QUESS IN
Equity Shares (m)	149
M.Cap.(INRb)/(USDb)	30.6 / 0.3
52-Week Range (INR)	379 / 191
1, 6, 12 Rel. Per (%)	-1/-34/-39
12M Avg Val (INR M)	145

**Financials & Valuations (INR b)**

Y/E Mar	FY26E	FY27E	FY28E
Sales	155.0	173.3	190.1
EBITDA Margin (%)	2.0	2.0	2.1
Adj. PAT	2.2	2.4	2.7
Adj. EPS (INR)	14.9	16.0	18.2
EPS Gr. (%)	(1.6)	7.6	13.1
BV/Sh. (INR)	83.4	71.4	61.9

**Ratios**

RoE (%)	21.9	27.3	35.9
RoCE (%)	26.0	31.3	41.3
Payout (%)	107.3	99.7	88.1
Dividend Yield (%)	7.8	7.8	7.8

**Valuations**

P/E (x)	13.8	12.8	11.3
P/BV (x)	2.5	2.9	3.3
EV/EBITDA (x)	8.9	7.9	6.7
EV/Sales (x)	0.2	0.2	0.1

**Shareholding Pattern (%)**

As On	Dec-25	Sep-25	Dec-24
Promoter	56.9	56.9	56.6
DII	12.5	9.8	10.5
FII	9.2	14.1	15.2
Others	21.5	19.2	17.7

FII includes depository receipts

**CMP: INR205**
**TP: INR230 (+12%)**
**Neutral**
**A steady execution**
**Incremental margin gains limited**

- Quess Corp's revenue was up 3% QoQ/down 2.2% YoY in 3QFY26, largely in line with our expectation of 3.5% QoQ growth. EBITDA margin was up 40bp YoY at 2%, in line with our estimate. Adj PAT rose 29% YoY to INR620m. This excluded the one-time impact of INR68m due to changes in the labor code. In 9MFY26, revenue/EBITDA/adj. PAT grew 1%/16%/12.5% YoY.
- In 4QFY26, we expect revenue/EBITDA to grow 11.7%/24.0% and adj. PAT to decline 10% QoQ. Limited growth triggers in the core general staffing (GS) business and muted operating leverage amid a slower scale-up in professional staffing (PS) and overseas businesses keep us on the sidelines. We reiterate our **Neutral** rating with a TP of **INR230**, valuing the stock at 14x FY28E EPS (vs. Consensus 2-yr FWD P/E of 10x).

**Our view: PS could anchor profitability in 4Q**

- **GS stable despite seasonal and regulatory noise:** We believe GS performance in 3Q was broadly stable despite seasonal de-hiring in BFSI and CRT and disruptions from the labor code implementation. Headcount remained flat at ~470k, aided by 71 new contract wins and M&A-led additions.
- In our view, pauses in Nov-Dec due to labor code changes and post-festive destocking weighed on volumes, although open mandates remain in place, particularly in manufacturing and construction. Management expects 4Q to see steady headcount additions; we think growth is likely to remain gradual rather than step up meaningfully.
- **PS maintains double-digit margins:** We believe PS continues to deliver EBITDA margins around ~12.5%, supported by a higher share of quality contracts, strong GCC demand, and rationalization of low-margin work. GCCs account for ~72% of PS headcount, with demand largely for digital and consulting roles. PAPM stood at INR120k, reflecting the seniority and nature of roles being staffed. In our view, PS should sustain double-digit margins, though growth will depend on the pace of headcount ramp-up across newly acquired logos.
- **Margins near guided levels; upside capped:** EBITDA margin improved 40bp YoY to ~2%, driven by operating leverage, high-priced contracts, and cost controls. High-margin PS and overseas businesses contribute ~50% of operating profit, despite revenue contribution of ~14%. Management has reiterated EBITDA margin guidance of 1.95-2.05%, with an FY26-exit target of ~2%. In our view, this suggests limited margin headroom from the current levels unless there is a faster-than-expected improvement in the business mix. We have built in GS EBITDA margins of 1.4%/1.5% and overall margins of ~2.0% for FY26/FY27.

### Valuation and change in estimates

- We estimate revenue growth of 3.5%/11.8% in FY26/FY27, with stable EBITDA margins of ~2%.
- We believe growth triggers in the core GS business remain limited, as the segment is already operating with high sourcing intensity and limited pricing flexibility. The PS segment continues to perform well but remains too small to offset GS cyclical in the near term.
- **We reiterate our Neutral rating** with a TP of INR230, valuing the stock at 14x FY28E EPS (vs. Consensus 2-yr FWD P/E of 10x).

### Revenue and margins were in line with our estimates; 71 new logos were added in GS

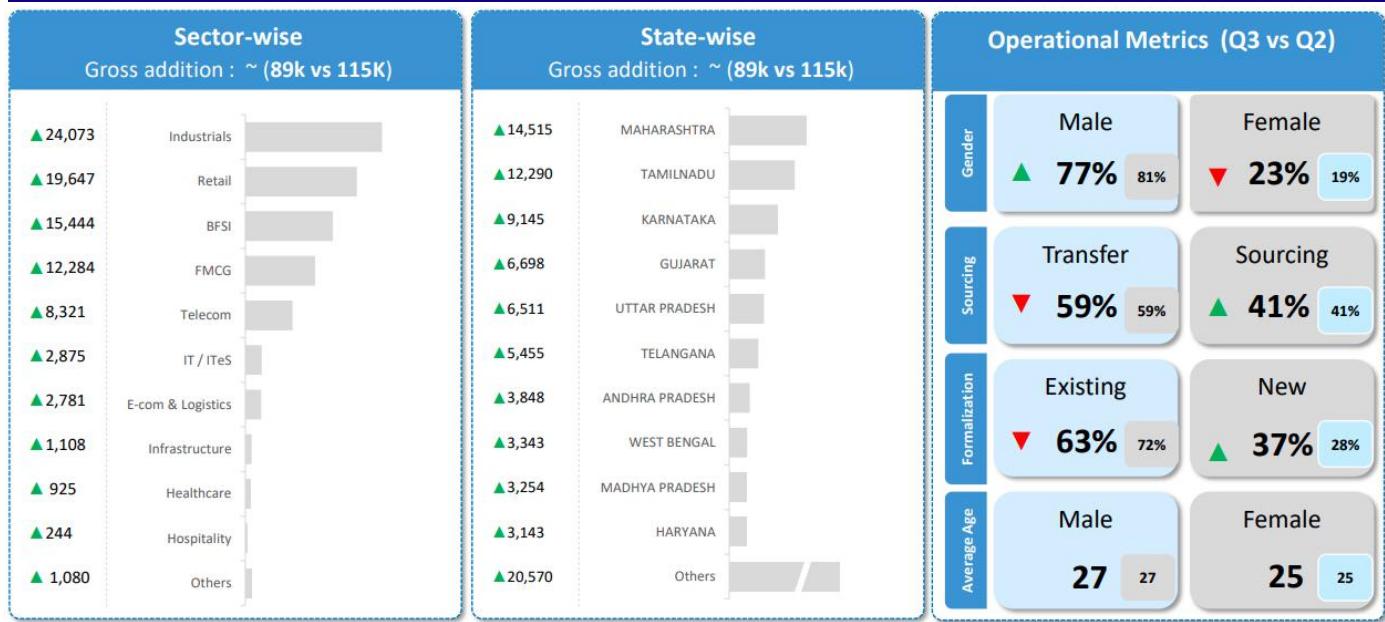
- Revenue was up 3% QoQ/down 2.2% YoY in 3QFY26, in line with our expectation of 3.5% QoQ.
- GS grew 3% QoQ, PS grew 3% QoQ, and overseas business was flat QoQ.
- EBITDA margin was up 40bp YoY at 2.0%, in line with our expectation of 2.0%.
- Adj PAT was up 29% YoY at INR620m. This excluded the one-time impact of INR68m due to changes in the labor code.
- Gross additions were ~89k employees in 3Q. Industrials, BFSI and Retail were among top recruiting sectors.
- QUES added 71 new contracts in GS and 18 new sales logos in PS.
- The company announced an interim dividend of INR5/share.

### Key highlights from the management commentary

- In GS, 71 new contracts were added. Headcount remained steady at 470,774 despite seasonal de-hiring in CRT and BFSI.
- Demand environment was mixed across sectors due to the labor code implementation. Displayed resilience through the quarter with strong contract wins.
- 4Q is expected to start on a more positive trajectory, with both volume and value growth continuing.
- Margins are expected to remain in the 1.4-1.5% range in the near term and improve to ~1.6% over the medium term.
- Digital and consultancy demand forms the core of GCC, which contributes 72% of PS headcount.
- Double-digit EBITDA margins are considered sustainable due to high-quality contracts, pricing discipline, and deeper wallet mining within clients.
- Focus remains on acquiring new quality logos; acquired logos are expected to see headcount buildup over the next 12 months, with growth driven by additions.

Y/E March	Consolidated - Quarterly								(INR m)			
	FY25				FY26E				FY25	FY26E	Est.	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4QE			3QFY26	(% / bp)
<b>Net Sales</b>	<b>35,869</b>	<b>37,048</b>	<b>40,191</b>	<b>36,564</b>	<b>36,514</b>	<b>38,316</b>	<b>39,297</b>	<b>40,848</b>	<b>1,49,672</b>	<b>1,54,976</b>	<b>39,670</b>	<b>-0.9</b>
YoY Change (%)	-22.0	-22.0	-17.0	-25.5	1.8	3.4	-2.2	11.7	9%	4%	-1.3	-93
<b>Total Expenditure</b>	<b>35,236</b>	<b>36,355</b>	<b>39,567</b>	<b>35,891</b>	<b>35,817</b>	<b>37,549</b>	<b>38,501</b>	<b>40,013</b>	<b>1,47,049</b>	<b>1,51,880</b>	<b>38,893</b>	<b>-1.0</b>
<b>EBITDA</b>	<b>632</b>	<b>693</b>	<b>625</b>	<b>674</b>	<b>697</b>	<b>767</b>	<b>796</b>	<b>835</b>	<b>2,623</b>	<b>3,096</b>	<b>776</b>	<b>2.6</b>
Margins (%)	1.8	1.9	1.6	1.8	1.9	2.0	2.0	2.0	1.8	2.0	2.0	6.9
Depreciation	106	105	99	102	105	102	105	122	412	434	115	-8.2
<b>EBIT</b>	<b>526</b>	<b>588</b>	<b>525</b>	<b>572</b>	<b>592</b>	<b>665</b>	<b>691</b>	<b>713</b>	<b>2,211</b>	<b>2,662</b>	<b>662</b>	<b>4.4</b>
Margins (%)	1.5	1.6	1.3	1.6	1.6	1.7	1.8	1.7	1.5	1.7	1.7	9
Interest	106	97	92	91	99	131	128	110	386	465	110	16.0
Other Income	64	14	49	109	47	40	15	21	236	124	42	
<b>PBT before EO expense</b>	<b>483</b>	<b>505</b>	<b>482</b>	<b>591</b>	<b>541</b>	<b>575</b>	<b>579</b>	<b>624</b>	<b>2,061</b>	<b>2,321</b>	<b>594</b>	<b>-2.5</b>
Recurring Tax	-6	-4	4	-35	12	57	-40	62	-41	92	59	-168.2
Rate (%)	-1.3	-0.8	0.8	-5.9	2.3	9.9	-6.9	10.0	-2.0	4.0	9.9	
MI & P/L of Asso. Cos.	-0.4	0.5	0	0	1	2	1	0	1	4	0	
<b>Adjusted PAT</b>	<b>490</b>	<b>508</b>	<b>478</b>	<b>625</b>	<b>528</b>	<b>516</b>	<b>618</b>	<b>562</b>	<b>2,101</b>	<b>2,225</b>	<b>535</b>	<b>15.5</b>
Extraordinary items	-1	3	61	1,580	19	0	68	0	1,643	87	0	
<b>Reported PAT</b>	<b>491</b>	<b>505</b>	<b>417</b>	<b>-955</b>	<b>509</b>	<b>516</b>	<b>550</b>	<b>562</b>	<b>458</b>	<b>2,139</b>	<b>535</b>	<b>2.8</b>
YoY Change (%)	2.6	-29.7	-34.8	-201.2	3.8	2.1	31.9	-158.8	-66%	367%	28.4	355
Margins (%)	1.4	1.4	1.0	-2.6	1.4	1.3	1.4	1.4	0.3	1.4	1.3	5

### Exhibit 1: 3QFY26 hiring snapshot



Source: Company, MOFSL



### Key highlights from the management commentary

#### 3QFY26 performance

- In GS, 71 new contracts were added. Headcount remained steady at 470,774 despite seasonal de-hiring in CRT and BFSI.
- Demand environment was mixed across sectors due to the labor code implementation. Displayed resilience through the quarter with strong contract wins.
- Seasonal softness in BFSI and CRT was offset by headcount additions from M&A.
- Open mandates remain healthy, providing confidence of demand pickup, particularly in manufacturing and construction.

- Labor code changes will continue in 4Q; these are expected to create a structural tailwind for Quess by ensuring stronger governance.
- GS continues to provide scale, although margins remain sensitive to mix and seasonal factors.
- In the previous 4Q, one BFSI customer undertook insourcing; the company responded by doubling down on PS and overseas as part of its diversification strategy. Within GS, focus has been on a multi-discipline strategy—volume businesses such as BFSI and CRT, and value businesses such as manufacturing and construction.
- Destocking post festive season and pauses in Nov-Dec due to the labor code implementation impacted volumes; 4Q is expected to see steady headcount additions.
- 4Q is expected to start on a more positive trajectory, with both volume and value growth continuing.
- Margins are expected to remain in the 1.4-1.5% range in the near term and improve to ~1.6% over the medium term.
- Clients have reassessed budgets and cost structures due to labor code changes. Interim impact will be in the cost of human capital, while long-term impact is expected to be formalization and consolidation.
- No client has pushed back on restructuring of costs due to changes in labor laws. Top 10 clients contribute ~40% of GS revenue; no single client contributes double-digit revenue.
- **PS:** EBITDA margin performance of 12.5% was driven by deeper penetration into high-quality contracts, strong GCC demand, and rationalization of low-margin contracts. This remains a key profitability driver for the company.
- Digital and consultancy demand forms the core of GCC, which contributes 72% of PS headcount.
- CRT has emerged as the strongest vertical within PS, followed by IT services and consulting.
- Double-digit EBITDA margins are considered sustainable due to high-quality contracts, pricing discipline, and deeper wallet mining within clients. PAPM stood at INR 1.2 lakh, reflecting the quality of work and seniority of roles.
- Focus remains on acquiring new quality logos; acquired logos are expected to see headcount buildup over the next 12 months, with growth driven by additions.
- **Overseas Business:** The Middle East continued to grow, while Malaysia saw strong traction, driven by large contracts.
- Singapore was softer due to cost-optimization initiatives.
- Middle East EBITDA margins remain in double digits (11.5-12.5%), representing a long-term success story for the company. The business now provides talent across multiple verticals; earlier reliance on GS has reduced with the addition of IT talent and cost optimization.
- International business is now more balanced than before.
- Continued margin expansion is being driven by improved collection efficiency and regional diversification.
- The board approved an interim dividend of INR5 per share and adopted a dividend payout policy of distributing 75% of FCF over a three-year block.
- The board elevated Mr. Lohit Bhatia (President, India and Global Operations) to CEO and appointed Mr. Neeraj Jain as CFO.

- EBITDA margin increased by 40bp YoY to 2%, driven by operating leverage, higher-priced contracts, and tighter cost controls.
- Adjusted PAT rose 29% YoY to INR620m, excluding a one-time impact of INR68m due to labor code changes.
- On an ongoing basis, management does not expect a material impact, with a maximum impact of INR10-15m.
- OCF-to-EBITDA remained strong at 92%. Headcount remained broadly flat, reflecting seasonal churn in certain sectors and calibrated hiring during the quarter. ~50% of operating profit is generated from high-margin businesses (PS and overseas), which together contribute ~14% of revenue.
- ECL provision was taken in 4QFY25; the company is working with the state government for processing collections. Delayed collections in 3Q are expected to be realized in 4Q, positively impacting financials.
- EBITDA margin guidance remains at 1.95-2.05%, driven by improving product mix; FY26 exit margin is expected to be ~2%. ETR is expected to remain around 10%.

### Valuation and view

- We estimate revenue growth of 3.5%/11.8% in FY26/FY27, with stable EBITDA margins of ~2%.
- We believe growth triggers in the core GS business remain limited, as the segment is already operating with high sourcing intensity and limited pricing flexibility. The PS segment continues to perform well but remains too small to offset GS cyclical in the near term.
- **We reiterate our Neutral rating** with a TP of INR230, valuing the stock at 14x FY28E EPS (vs. Consensus 2-yr FWD P/E of 10x).

### Exhibit 2: Summary of our revised estimates

	Revised			Earlier			Change		
	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E
Revenue (m)	1,54,976	1,73,304	1,90,056	1,55,783	1,77,039	1,95,360	-0.5%	-2.1%	-2.7%
Rev. growth (%)	3.5	11.8	9.7	4.1	13.6	10.3	-54bp	-182bp	-68bp
EBITDA (m)	3,096	3,485	4,035	3,123	3,560	3,989	-0.9%	-2.1%	1.2%
EBITDA Margin (%)	2.0	2.0	2.1	2.0	2.0	2.0	-1bp	0bp	8bp
EBIT Margin (%)	1.7	1.7	1.8	1.7	1.7	1.7	-1bp	0bp	4bp
Adj. EPS (INR)	14.9	16.0	18.2	14.7	16.4	18.4	1.6%	-2.1%	-1.4%

Source: MOFSL

## Financials and valuation

Consolidated Income Statement								
Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	(INR m) FY28E
<b>Total Income from Operations</b>	<b>1,08,370</b>	<b>1,36,918</b>	<b>1,71,584</b>	<b>1,36,951</b>	<b>1,49,672</b>	<b>1,54,976</b>	<b>1,73,304</b>	<b>1,90,056</b>
Change (%)	-1.4	26.3	25.3	-20.2	9.3	3.5	11.8	9.7
Cost of services	2,007	2,787	4,794	2,864	3	3	3	3
Employees Cost	92,968	1,16,870	1,46,595	1,25,184	1,40,513	1,45,493	1,62,699	1,78,426
Other Expenses	7,617	10,743	14,336	6,560	6,533	6,385	7,117	7,591
<b>Total Expenditure</b>	<b>1,02,593</b>	<b>1,30,400</b>	<b>1,65,726</b>	<b>1,34,608</b>	<b>1,47,049</b>	<b>1,51,880</b>	<b>1,69,819</b>	<b>1,86,021</b>
% of Sales	94.7	95.2	96.6	98.3	98.2	98.0	98.0	97.9
<b>EBITDA</b>	<b>5,777</b>	<b>6,518</b>	<b>5,858</b>	<b>2,343</b>	<b>2,623</b>	<b>3,096</b>	<b>3,485</b>	<b>4,035</b>
Margin (%)	5.3	4.8	3.4	1.7	1.8	2.0	2.0	2.1
Depreciation	2,285	2,120	2,746	581	412	434	537	665
<b>EBIT</b>	<b>3,491</b>	<b>4,397</b>	<b>3,112</b>	<b>1,763</b>	<b>2,211</b>	<b>2,662</b>	<b>2,948</b>	<b>3,370</b>
Int. and Finance Charges	1,113	792	1,066	572	386	465	433	513
Other Income	451	198	263	148	236	124	139	152
<b>PBT bef. EO Exp.</b>	<b>2,829</b>	<b>3,803</b>	<b>2,309</b>	<b>1,340</b>	<b>2,061</b>	<b>2,321</b>	<b>2,653</b>	<b>3,009</b>
EO Items	1,388	0	-535	10	1,643	0	0	0
<b>PBT after EO Exp.</b>	<b>1,442</b>	<b>3,803</b>	<b>2,844</b>	<b>1,330</b>	<b>418</b>	<b>2,321</b>	<b>2,653</b>	<b>3,009</b>
Total Tax	590	1,066	615	-25	-41	92	259	301
Tax Rate (%)	40.9	28.0	21.6	-1.9	-9.8	4.0	9.8	10.0
Minority Interest	114	98	-16	0	1	0	0	0
<b>Reported PAT</b>	<b>738</b>	<b>2,640</b>	<b>2,245</b>	<b>1,355</b>	<b>458</b>	<b>2,142</b>	<b>2,394</b>	<b>2,708</b>
<b>Adjusted PAT</b>	<b>2,125</b>	<b>2,640</b>	<b>1,710</b>	<b>1,365</b>	<b>2,262</b>	<b>2,226</b>	<b>2,394</b>	<b>2,708</b>
Change (%)	-18.5	24.2	-35.2	-20.2	65.8	-1.6	7.6	13.1
Margin (%)	2.0	1.9	1.0	1.0	1.5	1.4	1.4	1.4

Consolidated- Balance Sheet								
Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	(INR m) FY28E
Equity Share Capital	1,477	1,480	1,482	1,485	1,489	1,489	1,489	1,489
Total Reserves	21,954	22,898	24,205	26,505	9,359	7,962	6,602	5,527
<b>Net Worth</b>	<b>23,431</b>	<b>24,378</b>	<b>25,688</b>	<b>27,990</b>	<b>10,848</b>	<b>9,451</b>	<b>8,092</b>	<b>7,016</b>
Minority Interest	939	1,310	1,621	1,656	11	11	11	11
Total Loans	4,514	5,877	5,311	3,695	121	121	121	121
Deferred Tax Liabilities	-4,061	-3,983	-5,275	-6,426	-4,480	-4,480	-4,480	-4,480
<b>Capital Employed</b>	<b>24,823</b>	<b>27,582</b>	<b>27,343</b>	<b>26,915</b>	<b>6,501</b>	<b>5,104</b>	<b>3,744</b>	<b>2,668</b>
Gross Block	10,857	13,806	16,160	18,521	16,378	17,378	18,378	19,378
Less: Accum. Deprn.	8,129	10,249	12,995	15,827	16,239	18,254	20,507	22,978
<b>Net Fixed Assets</b>	<b>2,728</b>	<b>3,557</b>	<b>3,165</b>	<b>2,693</b>	<b>139</b>	<b>-876</b>	<b>-2,129</b>	<b>-3,600</b>
Goodwill on Consolidation	9,890	10,096	10,427	10,039	2,362	2,362	2,362	2,362
Capital WIP	309	153	181	326	0	20	40	60
<b>Total Investments</b>	<b>41</b>	<b>17</b>	<b>17</b>	<b>367</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Curr. Assets, Loans&amp;Adv.</b>	<b>30,173</b>	<b>35,904</b>	<b>41,429</b>	<b>42,495</b>	<b>20,980</b>	<b>23,585</b>	<b>25,724</b>	<b>28,148</b>
Inventory	290	275	282	71	0	0	0	0
Account Receivables	8,945	23,323	26,886	27,721	15,295	16,134	18,043	19,787
Cash and Bank Balance	5,646	4,105	4,376	5,201	2,491	3,208	3,117	3,503
Loans and Advances	15,292	8,201	9,886	9,501	3,194	4,242	4,564	4,858
<b>Curr. Liability &amp; Prov.</b>	<b>18,317</b>	<b>22,145</b>	<b>27,876</b>	<b>29,004</b>	<b>16,979</b>	<b>19,987</b>	<b>22,252</b>	<b>24,301</b>
Account Payables	1,212	1,154	1,249	1,176	586	2,081	2,326	2,548
Other Current Liabilities	14,983	18,258	23,546	24,133	13,990	15,376	17,096	18,649
Provisions	2,122	2,733	3,080	3,696	2,403	2,531	2,830	3,104
<b>Net Current Assets</b>	<b>11,856</b>	<b>13,759</b>	<b>13,554</b>	<b>13,491</b>	<b>4,000</b>	<b>3,599</b>	<b>3,472</b>	<b>3,847</b>
<b>Appl. of Funds</b>	<b>24,823</b>	<b>27,582</b>	<b>27,343</b>	<b>26,915</b>	<b>6,501</b>	<b>5,105</b>	<b>3,745</b>	<b>2,669</b>

Note: figures for FY21 to FY24 are not adjusted for demerger

## Financials and valuation

### Ratios

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
<b>Basic (INR)</b>								
EPS	<b>14.9</b>	<b>17.7</b>	<b>11.5</b>	<b>9.3</b>	<b>15.2</b>	<b>14.9</b>	<b>16.0</b>	<b>18.2</b>
Cash EPS	30.8	31.9	29.9	13.2	17.9	17.8	19.6	22.6
BV/Share	206.7	215.1	226.7	247.0	95.7	83.4	71.4	61.9
DPS	7.0	8.0	8.0	8.0	8.0	16.0	16.0	16.0
Payout (%)	135.7	45.2	53.2	86.8	52.8	107.3	99.7	88.1
<b>Valuation (x)</b>								
P/E	13.8	11.6	17.9	22.1	13.5	13.8	12.8	11.3
Cash P/E	6.7	6.4	6.9	15.5	11.4	11.5	10.4	9.1
P/BV	1.0	1.0	0.9	0.8	2.1	2.5	2.9	3.3
EV/Sales	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.1
EV/EBITDA	4.9	5.0	5.4	12.2	10.8	8.9	7.9	6.7
Dividend Yield (%)	3.4	3.9	3.9	3.9	3.9	7.8	7.8	7.8
FCF per share	45.7	31.6	24.6	29.3	25.4	19.8	14.0	17.3
<b>Return Ratios (%)</b>								
RoE	9.2	11.0	6.8	5.1	11.6	21.9	27.3	35.9
RoCE	7.7	11.4	8.6	6.2	12.6	26.0	31.3	41.3
RoIC	10.9	15.0	10.6	8.2	19.4	86.7	216.1	-1,962.7
<b>Working Capital Ratios</b>								
Asset Turnover (x)	4.4	5.0	6.3	5.1	23.0	30.4	46.3	71.2
Debtor (Days)	30	62	57	74	37	38	38	38
Creditor (Days)	4	3	3	3	1	5	5	5
<b>Leverage Ratio (x)</b>								
Net Debt/Equity	-0.1	0.1	0.0	-0.1	-0.2	-0.3	-0.4	-0.5

### Consolidated - Cash Flow Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
OP/(Loss) before Tax	737	2,510	2,229	2,804	459	1,232	1,436	1,762
Depreciation	2,285	2,120	2,746	2,832	412	2,015	2,253	2,471
Interest & Finance Charges	1,113	550	1,066	1,173	386	36	36	36
Direct Taxes Paid	1,648	-869	-1,994	-1,441	1,292	-92	-259	-301
(Inc)/Dec in WC	-464	-307	-231	-1,449	-728	1,120	36	11
<b>CF from Operations</b>	<b>5,319</b>	<b>4,004</b>	<b>3,816</b>	<b>3,920</b>	<b>1,821</b>	<b>4,311</b>	<b>3,502</b>	<b>3,979</b>
Others	1,835	1,538	846	1,373	1,984	-337	-391	-384
<b>CF from Operating incl EO</b>	<b>7,154</b>	<b>5,542</b>	<b>4,663</b>	<b>5,293</b>	<b>3,805</b>	<b>3,974</b>	<b>3,112</b>	<b>3,596</b>
(Inc)/Dec in FA	-613	-833	-987	-987	-15	-1,020	-1,020	-1,020
<b>Free Cash Flow</b>	<b>6,540</b>	<b>4,709</b>	<b>3,676</b>	<b>4,305</b>	<b>3,790</b>	<b>2,954</b>	<b>2,092</b>	<b>2,576</b>
(Pur)/Sale of Investments	-144	-390	485	280	0	0	0	0
Others	-295	-653	543	1,202	37	0	0	0
<b>CF from Investments</b>	<b>-1,052</b>	<b>-1,876</b>	<b>41</b>	<b>495</b>	<b>22</b>	<b>-1,020</b>	<b>-1,020</b>	<b>-1,020</b>
Issue of Shares	2	628	352	3	4	0	0	0
Inc/(Dec) in Debt	-6,312	720	-567	-1,519	-1,567	0	0	0
Interest Paid	-737	-553	-640	-621	-134	-36	-36	-36
Dividend Paid	0	-1,868	-1,855	-714	-1,485	-2,387	-2,387	-2,387
Others	-997	-3,842	-2,530	-2,919	-807	-620	-566	-573
CF from Fin. Activity	-8,045	-4,916	-5,239	-5,770	-3,988	-3,043	-2,990	-2,996
<b>Inc/Dec of Cash</b>	<b>-1,943</b>	<b>-1,250</b>	<b>-536</b>	<b>18</b>	<b>-3,517</b>	<b>-90</b>	<b>-898</b>	<b>-421</b>
<b>Closing Balance</b>	<b>5,646</b>	<b>4,105</b>	<b>4,376</b>	<b>5,201</b>	<b>2,491</b>	<b>3,208</b>	<b>3,117</b>	<b>3,503</b>

Note: figures for FY21 to FY24 are not adjusted for demerger

Investment in securities market are subject to market risks. Read all the related documents carefully before investing.

## 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

\*In case the recommendation given by the Research Analyst is inconsistent with the investment rating legend for a continuous period of 30 days, the Research Analyst shall be within following 30 days take appropriate measures to make the recommendation consistent with the investment rating legend.

#### Disclosures

The following Disclosures are being made in compliance with the SEBI Research Analyst Regulations 2014 (herein after referred to as the Regulations). Motilal Oswal Financial Services Ltd. (MOFSL) is a SEBI Registered Research Analyst having registration no. INH000000412 and BSE enlistment no. 5028. MOFSL, the Research Entity (RE) as defined in the Regulations, is engaged in the business of providing Stock broking services, Depository participant services & distribution of various financial products. MOFSL is a listed public company, the details in respect of which are available on [www.motilaloswal.com](http://www.motilaloswal.com). MOFSL is registered with the Securities & Exchange Board of India (SEBI) and is a registered Trading Member with National Stock Exchange of India Ltd. (NSE) and Bombay Stock Exchange Limited (BSE), Multi Commodity Exchange of India Limited (MCX) and National Commodity & Derivatives Exchange Limited (NCDEX) for its stock broking activities & is Depository participant with Central Depository Services Limited (CDSL) National Securities Depository Limited (NSDL), NERL, COMRIS and CCR and is member of Association of Mutual Funds of India (AMFI) for distribution of financial products and Insurance Regulatory & Development Authority of India (IRDA) as Corporate Agent for insurance products and is a member of Association of Portfolio Managers in India (APMI) for distribution of PMS products. Details of associate entities of Motilal Oswal Financial Services Ltd. are available on the website at <http://onlinereports.motilaloswal.com/Dormant/documents/Associate%20Details.pdf>. MOFSL and its associate company(ies), their directors and Research Analyst and their relatives may; (a) from time to time, have a long or short position in, act as principal in, and buy or sell the securities or derivatives thereof of companies mentioned herein. (b) be engaged in any other transaction involving such securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the company(ies) discussed herein or act as an advisor or lender/borrower to such company(ies) or may have any other potential conflict of interests with respect to any recommendation and other related information and opinions.; however the same shall have no bearing whatsoever on the specific recommendations made by the analyst(s), as the recommendations made by the analyst(s) are completely independent of the views of the associates of MOFSL even though there might exist an inherent conflict of interest in some of the stocks mentioned in the research report.

MOFSL and / or its affiliates do and seek to do business including investment banking with companies covered in its research reports. As a result, the recipients of this report should be aware that MOFSL may have a potential conflict of interest that may affect the objectivity of this report. Compensation of Research Analysts is not based on any specific merchant banking, investment banking or brokerage service transactions. Details of pending Enquiry Proceedings of Motilal Oswal Financial Services Limited are available on the website at <https://galaxy.motilaloswal.com/ResearchAnalyst/PublishViewLitigation.aspx>. As per Regulatory requirements, Research Audit Report is uploaded on [www.motilaloswal.com](http://www.motilaloswal.com) > MOFSL-Important Links > MOFSL Research Analyst Compliance Audit Report.

A graph of daily closing prices of securities is available at [www.nseindia.com](http://www.nseindia.com), [www.bseindia.com](http://www.bseindia.com). Research Analyst views on Subject Company may vary based on Fundamental research and Technical Research. Proprietary trading desk of MOFSL or its associates maintains arm's length distance with Research Team as all the activities are segregated from MOFSL research activity and therefore it can have an independent view with regards to Subject Company for which Research Team have expressed their views.

#### Regional Disclosures (outside India)

This report is not directed or intended for distribution to or use by any person or entity resident in a state, country or any jurisdiction, where such distribution, publication, availability or use would be contrary to law, regulation or which would subject MOFSL & its group companies to registration or licensing requirements within such jurisdictions.

#### For Hong Kong:

This report is distributed in Hong Kong by Motilal Oswal capital Markets (Hong Kong) Private Limited, a licensed corporation (CE AYY-301) licensed and regulated by the Hong Kong Securities and Futures Commission (SFC) pursuant to the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) "SFO". As per SEBI (Research Analyst Regulations) 2014 Motilal Oswal Securities (SEBI Reg. No. INH000000412) has an agreement with Motilal Oswal capital Markets (Hong Kong) Private Limited for distribution of research report in Hong Kong. This report is intended for distribution only to "Professional Investors" as defined in Part I of Schedule 1 to SFO. Any investment or investment activity to which this document relates is only available to professional investor and will be engaged only with professional investors." Nothing here is an offer or solicitation of these securities, products and services in any jurisdiction where their offer or sale is not qualified or exempt from registration. The Indian Analyst(s) who compile this report is/are not located in Hong Kong & are not conducting Research Analysis in Hong Kong.

#### For U.S.

Motilal Oswal Financial Services Limited (MOFSL) is not a registered broker - dealer under the U.S. Securities Exchange Act of 1934, as amended (the "1934 act") and under applicable state laws in the United States. In addition MOFSL is not a registered investment adviser under the U.S. Investment Advisers Act of 1940, as amended (the "Advisers Act" and together with the 1934 Act, the "Acts"), and under applicable state laws in the United States. Accordingly, in the absence of specific exemption under the Acts, any brokerage and investment services provided by MOFSL, including the products and services described herein are not available to or intended for U.S. persons. This report is intended for distribution only to "Major Institutional Investors" as defined by Rule 15a-6(b)(4) of the Exchange Act and interpretations thereof by SEC (henceforth referred to as "major institutional investors"). This document must not be acted on or relied on by persons who are not major institutional investors. Any investment or investment activity to which this document relates is only available to major institutional investors and will be engaged in only with major institutional investors. In reliance on the exemption from registration provided by Rule 15a-6 of the U.S. Securities Exchange Act of 1934, as amended (the "Exchange Act") and interpretations thereof by the U.S. Securities and Exchange Commission ("SEC") in order to conduct business with Institutional Investors based in the U.S., MOFSL has entered into a chaperoning agreement with a U.S. registered broker-dealer, Motilal Oswal Securities International Private Limited. ("MOSIPL"). Any business interaction pursuant to this report will have to be executed within the provisions of this chaperoning agreement.

The Research Analysts contributing to the report may not be registered /qualified as research analyst with FINRA. Such research analyst may not be associated persons of the U.S. registered broker-dealer, MOSIPL, and therefore, may not be subject to NASD rule 2711 and NYSE Rule 472 restrictions on communication with a subject company, public appearances and trading securities held by a research analyst account.

#### For Singapore

In Singapore, this report is being distributed by Motilal Oswal Capital Markets (Singapore) Pte. Ltd. ("MOCMSPL") (UEN 201129401Z), which is a holder of a capital markets services license and an exempt financial adviser in Singapore. This report is distributed solely to persons who (a) qualify as "institutional investors" as defined in section 4A(1)(c) of the Securities and Futures Act of Singapore ("SFA") or (b) are considered "accredited investors" as defined in section 2(1) of the Financial Advisers Regulations of Singapore read with section 4A(1)(a) of the SFA.

Accordingly, if a recipient is neither an "institutional investor" nor an "accredited investor", they must immediately discontinue any use of this Report and inform MOCMSPL.

In respect of any matter arising from or in connection with the research you could contact the following representatives of MOCMSPL. In case of grievances for any of the services rendered by MOCMSPL write to [grievances@motilaloswal.com](mailto:grievances@motilaloswal.com).

Nainesh Rajani

Email: [nainesh.rajani@motilaloswal.com](mailto:nainesh.rajani@motilaloswal.com)

Contact: (+65) 8328 0276

#### Specific Disclosures

1. Research Analyst and/or his/her relatives do not have a financial interest in the subject company(ies), as they do not have equity holdings in the subject company(ies).  
MOFSL has financial interest in the subject company(ies) at the end of the week immediately preceding the date of publication of the Research Report: Yes.  
Nature of Financial interest is holding equity shares or derivatives of the subject company
2. Research Analyst and/or his/her relatives do not have actual/beneficial ownership of 1% or more securities in the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report.  
MOFSL has actual/beneficial ownership of 1% or more securities of the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report: No
3. Research Analyst and/or his/her relatives have not received compensation/other benefits from the subject company(ies) in the past 12 months.  
MOFSL may have received compensation from the subject company(ies) in the past 12 months.
4. Research Analyst and/or his/her relatives do not have material conflict of interest in the subject company at the time of publication of research report.  
MOFSL does not have material conflict of interest in the subject company at the time of publication of research report.
5. Research Analyst has not served as an officer, director or employee of subject company(ies).

6. MOFSL has not acted as a manager or co-manager of public offering of securities of the subject company in past 12 months.
7. MOFSL has not received compensation for investment banking /merchant banking/brokerage services from the subject company(ies) in the past 12 months.
8. MOFSL may have received any compensation for products or services other than investment banking or merchant banking or brokerage services from the subject company(ies) in the past 12 months.
9. MOFSL may have received compensation or other benefits from the subject company(ies) or third party in connection with the research report.
10. MOFSL has not engaged in market making activity for the subject company.

\*\*\*\*\*  
The associates of MOFSL may have:

financial interest in the subject company  
actual/beneficial ownership of 1% or more securities in the subject company at the end of the month immediately preceding the date of publication of the Research Report or date of the public appearance.

received compensation/other benefits from the subject company in the past 12 months

any other potential conflict of interests with respect to any recommendation and other related information and opinions.; however the same shall have no bearing whatsoever on the specific recommendations made by the analyst(s), as the recommendations made by the analyst(s) are completely independent of the views of the associates of MOFSL even though there might exist an inherent conflict of interest in some of the stocks mentioned in the research report.

acted as a manager or co-manager of public offering of securities of the subject company in past 12 months

be engaged in any other transaction involving such securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the company(ies) discussed herein or act as an advisor or lender/borrower to such company(ies)

received compensation from the subject company in the past 12 months for investment banking / merchant banking / brokerage services or from other than said services.

Served subject company as its clients during twelve months preceding the date of distribution of the research report.

The associates of MOFSL has not received any compensation or other benefits from third party in connection with the research report

Above disclosures include beneficial holdings lying in demat account of MOFSL which are opened for proprietary investments only. While calculating beneficial holdings, It does not consider demat accounts which are opened in name of MOFSL for other purposes (i.e holding client securities, collaterals, error trades etc.). MOFSL also earns DP income from clients which are not considered in above disclosures.

#### Analyst Certification

The views expressed in this research report accurately reflect the personal views of the analyst(s) about the subject securities or issues, and no part of the compensation of the research analyst(s) was, is, or will be directly or indirectly related to the specific recommendations and views expressed by research analyst(s) in this report.

#### Terms & Conditions:

This report has been prepared by MOFSL and is meant for sole use by the recipient and not for circulation. The report and information contained herein is strictly confidential and may not be altered in any way, transmitted to, copied or distributed, in part or in whole, to any other person or to the media or reproduced in any form, without prior written consent of MOFSL. The report is based on the facts, figures and information that are considered true, correct, reliable and accurate. The intent of this report is not recommendatory in nature. The information is obtained from publicly available media or other sources believed to be reliable. Such information has not been independently verified and no guaranty, representation of warranty, express or implied, is made as to its accuracy, completeness or correctness. All such information and opinions are subject to change without notice. The report is prepared solely for informational purpose and does not constitute an offer document or solicitation of offer to buy or sell or subscribe for securities or other financial instruments for the clients. Though disseminated to all the customers simultaneously, not all customers may receive this report at the same time. MOFSL will not treat recipients as customers by virtue of their receiving this report.

#### Disclaimer:

The report and information contained herein is strictly confidential and meant solely for the selected recipient and may not be altered in any way, transmitted to, copied or distributed, in part or in whole, to any other person or to the media or reproduced in any form, without prior written consent. This report and information herein is solely for informational purpose and may not be used or considered as an offer document or solicitation of offer to buy or sell or subscribe for securities or other financial instruments. Nothing in this report constitutes investment, legal, accounting and tax advice or a representation that any investment or strategy is suitable or appropriate to your specific circumstances. The securities discussed and opinions expressed in this report may not be suitable for all investors, who must make their own investment decisions, based on their own investment objectives, financial positions and needs of specific recipient. This may not be taken in substitution for the exercise of independent judgment by any recipient. Each recipient of this document should make such investigations as it deems necessary to arrive at an independent evaluation of an investment in the securities of companies referred to in this document (including the merits and risks involved), and should consult its own advisors to determine the merits and risks of such an investment. The investment discussed or views expressed may not be suitable for all investors. Certain transactions -including those involving futures, options, another derivative products as well as non-investment grade securities - involve substantial risk and are not suitable for all investors. No representation or warranty, express or implied, is made as to the accuracy, completeness or fairness of the information and opinions contained in this document. The Disclosures of Interest Statement incorporated in this document is provided solely to enhance the transparency and should not be treated as endorsement of the views expressed in the report. This information is subject to change without any prior notice. The Company reserves the right to make modifications and alterations to this statement as may be required from time to time without any prior approval. MOFSL, its associates, their directors and the employees may from time to time, effect or have effected an own account transaction in, or deal as principal or agent in or for the securities mentioned in this document. They may perform or seek to perform investment banking or other services for, or solicit investment banking or other business from, any company referred to in this report. Each of these entities functions as a separate, distinct and independent of each other. The recipient should take this into account before interpreting the document. This report has been prepared on the basis of information that is already available in publicly accessible media or developed through analysis of MOFSL. The views expressed are those of the analyst, and the Company may or may not subscribe to all the views expressed therein. This document is being supplied to you solely for your information and may not be reproduced, redistributed or passed on, directly or indirectly, to any other person or published, copied, in whole or in part, for any purpose. This report is not directed or intended for distribution to, or use by, any person or entity who is a citizen or resident of or located in any locality, state, country or other jurisdiction, where such distribution, publication, availability or use would be contrary to law, regulation or which would subject MOFSL to any registration or licensing requirement within such jurisdiction. The securities described herein may or may not be eligible for sale in all jurisdictions or to certain category of investors. Persons in whose possession this document may come are required to inform themselves of and to observe such restriction. Neither the Firm, nor its directors, employees, agents or representatives shall be liable for any damages whether direct or indirect, incidental, special or consequential including lost revenue or lost profits that may arise from or in connection with the use of the information. The person accessing this information specifically agrees to exempt MOFSL or any of its affiliates or employees from, any and all responsibility/liability arising from such misuse and agrees not to hold MOFSL or any of its affiliates or employees responsible for any such misuse and further agrees to hold MOFSL or any of its affiliates or employees free and harmless from all losses, costs, damages, expenses that may be suffered by the person accessing this information due to any errors and delays.

This report is meant for the clients of Motilal Oswal only.

Investment in securities market are subject to market risks. Read all the related documents carefully before investing.

Registration granted by SEBI, enlistment as RA with Exchange and certification from NISM in no way guarantee performance of the intermediary or provide any assurance of returns to investors

Registered Office Address: Motilal Oswal Tower, Rahimtullah Sayani Road, Opposite Patel ST Depot, Prabhadevi, Mumbai-400025; Tel No.: 022 - 71934200 / 71934263; www.motilaloswal.com. Correspondence Address: Palm Spring Centre, 2nd Floor, Palm Court Complex, New Link Road, Malad (West), Mumbai- 400 064. Tel No: 022 71881000. Details of Compliance Officer: Neeraj Agarwal, Email Id: na@motilaloswal.com, Contact No.:022-40548085.

Grievance Redressal Cell:

Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com
Mr. Neeraj Agarwal	022 40548085	na@motilaloswal.com
Mr. Siddhartha Khemka	022 50362452	po.research@motilaloswal.com

Registration details of group entities.: Motilal Oswal Financial Services Ltd. (MOFSL): INZ000158836 (BSE/NSE/MCX/NCDEX); CDSL and NSDL: IN-DP-16-2015; Research Analyst: INH000000412, BSE enlistment no. 5028, AMFI registered Mutual Fund Distributor and SIF Distributor: ARN :: 146822. IRDA Corporate Agent – CA0579, APMI: APRN00233. Motilal Oswal Financial Services Ltd. is a distributor of Mutual Funds, PMS, Fixed Deposit, Insurance, Bond, NCDs and IPO products.

Customer having any query/feedback/ clarification may write to query@motilaloswal.com. In case of grievances for any of the services rendered by Motilal Oswal Financial Services Limited (MOFSL) write to grievances@motilaloswal.com, for DP to dpgrivances@motilaloswal.com.