

### India

### HOLD (no change)

Consensus ratings\*: Buy 20 Hold 17 Sell 10

| Conconcac ratings . Buy 20 1 | 1014 11 0011 10 |
|------------------------------|-----------------|
| Current price:               | Rs1,620         |
| Target price:                | Rs1,638         |
| Previous target:             | Rs1,585         |
| Up/downside:                 | 1.1%            |
| InCred Research / Consensus: | -2.7%           |
| Reuters:                     | HCLT.NS         |
| Bloomberg:                   | HCLT IN         |
| Market cap:                  | US\$51,116m     |
|                              | Rs4,395,595m    |
| Average daily turnover:      | US\$58.7m       |
|                              | Rs5045.7m       |
| Current shares o/s:          | 2,708.2m        |
| Free float:                  | 39.0%           |
| *Source: Bloomberg           |                 |

#### Key changes in this note

- > Expect 5.8% revenue CAGR over FY25-28F.
- Expect 7.2% EBIT CAGR over FY25-28F.
- Expect 6.7% PAT CAGR over FY25-28F.



|                                   |             | Source: Bi        | oomberg    |
|-----------------------------------|-------------|-------------------|------------|
| Price performance<br>Absolute (%) | 1M<br>(4.5) | <i>3M</i><br>13.6 | 12M<br>3.5 |
| Relative (%)                      | (5.8)       | 5.9               | 1.5        |

| , , , , ,                        |        |
|----------------------------------|--------|
| Major shareholders               | % held |
| LIC                              | 4.8    |
| Artisan International Value Fund | 2.2    |
| SBI MF                           | 1.5    |

# **HCL Technologies**

# Margin headwinds are real

- Management commentary on trading short-term margin pain to secure longterm growth leadership may be a key monitorable for Tier-II earnings.
- Adjusting our estimates lower to account for margin guidance despite raising revenue.
- Retain HOLD rating with a higher TP of Rs1,638 as we shift to FY28F earnings.

### 1QFY26 results summary

HCL Technologies or HCLT's 1QFY26 constant currency (CC) revenue decline was in line (services segment weakness was likely lower than anticipated) while the EBIT margin miss was higher. Although the lower end of the revenue guidance uplift by 1pp {driven by 1) no deterioration in the demand environment (vs. feared at the start of 1Q), 2) traction in services portfolio (FSI, hi-tech), and 3) expected large deal signings} was encouraging, it may not be enough to offset the earnings impact due to a 1pp cut in the EBIT margin band. We adjust our estimates to account for the same but a shift to FY28F estimates raises our target price to Rs1,638 vs. Rs1,585 earlier. Maintain our HOLD rating on the stock.

### Decision-making delay drives the weakness in bookings

Weak net new deal TCV at US\$1,812m, although well-balanced across service lines, geographies, and verticals, was down 40%/8% qoq/yoy partly impacted by the delay in closure (unrelated to external factors) and dragged TTM bookings (-10.1%/-1.6% yoy/qoq). That said, the large consolidation opportunity in the FSI vertical, not accounted in 1Q, and conversion of delayed deals could drive a material uptick in 2QFY26F bookings.

### Margin weakness drives our earnings revision

The EBIT margin miss (down 171bp qoq and 81bp yoy at 16.3%) was driven not just by software business seasonality but also due to 1) higher sales and marketing investments (30bp), 2) lower utilization (80bp), 3) client bankruptcy (30bp), and 4) other factors such as a lower share of software in the revenue mix (20bp) and led to trimming of the FY26F guidance band by 100bp. Although not structural, 1Q miss and guidance revision drives a 90bp cut in our FY26F-27F average EBIT margin assumption to 17.9%.

### Maintain HOLD rating; shift to FY28F drives target price higher

We now model a 5.8% US\$ revenue CAGR over FY25-28F (4.7% over FY25-27F earlier) and 6.7% PAT (Rs) CAGR (8.3%) to factor in both revenue & EBIT margin guidance and 1Q margin miss. We also shift our valuation to FY28F and value HCL Technologies at 21x FY28F EPS (21x FY27F EPS earlier), or ~10% discount to Tata Consultancy Services' FY28F EPS, to arrive at our target price of Rs1,638 vs. Rs1,585 earlier. Upside risks: Large deal wins, better margin execution, & healthy cash generation. Downside risks: Decision-making delay & account-specific ramp-down.

### Research Analyst(s)



Abhishek SHINDADKAR

T (91) 22 4161 1543 E abhishek.shindadkr@incredresearch.com

| Financial Summary                 | Mar-24A   | Mar-25A   | Mar-26F   | Mar-27F   | Mar-28F   |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|
| Revenue (Rsm)                     | 1,099,130 | 1,170,550 | 1,248,621 | 1,355,816 | 1,443,944 |
| Operating EBITDA (Rsm)            | 242,000   | 255,050   | 262,947   | 292,992   | 312,903   |
| Net Profit (Rsm)                  | 157,020   | 173,910   | 174,601   | 197,594   | 211,281   |
| Core EPS (Rs)                     | 58.0      | 64.2      | 64.5      | 73.0      | 78.0      |
| Core EPS Growth                   | 5.8%      | 10.7%     | 0.4%      | 13.2%     | 6.9%      |
| FD Core P/E (x)                   | 27.93     | 25.22     | 25.12     | 22.20     | 20.76     |
| DPS (Rs)                          | 52.0      | 60.0      | 60.0      | 69.3      | 74.1      |
| Dividend Yield                    | 3.21%     | 3.71%     | 3.71%     | 4.28%     | 4.58%     |
| EV/EBITDA (x)                     | 17.19     | 16.26     | 15.66     | 13.96     | 12.96     |
| P/FCFE (x)                        | 20.50     | 20.74     | 24.50     | 22.09     | 20.20     |
| Net Gearing                       | (33.0%)   | (34.2%)   | (38.1%)   | (41.3%)   | (45.3%)   |
| P/BV (x)                          | 6.43      | 6.30      | 6.19      | 6.10      | 6.02      |
| ROE                               | 23.5%     | 25.2%     | 24.8%     | 27.7%     | 29.2%     |
| % Change In Core EPS Estimates    |           |           | (4.65%)   | (3.33%)   |           |
| InCred Research/Consensus EPS (x) |           |           |           |           |           |

SOURCE: INCRED RESEARCH, COMPANY REPORTS



| V/E M /B            | 4051/00  | 4051/05  | M M (0/) | 4051/05  | 0.0 (0/) | 4051/005 | 14. (0/) |
|---------------------|----------|----------|----------|----------|----------|----------|----------|
| Y/E Mar (Rs m)      | 1QFY26   | 1QFY25   | YoY (%)  | 4QFY25   | QoQ (%)  | 1QFY26F  | Var. (%) |
| Revenue (US\$ m)    | 3,545    | 3,364    | 5.4      | 3,498    | 1.3      | 3,550    | (0.1)    |
| Net sales (Rs m)    | 3,03,490 | 2,80,570 | 8.2      | 3,02,460 | 0.3      | 3,03,832 | (0.1)    |
| USD-INR realization | 85.6     | 83.4     | 2.6      | 86.5     | (1.0)    | 85.6     | 0.0      |
| EBITDA              | 60,350   | 57,940   | 4.2      | 64,820   | (6.9)    | 62,893   | (4.0)    |
| EBITDA Margin (%)   | 19.9     | 20.7     | (77bp)   | 21.4     | (155bp)  | 20.7     | (81bp)   |
| EBIT                | 49,420   | 47,960   | 3.0      | 54,420   | (9.2)    | 52,446   | (5.8)    |
| EBIT Margin (%)     | 16.3     | 17.1     | (81bp)   | 18.0     | (171bp)  | 17.3     | (98bp)   |
| Depreciation        | 10,930   | 9,980    | 9.5      | 10,400   | 5.1      | 10,447   | 4.6      |
| Net other income    | 2,470    | 9,120    | (72.9)   | 2,930    | (15.7)   | 3,228    | (23.5)   |
| PBT                 | 51,890   | 57,080   | (9.1)    | 57,350   | (9.5)    | 55,674   | (6.8)    |
| Provision for tax   | 13,450   | 14,480   | (7.1)    | 14,260   | (5.7)    | 13,863   | (3.0)    |
| % tax rate          | 25.9     | 25.4     | 55bp     | 24.9     | 106bp    | 24.9     | 102bp    |
| Net Profit          | 38,430   | 42,580   | (9.7)    | 43,070   | (10.8)   | 41,791   | (8.0)    |
| EPS (Rs)            | 14.2     | 15.7     | (9.7)    | 15.9     | (10.8)   | 15.4     | (8.2)    |

### Key conference-call highlights

### Guidance:

- HCL Technologies raised FY26F service and overall revenue growth guidance to 3%-5% yoy in CC terms vs. 2%-5% earlier.
- The EBIT margin guidance range was trimmed to 17% from 18% vs. 18%
   -19% earlier.

#### Demand commentary:

- Engineering-led approach and client conviction of HCL Technologies' artificial intelligence or Al proposition and data, and Al capabilities is driving large deals in the digital business.
- Healthy demand for efficiency-led deals across the board.

### • Vertical-wise commentary:

- Discretionary spending traction in financial services and technology, public services and telecom is stable while it was stressed in manufacturing driven by auto, life sciences, retail, and CPG.
- Pipeline: Al and GenAl are becoming central to nearly every deal.
- Perceived as a very attractive partner to leading tech OEMs, Independent software vendors (ISVs), hyperscalers, and pioneers like OpenAI.
- Formed a strategic partnership with OpenAl to drive large-scale enterprise Al transformation.
- Agentic AI is gaining traction, especially in operational efficiency and accelerating application modernization programs.

| Figure 2: Operating metrics | - highlig | hts      |          |          | ,        |          |          |          | <u> </u> |          |          |          |          |
|-----------------------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Operating trends            |           | 2QFY23   | 3QFY23   | 4QFY23   | 1QFY24   | 2QFY24   | 3QFY24   | 4QFY24   | 1QFY25   | 2QFY25   | 3QFY25   | 4QFY25   | 1QFY26   |
| Revenue (US\$m)             | 3,025     | 3,082    | 3,244    | 3,235    | 3,200    | 3.225    | 3,415    | 3,430    | 3,364    | 3.445    | 3,533    | 3,498    | 3,545    |
| Growth yoy (%)              | 11.2      | 10.4     | 9.0      | 8.1      | 5.8      | 4.6      | 5.3      | 6.0      | 5.1      | 6.8      | 3.5      | 2.0      | 5.4      |
| Growth gog (%)              | 1.1       | 1.9      | 5.3      | -0.3     | -1.1     | 0.8      | 5.9      | 0.4      | -1.9     | 2.4      | 2.5      | -1.0     | 1.3      |
| CC Growth yoy (%)           | 15.6      | 15.8     | 13.1     | 10.5     | 6.3      | 3.4      | 4.3      | 6.0      | 5.6      | 6.2      | 4.1      | 2.9      | 3.7      |
| CC Growth qoq (%)           | 2.7       | 3.8      | 5.0      | -1.2     | -1.3     | 1.0      | 6.0      | 0.3      | -1.6     | 1.6      | 3.8      | -0.8     | -0.8     |
| Revenue (Rsm)               | 2,34,640  | 2,46,860 | 2,67,000 | 2,66,060 | 2,62,960 | 2,66,720 | 2,84,460 | 2,84,990 | 2,80,570 | 2,88,620 | 2,98,900 | 3,02,460 | 3,03,490 |
| Growth yoy (%)              | 16.9      | 19.5     | 19.6     | 17.7     | 12.1     | 8.0      | 6.5      | 7.1      | 6.7      | 8.2      | 5.1      | 6.1      | 8.2      |
| Growth qoq (%)              | 3.8       | 5.2      | 8.2      | -0.4     | -1.2     | 1.4      | 6.7      | 0.2      | -1.6     | 2.9      | 3.6      | 1.2      | 0.3      |
| EBIT Margin (%)             | 17.0      | 17.9     | 19.6     | 18.2     | 17.0     | 18.5     | 19.7     | 17.6     | 17.1     | 18.6     | 19.5     | 18.0     | 16.3     |
| US\$-INR realized rate      | 77.6      | 80.1     | 82.3     | 82.2     | 82.2     | 82.7     | 83.3     | 83.1     | 83.4     | 83.8     | 84.6     | 86.5     | 85.6     |
| Headcount                   | 2,10,966  | 2,19,325 | 2,22,270 | 2,25,944 | 2,23,438 | 2,21,139 | 2,24,756 | 2,27,481 | 2,19,401 | 2,18,621 | 2,20,755 | 2,23,420 | 2,23,151 |
| Attrition (%)               | 23.8      | 23.8     | 21.7     | 19.5     | 16.3     | 14.2     | 12.8     | 12.4     | 12.8     | 12.9     | 13.2     | 13.0     | 12.8     |
| Segment (%)                 | 1QFY23    | 2QFY23   | 3QFY23   | 4QFY23   | 1QFY24   | 2QFY24   | 3QFY24   | 4QFY24   | 1QFY25   | 2QFY25   | 3QFY25   | 4QFY25   | 1QFY26   |
| IT services                 | 72.8      | 73.6     | 71.7     | 73.8     | 74.7     | 74.6     | 71.7     | 74.4     | 74.5     | 74.6     | 73.0     | 73.3     | 74.0     |
| ER&D                        | 16.6      | 17.0     | 16.6     | 16.1     | 15.5     | 16.0     | 16.4     | 16.2     | 15.9     | 15.8     | 16.0     | 17.1     | 17.0     |
| Products & platforms        | 10.6      | 9.8      | 11.8     | 10.2     | 9.8      | 9.4      | 11.9     | 9.4      | 9.6      | 9.6      | 11.0     | 9.6      | 9.0      |
| Segment (US\$m)             | 1QFY23    | 2QFY23   | 3QFY23   | 4QFY23   | 1QFY24   | 2QFY24   | 3QFY24   | 4QFY24   | 1QFY25   | 2QFY25   | 3QFY25   | 4QFY25   | 1QFY26   |
| IT services                 | 2,202     | 2,268    | 2,326    | 2,387    | 2,390    | 2,406    | 2,449    | 2,552    | 2,506    | 2,570    | 2,579    | 2,564    | 2,623    |
| ER&D                        | 502       | 524      | 539      | 521      | 496      | 516      | 560      | 556      | 535      | 544      | 565      | 598      | 603      |
| Products & platforms        | 321       | 302      | 383      | 330      | 314      | 303      | 406      | 322      | 323      | 330      | 389      | 336      | 319      |
| Segment yoy (%)             | 1QFY23    | 2QFY23   | 3QFY23   | 4QFY23   | 1QFY24   | 2QFY24   | 3QFY24   | 4QFY24   | 1QFY25   | 2QFY25   | 3QFY25   | 4QFY25   | 1QFY26   |
| IT services                 | 13.1      | 12.0     | 10.6     | 8.7      | 8.5      | 6.0      | 5.3      | 6.9      | 4.8      | 6.8      | 5.3      | 0.5      | 4.7      |
| ER&D                        | 20.7      | 19.6     | 13.7     | 6.1      | -1.2     | -1.5     | 4.0      | 6.7      | 7.8      | 5.5      | 0.9      | 7.7      | 12.7     |
| Products & platforms        | -10.0     | -7.5     | -4.8     | 7.0      | -2.2     | 0.4      | 6.2      | -2.3     | 3.0      | 8.9      | -4.4     | 4.2      | -1.2     |
| Segment qoq (%)             | 1QFY23    | 2QFY23   | 3QFY23   | 4QFY23   | 1QFY24   | 2QFY24   | 3QFY24   | 4QFY24   | 1QFY25   | 2QFY25   | 3QFY25   | 4QFY25   | 1QFY26   |
| IT services                 | 0.2       | 3.0      | 2.5      | 2.6      | 0.1      | 0.6      | 1.8      | 4.2      | -1.8     | 2.6      | 0.3      | -0.6     | 2.3      |
| ER&D                        | 2.3       | 4.3      | 2.8      | -3.3     | -4.8     | 4.0      | 8.5      | -0.8     | -3.7     | 1.8      | 3.8      | 5.8      | 0.8      |
| Products & platforms        | 4.0       | -5.8     | 26.7     | -13.8    | -5.0     | -3.3     | 34.1     | -20.7    | 0.2      | 2.3      | 17.7     | -13.6    | -5.0     |
| Incremental revenue (US\$m) | 1QFY23    | 2QFY23   | 3QFY23   | 4QFY23   | 1QFY24   | 2QFY24   | 3QFY24   | 4QFY24   | 1QFY25   | 2QFY25   | 3QFY25   | 4QFY25   | 1QFY26   |



IT Services | India HCL Technologies | July 15, 2025

| Die :                             |                | 20.0                  |                       | 04.5                  | 0.0                   | 45.0                  | 40.0                  | 100.0                 | 45.0                  | 04.4          |                       | 45.4                  | 50.0           |
|-----------------------------------|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------|-----------------------|-----------------------|----------------|
| IT services ER&D                  | 5.2<br>11.3    | 66.3<br>21.8          | 57.5<br>14.5          | 61.5<br>-17.7         | 3.0<br>-24.8          | 15.2<br>20.0          | 42.9<br>44.1          | 103.3<br>-4.4         | -45.8<br>-20.8        | 64.1<br>9.5   | 9.0                   | -15.1<br>32.9         | 59.3<br>4.5    |
| Products & platforms              | 12.4           | -18.6                 | 80.7                  | -52.8                 | -16.4                 | -10.5                 | 103.3                 | -84.0                 | 0.5                   | 7.3           | 58.4                  | -52.8                 | -16.8          |
| Vertical (%)                      | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                | 2QFY24                | 3QFY24                |                       | 1QFY25                | 2QFY25        | 3QFY25                | 4QFY25                |                |
| Financial Services                | 21.1           | 20.6                  | 19.9                  | 21.2                  | 22.6                  | 22.6                  | 21.7                  | 21.6                  | 21.0                  | 20.5          | 20.3                  | 21.1                  | 21.6           |
| Manufacturing                     | 18.3           | 19.2                  | 19.7                  | 19.0                  | 19.9                  | 19.3                  | 20.1                  | 20.4                  | 19.4                  | 19.5          | 19.1                  | 18.6                  | 18.6           |
| Technology                        | 15.4           | 15.1                  | 14.8                  | 14.4                  | 13.4                  | 13.1                  | 12.8                  | 12.3                  | 13.0                  | 13.1          | 13.3                  | 13.4                  | 14.0           |
| Telecom                           | 9.2            | 9.2                   | 9.4                   | 8.8                   | 7.6                   | 8.0                   | 9.7                   | 11.5                  | 12.2                  | 12.1          | 12.3                  | 13.9                  | 13.1           |
| Retail & CPG                      | 9.4            | 9.2                   | 9.3                   | 9.0                   | 9.1                   | 9.6                   | 9.6                   | 9.1                   | 9.4                   | 9.6           | 10.6                  | 9.7                   | 9.7            |
| Media, Publishing & Telecom       | 0.0            | 0.0                   | 0.0                   | 0.0                   | 0.0                   | 0.0                   | 0.0                   | 0.0                   | 0.0                   | 0.0           | 0.0                   | 0.0                   | 0.0            |
| Healthcare                        | 16.4           | 16.5                  | 17.1                  | 17.5                  | 17.5                  | 17.5                  | 16.4                  | 16.3                  | 15.9                  | 16.0          | 15.5                  | 14.7                  | 14.5           |
| Public Services                   | 10.2           | 10.2                  | 10.2                  | 10.2                  | 10.0                  | 9.9                   | 9.7                   | 8.8                   | 9.1                   | 9.2           | 8.9                   | 8.6                   | 8.5            |
| Vertical (US\$m)                  | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                | 2QFY24                | 3QFY24                |                       | 1QFY25                | 2QFY25        | 3QFY25                | 4QFY25                | 1QFY26         |
| Financial Services  Manufacturing | 571<br>495     | 575<br>536            | 570<br>564            | 617<br>553            | 652<br>574            | 660<br>564            | 653<br>605            | 671<br>634            | 639<br>590            | 638<br>607    | 638<br>601            | 667<br>588            | 697<br>600     |
| Technology                        | 416            | 422                   | 424                   | 419                   | 387                   | 383                   | 385                   | 382                   | 395                   | 408           | 418                   | 424                   | 452            |
| Telecom                           | 249            | 257                   | 269                   | 256                   | 219                   | 234                   | 292                   | 357                   | 371                   | 377           | 387                   | 440                   | 423            |
| Retail & CPG                      | 254            | 257                   | 266                   | 262                   | 263                   | 280                   | 289                   | 283                   | 286                   | 299           | 333                   | 307                   | 313            |
| Healthcare                        | 443            | 461                   | 490                   | 509                   | 505                   | 511                   | 493                   | 507                   | 483                   | 498           | 487                   | 465                   | 468            |
| Public Services                   | 276            | 285                   | 292                   | 297                   | 289                   | 289                   | 292                   | 273                   | 277                   | 287           | 280                   | 272                   | 274            |
| Vertical yoy (%)                  | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                | 2QFY24                | 3QFY24                |                       | 1QFY25                | 2QFY25        | 3QFY25                | 4QFY25                | 1QFY26         |
| Financial Services                | 10.2           | -4.6                  | -10.5                 | 6.2                   | 14.3                  | 14.8                  | 14.5                  | 8.9                   | -2.1                  | -3.3          | -2.2                  | -0.6                  | 9.1            |
| Manufacturing                     | 12.6           | 0.6                   | -0.8                  | 8.8                   | 16.1                  | 5.2                   | 7.2                   | 14.7                  | 2.7                   | 7.7           | -0.7                  | -7.2                  | 1.7            |
| Technology                        | 32.5           | 9.5                   | 1.7                   | 10.5                  | -7.1                  | -9.2                  | -9.2                  | -8.7                  | 2.2                   | 6.6           | 8.6                   | 10.9                  | 14.2           |
| Telecom Retail & CPG              | 25.3           | 8.3                   | 7.7                   | 5.8                   | -11.8                 | -9.0                  | 8.4                   | 39.6                  | 69.1                  | 61.2          | 32.5                  | 23.0                  | 13.9           |
| Healthcare                        | 1.5<br>13.7    | -6.1<br>-1.1          | -17.2<br>2.2          | -0.6<br>16.9          | 3.3<br>13.9           | 9.2                   | 8.4<br>0.7            | 8.0<br>-0.5           | 8.8<br>-4.3           | 6.6<br>-2.5   | 15.4<br>-1.2          | 8.5<br>-8.2           | 9.5<br>-3.3    |
| Public Services                   | 10.1           | -1.1<br>-1.9          | <u>-4.7</u>           | 5.1                   | 4.6                   | 11.0                  | -0.1                  | -0.5<br>-7.8          | -4.3<br>-4.1          | -2.5          | -1.2<br>-4.1          | -0.2                  | -0.9           |
| Vertical qoq (%)                  | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                | 2QFY24                | 3QFY24                |                       | 1QFY25                | 2QFY25        | 3QFY25                | 4QFY25                | 1QFY26         |
| Financial Services                | -1.7           | 0.8                   | -0.9                  | 8.2                   | 5.8                   | 1.2                   | -1.1                  | 2.8                   | -4.9                  | -0.0          | -0.0                  | 4.5                   | 4.4            |
| Manufacturing                     | -2.6           | 8.3                   | 5.3                   | -2.1                  | 3.9                   | -1.8                  | 7.2                   | 4.8                   | -6.9                  | 2.9           | -1.1                  | -2.1                  | 2.0            |
| Technology                        | 9.9            | 1.2                   | 0.5                   | -1.2                  | -7.6                  | -1.0                  | 0.6                   | -0.7                  | 3.4                   | 3.2           | 2.5                   | 1.3                   | 6.6            |
| Telecom                           | 2.8            | 3.3                   | 4.8                   | -5.0                  | -14.3                 | 6.5                   | 24.9                  | 22.5                  | 3.8                   | 1.6           | 2.6                   | 13.6                  | -3.9           |
| Retail & CPG                      | -3.5           | 1.1                   | 3.7                   | -1.7                  | 0.4                   | 6.8                   | 3.0                   | -2.1                  | 1.1                   | 4.6           | 11.5                  | -8.0                  | 2.0            |
| Healthcare                        | 1.9            | 3.9                   | 6.3                   | 3.9                   | -0.8                  | 1.2                   | -3.5                  | 2.7                   | -4.5                  | 3.1           | -2.2                  | -4.6                  | 0.6            |
| Public Services                   | -2.3           | 3.3                   | 2.6                   | 1.5                   | -2.7                  | 0.2                   | 0.9                   | -6.3                  | 1.2                   | 3.5           | -2.3                  | -2.8                  | 0.8            |
| Incremental revenue (US\$m)       | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                | 2QFY24                | 3QFY24                |                       | 1QFY25                | 2QFY25        | 3QFY25                | 4QFY25                |                |
| Financial Services  Manufacturing | -10.0<br>-13.1 | 4.6                   | -5.2<br>28.2          | 46.5<br>-11.7         | 35.8<br>21.8          | 8.0<br>-10.5          | -7.4<br>40.9          | 18.3<br>29.2          | -32.6<br>-44.0        | -0.1<br>17.4  | -0.2<br>-6.7          | 28.9<br>-12.4         | 29.6<br>11.9   |
| Technology                        | 37.5           | 5.2                   | 2.3                   | -5.1                  | -32.0                 | -4.1                  | 2.4                   | -2.9                  | 13.1                  | 12.7          | 10.2                  | 5.5                   | 27.9           |
| Telecom                           | 6.9            | 8.1                   | 12.4                  | -13.3                 | -36.6                 | 14.4                  | 58.1                  | 65.5                  | 13.6                  | 5.9           | 9.9                   | 52.8                  | -16.9          |
| Retail & CPG                      | -9.2           | 2.7                   | 9.5                   | -4.7                  | 0.9                   | 17.8                  | 8.4                   | -6.0                  | 3.1                   | 13.1          | 34.3                  | -26.6                 | 6.2            |
| Healthcare                        | 8.1            | 17.2                  | 29.1                  | 19.1                  | -3.8                  | 6.2                   | -17.9                 | 13.1                  | -23.0                 | 14.8          | -10.9                 | -22.5                 | 2.9            |
| Public Services                   | -6.4           | 9.0                   | 7.4                   | 4.5                   | -8.0                  | 0.6                   | 2.6                   | -18.4                 | 3.3                   | 9.8           | -6.7                  | -7.9                  | 2.3            |
| Clients (%)                       | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                | 2QFY24                | 3QFY24                | 4QFY24                | 1QFY25                | 2QFY25        | 3QFY25                | 4QFY25                | 1QFY26         |
| Top 5                             | 11.2           | 10.7                  | 10.3                  | 10.1                  | 9.8                   | 9.8                   | 9.8                   | 10.4                  | 11.4                  | 12.1          | 12.6                  | 12.7                  | 12.6           |
| Top 6-10                          | 8.2            | 8.1                   | 7.9                   | 7.6                   | 7.4                   | 7.4                   | 7.9                   | 8.4                   | 8.2                   | 8.0           | 7.7                   | 7.5                   | 7.6            |
| Top 11-20                         | 9.5            | 10.1                  | 10.0                  | 10.1                  | 10.0                  | 10.1                  | 10.3                  | 10.2                  | 10.5                  | 10.7          | 10.6                  | 10.2                  | 9.7            |
| Non-top 20                        | 71.1<br>1QFY23 | 71.1<br><b>2QFY23</b> | 71.8<br><b>3QFY23</b> | 72.2<br><b>4QFY23</b> | 72.8<br><b>1QFY24</b> | 72.7<br><b>2QFY24</b> | 72.0<br><b>3QFY24</b> | 71.0<br><b>4QFY24</b> | 69.9<br><b>1QFY25</b> | 69.2          | 69.1<br><b>3QFY25</b> | 69.6<br><b>4QFY25</b> | 70.1<br>1QFY26 |
| Clients (US\$m) Top 5             | 339            | 330                   | 334                   | 327                   | 314                   | 316                   | 335                   | 357                   | 383                   | 2QFY25<br>417 | 3QF125<br>445         | 4QF125<br>444         | 447            |
| Top 6-10                          | 248            | 250                   | 256                   | 246                   | 237                   | 239                   | 270                   | 288                   | 276                   | 276           | 272                   | 262                   | 269            |
| Top 11-20                         | 287            | 311                   | 324                   | 327                   | 320                   | 326                   | 352                   | 350                   | 353                   | 369           | 374                   | 357                   | 344            |
| Non-top 20                        | 2,151          | 2,191                 | 2,329                 | 2,336                 | 2,330                 | 2,344                 | 2,459                 | 2,435                 | 2,351                 | 2,384         | 2,441                 | 2,435                 | 2,485          |
| Clients yoy (%)                   | 1QFY23         | 2QFY23                |                       | 4QFY23                |                       |                       | 3QFY24                |                       |                       | 2QFY25        | 3QFY25                |                       | 1QFY26         |
| Top 5                             | -4.2           | -7.0                  | -8.0                  | -5.9                  | -7.4                  | -4.2                  | 0.2                   | 9.2                   | 22.3                  | 31.9          | 33.0                  | 24.5                  | 16.5           |
| Top 6-10                          | 16.9           | 11.8                  | 6.3                   | 0.2                   | -4.5                  | -4.4                  | 5.3                   | 17.2                  | 16.5                  | 15.5          | 0.8                   | -8.9                  | -2.3           |
| Top 11-20                         | 10.1           | 21.2                  |                       | 17.4                  | 11.4                  | 4.6                   | 8.4                   |                       | 10.4                  | 13.2          | 6.5                   | 2.0                   | -2.6           |
| Non-top 20                        | 13.6           | 12.0                  | 10.8                  | 10.1                  | 8.3                   | 7.0                   | 5.6                   | 4.3                   | 0.9                   | 1.7           | -0.7                  | -0.0                  | 5.7            |
| Clients qoq (%)                   | 1QFY23         |                       | 3QFY23                | 4QFY23                | 1QFY24                |                       |                       | 4QFY24                | 1QFY25                | 2QFY25        |                       |                       | 1QFY26         |
| Top 5<br>Top 6-10                 | -2.4<br>1.1    | -2.7<br>0.6           | 1.3<br>2.7            | -2.2<br>-4.1          | -4.0<br>-3.7          | 0.8                   | 5.9<br>13.1           | 6.6                   | 7.5<br>-4.3           | 8.7<br>-0.1   | 6.8                   | -0.2<br>-3.6          | 0.5<br>2.7     |
| Top 11-20                         | 3.2            | 8.3                   |                       | 0.7                   | -3. <i>1</i><br>-2.1  | 1.8                   | 8.0                   | -0.5                  | 1.0                   | 4.4           | 1.6                   | -3.0                  | -3.6           |
| Non-top 20                        | 1.3            | 1.9                   | 6.3                   | 0.7                   | -0.3                  | 0.6                   | 4.9                   | -1.0                  | -3.4                  | 1.4           | 2.4                   | -0.3                  | 2.1            |
| Incremental revenue (US\$m)       | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                | 2QFY24                | 3QFY24                |                       | 1QFY25                | 2QFY25        | 3QFY25                |                       | 1QFY26         |
| Top 5                             | -8             | -9                    | 4                     | -7                    | -13                   | 2                     | 19                    | 22                    | 27                    | 33            | 28                    | -1                    | 2              |
| Top 6-10                          | 3              | 2                     |                       | -10                   | -9                    | 2                     | 31                    | 18                    | -12                   | -0            | -4                    | -10                   | 7              |
| Top 11-20                         | 9              | 24                    | 13                    | 2                     | -7                    | 6                     | 26                    | -2                    | 3                     | 15            | 6                     | -18                   | -13            |
| Non-top 20                        | 29             | 41                    | 138                   | 6                     | -6                    | 15                    | 114                   | -24                   | -84                   | 33            | 57                    | -7                    | 50             |
| Client metric                     | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                | 2QFY24                | 3QFY24                |                       | 1QFY25                | 2QFY25        | 3QFY25                | 4QFY25                |                |
| US\$100m+                         | 17             | 17                    | 17                    | 19                    | 20                    | 20                    | 20                    | 22                    | 22                    | 22            | 22                    | 22                    | 22             |
| US\$50m+                          | 25             | 25                    | 28                    | 27                    | 28                    | 29                    | 29                    | 24                    | 26                    | 30            | 31                    | 30                    | 32             |
| US\$20m+<br>US\$10m+              | 85<br>91       | 86<br>92              |                       | 85<br>98              | 79<br>110             | 83<br>111             | 83<br>118             | 91<br>117             | 85<br>123             | 85<br>114     | 83<br>112             | 86<br>113             | 90             |
| U\$\$5m+                          | 135            | 136                   | 144                   | 146                   | 153                   | 159                   | 151                   | 141                   | 148                   | 151           | 150                   | 148                   | 147            |
| U\$\$1m+                          | 527            | 534                   | 572                   | 562                   | 557                   | 569                   | 557                   | 556                   | 547                   | 550           | 554                   | 549                   | 554            |
| Per employee analysis             | 1QFY23         | 2QFY23                |                       | 4QFY23                | 1QFY24                |                       | 3QFY24                |                       | 1QFY25                | 2QFY25        |                       | 4QFY25                |                |
| Revenue (US\$m) - TTM             | 11,786         | 12,078                | 12,344                | 12,586                | 12,761                | 12,904                | 13,075                | 13,270                | 13,433                | 13,654        | 13,772                | 13,840                | 14,021         |
| Employees (Average TTM)           |                |                       | 2,15,360              |                       |                       |                       |                       |                       |                       |               |                       |                       |                |
| Revenue per employee (TTM basis   |                | 57,722                |                       | 57,306                | 57,290                | 57,813                | 58,416                | 59,186                | 60,187                | 61,348        | 62,158                | 62,752                | 63,305         |
| •                                 |                |                       |                       |                       |                       |                       |                       |                       | SOURCE                | E: INCRED I   | RESEARCH              | COMPANY               | REPORTS        |
|                                   |                |                       |                       |                       |                       |                       |                       |                       |                       |               |                       |                       |                |



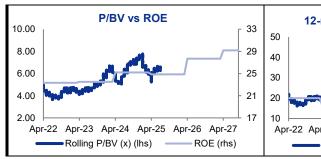
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| Figure 3: Chang   | ge in InCre | d estimate |          |           |             |             |            |
|-------------------|-------------|------------|----------|-----------|-------------|-------------|------------|
| Y/E, Mar (Rs m)   |             |            | FY26F    |           |             | FY27F       | FY28F      |
| I/E, Wai (KS III) | New         | Old        | % change | New       | Old         | % change    |            |
| US\$ revenue      | 14,535      | 14,255     | 2.0      | 15,407    | 15,181      | 1.5         | 16,408     |
| Revenue           | 12,48,621   | 12,35,879  | 1.0      | 13,55,815 | 13,35,947   | 1.5         | 14,43,943  |
| EBIT              | 2,19,410    | 2,28,885   | -4.1     | 2,46,894  | 3,00,455    | -17.8       | 2,63,808   |
| EBIT Margin (%)   | 17.6        | 18.5       | (95) bp  | 18.2      | 22.5        | (428) bp    | 18.3       |
| Net PAT           | 1,74,601    | 1,83,106   | -4.6     | 1,97,594  | 2,04,393    | -3.3        | 2,11,281   |
| EPS (Rs)          | 64.5        | 67.6       | -4.6     | 73.0      | 75.5        | -3.3        | 78.0       |
|                   |             |            |          | SOURCE: I | NCRED RESEA | ARCH, COMPA | NY REPORTS |



### **BY THE NUMBERS**





| Profit & Loss                      |           |           |           |           |           |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| (Rs mn)                            | Mar-24A   | Mar-25A   | Mar-26F   | Mar-27F   | Mar-28F   |
| Total Net Revenues                 | 1,099,130 | 1,170,550 | 1,248,621 | 1,355,816 | 1,443,944 |
| Gross Profit                       | 377,880   | 392,400   | 410,830   | 451,758   | 481,988   |
| Operating EBITDA                   | 242,000   | 255,050   | 262,947   | 292,992   | 312,903   |
| Depreciation And Amortisation      | (41,730)  | (40,840)  | (43,537)  | (46,098)  | (49,094)  |
| Operating EBIT                     | 200,270   | 214,210   | 219,410   | 246,894   | 263,808   |
| Financial Income/(Expense)         | 9,420     | 17,550    | 14,896    | 16,102    | 17,407    |
| Pretax Income/(Loss) from Assoc.   |           |           |           |           |           |
| Non-Operating Income/(Expense)     | (20)      | 860       | 404       | 1,220     | 1,300     |
| Profit Before Tax (pre-EI)         | 209,670   | 232,620   | 234,710   | 264,217   | 282,515   |
| Exceptional Items                  |           |           |           |           |           |
| Pre-tax Profit                     | 209,670   | 232,620   | 234,710   | 264,217   | 282,515   |
| Taxation                           | (52,570)  | (58,620)  | (60,069)  | (66,583)  | (71,194)  |
| Exceptional Income - post-tax      |           |           |           |           |           |
| Profit After Tax                   | 157,100   | 174,000   | 174,641   | 197,634   | 211,321   |
| Minority Interests                 | (80)      | (90)      | (40)      | (40)      | (40)      |
| Preferred Dividends                |           |           |           |           |           |
| FX Gain/(Loss) - post tax          |           |           |           |           |           |
| Other Adjustments - post-tax       |           |           |           |           |           |
| Net Profit                         | 157,020   | 173,910   | 174,601   | 197,594   | 211,281   |
| Recurring Net Profit               | 157,020   | 173,910   | 174,601   | 197,594   | 211,281   |
| Fully Diluted Recurring Net Profit | 157,020   | 173,910   | 174,601   | 197,594   | 211,281   |

| Cash Flow                        |           |           |           |           |           |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|
| (Rs mn)                          | Mar-24A   | Mar-25A   | Mar-26F   | Mar-27F   | Mar-28F   |
| EBITDA                           | 242,000   | 255,050   | 262,947   | 292,992   | 312,903   |
| Cash Flow from Invt. & Assoc.    |           |           |           |           |           |
| Change In Working Capital        | 23,050    | 10,100    | (13,084)  | (17,964)  | (14,769)  |
| (Incr)/Decr in Total Provisions  |           |           |           |           |           |
| Other Non-Cash (Income)/Expense  | 80        | 90        | 40        | 40        | 40        |
| Other Operating Cashflow         | 1,470     | (200)     | 324       | 1,140     | 1,220     |
| Net Interest (Paid)/Received     |           |           |           |           |           |
| Tax Paid                         | (42,120)  | (42,430)  | (60,069)  | (66,583)  | (71,194)  |
| Cashflow From Operations         | 224,480   | 222,610   | 190,158   | 209,625   | 228,199   |
| Capex                            | (10,480)  | (11,080)  | (11,080)  | (11,080)  | (11,080)  |
| Disposals Of FAs/subsidiaries    |           |           |           |           |           |
| Acq. Of Subsidiaries/investments |           |           |           |           |           |
| Other Investing Cashflow         | (56,750)  | (38,060)  | 14,896    | 16,102    | 17,407    |
| Cash Flow From Investing         | (67,230)  | (49,140)  | 3,816     | 5,022     | 6,327     |
| Debt Raised/(repaid)             |           |           |           |           |           |
| Proceeds From Issue Of Shares    |           |           |           |           |           |
| Shares Repurchased               |           |           |           |           |           |
| Dividends Paid                   | (140,730) | (162,500) | (162,609) | (187,714) | (200,717) |
| Preferred Dividends              |           |           |           |           |           |
| Other Financing Cashflow         | (13,910)  | (23,110)  |           |           |           |
| Cash Flow From Financing         | (154,640) | (185,610) | (162,609) | (187,714) | (200,717) |
| Total Cash Generated             | 2,610     | (12,140)  | 31,365    | 26,933    | 33,809    |
| Free Cashflow To Equity          | 214,000   | 211,530   | 179,078   | 198,545   | 217,119   |
| Free Cashflow To Firm            | 157,250   | 173,470   | 193,974   | 214,647   | 234,526   |

SOURCE: INCRED RESEARCH, COMPANY REPORTS



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## BY THE NUMBERS...cont'd

| Balance Sheet                       |         |         |         |         |         |
|-------------------------------------|---------|---------|---------|---------|---------|
| (Rs mn)                             | Mar-24A | Mar-25A | Mar-26F | Mar-27F | Mar-28F |
| Total Cash And Equivalents          | 271,930 | 287,620 | 318,985 | 345,918 | 379,727 |
| Total Debtors                       | 255,210 | 258,420 | 275,656 | 299,321 | 318,777 |
| Inventories                         | 1,850   | 1,330   | 1,330   | 1,330   | 1,330   |
| Total Other Current Assets          | 64,320  | 73,720  | 73,720  | 73,720  | 73,720  |
| Total Current Assets                | 593,310 | 621,090 | 669,690 | 720,288 | 773,553 |
| Fixed Assets                        | 150,390 | 144,750 | 112,293 | 77,275  | 39,261  |
| Total Investments                   | 23,500  | 39,110  | 39,110  | 39,110  | 39,110  |
| Intangible Assets                   | 201,320 | 217,560 | 217,560 | 217,560 | 217,560 |
| Total Other Non-Current Assets      | 29,250  | 32,930  | 32,930  | 32,930  | 32,930  |
| Total Non-current Assets            | 404,460 | 434,350 | 401,893 | 366,875 | 328,861 |
| Short-term Debt                     | 1,040   | 22,210  | 22,210  | 22,210  | 22,210  |
| Current Portion of Long-Term Debt   |         |         |         |         |         |
| Total Creditors                     | 58,530  | 62,250  | 66,402  | 72,102  | 76,789  |
| Other Current Liabilities           | 167,690 | 195,930 | 195,930 | 195,930 | 195,930 |
| Total Current Liabilities           | 227,260 | 280,390 | 284,542 | 290,242 | 294,929 |
| Total Long-term Debt                | 22,230  | 700     | 700     | 700     | 700     |
| Hybrid Debt - Debt Component        |         |         |         |         |         |
| Total Other Non-Current Liabilities | 65,570  | 77,620  | 77,620  | 77,620  | 77,620  |
| Total Non-current Liabilities       | 87,800  | 78,320  | 78,320  | 78,320  | 78,320  |
| Total Provisions                    |         |         |         |         |         |
| Total Liabilities                   | 315,060 | 358,710 | 362,862 | 368,562 | 373,249 |
| Shareholders Equity                 | 682,710 | 696,730 | 708,721 | 718,601 | 729,165 |
| Minority Interests                  |         |         |         |         |         |
| Total Equity                        | 682,710 | 696,730 | 708,721 | 718,601 | 729,165 |

| Key Ratios                |         |         |         |         |         |
|---------------------------|---------|---------|---------|---------|---------|
|                           | Mar-24A | Mar-25A | Mar-26F | Mar-27F | Mar-28F |
| Revenue Growth            | 8.3%    | 6.5%    | 6.7%    | 8.6%    | 6.5%    |
| Operating EBITDA Growth   | 6.9%    | 5.4%    | 3.1%    | 11.4%   | 6.8%    |
| Operating EBITDA Margin   | 22.0%   | 21.8%   | 21.1%   | 21.6%   | 21.7%   |
| Net Cash Per Share (Rs)   | 83.18   | 88.00   | 99.59   | 109.53  | 122.02  |
| BVPS (Rs)                 | 252.09  | 257.27  | 261.70  | 265.35  | 269.25  |
| Gross Interest Cover      |         |         |         |         |         |
| Effective Tax Rate        | 25.1%   | 25.2%   | 25.6%   | 25.2%   | 25.2%   |
| Net Dividend Payout Ratio | 89.7%   | 93.5%   | 93.1%   | 95.0%   | 95.0%   |
| Accounts Receivables Days | 84.73   | 80.08   | 78.06   | 77.39   | 78.12   |
| Inventory Days            | 1.05    | 0.75    | 0.58    | 0.54    | 0.50    |
| Accounts Payables Days    | 31.07   | 28.33   | 28.02   | 27.96   | 28.25   |
| ROIC (%)                  | 30.0%   | 33.7%   | 34.7%   | 40.9%   | 45.5%   |
| ROCE (%)                  | 21.1%   | 21.7%   | 21.7%   | 24.2%   | 25.5%   |
| Return On Average Assets  | 15.5%   | 15.7%   | 15.4%   | 17.2%   | 18.1%   |

SOURCE: INCRED RESEARCH, COMPANY REPORTS

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### InCred Research Services Private Limited

### Research Analyst SEBI Registration Number: INH000011024

Registered Office: Unit No 1203, 12th Floor, B Wing, The Capital, C-70, G Block, BKC, Bandra (E), Mumbai – 400051

Phone: +91-22-6844-6100

Corporate Office: 05th floor, Laxmi Towers, Plot No. C-25, G Block, Bandra - Kurla Complex, Bandra (East), Mumbai - 400051

Phone: +91-22-4161-1500

Name of the Compliance Officer: Mr. Yogesh Kadam

Email ID: compliance@incredresearch.com, Phone No: +91-22-41611539 For any queries or grievances, you may contact the Grievance Officer.

Name of the Grievance Officer: Mr. Rajarshi Maitra

Phone no. +91-022-41611546

Email ID: rajarshi.maitra@incredresearch.com

CIN: U74999MH2016PTC287535



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**Recommendation Framework** 

Stock Ratings Definition:

Add The stock's total return is expected to exceed 10% over the next 12 months.

Hold The stock's total return is expected to be between 0% and positive 10% over the next 12 months.

Reduce The stock's total return is expected to fall below 0% or more over the next 12 months.

The total expected return of a stock is defined as the sum of the: (i) percentage difference between the target price and the current price and (ii) the forward net dividend yields of the stock. Stock price targets have an investment horizon of 12 months.

Sector Ratings Definition:

Overweight An Overweight rating means stocks in the sector have, on a market cap-weighted basis, a positive absolute recommendation.

Neutral A Neutral rating means stocks in the sector have, on a market cap-weighted basis, a neutral absolute recommendation.

Underweight An Underweight rating means stocks in the sector have, on a market cap-weighted basis, a negative absolute recommendation.

Country Ratings Definition

Overweight An Overweight rating means investors should be positioned with an above-market weight in this country relative to benchmark.

Neutral A Neutral rating means investors should be positioned with a neutral weight in this country relative to benchmark.

Underweight An Underweight rating means investors should be positioned with a below-market weight in this country relative to benchmark.w