140.7

30.7

₹ 2

18,435.9

980 / 466

Phoenix Mills (PHOMIL)

CMP: ₹ 766 Target: ₹ 950 (24%)

Target Period: 12 months

May 30, 2021

Researci

BUY



ICICI direct

The Phoenix Mills Limited Particulars Particular Amount (₹ crore) Market Capitalization 14,003.4 Total Debt 4,573.2

Key Highlights

52 week H/L (₹)

Equity capital

Face value

Cash and Investments

ΕV

- Over the medium term we expect retail rental income to grow at a CAGR of 15% to
 ₹ 2060 crore in FY20-25E
- Maintain BUY with unchanged target price of ₹ 950/share

Key risks to our call

- Sustained slowdown in commercial leasing.
 - Slower than expected recovery in retail assets post lockdown

Healthy performance...

The key highlight for Phoenix Mills (PML) was consumption recovery at retail malls. During Q4FY21, total consumption was at ₹ 1,435 crore (up 5% QoQ; at ~100% (~94% on like to like basis) of Q4FY20). Reported revenues degrew ~3.4% YoY to ₹ 385.9 crore, with core portfolio (commercial + retail + hospitality) revenues down ~14.7% YoY to ₹ 329.5 crore, dragged by weak hospitality performance (down ~66% YoY). Reported EBITDA margin were down 620 bps YoY to 44.9%, given the higher mix of residential revenues.

Lockdown to impact in Q1...but recovery could be quicker

PML rental income in Q4FY21 at ₹ 216.6 crore was at ~97% of Q4FY20 and up 23% QoQ. FY21 rentals at ₹ 563 crore was ~55% of FY20. Additionally, retail collections witnessed sharp improvement (up 42% QoQ) at ₹ 370 crore during Q4FY21. Currently, consumption, footfall remained impacted by lockdowns led closure and PML expects to resume discussions with retailers close to reopening. However, it remains confident that recovery could be much quicker post reopening. We conservatively bake in rentals at ₹ 868 crore (~15% lower than FY20 levels on a like-to-like basis), given the likely waivers. The same is likely to recovery to pre-Covid levels in FY23, coupled with slated renewals led growth. Over the medium term, we expect retail rental income to grow at a CAGR of ~15% to ₹ 2060 crore in FY20-25E.

Kolkata projects to be partnered with CPPIB

The company has partnered with Canada Pension Plan Investment Board (CPPIB) for the Kolkata project. CPPIB has committed to invest ~₹ 384 crore (with maximum of up to ₹ 560 crore) in tranches (₹ 180 crore in tranche 1, ₹ 204 crore in tranche 2 upon receipt of necessary approvals) for an ultimate equity stake of 49%. Recall that land parcel has retail development potential of 1 mn sq ft (msf) in phase-1 (total estimated costs (including land) of ₹ 925-930 crore), which is likely to be operationalised by FY25. CPPIB has also extended further funding of up to ₹ 400 crore (₹ 800 crore by PML and CPPIB) to the under construction malls at Wakad, Hebbal and Indore and company intends to use it for construction instead of debt.

Valuation & Outlook

PML remains a quasi-play on India's consumption story, given the quality of assets, healthy balance sheet & strategic expansion plans. The QIP fund raise/investments by GIC/CPPIB has boosted the liquidity & growth ammunition. With only five to six major retail mall developers currently in India, and given it's USP of operating large format properties efficiently, PML remains a superior player in the medium to long term. We maintain BUY rating with unchanged SoTP based target price of ₹ 950/share.

Research Analyst

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Key Financial Summary						
(₹ Crore)	FY19	FY20	FY21	FY22E	FY23E	CAGR FY21-23E
Net Sales (₹ crore)	1,981.6	1,941.1	1,073.3	1,693.4	2,516.0	53.1%
EBITDA (₹ crore)	993.2	967.1	494.2	861.4	1,310.9	62.9%
EBITDA margin (%)	50.1	49.8	46.0	50.9	52.1	
Adj. Net Profit (₹ crore)	372.9	327.0	52.6	244.8	578.9	231.7%
Adj. EPS (₹)	24.4	21.4	3.1	14.2	33.7	
P/E (x)	27.9	35.0	250.2	53.8	22.7	
EV/EBITDA (x)	17.1	17.8	33.0	19.3	12.6	
Price / Book (x)	3.4	3.2	2.7	2.6	2.4	
RoCE (%)	9.6	8.6	3.7	6.5	10.0	
RoE (%)	10.7	8.8	1.1	4.8	10.5	

Exhibit 1: Variance Ar	nalysis						
	Q4FY21	Q4FY21E	Q3FY20	YoY (Chg %)	Q3FY21	QoQ (Chg %)	Comments
Income from Operation	385.8	393.1	399.2	-3.4	337.8	14.2	The retail revenues declined by \sim 1.2% YoY at ₹ 267.2 crore, while hospitality revenues declined by \sim 65.7% YoY at ₹ 29.7 crore. Commercial remained resilient segment which witnessed revenues growth of \sim 12% YoY at ₹ 32.6 crore. The revenues recognition of ₹ 56.3 crore in residential segment, up 3.3x YoY
Other Income	49.6	15.1	10.4	377.1	15.1	228.1	
Total raw material Expense	30.9	30.0	15.9	94.5	27.5	12.4	
Employee cost	32.0	40.0	35.4	-9.6	37.4	-14.6	
Other expenditure	121.9	80.0	113.3	7.6	84.4	44.4	
EBITDA	173.4	215.1	204.3	-15.1	158.8	9.2	
EBITDA Margin (%)	44.9	54.7	51.2	-623 bps	47.0	-206 bps	
Depreciation	52.0	54.0	54.5	-4.7	53.1	-2.0	
Interest	80.7	87.0	84.0	-3.9	85.7	-5.8	
РВТ	90.3	89.2	76.1	18.6	35.2	156.7	
Taxes	26.0	22.3	27.9	-6.7	-24.9	-204.3	
Reported PAT	65.5	76.1	46.7	40.3	65.4	0.1	

Source: Company, ICICI Direct Research

Exhibit 2: Change in e									
	FY20	FY21		FY22E			FY23E		
(₹ Crore)			Old	New	% Change	Old	New	% Change	Comments
									Lower FY22E rental and
Revenue	1941.1	1073.3	2104.0	1693.4	-19.5	2,405.9	2516.0	4.6	Hospitality revenues due to
									lockdowns
EBITDA	967.1	494.2	1066.9	861.4	-19.3	1,256.1	1310.9	4.4	
EBITDA Margin (%)	49.8	46.0	50.7	50.9	16 bps	52.2	52.1	-11 bps	
PAT	334.7	52.6	381.8	244.8	-35.9	466.0	578.9	24.2	
EPS (₹)	21.8	3.1	22.2	14.2	-35.9	27.1	33.7	24.3	

Conference call Highlights

- Retail/Commercial Properties KPIs: Total consumption during Q4FY21 was at ~₹ 1,440 crore (up 5% QoQ) and has reached ~100% of Q4FY20 level mainly led by a) increase in mall operations across, b) resumption in F&B and c) pickup on account of festive season. Excluding the contribution of Phoenix Palassio (launched in July, 2020), consumption recovery was ~94% of Q4FY20 on a like to like basis. In line with consumption, retail collections witnessed sharp improvements in Q4FY21 and were at ₹ 370 crore (up 42% QoQ). Currently, while the consumptions/footfalls have got impacted due to lockdown-like scenarios, the company expects it to reach 100% of FY20 levels within 45-60 days of re-opening of the malls and lifting of lockdown-like conditions. Additionally, as of now, the company has ~7 mn sq ft of gross leasable area (GLA) across nine operational retail malls in six cities. With the strong pipeline in malls including Phoenix Millennium (Wakad), Phoenix Citadel (Indore), Phoenix Mall of Asia (Bangalore) and Palladium (Ahmedabad), total of ~13 mn sq ft mall GLA is expected to be operational by FY25. In the commercial business, its office portfolio was least impacted and commercial revenues were 98% on YoY basis (₹ 111.5 crore). Collection efficiency was at >90%. Among major assets, 95% of the Fountain head Pune tower 1 are leased and operational. For tower 2, area has been recently leased and is expected to start generating rent from July 2021. Fountainhead tower 3 is under construction and is currently near completion stage
- Residential business: The residential segment reported revenues of ₹ 56.3 crore during Q4FY21 (up 4.3x of Q4FY20 revenues) as the company witnessed healthy demand of ready to move in inventory and reconfiguration of Kessaku into smaller units. Collections were at ₹ 49.9 crore and the company has sold inventory worth ₹ 63 crore in Q4FY21. Additional sales of ₹ 32.5 crore was completed in Q4FY21 for which registration is pending. During FY21, the company has achieved sales of ₹ 205 crore and collections were at ₹ 140 crore
- Hospitality portfolio: Hospitality business revenues fell 65.7% YoY to ₹ 29.7 crore in Q4FY21. St Regis occupancy remained low at ~39% in Q4FY21 (vis-à-vis 69% in Q4FY20). However, the company has undertaken various cost rationalization exercises during the quarter, which translated into profit at the operating level. Going forward, the management expects operating performance to remain subdued in the near term with lockdown like situation in Maharashtra. Also, the company is looking to capitalise on several Banquets projects at St Regis for which the company expects significant traction post lifting of lockdown-like conditions. In Agra Courtyard Marriot, operations were shut since March and reopened on August 8, 2020. Post opening, occupancy in Courtyard during Q4FY21 was at 53% (vis-à-vis 60% in Q4FY20)
- Partnering with CPP Investments: The company, via its wholly owned subsidiary viz. Mindstone Mall Developers, had acquired 7.5 acres of land in Alipore, Kolkata during February, 2021 for total consideration of ~₹ 300 crore to be used for retail-led mixed used consumption. As per the management, the land parcel has retail development potential of 1 mn sq ft in phase-1 (construction cost of ~₹ 550 crore), which is likely to be operationalized by FY25. For this SPV, the company has partnered with Canada Pension Plan Investment Board (CPPIB) and has executed definitive documents to develop a regional retail centre. CPP Investments has committed to invest ~₹ 560 crore in Mindstone Mall Developers Private Ltd in various tranches (₹ 180 crore in tranch-1, ₹ 204 crore in tranche 2

upon receipt of necessary approvals, and rest in tranche 3 required for construction purpose) for an ultimate equity stake of 49%. Additionally, the company has executed a Further Funding Subscription Agreement with CPPIB for Island Star Mall Developers Pvt Ltd (ISML). As per the Subscription Agreement, the company and CPPIB shall infuse in aggregate up to ₹ 800 crore in multiple tranches towards subscription of equity shares of the ISML on rights basis and the said infusion of capital shall be deployed towards construction and development of the on-going projects of its subsidiaries at Wakad- Pune, Hebbal- Bangalore and Indore- Madhya Pradesh

- Agreement with GIC: Phoenix Mills has entered into an agreement with Singapore's sovereign wealth fund GIC to set up a mall development platform in India. Initially, the fund will pick up ~ 26% equity in certain retail and office assets portfolio owned by Phoenix Mills and some of its subsidiaries. Further, both entities may mutually agree to further increase GIC's stake to up to 35% within a 12-month period from the closing of the proposed transaction. Currently, due-diligence process is at an advanced stage and is expected to be completed during Q1FY22
- Debt and capex: Gross debt was at ₹ 4,486.5 crore as on March 31, 2021. Effective net debt of PML was stable at ~₹ 2700 crore. Average cost of borrowing has reduced to 8.2% in March 2021 and is likely to decline further as downward repricing is expected, going forward. Additionally, the company has incurred capex of ₹ 346 crore in FY21, of which ₹ 173 crore was spent in Q4FY21. We expect annual capex of ~₹ 550-600 crore over the next two years for the under construction projects

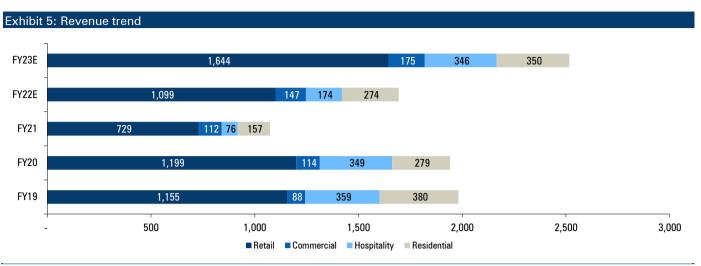
Company Analysis

Exhibit 3: Retail income trend								
	Q4FY20	Q1FY21	Q2FY21	Q3FY21	Q4FY21	YoY Growth (%)	QoQ Growth (%)	
Rental Income (₹ crore)								
HSP & Palladium	78.0	34.4	33.4	62.1	66.2	(15.1)	6.6	
PMC Mumbai	28.3	8.7	8.7	18.6	25.5	(9.9)	37.1	
PMC Bangalore	30.7	12.0	12.8	23.8	29.3	(4.6)	23.1	
PMC & Palladium Chennai*	38.5	13.4	7.4	23.6	33.8	(12.2)	43.2	
PMC Pune	35.0	12.5	13.6	25.0	33.6	(4.0)	34.4	
Phoenix Pallasio			3.7	12.3	16.1	NA	30.9	
Phoenix United Lucknow	7.2	2.2	3.7	5.9	6.4	(11.1)	8.5	
Phoenix United Bareily	5.0	1.2	2.8	4.8	5.7	14.0	18.8	

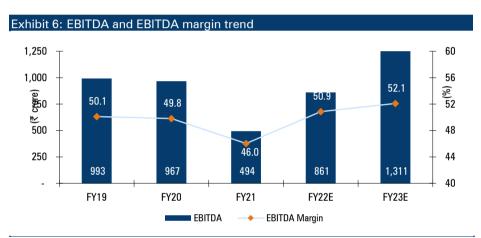
Source: Company, ICICI Direct Research

Exhibit 4: Commercia	al portfolio					
Office	Location	Total Area (msf)	Area Sold(msf)	Net Leasable Area (msf)	Area Leased (msf)	Average Rate (₹/sq ft.)
Operational						
Phoenix Paragon Plaza	Mumbai	0.43	0.12	0.31	0.16	107
The Centrium	Mumbai	0.28	0.16	0.12	0.08	NA
Art Guild House	Mumbai	0.80	0.17	0.63	0.48	96
Phoenix House	Mumbai	0.09	-	0.09	0.08	NA
Fountainhead - Tower 1	Pune	0.17	-	0.17	0.16	80
Fountainhead - Tower 2	Pune	0.25	-	0.25	0.06	71
Total Operational		2.04	0.46	1.58	1.02	

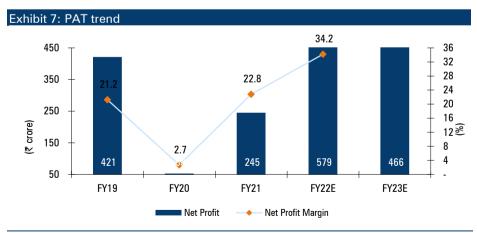
Financial story through charts



Source: Company, ICICI Direct Research



Source: Company, ICICI Direct Research

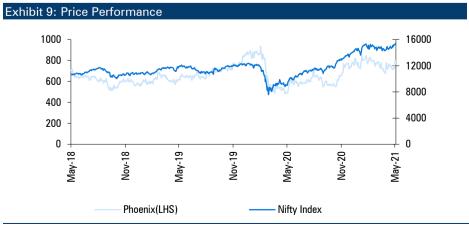


Valuation & Outlook

PML remains a quasi-play on India's consumption story, given the quality of assets, healthy balance sheet & strategic expansion plans. The QIP fund raise/investments by GIC/CPPIB has boosted the liquidity & growth ammunition. With only five to six major retail mall developers currently in India, and given it's USP of operating large format properties efficiently, PML remains a superior player in the medium to long term. We have conservatively baked in rentals at ₹ 868 crore (~15% lower than FY20 levels on like to like basis), given the likely waivers. The same is likely to recovery to pre-Covid levels in FY23, coupled with slated renewals led growth. Over the medium term, we expect retail rental income to grow at a CAGR of ~15% to ₹ 2060 crore in FY20-25E. We maintain BUY rating with a SoTP based target price of ₹ 950/share.

Exhibit 8: Valuation Type	Parameters	GAV	Debt	NAV	PML Value	Value/ share (₹/
турс	r ai ailietei s	(₹ crore)	(₹ crore)	(₹ crore)	(₹ crore)	share)
Retail	Leasable area (msf)					
Retail Operational	6.8	13,005.5	2,965.9	10,039.6	8343	485
Retail under construction/development	4.6	4174	53	4121	2095	122
Retail Total	11.4	17,180	3,019	14,161	10,438	607
Commercial	Leasable area (msf)					
Commercial Operational	1.0	1608	112	1496	1496	87
Commercial under construction	1.8	1297	0	1297	1190	69
Commercial Total	2.8	2,905	112	2,793	2,687	156
Hospitality	No of keys					
Hospitality Total	588	2,892	1,217	1,676	1,289	75
Residential	Saleable area (msf)					
Residential Total	3.7	1,088	-	1,088	858	50
Total	18.0	24,065		19,718	15,271	889
Add: Cash					1,026	60
Target price						948
Rounded off TP						950





Financial summary

Exhibit 10: Profit and loss statement							
₹ crore	FY20	FY21	FY22E	FY23E			
Net Sales	1,941.1	1,073.3	1,693.4	2,516.0			
Other Income	58.5	92.3	96.9	101.8			
Total revenues	1,999.6	1,165.6	1,790.3	2,617.8			
Raw Material Expenses	195.9	76.9	152.4	226.4			
Employee Cost	165.5	112.5	135.5	201.3			
Other Expenditure	612.6	389.7	544.1	777.3			
Total Operating Expenditure	974.0	579.1	832.0	1,205.1			
EBITDA	967.1	494.2	861.4	1,310.9			
Interest	347.8	347.8	346.4	384.0			
Depreciation	207.6	209.4	268.6	303.9			
PBT	478.0	29.2	343.4	724.8			
Tax	122.1	(4.7)	86.5	182.7			
Reported PAT	334.7	52.6	244.8	578.9			
EPS	21.9	3.1	14.2	33.7			

Source: Company, ICICI Direct Research

xhibit 11: Cash flow statem	nent			₹ crore
₹ crore	FY20	FY21	FY22E	FY23E
Profit after Tax	334.7	52.6	244.8	578.9
Depreciation	207.6	209.4	268.6	303.9
Interest paid	347.8	347.8	346.4	384.0
Cash Flow before wc changes	986.4	516.9	958.3	1,412.7
Net Increase in Current Assets	(130.3)	1.7	104.6	(596.8
Net Increase in Current Liabilities	31.8	(94.4)	(361.1)	535.7
Net cash flow from op. activities	779.8	436.6	615.3	1,168.9
Purchase of Fixed Assets	(780.3)	(744.2)	(594.8)	(537.7
(Purchase)/Sale of Investments	(913.4)	(1,018.5)	-	-
Net cash flow from inv. activities	(544.1)	(585.2)	(571.3)	(498.7
Proceeds from Long Term Borrowir	922.1	(181.2)	160.2	(8.8)
Interest paid	(325.6)	(368.0)	(346.4)	(384.0
Net cash flow from fin. activities	(286.9)	521.7	(217.8)	(538.1
Net Cash flow	(51.3)	373.2	(173.8)	132.1
Opening Cash	192.0	140.7	513.9	340.1
Closing Cash	140.7	513.9	340.1	472.2

Source: Company, ICICI Direct Research

Exhibit 12: Balance sh	neet			₹ crore
₹ crore	FY20	FY21	FY22E	FY23E
Equity Capital	30.7	34.4	34.4	34.4
Reserves & Surplus	3,677.7	4,850.4	5,063.6	5,497.1
Networth	3,708.4	4,884.8	5,098.0	5,531.5
Total Debt	4,308.4	3,757.0	3,917.2	3,908.5
Other financial liabilities	202.1	156.7	162.4	241.3
Deferred Tax Liability	2.8	2.1	2.1	2.1
Source of Funds	9,500	10,120	10,534	11,040
Gross Block	7,503.5	8,532.9	9,593.0	10,130.7
Less: Accumulated Dep	1,423.9	1,633.3	1,901.9	2,205.8
Net Block	6,079.6	6,899.7	7,691.2	7,925.0
Capital WIP	1,534.1	1,274.0	808.6	808.6
Total Fixed Assets	7,613.7	8,173.6	8,499.8	8,733.6
Investments	428.0	474.9	474.9	474.9
Inventories	816.1	768.2	719.1	1,034.0
Trade Receivables	201.7	295.0	185.6	275.7
Loans & Advances	9.7	15.0	23.7	35.3
Cash & Bank Balances	140.7	513.9	340.1	472.2
Other Current Assets	412.2	325.9	371.2	551.5
Total Current Assets	1,742.1	2,017.1	1,738.7	2,467.7
Trade Payable	110.1	84.7	133.6	198.5
Provisions	76.1	85.5	92.8	124.1
Other Current Liabilities	860.8	1,165.3	742.3	1,102.9
Total Current Liabilities	1,047.0	1,335.5	968.7	1,425.5
Net Current Assets	695.1	681.6	770.1	1,042.2
Application of Funds	9,500	10,120	10,534	11,040

Source: Company, ICICI Direct Research

Exhibit 13: Key ratios				
₹ crore	FY20	FY21	FY22E	FY23E
Per Share Data				
Reported EPS	21.9	3.1	14.2	33.7
Cash EPS	35.4	15.2	29.9	51.4
BVPS	242.2	284.2	296.6	321.8
Operating Ratios				
EBITDA / Net Sales	49.8	46.0	50.9	52.1
PAT / Net Sales	16.8	4.9	14.5	23.0
Return Ratios				
RoE	8.8	1.1	4.8	10.5
RoCE	8.6	3.7	6.5	10.0
RoIC	11.2	3.9	7.0	11.5
Valuation Ratios				
EV / EBITDA	17.8	33.0	19.3	12.6
P/E	35.0	250.2	53.8	22.7
EV / Net Sales	8.8	15.2	9.8	6.6
Market Cap / Sales	6.8	12.3	7.8	5.2
Price to Book Value	3.2	2.7	2.6	2.4
Turnover Ratios				
Asset turnover	0.2	0.1	0.2	0.2
Gross Block Turnover	0.2	0.1	0.2	0.2
Solvency Ratios				
Net Debt / Equity	1.1	0.6	0.7	0.6
Current Ratio	1.4	1.1	1.3	1.3
Quick Ratio	0.6	0.5	0.6	0.6

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Buy: >15%

Hold: -5% to 15%;

Reduce: -15% to -5%;

Sell: <-15%



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ANALYST CERTIFICATION

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