

Firstsource Solutions Limited
April 06, 2020

Ratings

Facilities	Amount (Rs. crore)	Ratings ¹	Rating Action
Long/Short term Bank Facilities – Fund Based Facilities	298.0 (enhanced from 147.5)	CARE A+:Stable/CARE A1+ (Single A plus; Outlook:Stable/A One plus)	Reaffirmed
Short term Bank Facilities – Non Fund Based Facilities	40.0 (reduced from 132)	CARE A1+ (A One plus)	Reaffirmed
Total	338.0 (Rupees Three Hundred and Thirty Eight Crore only)		
Commercial Paper*	50.00	CARE A1+ (A One plus)	Reaffirmed

*carved out of sanctioned working capital limits

Details of instruments/facilities in Annexure-1

Detailed Rationale & Key Rating Drivers

The rating assigned to the bank facilities of Firstsource Solutions Limited (FSL) continues to derive strength from the company's strong parentage, being part of RP-Sanjiv Goenka group, experience of the management in the business process management (BPM) industry, well diversified revenue profile spread across multiple verticals and its strong client base with a global footprint. The ratings also take into consideration steady operating performance with improving profitability, comfortable capital structure and healthy cash accruals.

However, the rating strengths are tempered by FSL's exposure to intense competition in the BPM industry, risk associated with high attrition rates and foreign exchange fluctuation risks.

Key Rating Sensitivities**Positives**

- Positive Cash Flow from Operations going ahead on a sustained basis
- Current ratio greater than 1.5x going ahead on a sustained basis

Negatives

- Increase in gross gearing to more than unity on sustained basis
- Attrition greater than 80% on a sustained basis

Detailed Description of the key rating drivers**Key Rating Strengths****Established track record with strong promoter group and experienced management**

Incorporated in 2001, FSL is an integrated BPO service provider with a global footprint. The RP-Sanjiv Goenka Group acquired 54.13% shares of FSL through Spen Liq Private Limited, a wholly owned subsidiary of CESC Limited. Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group was appointed Chairman at FSL in December 2012. FSL has a qualified senior and middle management team with a track record of operational excellence.

Steady operational performance

FSL has sustained healthy operating performance in the competitive BPO industry with steady increase in operating income over the years. FSL's FY19 consolidated TOI grew by 8.24% on a y-o-y basis to Rs.3,829 crore (vs Rs.3,537 crore in

¹Complete definitions of the ratings assigned are available at www.careratings.com and in other CARE publications.

FY18) primarily on account of new business contracts coupled with growth in the BFSI (US and UK), Healthcare provider and Utility segments. The PBILDT margin improved from 12.48% in FY17 to 14.43% in FY19. The profitability margins improved mostly on account of rationalization in employee cost and benefits from implementing Artificial Intelligence (AI) and Automation during Q4FY19.

Comfortable capital structure and debt coverage indicators

The financial risk profile of the company has continued to improve aided by healthy cash accruals on the back of stable operating profitability and reduction in total debt. The capital structure continues to improve and stood comfortable with overall gearing at 0.21x as on March 31, 2019 as compared to 0.29x as on March 31, 2018. The scheduled repayment of long-term loans and lower utilization of working capital borrowing coupled with accretion of the profit to net worth has helped the company to improve its capital structure. The interest coverage ratio improved significantly from 8.91x in FY18 to 12.02x in FY19. Further, Total debt /GCA ratio also improved from 1.83x in FY18 to 1.19x in FY19 due to healthy cash accruals and reduced debt levels.

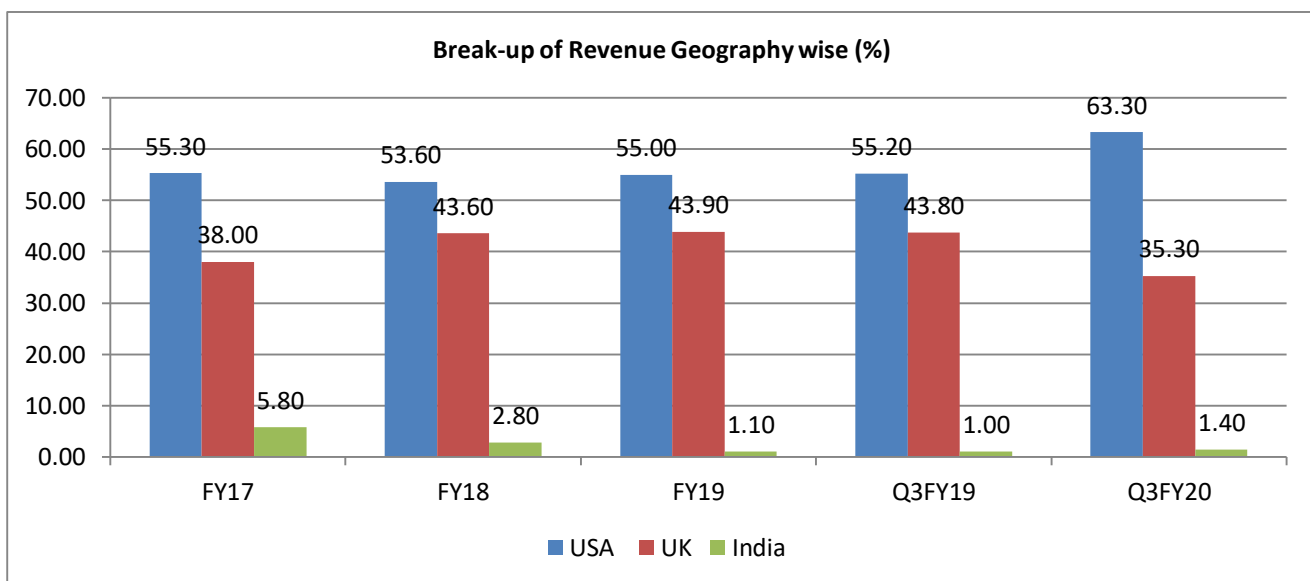
Diversified revenue profile and strong client base

FSL provides BPO services mainly across three verticals: Telecom & Media, Healthcare, and BFSI. The verticals contributed 36.0%, 28.0% and 34.3% respectively to the company's revenue during FY19. The company has over 2000 clients spanning across varied industries. Additionally, a significant portion of FSL's clients are "Fortune 500" and "FTSE 100" companies with strong financial profiles leading to low counterparty risk. The company's client profiles includes top general-purpose credit card issuers, retail banks, motor insurers, private insurance companies, Pay TV and mobile service operators, internet service providers and over 1,000 hospitals in the US.

FSL's revenue remains well-diversified across its BFSI, Healthcare and Telecom, and Media verticals as seen in the below table:

Break-up Revenue Industry wise (%)	FY17	FY18	FY19	Q3FY19	Q3FY20
BFSI	31.8	29.20	36.00	35.30	43.70
Telecom & Media	32.2	33.90	28.00	28.50	22.00
Healthcare	35.7	36.80	34.30	34.10	32.30
Others	0.3	0.10	1.70	2.10	2.00
Total	100.00	100.00	100.00	100.00	100.00

Geography-wise Revenue Breakup



Global delivery capabilities

FSL possesses necessary capabilities to service its client through its global delivery centres. As on March 31, 2019, it had 41 delivery centres, including 11 located in 7 cities in India, 19 in US, 8 in UK & Europe, 2 in Philippines and 1 in Sri Lanka. The global delivery capability enables FSL to deliver wide range of services and gives the company proximity to its clients. Furthermore, the presence of its delivery centres across various geographies enables FSL to use locations and skills most appropriate for delivering BPO services to clients located across various geographies.

Key Rating Weaknesses**Increasing industry competition**

The market for the BPO services is rapidly evolving and continues to intensify. While FSL remains a pure-play BPM with differentiated proposition as compared to some of its competitors, it continues to compete for business with a variety of companies, which includes offshore third party BPM providers, local/onshore BPM providers in the US and Europe, BPM divisions of global IT companies and in-house captives of potential clients.

FSL also faces competition from other low cost outsourcing geographies like China, Philippines, Mexico, and Brazil. However, the company has an established brandname in the industry, and has long relationships with its clientele which will help the company to face the competition. Furthermore, the company is also investing in its analytics division which is expected to give it an edge over its competitors.

Foreign exchange fluctuation risk

FSL is exposed to foreign exchange fluctuation risk on cross currency exposure (revenues and cost in different currencies) wherein the company caters to international customers from the delivery centres in India and Philippines. The company has a policy to hedge its exposure on a twelve month rolling basis through forward cover contracts and options. However, the company is still exposed to foreign exchange fluctuation risk for any unhedged exposure.

Risks related to employee attrition

Indian BPM industry is facing stiff competition from low cost destinations like China, Philippines, Mexico, and Brazil due to increasing domestic cost. Further rising attrition rate is impacting operating efficiency, productivity and profitability. Pressure from clients to cut costs through automation hurts revenue and entry of large IT players into BPO has further intensified competition as more clients look for integrated IT-BPO deals.

Customer concentration risk

FSL's largest client contributed to ~28% of its total revenue in FY18 which reduced to ~25% in FY19. Further, the company's top 5 clients contributed 46% of its revenue in FY18 and 41% in FY19 thus, exposing it to significant client concentration risks. Although FSL is focusing towards increasing its client base but a significant portion of the total revenue from limited number of clients is expected to continue in the medium term. However, long standing relationship with these reputed clients and ability to get repeat business over the years mitigate the risk of customer concentration to an extent.

Liquidity Analysis: Strong

Liquidity is marked by strong Gross Cash accruals of Rs.476 crore during FY19 against negligible repayment obligations. With a gearing of 0.21x as on March 31, 2019, the company has sufficient headroom, to raise additional debt. FSL also has free cash and bank balances of Rs.168.6 crore as on March 31, 2019 which provides additional liquidity back-up. Gross cash & cash equivalent stand at Rs.291 crore as on March 31, 2019 which includes free cash and bank balances of Rs.168.6 crore, and liquid investments (in Mutual Funds) to the tune of Rs.122 crore.

Analytical approach: Consolidated Approach as the subsidiaries are into the same line of business and are operating under the common management. Details of the subsidiary and associate company included for consolidated approach is given in Annexure-3

Applicable Criteria

[Criteria on assigning 'Outlook' and 'Credit Watch' to Credit Ratings](#)

[CARE's Policy on Default Recognition](#)

[Short-term Instruments](#)

[Financial ratios – Non-Financial Sector](#)

[Rating Methodology: Consolidation and Factoring Linkages in Ratings](#)
[Rating Methodology: Service Sector Companies](#)
About the Company

Firstsource Solutions Limited (FSL) is a leading global provider of BPO services through end to end customer life cycle management across different industry verticals i.e. Telecom & Media, BFSI and Healthcare. The Company, on a consolidated basis had 41 global delivery centers as on March 31, 2019 located in India, US, Europe, Philippines and Sri Lanka.

FSL was promoted as ICICI Infotech Upstream Limited on December 6, 2001 by ICICI Bank Limited. In 2012-13, the RP-Sanjiv Goenka Group acquired 56.86% (34.5% by subscribing to preferential issue of shares and the balance by secondary purchase and open offer for sale by existing investors) shares of FSL through, wholly-owned subsidiary of CESC Limited (rated CARE AA; Stable/ CARE A1+), Spen Liq Private Limited (SLPL). SLPL, the holding company of FSL, was amalgamated with CESC Ventures Limited (Formerly known as 'RP-SG Business Process Services Limited') and accordingly now the company is subsidiary of CESC Ventures Limited. The RP-Sanjiv Goenka group has interests across diverse business sectors such as power & natural resources, infrastructure, carbon black, retail, education and media & entertainment.

Brief Financials (Rs. crore)	FY18 (A)	FY19 (A)
Total operating income	3537	3,829
PBILDT	471	552
PAT	327	378
Overall gearing (times)	0.29	0.21
Interest coverage (times)	8.91	12.02

A: Audited

Status of non-cooperation with previous CRA: Not Applicable

Any other information: Not Applicable

Rating History for last three years: Please refer Annexure-2

Annexure-1: Details of Instruments/Facilities

Name of the Instrument	Date of Issuance	Coupon Rate	Maturity Date	Size of the Issue (Rs. crore)	Rating assigned along with Rating Outlook
Fund-based/Non-fund-based-LT/ST	-	-	-	298.00	CARE A+; Stable / CARE A1+
Non-fund-based - ST-BG/LC	-	-	-	40.00	CARE A1+
Commercial Paper	-	-	-	50.00	CARE A1+

Annexure-2: Rating History of last three years

Sr. No.	Name of the Instrument/Bank Facilities	Current Ratings			Rating history			
		Type	Amount Outstanding (Rs. crore)	Rating	Date(s) & Rating(s) assigned in 2019-2020	Date(s) & Rating(s) assigned in 2018-2019	Date(s) & Rating(s) assigned in 2017-2018	Date(s) & Rating(s) assigned in 2016-2017
1.	Commercial Paper	ST	50.00	CARE A1+	1)CARE A1+ (02-Apr-19)	1)CARE A1 (05-Apr-18)	-	1)CARE A1 (23-Jan-17) 2)CARE A1 (18-Apr-16)
2.	Fund-based/Non-fund-	LT/ST	298.00	CARE A+;	1)CARE A+;	1)CARE A;	-	1)CARE A;

Sr. No.	Name of the Instrument/Bank Facilities	Current Ratings			Rating history			
		Type	Amount Outstanding (Rs. crore)	Rating	Date(s) & Rating(s) assigned in 2019-2020	Date(s) & Rating(s) assigned in 2018-2019	Date(s) & Rating(s) assigned in 2017-2018	Date(s) & Rating(s) assigned in 2016-2017
	based-LT/ST			Stable / CARE A1+	Stable / CARE A1+ (02-Apr-19)	Stable / CARE A1 (05-Apr-18)		Stable / CARE A1 (23-Jan-17) 2)CARE A / CARE A1 (18-Apr-16)
3.	Non-fund-based - ST-BG/LC	ST	40.00	CARE A1+	1)CARE A1+ (02-Apr-19)	1)CARE A1 (05-Apr-18)	-	1)CARE A1 (23-Jan-17) 2)CARE A1 (18-Apr-16)

Annexure-3: Details of the subsidiary and associate company included for consolidated approach:

Sl. No.	Name of the Company	% of Holding as on December 31, 2019
	<u>Subsidiaries</u>	
1.	Firstsource Process Management Services Limited	100.00
2.	Firstsource Solutions UK Limited	100.00
3.	Firstsource Solutions S.A.	99.98
4.	Firstsource Group USA, Inc.	100.00
5.	Firstsource Business Process Services, LLC	100.00
6.	Sourcepoint, Inc. #	100.00
7.	Sourcepoint Fulfillment Services, Inc. ##	100.00
8.	ISGN Fulfillment Agency, LLC	100.00
9.	Firstsource Advantage LLC	100.00
10.	One Advantage LLC	100.00
11.	MedAssist Holdings LLC	100.00
12.	Firstsource Solutions USA, LLC	100.00
13.	Firstsource Transaction Services LLC	100.00
14.	Firstsource BPO Ireland Limited@	100.00
15.	Firstsource Dialog Solutions Pvt. Ltd.	100.00
	<u>Associates</u>	
16.	Nanobi Data and Analytics Private Limited	100.00

The name of ISGN Solutions Inc. was changed to Sourcepoint, Inc.

The name of ISGN Fulfillment Services, Inc. was changed to Sourcepoint Fulfillment Services, Inc.

@ During FY19, FSL transferred its entire investment/ ownership in Firstsource BPO Ireland Limited, wholly owned subsidiary of the company, to Firstsource Solutions UK Limited, wholly owned subsidiary of the company and accordingly, consequent to transfer of investment/ ownership, Firstsource BPO Ireland Limited became the wholly owned step-down subsidiary of the company

Note on complexity levels of the rated instrument: CARE has classified instruments rated by it on the basis of complexity. This classification is available at www.careratings.com. Investors/market intermediaries/regulators or others are welcome to write to care@careratings.com for any clarifications.

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