Avenue Supermarts

 BSE SENSEX
 S&P CNX

 58,299
 17,382

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D^{*}Mart

Stock Info

Bloomberg	DMART IN
Equity Shares (m)	648
M.Cap.(INRb)/(USDb)	2744.7 / 34.5
52-Week Range (INR)	5900 / 3185
1, 6, 12 Rel. Per (%)	12/4/11
12M Avg Val (INR M)	2240
Free float (%)	25.0

Financials Snapshot (INR b)					
Y/E March	FY22	FY23E	FY24E		
Sales	309.8	468.3	581.8		
EBITDA	25.0	42.1	52.0		
Adj. PAT	14.9	26.7	33.4		
EBITDA Margin (%)	8.1	9.0	8.9		
Adj. EPS (INR)	23.0	41.3	51.5		
EPS Gr. (%)	35.7	79.2	24.8		
BV/Sh. (INR)	219.2	262.0	315.5		
Ratios					
Net D:E	-0.2	-0.2	-0.2		
RoE (%)	11.5	17.8	18.5		
RoCE (%)	11.4	16.8	17.0		
Payout (%)	0	0	0		
Valuations					
P/E (x)	183.9	102.6	82.2		
EV/EBITDA (x)	110.0	65.0	52.6		
EV/Sales (X)	8.9	5.8	4.7		

0

-0.4

0

0.1

0

0.4

Div. Yield (%)

FCF Yield (%)

CMP: INR4,237 TP: INR3,740 (-12%) Neutral

To focus on growth, expand the e-commerce business

DMART hosted an analyst meet to discussing the ongoing market conditions, its new larger store strategy, remodeling of ecommerce business and the growth outlook

Is the sluggish recovery or higher store sizes hurting sales productivity and gross margin?

Revenue/sq. ft. has been sluggish (-8% CAGR) over the last three years. The management sees little cause for concern as the Mass Discretionary segment (27% of revenue) is yet to fully recover. It appeared optimistic that high bill values have partly compensated for the lower footfalls and cut in bill sizes. The higher store size has pulled down revenue productivity, but it gives DMART an opportunity to increase product offerings to the mass value customer, thus increasing its wallet share. It also offers a longer term growth visibility. Being on an ownership model, the lower revenue/sq. ft. in the initial period is less concerning as the benefits of long-term high ROIC far outpace the lower throughput.

In no hurry to scale up its online presence

Despite the mushrooming of several Online Grocery players, with some achieving sizeable scale, the management appears in no hurry to scale up its online presence. The Online segment attracts both value and convenience-oriented customers. DMART continues to focus on the value customer, through its pricing and product offering. Even though it is yet to turn profitable, the management is now much more constructive on the business, with plans to: a) build new fulfillment centers in close proximity to debottleneck capacity, b) emphasize on home delivery wherever viable, and c) drive scale to improve economics in the Online Grocery business. It also plans to leverage its offline store locations and sourcing strength to drive unit economics. However, it is yet to see clarity on profitability. The management doesn't believe this has impacted its offline store business.

Building internal capabilities to drive store additions, but wary of changing market conditions

The last few quarters have seen strong store additions, ahead of our estimate, despite the COVID-led disruptions. The last five years too saw an increase in the number of store additions to maintain the pace of growth. The management acknowledged that with scale this can be a challenge, given the changing Real Estate market dynamics, even it has built internal capabilities. It targets higher store additions going forward. We have factored in cumulative store additions of 135 stores over FY22-24E, at a footprint CAGR of 18%.

Long-term margin trends to be maintained

Gross margin has not fully recovered in 1QFY23, down 10bp from pre-COVID levels (1QFY20), due to a sluggish performance in the Discretionary category. The management said the same may be capped at 15% over the long term. The lower cost of retailing at present has partly insulated the impact of lower revenue productivity, but margin can recover as revenue reaches normalized levels.

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Research Analyst: Harsh Gokalgandhi (Harsh.Gokalgandhi@motilaloswal.com) | Tanmay Gupta (Tanmay.Gupta@motilaloswal.com Investors are advised to refer through important disclosures made at the last page of the Research Report. Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

Shareholding pattern (%)					
As On	Jun-22	Mar-22	Jun-21		
Promoter	75.0	75.0	75.0		
DII	6.9	6.8	6.7		
FII	8.6	8.8	10.0		
Others	9.5	9.4	8.3		

FII Includes depository receipts

Stock's performance (one-year)



Key highlights from the management interaction

- The recovery in the Merchandise and Apparel segment remains muted as the Mass product category sees a postponement in demand due to spending pressures. The management expects a promising recovery within this segment as the situation normalizes.
 - The management plans to expand its e-commerce presence in smaller cities by focusing on the home delivery model and using its physical infrastructure (offline stores) as pick-up points.
- The pace of store additions continues as the company identifies various expansion opportunities. DMART will focus on opening larger format stores.

Valuation and view

- The strong growth in DMART's footprint and cost optimization has led to a healthy EBITDA/PAT CAGR of 15%/18% over FY19-22.
- Revenue per sq. ft. remains under pressure due to the impact of inflation on the Discretionary category and higher store sizes.
- We factor in an EBITDA/PAT CAGR of 37%/50% over FY22-24, with a footprint CAGR of 18%.
- We are cognizant of the prominence of new-age grocery models, rich valuations, and weak revenue/sq. ft. over the last few quarters. Subsequently, we maintain our Neutral rating with a TP of INR3,740.

Analyst meet highlights

Key takeaways

- The recovery in the Merchandise and Apparel segment remains muted as the Mass product category sees a postponement in demand due to spending pressures. The management expects a promising recovery within this segment as the situation normalizes.
- The management plans to expand its e-commerce presence in smaller cities by focusing on the home delivery model and using its physical infrastructure (offline stores) as pick-up points.
- The pace of store additions continues as the company identifies various expansion opportunities. DMART will focus on opening larger format stores.

Detailed Takeaways

Recovery momentum continues aided by improved bill value;

- Company saw limited impact of COVID on its sales given the nature of products sold.
- Company witnessed strong LTL growth indicating good recovery post second wave. This recovery continued to remain strong post omicron impact.
- Bill cuts at 181m were lower than FY20 numbers despite the strong store additions as footfalls continue to remain lower. This was however offset by improved Average Bill Value.
- Revenue throughput:
 - Revenue/ sq.ft. at INR27,454 was lower as compared to pre-covid levels majorly on account of opening up of larger store.
 - > The company however does not see this as a concern given the owner ship model followed instead of renting of stores.
 - While revenue for stores in bigger cities are better given the larger spending capacity, returns remain largely in line across tiers given the higher acquisition cost of property in these areas.

Non-Food (merchandise and apparel) segment remains a drag

- Aggregate share of apparel at ~23% is still lower as compared to pre-covid share of 27%-28%
- FY22 saw pressure within the discretionary spend category, especially within the mass product segment on account of inflationary pressure.
- Company affirmed that this was mainly due to a mix of down trading and postponement of demand within this segment.
- Company however sees this segment to inch towards recovery once the market normalises.
- It further stated that it would provide a better colour on the demand recovery in this segment in 2QFY23 results.

Margins and Cost:

- Gross margins for 1QFY23 were 50bp lower as compared to pre-covid levels of 1QFY19, mainly on account of lower revenue share from non-food categories.
- Seasonally 1Q is expected to be stronger as compare to full year in terms of gross margins given the higher demand for non-food products on account of school opening.

- Management stated the gross margins to remain sustainable in the range of 15%.
- Operating costs were lower v/s pre-covid levels mainly due to improved scale and lower footfalls.
- These costs are however expects to inch up going ahead as footfalls resume back to normal levels

Store Adds to continue

- Re-iterated it strategy of following cluster based expansion strategy which gives operating leverage to business.
- Company added highest ever stores in FY22, adding 50 stores during FY22
- Store addition pace will continue at an accelerated pace as company will look to keep incremental inorganic sales growth at similar or better levels
- Store size: Company will continue with opening of larger format stores of 50-60k sqft size stores which gives more opportunity to sell discretionary product, thereby enhancing margins.
- North region: Company sees huge opportunity in the norther market, especially in the Delhi, Ghaziabad and NCR region. It will look to add more stores in these regions.
- 13% of stores are leased. This will continue to remain in the range of 10-15% of total stores going ahead.
- Company looks to reach 120-130 stores mark in the MMR (Mumbai Metropolitan region) as it sees a huge growth opportunity in this market.
- Real estate:
 - It has also seen improved pricing for real estate in majority of the regions leading to property acquisition,
 - > Higher real estate pricing in the South Bombay region will abstain company from opening up of stores in that region.
 - It further stated that acquisition of land is with a target to open in 2 years, and it doesn't plan to build a land bank

Ecommerce to scale up:

- Revenue from this segment has doubled on YoY basis as company expanded its presence across 12 cities. Further, it has not witnessed any drop in traction post covid.
- Losses from this segment widened despite revenue growth as company is looking to scale up with ~90% expenses being variable cost
- Company finds this segment to be promising and looks to scale up without major capital requirements.
- The company, however, remains unsure on the profitability of this segment.
- It will look to scale up this segment by setting up of new fulfilment centres in proximity to demand areas as it looks to achieve 24hrs delivery in major markets like Mumbai.
- It currently has 519 pick-up points under D-Mart ready, as of Mar'22 of which ~300 points are located in Mumbai.
- Expansion in Smaller cities:
 - > The company is further exploring expansion within lower population cities with lower upfront capex cost and utilizing the base of D-Mart offline stores.
 - Company will look to focus on Home delivery in these markets and setting up pickup point within the store

- Fulfilment centres nearly peak within 6-8 months (majorly related to Mumbai and larger towns), while smaller towns may take a larger time period
- The company will continue to use the data to enhance the services instead of focusing on upselling and down selling opportunities
- Fresh and cash and carry: Fresh is challenging to run within the current format while cash carry seems to be a difficult model given the lower margin profiles.
- While the Gross margins within these segments remain lower, company will look to improve the profitability on the back of improved revenues

Continue to remain competitive on pricing

- Focus on value: Company re-iterated its focus on remaining a value focused rather than convenience
- It is not seeing any significant discounting pressure from peers.

Working Capital to normalise with recovery

- Company saw a very little impact on inventory churn during covid on account of nature of product sold. It further stated that it reaching pre-covid levels in terms of inventory days as revenues recovers.
- Fixed asset to turnover ratio is expected to improve moving forward and expected to come back to 4x in FY23.
- Company continues remain debt free with no external debt

Align Retail Trades Ltd:

The capex done in subsidiary was mainly to set-up manufacturing capability for sorting, grading and packing.

Exhibit 1: Valuation based on FY21E EBITDA

	Methodology	Driver (INR b)	Multiple	Fair Value (INR b)	Value/sh (INR)
EBITDA	FY24 EV/EBITDA	52	46	2,390	3,690
Less Net debt				-32	-50
Total Value				2,422	3,740
Shares o/s (m)				648	
CMP (INR)					4,237
Upside (%)					-12

Source: MOFSL, Company

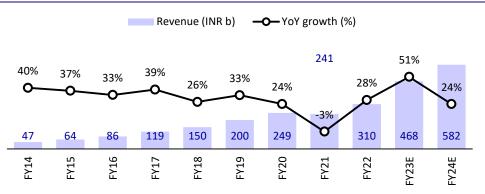
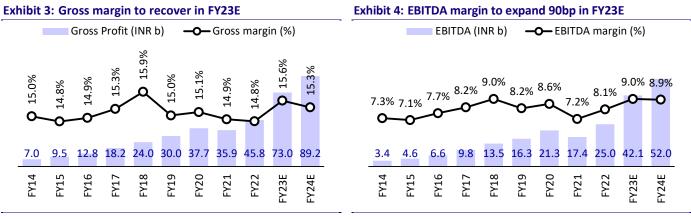


Exhibit 2: Revenue to witness robust 37% CAGR over FY22–24E

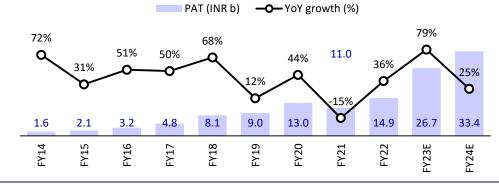
Source: MOFSL, Company



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Source: MOFSL, Company

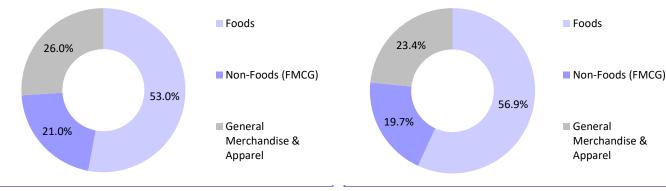




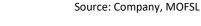
Source: MOFSL, Company

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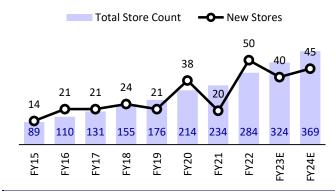
Exhibit 6: Revenue mix remains skewed (FY12)...



Source: Company, MOFSL







Source: Company, MOFSL



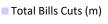
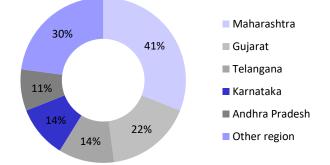






Exhibit 7: ...towards Foods category (FY22)



Source: Company, MOFSL

Exhibit 11: Revenue/sq. ft. declines as store size increases

Revenue from sales per retail business area sqft (INR)



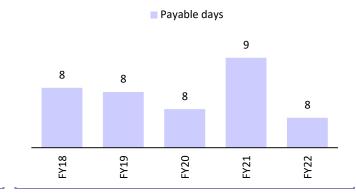
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Exhibit 12: Inventory days improves to 33 days



Exhibit 13: Payable days at 8 days for FY22

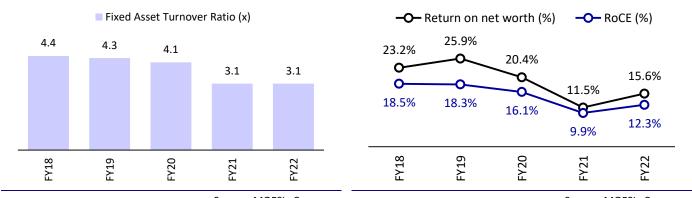
Exhibit 15: Return ratios recovers in FY22



Source: MOFSL, Company

Source: MOFSL, Company

Exhibit 14: Asset Turnover ratio at 3.1x



Source: MOFSL, Company

Source: MOFSL, Company

Financials and valuations

Consolidated - Income Statement Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Total Income from Operations		1,50,332	2,00,045	2,48,702	2,41,431	3,09,763	4,68,252	
•	1,18,977 38.6	26.4	33.1	2,48,702	2,41,431 -2.9	28.3	4,08,252 51.2	5,81,839 24.3
Change (%)		-		-	_			
Raw Materials	1,00,810	1,26,356	1,70,008	2,11,029	2,05,547	2,63,974	3,95,207	4,92,623
Gross Profit	18,167	23,976	30,037	37,673	35,884	45,789	73,045	89,216
Margin (%)	15.3	15.9	15.0	15.1	14.9	14.8	15.6	15.3
Employees Cost	1,925	2,826	3,554	4,561	5,366	6,162	9,365	11,055
Other Expenses	6,429	7,622	10,150	11,829	13,088	14,642	21,540	26,183
Total Expenditure	1,09,165	1,36,804	1,83,712	2,27,419	2,24,000	2,84,778	4,26,112	5,29,861
% of Sales	91.8	91.0	91.8	91.4	92.8	91.9	91.0	91.1
EBITDA	9,812	13,528	16,333	21,283	17,431	24,985	42,140	51,978
Margin (%)	8.2	9.0	8.2	8.6	7.2	8.1	9.0	8.9
Depreciation	1,278	1,590	2,125	3,744	4,142	4,981	5,834	7,134
EBIT	8,534	11,938	14,208	17,539	13,289	20,004	36,306	44,845
Int. and Finance Charges	1,220	595	472	691	417	538	645	775
Other Income	286	693	484	600	1,962	1,175	929	1,665
PBT bef. EO Exp.	7,600	12,036	14,219	17,448	14,835	20,641	36,589	45,735
EO Items	0	0	0	0	0	0	0	0
PBT after EO Exp.	7,600	12,036	14,219	17,448	14,835	20,641	36,589	45,735
Total Tax	2,683	4,158	5,195	4,438	3,840	5,717	9,841	12,348
Tax Rate (%)	35.3	34.5	36.5	25.4	25.9	27.7	26.9	27.0
Minority Interest	129	-185	1	1	0	0	0	0
Reported PAT	4,788	8,063	9,024	13,009	10,994	14,924	26,749	33,386
Adjusted PAT	4,788	8,063	9,024	13,009	10,994	14,924	26,749	33,386
Change (%)	49.5	68.4	11.9	44.2	-15.5	35.7	79.2	24.8
Margin (%)	4.0	5.4	4.5	5.2	4.6	4.8	5.7	5.7
Consolidated - Balance Sheet								(INR m)
Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Equity Share Capital	6,241	6,241	6,241	6,478	6,478	6,478	6,478	6,478
Total Reserves	32,177	40,450	49,634	1,04,320	1,15,359	1,30,299	1,57,047	1,90,434
Net Worth	38,418	46,691	55,875	1,10,797	1,21,837	1,36,776	1,63,525	1,96,912

lotal Reserves	32,177	40,450	49,634	1,04,320	1,15,359	1,30,299	1,57,047	1,90,434
Net Worth	38,418	46,691	55,875	1,10,797	1,21,837	1,36,776	1,63,525	1,96,912
Total Loans	14,973	4,393	4,298	37	0	0	10,000	16,500
Lease Liabilities				2,955	3,927	6,469	6,350	6,587
Deferred Tax Liabilities	505	452	633	474	512	640	640	640
Capital Employed	53,898	51,541	60,811	1,14,268	1,26,281	1,43,890	1,80,518	2,20,641
Gross Block	27,764	37,223	49,352	68,484	83,178	1,10,486	1,24,136	1,53,511
Less: Accum. Deprn.	2,260	4,006	6,131	9,786	13,873	18,669	24,503	31,636
Net Fixed Assets	25,504	33,217	43,221	58,698	69 ,305	91,817	99,634	1,21,875
Right to use assets				7,173	9,602	13,887	14,655	15,497
Capital WIP	1,529	1,471	3,768	3,644	10,196	11,293	11,293	11,293
Total Investments	531	682	165	31,374	30	59	48	38
Curr. Assets, Loans&Adv.	30,629	20,330	22,118	26,264	56,237	50,758	82,130	1,03,304
Inventory	9,479	11,634	16,087	19,474	22,483	27,427	37,897	47,238
Account Receivables	210	335	644	196	436	669	1,032	1,282
Cash and Bank Balance	18,843	5,602	2,191	1,079	14,456	2,986	23,525	35,108
Loans and Advances	2,097	2,758	3,197	5,516	18,863	19,677	19,677	19,677
Curr. Liability & Prov.	4,295	4,942	9,246	6,497	10,280	10,838	13,386	16,669
Account Payables	2,607	3,173	4,633	4,335	5,781	5,892	8,938	11,141
Other Current Liabilities	1,605	1,642	4,474	1,996	4,236	4,533	3,980	4,946
Provisions	84	127	139	167	262	413	468	582
Net Current Assets	26,334	15,387	12,872	19,767	45,958	39,920	68,744	86,636
Deferred Tax assets	0	1	2	3	10	17	17	17
Appl. of Funds	53,897	51,541	60,811	1,14,268	1,26,281	1,43,890	1,80,518	2,20,642
E: MOFSL Estimates								

E: MOFSL Estimates

Financials and valuations

Ratios								
Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Basic (INR)								
EPS (diluted from FY17)	7.7	12.9	14.5	20.1	17.0	23.0	41.3	51.5
Cash EPS (diluted from FY17)	9.7	15.5	17.9	26.8	24.3	31.9	52.2	64.9
BV/Share (diluted from FY17)	61.6	74.8	89.5	177.5	195.2	219.2	262.0	315.5
DPS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Payout (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Valuation (x)								
P/E	552.3	328.0	293.0	211.0	249.6	183.9	102.6	82.2
Cash P/E	435.9	273.9	237.2	157.8	174.7	132.8	81.2	65.3
P/BV	68.8	56.6	47.3	23.9	21.7	19.3	16.2	13.4
EV/Sales	22.2	17.6	13.2	11.0	11.3	8.9	5.8	4.7
EV/EBITDA	269.0	195.3	162.0	127.6	156.9	110.0	65.0	52.6
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FCF per share	-2.8	-2.9	-9.5	-6.6	-10.1	-15.7	19.8	10.4
Return Ratios (%)			0.0	0.0		2017	2010	2011
RoE	17.9	18.9	17.6	15.6	9.5	11.5	17.8	18.5
RoCE	14.2	15.8	16.8	15.5	9.4	11.4	16.8	17.0
RoiC	14.2	20.4	18.3	19.7	11.0	12.5	19.3	20.5
Working Capital Ratios	10.7	20.4	10.5	15.7	11.0	12.5	15.5	20.5
Fixed Asset Turnover (x)	4.3	4.0	4.1	3.6	2.9	2.8	3.8	3.8
Asset Turnover (x)	2.2	2.9	3.3	2.2	1.9	2.2	2.6	2.6
Inventory (Days)	34	34	35	34	40	38	35	35
Debtor (Days)		1	1	0	40	1	1	1
Creditor (Days)	9	9	10	7	10	8	8	8
	9	9	10	/	10	0	0	0
Leverage Ratio (x) Current Ratio	7.1	4.1	2.4	4.0	5.5	4.7	6.1	6.2
Interest Cover Ratio	7.1	20.0	30.1	25.4	31.9	37.2	56.2	57.9
Net Debt/Equity	-0.1	0.0	0.0	-0.3	-0.1	0.0	0.0	-0.1
Net Debt/Equity	-0.1	0.0	0.0	-0.3	-0.1	0.0	0.0	-0.1
Consolidated - Cash Flow Statement								(INR m)
Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
OP/(Loss) before Tax	7,600	12,036	14,219	17,448	14,835	20,641	36,589	45,735
Depreciation	1,278	1,590	2,125	3,744	4,142	4,981	5,834	7,134
Interest & Finance Charges	1,220	595	472	691	417	538	645	775
Direct Taxes Paid	-2,586	-4,027	-5,018	-4,924	-2,616	-5,603	-9,841	-12,348
(Inc)/Dec in WC	-2,697	-2,427	-3,507	-3,762	-1,271	-5,825	-8,284	-6,309
CF from Operations	4,815	7,767	8,292	13,197	15,506	14,733	24,943	34,985
Others	-237	-467	-224	-395	-1,754	-1,009	-929	-1,665
CF from Operating incl EO	4,578	7,300	8,068	12,801	13,751	13,724	24,015	33,320
(Inc)/Dec in FA	-6,354	-9,087	-13,970	-17,060	-20,275	-23,895	-11,184	-26,598
Free Cash Flow	-0,334 -1,775	- 1,787	- 5,902	-4,259	-6,524	-10,172	12,831	6,722
(Pur)/Sale of Investments	-229	-247	-3,302	- -,23 5	7,830	10,500	12,031	10
Others	-18,259	13,970		-29,505	1,345	500	929	
CF from Investments			4,386					1,665
	-24,842	4,635	-9,584	-46,566	-11,100	-12,895	-10,243	-24,924
Issue of Shares Inc/(Dec) in Debt	18,406 3,050	0 -10,791	0 2,600	41,869 -6,615	0 -1,359	0	0 10,000	6 5 0 0
	,			•				6,500
Interest Paid	-1,203	-800	-510	-682	-436	-538	-645	-775
Dividend Paid	0	0	0	0	0	1 255	2 5 9 9	2 5 4 0
Others			-	-998	0	-1,255	-2,588	-2,540
CF from Fin. Activity	20,253	-11,591	2,090	33,574	-1,795	-1,792	6,767	3,185
los /Dec of Cook		345	574	-190	856	-964	20,538	11,582
Inc/Dec of Cash	-11		C74	1 2 4 0	1 050	1 045	054	21 400
Opening Balance (without bank bal.)	340	329	674	1,249	1,059	1,915	951	21,490
Opening Balance (without bank bal.) Closing Balance	340 329	329 674	1,249	1,059	1,915	951	21,490	33,072
Opening Balance (without bank bal.)	340	329						

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			

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