

Crompton Greaves

Expect gradual recovery

May 27, 2013

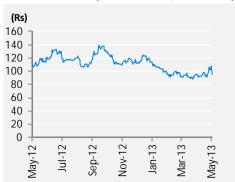
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Rating	Accumulate
Price	Rs96
Target Price	Rs120
Implied Upside	25.0%
Sensex	19,704
Nifty	5,984

(Prices as on May 24, 2013)

Trading data							
Market Cap. (Rs b	Market Cap. (Rs bn)						
Shares o/s (m)			642.0				
3M Avg. Daily val	ue (Rs m)		229				
Major sharehold	ers						
Promoters			41.69%				
Foreign			14.85%				
Domestic Inst.			24.25%				
Public & Other			19.21%				
Stock Performan	ce						
(%)	1M	6M	12M				
Absolute	1.5	(16.0)	(9.2)				
Relative	(0.6)	(20.6)	(30.7)				
How we differ from Consensus							
EPS (Rs)	PL	Cons.	% Diff.				
2014	7.7	7.7	-0.2				
2015	10.8	10.3	4.7				

Price Performance (RIC: CROM.BO, BB: CRG IN)



Source: Bloomberg

High quality improvement cost led to miss in PAT: Crompton Greaves (CRG) reported consolidated profits of Rs247m for Q4FY13, lower than our and street estimates (PLe: Rs774m). International subsidiaries reported loss of Rs845m in Q4FY13, higher than our estimate of Rs450m. Higher-than-expected stabilization costs like quality improvement cost (high un tanking rate issue) and LDs led to losses in subsidiaries. The company incurred cost of Rs770m in the quarter related to stabilization cost (Rs3bn for FY13). CRG highlighted that stabilization cost was high in the guarter due to quality improvement related cost but most issues related to design and processes have been sorted and cost should trend downward significantly in the next two quarters. Belgium-related restructuring is completely over and most employees have parted in Q4FY13. Hence, full impact of savings in employee cost (~Rs200m/quarter) should be visible from Q1FY14. Operations in Hungary have stabilised faster-than-expected and the plant has already delivered 18 power transformers in Q4FY13 and also has been EBIT positive. Most of the incremental losses are from the Belgium and Canada plant which is expected to reduce (as benefits of restructuring and quality improvement exercise fortify and LDs reduces over the next two quarters). CRG also highlighted that various initiatives planned by the company like improved offering, global sourcing, manufacturing foot print and continuous improvement initiatives programmes have delivered cost saving/margin improvement of 225bps for FY13.

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Key financials (Y/e March)	2012	2013	2014E	2015E
Revenues (Rs m)	112,486	120,944	132,782	147,973
Growth (%)	12.4	<i>7.5</i>	9.8	11.4
EBITDA (Rs m)	8,036	3,832	8,776	11,680
PAT (Rs m)	3,616	2,686	4,958	6,947
EPS (Rs)	5.6	4.2	7.7	10.8
Growth (%)	(60.3)	(25.7)	84.6	40.1
Net DPS (Rs)	0.9	1.2	1.2	1.6

Profitability & Valuation	2012	2013	2014E	2015E
EBITDA margin (%)	7.1	3.2	6.6	7.9
RoE (%)	10.5	7.3	12.9	16.1
RoCE (%)	9.5	6.2	9.4	12.0
EV / sales (x)	0.6	0.6	0.6	0.5
EV / EBITDA (x)	8.4	19.4	8.5	6.0
PE (x)	17.1	23.0	12.4	8.9
P / BV (x)	1.7	1.7	1.6	1.3
Net dividend yield (%)	1.0	1.2	1.2	1.7

Source: Company Data; PL Research

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- Strong consumer growth drive standalone sales: CRG's standalone sales were up 6% YoY to Rs20.5bn. EBITDA margins came in at 6.9%, down 330bps YoY and PAT was down 21% YoY to Rs1bn (PLe: Rs1.2bn). Consumer segment reported robust sales growth of 23% YoY, while sales for power segment were down 11% YoY to Rs8.3bn. Sales in domestic power system were impacted due to postponement of delivery to few clients of MHV switchgears due to cash flow issues of customers. EBIT margin for power segment continued to slide and came in at 7.1% (down 240bps YoY and 80bps QoQ). The company highlighted that power system margins were impacted by overall pricing in the market as well as execution of system work of 765kv transformer (low margin part of order). EBIT margin for consumer business was also down 230bps YoY despite 23% growth in sales due to higher sales and marketing expense and higher proportion of institutional sales in overall of sales mix.
- Subsidiary losses higher than expected: On a consolidated basis, sales was up 10% YoY to Rs33bn (PLe: Rs33bn). However, EBITDA margins dropped 660bps YoY to 2.3% (PLe: 4.9%). Significant decline in EBITDA margins led to 75% YoY drop in PAT to Rs247m (PLe: Rs774m). Power system reported a loss of Rs586m on EBIT basis on account of stabilization cost of Rs770m in the current quarter. While subsidiaries reported healthy sales growth of 20% YoY to Rs13bn, they also reported loss of Rs845m at PAT level.
- Strong order book: Order book at the end of FY13 was Rs91.2bn, up 9% YoY. Consolidated order inflow for the quarter was Rs29bn (up 3% YoY and 32% QoQ). For FY13, order inflow was up 3% YoY. Order inflow in the power segment was flat YoY in FY13 to Rs83.9bn. The inflow in power segment was lower due to the fact that Bhopal factory was full and hence, CG was selective in bidding and order intake in subsidiaries was also lower due to restructuring. Industrial orders were up 20% YoY in FY13 driven bygood traction in energy efficient motors and successful scale of drives and railways business. CG expects a robust order intake in high value-added segments like UHV/EHV in Asia, Automation/smart grid in the power segment, Motors in EMEA market, Railway transportation and electronic drives in the industrial segment.
- Outlook and Valuation: The stock is trading at 12.4x FY14E earnings. We believe that a record backlog, better/leaner cost structure, good & increasing product basket and improved reach in terms of geography will drive earnings over the next few years. We have assumed break even EBIT level for international subsidiaries in FY14. We maintain 'Accumulate' on the stock.



Exhibit 1: Strategic Agenda

Three-Year Plan		One-Year After	
Strategic levers	Actions Steps		 Equipped more than 83 EHV substations for 765 kV, PGCIL India, making CG the market leader in UHV/ EHV segment
Offering	Move to High value added offerings 1200/765 kV Power Transformers, CVT and Surge Arresters Energy efficient Motors for global market New segments: Engineering services for utilities Enter new geographies - Middle East, Brazil Additional EBIDTA of 150 bps	Offering	 1200 kV transformer and CVT at Bina Energy efficient motors represented 11.5% of total Sales Middle East orders reached 1,753 cr, representing 230% growth for the region 367 Cr order in LAM representing 197% growth EBITDA Level Savings- 90 bps
Sourcing	Global sourcing organization in place Sourcing office established in Shanghai, China in July 2011 Additional EBIDTA of 150 bps	Sourcing	 Globalization of sourcing for 7 key commodities International purchasing office set up in China EBITDA Level Savings- 100 bps
Manufacturing Footprint	European platforms to be consolidated by 2012-13 Additional capacity in India +50,000 MVA CGPS implementation in European plants Additional EBIDTA of 100 bps	Manufacturing Footprint	 Project Merlin completed. PT capacity consolidation in eastern Europe Indian manufacturing Hub on the way. Plant capacity expansion- PT Bhopal, HT Motors- Mandideep, Switchgears- Nasik First full JIT plant for LVRM at Goa, producing 15,000 motors per month Record production(18 transformers) in PT Hungary for Q4 with positive EBIT
Continuous Improvement	Six sigma program roll out world wide Sustainability program doployed in each unit Additional EBIDTA of 50 bps	Continuous Improvement	 355 Green + Black belt 492 projects across CG sites EBITDA Level Savings- 35 bps

Source: Company Data, PL Research

May 27, 2013



Exhibit 2: Q4FY13 Result Overview - Standalone (Rs m)

Y/e March	Q4FY13	Q4FY12	YoY gr. (%)	Q3FY13	FY13	FY12	YoY gr. (%)
Net Sales	20,599	19,406	6.1	17,461	71,353	64,854	10.0
Expenditure							
Raw Material	15,740	14,488	8.6	13,159	53,341	47,257	12.9
% of Net Sales	76.4	74.7		75.4	74.8	72.9	
Personnel Cost	1,076	916	17.4	1,012	4,112	3,636	13.1
% of Net Sales	5.2	4.7		5.8	5.8	5.6	
Others	2,362	2,029	16.4	1,965	8,102	6,754	20.0
% of Net Sales	11.5	10.5		11.3	11.4	10.4	
Total Expenditure	19,179	17,433	10.0	16,135	65,554	57,647	13.7
EBITDA	1,420	1,973	(28.0)	1,325	5,799	7,207	(19.5)
Margin (%)	6.9	10.2		7.6	8.1	11.1	
Other income	91	44	105.4	260	678	504	34.5
Depreciation	193	185	4.2	180	719	907	(20.8)
EBIT	1,318	1,832	(28.1)	1,405	5,758	6,804	(15.4)
Interest	(59)	46	NA	(32)	(202)	41	NA
PBT	1,404	1,787	(21.4)	1,437	5,960	6,763	(11.9)
Total Taxes	327	418	(21.8)	376	1,502	1,718	(12.6)
ETR (%)	23.3	23.4		26.1	25.2	25.4	
PAT	1,077	1,369	(21.3)	1,062	4,459	5,044	(11.6)

Source: Company Data, PL Research

Exhibit 3: Operating Metrics – Standalone (Rs m)

Y/e March	Q4FY13	Q4FY12	YoY gr. (%)	Q3FY13	FY13	FY12	YoY gr. (%)
Revenues							
Power Systems	8,362	9,458	(11.6)	6,701	28,104	28,675	(2.0)
Industrial Systems	3,952	3,932	0.5	3,764	14,994	15,201	(1.4)
Consumer Products	7,477	6,065	23.3	6,070	25,911	21,336	21.4
Others	967	21	NA	1,031	2,927	99	NA
Total	20,599	19,406	6.1	17,461	71,354	64,841	10.0
EBIT							
Power Systems	594	907	(34.5)	530	2,345	3,106	(24.5)
Industrial Systems	523	521	0.4	576	2,130	2,254	(5.5)
Consumer Products	740	740	0.0	633	2,764	2,629	5.1
Others	(20)	4	NA	24	84	13	569.6
Total	1,374	1,787	(23.1)	1,437	5,846	6,782	(13.8)
EBIT Margins (%)							
Power Systems	7.1	9.6		7.9	8.3	10.8	
Industrial Systems	13.2	13.2		15.3	14.2	14.8	
Consumer Products	9.9	12.2		10.4	10.7	12.3	

Source: Company Data, PL Research



Exhibit 4: Q3FY12 Result Overview - Consolidated (Rs m)

Y/e March	Q4FY13	Q4FY12	YoY gr. (%)	Q3FY13	FY13	FY12	YoY gr. (%)
Net Sales	33,873	30,774	10.1	29,718	120,944	112,486	7.5
Expenditure							
Raw Material	24,420	21,073	15.9	20,571	83,461	76,851	8.6
% of Net Sales	72.1	68.5		69.2	69.0	68.3	
Personnel Cost	4,376	3,938	11.1	4,401	17,405	14,662	18.7
% of Net Sales	12.9	12.8		14.8	14.4	13.0	
Others	4,298	3,631	18.4	4,726	16,247	12,937	25.6
% of Net Sales	12.7	11.8		15.9	13.4	11.5	
Total Expenditure	33,094	28,642	15.5	29,698	117,113	104,450	12.1
EBITDA	779	2,132	(63.4)	20	3,832	8,036	(52.3)
Margin (%)	2.3	6.9		0.1	3.2	7.1	
Other income	51	3	NA	304	754	524	44.0
Depreciation	453	639	(29.1)	566	2,029	2,600	(21.9)
EBIT	377	1,496	(74.8)	(242)	2,557	5,960	(57.1)
Interest	208	139	49.4	213	709	464	53.0
PBT	169	1,357	(87.5)	(455)	1,848	5,497	(66.4)
Total Taxes	(78)	396	NA	228	1,009	1,821	(44.6)
ETR (%)	NA	29.2		(50.1)	54.6	33.1	
Share of Profit from Associate	-	40	NA	-	15	60	(75.3)
Adj. PAT	247	960	(74.3)	(683)	853	3,735	(77.2)
PAT	247	1,000	(75.3)	(1,890)	(354)	3,735	(109.5)

Source: Company Data, PL Research



Exhibit 5: Operating Metrics - Consolidated (Rs m)

Y/e March	Q4FY13	Q4FY12	YoY gr. (%)	Q3FY13	FY13	FY12	YoY gr. (%)
Revenues							
Power Systems	20,600	19,683	4.7	18,177	53,616	73,149	(26.7)
Industrial Systems	4,962	5,001	(0.8)	4,518	13,384	18,202	(26.5)
Consumer Products	7,477	6,065	23.3	6,070	18,434	21,336	(13.6)
Others	994	94	NA	1,060	2,062	255	NA
Total	33,873	30,844	9.8	29,718	87,071	112,556	(22.6)
EBIT							
Power Systems	(586)	541	NA	(1,046)	(479)	2,394	NA
Industrial Systems	560	542	3.3	508	1,576	2,103	(25.0)
Consumer Products	740	740	0.1	633	2,024	2,629	(23.0)
Others	(15)	12	NA	25	108	38	NA
Total	169	1,357	(87.5)	(242)	2,178	5,829	(62.6)
EBIT Margins (%)							
Power Systems	(2.8)	2.7		(5.8)	(0.9)	3.3	
Industrial Systems	11.3	10.8		11.3	11.8	11.6	
Consumer Products	9.9	12.2		10.4	11.0	12.3	
Others	(1.5)	12.9		2.4	5.2	14.7	

Source: Company Data, PL Research

Exhibit 6: Trend in Order Book (Rs bn)

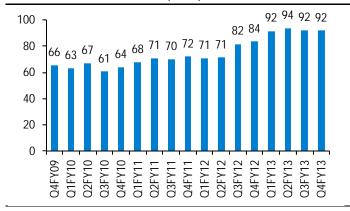
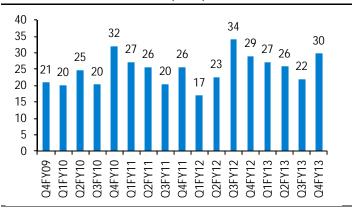


Exhibit 7: Trend in Order Inflow (Rs bn)



Source: Company Data, PL Research

Source: Company Data, PL Research

Exhibit 8: Region-wise order inflow break-up

	FY12	FY13	YoY gr.
Europe	26.6	23.7	-10.9%
India	62.9	63.9	1.6%
America	18.3	16.8	-8.2%
MEA	5.3	17.5	230.2%
APAC	10.8	9.5	-12.0%

Source: Company Data, PL Research



Income Statement (Rs m
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2012	2013	2014E	2015E
112,486	120,944	132,782	147,973
76,851	83,461	85,407	94,236
35,635	37,484	47,376	53,738
14,662	17,405	14,929	17,057
12,937	16,247	23,670	25,001
8,036	3,832	8,776	11,680
2,600	2,029	2,314	2,504
464	709	704	674
525	754	753	819
5,497	1,848	6,511	9,320
1,821	1,009	1,591	2,404
3,676	838	4,920	6,916
60	(1,918)	(38)	(31)
3,616	2,686	4,958	6,947
641.5	641.5	641.5	641.5
5.6	4.2	7.7	10.8
	112,486 76,851 35,635 14,662 12,937 8,036 2,600 464 525 5,497 1,821 3,676 60 3,616 641.5	112,486 120,944 76,851 83,461 35,635 37,484 14,662 17,405 12,937 16,247 8,036 3,832 2,600 2,029 464 709 525 754 5,497 1,848 1,821 1,009 3,676 838 60 (1,918) 3,616 2,686 641.5 641.5	112,486 120,944 132,782 76,851 83,461 85,407 35,635 37,484 47,376 14,662 17,405 14,929 12,937 16,247 23,670 8,036 3,832 8,776 2,600 2,029 2,314 464 709 704 525 754 753 5,497 1,848 6,511 1,821 1,009 1,591 3,676 838 4,920 60 (1,918) (38) 3,616 2,686 4,958 641.5 641.5 641.5

Cash Flow Abstract (Rs m)

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Y/e March	2012	2013	2014E	2015E
C/F from Operations	4,422	2,981	2,316	10,089
C/F from Investing	(4,624)	(8,720)	(1,500)	(3,000)
C/F from Financing	2,482	6,595	(1,198)	(2,711)
Inc. / Dec. in Cash	2,280	857	(382)	4,377
Opening Cash	2,985	4,978	5,834	5,453
Closing Cash	4,978	5,834	5,453	9,830
FCFF	(2,226)	4,908	1,769	5,322
FCFE	3,512	12,983	2,012	4,322

Key Financial Metrics

Y/e March	2012	2013	2014E	2015E
Growth				
Revenue (%)	12.4	7.5	9.8	11.4
EBITDA (%)	(40.2)	(52.3)	129.0	33.1
PAT (%)	(60.3)	(25.7)	84.6	40.1
EPS (%)	(60.3)	(25.7)	84.6	40.1
Profitability				
EBITDA Margin (%)	7.1	3.2	6.6	7.9
PAT Margin (%)	3.2	2.2	3.7	4.7
RoCE (%)	9.5	6.2	9.4	12.0
RoE (%)	10.5	7.3	12.9	16.1
Balance Sheet				
Net Debt : Equity	0.2	0.3	0.3	0.2
Net Wrkng Cap. (days)	(10)	(9)	(12)	(11)
Valuation				
PER (x)	17.1	23.0	12.4	8.9
P / B (x)	1.7	1.7	1.6	1.3
EV / EBITDA (x)	8.4	19.4	8.5	6.0
EV / Sales (x)	0.6	0.6	0.6	0.5
Earnings Quality				
Eff. Tax Rate	33.1	54.6	24.4	25.8
Other Inc / PBT	9.5	40.8	11.6	8.8
Eff. Depr. Rate (%)	5.9	4.5	5.0	5.1
FCFE / PAT	97.1	483.3	40.6	62.2
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Source: Company Data, PL Research.

Balance Sheet Abstract (Rs m)	١
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Y/e March	2012	2013	2014E	2015E
Shareholder's Funds	36,109	37,136	39,751	46,754
Total Debt	10,440	18,515	18,759	17,759
Other Liabilities	(356)	(1,586)	(1,637)	(1,636)
Total Liabilities	46,193	54,065	56,873	62,877
Net Fixed Assets	22,575	20,946	20,132	20,627
Goodwill	_	9,792	9,792	9,792
Investments	7,864	7,908	7,908	7,908
Net Current Assets	15,754	15,419	19,042	24,549
Cash & Equivalents	4,976	5,834	5,453	9,830
Other Current Assets	50,368	53,974	58,662	65,123
Current Liabilities	39,590	44,389	45,072	50,404
Other Assets	_	_	_	1
Total Assets	46,193	54,065	56,874	62,877

Quarterly Financials (Rs m)

Y/e March	Q1FY13	Q2FY13	Q3FY13	Q4FY13	
Net Revenue	28,111	29,242	29,718	33,873	
EBITDA	1,668	1,365	20	779	
% of revenue	5.9	4.7	<i>0.1</i> 566	2.3 453	
Depr. & Amortization	466	544			
Net Interest	99	190	213	208	
Other Income	192	208	304	51	
Profit before Tax	1,294	838	(455)	169	
Total Tax	445	414	228	(78)	
Profit after Tax	849	425	(683)	247	
Adj. PAT	849	425	(683)	247	

Source: Company Data, PL Research.





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PL's Recommendation Nomenclature

BUY	:	Over 15% Outperformance to Sensex over 12-months	Accumulate	:	Outperformance to Sensex over 12-months
Reduce	:	Underperformance to Sensex over 12-months	Sell	:	Over 15% underperformance to Sensex over 12-months
Trading Buy	:	Over 10% absolute upside in 1-month	Trading Sell	:	Over 10% absolute decline in 1-month
Not Rated (NR)	:	No specific call on the stock	Under Review (UR)	:	Rating likely to change shortly

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