## Equity Research

June 13, 2020 BSE Sensex: 33781

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Q4FY20 result review and earnings revision

# Consumer Staples & Discretionary

Target price Rs300

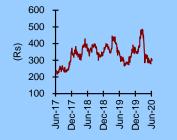
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(%)	FY21E	FY22E
Sales	↓ 10.5	↓ 5.9
EBITDA	↓ 1.4	↑ 5.3
EPS	↓ 4.3	↓ 0.1

#### Shareholding pattern

(%)	Sep '19	Dec '19	Mar '20
			-
Promoters	62.1	62.1	59.1
Institutional			
investors	25.9	26.5	28.7
MFs and others	7.9	8.0	11.3
Insurance	0.1	1.2	4.7
FIIs	17.9	17.3	12.7
Others	12.0	11.4	12.2
Source: NSE			

#### **Price chart**



#### **Research Analysts:**

Manoj Menon manoj.menon@icicisecurities.com +91 22 6637 7209 Vismaya Agarwal, CFA vismaya.agarwal@icicisecurities.com +91 22 2277 7632 Karan Bhuwania

karan.bhuwania@icicisecurities.com +91 22 6637 7351

## Westlife Development



## Westine Developmen

HOLD Maintained Rs297

### Long gestation turnaround

Growth capital augmentation appears a necessity and hence high probability, in our view. Westlife is focusing on mitigating the impact of weak demand. We like the initiatives to drive revenue (focus on delivery, drive-through, takeaway and onthe-go – together contribute >50% of revenues) and cost savings (renegotiating rents, closing unprofitable stores, reimagining supply chain = lower fixed costs). Long-term benefits from expansion of food-service market remains intact. That said, combination of medium-term pressure on growth and high operating leverage business structure are headwinds. Although transitory, this could lower the ability for medium-term store expansion which is integral to current fair value. Retain HOLD.

- Performance had improved sequentially in Jan-Feb: In 4QFY20, revenue / EBITDA declined 1% / 30% while recurring PAT came in at a loss of Rs22mn. Westlife reported 7% SSSG decline, primarily driven by the weakness in March. Performance was tracking 12% SSSG in Jan-Feb, an acceleration over 8% average in 9MFY20. Given the decline in SSSG, this was the first time in three years when the TTM Average Unit Volume (AUV; average sales per store) declined sequentially (Chart 4).
- Store expansion likely to take a pause: Westlife added just 4 new McDonald's in Q4, taking the total store count to 319 (across 42 cities). Additional 5 stores were ready but could not be opened due to the lockdown. The company also added 5 McCafe and 6 McDelivery hubs taking the total count to 223 and 264 respectively. We believe that given the need for cash conservation in the near-term, the company is likely to delay any store opening to FY21-end. Focus on store reimaging and setting up of Experience of the Future (EOTF) stores continues though as it further helps in contactless dine-in experience.
- Margin declined due to negative operating leverage: Gross margin expanded 210bps YoY to 65.6% driven by a better product mix and cost efficiencies. However, comparable EBITDA margin declined 230bps YoY to 5.5% due to negative operating leverage. Comparable EBITDA declined 30% YoY. We believe that despite management's focus on cost control measures (relook at real estate portfolio, corporate overheads, reimaging the supply chain), FY21 margins are likely to remain under pressure.

Market Cap	Rs46.2bn/US\$609mn	Year to March	FY19	FY20	FY21E	FY22E
Reuters/Bloomberg	WEST.BO/WLDL IN	Revenue (Rs mn)	14,016	15,478	13,166	18,629
Shares Outstanding	(mn) 155.6	Adj. Net Profit (Rs mn)	403	99	(397)	772
52-week Range (Rs)	486/265	Dil. Rec. EPS (Rs)	2.6	0.6	(2.5)	5.0
Free Float (%)	40.9	% Chg YoY	213.4	(75.4)	(499.7)	(294.8)
FII (%)	12.7	P/E (x)	114.7	465.8	(116.5)	59.8
Daily Volume (US\$/'0	000) 1,728	CEPS (Rs)	7.7	9.5	6.3	14.4
Absolute Return 3m	(%) (20.8)	EV/EBITDA (x)	38.9	21.4	32.7	15.2
Absolute Return 12m	n (%) (7.6)	Dividend Yield (%)	-	-	-	-
Sensex Return 3m (%	%) 3.4	RoCE (%)	5.3	10.2	0.8	23.3
Sensex Return 12m	(%) (14.0)	RoE (%)	7.2	1.7	(7.1)	13.4

Please refer to important disclosures at the end of this report

### **INDIA**

#### Balance Sheet:

- Working capital improved by 2 days to negative 19 days driven by slight improvement in inventory and receivables (down 1 day each)
- The company has a net debt of Rs 236mn
- OCF declined 23% to Rs 888mn; FCF was negative at Rs 374mn
- Capex declined 12% YoY to Rs 1.3 bn
- Valuation and risks: Our earnings estimates are largely unchanged; modelling revenue / EBITDA CAGR of 10 / 19 (%) over FY20-22E. Retain Hold with DCFbased target price unchanged at Rs300. Key downside risk includes sustained weak consumer sentiment impacting restaurant throughput.

#### Table 1: Q4FY20 results review (Consolidated - Comparable)

	Q4FY20	Q4FY19	YoY (%)	Q3FY20	QoQ (%)	FY20	FY19	YoY (%)
Same store sales growth (%)	(6.9)	5.6	-1246 bps	9.2	-1606 bps	4.0	17.5	-1344 bps
Number of McDonald's stores	319	296	23	315	4	319	296	23
Net operating income	3,364	3,393	(1)	4,329	(22)	15,478	14,020	10
Material cost	(1,158)	(1,239)	(6)	(1,472)	(21)	(5,382)	(5,116)	5
Gross profit	2,206	2,154	2	2,857	(23)	10,096	8,905	13
Employee cost	(437)	(378)	16	(428)	2	(1,690)	(1,453)	16
Royalty	(153)	(154)	(1)	(198)	(23)	(706)	(641)	10
Occupancy and other exp.	(1,254)	(1,160)	8	(1,474)	(15)	(5,437)	(4,788)	14
Restaurant Operating Profit	362	463	(22)	758	(52)	2,263	2,022	12
G&A expense	(177)	(198)	(10)	(237)	(25)	(823)	(779)	6
EBITDA	185	265	(30)	520	(65)	1,439	1,243	16
Other income	15	36	(57)	45	(66)	127	148	(14)
Interest	(31)	(49)	(37)	(34)	(8)	(149)	(177)	(16)
Depreciation	(220)	(210)	5	(222)	(1)	(866)	(797)	9
Pretax profits	(51)	42	(222)	310	(116)	552	416	33
Tax	29	(5)		(82)		(128)	(139)	
Recurring PAT	(22)	37	(159)	227	(110)	425	277	53
Extraordinary items	(153)	(24)		-		(183)	(64)	
Net profit (reported)	(175)	13	(1,477)	227	(177)	242	213	14
EPS	(0.1)	0.2	(159)	1.5	(110)	2.7	1.8	53
Costs as a % of sales								
COGS	34.4	36.5	-208 bps	34.0	41 bps	34.8	36.5	-172 bps
Gross margin (%)	65.6	63.5	207 bps	66.0	-42 bps	65.2	63.5	171 bps
Staff cost	13.0	11.1	186 bps	9.9	310 bps	10.9	10.4	55 bps
Royalty	4.5	4.5	1 bps	4.6	-2 bps	4.6	4.6	-2 bps
Occupancy and other exp.	37.3	34.2	308 bps	34.0	323 bps	35.1	34.2	97 bps
ROM (%)	10.8	13.6	-289 bps	17.5	-675 bps	14.6	14.4	19 bps
G&A expense	5.3	5.8	-56 bps	5.5	-22 bps	5.3	5.6	-24 bps
EBITDA margin (%)	5.5	7.8	-234 bps	12.0	-654 bps	9.3	8.9	43 bps
Income tax rate (%)	57.6	11.7	4584 bps	26.6	3094 bps	23.1	33.4	-1030 bps

Source: Company data, I-Sec research

#### Table 2: Q4FY20 results review (Consolidated - Reported)

	Q4FY20	Q4FY19	YoY (%)	Q3FY20	QoQ (%)	FY20	FY19	YoY (%)
Same store sales growth (%)	(6.9)	5.6	-1246 bps	9.2	-1606 bps	4.0	17.5	-1344 bps
Number of McDonald's stores	319	296	23	315	4	319	296	23
Net operating income	3,364	3,393	(1)	4,329	(22)	15,478	14,020	10
Material cost	(1,158)	(1,239)	(6)	(1,472)	(21)	(5,382)	(5,116)	5
Gross profit	2,206	2,154	2	2,857	(23)	10,096	8,905	13
Employee cost	(437)	(378)	16	(428)	2	(1,690)	(1,453)	16
Royalty	(153)	(154)	(1)	(198)	(23)	(706)	(641)	10
Occupancy and other exp.	(1,068)	(1,160)	(8)	(1,285)	(17)	(4,688)	(4,788)	(2)
Restaurant Operating Profit	547	463	18	946	(42)	3,011	2,022	49
G&A expense	(177)	(198)	(10)	(237)	(25)	(823)	(779)	6
EBITDA	370	265	40	709	(48)	2,188	1,243	76
Other income	15	36	(57)	45	(66)	127	148	(14)
Interest	(203)	(49)	312	(202)	1	(808)	(177)	356
Depreciation	(354)	(210)	69	(355)	(0)	(1,384)	(797)	74
Pretax profits	(172)	42	(510)	198	(187)	123	416	(70)
Tax	53	(5)		(54)		(24)	(139)	
Recurring PAT	(119)	37	(422)	144	(183)	99	277	(64)
Extraordinary items	(153)	(24)		-		(183)	(64)	
Net profit (reported)	(272)	13	(2,243)	144	(289)	(84)	213	(139)
EPS	(0.8)	0.2	(422)	0.9	(183)	1.0	1.8	(43)
Costs as a % of sales								
COGS	34.4	36.5	-208 bps	34.0	41 bps	34.8	36.5	-172 bps
Gross margin (%)	65.6	63.5	207 bps	66.0	-42 bps	65.2	63.5	171 bps
Staff cost	13.0	11.1	186 bps	9.9	310 bps	10.9	10.4	55 bps
Royalty	4.5	4.5	1 bps	4.6	-2 bps	4.6	4.6	-2 bps
Occupancy and other exp.	31.8	34.2	-244 bps	29.7	207 bps	30.3	34.2	-387 bps
ROM (%)	16.3	13.6	263 bps	21.9	-559 bps	19.5	14.4	503 bps
G&A expense	5.3	5.8	-56 bps	5.5	-21 bps	5.3	5.6	-24 bps
EBITDA margin (%)	11.0	7.8	318 bps	16.4	-538 bps	14.1	8.9	527 bps
Income tax rate (%)	30.7	11.7	1896 bps	27.4	326 bps	19.4	33.4	-1402 bps

Source: Company data, I-Sec research

## Conference call takeaways

- **Industry trends:** Westlife expects western QSR to gain market share from unorganised players given the high preference for health and hygiene among consumers. Management therefore expects to gain market share in the new normal were the market size may shrink.
- Same store sales growth (SSSG): Westlife reported -6.9% SSG in Q4 impacted by Covid-led disruption, however, Jan & Feb month recorded positive 12.3% SSSG after 18 consecutive quarters of positive SSSG.
- Value for money: Westlife continue its focus to provide value-for-money deals to its consumers even when few players have taken away discounts during this period.
- **Gross Margins:** Gross margin improvement by 210 bps to 65.6% in Q4 is largely driven by improvement in product mix and some input cost deflation. Management expects input cost to remain deflationary in FY21.
- **Operating margin:** Restaurant operating margin (ROP) declined by 290 bps to 10.8% driven by negative operating leverage as all 319 stores were closed in second half of March due to Covid pandemic. Management expects ROP to be negatively impacted (extent of impact is difficult to estimate with rumours of another lockdown) due to negative operating leverage in FY21. However, management expects ROP to bounce back to pre-Covid levels by FY22.
- **Cost Savings:** Westlife is trying to mitigate negative operating leverage by 1) relooking its real estate portfolio (re-negotiating terms with landlords, rethink locations of underperforming stores), 2) develop new cost structure by reducing operating fixed costs (including corporate G&A expenses), 3) reimagining supply

chain structure to optimise costs and 4) conserve cash by working on rebated & discounts and responsible Capex spending.

- Store expansion: Westlife opened 4 stores in Q4FY20 taking total store count to 319 stores across 42 cities out of which 90% of stores are now of modern and contemporary design. Further, 5 more stores were ready but couldn't start operations due to lockdown likely to be opened in 2HFY20 once the lockdown is completely lifted. Further, Westlife is revaluating its store expansion plans and said it will be difficult to meet the Vision 2022 targets of store expansion now given they will not be opening any new stores till the lockdown is completely lifted. However, management stays committed to the other targets of Vision 2022.
- **75% of stores in high Covid areas:** Westlife's 75% of stores are located in Maharashtra, Gujarat, Tamil Naidu and Kerala these are some of the worst effected states by Covid-19.
- Alternate channels: Management indicated that channels such as delivery, takeaway and drive thru contribute >50% of their pre-Covid sales at a company level and expects it to further grow. Westlife has also introduced on-the-go service in which you can pre-order and collect it from outside the stores (no need to step out of the vehicle). Further Westlife has a total of 1,000+ touch pints to consumer through multiple sales channels.
- **McCafe:** Westlife added 5 McCafés during Q4 taking it to total of 223 McCafés. Further its average sales per day and total sales increased to 2.3x and 8.7x respectively in last 4 years. Management believes that McCafe portfolio is fairly diversified and hence will not be materially impacted by shift towards from working from home as these stores are not just located in corporate parks.
- **McDelivery:** Westlife expanded 6 McDelivery hubs during Q4 taking it to total of 264 McDelivery hubs. Further its average sales per day and total sales increased to 3.2x and 6.3x respectively in last 4 years. The delivery hubs will continue to increase but certain stores which are located in highways and malls will not require delivery hubs.
- **Food aggregators (FAs):** There has been no change in commission terms with FAs. Management further mentioned that they continue to be in constant touch with FAs and are also in talks with Amazon.
- **Rentals:** Westlife has long term revenue sharing with no minimum guarantee real estate contracts with 90% of mall stores. It is further re-negotiating deals with its high street store landlords to optimise rental costs.
- **Employee cost:** 60% of employees in Westlife's payroll are part-time employees, helping Westlife manage its employee cost. They also indicated that they do have any flexi-pay structure for employees.
- Recovery: Smaller towns are doing well as compared to large cities like Mumbai as they are comparatively less impacted by Covid and have lesser restrictions in operations.
- **McDonald's app:** Total downloads of McDonalds has increased to c.3.4mn since its launch in Jan'19 while active users increased YoY by c.2.4 times in Q4FY20.
- Extraordinary item: Westlife recorded extra ordinary expenses of Rs 166 mn for writing off perishable food inventory due to reduced demand in second half of March driven by Covid pandemic.

#### Chart 1: McDonald's store additions (net)

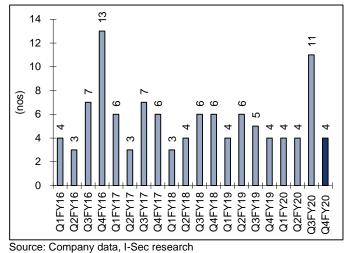
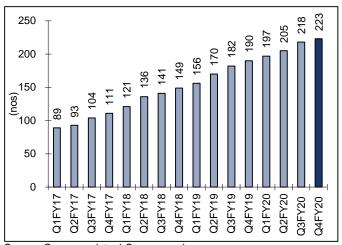
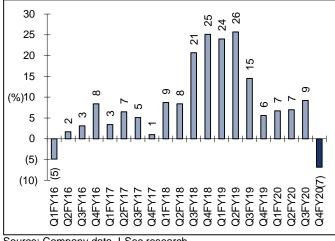


Chart 3: Number of stores – McCafe



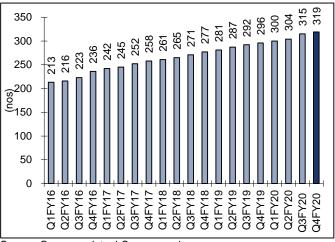
Source: Company data, I-Sec research

#### Chart 5: Same store sales growth



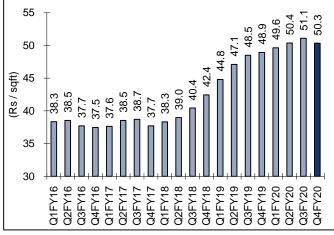
Source: Company data, I-Sec research

#### Chart 2: Number of stores – McDonald's



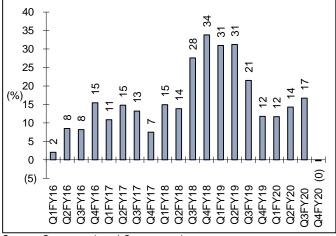
Source: Company data, I-Sec research

#### Chart 4: Average Unit Volume (AUV) – Average sales per restaurant on TTM basis



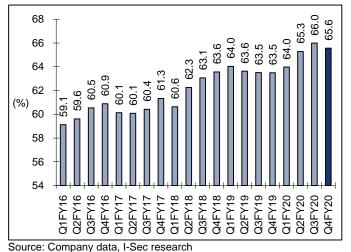
Source: Company data, I-Sec research

#### **Chart 6: Revenue growth**

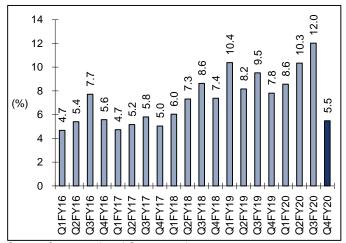


Source: Company data, I-Sec research

#### Chart 7: Gross margin (%)

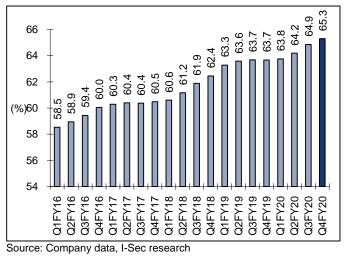


#### Chart 9: EBITDA margin (%)

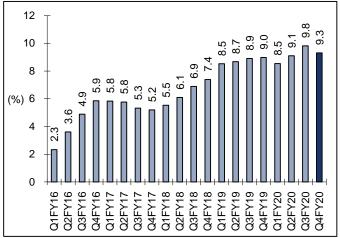


Source: Company data, I-Sec research

#### Chart 8: Gross margin TTM basis (%)



#### Chart 10: EBITDA margin TTM basis (%)



Source: Company data, I-Sec research

#### **Table 3: Profit & Loss statement**

#### (Rs mn, year ending March 31)

	FY19	FY20	FY21E	FY22E
Net Sales & Operating				
income	14,016	15,478	13,166	18,629
Operating Expenses	12,810	13,290	11,734	15,542
EBITDA	1,206	2,188	1,432	3,087
% margins	8.6	14.1	10.9	16.6
Depreciation & Amortisation	797	1,384	1,378	1,468
Gross Interest	177	808	704	724
Other Income	161	127	120	138
Recurring PBT	393	123	(530)	1,032
Less: Taxes	(10)	24	(133)	260
Less: Minority Interest	-	-	-	-
Net Income (Reported)	403	282	(397)	772
Extraordinaries (Net)	-	183	-	-
Recurring Net Income	403	99	(397)	772

Source: Company data, I-Sec research

#### **Table 4: Balance sheet**

(Rs mn, year ending March 31)

	FY19	FY20	FY21E	FY22E
Assets				
Total Current Assets	1,879	2,277	1,981	2,874
of which cash & cash eqv.	92	30	106	761
Total Current Liabilities &	2,042	1,529	1,294	1,832
Provisions	2,042	1,020	1,204	1,002
Net Current Assets	(163)	748	686	1,043
Investments	2,128	1,042	918	1,211
Net Fixed Assets	5,952	14,086	13,437	13,160
Capital Work-in-Progress	284	226	226	226
Total Assets	8,201	16,101	15,267	15,640
Liabilities				
Borrowings	2,370	10,331	9,894	9,494
Deferred Tax Liability	-	-	-	-
Minority Interest	-	-	-	-
Equity Share Capital	311	311	311	311
Face Value per share (Rs)	2	2	2	2
Reserves & Surplus	5,519	5,459	5,062	5,835
Less: Misc. Exp. n.w.o.				
Net Worth	5,830	5,770	5,374	6,146
Total Liabilities	8,201	16,101	15,267	15,640

Source: Company data, I-Sec research

#### **Table 5: Quarterly trends**

(Rs mn, year ending March 31)

	Jun 19	Sep 19	Dec 19	Mar 20
Net sales	3,803	3,949	4,306	3,328
% growth (YoY)	11.7	14.3	16.7	(0.3)
EBITDA	503	595	709	370
Margin (%)	13.2	15.1	16.5	11.1
Other income	30	37	45	15
Extraordinaries (Net)	(16)	(14)	-	(153)
Adjusted Net profit	4	61	144	(119)

Source: Company data, I-Sec research

#### **Table 6: Cashflow statement**

	FY19	FY20	FY21E	FY22E
Operating Cashflow	1,258	724	510	1,682
Working Capital				
Changes	(110)	164	(10)	7
Capital Commitments	(1,427)	(1,261)	(729)	(1,192)
Free Cashflow	(279)	(374)	(229)	497
Cashflow from				
Investing Activities	(1,497)	(676)	(338)	(1,054)
Issue of Share Capital	2	10	-	-
Inc (Dec) in Borrowings	327	(1,397)	(551)	(483)
Dividend paid	-	-	-	-
Chg. in Cash & Bank				
balance	(19)	(67)	76	656
Closing cash & balance	90	25	106	761

urce: Company data, I-Sec research

#### **Table 7: Key ratios**

(Year ending March 31)				
	FY19	FY20	FY21E	FY22E
Per Share Data (Rs)				
EPS	2.6	0.6	(2.5)	5.0
Cash EPS	7.7	9.5	6.3	14.4
Dividend per share (DPS)	-	-	-	-
Book Value per share (BV)	37.5	37.1	34.5	39.5
Growth (%)				
Net Revenue	23.5	10.4	(14.9)	41.5
EBITDA	55.9	81.4	(34.6)	115.6
PAT	305.3	96.5	(93.3)	2,898.1
DPS	-	-	-	-
Valuation Ratios (x)				
P/E	114.7	465.8	(116.5)	59.8
P/CEPS	38.5	31.2	<u></u> 47.1	20.6
P/BV	7.9	8.0	8.6	7.5
EV / EBITDA	38.9	21.4	32.7	15.2
EV / Sales	3.3	3.0	3.6	2.5
Operating Ratios				
Raw Material / Sales (%)	36.1	34.8	34.4	34.2
Employee cost / Sales (%)	14.1	14.4	16.0	13.1
Royalty cost / Sales (%)	4.6	4.6	4.6	5.3
SG&A / Sales (%)	36.7	32.2	34.2	30.8
Other Income / PBT (%)	40.9	103.1	(22.7)	13.4
Effective Tax Rate (%)	(2.6)	19.4	25.2	25.2
Working Capital (days)	(5.2)	(16.4)	(19.0)	(13.6)
Inventory Turnover (days)	10.7	9.7	9.7	9.7
Receivables (days)	2.5	1.1	1.1	1.1
Payables (days)	30.7	30.2	30.0	30.0
Net D/E (x)	0.2	0.0	(0.0)	(0.2)
Profitability Ratios (%)				
Net Income Margins	2.9	0.6	(3.0)	4.1
RoACE	5.3	10.2	0.8	23.3
RoAE	7.2	1.7	(7.1)	13.4
Dividend Payout	-	-	-	-
Dividend Yield	-	-	-	-
EBITDA Margins	8.6	14.1	10.9	16.6

Source: Company data, I-Sec research

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