

# The Byke Hospitality Limited

CIN No.: L67190MH1990PLC056009

October 17, 2016

To,

Corporate Services Department,

National Stock Exchange of India Ltd.

5th Floor, Exchange Plaza

Plot no. C/1, G Block, Bandra - Kurla Complex

Bandra (E), Mumbai - 400 051

To.

Corporate Services Department,

The BSE Limited,

Phiroze Jeejeebhoy Towers,

Dalal Street,

Mumbai-400 001.

To

Corporate Services Department, Metropolitan Stock Exchange

of India Limited

4th Floor, Vibgyor Towers,

Bandra - Kurla Complex,

Bandra (E), Mumbai - 400 098

Ref: Scrip Code/Name: BYKE (NSE), 531373 (BSE), THEBYKE (MCX-SX)

**Subject:** Investors/Analysts Presentation {Disclosure of Material Event/Information under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015}

Respected Sir/Madam,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, a copy of the Investors/Analysts Presentation that we propose to make for analyst and investors meet is enclosed and the said Investors/Analysts Presentation has also been uploaded on Company's Website at <a href="https://www.thebyke.com">www.thebyke.com</a>

The Investors/Analysts Meet is Scheduled to be held on October  $18^{th}$  &  $19^{th}$  ,2016 at Singapore and on October  $20^{th}$  ,2016 at Hongkong.

We request you to kindly take the same on record.

Thanking You,

Yours Faithfully, For **The Byke Hospitalit** 

Neha Mankame

Company Secretary & Compliance Officer

Website: www.thebyke.com







# Investor Presentation OCTOBER 2016













# Agenda



01	Byke Background and Overview
02	Key Growth Drivers
03	Hotel Segment (Owned + Leased)
04	Room Chartering Segment
05	Growth Strategy
06	Financial Highlights



# **Background and History**



## History (Prior to 2010)

- Formerly known as "Sauve Hotels"
- Started operations in the year 2002
- Promoted by Mr. Satyanarayan Sharma and family

## Acquisition (2010)

- Current promoters acquired 44.5% stake in the Company in December 2010
- 2 properties Byke
   Heritage Matheran and
   Byke Suflower Goa (total
   102 rooms)
- In August 2011 the Company name was changed to "The Byke Hospitality"

## The Byke (Present)

- Mr. Anil Patodia (Managing Director and Promoter) had significant experience in the hospitality industry – business of supplying recron pillows to hotels
- Strong vision to be a leader and preferred choice in the Hospitality Industry

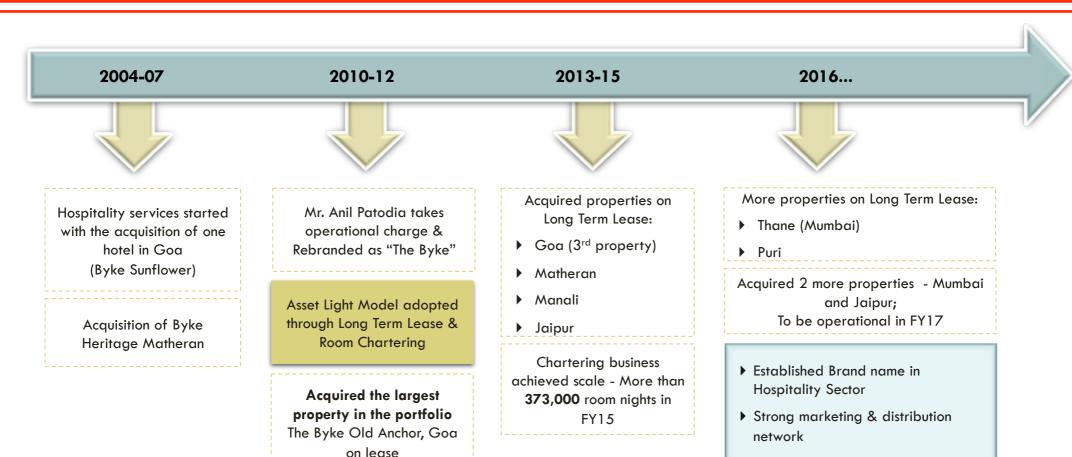
No. of Hotels – 2 No. of Rooms – 102 Room Chartering - Nil



No. of Hotels – 11
No. of Rooms – 797
Room Chartering – ~5 lacs room nights

# **Evolved from Standalone Hotel Property ...**





...to sizeable Hotel Portfolio & well known Brand in Industry

▶ Pan India Presence through Room

Chartering model

# **Experienced Management Team**



## Mr. Anil Patodia Chairman and Managing Director



- Provided strong and dynamic leadership to "The Byke" since 2011
- A career Hotelier with an extensive experience in the Hospitality industry
- His experience in operations and marketing is playing a key role in the global expansion and development of future hotels

### Mr. Suraj K Soni

- 20 years of experience as a Hotel Executive
- General Manager with proven brands such as Hilton, Wyndham Hotels, Sayaji Hotel and others
- Specialization in the management of large convention hotels, 4 & 5 Star Resorts & Hotels
- Proven track record of success in opening / re-opening, major renovations and brand repositioning

### Mr. Mihir Sarkar

- 19 years of hands-on experience in the hospitality industry
- Past management roles at Taj, Holiday Inn and ITDC
- Specialties:
  - ✓ Pre-opening Hotel Management
  - √ Vendor & Supplier Management
  - ✓ MICE & Convention Management

### Mr. Ronald Masse

- Versatile hospitality professional and dynamic manager with more than 20 yrs of experience
- Worked with Group like Tunga & Panaromic group of Hotels
- Specialties:
  - ✓ Hospitality Operations
  - ✓ Client Management & Relationship Building
  - ✓ Business Development

# Supported by Independent Board of Directors



### Mr. Sandeep Singh

- A renowned media professional, author and management strategist
- Post-Graduation in Rural Development from Xaviers Institute of Social Science (XISS)
- Specialised in Media Planning from Mudra Insutitute of Communications
   & General Management from IIM, Bangalore
- Author of various books. Some of his books are 'Business of Freedom', 'Indian Ocean Strategy & 'Simhavolokan'
- On the Advisory Board of The National Institute of Mass Communication
   & Journalism

### Ms. Sudha Gupta

- A renowned Chartered Accountant & subject matter expert in finance/ taxation
- Wide experience in Corporate Taxtation, Tax Treaties & Companies
   Act and vast knowledge in International transactions, FEMA & RBI
- Previously worked in Deloitte and Rodl & Partner, been instrumental in structuring and implementation of various cross border complex transactions
- Has authored book on Foreign Exchange Management Act, Due Diligence under FEMA (CCH Publications) and Practical Aspects of FDI in India (ICSI Publication)

### CA Ram Ratan Bajaj

- Fellow member of the Institute of Chartered Accountants of India
- Over 35 years of post- qualification experience
- Expertise in handling finance, taxation, corporate law, accounts, project implementation

### Mr. Bharat Thakkar

- Post graduate in Commerce and has cleared ICWA Intermediate
- He is an acknowledged expert in financial planning as well as insurance sector
- Was earlier with New India Assurance and United India Insurance

### Mr. Ramesh Vohra

- Successful businessman providing engineering solutions to the oil, gas, exploration, marine and construction companies
- Some of the major clients include ONGC and the Indian Railways
- Member of the Lions Club for over a decade

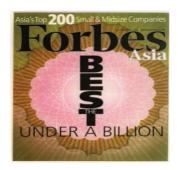
# **Awards and Accolades**



## Featured in Forbes Asia's "Best Under a Billion" for 2 consecutive years

Achieved the distinction of being among the 11 companies from India that have made it to the top 200 Asia Pacific corporations in Forbes Asia's 'Best Under a Billion' list in 2015

Featured again in 'Best Under a Billion' list in 2016; among the 7 companies from India that have made it to the list



## Award to promote vegetarian hotels in India

Received an award for "BEST PURE VEGETARIAN HOTEL CHAIN IN INDIA" at 11th Hospitality India & Explore the World Annual International Travel Awards, 2015, New Delhi



### CMD featured in Forbes June 2016 issue

Forbes Asia June 2016 issue featured Chairman & Managing Director, Mr. Anil Patodia's thoughts and future plans for the Company



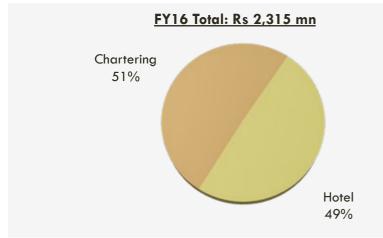
# **Business Overview**



## Hotel (Owned + Leased)

- Hotels under Brand name "The Byke"
- Focus on domestic middle class leisure tourism
- Niche in Vegetarian segment
- O Diversified revenue mix Rooms, F&B, events, etc.
- 0 11 properties at tourist destinations in India:
  - 2 ownership; 9 on long term lease
  - 797 rooms

## Revenue Break-up



## **Room Chartering**

- Third party hotel rooms chartered at strategically identified locations across India
- O Capitalise on the diverse peak seasons across India
  - Maximise occupancy (90%+)
- Presence across 60 plus cities
- Relationships with 500+ hotel owners
- Network of 300+ agents

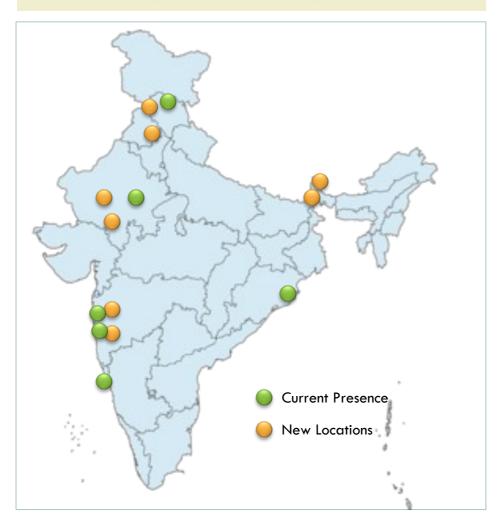
### **EBITDA Break-up**



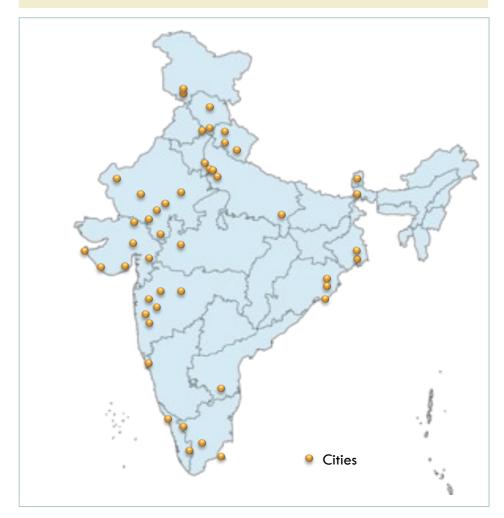
# Pan-India Presence in Both Segments



## Hotel (Owned + Leased) Presence



## Room Chartering Presence – 60+ cities





# **Key Growth Drivers**





## **Strong Industry Fundamentals**

Robust demand outlook for the md market domestic tourism on the back of rising middle class and increasing discretionary spending

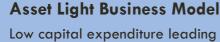


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## **Focused Strategy**

Mid market focused hospitality brand with focus on domestic tourism Niche in vegetarian segment Diversified revenue mix with focus on F&B, events (corporate and social)



Low capital expenditure leading to high return ratios (30%+ RoCE) and high cash flow generation Low debt (Debt/Equity of 0.1)





### **Wide Distribution Network**

Tie-up with 300+ travel agents
Enable to optimise occupancy in both segments

04



# **Strong Industry Fundamentals**

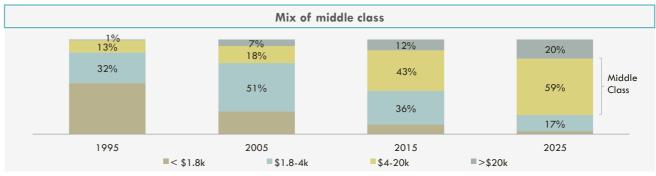


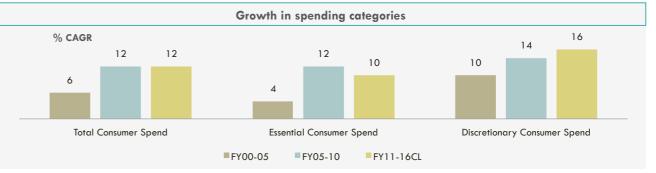


## **Expanding Middle Class**

**Increasing Discretionary Spend** 







# **Focused Strategy**



# **>>**

## Mid market focused hospitality brand with focus on domestic tourism

- O Domestic travellers have been the bedrock of demand for the Indian hotel industry
  - Domestic tourism continues to be over 80% of the total tourist expenditure in India
- A growing middle class has created demand for branded budget hotels for the domestic travellers
- O Byke has created a distinct brand in the budget hotels category



## Niche in vegetarian segment

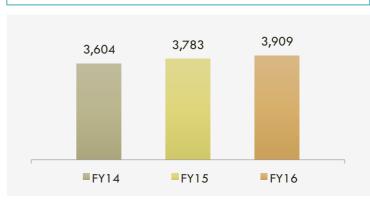
- O Restaurants/Banquets in all hotels serve pure vegetarian food
- Awarded for contribution to promote vegetarian hotels in India at 11th Hospitality India & Explore the World Annual International Travel Awards



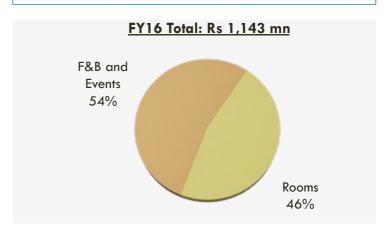
## Diversified revenue mix with focus on F&B and events

- Increasing focus on diversified revenue streams including corporate events (meetings, offsites) and social events (weddings, parties) to optimize occupancy and margins
- Restaurants/ conference rooms/ banquet halls & lawns across properties for social and corporate events





### Hotel Segment Revenue Break-up





# **Asset Light Business Model**



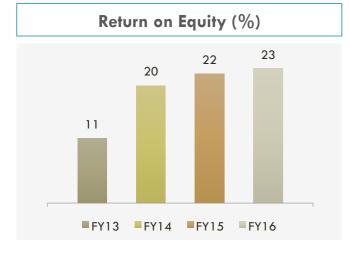


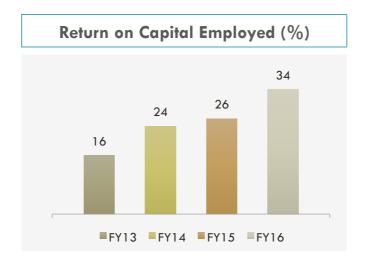
## Low capital requirement as properties are taken on a long term lease

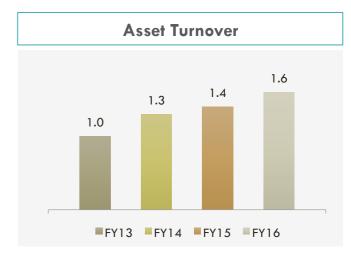
- o Incremental room addition requires minimal capital employment; only capex required for refurbishment and rebranding
- o Enables the company to leverage high profitability from a low capital base
- o Attractive cash flow generation and deleveraging profile

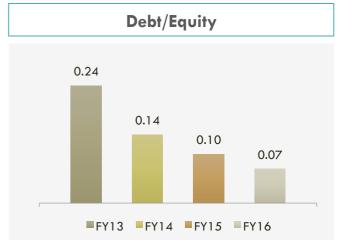


## Impeccable return ratios with minimal level of debt









ROE = PAT / Average Net Worth; ROCE = EBIT / Average Capital Employed; Asset Turnover Ratio = Revenue/Average Total Assets



# **Wide Distribution Network**



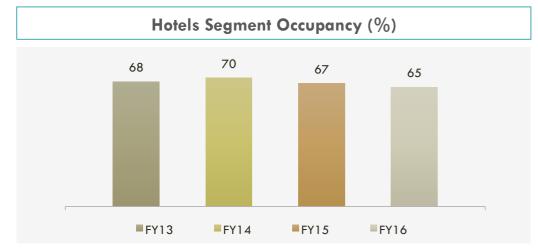


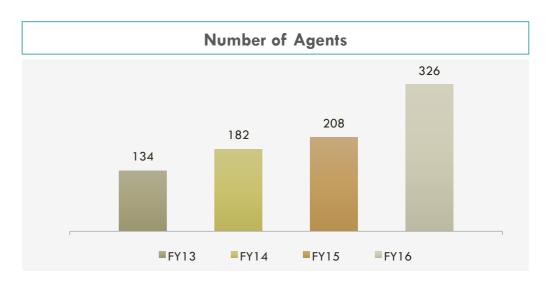
# Pan-India presence through strong agent network

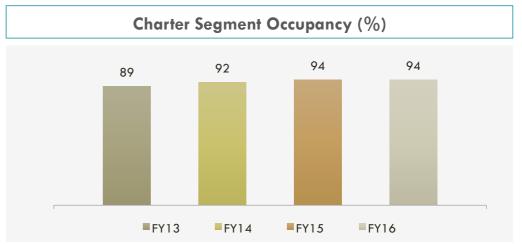
- In hospitality, selling is the major constraint, which is mitigated through tie-up with over 300 agents to sell owned + leased hotel rooms as well as chartered rooms
- o Pan-India network of agents



## **Enables to optimize occupancy levels**



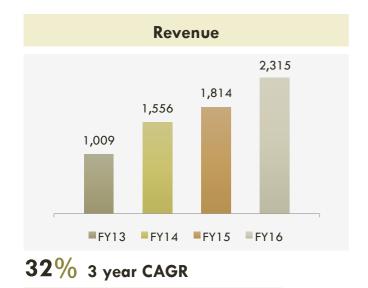


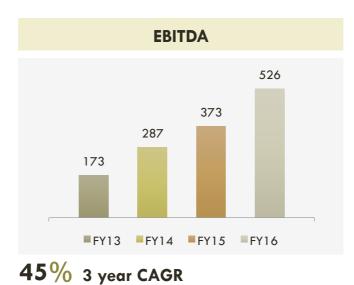


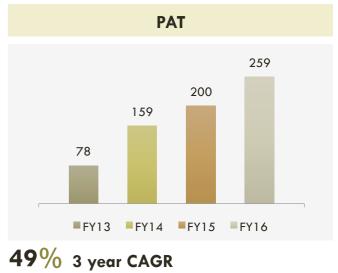
# ... Driving Robust Growth











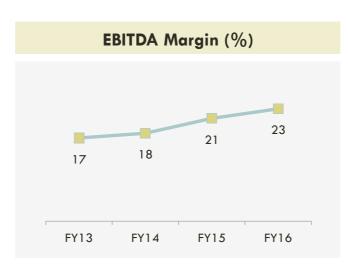
EPS\* (Rs.)

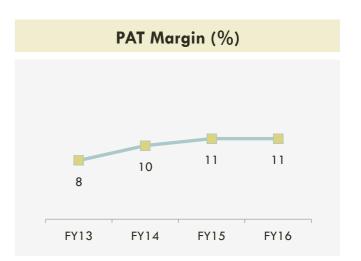
FY13 FY14 FY15 FY16

3.97

1.94

5.00



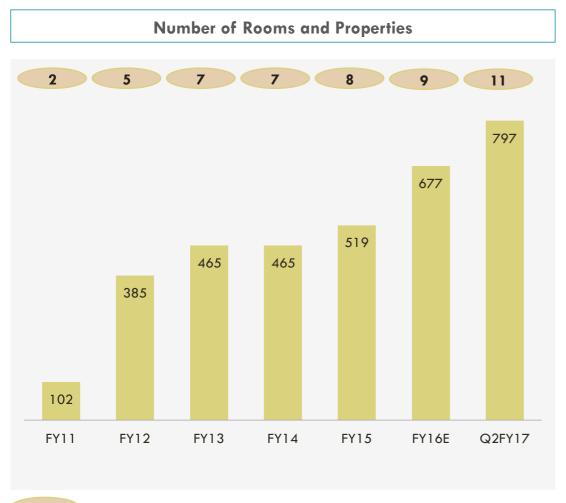


<sup>\*</sup>In FY15, Company has issued bonus shares in ratio 1:1; prior period EPS has been adjusted for the same



# Portfolio of 797 Rooms Across 11 Properties





Hotel	Location	No. of rooms	Туре
Byke Old Anchor	Goa	240	Leased
Byke Suraj Plaza	Mumbai	122	Leased
Byke Heritage	Matheran	80	Owned
Byke Grassfield	Jaipur	54	Leased
Byke Vijoya	Puri	54	Leased
Byke Hidden Paradise	Goa	40	Leased
Byke Neelkanth	Manali	40	Leased
Byke Redwood	Matheran	25	Leased
Byke Sunflower	Goa	22	Owned
Byke Grassfield Riviera	Jaipur	80	Leased
Byke Delotel	Mumbai	40	Leased
Total		797	

Yet to be operational

Number of properties

# Leasing = Asset Light = Low Capex & Faster Rollout





## Renovation and re-branding of hotel properties...

### Leasing

- Take property on long term Lease
  - Approx. 15-20 year commercial lease
- Low capital requirement leading to break-even at low occupancy

#### Renovation

- Renovation, interior decoration, investment in amenities
- Focus on completing renovation within rent-free period

The Byke Old Anchor, Goa

### **Re-branding**

- o Re-brand as "Byke"
- Market to create awareness of the property
- Standardize systems and processes



# **>>**

## ... leading to improvement in ARR and Occupancy

## Before Renovation



### After Renovation



ARR (Rs.)



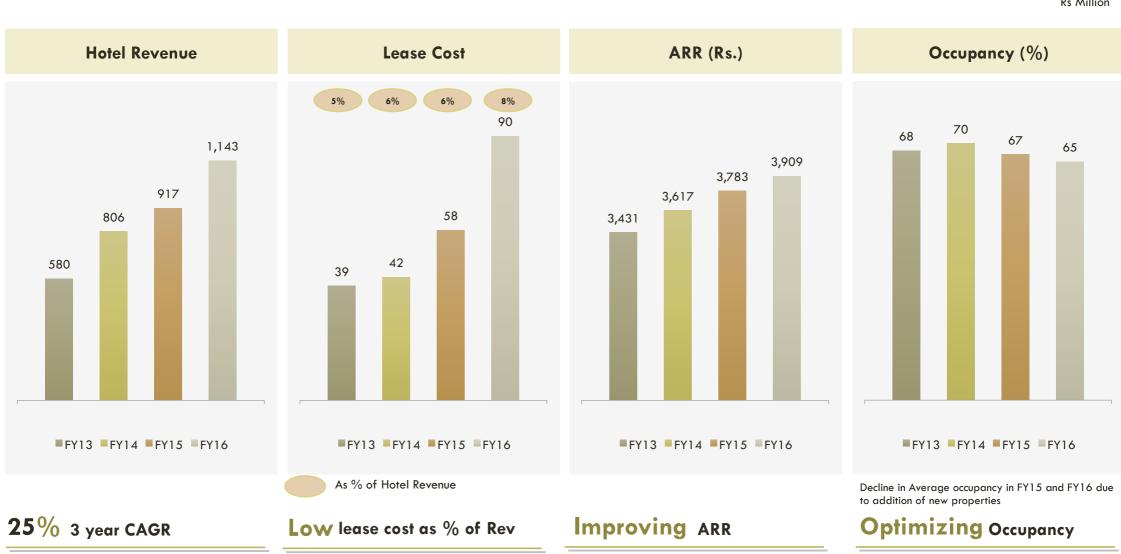
Occupancy (%)



# Robust Growth – 25% CAGR



Rs Million





# **Unique Value Proposition**



What is Room Chartering

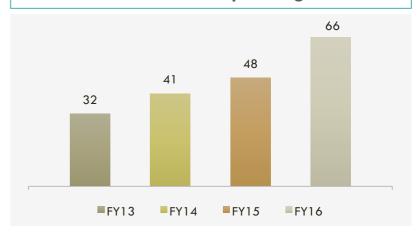
Involves aggregation of hotel rooms through prior booking of inventory with partial / full advance payments

This is done 3-4 months before the tourist season for the entire duration of the tourist season in a particular location

# Why Room Chartering

- Scalable: Flexibility to quickly expand depending on tourist trends
- Risk mitigation: Pan India chartering depending on peak season; Strict quality checks while purchasing inventory
- Network effect: Sold onward to wide network of travel agents who sell to customers
- Synergistic: Gives insight on where to expand in hotel segment; agent network helps maximizing occupancy for hotel segment
- High returns: Discount leads to low break-even point; low capital employed yielding high returns

## Number of Cities = Expanding Presence



## Room Nights Sold (lacs)



# Robust Growth - 40% CAGR

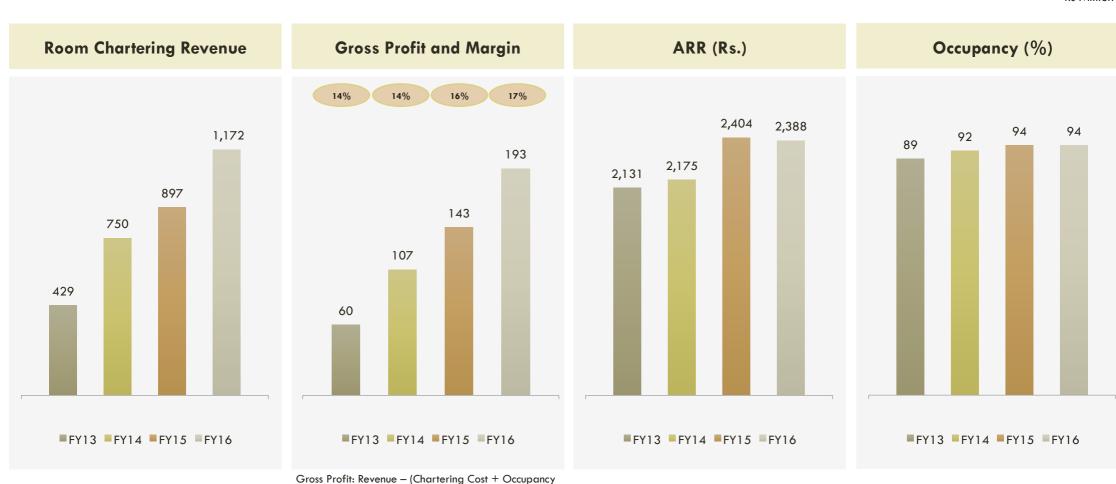
40% 3 year CAGR

Loss + Agent Commission)

**Improving Margins** 



Rs Million



**Optimizing ARR** 

Maximizing Occupancy



# **Growth Strategy**

03

04



Pan India Presence with 25 properties by 2020...

Expand current partfolio from 9 properties to 25 by

Expand current portfolio from 9 properties to 25 by FY20; 8 properties to be added over FY17-18

Opportunistic room chartering...

Grow this segment in equal proportion by capitalizing on diverse seasons across India

Continue focus on being asset light...

New properties to be taken on long term lease thus minimizing capital requirement and yielding better returns

...To drive growth and profitability going forward
Grow revenue at over 20% CAGR to reach Rs 5,000
million by FY20



# Added 2 New Properties in Q2FY17



- Added properties in the existing locations of Mumbai and Jaipur...
- ... highlights strong demand potential in these cities...
- ... and increasing acceptability of the "Byke" brand

## The Byke Grassfield Riviera, Jaipur

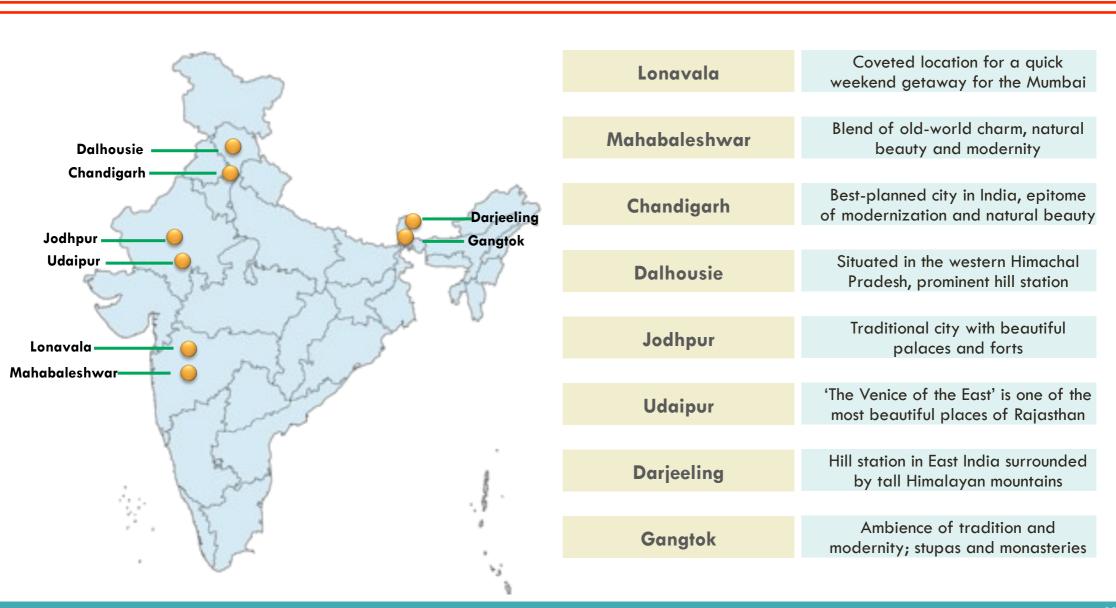
- O Hotel taken under long-term lease
- O Has 80 rooms
- O Has banquet halls, conference rooms and a party lawn
- Targets religious & leisure tourists; Jaipur is a prominent location for destination weddings & other such events

## The Byke Hotel Delotel, Mumbai

- Hotel taken under long-term lease
- Has 40 rooms
- Has banquet halls and conference rooms
- Targets high density residential population of Borivali specifically for events including social events (birthdays, weddings, parties) & corporate events

# Identified 8 Locations for the Next Phase of Growth







# **Annual Income Statement**



Rs. Mn	FY16	FY15	Y-o-Y Growth
Hotel Revenue	1,143	917	24.6%
Chartering Revenue	1,172	897	30.7%
Revenue	2,315	1,814	27.6%
Lease, Chartering and SG&A	1,175	1,025	14.6%
Employee Expense	58	38	51.1%
Operating and Other expense	556	378	47.0%
Total Cost	1,789	1,442	24.1%
EBITDA	526	372	41.3%
EBITDA margin	22.7%	20.5%	10.7%
Depreciation	116	102	14.0%
Net Interest Cost	15	18	-16.9%
Other Income	1	1	24.5%
РВТ	397	254	56.4%
Тах	137	53.3	157.4%
PAT	259	200	29.5%
PAT margin	11.2%	11.0%	

# Income Statement - Q1FY17



Rs. Mn	Q1 FY17	Q1 FY16	Y-o-Y Growth
Hotel Revenue	285	235	21.4%
Chartering Revenue	333	246	35.4%
Revenue	619	481	28.6%
Lease, Chartering and SG&A	355	282	25.9%
Employee Expense	22	11	92.8%
Operating and Other expense	114	90	25.6%
Total Cost	490	384	27.8%
EBITDA	129	98	31.5%
EBITDA margin	20.8%	20.3%	-
Depreciation	28	23	24.6%
Net Interest Cost	3	4	-22.0%
Other Income	0.3	0.3	-1.8%
РВТ	98	72	36.5%
Тах	34	25	36.6%
PAT	64	47	36.5%
PAT margin	10.3%	9.7%	-

# **Balance Sheet**



Rs. Mn	March'16	March'15
Share Capital	401	401
Reserve and Surplus	811	600
Net Worth	1212	1001
Long Term Borrowings	22	38
Deferred Tax Net	66	50
Other non-current liabilities	3	2
Total Non-current liabilities	91	89
Short term borrowings	61	60
Other current liabilities	232	211
Total Current liabilities	293	271
TOTAL LIABILITIES	1596	1361

Rs. Mn	March'16	March'15
Net Block + CWIP	874	806
Other Non-Current Assets	16	16
Long Term Loans and Advance	86	55
Total Non current assets	976	877
Inventories	62	60
Debtors	1 <i>77</i>	140
Cash and bank	29	22
Other Current Assets	0	1
Short Term Loans and Advance	352	260
Total Current Assets	620	484
TOTAL ASSETS	1596	1361

# "The BYKE" Hotel Portfolio



### The Byke Old Anchor, Goa



No. of Rooms

240

Туре

Leased

### The Byke Suraj Plaza, Thane



No. of Rooms 122

Type

Leased

### The Byke Heritage, Matheran



No. of Rooms

80

Type Owned

### The Byke Grassfield, Jaipur



No. of 54 Rooms

Leased

### The Byke Vijoya, Puri (Odisha)



No. of Rooms

Туре

Leased

54

### The Byke Hidden Paradise, Goa



40 No. of Rooms

Type Leased

### The Byke Neelkanth, Manali



No. of 40 Rooms

Туре

Leased

#### The Byke Redwood, Matheran



No. of Rooms

Туре

Leased

25

### The Byke Sunflower, Goa



No. of 22 Rooms

Type

Owned

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## For more information, please contact:

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