

Ashok Leyland

Estimate change TP change Rating change



Bloomberg	AL IN
Equity Shares (m)	2,927
M.Cap.(INRb)/(USDb)	153.7 / 2.1
52-Week Range (INR)	91/34
1, 6, 12 Rel. Per (%)	5/-20/-28
12M Avg Val (INR M)	2120

Financials & Valuations (INR b)

0.1 210.1 3.6 17.4 0.0 6.3 0.0 2.2
0.0 6.3
0.0 2.2
) F NIA
3.5 NA
1.8 25.7
0.1 8.6
2.6 7.3
).0 55.6
NA 24.2
2.1 2.0
).4 9.8
0.0 1.9
2.6 6.9
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Shareholding pattern (%)

As On	Mar-20	Dec-19	Mar-19		
Promoter	51.1	51.1	51.1		
DII	14.9	12.4	10.1		
FII	17.6	19.2	19.1		
Others	16.3	17.3	19.7		
FII Includes depository receipts					

CMP: INR52 TP: INR65 (+25%) Buy

Above est.; Better mix drives beat; ICDs to group not a new practice

Focus on cost-cutting / cash conservation, along with LCV/MBP launch

- 4QFY20 performance was better than expected, led by a better mix. While the FY21 outlook is unclear, expansion in LCVs would reduce the pain. Net debt is inching up, but stands comfortable.
- We lower our FY21/FY22E EPS by 96%/20% to factor low volumes, adverse operating leverage, and increased gearing. We maintain our **Buy** rating in anticipation of recovery 2HFY21 onward.

Low volumes, op. deleverage lead net loss after 23 quarters

- 4QFY20 revenue/EBITDA declined ~57%/81% to ~INR38.4b/INR1.83b, with recurring loss of INR118m. FY20 revenue/EBITDA/PAT declined 40%/63%/83%.
- Volumes declined ~57% YoY (-18% QoQ) to ~25.5k units. Net realization improved 1.3% YoY (17% QoQ) to INR1,505k (est.: INR1,357k), led by a better mix and lower discounts.
- As a result, gross margins improved ~160bp YoY (+240bp QoQ) to 28.9% (est.: 27%). EBITDA margins declined ~630bp YoY (-80bp QoQ) to 4.8% (est.: 2.6%) due to higher staff cost and adverse operating leverage.
- EBITDA declined ~81% YoY (-19% QoQ) to INR1.83b (est.: INR0.88b). This, coupled with higher depreciation / interest cost, resulted in recurring loss of ~INR118m (est.: loss of INR379m).

Highlights from management commentary

- ICDs: These are only given to group companies and are callable/liquid. No incremental ICDs were reported in 1QFY21. The strategy of giving ICDs is to earn a 3–4pp spread on treasury.
- Capex: The major capex cycle is over for now, except M/CE capex.
 Investments in subs would be largely for Optare (UK-based bus manufacturer).
- With the AVTR launch (modular platform), AL is focusing on selling value to the consumer (best TCO due to best fluid economy) and not on discount selling.
- LCV under Project Phoenix would be launched in the next three months. Additional products in the LCV portfolio would give the dealer more headroom to grow in the existing product (Dost) itself.
- **Net debt**: This stood at INR20b as of Mar'20 v/s INR7.15b in cash in Mar'19. May'20-end net debt was at ~INR40b as the company completed payments to its vendors. Gross debt as of Mar'20 stood at INR31b.
- Cash burn of INR1.5–1.7b per month was witnessed in lockdown.
- **Cost-cutting**: A pan-company program was introduced for cutting cost in every aspect. Program K54-2 delivered savings of ~INR5.4b in FY20.

Valuation and view

- Valuations at 9.8x FY22 EV/EBITDA and 2x FY22 P/BV are in an early recovery cycle and do not fully reflect AL's focus on adding new revenue and profit pools.
- Maintain Buy, with TP of ~INR65 [INR8/sh of HLFL + 10x Jun'22 EV/EBITDA v/s ~11x 10-year median EV/EBITDA).

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Quarterly Performance (S/A) (INR m)

	FY19			FY20				FY19	FY20	FY20	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE
Net operating revenues	62,627	76,211	63,252	88,459	56,839	39,295	40,157	38,385	290,550	174,675	34,595
Change (%)	47.1	25.4	-12.0	0.7	-9.2	-48.4	-36.5	-56.6	10.2	-39.9	-60.9
RM/sales %	68.9	72.1	70.1	72.7	69.9	69.0	73.5	71.1	71.2	70.8	73.0
Staff/sales %	8.0	6.9	7.9	6.5	8.8	11.0	6.8	10.7	7.2	9.2	10.1
Other exp/sales %	12.4	10.1	11.7	9.7	11.8	14.1	14.1	13.5	10.8	13.2	14.4
EBITDA	6,716	8,290	6,496	9,854	5,370	2,286	2,252	1,830	31,357	11,737	884
EBITDA Margins(%)	10.7	10.9	10.3	11.1	9.4	5.8	5.6	4.8	10.8	6.7	2.6
Interest	142	204	192	166	126	301	337	331	704	1,095	96
Other Income	525	276	208	91	211	455	223	344	1,099	1,233	236
Depreciation	1,525	1,481	1,607	1,598	1,646	1,600	1,575	1,877	6,210	6,698	1,666
PBT after EO	5,360	6,708	4,836	8,065	3,607	191	542	-721	24,968	3,619	-641
Effective Tax Rate (%)	21.3	21.3	21.2	19.0	36.2	-103.5	48.8	20.5	20.6	33.8	40.9
Adj PAT	4,358	5,430	3,857	6,623	2,435	818	292	-118	20,268	3,426	-379
Change (%)	262.2	62.5	-20.8	-11.3	-44.1	-84.9	-92.4	-101.8	16.4	-83.1	-105.7

E: MOFSL Estimates

Key Performance Indicators

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Y/E March		FY:	19			FY	20		FY19	FY20	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QE
M&HCV	30,647	38,387	29,805	44,019	26,719	16,815	18,122	16,953	142,858	78,594	16953
Dom. M&HCV Mkt sh (%)	30.2	35.0	31.9	37.0	34.1	30.5	30.3	31.3	33.8	31.8	
LCV	11,481	13,572	13,953	15,502	12,889	12,123	13,083	8,551	54,508	46,573	8551
Dom. LCV Mkt sh (%)	8.3	8.9	9.6	9.1	10.0	10.2	9.3	8.5	9.0	9.5	
Total Volumes (nos)	42,128	51,959	43,758	59,521	39,608	28,938	31,205	25,504	197,366	125,253	25504
AL's CV Market Sh (%)	16.9	18.6	17.3	19.8	13.2	16.1	15.3	15.3	18.3	14.7	
Realizations (INR '000)	1,487	1,467	1,446	1,486	1,435	1,358	1,287	1,505	1,472	1,395	1357
Growth %	-0.5	-1.1	-6.3	-0.5	-3.5	-7.4	-11.0	1.3	5.6	-14.2	-9
Cost Break-up											
RM Cost (% of sales)	68.9	72.1	70.1	72.7	69.9	69.0	73.5	71.1	70.8	73.0	73.0
Staff Cost (% of sales)	8.0	6.9	7.9	6.5	8.8	11.0	6.8	10.7	9.2	10.1	10.1
Other Cost (% of sales)	12.4	10.1	11.7	9.7	11.8	14.1	14.1	13.5	13.2	14.4	14.4
Gross Margin (%)	31.1	27.9	29.9	27.3	30.1	31.0	26.5	28.9	28.8	29.2	27.0
EBITDA Margins (%)	10.7	10.9	10.3	11.1	9.4	5.8	5.6	4.8	10.8	6.7	2.6
EBIT Margins (%)	8.3	8.9	7.7	9.3	6.6	1.7	1.7	-0.1	8.7	2.9	-2.3

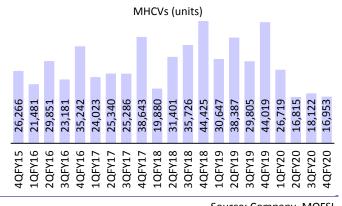
E:MOFSL Estimates

Key takeaways from management commentary

- **FY21 outlook**: FY21 is expected to be tough; 3Q onwards, some recovery is expected with an increase in economic activity.
- ICDs: These are only given to group companies and are callable. No incremental ICDs were witnessed in 1QFY21. The strategy of giving ICDs is to earn a 3–4pp spread on treasury.
- Capex: The major capex cycle is over for now, (toward the M&HCV AVTR and LCV Phoenix platforms), except M/CE capex. Investments in subs would be largely for Optare (UK-based bus manufacturer).
- **Net debt:** This stood at INR20b v/s INR7.15b in cash in Mar'19. May'20-end net debt was at ~INR40b as the company completed various vendor payments.
- Realization and gross margins: The mix improved in terms of: a) higher tonnage trucks, b) higher defense, and c) lower discount drove realizations. This, coupled with year-end discounts from suppliers, boosted gross margins.
- With the AVTR launch (modular platform), AL is focusing on selling value to the consumer (best TCO due to best fluid economy) and not on discount selling.

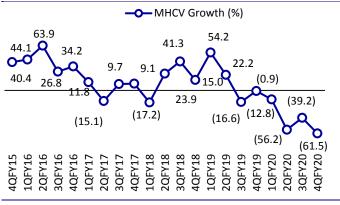
- LCV under Project Phoenix would be launched in the next three months.
 Additional products in the portfolio would give the dealer more headroom to grow in the existing platform.
- Cash burn of INR1.5–1.7b per month was reported in lockdown.
- Cost-cutting: A pan-company program was introduced for cutting cost in every aspect. Program K54-2 delivered savings of ~INR5.4b in FY20.
- The company incurred impairment cost of INR1b on investments in subsidiary Optare.
- State transport buses (BS6 buses) would have a common style and look, but interiors could be modified as per the need.

Exhibit 1: M&HCV sales trend



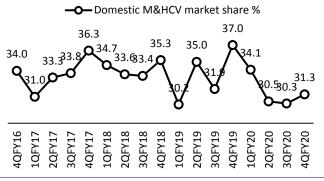
Source: Company, MOFSL

Exhibit 2: Growth trend in M&HCVs



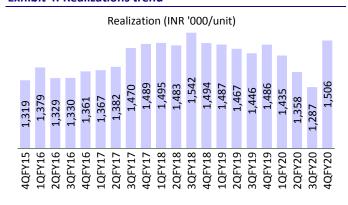
Source: Company, MOFSL

Exhibit 3: Domestic M&HCV market share trend



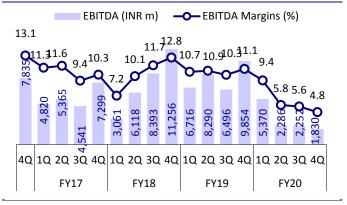
Source: Company, MOFSL

Exhibit 4: Realizations trend



Source: Company, MOFSL

Exhibit 5: Trend in EBITDA and EBITDA margins



Source: Company, MOFSL

Exhibit 6: Trend in RM cost

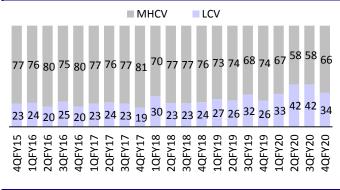


Source: Company, MOFSL

Exhibit 7: Trend in interest cost



Exhibit 8: M&HCV and LCV contribution in sales mix



Source: Company, MOFSL Source: SIAM, MOFSL

Valuation and view

- New platforms AVTR for M&HCVs / Phoenix for LCVs (launch expected in Q2FY21) to drive market share for AL: Unlike PVs, the modular strategy is not common in M&HCVs globally due to the very high number of SKUs as well as deeper changes required in the normal way of doing business. This could be an important driver of market share gains for AL as it improves its response time as well as a better application fit for the customer. This, coupled with upcoming LCV launches, would expand AL's addressable market in India (in LCVs by 2x) and globally (by offering a very wide range of products, from LCVs to M&HCVs).
- Domestic M&HCV to grow at 4% CAGR over FY20-23E: We expect CV demand to remain under pressure in 1HFY21. However, on a low base of FY20, we estimate domestic M&HCV volumes to grow at a CAGR of ~4% over FY20-23E; although, FY22E volumes would still be ~38% lower than the peak of FY19. The mandatory scrapping of trucks (if announced) should benefit CV demand.
- Focus on creating and expanding profit/revenue pool: AL is focused on expanding and creating new revenue and profit pools. The de-risking of the M&HCV business, coupled with expansion in the nascent business – such as spares (9% of FY20 sales), exports (9% of sales), LCV (12% of sales), and defense (1% of sales) – is the key focus area. Moreover, AL has set up a new business vertical, Customer Solutions, to target a higher share of the customer wallet across the life cycle in areas such as Finance, Spares, and Fuel.
- **Expect decent recovery from lows of FY20:** AL's revenue / EBITDA / adj. PAT is estimated to grow at a CAGR of 11%/23%/40% over FY20-23E on a low base of

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FY20. In the long term, AL's focus on expanding and creating new profit/revenue pools is likely to de-risk the business, with the share of domestic trucks in revenue likely to shrink to 43–45% by FY22E (v/s 68% in FY19). Due to cyclical downturn and the impact of COVID-19, our EPS estimates for FY22 would be ~69% lower than the peak of FY19.

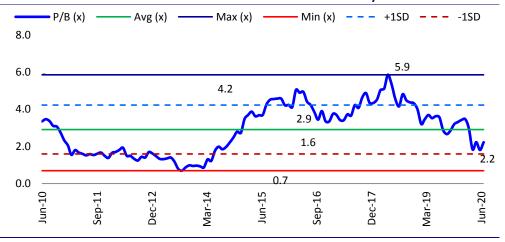
- Valuation and view: We lower our FY21/FY22E EPS by 96%/20% to factor a weak demand scenario, the impact of operating leverage, and an increase in financial gearing. Unlike in the previous cycles, AL is on a very strong footing (lean cost structure and negligible debt) and is focused on adding new revenue/profit pools. Valuations at 9.8x FY22 EV/EBITDA and 2x FY22 P/BV are in an early recovery cycle and do not fully reflect AL's focus on adding new revenue/profit pools. While near-term challenges are deep, AL seems better positioned to come out stronger and grow faster than the industry in two to three years. Maintain Buy, with TP of ~ INR65 [INR8/sh of HLFL + 10x Jun'22 EV/EBITDA v/s ~11x 10-year median EV/EBITDA).
- **Key risks:** These comprise: a) risk to road share for freight movement from upcoming DFCC; b) increasing competitive intensity, resulting in loss of market share and shrinking margins.

Exhibit 9: Revised forecast

ZAMBIE S. Reviseu is educe							
(INR M)	FY21E						
	Rev	Old	Chg (%)	Rev	Old	Chg (%)	
Volumes (units)	121,318	123,246	-1.6	148,951	145,206	2.6	
Net Sales	169,067	170,018	-0.6	210,061	204,000	3.0	
EBITDA	8,552	8,273	3.4	17,404	17,757	-2.0	
EBITDA margins (%)	5.1	4.9	20bp	8.3	8.7	-40bp	
Net Profit	50	1,309	-96.2	6,348	7,903	-19.7	
EPS (INR)	0.0	0.4	-96.2	2.2	2.7	-19.7	

Source: MOFSL

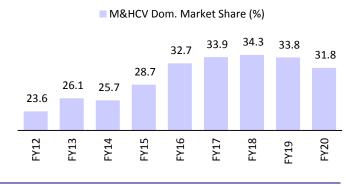
Exhibit 10: Recent valuation contraction reflects demand uncertainty



Source: MOFSL

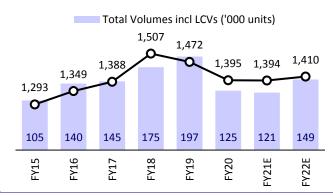
Ashok Leyland | Story in Charts: Better prepared for recovery

Exhibit 1: AL's market share trend



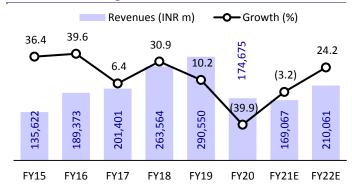
Source: Company, MOFSL

Exhibit 2: Volume and realization growth trend



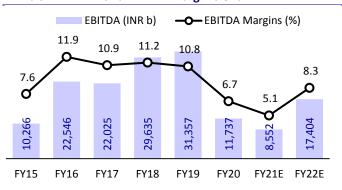
Source: Company, MOFSL

Exhibit 3: Revenue growth trend



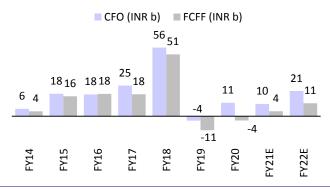
Source: Company, MOFSL

Exhibit 4: EBITDA and EBITDA margin trend



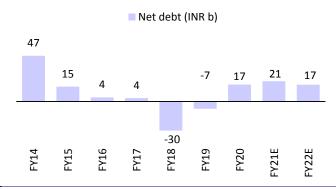
Source: Company, MOFSL

Exhibit 5: CFO and FCFF trend



Source: Company, MOFSL

Exhibit 6: AL's net debt to go up



Source: Company, MOFSL

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Financials and valuations

Income Statement							(INR m)
Y/E March	2016	2017	2018	2019	2020	2021E	2022E
Volumes ('000 units)	140	145	175	197	125	121	149
Growth (%)	33.8	3.4	20.5	12.9	-36.5	-3.1	22.8
Net Sales	189,373	201,401	263,564	290,550	174,675	169,067	210,061
Change (%)	39.6	6.4	30.9	10.2	-39.9	-3.2	24.2
EBITDA	22,546	22,025	29,635	31,357	11,737	8,552	17,404
Change (%)	119.6	-2.3	34.6	5.8	-62.6	-27.1	103.5
EBITDA Margins (%)	11.9	10.9	11.2	10.8	6.7	5.1	8.3
Depreciation	4,879	5,179	5,985	6,210	6,698	7,708	7,890
EBIT	17,667	16,846	23,650	25,147	5,039	844	9,514
Interest & Fin. Charges	2,476	1,554	1,473	704	1,095	1,959	2,090
Other Income	1,176	1,363	1,966	1,099	1,233	1,150	1,045
PBT	8,215	13,301	23,858	24,968	3,619	35	8,469
Tax	4,369	1,070	6,681	5,136	1,224	(14)	2,122
Effective Rate (%)	53.2	8.0	28.0	20.6	33.8	-41.0	25.0
Rep. PAT	3,845	12,231	17,177	19,832	2,395	50	6,348
Change (%)	14.8	218.1	40.4	15.5	-87.9	-97.9	NA
% of Net Sales	2.0	6.1	6.5	6.8	1.4	0.0	3.0
Adjusted PAT	7,661	15,457	17,359	20,268	3,426	50	6,348
Change (%)	196.5	101.8	12.3	16.8	-83.1	-98.5	NA

Balance Sheet							(INR m)
Y/E March	2016	2017	2018	2019	2020	2021E	2022E
Sources of Funds							
Share Capital	2,846	2,846	2,927	2,936	2,936	2,936	2,936
Reserves	51,226	58,415	69,528	80,389	69,704	69,754	72,571
Net Worth	54,071	61,261	72,455	83,324	72,640	72,690	75,506
Loans	20,201	21,449	12,263	6,324	30,648	34,648	29,648
Deferred Tax Liability	3,291	1,269	2,986	2,497	2,648	2,650	3,073
Capital Employed	77,563	83,978	87,704	92,145	105,936	109,988	108,228
Application of Funds							
Gross Fixed Assets	53,659	59,807	64,798	71,437	90,025	97,967	106,967
Less: Depreciation	4,859	8,871	13,817	19,791	26,489	34,196	42,086
Net Fixed Assets	48,800	50,937	50,981	51,646	63,537	63,770	64,880
Capital WIP	759	2,059	4,226	6,576	5,941	4,000	5,000
Goodwill			4,499	4,499	4,499	4,499	4,499
Investments	19,804	28,789	56,067	26,365	27,196	32,601	34,101
Curr.Assets, L & Adv.	60,992	58,615	57,591	93,158	62,723	60,701	67,657
Inventory	16,250	26,310	17,583	26,847	12,380	13,896	17,265
Sundry Debtors	12,511	10,644	9,448	25,055	11,804	11,580	14,388
Cash & Bank Balances	15,931	9,120	10,422	13,736	13,225	13,918	12,408
Loans & Advances	16,299	12,542	20,138	27,520	25,314	21,307	23,596
Current Liab. & Prov.	52,791	56,421	85,660	90,099	57,960	55,584	67,910
Sundry Creditors	25,627	31,170	48,879	50,189	26,239	27,792	34,531
Other Liabilities	24,046	18,743	26,146	29,386	23,666	20,844	25,898
Provisions	3,119	6,509	10,635	10,524	8,055	6,948	7,482
Application of Funds	77,563	83,978	87,704	92,145	105,936	109,988	108,228

E: MOFSL Estimates

Financials and valuations

Y/E March	2016	2017	2018	2019	2020	2021E	2022E
Basic (INR)		-					
EPS	2.7	5.4	5.9	6.9	1.2	0.0	2.2
EPS Fully Diluted	2.7	5.4	5.9	6.9	1.2	0.0	2.2
EPS Growth (%)	196.5	101.8	9.2	16.4	-83.1	-98.5	NA
Cash EPS	4.4	7.3	8.0	9.0	3.4	2.6	4.9
Book Value per Share	19.0	21.5	24.8	28.4	24.7	24.8	25.7
DPS	1.0	1.6	2.4	3.4	0.5	0.0	1.0
Payout (Excl. Div. Tax) %	37.1	28.7	41.0	49.4	42.8	0.0	55.6
Valuation (x)							
P/E	19.9	9.9	9.0	7.8	45.9	NA	24.2
Cash P/E	12.2	7.4	6.7	5.9	15.5	20.3	10.8
EV/EBITDA	6.9	7.1	4.3	4.8	14.9	20.8	9.8
EV/Sales	0.8	0.8	0.5	0.5	1.0	1.1	0.8
Price to Book Value	2.8	2.5	2.2	1.9	2.2	2.2	2.0
Dividend Yield (%)	1.9	2.9	4.5	6.4	0.9	0.0	1.9
Profitability Ratios (%)							
ROE	14.5	26.8	26.0	26.0	4.4	0.1	8.6
RoCE	11.4	20.7	21.5	23.2	4.2	2.6	7.3
RoIC	20.0	36.4	55.8	64.0	6.3	2.0	12.3
Turnover Ratios							
Debtors (Days)	24	19	13	31	25	25	25
Inventory (Days)	31	48	24	34	26	30	30
Creditors (Days)	49	56	68	63	55	60	60
Working Capital (Days)	6	10	-30	2	-4	-5	-5
Fixed-Asset Turnover (x)	3.9	4.0	5.2	5.6	2.7	2.7	3.2
Leverage Ratio							
Net Debt/Equity (x)	0.1	0.1	-0.4	-0.1	0.2	0.3	0.4
Cash flow Statement							(INR m)
Y/E March	2016	2017	2018	2019	2020	2021E	2022E
OP/(Loss) before Tax	11,692	16,846	23,858	24,968	3,619	844	9,514
Int/Div Received	485	690	552	-413	-756	1,150	1,045
Depreciation	4,489	5,179	5,546	6,210	6,698	7,708	7,890
Direct Taxes Paid	-4,409	-3,476	-4,149	-5,603	-941	16	-1,698
(Inc)/Dec in Work Cap.	-1,276	1,903	35,987	-29,638	-1,756	339	3,860
Other Items	6,818	3,914	-5,596	853	4,105	0	0
CF from Oper. Activity	17,800	25,056	56,198	-3,624	10,969	10,057	20,611
Extra-ordinary Items	0	-3,508	-253	-549	-1,558	0	0
CF after EO Items	17,800	21,548	55,945	-4,172	9,411	10,057	20,611
(Inc)/Dec in FA+CWIP	441	-3,660	-5,321	-7,315	-12,923	-6,000	-10,000
Free Cash Flow	18,241	17,888	50,624	-11,487	-3,512	4,057	10,611
CF from Inv. Activity	3,618	-14,768	-33,321	23,115	-21,775	-11,405	-11,500
Inc/(Dec) in Debt	-7,886	-8,827	-12,700	-6,621	25,655	4,000	-5,000
Interest Des //Deid)	2,670	1 620	1.464	1,020	1 462	1,000	2,000

Closing Balance
E: MOFSL Estimates

Interest Rec./(Paid)

CF from Fin. Activity

Add: Beginning Balance

Inc/(Dec) in Cash

Dividends Paid

26 June 2020 8

-1,638

-3,254

-13,719

-6,939

17,352

10,412

-1,464

-5,495

-19,613

3,011

10,412

13,423

-2,679

-1,541

-12,107

9,311

8,040

17,352

-1,029

-8,598

-16,162

2,781

13,423

16,205

-1,463

-12,702

11,490

16,205

15,330

-874

-1,959

2,041

15,330

16,024

693

0

-2,090

-3,531

-10,621

-1,510

16,024

14,514

Explanation of Investment Rating				
Investment Rating	Expected return (over 12-month)			
BUY	>=15%			
SELL	<-10%			
NEUTRAL	< - 10 % to 15%			
UNDER REVIEW	Rating may undergo a change			
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation			

*In case the recommendation given by the Research Analyst is inconsistent with the investment rating legend for a continuous period of 30 days, the Research Analyst shall within following 30 days take appropriate measures to make the recommendation consistent with the investment rating legend.

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10 26 June 2020