

Annual Report 2019 - 2020



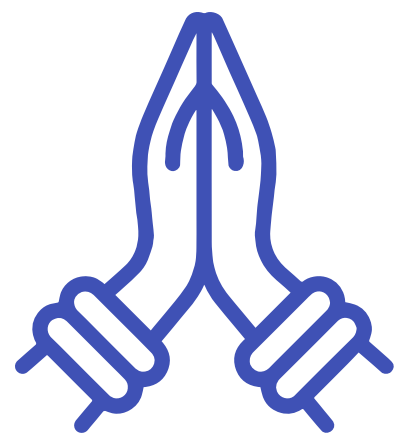
BUILT TO LAST

The Byke Hospitality Limited



Registered Office:

The Byke Hospitality Limited
Shree Shakambhari Corporate Park
Plot No. 156-158, Chakravarti Ashok Complex
J. B. Nagar, Andheri (East), Mumbai 400 099
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“Atithi Devo Bhava”

VISION

To be a leader and preferred choice in the Hospitality Industry while sustaining our Indian culture of ‘Atithi Devo Bhava’.

MISSION

Providing excellent contemporary Hospitality services with a touch of tradition across the country and optimal returns to stakeholders with extraordinary unmatched strategies.

BUILT TO LAST

One of the fastest-growing.
One of the most asset-light.
One of the most broadbased.
One of the most consistent.

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FORWARD-LOOKING STATEMENT

In this Annual Report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements - written and oral - that we periodically make, contain forward-looking statements that set out anticipated results based on the management’s plans and assumptions. We have tried wherever possible to identify such statements by using words such as ‘anticipates’, ‘estimates’, ‘expects’, ‘projects’, ‘intends’, ‘plans’, ‘believes’ and words of similar substance in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in our assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should bear this in mind. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

THINGS YOU NEED TO KNOW ABOUT THE BYKE HOSPITALITY LIMITED



ABOUT THE COMPANY

The Byke is one of the fastest growing companies in India's hospitality sector. The Company's portfolio comprises business hotels and luxury resorts across India. The Company focuses to target the mid-market segment and is the first of its kind of Hotel Chains operating in the mid-market segment.

PORTFOLIO AND EXPANSION

The Company is headquartered in Mumbai with business interests in 20 properties across Goa, Mumbai, Thane (2), Matheran (2), Jaipur, Ooty, Kochi, Kovalam, Shimla, Bangalore, Manali, Bhavnagar, Nashik, Dwarka, Junagadh, Shirdi (2), Bodhgaya. The Company has proposed to expand its presence in Lonavla, Mahabaleshwar, Chandigarh, Dalhousie, Jodhpur, Darjeeling and Gangtok across the foreseeable future.

AWARDS

The Company was given the 'Best Pure Vegetarian Hotel Chain India' award at the eleventh Hospitality India & Explore the World Annual International Travel Awards. The Company figured in Forbes Asia's Best Under a Billion list for two successive years. The Byke Group was awarded with the Iconic Pure Vegetarian Hotels & Resorts Group award.

ASSET LIGHT APPROACH

The Company is principally an asset-light hospitality company. The Company selects to enter into long-term leases of properties rather than buy them outright. The Company also has ventured into the mid-market segment with the Management Contract Model, keeping the asset light approach of the Company intact.

GUEST TESTIMONIALS

- "A true sample of excellent hospitality. Excellent stay, Food and Services were amazing. Will definitely revisit and recommend The Byke to my family and friends."
- "The Byke Resorts have a beautiful aura, peaceful environment and various fun activities which make you feel at home. Truly loved the experience...Looking forward to more of them."
- "Amazing customer centric staff. A true example of Customer delight. We felt valued, Kudos to the management for maintaining and training the staff to such level. Must visit."
- The Byke Old Anchor Beach Resort- The name itself has created memories for me and my family for life. Undoubtedly Hospitality shown by the Byke's was amazing. They made our wedding days the best days of our life. If you are planning for an event in Goa, there might be 100s of places, but I will recommend "The Byke".

THE BYKE'S PRIDE



The Byke Old Anchor



Location
Goa



Type
Leased



No. of Rooms
240

USP

- Only hotel with the sea on one side and a river on the other.
- The property provides a sea view from the lobby.
- Serves 100% pure veg cuisine.
- This is the largest hospitality property in Goa, comprising 240 villas.



The Byke Suraj Plaza

Location: Thane
Type: Leased
No of Rooms: 122

USP: Biggest hotel in Thane. Specialises in authentic global vegetarian cuisine. Provides a panoramic view from all Rooms.



The Byke Heritage

Location: Matheran
Type: Owned
No of Rooms: 80

USP: Heritage property within our portfolio. Renowned for its traditional vegetarian thali. Property surrounded by lush green trees.



The Byke Brightlands Resort

Location: Matheran
Type: Owned
No of Rooms: 63

USP: Surrounded by lush green tree. The resort is in close proximity to Matheran Railway Station, the main market and the other 36 viewpoints of Matheran.



The Byke Spice Heritage

Location: Cochin
Type: Leased
No of Rooms: 25

USP:

- Located in close proximity to Fort Kochi Beach, Jain Temple & Mattancherry Palace.



The Byke Suraj Club

Location: Junagadh
Type: Management Contract
No of Rooms: 39

USP:

- Located near the Girnar Parvat which attracts a large amount of tourists throughout the year.
- Equipped with modern amenities which makes the stay comfortable.



The Byke Grassfield

Location: Jaipur
Type: Leased
No of Rooms: 54

USP:

- Resort located in the heart of the city. Located just 5 kms from the Jaipur Railway Station.
- Serves vegetarian cuisine.



The Byke Puja Samudra

Location: Kovalam
Type: Leased
No of Rooms: 42

USP:

- Serves pure vegetarian cuisine.
- Located in the heart of Kovalam, just 5 minutes from the beach.



The Byke Apartments

Location: Thane
Type: Leased
No of Rooms: 84

USP:

- Apartments located in city of Thane for mid budget segments.
- Located next to The Byke Suraj Plaza.



The Byke Niranjana

Location: Bodhgaya
Type: Leased
No of Rooms: 28

USP:

- Located in Bodhgaya which is a busy pilgrimage centre throughout the year.
- Its traditional hut style structure gives it a traditional yet modern feel.



The Byke Nature Vilas

Location: Shimla
Type: Leased
No of Rooms: 36

USP:

- Panoramic view from all rooms. Excellent view of the snow-clad Himalayan mountains right through the year.



The Byke Neelkanth

Location: Manali
Type: Leased
No of Rooms: 40

USP:

- Only property that provides a valley view from all rooms.



The Byke Signature

Location: Bangalore
Type: Leased
No of Rooms: 36

USP:

- Located in the heart of the IT hub of Whitefield.



The Byke Sunshine Grand

Location: Ooty
Type: Leased
No of Rooms: 73

USP:

- Located in the beautiful city of Ooty.
- It is one of the largest properties with the breathtaking mountain view.



The Byke Govind Sai

Location: Shirdi
Type: Management Contract
No of Rooms: 32

USP:

- Located in the city of Shirdi which serves as a pilgrimage to lakhs of tourists throughout the year.
- It is situated away from the hustle of the city which gives the guests an added advantage to experience the serenity along with devotion.



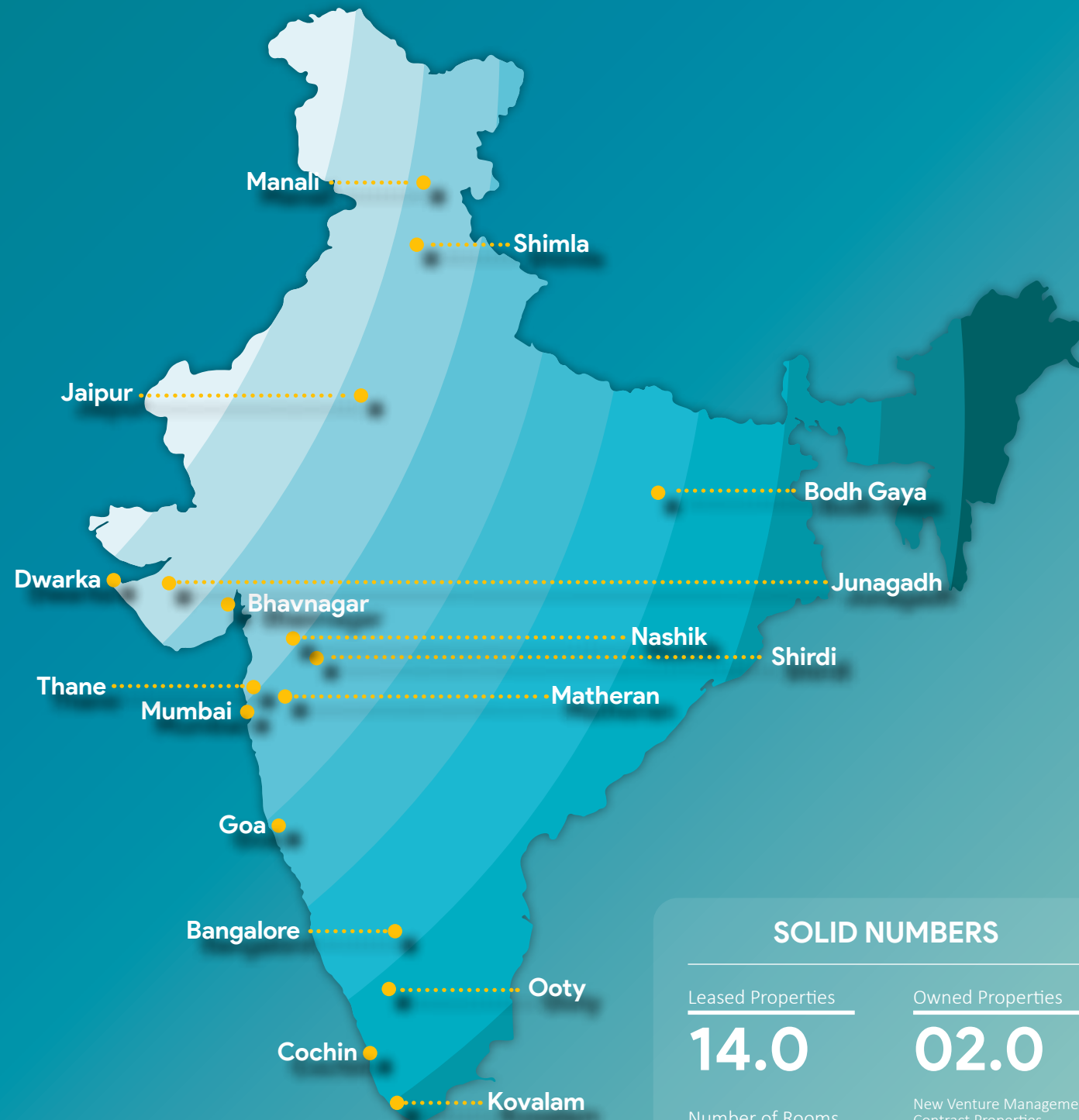
The Byke Classio Suites

Location: Shirdi
Type: Management Contract
No of Rooms: 36

USP:

- Located in the city of Shirdi which serves as a pilgrimage to lakhs of tourists throughout the year.
- It is situated away from the hustle of the city which gives the guests an added advantage to experience the serenity along with devotion.

PORTFOLIO



SOLID NUMBERS

Leased Properties

14.0

Number of Rooms

1190

No. of Rooms Under Management Contract

145

Owned Properties

02.0

New Venture Management Contract Properties

04.0

Number of Agents

300+

Director Details



Mr. Anil Patodia
Managing Director

A commerce graduate with more than 20 years of experience in the hospitality and service industries, he assumed the role of Managing Director in 2010. By leveraging his in-depth knowhow of running sustainable enterprises, he formulated value accretive strategies to carve out a niche for the Company. Currently he is the Director of the Lions Club of Mumbai Heritage Galaxy.



Mrs. Archana Patodia
Non-Executive Director

A BA from the University of Rajasthan, she aggregated rich experience in managerial and administrative functions. She is also the Director of Lions Club of Mumbai Heritage Galaxy. She is also the DC Village Development of Lions Club International. (Dist. 323183)



Mr. Satyanarayan Sharma
Non-Executive Director

An electrical engineer, with more than 25 years of experience, he is one of the founder promoters of the Company. He has played an instrumental role in the Company's growth.



Mr. Pramod Patodia
Executive Director

By banking on his hospitality industry experience of more than 20 years in the field of management and administration, he helped the Company climb new heights. He oversees all the hotel operations of the Company.



Mr. Sandeep Singh
Independent Director

A postgraduate in rural development from Xavier Institute of Social Sciences, Ranchi, he specialised in media planning (short-term) from Mudra Institute of Communications, Ahmedabad, and in business management from IIM, Bangalore. He has also worked with ASSO-CHAM, RK Swamy BBDO Private Limited, HTA, AC Nielsen ORG-MARG Private Limited, ETC, SAB TV and Sahara News.



CA. Ram Ratan Bajaj
Independent Director

A fellow member of the Institute of Chartered Accountants of India, he enjoys more than 40 years of post qualification experience in handling finance, taxation, corporate law, accounts, project implementation, cost control and other related matters. He has been associated with the Company since March 30, 2011. He is also a member of Bharat Vikas Parishad, an organisation engaged in organising sociocultural activities.



Mr. Ramesh Vohra
Independent Director

He has been engaged in supplying and servicing engineering products for more than 40 years. As a part of his responsibilities, he engages with major oil and gas and marine construction companies like ONGC and the Indian Railways, among others. He has also been a member of the Lions Club for two decades.



Dr. Dinesh Kumar Goyal
Independent Director

Prior to being a part of the 1981 batch of the Indian Administrative Services, he was a scientist with the Department of Atomic Energy, Government of India. A Master's degree holder from the London School of Economics, IIT Bombay as well as the Birla Institute of Technology and Science, Pilani, he has worked as a district magistrate, collector and head of departments like procurement, computers, energy, finance, labour, mines, tourism, youth affairs, among others, for more than 30 years.

Corporate Information



Registered and Corporate Office

Shree Shakambhari Corporate Park,
Plot No. 156-158, Chakravarti
Ashok Complex,
J.B. Nagar, Andheri (East),
Mumbai 400 099.
T: +91 22 6707 9666
E: investors.care@thebyke.com
W: www.thebyke.com

Chief Financial Officer

Mr. Sumit Bajaj

Company Secretary and Compliance Officer

Ms. Ankita Sharma

Bankers

ICICI Bank Limited
HDFC Bank Limited
Axis Bank Limited
Yes Bank
Union Bank of India
Kotak Mahindra Bank Limited
Bandhan Bank

Statutory Auditor

M/s. Borkar & Mazumdar,
Chartered Accountants
21/168, Anand Nagar, Om CHS,
Anand Nagar Lane, Off Nehru
Road, Vakola, Santacruz (East),
Mumbai 400 055

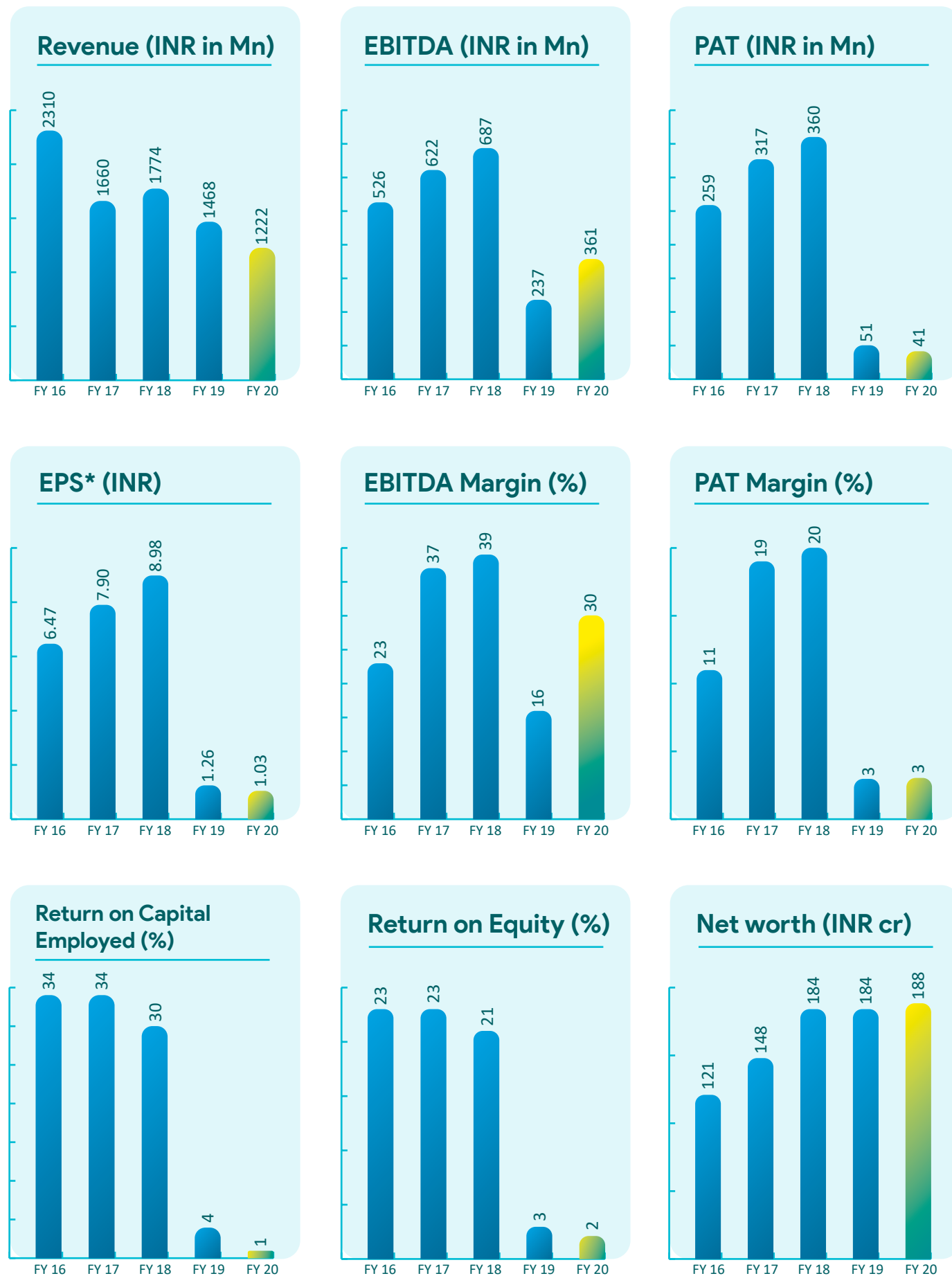
Secretarial Auditor

M/s Suman Sureka & Associates,
Company Secretaries,
302-A Wing, Mukti Tower, Eastern
Express Highway, Mulund East,
Mumbai 400081

Registrar and Share Transfer Agent

Sharex Dynamic (India) Private Limited
C101, 247 Park,
LBS Marg, Vikhroli West,
Mumbai 400083
T: 285145644 /28515606
W: www.sharexindia.com
E: investor@sharexindia.com

OUR PERFORMANCE



CHANGING THE GAME WITH MANAGEMENT CONTRACT MODEL



Operational efficiency and profitability go hand in hand for the hospitality industry and is a result of expertise and efficiency. The Byke Group possesses expertise and experience in catering to the middle class segment for more than a decade. Venturing into the Management Contract segment has given us the opportunity to leverage this expertise and experience not only in the Country but also internationally. Here we play the role of operator by utilizing our management expertise through established methods and procedures and providing appropriate direction and supervision.

With relevant expertise and experience on board your Company is confident and focused to succeed in this venture and bring more profitability to the Byke Group along with Risk reduction. The Company has currently started Management Contract based operations at The Byke Suraj Club situated in Junagadh, The Byke Govind Sai and The Byke Classio Suites situated in Shirdi.



The Company has maintained an asset light model over the years by entering into Long term Lease Agreements for majority of its properties along with contribution from the Chartering business. This model will provide us an opportunity to diversify our portfolio without taking the risk of putting our own capital at stake unlike the existing lease model followed by the Company. This model emphasizes on alignment of goals for owners and operators to enjoy the optimal boost to their business, as the greater is the goal alignment, the better the hotel's performance.

Benefits of Management Contract Model:

- It gives the Company the opportunity to leverage their expertise and contribute to the revenue.
- Supports the asset-light approach of the Company.
- Less Risky as the Company's capital is not required to be invested.
- The Company is among the few and first's to take up this model for the mid-market segment.
- Opportunity to increase the reach of The Byke Brand nationally and internationally.

This model has been gaining recognition from the last few years, but majorly for the upscale and heritage properties. The management at the Byke with the help of their team identified the need for such model for the mid-market segment properties and decided to materialize its experience by taking advantage of the same. Your Company possesses high amount of technical know-how and practical experience that the operators need to put in to ensure appropriate design, strategy, pre-opening setup and success of the overall business.

MD'S MESSAGE



**“LEADERS ARE THOSE WHO
ALWAYS EMPOWER OTHERS;
IN WORD AND DEED”**

MD'S MESSAGE:

Namaste..!

In recent years the world travel and tourism industry was showing robust growth. The industry was outperforming global economic growth and was poised for greater contribution to prosperity and employment. However, this year we have had unprecedented disruptions due to the COVID-19 pandemic. This pandemic is now a major health crisis in India and around the world. The travel industry was amongst the first to be affected by the pandemic and will, in all probability, be the last to recover.

The travel and tourism industry accounts for nearly more than 10% of the global GDP and generates 1 out of 10 jobs. In India, it is a significant contributor to GDP and also contributes to the overall workforce. Thus, given its significance, the industry will have a crucial role to play in any economic revival and with tourism likely to look inwards in the new normal; India is well placed with its rich heritage and cultural diversity.

In the year 2019-20 the Company maintained its overall performance and protected its Balance Sheet, a validation of the robustness of its business model. During the year under review the Company reported an EBITDA of 37 crores, EBITDA margin was an attractive 30% and return on equity was 2%.

At Byke we believe, success comes with quality and not quantity. We endeavor to invest emotionally for our guests and create delightful experiences for them, thereby creating a brand image for ourselves in their minds. The marketing messages and activities, sales strategies and our efficient operational teams work as secondary forces in building and strengthening this brand image.

Due to the COVID-19 pandemic, we expect very few foreign travellers to visit India in the current year and in the next year and therefore, we are concentrating on the domestic travellers. Your company is well positioned to serve the domestic tourism market. Given that the risks originating from the pandemic are likely to abate only gradually, demand for short trips to destinations closer to homes is likely to increase. Such holidays help in reducing monotony. Business-leisure travel is another segment that is likely to revive sooner as Indians seek better work-life balance. As is the case with every other industry, technology is challenging traditional business models and paving the emergence of new ones. Over the past few years, there has been a rapid growth in online transactions with increased preference for simplicity and convenience. This trend is likely to accelerate further in a post-COVID world where social distancing is a way of life. The four strategic areas to focus on are recovering revenue, rebuilding operations, rethinking the organization, and accelerating the adoption of digital solutions.

Whilst the pandemic has changed the way of life for all of us, it has been particularly challenging for our team with us having to follow Government Advice to temporarily shut down our hotels and restaurants. I am very proud of the way our team has come together in such trying times to look after each other and their local communities. They have also contributed by playing key part on making sure that the Group emerges from the crisis along with the strength to succeed in delivering its strategic priorities. Throughout this period, as always, the health and safety of our teams and guests has been paramount in our decision-making. For many, the toughest leadership test is now looming as how to bring a business back in an environment where a vaccine has yet to be found and economies are still reeling. I believe in times like these, leaders must be even more respectful and attentive to the needs of the employees, customers and shareholders.

In the last couple of months, the world around us has changed rapidly and we have had to adapt and become more thoughtful in the way we do things. As hotels begin to reopen and the world begins to return to some sort of normalcy, the one thing we know is that the definition of “normal”, as we knew it, has changed forever. We believe the Brands that can create meaningful offers which speak to the needs of guests will lead the way to recovery.

Your Company is capable enough to face this temporary crisis and I have no doubt that your Company will emerge stronger and more resilient after this crisis is over. Your Company shall continue to assess the emerging consumer behaviour and demand drives thereby and suitably realign its business strategy with a view to be a dominant player in the marketplace.

I take this platform as an opportunity to thank our Byke Team across the hotels that have borne tough times during the crisis. Our team has adapted admirably to the new safety and sanitisation protocols.

We at The Byke are thankful for your continued support and wish you and your dear ones good health always.

Travel will bounce back and The Byke stands ready to welcome guests and help them experience outstanding hospitality all over again.

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We at The Byke are thankful for your continued support and wish you and your dear ones good health always.

Travel will bounce back and The Byke stands ready to welcome guests and help them experience outstanding hospitality all over again.

We look forward to welcoming our guests in the new normal.

Anil Patodia
Managing Director



BUILT TO LAST



Over the past few years, India has emerged as a key destination for travel and tourism. Rising consumption, growing disposable income, favourable demand supply dynamics of hotel rooms and, above all, growing demand for personalised and immersive experiences have been reshaping the industry.

Come 2020 and the world as we know it, changed completely due to the global pandemic. With governments across the world imposing bans on international travel as well as lockdowns, the travel and tourism industry has been hit the hardest.

A BUSINESS WELL PLACED TO WITHSTAND TURBULENT TIMES

The Byke is one of the fastest growing companies in India's hospitality sector. The Company's portfolio comprises business hotels and luxury resorts across India. We are confident that Our thorough knowledge of the Indian Hospitality industry has and will stand us in good stead in what is not only the changing face of the competition, but what could be construed as an existential crisis for companies that are not prepared or ill equipped to deal with this situation. The Byke as a Brand along with Our unique marketing strategies, our niche vegetarian-only cuisine, our battle-hardened management team, as well as the symmetry of revenue-generating options if brought to the Table assures us that The Byke Brand is prepared and future-proof to handle any challenge that micro and macro scenarios throw up.

BRAND CHARECTERISTIC:

- **Vegetarian niche:** The Company has positioned itself as a progressively pan-India hospitality chain addressing vegetarian preferences in the country. This culturally-sensitive vegetarian positioning has helped the Company strengthen its recall in a sector where all hospitality chains address dual (vegetarian cum non-vegetarian) preferences and enhance its brand among customers who are completely vegetarian.
- **Regional presence:** The Company has selected to grow its presence largely across the tourist / business hubs of western and northern India. The Company invested in a clusterised approach with the objective to widen its footprint across contiguous locations, resulting in economies of brand, communication and recruitment.
- **Asset-light and asset-free:** The Company has established its reputation as a disruptor in a conventional business through its decision to lease hospitality properties for the long-term rather than buy them outright. This asset-light business model has been complemented by asset-free revenue complements like property management.



COVID-19 Priorities

- Health and safety of our teams and guests
- Sustain a strong balance sheet and liquidity, including maximising our cash flow and benefiting from Government support schemes where appropriate
- Prepare the business to reopen, once the pandemic abates, in a position of strength to gain long term market share and delight our customers
- Maintain excellent guest reviews
- Focus on pricing algorithms to enable us to optimise our occupancy and rate mix across the booking curve
- Focus on optimising revenues in individual catchments more effectively
- Retention and engagement of teams
- Build on our everyday efficiency programme
- Improve technology capabilities
- Continued investment for health and safety for hotels and restaurants
- Cyber security compliance

Whilst our reaction to the COVID-19 crisis has been robust, our actions have been taken with a view of the long-term impact on the business. We believe it is important to act responsibly in times of crisis and treat our stakeholders fairly.

Examples of these actions include:

- Providing full cash refunds to our customers for all cancelled bookings.
- Trying our best to continue paying our suppliers, many of which are small or medium sized businesses, in a timely manner.
- Paying statutory dues.



The road to recovery: Making the hotel experience safe.

With a clear focus on a road map for recovery, the business processes and arrangements are being suitably realigned that includes an increased focus on health and safety of our guests and associates. We strive to constantly improve the safety standards and eliminate any potential hazards that may dwindle our service standards. Our team members have been well trained with regards to the safety equipment and newly reformed precautionary steps these include social distancing signage and protocols, health screening and illness response procedures, correct use and regular changing of PPE equipment and enhanced cleaning standards. Our operating model and end-to end ownership will ensure that these new standards and ways of working can be rigorously enforced across our entire estate.

Post COVID Strategy: Positioning the business for a successful recovery; Ready to re-open safely

Our operational focus prior to, and during, the reopening phase includes increased engagement with our customers to help leverage brand loyalty and emphasise our high standards, maintaining our focus on both B2B and leisure customers, and the active management of our supply chain to ensure we are able to provide a near-full customer offering. We have introduced a wider range of cancellation options into our booking conditions, giving our customers greater confidence when they book. Overall, we believe our leading customer proposition positions us very well to attract customers in a post lockdown environment, as customers seek value and are expected to rely on their most trusted brands.

Post COVID Strategies adopted by the Company:

- Enhanced safety and hygiene
- Mandatory Safety Protocols
- Complete end to end contactless Check-In/Check-Out
- Contactless ordering of hotel services during hotel stay
- Home Delivery and Takeaways.
- Well trained and equipped staff members.

Being a Force for Good during the COVID-19 pandemic

Being a Force for Good is not a principle that we leave behind when we face challenges; it is a central part of our ethos.

As an act of community service, we have distributed over 4000 cooked food packets to the needy in Thane and Jaipur. In collaboration with the Lions Club, we have distributed essential grocery items in packages to over 1500 underprivileged families in Mumbai and over 900 packets of grains in Matheran. The Byke Hotels & Resorts is also associated with the Feeding India initiative to distribute 200 packets of food every day, in Jaipur. Apart from food, basic essentials like towels and utensils were also distributed among 400 migrated workers in Mumbai.

Being Reshaped By Emerging Realities: Following Consumer Trends

- **DEMAND FOR STAYCATIONS, BUSINESS LEISURE TRAVEL LIKELY TO CULTIVATE**

Given that the risks emanating from the pandemic are likely to abate only gradually, demand for short trips to destinations closer to homes is likely to increase. Such holidays help in reducing monotony. Business-leisure travel is another segment that is likely to revive sooner as Indians seek better work-life balance.

- **GROWING PREFERENCE FOR ONLINE FOOD ORDERING, FOOD DELIVERY**

The need to maintain social distancing has led to reduced footfall and seating capacity at restaurants. Restaurants within leading hotels though are better equipped to meet the safety and hygiene standards and thus could witness better traction. Online food ordering, food delivery, meetings and events for smaller corporate groups, catering at residences for small gatherings could witness faster demand recovery.

- **FLEXIBLE BOOKING OPTIONS WILL BE A PREFERRED CHOICE**

Large uncertainty during the transition period as lockdown restrictions are removed is expected. Guests will need more flexibility in case the situation changes again, and some may be fearful of committing to advance purchase rates with inflexible terms. Hotels that offer (and promote) greater booking flexibility will be more likely to secure bookings in uncertain times.

The Byke Launched “Kal Ka Safar”

Kal Ka Safar proposes the hope of pushing through this pandemic and getting back to the normalcy of life through travel. For that very purpose Kal Ka Safar, gives a chance to pre-book your stay at any of The Byke Properties. Our guests can pre-book their dates of stay any time before 31/03/2021 and have the freedom to reschedule the dates even 48 hours prior to check-in.

The Company is continuously assessing the emerging consumer behaviour and demand drivers to suitably realign its business strategies. The management team at the hotel continue to proactively engage with their key stakeholders and guests.



WHAT MAKES THE BYKE BRAND SOLID AND DURABLE

- Consistent customer offerings of quality and value
- Highly engaged and well-trained teams
- Optimal locations for our hotels
- Existing end-to-end operations, with consistent execution of high standards at low cost
- Equiposing Our large network among the freehold, leasehold and management contract properties.

