

Lemon Tree Hotels

Estimate change	↑
TP change	↔
Rating change	↔



Bloomberg	LEMONTRE IN
Equity Shares (m)	786
M.Cap.(INRb)/(USDb)	75 / 0.9
52-Week Range (INR)	103 / 67
1, 6, 12 Rel. Per (%)	4/14/15
12M Avg Val (INR M)	484

Financials & Valuations (INR b)

Y/E Mar	2023	2024E	2025E
Sales	8.7	10.4	14.5
EBITDA	4.5	5.3	7.2
PAT	1.18	1.53	2.50
EBITDA (%)	51.7	50.8	49.8
EPS (INR)	1.5	2.0	3.2
EBITDA Gr. (%)	237.8	16.6	36.4
BV/Sh. (INR)	10.9	12.9	16.1

Ratios

Net D/E	2.0	1.7	1.2
RoE (%)	14.0	16.5	22.1
RoCE (%)	9.4	10.9	14.6
Payout (%)	-	-	-

Valuations

P/E (x)	62.8	48.4	29.6
EV/EBITDA (x)	21.4	18.5	13.4
Div Yield (%)	-	-	-
FCF Yield (%)	3.0	2.4	6.2

Shareholding pattern (%)

As On	Jun-23	Mar-23	Jun-22
Promoter	23.6	23.6	23.9
DII	10.4	10.6	11.4
FII	25.6	24.5	28.0
Others	40.5	41.2	36.6

CMP: INR95 **TP: INR115 (+21%)** **Buy**

Buoyant demand continues to drive OR and ARR

- LEMONTRE posted revenue growth of 16% YoY in 1QFY24, led by higher ARR (up 9% YoY) and improved occupancy (up 510bp YoY).
- ARR was driven by higher growth in Delhi/Bengaluru (up 17%/12% YoY). Occupancy for Gurugram/Hyderabad/Mumbai grew 1130/1110/1180bp YoY to 68%/84%/86%.
- We increase our EBITDA estimate for FY24 on the back of improved outlook for 2Q and 3QFY24. We largely maintain our FY25 EBITDA estimate. Retain **BUY** on the stock with our SoTP-based TP of INR115.

Higher expenses marginally dent operating performance

- 1QFY24 revenue grew 16% YoY (down 12% QoQ) to INR2.2b (in line), led by higher ARR at INR5,237 (up 9% YoY/down 10% QoQ) and better occupancy at 70.2% (up 510bp YoY/down 340bp QoQ).
- RevPAR was up 17% YoY but down 14% QoQ at INR3,678.
- EBITDA grew 13% YoY but declined 25% QoQ to INR1.05b (in line). EBITDA margin stood at 47% (est. 47.4%), down 110bp YoY due to a 120bp/110bp YoY increase in payroll/other expenses as a % of sales as the company beefed up business development team/incurred renovation expenses for Keys portfolio.
- Adj. PAT grew 35% YoY but declined 47% QoQ to INR235m (est. INR260m).
- In 1QFY24, Keys Hotels generated revenue of INR194m (up 13% YoY and 7% QoQ), with EBITDA of INR44m (up 16% YoY/down 41% QoQ). It operated at 57.2% occupancy (up 120bp YoY and 160bp QoQ), with ARR of INR3,434 (up 7% YoY and 5% QoQ).

Highlights from the management commentary

- Guidance:** LEMONTRE aims to sign ~40 hotels in FY24 and have ~10,500 operational rooms in inventory by FY24 end. The management expects ARR to increase by ~8-9%/15% in 2QFY24/3QFY24.
- Demand Outlook:** The company has witnessed a better performance (occupancy of ~74%) in Jul'23 as compared to 1QFY24. The management expects a better performance in 2QFY24 vs. 1QFY24.
- Aurika MIAL:** Entire inventory of ~669 rooms should be ready by Oct'23 end and will be available for the peak season of Diwali (in Nov'23). The management expects the hotel to generate EBITDA of ~INR1.7b by FY26.

Valuation and view

- We expect the strong momentum to continue going forward, led by: i) further improvement in occupancy and ARR on the back of a resilient demand scenario; ii) an increase in ARR with the addition of Aurika MIAL; and iii) strong addition of hotels under management contracts.

Sumant Kumar - Research Analyst (Sumant.Kumar@MotilalOswal.com)

Research Analyst: Meet Jain (Meet.Jain@MotilalOswal.com) / Omkar Shintre (Omkar.Shintre@MotilalOswal.com)

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Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

- We expect LEMONTRE to deliver a revenue/EBITDA/Adj. PAT CAGR of 29%/26%/46% over FY23-25 and RoE to improve from 14% in FY23 to 22.1% by FY25.
- We increase our EBITDA estimate for FY24 on the back of a better outlook for 2Q and 3QFY24. We largely maintain our FY25 EBITDA estimates. Retain **BUY** on the stock with our SoTP-based TP of INR115.

Consolidated Quarterly Performance

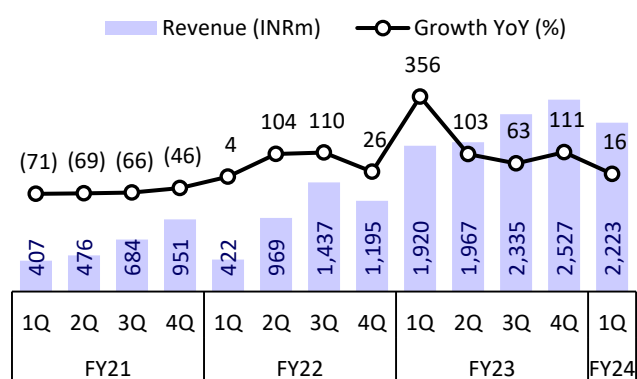
Y/E March	FY23				FY24				FY23	FY24E	FY24E	(INR m)
	1Q	2Q	3Q	4Q	1Q	2QE	3QE	4QE			1Q	Var (%)
Gross Sales	1,920	1,967	2,335	2,527	2,223	2,385	3,082	2,698	8,750	10,388	2,232	0
YoY Change (%)	355.6	103.0	62.6	111.4	15.7	21.3	32.0	6.8	117.5	18.7	16.2	
Total Expenditure	997	1,031	1,071	1,128	1,178	1,238	1,389	1,310	4,226	5,114	1,173	
EBITDA	924	936	1,265	1,399	1,045	1,148	1,693	1,388	4,524	5,274	1,058	-1
Margins (%)	48.1	47.6	54.2	55.4	47.0	48.1	54.9	51.4	51.7	50.8	47.4	
Depreciation	245	250	236	235	228	245	255	265	966	993	245	
Interest	429	446	445	452	481	510	530	559	1,772	2,080	485	
Other Income	3	7	6	20	24	30	30	31	36	114	30	
PBT before EO expense	252	247	590	732	359	423	938	595	1,822	2,315	358	
Extra-Ord expense	48	0	0	0	0	0	0	0	48	0	0	
PBT	204	247	590	732	359	423	938	595	1,774	2,315	358	
Tax	71	56	106	143	87	106	236	150	377	579	90	
Rate (%)	34.9	22.7	18.0	19.6	24.2	25.2	25.2	25.2	21.3	25.0	25.2	
MI & P/L of Asso. Cos.	-5	23	84	149	38	43	68	52	251	201	8	
Reported PAT	138	168	400	440	235	273	634	393	1,146	1,535	260	
Adj PAT	174	168	400	440	235	273	634	393	1,193	1,535	260	-10
YoY Change (%)	NA	NA	NA	NA	34.5	63.0	58.5	-10.6	NA	28.6	49.3	
Margins (%)	9.1	8.5	17.1	17.4	10.6	11.5	20.6	14.6	13.6	14.8	11.7	

Key Performance Indicators

Y/E March	FY23				FY24				FY23	FY24E
	1Q	2Q	3Q	4Q	1Q	2QE	3QE	4QE		
Occupancy (%)	65.1	66.2	67.6	73.6	70.2	72.4	76.2	74.4	70.9	76.2
ARR (INR)	4,822	4,917	5,738	5,824	5,237	5,356	6,600	5,927	5,685	6,151
Change (%)	104.1	62.4	47.1	42.3	8.6	8.9	15.0	1.8	76.8	8.2
RevPAR (INR)	3,138	3,255	3,879	4,286	3,678	3,877	5,030	4,408	4,032	4,686
Change (%)	348.3	110.8	72.7	127.0	17.2	19.1	29.7	2.8		
Cost Break-up										
F&B Cost (% of sales)	6.0	6.2	5.6	5.1	5.6	5.9	5.7	5.7	5.7	5.7
Staff Cost (% of sales)	18.0	18.3	16.3	16.2	19.2	18.0	14.9	16.7	17.1	17.0
Power and fuel (% of sales)	9.4	9.2	7.1	6.3	8.7	8.4	7.5	8.2	7.9	8.1
Other Cost (% of sales)	18.5	18.6	16.8	17.0	19.6	19.6	17.0	18.0	17.6	18.4
Gross Margins (%)	94.0	93.8	94.4	94.9	94.4	94.1	94.3	94.3	94.3	94.3
EBITDA Margins (%)	48.1	47.6	54.2	55.4	47.0	48.1	54.9	51.4	51.7	50.8
EBIT Margins (%)	35.3	34.9	44.1	46.0	36.8	37.8	46.7	41.6	40.7	41.2

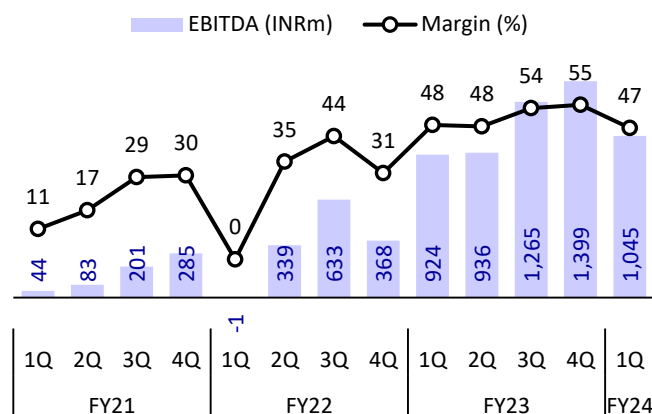
Key Exhibits

Exhibit 1: Consolidated revenue trend



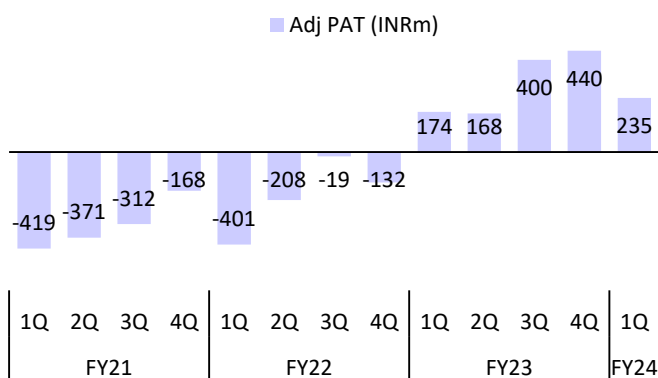
Source: Company, MOFSL

Exhibit 2: Consolidated EBITDA trend



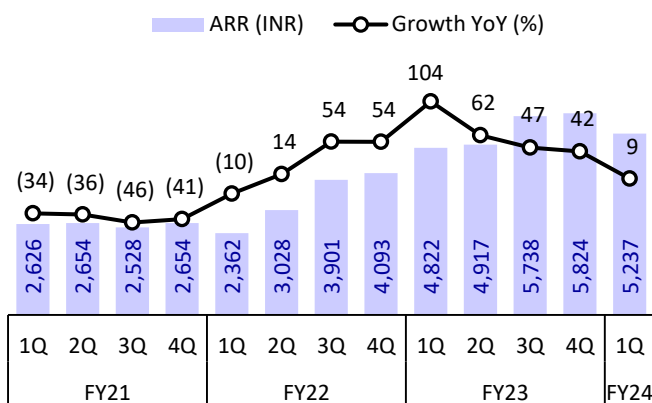
Source: Company, MOFSL

Exhibit 3: Consolidated adjusted PAT trend



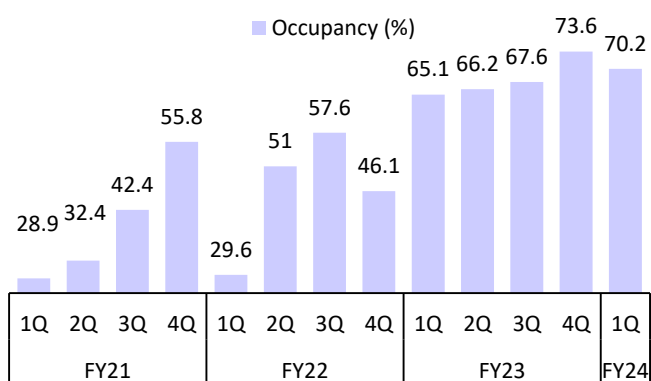
Source: Company, MOFSL

Exhibit 4: ARR trend



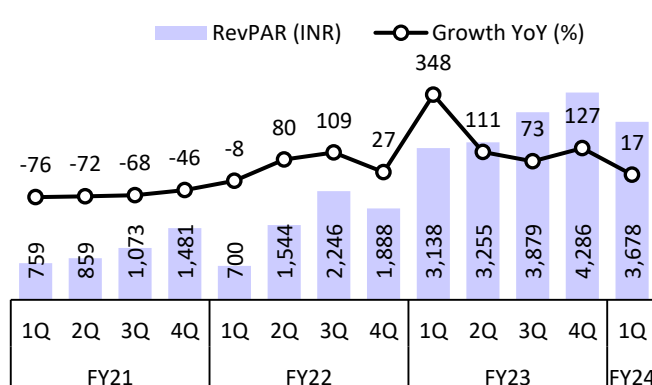
Source: Company, MOFSL

Exhibit 5: Occupancy trend



Source: Company, MOFSL

Exhibit 6: RevPAR trend



Source: Company, MOFSL

Exhibit 7: Portfolio breakup as of 30th Jun'23 – operational

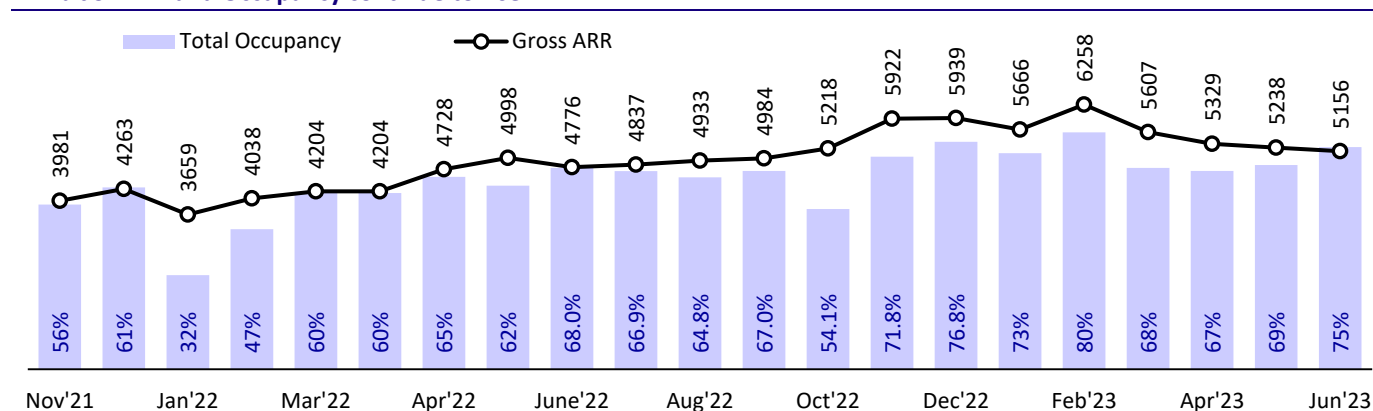
Operational portfolio	Owned		Leased		Managed/ Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Aurika	1	139	0	0	1	55	2	194
Lemon Tree Premier	7	1,442	2	161	9	911	18	2,514
Lemon Tree Hotels	13	1,241	4	321	26	1,518	43	3,080
Red Fox Hotels	5	759	1	91	5	440	11	1,290
Keys Prima	0	0	0	0	2	82	2	82
Keys Select	7	936	0	0	4	287	11	1,223
Keys Lite	0	0	0	0	3	108	3	108
Total	33	4,517	7	573	48	3,401	90	8,491

Source: Company, MOFSL

Exhibit 8: Portfolio breakup as of 30th Jun'23– pipeline

In pipeline	Owned		Leased		Managed/Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Aurika	1	669	0	0	2	242	3	911
Lemon Tree Premier	0	0	0	0	5	399	5	399
Lemon Tree Hotels	1	69	0	0	32	2,152	33	2,221
Red Fox Hotels	0	0	0	0	0	0	0	0
Keys Prima	0	0	0	0	0	0	0	0
Keys Select	0	0	0	0	1	40	1	40
Keys Lite	0	0	0	0	4	153	4	153
Total	2	738	0	0	44	2,986	46	3,724

Source: Company, MOFSL

Exhibit 9: ARR and Occupancy continue to rise

Source: Company, MOSL

Exhibit 10: Brand-wise operating performance trend

	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY23	1QFY24
Lemon Tree Premier									
Occupancy (%)	45.7	65.0	68.0	59.0	71.0	76.0	75.0	81.0	78.0
ARR (INR)	2,480	3,212	4,199	4,452	5,896	5,887	6,863	7,143	6,380
Hotel level EBITDAR/room (INR m)	0.03	0.10	0.16	0.12	0.27	0.28	0.38	0.20	0.32
Hotel level EBITDAR Margin (%)	20.5	43.0	48.0	40.0	56.0	54.0	65.0	61.0	56.0
Lemon Tree Hotels									
Occupancy (%)	24.0	50.0	62.0	48.0	68.0	66.0	68.0	74.0	73.0
ARR (INR)	2,527	2,910	3,755	3,965	4,751	4,823	5,400	5,501	5,163
Hotel level EBITDAR/room (INR m)	0.00	0.07	0.13	0.06	0.19	0.18	0.25	0.24	0.22
Hotel level EBITDAR Margin (%)	2.6	36.0	47.0	27.0	49.0	47.0	57.0	51.0	49.0
Red Fox Hotels									
Occupancy (%)	25.7	49.0	53.0	36.0	64.0	68.0	73.0	78.0	68.0
ARR (INR)	2,075	2,213	3,005	3,159	3,712	3,697	4,315	4,310	4,044
Hotel level EBITDAR/room (INR m)	0.01	0.04	0.08	0.02	0.11	0.13	0.20	0.20	0.14
Hotel level EBITDAR Margin (%)	11.7	34.0	44.0	20.0	47.0	49.0	60.0	59.0	50.0
Aurika									
Occupancy (%)	3.8	54.0	52.0	36.0	37.0	39.0	53.0	69.0	46.0
ARR (INR)	8,754	10,430	15,468	16,108	11,207	11,896	17,102	16,152	9,989
Hotel level EBITDAR/room (INR m)	-0.02	0.39	0.69	0.46	0.26	0.29	0.79	1.03	0.25
Hotel level EBITDAR Margin (%)	-29.9	61.0	68.0	64.0	48.0	49.0	69.0	72.0	44.0

EBITDAR – Earnings before interest, taxes, depreciation, amortization, and rent

Source: Company, MOFSL

Exhibit 11: Consolidated profit and loss break-up in 1QFY24

INR m	Total without Keys Hotels					Key Hotels					Total				
	1Q FY24	4Q FY23	1Q FY23	QoQ chg.%	YoY chg.%	1Q FY24	4Q FY23	1Q FY23	QoQ chg.%	YoY chg.%	1Q FY24	4Q FY23	1Q FY23	QoQ chg.%	YoY chg.%
Inventory	4,154	4,154	4,199	0	-1	936	936	936	0	0	5,090	5,090	5,135	0	-1
ARR	5,555	6,237	5,119	-11	9	3,434	3,264	3,211	5	7	5,237	5,738	4,822	-9	9
Occupancy (%)	73.2	77.7	67.2	-450bp	600bp	57.2	55.6	55.6	160bp	160bp	70.2	67.6	65.1	260bp	510bp
RevPAR	4,064	4,844	3,440	-16	18	1,965	1,815	1,784	8	10	3,678	3,877	3,138	-5	17
Revenue from operations	2,029	2,345	1,750	-13	16	194	182	171	7	13	2,223	2,335	1,920	-5	16
Total expenses	1027	1016	862	1	19	151	112	135	35	12	1,178	1,071	997	10	18
EBITDA	1,002	1,329	888	-25	13	43	70	36	-39	19	1,045	1,264	923	-17	13
EBITDA margin (%)	49.4	56.7	50.7	-729bp	-136bp	22.2	38.5	21.1	-1630bp	111bp	47.0	54.1	48.1	-712bp	-106bp
PBT	390	714	230	-45	70	-28	19	-23	-247	22	362	734	207	-51	75

Source: Company, MOFSL

Exhibit 12: Operational performance by region

Parameters by region (rooms)	Occupancy (%)		Change YoY* (bps)	ARR		Change YoY* (%)
	1QFY24	1QFY23		1QFY24	1QFY23	
Delhi (636)	74	73	150	5,744	4,895	17
Gurugram (529)	68	57	1,130	5,078	4,758	7
Hyderabad (663)	84	73	1,110	5,627	5,300	6
Bengaluru (874)	71	76	-520	4,878	4,352	12
Mumbai (303)	86	74	1,180	7,721	7,114	9
Pune (426)	72	71	20	4,920	4,501	9
Rest of India (1,659)	60	53	740	4,510	4,431	2

Source: Company, MOFSL



Highlights from the management commentary

Operational highlights:

- During the quarter, LEMONTRE signed six new management & franchise contracts, which added 548 new rooms to its pipeline.
- As of Jun'23, the operational inventory included 90 hotels with 8,491 rooms, and the company has a pipeline of ~46 hotels with ~3,724 rooms.
- Network revenue for LEMONTRE (i.e. total system revenue of owned, managed & franchised hotels) stood at INR3.5b in 1QFY24 vs. ~INR3b in 1QFY23.

Demand outlook

- The company has witnessed a better performance (occupancy of ~74%) in Jul'23 as compared to 1QFY24.
- Typically, 2Q is the worst quarter for the hotel industry. However, 2QFY24 is expected to be better than 1QFY24 for LEMONTRE.
- The rains have not impacted occupancy, except for the regions that faced landslides and natural calamities.
- Further, the digitalization of the sales process is helping the company grow faster. This is expected to provide a competitive advantage to the company, going ahead.

Guidance

- LEMONTRE aims to have ~10,500 operational rooms in inventory by FY24 end.
- It expects to sign ~40 hotels in FY24.
- Price hike in 2QFY24 is expected to be similar to that in 1QFY24 (~8-9% YoY). Further, the hike in 3Q could be ~15% on YoY basis.

Margins

- Margin during the quarter was slightly down as the company incurred major renovation expenses for its Keys portfolio during the quarter.
- Further, employee expenses as a % of sales increased YoY as the company beefed up the business development team. Also, the salary hike for the year resulted in higher employee costs.
- Power costs as a percentage of sales declined despite the company using DG sets for power cuts in Gurgaon.
- Going ahead, the management expects margins to improve on the back of higher EBITDA flow through.

Aurika MIAL

- Aurika Mumbai's entire inventory (~669 rooms) will be ready by Oct'23 end. It will be available for the peak season of Diwali (in Nov'23).
- Occupancy and ARR for the hotel is expected to rise gradually.
- The hotel is expected to generate EBITDA of INR1.7b by FY26.
- It is expected to register occupancy of ~80% (in line with occupancy witnessed by other LEMONTRE hotels in Mumbai).
- The hotel is likely to be EBITDA accretive in 4QFY24.
- Aurika Mumbai has a large banquet facility, which will further contribute to revenues from the hotel.

Region-wise performance

- In 1QFY24, occupancy for Delhi/Gurugram/Hyderabad/Mumbai/Pune improved 150bp/1,130bp/1,110bp/1,180bp/20bp to 74%/68%/84%/86%/72%. Bengaluru witnessed a ~520bp YoY decline in occupancy to 71%.
- The company witnessed better-than-industry RevPAR for the majority of Key locations, except for Bengaluru, New Delhi and Hyderabad.
- The higher share of Keys portfolio (~380 rooms) dragged down the performance of Bengaluru, which the management expect to continue unless the renovation work of the keys portfolio is complete.
- Delhi did well on the industry level as the 5-star hotels of large brands benefited due to ongoing G20 meetings.

Other key Highlights

- The company is looking to increase the retail side of the business to ~66% of its total business in the next four years.
- International travel, which forms ~10% of demand, is still ~40% lower than pre-Covid levels.
- ~75% of renovation is considered as opex, while only ~25% is treated as capex.

Valuation and view

- We expect the strong momentum to continue going forward, led by: i) further improvement in occupancy and ARR on the back of a resilient demand scenario; ii) an increase in ARR with the addition of Aurika MIAL; and iii) strong addition of hotels under management contracts.
- We expect LEMONTRE to deliver a revenue/EBITDA/Adj. PAT CAGR of 29%/26%/46% over FY23-25 and RoE to improve from 14% in FY23 to 22.1% by FY25.
- We increase our FY24 EBITDA estimate on the back of a better outlook for 2Q and 3QFY24. We largely maintain our FY25 EBITDA estimate. Reiterate **BUY** on the stock.

Exhibit 13: Valuation methodology

Particulars		FY25
EBITDA (FY25E)	INR m	7,193
EV/ EBITDA multiple	x	16
EV	INR m	1,16,520
Less: Net debt (FY25E)	INR m	(15,428)
Less: Minority interest (FY25E)	INR m	(6,463)
Target value	INR m	94,629
No. of shares	m	786
Target price	INR	115

Source: MOFSL

Exhibit 14: Revisions to our estimates

Earnings Change (INR m)	Old		New		Change	
	FY24E	FY25E	FY24E	FY25E	FY24E	FY25E
Revenue	9,997	14,276	10,388	14,453	4%	1%
EBITDA	5,039	7,101	5,274	7,193	5%	1%
Adj. PAT	1,351	2,426	1,535	2,504	14%	3%

Source: MOFSL

Financials and valuations

Consolidated - Income Statement

(INR m)

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	10,388	14,453
Change (%)	12.0	17.5	13.5	21.8	-62.4	59.8	117.5	18.7	39.1
F&B Consumed	353	436	498	570	178	279	499	594	867
Employees Cost	969	1,096	1,205	1,553	704	973	1,497	1,766	2,385
Other Expenses	1,633	1,949	2,104	2,137	1,022	1,432	2,230	2,754	4,009
Total Expenditure	2,955	3,481	3,807	4,260	1,905	2,683	4,226	5,114	7,261
% of Sales	71.7	71.9	69.3	63.6	75.7	66.7	48.3	49.2	50.2
EBITDA	1,166	1,362	1,688	2,434	613	1,339	4,524	5,274	7,193
Margin (%)	28.3	28.1	30.7	36.4	24.3	33.3	51.7	50.8	49.8
Depreciation	510	526	541	922	1,076	1,043	966	993	1,187
EBIT	656	836	1,146	1,512	-463	296	3,557	4,281	6,006
Int. and Finance Charges	776	784	847	1,565	1,817	1,740	1,772	2,080	1,942
Other Income	118	126	145	58	133	140	36	114	145
PBT bef. EO Exp.	-2	178	445	5	-2,147	-1,304	1,822	2,315	4,208
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	2,315	4,208
Total Tax	48	38	-111	109	-322	-72	377	579	1,053
Tax Rate (%)	-2058.7	21.3	-25.0	2220.8	15.0	5.0	21.3	25.0	25.0
MI/ share of profit from associates	10	-2	27	-9	-555	-510	251	201	651
Reported PAT	-61	142	529	-95	-1,271	-874	1,146	1,535	2,504
Adjusted PAT	-61	142	529	-95	-1,271	-760	1,182	1,535	2,504
Change (%)	NA	NA	271.9	-118.0	1,232.4	-40.2	-255.5	29.9	63.1
Margin (%)	-1.5	2.9	9.6	-1.4	-50.5	-18.9	13.5	14.8	17.3

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	2,156	4,660
Net Worth	8,086	8,148	8,750	9,889	9,176	8,312	8,537	10,072	12,576
Minority Interest	4,284	4,286	4,322	5,559	6,174	5,676	5,597	5,806	6,463
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	38,038	39,099
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	7,055	8,242
Net Fixed Assets	14,116	14,531	16,014	32,097	30,964	29,542	28,605	27,762	36,075
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	3,388	4,609
Inventory	49	54	60	82	72	81	105	126	179
Account Receivables	314	525	844	503	308	291	560	655	871
Cash and Bank Balance	176	210	314	408	1,411	543	275	322	379
Loans and Advances	3,823	3,458	3,475	1,528	1,945	1,861	1,933	2,285	3,180
Curr. Liability & Prov.	1,694	1,994	2,605	1,786	1,278	1,128	1,479	1,908	2,681
Account Payables	604	811	958	842	788	585	668	911	1,293
Other Current Liabilities	1,053	1,140	1,592	877	412	319	730	852	1,185
Provisions	36	43	55	67	78	224	81	145	202
Net Current Assets	2,669	2,253	2,088	734	2,459	1,648	1,394	1,480	1,929
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	38,038	39,099

Financials and 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	2.0	3.2
Cash EPS	0.6	0.9	1.4	1.1	-0.2	0.4	2.7	3.2	4.7
BV/Share	10.4	10.4	11.2	12.7	11.7	10.6	10.9	12.9	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	-1,222.8	522.0	140.4	-778.2	-58.4	-97.7	62.8	48.4	29.6
Cash P/E	165.0	111.0	69.4	89.7	-380.3	261.8	34.6	29.4	20.1
P/BV	9.2	9.1	8.5	7.5	8.1	8.9	8.7	7.4	5.9
EV/Sales	20.9	18.2	16.4	14.2	38.0	23.9	11.1	9.4	6.6
EV/EBITDA	74.0	64.8	53.3	39.1	156.3	71.9	21.4	18.5	13.4
EV/Room (INRm)	30.4	26.9	25.2	22.3	22.5	22.6	20.1	20.2	19.6
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	2.3	5.9
Return Ratios (%)									
RoE	-0.7	1.8	6.3	-1.0	-13.3	-8.7	14.0	16.5	22.1
RoCE	3.4	3.8	4.4	4.5	-0.9	1.1	9.4	10.9	14.6
RoIC	3.0	3.8	5.0	4.4	-1.0	0.7	8.6	10.6	13.2
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	1.8	1.7
Interest Cover Ratio	0.8	1.1	1.4	1.0	-0.3	0.2	2.0	2.1	3.1
Net Debt/Equity	1.0	1.2	1.3	1.5	1.7	2.0	2.0	1.7	1.2

Consolidated - Cash Flow Statement

(INR M)

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	2,315	4,208
Depreciation	510	526	541	922	1,076	1,043	966	993	1,187
Interest & Finance Charges	704	658	702	1,507	1,685	1,786	1,773	1,966	1,798
Direct Taxes Paid	-40	-38	111	-109	322	-17	-207	-579	-1,053
(Inc)/Dec in WC	133	450	25	-754	-1,009	27	-403	-39	-391
CF from Operations	1,282	1,775	1,824	1,572	-74	1,394	3,912	4,655	5,748
Others	-66	-629	43	-62	-635	-41	-63	217	664
CF from Operating incl EO	1,216	1,145	1,867	1,510	-709	1,353	3,849	4,872	6,412
(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	1,772	4,612
(Pur)/Sale of Investments	-3	-82	-228	210	85	132	8	0	0
Others	54	495	337	2,677	-276	-56	-1,222	114	145
CF from Investments	-2,292	-2,600	-2,895	-6,082	-656	-591	-2,832	-2,986	-1,655
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	-2,080	-1,942
Dividend Paid	0	0	0	0	0	0	0	0	0
Others	110	97	18	2,488	1,361	-372	-379	-209	-658
CF from Fin. Activity	1,113	1,489	1,131	4,667	2,368	-1,630	-1,323	-1,839	-4,700
Inc/Dec of Cash	37	35	103	94	1,003	-869	-306	47	57
Opening Balance	139	176	211	314	408	1,411	543	275	322
Closing Balance	176	211	314	408	1,411	543	275	322	379

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NOTES

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Details of Compliance Officer: Neeraj Agarwal, Email Id: na@motilaloswal.com, Contact No.:022-40548085.

Grievance Redressal Cell:

Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com

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