

Indian Hotels

Estimate change	↔
TP change	↔
Rating change	↔

CMP: INR236 **TP: INR278 (+18%)** **Buy**

Business hotels to provide further growth

EBITDA below our estimate, but PAT above our estimate on higher other income

Bloomberg	IH IN
Equity Shares (m)	1,420
M.Cap.(INRb)/(USDb)	334.9 / 4.4
52-Week Range (INR)	260 / 104
1, 6, 12 Rel. Per (%)	5/27/99
12M Avg Val (INR M)	1431

- IHIN's standalone RevPAR grew 27% YoY due to higher ARR. The same fell by 18% QoQ due to lower occupancy as well as ARR owing to the third COVID wave. Higher demand in the Leisure segment as well as a recovery in business travel has driven overall growth on a YoY basis.

- Revenue was in line, while EBITDA in 4QFY22 came in below our estimate. We maintain our FY23/FY24 EBITDA on account of the ongoing demand recovery in Business Hotels. We maintain our Buy rating with a SoTP-based TP of INR278 per share.

Financials & Valuations (INR b)

Y/E Mar	2022	2023E	2024E
Sales	30.6	49.0	55.3
EBITDA	4.0	13.1	17.0
PAT	-2.6	4.8	7.9
EBITDA (%)	13.2	26.8	30.8
EPS (INR)	(1.8)	3.4	5.5
EPS Gr. (%)	(69.1)	(285.4)	63.6
BV/Sh. (INR)	49.7	52.5	57.4

Ratios

Net D/E	(0.0)	(0.1)	(0.2)
RoE (%)	(4.8)	6.6	10.1
RoCE (%)	1.3	8.0	11.4
Payout (%)	(28.0)	17.7	10.8

Valuations

P/E (x)	(129.1)	69.7	42.6
EV/EBITDA (x)	84.0	25.6	19.2
Div Yield (%)	0.2	0.3	0.3
FCF Yield (%)	0.7	2.0	3.1

Shareholding pattern (%)

As On	Mar-22	Dec-21	Mar-21
Promoter	38.2	41.1	40.8
DII	28.6	25.3	29.2
FII	16.0	15.2	12.3
Others	17.1	18.5	17.8

FII Includes depository receipts

Higher ARR drives performance

- Consolidated revenue grew 42% YoY, but fell 22% QoQ to INR8,721m (est. INR8,918) in 4QFY22. EBITDA stood at INR1,590m (est. INR1,866m) v/s INR713m/INR3,218m in 4QFY21/3QFY22. Adjusted PAT stood at INR619m (v/s our estimated loss of INR104m and a loss of INR1,103m in 4QFY21).

- Standalone revenue grew 28% YoY (-20% QoQ) to INR5,936m in 4QFY22, led by RevPAR growth, owing to an improvement in occupancy at 130bp YoY and an ARR growth of 24% YoY, with RevPAR at INR6,176 v/s INR4,877 in 4QFY21. EBITDA grew 56% YoY, but fell 37% QoQ, to INR1,634m.

- Subsidiary (consolidated less standalone)** revenue stood at INR2,785m, up 84% YoY (-25% QoQ). Operating loss for its subsidiary came in at INR44m v/s a loss of INR334m in 4QFY21 (EBITDA at INR608m in 3QFY22).

- Revenue grew 94% YoY to INR30.6b, whereas EBITDA stood at INR4.1b in FY22 v/s an operating loss of INR3.6b in FY21. IHIN generated a CFO of INR6.7b in FY22. Its consolidated performance during FY22 was aided by a reduction in total fixed costs/corporate overheads by 18%/28%.

Highlights from the management commentary

- RevPAR:** All-India RevPAR improved substantially and touched 76% of pre-COVID levels in FY22, against the industry recovery rate of 65%. Recovery in RevPAR was strongly supported by a revival in demand/occupancy in Leisure (higher than pre-COVID levels) and Business segment. Estimated recovery in Delhi/Mumbai/Bengaluru stood at 121%/118%/102% YoY in April'22.

- Pipeline:** IHIN has 60 Hotels, with more than 7,500 rooms, under various stages of development. The management is aggressively expanding its Ginger portfolio. Of the projects in the pipeline, 40% will be under the Ginger brand. Of the total projects in the pipeline, management contracts constitute 74%.

- Management contracts:** The company currently has 7,600 odd rooms under management, with 1,100 rooms under the Ginger brand. Revenue from management contracts stood at INR2.3b in FY22 and is expected to touch INR3.5b in the future.

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Investors are advised to refer through important disclosures made at the last page of the Research Report.

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

Valuation and view

- IHIN's asset-light model as well as new/reimagined revenue-generating avenues, with higher EBITDA margin, bodes well for RoCE expansion.
- Like FY22, we anticipate a strong recovery in FY23 and FY24 on: a) improvement in ARR once the economic activity normalizes; b) improved occupancies, led by business travel as well as the Leisure segment; c) cost rationalization efforts; d) an increase in F&B income as banqueting/conferences resume; and e) higher income from management contracts.
- Revenue was in line, while EBITDA came in below our estimate in 4QFY22. We maintain our FY23/FY24 EBITDA on account of an ongoing demand recovery in Business Hotels. We maintain our **Buy** rating with a SoTP-based TP of INR278 per share.

Consolidated quarterly earnings

(INR m)

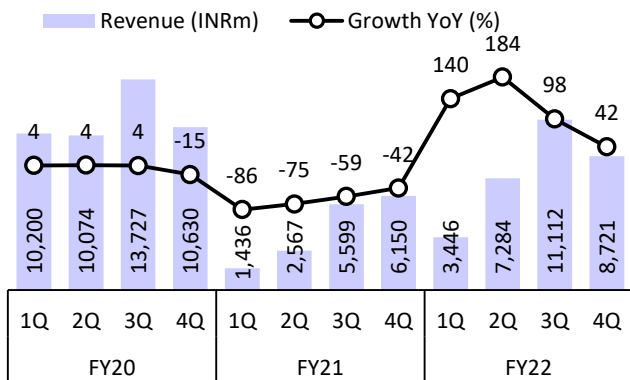
Y/E March	FY21				FY22				FY21	FY22	FY22E 4QE	Var. (%)
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q				
Gross Sales	1,436	2,567	5,599	6,150	3,446	7,284	11,112	8,721	15,752	30,562	8,918	-2
YoY Change (%)	-85.9	-74.5	-59.2	-42.1	139.9	183.8	98.5	41.8	-64.7	94.0	45.0	
Total Expenditure	4,096	4,070	5,766	5,437	4,934	6,555	7,895	7,131	19,369	26,515	7,052	
EBITDA	-2,660	-1,503	-167	713	-1,488	728	3,218	1,590	-3,618	4,048	1,866	-15
Margin (%)	-185.2	-58.6	-3.0	11.6	-43.2	10.0	29.0	18.2	-23.0	13.2	20.9	
Depreciation	1,001	1,028	1,023	1,043	1,025	1,018	999	1,019	4,096	4,061	1,030	
Interest	879	968	1,121	1,061	1,097	1,139	1,249	792	4,028	4,277	1,100	
Other Income	317	669	547	115	258	239	227	828	1,647	1,552	120	
PBT before EO expense	-4,223	-2,831	-1,764	-1,277	-3,354	-1,189	1,197	607	-10,095	-2,738	-144	
Extra-Ord. expense	-861	-205	-280	-254	-203	108	102	-164	-1,600	-156	0	
PBT	-3,362	-2,626	-1,484	-1,023	-3,150	-1,297	1,095	771	-8,495	-2,582	-144	
Tax	-693	-429	-307	-124	-450	-113	232	-26	-1,553	-358	-48	
Rate (%)	20.6	16.3	20.7	12.1	14.3	8.7	21.2	-3.4	18.3	13.9	33.0	
MI and P/L of Asso. Cos.	130	103	12	14	73	22	103	55	259	253	7	
Reported PAT	-2,799	-2,300	-1,189	-913	-2,773	-1,206	760	742	-7,201	-2,477	-104	
Adjusted PAT	-3,445	-2,454	-1,399	-1,103	-2,926	-1,125	837	619	-8,401	-2,594	-104	-696
YoY Change (%)	NA	NA	NA	-349.4	-15.1	-54.2	NA	NA	-359.5	-69.1	NA	
Margin (%)	-239.9	-95.6	-25.0	-17.9	-84.9	-15.4	7.5	7.1	-53.3	-8.5	-1.2	

Key performance indicators

Y/E March	FY21				FY22				FY21	FY22
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Revenue growth (%)										
Standalone	-83.3	-72.4	-52.2	-35.4	117.8	179.3	81.3	27.9	(58.7)	76.8
Subsidiaries	-89.2	-77.6	-70.8	-56.2	183.5	191.8	145.1	84.4	(74.3)	138.2
EBITDA margin (%)										
Standalone	(170.0)	(53.1)	11.7	22.6	(46.5)	13.1	35.2	27.5	(8.6)	19.4
Subsidiaries	(215.3)	(68.4)	(42.9)	(22.1)	(38.1)	4.6	16.4	(1.6)	(59.9)	1.6
Cost break-up										
F&B cost (as a percentage of sales)	6.4	8.5	10.0	9.2	8.1	8.6	8.8	7.9	9.1	8.4
Staff cost (as a percentage of sales)	167.0	79.6	43.2	33.8	72.2	38.3	28.1	35.6	56.8	37.6
Other cost (as a percentage of sales)	111.9	70.5	49.8	45.3	62.9	43.1	34.2	38.3	57.1	40.7
Gross margin (%)	93.6	91.5	90.0	90.8	91.9	91.4	91.2	92.1	90.9	91.6
EBITDA margin (%)	-185.2	-58.6	-3.0	11.6	-43.2	10.0	29.0	18.2	-23.0	13.2
EBIT margin (%)	-254.9	-98.6	-21.3	-5.4	-73.0	-4.0	20.0	6.5	-49.0	0.0

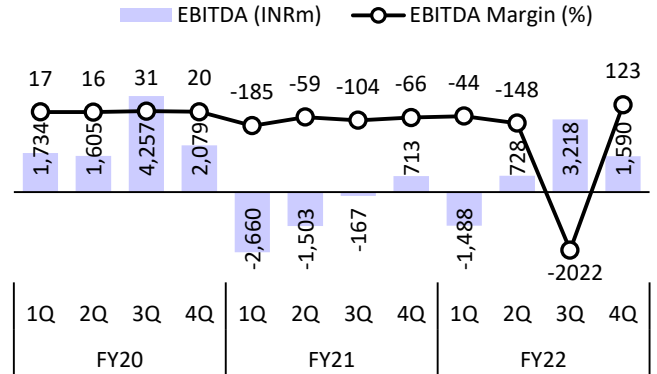
Key exhibits

Exhibit 1: Consolidated revenue trend



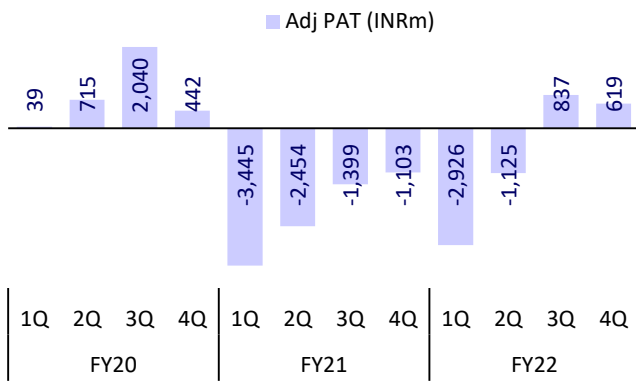
Source: Company, MOFSL

Exhibit 2: Consolidated EBITDA trend



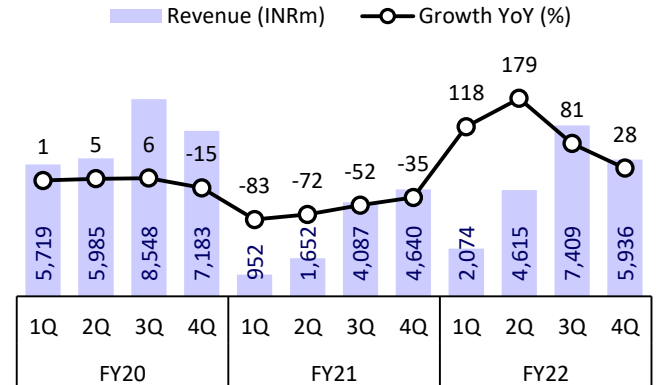
Source: Company, MOFSL

Exhibit 3: Consolidated adjusted PAT trend



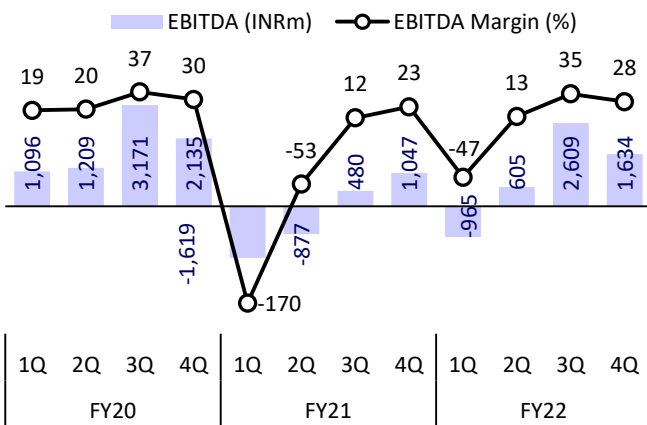
Source: Company, MOFSL

Exhibit 4: Standalone revenue trend



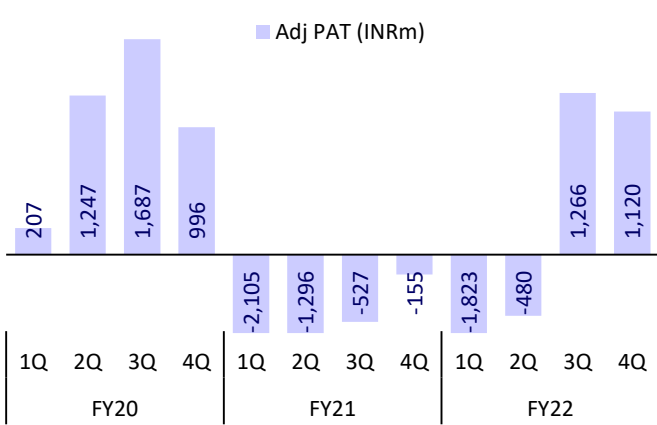
Source: Company, MOFSL

Exhibit 5: Standalone EBITDA trend



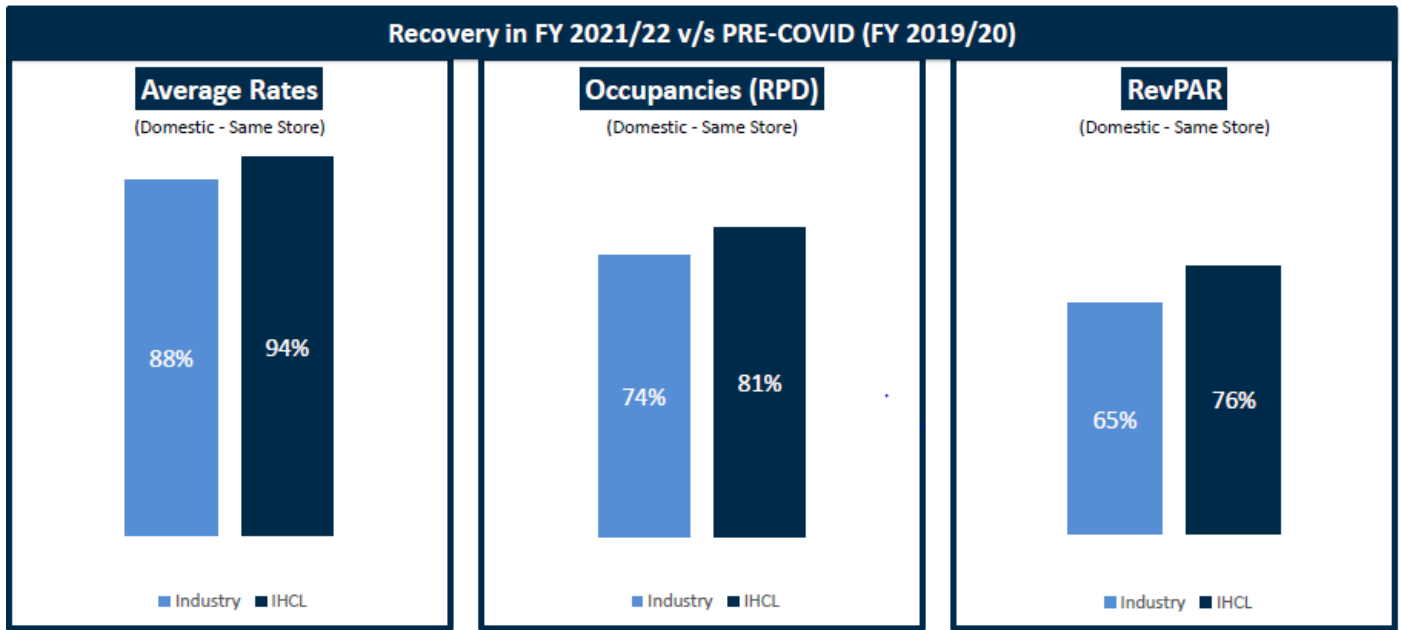
Source: Company, MOFSL

Exhibit 6: Standalone adjusted PAT trend



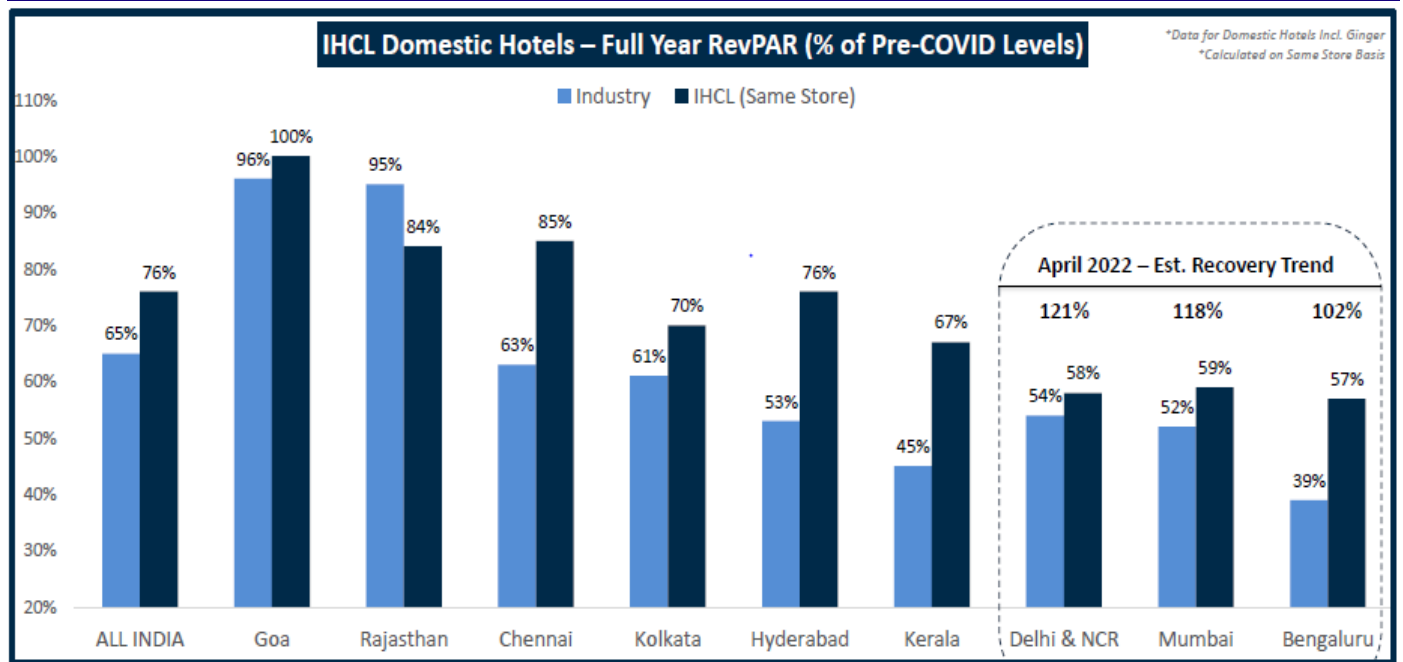
Source: Company, MOFSL

Exhibit 7: IHIN's industry-leading recovery in rates and occupancies



Source: Company, MOSL

Exhibit 8: Industry-leading recovery across key markets



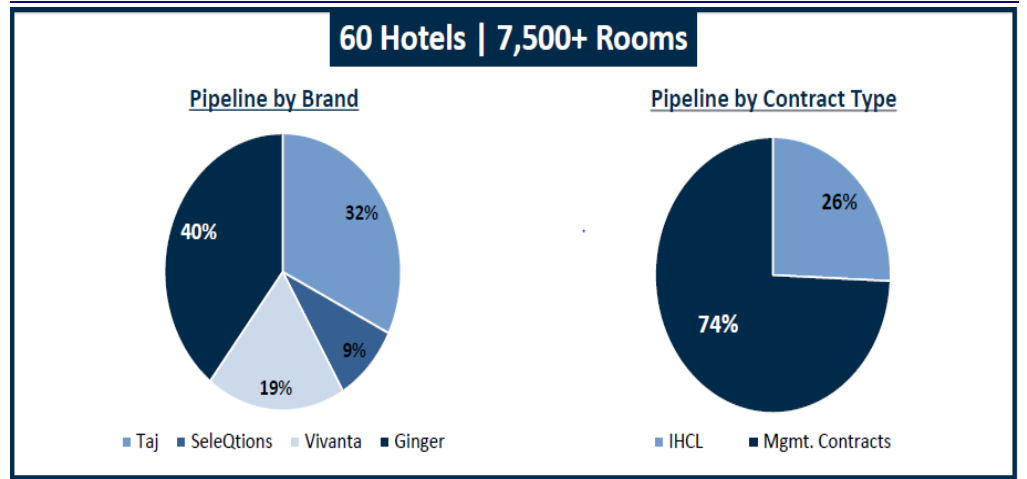
Source: MOSL, Company

Exhibit 9: IHIN's launch progression



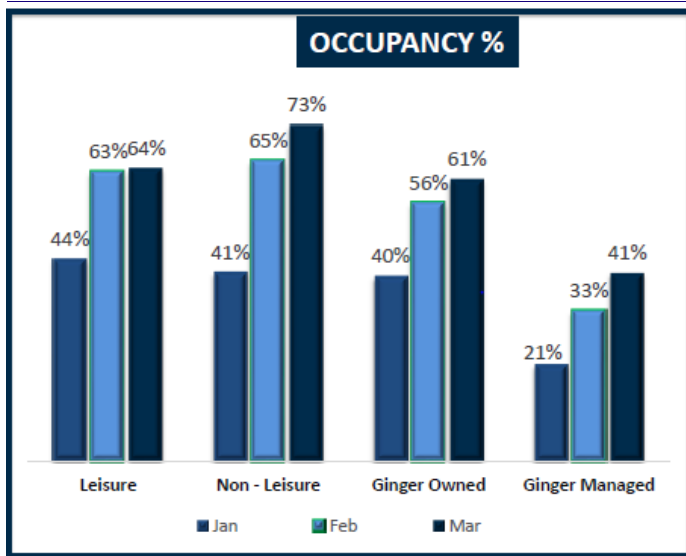
Source: MOSL, Company

Exhibit 10: IHIN's industry-leading pipeline



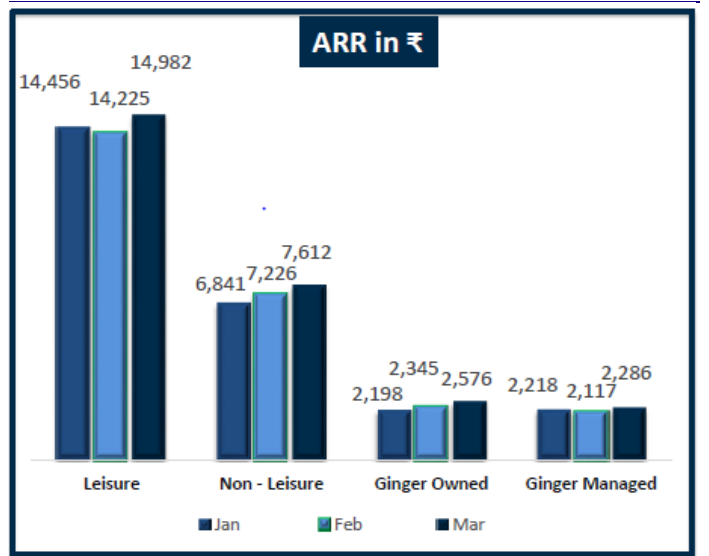
Source: Company, MOSL

Exhibit 11: Leisure v/s non-leisure ORR (%) in domestic hotels



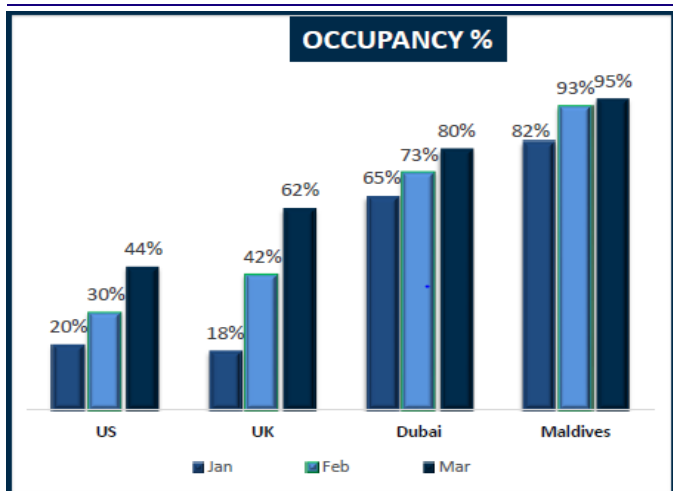
Source: MOSL, Company

Exhibit 12: Leisure v/s non-leisure ARR domestic hotels (INR)



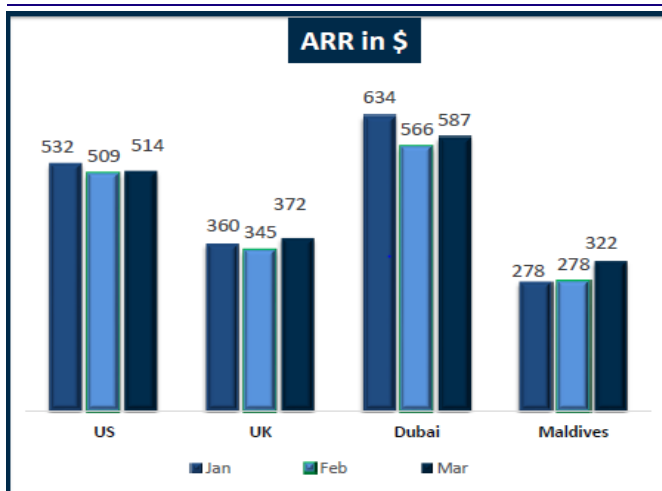
Source: MOSL, Company

Exhibit 13: Occupancy in key international geographies (%)



Source: MOSL, Company

Exhibit 14: ARR for key international geographies (USD)



Source: MOSL, Company

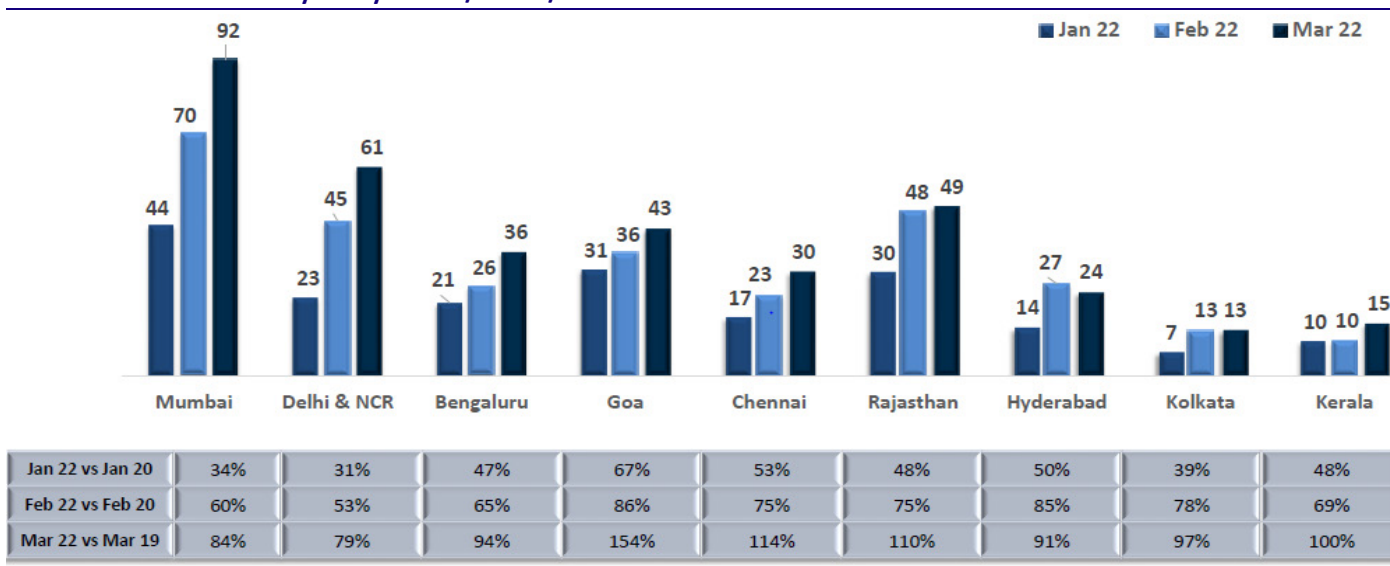
Exhibit 15: Performance of key subsidiaries in FY22 (INR crore)

Legal Entity	Revenue	EBITDA	PAT
UOH Inc. - USA	315	(46)	(119)*
St. James Court - UK	199	23	(39)
PIEM Hotels Ltd.	266	3	(3)
Roots Corporation Ltd	179	43	(34)

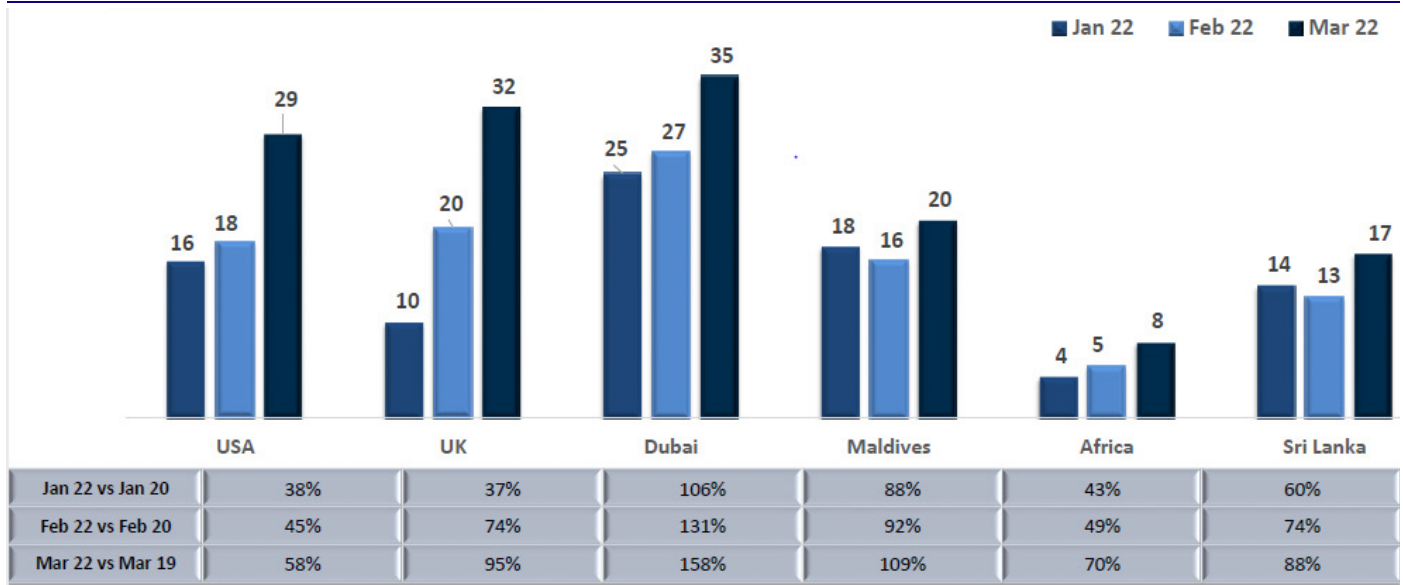
* Cash Loss Funding in The Pierre came down from ₹ 164 crores in 2020/21 to ₹ 56 crores in 2021/22

Source: MOSL, Company

Exhibit 16: Robust recovery in key cities v/s CY19/CY20



Source: MOSL, Company

Exhibit 17: Revenue recovery in key international cities v/s CY19/CY20

Source: MOSL, Company

Exhibit 18: IHIN – standalone revenue metrics

Particulars	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	YoY (%)	QoQ (%)
Occupancy (%)	57.1	28.4	56.6	66.6	58.4	130bp	-820bp
ARR (INR)	8,537	7,024	8,273	11,348	10,569	24	(7)
RevPAR (INR)	4,877	1,992	4,679	7,559	6,176	27	(18)
Room revenue (INR m)	2,010	880	1,990	3,110	2,500	24	(20)
F&B revenue (INR m)	1,730	650	1,650	2,840	2,000	16	(30)
Other revenue (INR m)	1,040	730	1,160	1,760	2,250	116	28
Total revenue (INR m)	4,780	2,260	4,800	7,710	6,750	41	(12)

Source: Company, MOFSL

Exhibit 19: Revenue metrics for its domestic network

Particulars	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	YoY (%)	QoQ (%)
Occupancy (%)	55.9	28.6	53.9	62.7	54.5	-140bp	-820bp
ARR (INR)	5,953	4,656	5,878	8,089	7,671	29	-5
RevPAR (INR)	3,329	1,331	3,168	5,070	4,183	26	-17
Room revenue (INR m)	4,910	2,070	4,940	7,930	6,520	33	-18
F&B revenue (INR m)	3,940	1,880	4,190	7,090	5,640	43	-20
Other revenue (INR m)	850	1,050	1,630	2,430	3,000	253	23
Total revenue (INR m)	9,700	5,000	10,760	17,450	15,160	56	-13

Source: Company, MOFSL

Exhibit 20: Consolidated debt position

INR m	4QFY20	1QFY21	2QFY21	3QFY21	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22
Gross debt	26,020	26,020	34,620	35,880	36,330	40,420	40,810	27,300	19,850
Liquidity	7,450	6,870	5,200	5,090	5,230	4,300	5,090	8,250	20,900
Net debt	18,570	19,150	29,420	30,790	31,100	36,120	35,710	19,050	-10,600

Source: Company, MOFSL

Exhibit 21: Standalone debt position

INR m	4QFY20	1QFY21	2QFY21	3QFY21	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22
Gross debt	19,430	19,430	24,990	25,950	25,920	28,860	28,860	16,650	9,430
Liquidity	5,550	5,400	3,890	4,200	4,130	2,710	3,110	5,800	19,020
Net debt	13,880	14,030	21,100	21,750	21,790	26,150	25,750	10,850	-9,600



Highlights from the management interaction

- **Recovery:** There has been a resurgence in demand, with average rates in FY22 reaching 94% of pre-COVID levels (v/s CY19/CY20). The IMF has cut India's GDP growth outlook to 8.2% from 9.2% in CY22 (v/s the global outlook of 3.6%), which will support demand in Hospitality and allied sectors. IHIN has seen a recovery in ORR at 81% of pre-COVID levels v/s 74% at the industry level.
- **RevPAR:** All-India RevPAR improved substantially and touched 76% of pre-COVID levels in FY22, against the industry recovery rate of 65%. Recovery in RevPAR was strongly supported by a revival in demand/occupancy in Leisure (higher than pre-COVID levels) and Business segment. Estimated recovery in Delhi/Mumbai/Bengaluru stood at 121%/118%/102% YoY in April'22.
- **Qmin:** IHIN continues to expand the brand, which currently stretches beyond 20 cities. The management aims to expand to more than 25 cities in the future. It plans to diversify further into cloud kitchens to reduce dependence on its Hotel portfolio. The GMV for the Qmin brand was upwards of INR660m in FY22.
- **Ama Stays'** portfolio has 80 properties in 40 destinations. By FY25, IHIN plans to reach 500 properties. Revenue from Ama Stays stood at INR600m in FY22.
- Its **Ginger** portfolio consists of more than 85 Hotels. In 4QFY22, revenue from Ginger touched 96% of pre-COVID levels, with margin expanding due to the shift towards a 'Lean Lux' model. The management aspires to expand the portfolio to 100-150 hotels in coming years.
- **Cost management:** Corporate overheads stood at INR2.5b in FY22, implying a sharp 28% drop (v/s INR3.5b in FY20). Overall fixed cost/month fell 18% to INR15.9b due to various cost-saving initiatives taken by the management during the COVID-19 pandemic, including manpower rationalization.
- **New openings/launches:** IHIN opened five new Hotels and signed five Hotels in 4QFY22, taking its total signed/new openings to 19/13 Hotels. The management has guided at double-digit openings of the Ginger brand in FY23.
- **Pipeline:** IHIN has 60 Hotels, with more than 7,500 rooms, under various stages of development. The management is aggressively expanding its Ginger portfolio. Of the projects in the pipeline, 40% will be under the Ginger brand. Of the total projects in the pipeline, management contracts constitute 74%.
- **Management contracts:** The company currently has 7,600 odd rooms under management, with 1,100 rooms under the Ginger brand. Revenue from management contracts stood at INR2.3b in FY22 and is expected to touch INR3.5b in the future.
- **Performance of its subsidiaries:** The US subsidiary clocked in a revenue of INR3.2b in FY22, but incurred an operating loss of INR460m. However, it is expected to break even in the future. Roots Corporation clocked in an EBITDA of INR430b in FY22. Occupancy rates in the UK surged to 76% in 4QFY22. ORR surged to 95%/80% in Maldives/Dubai.
- **Demand for Leisure:** The demand trajectory in leisure travel is expected to continue, with international travel ramping up. Leisure ORR has jumped 20pp to 64% in Mar'22 from Jan'22 levels, implying continuing growth.
- **Growth strategy:** Excess FCF would be utilized on key projects like Taj Delhi, Taj London, and Ginger Mumbai and on renovations that are lined up.

- **Debt:** The company is net cash positive at INR1.1b, with a debt reduction plan in place. Debt for the domestic business stands at INR4.5b and is due in Apr'23. The same for the UK stands at INR2.5b.

Other highlights

- Consolidated gross debt/net cash as of Mar'22 stood at INR19.9b/INR1.1b v/s gross/net debt INR36.3b/INR31.1b as of Mar'21.
- Management has declared a capex of 4% of revenue on a usual basis which could reach a range of 5% to 6% especially coming off a pandemic.
- The company has guided a cost savings of INR3b in the FY23 with wage inflation and food inflation having limited effect.

Valuation and view

- We believe IHIN's asset-light model as well as the new/reimagined revenue generating avenues with higher EBITDA margins bodes well for RoCE expansion.
- Like in FY22, we anticipate a strong recovery in FY23E/FY24E as well on: a) ARR improvement, once the economic activities normalize, b) improved occupancies driven by business travel as well as leisure segment, c) cost rationalization efforts, d) an increase in F&B income as banqueting/conferences resume, and e) higher income from management contracts.
- Revenue was in-line while EBITDA for 4QFY22 came in below our estimates. However; we maintain our FY23/FY24 EBITDA on account of ongoing demand recovery in business hotels. We maintain our BUY rating with a SoTP-based TP of INR278.

Exhibit 22: Valuation methodology

Particulars	Methodology	Metrics	FY24	Multiple (x)	Value (INRm)	Value/share (INR)
IHCL- ex JV/ Associate						
EV	EV/EBITDA (x)	EBITDA	17,002	22.4	3,80,842	268
Less: Net Debt					14,382	10
Less: Minority Interest					-5,930	(4)
Sub Total					3,89,294	274
JV/Associate						
Taj GVK (IHCL's share - 25.5%) - JV	20% discount to MCAP	Attributable Mcap	2,774	0.8	2,220	1.6
Oriental Hotel (IHCL's share - 35.7%) - Associate	20% discount to MCAP	Attributable Mcap	4,198	0.8	3,359	2.4
Sub Total					5,578	3.9
Target Price					3,94,872	278
CMP						236
Upside (%)						18

Source: MOFSL

Exhibit 23: Change in estimates

Earnings Change (INR m)	Old		New		Change	
	FY23E	FY24E	FY23E	FY24E	FY23E	FY24E
Revenue	48,542	54,820	48,986	55,287	1%	1%
EBITDA	13,115	16,984	13,128	17,002	0%	0%
Adj. PAT	4,635	7,896	4,809	7,869	4%	0%

Source: MOFSL

Financials and valuations

Consolidated - Income Statement

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Total Income from Operations	40,206	41,036	45,120	44,631	15,752	30,562	48,986	55,287
Change (%)	-0.1	2.1	10.0	-1.1	-64.7	94.0	60.3	12.9
Total Expenditure	34,110	34,332	36,823	34,956	19,369	26,515	35,858	38,285
% of Sales	84.8	83.7	81.6	78.3	123.0	86.8	73.2	69.2
EBITDA	6,096	6,704	8,297	9,675	-3,618	4,048	13,128	17,002
Margin (%)	15.2	16.3	18.4	21.7	-23.0	13.2	26.8	30.8
Depreciation	2,994	3,012	3,279	4,042	4,096	4,061	4,308	4,570
EBIT	3,102	3,692	5,019	5,633	-7,714	-13	8,820	12,431
Int. and Finance Charges	3,238	2,690	1,901	3,411	4,028	4,277	2,814	2,019
Other Income	549	617	834	1,324	1,647	1,552	1,568	1,769
PBT bef. EO Exp.	413	1,618	3,951	3,546	-10,095	-2,738	7,574	12,182
EO Items	-108	225	66	410	1,600	156	0	0
PBT after EO Exp.	306	1,843	4,017	3,955	-8,495	-2,582	7,574	12,182
Total Tax	1,137	1,211	1,571	448	-1,553	-358	2,499	4,020
Tax Rate (%)	372.2	65.7	39.1	11.3	18.3	13.9	33.0	33.0
Minority Interest	-200	-376	-422	-37	259	253	266	292
Reported PAT	-632	1,009	2,868	3,544	-7,201	-2,477	4,809	7,869
Adjusted PAT	-551	840	2,819	3,237	-8,401	-2,594	4,809	7,869
Change (%)	NA	NA	235.4	14.8	-359.5	-69.1	-285.4	63.6
Margin (%)	-1.4	2.0	6.2	7.3	-53.3	-8.5	9.8	14.2

Consolidated - Balance Sheet

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Equity Share Capital	989	1,189	1,189	1,189	1,189	1,420	1,420	1,420
Total Reserves	24,188	40,622	42,291	42,379	35,295	69,202	73,159	80,176
Net Worth	25,177	41,811	43,480	43,568	36,484	70,623	74,579	81,596
Minority Interest	7,378	7,774	7,999	7,649	6,346	5,930	5,930	5,930
Total Loans	33,830	24,270	23,260	26,020	36,328	19,848	9,148	1,148
Lease Liability	0	0	0	18,987	18,464	18,604	18,604	18,604
Deferred Tax Liabilities	2,820	3,563	3,768	1,869	781	876	876	876
Capital Employed	69,206	77,418	78,506	98,093	98,403	1,15,880	1,09,137	1,08,154
Gross Block	57,923	63,356	69,051	73,316	81,772	85,655	89,201	93,111
Less: Accum. Deprn.	5,506	7,385	10,663	14,706	18,802	22,863	27,170	31,741
Net Fixed Assets	52,417	55,971	58,388	58,610	62,970	62,792	62,031	61,370
Goodwill on Consolidation	5,737	5,655	5,835	6,146	6,110	6,229	6,229	6,229
Right-of-Use assets				15,833	15,297	15,134	15,134	15,134
Capital WIP	2,227	1,970	1,162	2,441	1,650	1,933	2,387	2,477
Total Investments	12,437	15,965	13,351	14,266	14,832	19,668	19,668	19,668
Curr. Assets, Loans&Adv.	13,173	14,184	17,102	17,887	14,269	25,139	20,942	22,503
Inventory	804	857	804	936	929	1,008	1,179	1,154
Account Receivables	2,721	3,286	3,214	2,900	2,198	2,553	3,355	3,787
Cash and Bank Balance	2,471	2,703	2,409	3,156	1,536	11,878	5,631	6,505
Loans and Advances	7,177	7,338	10,675	10,895	9,605	9,700	10,777	11,057
Curr. Liability & Prov.	16,785	16,328	17,331	17,090	16,724	15,016	17,254	19,228
Account Payables	3,370	3,513	3,253	3,893	3,178	3,873	4,028	4,301
Other Current Liabilities	11,305	10,349	11,579	10,441	10,921	8,233	9,797	11,057
Provisions	2,110	2,465	2,500	2,756	2,625	2,909	3,429	3,870
Net Current Assets	-3,612	-2,143	-229	798	-2,456	10,123	3,687	3,275
Appl. of Funds	69,206	77,418	78,507	98,093	98,403	1,15,880	1,09,137	1,08,154

Financials and valuations

Ratios

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
Basic (INR)								
EPS	-0.4	0.6	2.0	2.3	-5.9	-1.8	3.4	5.5
Cash EPS	1.7	2.7	4.3	5.1	-3.0	1.0	6.4	8.8
BV/Share	17.7	29.4	30.6	30.7	25.7	49.7	52.5	57.4
DPS	0.2	0.2	0.4	0.4	0.4	0.4	0.6	0.6
Payout (%)	-53.9	41.9	25.3	20.5	-9.6	-28.0	17.7	10.8
Valuation (x)								
P/E	-607.6	398.7	118.8	103.5	-39.9	-129.1	69.7	42.6
Cash P/E	137.2	87.0	54.9	46.0	-77.8	228.5	36.7	26.9
P/BV	13.3	8.0	7.7	7.7	9.2	4.7	4.5	4.1
EV/Sales	9.3	8.8	8.0	8.1	23.6	11.1	6.8	5.9
EV/EBITDA	61.2	53.9	43.6	37.3	-102.7	84.0	25.6	19.2
Dividend Yield (%)	0.1	0.1	0.2	0.2	0.2	0.2	0.3	0.3
FCF per share	6.7	-0.1	1.4	1.7	-7.6	1.7	4.8	7.2
EV/ Adj Rooms (INRm)	39.1	36.6	35.8	34.7	35.7	32.0	31.0	29.6
EBITDA/ Room (INR)	4,107	4,313	5,157	5,869	-6,404	3,929	7,770	9,116
Return Ratios (%)								
RoE	-2.2	2.5	6.6	7.4	-21.0	-4.8	6.6	10.1
RoCE	3.8	4.6	5.9	6.8	-5.7	1.3	8.0	11.4
RoIC	-14.9	2.3	5.2	7.1	-7.9	0.0	7.2	10.3
Working Capital Ratios								
Fixed Asset Turnover (x)	0.7	0.6	0.7	0.6	0.2	0.4	0.5	0.6
Asset Turnover (x)	0.6	0.5	0.6	0.5	0.2	0.3	0.4	0.5
Inventory (Days)	7	8	7	8	22	12	9	8
Debtor (Days)	25	29	26	24	51	30	25	25
Creditor (Days)	31	31	26	32	74	46	30	28
Leverage Ratio (x)								
Current Ratio	0.8	0.9	1.0	1.0	0.9	1.7	1.2	1.2
Interest Cover Ratio	1.0	1.4	2.6	1.7	-1.9	0.0	3.1	6.2
Net Debt/Equity	1.2	0.4	0.4	0.4	0.8	0.0	-0.1	-0.2

Consolidated - Cash Flow Statement

Y/E March	FY17	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E
OP/(Loss) before Tax	306	1,618	4,017	3,955	-10,095	-2,738	7,574	12,182
Depreciation	2,994	3,012	3,279	4,042	4,096	4,061	4,308	4,570
Interest & Finance Charges	3,015	2,073	1,068	2,087	2,381	2,725	1,246	250
Direct Taxes Paid	-868	-1,425	-1,571	-448	1,553	358	-2,499	-4,020
(Inc)/Dec in WC	-599	-1,033	323	-1,402	-2,722	2,155	188	1,287
CF from Operations	4,848	4,246	7,115	8,235	-4,786	6,560	10,817	14,269
Others	498	675	0	0	1,600	156	0	0
CF from Operating incl EO	5,345	4,920	7,114	8,235	-3,187	6,716	10,817	14,269
(Inc)/Dec in FA	4,193	-5,094	-5,067	-5,855	-7,629	-4,286	-4,000	-4,000
Free Cash Flow	9,538	-174	2,048	2,380	-10,816	2,431	6,817	10,269
(Pur)/Sale of Investments	4,425	-1,462	2,614	-915	-566	-4,836	0	0
Others	496	912	-1,428	1,750	6,998	-7,303	1,568	1,769
CF from Investments	9,114	-5,644	-3,882	-5,019	-1,197	-16,425	-2,432	-2,231
Issue of Shares	0	14,999	0	0	0	231	0	0
Inc/(Dec) in Debt	-11,719	-9,498	-1,010	2,760	10,308	-16,481	-10,700	-8,000
Interest Paid	-1,637	-4,089	-1,901	-3,411	-4,028	-4,277	-2,814	-2,019
Dividend Paid	-458	-447	-725	-725	-693	-693	-852	-852
Others	0	-7	110	-1,093	-2,823	41,270	-266	-292
CF from Fin. Activity	-13,814	957	-3,527	-2,470	2,764	20,050	-14,632	-11,164
Inc/Dec of Cash	645	233	-294	746	-1,620	10,342	-6,248	874
Opening Balance	1,826	2,471	2,704	2,409	3,156	1,536	11,878	5,631
Closing Balance	2,471	2,704	2,409	3,156	1,536	11,878	5,631	6,505

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SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
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