

Rating Update
June 30, 2023 | Mumbai**Indo-National Ltd****Update as on June 30, 2023**

This update is provided in continuation of the rating rationale below.

The key rating sensitivity factors for the rating include:

Upward factors

- Higher than anticipated growth in revenues (over 8-10%) over the medium term, and operating profitability improving to 6-8%, leading to better cash generation
- Improvement in financial profile, supported by prudent capex and working capital management and better cash generation benefitting debt metrics; interest cover of over 3 times

Downward factors

- Sluggish revenue growth and operating profitability (continuing below 3-4%), impacting cash generation
- Stretched working capital cycle, or sizeable debt-funded capex leading to moderation in debt metrics (interest cover below 2-2.25 times)
- Any adverse decision on ongoing CCI case, leading to moderation in financial performance, and liquidity

CRISIL Ratings has a policy of keeping its accepted ratings under constant and ongoing monitoring and review. Accordingly, CRISIL Ratings seeks regular updates from companies on the business and financial performance. CRISIL Ratings is, however, awaiting adequate information from Indo-National Ltd (INL) which will enable us to carry out the rating review. CRISIL Ratings will continue provide updates on relevant developments from time to time on this credit.

CRISIL Ratings also identifies information availability risk as a key credit factor in the rating assessment as outlined in its criteria 'Information Availability Risk in Credit Ratings'.

About the Company

Incorporated in 1972 as a joint venture (JV) between the late Mr. P Obul Reddy and Panasonic Corporation (leading Japanese electronics company, which subsequently exited the JV in 2012), Chennai-based INL (formerly, Nippo Batteries Company Ltd) manufactures and sells dry cell batteries and trades in torches, emergency power back-up products, and LEDs.

INL is the second-largest player in the dry cell batteries industry in India, with capacity of 78.5 crore battery per annum and a market share of above 30%. INL has an established distribution network comprising exclusive distributors, 2500 exclusive stockists, 26 depots, and 17 lakh retail outlets and wholesalers. In fiscal 2016, INL acquired 44.49% stake in Kineco, which manufactures composite for Railways, aerospace, and defence. Subsequently, in fiscal 2017, INL increase its stake in Kineco to 51%. Kineco also has a 51:49 joint venture, Kineco Kaman Composites Pvt Ltd, with Kaman Aerospace Group, USA, which manufactures advanced composites for medical, aerospace, and several other industries. INL also set up 4.6 megawatt solar power plant in Polepally village, Telangana, and has entered into a power purchase agreement with Deccan Hospitals.

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Rating Rationale

April 25, 2023 | Mumbai

Indo-National Limited

Ratings downgraded to 'CRISIL BBB+/Negative/CRISIL A2'

Rating Action

Total Bank Loan Facilities Rated	Rs.85 Crore
Long Term Rating	CRISIL BBB+/Negative (Downgraded from 'CRISIL A-/Negative')
Short Term Rating	CRISIL A2 (Downgraded from 'CRISIL A2+')

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1 crore = 10 million

Refer to Annexure for Details of Instruments & Bank Facilities

Detailed Rationale

CRISIL Ratings has downgraded its ratings on the bank facilities of Indo-National Limited (INL) to '**CRISIL BBB+/Negative/CRISIL A2**' from '**CRISIL A-/Negative/CRISIL A2+**'

The rating action follows continued moderation in INL's business performance due to sluggish demand for dry-cell batteries, and less than estimated offtake by Indian Railways pertaining to order execution at its subsidiary, Kineco Ltd (Kineco Ltd). Besides, the company's operating profitability is estimated at 2.5-3.5% in fiscal 2023, also weaker than earlier expected, due to lower business levels, higher input prices, and stiff competitive pressures. Ergo, cash generation is expected to be lower at less than Rs.20 crores in fiscal 2023, impacting key debt metrics.

Outlook for dry cell batteries continues to remain sluggish due to availability of alternatives, narrowing price gap with alternatives, and stiff competition, including from cheap imports. CRISIL Ratings expects INL's revenue growth will continue to be modest at 7-8 % and driven by better performance of Kineco due to its healthy order book from Indian railways for supplying composite parts for Vande Bharat trains, and other turnkey projects for Garibrath and Tejas trains. Better absorption of fixed costs as a result of higher order execution, and slight softening of input costs, as well as improved product mix in battery segment, should help operating margins recover to ~4-6% over the medium term, which will still be lower compared with 10-12% registered in previous fiscals, prior to fiscal 2022. Cash accruals are expected at Rs.~20-30 crores over medium term, adequate to meet term debt repayment obligations of Rs.~7-8 crore and to fund the moderate capital expenditure (capex) and working capital requirements. Debt protection metrics, too are expected to improve, albeit gradually.

INL's revenue during 9 months of fiscal 2023 declined by 4.5% year-on-year basis. This is despite 8% growth in battery and allied product revenues to partly pass on higher input prices, even as there was a 14% decline in dry cell battery volumes, due to sluggish demand and increased competitive intensity. Also, Kineco's revenues witnessed sharp contraction due to lower than estimated off take of railway rakes by Indian railways. INL's operating profitability declined by 460 basis points from 7% (9 months of fiscal 2022) to 2.3% in 9 months of fiscal 2023, despite multiple price increase in battery segment, high zinc prices, despite some moderation, weaker business levels at Kineco and due to non-availability of input pass on clauses in many of Kineco's orders. INL consequently reported a net loss of Rs.6 crore in the first 9 months of fiscal 2023, compared to a profit after tax of Rs.20 crore in the corresponding period of fiscal 2022.

The ratings continue to reflect INL's established market position and brand in the domestic dry cell batteries industry, as well as its vast distribution network, diverse revenue profile through Kineco (composites for defence, railways and aerospace), and the company's moderate financial risk profile. These strengths are partially offset by sluggish growth in the core domestic dry cell batteries business, supplier concentration risks, and susceptibility of operating profitability to volatile input prices and intense competition.

Analytical Approach

For arriving at the rating, CRISIL Ratings has consolidated the business and financial risk profile of INL and its subsidiary, Kineco Ltd and its step down subsidiaries, due to common promoters and cash flow fungibility between these entities. Bill discounting outstanding at year end has been considered as debt.

Please refer Annexure - List of Entities Consolidated, which captures the list of entities considered and their analytical treatment of consolidation.

Key Rating Drivers & Detailed Description

Strengths:

Established player, with strong brand name, in dry-cell industry; revenue diversity through Kineco: With a production capacity of 80 crore batteries per annum, INL is the second-largest player in the dry-cell industry in India with a market share of around 30% (though lower compared to earlier years) and continues to benefit from its strong 'Nippo' brand. INL has diversified its product portfolio with the acquisition of Kineco in fiscal 2016 and introduction of products like LED, torches, Mosquito bats, DORCO Razor blades etc. Kineco manufacturers composites for the defence, railways and aerospace sectors and registered revenues of Rs.119 crore in 9 months of fiscal 2023. The company has an order book of Rs.150 crore, and increasing scale of operations at Kineco is expected to improve INL's revenue diversity and visibility in the medium to long term.

Wide and established distribution network: The company has an established distribution network involving exclusive distributors, 2500 stockists, 26 depots, and more than 17 lakh retail outlets and wholesalers. INL has been associated with many distributors since its inception. The distributors also assume absolute responsibility for the storage and distribution of goods. The company has also leveraged on its extensive marketing network to scale-up existing portfolio of electrical products and launch new products leveraging the strong distribution network. CRISIL Ratings believes INL will continue to capitalize on its wide distribution network and established brand image

Moderate financial risk profile: While its overall financial risk profile is moderate, INL's gearing is expected to be comfortable, at 0.57 time as on March 31, 2023. The interest coverage ratio reduced to 1.6 times in 9 months of fiscal 2023 as against 5.6 times in corresponding period of previous fiscal mainly due to steep decline in absolute operating profits to Rs.10 crore from Rs.31 crore. Going forward, only routine capex will be undertaken for modernization; albeit due to moderation in operating profitability compared with prior years, key debt metrics like interest cover will remain modest at ~2-3 times, from ~4 times in fiscal 2022. Cash generation is expected to benefit from better contribution from Kineco Ltd due to healthy order execution and better profitability from fiscal 2024, as well.

The Competition Commission of India (CCI) in its order dated April 19, 2018, imposed a penalty of Rs 42.66 Cr on INL since it has found INL, and two other companies, to have violated provisions of the Competition Act, 2002. The Company had filed an appeal against order of CCI before the National Company Law Appellate Tribunal (NCLAT) . NCLAT has granted stay on the CCI order on the condition that INL deposit 10% of the penalty amounting to Rs.4.22 crore which was deposited with the registry (through fixed deposit) within the due date as stipulated by NCLAT. While the matter is subjudice, any additional debt raised to meet obligations in the event of an adverse ruling, will exert pressure on debt metrics, and will be a rating sensitivity factor.

Weaknesses:

Sluggish revenue growth in core dry cell battery business: INL's revenue from battery and consumer product segment registered a 8% increase to Rs.310 crore in 9 months of fiscal 2023, mainly driven by price hikes. Sale volumes for dry cell batteries, biggest segment, were impacted due to decline in demand for covid related gadgets, various battery operated gadgets switching to rechargeable products and increase in competitive pressure; consequently, dry cell battery volumes declined by 14% in 9 months of fiscal 2023. Demand is expected to remain sluggish in the near to medium term as well, due to narrowing price gap with alternatives, and cheap imports.

Susceptibility of operating profitability to raw material price volatility and intense competition: Raw material accounts for ~60 % of total cost of sales. The company purchases zinc based on prices on London Metal Exchange and sources its monthly requirements both at spot and monthly average prices. Any steep increase in zinc prices will impact the company's profitability given the intense competition in the industry and limited pricing flexibility. The largest player in the industry, Eveready Industries India Ltd, has also made a strong comeback in the dry cell battery segment, under a new management, and along with the other peer, Panasonic India, has intensified competition pressures.

Kineco Ltd which is into manufacturing of composite materials for Railways, also faces pricing pressures. Fixed nature of pricing contracts with Indian Railways impacts its profitability in the event of higher input prices, impacting the overall margins. Besides, order execution can also witness volatility, depending on schedules shared by Indian Railways.

Supplier concentration risk: Zinc, which constitutes about 30% of INL's raw material is sourced entirely from Hindustan Zinc Ltd (Hindustan Zinc; rated 'CRISIL AAA/Stable/CRISL A1+'). This, exposes INL to supplier concentration risk and may affect its price-negotiation capabilities. However, this is partly offset by INL's established business relationship, going back to more than a decade, with Hindustan Zinc, and long-term contract for supply of zinc.

Liquidity: Adequate

Liquidity is adequate driven by annual accruals of Rs.20-30 crore which is sufficient for meeting repayment obligations of Rs.7 crore and Rs. 8 crore per annum for fiscal 2023 & 2024 respectively. Further company does not have any major capex in medium term; routine annual capex will be funded from accruals. The company has adequate cushion in the form of bank

limits of Rs.85 crores which was utilized at 38% for the 12 month period till October 2022, to meet incremental working capital needs.

Outlook: Negative

Improvement in INL's business performance will be contingent on ability to enhance product mix in the dry cell battery segment, healthy order execution by Kineco and continuing cost efficiency measures. The company's financial risk profile is also expected to remain moderate due to modest operating profitability and cash generation.

Rating Sensitivity factors

Upward factors

- Higher than anticipated growth in revenues (over 8-10%) over the medium term, and operating profitability improving to 6-8%, leading to better cash generation
- Improvement in financial profile, supported by prudent capex and working capital management and better cash generation benefitting debt metrics; interest cover of over 3 times

Downward factors

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- Stretched working capital cycle, or sizeable debt-funded capex leading to moderation in debt metrics (interest cover below 2-2.25 times)
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About the Company

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Key Financial Indicators

As on / for the period ended March 31		2022	2021
Revenue	Rs crore	570	532
Profit after tax (PAT)	Rs crore	13	23
PAT margin	%	2.3	4.3
Adjusted debt/adjusted net worth	Times	0.55	0.63
Interest coverage	Times	3.95	5.7

Any other information: Not applicable

Note on complexity levels of the rated instrument:

CRISIL Ratings' complexity levels are assigned to various types of financial instruments and are included (where applicable) in the 'Annexure - Details of Instrument' in this Rating Rationale.

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Annexure - Details of Instrument(s)

ISIN	Name of instrument	Date of allotment	Coupon rate (%)	Maturity date	Issue size (Rs crore)	Complexity levels	Rating assigned with outlook
NA	Cash Credit*	NA	NA	NA	65	NA	CRISIL BBB+/Negative
NA	Proposed Short Term Bank Loan Facility	NA	NA	NA	20	NA	CRISIL A2

*Interchangeable with short term debt and Bill discounting facility.

Annexure – List of entities consolidated

Names of Entities Consolidated	Extent of Consolidation	Rationale for Consolidation
Kineco Limited	Fully Consolidated	Strong business and financial linkages

Annexure - Rating History for last 3 Years

Instrument	Current			2023 (History)		2022		2021		2020		Start of 2020
	Type	Outstanding Amount	Rating	Date	Rating	Date	Rating	Date	Rating	Date	Rating	Rating
Fund Based Facilities	LT/ST	85.0	CRISIL BBB+/Negative / CRISIL A2	--	--	20-12-22	CRISIL A2+ / CRISIL A-/Negative	--	--	19-10-20	CRISIL A/Stable	CRISIL A1 / CRISIL A/Stable
			--	--	--	27-01-22	CRISIL A1 / CRISIL A/Stable	--	--	31-08-20	CRISIL A1 / CRISIL A/Stable	CRISIL A1

All amounts are in Rs.Cr.

Annexure - Details of Bank Lenders & Facilities

Facility	Amount (Rs.Crore)	Name of Lender	Rating
Cash Credit ^{&}	30	HDFC Bank Limited	CRISIL BBB+/Negative
Cash Credit ^{&}	35	The Hongkong and Shanghai Banking Corporation Limited	CRISIL BBB+/Negative
Proposed Short Term Bank Loan Facility	20	Not Applicable	CRISIL A2

This Annexure has been updated on 25-Apr-2023 in line with the lender-wise facility details as on 17-Aug-2021 received from the rated entity.

& - Interchangeable with short term debt and Bill discounting facility

Criteria Details

Links to related criteria
CRISILs Approach to Financial Ratios
Rating criteria for manufacturing and service sector companies
CRISILs Bank Loan Ratings - process, scale and default recognition
CRISILs Criteria for rating short term debt
CRISILs Criteria for Consolidation

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