



Business Update

Q3FY16



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Key Updates Q3FY16

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Financial Highlights Q3FY16

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Company Overview

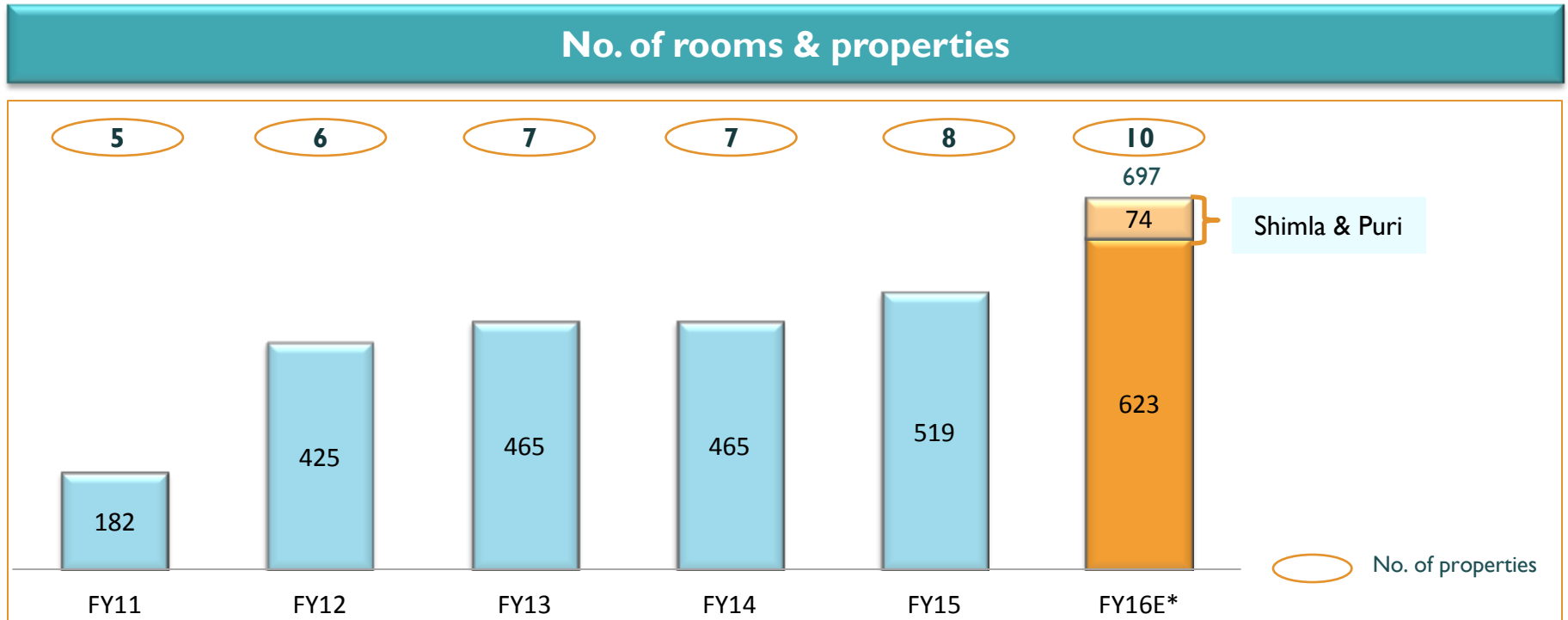
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“The Byke” Hotel Portfolio

Key Updates of Q3FY16



Total Rooms Portfolio of ~700 Across 10 Properties



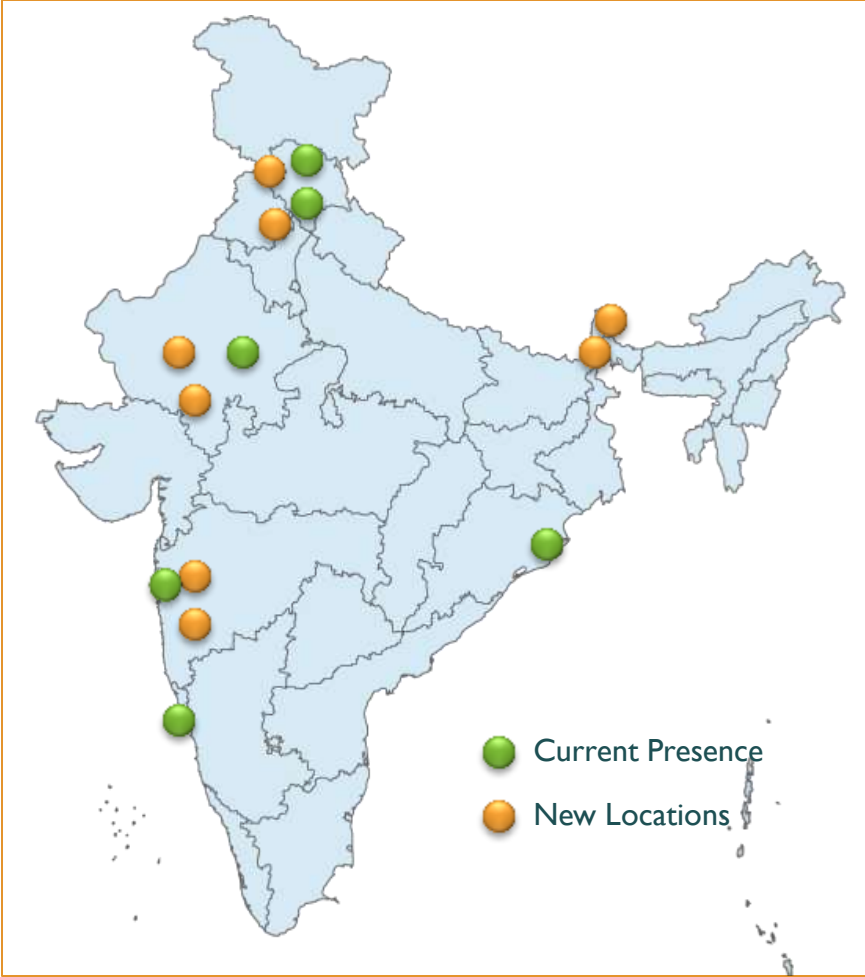
Shimla and Puri properties to be operational in Q1FY17

- ▶ Shimla Property taken on long term lease
- ▶ Has 20 rooms
- ▶ Targets leisure tourists travelling to North India; with this property Byke has expanded reach in Himachal (already present in Manali)

- ▶ Puri Property taken on long term lease
- ▶ Has 54 rooms
- ▶ Targets leisure and religious tourists; Puri is an upcoming location for destination weddings and other such events in East India

**18 rooms Mandawa property been discontinued in FY16; Shimla and Puri yet to be operational*

Identified 8 Locations for the Next Phase of Growth



Lonavala

Mahabaleshwar

Chandigarh

Dalhousie

Jodhpur

Udaipur

Darjeeling

Gangtok

Targeting tourist locations across India in line with current presence

Thane Property Commenced Operations in FY16

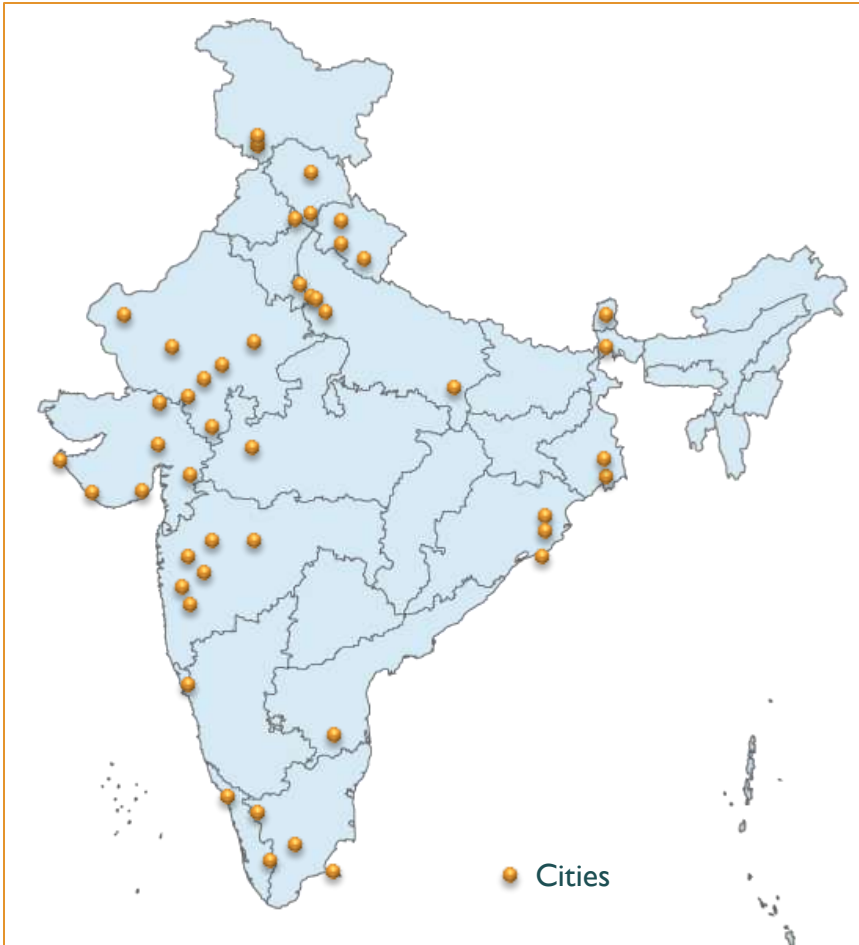
The Byke Suraj Plaza, Thane, strategically located at high density area

- ▶ Property taken on long term lease of 15 years
- ▶ Has 122 Rooms, 4 Banquet Halls, 3 Conference Rooms, 1 Restaurant and 1 Bar Lounge
- ▶ Targets high density residential population of Thane, Navi Mumbai, nearby locations - specifically for events including weddings, birthdays, and corporate events
- ▶ To contribute significantly to increase in all revenue streams (room rent, food & beverage/ other revenues)

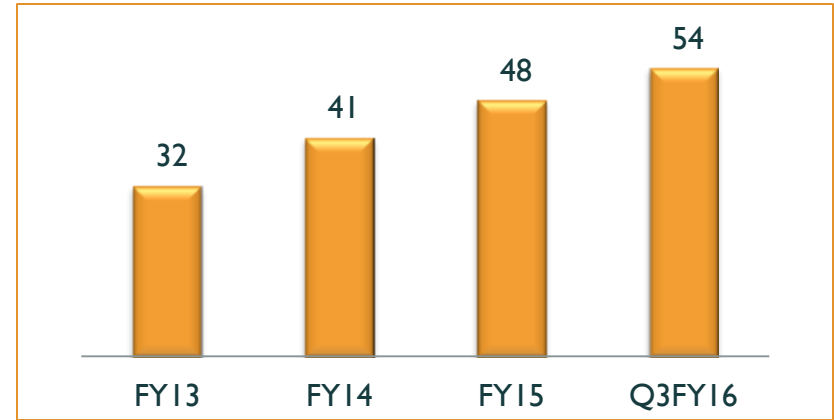


Chartering : Continued Expansion Of Network

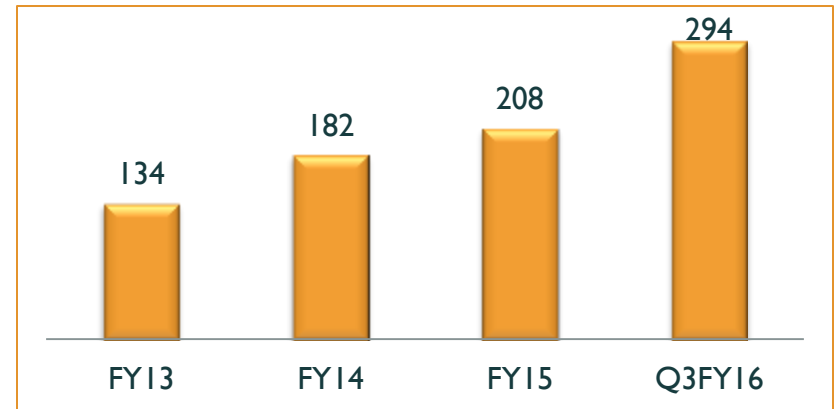
Room Chartering Locations



No. of Cities



No. of Agents



... expands reach to customers to get the booking across India

Financial Highlights Q3FY16



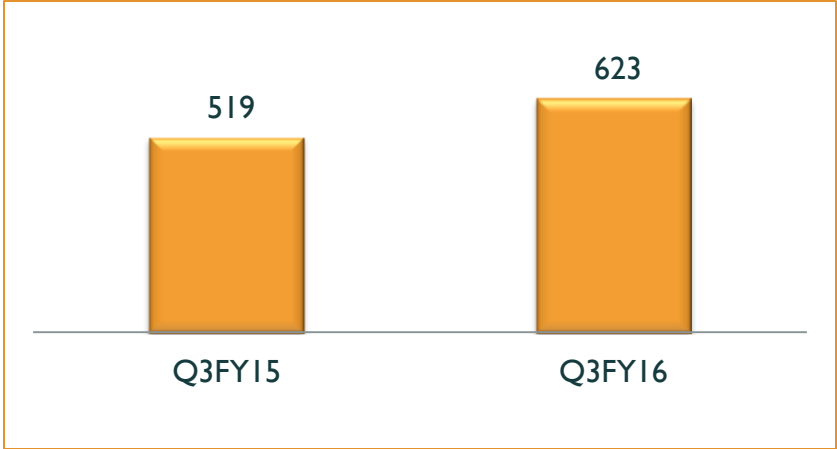
Income Statement



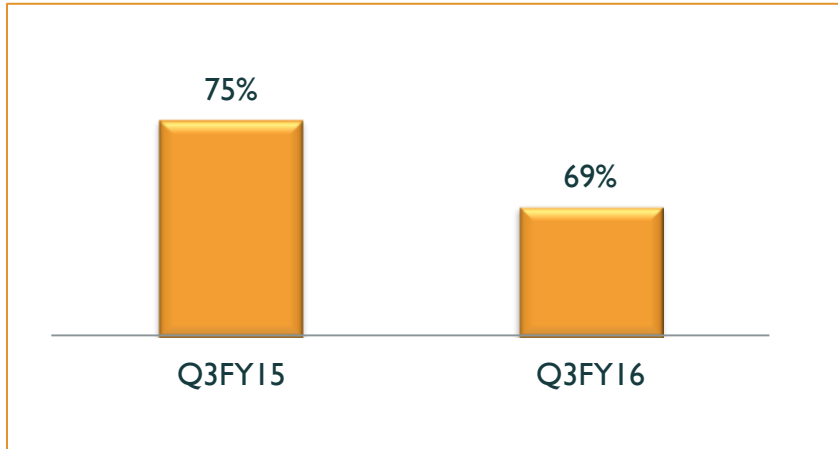
Rs. Mn	Q3 FY16	Q3 FY15	Y-o-Y Growth	9M FY16	9M FY15	Y-o-Y Growth
Hotel Revenue	352	291	20.7%	764	597	27.9%
Chartering Revenue	348	279	24.8%	871	647	34.6%
Revenue	700	570	22.7%	1635	1245	31.4%
Lease, Chartering and SG&A	367	304	20.8%	909	699	30.0%
Employee Expense	19	13	40.1%	44	29	49.6%
Operating and Other expense	148	139	6.9%	317	269	18.0%
Total Cost	534	456	17.1%	1271	997	27.4%
EBITDA	166	114	45.0%	365	247	47.4%
<i>EBITDA margin</i>	<i>24%</i>	<i>20%</i>		<i>22%</i>	<i>20%</i>	
Depreciation	24	25	-1.6%	70	71	-2.2%
Net Interest Cost	3	4	-23.6%	11	14	-16.2%
Other Income	0.4	0.0		1.1	0.1	
PBT	138	85	62.4%	285	163	75.0%
Tax	48	18	168.2%	98	34	189.1%
PAT	91	67	34.4%	186	128	44.8%
<i>PAT margin</i>	<i>13%</i>	<i>12%</i>		<i>11%</i>	<i>10%</i>	

Lease Business – Q3FY16 Performance

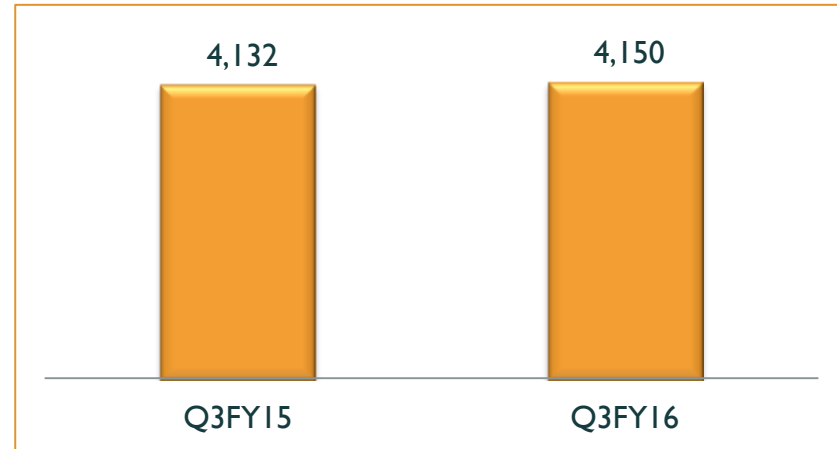
No. of Rooms



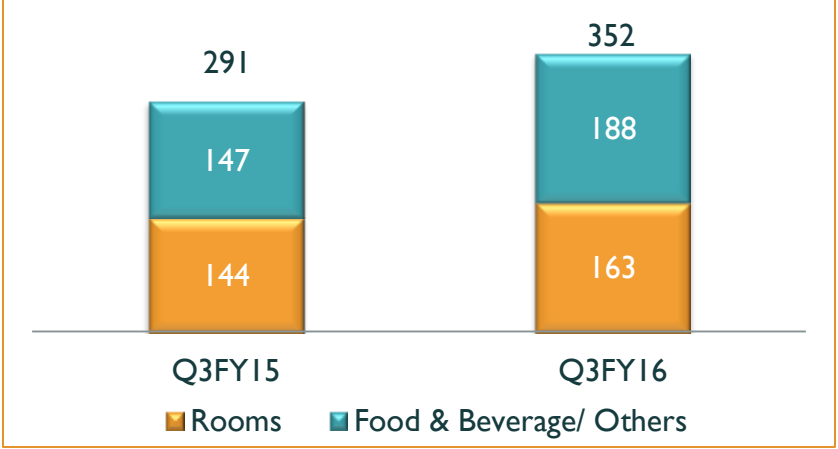
Occupancy %



ARR (Rs)

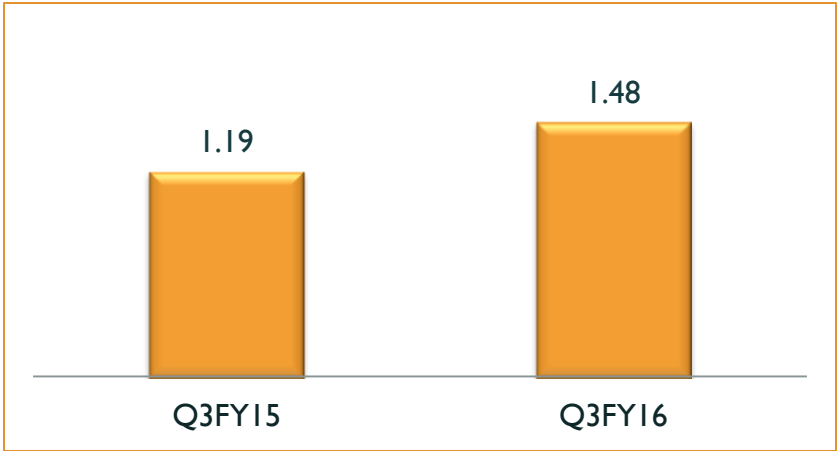


Revenue (Rs Mn)

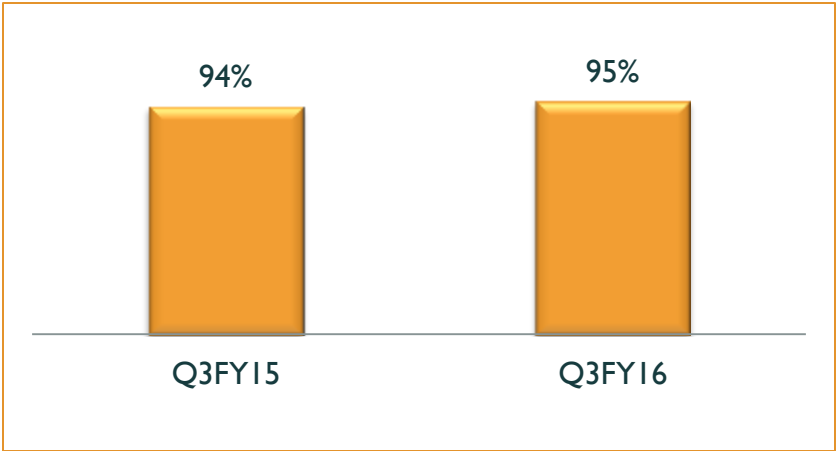


Chartering Business – Q3FY16 Performance

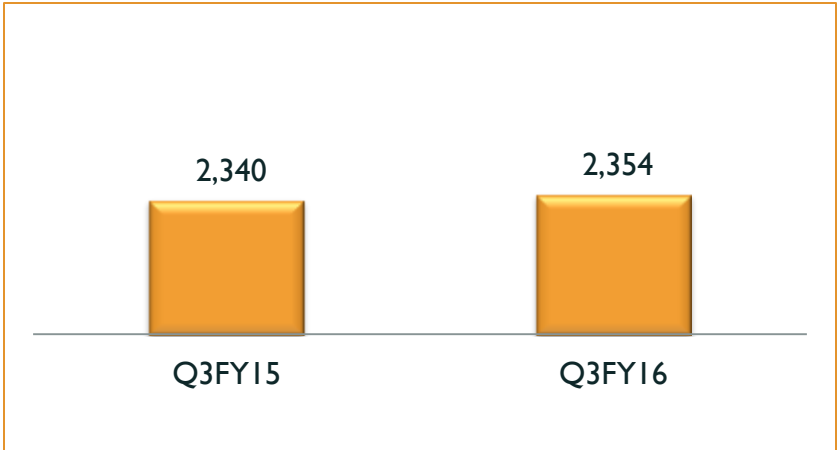
No. of Room Nights Sold (in lacs)



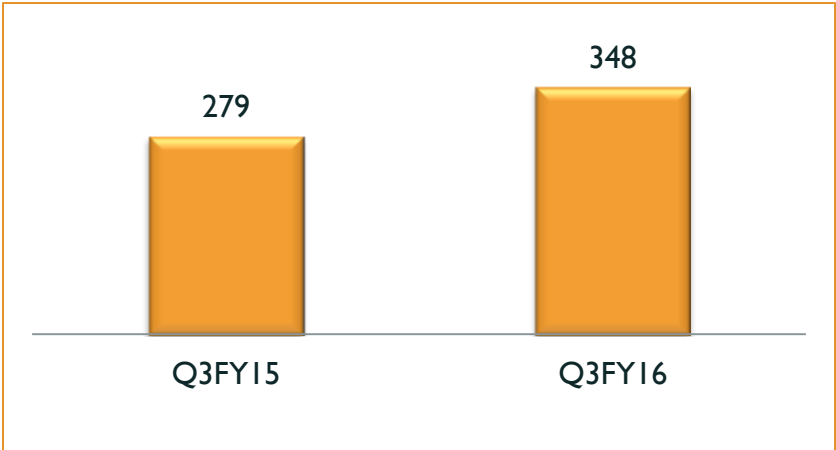
Occupancy %



ARR (Rs)



Revenue (Rs Mn)





Company Overview



The Byke Old Anchor - South Goa

The Byke : Asset Light Business Model ...

“The Byke” Portfolio

- ▶ Hotel under brand name “The Byke”
- ▶ Focus on Domestic Middle Class Leisure Tourism
- ▶ 8 hotel properties operational at tourist destinations in India (as on Mar’15) of which:
 - 2 ownership; 6 on long term lease
 - 519 rooms
- ▶ 3 new hotel properties in Thane, Puri and Shimla
 - 196 rooms to be added
 - Byke Suraj Plaza, Thane, started operations
- ▶ Niche in Vegetarian segment

Room Chartering

- ▶ Third-party hotel rooms chartered at strategically identified locations across India
- ▶ Asset Light approach to Hospitality Business
- ▶ Capitalise on the diverse peak seasons across India to maximize Revenue
- ▶ Model offers flexibility to quickly expand depending on tourist trend
- ▶ Rooms chartering across 48 cities in India
- ▶ Developed relationship with over 150 Hotels owners
- ▶ Average Room Rent (ARR) of Rs 2,404 for FY15

... well placed to capture Tourism Growth in India

Key Business Strengths

1

Domestic Middle Class Leisure tourism set to grow at faster pace

2

Leased Model : low cost & faster rollout of hotel properties

3

Charter Model : Highly scalable with geography & seasons diversification

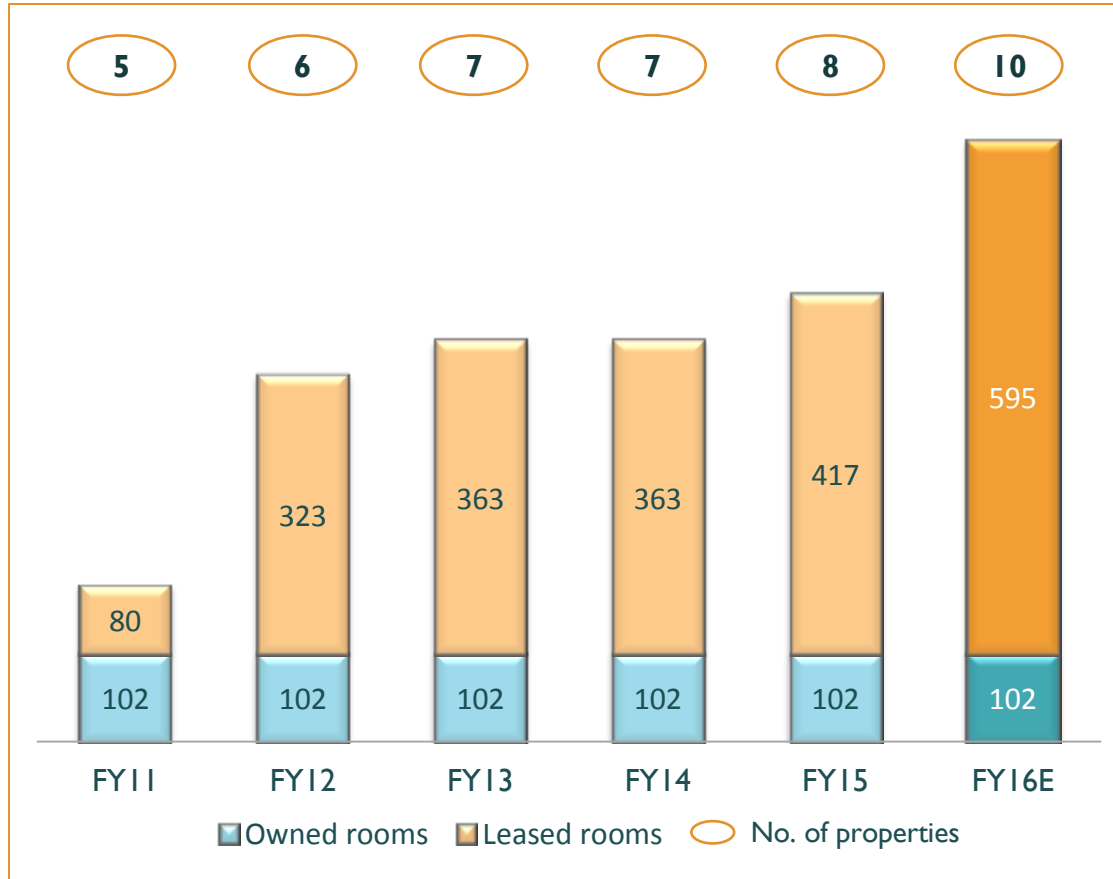
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Strong marketing / distribution network of agents

5

Experienced management / professional team

No. of rooms & properties



- ▶ Currently present in 5 cities
- ▶ Expanded no. of rooms by a CAGR of **31%** over FY11-16
- ▶ Focus to grow the Lease portfolio aggressively by leasing **distressed properties** and turning around quickly
- ▶ Lease business to grow at 20%+ over the next few years
- ▶ Chartering Business through pan-India presence helps in gaining insight on tourist trends - Key for selection of hotel properties

...highly scalable, faster turnaround & low capital cost

Successfully Turning Around Properties...

- ▶ Lower capital requirement for hotel lease
 - Leasing low-yield for property owner
 - Unlocks resources for modernization of properties

- ▶ Renovation of the property, one of the key success factors
 - Renovation, interior decoration, investment in amenities & infrastructure
 - Focus on completing renovation within rent-free period

- ▶ Branding of the property as “The Byke”
 - Marketing to create awareness of the property
 - Standardizing system and process in-line with other portfolio properties

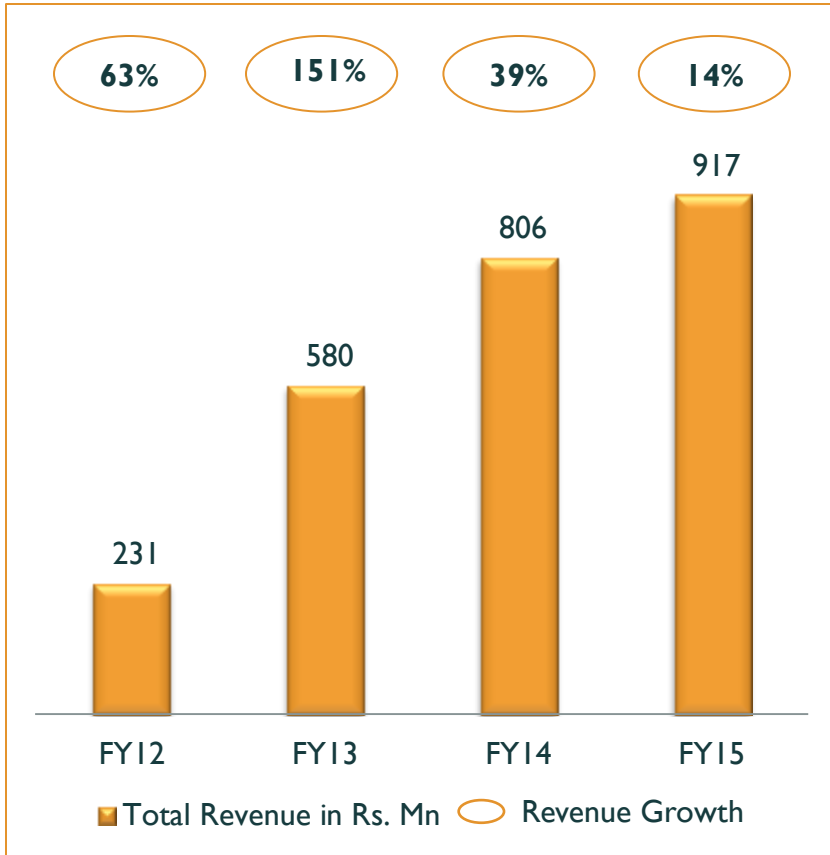
- ▶ Leveraging agent network of chartering business for ensuring higher occupancy



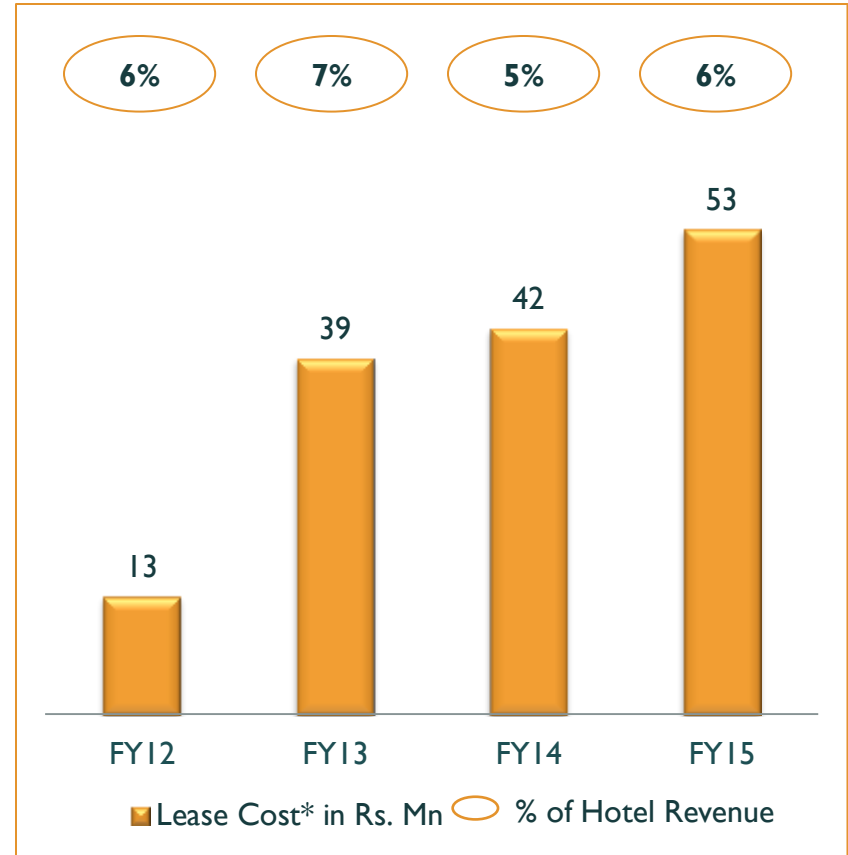
... leads to improvement in ARR of most of the properties

Consistent Revenue Growth...

Revenue from "The Byke" properties



Properties Lease Amount (Major cost)



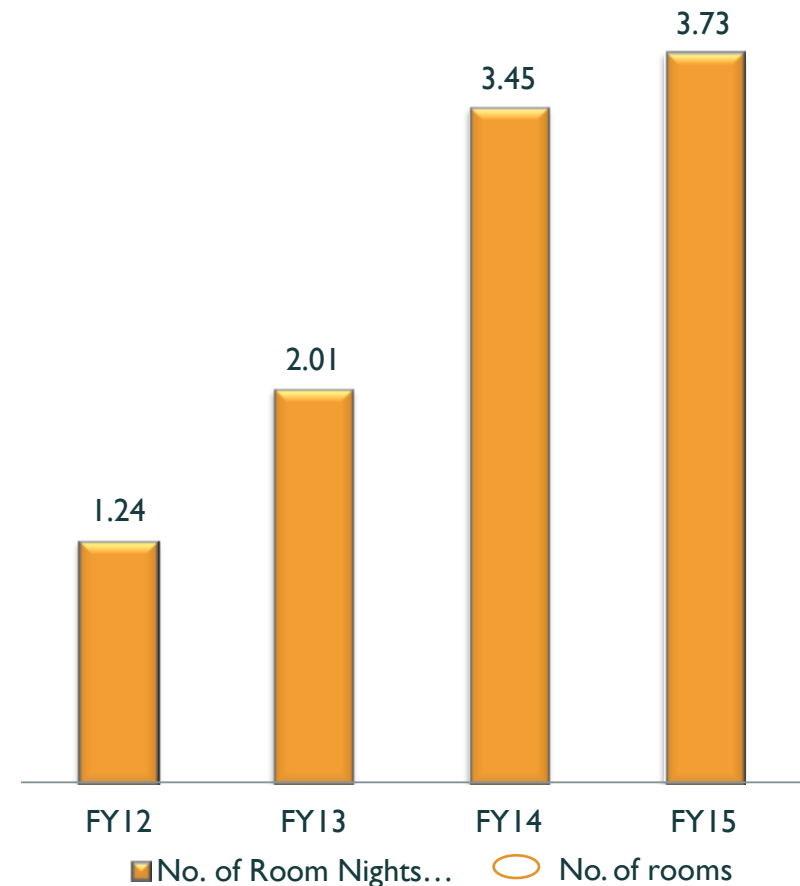
... and low fixed cost gets break-even at low occupancy rate

*Lease Cost calculated hotel wise for the respective operational period during the year

Key strengths of model

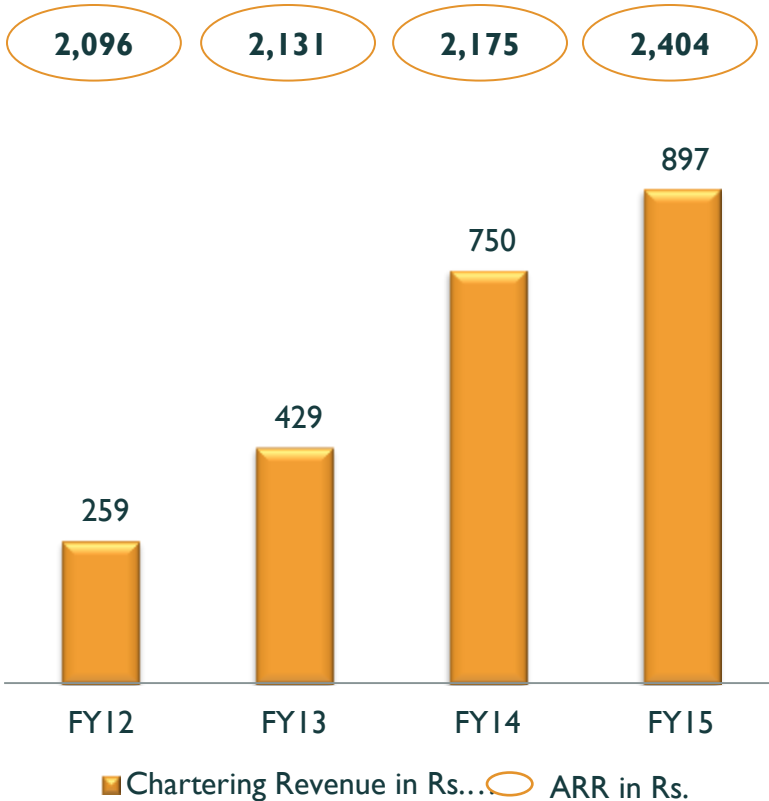
- ▶ Chartering rooms at strategically identified locations with partial / full advance payments
- ▶ Synergistic model increasing occupancy of the leased properties of “The Byke”
- ▶ Strong marketing & agent network
- ▶ Better negotiation given scale leads to low break even point
- ▶ Low Capital Employed
- ▶ Location specific peak season chartering
- ▶ Efficient risk mitigation due to pan-India presence
- ▶ Flexibility to quickly expand depending on tourist trends

Room Nights Sold (in lacs)

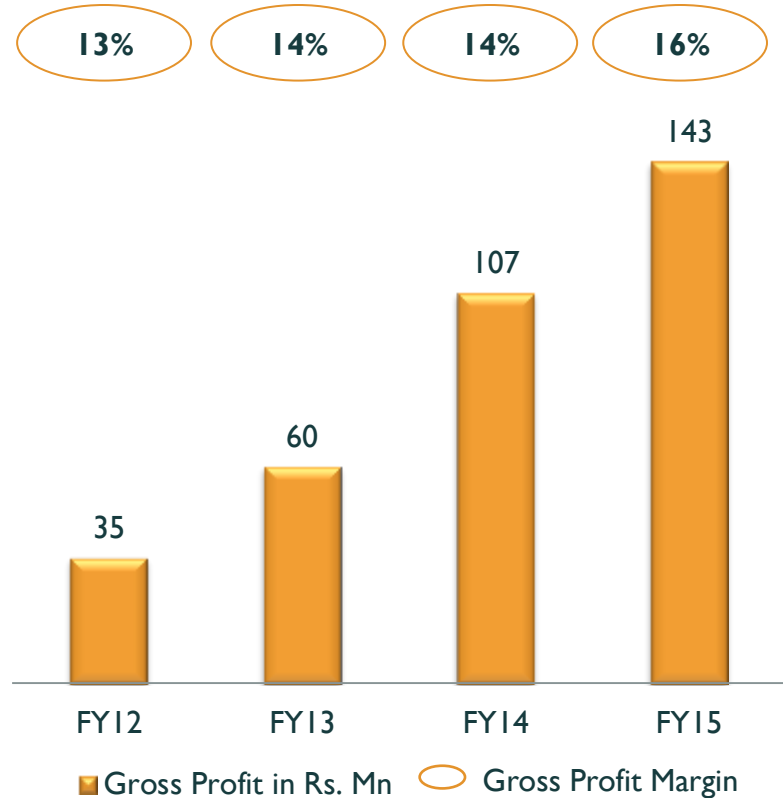


Highly Scalable....

Chartering Revenue



Gross Profit* & Margin



... and generates strong margins

*Gross Profit calculated: Revenue – (Chartering Cost + Cost of Vacant Rooms + Agent Commission)



“The Byke” Hotel Portfolio



The Byke Old Anchor - South Goa

“The Byke” Hotel Portfolio

The Byke Old Anchor, Goa



No. of Rooms	240
Type	Leased
Facilities	2 Restaurants, 2 Lawns/Banquets, 3 Conference Halls

The Byke Grassfield, Jaipur



No. of Rooms	54
Type	Leased
Facilities	3 Restaurants, 3 Lawns/Banquets, 3 Conference Halls

The Byke Heritage, Matheran



No. of Rooms	80
Type	Owned
Facilities	2 Restaurants, 2 Conference Halls

The Byke Suraj Plaza, Thane



No. of Rooms	122
Type	Leased
Facilities	3 Restaurants, 3 Conference Halls

“The Byke” Hotel Portfolio

The Byke Neelkanth, Manali



No. of Rooms	40
Type	Leased
Facilities	1 Restaurant

The Byke Redwood, Matheran



No. of Rooms	25
Type	Leased
Facilities	1 Restaurant

The Byke Hidden Paradise, Goa



No. of Rooms	40
Type	Leased
Facilities	1 Restaurant

The Byke Sunflower, Goa



No. of Rooms	22
Type	Owned
Facilities	1 Restaurant

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