Hotels

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Industry touched new highs in 4Q

4QFY23 performance surpassed that of 3QFY23, which is seasonally the best quarter of the year. This was supported by a continued rise in both the average room rate (ARR) and occupancy rate (OR) compared to the previous quarter and pre-pandemic levels. This led to higher revenue per available room (RevPAR). In this report, we present the current demand scenario in key cities and insights based on 4QFY23 results and management commentaries of major hospitality players – Indian Hotels (IH), Lemon Tree Hotels (LEMONTRE), Chalet Hotels (CHALET), EIH, Oberoi Realty (OBER), Brigade Enterprises (BRGD), and ITC.

- **As per HVS Anarock, the OR in 4QFY23 stood at ~66%, up 130bp QoQ (higher than 4QFY20 by 800bp). The growth in occupancy rate was driven by strong demand from events such as wedding, MICE, and international events such as G20 meetings as well as the DIOR global event in Mumbai (which took place in Mar'23). The ARR continued to rise to INR7,867 (up 9% QoQ and 25% v/s 4QFY20).**
- **Compared to pre-Covid levels (4QFY20), the hospitality basket reported a higher flow-through (incremental EBITDA to incremental revenue) in 4QFY23, with LEMONTRE leading the pack at 99%, followed by OBER and IH-standalone.**
- **In FY23, the industry witnessed a sharp recovery with ARR/OR surpassing/touching the pre-Covid levels, supported by new travel themes, large global events, and favorable demand-supply dynamics.**
- **ARR and OR are expected to continue its strong momentum in the near term, led by favorable demand-supply dynamics and demand drivers such as the G20 Summit meetings, the ICC ODI Cricket World Cup, and the resumption of foreign inbound travel. ARR should continue to inch higher, thereby boosting RevPAR.**

Aggregate revenue up 55% v/s 4Q'20

	Change YoY (%)	Change QoQ (%)	Change v/s 4QFY20
IH	86	-4	53
EIH	112	9	55
CHALET	145	17	54
LEMONTRE	111	8	43
OBER	102	10	56
BRGD	99	9	42
ITC	101	10	68
Aggregate	**99**	**4**	**55**

EBITDA performance (INR m)

	4Q'20	4Q'22	3Q'23	4Q'23
IH	2,079	1,590	5,972	5,355
EIH	847	190	2,090	2,042
CHALET	689	290	1,085	1,473
LEMONTRE	639	368	1,265	1,399
OBER	90	56	158	208
BRGD	181	3	211	388
ITC	1,102	320	2,240	2,720
Aggregate	**5627**	**2818**	**13021**	**13585**

Record-breaking ARR with room for further growth

- As per HVS Anarock, industry ARR continued its upward trajectory to INR7,867 (up 9% QoQ; up 25% v/s 4QFY20) and OR was higher both sequentially and v/s 4QFY20 by 130bp/800bp to 66.3% in 4QFY23. The upward trend was led by strong Feb'23 performance, in which OR breached the 70% mark.
- OR dipped 400bp/800bp MoM to 65%/63% in Jan'23/Mar'23 due to seasonality.
- In Jan'23/Feb'23, OR was down 550bp/250bp at 65%/71% v/s pre-Covid levels as foreign tourist arrivals were still lower than pre-pandemic levels, while ARR rose 16%/25% to INR7,600/INR8,300. Strong ARR helped the RevPAR for Jan'23/ Feb'23 to sustain above the pre-pandemic levels by 7%/21% to INR4,940/INR5,893.
- For 4QFY23, the number of domestic passengers grew 5% QoQ (up 6% v/s 4QFY19) to 37.5m. Domestic air traffic witnessed record high passenger traffic in Apr'23/May'23 at 12.9m/13.1m (flat/up 2% MoM; up 18%/8% v/s Apr'19/ May'19). However, rising airfares may hinder the near-term travel demand outlook.
- Primary demand drivers in 4QFY23 continued to increase owing to corporate travel, weddings, and international events (i.e., G20 meetings, the DIOR global event in Mumbai, etc.).
- As per HVS Anarock, Mumbai continues to be the top market with OR hovering around 76-78% in Mar'23.

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LEMONTRE continues to report the highest flow-through

- In 4QFY23, aggregate revenue for the hospitality basket doubled YoY, up 4% QoQ and up 55% v/s 4QFY20 to INR37.6b, as the hotel industry returned to normalcy. ITC led the pack (for the second consecutive quarter) with 55% growth (v/s 4QFY20), followed by IH standalone (57%) and OBER (56%) aided by higher ARR.
- EBITDA for the basket came in at INR13.6b in 4QFY23, higher by 4.8x YoY, up 4% QoQ and up 2.4x v/s 4QFY20. IH registered the highest EBITDA growth of 2.6x v/s 4QFY20, followed by ITC/EIH at 2.5x/2.4x. Sequentially, EBITDA margins of our hotel basket remained constant at 36%.
- CHALET/OBER/ITC/LEMONTRE/IH (standalone) delivered EBITDA growth of 36%/32%/21%/11%/9% QoQ to INR1.5b/INR208m/INR2.7b/INR1.4b/INR4.8b in 4QFY23. BRGD's EBITDA growth of 84% QoQ to INR388m is mainly due to a one-time expense in 3QFY23, which suppressed the margin to 21% in 3QFY23. IH/EIH witnessed a sequential decline in EBITDA by 10%/2% to INR5.4b/INR2b. This decline was primarily led by seasonal variations in the leisure segment and the international hotels.
- Adjusted net profit of the hospitality basket declined 9% QoQ to INR5.5b in 4QFY23 v/s INR6.1b/INR993m in 3QFY23/4QFY20.
- LEMONTRE continued to report the highest flow-through in 4QFY23 at ~99%/77% v/s 4QFY20/YoY, followed by OBER and BRGD at 72%/65% and 64%/70%. IH (standalone)/IH/CHALET/EIH/ITC posted a flow-through of 64%/58%/58%/53%/51% v/s 4QFY20.

Operational highlights: Sequential improvement in both ARR and OR

- 4QFY23 has witnessed better-than-expected operating performance. All the industry players witnessed QoQ growth in RevPAR, with CHALET registering the maximum increase of 26% QoQ, followed by PHNX at 17%.
- Compared to pre-Covid levels, RevPAR grew for all the players, aided by higher ARR. IH (standalone) RevPAR recorded the highest growth at 118% v/s 4QFY20, followed by IH/OBER at 98%/84%.
- RevPAR growth of 6%/13% for **IH's** domestic network/standalone operations was led by ARR growth of 6%/9% in 4QFY23, with a 260bp QoQ rise in standalone OR while domestic OR remained flat QoQ.
- RevPAR for **EIH** domestic network hotel (including management contracts) rose 12% QoQ to INR14,370 in 4QFY23, led by a 300bp improvement in OR to 80%. ARR improved 7% QoQ.
- **LEMONTRE**'s RevPAR grew 11% QoQ in 4QFY23, led by a 600bp QoQ improvement in OR to 74%, while ARR remained flat (up 1%) QoQ at INR5,824.
- **CHALET's** RevPAR surged 26% QoQ in 4QFY23, led by a significant improvement in OR (up 910bp QoQ) coupled with ARR growth of 11% QoQ to INR11,304.
- RevPAR of **OBER/BRGD/PHNX** grew 16%/16%/17% QoQ in 4QFY23, with ARR growing by 11%/16%/14% QoQ and OR increased by 400bp/200bp for OBER/PHNX, but remained flat for BRGD QoQ.

A historic year for the hospitality industry

- As per HVS, occupancy for the industry for CY22 was in the range of 59-61%, up 15-17pp YoY, while it was 5-7pp lower than that of CY19. ARR, however, recovered fully in CY22, exceeding CY19 levels by almost 1-3%, and was 37-39% higher than CY21 levels. RevPAR increased 89-91% in CY22 compared to the previous year and was only 7-9% lower than that of CY19.
- Industry reports suggest that India-wide occupancy is expected to improve to 66% in CY23, coupled with a 16-17% increase in ARR, thereby pushing RevPAR to INR4,690 in CY23 (18% higher than CY19).
- Among leisure destinations, Goa registered remarkable growth in CY22, with OR reaching pre-pandemic levels, while ARR surpassed the pre-pandemic levels by a staggering 18-20%.
- Further, resurgence in corporate travel, large-ticket conferences, events, and weddings fueled the recovery in most commercial markets in CY22.
- Bengaluru, Hyderabad, and Gurugram, the cities traditionally dependent on IT demand, experienced a sluggish recovery compared to other regions. This can be attributed to the prevalence of work-from-home arrangements.
- In CY22, a total of 166 new hotels (14,885 rooms) were signed, while 90 hotels (5,702 rooms) underwent a process of rebranding. It has been observed that the average room count is decreasing as hotel operators venture into smaller markets.
- Post pandemic, hotel rebranding/conversion gained momentum and accounted for 27.7% of all keys signed in CY22. As a result, the percentage of signed brownfield/greenfield keys declined to 36.5%/35.8% from 40%/39% in CY20.

Key management commentaries: Outlook remains strong

- **Industry-wide views:** 1) As per STR, overall demand in the industry is growing faster than supply (demand/supply growth of 11.1%/4.5% in FY23 v/s FY20). 2) Foreign tourist arrival (FTA) has not yet fully recovered. However, domestic demand is driving the sector. 3) Events such as G20, ICC Cricket World Cup, and an increase in FTAs are expected to boost demand for rooms and the F&B segment. 4) HVS Anarock has given a strong outlook for the Indian hospitality industry, with ~70% occupancy and ARR of INR7,983 in FY25E.
- **IH:** 1) RevPAR growth in Mumbai/Bengaluru/Goa/Delhi & NCR stood at 38%/31%/ 59%/30% in 4QFY23 v/s 4QFY20. 2) In the domestic business, ARR/occupancy/ RevPAR grew 18%/36%/60% v/s pre-Covid levels (4QFY20). 3) RevPAR in the UK/US/Maldives/Dubai stood at ~104%/97%/127%/144% of pre-Covid levels. 4) IH is looking at opportunities in South East Asia, the UK, and other international locations with a large Indian diaspora. 5) Qmin crossed GMV of INR1.5b and now it is present in ~50% of the Ginger hotels; Ama Stays and Trials has ~114 properties across 50+ locations, Chambers added over 150 members in FY23, taking the total number to ~2,600. 6) Management expects Taj Sats to do well, on the back of an increasing number of airports and a rising share of Tata group in airlines. 7) the company aims to have ~200 operational hotels globally in FY24; capex to be in the range of ~5-6% of the revenues going ahead; focus on an asset-light model going ahead with a robust pipeline of ~75 hotels; expects margins to be in line with its target of ~33%. 8) As per HVS Anarock, IH has executed the highest number of signings and openings of properties in CY22 among the top five brands in the country.

- **LEMONTRE:** 1) **Guidance:** EBITDA margin is expected to be lower than FY23 levels as the company will invest in renovations, resulting in an increase in expenses by ~2-2.5% of revenue in FY24. It expects to sustain long-term EBITDA margins at 50%. LEMONTRE standalone and Fluer are expected to be debt free by FY26 and FY28, respectively, with major repayments beginning from FY25. 2) **Five-year roadmap:** It targets to operate 300+ hotels with a 20,000+ room network (including pipeline) by CY28, of which, the share of managed/ franchised rooms will be over 70%. 3) The company will be **simplifying the group structure** by: i) merging Carnations into LEMONTRE; and ii) transferring entire owned/leased assets to Fluer, thereby unlocking cash, followed by the listing of Fluer via IPO/REIT/INVIT by CY28. 4) Employee benefits/F&B/power & fuel/other expenses as a percentage of revenue declined 820bp/320bp/200bp/590bp in 4QFY23 v/s 4QFY20, leading to an expansion in EBITDA margin by 19.3pp (v/s 4QFY20) to 55.7%. 5) The company recovered faster than the industry in 4QFY23 v/s 4QFY20 in Mumbai, Hyderabad, Delhi and Pune. 6) The company will end FY24 with ~10,600 operational rooms and ~115 hotels and its owned portfolio will be ~54% (incl. pipeline it will be 46%) of total.
- **CHALET:** 1) Hospitality segment performance – All-time high revenue of INR3.1b, up 2.5x from 4QFY22 and up 17% sequentially; RevPAR improved 2.7x YoY to INR8,363; F&B revenue touched an all-time high at INR1b. 2) DIAL is expected to be completed at the end of FY26 with ~400 rooms and the company has entered into a partnership with Taj brand for this hotel. 3) The Dukes Retreat to be upgraded to a 5-Star Lifestyle Resort and will add 50 rooms, taking the total rooms to ~130. 4) The management expects EBITDA margins to improve further with new investments of ~INR6b (investment will generate ~20% ROIC); capex plans of INR6b for FY24 for the project have been announced; further, the management announced capex plans of INR20b for the next five years. 5) The company's debt is likely to reduce rapidly (post-peaking out at INR26b) in the coming years, after commercialization of the planned assets (no plans for any QIP right now). 6) Both Bangalore and Hyderabad markets are expected to witness significant improvement in the near term.
- **EIH**: 1) Existing hotel portfolio is doing well and EIH is under active discussion with ~11 hotels. 2) The management expects an increase in the ARR for its hotels, as the current levels are deemed underpriced considering the quality of service being provided by EIH hotels. 3) Foreign occupancy has not witnessed a strong recovery; however, the ARR has also not experienced a significant decline either. This is due to the willingness of domestic travelers to pay higher rates for accommodations. 4) The company is looking forward to grow through own hotels, management contracts, and joint ventures and plans to pursue a combination of all these options. 5) Flight catering business is generating ~20-25% EBITDA. 6) The company has a ~13-acre land in Gurugram that will be used for building a hotel.

Valuation and view: Resilient ARRs and strong occupancies to drive growth

- OR and ARRs are expected to continue trending higher in FY24, backed by strong demand drivers such as the G20 Summit meetings, the ICC ODI Cricket World Cup, and the foreign inbound travel (surpassing pre-Covid levels).
- We anticipate robust growth to remain intact across hotels in FY24, aided by: 1) an increase in ARR across hotels due to improved occupancy, 2) operating leverage, and 3) a favorable demand-supply scenario.
- We reiterate our **BUY** rating on **IH** with a TP of **INR440** for FY25. We retain our **BUY** rating on **LEMONTRE** with a TP of **INR115** for FY25.

Exhibit 1: IH – SoTP

Particulars	Methodology	Metrics	FY25	Multiple (x)	Value (INR m)	Value/ share (INR)
IHCL- ex JV/ Associate						
EV	EV/EBITDA (x)	EBITDA	25,573	23	5,93,285	418
Less: Net Debt					30,270	21
Less: Minority Interest					-6,601	-5
Sub Total					6,16,954	434
JV/Associate						
Taj GVK (IHCL's share - 25.5%) - JV	20% discount to Mcap	Attributable Mcap	3,747	0.8	2,998	2.1
Oriental Hotel (IHCL's share - 35.7%) - Associate	20% discount to Mcap	Attributable Mcap	5,888	0.8	4,711	3.3
Sub Total					**7,708**	**5.4**
Target Price					**6,24,663**	**440**

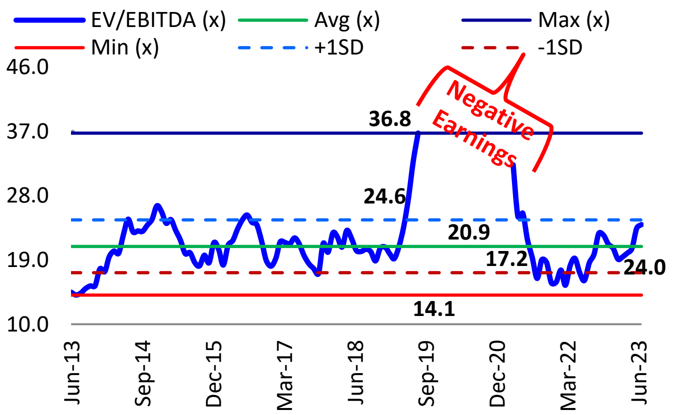
Source: MOFSL

Exhibit 2: LEMONTRE – SoTP

Particulars		FY25
EBITDA	INR m	7,126
EV/ EBITDA multiple	x	16
EV	INR m	1,12,588
Less: Net debt	INR m	(15,573)
Less: Minority interest	INR m	(6,214)
Target value	INR m	90,801
No. of shares	m	786
Target price	**INR**	**115**

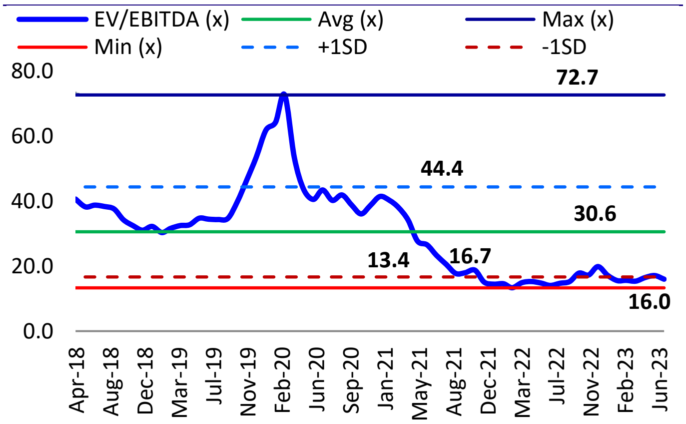
Source: MOFSL

Exhibit 3: IH – One-year forward EV/EBITDA (x)



Source: MOFSL

Exhibit 4: LEMONTRE – One-year forward EV/EBITDA (x)



Source: MOFSL

Exhibit 5: Aggregate revenue grew 55%/4% in 4QFY23 v/s 3QFY20/QoQ

(INR m)	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	Change YoY (%)	Change QoQ (%)	v/s 4QFY20 (%)
IH – standalone	7,183	4,640	2,074	4,615	7,409	5,936	7,612	7,503	10,616	11,311	91%	7%	57%
IH – consolidated	10,630	6,150	3,446	7,284	11,112	8,721	12,661	12,326	16,858	16,254	86%	-4%	53%
EIH – consolidated	4,104	2,152	959	2,301	3,601	3,010	3,943	4,011	5,864	6,371	112%	9%	55%
CHALET*	2,011	724	497	919	1,420	1,263	2,298	2,233	2,656	3,094	145%	17%	54%
LEMONTRE	1,761	951	422	969	1,437	1,195	1,920	1,967	2,335	2,527	111%	8%	43%
OBER	296	122	78	164	250	228	348	341	419	461	102%	10%	56%
BRGD	776	549	201	412	626	553	899	917	1,006	1,101	99%	9%	42%
ITC	4,658	2,878	1,272	2,947	4,734	3,896	5,550	5,360	7,124	7,817	101%	10%	68%
Aggregate (ex-IH standalone)	**24236**	**13526**	**6875**	**14996**	**23180**	**18866**	**27619**	**27155**	**36262**	**37625**	**99%**	**4%**	**55%**

*Hospitality Business only; Source: MOFSL

Exhibit 6: EBITDA performance

(INR m)	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	Change YoY (%)	Change QoQ (%)	v/s 3QFY20 (%)
IH – standalone	2,135	1,047	-965	605	2,609	1,634	2,605	2,128	4,391	4,773	192%	9%	124%
IH – consolidated	2,079	713	-1,488	728	3,218	1,590	3,779	2,940	5,972	5,355	237%	-10%	158%
EIH – consolidated	847	-218	-1,015	-97	859	190	995	847	2,090	2,042	972%	-2%	141%
CHALET*	689	19	-99	138	367	290	950	811	1,085	1,473	408%	36%	114%
LEMONTRE	639	285	-1	339	633	368	924	936	1,265	1,399	280%	11%	119%
OBER	90	4	-27	27	60	56	136	111	158	208	271%	32%	131%
BRGD	181	211	-28	73	179	3	291	286	211	388	12833%	84%	114%
ITC	1,102	250	870	170	1,170	320	1,800	1,560	2,240	2,720	750%	21%	147%
Aggregate (ex-IH standalone)	**5627**	**1264**	**-1788**	**1378**	**6485**	**2818**	**8875**	**7490**	**13021**	**13585**	**382%**	**4%**	**141%**

*Hospitality Business only; Source: MOFSL

Exhibit 7: EBITDA margin trend

%	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	Change YoY	Change QoQ	v/s 4QFY20
IH – standalone	30	23	-47	13	35	28	34	28	41	42	1467	83	1247
IH – consolidated	20	12	-43	10	29	18	30	24	35	33	1471	-248	1339
EIH – consolidated	21	-10	-106	-4	24	6	25	21	36	32	2573	-359	1142
CHALET*	34	3	-20	15	26	23	41	36	41	48	2465	675	1334
LEMONTRE	36	30	0	35	44	31	48	48	54	55	2454	121	1905
OBER	30	3	-35	16	24	25	39	32	38	45	2056	743	1471
BRGD	23	38	-14	18	29	1	32	31	21	35	3469	1426	1191
ITC	24	9	68	6	25	8	32	29	31	35	2658	335	1114
Aggregate (ex-IH standalone)	**23**	**9**	**-26**	**9**	**28**	**15**	**32**	**28**	**36**	**36**	**2117**	**20**	**1289**

*Hospitality Business only; Source: MOFSL

Exhibit 8: Incremental EBITDA/incremental revenue for 3QFY23 and 4QFY23

(INR m)	3QFY23				4QFY23				Inc. EBITDA/Revenue (%)		
	Inc. Revenue (YoY)	Incr. EBITDA (YoY)	Inc. Revenue (v/s 3QFY20)	Incr. EBITDA (v/s 3QFY20)	Inc. Revenue (YoY)	Incr. EBITDA (YoY)	Inc. Revenue (v/s 4QFY20)	Incr. EBITDA (v/s 4QFY20)	3QFY23 (YoY)	4QFY23 (YoY)	4QFY23 (v/s 4QFY20)
IH – standalone	3,207	1,782	2,068	1,220	5,375	3,139	4,128	2,638	56	58	64
IH – consolidated	5,746	2,755	3,131	1,715	7,534	3,765	5,625	3,276	48	50	58
EIH – consolidated	2,263	1,231	769	556	3,361	1,852	2,266	1,195	54	55	53
CHALET*	1,235	664	645	396	1,831	1,127	2,781	1,618	54	62	58
LEMONTRE	899	632	339	453	1,331	1,030	766	759	70	77	99
OBER	169	98	35	5	233	152	165	118	58	65	72
BRGD	380	32	42	-94	548	385	325	207	8	70	64
ITC	2,390	1,070	1,601	691	3,921	2,400	3,160	1,618	45	61	51
Aggregate	**13,082**	**6,536**	**6,072**	**3,326**	**18,759**	**10,767**	**13,389**	**7,958**	**50**	**57**	**59**

*Hospitality Business only; Source: MOFSL

Exhibit 9: PAT trend

(INR m)	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	Change YoY (%)	Change QoQ (%)	v/s 4QFY20 (%)
IH – standalone	996	-155	-1,823	-480	1,266	1,120	1,489	1,159	2,832	3,112	178	10	212
IH – consolidated	442	-1,103	-2,926	-1,125	837	619	1,769	1,123	3,826	3,283	430	-14	642
EIH – consolidated	279	-453	-1,132	-371	391	-238	539	511	1,459	1,228	NA	-16	340
CHALET*	451	-113	-408	-107	-31	-88	296	145	419	577	NA	38	28
LEMONTRE	-179	-168	-401	-208	-19	-132	174	168	400	440	NA	10	-345
Aggregate	**993**	**-1838**	**-4867**	**-1810**	**1178**	**162**	**2778**	**1947**	**6104**	**5528**	**3307**	**-9**	**457**

*Consolidated level; Source: Company, MOFSL

Exhibit 10: ARR trend

(INR)	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	Change YoY (%)	Change QoQ (%)	v/s 4QFY20 (%)
IH – standalone	9,141	8,537	7,024	8,273	11,348	10,569	11,397	11,003	15,456	16,915	60%	9%	85%
IH – domestic	6,299	5,953	4,656	5,878	8,089	7,671	8,315	9,952	10,565	11,220	46%	6%	78%
EIH – cons.	13,230	9,025	7,778	8,947	11,483	11,019	11,066	11,467	16,737	17,963	63%	7%	36%
CHALET	8,890	4,173	3,523	3,882	5,078	5,429	7,457	7,930	10,168	11,304	108%	11%	27%
LEMONTRE	4,530	2,654	2,362	3,028	3,901	4,093	4,822	4,917	5,738	5,824	42%	1%	29%
OBER	9,771	5,260	4,685	4,378	6,918	7,166	9,116	9,546	12,344	13,723	92%	11%	40%
BRGD	5,362	2,921	0	3,455	4,181	4,182	5,363	5,650	6,081	7,032	68%	16%	31%
PHNX	11,130	5,722	5,434	5,202	7,195	7,340	9,808	9,778	13,006	14,822	102%	14%	33%

NA - Data not available, Source: Company, MOFSL

Exhibit 11: Occupancy trend

(%)	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	Change YoY	Change QoQ	v/s 4QFY20
IH – standalone	63%	57%	28%	57%	67%	58%	70%	70%	72%	75%	1630	260	1130
IH – domestic	62%	56%	29%	54%	63%	55%	65%	62%	68%	68%	1330	-20	600
EIH – consolidated	61%	45%	22%	51%	63%	56%	72%	70%	77%	80%	2400	300	1900
CHALET	61%	39%	36%	56%	60%	55%	78%	71%	65%	74%	1908	908	1308
LEMONTRE	61%	56%	30%	51%	58%	46%	65%	66%	68%	74%	2750	600	1260
OBER	62%	44%	39%	84%	72%	75%	91%	83%	80%	84%	900	400	2200
BRGD	61%	43%	23%	45%	59%	49%	71%	68%	68%	68%	1900	0	700
PHNX	66%	44%	26%	57%	74%	66%	77%	77%	80%	82%	1594	202	1631

Source: Company, MOFSL

Exhibit 12: RevPAR trend

(INR)	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	Change YoY (%)	Change QoQ (%)	v/s 4QFY20 (%)
IH – standalone	5,795	4,877	1,992	4,679	7,559	6,176	8,021	7,681	11,137	12,634	105	13	118
IH – domestic	3,893	3,329	1,331	3,168	5,070	4,183	5,424	5,942	7,184	7,605	82	6	95
EIH – consolidated	8,070	4,061	1,711	4,563	7,234	6,171	7,968	8,027	12,887	14,370	133	12	78
CHALET	5,386	1,610	1,252	2,161	3,035	2,973	5,794	5,650	6,640	8,363	181	26	55
LEMONTRE	2,764	1,481	700	1,544	2,246	1,888	3,138	3,255	3,879	4,286	127	11	55
OBER	6,290	2,285	1,764	3,637	5,001	5,397	8,326	7,891	9,961	11,558	114	16	84
BRGD	3,271	1,256	0	1,555	2,467	2,049	3,808	3,842	4,135	4,782	133	16	46
PHNX	7,351	2,494	1,398	2,948	5,329	4,875	7,596	7,540	10,450	12,207	150	17	66

NA - Data not available, Source: Company, MOFSL

Exhibit 13: MoM operational indicators – LEMONTRE

Particulars	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Change (Mar'23 to Apr'22)
Total occupancy	65%	62%	68%	67%	65%	67%	54%	72%	77%	73%	80%	68%	300
Gross ADR (INR)	4,728	4,998	4,776	4,837	4,933	4,984	5,218	5,922	5,939	5,666	6,258	5,607	19%

Source: Company, MOFSL

Exhibit 14: MoM operational indicators – CHALET

Particulars	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Change (Mar'23 to Apr'22)
Occupancy (%)	81%	79%	73%	73%	69%	72%	55%	77%	64%	68%	81%	74%	-700
RevPAR (INR)	5,757	6,025	5,616	5,341	5,123	6,530	5,100	8,342	6,534	7,153	9,877	8,207	43%

Source: Company, MOFSL

Exhibit 15: Operational performance by region - LEMONTRE

By region (# rooms)	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	YoY (bps)	QoQ (bps)	v/s 4QFY20 (bps)
LEMONTRE - City wise occupancy trend (%)													
Delhi (636)	72	74	38	64	69	64	73	79	81	88	2,400	700	1,587
Gurugram (529)	65	51	24	40	51	36	57	65	68	77	4,100	900	1,239
Hyderabad (663)	64	57	42	61	66	45	73	81	74	77	3,200	300	1,272
Bengaluru (874)	57	49	19	33	41	39	76	68	54	63	2,400	900	592
Mumbai (303)	59	81	72	78	76	69	74	77	79	84	1,500	500	2,457
Pune (426)	61	NA	20	NA	NA	NA	71	69	69	72	NA	300	1,100
Rest of India (1,659)	57	NA	24	NA	NA	NA	53	52	64	70	NA	600	1,300
LEMONTRE - City wise ARR trend (INR)													
Delhi (636)	5,169	2,382	2,298	3,087	3,902	3,912	4,895	4,941	6,090	6,352	62%	4%	23%
Gurugram (529)	4,537	2,091	2,775	3,044	3,812	4,186	4,758	4,654	5,286	5,412	29%	2%	19%
Hyderabad (663)	4,780	2,228	2,084	2,530	3,467	4,125	5,300	5,390	6,245	6,459	57%	3%	35%
Bengaluru (874)	3,941	1,567	2,000	2,558	3,086	3,399	4,352	4,661	5,205	5,050	49%	-3%	28%
Mumbai (303)	6,800	2,892	2,615	3,105	4,120	4,762	7,114	7,101	8,473	9,064	90%	7%	33%
Pune (426)	4,190	0%	2,576	0%	0%	0%	4,501	4,703	4,978	4,857	NA	-2%	16%
Rest of India (1,659)	4,102	0%	2,425	0%	0%	0%	4,431	4,374	5,317	5,341	NA	0%	30%

NA: Data not available, Source: Company, MOFSL

Exhibit 16: Operational performance by region – CHALET

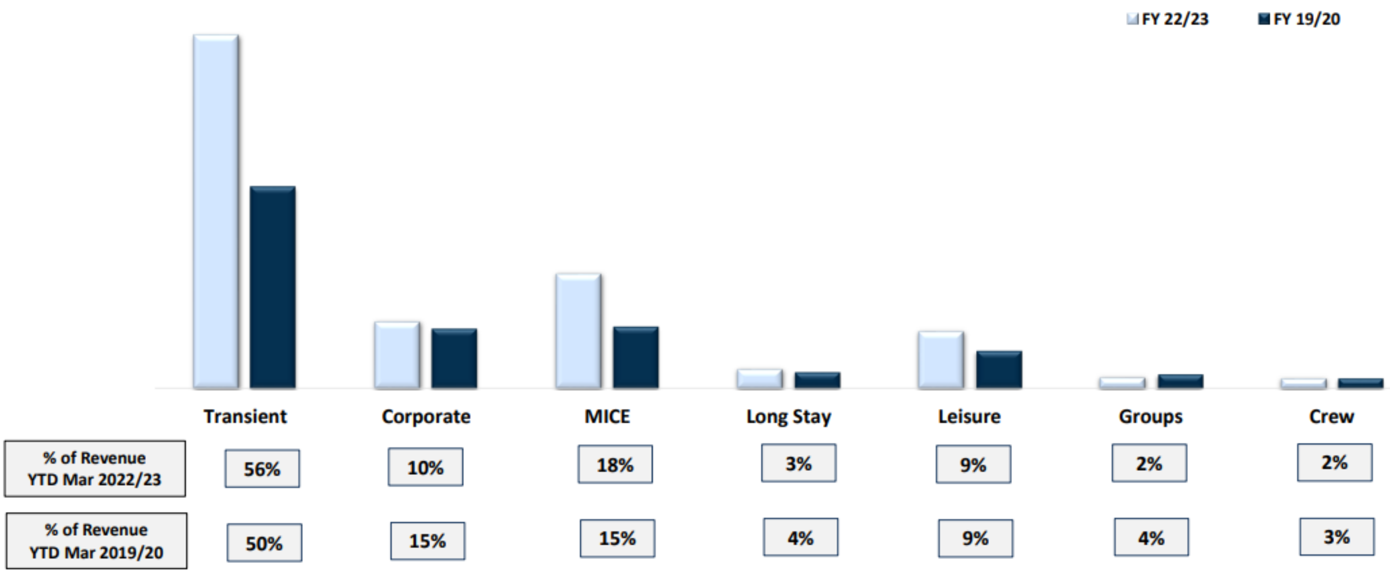
	4QFY20	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	YoY (bps)	QoQ (bps)	v/s 4QFY20 (bps)
CHALET - City-wise ARR trend (INR)													
MMR	8,886	4,562	3,431	3,938	5,351	5,797	7,988	8,314	11,037	11,976	107%	9%	35%
Bengaluru	9,461	3,900	4,476	3,694	4,039	5,572	7,344	7,702	9,495	10,818	94%	14%	14%
Hyderabad	9,211	4,067	4,017	4,285	5,592	4,974	6,980	8,992	10,462	12,532	152%	20%	36%
Pune	5,255	2,888	2,418	3,170	3,880	3,914	5,099	5,377	5,582	5,819	49%	4%	11%
Combined	**8,890**	**4,173**	**3,523**	**3,882**	**5,078**	**5,429**	**7,457**	**7,930**	**10,168**	**11,304**	**108%**	**11%**	**27%**
CHALET - City-wise occupancy trend (%)													
MMR	62%	39%	42%	64%	64%	60%	81%	71%	67%	77%	1,700	1,000	1,500
Bengaluru	62%	35%	23%	22%	40%	25%	59%	67%	50%	66%	4,100	1,600	400
Hyderabad	60%	27%	24%	46%	53%	56%	77%	69%	64%	67%	1,100	300	700
Pune	41%	63%	32%	73%	81%	71%	89%	83%	81%	82%	1,100	100	4,100
Combined	**61%**	**39%**	**36%**	**56%**	**60%**	**55%**	**78%**	**71%**	**65%**	**74%**	**1,908**	**908**	**1,308**
CHALET – City-wise RevPAR trend (INR)													
MMR	5,540	1,779	1,456	2,536	3,406	3,466	6,477	5,788	7,405	9,222	166%	25%	66%
Bengaluru	5,830	1,365	1,033	829	1,618	1,402	4,356	5,195	4,784	7,140	409%	49%	22%
Hyderabad	5,554	1,098	980	1,969	2,957	2,768	5,340	6,197	6,733	8,396	203%	25%	51%
Pune	2,130	1,819	770	2,319	3,151	2,767	4,556	4,465	4,529	4,772	72%	5%	124%
Combined	**5,386**	**1,610**	**1,252**	**2,161**	**3,035**	**2,973**	**5,794**	**5,650**	**6,640**	**8,363**	**181%**	**26%**	**55%**

Source: Company, MOFSL

Exhibit 17: Industry demand growth outpaces supply

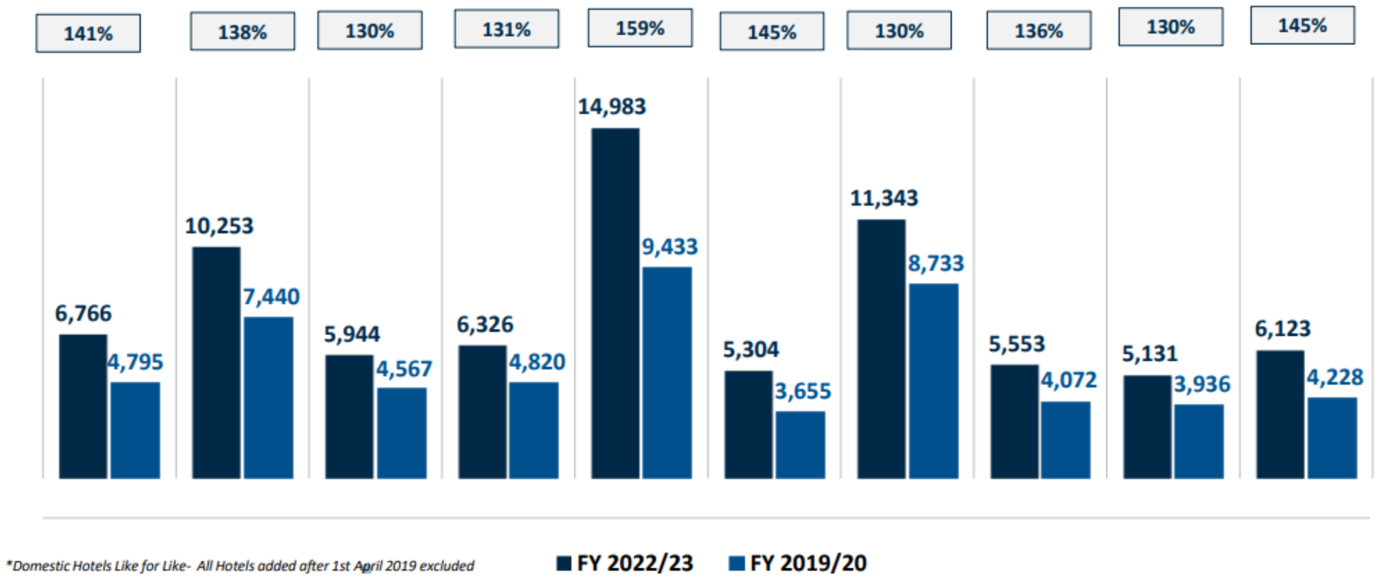
Source: Company, MOFSL

Exhibit 18: IH's market wise recovery in room revenue across all hotels – FY23 v/s FY20



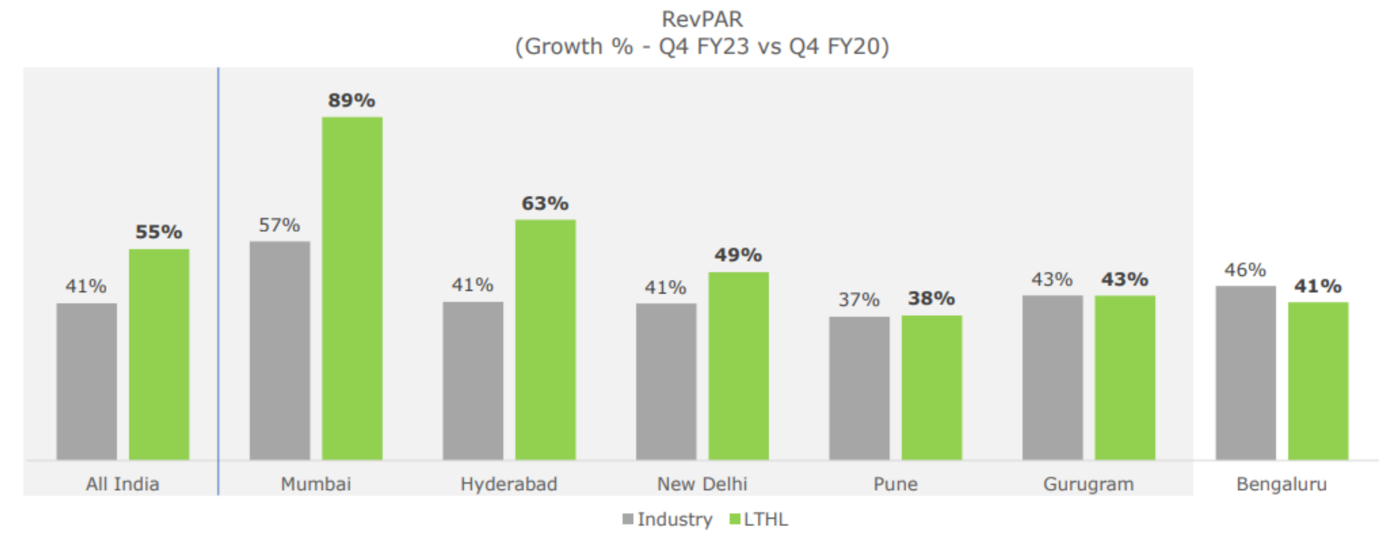
Source: Company, MOFSL

Exhibit 19: IH's robust REVPAR growth leading to margin expansion



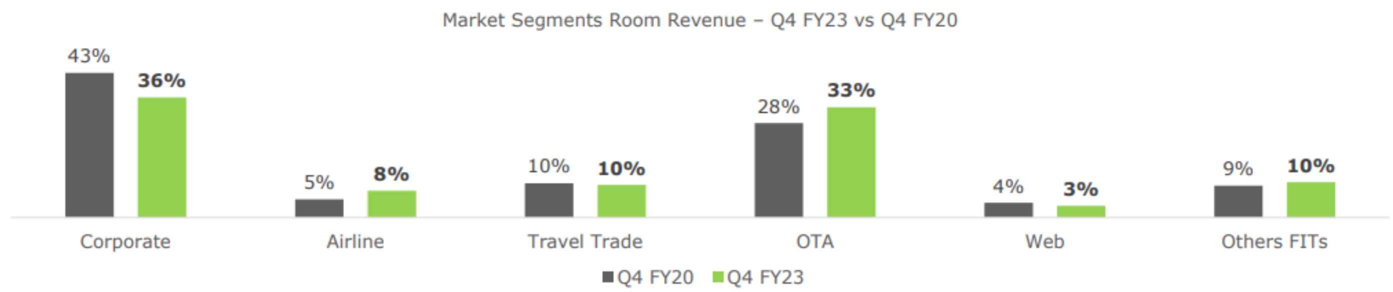
Source: MOFSL, Company

Exhibit 20: LEMONTRE's city-wise RevPAR v/s industry



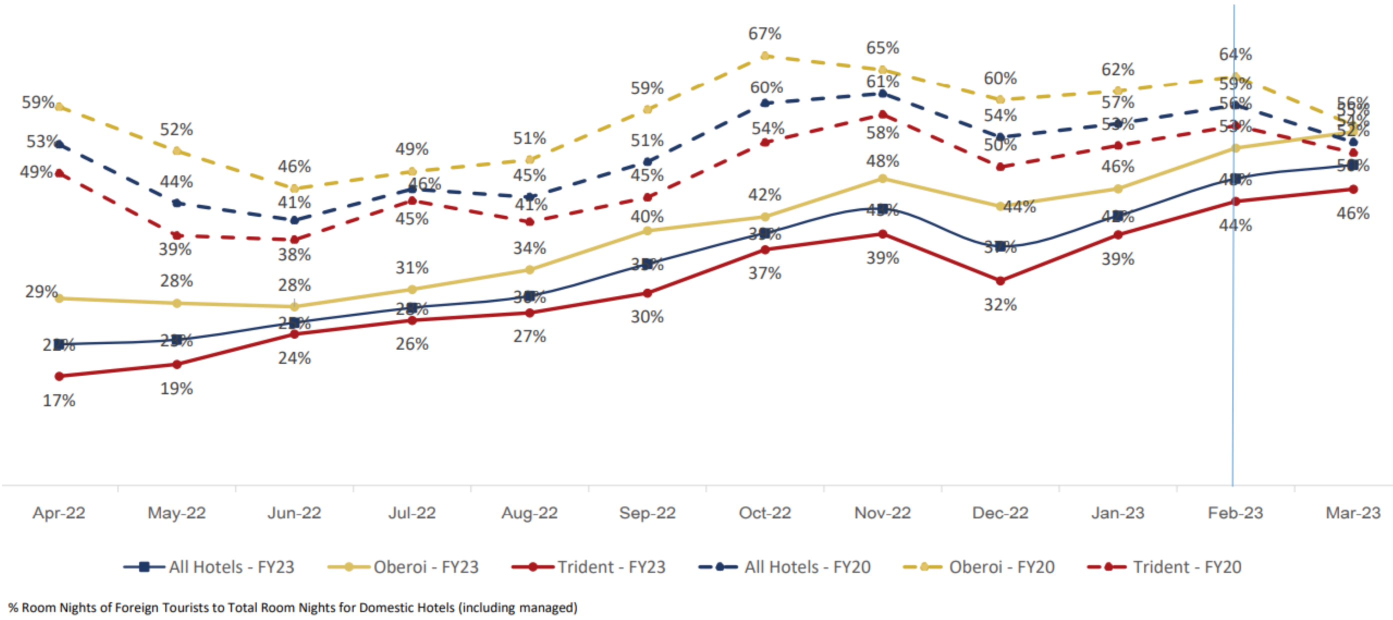
Source: STR Global

Exhibit 21: LEMONTRE's market segment-wise room revenue share



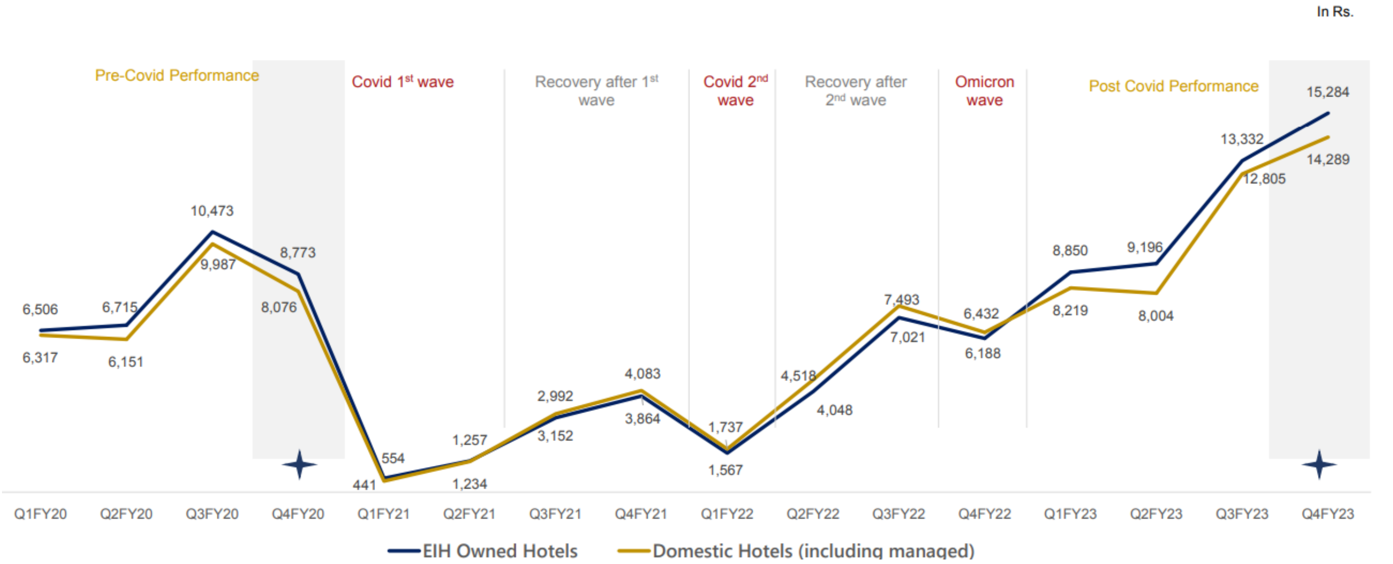
Source: MOFSL, Company

Exhibit 22: EIH's trend of foreign room nights (v/s pre-pandemic period)



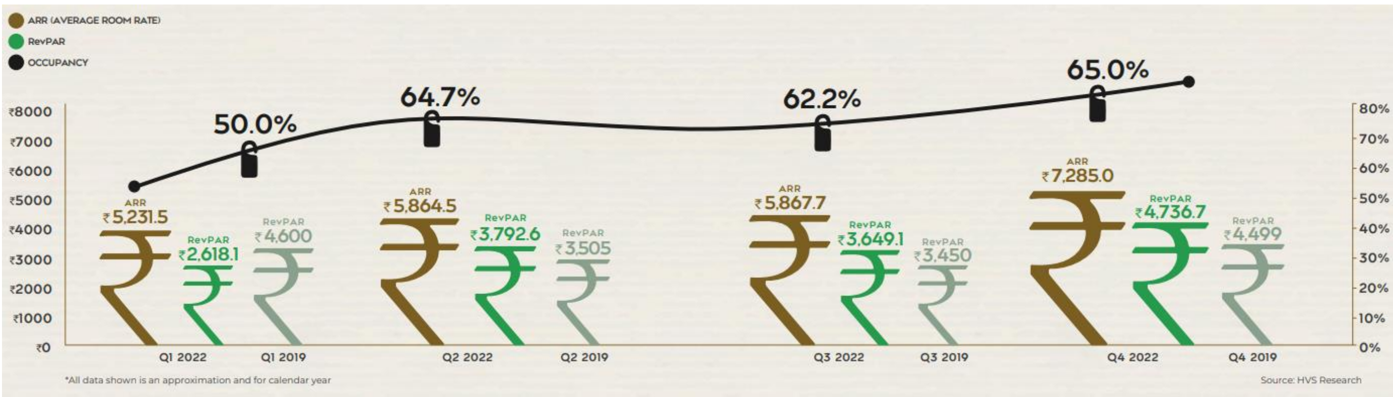
Source: MOFSL, Company

Exhibit 23: Industry-wide RevPAR recovery



Source: Company, MOFSL

Exhibit 24: Industry performance of the year



Source: HVS, MOFSL

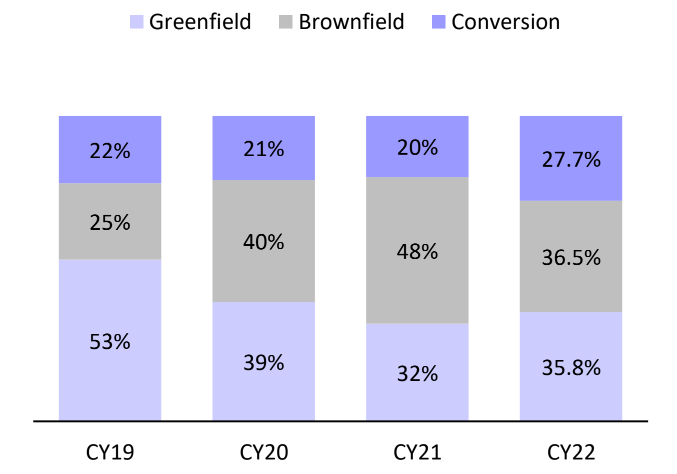
Exhibit 25: City-wise RevPAR growth in CY22 v/s CY19

City	Growth	Ranking*
Goa	17-19%	1
Ahmedabad	8-10%	2
Jaipur	5-7%	3
Chandigarh	4-6%	4
Kochi	1-3%	5
Chennai	<-Stable->	6
Pune	-2-4%	7
Mumbai	-4-6%	8
Gurugram	-15-17%	9
Kolkata	-15-17%	10
Hyderabad	-16-18%	11
New Delhi	-20-22%	12
Bangalore	-22-24%	13

*Ranking as per RevPAR growth

Source: HVS, MOFSL

Exhibit 26: Hotel conversion picking up steam



Source: HVS, MOFSL

Exhibit 27: Industry performance outlook

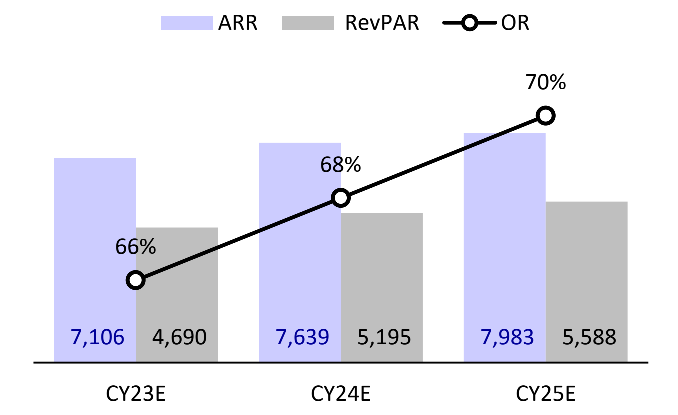
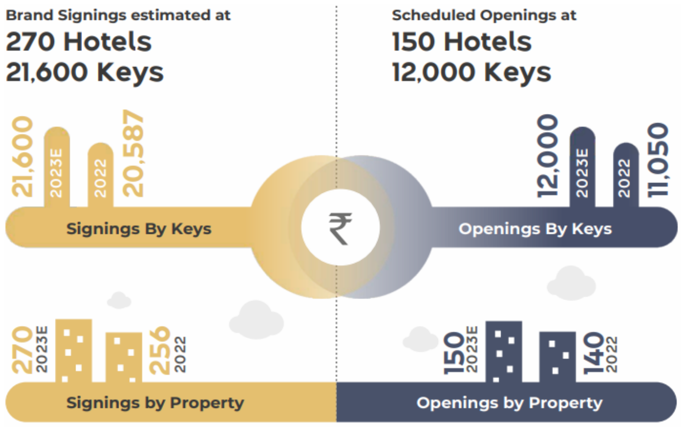


Exhibit 28: Supply outlook



Source: HVS. MOFSL

IH – Financials & Valuations

Consolidated - Income Statement (INRm)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
Total Income from Operations	**40,206**	**41,036**	**45,120**	**44,631**	**15,752**	**30,562**	**58,099**	**66,934**	**73,300**
Change (%)	-0.1	2.1	10.0	-1.1	-64.7	94.0	90.1	15.2	9.5
Food and beverages consumed	3,640	3,764	4,041	3,706	1,438	2,572	4,729	5,556	5,937
Employees Cost	13,647	13,466	14,708	14,946	8,940	11,502	15,823	17,435	19,324
Power & Fuel Cost	2,586	2,591	2,736	2,699	1,729	2,250	3,486	3,882	4,031
Licence Fees	2,502	2,544	2,758	1,459	756	1,681	3,486	3,815	4,031
Other Expenses	11,736	11,967	12,580	12,147	6,506	8,509	12,530	14,081	14,403
Total Expenditure	**34,110**	**34,332**	**36,823**	**34,956**	**19,369**	**26,515**	**40,054**	**44,769**	**47,727**
% of Sales	84.8	83.7	81.6	78.3	123.0	86.8	68.9	66.9	65.1
EBITDA	**6,096**	**6,704**	**8,297**	**9,675**	**-3,618**	**4,048**	**18,046**	**22,165**	**25,573**
Margin (%)	15.2	16.3	18.4	21.7	-23.0	13.2	31.1	33.1	34.9
Depreciation	2,994	3,012	3,279	4,042	4,096	4,061	4,161	4,579	4,829
EBIT	**3,102**	**3,692**	**5,019**	**5,633**	**-7,714**	**-13**	**13,885**	**17,586**	**20,744**
Int. and Finance Charges	3,238	2,690	1,901	3,411	4,028	4,277	2,361	2,333	2,011
Other Income	549	617	834	1,324	1,647	1,552	1,389	1,606	1,686
PBT bef. EO Exp.	**413**	**1,618**	**3,951**	**3,546**	**-10,095**	**-2,738**	**12,914**	**16,860**	**20,418**
EO Items	-108	225	66	410	1,600	156	33	0	0
PBT after EO Exp.	**306**	**1,843**	**4,017**	**3,955**	**-8,495**	**-2,582**	**12,946**	**16,860**	**20,418**
Total Tax	1,137	1,211	1,571	448	-1,553	-358	3,232	5,058	6,126
Tax Rate (%)	372.2	65.7	39.1	11.3	18.3	13.9	25.0	30.0	30.0
Minority Interest	-200	-376	-422	-37	259	253	-312	-343	-360
Reported PAT	**-632**	**1,009**	**2,868**	**3,544**	**-7,201**	**-2,477**	**10,026**	**12,145**	**14,653**
Adjusted PAT	**-551**	**840**	**2,819**	**3,237**	**-8,401**	**-2,594**	**10,001**	**12,145**	**14,653**
Change (%)	NA	NA	235.4	14.8	-359.5	-69.1	-485.5	21.4	20.7
Margin (%)	-1.4	2.0	6.2	7.3	-53.3	-8.5	17.2	18.1	20.0

Consolidated - Balance Sheet (INRm)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
Equity Share Capital	989	1,189	1,189	1,189	1,189	1,420	1,420	1,420	1,420
Eq. Share Warrants & App. Money	0	0	0	0	0	0	0	0	0
Total Reserves	24,188	40,622	42,291	42,379	35,295	69,202	78,399	89,408	1,02,924
Net Worth	**25,177**	**41,811**	**43,480**	**43,568**	**36,484**	**70,623**	**79,820**	**90,828**	**1,04,345**
Minority Interest	7,378	7,774	7,999	7,649	6,346	5,930	6,601	6,601	6,601
Total Loans	33,830	24,270	23,260	26,020	36,328	19,848	8,183	1,183	1,183
Lease Liability	0	0	0	18,987	18,464	18,604	22,760	22,760	22,760
Deferred Tax Liabilities	2,820	3,563	3,768	1,869	781	876	1,567	1,567	1,567
Capital Employed	**69,206**	**77,418**	**78,506**	**98,093**	**98,403**	**1,15,880**	**1,18,930**	**1,22,939**	**1,36,455**
Gross Block	57,923	63,356	69,051	73,316	81,772	85,655	89,962	95,805	1,02,174
Less: Accum. Deprn.	5,506	7,385	10,663	14,706	18,802	22,863	27,023	31,602	36,431
Net Fixed Assets	**52,417**	**55,971**	**58,388**	**58,610**	**62,970**	**62,792**	**62,939**	**64,203**	**65,743**
Goodwill on Consolidation	5,737	5,655	5,835	6,146	6,110	6,229	6,536	6,536	6,536
Right-of-Use assets				15,833	15,297	15,134	18,789	18,789	18,789
Capital WIP	2,227	1,970	1,162	2,441	1,650	1,933	3,242	3,898	4,030
Total Investments	**12,437**	**15,965**	**13,351**	**14,266**	**14,832**	**19,668**	**18,910**	**18,910**	**18,910**
Current Investment	908	3,305	**2,112**	**4,362**	**4,486**	**9,025**	**7,573**	**7,573**	**7,573**
Curr. Assets, Loans&Adv.	**13,173**	**14,184**	**17,102**	**17,887**	**14,269**	**25,139**	**26,271**	**30,356**	**43,934**
Inventory	804	857	804	936	929	1,008	1,092	1,349	1,438
Account Receivables	2,721	3,286	3,214	2,900	2,198	2,553	4,465	4,951	5,422
Cash and Bank Balance	2,471	2,703	2,409	3,156	1,536	11,878	10,534	12,007	23,879
Loans and Advances	7,177	7,338	10,675	10,895	9,605	9,700	10,180	12,048	13,194
Curr. Liability & Prov.	**16,785**	**16,328**	**17,331**	**17,090**	**16,724**	**15,016**	**17,757**	**19,754**	**21,487**
Account Payables	3,370	3,513	3,253	3,893	3,178	3,873	4,766	5,029	5,361
Other Current Liabilities	11,305	10,349	11,579	10,441	10,921	8,233	9,732	11,379	12,461
Provisions	2,110	2,465	2,500	2,756	2,625	2,909	3,259	3,347	3,665
Net Current Assets	**-3,612**	**-2,143**	**-229**	**798**	**-2,456**	**10,123**	**8,514**	**10,601**	**22,447**
Misc Expenditure	0	0	0	0	0	0	0	0	0
Appl. of Funds	**69,206**	**77,418**	**78,507**	**98,093**	**98,403**	**1,15,880**	**1,18,930**	**1,22,939**	**1,36,455**

IH – Financials & Valuations

Ratios

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
Basic (INR)									
EPS	**-0.4**	**0.6**	**2.0**	**2.3**	**-5.9**	**-1.8**	**7.0**	**8.6**	**10.3**
Cash EPS	1.7	2.7	4.3	5.1	-3.0	1.0	10.0	11.8	13.7
BV/Share	17.7	29.4	30.6	30.7	25.7	49.7	56.2	63.9	73.5
DPS	0.2	0.2	0.4	0.4	0.4	0.4	0.6	0.8	0.8
Payout (%)	-53.9	41.9	25.3	20.5	-9.6	-28.0	8.5	9.4	7.8
Valuation (x)									
P/E	-1,040.8	682.9	203.6	177.3	-68.3	-221.2	57.4	47.2	39.2
Cash P/E	235.0	149.0	94.1	78.8	-133.3	391.4	40.5	34.3	29.5
P/BV	22.8	13.7	13.2	13.2	15.7	8.1	7.2	6.3	5.5
EV/Sales	15.2	14.6	13.3	13.4	38.8	18.9	9.8	8.4	7.5
EV/EBITDA	100.3	89.5	72.4	62.0	-168.8	143.0	31.6	25.4	21.5
Dividend Yield (%)	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.2
FCF per share	6.7	-0.1	1.4	1.7	-7.6	1.7	7.4	7.0	9.1
EV/ Adj Rooms (INRm)	64.8	61.4	60.1	58.2	59.2	55.2	54.1	52.3	47.7
EBITDA/ Room (INR)	4,129	4,341	5,193	6,039	-7,214	4,344	10,396	11,904	12,436
Return Ratios (%)									
RoE	-2.2	2.5	6.6	7.4	-21.0	-4.8	13.3	14.2	15.0
RoCE	3.8	4.6	5.9	6.8	-5.7	1.3	11.5	14.3	15.2
RoIC	-14.9	2.3	5.2	7.1	-7.9	0.0	12.4	14.1	16.3
Working Capital Ratios									
Fixed Asset Turnover (x)	0.7	0.6	0.7	0.6	0.2	0.4	0.6	0.7	0.7
Asset Turnover (x)	0.6	0.5	0.6	0.5	0.2	0.3	0.5	0.5	0.5
Inventory (Days)	7	8	7	8	22	12	7	7	7
Debtor (Days)	25	29	26	24	51	30	28	27	27
Creditor (Days)	31	31	26	32	74	46	30	27	27
Leverage Ratio (x)									
Current Ratio	0.8	0.9	1.0	1.0	0.9	1.7	1.5	1.5	2.0
Interest Cover Ratio	1.0	1.4	2.6	1.7	-1.9	0.0	5.9	7.5	10.3
Net Debt/Equity	1.2	0.4	0.4	0.4	0.8	0.0	-0.1	-0.2	-0.3

Consolidated - Cash Flow Statement (INRm)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
OP/(Loss) before Tax	306	1,618	4,017	3,955	-10,095	-2,738	12,914	16,860	20,418
Depreciation	2,994	3,012	3,279	4,042	4,096	4,061	4,161	4,579	4,829
Interest & Finance Charges	3,015	2,073	1,068	2,087	2,381	2,725	972	726	325
Direct Taxes Paid	-868	-1,425	-1,571	-448	1,553	358	-3,232	-5,058	-6,126
(Inc)/Dec in WC	-599	-1,033	323	-1,402	-2,722	2,155	1,633	-614	27
CF from Operations	**4,848**	**4,246**	**7,115**	**8,235**	**-4,786**	**6,560**	**16,447**	**16,492**	**19,474**
Others	498	675	0	0	1,600	156	33	0	0
CF from Operating incl EO	**5,345**	**4,920**	**7,114**	**8,235**	**-3,187**	**6,716**	**16,480**	**16,492**	**19,474**
(Inc)/Dec in FA	4,193	-5,094	-5,067	-5,855	-7,629	-4,286	-5,922	-6,500	-6,500
Free Cash Flow	**9,538**	**-174**	**2,048**	**2,380**	**-10,816**	**2,431**	**10,557**	**9,992**	**12,974**
(Pur)/Sale of Investments	4,425	-1,462	2,614	-915	-566	-4,836	758	0	0
Others	496	912	-1,428	1,750	6,998	-7,303	3,719	1,606	1,686
CF from Investments	**9,114**	**-5,644**	**-3,882**	**-5,019**	**-1,197**	**-16,425**	**-1,446**	**-4,894**	**-4,814**
Issue of Shares	0	14,999	0	0	0	231	0	0	0
Inc/(Dec) in Debt	-11,719	-9,498	-1,010	2,760	10,308	-16,481	-11,665	-7,000	0
Interest Paid	-1,637	-4,089	-1,901	-3,411	-4,028	-4,277	-2,361	-2,333	-2,011
Dividend Paid	-458	-447	-725	-725	-693	-693	-852	-1,136	-1,136
Others	0	-7	110	-1,093	-2,823	41,270	-1,500	343	360
CF from Fin. Activity	**-13,814**	**957**	**-3,527**	**-2,470**	**2,764**	**20,050**	**-16,378**	**-10,126**	**-2,788**
Inc/Dec of Cash	**645**	**233**	**-294**	**746**	**-1,620**	**10,342**	**-1,344**	**1,473**	**11,872**
Opening Balance	1,826	2,471	2,704	2,409	3,156	1,536	11,878	10,534	12,007
Closing Balance	**2,471**	**2,704**	**2,409**	**3,156**	**1,536**	**11,878**	**10,534**	**12,007**	**23,879**

LEMONTRE – Financials & Valuations

Consolidated - Income Statement (INRm)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
Total Income from Operations	**4,121**	**4,843**	**5,495**	**6,694**	**2,517**	**4,022**	**8,750**	**10,072**	**14,276**
Change (%)	12.0	17.5	13.5	21.8	-62.4	59.8	117.5	15.1	41.7
F&B Consumed	353	436	498	570	178	279	499	604	857
Employees Cost	969	1,096	1,205	1,553	704	973	1,497	1,662	2,356
Other Expenses	1,633	1,949	2,104	2,137	1,022	1,432	2,230	2,683	3,938
Total Expenditure	**2,955**	**3,481**	**3,807**	**4,260**	**1,905**	**2,683**	**4,226**	**4,949**	**7,151**
% of Sales	71.7	71.9	69.3	63.6	75.7	66.7	48.3	49.1	50.1
EBITDA	**1,166**	**1,362**	**1,688**	**2,434**	**613**	**1,339**	**4,524**	**5,123**	**7,126**
Margin (%)	28.3	28.1	30.7	36.4	24.3	33.3	51.7	50.9	49.9
Depreciation	510	526	541	922	1,076	1,043	966	1,042	1,187
EBIT	**656**	**836**	**1,146**	**1,512**	**-463**	**296**	**3,557**	**4,081**	**5,939**
Int. and Finance Charges	776	784	847	1,565	1,817	1,740	1,772	2,084	1,942
Other Income	118	126	145	58	133	140	36	121	143
PBT bef. EO Exp.	**-2**	**178**	**445**	**5**	**-2,147**	**-1,304**	**1,822**	**2,118**	**4,139**
EO Items	0	0	0	0	0	153	-48	0	0
PBT after EO Exp.	**-2**	**178**	**445**	**5**	**-2,147**	**-1,456**	**1,774**	**2,118**	**4,139**
Total Tax	48	38	-111	109	-322	-72	377	533	1,042
Tax Rate (%)	-2058.7	21.3	-25.0	2220.8	15.0	5.0	21.3	25.2	25.2
MI/ share of profit from associates	10	-2	27	-9	-555	-510	251	171	434
Reported PAT	**-61**	**142**	**529**	**-95**	**-1,271**	**-874**	**1,146**	**1,414**	**2,664**
Adjusted PAT	**-61**	**142**	**529**	**-95**	**-1,271**	**-760**	**1,182**	**1,414**	**2,664**
Change (%)	NA	NA	271.9	-118.0	1,232.4	-40.2	-255.5	19.7	88.4
Margin (%)	-1.5	2.9	9.6	-1.4	-50.5	-18.9	13.5	14.0	18.7

Consolidated - Balance Sheet (INR M)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
Equity Share Capital	7,812	7,864	7,893	7,903	7,904	7,908	7,916	7,916	7,916
Total Reserves	274	284	857	1,986	1,272	404	621	2,035	4,699
Net Worth	**8,086**	**8,148**	**8,750**	**9,889**	**9,176**	**8,312**	**8,537**	**9,951**	**12,615**
Minority Interest	4,284	4,286	4,322	5,559	6,174	5,676	**5,597**	5,775	6,214
Total Loans	7,987	10,110	12,042	15,775	16,850	16,986	17,457	17,907	15,807
Lease Liability	0	0	0	4,619	4,671	4,247	4,253	4,253	4,253
Deferred Tax Liabilities	67	43	0	0	0	0	0	0	0
Capital Employed	**20,424**	**22,588**	**25,114**	**35,841**	**36,870**	**35,223**	**35,844**	**37,886**	**38,889**
Gross Block	15,114	16,044	18,068	35,073	35,016	34,637	34,666	34,816	44,316
Less: Accum. Deprn.	998	1,513	2,054	2,977	4,052	5,096	6,062	7,104	8,291
Net Fixed Assets	**14,116**	**14,531**	**16,014**	**32,097**	**30,964**	**29,542**	**28,605**	**27,713**	**36,026**
Goodwill on Consolidation	67	68	0	951	951	951	951	951	951
Capital WIP	3,508	5,591	6,639	1,896	2,418	2,968	4,822	7,772	72
Total Investments	**63**	**146**	**373**	**164**	**79**	**114**	**73**	**73**	**73**
Current Investment	63	120	287	44	91	59	10	0	0
Curr. Assets, Loans&Adv.	**4,363**	**4,247**	**4,693**	**2,521**	**3,737**	**2,776**	**2,873**	**3,226**	**4,412**
Inventory	49	54	60	82	72	81	105	122	176
Account Receivables	314	525	844	503	308	291	560	635	860
Cash and Bank Balance	176	210	314	408	1,411	543	275	254	234
Loans and Advances	3,823	3,458	3,475	1,528	1,945	1,861	1,933	2,216	3,141
Curr. Liability & Prov.	**1,694**	**1,994**	**2,605**	**1,786**	**1,278**	**1,128**	**1,479**	**1,848**	**2,644**
Account Payables	604	811	958	842	788	585	668	881	1,273
Other Current Liabilities	1,053	1,140	1,592	877	412	319	730	826	1,171
Provisions	36	43	55	67	78	224	81	141	200
Net Current Assets	**2,669**	**2,253**	**2,088**	**734**	**2,459**	**1,648**	**1,394**	**1,378**	**1,768**
Misc Expenditure	0	0	0	0	0	0	0	0	0
Appl. of Funds	**20,424**	**22,588**	**25,114**	**35,841**	**36,870**	**35,223**	**35,844**	**37,886**	**38,889**

LEMONTRE – Financials & Valuations

Ratios

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
Basic (INR)									
EPS	**-0.1**	**0.2**	**0.7**	**-0.1**	**-1.6**	**-1.0**	**1.5**	**1.8**	**3.4**
Cash EPS	0.6	0.9	1.4	1.1	-0.2	0.4	2.7	3.1	4.9
BV/Share	10.4	10.4	11.2	12.7	11.7	10.6	10.9	12.7	16.1
DPS	0.0	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	0.0
Valuation (x)									
P/E	-1,184.2	505.5	135.9	-753.6	-56.6	-94.6	60.8	50.8	27.0
Cash P/E	159.8	107.5	67.2	86.9	-368.3	253.5	33.5	29.3	18.7
P/BV	8.9	8.8	8.2	7.3	7.8	8.6	8.4	7.2	5.7
EV/Sales	20.4	17.7	15.9	13.9	37.1	23.4	10.8	9.5	6.6
EV/EBITDA	72.0	63.1	51.9	38.1	152.4	70.1	20.9	18.6	13.1
EV/Room (INRm)	29.6	26.2	24.5	21.8	21.9	22.1	19.6	19.8	19.1
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FCF per share	-1.4	-2.4	-1.5	-9.5	-1.5	0.9	2.9	2.1	5.5
Return Ratios (%)									
RoE	-0.7	1.8	6.3	-1.0	-13.3	-8.7	14.0	15.3	23.6
RoCE	3.4	3.8	4.4	4.5	-0.9	1.1	9.4	10.5	14.5
RoIC	3.0	3.8	5.0	4.4	-1.0	0.7	8.6	10.1	13.0
Working Capital Ratios									
Fixed Asset Turnover (x)	0.3	0.3	0.3	0.2	0.1	0.1	0.3	0.3	0.3
Asset Turnover (x)	0.2	0.2	0.2	0.2	0.1	0.1	0.2	0.3	0.4
Inventory (Days)	4	4	4	4	10	7	4	4	5
Debtor (Days)	28	40	56	27	45	26	23	23	22
Creditor (Days)	54	61	64	46	114	53	28	32	33
Leverage Ratio (x)									
Current Ratio	2.6	2.1	1.8	1.4	2.9	2.5	1.9	1.7	1.7
Interest Cover Ratio	0.8	1.1	1.4	1.0	-0.3	0.2	2.0	2.0	3.1
Net Debt/Equity	1.0	1.2	1.3	1.5	1.7	2.0	2.0	1.8	1.2

Consolidated - Cash Flow Statement (INRm)

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24E	FY25E
OP/(Loss) before Tax	-25	178	445	5	-2,147	-1,446	1,782	2,118	4,139
Depreciation	510	526	541	922	1,076	1,043	966	1,042	1,187
Interest & Finance Charges	704	658	702	1,507	1,685	1,786	1,773	1,963	1,799
Direct Taxes Paid	-40	-38	111	-109	322	-17	-207	-533	-1,042
(Inc)/Dec in WC	133	450	25	-754	-1,009	27	-403	-5	-409
CF from Operations	**1,282**	**1,775**	**1,824**	**1,572**	**-74**	**1,394**	**3,912**	**4,585**	**5,675**
Others	-66	-629	43	-62	-635	-41	-63	185	445
CF from Operating incl EO	**1,216**	**1,145**	**1,867**	**1,510**	**-709**	**1,353**	**3,849**	**4,770**	**6,119**
(Inc)/Dec in FA	-2,343	-3,012	-3,004	-8,969	-465	-668	-1,618	-3,100	-1,800
Free Cash Flow	**-1,127**	**-1,867**	**-1,138**	**-7,459**	**-1,174**	**685**	**2,231**	**1,670**	**4,319**
(Pur)/Sale of Investments	-3	-82	-228	210	85	132	8	0	0
Others	54	495	337	2,677	-276	-56	-1,222	121	143
CF from Investments	**-2,292**	**-2,600**	**-2,895**	**-6,082**	**-656**	**-591**	**-2,832**	**-2,979**	**-1,657**
Issue of Shares	1	52	29	10	1,750	8	17	0	0
Inc/(Dec) in Debt	1,739	2,124	1,931	3,733	1,075	134	471	450	-2,100
Interest Paid	-737	-784	-847	-1,565	-1,817	-1,400	-1,432	-2,084	-1,942
Dividend Paid	0	0	0	0	0	0	0	0	0
Others	110	97	18	2,488	1,361	-372	-379	-178	-439
CF from Fin. Activity	**1,113**	**1,489**	**1,131**	**4,667**	**2,368**	**-1,630**	**-1,323**	**-1,812**	**-4,481**
Inc/Dec of Cash	**37**	**35**	**103**	**94**	**1,003**	**-869**	**-306**	**-21**	**-19**
Opening Balance	139	176	211	314	408	1,411	543	275	254
Closing Balance	**176**	**211**	**314**	**408**	**1,411**	**543**	**275**	**254**	**234**

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SELL	< - 10%
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