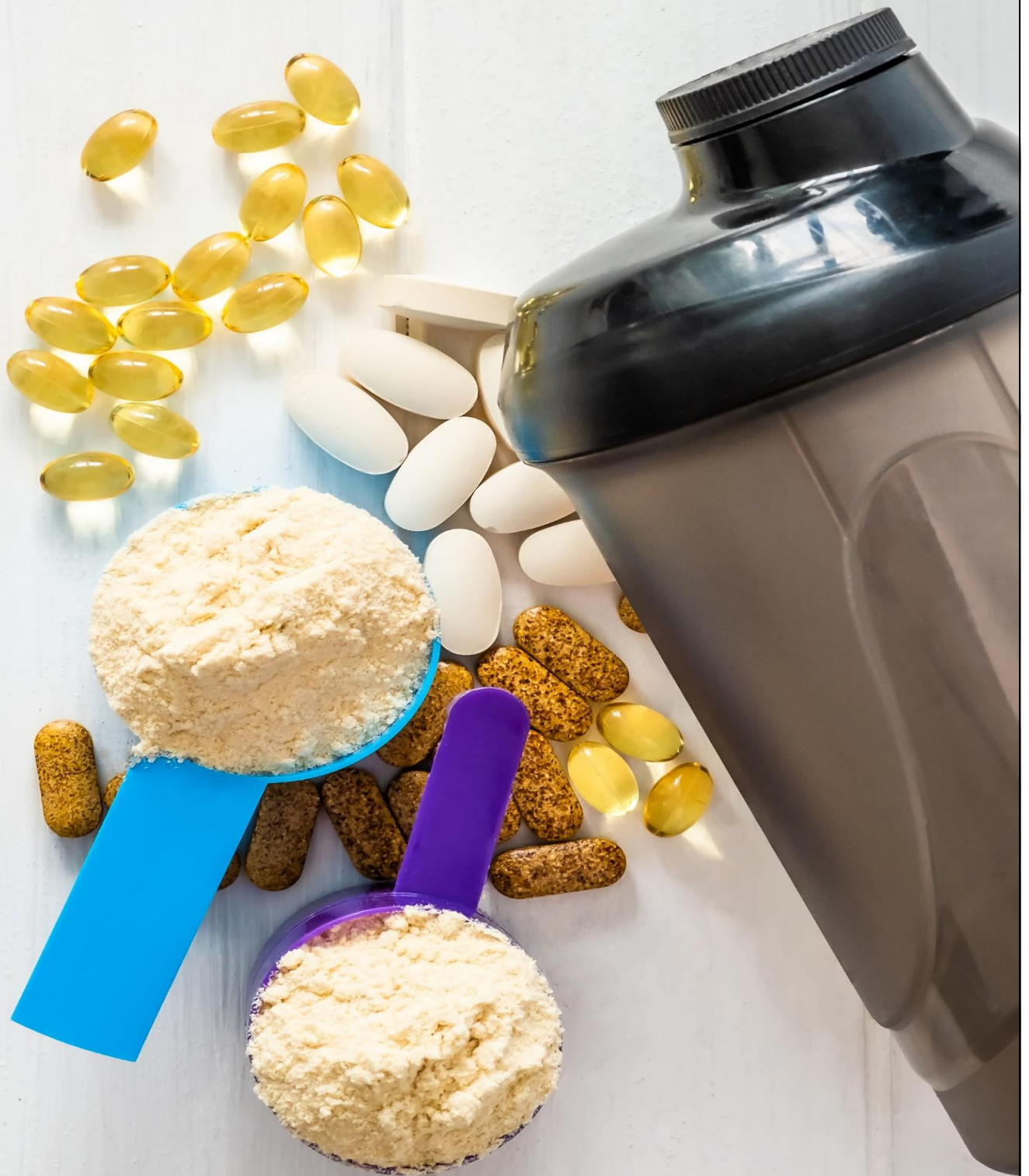


Zydus Wellness Ltd



Long Term Recommendation Zydus Wellness Ltd

Attractive valuation, consolidation synergy benefit

Zydus Wellness Ltd (ZWL) is one of the leading Indian consumer wellness players with a strong presence in its niche markets. ZWL's revenues/EBITDA have grown at a CAGR of ~14%/17% over FY16-18 post appointment of new management under leadership of Mr Tarun Arora (appointed as WTD in May 2015) led by successful launch of innovative products across segments and improving distribution network. We believe ZWL to clock EBITDA/PAT CAGR of 14.2%/47.2% over FY20-23E riding potent catalysts like: a) Acquisition Synergy benefits; b) superior execution of management; c) Products launch - several new & innovative variants; d) deepening distribution reach & aggressive A&P strategy. ZWL is trading at an attractive valuation of 32x/27x FY22E/FY23E earnings. We initiate coverage with 'BUY' and target price of INR 2,270 (22% upside).

Heinz's acquisition provides for larger addressable, low penetrated market

In FY19, ZWL had acquired the entire portfolio of Heinz India Pvt. Ltd. for a consideration of INR 4,595cr in return for the domestic & International rights for the three brands(except Complian which is only for India) under the Heinz India's umbrella. The acquisition has increased the addressable market size from ~INR 3,500cr to ~INR 12,000cr. Post the acquisition, the profile of the company has changed from a season-neutral, average customer age of 25+ years to a summer oriented, average customer age of 15+ year and the average penetration level of the combined portfolio brands now stands at ~17%, which presents a high visibility for volume growth in the foreseeable future.

ZWL's innovation focus shall help increase market share of Heinz's portfolio

Over the last two to three years, ZWL has upped its game in its existing portfolio with new launches such as Sugar free Green & SugarLite in the artificial sweeteners segment, entry into tan removal & face wash in the facial care segment and launch of mayonnaise in the Nutralite segment. Backed by strong R&D, we believe that there are a lot of white spaces for innovation in the Heinz portfolio - especially in Complian and Nycil.

Widening distribution network & merger synergies to drive topline & margins

With the consolidation, ZWL is expected to widen its distribution network with the pharmacy oriented distribution of ZWL (pre-acquisition) and strong general trade distribution of Heinz. Zydus/Heinz, both can push all its brands through each other channels in a bid to boost sales. Also, ZWL being aggressive in terms of A&P spend (~18% sales), Heinz's products will benefit from higher A&P. The company expects to gain synergies of at least INR 40cr due to rationalization of distributors and warehouse networks and higher bargaining power with suppliers.

Outlook & valuation: attractive valuation & strong earnings growth; initiate with 'BUY'

ZWL is expected to post a revenue CAGR of 9.2% over FY20-23E, led by the larger verticals of Glucon-D, Complian, Sugar Free primarily driven by the new innovative products launches specially in the acquired brands. The margins are expected to improve with merger synergy and operational efficiency. With faster than earlier revenue growth, merger synergies improving margins and gradual debt payoff to aid financial leverage over the next few years for ZWL. Also, the equity infusion of INR 1,100 crore would be utilized to reduce the gross debt. Given a lean balance sheet and negative WC days with strong brands, we believe that ZWL is trading at an attractive valuation of 27x FY23E EPS. We initiate with 'BUY' rating and target price of INR 2,270 based on 32x FY22E EPS.

Year to March (INR crore)	FY19	FY20	FY21E	FY22E	FY23E
Net revenue	843	1,767	1,883	2,086	2,299
EBITDA	185	321	375	426	479
Adjusted PAT	171	142	251	375	452
EBITDA margin (%)	21.9	18.2	19.9	20.4	20.8
PAT margin (%)	20.3	8.0	13.3	18.0	19.7
EPS basic (INR)	29.7	24.6	39.0	58.2	70.3
Diluted P/E (x)	63.5	76.7	48.4	32.4	26.8
EV/EBITDA (x)	66.4	38.4	33.2	28.5	24.7
RoCE (%)	6.3	6.1	7.0	7.9	8.8
RoAE (%)	8.9	5.4	6.1	7.7	8.8

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CMP INR: 1,868
Rating: BUY
Target Price INR: 2,270
Upside: 22%

Bloomberg:	ZYWL IN
52-week range (INR):	1,100 / 1,919
Share in issue (cr):	6
M cap (INR cr):	10,876
Avg. Daily Vol. BSE/NSE :('000):	21
Promoter Holding (%)	67.85

Date: 17 September 2020

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We estimate ZWL to clock 9.2% revenue CAGR over FY20-23E. The growth shall be led by the larger verticals of Glucon-D, Complian, Sugar Free primarily driven by new innovative product launches and distribution synergies. We expect to revive growth in the acquired brands which were on a declining market share trend in past few years. We expect a PAT CAGR of 47.2% over FY20-23E, led by the merger synergies which we expect to play out from FY21 onwards and also debt pay off shall aid financial leverage. Given a lean balance sheet and negative WC days with strong brands, we believe the stock should trade at 32x FY23E, thereby giving a fair value of INR2,270.

ZWL is expected to post a decent revenue growth CAGR of 9.2% led by product innovation and distribution expansion. focus of the Management. Margin is also expected to improve led by merger synergies and operational efficiency.

The return ratios contracted post acquisition. However, healthy cash accrual, limited capex and lower taxes in coming years to improve return ratios.

We recommend a 'BUY' with target price of INR 2,270/share, valuing the stock at 30x on FY22 EPS estimates.

(INR cr)	FY20	FY21E	FY22E	FY23E
Revenue	1,767	1,883	2,086	2,299
EBITDA	321	375	426	479
EBITDA margins	18.2	19.9	20.4	20.8
PAT margins	8.0	13.3	18.0	19.7

	FY20	FY21E	FY22E	FY23E
RoE (%)	5.4	6.1	7.7	8.8
RoCE (%)	6.1	7.0	7.9	8.8
Debt Equity (x)	0.4	0.1	0.0	0.0

P/E multiple	FY20E EPS	CMP/Target
32x	INR 70.3	INR 2,270

EPS growth of 47.2% over FY20-FY23E

+

FY20-23E RoE of
(5.4-8.8)%

+

At 32x FY23E P/E

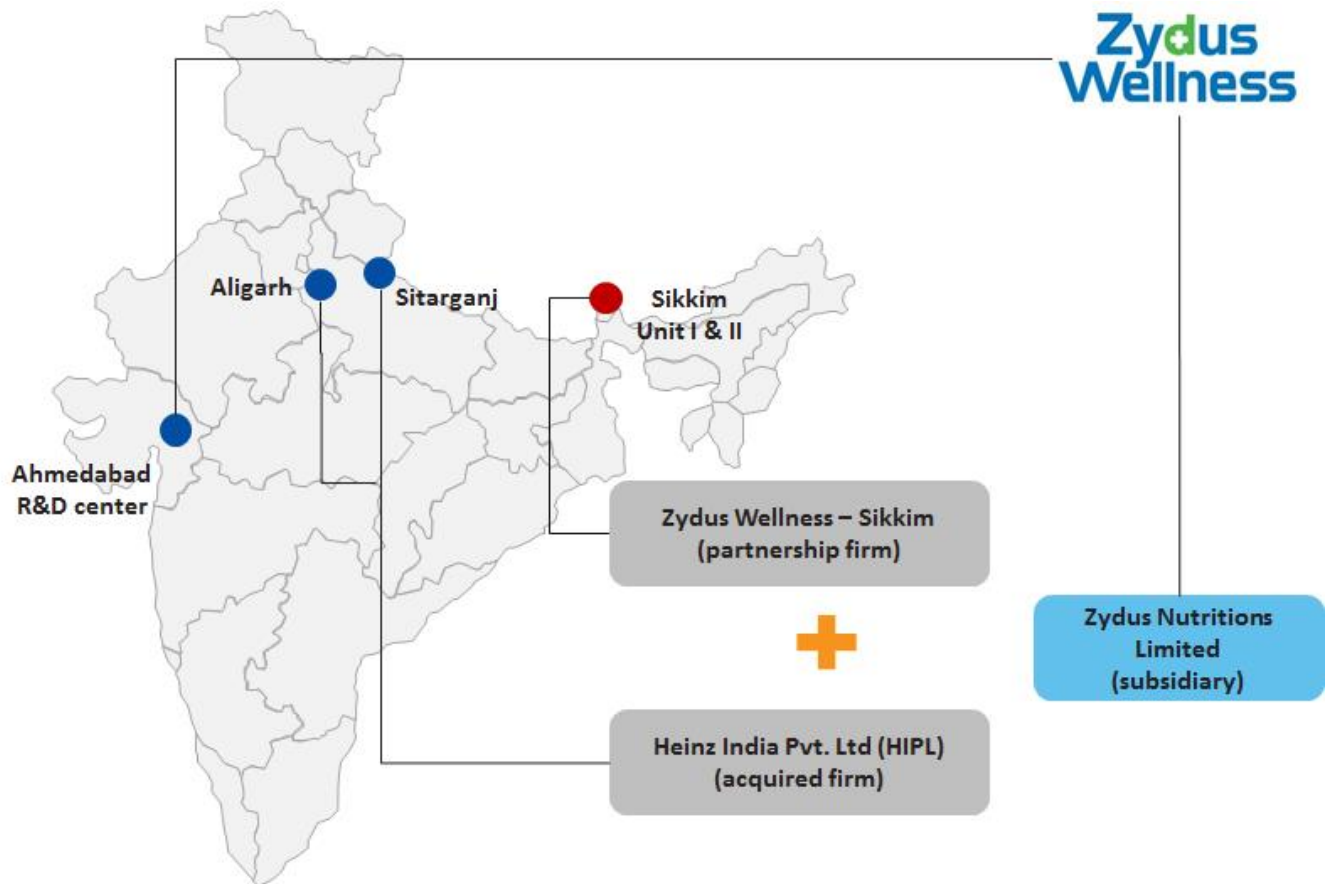
Upside of [22%]

Structure

Average Daily Turnover (INR lakhs)			Stock Price (CAGR)				Relativity to Sensex CAGR (%)			
3 months	6 months	1 year	1 year	3 years	5 years	10 years	1 year	3 years	5 years	10 years
78.3	59.4	41.2	8%	29%	19%	12%	6%	21%	11%	5%

Business Value Drivers	Nature of Industry	FMCG is a competitive industry but the penetration in India is very low resulting in an ever growing opportunity size
	Opportunity Size	In the domestic markets, Zydus is present in categories with a total opportunity size of ~INR 12,000 Cr. However they can always enter new product categories in the future.
	Capital Allocation	The leveraged buyout for the acquisition of Heinz India's portfolio will result in INR 1500 cr. of debt which will reduce with equity raising. Also, a high intangible number will strain the return ratios. However no incremental capex and negative working capital should improve financials
	Predictability	While growth and margins have been steady over the last few years, the near-term after effects of merger along with higher seasonality may lead to volatility in earnings. However, the Management's focus on reducing seasonality through product innovation is commendable.
	Sustainability	Although near term could be volatile, we believe all the brands are strong and hence we believe that with higher innovation and widening distribution reach, long term sustainability is intact
	Disproportionate Future	As the product portfolio has expanded from 3 brands to 7 brands along with lot of room for innovation in the 3 acquired brands, we believe that the future can be disproportionate as compared to the past
	Business Strategy & Planned Initiatives	The business strategy would be to use their strong R&D center to innovate more products in the acquired brands and restore the lost market share of these brands. The company would also leverage the strength across 2 different distribution channels to drive growth
	Near-Term Visibility	Near term visibility is slightly hazy given the acquisition and seasonality in the acquired portfolio. However, the after merger plans are on track
	Long-Term Visibility	As established FMCG brands generally have a long life cycle, we believe there is strong long term visibility given that ZWL is the market leader in 5 of its 7 brands
	Near Term Risk	Delay in synergy benefits, Disruption in distribution
Long Term Risk	Competition from other brands, Merger not panning out as planned	

Exhibit 1: Zydus Wellness's plant locations post acquisition:



Source: Company, Edelweiss Professional Investor Research

Story in a Nutshell

Exhibit 2: Leadership expected to continue...

Artificial Sweetener - Sugar Free

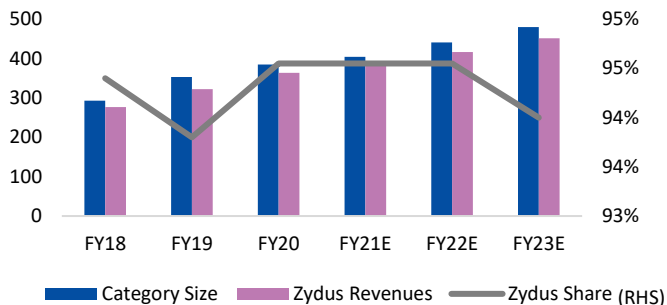


Exhibit 3: New launches to lead the growth...

Peel Off & Scrub - Everyuth

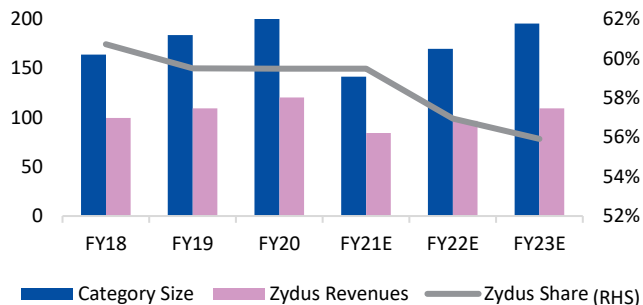


Exhibit 4: New launches to lead market share gain...

Energy Drink Mix - Glucon D

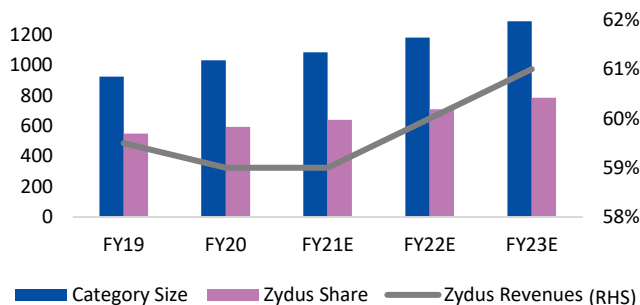


Exhibit 5: Nutralite to replace butter steadily...

Fat Spread - Nutralite

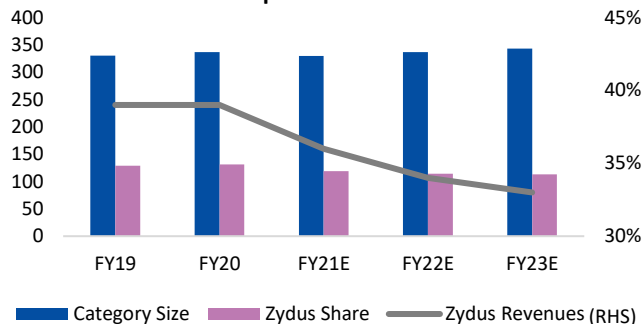


Exhibit 6: Innovation to lead growth...

Health Food Drinks - Complian

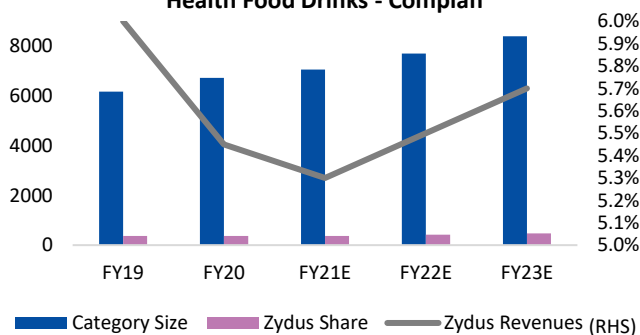
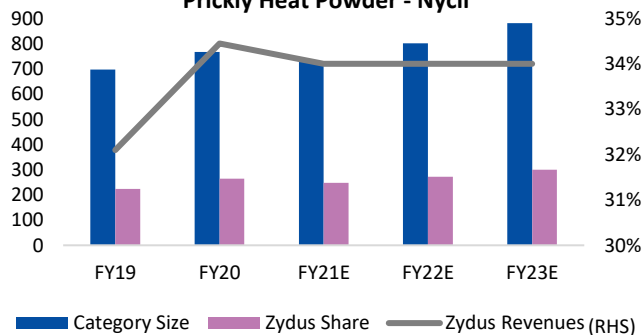


Exhibit 7: New launches to lead market share gain...

Prickly Heat Powder - Nycil



Source: Company, Edelweiss Professional Investor Research

Story in a Nutshell

Exhibit 8: Virtually being the category, growth is similar to category

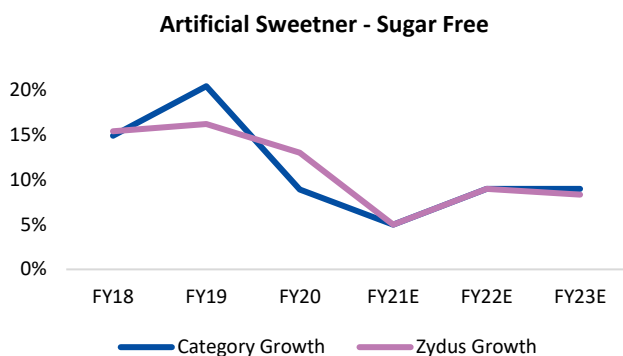


Exhibit 9: Expected to grow at category level

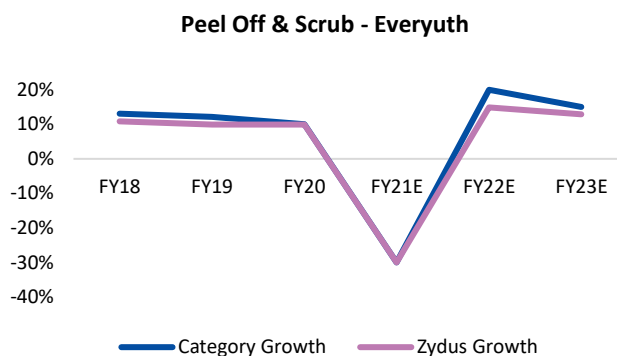


Exhibit 10: Market share to reduce; impacted by competition

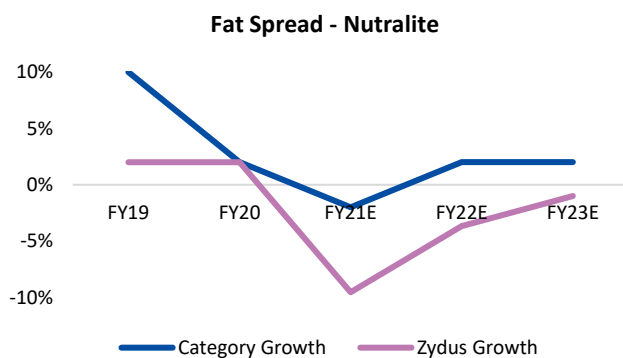


Exhibit 11: Expected to outperform category growth

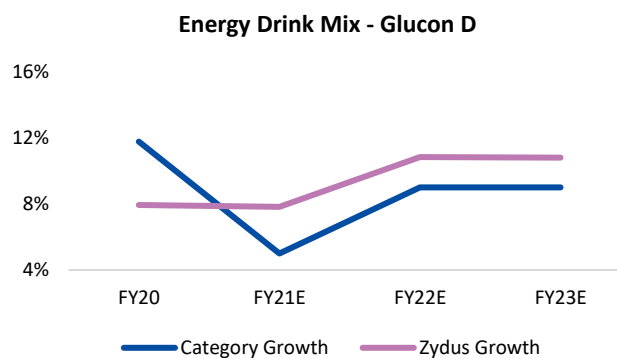


Exhibit 12: Expected to spring back to growth

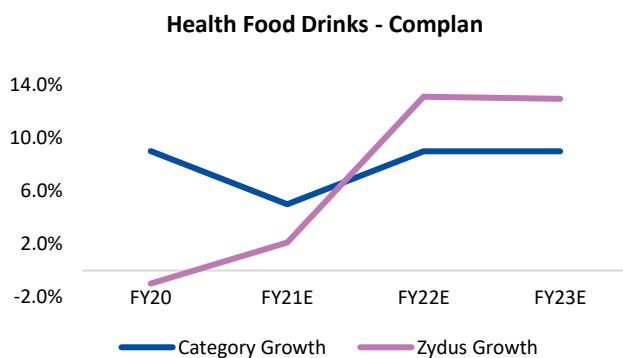
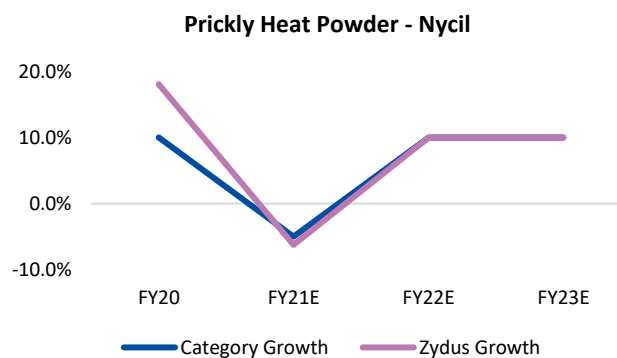


Exhibit 13: Expected to grow at category level

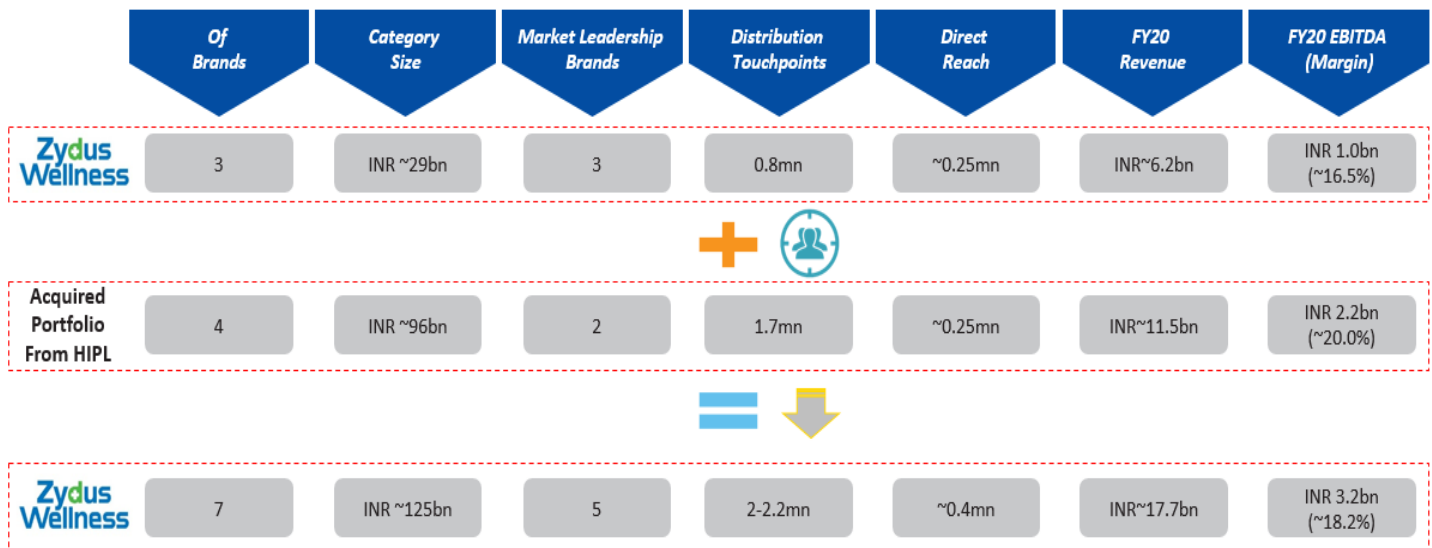


Source: Company, Edelweiss Professional Investor Research

I. Heinz acquisition provides for larger addressable, low penetrated market







In FY19, ZWL had acquired the entire portfolio of Heinz India Pvt. Ltd. for a consideration of INR 4,595cr in return for the domestic & International rights for the three brands(except Complian which is only for India) under the Heinz India’s umbrella. The acquisition has increased the addressable market size from ~INR 3,500cr to ~INR 12,000cr. Post the acquisition, the profile of the company has changed from a season-neutral, Pan India distribution, pharmacy oriented network and average customer age of 25+ years, to a summer oriented, high concentration in East India, general trade & pharmacy both network and average customer age of 15+ year and the average penetration level of the combined portfolio brands now stands at ~17% (ZWL – 15% and HIPL – 19%), which presents a high visibility for volume growth in the foreseeable future. The larger size of the combined entity provides for economies of scale, higher bargaining power with suppliers, distributors and this along with the transfer of best practices of the individual companies to the combined entity should help in improving the margin trajectory. The profile of the company has changed from a season-neutral, to a summer oriented. But, with the innovation focus, R&D capabilities, we expect the company to turn season neutral soon.

Exhibit 14: Post-acquisition positioning of Zydus Wellness:



Source: Company, Edelweiss Professional Investor Research

Exhibit 15: Category Size & Market-share of the portfolio brands

		Category Size	Category Growth	Market Share
 Glucon D	Category leader growing with category	INR 1034 Cr	12%	59%
 Complan	Legacy brand in a low penetrated HFD category	INR 6726 Cr	9%	5.5%
 Nycil	Category leader growing faster than category	INR 767 Cr	10%	34.5%
 SugarFree	Category creator led by innovation	INR 385 Cr	9%	94.6%
 Everyuth	Market leader in Scrub and Peel Off, growing faster than skin Cleansers category	INR 2968 Cr	10%	6.1%
 Nutralite	Market leader in Butter Substitute			

Source: Industry, Company, Edelweiss Professional Investor Research

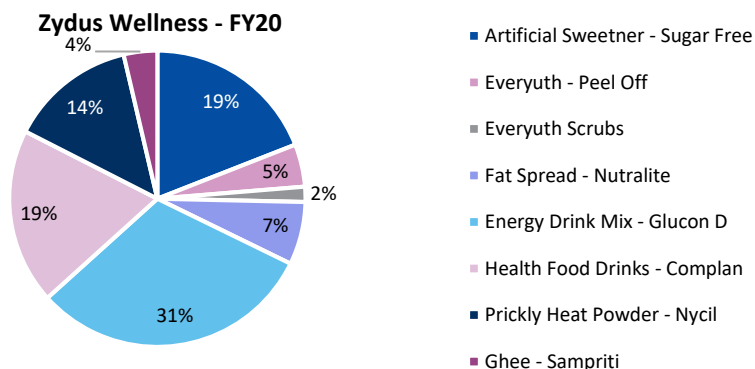
Investment Hypothesis

Exhibit 16: Revenue of the brands:

Zydus				
(616 Cr)	INR 364 Cr #1	INR 120 Cr #1	INR 131 Cr #1	
Heinz				
(1,295 Cr)	INR 594 Cr #1	INR 367 Cr #5	INR 264 Cr #1	INR 70 Cr

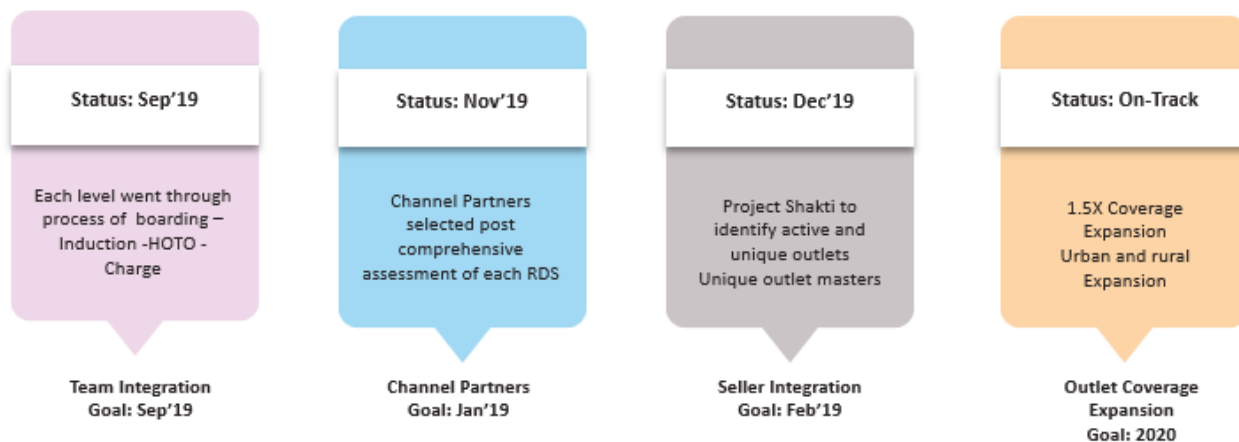
Source: Company, Edelweiss Professional Investor Research

Exhibit 17: Revenue split across brands post acquisition:



Source: Company, Edelweiss Professional Investor Research

Exhibit 18: Acquisition details – Status



Source: Company, Edelweiss Professional Investor Research

II. ZWL' innovation focus can help increase market share of Heinz's portfolio

Over the last two to three years, ZWL has upped its game in its existing portfolio with new launches such as Sugar free Green & SugarLite in the artificial sweeteners segment, entry into tan removal & face wash in the facial care segment and launch of mayonnaise in the Nutralite segment. Backed by strong R&D, we believe that there are a lot of white spaces for innovation in the Heinz portfolio - especially in Complian and Nycil.

The company has a very strong R&D team led by Mr Govindarajan Raghavan, who had previously worked in reputed organisations like The Himalaya Drug Company, Dabur International as head of R&D, product development. Further, the backing of a strong R&D team of the pharmaceutical parent Cadila Healthcare Ltd., & recent partnering with a 3rd party for product development give us strong conviction in the R&D capability & delivery. Currently, the company spends around 1.7% of its revenues in R&D, which is a healthy number. Backed by strong R&D, we believe that there are lot of white spaces for innovation in the Heinz portfolio - especially in Complian, Nycil.

Recently, they have changed the brand image of Nycil and launched two new variants which has already increased its share from 32% to 34.5%. We believe they can regain the lost share in Complian too.

Exhibit 19: White Spaces which can be explored under different brands

Complan	Glucon-D	Nycil
Women's Health	Energy Capsules	Baby prickly heat powder
Mother's Health	Sports Drinks (Gatorade)	Anti-rash creams
Protein	Oral Rehydration Salt (Electral)	Lotions and moisturizer
Lite (Less Sugar)	Ready to Drink	
Ready to Drink		

Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

Exhibit 20: HFD segment opportunity

	GSK CH	COMPLAN	MONDELEZ	ABBOTT	DANONE
Children (0-2) years					
Children (2-7) years					
Brown Malt					
Taste Focussed					
Immunity					
Protein (0-18) years		White Space Opportunity			
Protein Specific (18+) years					
Health (Women)					
Weight Loss/Metabolic					
Health (Mother's)					
Ready To Drink					

Source: Company, Edelweiss Professional Investor Research

III. Market leader in five of seven portfolio brands, expect to cover lost ground in others

Pre-acquisition, ZWL was the market leader across all the brands in its portfolio. Sugarfree, Everyuth and Nutralite were leaders in their segment with their share varying between 40% to 90% for these brands, signifying the successful focussed strategy of the company which resulted in market leadership across the brands. In the acquired portfolio as well, ZWL is the market leader in the Energy drink mix category and prickly heat powder category via the brands of Glucon-D and Nycil, whereas it is at a distant fifth position in the Health Food Drinks category via Complian brand.

Exhibit 21: ZWL Five market leader brands



Source: Company, Edelweiss Professional Investor Research

Heinz brands had lost market share due to lack of focus over the last few years

Due to the lack of the parent company's focus on Indian operations as it is not a part of their core business, Heinz India Pvt. Ltd (HIPL) has reported subdued sales and margins over past 5-6 years. HIPL reported a loss of market share for its products, Complian's share in the HFD (Health food drinks) segment dropped from 10% to 5.5% over the last five years. Even Nycil's market share went down from 45% in early 2000's to 32% in FY19. This was primarily due to the lack of innovation and sticking to the legacy brand positioning and not changing as per the customer's needs as globally, Kraft Heinz is trying to make portfolio leaner and focus only on core categories of ketchup and ready to eat breakfast etc and hence have sold/in the process of selling many of non core global brands. Some of the non-core businesses which Kraft Heinz sold/in the process of selling globally: a) Possible sale of Breakstone, the cottage cheese, sour cream and butter brand. b) Considered selling the Maxwell House coffee brand. c) Sold its Canadian natural cheese business to Parmalat for USD1.23 bn last year (CY19).

Exhibit 22: Heinz India Pvt. Ltd.'s Growth Metrics (%)

Year to March	FY14	FY15	FY16	FY17	FY18
Revenues	(6.6)	9.6	(10.0)	1.7	(7.3)
EBITDA	(44.3)	79.7	18.7	(24.2)	(47.0)
PBT	(27.3)	50.7	18.7	(22.7)	(45.0)
Net profit	(26.8)	30.2	10.4	(20.2)	(47.9)
EPS	(26.8)	30.2	10.4	(21.6)	(50.0)

Source: Company, Edelweiss Professional Investor Research

IV. Widening distribution network & merger synergies to drive topline and margins

With the consolidation, ZWL is expected to widen its distribution network with the pharmacy oriented distribution of Zydus (pre-acquisition) and strong general trade distribution of Heinz. Zydus/Heinz, both can push all its brands through each other channels in a bid to boost sales. Also, ZWL being aggressive in terms of A&P spend (~18% sales), Heinz's products will benefit from higher A&P. The company expects to gain synergies of at least INR 40cr due to rationalization of distributors and warehouse networks and higher bargaining power with suppliers.

As a result of this acquisition, the number of distributors decreased from ~1800+ of the individual companies combined to ~800+ of the merged entity while at the same time expanding the footprint. Because of the larger size of the combined entity and adoption of the best practices of the individual companies, we expect manufacturing efficiencies to kick in across multiple processes. Also, economies of scale at the combined entity level should aid the margin going ahead. The company expects to gain synergies of at least INR 40 Cr due to rationalization of distributors and warehouse networks and hire bargaining power from suppliers.



Source: Company, Edelweiss Professional Investor Research

Exhibit 23: ZWL looking to build the distribution reach to 3.5mn outlets in next few quarters

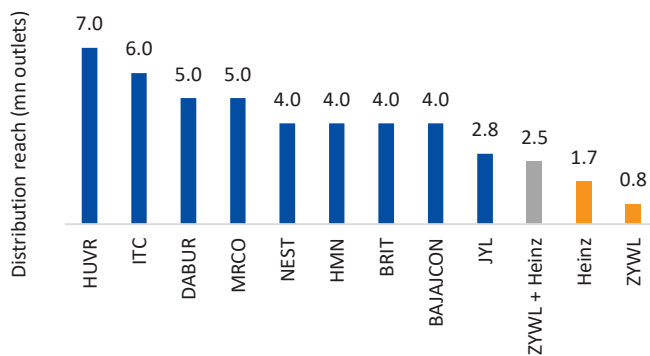
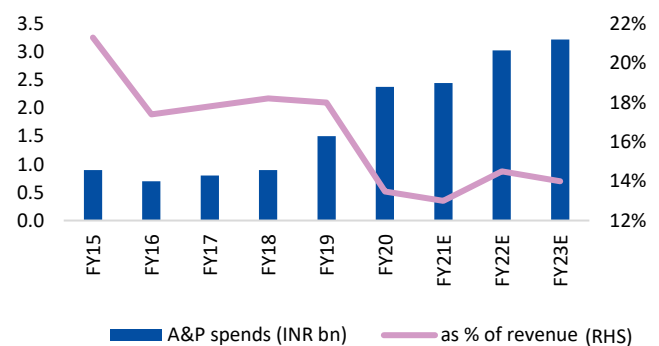


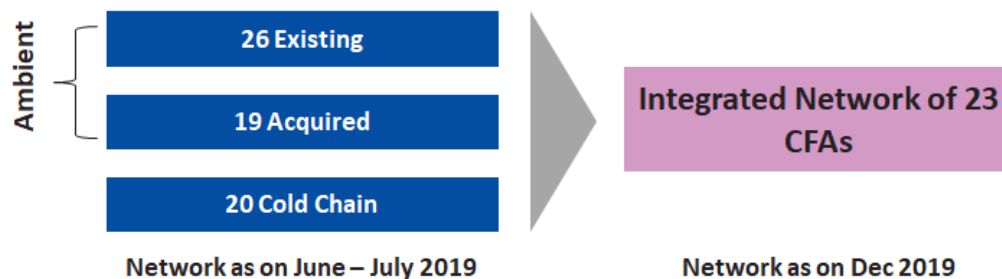
Exhibit 24: A&P spends to remain at elevated levels to support brand building



Source: Company, Edelweiss Professional Investor Research

V. ZWL: Focus on supply chain efficiency

Post consolidation, the company is working on supply chain synergies to reduce expenses related to inventory and simultaneously loss in sales through procurement synergy and start of integrated planning and fulfillment process. Further, ZWL is focus on reducing logistics cost through warehouse and CFAs optimization and revision in incentive structure with significant savings and improved in customer service.



Source: Company, Edelweiss Professional Investor Research

The post consolidation, ZWL is building stronger IT backbone to migrate all major applications and infrastructures from Kraft Heinz Global Systems to equivalent Zydus Wellness systems e.g. Critical applications like Distributor Management Systems (DMS), vendor management and reverse auction platform (ARIBA) etc. to stream line the business processes and supply chain.

VI. New management initiatives to revamp the growth

ZWL's revenues/EBITDA have grown at a CAGR of ~14%/17% over FY16-18 post appointment of new management under leadership of **Mr Tarun Arora** (appointed as Additional Director and Whole Time Director in May 2015) led by successful launch of innovative products across segments and improving distribution & branding. In his tenure over the last four years, he has been instrumental in turnaround of the company performance by accelerating the topline and bottomline growth on back of innovations, laying the foundation for international business and building high performing leadership team. Each of the market leading brands of the ZWL have seen improvement in growth as well as in market shares under post his appointment led by launches such as three new variants under the Sugar Free brand, taking the total number of variants to five. Further, he has also led the re-launch of Nycil with a new clinically proven formula which gives visible results against prickly heat in three days along with the change in packaging which highlights the coolness factor. Two new variants of Cool Aloe and Cool Lime have been launched and have received favorable initial response from the consumer. Further, he also led the launch of Everyuth tan-removal and Nutralite Mayonnaise. These initiatives have resulted in strong market share gain especially a strong recovery in the key market in South.

The revenue of the company under post his appointment has grown by **8.5%/19.1%/64.4%** in **FY17/FY18/FY19**, which are superior numbers compared to the recent past performance of the company. Further, the PAT growth for the three years under his leadership were **5.7%/22.7%/25.4%**, respectively.

Previously, he was Chief Executive, India business at Danone Waters prior to joining ZWL. He has also worked with various FMCG and retail companies like Wipro, Bharti Walmart, Godrej and Sara Lee. Mr.Arora has expertise in the areas of Brand Development, Go-to-Market strategy and Innovation, which he is implementing in ZWL.

Exhibit 25: New product launched



Source: Company, Edelweiss Professional Investor Research

Segment details

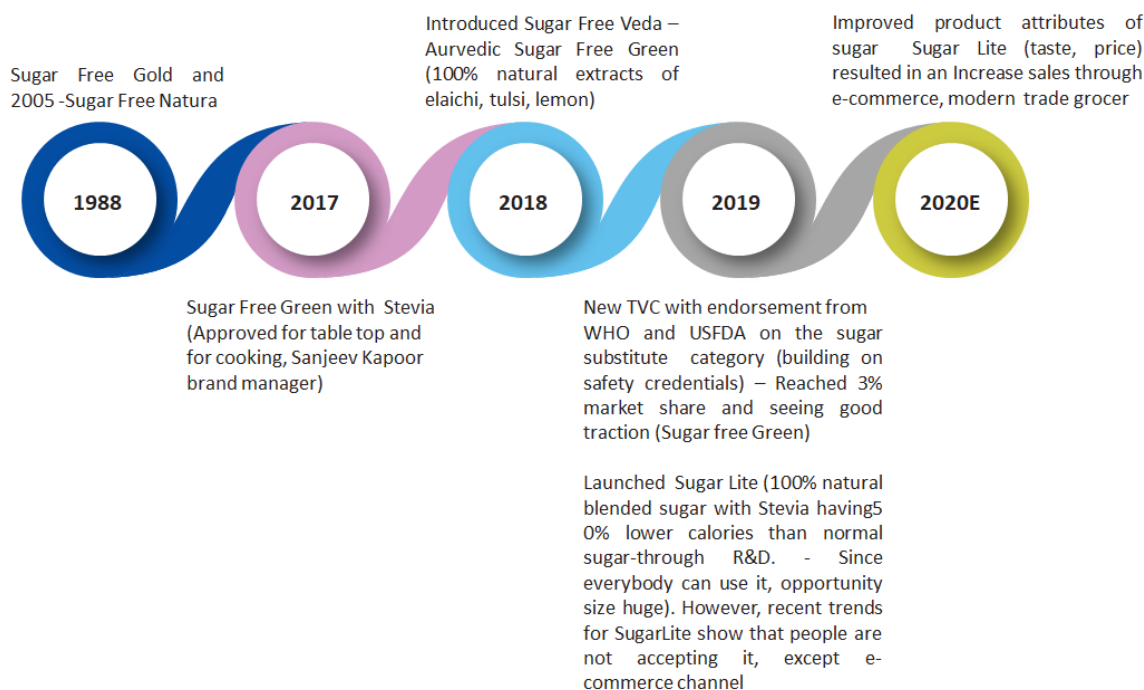
Pre-merger, ZWL offered only 3 brands - Sugar Free, Nutralite and Everyuth. Post-acquisition of Heinz India’s consumer wellness business, helped it to expand its product portfolio by adding brands like Complian, Nycil, Glucon-D and Sampriti Ghee. Pre-acquisition, Sugar Free was the flagship brand of the company contributing over 65% of revenues. However, post-acquisition of Heinz portfolio, Sugar Free contribution to overall sales has come down to 19% with Glucon-D and Complian contributing the highest in terms of sales at 31%+ and 19%, respectively. Its offerings in the Personal care portfolio: Nycil and Everyuth contribute 14%+ and 7% of the overall sales.

Brands	Revenue contribution %
Glucon-D	31%
Complan	19%
Sugar Free	19%
Nycil	14%
Everyuth	7%
Nutralite	7%
Sampriti Ghee	4%

Source: Company, Edelweiss Professional Investor Research

- I. Sugar Free:** The sales are mostly (~80%) pharmacy driven but with the changing brand positioning from being mainly for the diabetic patients to the current narrative of being for both diabetic patients as well for anyone aspiring for a healthy lifestyle, the company is now pushing sales via modern trade and also approaching general trade through the Heinz distribution channels which we believe could spur growth.

Exhibit 26: Timeline:



Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

Exhibit 27: Sugar Free driving the category growth

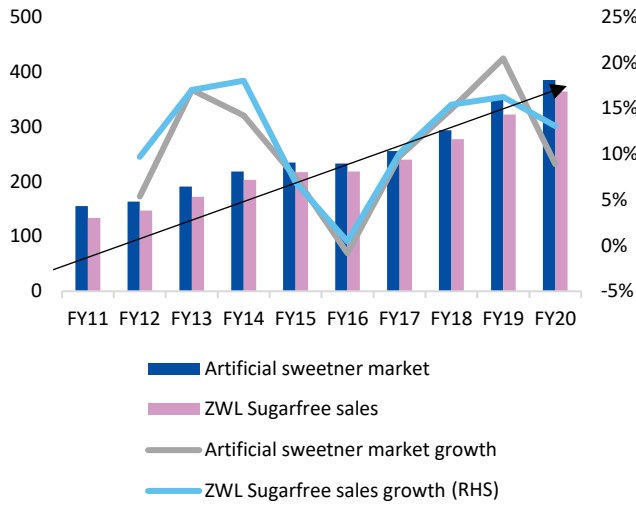
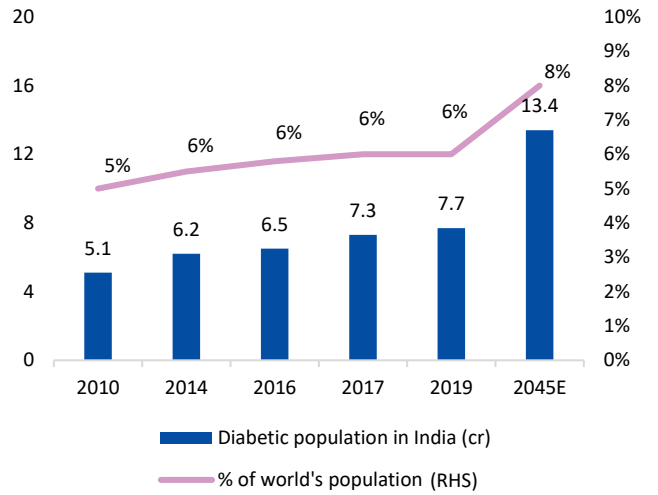


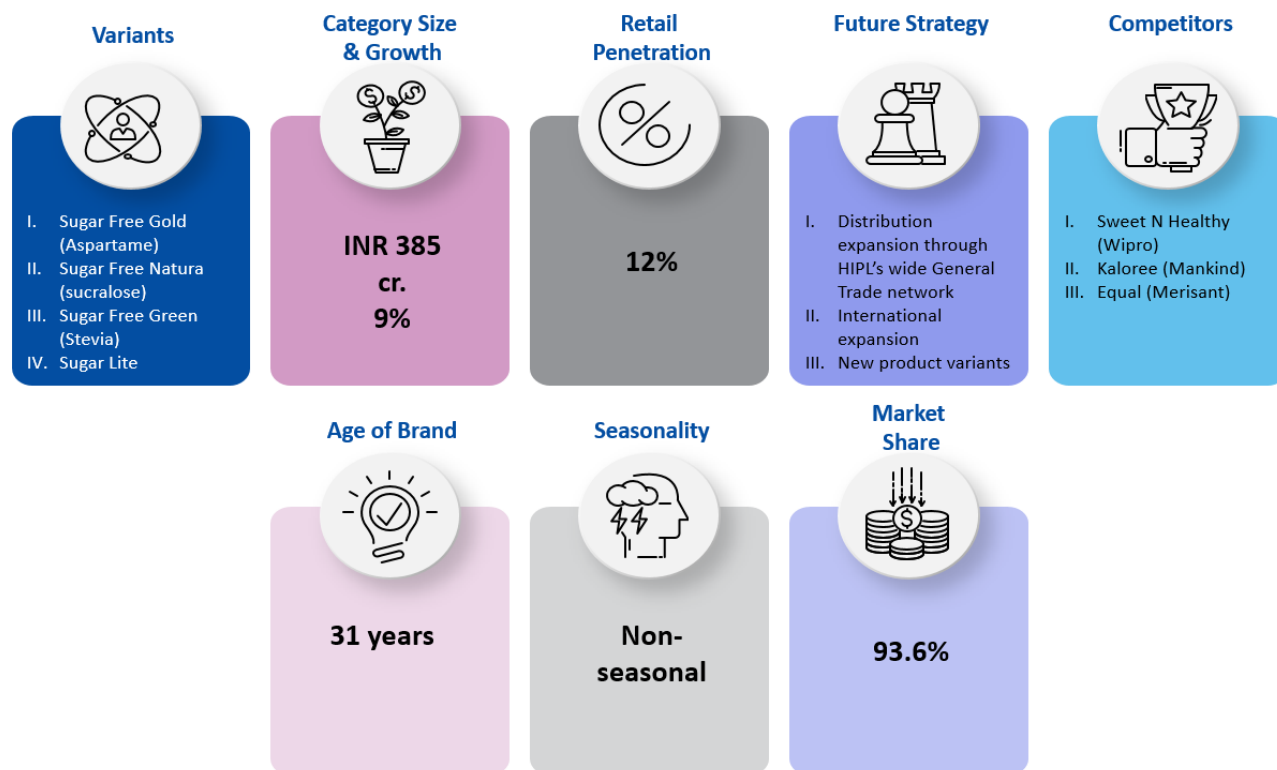
Exhibit 28: ...primarily led by diabetic population



Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

Exhibit 29: Business Model Canvas for Sugar Free



Source: Company, Edelweiss Professional Investor Research

Exhibit 30: Peer Comparison

Parameter	Sugar free Gold	Sweet n Healthy
MRP	235	260
No. of tablets	500	300
Cost/tablet	0.5	0.9
Manufacturer	ZWL	Wipro

Parameter	Sugar free Natural	Kaloree
MRP	300	225
No. of tablets	500	400
Cost/tablet	0.6	0.6
Manufacturer	ZWL	Mankind

Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

II. **Everyuth:** The brand has been present in the facial care domain since the last 28 years, with presence in the scrub & peel off. However, recently ZWL has entered the INR 2700 cr. facewash segment and currently has a less than 1% share. They have also entered the tan removal range segment which is a new segment. **So now it has presence in 4 categories.**

Exhibit 31: Timeline (recent):

Re-positions as Everyuth Naturals. Launched scrub for problem skin with neem and papaya Unveils face wash with tulsi and turmeric extracts

Neem papaya scrub has stabilised and will keep investing in it. Tie up with various beauty influencers and above the line (ATL) campaigns providing strong traction in e-commerce. Tan removal also doing good

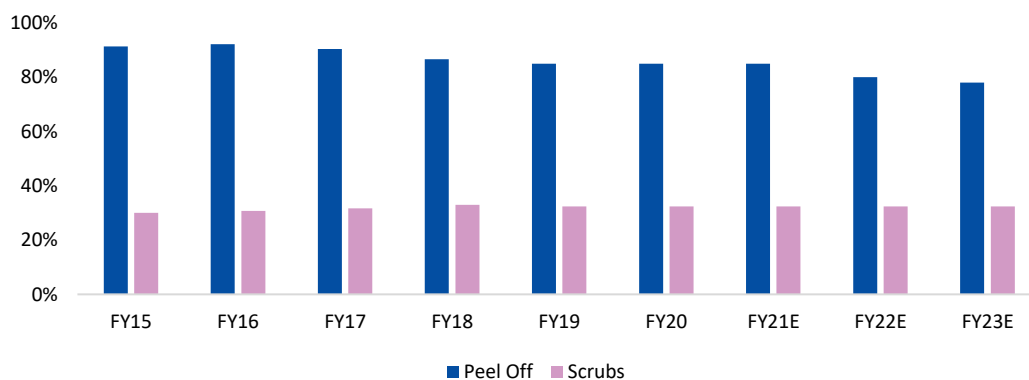


Strong traction in face wash. Launched. Management focusing on sun care

Source: Company, Edelweiss Professional Investor Research

Exhibit 32: Market leader in niche categories that are backed by a strong R&D

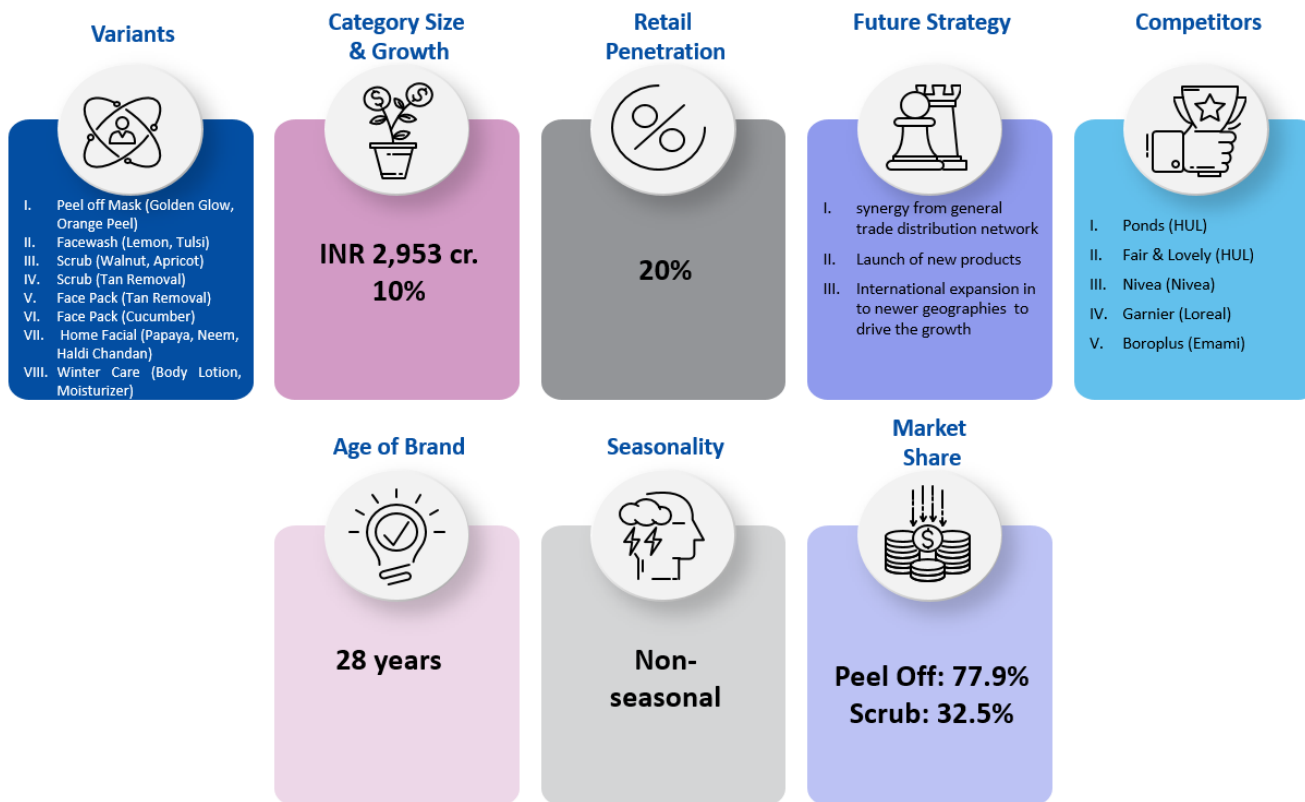
Market share



Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

Exhibit 33: Business Model Canvas for Everyuth



Source: Company, Edelweiss Professional Investor Research

Exhibit 34: Peer Comparison

Parameter	Walnut Scrub	Walnut Scrub	Bio Walnut Scrub	Walnut Scrub
MRP	199	130	140	180
No. of tablets	200	100	100	80
Cost/tablet	1.0	1.3	1.4	2.25
Manufacturer	ZWL	Himalaya	Biotique	VLCC

Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

III. **Nutralite:** The brand operates in two segments of table spread & margarine. Table spread is an alternative for butter & is armed with cholesterol fighters like PUFA (poly unsaturated fatty acids) and MUFA (mono unsaturated fatty acids) and thus is a blend of taste and health. Margarine is a processed food that is designed to taste and look similar to butter. It is often recommended as a heart-healthy replacement and the modern types of margarine are made from vegetable oils.

Exhibit 35: Timeline (recent):

Nutralite was mainly an institutional brand, (HORECA) 75% but turning aggressive in retail Currently only in urban areas. Launched 2 new flavours, beats internal milestone

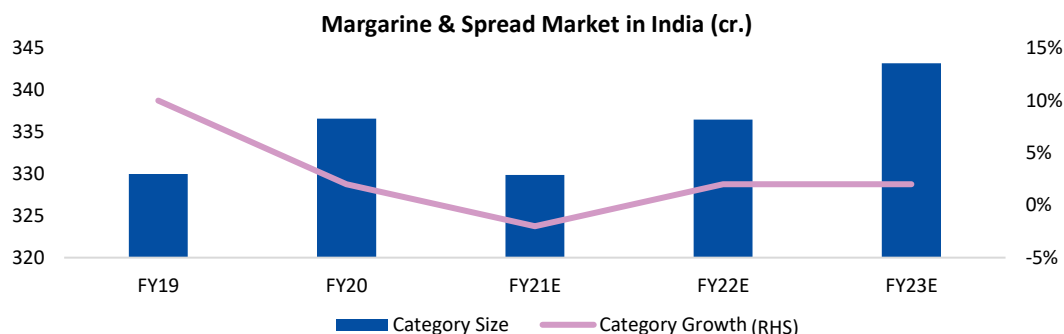
Mayonnaise slightly lags estimates, but overall growth in double digits for last 3 fiscals due to activations by ZWL



Launched mayonnaise in 3 flavours
Retail offtake a little slow but institutional going strong. Still beating internal milestone with double-digit growth

Source: Company, Edelweiss Professional Investor Research

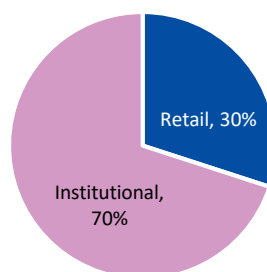
Exhibit 36: Butter & Margarine market is growing rapidly led by Institutional Sales



Source: Company, Edelweiss Professional Investor Research

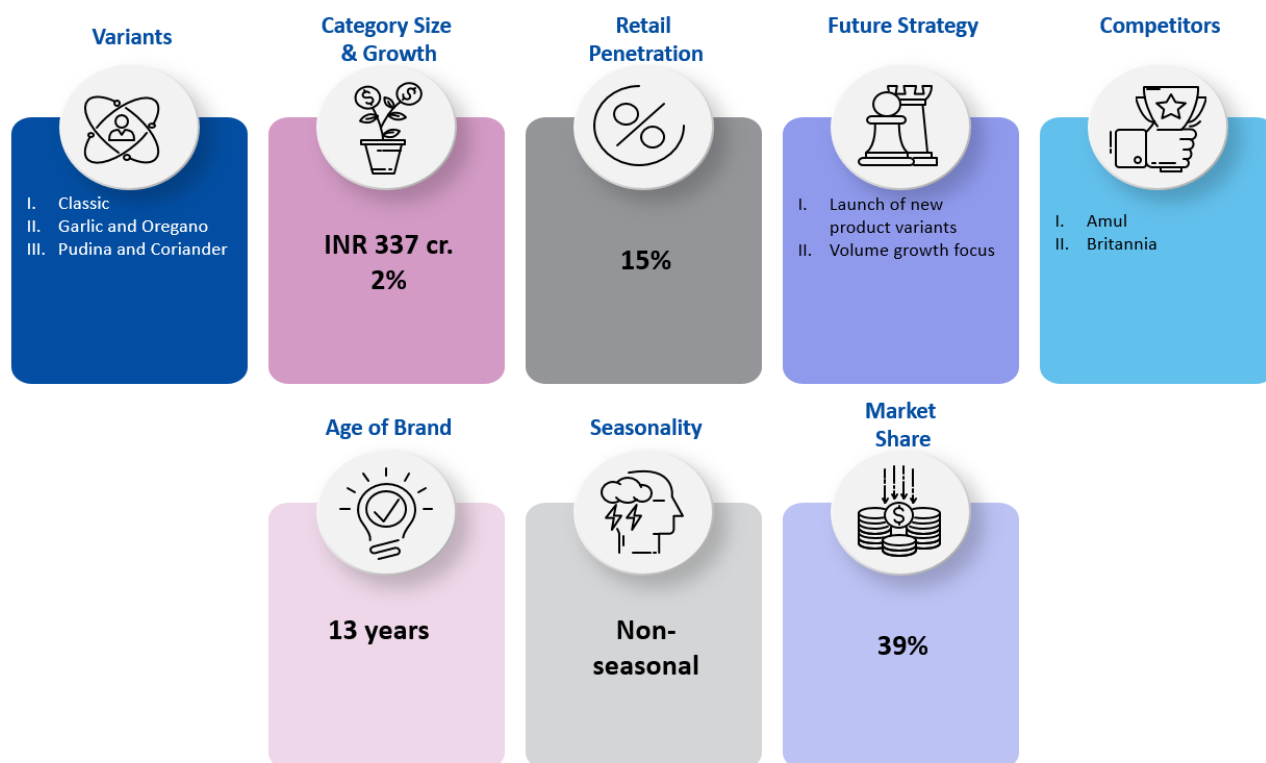
Investment Hypothesis

Exhibit 37: Institutional vs Retail Sales



Source: Company, Edelweiss Professional Investor Research

Exhibit 38: Business Model Canvas for Nutralite



Source: Company, Edelweiss Professional Investor Research

Exhibit 39: Peer Comparison

Parameter	Classic	Bread Spread Lite
MRP	180	52
No. of tablets	500	200
Cost/tablet	0.36	0.26
Manufacturer	ZWL	Amul

Parameter	Garlic & Oregano	Garlic & herbs
MRP	85	49
No. of tablets	200	100
Cost/tablet	0.425	0.49
Manufacturer	ZWL	Amul

Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

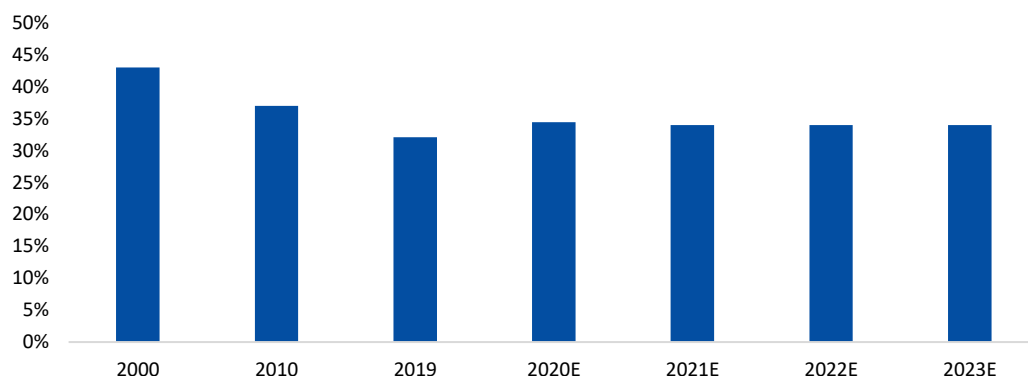
IV. Nycil: The prickly heat powder is an INR 761cr category expected to grow at ~10% CAGR over the next 3-4 years. It is a seasonal product with around ~85% to ~90% of the sales coming in during the summer season. The brand has consistently maintained its leadership in the markets but the market share had reduced over the years from ~40% in early 2000s to ~32% in FY19.

Recently, the company has changed its positioning of the product post re-launch of new variant which are based on clinically proven formula and new packaging that received positive response from market. The company has also launched two new variants of Cool Aloe and Cool Lime, which has already increased its share from 32% to 34.4% in FY20. Also, ZWL has changed communication from earlier cactus images (solution driven) to displaying that it has a coolness factor (in line with competitors). Higher A&P spends and new campaigns will aid growth. ZWL can push through the Nycil products through the pharma channel for better visibility. Nycil has relatively strong presence in North & East India, further company has plan to expand Pan India.

Improvement in Market Share

Nycil has reversed the trend of market share decline as the positioning is getting changed & launch of new products.

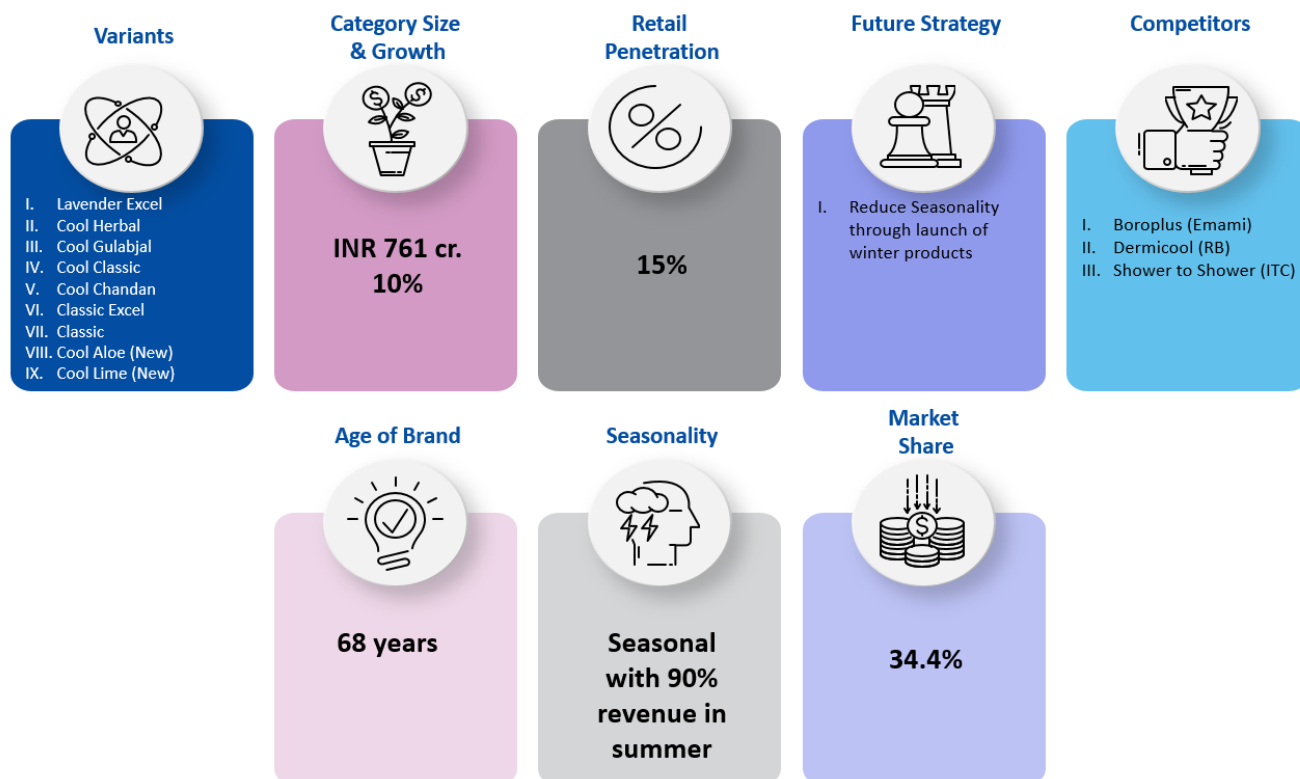
Exhibit 40: Nycil Market Share %



Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

Exhibit 41: Business Model Canvas for Nycil



Source: Company, Edelweiss Professional Investor Research

Exhibit 42: Peer Comparison

Parameter	Nycil Cool	Dermicool Prickly heat	Shower to Shower	Boroplus Prickly heat powder
MRP	105	105	105	100
No. of tablets	150	150	150	150
Cost/tablet	0.7	0.7	0.7	0.67
Manufacturer	ZWL	Paras Pharmaceuticals	ITC	Emami

Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

V. Glucon D: The energy drink mix is an INR 980cr category & is expected to grow at ~11% CAGR over the next 3-4 years. The brand has consistently maintained its leadership in the markets with around ~60% market share. It is a seasonal product with around ~80% of the sales coming in during the summer season, but Glucon D aims to reduce costs during off seasons and can move to a season neutral brand by launching ready to drink (RTD) sports drinks like Gatorade or tetra packs. Glucon D can now sell through the pharma channel and with higher ad spends (which Zydus follows) can gain momentum. Market share gains are slightly visible already.

Exhibit 43: Business Model Canvas for Glucon D

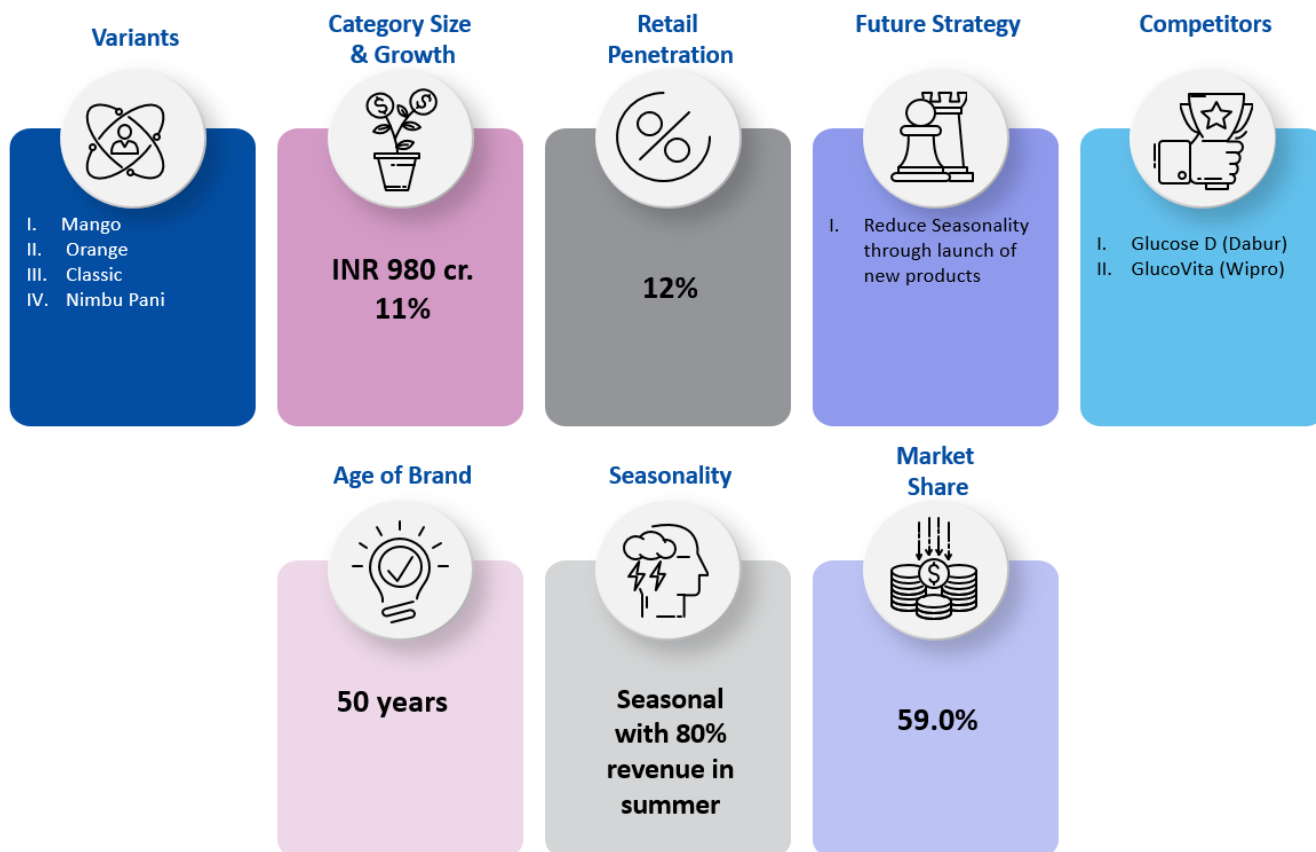


Exhibit 44: Comparison

Parameter	Glucon D	Glucose-D
MRP	36	30
No. of tablets	200	20
Cost/gm	18	15
Manufacturer	ZWL	Dabur

Source: Company, Edelweiss Professional Investor Research

Investment Hypothesis

vi. Complian: The HFD market in India is an INR 7300cr category and is expected to grow at ~6% for the next 3-4 years. The brand has been under pressure and has been losing market share which has come down to ~5.4% from around ~10% at the peak. The main reason for the decline in the market share was the lack of focus of the parent Kraft Heinz, which led to hardly any innovation and the brand failed to keep up with the changing preference of the end consumers. Thus, we believe that there is a big potential for turnaround as legacy has been pharma and strong solution oriented products developed by GSK has been succesful in the market, so with a strong R&D team delivering in SugarFree & Nycil, we expect it to innovate even in Complian. Also the strength of ZWL in pharma channel can be leveraged to increase distribution & hence the market share.

Exhibit 45: Fact Sheet - Complian

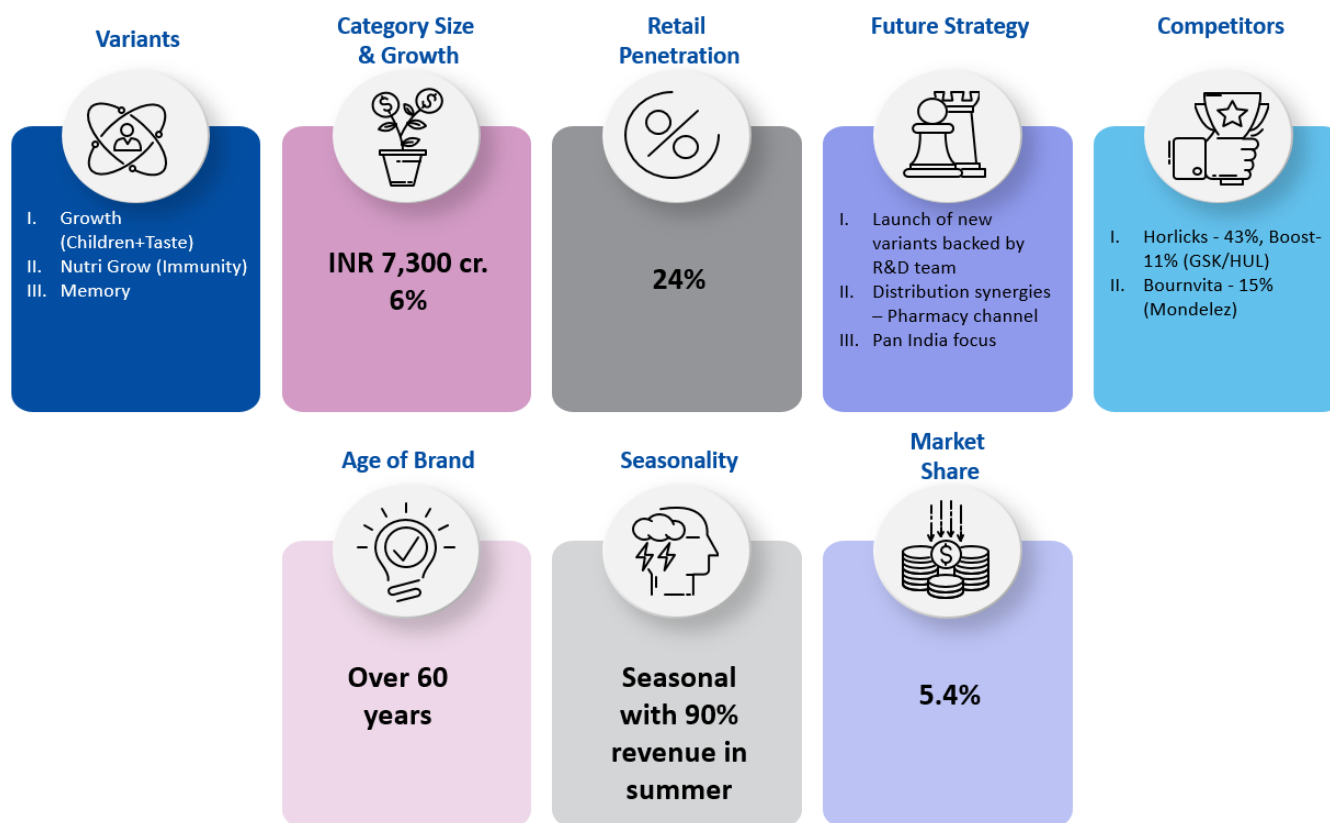


Exhibit 46: Peer Comparison

Parameter	Complan	Horlicks	Boost	Pediasure
MRP	245	204	230	520
No. of tablets	500	500	450	400
Cost/tablet	0.5	0.4	0.5	1.3
Manufacturer	ZWL	HUL	HUL	ABBOTT

Source: Company, Edelweiss Professional Investor Research

Key Risks

i. Failure to meet the expected merger benefits

A key hypothesis for our bullish stance on the stock is the expectation of the synergy benefits such as economies of scale, higher bargaining power with suppliers, distributors and transfer of best practices of the individual companies to the combined entity should help in improving the margin trajectory. The merger plans not playing out as per expectation can have negative impact on the revenue growth & margins.

ii. Failure of the new launches

Zydu's portfolio pre-acquisition used to be non-seasonal, but with the acquisition of Heinz India's brands, the portfolio has turned seasonal. But, the management has guided for plans to reduce the seasonality going ahead by launching new products under these brands. Failure of these brands to take off can prove detrimental to the revenue and margin projections.

iii. Scaling of the acquired brands

Scaling of the acquired brands has not been an easy task for the incumbent company in the Indian FMCG space. This remains a key risk to our hypothesis of the innovation capability of Zydu to scale up the business of the acquired brands of Heinz India. The table below shows the performance of some of the past acquisitions in the Indian FMCG space.

Exhibit 47: Performance of some of the past acquisitions in Indian FMCG space

Year Of Acquisition	Acquirer	Company/Brand Acquired	Consideration (INR cr)	Revenue (acquisition time) (INR cr)	Revenue (FY19) (INR cr)	CAGR	Acquisition valuation (x Sales)
2006	Marico	Nihar from HUL	240	120	550	12.4%	2.0x
2009	Dabur	FEM	282	NA	NA	NA	NA
2012	Wipro	Yardley	215	185	NA	NA	1.2x
2013	Bajaj Cons	Nomarks	150	34	10	-18.5%	4.4x
2015	Emami	Kesh King	1650	300	275	-2.2%	5.5x

Source: Company, Edelweiss Professional Investor Research

Outlook & Valuation

ZWL is expected to post a revenue CAGR of 9.2% over FY20-23E, led by the larger verticals of Glucon-D, Complian, Sugar Free primarily driven by the new innovative products launches specially in the acquired brands. The margins are expected to improve with merger synergy and operational efficiency. With faster than earlier revenue growth, merger synergies improving margins and gradual debt payoff to aid financial leverage over the next few years for ZWL. Given a lean balance sheet and negative WC days with strong brands, we believe that ZWL is trading at an attractive valuation of 27x FY23E EPS. We initiate with 'BUY' rating and target price of INR 2,270 based on 32x FY23E EPS.

Exhibit 48: EV/EBITDA

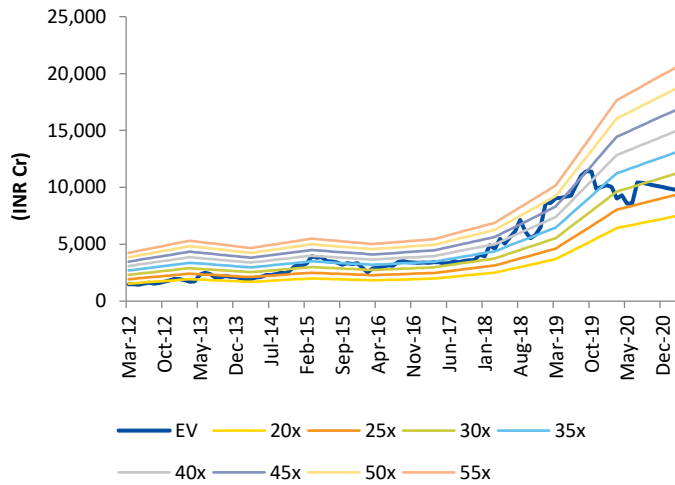
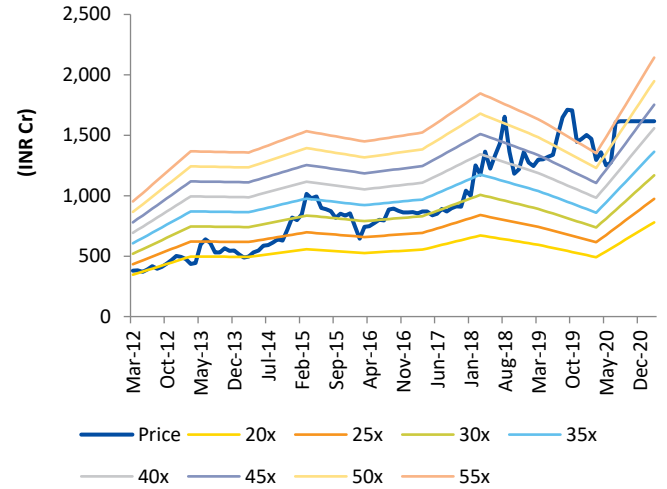


Exhibit 49: PE bands



Source: Company, Edelweiss Professional Investor Research

Peers comparison

Exhibit 50: Revenue Growth

(%)	FY18	FY19	FY20	FY21E	FY22E	CAGR FY18-22E
ZWL	19%	64%	110%	7%	11%	42%
GSK	-1%	9%	2%	NA	NA	NA
Abbott	11%	12%	11%	7%	12%	10%
Emami	2%	6%	-1%	-3%	10%	3%
Marico	7%	16%	0%	9%	9%	8%

Exhibit 51: EBITDA Margin

EBITDA Margin (%)	FY18	FY19	FY20	FY21E	FY22E	Average
ZWL	24.4	23.8	18.2	19.9	20.4	21.4
GSK	20.5	23.9	23.1	NA	NA	22.5
Abbott	16.1	16.6	18.0	18.9	19.2	17.8
Emami	31.0	27.0	25.0	28.5	28.7	28.0
Marico	18.0	17.5	20.1	20.4	20.2	19.2

Exhibit 52: Returns

RoE (%)	FY18	FY19	FY20E	FY21E	FY22E	Average
ZWL	21.5	8.9	5.4	6.1	7.7	9.9
GSK	20.1	24.0	24.8	NA	NA	23.0
Abbott	26.3	24.7	27.1	23.8	23.3	25.0
Emami	16.3	14.9	15.8	20.1	22.2	17.9
Marico	32.5	31.6	34.5	37.3	37.4	34.7

RoCE (%)	FY18	FY19	FY20E	FY21E	FY22E	Average
ZWL	19.5	6.3	6.1	7.0	7.9	9.3
GSK	29.8	36.1	32.6	NA	NA	32.8
Abbott	40.6	37.9	36.5	46.0	45.2	41.2
Emami	18.7	18.9	19.0	24.0	26.8	21.5
Marico	38.9	38.0	41.0	43.9	44.3	41.2

Source: Company, Edelweiss Professional Investor Research

Exhibit 53: Cash-conversion cycle

Inventory days	FY18	FY19	FY20E	FY21E	FY22E	Average
ZWL	25	101	60	70	60	63
GSK	34	36	41	NA	NA	37
Abbott	60	59	51	55	54	56
Emami	27	28	32	35	34	31
Marico	87	70	69	66	66	72

Receiveable days	FY18	FY19	FY20E	FY21E	FY22E	Average
ZWL	6	42	24	30	28	26
GSK	23	29	27	NA	NA	27
Abbott	24	27	27	25	23	25
Emami	18	25	36	35	33	29
Marico	20	26	27	16	16	21

Payable days	FY18	FY19	FY20E	FY21E	FY22E	Average
ZWL	67	204	117	110	115	123
GSK	86	73	66	NA	NA	75
Abbott	67	77	79	99	96	84
Emami	39	44	51	55	56	49
Marico	47	47	49	32	32	41

Source: Company, Edelweiss Professional Investor Research

Exhibit 54: Valuation comparison

P/E (x)	FY18	FY19	FY20E	FY21E	FY22E	Average
ZWL	34	44	53	44	33	41
GSK	54	38	33	NA	NA	42
Abbott	29	34	55	51	45	43
Emami	79	60	25	30	24	44
Marico	55	40	43	38	36	42

EV/EBITDA (x)	FY18	FY19	FY20E	FY21E	FY22E	Average
ZWL	33	48	28	30	29	34
GSK	39	29	28	NA	NA	32
Abbott	16	19	35	39	34	29
Emami	33	24	10	15	14	19
Marico	40	35	31	28	25	32

Price/Sales (x)	FY18	FY19	FY20E	FY21E	FY22E	Average
ZWL	14.4	13.0	6.2	6.5	5.8	9
GSK	8.6	7.9	7.3	NA	NA	8
Abbott	3.5	4.2	8.0	3.8	3.4	5
Emami	9.6	6.7	2.9	6.2	5.6	6
Marico	7.1	6.2	6.2	5.7	5.2	6

Source: Company, Edelweiss Professional Investor Research

ZWL - Fund raising

ZWL has announced fund raising of INR 1,100 crore (INR 350 crore infusion by promoter – Zydus Family Trust (4.29% stock holding) and INR 750 crore to be raised via QIP issue]. We believe equity infusion of INR 1,100 crore would be utilized to reduce the gross debt of INR 1,500 crore (raised at the time of Heinz business acquisition). The company would be able to repay most of the debt, resulting in net debt free position for the company by FY22, as ZWL have cash & cash equivalents of ~INR 200 crore in the books. This would result in saving of INR 140 crore interest cost thereby increasing FY22E EPS estimate by 29%. Assuming equity infusion at average stock price of INR 1640/share (given promoters have infused INR 350 crore at INR 1643/share), equity dilution would be ~12%. However, with equity infusion, the return ratios (especially ROE) would remain in single digits for the next three to four years.

Company Description

Carnation Health Foods Ltd was incorporated on November 1, 1994. In 2006, Cadila Healthcare Ltd took over the company through market purchase and an open offer. In 2009, the consumer division of Cadila Healthcare Ltd, was transferred to Carnation Health Foods Ltd and the company was renamed as Zydus Wellness Ltd.

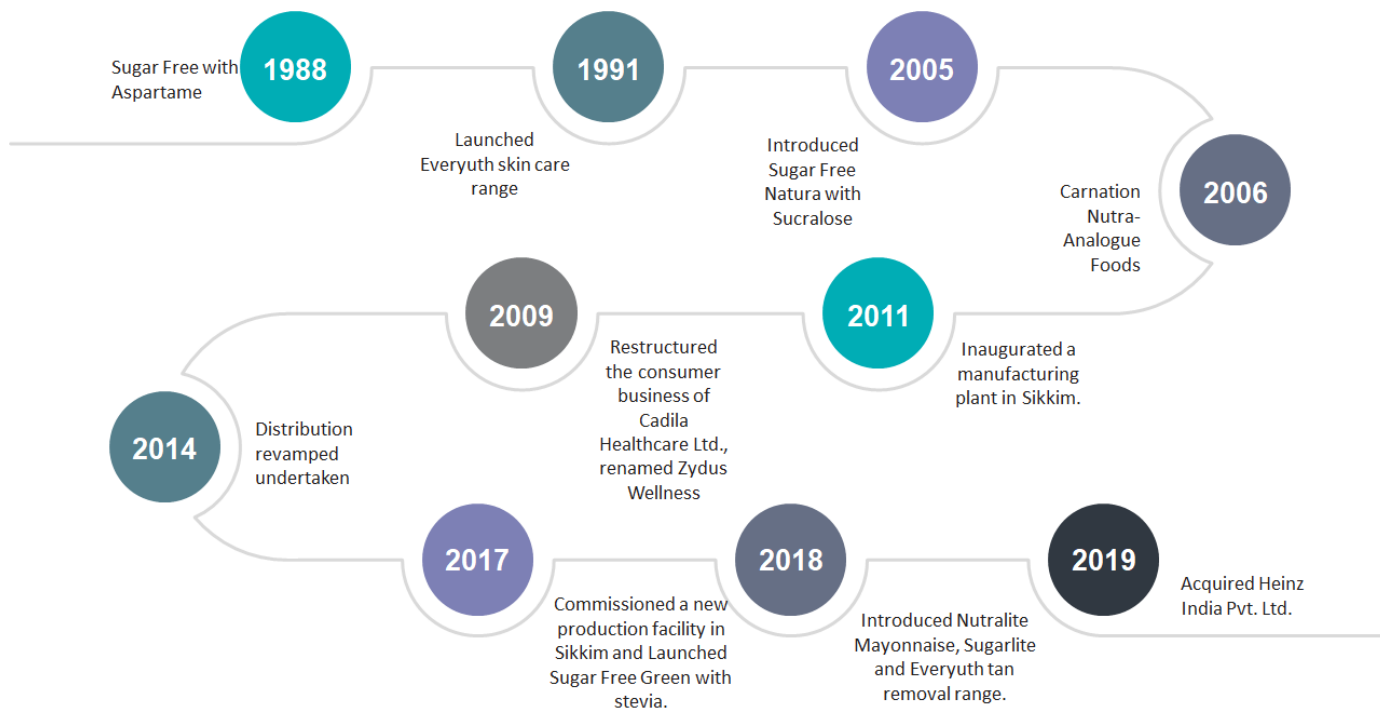
Business Model	The company is an FMCG company with more than 95% revenues from India and the balance from exports. The company was earlier a 3 brand company but has recently acquired Kraft Heinz's India portfolio of 4 additional brands
Strategic Positioning	The company has positioned itself in the wellness category with products aimed at a healthier lifestyle. Zydus Wellness aims to combine healthcare, nutrition and cosmeceuticals to bring wellness products to enrich life.
Competitive Edge	The company boasts of leadership position in 5 of its 7 brands – SugarFree, Everyuth Scrubs and Peels, Nutralite, Glucon D and Nycil. Its other brands include Complian and Sampriti Ghee
Financial Structure	The company had strong free cash flow generation prior to the acquisition. However post the acquisition, the company has INR 1500 Cr debt which will be repaid through equity raising. We believe that no incremental capex and negative Working Capital day cycle will result in strong free cash flows over the next few years.
Key Competitors	GSK Consumer, Abbott, Emami
Industry Revenue Drivers	Industry revenue drivers are increasing penetration, rising affluence and disposable incomes, demand for premium products, new distribution channels like modern trade and e-commerce and increasing focus on rural markets
Shareholder Value Proposition	We believe that post the acquisition, substantial synergies can accrue in terms of sourcing, distribution and overheads. With increasing innovation and focus on the acquired brands along with access to a new distribution channel, we feel that growth can be higher if the company can take advantage of low hanging fruits. At the current valuation, we believe that these synergies are not factored in

Management Profile

Name	Designation	Profile
Mr. Sharvil Patel	<i>Chairman</i>	Dr. Sharvil Pankajbhai Patel has been Managing Director of, Indian pharma company, Cadila Healthcare Limited since April 2017. Sharvil is the third generation Patel to lead Cadila. He has a specialisation in Chemical and Pharma Sciences and a Doctorate from the University of Sunderland, U.K. for his research work in Breast Cancer at John Hopkins, Bayview Medical Centre, USA
Mr. Tarun Arora	<i>CEO</i>	Mr. Tarun Arora was Chief Executive, India business at Danone Waters prior to joining Zydus. He has also worked with various FMCG and retail companies like Wipro, Bharti Walmart, Godrej and Sara Lee. He has a 24 years' experience in Business Transformation and post-merger integration projects. In his 4 years, he has accelerated the topline and bottomline growth on back of innovations for Zydus
Mr. Umesh Parikh	<i>CFO</i>	Mr. Umesh Parikh is a qualified Cost and Management Accountant and a Company Secretary. He has also done an Advanced Business Leadership program from IIM (A) and is a qualified Six Sigma Green Belt. Prior to joining the Zydus group in 2005, he has worked with GE and Rapicut Carbides. He was appointed as CFO of Zydus Wellness in 2018.

Source: Company, Edelweiss Professional Investor Research

Exhibit 55: Major Milestone

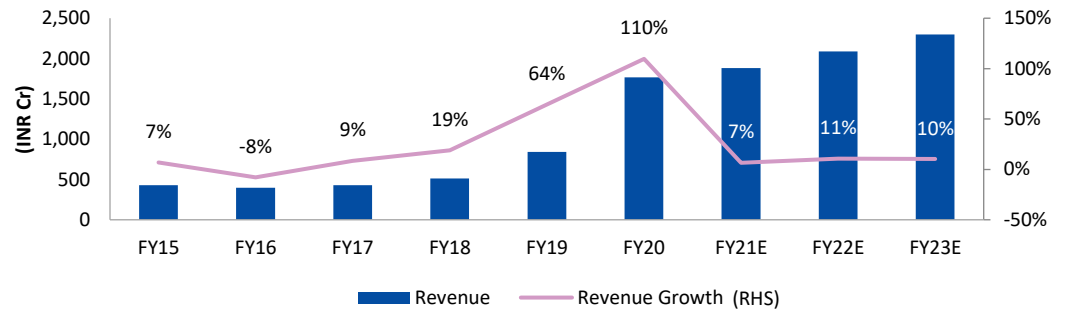


Source: Company, Edelweiss Professional Investor Research

Financial Analysis

We estimate ZWL to clock 9.2% revenue CAGR over FY20-23E. The growth shall be led by the larger verticals of Glucon-D, Complian, Sugar Free primarily driven by the innovation focus of the leadership.

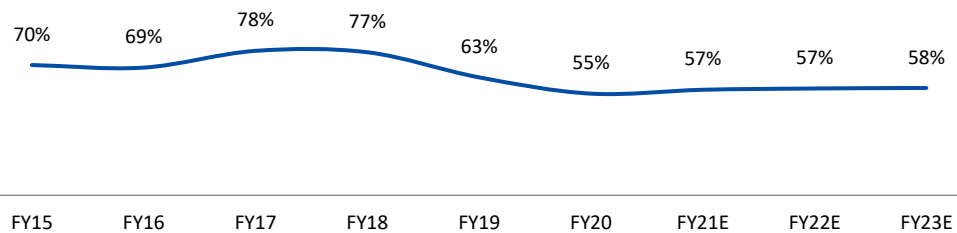
Exhibit 56: Consolidated revenue



Source: Company, Edelweiss Professional Investor Research

Though gross margins have contracted post acquisition, we believe company would be able to expand gross margins from current levels of FY20 driven by synergies and cost efficiency.

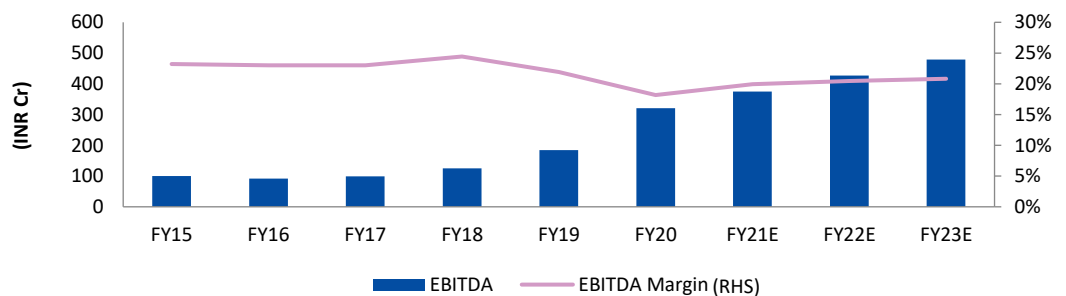
Exhibit 57: Gross margin



Source: Company, Edelweiss Professional Investor Research

EBITDA margin is expected to improve from FY21 onwards as synergy benefits kick in and management expects to achieve historical level of margins few years down the line

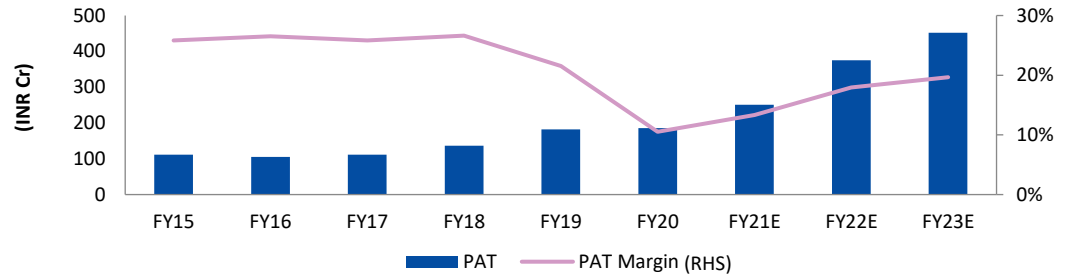
Exhibit 58: EBITDA and EBITDA margin



Source: Company, Edelweiss Professional Investor Research

With faster than earlier revenue growth, merger synergies improving margins and gradual debt payoff to aid financial leverage, we expect PAT margins to improve from FY21 onwards.

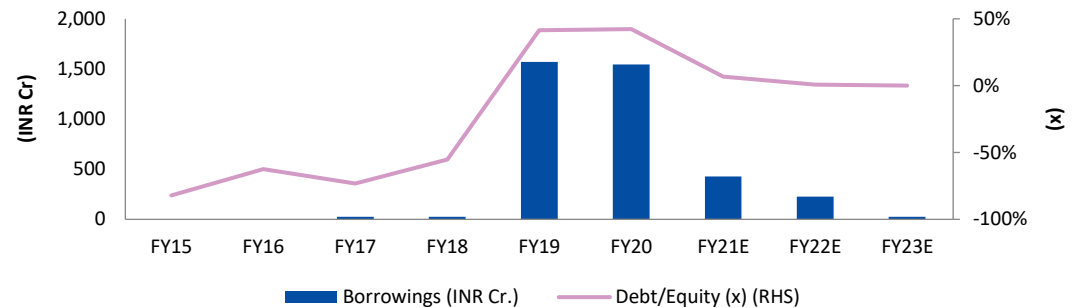
Exhibit 59: PAT and PAT margin



Source: Company, Edelweiss Professional Investor Research

The debt re-payment plan with equity raising and we believe equity infusion of INR 1,100 crore would be utilize to reduce the gross debt of INR 1,500 debt (raised at the time of Heinz business acquisition).

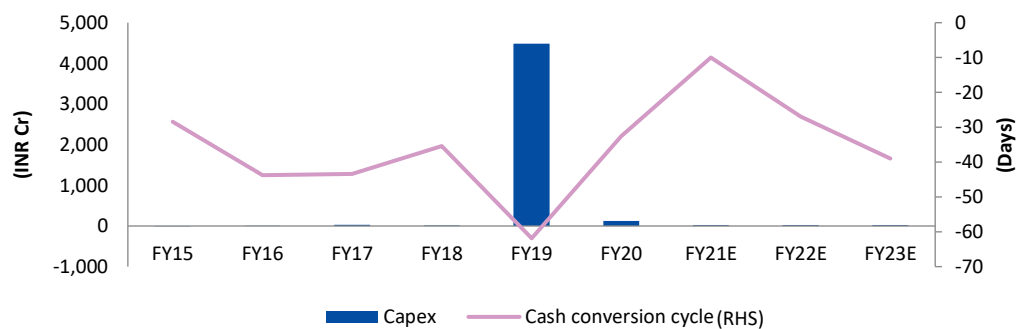
Exhibit 60: Debt/Equity



Source: Company, Edelweiss Professional Investor Research

The company has negative working capital days because of a high creditor days

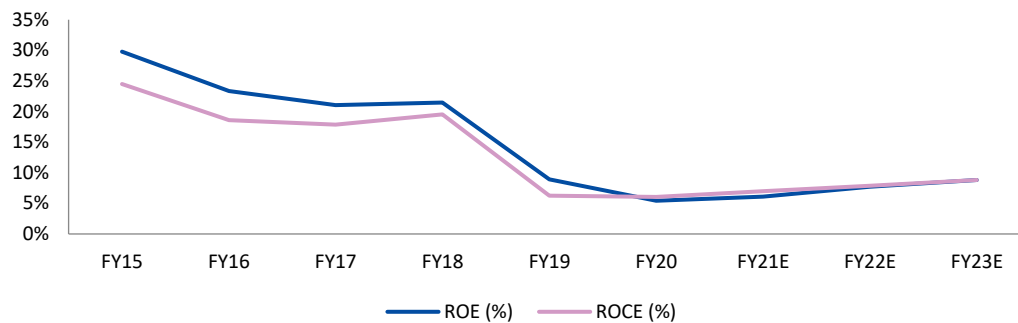
Exhibit 61: Capex and cash conversion cycle



Source: Company, Edelweiss Professional Investor Research

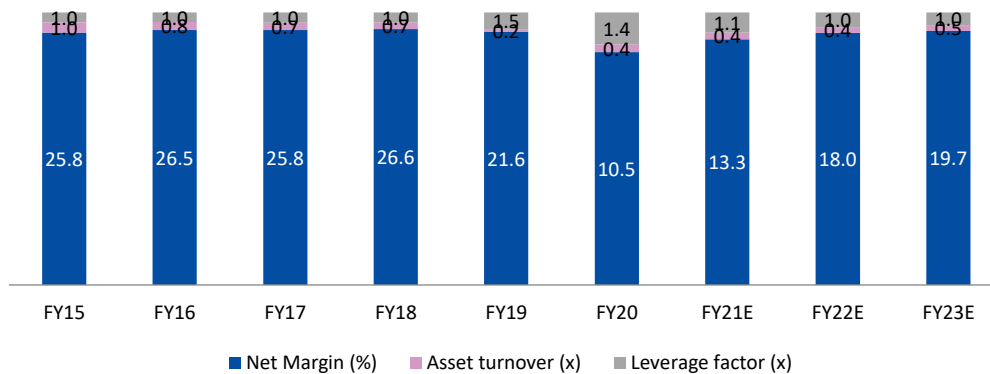
Optically the return ratios look depressed because of a high goodwill amount, ex of which RoCE is ~40% for FY20 and ~38% for FY23E.

Exhibit 62: RoAE and RoACE



Source: Company, Edelweiss Professional Investor Research

Exhibit 63: DuPont Analysis



Source: Company, Edelweiss Professional Investor Research

(INR crs)

Income statement					
Year to March	FY19	FY20	FY21E	FY22E	FY23E
Income from operations	843	1,767	1,883	2,086	2,299
Direct costs	308	800	814	887	971
Employee costs	86	175	192	209	228
Other expenses	264	471	502	563	621
Total operating expenses	658	1,446	1,508	1,660	1,821
EBITDA	185	321	375	426	479
Depreciation and amortisation	13	26	28	29	28
EBIT	172	295	347	398	451
Interest expenses	30	140	108	36	14
Other income	39	11	12	13	15
Profit before tax	181	165	251	375	452
Provision for tax	-1	-20	0	0	0
Core profit	182	186	251	375	452
Extraordinary items	-10	-44	0	0	0
Profit after tax	171	142	251	375	452
Minority Interest	0	0	0	0	0
Share from associates	0	0	0	0	0
Adjusted net profit	171	142	251	375	452
Equity shares outstanding (Cr)	5.8	5.8	6.4	6.4	6.4
EPS (INR) basic	30	25	39.0	58.2	70.3
Diluted shares (Cr)	5.8	5.8	6.4	6.4	6.4
EPS (INR) fully diluted	29.7	24.6	39.0	58.2	70.3
Dividend per share	5	10	14	21	25
Dividend payout (%)	17	31	36	36	36

Year to March	FY19	FY20	FY21E	FY22E	FY23E
Operating expenses	78.1	81.8	80.1	79.6	79.2
Depreciation	1.5	1.5	1.5	1.4	1.2
Interest expenditure	3.6	7.9	5.8	1.7	0.6
EBITDA margins	21.9	18.2	19.9	20.4	20.8
Net profit margins	20.3	8.0	13.3	18.0	19.7

Growth metrics (%)

Year to March	FY19	FY20	FY21E	FY22E	FY23E
Revenues	64.4	109.6	6.6	10.8	10.2
EBITDA	47.5	73.7	16.9	13.6	12.3
PBT	20.9	(8.6)	51.5	49.4	20.7
Net profit	33.1	2.3	34.9	49.4	20.7
EPS	(11.6)	(17.2)	58.5	49.4	20.7

Balance sheet						(INR cr)
As on 31st March	FY19	FY20	FY21E	FY22E	FY23E	
Equity share capital	58	58	64	64	64	
Preference Share Capital	0	0	0	0	0	
Reserves & surplus	3,329	3,403	4,664	4,903	5,193	
Shareholders funds	3,386	3,461	4,728	4,968	5,257	
Secured loans	1,522	1,500	400	200	0	
Unsecured loans	48	46	26	26	26	
Borrowings	1,569	1,546	426	226	26	
Minority interest	0	0	0	0	0	
Sources of funds	4,956	5,007	5,154	5,194	5,284	
Gross block	352	918	943	968	993	
Depreciation	144	165	193	221	249	
Net block	207	754	750	747	744	
Capital work in progress	10	4	4	4	4	
Intangible Assets	4,360	3,920	3,920	3,920	3,920	
Total fixed assets	4,578	4,677	4,674	4,670	4,668	
Unrealised profit	0	0	0	0	0	
Investments	46	110	150	200	225	
Inventories	233	292	361	343	346	
Sundry debtors	96	118	155	160	164	
Cash and equivalents	164	82	102	194	348	
Loans and advances	158	172	175	180	185	
Other current assets	0	16	0	0	0	
Total current assets	652	681	792	877	1,043	
Sundry creditors and others	472	568	567	657	756	
Provisions	5	15	16	16	17	
Total CL & provisions	477	583	583	674	773	
Net current assets	175	99	209	203	270	
Net Deferred tax	103	121	121	121	121	
Misc expenditure	54	0	0	0	0	
Uses of funds	4,956	5,007	5,154	5,194	5,284	
Book value per share (INR)	587	600	735	772	817	

Cash flow statement

Year to March	FY19	FY20	FY21E	FY22E	FY23E
Net profit	192	230	251	375	452
Add: Depreciation	13	26	28	29	28
Add: Misc expenses written off/Other Assets	-53	54	0	0	0
Add: Deferred tax	-29	-18	0	0	0
Add: Others	0	0	0	0	0
Gross cash flow	123	293	279	403	480
Less: Changes in W. C.	22	6	92	-99	-87
Operating cash flow	101	287	187	502	567
Less: Capex	4,486	126	25	25	25
Free cash flow	-4,385	161	162	477	542

Ratios

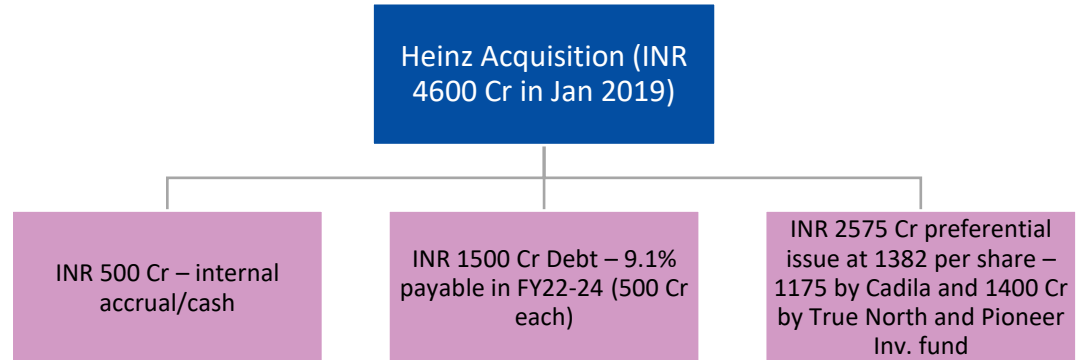
Year to March	FY19	FY20	FY21E	FY22E	FY23E
ROAE (%)	8.9	5.4	6.1	7.7	9
ROACE (%)	6.3	6.1	7.0	7.9	9
Debtors (days)	42	24	30	28	26
Current ratio	1	1	1	1	1
Debt/Equity	0.5	0.4	0.1	0.0	0.0
Inventory (days)	101	60	70	60	55
Payable (days)	204	117	110	115	120
Cash conversion cycle (days)	-62	-33	-10	-27	-39
Debt/EBITDA	8	5	1	1	0
Adjusted debt/Equity	0.4	0.4	0.1	0.0	(0.1)

Valuation parameters

Year to March	FY19	FY20	FY21E	FY22E	FY23E
Diluted EPS (INR)	29.7	24.6	39.0	58.2	70.3
Y-o-Y growth (%)	(11.6)	(17.2)	58.5	49.4	20.7
CEPS (INR)	33.7	36.8	43.3	62.7	74.6
Diluted P/E (x)	63.5	76.7	48.4	32.4	26.8
Price/BV(x)	3.2	3.1	2.6	2.4	2.3
EV/Sales (x)	14.6	7.0	6.6	5.8	5.1
EV/EBITDA (x)	66.4	38.4	33.2	28.5	24.7
Diluted shares O/S	5.8	5.8	6.4	6.4	6.4
Basic EPS	29.7	24.6	39.0	58.2	70.3
Basic PE (x)	63.5	76.7	48.4	32.4	26.8
Dividend yield (%)	0.3	0.5	0.6	1.0	1.2

Annexure

Acquisition Details:

**Cadila's stake post acquisition fell from 72.5% to 67.6%**

Reason for Kraft Heinz' Exit – Globally, the company is trying to make its portfolio leaner and focus only on core categories of ketchup and ready to eat breakfast etc. and hence has sold/in the process of selling many of non-core global brands. The company is seeking “to re-establish commercial growth of iconic brands,” as well as “turn around consumption trends in several key categories” and “expand into new categories.” Hence sold brands and trimmed debt

Some of the sales/probable sales:

Possible sale of Breakstone, the cottage cheese, sour cream and butter brand.

Considered selling the Maxwell House coffee brand. Sold its Canadian natural cheese business to Parmalat for \$1.23 billion last year.

Due to their lack of focus on brands they were looking to divest, Heinz has lost market share in the last few years to competitors

Product variants of the brands under Zydus's portfolio:

Sugar Free



Everyuth:



Nutralite



Nycil



Complan



Annexure

Glucon-D



Glucon-D
Mango Punch

Glucon-D
Nimbu Pani

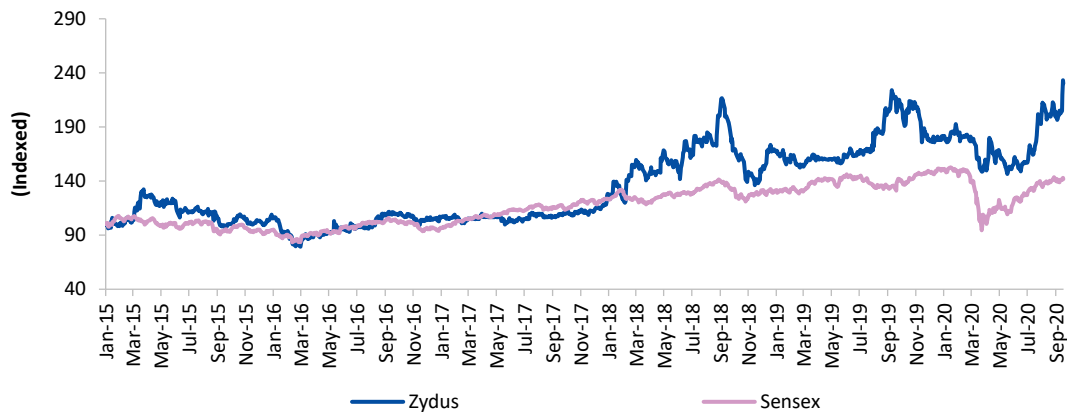
Glucon-D
REGULAR

Glucon-D
TANDY ORANGE

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Rating	Expected to
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Hold	appreciate between 5-15% over a 12-month period
Reduce	Return below 5% over a 12-month period



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