

# **Restaurant Brands Asia**

Estimate change	$\leftarrow$
TP change	<b>—</b>
Rating change	<b>←</b>

Bloomberg	RBA IN
Equity Shares (m)	495
M.Cap.(INRb)/(USDb)	56.5 / 0.7
52-Week Range (INR)	138 / 84
1, 6, 12 Rel. Per (%)	-8/1/-13
12M Avg Val (INR M)	211

### Financials & Valuations (INR b)

Y/E March (INR b)	FY23	FY24E	FY25E
Sales	20.5	26.3	33.9
Sales growth (%)	37.8	27.9	28.9
EBITDA	1.1	2.9	4.4
Margins (%)	5.4	10.9	13.1
Adj. PAT	-2.4	-0.9	0.2
Adj. EPS (INR)	-4.9	-1.8	0.5
EPS Growth (%)	N/M	N/M	L/P
BV/Sh.(INR)	17.1	15.3	15.8
Ratios			
RoE (%)	-25.3	-11.0	2.9
RoCE (%)	-6.9	0.9	6.7
Valuations			
P/E (x)	N/M	N/M	255.0
P/BV (x)	6.7	7.5	7.3
EV/EBITDA (x)	58.7	23.4	15.6
pre Ind-AS			
EV/EBITDA (x)	N/M	68.4	29.2
EV/Sales (x)	3.2	2.5	2.0

## Shareholding pattern (%)

As On	Dec-22	Sep-22	Dec-21
Promoter	56.2	56.3	57.1
DII	23.7	24.1	22.7
FII	10.4	10.1	10.7
Others	9.7	9.5	9.4

FII Includes depository receipts

CMP: INR115 TP: INR135 (+18%) Buy

# Earnings recovery on track in India and Indonesia

- Earnings continued to improve in 2QFY24 as consolidated revenue/EBITDA grew 19%/2.2x YoY. India EBITDA (pre INDAS 116) jumped 2.1x YoY/2.4x QoQ, led by 23% revenue growth (3.5% SSSG), GM improvement (led by BK Café) and controlled costs and operating leverage. Indonesia continued to post an operating loss, but it remains on track to break-even in FY24 on a run rate basis.
- While the management has marginally reduced its India SSSG guidance from 10% to 6% for FY24, we believe it is still higher than industry growth rate. Considering high SSSG guidance, GM improvement, scale benefits and improved store economics, we maintain our FY24/FY25 EBITDA estimates (pre INDAS 116) of INR952m/INR1.6b. Along with a recovery in Indonesia, consol revenue/EBITDA should grow 28%/2x over FY23-25E. We maintain our BUY rating on the stock.

# Consolidated business posted 2.2x YoY EBITDA growth (in line)

Consolidated revenue/EBITDA grew 19%/2.2x YoY, led by India business.

## Standalone performance

- India business revenue rose 23% YoY (in line) to INR4.5b, led by 21% store adds and 3.5% SSSG (5% est.).
- RBA added 10 stores and closed 2 stores in 2QFY24 in India, taking the count to 404 stores.
- India GP grew 24% YoY (in line) to INR3b and margins expanded 40bp YoY/30bp QoQ to 66.8%, led by RM cool-off.
- India ROM increased by 61% YoY to INR485m, with margins up 250bp YoY to 10.7%. Due to controlled GM&A, pre Ind AS EBITDA rose 2.1x YoY to INR245m and margins grew 220bp YoY to 5.4%.
- India EBITDA grew 14% YoY to INR634m, with margins at 14% (in line). India loss declined to INR93m (vs. INR133m loss in 2QFY23 and INR81m est.).

# Indonesia business

- Revenue up 9% YoY to INR1.7b, led by 6.5% SSSG. (15% miss).
- RBA closed 7 BK store and open 2 Popeyes store in Indonesia.
- > Continued to post an operating loss at INR72m (est. loss INR44m).

## Key takeaways from the management commentary

- RBA continues to drive SSSG through increasing footfalls by higher single digit in 2QFY24.
- The company cuts FY24 SSSG guidance by 200bp to 6%, but it retains gross margin expectation of 67%, as well as EBITDA target.
- It has 46 restaurants under construction and is on track to increase the total restaurant count to 450+ by 3QFY24.
- Popeyes has a pipeline to reach 25 stores by 3QFY24, with per store capex of ~USD400k (to be done by Indonesia balance sheet).

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### Valuation and view

- While the management has reduced its India SSSG guidance from 10% to 6% for FY24, it is still above the industry growth rate. Considering high SSSG, GM improvement, scale benefits and improved store economics, we maintain our FY24/FY25 EBITDA estimates (Pre INDAS 116) of INR952m/INR1.6b.
- Along with Indonesia recovery, consol revenue/EBITDA should grow 28%/2x over FY23-25E.
- With an aggressive store addition outlook (18% CAGR), RBA is well placed to deliver strong domestic growth. BK Café is likely to be a key growth driver going ahead. Along with rapid revenue growth, RBA is geared up to deliver EBITDA margin expansion, driven by dine-in recovery, addition of BK Café, and costsaving initiatives.
- As more and more stores mature, improving contribution of new stores in the network would also support margin recovery. Indonesia business should also witness healthy revenue growth and margin expansion in the years ahead.
- We retain our BUY rating on the stock with our SoTP-based TP of INR135, based on Mar'26E EV/EBITDA (pre-Ind AS 116) of 20x/10x for its India/Indonesia business. Since RBA is still in an early investment phase, with lower profitability, we value its domestic business at a discount of ~20% to Westlife target multiple.

Quarterly Standalone Per Y/E March		FY2	)3			FY2	ΔF		FY23	FY24E	FY24	(INR b
I/L IVIGICII				10	16				- 1123	11246		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			2QE	(%)
SSSG (%)	66.0	27.0	8.6	8.3	3.6	3.5	6.5	6.3	23.1	5.0	5.0	
No. of stores	328	334	379	391	396	404	431	451	391	451	411	
Net Sales	3,369	3,680	3,698	3,649	4,221	4,535	4,587	4,557	14,397	17,900	4,666	-2.8
YoY change (%)	125.0	50.0	32.1	35.8	25.3	23.2	24.0	24.9	52.6	24.3	26.8	
<b>Gross Profit</b>	2,236	2,443	2,454	2,422	2,806	3,031	3,082	3,074	9,555	11,993	3,108	-2.5
Margin (%)	66.4	66.4	66.4	66.4	66.5	66.8	67.2	67.4	66.4	67.0	66.6	
Total Exp	3,037	3,259	3,219	3,226	3,737	3,900	3,844	3,896	12,742	15,376	4,041	
EBITDA	332	421	479	423	485	634	743	662	1,654	2,524	625	1.4
EBITDA growth %	2,064.8	64.4	45.8	39.8	45.9	50.7	55.3	56.6	83.5	52.6	48.6	
Margin (%)	9.9	11.4	12.9	11.6	11.5	14.0	16.2	14.5	11.5	14.1	13.4	
Depreciation	461	426	434	481	507	494	494	508	1,802	2,004	507	
Interest	196	206	220	274	264	273	273	281	896	1,091	264	
Other Income	97	79	63	86	65	40	40	72	325	217	65	
PBT	-227	-133	-112	-246	-222	-93	15	-54	-718	-354	-81	N/M
Tax	0	0	0	0	0	0	0	0	0	0	0	
Rate (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Adjusted PAT	-227	-133	-112	-246	-222	-93	15	-54	-718	-354	-81	N/M
YoY change (%)	12.4	-12.5	-15.1	NM	-2.6	-29.6	-113.7	-77.9	-	-	-39.0	

**E: MOFSL Estimates** 

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Quarterly Consolidated Performance (INR m)

Y/E March		FY2	23			FY2	4E		FY23	FY24E	FY24	Var.
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			2QE	(%)
No. of stores	503	513	558	577	575	578	618	682	577	675	595	
Net Sales	4,892	5,248	5,263	5,140	6,108	6,249	6,797	7,114	20,543	26,268	6,675	-6.4
YoY change (%)	64.4	46.8	20.9	28.6	24.8	19.1	29.1	38.4	37.8	27.9	27.2	
Gross Profit	3,148	3,391	3,350	3,297	3,912	4,013	4,360	4,604	13,186	16,888	4,295	-6.6
Margin (%)	64.3	64.6	63.6	64.1	64.0	64.2	64.1	64.7	64.2	64.3	64.3	
Total Exp	4,600	4,996	4,966	4,866	5,625	5,687	5,947	6,156	19,428	23,414	6,094	
EBITDA	292	251	297	274	483	562	850	959	1,115	2,854	581	-3.2
EBITDA growth %	167.6	82.6	-42.5	35.3	65.3	123.7	185.9	250.1	15.3	156.0	131.1	
Margin (%)	6.0	4.8	5.6	5.3	7.9	9.0	12.5	13.5	5.4	10.9	8.7	
Depreciation	700	668	676	796	787	786	786	665	2,840	3,025	746	
Interest	231	241	259	320	307	315	315	131	1,052	1,069	254	
Other Income	130	107	80	43	71	33	33	223	360	360	96	
PBT	-509	-551	-559	-800	-541	-507	-219	386	-2,418	-880	-322	N/M
Tax	0	0	0	0	0	0	0	0	0	0	0	
Rate (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Adjusted PAT	-509	-551	-559	-800	-541	-507	-219	386	-2,418	-880	-322	N/M
YoY change (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

E: MOFSL Estimates

**Exhibit 3: Valuation on pre Ind AS EBITDA** 

Mar'26	India	Indonesia
EBITDA	2.7	0.7
Multiple	20x	10x
Implied EV	53.2	6.8
Total Implied EV	60.0	
Net debt	-5.3	
Implied Equity value	65.3	
No. of shares	0.5	
Target Price	135	
CMP	115	
Up/ (down) side (%)	18%	

**Exhibit 4: Change in estimates** 

	FY24	FY25
Revenue- old	26,302	34,290
Revenue- New	26,268	33,860
Change	0%	-1%
GP- old	17,031	22,422
GP- New	16,888	22,015
Change	-1%	-2%
GM- old	64.8%	65.4%
GM- New	64.3%	65.0%
Change	-0.5%	-0.4%
EBITDA- old	2,664	4,457
EBITDA- New	2,854	4,445
Change	7%	0%
EBITDAM- old	10.1%	13.0%
EBITDAM- New	10.9%	13.1%
Change	0.7%	0.1%
PAT- old	-1,070	235
PAT- New	-880	223
Change	18%	-5%



# Key takeaways from the management commentary

### Strategy

- RBA continues to drive SSSG through increase in traffic (SSTG). Footfalls increased by higher single digit in 2QFY24.
- New stores are doing better as earlier a store requires ~3 years to reach its mature stage and now a new store is reaching its mature stage much earlier.
- Burger is an impulsive purchase; hence, more traffic will lead to high sales. Tier
   2/3 cities are contributing strong growth.

### **India Strategy**

- It has cut SSSG guidance of FY24 by 200bp to 6%; however, the gross margin expectation of 67% remains intact.
- RBA has 46 restaurants under construction and is on track to achieve 450+ restaurant count by 3QFY24.
- Rolling out 'King's Journey' digital experience restaurants with self-ordering kiosks, app ordering and table service; expects 100% rollout by FY25.
- RBA has taken a price cut in meals of INR199 to INR119.

### Indonesia strategy

- Rolled out Chicken in BK; hence, chicken volume grew 50% and 35% in burgers
- The traffic increased by 17% in BK dine-in; hence, SSSG delivered at 6.5%. Value offering across burger layers to drive transactions and build APC.
- Addressed taste and portfolio gaps by introducing Crispy Chicken, Spicy Chicken and desserts category.
- Popeyes has a pipeline to reach 25 stores by 3QFY24 and total Indonesia stores to reach to 325 stores.
- Capex for a Popeyes store is USD400k and the capex will be done by Indonesia balance sheet.

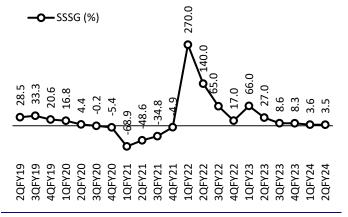
### **Others**

- BK café contributes INR16k ADS i.e. 13% of total ADS of INR126k
- Seasonally 1Q and 3Q are the best quarters for the Indonesia business.

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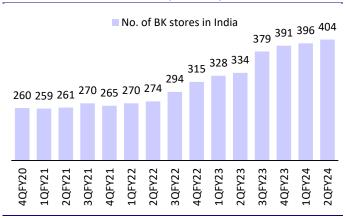
# **Key exhibits**

Exhibit 5: SSSG reported at 3.5%; expect 2H to be better



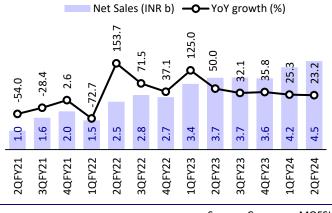
Source: Company, MOFSL

Exhibit 6: Added net 8 stores (21% YoY) in 2QFY24



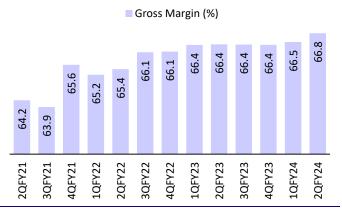
Source: Company, MOFSL

Exhibit 7: Net sales grew 23% YoY led by SSSG and Store add



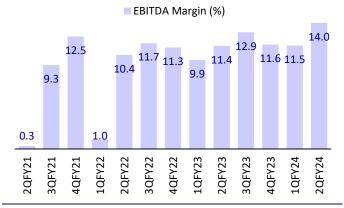
Source: Company, MOFSL

Exhibit 8: Gross margin improves 30bps QoQ



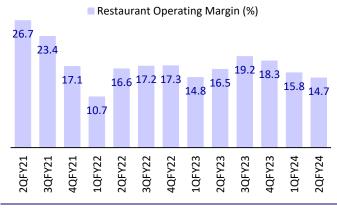
Source: Company, MOFSL

Exhibit 9: EBITDA margin improve 260bp YoY



Source: Company, MOFSL

Exhibit 10: ROM margin decline 180 bp YoY



Source: Company, MOFSL

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# **Financials and valuations**

Income Statement - Consolidated								(INR m)
Y/E March	2019	2020	2021	2022	2023	2024E	2025E	2026E
Net Sales	6,327	8,412	10,040	14,903	20,543	26,268	33,860	41,852
Change (%)	67.3	33.0	19.3	48.4	37.8	27.9	28.9	23.6
Material Consumed	2,301	3,015	3,968	5,497	7,357	9,380	11,845	14,229
Gross Profit	4,027	5,397	6,072	9,406	13,186	16,888	22,015	27,622
Gross Margin %	63.6	64.2	60.5	63.1	64.2	64.3	65.0	66.0
Operating expenses	3,237	4,357	5,822	8,439	12,071	14,035	17,571	21,282
EBITDA	790	1,040	250	966	1,115	2,854	4,445	6,340
Change (%)	872.0	31.7	-76.0	287.3	15.3	156.0	55.8	42.6
Margin (%)	12.5	12.4	2.5	6.5	5.4	10.9	13.1	15.1
Depreciation	822	1,164	2,289	2,336	2,840	3,025	3,450	3,814
Int. and Fin. Ch.	465	655	1,044	954	1,052	1,069	1,132	1,174
Other Non-recurring Inc.	114	56	341	224	360	360	360	360
PBT	-383	-722	-2,744	-2,099	-2,418	-880	223	1,712
Change (%)	N/M	N/M	N/M	N/M	N/M	N/M	L/P	668.7
Margin (%)	-6.0	-8.6	-27.3	-14.1	-11.8	-3.4	0.7	4.1
Tax	0	0	0	0	0	0	0	0
Tax Rate (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adjusted PAT	-383	-722	-2,744	-2,099	-2,418	-880	223	1,712
Change (%)	N/M	N/M	N/M	N/M	N/M	N/M	L/P	668.7
Margin (%)	-6.0	-8.6	-27.3	-14.1	-11.8	-3.4	0.7	4.1
Non-rec. (Exp)/Inc.	0	-43	-77	-252	0	0	0	0
Reported PAT	-383	-766	-2,821	-2,351	-2,418	-880	223	1,712

Balance Sheet - Standalone								(INR m)
Y/E March	2019	2020	2021	2022	2023	2024E	2025E	2026E
Share Capital	2,650	2,777	3,830	4,927	4,946	4,946	4,946	4,946
Reserves	-154	-23	-2,981	5,478	3,309	2,428	2,651	4,363
Minority Interest			252	277	207	207	207	207
Net Worth	2,496	2,754	1,101	10,682	8,462	7,581	7,804	9,516
Loans	1,000	1,985	2,444	1,419	1,648	1,648	1,648	1,648
Lease Liabilities	4,740	5,977	6,569	7,449	10,027	10,566	11,411	12,724
Capital Employed	8,237	10,717	10,114	19,551	20,137	19,795	20,862	23,887
					24.000			
Gross Block	10,032	13,558	21,633	25,076	31,883	36,034	41,900	48,083
Less: Accum. Depn.	2,107	3,191	7,726	9,941	12,321	15,346	18,796	22,611
Net Fixed Assets	7,926	10,367	13,906	15,135	19,562	20,688	23,104	25,473
ROU Asset	0	0	0	0	0	0	0	0
Capital WIP	202	476	475	181	322	322	322	322
Investments	384	186	1,243	4,023	1,469	734	184	184
Deferred tax assets	8	10	0	0	0	0	0	0
Curr. Assets, L&A	684	938	4,010	4,483	3,580	3,834	2,678	3,950
Inventory	69	94	196	228	315	432	250	306
Account Receivables	59	32	86	134	169	231	125	153
Cash and Bank Balance	160	280	2,777	2,772	1,552	1,472	434	1,996
Others	397	531	951	1,349	1,544	1,699	1,868	1,495
Curr. Liab. and Prov.	968	1,260	9,520	4,271	4,795	5,783	5,425	6,040
Other Current Liabilities	283	224	6,538	1,187	1,508	1,809	2,081	2,393
Creditors	609	816	2,456	2,587	2,675	3,239	2,499	2,676
Provisions	76	220	527	497	612	735	845	972
Net Curr. Assets	-284	-322	-5,510	213	-1,215	-1,949	-2,747	-2,091
Appl. of Funds	8,237	10,717	10,114	19,551	20,137	19,795	20,862	23,887

E: MOFSL Estimates

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# **Financials and valuations**

Ratios - Standalone	2019	2020	2024	2022	2023	20245	20255	20205
Y/E March	2019	2020	2021	2022	2023	2024E	2025E	2026E
Basic (INR)	1.4	2.6	7.2	4.2	4.0	1.0	0.5	2.5
EPS DV/Chara	-1.4	-2.6	-7.2	-4.3	-4.9	-1.8	0.5	3.5
BV/Share	9.4	9.9	2.9	21.7	17.1	15.3	15.8	19.2
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	N/M	N/M	N/M	N/M	N/M	N/M	255.0	33.2
EV/Sales	5.6	4.7	4.9	3.9	3.2	2.5	2.0	1.6
EV/EBITDA	45.1	37.9	196.2	60.7	58.7	23.4	15.6	10.9
P/BV	12.2	11.6	39.9	5.3	6.7	7.5	7.3	6.0
Return Ratios (%)								
RoE	-14.3	-27.5	-142.3	-35.6	-25.3	-11.0	2.9	19.8
RoCE	1.1	-0.7	-16.3	-7.7	-6.9	0.9	6.7	12.9
RoIC	-0.5	-1.4	-26.5	-15.1	-11.8	-1.0	5.3	12.2
<b>Working Capital Ratios</b>								
Debtor (Days)	3	1	3	3	3	3	1	1
Inventory (Days)	4	4	7	6	6	6	3	3
Creditor (Days)	35	35	89	63	48	45	27	23
Asset Turnover (x)	0.8	0.8	1.0	0.8	1.0	1.3	1.6	1.8
Leverage Ratio								
Debt/Equity (x)	2.3	2.9	8.2	0.8	1.4	1.6	1.7	1.5
Cash Flow Statement - Standalone								(INR m)
Y/E March	2019	2020	2021	2022	2023	2024E	2025E	2026E
OP/(loss) before Tax	-386	-776	-2,821	-2,352	-2,418	-880	223	1,712
Int./Div. Received	-83	-1	-530	32	-212	-360	-360	-360
Depreciation & Amort.	822	1,164	2,367	2,364	2,867	3,025	3,450	3,814
Interest Paid	-448	-635	-1,003	-864	-983	-1,069	-1,132	-1,174
Direct Taxes Paid	2	2	22	54	36	0	0	0
Inc/(Dec) in WC	-66	-108	-484	162	-59	-653	239	-906
CF from Operations	865	1,127	480	692	1,243	3,507	4,205	7,246
Inc/(Dec) in FA	-1,654	-2,275	-678	-1,379	-3,313	-2,191	-3,266	-3,983
Free Cash Flow	-789	-1,148	-198	-687	-2,070	1,316	939	3,262
Others	0	0	273	-5,805	831	54	-109	863
Pur of Investments	515	209	-1,042	-2,723	2,665	734	551	0
CF from Invest.	-1,140	-2,066	-1,448	-9,907	183	-1,403	-2,825	-3,121
Issue of Shares	1 000		E 622	12 505	0	0	0	0
Issue of Shares	1,000	0	5,622	13,585	160	0	0	
Incr in Debt	0	2,007	-985	-1,116	169	0	0	0
Incr in Debt Dividend Paid	0	2,007 0	-985 0	-1,116 0	169 0	0	0	0
Incr in Debt Dividend Paid Others	0 0 -639	2,007 0 -948	-985 0 -1,070	-1,116 0 -1,346	169 0 -1,870	0 0 -2,184	0 0 -2,418	0 0 -2,563
Incr in Debt Dividend Paid	0	2,007 0	-985 0	-1,116 0	169 0	0	0	0 0 -2,563
Incr in Debt Dividend Paid Others CF from Fin. Activity Incr/Decr of Cash	0 0 -639 <b>361</b>	2,007 0 -948 1,059	-985 0 -1,070 <b>3,568</b> <b>2,600</b>	-1,116 0 -1,346 11,123	169 0 -1,870 -1,702	0 0 -2,184 -2,184	0 0 -2,418 -2,418	0 0 -2,563 - <b>2,563</b>
Incr in Debt Dividend Paid Others CF from Fin. Activity	0 0 -639 <b>361</b>	2,007 0 -948 <b>1,059</b>	-985 0 -1,070 <b>3,568</b>	-1,116 0 -1,346 <b>11,123</b>	169 0 -1,870 -1,702	0 0 -2,184 <b>-2,184</b>	0 0 -2,418 <b>-2,418</b>	0 0 -2,563 -2,563 1,562 434 1,996

E: MOFSL Estimates

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# 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 be within following 30 days take appropriate measures to make the recommendation consistent with the investment rating legend.

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10 9 November 2023