

# **Devyani International**

Estimate changes
TP change
Rating change

Motilal Oswal values your support in the Asiamoney Brokers Poll 2022 for India Research, Sales, Corporate Access and Trading team. We request your ballot.



Bloomberg	DEVYANI IN
Equity Shares (m)	1,205
M.Cap.(INRb)/(USDb)	225.2 / 2.8
52-Week Range (INR)	199 / 108
1, 6, 12 Rel. Per (%)	8/2/-
12M Avg Val (INR M)	847

## Financials & Valuations (INR b)

	(	~ /	
Y/E March	2022	2023E	2024E
Sales	20.8	32.4	42.4
Sales Gr. (%)	83.6	55.4	30.8
EBITDA	4.8	7.7	10.1
EBITDA Margin (%)	22.8	23.7	23.9
Adj. PAT	1.8	3.1	4.0
Adj. EPS (INR)	1.5	2.6	3.3
EPS Gr. (%)	L/P	76.4	27.5
BV/Sh.(INR)	5.7	8.3	11.6
Ratios			_
RoE (%)	43.9	36.7	32.8
RoCE (%)	20.3	19.8	19.2
Valuation			
P/E (x)	128.2	72.7	57.0
P/BV (x)	32.8	22.5	16.0
EV/Sales (x)	10.8	6.9	5.3
EV/EBITDA (x)	47.4	29.3	22.0
Pre-IND AD 116 Ev/EBITDA (x)	75.2	47.0	34.8

#### Shareholding pattern (%)

As On	Jun-22	Mar-22	Jun-21		
Promoter	62.8	62.8	77.3		
DII	6.3	5.8	22.7		
FII	6.9	6.9			
Others	24.1	24.6			
FII Includes depository receipts					

CMP: INR187 TP: INR225 (+20% ) Buy

# Recovery in dine-in drives strong sales momentum

- DEVYANI's 1QFY23 result was in line at the operating level. Despite material cost inflation, overall gross margin fell only 10bp YoY and 20bp QoQ as a result of timely price increases. These hikes have been well absorbed, as highlighted in our Apr'22 <a href="channel check update">channel check update</a>.
- For KFC, average daily sales (ADS), at 127k, surpassed 3QFY22 levels, with healthy profitability metrics, given the sharp inflation in chicken costs. While Pizza Hut continues to report a sequential improvement in brand contribution margin, ADS is still lower than our estimate.
- With an increasing focus on hygiene, convenience, and innovation, QSRs, with their strong brands, present a great investment case, given their low penetration levels in India. Strong pricing power helps combat input cost inflation. DEVYANI remains among our top picks in this space. We maintain our Buy rating.

# Strong operating performance was in line with our estimates

- DEVYANI reported a sales growth of 99.8% YoY at INR7b (in line).
- SSSG for KFC/Pizza Hut/Costa Coffee (CC) grew 63.3%/31.5%/206.8% (est. 30%/4%).
- It added net new units (NNU) of 27 for KFC, 23 for Pizza Hut, 14 for CC, and five for others (India). Geography-wise, it added one NNU in Nigeria, but none in Nepal. A total of 70 NNUs were added in 1QFY23. Store additions were in line with the management's stated guidance and our estimate.
- The number of stores stood at 391/436/69/65 for KFC/Pizza Hut/CC/ others (India) as of 1QFY22. Its total store count in Nigeria/Nepal stood at 29/18. As of 1QFY23, it had a total of 1,008 stores.
- Consolidated gross margin fell 10bp YoY to 71.1%. Gross margin fell 30bp QoQ for KFC, but rose 70bp for Pizza Hut.
- EBITDA (post-Ind AS) grew 167.5% YoY to INR1.6b (in line). EBITDA margin expanded by 590bp YoY to 23.4% (est. 23%).
- EBITDA (pre-Ind AS) grew 474% YoY to INR1,137m, with an EBITDA margin of 16.1%.
- Adjusted PAT stood at INR748m (est. INR610m) v/s a loss of INR143m in 1QFY22.

# Highlights from the management commentary

- **SSG targets:** The management targets 3-4% SSSG in KFC on a steady state basis and a high single-digit SSSG for Pizza Hut.
- Delivery time shrinks in Pizza Hut: Around 70-80% of orders are being delivered within 30 minutes v/s 35 minutes at the time of its IPO a year ago.
- **Steady-state delivery contribution:** The steady-state delivery channel contribution for Pizza Hut/KFC is expected to be ~60%/35-40%.
- Price hikes: The management deliberately did not raise prices to cover the entire extent of RM inflation in KFC (9% price increase taken in 1QFY23). For Pizza Hut, it was able to raise prices ahead of the cost increases.
- Material costs stabilizing: Edible oil prices have fallen, while chicken prices have stabilized. While some other costs are inflating, there are no major worries currently.

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## Valuation and view

■ While its 1QFY23 result was in line, the improving operating outlook led us to raise our FY23/FY24 EPS estimate by 2.4%/3.9%. We also increased our FY23 EBITDA estimate by 5%, but improving profitability meant that the management guided at full tax rates from 3QFY23 onwards.

- We remain bullish on DEVYANI's prospects on account of: a) KFC's strong brand equity and the growth opportunity; b) gradual turnaround in Pizza Hut, driven by the management's focus on delivery and improved store metrics; c) sharp network expansion across the portfolio; and d) healthy operating profitability in the mid-teens (on a pre-Ind AS basis).
- We maintain our **Buy** rating with a SoTP-based TP of INR225 per share (Jun'24E EV/EBITDA of 45x/35x for KFC/Pizza Hut on a pre-Ind AS basis).

<b>Quarterly Performance</b>												(INR m)
Y/E March		FY2	2			FY23	3E		FY22	FY23E	FY23	Var.
	1Q	2Q	3Q	4Q	1Q	2QE	3QE	4QE			1QE	(%)
KFC - No. of stores	284	309	339	364	391	416	441	464	364	464	389	
PH - No. of stores	317	351	391	413	436	461	486	513	413	513	438	
KFC - SSSG (%)	158.0	72.0	23.8	3.0	63.6	19.0	5.0	16.0	49.4	41.8	30.0	
PH - SSSG (%)	216.1	73.5	24.7	2.3	31.5	6.0	8.0	7.0	45.4	32.5	4.0	
Net Sales	3,528	5,161	6,244	5,907	7,047	7,783	8,617	8,948	20,840	32,395	7,055	-0.1
YoY change (%)	280.6	124.4	64.7	36.4	99.8	50.8	38.0	51.5	83.6	55.4	100.0	
<b>Gross Profit</b>	2,511	3,664	4,457	4,209	5,010	5,549	6,161	6,400	14,842	23,121	4,974	0.7
Margin (%)	71.2	71.0	71.4	71.3	71.1	71.3	71.5	71.5	71.2	71.4	70.5	
EBITDA	616	1,233	1,478	1,397	1,647	1,844	2,051	2,119	4,760	7,661	1,623	1.5
EBITDA growth %	-444.6	175.5	67.5	19.7	167.5	49.6	38.7	51.7	109.7	61.0	163.6	
Margin (%)	17.4	23.9	23.7	23.6	23.4	23.7	23.8	23.7	22.8	23.7	23.0	
Depreciation	482	526	558	648	637	680	720	772	2,213	2,809	660	
Interest	324	328	296	322	328	340	355	374	1,270	1,397	335	
Other Income	47	52	39	24	90	65	65	59	161	279	50	
PBT	-144	431	663	451	771	889	1,041	1,033	1,438	3,735	678	13.8
Tax	0	6	9	-335	24	89	262	260	-320	635	68	
Rate (%)	0.2	1.3	1.4	-74.1	3.1	10.0	25.2	25.2	-22.2	17.0	10.0	
Adjusted PAT	-143	425	654	786	748	801	779	772	1,757	3,099	610	22.6
YoY change (%)	N/M	L/P	L/P	271.2	L/P	88.5	19.1	-1.7	L/P	76.4	L/P	

E: MOFSL Estimates

## Quarterly brand-wise performance in 1QFY23

	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23
KFC					
No. of stores	284	309	339	364	391
Net store addition	20	25	30	25	27
SSSG (%)	158.0	72.0	23.8	3.0	63.6
Net sales (INR m)	2,029	3,014	3,621	3,526	4,250
YoY growth (%)	-	140.9	63.8	38.8	109.5
ADS (INR '000)	92.1	116.4	124.0	113.0	127.0
Gross Margins (%)	69.4	69.1	69.3	69.3	69.0
Brand Contribution Margin (%)	16.0	22.4	23.0	21.8	22.4
Channel mix (%)					
Off-Premise	65	44	36	41	35
On-Premise	35	56	64	59	65
Pizza Hut					
No. of stores	317	351	391	413	436
Net store addition	20	34	40	22	23
SSSG (%)	216.1	73.5	24.7	2.3	31.5
Net sales (INR m)	965	1,333	1,556	1,464	1,651
YoY growth (%)	-	111.6	63.6	41.3	71.1
ADS (INR '000)	38.4	45.1	47.0	41.0	44.0
Gross Margins (%)	75.9	75.5	75.6	75.5	76.2
Brand Contribution Margin (%)	14.1	15.8	16.8	17.6	17.5
Channel mix (%)					
Off-Premise	80	62	58	59	54
On-Premise	20	38	42	41	46
Costa					
No. of stores	44	45	50	55	69
Net store addition	0	1	5	5	14
SSSG (%)	732.0	1,007.0	1,176.0	1,106.0	1,258.0
Net sales (INR m)	37	94	143	137	176
YoY growth (%)	-	135.0	88.2	61.2	375.7
ADS (INR '000)	16.1	27.4	37.0	30.0	36.0
Gross Margins (%)	78.4	79.8	79.7	81.8	81.8
Brand Contribution Margin (%)	16.2	33.0	32.2	29.9	30.7

Source: MOFSL, Company



# Highlights from the management commentary

# **Performance and outlook**

KFC's performance during the quarter was better v/s 3QFY22, a seasonally strong quarter. The management was happy with this performance.

# **Costs and margin**

- The full impact of input cost inflation will be witnessed in 2QFY23.
- The management deliberately did not take price hikes to cover the entire extent of RM inflation in KFC (9% price increase taken in 1QFY23). For Pizza Hut, it was able to take price increases ahead of cost increases.
- Edible oils prices have come down while chicken prices have stabilized. While some other costs are inflating there are no major worries currently.
- In the case of Pizza Hut, margins are likely to stabilize at current levels for some time after several quarters of improvement.
- Costa Coffee's prices are comparable to those of Starbucks (90% indexed).
- There has been no material change in the take rates given to aggregators.
- DEVYANI's lease rental rates have not increased over the last year.

# **Store expansion**

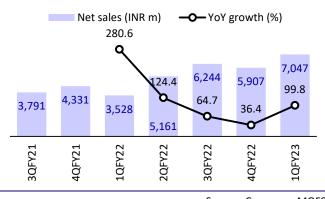
- The management aims to double total store count in 4-5 years.
- Non-metro stores now account for 52% of the total network.
- In FY23, the management guided for an additional 100 stores for KFC and Pizza Hut each with 40 additional stores for Costa Coffee.
- Large format dine-in stores for Pizza Hut are now only 10% of the total store network. Only 5% of incremental store openings will be large format stores which would primarily represent flagship stores in new cities.

# Other points

- The management targets 3-4% SSSG in KFC on a steady state basis and highsingle-digit SSSG for Pizza Hut.
- 70-80% of PH orders are being delivered under 30 mins v/s 35 mins at the time of DEVYANI's IPO, a year ago.
- The steady state delivery channel contribution for Pizza Hut/KFC is expected to be  $\sim 60\%/35-40\%$ .
- There has been an 8-9% inflation in Capex per store led by an increase in air conditioning costs and imported equipment.
- Pizza Hut launched 'Flavour Fun Pizzas' a value offering targeting the young population, college students and cost conscious consumers.
- New KFC stores take 16-18 months to reach system level ADS.

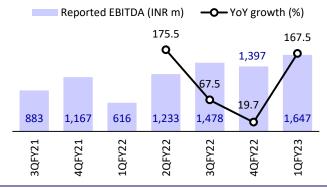
# **Key exhibits**

Exhibit 1: Net sales doubled YoY to INR7.0b in 1QFY23



Source: Company, MOFSL

Exhibit 2: EBITDA grew 167.5% YoY to INR1.6b



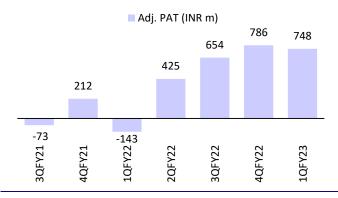
Source: Company, MOFSL

Exhibit 3: Reported/pre-Ind AS EBITDA margin contracts 50bp and expanded 80bp YoY to 23.4%/16.1% in 1QFY23

—O—Reported EM (%) -O- Pre-IND AS 116 EM (%) 26.9 23.7 23.6 23.4 23.3 0 0 15.3 16.4 16.6 16.1 12.1 5.6 1QFY23 3QFY21 1QFY22 **4QFY22** 

Source: MOFSL, Company

Exhibit 4: Adjusted PAT came in at INR748m



Source: MOFSL, Company

# Valuation and view

■ While the 1QFY23 result was in-line, the improving operating outlook lead us to increase our FY23/FY24 EPS estimates by 2.4%/3.9%. We also increased our FY23 EBITDA estimate by 5% but improving profitability also meant that the management guided for full tax rates from 3QFY23 onwards.

- We remain bullish on DEVYANI's prospects on account of: a) KFC's strong brand equity and growth opportunity; b) gradual turnaround in PH, driven by focus on delivery and improved store metrics; c) sharp network expansion across the portfolio; and d) healthy operating profitability in the mid-teens (Pre Ind AS basis).
- We maintain our **BUY** rating with a SoTP-based TP of INR225 per share (Jun'24E EV/EBITDA of 45x/35x for KFC/PH on a pre-Ind AS basis).

Exhibit 5: SoTP valuation for DEVYANI based on pre-Ind AS EV/EBITDA

	Jun'24E EBITDA*	Multiple	EV
KFC	4.4	45x	199.4
Pizza Hut	1.2	35x	42.6
Costa Coffee	0.4	20x	7.4
Other brands	0.1	15x	1.9
International	0.6	25x	14.5
Total	6.7	42x	265.8
Net debt	FY24E		-2.2
Equity value			268.0
TP (INR)			225
Upside (%)			20%

<sup>\*</sup>Pre-Ind AS 116 Source: Company, MOFSL

Exhibit 6: We change our FY23/FY24 EBITDA estimates by +4.8%/+1.9%

	Ne	New		ld	Change (%)		
INR m	FY23E	FY24E	FY23E	FY24E	FY23E	FY24E	
Sales	32,395	42,372	31,276	41,162	3.6	2.9	
EBITDA	7,661	10,132	7,313	9,940	4.8	1.9	
PAT	3,099	3,951	3,026	3,801	2.4	3.9	

Source: Company, MOFSL

# **Financials and valuations**

Income Statement consol.  Y/E March	FY19	FY20	FY21	FY22	FY23E	(INR m) FY24E
Net Sales	13,106	15,164	11,348	20,840	32,395	42,372
Change (%)	2.000	15.7	-25.2	83.6	55.4	30.8
Raw Materials	3,889	4,604	3,447	5,998	9,274	12,299
Gross Profit	9,217	10,560	7,902	14,842	23,121	30,073
Margin (%)	70.3	69.6	69.6	71.2	71.4	71.0
Operating Expenses	6,428	8,005	5,633	10,082	15,459	19,942
EBITDA Change (9/)	2,790	2,555	2,269	4,760	7,661	10,132
Change (%)	24.2	-8.4	-11.2	109.7	61.0	32.2
Margin (%)	21.3	16.8	20.0	22.8	23.7	23.9
Depreciation	2,028	2,233	2,295	2,213	2,809	3,576
Int. and Fin. Charges	1,356	1,584	1,528	1,270	1,397	1,607
Other Income	131	187	641	161	279	333
Profit before Taxes	-464	-1,076	-913	1,438	3,735	5,282
Change (%)	2.5	132.0	-15.2	-257.5	159.8	41.4
Margin (%) Total tax	-3.5 13	-7.1 18	-8.0 -11	6.9	11.5 635	12.5
				-320		1,331
Tax Rate (%)	-2.8	-1.7	1.2	-22.2	17.0	25.2
PAT before Minority and Exceptionals	-477	-1,095	-902	1,757	3,099	3,951
Gain/ (Loss) from Discontinued Operations	-349	-427	183	0	2.000	0
Adjusted PAT	-825	-1,521	- <b>719</b>	1,757	<b>3,099</b> 76.4	3,951
Change (%)	C 2	N/M	N/M	L/P		27.5
Margin (%)	-6.3	-10.0	-6.3	8.4	9.6	9.3
Minority Interest	-149	3	-78	-12	-57	-65
Exceptional items	116	-307	-89	206	0	0
Reported PAT	-792	-1,217	-552	1,563	3,156	4,016
Balance Sheet						(INR m)
Y/E March	FY19	FY20	FY21	FY22	FY23E	FY24E
Share Capital	1,062	1,062	1,154	1,205	1,205	1,205
Reserves	-1,764	-2,953	-16	5,658	8,814	12,830
Net Worth	-702	-1,891	1,138	6,863	10,019	14,035
Loans	4,002	4,307	3,805	1,325	1,325	1,325
Other Liability	12,347	12,882	8,724	11,217	12,319	14,791
Minority Interest	-510	-391	-419	-47	-104	-169
Capital Employed	15,136	14,906	13,248	19,358	23,559	29,981
Gross Block	7,233	9,625	12,718	16,419	19,581	23,415
Less: Accum. Depn.	2,028	4,261	6,556	8,769	11,578	15,154
Net Fixed Assets	5,204	5,364	6,162	7,649	8,002	8,261
Capital WIP	115	135	143	68	68	68
Goodwill	161	224	644	644	644	644
Right to Use Assets	9,947	10,351	6,660	8,911	11,685	15,908
Investments	471	414	456	351	351	351
Current	0	0	0	0	0	0
Non-current	471	414	456	351	351	351
Curr. Assets, L&A	2,177	2,347	2,619	5,001	7,273	10,273
Inventory	549	721	622	855	1,329	1,738
Account Receivables	230	173	169	211	327	428
Cash and Bank Balance	271	160	405	659	1,750	3,544
Others	1,127	1,293	1,423	3,277	3,867	4,563
Curr. Liab. and Prov.	2,938	3,929	3,436	3,267	4,466	5,525
Account Payables	1,368	1,632	1,619	1,964	3,053	3,993
Other Liabilities	1,400	2,138	1,565	1,043	1,126	1,217
Provisions	170	160	252	261	287	315
Net Current Assets	-762	-1,582	-818	1,734	2,807	4,749
Application of Funds	15,136	14,906	13,248	19,358	23,559	29,981
E: MOFSL Estimates	-,	,	-, -	-,	-,	.,

E: MOFSL Estimates

# **Financials and valuations**

Ratios						
Y/E March	FY19	FY20	FY21	FY22	FY23E	FY24E
Basic (INR)						
EPS	-0.8	-1.4	-0.6	1.5	2.6	3.3
Cash EPS	1.1	0.7	1.4	3.3	4.9	6.2
BV/Share	-0.7	-1.8	1.0	5.7	8.3	11.6
Valuation (x)						
P/E	N/M	N/M	N/M	128.2	72.7	57.0
Cash P/E	165.0	278.8	136.9	56.7	38.1	29.9
EV/Sales	15.4	13.3	19.3	10.8	6.9	5.3
EV/EBITDA	72.3	79.1	96.3	47.4	29.3	22.0
P/BV	N/M	N/M	189.6	32.8	22.5	16.0
Return Ratios (%)						
RoE		N/M	N/M	43.9	36.7	32.8
RoCE		3.4	4.3	20.3	19.8	19.2
RoIC		2.2	-0.2	19.9	20.0	20.4
Working Capital Ratios						
Debtor (Days)	6	4	5	4	4	4
Asset Turnover (x)	0.9	1.0	0.9	1.1	1.4	1.4
Leverage Ratio						
Debt/Equity (x)	-5.7	-2.3	3.3	0.2	0.1	0.1
Cash Flow Statement						(INR m)
Y/E March	FY19	FY20	FY21	FY22	FY23E	FY24E
OP/(loss) before Tax	-928	-1,196	-641	1,231	3,735	5,282
Depreciation	2,257	2,467	2,357	2,213	2,809	3,576
Net interest	1,348	1,594	1,518	1,180	1,118	1,274
Others	86	-74	-1,240	-177	0	0
Direct Taxes Paid	-3	-8	5	-103	-635	-1,331
(Incr)/Decr in WC	17	223	397	162	18	-147
CF from Operations	2,778	3,007	2,396	4,506	7,044	8,654
Incr in FA	-1,407	-988	-1,329	-2,930	-3,162	-3,834
Free Cash Flow	1,371	2,019	1,066	1,576	3,882	4,820
Pur of Investments	3	-2	22	-912	0	0
Others	-273	98	-2,263	173	-1,616	-1,686
CF from Invest.	-1,677	-892	-3,570	-3,669	-4,778	-5,520
Issue of Shares	0	0	3,476	4,486	0	0
Incr in Debt	-967	-1,791	-1,564	-4,776	0	0
Dividend Paid	0	0	0	0	0	0
Net interest Paid	-338	-435	-492	-147	-1,118	-1,274
Others	0	0	0	-146	-57	-65
CF from Fin. Activity	-1,305	-2,226	1,420	-584	-1,175	-1,339
Incr/Decr of Cash	-204	-111	245	253	1,091	1,794
Add: Opening Balance	475	271	160	405	659	1,750
Closing Balance	271	160	405	659	1,750	3,544

E: MOFSL Estimates

# NOTES

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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3 August 2022

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