



IPO Note – Happiest Minds Technologies Ltd

03-September-2020

Issue Snapshot:

Issue Open: Sept 07 – Sept 09, 2020

Price Band: Rs. 165 – 166

Issue Size: 42,290,091 eq shares
(Fresh issue 6,626,506* + Offer for sale of 35,663,585 eq sh)

Issue Size: Rs. 697.79 -702.02 cr

Reservation for:

QIB atleast 75% eq sh
Non Institutional Upto 15% eq sh
Retail Upto 10% eq sh

Face Value: Rs 2

Book value: Rs 23.70 (June 30, 2020)

Bid size: - 90 equity shares and in multiples thereof

100% Book built Issue

Capital Structure:

Pre Issue Equity: Rs. 28.05 cr
Post issue Equity: Rs. 29.37 cr

Listing: BSE & NSE

Book Running Lead Manager: ICICI Securities Ltd, Nomura Financial Advisory and Securities (India) Private Ltd

Registrar to issue: KFin Technologies Private Limited

Shareholding Pattern

Shareholding Pattern	Pre issue %	Post issue %
Promoter and Promoter Group	61.8	53.3
Public & Employee	34.2	42.9
Others	4.1	3.9
Total	100.0	100.0

Source for this Note: RHP

* = assuming pricing at higher end of band

Background & Operations:

Positioned as “Born Digital. Born Agile”, Happiest Minds Technologies Ltd (HMTL) focus on delivering a seamless digital experience to its customers. Its offerings include, among others, digital business, product engineering, infrastructure management and security services. Its capabilities provide end-to-end solution in the digital space and has developed a customer-centric focus that aims to fulfil their immediate business requirements and to provide them strategically viable, futuristic and transformative digital solutions.

HMTL helps its customers in finding new ways to interact with their users and clients enabling them to become more engaging, responsive and efficient and also offer solutions across the spectrum of various digital technologies such as Robotic Process Automation (RPA), Software-Defined Networking/Network Function Virtualization (SDN/NFV), Big Data and advanced analytics, Internet of Things (IoT), cloud, Business Process Management (BPM) and security. As of June 30, 2020, HMTL had 148 active customers. Its repeat business (revenue from existing customers) has steadily grown and contributed a significant portion of its revenue from contracts with customers over the years indicating a high degree of customer stickiness. In the three months ended June 30, 2020 and in Fiscal 2020, HMTL delivered 90.1% and 87.9% respectively of its projects through agile delivery methodology. Over the years and currently during the ongoing outbreak of Novel Coronavirus, it has successfully implemented its business continuity plans including to achieve efficient work-from-home practices to ensure connectivity across the enterprise

Business of HMTL is divided into the following three Business Units (BUs):

Digital Business Services (DBS):

DBS offerings are aimed at (i) driving digital modernisation and transformation for customers through digital application development and application modernisation for an improved customer experience, enhanced productivity and better business outcomes; (ii) implementation of solutions, development and implementation of solution, capabilities for improving data quality of the customer’s platform, assistance in designing and testing of operations and management of platform and modernisation of digital practices; and (iii) consulting and domain led offerings such as digital roadmap, mindful design thinking, and migration of on-premise applications to cloud.

Product Engineering Services (PES):

PES BU aims to help customers capitalise on the transformative potential of ‘digital’ by building products and platforms that are smart, secure and connected. It provides its customers a blend of hardware and embedded software knowledge which combines with its software platform engineering skills to help create high quality, scalable and secure solutions. Its offerings extend across the development lifecycle from strategy to final roll out while ensuring quality. HMTL gets its clients started on this journey with digital foundry that allows to build rapid prototypes for customers and provide a scalable Minimum Viable Product (MVP). HMTL embrace a cloud and a mobile friendly approach along with an agile model that is supported by test automation to help clients accelerate their time to market and build a competitive advantage.

Infrastructure Management & Security Services (IMSS):

IMSS offerings provide an end to end monitoring and management capability with secure ring fencing of its customers' applications and infrastructure. It provide continuous support and managed security services for mid-sized enterprises and technology companies. Specialized in automation of business and IT operations with DevSecOps model and with NOC/SOC, it strives to ensure that the data center, cloud infrastructure and applications are safe, secure, efficient and productive. HMTL’s security offerings include cyber and infrastructure security, governance, risk & compliance, data privacy and security, identity and access management and threat and vulnerability management. Its infrastructure offerings include DC and hybrid cloud services, workspace services, service automation (RPA, ITSM & ITOM), database and middleware services and software defined infrastructure services.

Business units are supported by the following three Centres of Excellence (CoEs):

Internet of Things (IoT): HMTL's IoT offering includes consulting led digital strategy creation, device/edge/platform engineering, end-to-end system integration on industry standard IoT platforms, IoT security, and IoT enabled managed services, implementing IoT roadmap, deriving insights from connecting assets, connecting manufacturing, supply chain, products and services to deliver IoT led business transformation and new business models aimed at enhancing its customers' operations and customer experience. In Fiscals 2019, 2020 and the three months ended June 30, 2020, revenues from IoT offerings were 8.4%, 9.8% and 9.3%, respectively.

Analytics / Artificial Intelligence (AI): HMTL's analytics/AI offering includes implementation of advanced analytics using artificial intelligence, machine learning and statistical models, engineering big data platforms to deal with large volume of data, creating actionable insights with data warehousing, modernization of data infrastructure and process automation through AI. In Fiscals 2019, 2020 and the three months ended June 30, 2020 revenues from analytics/AI were 9.1%, 11.6% and 12.1%, respectively.

Digital Process Automation (DPA): HMTL's DPA offering includes consulting led digital transformation through process automation of core business applications, products and infrastructure landscape of its customers, leveraging various intelligent process automation tools and technologies including Robotic Process Automation (RPA), intelligent business process management (IBPMS) and cognitive automation using AI & machine learning based models. In Fiscal 2020 and the three months ended June 30, 2020, revenue from DPA was 20.7% and 24.1%, respectively.

Objects of Issue:

The Offer consists of the Fresh Issue and the Offer for Sale.

Offer for Sale

The object of the Offer for Sale is to allow the Selling Shareholders to sell an aggregate of up to 35,663,585 Equity Shares held by them. HMTL will not receive any proceeds from the Offer for Sale.

Fresh Issue

The net proceeds of the Fresh Issue, i.e. gross proceeds of the Fresh Issue less the Offer expenses apportioned to HMTL ("Net Proceeds") and the proceeds from the Pre-IPO Placement are proposed to be utilised in the following manner:

To meet Long term working capital requirements; and
General corporate purposes.

Competitive Strengths

Strong brand in digital IT services: HMTL's target market includes business services, IT services, infrastructure-as-a-service, applications, application development and deployment. Its brand positioning "Born Digital. Born Agile" is a reflection of digitalization being built into the essence of its business. Since inception, it has focused on software product development, which has refined through repeat, multi-year engagements with various global Independent Software Vendors (ISVs). Unlike custom application development, which is usually tailored to specific business requirements, software products of ISVs must be designed with a high level of product configurability and operational performance to address the needs of a diverse set of end-users working in multiple industries and operating in a variety of deployment environments. This demands a strong focus on upfront design and architecture, strict software engineering practices, and extensive testing procedures. The company has developed a culture focused on innovation, technology leadership and process excellence, which helps in maintaining a strong reputation with its customers. Its work with renowned ISVs and emerging innovative technology companies which focus on new trends, exposes it to their customers' business and strategic challenges, allowing to develop vertical-specific domain expertise. HMTL's experience with ISV and technology company customers enables to grow its business in multiple industries, including Edutech, HiTech, Industrial/Manufacturing, BFSI and Retail.

Growing high revenue generating customer accounts with a high proportion of repeat revenues and revenues from mature markets:

HMTL has generally witnessed an increase in the number of its top accounts by revenue contribution. It has been recognized by several global analysts. In 2020, it has received the Regional award – South in Industrial IoT/ Industry 4.0 category by the EFY group and has been consistently mentioned in various analyst reports including by Gartner, Forrester, IDC, Avasant, Zinnov Consulting and Frost & Sullivan (Source: Frost & Sullivan). It has also received awards including from NASSCOM, IoT Innovator and Express IT Awards. HMTL has repeat business from its customer base, which includes more than 35 Fortune2000 / Forbes200 / Billion \$ corporations (Source: Frost & Sullivan Report). Its broad range of offerings helps it to up-sell and its multiple BUs help it to cross-sell to its existing customers as well as to acquire new customers. HMTL also conduct senior management reviews with its key customers to engage with them for feedback and future opportunities. Average revenue per customer has increased from USD 471,472 in Fiscal 2018, to USD 501,562 in Fiscal 2019 to USD 614,675 in Fiscal 2020. It has witnessed a steady generation of revenues from its existing customer accounts.

Scalable business model with multiple drivers of steady growth: HMTL's business model is scalable across customer industries, functions and geographies. In addition to its spread across customer industries and geographic markets it has also developed key operational drivers delivering steady growth. These drivers include its revenue mix, contract structure, utilization rates and bill rates.

Revenue mix

Offshore business for Indian IT services industry is generally at a higher margin than onshore business primarily because personnel costs have been lower in India than in many other countries. Offshore business also supports scalability as India has a large pool of trained engineers who speak English and are experienced in delivering IT services

Contract structure

Fixed price contracts require HMTL to take on more financial risk compared to time and material contracts. For digital projects, the share of time and material contracts tends to be greater as these projects are iterative in nature.

Utilization

Utilization is a key lever in maintaining growth its loss in Fiscal 2018 was in part driven by lower utilization rates in that year.

Bill rates

Bill rates for offshore work are higher than those for onshore work, owing to difference in services provided. The foregoing operational drivers has helped deliver steady growth in recent years.

End to end capabilities spanning the digital lifecycle from roadmap to deployment and maintenance

HMTL's core competency is full lifecycle software development services including design and prototyping, product development and testing, component design and integration, product deployment, performance tuning, porting, cross-platform migration and ongoing support. It has developed experience in each of these areas by working collaboratively with partner ISVs and technology companies, creating a foundation for the evolution of its other offerings, which include custom application development, application testing, enterprise application platforms, application maintenance and support, and infrastructure management. HMTL's multiple BUs also help it cross-sell solutions and services to existing customers. It helps its customers to prepare a digital roadmap for the transformation or upgrading their existing IT systems and implementing SaaS platforms. Its PES unit helps in building digital platforms. Finally, IMSS offering covers various aspects of cloud lifecycle services catering to different infrastructure and security needs.

Strong R&D capability with depth in disruptive technologies creating value through newly engineered solutions:

HMTL has garnered experience in next-generation technologies that drives its ability to provide solutions for digital evolution, agile transformation and automation. Its expertise includes technological capabilities developed to support mobile connectivity with other devices, social media, big data analytics and cloud delivery, among others. However, technologies that power digital evolution are rapidly evolving with new technological breakthroughs constantly happening and HMTL evolve its offerings to include them, such as augmented/virtual reality, chatbots etc. To help its customers to future proof their digital transformation initiatives, it created offerings in emerging technologies such as Automation, Blockchain, Drones & Robotics. It has also engineered solutions that can be used as is by its customers as a part of digital transformation and allow to deliver services more efficiently.

Agile engineering and delivery: HMTL helps its customers deliver effective, quality software. With broad software engineering capabilities, it has the ability to choose the methods, technologies and tools which are best suited to customers' business needs. Its engineers use a broad range of technologies including web technologies, cloud, data, mobile, testing, hardware & embedded, integration and APIs, IoT, AI, analytics and DevOps. Its tools provide with a flexible approach for running large software projects and it constantly experiment with the latest tools and techniques, which allows to select technologies with the right balance between innovation and predictability. As its customers digitally evolve and plan to adopt the Agile approach, it help integrate new systems into their existing technology architecture and help their existing systems keep pace. The company review customers' current architectures and provide support in building architectural capability which allows to plan, adapt and deliver solutions that increase responsiveness, mitigate risks and achieve continuous improvement.

HMTL has invested considerable resources into developing a proprietary suite of internal applications and tools to manage delivery process. These applications and tools are effective in reducing risks, such as security breaches and cost overruns, while providing control and visibility across the project lifecycle stages to both the company and its customers. In addition, these applications and tools enables to provide solutions using the optimal software product development methodologies, including iterative methodologies such as agile development. Its applications, tools, methodologies and infrastructure allows to seamlessly deliver services and solutions from delivery centres to global customers, thereby further strengthening relationships with them.

Mindful approach towards systems, employee policies and practices led by an experienced leadership and senior management team focused on sound corporate governance practices: HMTL is led by a professional management team with extensive experience in the IT services industry, and a proven performance track record. It draws on the knowledge of its Board of Directors, who bring their experience

in the areas of corporate governance, business strategy, and operational and financial capabilities, among others. Its approach to mindfulness in business is underpinned by its belief that happy people lead to happy customers. HMTL's systems, policies and practices seek to foster an open, mindful culture, enabling its people to discover their potential and participate in shaping their own work experience. The quality of its people underpins its success and serves as a key point of differentiation in how it deliver a value proposition to its customers. HMTL's experienced professionals, combined with its experience in delivering custom solutions that meet its customers' business needs, has allowed to develop a culture of striving for software engineering excellence. This culture enables to attract, train and retain talented IT professionals.

Business Strategy:

Acquire new accounts and deepen key account relationships: Over the years HMTL has developed long standing relationships with its customers. It devote significant attention to being able to understand the behavior, preferences and trends of its customers through research and a consultation process. This gives a distinct perspective that brings to its engagements. The company also conduct periodic market scans to identify upcoming technologies. With this approach, it aims to become a key part of its customer's operating and growth strategy, enabling to serve customers across multiple touch points and projects. It is focused on continuing to expand relationships with existing customers by helping them solve new problems and become more engaging, responsive and efficient. Its number of customer accounts that has a minimum annual spend of USD1 million, USD 5 million and USD 10 million has grown in the last three Fiscals and it aim to continue to grow the number of its key account relationships as it has done previously, it aims to sustain the annual revenue contribution of a customer in subsequent years after the year of customer acquisition. Expansion of its relationships with existing active customers will remain a key strategy going forward as HMTL continues to leverage its domain expertise and knowledge of emerging technology trends in order to drive incremental growth for its business.

Further investments in CoEs and digital processes: To deliver value to HMTL's customers efficiently, it is critical to create smart and agile solutions such as software and business architectures and process methodologies, which enable to implement market-ready solutions for its customers in a timely manner. To this end, it intends to continue investing in its employees and increase R&D capabilities, particularly with a view to create solutions in emerging disruptive technologies that enhance its ability to develop tools for leading entry into new areas such as payments and intelligent enterprises and developing products that address industry specific customer requirements. The company provides solutions that leverage the power of mobile connectivity and IoT to develop flexible and adaptable solutions to business challenges. The ubiquitous nature of mobile networks and the emergence of data-driven technology services such as the IoT has also given enterprises the ability to collect and analyze data, providing them with insights into customer and user behavior and operational workflows. HMTL's focus areas will continue to include smart industries (for manufacturing, renewable energy and utilities), smart enterprises (smart homes, buildings/offices, retail and telecommunications) and smart living (healthcare and security). Its work extends to sectors that are constantly changing, with disruptions being the norm. At the same time, it monitor the changes happening in specific industries and keeping itself aware of the customers' aspirations and align its solution accordingly. HMTL seeks to apply its creative skills and digital technical engineering capabilities to enhance its customers' value to their end customers and users. As a result, it is focused on remaining at the forefront of emerging technology trends, including in areas such as IoT, artificial intelligence, machine learning, advanced analytics, augmented reality, virtual reality and blockchain.

Strengthen existing partnerships and enter into new partnerships with Independent Software Vendors: HMTL has a long standing relationship with global ISVs and technology companies to develop various key features of their product portfolios. Some of its current partners include Microsoft, Amazon Web Services, NetSuite, and Salesforce (Source: Frost & Sullivan Report). Its focus on software product development for such ISVs has shaped key aspects of its service offerings as well as its culture of software engineering excellence, enabling to expand its services into other key industry verticals. To streamline and accelerate the software development process, HMTL has created proprietary software development lifecycle processes, applications and tools. From managing every aspect of a development project, to automated testing tools, to management and hosting options for delivered solutions, its applications and tools aim to help ensure that its customers achieve faster turn-around times, quality results.

HMTL's custom-built, proprietary internal project management system allows its project teams to work across multiple locations seamlessly within global delivery ecosystem and provides with detailed insight into its entire business, including the capabilities and utilisation of employees, in order to quickly staff new and existing engagements with the best available resources. HMTL's objective is to be a leader in providing high-quality software engineering services for global ISVs and emerging technology companies, and use its accumulated technology and industry expertise to become a strategic vendor of choice for delivering complex software solutions and other complementary and diversified IT services to global companies across a range of verticals. HMTL will continue to develop new solutions jointly with its partner ISVs Such joint efforts will help in accessing a greenfield customer base of its partner ISVs which will further help up-sell and cross-sell to these new customers.

Domain led approach towards customer acquisition and revenue generation in specific verticals: HMTL has traditionally focused on enterprises that are technology- and information-centric where its software development expertise is valued. To further enhance and develop its solutions and offerings, it has focussed on certain verticals including banking and financial services, Edutech, Retail, Manufacturing, Travel and Hospitality and Enterprise. For developing its solutions in each of these verticals, it has recruited IT professionals

with experience in its industry. The combination of software development expertise and vertical industry depth has enabled to build vertical-specific solutions that provide customers with rapid time-to-market solutions. HMTL plans to continue enhancing its expertise in different verticals by recruiting IT professionals with industry expertise. Specialisation provides the efficiency and flexibility which has served as a catalyst for quicker turnaround times and higher levels of quality. These benefits have served as a catalyst for the increase in the number of customer accounts in its targeted verticals. HMTL continue to have a significant untapped opportunity in these verticals and it plans to leverage this experience to expand its vertical reach. HMTL's reputation as a provider of complex software development solutions and its distinctive culture of happiness has been critical elements in attracting and retaining its IT professionals.

Attract, develop and retain skilled employees to sustain service quality and customer experience: HMTL conduct lateral hiring through a dedicated IT professional talent acquisition team whose objective is to locate and attract qualified and experienced IT professionals within the relevant region. It aims to develop its position as a coveted employer in the Indian IT services industry and place a high priority on attracting, training and retaining its employees, which is integral to its continued ability to grow customer relationships. The company aims to continue to dedicate resources to the training and development of its IT professionals. It also provide management and soft skills training, intensive workshops and management and technical advancement programs. It is committed to systematically identifying and nurturing the development of middle and senior management through formal leadership training. HMTL intends to continue to organise development and networking events for its employees and also continues its mindful approach towards systems, people and practices. It also intend to continue its efforts to improve its ratings on Glassdoor as well as overall ranking in Great Places to Work.

Selectively Pursue Strategic Acquisitions: HMTL plans to selectively pursue acquisitions. Its focus is on augmenting its core capabilities to enhance its experience in new technologies and verticals and increase geographic reach, while preserving its corporate culture and sustainably managing its growth. Consistent with these goals, in the past, HMTL has completed two acquisitions, both of which has accelerated core strategic goals. Furthermore, as part of its strategy to expand geographic footprint with high-quality global resources, it may pursue acquisitions of companies with significant presence in areas of operation. Its acquisition strategy is shaped by its continued focus on acquiring scalable resources and developing a global, multi-shore operation with high-quality software engineering talent.

Industry

Global Specialty Chemical Industry Based on value addition, the chemicals industry can be classified into two broad segments - basic and specialty. In general, basic chemicals are high-volume and low-value products that are sold to other industries for processing further. They are usually manufactured in continuous process plants and there is no major product differentiation across several manufacturers. Sales of basic chemicals are largely driven by price. However, specialty chemicals are low-volume and high-value products which are sold on the basis of their quality or utility, rather than composition. Thus, they may be used primarily as additives or to provide a specific attribute to the end product. Specialty chemicals are more likely to be prepared and processed in batches. The focus is on value addition to the end-product and the properties or technical specifications of the chemical.

Growth of digital services

Increasing demand from digital natives

The term digital native refers to a person who has grown up in the digital age, rather than having acquired familiarity with digital systems as an adult. While 30% of the youth population today are digital natives, the digital native population in the developing world is expected to double within the next five years. This generation is familiar with the rapid technological advancements and their demand for better digital solutions has mandated service providers to push their boundaries to sustain market advantage. This is predominantly because the digitally-empowered population prefers customised solutions over brand loyalty and other traditional factors.

Social networking and platforms

Modern digital services extensively focus on delivering solutions with a focus on customer satisfaction. Advanced digital technologies such as artificial intelligence (AI) and machine learning require volumes of data to provide accurate analysis and granular reports. With an estimated 95 million Instagram posts a day, 31.25 million Facebook posts per minute, and 6,000 tweets a second, social media generates data in volumes that could be harnessed by organisations to glean insights from customer conversations, understand emerging trends and topics and adapting quickly to evolving customer requirements.

Evolutionary shift towards efficiency

Globally organisations are looking to shift from an "e-business" model to a more "digital-business" model where interconnected components such as the business, the consumer, the product and the service are brought together into one centralised ecosystem.

Everything on the cloud

Cloud has played a significant role in the growth of digital services ranging from alleviating concerns over capacity management to managing a wider range of operational functions while delivering multiple capabilities such as analytics and computing. Digital services are increasingly reliant on cloud-based technological functions and this trend is expected to gain traction in the future as well. The cloud computing market was valued at USD 224 billion in 2019 and is estimated to reach USD 719 billion by 2025, growing at a CAGR of 21.45%.

Digital KPIs to measure growth

Digital KPIs are metrics which help to evaluate organisations on digital initiatives and quantify the benefits of the processes that they are responsible for, with the aim of monitoring the outcome of the digital investment. As digital transformation expands across multiple regions and industry verticals, organisations are measuring their business efficiencies using digital KPIs such as high-performing digital functions and their impact on revenue growth. Digital KPIs help organisations determine if the digital investments will sustain and drive the company's bottom line. They provide detailed insights and have the potential to unearth valuable information that can help organisations make informed decisions keeping in mind the requirements of the future.

Ability to create and recreate value

Digital services provide avenues for technology convergence and allows for the provision of solution integration from multiple technology functions. The efficiency derived from one system or function has the ability to percolate and create efficiencies across several systems that are connected over a digital network. Such efficiencies have already been observed in concepts such as IIoT (Industrial IoT) automation and supply chain automation through digital analytics.

Data for intelligence

A primary driver for digital services is the adoption and utilisation of data-driven technology services such as Internet of Things (IoT) and predictive analytics that have demonstrated the benefits of digital services across multiple industry verticals, thereby reducing the gap between under-connected and hyper-digitized environments. Smart data has seen a considerable traction in manufacturing and automotive segments wherein a lot of production modelling is being built around machine learning and advanced algorithms. A combination of intelligence along with the potential of advanced data mining technologies has led to the development of novel solutions around several industrial problems. Services like IoTaaS (IoT as a Service) and AlaaS (AI as a service) are gaining considerable traction because service providers are able to transcend beyond providing data-enabled solutions to intelligence-enabled business insights. Segments like IoT have already gained significant traction within the IT sector with a spend of USD 714 billion in 2019 that is projected to reach over USD 1,583 billion by 2025 growing at a CAGR of 14.19%.

Digital services: Growth Drivers

Connectivity for business efficiency

The speed, quality and reach of connectivity are critical in enabling businesses to make economic and mission-critical decisions. Connectivity is key for digital services, with the growing number of connected devices such as smartphones, server-less computing, sensors and the explosion of digitally shared data. With over 4.3 billion internet users and 5.1 billion mobile users, the scope for utilising digital connectivity for business has pushed multiple organisations to create and modify business models which can leverage on the power of digital data and open up new avenues. Connectivity is expected to create a high impact both in the short term (FY 21-23) and in the long term (FY 23-25).

Business environments relying on digital KPIs

Organisations increasingly rely on digital environment to identify opportunities and assess their business performance at the most granular level. Digital KPIs are replacing traditional KPIs and efficiencies are measured against digital parameters to supplement the organizational initiatives. As businesses increasingly continue to leverage digital KPIs, the industrial impact of digital KPIs is expected to remain high in the short term (FY 21-23) as well as in the long term (FY 23-25).

Augmenting outcomes through technology convergence

With the ability to combine multiple technology services, business leaders are looking at the transformational potential of digital services in bringing about workplace efficiency. Commoditised computing using the cloud and utilising AI and machine learning have been key drivers to efficiently drive operational and supply chain outcomes. Technology convergence is faced with some barriers today in the form of integration issues and regulations and this is expected to have a medium impact in the short term (FY 21-23) but once the issues are ironed out, there will be a significant impact in the long term (FY 23-25).

Competitive exigencies

Many organisations have already reaped the benefits of adopting digital within their organisational services and in doing so have demonstrated successful use cases that alleviate concerns for other organisations. The increasing pressure to deliver efficiency from the customer community is also exerting pressures on organisations to shift towards digitally enabled, effective services. Organisations have just begun to realise the benefits of digital maturity and hence the short term (FY 21-23) impact of using digital technologies for competitive differentiation is expected to be moderate. Moving forward, in the long term (FY 23-25), most organisations would base their competitive differentiation around digital parameters.

Global Technology Market: Challenges

While the global technology market is expected to have a healthy growth, there are still some challenges to adoption that have hindered market players from completely realising the potential of the developing IT market. Some of these challenge areas are discussed below:

True value of digital

While there is a lot of hype around new-age digital technologies such as AI, machine learning and robotics, not all segments have realised the full value of such digital innovations. In this regard, service providers are trying to address segment-specific challenges and demonstrate successful use cases but the rigidity around the willingness to shift from legacy to digital still persists in multiple industry segments.

Finding the right talent

The continuous innovation around digital technologies has not been met with a corresponding maturity from the talent pool, and global organisations are consequently struggling with resource constraints. As new digital technologies and services are being introduced to the market, it becomes mandatory for the digital talent to understand and consume the inherent features of such technologies without much delay. The World Economic Forum estimates that more than half (54%) of all employees will require significant reskilling by 2022. However, the problem is likely to be even more acute in some regions. European Commission figures show that around 37% of workers in Europe are lacking in basic digital skills.

The growth of new-age technological services is relatively higher than the growth of the talent mapped for such services. In order to cope with the lack of digital talent, organisations are opting to enhance their internal digital capabilities through training programs and the hiring of specialised talent from other regions. The relatively higher pay offered to digitally-proficient employees has also pushed people to further their digital capabilities in order to land lucrative offers in the IT sector.

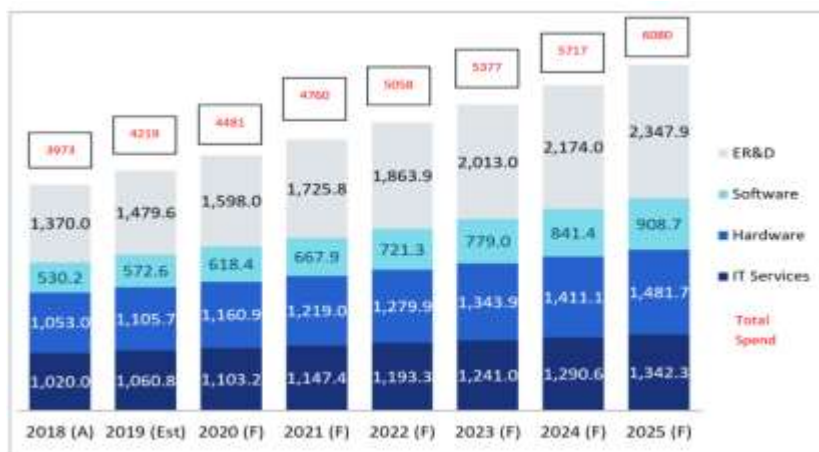
Security and privacy

With the advent of cloud and virtualisation, organisations are increasingly concerned over the privacy and security of their data as service providers are yet to completely alleviate the threats around cyber risks and provide a holistic solution. Data-sensitive industries such as finance and healthcare are impacted by these concerns.

Global Technology Market Spend

The global technology spend is estimated to be USD4,218.7 billion in 2019. A growth of 6.3 per cent is expected year-on-year, reaching USD 6,080 billion by 2025. Software and engineering research and design (ER&D) are the expected to lead the growth going forward.

Total Global IT Market Spend, 2018-2025 (USD Billions)



The accelerated spending on emerging technologies and the increase in the technology product mix within organisations that have conventionally invested in non-IT solutions are key reasons for the projected market growth. Digitisation and connectivity has created opportunities for service providers to focus more on R&D and consequentially created a demand within the software space, which is expected to increase going forward.

The popularity of “as-a-service” culture has been of a major advantage to service providers as they look to capitalise on combining the potential from the changing customer community and the evolving technological solutions. Cost reduction through automation and analytics-driven business decisions have encouraged organisations to invest more in technological solutions and the benefits of such investments are expected to create more traction going forward

Digital IT and legacy IT

Legacy IT

Legacy systems can be defined as software or hardware related IT stack that could comprise of internal systems, external communication channels and storage. Typically, legacy systems utilise technology that is relatively old or outdated but is critical to run the business. Investments in legacy systems are relatively higher and this is a key reason for organisations displaying resistance when it comes to replacing legacy systems.

Digital IT

Digital services are those that enable organisations to leverage the new-age services that have permeated the technology market. The combination of software and hardware services that enable the delivery of information using the internet typically comes under the purview of digital service. With technology convergence, the term digital encompasses services that are interconnected within the network of technological components via the internet.

In 2019, the global enterprise digital spend stood at USD691 billion and represented about 16.3% of the total technology spend within the IT sector. By 2025, the enterprise digital spend is projected to be around 34% of the total technology spend with the digital spending growing at a healthy CAGR of 20.19%. With organisations looking to capitalise on the benefits of digitisation through leveraging capabilities around cost-reduction, service automation and efficient work channels, the adoption of digital technologies will improve. Legacy investments are already deemed as cost-overheads and the cloud-based digital service offerings present valuable opportunities to small and mid-size organisations that look to benefit from the digital era.

The global IT spend across key emerging technologies is expected to grow from USD 1,160 billion in 2019 to USD 3,558 billion in 2025 growing at a CAGR of 20.5%.

The increasing utilisation of robotic process automation (RPA) in business process integration is expected to deliver a healthy growth of the segment that is projected to reach a market size of over USD 7 billion by 2025, growing at a CAGR of 25%.

AI and machine learning are increasingly being adopted as a modern solution by organisations that are looking to leverage automation and intelligence from technological solutions to iron out their business inefficiencies. The combination of these two technologies is expected to grow at a rate of 55% from 2019 to 2025.

Blockchain solutions have already gained significant traction within the IT landscape and are expected to see a considerable momentum going forward owing to the success demonstrated in the finance and trading sectors. Being one of the fastest growing markets, it is expected to have a healthy growth rate of over 80% from 2019 to 2025.

Cybersecurity has always been a core component within the IT sector and is increasingly gaining importance with the advancement of connected technologies. Organisations are looking for increased security solutions, which is expected to drive the market at a CAGR of 14% and is projected to reach a size of USD 266.7 billion by 2025.

Immersive media has already gained considerable momentum and the growth within the segment is projected to catapult over USD 700 billion dollars by 2025 due to the number of immersive, innovative solutions created within the market space.

Cloud computing and related services are expected to have a steady growth of 21.4% CAGR, owing to the ability to deliver cost-efficient and customised service. The increasing demand for connectivity is already creating acceleration within the IoT segment, which is expected to have a healthy CAGR of 14.2%.

IT Services Split Across Key Functions

The IT spend across key technology functions mentioned above is expected to grow from USD1,061 billion in 2019 to USD 1,342 billion in 2025 growing at a CAGR of 4%. The spending on the system integration segment is expected to witness relatively higher growth as compared to the other segments owing to the need for bundled offerings, security concerns and advanced solutions that has led to a higher bargaining power of the system integrators. This segment is expected to grow at a CAGR of 12.4% from 2019 to 2025. Custom application development is also expected to see a healthy CAGR of 8.9% due to the increasing demand within the enterprise application development sector as well as from the mobile application development.

Infrastructure services is expected to witness a drop in the overall spend owing to the projected investments in cloud services.

Global Technology Spend Across Regions

The APAC region is projected to have a relatively healthy CAGR of 5.85% until 2025 due to the growing population of software professionals and the availability of cost-efficient software solutions from within this region. USA has the majority of the market share owing to economic development and abundance of investment opportunities. As one of the key regions when it comes to adopting and utilising modern technologies, USA has been the forerunner in technology innovation with a number of companies, particularly startups in the Silicon Valley area, focusing on bringing new solutions to the market. The constant focus on innovation is expected to drive the market in this region at a CAGR of 5.6%. Europe and Middle East are hubs for technology-driven industrial solutions which have consequentially created a demand within these regions. This region is expected to have a CAGR of 4.79% until 2025. India, in particular, benefits from a rapidly growing population of digital experts and software engineers as well as being an economy that is gearing up for digitisation on major fronts, which is expected to create a boom within the information technology space and consequentially the market is expected to grow at a CAGR of 6.1% from 2019 to 2025.

Global Technology Spend Across Select Industry Verticals

From a growth perspective, the edutech market is expected to witness a higher CAGR of 5% owing to the adoption of digital solutions within the sector in the recent years and the momentum is expected to carry on going forward. The advancements in IoT solutions and the ability

to use advanced technology to predict and prevent industrial losses has led to a significant increase in the adoption of technology solutions within the manufacturing sector, which is expected to grow at a CAGR of 3.5% until 2025.

The benefits of e-commerce has been a successful use case for the retail sector which is already benefitting from automation and machine learning solutions that have cut down costs and boosted sales equally. The technology spend in the retail sector is expected to grow at a CAGR of 3.5% from 2019 to 2025. An all-round connectivity and realisation of the need to shift from legacy technology to a digital environment is the major reason for the expected market growth in the future.

Key Indian technology market trends

India's successful economic transformation story is evident from its emergence from the 1991 crisis to its present day economic position. India is expected to move from being the 7th largest economy in 2018 to the 3rd (optimistic scenario) or 4th (baseline scenario) largest by 2030, depending on scenario conditions, with strong consumer demand and structural reforms being key driving factors.

Indian IT: Growth Drivers

Digitally mature IT workforce

India's IT workforce is one of the most mature globally, owing to the continuous exposure to developing emerging technologies and the catering to multiple service requests from global organisations. The extensive competition within the market has pushed the population towards developing unique digital skill sets that can differentiate themselves and this in turn creates a portfolio of experts within the IT services domain. From an impact perspective, digital maturity in the IT workforce is expected to have a high impact in both the short (FY 21-23) and long term (FY 23-25).

Extensive push from the government

The Indian government has been pushing towards a digital economy through several initiatives such as digital India campaigns and smart city developments. The government of India has also provided support towards the IT services sector through funding for digital education, training and IT outsourcing. Government aided development of digital services is expected to have a high impact in both the short (FY 21-23) and long term (FY 23-25).

Impact of increasing connectivity in the rural sector

4G has already connected the rural areas, 5G is expected to boost the adoption of connectivity, particularly in the usage of smart-phone related services, with service providers expecting a healthy growth. Connected environments and growing maturity of IoT is expected to result in innovative use cases in industry verticals like manufacturing and retail. While connectivity in the rural sector is expected to witness a moderate growth in the short term (FY 21-23), going forward, with the imminent adoption of 5G, it is expected to have a significant impact in the long term (FY 23-25).

Rising number of start-ups and indigenous development

There are more than 21,000 start-ups in India of which around 9,000 are technology start-ups. These numbers are expected to increase owing to the successful revenue growth and favorable M&As. The success of local companies such as OYO, Ola and Zomato have propelled multiple companies to focus more on domestic market. The start-up sectors has been booming recently with a medium impact expected in the short term (FY 21-23), and a significant impact expected in the long term (FY 23-25).

Indian IT: Challenges

While the technology industry in India remains one of the most sought after sectors for employment, the industry has predominantly leveraged outsourcing as its major business and has lagged behind countries like the USA and UK when it comes to adopting high-end digital technologies for their operations. There are challenges that remain to be addressed in the market, which are listed below:

Employee attrition rates

IT companies have been struggling with rising attrition rates and continue to focus on retaining talent skilled in emerging digital technologies. While the demand continues to grow for talent skilled in such emerging technologies, companies are offering better salaries and bonuses in a bid to retain them. Further, the adoption of new technology and shifting to digitalising company operations have also contributed majorly to the high attrition rates across the sector as many without the requisite skills were let go. In addition to these major factors, the growing number of alternatives in front of tech talent today has meant that many have, over these troubling times, decided to leave the IT sector and preferred to join other places. The advent of e-commerce and other tech-based startup sectors has helped many professionals find an alternative to taking up jobs within the IT sector.

Indian IT: Key Government Initiatives

The Indian government's strong push towards a cashless economy, enhanced infrastructure and adoption of digital instruments has resulted in strong growth of digital payment and has allowed for multiple service providers to capitalise on the e-payment ecosystem. The government has set up a botnet clearing and malware analysis center called Cyber Swachhta Kendra to provide an inclusive, safe and secure cyberspace. A budget of Rs 100 crore has been benchmarked for the set-up of IoT innovation centers, wherein the latest gadgets and instruments would be provided for researchers to come up with ideas pertaining to IoT implementation. The Ministry of Commerce and

Industry has built up an AI taskforce to create strategies that encourage advancement of AI, ML and related technologies. The government of India has also allocated USD 480 million to promote AI, machine learning (ML) and IoT under the digital India campaign and has opened 9 centers of excellence (COEs) to take AI to the masses. There have been an increasing number of promotions for digital education through platforms such as eBasta, Swayam, Diksha and ePaatshaala. The government's Make in India program is expected to drive industrial robotics, with the 2nd phase having specific focus on robotics. Further, the set up by NITI Aayog at IIT Chennai, the National AI program, will focus to encourage big data, cybersecurity and robotics with some of the initiatives aimed to help promote Industry. There has also been initiatives towards digitisation of records like Aadhar, electronic voter IDs and repositories for the e-storage of government information. Electronic service delivery through schemes such as eKranti is aimed at providing digital solutions to sectors such as healthcare, agriculture, education and finance. With a target to double farm income by 2020, digital initiatives in the agriculture sector are expected to provide significant benefits to the farming community.

Impact of COVID-19 on the IT Sector

Technology spend is expected to be impacted as businesses across industry verticals globally resort to cost-cutting measures. The impact of COVID-19 on IT spending is expected to be much higher than what it was during the global recession of 2007-2008, where the IT spending declined by over USD 165 billion. Overall spending on IT is expected to decline with the impact being most severe in the next 4-8 quarters, after which the pent up demand will drive higher investments and growth rates in the sector. While the extent of decline at an overall level and in the respective segments is still being evaluated, early trends point to the following:

Hardware and devices

As hardware is seen as a quasi-discretionary spend, enterprises will push back their spend on hardware (laptops, desktops and personal computing devices) as they look to conserve cash in the short term. Spend on servers and storage is also expected to decline.

Cloud/SaaS services and IaaS (Infrastructure as a service)

Investments in the digital space and cloud computing is expected to increase owing to a shift towards remote business models and an increase in the number of online channels utilised by multiple industry verticals during the COVID-19 pandemic. SaaS applications continue to be the default choice which enables remote working. Cloud and Software providers are working on replacing legacy with SaaS. The cloud SaaS market has witnessed a CAGR of 12% from 2018 to 2020. Disaster recovery solutions will be a critical area to evaluate for business continuity.

Software

Spending on software is expected to remain flat or witness a negligible growth. There will be pockets of growth. However, major markets like ERP, SCM, and CRM would be the most impacted.

Services

The IT services sector is expected to clock a negative growth, though not as significant as the hardware and devices market. Most clients will focus on mitigating emerging business risks and defer discretionary IT spend, while permitting existing contracts to continue. IT firms could also face the challenge of price renegotiations by clients, which could add to cost pressures. With the need to effectively utilise IT budgets, organisations will seek to cut down on costs associated with travel, operational maintenance and infrastructure expenses. Spending on services which are made use of by industry verticals which are impacted the most will decline. Services to help remote work and collaboration will gain significance. However, managed services are expected to witness a decline.

Emerging digital services: Big Data, AI and RPA

Emerging digital services will witness an uptick in spend as some technologies like AI, RPA and big data analytics increasingly playing a more important role.

Enterprise security

Remote collaboration has necessitated an increased focus on cloud security. Managed security, enhanced data loss protection solutions will continue to grow. Demand for Wi-Fi Security, Endpoint Security, VPN solutions and Advanced Threat Protection solutions will be strong.

Digital Media

The consumption of digital media has witnessed a considerable growth with people being confined to their homes. The pandemic will result in greater integration of digital technologies in everyday life as people explore options for at home entertainment. It is expected that there will be a steady increase in subscription model based content and streaming on larger screens.

Increased consumption of digital content from mobile apps to free TV streaming and gaming has already been observed in China, Italy, USA and India. Online streaming services provided by brands such as Netflix and now Disney+ are likely to witness a 12% growth in 2020. Services like Hotstar, Amazon Prime and Netflix have witnessed an 82.63% increase in time spent in total viewership in the month of April. TV-viewing has gone up in Italy by 25-26%, while there has been an 85% surge in at-home on-screen usage in China between March and April of 2020. In India, Disney's acquisition of Hotstar has also witnessed the platform being increasingly used by a number of viewers owing to the addition

of Disney-owned content on the platform. Bharti Airtel's digital content platform, Xstream has recorded a 50% increase in the streaming volume during the lockdown period.

Edutech

Many edutech firms have attempted to leverage the pandemic by offering free online classes or attractive discounts on e-learning modules. These measures have been met positively by students with some start-ups such as Gradeup from Noida (India) witnessing as high as 25% uptick in e-learning. Remote learning seems a viable solution to students during this time as they offer convenient, on-the-go and affordable access to lessons. E-learning also comes as an interesting and interactive alternative as compared to classroom teaching.

Across the edutech ecosystem, companies are mounting rapid-response efforts to the COVID-19 outbreak which are worthy of attention. Credly, one of the leaders in digital badging, is spearheading an effort to help individuals showcase their skills in ways that are easier for both education providers and employers to understand and map. Companies like Study Edge and Write Lab, which provide online tutoring and writing support, will become increasingly critical with in-person writing centres closed. India-based edutech start-up Embibe raised USD 65.9 million from an existing investor and shareholder Reliance Industries Ltd., an India-based multinational conglomerate and investment company. Another India-based tutoring start-up Camp K12 attracted USD 4 million in seed funding in a round led by venture capital funds Matrix Partners and SAIF Partners. Edutech start-up Lido Learning has raised USD 3 million as part of a Series B funding round, and will hire 500 online tutors in India this month.

Key Concerns:

- Revenues from operations are highly dependent on customers located in the United States. Worsening economic conditions or factors that negatively affect the economic conditions of the United States could materially adversely affect the business, financial condition and results of operations.
- HMTL has grown through organic growth as well as through strategic acquisitions. It may be unable to effectively manage such rapid growth, which could place significant demands on the management personnel, systems and resources.
- HMTL's success depends substantially on the continuing services of Promoter, senior executives and other key personnel. If HMTL is unable to attract and retain senior executives, it may not be able to maintain client relationships and grow effectively
- HMTL will continue to be controlled by the Promoter after the completion of the Offer and any substantial change in Promoter's shareholding will have an impact on the trading price of the Equity Shares
- If HMTL fails to attract and retain highly skilled IT professionals, it may not have the necessary resources to properly staff projects, and failure to successfully compete for such IT professionals could materially adversely affect the business, financial condition and results of operations.
- HMTL generates a significant portion of revenues from a small number of customers, and any loss or reduction of business from these customers could reduce the revenues and materially adversely affect the business, financial condition, and results of operations.
- HMTL do not have long-term commitments with its customers, and its customers may terminate contracts before completion, negotiate adverse terms of the contract or choose not to renew contracts
- HMTL operates in a rapidly evolving industry, which makes it difficult to evaluate future prospects and may increase the risk that it will not continue to be successful
- If HMTL fails to integrate or manage acquired companies or businesses efficiently, or if the acquired companies or businesses are difficult to integrate, divert management resources or do not perform to its expectations, it may not be able to realise the benefits envisioned for such acquisitions, and its overall profitability and growth plans could be materially adversely affected.
- If HMTL is unable to collect its receivables from, or bill its unbilled services to, its customers, its results of operations and cash flows could be materially adversely affected.
- HMTL's profitability will suffer if it is not able to maintain its resource utilisation levels and productivity levels;
- HMTL faces strong competition from onshore and offshore IT services companies, and increased competition, its inability to compete successfully against competitors, pricing pressures or loss of market share could materially adversely affect the business.

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- HMTL incorporates third-party open source software into its customer deliverables and its failure to comply with the terms of the underlying open source software licenses could adversely impact the customers and create potential liability on it
- HMTL relies on certain third-party software to conduct business. It may face intellectual property infringement claims that could be time-consuming and costly to defend. If it fails to defend against such claims, it may lose significant intellectual property rights and may be unable to continue providing its existing services.
- HMTL uses third-party software, hardware and Software-As-A-Service (SaaS), technologies from third parties that may be difficult to replace or that may cause errors or defects in, or failures of, the services or solutions it provide.
- Business depends on a strong brand and corporate reputation and if HMTL is not able to maintain and enhance its brand, its ability to grow its business and results of operations and financial condition may be adversely affected.
- Undetected software design defects, errors or failures may result in loss of or delay in market acceptance of services or in liabilities that could materially adversely affect the business
- In the past HMTL has experienced, and may in the future experience, a long selling and implementation cycle with respect to certain projects that require to make significant resource commitments prior to realising revenue for its services.
- Revenues are highly dependent on a limited number of industry verticals, and any decrease in demand for outsourced services in these industry verticals could reduce the revenues
- Business, results of operations and financial condition could be negatively affected if it incur legal liability, including with respect to its indemnification obligations, in connection with providing solutions and services.
- Failure or delays in obtaining third party certifications and accreditations may cause delays in delivery schedules and disruptions in business which may adversely affect the business.
- HMTL is subject to laws and regulations in the United States and other countries in which it operates concerning its operations, including export restrictions, U.S. economic sanctions and the Foreign Corrupt Practices Act, or FCPA, and similar anti-bribery laws.
- Restrictions on immigration or work permits may affect its ability to compete for and provide services to customers in the United States or other countries, which could hamper its growth and adversely affect its business, results of operations and financial condition. HMTL also face risks from its employees' time at customer facilities in foreign jurisdictions.
- HMTL's international sales and operations are subject to many uncertainties and it is exposed to foreign currency exchange rate fluctuations.
- If it is not successful in managing increasingly large and complex projects, it may not achieve its financial goals and its results of operations could be materially adversely affected.
- HMTL's contracts may become unprofitable. This may materially adversely affect the business, financial condition and results of operations.
- It may not be able to recognise revenues in the period in which its services are performed, which may cause its margins to fluctuate.
- Data networks are vulnerable to attacks, unauthorised access and disruptions. Losses or liabilities that are incurred as a result of any of the foregoing could materially adversely affect the business.
- HMTL may be unable to maintain or renew its statutory and regulatory permits, licences, lease deeds and approvals required to operate its business.
- The outbreak of Novel Coronavirus, or outbreak of any other severe communicable disease could have a potential impact on the business, financial condition and results of operations.
- Financial instability in other countries may cause increased volatility in Indian financial markets.
- HMTL may be affected by competition laws, the adverse application or interpretation of which could adversely affect the business.

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- If inflation were to rise in India, HMTL might not be able to increase the prices of its services at a proportional rate in order to pass costs on to its customers and its profits might decline.
- Fluctuation in the exchange rate between the Indian Rupee and foreign currencies may have an adverse effect on the value of the Equity Shares, independent of its operating results.

Consolidated Balance Sheet

Particulars	Q1FY21	FY20	FY19
Assets			
Non-current assets	695.3	630.1	795.3
Property, plant and equipment	7.70	9.30	21.4
Goodwill	61.0	61.0	173.6
Capital work in progress			
Other intangible assets	6.1	7.2	19.6
Right-of-use assets	306.3	300.6	396.5
Intangibles assets under development	1.7	1.7	1.7
Financial assets			
<i>Loans</i>	54.4	76.7	61.8
<i>Other financial assets</i>	27.8	36.8	23.9
Deferred tax asset	188.6	0.0	0
Other assets	3.5	3.3	4.80
Income tax asset	38.2	133.5	92
Current Assets	5035.5	4451.4	3339.9
Financial assets			
<i>Investments</i>	1062.1	833.7	981.5
<i>Trade receivables</i>	985.1	1148.7	1292.7
<i>Cash and cash equivalents</i>	679.3	435.3	262.7
<i>Loans</i>	30.1	10.0	7.7
<i>Other financial assets</i>	2148.1	1917.7	709.1
Other assets	130.8	106.0	86.20
Total Assets	5730.8	5081.5	4135.2
Equity & Liabilities			
Equity	3190.1	2653.1	-660.5
Equity share capital	204.4	87.9	59.7
Instruments entirely in the nature of equity	129.5	363.4	223.0
Other equity	2856.2	2201.8	-943.2
Non-Current Liabilities	318.2	311.8	475.4
Financial liabilities			
<i>Borrowings</i>	0.0	13.2	85.0
<i>Lease liabilities</i>	167.4	173.1	296.4
Provisions	150.8	125.5	94.0
Deferred tax liabilities	0.0	0.0	0.0
Current Liabilities	2222.5	2116.6	4320.3
Contract liability	57.8	81.8	106.7
Financial liabilities			
<i>Borrowings</i>	908.9	691.6	601.2
<i>Lease Liabilities</i>	191.9	181.6	158.2
<i>Trade Payables</i>			
Total outstanding due to micro enterprises and small enterprises	1.8	1.2	4.0
Total outstanding due to creditors other than micro enterprises and small enterprises	358.2	343.0	283.8
Other financial liabilities	432.1	639.7	2993.0
Provisions	146.6	124.6	99.8
Other current liabilities	125.2	53.1	73.6
Total Equity & Liabilities	5730.8	5081.5	4135.2

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Consolidated Profit & Loss

Particulars	Q1FY21	FY20	FY19
Revenue from contracts with customers	1770.2	6982.1	5903.6
Other Income	99.7	160.2	114.5
Total Income	1869.9	7142.3	6018.1
Total Expenditure	1461.5	6406.2	5888.3
Employee benefits expense	1082.8	4412.3	3850.5
Depreciation and amortisation expense	51.2	202.3	247.8
Finance costs	18.6	80.2	159.4
Other expenses	308.9	1598.8	1504.8
Restated profit/ (loss) before exceptional items and tax	408.4	848.7	255.6
Exceptional Items - Impairment of goodwill	0.0	112.6	125.8
PBT	408.4	736.1	129.8
Tax (incl. DT & FBT)	-93.4	19.0	-12.3
Tax	85.1	17.2	0.0
Deferred Tax	-178.5	0.0	-12.3
Adjustment of tax relating to earlier period	0.0	1.8	0.0
PAT	501.8	717.1	142.1
EPS (Rs.)	4.91	16.3	4.8
Equity	204.4	87.9	59.7
Face Value	2.0	2.0	2.0
OPM (%)	17.4	8.2	0.3
PATM (%)	28.3	10.3	2.4

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