



13 January 2025 Update | Sector: Technology

# **LTIMindtree**

**BSE SENSEX** 76,330 S&P CNX 23,086

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#### Stock Info

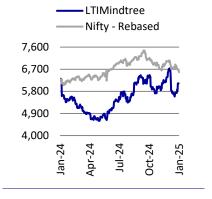
| Bloomberg             | LTIM IN       |
|-----------------------|---------------|
| Equity Shares (m)     | 296           |
| M.Cap.(INRb)/(USDb)   | 1786.8 / 20.6 |
| 52-Week Range (INR)   | 6768 / 4514   |
| 1, 6, 12 Rel. Per (%) | -3/14/-9      |
| 12M Avg Val (INR M)   | 2795          |
| Free float (%)        | 31.4          |

| Financials & Valuations (INR b) |       |       |         |  |  |  |  |
|---------------------------------|-------|-------|---------|--|--|--|--|
| Y/E Mar                         | FY25E | FY26E | FY27E   |  |  |  |  |
| Sales                           | 380.6 | 425.9 | 481.6   |  |  |  |  |
| EBIT Margin (%)                 | 14.9  | 15.5  | 16.5    |  |  |  |  |
| PAT                             | 47.9  | 55.2  | 66.0    |  |  |  |  |
| EPS (INR)                       | 161.7 | 186.5 | 223.0   |  |  |  |  |
| EPS Gr. (%)                     | 4.5   | 15.3  | 19.6    |  |  |  |  |
| BV/Sh. (INR)                    | 770.1 | 878.3 | 1,007.6 |  |  |  |  |
| Ratios                          |       |       |         |  |  |  |  |
| RoE (%)                         | 22.4  | 22.6  | 23.6    |  |  |  |  |
| RoCE (%)                        | 18.3  | 18.9  | 20.0    |  |  |  |  |
| Payout (%)                      | 42.0  | 42.0  | 42.0    |  |  |  |  |
| Valuations                      |       |       |         |  |  |  |  |
| P/E (x)                         | 37.3  | 32.3  | 27.0    |  |  |  |  |
| P/BV (x)                        | 7.8   | 6.9   | 6.0     |  |  |  |  |
| EV/EBITDA (x)                   | 25.2  | 21.9  | 18.0    |  |  |  |  |
| Div Yield (%)                   | 1.1   | 1.3   | 1.6     |  |  |  |  |

#### Shareholding Pattern (%)

| As On                            | Sep-24 | Jun-24 | Sep-23 |  |  |  |  |
|----------------------------------|--------|--------|--------|--|--|--|--|
| Promoter                         | 68.6   | 68.6   | 68.7   |  |  |  |  |
| DII                              | 14.9   | 14.2   | 13.0   |  |  |  |  |
| FII                              | 7.4    | 7.3    | 8.1    |  |  |  |  |
| Others 9.1 9.9 10                |        |        |        |  |  |  |  |
| FII includes depository receipts |        |        |        |  |  |  |  |

Stock Performance (1-year)



CMP: INR6,031

# TP: INR8,000 (+33%)

Buy

# Asymmetric risk-reward potential

LTIMindtree (LTIM) stands out as our top pick for CY25, backed by its significant exposure to BFSI and Hi-tech verticals—both projected to rebound strongly over the next 12-18 months. The company's capabilities in data, ERP, and application modernization further underpin its ability to seize incremental demand in these segments. Additionally, LTIM's AI-first pivot aligns with rising client reinvestments in next-generation transformation initiatives. Despite current uncertainties around management succession and near-term margin headwinds—as reflected in its relatively benign valuation of 27x FY27E EPS—we anticipate meaningful margin recovery by FY27 and leadership clarity by 1HCY25. These factors collectively present an asymmetric risk-reward scenario, reinforcing LTIM's strong case as our top pick for CY25.

### BFSI and Hi-tech verticals to lead CY25 growth, favoring LTIM

- LTIM derives a substantial portion of its revenue from BFSI (~35%) and Hitech (~25%), positioning it favorably for growth.
- We anticipate these two verticals to be the fastest-growing over CY25, providing a significant opportunity for LTIM to capitalize on their expansion.
- While LTIM remains cautiously optimistic about a recovery in discretionary spending, we believe that a recovering demand environment for discretionary and modernization initiatives, combined with its expertise in governance and regulatory compliance deals, will be key drivers of growth.
- The Hi-tech vertical is recovering ahead of schedule: Earlier, we anticipated a more protracted recovery curve for the vertical as we believed that capex on GenAI by big-tech companies could delay service spending. However, we now expect Hi-tech to emerge as the fastest-growing vertical in CY25, alongside US BFSI. LTIM should leverage its strength in this vertical in the short to medium term.

### Valuations offer asymmetric return potential

- LTIM currently trades at 27x FY27E EPS; on a blended 12M forward basis, the company is still trading close to its five-year average P/E multiple. This is undemanding, in our view.
- While valuations reflect uncertainty around the current management and margin headwinds, we see multiple levers for a potential re-rating.
- With a strengthening demand outlook, focused strategic pivots, and potential catalysts such as improved margins and management clarity, we believe LTIM offers an asymmetric return potential.
- We expect 11-13% constant currency growth rate for FY26-FY27, with FY27 margins recovering by 160bp over FY25 EBIT of 14.9%. This could lead to an earnings CAGR of 17.4% over FY25-FY27E. At 27x FY27E

earnings, this presents a compelling entry opportunity, in our view. Abhishek Pathak - Research Analyst (Abhishek.Pathak@MotilalOswal.com)

Research analyst: Keval Bhagat (Keval.Bhagat@MotilalOswal.com) | Tushar Dhonde (Tushar.Dhonde@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.



#### Clarity on succession to unlock value

- LTIM's post-merger top-level attrition and uncertainty around succession plans have been major factors in the stock's underperformance.
- However, new hires and reduced leadership churn, as shown in Exhibit 10, are expected to bring greater management stability over the next few quarters.
- Uncertainty around succession plans has remained a near-term overhang on the stock; we expect this to be addressed by Q4FY25.
- We see this as a potential catalyst for multiple expansions.

#### IMPACT framework – LTIM leads the scorecard

- The IMPACT evaluation framework assesses and identifies stocks that can benefit from the linear nature of GenAI scale-up in the short term, while also evaluating their future readiness when the technology reaches its inflection point.
- LTIM has emerged as one of the top performers in the IMPACT evaluation framework with a total score of 24. Its top-tier ecosystem partnerships and excellent technology readiness position it well for next-gen and pre-GenAI expenditures. The company balances top client relationships with effective new client acquisitions.

# Margins serve as a key risk but growth and SG&A leverage may drive recovery

- Margins remain a key monitorable and the biggest risk to our thesis. It is apparent that post-merger synergies have not been realized to the extent previously anticipated, and a challenging demand environment has made it tougher to expand margins.
- We believe that the utilization levels (excl. trainees) are too high (~87%), and in the event of an outsized growth recovery, LTIM will need to hire additional talent to execute effectively.
- However, we believe that SG&A leverage, coupled with a recovery in growth and a strong dollar, could provide a margin cushion in FY26/FY27.

#### Valuation and view

We reiterate our BUY rating on LTIM due to its superior offerings in data engineering and ERP modernization, positioning it well to capture pre-GenAI expenditures. We anticipate LTIM to outperform its large-cap peers and expect low double-digit CC growth for FY26. LTIM could have managed its top-level churn rate more effectively post-acquisition. Nonetheless, we believe the toplevel attrition rate might remain benign going forward. Additionally, margins remain a concern and the biggest risk to our thesis.

#### Scenario analysis: Estimating the downside

In our view, if discretionary spending fails to drive demand in the near future and tech-spend revival is delayed, LTIM is projected to grow by a much lower 6.8%/8.9% YoY CC growth in FY26E/FY27, leading to a ~1.5%/2.5% CQGR during these years, with EBIT margins of 15.1% and 15.5%. This could lead to EPS of INR161.3/176.4/196.7 for FY25E/FY26E/FY27E, translating into an earnings CAGR of 10.5%. We anticipate a potential earnings downgrade of 5-12% for FY26/FY27 from our base case. In this case, the stock could be valued at 27x FY27 EPS, yielding a TP of INR 5,300, which could serve as a floor for the stock.

However, on the upside, several catalysts could drive LTIM's performance, such as a possible management change, new directions on margin management, and a tech upcycle favoring its vertical exposure and service lines. This could enable LTIM to achieve 10.9%/13.1% YoY CC growth and expand EBIT margins by 160bp over FY25E, reaching 16.5% by FY27. In this case, LTIM will be valued at 35x, a 20% premium to TCS, suggesting an upside of around 33% with a TP of INR8,000.

#### Exhibit 1: LTIM scenario analysis

|                                  |          | Be       | ear      |          | Base     |          |          |
|----------------------------------|----------|----------|----------|----------|----------|----------|----------|
| INRm, unless mentioned otherwise | FY24     | FY25E    | FY26E    | FY27E    | FY25E    | FY26E    | FY27E    |
| Revenue (USD m)                  | 4,287    | 4,512    | 4,811    | 5,241    | 4,524    | 5,010    | 5,666    |
| Growth YoY CC (%)                |          | 5.1%     | 6.8%     | 8.9%     | 5.3%     | 10.9%    | 13.1%    |
| USD/INR                          | 82.84    | 84.13    | 85.00    | 85.00    | 84.13    | 85.00    | 85.00    |
| Revenue                          | 3,55,170 | 3,79,588 | 4,08,972 | 4,45,453 | 3,80,555 | 4,25,885 | 4,81,631 |
| EBITDA                           | 63,874   | 66,025   | 70,808   | 78,903   | 66,199   | 75,227   | 89,857   |
| EBITDA Margin (%)                | 18.0%    | 17.4%    | 17.3%    | 17.7%    | 17.4%    | 17.7%    | 18.7%    |
| EBIT                             | 55,685   | 56,614   | 61,810   | 69,103   | 56,767   | 65,857   | 79,262   |
| EBIT Margin                      | 15.7%    | 14.9%    | 15.1%    | 15.5%    | 14.9%    | 15.5%    | 16.5%    |
| Tax Rate (%)                     | 24.2%    | 25.3%    | 24.5%    | 24.5%    | 25.3%    | 24.9%    | 24.9%    |
| PAT                              | 45,846   | 47,750   | 52,225   | 58,226   | 47,877   | 55,197   | 66,014   |
| EPS(INR)                         | 154.8    | 161.3    | 176.4    | 196.7    | 161.7    | 186.5    | 223.0    |
| Growth (%)                       |          | 4.2%     | 9.4%     | 11.5%    | 4.5%     | 15.3%    | 19.6%    |
| P/E Multiple                     |          | 2        | .7       |          |          | 35       |          |
| TP (Rounded)                     |          | 5,3      | 300      |          |          | 8,000    |          |
| Upside/Downside                  |          | -1       | 2%       |          |          | 33%      |          |

Source: MOFSL, Company

#### Exhibit 2: Comparative valuation of Tier I and Tier II IT companies

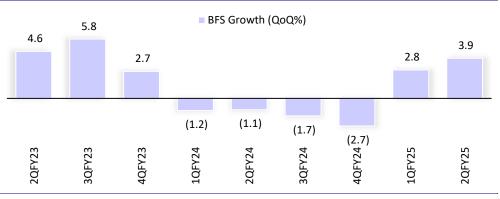
| Companies  | CMP*   | Target | Upside    | Detine  |       | E     | PS    |       | EPS CAGR    |      | P     | /E    |       |
|------------|--------|--------|-----------|---------|-------|-------|-------|-------|-------------|------|-------|-------|-------|
| Name       | CIVIP* | Price  | /Downside | Rating  | FY24  | FY25e | FY26e | FY27e | FY24-27e, % | FY24 | FY25e | FY26e | FY27e |
| TCS        | 4,291  | 5,000  | 17%       | Buy     | 126.3 | 138.0 | 152.0 | 166.2 | 9.6%        | 34   | 31    | 28    | 26    |
| Infosys    | 1,962  | 2,250  | 15%       | Buy     | 58.4  | 63.6  | 71.5  | 80.1  | 11.1%       | 34   | 31    | 27    | 24    |
| Wipro      | 292    | 290    | -1%       | Neutral | 10.2  | 11.5  | 12.3  | 13.0  | 8.4%        | 29   | 25    | 24    | 22    |
| HCLT       | 1,989  | 2,400  | 21%       | Buy     | 57.9  | 63.3  | 71.9  | 79.7  | 11.2%       | 34   | 31    | 28    | 25    |
| TechM      | 1,660  | 1,750  | 5%        | Neutral | 41.1  | 47.8  | 62.1  | 69.6  | 19.2%       | 40   | 35    | 27    | 24    |
| LTIM       | 6,031  | 8,000  | 33%       | Buy     | 154.8 | 161.7 | 186.5 | 223.0 | 12.9%       | 39   | 37    | 32    | 27    |
| LTTS       | 4,853  | 5,250  | 8%        | Buy     | 123.0 | 127.1 | 153.4 | 174.7 | 12.4%       | 39   | 38    | 32    | 28    |
| Mphasis    | 2,778  | 3,200  | 15%       | Neutral | 81.8  | 90.7  | 104.3 | 115.1 | 12.1%       | 34   | 31    | 27    | 24    |
| Coforge    | 8,706  | 11,500 | 32%       | Buy     | 133.2 | 145.7 | 229.2 | 282.3 | 28.4%       | 65   | 60    | 38    | 31    |
| Persistent | 6,003  | 7,500  | 25%       | Buy     | 75.1  | 88.5  | 116.5 | 136.1 | 21.9%       | 80   | 68    | 52    | 44    |
| Zensar     | 747    | 800    | 7%        | Neutral | 29.1  | 26.9  | 30.9  | 35.3  | 6.6%        | 26   | 28    | 24    | 21    |
| Cyient*    | 1,682  | 2,100  | 25%       | Buy     | 62.7  | 62.0  | 73.5  | 80.2  | 8.6%        | 27   | 27    | 23    | 21    |

Source: MOFSL



# BFSI and Hi-tech verticals to lead CY25 growth, favoring LTIM

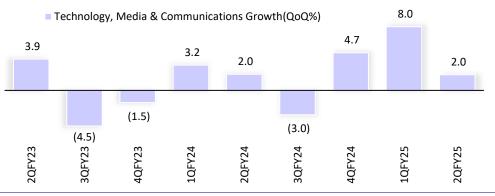
- LTIM derives a substantial portion of its revenue from BFSI (~35%) and Hi-Tech (~25%), positioning it favorably for growth. We anticipate these two verticals to be the fastest-growing over the medium term, providing a significant opportunity for LTIM to capitalize on their expansion.
- Clients in banking, financial services, and insurance are once again starting to spend on high-priority transformation projects. Additionally, banks are preparing data for AI use cases, which augurs well for LTIM.
- While LTIM remains cautiously optimistic about a recovery in discretionary spending, we believe the demand for efficiency and cost-reduction programs, combined with its expertise in governance and regulatory compliance deals, will be key drivers of growth.
- The Hi-tech vertical is recovering ahead of schedule: Earlier, we expected a more protracted recovery curve for the vertical as we believed capex in GenAl by big-tech companies could delay service spending. However, we believe Hi-tech to emerge as the fastest-growing vertical in CY25, alongside US BFSI. LTIM should ride its strength in this vertical in the short to medium term.



#### Exhibit 3: BFSI vertical is back on the growth trajectory

Source: MOFSL, Company

#### Exhibit 4: Hi-tech showing sustained growth momentum on deal ramp-ups

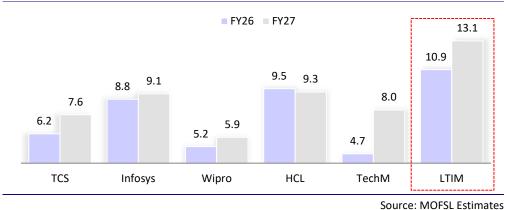


Source: MOFSL, Company



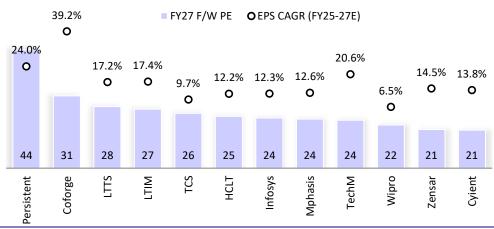
## Valuations offer an asymmetric return potential

- We believe a balanced deal pipeline, demand recovery in key verticals, and LTIM's pivot to AI offerings will enable the company to deliver a double-digit YoY CC revenue growth — the best among its Tier-I peers.
- LTIM currently trades at 27x FY27E EPS; on a blended 12M forward basis, the company is still trading close to its five-year average P/E multiple. This is undemanding, in our view.
- While valuations reflect uncertainty around current management and margin headwinds, we see multiple levers for a potential re-rating.
- With a strengthening demand outlook, focused strategic pivots, and potential catalysts such as margin expansions and management clarity, we believe LTIM offers an asymmetric return potential.
- We expect a low-teen constant currency growth rate for FY26-FY27, with margins recovering 160bp over FY25 EBIT of 14.9%. This could lead to an earnings CAGR of 17.4% over FY25-FY27E. At 27x FY27E earnings, this presents a compelling entry opportunity, in our view.



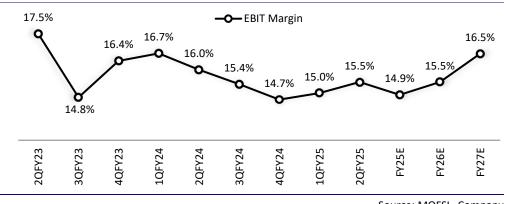
#### Exhibit 5: LTIM to record double-digit YoY CC growth among Tier I peers

Exhibit 6: LTIM's undemanding valuation offers a good margin of safety



Source: MOFSL Estimates

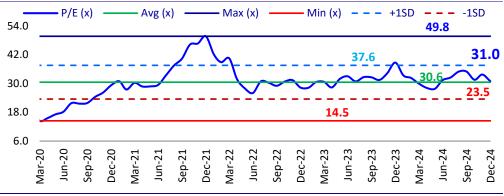




# Exhibit 7: EBIT margins to expand 160bp in FY27 from FY25

Source: MOFSL, Company





Source: MOFSL, Bloomberg



## Clarity on succession to unlock value

- LTIM's post-merger top-level attrition and uncertainty around succession plans have been major factors in the stock's underperformance. As shown in Exhibit 9, the merger has resulted in numerous top-level exits, leading to a high attrition rate among the senior management.
- However, new hires and reduced leadership churn, as shown in Exhibit 10, are expected to bring greater management stability over the next few quarters.
- Uncertainty around succession plans has remained a near-term overhang on the stock; we expect this to be addressed by 4QFY25.
- We believe that the worst is behind and the top-level management churn is likely to remain benign going forward. This will act as a potential catalyst for multiple expansions.

#### Exhibit 9: List of leadership exits at LTIM

| Name                        | Original<br>Company | Designation  | Joining<br>Date | Resignation<br>Date | n<br>New | v Role and Firm  |
|-----------------------------|---------------------|--|-----------------|---------------------|----------|--|
| Venugopal Lamba             | Mindtree            | President  | Aug-20          | Jan-23              | *        | CEO, Randstad  |
| Rajesh Gharpure             | LTI                 | EVP& Global Delivery leader -<br>Manufacturing                         | Jun-00          | Jan-23              | *        | Chief Delivery Officer,<br>Persistent Systems            |
| Anil Rander                 | LTI                 | CFO-LTI  | Apr-21          | Feb-23              | *        | Group CFO, Inspira Enterprise<br>India Ltd.              |
| Radhakrishnan<br>Rajgopalan | Mindtree            | SVP and Global Head - Digital, Data & Insights, Connected Universe, QE | Jun-20          | Mar-23              | *        | Tiger Analytics  |
| Suresh HP                   | Mindtree            | Head - Global Delivery Office  | Apr-07          | Mar-23              | *        | Chief Delivery Officer, Sonata<br>Software               |
| Neha Kathuria               | Mindtree            | Head of Global Marketing   | Feb-14          | Mar-23              | *        | CMO, Infogain  |
| Siddharth Bohra             | LTI                 | CBO - Digital Business   | Sep-15          | Jun-23              | *        | Founder, Startup   |
| Sriramkumar<br>Kumaresan    | Mindtree            | EVP - Global Head of Cloud and Security                                | Jul-20          | Jun-23              | *        | Head, Cloud Infra & Security,<br>CTSH                    |
| Kunal Dhingra               | LTI                 | CTO & Global Head  | Jul-18          | Jun-23              | *        | CTO, RBL Bank  |
| Naresh KN (Mindtree)        | Mindtree            | SVP, Global Delivery Head - BFS  | Apr-10          | Jul-23              | *        | President, Chief Account<br>Officer, ITC Infotech        |
| Archana Ramanakumar         | LTI                 | EVP & Global Delivery Head, Life Sciences                              | Jul-20          | Jul-23              | *        | SVP & Global Head of Industry<br>Solutions, CTSH         |
| Tridib Barat                | LTI                 | Company Secretary and Compliance<br>Officer                            | Dec-21          | Aug-23              | *        | VP & Company Secretary,<br>Chambal Fertilisers           |
| Dinesh Bajaj                | LTIMindtree*        | SVP & Chief Business Officer   | Nov-22          | Sep-23              | *        | EVP, Qualitest   |
| Paresh Vankar               | LTIMindtree*        | Chief Marketing Officer  | Jan-23          | Oct-23              | *        | Not available  |
| Raj Pandya                  | LTI                 | Head, America Region   | Jun-93          | Nov-23              | *        | CEO, Quantum Integrators                                 |
| Ashish Deshpande            | LTI                 | CBO - Lifesciences   | Jun-21          | Dec-23              | *        | Chief Revenue Officer, HSO                               |
| Milind Shah                 | LTI                 | Chief Business Officer, Global Captive Centers                         | Mar-08          | Dec-23              | *        | Managing Director, Randstad                              |
| Mukund Rao                  | Mindtree            | CBO - BFSI   | Aug-20          | Jan-24              | *        | President, Global Markets,<br>Xoriant                    |
| Dilip Panjwani              | LTI                 | Global Head, Cybersecurity Practice                                    | Nov-22          | Jan-24              | *        | Head of Cyber Security Service<br>Line, Persistent       |
| Vinit Teredesai             | Mindtree            | CFO  | Jun-20          | Apr-24              | *        | CFO, Persistent Systems                                  |
| Manoj Shikarkhane           | LTI                 | CHRO   | Aug-15          | Apr-24              | *        | Not available  |
| Raghavendra<br>Parvataraju  | LTI                 | Head, Hi-tech and Services   | Nov-22          | Apr-24              | *        | CEO and Founder, Stealth<br>Startup                      |
| Mr. Pankaj Chugh            | LTI                 | Head, Google Cloud BU  | May-15          | Apr-24              | *        | President & COO, 66degrees                               |
| Mr. Gregory Dietrich        | LTI                 | Executive Vice President - Global Sales                                | Aug-20          | Apr-24              | *        | COO, Cloud & Infra Services,<br>North America, Capgemini |
| Mr. A.M. Naik               | LTI                 | Founder & Chairman   | NA              | Jun-24              | *        | Not Applicable   |

Source: Company, MOFSL, LinkedIn; Note: \*Joined after the merger



#### Exhibit 10: New Hires/Promotes

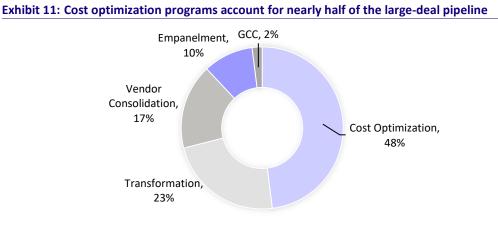
| Designation  | Current Designate   | History |  |  |  |  |
|--|---|---------|--|--|--|--|
| President  | Sudhir Chaturvedi   | *       | Promoted internally, over 30 years of experience, previously worked in NIIT Technologies and Infosys |  |  |  |
| VP& Global Delivery leader - Manufacturing                                 | Naushad Khambhawala                                       | *       | Associated with LTI for over two decades   |  |  |  |
| CFO-LTI  | Position now merged, currently<br>headed by Vipul Chandra | ,       |  |  |  |  |
| сто  | Aan Chauhan   | *       | Previously worked as the CTO of Mindtree   |  |  |  |
| Company Secretary and Compliance Officer (LTI)                             | Angana Arora  | *       | Associated with L&T Group for over a decade  |  |  |  |
| VP and Chief Business Officer – Retail,<br>Consumer Goods and Distribution | Samir Gosavi  | *       | Previously worked in Zensar and Infosys  |  |  |  |
| Chief Marketing Officer  | Shuchi Sarkar   | *       | Previously worked in HP & AWS  |  |  |  |
| CBO - Lifesciences   | Aditi Banerjee  | *       | Over 25 years of experience, previously with<br>Accenture and HCLT                                   |  |  |  |
| CBO - BFSI   | Harsh Naidu   | *       | Promoted internally, associated with LTI for over two decades  |  |  |  |
| CFO  | Vipul Chandra   | *       | Promoted from the Head of Treasury in Corporate Finance, previously in Citi Bank                     |  |  |  |
| CHRO   | Chetana Patnaik   | *       | Promoted from Head - Human Resources, L&T -<br>Transportation Infrastructure                         |  |  |  |
| Principal Director, Head GCP Practice                                      | Vinay Padegaonkar   | *       | Associated with LTIM for over a decade   |  |  |  |

Source: Company, MOFSL, LinkedIn



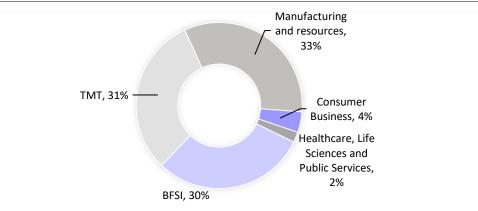
# Building a balanced and diversified large-deal pipeline

- We believe LTIM's capabilities lie in transformation and modernization deals. However, LTIM has also sought to diversify into cost-takeout deals, which currently make up 48% of its total deal pipeline. But with discretionary/transformation spending returning (albeit slowly), LTIM's services (data, digital engineering, ERP, and cloud) and verticals (banking and technology) are both favorably placed to benefit from this recovery.
- In the past 18 months, LTIM has proactively shaped and closed 45+ large deals, contributing to a Total Contract Value (TCV) of USD2.0b. These wins span across industries, with 30% exposure in BFSI, 33% in manufacturing, and 31% in communication sectors, showcasing a balanced portfolio of engagements.
- Industry trends indicate a growing focus on vendor consolidation, as reflected in 17% of LTIM's large-deal pipeline. Furthermore, 48% of the pipeline is dedicated to cost optimization deals, 2% to Global Capability Center (GCC) deals, and 10% to empanelment deals. This distribution highlights LTIM's strategic focus on efficiency, streamlined operations, and its positioning as a preferred vendor in diverse engagements.



Source: MOFSL, Company

#### Exhibit 12: Well-diversified portfolio of deal pipeline across verticals



Source: MOFSL, Company



## **Pivoting to AI: AI-driven service delivery**

- An AI-first approach continues to drive success in a challenging environment. AI is being integrated into all aspects of LTIM's operations, with co-pilot-based IT operations improving productivity. Legacy modernization and Industry 4.0 use cases are gaining traction.
- As GenAI becomes pivotal in customer interactions, modernization efforts are increasingly focused on transforming the data estate.
- The company plans to integrate AI into all its offerings as well as participate in the capex cycle spurred by clients' investments in AI.
- Key summary of its AI-driven service delivery model:
- 1. **Knowledge fabric**: Builds a strong foundation using business and IT data, enterprise knowledge graphs, and small language models, integrating sources such as SAP, Oracle, and AWS.
- 2. Al agents: Automate repetitive tasks and enable intelligent workflows for efficient operations.
- 3. **Domain-specific co-pilots:** Offer AI-driven assistance tailored to modernization, engineering, and operations to improve delivery and outcomes.
- We believe that while the AI hype may be real, it will prompt the IT services industry to fundamentally alter the way it delivers services to its clients. LTIM's proactive approach to this shift gives it a competitive advantage.

#### Exhibit 13: Scaling Al-driven delivery in IT ops and engineering



Source: MOFSL, Company



## IMPACT framework – LTIM leads the scorecard

- The IMPACT evaluation framework assesses and identifies stocks that can benefit from the linear nature of the GenAI scale-up in the short term, while also evaluating future readiness when the technology reaches an inflection point.
- LTIM has emerged as one of the top performers in the IMPACT evaluation framework with a total score of 24. Its top-tier ecosystem partnerships and excellent technology readiness position it well for next-gen and pre-GenAI expenditures. The company balances top client relationships with effective new client acquisitions.
- LTIM has top-tier ecosystem partnerships, particularly in niche areas such as Snowflake, Databricks, Google Cloud, and Azure, along with excellent technology readiness, positioning it well for next-gen and pre-GenAI expenditures.
- Industry exposure (5/5): Clients in banking, financial services, and insurance are once again starting to spend on high-priority transformation projects. We view LTIM's exposure to manufacturing and energy as a positive.
- Margin expansion scope (1/5): Margin performance remains the key concern for LTIM. It is clear that post-merger synergies have not been realized to the extent, and the challenging demand environment has made improving margins even tougher.
- Partnerships (5/5): LTIM has top-tier ecosystem partnerships, particularly in niche areas such as Snowflake, Databricks, Google Cloud, and Azure.
- Automation threat (5/5): LTIM's portfolio comprises top-tier modernization offerings and very little legacy burden.
- Client strategies (3/5): LTIM needs to tap more clients in the USD100m+ range at its scale.
- **Technology readiness (5/5):** LTIM will be the key beneficiary of next-gen/pre-GenAl spending owing to its superior next-gen readiness.

| 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          |

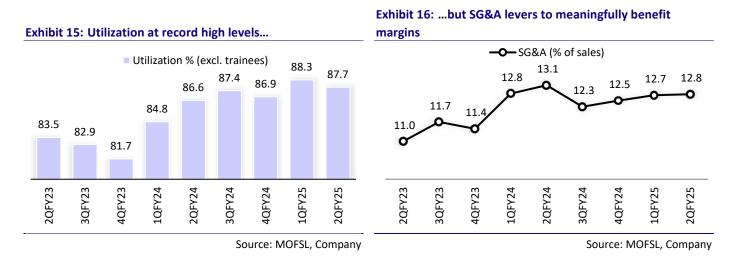
#### Exhibit 14: LTIM leads the IMPACT framework

Source: MOFSL

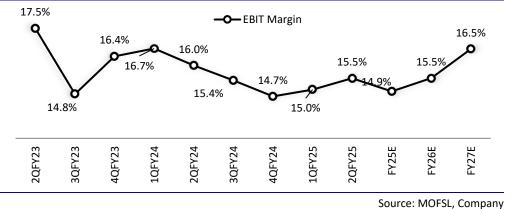


# Margins serve as a key risk but growth and SG&A leverage may drive recovery

- Margin expansion remains a critical concern to our thesis. The anticipated post-merger synergies have not materialized as expected, compounded by a challenging demand environment that complicates margin expansions.
- We believe that the utilization levels are too high (~87%), and in the event of an outsized growth recovery, LTIM will need to hire additional talent to execute effectively. Headcount addition has been meek in the past four quarters and ramping up hiring could lead to margin pressures.
- LTIM's re-rating hinges on significant margin recovery, primarily through volume increases, as few other levers are invisible aside from revenue growth.
- That said, we believe SG&A leverage, coupled with a recovery in growth and a strong dollar, could provide a margin cushion in FY26/FY27. The company's aspirational range of 17%-18% is likely to be extended due to external challenges. We expect LTIM's margin to expand to 15.5%/16.5% by FY26/FY27.



### Exhibit 17: EBIT margins to expand to 16.5% by FY27





# **Financials and valuations**

#### **Income Statement**

| Income Statement  |          |          |          |          |          |          |          | (INR m)  |
|-------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Y/E March         | FY20     | FY21     | FY22     | FY23     | FY24     | FY25E    | FY26E    | FY27E    |
| Sales             | 2,69,413 | 2,86,287 | 2,61,086 | 3,31,830 | 3,55,170 | 3,80,555 | 4,25,885 | 4,81,631 |
| Change (%)        | 12.2     | 6.3      | (8.8)    | 27.1     | 7.0      | 7.1      | 11.9     | 13.1     |
| Cost of Services  | 1,77,967 | 1,95,985 | 1,78,271 | 2,32,037 | 2,46,214 | 2,66,009 | 2,98,700 | 3,33,015 |
| Gross Profit      | 91,446   | 90,302   | 82,815   | 99,793   | 1,08,956 | 1,14,546 | 1,27,185 | 1,48,617 |
| SG&A Expenses     | 36,068   | 26,759   | 30,330   | 37,915   | 45,082   | 48,347   | 51,958   | 58,759   |
| EBITDA            | 55,378   | 63,543   | 52,485   | 61,878   | 63,874   | 66,199   | 75,227   | 89,857   |
| % of Net Sales    | 20.6     | 22.2     | 20.1     | 18.6     | 18.0     | 17.4     | 17.7     | 18.7     |
| Depreciation      | 8,239    | 8,520    | 5,971    | 7,227    | 8,189    | 9,432    | 9,369    | 10,596   |
| EBIT              | 47,139   | 55,023   | 46,514   | 54,651   | 55,685   | 56,767   | 65,857   | 79,262   |
| % of Net Sales    | 17.5     | 19.2     | 17.8     | 16.5     | 15.7     | 14.9     | 15.5     | 16.5     |
| Other Income      | 1,796    | 3,410    | 6,426    | 4,065    | 4,802    | 7,339    | 7,666    | 8,669    |
| РВТ               | 48,934   | 58,434   | 52,940   | 58,716   | 60,487   | 64,106   | 73,523   | 87,931   |
| Тах               | 8,780    | 14,262   | 13,439   | 13,812   | 14,641   | 16,229   | 18,326   | 21,917   |
| Rate (%)          | 17.9     | 24.4     | 25.4     | 23.5     | 24.2     | 25.3     | 24.9     | 24.9     |
| Minority Interest | 0        | 0        | 0        | 11       | 25       | 0        | 0        | 0        |
| Extraordinary     | 0        | -571     | 0        | 800      | 0        | 0        | 0        | 0        |
| Adjusted PAT      | 40,154   | 44,172   | 39,501   | 44,904   | 45,846   | 47,877   | 55,197   | 66,014   |
| Change (%)        | -3       | 10       | -11      | 14       | 2        | 4        | 15       | 20       |

| Balance Sheet        |        |        |          |          |          |          |          | (INR m)  |
|----------------------|--------|--------|----------|----------|----------|----------|----------|----------|
| Y/E March            | FY20   | FY21   | FY22     | FY23     | FY24     | FY25E    | FY26E    | FY27E    |
| Share Capital        | 174    | 175    | 296      | 296      | 296      | 296      | 296      | 296      |
| Reserves             | 53,866 | 72,859 | 1,42,576 | 1,65,625 | 1,99,876 | 2,27,652 | 2,59,674 | 2,97,971 |
| Net Worth            | 54,040 | 73,034 | 1,42,872 | 1,65,921 | 2,00,172 | 2,27,948 | 2,59,970 | 2,98,267 |
| Minority Interest    | 11     | 37     | 57       | 71       | 92       | 92       | 92       | 92       |
| Other liabilities    | 10,886 | 7,697  | 11,972   | 14,143   | 17,934   | 17,917   | 17,956   | 18,004   |
| Capital Employed     | 64,937 | 80,768 | 1,54,901 | 1,80,135 | 2,18,198 | 2,45,957 | 2,78,018 | 3,16,363 |
| Net Block            | 12,104 | 10,481 | 13,772   | 17,823   | 21,224   | 19,792   | 18,422   | 15,826   |
| Intangibles          | 7,684  | 9,241  | 14,861   | 15,452   | 15,078   | 15,078   | 15,078   | 15,078   |
| Other LT Assets      | 5,170  | 6,056  | 27,805   | 29,789   | 50,798   | 46,794   | 50,103   | 54,172   |
| Curr. Assets         | 63,290 | 81,313 | 1,49,386 | 1,71,897 | 1,88,530 | 2,13,537 | 2,48,328 | 2,90,941 |
| Current Investments  | 22,186 | 36,282 | 57,882   | 53,349   | 77,494   | 92,494   | 1,12,494 | 1,32,494 |
| Debtors              | 27,541 | 26,906 | 56,271   | 72,284   | 70,387   | 66,727   | 74,676   | 84,450   |
| Cash & Bank Balance  | 5,252  | 7,594  | 14,462   | 23,389   | 18,200   | 25,042   | 28,711   | 37,647   |
| Other Current Assets | 8,311  | 10,531 | 20,771   | 22,875   | 22,449   | 29,274   | 32,447   | 36,349   |
| Current Liab. & Prov | 23,311 | 26,323 | 50,923   | 54,826   | 57,432   | 49,243   | 53,912   | 59,654   |
| Trade payables       | 7,269  | 8,277  | 13,250   | 12,938   | 14,939   | 9,514    | 10,647   | 12,041   |
| Other liabilities    | 13,454 | 14,504 | 31,381   | 33,754   | 34,007   | 31,243   | 34,779   | 39,127   |
| Provisions           | 2,588  | 3,542  | 6,292    | 8,134    | 8,486    | 8,486    | 8,486    | 8,486    |
| Net Current Assets   | 39,979 | 54,990 | 98,463   | 1,17,071 | 1,31,098 | 1,64,294 | 1,94,415 | 2,31,287 |
| Application of Funds | 64,937 | 80,768 | 1,54,901 | 1,80,135 | 2,18,198 | 2,45,957 | 2,78,018 | 3,16,363 |

# Pro Forma P&L statement for the combined entity (LTIM) from FY20 to FY21

\* Standalone (LTI) Balance Sheet from FY20 to FY21



# **Financials and valuations**

| Ratios                          |        |         |         |         |         |         |         |         |
|---------------------------------|--------|---------|---------|---------|---------|---------|---------|---------|
| Y/E March                       | FY20   | FY21    | FY22    | FY23    | FY24    | FY25E   | FY26E   | FY27E   |
| EPS                             | 89.4   | 98.9    | 133.5   | 151.8   | 154.8   | 161.7   | 186.5   | 223.0   |
| Cash EPS                        | 107.8  | 117.8   | 153.7   | 173.5   | 182.5   | 193.6   | 218.1   | 258.8   |
| Book Value                      | 120.3  | 161.5   | 483.0   | 560.9   | 676.0   | 770.1   | 878.3   | 1,007.6 |
| DPS                             | 22.7   | 37.6    | 63.9    | 60.0    | 65.0    | 67.9    | 78.3    | 93.6    |
| Payout %                        | 25.4   | 38.0    | 47.9    | 39.5    | 42.0    | 42.0    | 42.0    | 42.0    |
| Valuation (x)                   |        |         |         |         |         |         |         |         |
| P/E                             | 67.4   | 61.0    | 45.2    | 39.7    | 39.0    | 37.3    | 32.3    | 27.0    |
| Cash P/E                        | 56.0   | 51.2    | 39.2    | 34.8    | 33.0    | 31.2    | 27.6    | 23.3    |
| EV/EBITDA                       | 48.4   | 42.2    | 32.6    | 27.6    | 26.5    | 25.2    | 21.9    | 18.0    |
| EV/Sales                        | 10.0   | 9.4     | 6.6     | 5.1     | 4.8     | 4.4     | 3.9     | 3.4     |
| Price/Book Value                | 50.1   | 37.3    | 12.5    | 10.8    | 8.9     | 7.8     | 6.9     | 6.0     |
| Dividend Yield (%)              | 0.4    | 0.6     | 1.1     | 1.0     | 1.1     | 1.1     | 1.3     | 1.6     |
| Profitability Ratios (%)        |        |         |         |         |         |         |         |         |
| RoE                             | 78.0   | 70.4    | 36.6    | 26.1    | 24.4    | 22.4    | 22.6    | 23.6    |
| RoCE                            | 67.2   | 57.1    | 29.5    | 24.9    | 21.2    | 18.3    | 18.9    | 20.0    |
| Turnover Ratios                 |        |         |         |         |         |         |         |         |
| Debtors (Days)                  | 37.31  | 34.30   | 79      | 80      | 72      | 64      | 64      | 64      |
| Fixed Asset Turnover (x)        | 22.3   | 27.3    | 19.0    | 18.6    | 16.7    | 19.2    | 23.1    | 30.4    |
|                                 |        |         |         |         |         |         |         |         |
| Cash Flow Statement             |        |         |         |         |         |         |         | (INR m) |
| Y/E March                       | FY20   | FY21    | FY22    | FY23    | FY24    | FY25E   | FY26E   | FY27E   |
| CF from Operations              | 18,748 | 21,292  | 44,695  | 48,591  | 50,720  | 57,310  | 64,567  | 76,610  |
| Cash for Working Capital        | -2,313 | 2,704   | -12,188 | -17,645 | 5,975   | -7,366  | -9,722  | -11,957 |
| Net Operating CF                | 16,435 | 23,996  | 32,507  | 30,946  | 56,695  | 49,943  | 54,844  | 64,653  |
| Net Purchase of FA              | -2,426 | -2,665  | -10,529 | -9,346  | -8,330  | -8,000  | -8,000  | -8,000  |
| Free Cash Flow                  | 14,009 | 21,331  | 21,978  | 21,600  | 48,365  | 41,943  | 46,844  | 56,653  |
| Net Purchase of Invest.         | -4,007 | -13,895 | -5,924  | 6,037   | -30,791 | -15,000 | -20,000 | -20,000 |
| Net Cash from Invest.           | -6,433 | -16,560 | -16,453 | -3,309  | -39,121 | -23,000 | -28,000 | -28,000 |
| Proc. from equity issues        | 0      | 1       | 2       | 12      | 0       | 0       | 0       | 0       |
| Proceeds from LTB/STB           | -3,221 | 230     | -3,529  | -3,702  | -4,947  | 0       | 0       | 0       |
| Dividend Payments               | -5,679 | -5,319  | -13,277 | -15,627 | -17,753 | -20,102 | -23,175 | -27,716 |
| Cash Flow from Fin.             | -8,900 | -5,088  | -16,804 | -19,317 | -22,700 | -20,102 | -23,175 | -27,716 |
| Exchange difference             | 0      | -6      | 21      | 607     | -63     | 0       | 0       | 0       |
| Net Cash Flow                   | 1,102  | 2,342   | -729    | 8,927   | -5,189  | 6,842   | 3,669   | 8,937   |
| Opening Cash Bal. + Merger Adj. | 4,150  | 5,252   | 15,191  | 14,462  | 23,389  | 18,200  | 25,042  | 28,711  |
| Add: Net Cash                   | 1,102  | 2,342   | -729    | 8,927   | -5,189  | 6,842   | 3,669   | 8,937   |
| Closing Cash Bal.               | 5,252  | 7,594   | 14,462  | 23,389  | 18,200  | 25,042  | 28,711  | 37,647  |
|                                 |        |         |         |         |         |         |         |         |

E: MOFSL Estimates

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Registered Office Address: Motilal Oswal Tower, Rahimtullah Sayani Road, Opposite Parel 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          |  |  |

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