

STOCK

IDEA 🔷

Indo-National Ltd.

Recharged for a bright future post diversification...

NOT RATED

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Nifty: 8,521; Sensex: 27,808

CMP	Rs908
Target Price	-
Reco	NOT RATED

Key Stock Data

Sector	Consumer Discretionary		
Bloomberg	INNA	IN/INNLBO	
Shares o/s (r	nn)	3.8	
Market cap.	(Rs mn)	3,450	
Market cap.	(US\$ mn)	51	
3-m daily ave	erage vol.	1,144	

Price Performance

52-week high/low		Rs1,44	17/732
	-1m	-3m	-12m
Absolute (%)	21	4	21
Rel to Sensex (%)	16	(6)	21

Shareholding Pattern (%)

Promoters	74.9
Public & Others	25.1

Relative to Sensex

Source: Capitaline



Summary

Indo-National Ltd. (INL) is the 2nd largest player in manufacturing of dry cell batteries in India. It is well known brand in Indian household battery market with strong distributors' network and presence in retail outlets. Sound management team (backed by Apollo hospital group), superior position and reputation along with the consistency in paying higher dividends are the key feature. In FY16, it has diversified its business by acquiring composite manufactures – Kineco, Goa, which could act as a key catalyst in driving overall performance. The stock is currently trading at a P/E of 20.1x its FY16 earnings. We do not have coverage on the stock.

Key business facts and Figures

- Indo-National Ltd. (INL) is charged up to enter into the next growth orbit with promotional and marketing spend, new products launches in H1FY17 and expansion in Southern and Eastern market by increasing supply chain (our channel check hinted).
- The current utilisation rate seems to be approx 80% around. It has currently 6000-6500 Stockiest and distributors and presence in 1.5 million retail outlets/counters focusing on improving brand image and is planning to spend on marketing and promotional expenses (may be roughly 0.5%-1% of sales in FY17 v/s 0.3-0.5% in FY16).
- Acquisition of Kineco a strategic move: It acquired Kineco (world class composite manufactures based in Goa) for undisclosed amount which is into designing, development and manufacturing of wide range of composites part and assembly for Telecommunications, Automotive, Railways, Water Treatment & Process Equipment, Aerospace & Defense. The company is now tapping the opportunities in Railways, Aerospace and Defence sector (Indian market and outsourcing of the parent). It has tie-up with Space, Airforce, ISRO projects as well.
- JV with Kaman (NYSE): Kineco has a JV (74% stake in Kineco Kaman Ltd) with Kaman Corporation (an NYSE listed US aerospace company with USD 1.15bn in market cap) for the Aerospace and Defence Sector and Kineco Alte Train (49% joint venture of Kineco Pvt. Ltd.) for the opportunities in railways respectively, while other business which do not fall into these buckets comes under in Kineco (51% subsidiary of Indo-National).
- Our stance: We believe Kineco has provided a platform that seems to have given Indo-National a sure-shot formula for success in the fast growing areas of Aerospace, Defense and Railways under "Make In India" campaign. With no major capex, decent operating cashflow, clean balance-sheet and better working capital management, it makes comfort to opt for further inorganic strategy (whenever emerge) in the coming years.
- Valuation steep discount to peer; demanding better valuation: INL has delivered better margin performance, has a healthier balance sheet, better return ratios (RoE, ROCE) and dividend payout ratios compared to peers. The current valuations of Indo-National are more than justified by the INL franchise alone and the predictability of this business lends a high margin of safety to investors. The gap between valuations of INL and Eveready should narrow further (subject to synergy and performance of Kineco) in the coming years.

Tale: Financial snapshot (Standalone)

(Rs mn)

Year	Revenue	EBITDA	EBITDA(%)	Adj.PAT	EPS (Rs)	PE(x)	EV/EBITDA (x)	ROE (%)	ROCE (%)
FY13	3,150	132	4.2	59	15.8	57.4	24.0	4.2	5.1
FY14	3,267	249	7.6	129	34.3	26.5	13.3	8.9	12.2
FY15	3,221	379	11.8	289	77.1	11.8	8.5	18.8	18.4
FY16	3,291	329	10.0	169	45.2	20.1	9.7	10.3	13.9

Source: Company; IDBI Capital Research



Company Overview

- Indo National Limited, formerly Nippo Batteries Co. Ltd., started off as manufacturer of dry cell batteries in India. As the 2nd largest player after Eveready with a 29% market share (organised), capacity of 785mn batteries p.a., strong distributors network and presence in retail outlets, Indo National today markets batteries as well as other consumer products such as CFLs, power stations, torches and Emergency Power Backup products under the Nippo brand. The traditional business under the brand Nippo is being recharged through focus on e-commerce and branding efforts not just through electronic media but also through outdoor activities such as hoardings, wall paintings and mobile media like buses.
- New acquisition in FY2016: Indo National now owns 51% of Kineco (acquired in August 2015), which is a well established player in advanced composite manufacturing for the Railways, Aerospace and Defence Sectors, besides other core sectors and has a world class manufacturing setup at Goa.
- Investment in Solar project: Additionally, an investment has been made into a 4.6 MW solar power project, which has now been commissioned and a 15-year PPA with an Apollo Hospitals arm has been put into place; this will give predictable cash flows to the company for the long run.

Table: Product Range



Source: Company

Management quality is impeccable; lends huge comfort

Indo National is owned by Mr. Dwarkanath Reddy, whose wife Mrs. Suneeta Reddy is the CMD of Apollo Hospitals and daughter of Mr. Prathap Reddy, the Group's founder. The long-term track record of Indo-National is testimony to the Management's execution track record. Mr. Aditya Reddy, son of Mrs. Suneeta Reddy, armed with a much greater role in the business and appointed as a Joint MD w.e.f. 2nd June, 2016.



Investment Rationale

Second largest player in India; Business inherently robust

Nippo is consistently been the 2nd player (29% market share) in India with the manufacturing capacity of 785mn batteries p.a., 6000-6500 exclusive stockists, 30 dealers and 1.5mn retail outlets and distributors. The performance metrics of the business have always been superior compared to market leader, in terms of profitability and return on capital employed. Though the revenue was moderately grew during FY12-16, the EBITDA margin expanded steadily over the same period. The lack of focus on product diversification, market share gain and distribution & promotional activities has restricted the growth to a certain extent. However, post acquisition of Kineco Ltd. In FY16 (manufacturer of advance composite products across various segments), the company restructured distribution channels through significant one-time investments during FY16. It has also launched an effective e-commerce strategy that will not only enabled it to gain market share but also laid the roadmap for a more focused market presence. Once these efforts succeed in bringing desired results, it would help company to regain the lost glory and translate into better financial performance.

Strategic acquisition: Backing an exemplary management team

INL acquired Kineco Private Limited in FY16 (world class composite manufactures based in Goa) to diversify the business operation, which is into designing, development and manufacturing of wide range of composites part and assembly for Telecommunications, Automotive, Railways, Water Treatment & Process Equipment, Aerospace & Defense. As per media articles, there is significant increase in usage of carbon composites in aerospace and defence in the newer programmes from Boeing and Airbus than before. Kineco employs all the mature processes of composites manufacturing at its facilities and therefore addresses the complete market.

Our Take & analysis: We believe acquisition of 51% stake in Kineco is a great move; both directionally in terms of the focus areas as well as in terms of what it achieves for Indo-National. It gives them a platform that's been in the works for over two decades that's now poised to reap rich rewards.

It also brings to them an exemplary management team, including the founder, Mr.Shekhar Sardessai, who's a visionary in the Advanced Composites Sector and stays on indefinitely as CEO, driver and Joint Venture Partner for the business – he will now have all the capital that the business was hitherto starved of and should be in a position to deliver results seamlessly.

It also brings close knit partnerships with some of the strongest global players and well-established client relationships with large OEM customers.

Kineco has provided a platform that seems to have given Indo-National a sure-shot formula for success in the fast growing areas of Aerospace, Defense and Railways.

A closer look at the Kineco platform boosting the conviction...

Kineco is the only mainstream player other than Tata Advanced Materials to employ a complete range of advanced composite manufacturing technologies, including vacuum bagging and autoclave moulding, making it a preferred partner for large clients.

Newer generation models from aircraft majors like Boeing and Airbus use a much higher percentage by weight of carbon composites than older ones, thereby driving demand for players like Kineco.

Kineco has had many firsts to its name; it was the first company in India to manufacture 100% carbon based formula one racing cars, to develop stator rings for power turbines, to manufacture full carbon monocoque chassis for cycles, underslung tanks for railways etc. to name a few.



<u>JV with Kaman:</u> Kineco has a JV with Kaman Corporation (an NYSE listed US aerospace company with USD 1.15bn in market cap) for the Aerospace and Defence Sector and with Schaltbau Holding of Germany (market cap of €m 307) for the Railways business.

<u>Our Take & analysis:</u> All of the above should greatly help Indo-National scale-up quickly to become a major vendor to these fast growing sectors, which should be major beneficiaries of the 'Make in India' theme.

Kineco: Key Offerings and the story so far...

Kineco operates with 3 business units -

- <u>Custom Moulded Products</u>: Composite parts and complete assemblies for Mass Transit (Train Coach Interiors & Exteriors), Bus & Truck and other custom applications.
- <u>Filament Wound Products</u>: Pipe, tubes, chemical process equipment and pressure vessels primarily for water treatment. Also manufactures products for high end applications in electrical and aerospace industry (glass & carbon fibre based).
- <u>Advanced Composites</u>: Catering to carbon and aramid fiber prepreg based production for defence, aerospace, telecom & marine applications.

Projects undertaken so far include:

- Fibre reinforced plastic shelters for Indian troops in Northern Himalayas, Global supplier of choice for tripod bases for a USD 2bn water treatment equipment company.
- World's first Sky Bus entirely made of composites (for Konkan Railways), Body parts for A1 Grand Prix formula racing cars (for Caparo Vehicles Technologies, UK) and under slung water tanks for AC coaches of Indian Railways and a C-arm (for GE Medical).

While Kineco Kaman (74% subsidiary of Kineco Pvt. Ltd.) and Kineco Alte Train (49% joint venture of Kineco Pvt. Ltd.) will pursue opportunities in Aerospace (both civil and defense applications) and Railways respectively, businesses which do not fall into these buckets will continue to be pursued in Kineco (51% subsidiary of Indo-National).

Abundant opportunity for Kineco - holds great promise going forward

Opportunities in Aerospace (for the Kaman JV):

Out of the USD 0.6bn revenues (33.7% of total revenues of Kaman, US) from aerospace, 43% was defense, 39% was commercial and 18% was fuzing. The structures market in the US is quite competitive and two key programs supported by Kaman were the A-10 (which Boeing supplied to the US Air Force) and the AH-1Z attack helicopter (which Bell Corpn. supplied to the US Marine Corpn). Kaman produces the wing control surfaces (inboard and outboard flaps, slats and deceleron assemblies) for the A-10 and cabins for the AH-1Z. The recent Pentagon decision to continue funding A-10 augurs well for OEM suppliers like Kaman. Similarly, there is a possibility of a major demand thrust for AH-1Z, which could bring similar results for Kaman, with possible upsides for the Kineco JV.

Opportunities in Railways (for the Shaltbau JV):

Schaltbau Holding of Germany, one of the world's largest players in rail technologies with revenues of €m 500 in CY15 (65% of this was in rail), acquired Alte Train and stepped into Alte's shoes as the JV partner with Kineco in India. €220mn of this was from their Mobile Transportation Technology division, which could be the relevant pie for the Kineco JV to tap. They provide Driver Desk, Lighting Systems, Door Systems, HVAC systems, Static converter and earthing devices, Service for rolling stock, Platform Screen Doors, Information & Communication Systems and Interior & Sanitation Systems - in short, they're an end-to-end railway supplier.

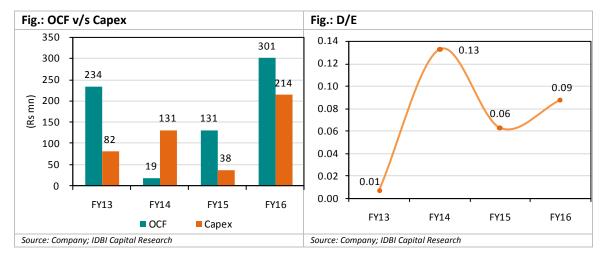


Other Opportunities (for Kineco Pvt Ltd):

Kineco has technical capabilities for manufacturing GRE piping systems for the oil industry and shall be well poised to tap the domestic demand, once the capex cycle rebounds. The other areas that present composite manufacturing opportunities are automobiles, industrial equipment tools, pressure tanks, scrubers, chemical process equipment, structural winding, masts & tubes.

Net debt-free status + decent cashflow = Suited for inorganic growth strategy

With the Kineco acquisition, Indo-National immediately deploys some of the surplus cash in its balance sheet, which was hitherto weighing down on return metrics. It gives a platform which can potentially absorb large sums of incremental cash going forward and can gradually branch into areas of vertical synergy through inorganic growth / joint ventures in areas such as defense electronics etc. A lot of traction expected in defence, railway orders in the coming years under "Make In India" campaign. With no major capex, decent operating cashflow, clean balance-sheet and better working capital management, it makes comfort for INL to opt for further inorganic strategy (whenever emerge) in the coming years.



Set to deliver healthy earnings growth in FY16-18E

INL is continuously emphasing on operating performance through cost optimization, restructuring of supply chain and R&D activities. During FY13-FY16, Operating margin improved from single digits to over 10%; earnings tripled (thanks to the management efforts of bringing operational efficiency and decline in price of lead – a key raw material).

Pricing power for the battery business has improved with sustained price hikes, led by the market leader Eveready and further expected to improve with the anti-dumping duty (Industry has already proposed but yet no clarity) on cheap imports, which are likely to improve the health of the domestic industry.

No major capex ahead, steady operating cash flows and better working capital management to drive performance. Earnings could grow at a healthy for the Nippo franchise. Consistently paying dividend to shareholders – FY16 payout at Rs 25/ share.

<u>Kineco</u>: The Kineco platform could add upwards of Rs 0.8-1bn in revenues in FY17 and Rs1.5 bn in FY18 (approx). However, it would be interesting to see the performance of Kineco during current fiscal, which could act as a key catalyst for driving growth of Indo-National Limited.



Valuation and Outlook

Steep discount to peers; valuation to surely catch up

Nippo has delivered better margin performance, has a healthier balance sheet, better return ratios (RoE, ROCE) and dividend payout ratios compared to peers.

Well positioned in financial comparison to its closest peer – Eveready (which has given 10 times return to investors in just 3 years time frame with improving fundamentals). It could be the finest stock in the household battery segment (with better OPM of 11% v/s Eveready's 9-9.5%, balance-sheet and lower valuation compare to peer). Consistently paying high dividend (absolute dividend of Rs 25/share v/s Rs 1 dividend of Eveready).

Adjusted FY16 standalone EPS stood at Rs 48 (excluding other income and considering full tax rates) and the stock is trading at a P/E of 20.1x its FY16 earnings (against 37x for Eveready on FY16 earnings). It could potentially generate handsome returns (as valuations of its Nippo franchise catch up with Eveready and the markets start factoring upsides from Kineco in coming years). The valuation of the solar power asset could add another Rs80 per share (at cost post pay down of debt) and actual value markets could attribute may be a lot higher as markets begin to impute a much higher multiple to reported numbers from the Kineco business. (Defense and Aerospace focused stocks are richly valued – for example, Dynamatics Technologies trades at over 100x and Bharat Electronics Ltd at 37x its FY16 EPS.

EBITDA margin trend **PAT trend** 25.0% 14.0% 11.8% 9.0% 10.0% 12.0% 20.0% 7.6% 10.0% 5.1% 15.0% 4.2% 8.0% 6.0% 3.9% 10.0% 9.7% 3.8% 7.3% 3.8% 4.0% 2.7% 1.9% 5.0% 2.0% 1.2% 0.5% 0.0% 0.0% 0.0% FY12 FY13 FY14 FY15 FY16 FY12 FY13 FY14 FY15 **FY16** --- Indo national Eveready Indo national Eveready Dividend (Rs/share) D/E 30.0 0.6 25.0 25.0 0.5 25.0 0.5 0.4 0.4 0.4 20.0 20.0 0.4 0.4 15.0 0.3 10.0 10.0 10.0 0.2 0.1 0.1 0.1 0.1 0.1 5.0 0.5 0.5 0.5 1.0 1.0 0.0 0.0 0.0 FY2012 FY2013 FY2014 FY2015 FY2016 FY2012 FY2013 FY2014 FY2015 FY2016 ■ Indo national ■ Indo national Eveready Eveready

Figure: Peer group - Eveready v/s Indo National Ltd.

Source: Company; IDBI Capital Research



Financial summary (Standalone)

FY13

3,150

(0.7)

132

(17.8)

(53)

79

(22)

6

42

(3)

7.1

39

59

4

(29.7)

(3,018)

3,267

(3,018)

3.7

249

89.1

(53)

197

(17)

183

(56)

30.5

127

129

4

5

Profit & Loss Account

Year-end: March

Operating expenses

Net sales

EBITDA

EBIT

Tax

Growth (%)

Growth (%)

Depreciation

Interest paid

Other income

Pre-tax profit

Net profit

Growth (%)

Effective tax rate (%)

Adjusted net profit

Shares o/s (mn nos)

(Rs mn)

FY15

3,221

(1.4)

379

52.0

(54)

325

(14)

90

401

(112)

27.9

289

289

4

(2,842)

3,291 2.2 (2,962)329 (13.1)(51) 278 (7) 48 319 (150)46.9 169 169 (41.4)4

117.0 124.7 (4

Balance Sheet

Year-end: March	FY13	FY14	FY15	FY16
Net fixed assets	522	599	565	733
Investments	-	-	-	318
Other non-curr assets	7	7	4	5
Current assets	1,310	1,501	1,593	1,422
Inventories	378	422	410	336
Sundry Debtors	625	755	852	691
Cash and Bank	245	262	266	323
Loans and advances	47	46	50	49
Total assets	1,838	2,107	2,162	2,478
Shareholders' funds	1,419	1,458	1,617	1,674
Share capital	38	38	38	38
Reserves & surplus	1,381	1,421	1,579	1,636
Total Debt	-	174	86	125
Secured loans	-	-	-	-
Unsecured loans	-	174	86	125
Other liabilities	84	93	112	176
Curr Liab & prov	335	382	347	283
Current liabilities	247	242	189	134
Provisions	88	140	159	149
Total liabilities	419	648	545	584
Total equity & liabilities	1,838	2,107	2,162	2,478
Book Value (Rs)	378	389	431	446

Source: Company; IDBI Capital Research

Cash Flow Statement

(Rs mn)

Year-end: March	FY13	FY14	FY15	FY16
Pre-tax profit	42	183	401	319
Depreciation	53	53	54	51
Tax paid	(14)	(51)	(99)	(150)
Chg in working capital	133	(167)	(139)	230
Other operating activities	20	2	(86)	(141)
CF from operations (a)	234	19	131	310
Capital expenditure	(82)	(130)	49	(214)
Chg in investments	-	-	-	-
Other investing activities	-	-	-	-
CF from investing (b)	(170)	43	(39)	(214)
Equity raised/(repaid)	(20)	(2)	-	-
Debt raised/(repaid)	-	-	-	45
Dividend (incl. tax)	(44)	(44)	(88)	(85)
Chg in minorities	-	-	-	-
Other financing activities	-	-	-	-
CF from financing (c)	(64)	(45)	(88)	(39)
Net chg in cash (a+b+c)	(1)	17	4	57

Financial Ratios

Year-end: March	FY13	FY14	FY15	FY16
Adj EPS (Rs)	15.8	34.3	77.1	45.2
Adj EPS growth (%)	(29.7)	117.0	124.7	(41.4)
EBITDA margin (%)	4.2	7.6	11.8	10.0
Pre-tax margin (%)	1.3	5.6	12.5	9.7
RoE (%)	4.2	8.9	18.8	10.3
RoCE (%)	5.1	12.2	18.4	13.9
Turnover & Leverage ratios (x)				
Asset turnover	1.7	1.7	1.5	1.4
Leverage factor	1.3	1.4	1.4	1.4
Net margin (%)	1.9	3.9	9.0	5.1
Net Debt/Equity	(0.2)	(0.1)	(0.1)	(0.1)
Working Capital & Liquidity ratios				
Inventory days	44	47	47	37
Receivable days	72	84	97	77
Payable days	23	24	19	10

Valuations

Year-end: March	FY13	FY14	FY15	FY16
PER (x)	57.4	26.5	11.8	20.1
Price/Book value (x)	2.4	2.3	2.1	2.0
PCE (x)	30.3	18.8	9.9	15.4
EV/Net sales (x)	1.0	1.0	1.0	1.0
EV/EBITDA (x)	24.0	13.3	8.5	9.7
Dividend Yield (%)	1.3	1.3	2.6	2.5





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Key to Ratings

Stocks:

BUY: Absolute return of 15% and above; ACCUMULATE: 5% to 15%; HOLD: Upto ±5%; REDUCE: -5% to -15%; SELL: -15% and below.

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