

Company Focus

27 September 2007 | 10 pages

Pantaloon (PART.BO)

Buy: FY07 Slightly Weak, But Ample Near-Term Stock Triggers

- FY07 results slightly weak** — Reported FY07 EBITDA growth of 44.1% was 5pts below our estimate. This was due to lower gross margins, which declined 173bps due to: 1) product disruptions, due to operational restructuring, and 2) a shift in product mix towards lower margin electronics and mobile phones. Margins are likely to look up from 1QFY08E. Maintain Buy/Medium Risk (1M).
- Don't worry about consolidated EPS** — Consolidated FY07 EPS of Rs2.6 looks surprisingly low in contrast to parent EPS of Rs8.3, but this should not be a cause for worry. Pantaloon has invested in various new businesses, which are currently in the investment phase and are likely to bleed for some time. Nevertheless, we see ample value in these new businesses and would urge investors to view the consolidated results in this context.
- Ample near term stock triggers** — There are ample near-term triggers for Pantaloon's stock, in our view, key being likely capital infusion/listing of some of the subsidiaries (some currently loss making). Subsidiaries that we expect will likely unlock value over the next three months are Future Capital, Future Media and Future Bazaar, which we capture in our SOTP based price target.
- Outlook remains positive** — We maintain our positive outlook on the core business – margins will likely look up from 1QFY08E. In addition, Pantaloon's aggressive new store roll out is on track, and management expects total space to increase to 11m sq. ft by end FY08 and 18m sq. ft. by FY09.

Buy/Medium Risk	1M
Price (27 Sep 07)	Rs544.10
Target price	Rs626.00
Expected share price return	15.1%
Expected dividend yield	0.1%
Expected total return	15.2%
Market Cap	Rs79,847M US\$2,017M

Price Performance (RIC: PART.BO, BB: PF IN)



Statistical Abstract

Year to	Net Profit	Diluted EPS	EPS growth	P/E	P/B	ROE	Yield
30 Jun	(RsM)	(Rs)	(%)	(x)	(x)	(%)	(%)
2006A	642	4.86	38.5	111.9	13.6	17.1	0.1
2007A	1,200	8.28	70.2	65.7	8.6	16.6	0.1
2008E	1,890	13.03	57.5	41.7	6.0	16.9	0.1
2009E	2,394	16.51	26.7	33.0	7.5	20.2	0.2
2010E	2,957	20.39	23.5	26.7	6.0	24.9	0.2

Source: Powered by dataCentral

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Fiscal year end 30-Jun	2006	2007	2008E	2009E	2010E
Valuation Ratios					
P/E adjusted (x)	111.9	65.7	41.7	33.0	26.7
EV/EBITDA adjusted (x)	56.9	39.2	20.4	15.7	13.1
P/BV (x)	13.6	8.6	6.0	7.5	6.0
Dividend yield (%)	0.1	0.1	0.1	0.2	0.2
Per Share Data (Rs)					
EPS adjusted	4.86	8.28	13.03	16.51	20.39
EPS reported	4.86	8.28	13.03	16.51	20.39
BVPS	39.91	63.60	91.07	72.17	91.41
DPS	0.51	0.41	0.65	0.83	1.02
Profit & Loss (RsM)					
Net sales	18,690	32,367	60,206	84,490	108,690
Operating expenses	-17,431	-30,580	-56,600	-79,398	-102,060
EBIT	1,258	1,787	3,606	5,092	6,629
Net interest expense	-369	-898	-967	-1,586	-2,289
Non-operating/exceptionals	20	32	100	40	40
Pre-tax profit	909	921	2,739	3,546	4,381
Tax	-277	-610	-849	-1,152	-1,424
Extraord./Min.Int./Pref.div.	10	889	0	0	0
Reported net income	642	1,200	1,890	2,394	2,957
Adjusted earnings	642	1,200	1,890	2,394	2,957
Adjusted EBITDA	1,466	2,156	4,207	5,905	7,643
Growth Rates (%)					
Sales	77.5	73.2	86.0	40.3	28.6
EBIT adjusted	62.3	42.1	101.8	41.2	30.2
EBITDA adjusted	61.4	47.0	95.1	40.3	29.5
EPS adjusted	38.5	70.2	57.5	26.7	23.5
Cash Flow (RsM)					
Operating cash flow	-2,626	-1,059	161	-2,484	-164
Depreciation/amortization	208	369	601	813	1,014
Net working capital	-3,610	-2,769	-2,379	-5,690	-4,135
Investing cash flow	-1,335	-1,935	-1,166	0	0
Capital expenditure	-1,335	-1,935	-1,166	0	0
Acquisitions/disposals	0	0	0	0	0
Financing cash flow	5,565	4,715	3,642	6,740	7,644
Borrowings	3,152	1,983	2,749	6,875	7,810
Dividends paid	-77	-68	-107	-135	-167
Change in cash	1,604	1,721	2,638	4,255	7,479
Balance Sheet (RsM)					
Total assets	14,174	21,306	31,564	39,066	53,179
Cash & cash equivalent	218	300	5	5	5
Accounts receivable	170	266	330	463	596
Net fixed assets	3,955	5,100	8,370	11,085	13,431
Total liabilities	8,916	12,083	18,358	28,602	39,924
Accounts payable	2,298	3,199	5,989	8,646	11,390
Total Debt	6,014	7,997	10,746	17,620	25,431
Shareholders' funds	5,269	9,222	13,206	10,464	13,254
Profitability/Solvency Ratios (%)					
EBITDA margin adjusted	7.8	6.7	7.0	7.0	7.0
ROE adjusted	17.1	16.6	16.9	20.2	24.9
ROIC adjusted	13.0	9.6	15.8	15.6	15.6
Net debt to equity	110.0	83.5	81.3	168.3	191.8
Total debt to capital	53.3	46.4	44.9	62.7	65.7

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FY07 Slightly Below Expectations

Pantaloon's FY07 results were slightly below our expectations, with EBITDA profits (standalone) growing 44.1% yoy, almost 5% below our estimate. EBITDA margins declined 127bps to 6.7% in FY07, mainly due to lower gross margins. Gross margins were lower on account of:

- Product disruptions due to operational restructuring: Pantaloon hired McKinsey for an organizational restructure, leading to one-time product overheads and disruptions.
- Shift in product mix towards lower margin electronics and mobile phones, as the company rolled out its consumer electronics business.

Going forward, management expects margins to pick up, recovering from 1QFY08. The restructuring exercise carried out by McKinsey is likely to add about 25-40bps to net margins in FY08E. We estimate EBITDA margin of 7% in FY08E and FY09E, and net margin of 3.1% in FY08E and 2.8% in FY09E.

Figure 1. Pantaloon: 4Q FY07 Profit and Loss Summary (Rupees in Millions, Percent)

	4QFY06	4QFY07	% Change
Net Sales	5,763.5	10,196.4	76.9
Total Expenditure	-5,369.6	-9,628.8	79.3
EBITDA	393.9	567.6	44.1
<i>EBITDA Margin (%)</i>	<i>6.8</i>	<i>5.6</i>	<i>-127 bps</i>
Interest	-107.1	-336.7	214.5
Depreciation	-66.0	-126.1	90.9
Other Income	7.5	0.3	-95.9
PBT	228.3	105.1	-54.0
Tax	-80.2	-95.9	19.6
<i>Tax Rate (%)</i>	<i>35.1</i>	<i>91.3</i>	<i>5614 bps</i>
PAT	148.1	9.2	-93.8
Extraordinary Items	10.2	177.5	
Reported Profit	158.3	186.7	
No of shares	134.4	146.8	9.2
EPS	1.2	1.3	8.0
Key Costs			
Net Sales	5,763.5	10,196.4	76.9
Raw Materials and Finished Goods	3,750.4	7,208.2	92.2
<i>% of Sales</i>	<i>65.1</i>	<i>70.7</i>	<i>8.6</i>
Staff Costs	442.3	578.9	30.9
<i>% of Sales</i>	<i>7.7</i>	<i>5.7</i>	<i>-26.0</i>
Other Expenditure	1,176.9	1,841.7	56.5
<i>% of Sales</i>	<i>20.4</i>	<i>18.1</i>	<i>-11.5</i>

Source: Company reports

Figure 2. Pantaloon: FY07 Profit and Loss Summary (Rupees in Millions, Percent)

	FY06	FY07	% Change
Net Sales	18,689.7	32,367.3	73.2
Total Expenditure	-17,223.4	-30,211.4	75.4
EBITDA	1,466.3	2,156.0	47.0
<i>EBITDA Margin (%)</i>	<i>7.8</i>	<i>6.7</i>	<i>-118 bps</i>
Interest	-369.2	-897.6	143.1
Depreciation	-208.2	-368.6	77.1
Other Income	19.8	31.5	58.7
PBT	908.8	921.3	1.4
Tax	-277.4	-610.1	120.0
<i>Tax Rate (%)</i>	<i>30.5</i>	<i>66.2</i>	<i>117.0</i>
PAT	631.4	311.2	-50.7
Extraordinary Items	10.2	888.8	8,630.5
Reported Profit	641.6	1,199.9	87.0
No of shares	134.4	146.8	9.2
EPS	4.8	8.2	71.3
Key Costs			
Net Sales	18,689.7	32,367.3	73.2
Raw Materials and Finished Goods	-12,434.3	-22,094.8	77.7
<i>% of Sales</i>	<i>66.5</i>	<i>68.3</i>	<i>173 bps</i>
Staff Costs	-1,120.7	-2,060.9	83.9
<i>% of Sales</i>	<i>6.0</i>	<i>6.4</i>	<i>37 bps</i>
Other Expenditure	-3,668.4	-6,055.7	65.1
<i>% of Sales</i>	<i>19.6</i>	<i>18.7</i>	<i>-92 bps</i>

Source: Company reports

Consolidated results: Look beneath the surface

Pantaloon reported its FY07 consolidated results for the first time. At the outset, consolidated EPS of Rs2.6, against standalone EPS of Rs8.2 appears very low. However, Pantaloon's consolidated results need to be viewed in the context of its ongoing investments in many of its subsidiaries. These house its new businesses, which are currently loss making and are only likely to breakeven over the next 1-2 years. Nevertheless, these subsidiaries are still valuable. Pantaloon has already divested some equity in some of these subsidiaries, and value unlocking in a few more is imminent. We enumerate below the losses/profits for Pantaloon's key subsidiaries in FY07 and expected base valuations for each of these subsidiaries. We do not capture the value of all these into our sum-of-the-parts-based price target, and to that extent there could be positive surprises.

Figure 3. Snapshot of Pantaloon's Key Subsidiaries

Business	Profit/(Loss) in FY07 (Rsm)	Breakeven Schedule	CIR Valuation (Rs/share)	Comment
Home Town	-400	First store rolled out in FY07, likely to break even next year	60	10% stake already divested to private equity, valuing the business close to Rs1bn
Future Bazaar	-170	Losses likely to be 18 lower than Rs100m in FY08E, breakeven expected in FY09E	18	Expected dilution over next 3-months at base valuation of US\$70m
Future Media	-60	Likely to break even in FY09E	13	Expected dilution over next 3-months at base valuation of US\$50m
Insurance	-50	NA	0	
Footmart	-90	NA	0	
Blue Foods	-50	NA	0	
Future Capital	50	Profitable	95	Likely IPO, as reported in the press, we value this business at Rs18.6bn
Pantaloon Food Products	10	Profitable	0	

Source: Company Reports and CIR estimates

Near Term Stock Triggers

1. Value unlocking in three of Pantaloon's subsidiaries – Future Capital, Future Bazaar and Future Media – is imminent. Future Capital is likely to list in the next three months. We value Future Capital at Rs18.6bn, which we believe is conservative as it does not capture any value for the retail credit business. Additionally, we expect an approximate 10% dilution each in Future Media and Future Bazaar through placements to private equity. We expect base valuation of US\$50m (with a five year conversion option) for Future Media and a base valuation of US\$70m-US\$100m for Future Bazaar.
2. New venture fund: Pantaloon is looking to raise a new domestic fund (Future Ventures, totaling about Rs25bn), which will look at alternative investments including private equity and distressed assets. This fund will be launched through the IPO route (will be permanent capital), with Pantaloon infusing about Rs6.5bn of equity in the fund.
3. Profit booking in Future Capital: We expect Future Capital (Pantaloon's real estate and venture fund subsidiary) to start booking profits aggressively from FY08E onwards. Pantaloon has a 20% share of profits (above 8% hurdle rate).

We maintain our Buy/Medium Risk rating with a price target of Rs626, based on a sum-of-the-parts analysis. We detail our valuation summary below:

Figure 4. Pantaloon: Sum of the Parts Valuation

Business	Valuation Methodology	Per Share Value (Rs)
Pantaloon	30x mid-FY09E P/E, benchmarked off trading multiples of Asian peer group	440
Home Solutions	Valued at Rs10bn, using mid-point of stake sale valuation and 1.2x FY08E market cap / sales valuation	60
Future Capital	Valued at NPV of cash flows to Pantaloon, assuming annual 15% fund NAV improvement and 15% discount rate for already deployed funds and 12% NAV appreciation and 15% discount rate for new funds	95
Future Media	Valued at US\$50mn (base valuation) and assume 10% dilution	13
Future Bazaar	Valued at US\$70mn and assume 10% dilution	18
Total		626

Source: Citigroup Investment Research

Pantaloon

Company description

Pantaloon is the largest organized modern-format retailer in India, with a presence in apparel, general merchandise, home products and food retailing. It has retail space of about 3.5m sq. ft. with plans to expand to 30m sq. ft. by FY11. Pantaloon retails fashion apparel and accessories through its Pantaloon stores, and general merchandise and food through discount department stores Big Bazaar and Food Bazaar. It has presence in retail property management services through Central Malls, managing retail space for concessionaries fees and a share of sales. It has recently launched Home Town for home interiors, which it plans to expand aggressively. Its real estate investment subsidiary, Kshitij Retail Destinations plans to set up 51 malls across India spanning 14.5m sq. feet in the next three years. Pantaloon also has interests in media, logistics, brand management and e-tailing, through subsidiaries.

Investment strategy

We rate Pantaloon Buy/Medium Risk (1M) with a target price of Rs626. In the near term, stock upside triggers should come from stake sales in subsidiaries. We include the Home Solutions, Future Capital, Future Media and Future Bazaar subsidiaries into our valuation. We believe that the risk profile of the business has come down, and that Pantaloon is now better positioned to grow from its current base. While we are cognizant of the emerging competitive landscape, we believe that Pantaloon has sustainable competitive advantages: 1) strong brands and well-established retail formats; 2) judicious product mix; 3) below-market rentals locked in with long-term leases, and 4) longstanding experience in understanding Indian consumer behaviour.

Valuation

Our Rs626 target price is based on sum of the parts. We value parent Pantaloon Retail at Rs440 per share based on 30x mid-FY09E P/E, similar to early-stage valuations for Chinese retailers. Our 30x multiple is also benchmarked against our regional retail universe. We expect a two-year EPS CAGR of 64% for Pantaloon, vs. 30% for our Asian retail universe. We benchmark valuations of Home Solutions against recent stake sales (mid point of Rs7.5bn-Rs10bn). We also use market cap/sales valuation of 1.2x FY08E, at par with Pantaloon's valuations. Our fair value per share for the Home Solutions subsidiary is Rs60 per share. We attribute per share value of Future Capital at Rs95, based on the NPV of cash flows to Pantaloon from the three seven-year close-ended funds (management fee + carry) and new funds that are being raised, which should increase the total assets under management to US\$2bn by FY08E. We assume a 15% increase in the fund NAV every year, and a 15% discount rate to calculate NPV of cash flows for the funds already deployed, and a 12% NAV increase and 15% discount rate for new funds. Also, assuming 10% dilution, Future Media is valued at base valuation of US\$50mn resulting in Rs13 per share. Future Bazaar is valued at US\$70mn and 10% dilution is assumed giving Rs18 per share.

Risks

We assign a Medium Risk rating to Pantaloon Retail based on our quantitative risk-rating system. The main downside risks to our target price include: 1) delays to store opening plans; 2) legislative changes that allow FDI in retail; 3) increase in competitive intensity, irrational competition, and 4) continued pressure on rentals, which could result in lower-than-expected margins. The main upside risks to our target price and estimates include: 1) better-than-expected sales growth; 2) value unlocking in subsidiaries through listing/stake sales, and 3) any significant acquisitions perceived to be creating value.

Appendix A-1

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Analyst: Princy Singh (covered since September 24 2004)



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