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CMP Rs. 170 Target Rs.220 Rating BUY

Profitable syllabus

Navneet education is the first company to be listed in 1994 in the education content publishing segment and derives the majority of its revenues from publication segment (56% of revenues with ~65-70% market share in Maharashtra & Gujarat) and stationery segment (41%). With syllabus change in SSC curriculum being the major driver of revenues for content publication segment, we expect this segment to grow at c.15% in FY18 with stable margins, while the acquisition of Encyclopaedia Britannica India will open up the CBSE curriculum text books segment space and provide more revenue opportunities in geographies which hitherto were unexplored. The stationery segment has stabilized in the recent years as the export contribution to the revenues has increased to ~47% in FY2017 (from 22% in FY2012) and we believe, vendor consolidation in the paper stationery segment and healthy export revenues should drive both revenues and margins in this segment in the near term. The cash flow generation has been impressive with pre-tax cash flows to EBITDA at an average of ~100% during FY15-17E, while the RoEs are strong at an average of ~26% in the last 5 years. We initiate Navneet with a BUY rating and arrive at a target price of Rs.220 by ascribing 20x to Mar-19EPS.

- Content Publication segment (57% of revenues): The business model of this segment is robust with authors receiving royalty payment linked to sales, for providing content, while the manufacturing happens in its own facilities in Gujarat (Dantali and Rakanpur). With Navneet commanding a lion's share of ~65% in Maharashtra and 70% in Gujarat in the supplementary text books segment (90% of standalone publication revenues), any change in the syllabus in SSC schools drives high teens revenue growth, as the books need to be completely replaced. Additionally, the acquisition of Encyclopaedia Britannica India (EBI) will perfectly complement the text-books business of Navneet, as EBI does not cater meaningfully to Gujarat and Maharashtra segments, while the acquisition also provides an opportunity for Navneet to enter the core text books space (i.e. providing syllabus content) for CBSE curriculum, which hitherto was catering to the ancillary space (Grammar books, G.K. books etc.) for CBSE curriculum. Also, with in-house manufacturing facilities, the margins for the acquired entity should witness tailwinds and we expect the margins to move to ~14% in FY2021 (vs. ~Rs.100mn loss in FY17).
- Stationery segment (41% of revenues): The stationery segment ran through a series of crests and troughs with erratic revenue profile and low margins, as ITC, the largest player in this segment has lowered prices and forced other players like Navneet to follow suit. Gradually this segment has stabilized, as the share of exports increased from ~22% in FY2012 to 47% in FY2017. The U.S. region contributes to ~67% of export revenues primarily driven by Walmart (~77-78% of U.S. revenues), while ASDA stores is the largest client (~40-50% of Europe revenues) in the European region (~18-20% of export revenues). The paper-stationery segment is highly fragmented with cut-throat competition from unorganized players as the value addition of manufacturers is very limited in this business. However, with in-house manufacturing facilities, Navneet now has visibility on stationery export revenues for next three years as it provides large capacity versus third party sourcing by competitors.

Initiating Coverage			
Date	28 th June 2017		
SENSEX	30,958		
Nifty	9,511		
Bloomberg	NELI IN		
Shares o/s	234mn		
Market Cap	Rs.40bn		
52-wk High-Low	Rs.194-91		
3m Avg. Daily Vol	Rs.41mn		
Index member	BSE SMCAP		
% Share holding			
Promoters	61.8%		
Institutions	21.2%		
Public	17.0%		

Stock performance (%)					
	1m	3m	12m		
NELI	1%	12%	83%		
Sensex	0%	5%	17%		
CNXIT	-6%	-7%	-10%		

Financial s	ummary					
Year	Revenues (Rs. mn)	EBITDA (Rs. mn)	PAT (Rs. mn)	EPS (Rs.)	P/E(x)	RoE(%)
FY17	11,813	2,813	1,706	7.2	23.5	28.4%
FY18E	13,645	3,368	2,211	9.5	18.0	28.6%
FY19E	15,714	3,884	2,552	10.9	15.6	28.3%
FY20E	17,900	4,431	2,922	12.5	13.6	27.7%



Company at a glance

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NAVNEET EDUCATION LIMITED

Company Background

Navneet is the leader in the text book publication business in India, with a 74%market share of the organized market. Three segments that drive growth are:



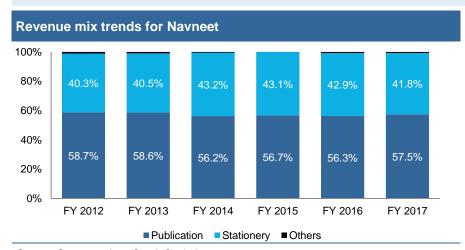
PUBLISHING: Navneet provides supplementary books (work books, guides and 21 question sets) to students in Maharashtra and Gujarat. It has also ventured into textbook publication for CBSE students across India and has recently acquired Encyclopaedia Britannica India to cater to the CBSE text-books segment

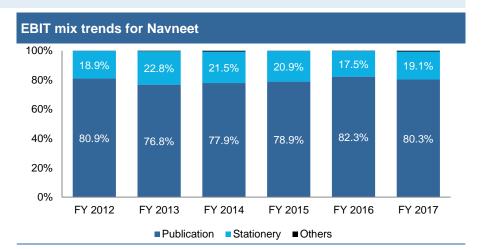


STATIONERY: Provides paper and non-paper stationery across India through 85,000 retail outlets. Paper stationery accounts for 94% of total stationery revenues, of which 45% are derived from exports.



E-LEARNING: This includes digital content for B2B and B2C segments. B2B products include digital content for state curriculum of Maharashtra and Gujarat, while B2C products include Pendrives, CDs and Tablets loaded with State & CBSE curriculum





Source: Company data, Spark Capital

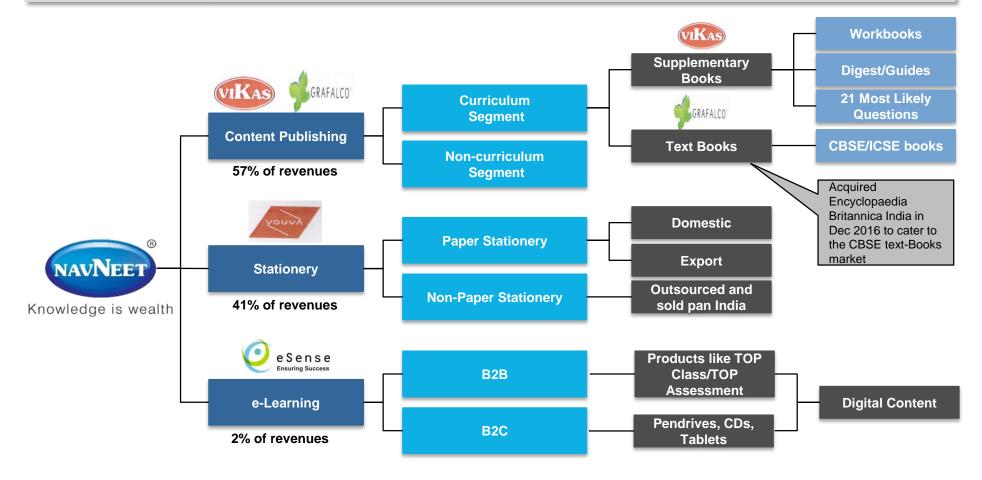


Business operations

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Navneet provides educational syllabus based content in both print and digital medium, and also manufactures paper & non-paper stationery products. The company commands a significant market share of c65% in the western India (65% in Maharashtra and 70% in Gujarat) in the supplementary text books segment, focussed on the state syllabus. Navneet has also ventured into providing text books for CBSE and ICSE board students in states like A.P., Karnataka, TN, Delhi NCR region and Kerala. Navneet has more than 225 authors and 2,500 titles under its brand.

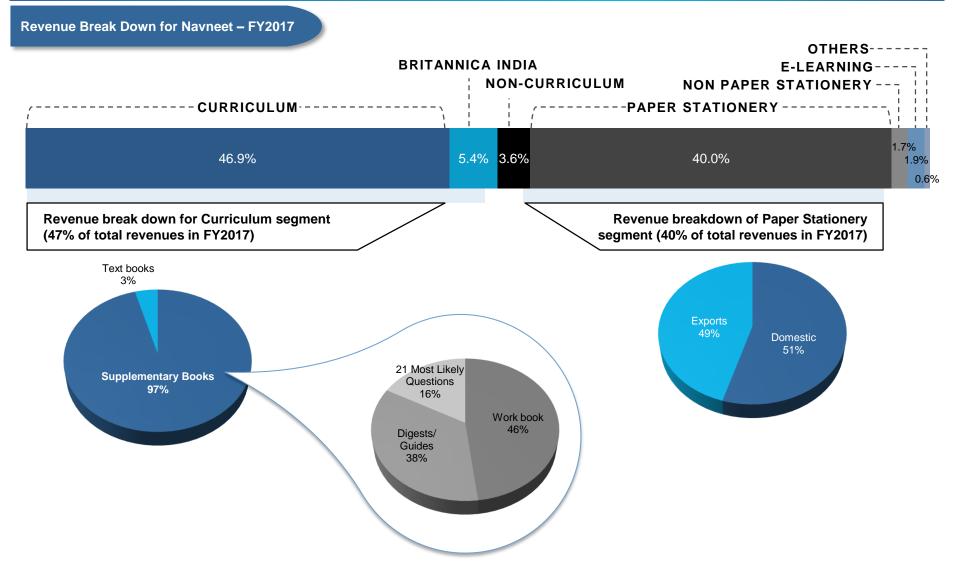




Company Financials

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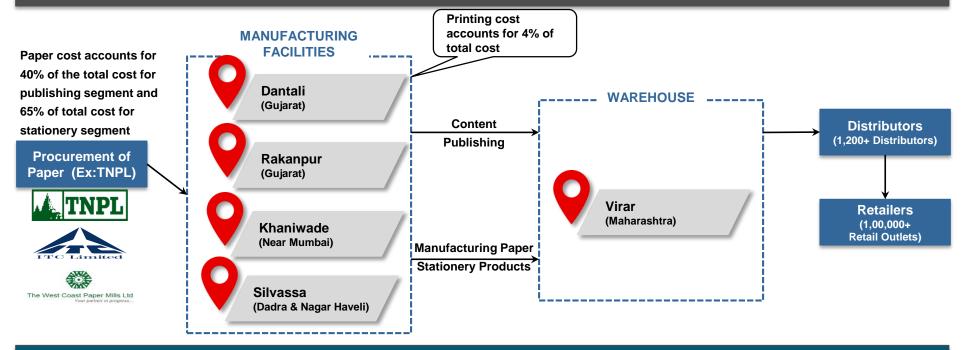




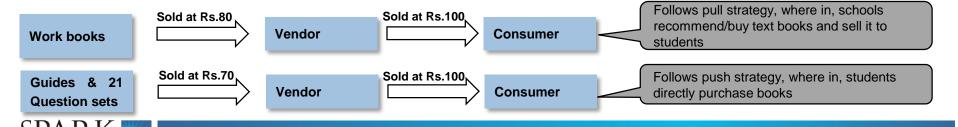
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The in-house manufacturing setup is one of the key competitive advantage

Navneet has a strong sales team of more than 450 personnel, while the distribution network is strong with c1,200 distributors, 16 C&F and 3 Mother depots



Work books offer lesser margins (c20%) to the vendors as it follows pull strategy, while Guides & 21 Question sets offer higher margins (c30%) to vendors as the sales happen through push strategy



Business cycle

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Effect on P&L and Balance Sheet

- Huge manufacturing expenditure
- Inventory rises

- Huge manufacturing expenditure
- Inventory at its peak
- Short term borrowings from banks
- Highest revenue amongst all quarters
- Major profits realized

- Thin balance sheet
- Zero debt

Activities During the Quarter

- Paper purchase contracts
- Start of printing activity
- Sales approx. 10-15%

- Printing activity continues
- Marketing activity starts for next academic year
- Sales approx. 15%

- Printing activity continues
- Major sale made approx. 50-55%
- Major debtors realized
- Sales approx 15-20%

Oct-Dec

Jan-Mar

Apr-Jun

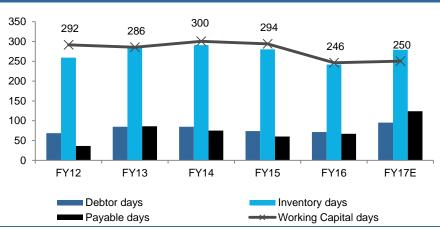
Jul-Sep



As 1Q is the strongest quarter, working capital is high at the year end but looking at the year end working capital figure can be misleading

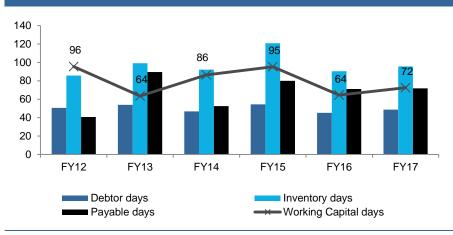
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Working capital days trend for Navneet – Mar Year End



Source: Company data, Spark Capital

Working capital days trend for Navneet - Sep End



Source: Company data, Spark Capital

The working capital days are significantly lower for the first half period (Apr – Sep) compared to the full year numbers. This is primarily due to the fact that the purchase of raw materials (paper) happens during Oct-Dec (Q3) quarter and the bulk of manufacturing happens during Q3 and Q4, while the sales contribution is only c25-30% of total annual sales during Q3 and Q4. Inventory is at its peak during Q2, while this quarter also witnesses short term borrowings from banks

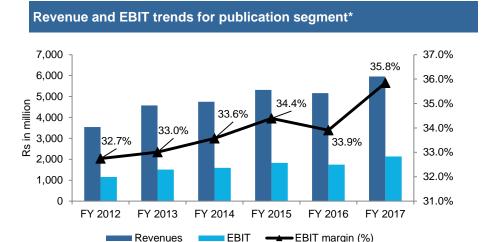
Major debtors are realized during Jul-Sep (Q2) quarter, while the sales contribution during the first half of the year is c70-75%



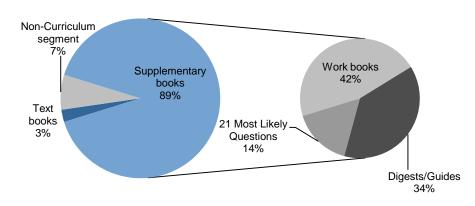
CMP Rs. 170

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Publication segment (standalone) – 50.4% of total revenues during FY2017



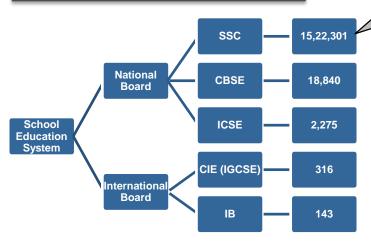
Revenue break up for publication segment* - FY 2017



Source: Company data, Spark Capital. *Standalone

Source: Company data, Spark Capital. *Standalone

SCHOOL EDUCATION SYSTEM IN INDIA

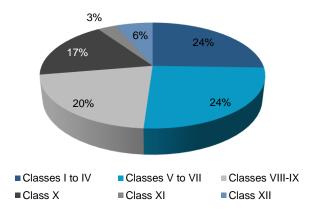


99% of total schools in India are governed by state education boards and Navneet is focussed in this segment

Navneet has a market share of 65% in Maharashtra and 70% in Gujarat in the supplementary text books segment. Together, Maharashtra and Gujarat have 1.6 lakh schools (64% government and 36% private)

The total market size of print content industry in India is cINR 135 billion and is growing at a rate of 12% per annum

Revenue distribution of curriculum segment

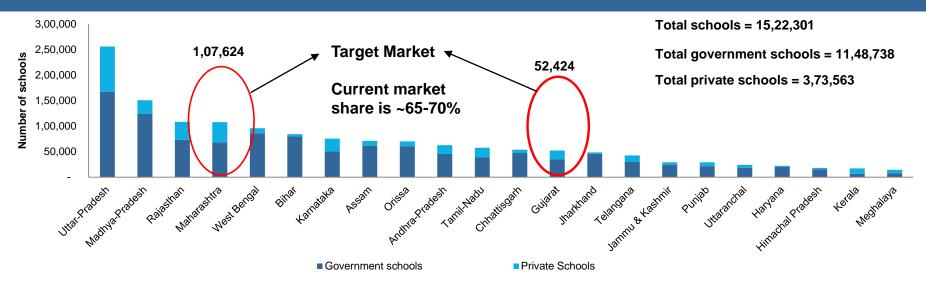




The target market for Navneet in the supplementary books segment stands at 1,60,048 (schools) which run on state board curriculum in Maharashtra and Gujarat

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The distribution of state board schools across India for the academic year 2015-16



Source: Company data, Spark Capital

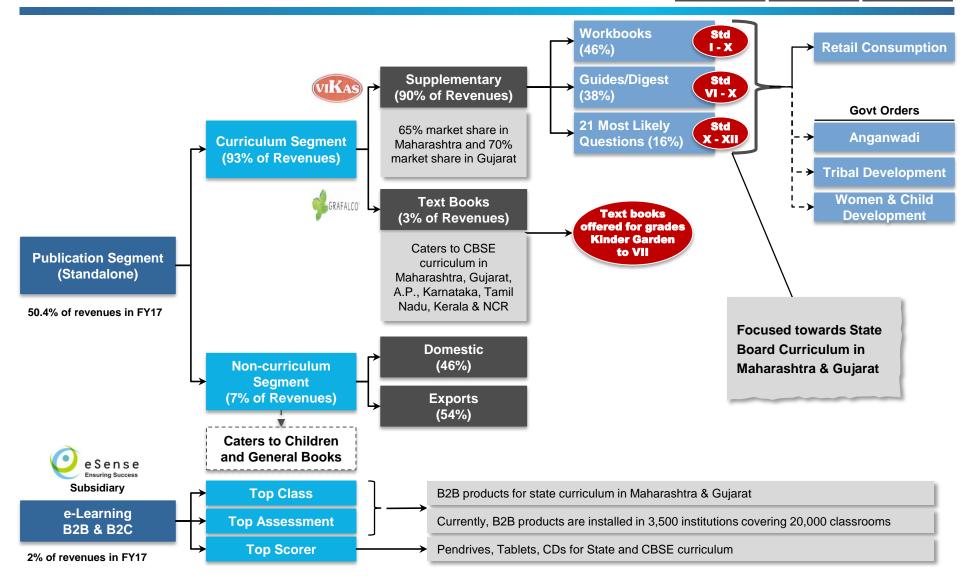


The total number of schools which run on state board curriculum in India stand at 15,22,301, out of which, 11,48,738 are government schools and 3,73,563 are private schools. Navneet caters to only Maharashtra and Gujarat regions in the supplementary books segment and hence the target market size is 1,60,048 schools



Navneet is ring-fencing its existing revenue stream (SSC Board) while also adding new revenue streams (CBSE and ICSE) at the same time

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Understanding the key drivers of various sub-segments with Publication segment

Supplementary Books	Private schools	Government Orders	CBSE Textbooks
Segment started	1959	2012	2013
Target Market	Private schools in Maharashtra and Gujarat	Government schools in Maharashtra	PAN India CBSE Schools / CBSE Pattern Schools. Also venturing into ICSE schools
Curriculum	Supplementary books for private schools	Supplementary books for government schools	Textbooks for CBSE affiliated and CBSE pattern schools
Market size	Total market size is for	the publishing segment is cRs.135bn and is growi	ing at a rate of 12% PA
Navneet's Market share	65% market share in Maharashtra and 70% market share in Gujarat	Not available	0.7%
Drivers of revenue	Change in syllabus. Good visibility over the next two years	Existing orders from Anganwadi, Women and child welfare department and Tribal department	Growing in existing states and adding new states
Revenues	Rs.4,592mn (FY 16)	Rs. 12mn (FY17), Nil (FY 16), Rs.12mn (FY 15)	Rs.206mn (Rs.150m from Maharashtra and Gujarat) during FY 16
Number of schools	56,940 (in Maharashtra and Gujarat)	1,03,108 (in Maharashtra and Gujarat)	18,840 (all over India)
Sales model	Push and Pull - workbooks are recommended by school and bought by students but guides and 21 question sets bought directly by students and not recommended	Push - government places orders and Navneet delivers to the government	The school recommends / buys text books in most case and sells to students
Author credentials	Doesn't go in books	Doesn't go in books	Not disclosed in books till now but will start from next academic year
Products	Work books, guides and 21 question sets	Workbooks and guides as of now	Currently only selling textbooks to schools



Growth drivers continued...

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Change in Syllabus



 Any change in the state syllabus in the states of Maharashtra and Gujarat, where Navneet holds market share of c65%, will have a significant impact on the revenues, as the old books need to be replaced with new books

Government Spending/Initiatives



 Increase in government spending towards Anganwadi, Tribal development, women and child development initiatives will result in increased business opportunity

CBSE Pattern Schools



- CBSE pattern schools are those institutions where in, CBSE content is used to teach students from Grade I to Grade VIII and SSC content for higher grades. Many of the english medium private SSC schools have started to adopt this practice and use private publisher's text books for the CBSE content.
- There are c17,315 CBSE schools in India, representing huge potential for Navneet to tap revenues from this space
- Navneet has already ventured into states like A.P, Karnataka, Kerala, NCR regions

E-Learning



- Only 3,000 schools out of 39,000 private schools have been taped in Maharashtra and Gujarat, implying huge potential for further expansion within these two states and in other states
- The acceptability of digitally represented text book content is growing among teachers and students as it is easy to use, access and circulate



Change in syllabus – Past, Present and Proposed

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PAST ACADEMIC YEAR		MAHARASHTRA		GUJARAT
	STANDARDS	SUBJECTS	STANDARDS	SUBJECTS
	V	All Subjects (All Mediums)	ı	All Subjects (English & Hindi Medium)
2015-2016			III	All Subjects (English & Hindi Medium)
			IV	All Subjects (English & Hindi Medium)
			V	All Subjects (English & Hindi Medium)
PAST ACADEMIC YEAR		MAHARASHTRA		GUJARAT
	STANDARDS	SUBJECTS	STANDARDS	SUBJECTS
2016-2017	VI	All Subjects (All Medium)	IX	All Subjects except Maths, Science, Sanskrit & Computer (All Medium)
2010-2017	IX	Marathi & Hindi (Paper Pattern)	XI	All Commerce and All Arts Subjects (All Medium)
	х	Marathi & Hindi (Paper Pattern)		
CURRENT ACADEMIC YEAR		MAHARASHTRA		GUJARAT
	STANDARDS	SUBJECTS	STANDARDS	SUBJECTS
2017-2018	VII	All Subjects (All Medium)	Х	All subjects Except Maths, Science, Sanskrit & Computer (All Medium)
	IX	All Subjects (All Medium)	XII	All Commerce and All Arts Subjects (All Medium)
ACADEMIC YEAR		MAHARASHTRA		GUJARAT
	STANDARDS	SUBJECTS	STANDARDS	SUBJECTS
2018-2019	VIII	All Subjects (All Medium)	IX	Maths, Science, English (All medium) as per NCERT
	Х	All Subjects (All Medium)	ΧI	Maths, Physics, Chemistry, Biology, English (All Medium) as per NCERT



Acquisition of Britannica India provides much needed diversification of revenues

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- Navneet announced the acquisition of Encyclopedia Britannica India (EBI) on Oct 26, 2016 for a cash consideration of Rs.85-90cr and completed the acquisition by Dec 31, 2016
- EBI designs and develops educational products for the India-specific curriculum catering to around 5m students across India and Indian schools abroad. EBI started its publishing operations in India in 2009
- Britannica India will be an independent company within Navneet.
 Navneet will market Britannica's existing titles like "Know for Sure" and "The English Channnel", while also developing new titles under Britannica brand, editorial supervision and guidelines for 7 years

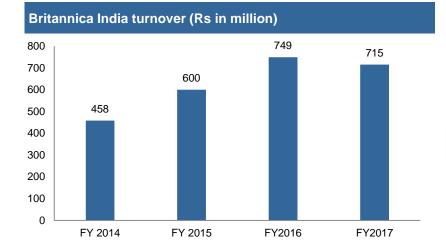
Synergies/benefits to Navneet



Navneet can venture into the core text books segment of CBSE/ICSE curriculum

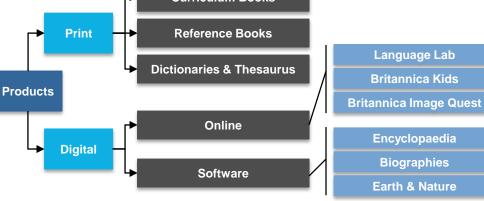
The EBITDA margins of Britannica India business can be improved from current levels of c10% to c20%

The digital capabilities of Britannica India can complement the e-Learning business of Navneet



Source: Company data, Spark Capital







Navneet benefits from acquisition of Britannica India in multiple ways

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With Britannica's products mostly focussed towards CBSE and ICSE curriculum, the acquisition of Britannica will help Navneet to strengthen its presence in the CBSE and ICSE curriculum space. Currently, Navneet garners ~3% of revenues from the CBSE/ICSE segment

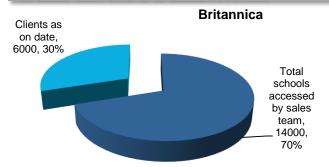
At present Navneet caters to the CBSE curriculum only in the ancillary space, for example Grammar books, General Knowledge books etc. With the acquisition of Britannica, Navneet will be able to get into the space of core text books for CBSE, for example text books on science, maths etc

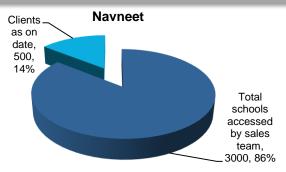
Britannica does not have in-house manufacturing facilities unlike Navneet. Britannica outsources the publishing work, resulting in EBITDA margins of only c10%. With Navneet's acquisition of Britannica India, the EBITDA margins for Britannica India business will be increased to c20% from the current levels of c10%, as Navneet can use its in-house content manufacturing facilities for the Britannica India business

Navneet will be able to use the brand of Britannica and have access to new markets

Navneet can use the digital technology capabilities of Britannica to compliment the e-learning business

The sales team hit rate is ~30% for Britannica and ~14% for Navneet, leaving huge scope for conversion of sales team efforts to actual revenues



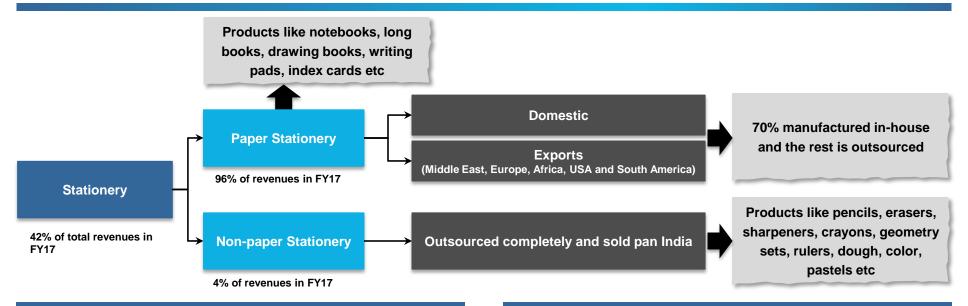


Britannica India business generates only 3% of revenues from Maharashtra and Gujarat in the CBSE books segment, which is highly complementary to the business of Navneet, which derives sales predominantly from Maharashtra and Gujarat

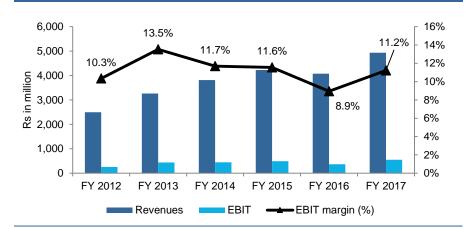


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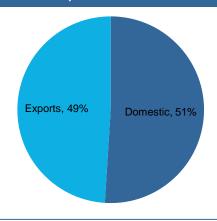
Stationery segment – A detailed overview



Revenue and EBIT margin trends for Stationery segment



Revenue break down for paper stationery segment (96% of total stationery revenues in FY17)



Source: Company data, Spark Capital



Revenue visibility is at its peak driven by exports which is bolstered by in-house manufacturing capabilities versus outsourced supply of competitors

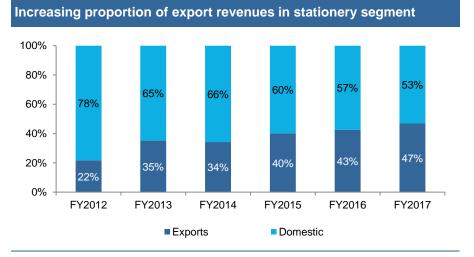
CMP Rs. 170 Target Rs.220 Rating BUY

Description	Paper Stationery	Non-Paper Stationery
Manufacturing	Manufactured In-house	Outsourced
market	Fragmented market with 85% market share by unorganized players	Well established market with c65% market share by branded players
Market size	Rs. 100bn	Rs. 50bn
Organized player's market share	15%	60%
Navneet's market share in organized market	15%	1.50%

Naveneet has two manufacturing plants for paper stationery at Silvassa and Khaniwade (near Mumbai) which has a capacity to produce 150 tons per day. It also outsources manufacturing from Vapi, Vasai, Kanpur and Bangalore

Paper and Non-Paper stationery markets are growing at a rate of 15% pa

High margin export orders to drive the stationery segment revenues and margins going ahead



The stationery segment has been a ROE dilutive segment with erratic growth profile and lower margins/ROCE. ITC, the largest player in this segment, has driven down prices and this in turn has forced players like Navneet to cut prices.

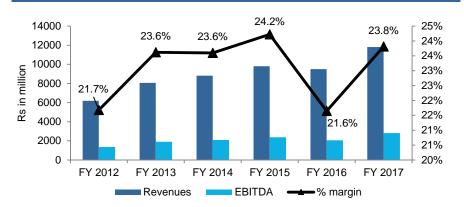
However, things have improved with exports picking up in stationery segment. The exports contribution to the stationery revenues increased from 22% in FY 2012 to 47% in FY 2017



Financial performance

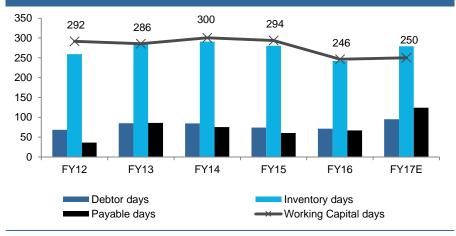
CMP Rs. 170 Target Rs.220 Rating BUY

EBITDA margins recovered to 23.8% in FY17 post dipping in FY16 driven by negative growth in revenues



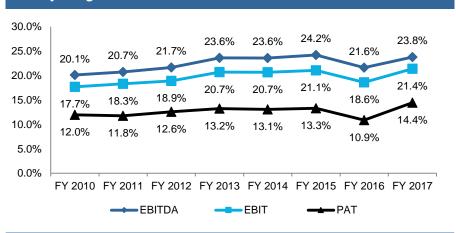
Source: Company data, Spark Capital

Working capital days reduced by ~40 days during FY12-17



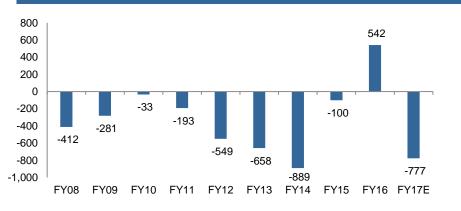
Source: Company data, Spark Capital

Healthy margin trends



Source: Company data, Spark Capital

Change in working capital trends (Rs.mn) – FY17 cash flows impacted due to high negative working capital delta



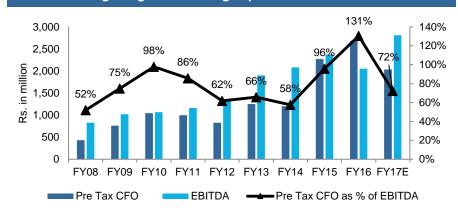


The return on equity is strong at an average of ~26% during FY12-17

CMP Rs. 170

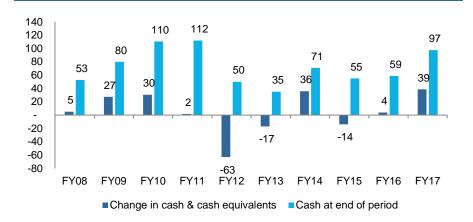
Target Rs.220 Rating BUY

Pre-tax CFO witnessed healthy trends during FY14-16, but dipped in FY17 due to high negative working capital delta



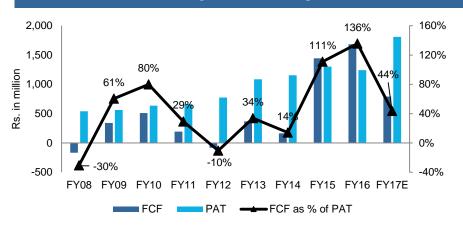
Source: Company data, Spark Capital

Cash at the end of FY17 improved to Rs.97m from Rs.55m in FY15



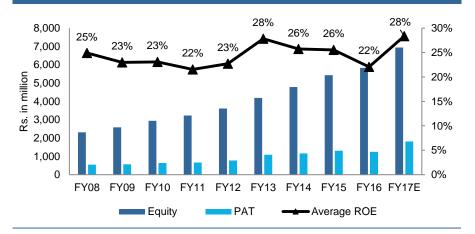
Source: Company data, Spark Capital

FCF as % of PAT at an average of ~97% during FY15-17E



Source: Company data, Spark Capital

Return on Equity is strong at an average of ~26% during FY12-17





Financial Summary

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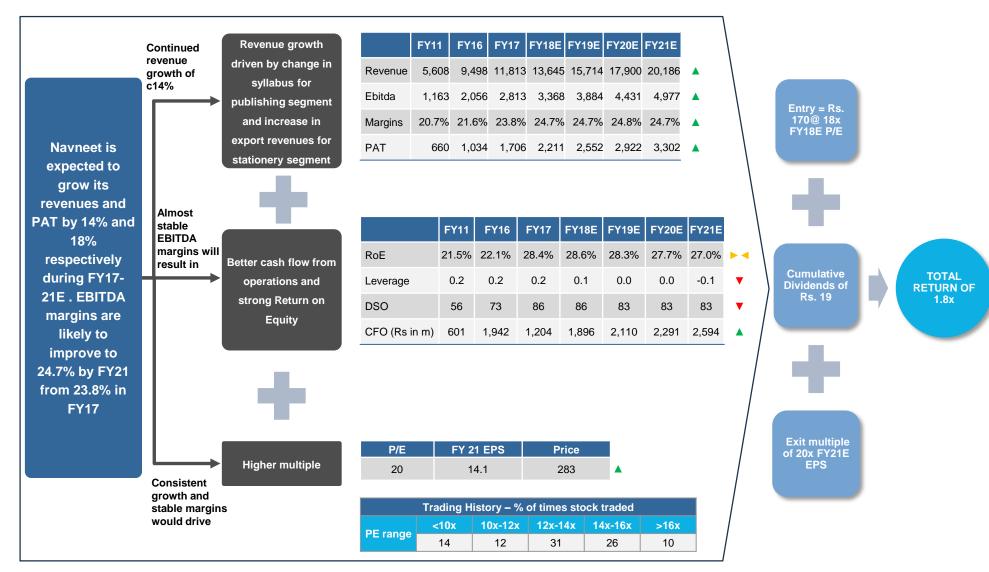
Abridged Financial Statements					
Rs. mn	FY17	FY18E	FY19E	FY20E	FY21E
Profit & Loss					
Revenue	11,813	13,645	15,714	17,900	20,186
Cost of Material and Manuf expenses	6,132	7,107	8,195	9,346	10,579
Employee costs	1,187	1,384	1,610	1,852	2,108
Gross profit	4,495	5,154	5,909	6,702	7,498
Admin & Other expenses	1,682	1,786	2,026	2,272	2,521
Total expenses	9,001	10,277	11,830	13,470	15,209
EBITDA	2,813	3,368	3,884	4,431	4,977
Depreciation and amortisation	284	309	336	362	388
EBIT	2,529	3,058	3,548	4,069	4,589
Other income	152	120	108	100	100
РВТ	2,638	3,133	3,609	4,119	4,637
Taxes	827	988	1,138	1,299	1,462
Associate income and minority interests	-105	65	81	102	127
PAT	1,706	2,211	2,552	2,922	3,302
EPS (Rs)	7.2	9.5	10.9	12.5	14.1
Balance sheet					
Shareholders' equity	6,938	8,084	9,408	10,924	12,636
Deferred tax liabilities	24	24	24	24	24
Total liabilities and equity	8,704	9,930	11,337	12,940	14,745
Fixed assets	1,864	1,955	2,019	2,057	2,070
Investments	447	447	447	447	447
Long term loans and advances	54	54	54	54	54
Sundry debtors	2,781	3,212	3,570	4,067	4,586
Cash and bank Balance	97	683	1,309	1,931	2,675
Current assets	7,243	8,885	10,465	12,259	14,288
Current liabilities	1,399	1,489	1,643	1,782	1,928
Provisions	130	546	629	718	810
Net current assets	5,845	7,397	8,822	10,476	12,360
Total assets	8,704	9,930	11,337	12,940	14,745

Key metrics					
	FY17	FY18E	FY19E	FY20E	FY21E
Cash flows					
Cash flow from operations	1,204	1,896	2,110	2,291	2,594
Cash flow from investing	-963	-280	-292	-300	-300
Cash flow from financing	-203	-1,030	-1,192	-1,369	-1,550
Free cash flow	792	1,496	1,710	1,891	2,194
Change in Cash	39	586	626	622	744
Cash at yr-end	97	683	1,309	1,931	2,676
Growth					
Revenues	24.4%	15.5%	15.2%	13.9%	12.8%
EBITDA	36.8%	19.7%	15.3%	14.1%	12.3%
PAT	65.0%	29.6%	15.5%	14.5%	13.0%
EPS	66.7%	30.9%	15.5%	14.5%	13.0%
Margins					
EBITDA	23.8%	24.7%	24.7%	24.8%	24.7%
EBIT	21.4%	22.4%	22.6%	22.7%	22.7%
PAT	14.4%	16.2%	16.2%	16.3%	16.4%
Return					
ROE	28.4%	28.6%	28.3%	27.7%	27.0%
ROCE	32.8%	33.4%	33.9%	34.0%	33.6%
Valuation					
Shares outstanding (mn)	234	234	234	234	234
Market cap (Rs. mn)	39,705	39,705	39,705	39,705	39,705
EV (Rs.mn)	41,202	40,695	40,153	39,619	38,967
EV/Sales (x)	3.5	3.0	2.6	2.2	1.9
EV/EBITDA (x)	14.6	12.1	10.3	8.9	7.8
P/E (x)	23.5	18.0	15.6	13.6	12.0
P/B (x)	5.7	4.9	4.2	3.6	3.1
EPS(E) / Current market price	0.0	0.1	0.1	0.1	0.1
DSO days	86	86	83	83	83
Net working capital days	265	265	255	253	253
	-				



Navneet - Crystal ball Gazing chart

FY11-17 CAGR %				
Revenue	EBITDA	PAT	Price	
13.2	15.9	17.1	21	





Disclaimer

Absolute	BUY	Stock expected to provide positive returns of >15% over a 1-year horizon	REDUCE Stock expected to provide returns of <5% – -10% over a 1-year horizon
Rating Interpretation	ADD	Stock expected to provide positive returns of >5% – <15% over a 1-year horizon	SELL Stock expected to fall >10% over a 1-year horizon

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