



LOTUS
DEVELOPERS



MONARCH
NETWORK CAPITAL

INITIATING COVERAGE

SRI LOTUS DEVELOPERS AND REALTY LTD

MARCH 2026



Research Analyst:

Mohit Surana (NISM-202300189881) Mohd Haris (NISM-202400161268)

Disclaimer: www.mnclgroup.com/research-report/research-disclaimer

Sri Lotus Developers and Realty Ltd. | BUY | TP: Rs 220**Premium Redevelopment Compounder**MONARCH
NETWORK CAPITAL

We initiate coverage on Sri Lotus Developers with a Buy and a TP of Rs 220. Anchored in a redevelopment-led strategy, Sri Lotus Developers leverages an asset-light model to access Mumbai's most premium, supply-constrained micro-markets, while maintaining capital efficiency and a sharp focus on luxury and ultra-luxury projects. Strong brand equity, proven execution capabilities, net cash balance sheet, and deep promoter-led expertise enable premium pricing, fast project turnaround, while maintaining superior margins. With a robust pipeline across residential and commercial projects in rapidly booming MCGM markets, Sri Lotus is well positioned to deliver scalable, high-return growth with controlled risk. Our estimates are factoring presales/revenue/PAT CAGR of 109%/67%/43% over FY25-28E. Current valuations offer a favorable risk reward.

- Asset-Light, Redevelopment-Led Model with Superior Capital Efficiency:** Sri Lotus Developers follows a predominantly redevelopment-led, asset-light business model, with ~95% of its pipeline anchored in society redevelopment projects. By partnering with housing societies under development agreements, the company avoids upfront land acquisition, significantly lowering capital intensity, balance-sheet risk, and leverage. This model enables faster capital rotation and sustained margin strength (gross profit margin and PAT margin of ~48% and ~27% respectively, estimated ROE/ROCE of 20%+ in FY28E), while allowing access to premium micro-markets that are structurally inaccessible through outright land purchases. *With redevelopment dominating Mumbai's future housing supply, the company is well placed for low-risk growth.*
- Strong Brand Equity Backed by Proven Execution and Premium Pricing:** The Lotus brand, established in 2001, enjoys strong recall in *Mumbai's luxury and ultra-luxury housing and commercial real estate segments, built on a track record of timely delivery, superior construction quality, and design-led products.* Deep promoter experience, in-house execution capabilities, and strong stakeholder management allow Lotus to consistently deliver projects well ahead of timelines. This execution credibility translates into pricing premiums and strong absorption (inventory overhang at 19 months in FY25), with completed projects witnessing sharp price appreciation. Project wins given the strong track record further reinforces the brand strength and competitive moat.
- Structural tailwinds in redevelopment in MMR:** Mumbai's real estate growth is structurally shifting toward redevelopment, driven by land scarcity within MCGM, an ageing housing stock, and supportive government policies (DPR 2034). Sri Lotus Developers is well positioned within this transition, with a concentrated presence in western suburban micro-markets where greenfield development is largely exhausted. As redevelopment becomes the primary avenue for incremental supply, Lotus's positioning, execution capability, and focused exposure provide a durable long-term growth runway.
- Valuation and view:** Balancing long-term intrinsic value from DCF with near-to-medium-term market comparables, we derive our target price of Rs 220 using an average of NAV and relative valuation approaches. The stock trades at 1.2x EV-to-Presales FY28e, offering an attractive entry point. *Sri Lotus is a play on the affluent class and their undeterred demand for luxury/ultra-luxury redevelopment opportunities.* **Key risks:** Delays in project acquisitions, approvals and execution, softer luxury demand pressuring presales and margins, regulatory risks, and slower pipeline monetization.

Target price	220	Key Data	
		Bloomberg Code	LOTUSDEV IN
CMP	124	Curr Shares O/S (mn)	489
		Diluted Shares O/S(mn)	489
Upside	77%	Mkt Cap (Rsbn/\$mn)	68.7/782
Price Performance (%)		52 Wk H / L (Rs)	218/112
		1M 6M 1Yr	3M Average Volume
LOTUSDEV IN	-14% -32%		1.61 mn
Nifty	-7% -6% 6%		

Source: BSE, NSE, Company

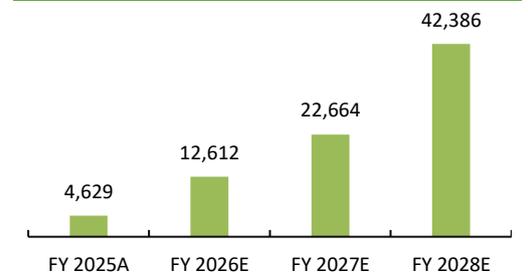
Shareholding pattern (%)

	Sep 2025	Dec 2025
Promoter Group	81.9%	81.9%
DIIs	3.0%	2.8%
FPIs	2.5%	1.8%
Others	12.5%	13.5%

Source: BSE

Why should you read this report?

- How redevelopment is shaping the MMR real estate market.
- Sri Lotus' razor-sharp focus on luxury and ultra luxury redevelopment market.
- How Lotus stacks against peers in the industry.

Strong Growth in Presales (Rs mn) in the Offing

Source: Company, MNCL Research Estimates

Mohit Suranamohit.surana@mnclgroup.com

NISM-202300189881

Mohd Harismohammed.haris@mnclgroup.com

NISM-202400161268

Y/E (Rs in mn)	Revenue	YoY (%)	EBITDA	EBITDA Margin	PAT	YoY (%)	EPS	RoE	RoCE	P/E (x)	EV/EBITDA (x)
FY24	4,616	177%	1,579	34.2%	1,198	620%	3.0	110.0%	109.4%	n.a.	n.a.
FY25	5,497	19%	2,890	52.6%	2,274	90%	5.2	41.3%	48.3%	n.a.	n.a.
FY26E	7,914	44%	3,015	38.1%	2,578	13%	5.3	18.0%	20.1%	23.5	16.7
FY27E	14,344	81%	5,447	38.0%	3,875	50%	7.9	18.3%	24.8%	15.6	9.5
FY28E	25,489	78%	9,859	38.7%	6,672	72%	13.7	25.3%	36.1%	9.1	5.6

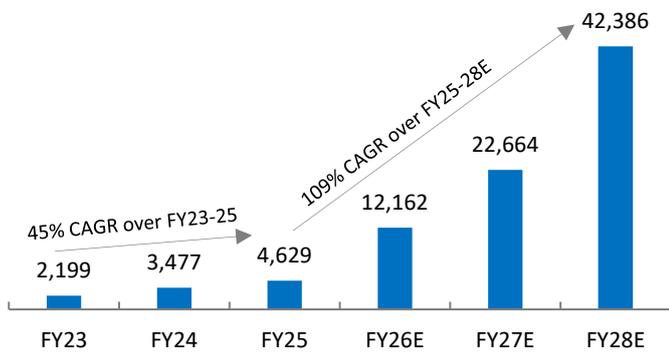
Source: Company, MNCL Research Estimates

Index

Investment Thesis in Charts.....	3
Sri Lotus Developers: High Quality and Asset-Light Mumbai Luxury Platform in Scale-Up Phase.....	4
India Housing: A Seller’s Market Marked by Resilience, Premiumization and Market Maturation	9
MMR Witnessing Strongest Residential Real Estate Cycle in a Decade	11
Mumbai Commercial Real Estate Market – Resilient, Balanced, and Improving	15
Mumbai Redevelopment: A Multi-Year Structural Opportunity	17
Peer Comparison – Sri Lotus is A Focused Luxury Redeveloper with Superior Economics	21
Company Overview: A Premium Redeveloper with Proven Legacy.....	24
Dedicated Promoter Group – Mr. Anand Pandit at the Helm of the Company.....	26
Financial Analysis – Strong Growth, High Returns, Improving Visibility	28
Valuation: DCF As Well As Relative Valuation Approaches Indicates Strong Upside	32
Financial Statements – IS, BS, CFS.....	33

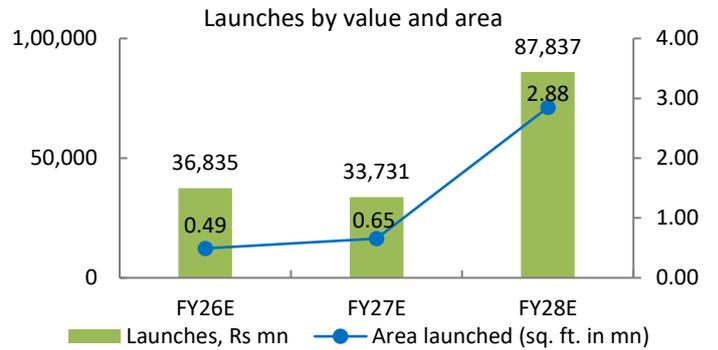
Investment Thesis in Charts

Exhibit 1: Strong Growth in Presales (Rs mn)



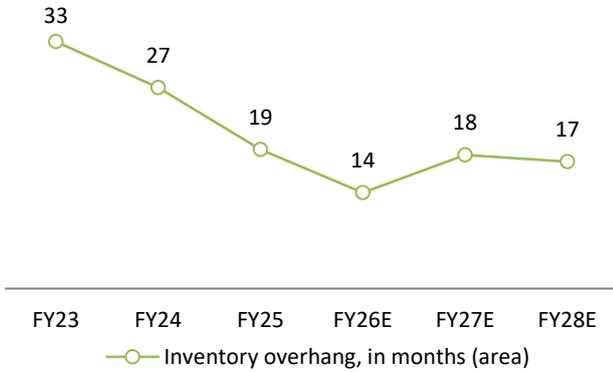
Source: Company, MNCL Research

Exhibit 2: Helped by Impressive Project Pipeline



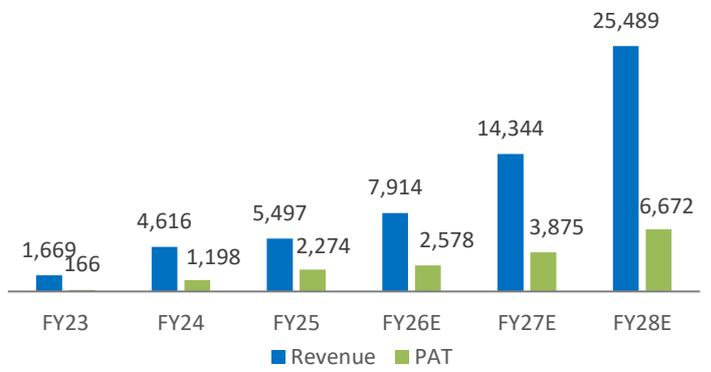
Source: Company, MNCL Research

Exhibit 3: Coupled with Low Inventory Overhang (in Months)



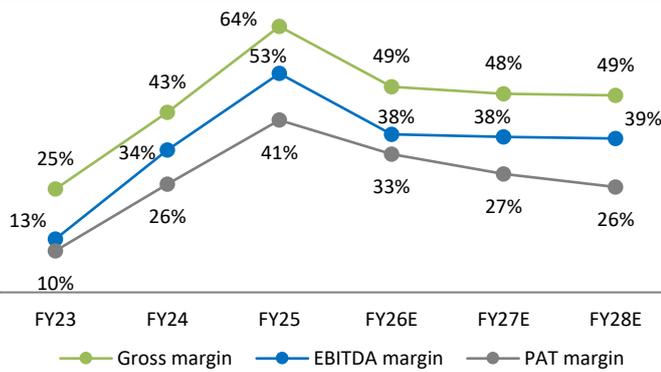
Source: Company, MNCL Research

Exhibit 4: Should see Revenue/PAT grow 67%/43% CAGR, Rs mn



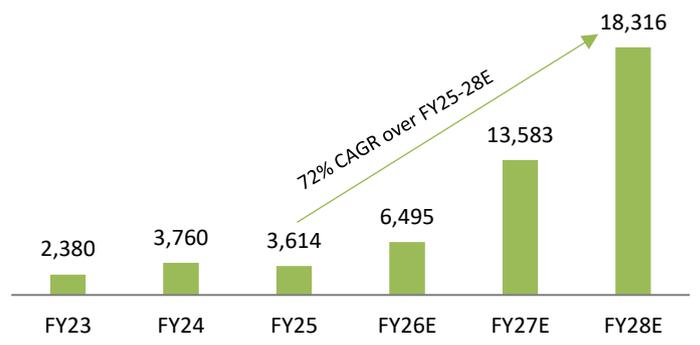
Source: Company, MNCL Research

Exhibit 5: With Steady EBITDA and PAT margins



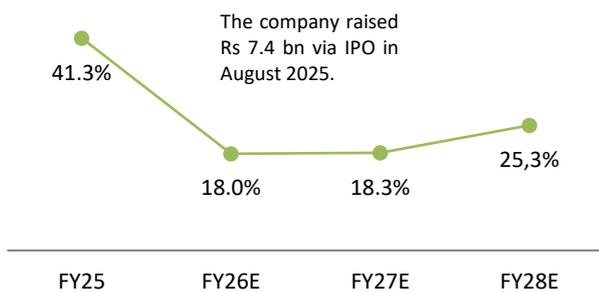
Source: Company, MNCL Research

Exhibit 6: And Strong Collections, Rs mn



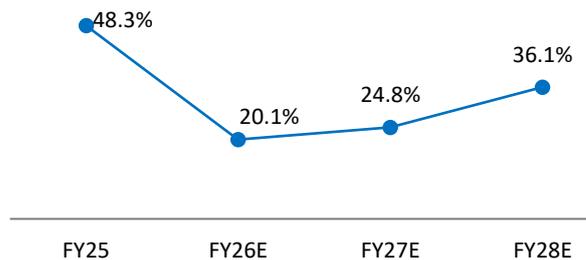
Source: Company, MNCL Research

Exhibit 7: Reflecting in High RoE



Source: Company, MNCL Research

Exhibit 8: And High RoCE



Source: Company, MNCL Research

Sri Lotus Developers: High Quality and Asset-Light Mumbai Luxury Platform in Scale-Up Phase

Sri Lotus Developers is a premium Mumbai redeveloper with a luxury-ultra-luxury residential-led pipeline in the western suburbs, backed by strong structural demand and a Rs140 bn+ GDV visibility

Lotus Developers is focused on Mumbai’s premium western suburban micro-markets, targeting supply-constrained, high-value locations. The portfolio is skewed towards luxury and ultra-luxury projects with ticket size Rs 70mn+ catering to affluent customers. Structural tailwinds support this positioning, with luxury and ultra-luxury demand in MMR rising from 19% in CY21 to 25% by Q3-CY25. High entry barriers from limited land availability and redevelopment complexity underpin the company’s positioning.

The company’s project pipeline has meaningful exposure to Juhu, including the largest ongoing project, The Arcadian (FY27 completion). Ultra-luxury presence is anchored in Juhu and Andheri West, with Bandra West emerging as a second key cluster, followed by Versova and Andheri West.

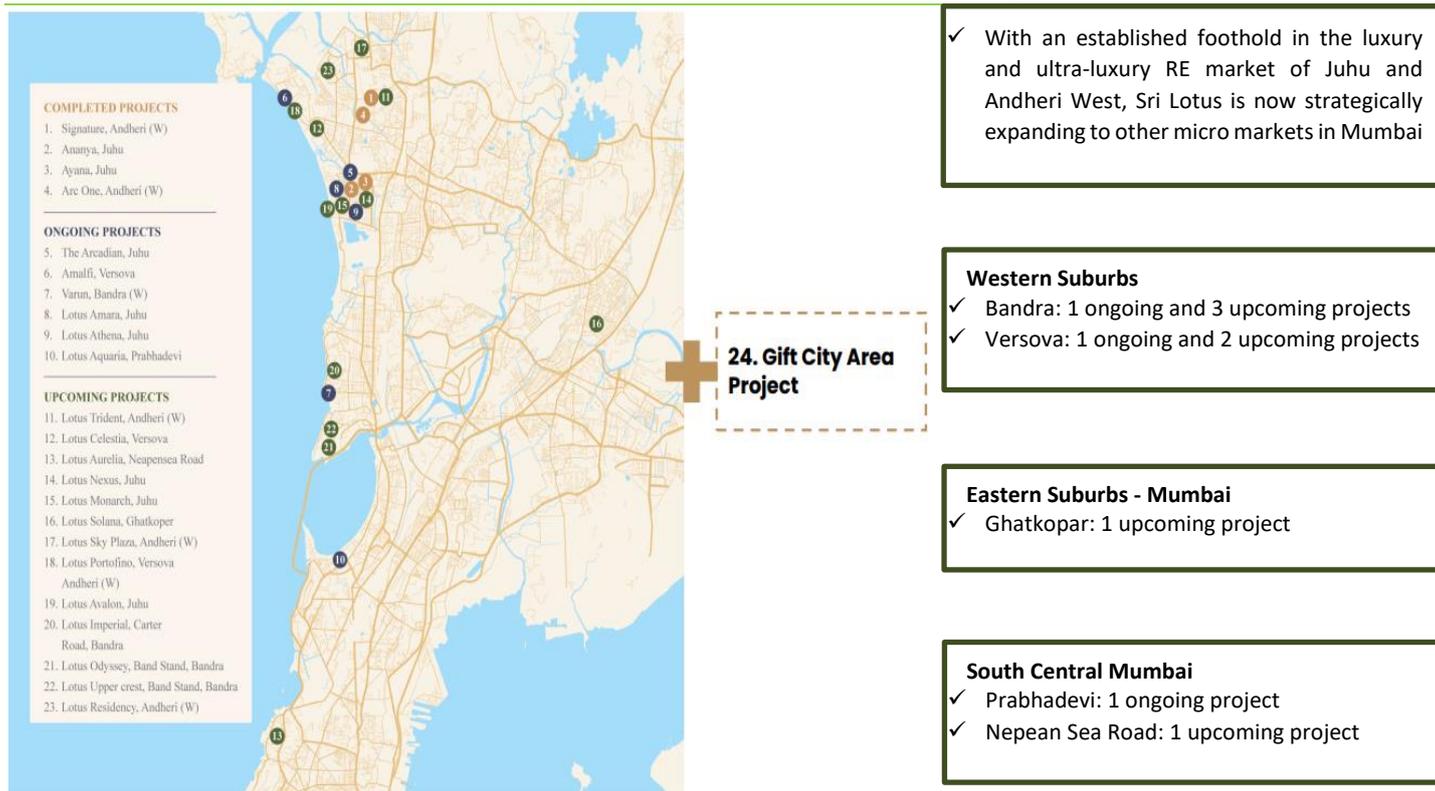
The ongoing portfolio is entirely residential, aggregating 389,023 sqft of saleable carpet area and an estimated GDV of Rs 26 bn, to be realized over the next 2-4 years. Of the upcoming projects as of Q3-FY26, 57% (area-based) is residential (mostly redevelopment) and the balance 43% is commercial, both aggregating 1,625,502 sqft and an estimated GDV of Rs 114 bn, to be realized by FY31 (ex-Lotus Lokhandwala and Gift City Projects).

Exhibit 9: Sri Lotus Developers Investment arguments



Source: MNCL Research

Exhibit 10: Sri Lotus's Project Portfolio - Strategic presence in the western suburbs ensuring product-market fit



Source: Company, MNCL Research

Asset-Light Luxury Platform Built to Compound: 87% of Lotus Developers' ongoing and upcoming saleable area is redevelopment-led. By partnering with housing societies under development agreements, the company avoids upfront land acquisition, lowering capital intensity and balance-sheet leverage—an advantage in Mumbai's high land-cost environment. Capital is thus focused on construction and value creation, enabling access to ultra-premium micro-markets such as Nepean Sea Road and Prabhadevi that are typically inaccessible through outright land purchases.

Exhibit 11: Project Portfolio Mix as of Q3-FY26 (in sqft)*

Count of Projects				Saleable area (mn sqft) of Projects				GDV (Rs bn) of Projects			
	Under Construction	Upcoming	Total		Under Construction	Upcoming	Total		Under Construction	Upcoming	Total
Residential	4	8	12	Residential	0.32	0.86	1.18	Residential	24.8	73.9	98.6
Commercial	0	2	2	Commercial	0.00	0.56	0.56	Commercial	0.0	29.1	29.1
Redevelopment	4	10	14	Redevelopment	0.32	1.43	1.74	Redevelopment	24.8	103.0	127.8
Residential	0	0	0	Residential	0.00	0.00	0.00	Residential	0.0	0.0	0.0
Commercial	0	1	1	Commercial	0.00	0.14	0.14	Commercial	0.0	4.7	4.7
Greenfield	0	1	1	Greenfield	0.00	0.14	0.14	Greenfield	0.0	4.7	4.7
Residential	2	1	3	Residential	0.07	0.06	0.13	Residential	1.0	7.2	8.1
Commercial	0	0	0	Commercial	0.00	0.00	0.00	Commercial	0.0	0.0	0.0
Joint Development	2	1	3	Joint Development	0.07	0.06	0.13	Joint Development	1.0	7.2	8.1
Total	6	12	18	Total	0.39	1.63	2.01	Total	25.7	114.9	140.6
Of which: Residential	100%	75%	83%	Of which: Residential	100%	57%	65%	Of which: Residential	100%	71%	76%
Commercial	0%	25%	17%	Commercial	0%	43%	35%	Commercial	0%	29%	24%
Redevelopment	67%	83%	78%	Redevelopment	81%	88%	86%	Redevelopment	96%	90%	91%
Greenfield	0%	8%	6%	Greenfield	0%	8%	7%	Greenfield	0%	4%	3%
Joint Development	33%	8%	17%	Joint Development	19%	4%	7%	Joint Development	4%	6%	6%
Unsold inventory				Unsold inventory			0.04	Unsold inventory			2.5

Source: Company, MNCL Research

*The list does not include the two projects that the company recently acquired (one at Lokhandwala, Mumbai, and the other in Gift City, Gujarat).

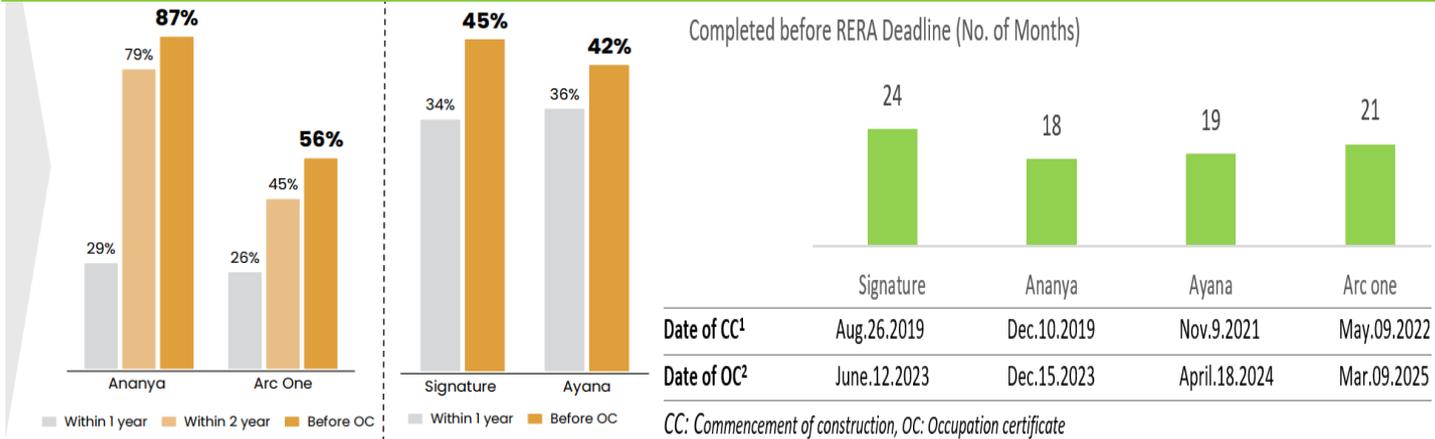
As seen from the table above, redevelopment projects dominate the portfolio, with over 80% ongoing and 88% of upcoming carpet areas linked to redevelopment projects, reinforcing an asset-light and capital-efficient model. The consolidated pipeline of 15 residential projects (Rs 107 bn), 3 commercial projects (Rs 34 bn), and unsold inventory GDV of Rs 2.5 bn carries a total GDV of Rs 143 bn, translating into approximately 2.1 mn sqft of saleable area to be monetized by FY31 providing a strong base for achieving an estimated 67% CAGR over FY25-28E.

Execution is a key strength for Lotus, with handovers completed approx. 18-24 months before the RERA deadline in past projects.

Strong Brand, Fast Execution, and Premium Realizations: Sri Lotus Developers has built a strong luxury and ultra-luxury brand in Mumbai on the back of timely delivery and superior construction quality. Leveraging deep Promoter experience and micro-market insight, the company delivers well-aligned products with strong absorption. Its integrated in-house execution enables project completion within ~3 years of Commencement Certificate receipt—around 18–24 months ahead of RERA timelines—enhancing customer confidence.

High satisfaction levels, including deliveries to high-profile clientele, have reinforced brand recall, enabling the company to command ~10% pricing premium over market transacted values in select micro-markets such as Juhu. Also, its projects have seen strong price appreciation to the tune of 24%-230% from the time of launch until completion.

Exhibit 12: Completed Projects Sale Information – within 1 year, 2 year and before OC Handover



Source: Company, MNCL Research

Exhibit 13: Signature (Left) and Arc One (Right) Images After Handover



Source: Company, MNCL Research

Exhibit 14: Representative images of ongoing projects



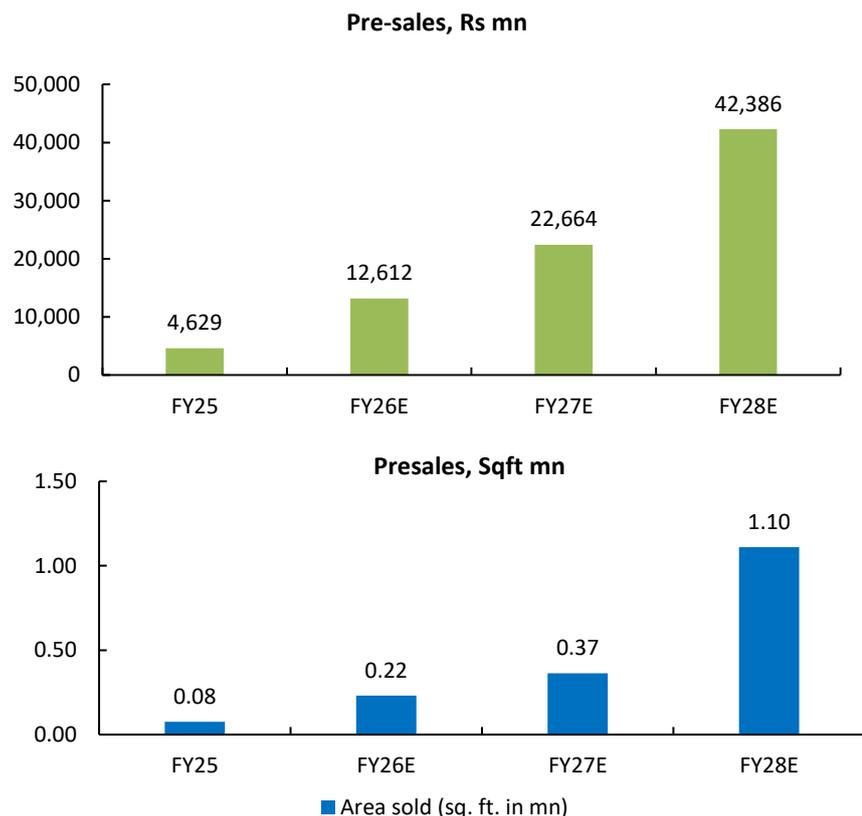
Source: Company, MNCL Research

Low leverage of 14% enables financial flexibility for Lotus, allowing the company to benefit from price appreciation and a strong balance sheet

Strong Balance Sheet and Listing Should Help the Company Acquire More Redevelopment Projects: As of Q2-FY26, Sri Lotus Developers maintained a strong balance sheet with total debt of Rs 1.3 bn against cash and cash equivalents of Rs 10.1 bn, translating into a low D/E of 8% and net cash of 13% of market capitalization. Promoter-funded, interest-free working capital support has ensured liquidity, stability, enabling faster execution without compromising quality or design. This financial flexibility eliminates the need for distress-led sales, allowing the company to benefit from price appreciation and close sales above initial assumptions. Further, the recent listing has materially strengthened balance-sheet firepower supporting faster project acquisition and construction, while also qualifying the company for redevelopment bids that mandate listed-entity status.

The company currently has a portfolio of 20 projects (incl. Lotus Lokhandwala and Gift City Projects), including both ongoing and upcoming projects. Our estimates indicate strong traction in presales over the next few years, a trend which should accelerate going forward as the company acquires more projects.

Exhibit 15: Sri Lotus Developers’ Presales



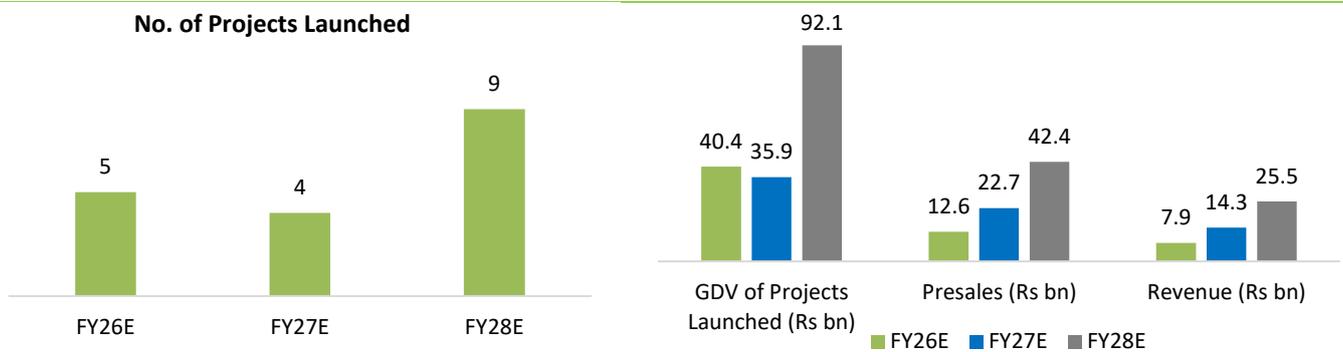
FY25-28E growth will be driven by a deep, pre-secured redevelopment pipeline, faster DA-to-construction timelines, and strong launch momentum translating into sharp presales and revenue growth.

Source: Company, MNCL Research Estimates

What Will Drive Strong Growth in FY28 for Sri Lotus? The company launched three projects in 9M-FY26, namely, The Arcadian (Juhu; Rs 7.8 bn GDV), Amalfi (Versova; Rs 3.2 bn), and Varun (Bandra; Rs 4.3 bn) – all of which witnessed exceptional customer response. The company is targeting another 2 launches in Q4-FY26, viz. Aquaria (Prabhadevi; Rs 9.4 bn) and Celestia (Versova; Rs 15.6 bn), we believe the latter has a higher likelihood of launch this year.

For FY27 and FY28, we have baked in launch of 4 and 9 projects with a GDV of Rs 36 bn and Rs 92 bn, respectively. Notably, the company already has acquired some projects for which development agreements (DAs) are signed but the projects are not yet launched and some projects in which it is a preferred developer and are closer to executing DAs. As discussed earlier, most of these projects are redevelopment projects and require various approvals before construction can begin. In Lotus’s case, the timeline from acquisition to the beginning of construction can be 1.5 to 2 years which is shorter than most other redevelopment projects. As per the project timeline chart below, the company takes roughly 3-4 years to complete a project. As such, we expect the company to post stronger growth in launches and presales in FY28, translating into a revenue CAGR of 67% over FY25-28E.

Exhibit 16: Sri Lotus Developers Project Launches



Source: Company, MNCL Research Estimates

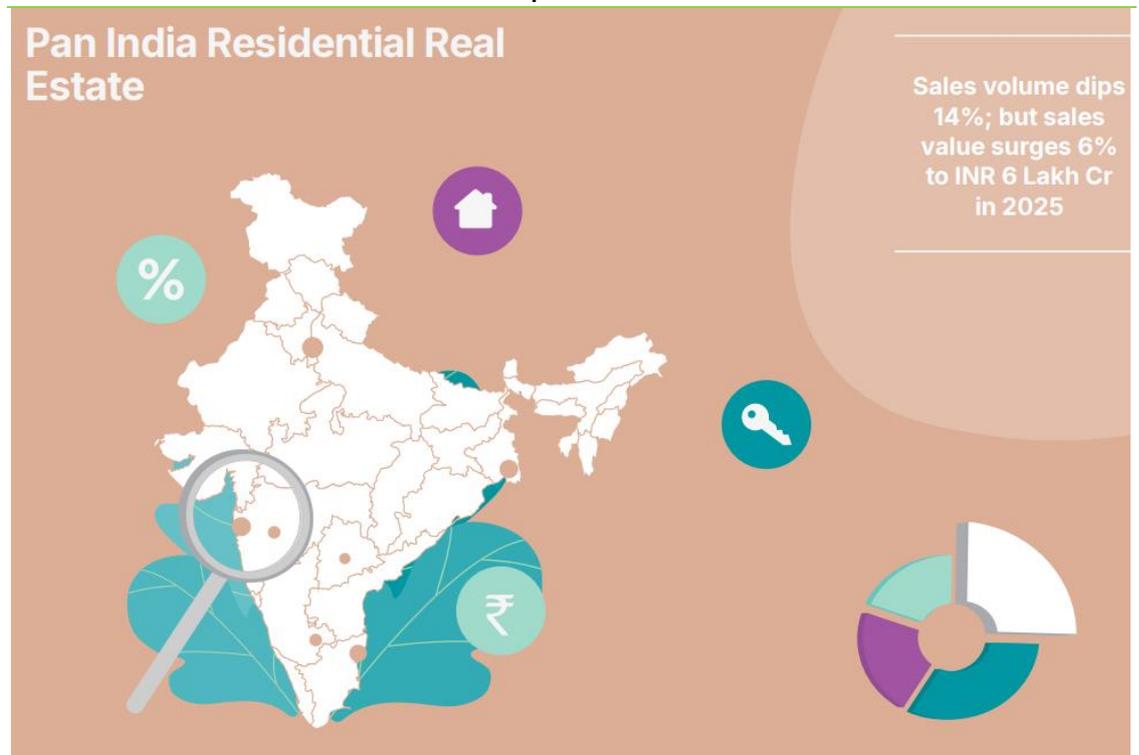
Exhibit 17: Sri Lotus Project Timelines

Project Name	Location	Project Type	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Lotus Amara	Juhu	Residential								
Lotus Athena	Juhu	Residential								
The Arcadian	Juhu	Residential								
Amalfi	Versova	Residential								
Varun	Bandra West	Residential								
Lotus Aquaria	Prabhadevi	Residential								
Lotus Celestia	Versova	Residential								
Lotus Monarch	Juhu	Residential								
Lotus Portofino	Versova	Residential								
Lotus Avalon	Juhu	Residential								
Lotus Aurelia	Neapen Sea Road	Residential								
Lotus Solana	Ghatkopar	Residential								
Lotus Imperial	Bandra West	Residential								
Lotus Odyssey	Bandra West	Residential								
Lotus Upper Crest	Bandra West	Residential								
Lotus Residency	Lokhandwala, Andheri	Residential								
Lotus Trident	Andheri West	Commercial								
Lotus Sky Plaza	Oshiwara	Commercial								
Lotus Nexus	Juhu	Commercial								
Gift City Area	Gift City Area	Mixed Use								

Source: Company, MNCL Research

India Housing: A Seller's Market Marked by Resilience, Premiumization and Market Maturation

Exhibit 18: CY25 PAN India Residential Market performance



Source: Anarock, MNCL Research

CY25 reflects a maturing residential real estate cycle in India, marked by resilient end-user demand, a clear premiumization trend, and disciplined supply growth. While volumes moderated, value growth, stable inventory, and easing price momentum point to a healthier, more sustainable demand–supply balance, setting up a stable-to-positive outlook into FY27.

Demand Trends (CY25 Performance): Volumes Normalise, Value Growth Sustains

- Housing sales across the top 7 cities declined 14% YoY to ~0.396 mn units, reflecting a high base and affordability pressures after sharp price appreciation in 2023–24.
- Despite lower volumes, total housing sales value rose 6% YoY, crossing Rs 6 Tn, underscoring sustained premiumisation and wealth-led demand.
- **Demand divergence across cities highlighted structural maturity:** diversified markets like Chennai showed resilient growth, while IT-heavy hubs saw moderation amid employment headwinds.
- Buyer preferences increasingly favour Grade-A developers, better amenities, and lifestyle-centric housing, reinforcing the shift toward quality over affordability-led purchases.

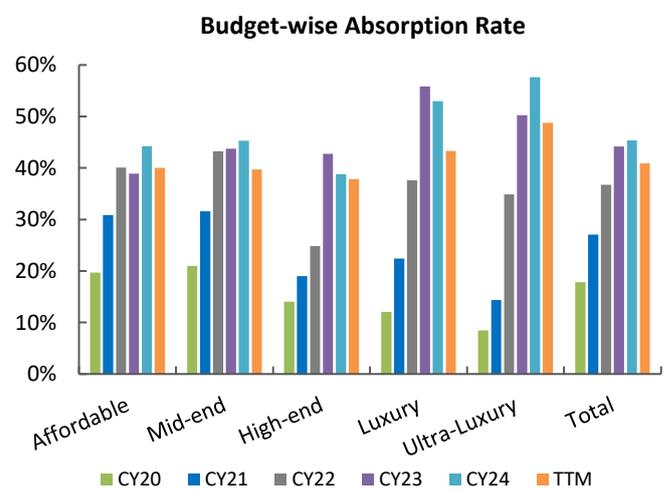
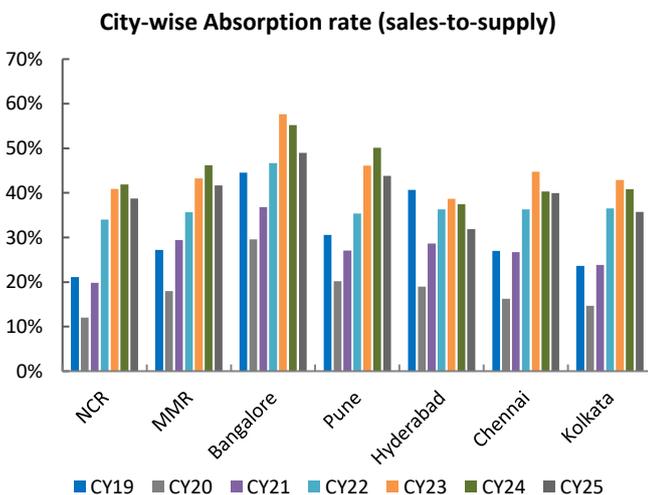
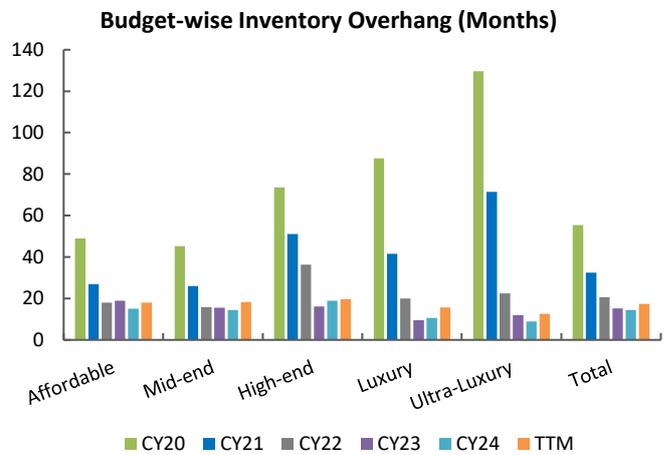
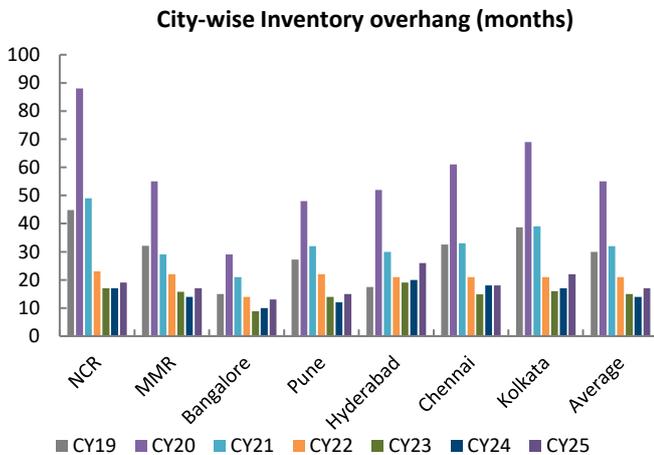
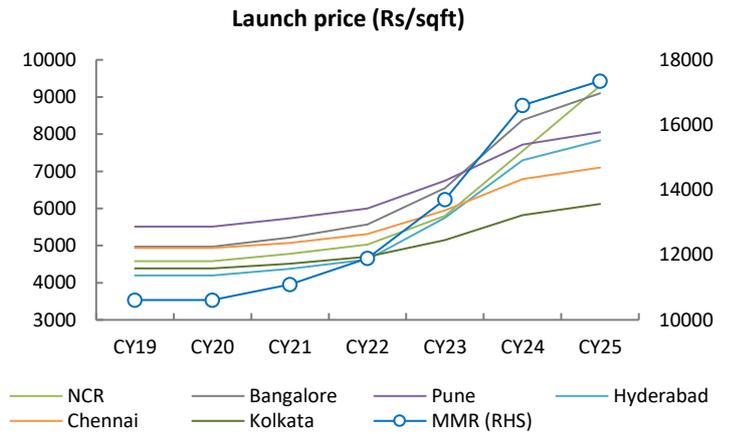
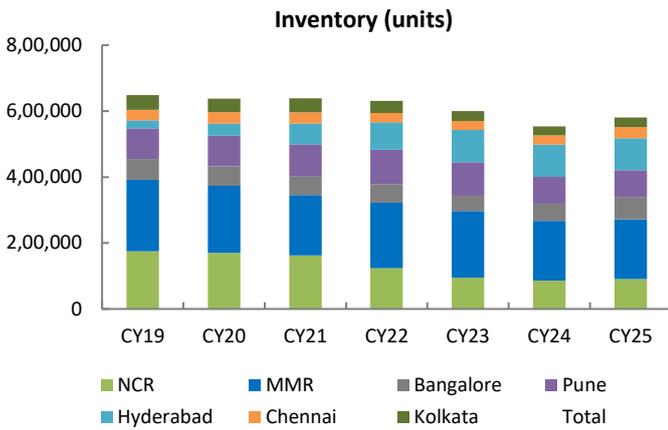
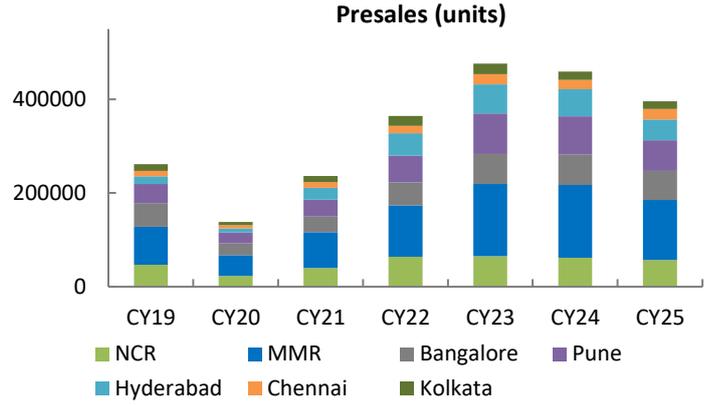
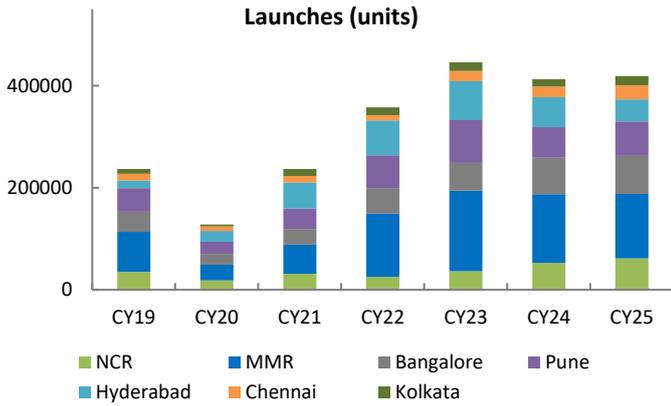
Supply Dynamics (CY25 Performance): Strategic Moderation and Premium Focus

- New launches rose only ~2% YoY to ~0.419 mn units, indicating disciplined supply aligned with absorption trends.
- **Premiumisation accelerated:** units priced >Rs 25 mn accounted for ~20% of launches, with >Rs 15 mn segments collectively reaching ~42% of supply, vs ~9% in 2020.
- Affordable housing share continued to decline as developers focused on higher-margin segments amid rising land and input costs.
- Launch growth remained selective across cities, reflecting cautious developer confidence rather than aggressive expansion.

Pricing and Inventory: Stable Absorption with Sustainable Price Growth

- Average capital values rose ~8% YoY to ~Rs 9,260/sqft, marking moderation from peak double-digit appreciation and signalling a stabilising price environment.
- Inventory overhang increased modestly to ~17 months (vs 14 months in CY24), driven by a comparatively slower sales and stable launches, but remains well below pre-COVID levels.
- Managed inventory and moderate price growth suggest a healthier market structure, reducing speculative excesses and supporting long-term sustainability

Exhibit 19: PAN India Residential Market Statistics



Source: ANAROCK; MNCL Research

MMR Witnessing Strongest Residential Real Estate Cycle in a Decade

India's economic capital, MMR delivers the rare combination of high absorption volumes and premium real estate values.

MMR Market Overview: The Mumbai Metropolitan Region (MMR) is India's most important real estate and economic hub, with the highest urban revenues and GDP per capita (~Rs 0.43 mn), far ahead of other metros. Spanning ~6,328 sq km across MCGM and key satellite cities such as Thane and Navi Mumbai, MMR accounts for an estimated 20–25% of India's residential sales and new launches, underpinned by sustained infrastructure upgrades including Atal Setu, the Coastal Road, and the upcoming Navi Mumbai International Airport. Its concentric market structure—premium MCGM at the core, scalable mid-priced markets like Thane and Navi Mumbai, and emerging corridors such as Panvel and Kalyan-Dombivli—allows MMR to uniquely combine the country's highest absorption volumes with premium pricing, a rare scale–value mix among Indian metros.

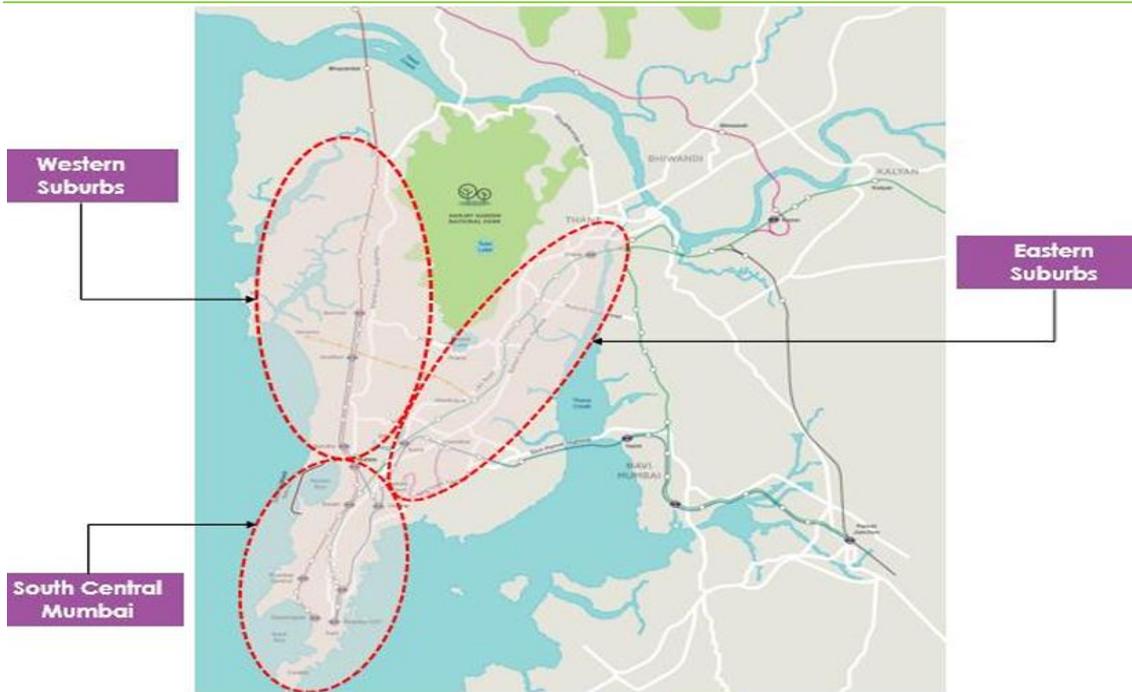
Municipal Corporation of Greater Mumbai (MCGM) (also known as Brihanmumbai Municipal Corporation (BMC)) encompasses the administrative boundaries of Greater Mumbai including the Island City (South & Central), Western and Eastern Suburbs and represents the most densely populated and highest-priced real estate market in India. It excludes key peripheral cities in the wider Mumbai Metropolitan Region (MMR) such as Thane, Navi Mumbai, Kalyan-Dombivli, Vasai-Virar, Mira-Bhayandar, Ulhasnagar, and Panvel, which fall outside the MCGM jurisdiction.

Exhibit 20: Key Micro Markets of MCGM

Classification	Areas	Remarks
South Central Mumbai	Cuffe Parade, Colaba, Lower Parel, Prabhadevi, Dadar, Worli, Parel, Mahalaxmi, Byculla, Sewri, Wadala	The most premium micro-market with the costliest residential real estate. Limited new launches, predominantly redevelopment led, home to businessmen and industrialists.
Western Suburbs	Juhu, Bandra, Khar, Andheri, Jogeshwari, Vile Parle, Goregaon, Malad, Kandivali, Borivali, Santacruz	Established residential suburbs bounded by the coastline to the west and the airport to the east. Trades at a premium to eastern suburbs. Dominated by redevelopment projects. Home to several entertainment industry personalities and a highly sought-after residential node.
Eastern Suburbs	Kurla, Powai, LBS Marg, Ghatkopar, Vidyavihar, Vikhroli, Mulund, Sion, Bhandup	Developed residential suburbs with significant office developments located within proximity to residential clusters.

Source: Industry, MNCL Research

Exhibit 21: MCGM Market Division by Key Micro Markets



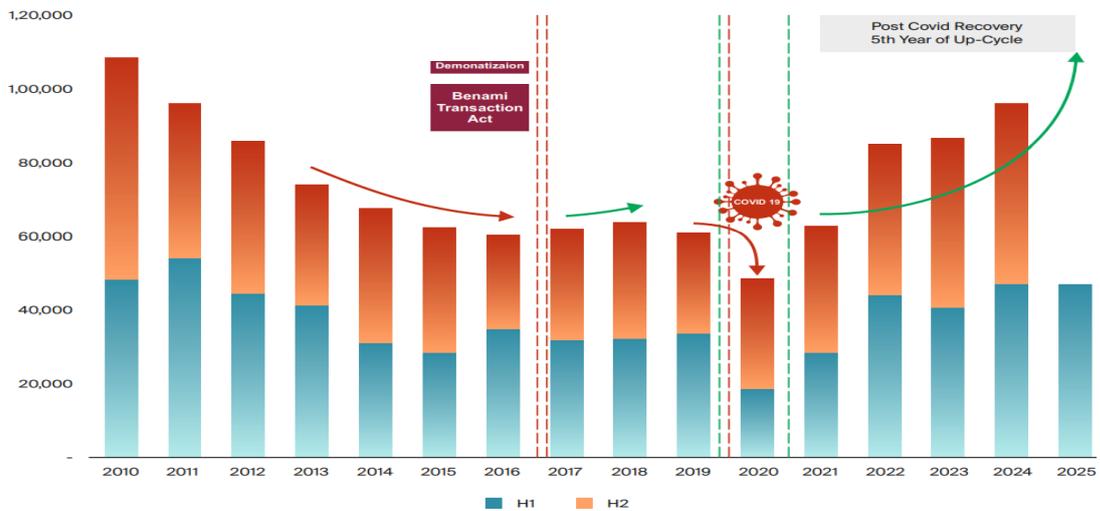
Source: Industry

MCGM at a Multi-Year Upcycle Post Pandemic: The MMR region has seen sharp real estate cycles over the past decade, with registrations falling ~45% in CY20 from the CY10 peak amid policy shocks, macro uncertainty, and financing stress, culminating in a COVID-led trough in H1-CY20. The recovery since then has been structurally stronger—supported by policy stimulus, stamp duty cuts, and lower rates—delivering five consecutive years of growth and near-peak sales by H2-CY24, creating a supportive demand backdrop for long-gestation redevelopment projects.

Despite regulatory and land constraints, MCGM has sustained a strong post-pandemic upcycle with disciplined supply and healthy demand.

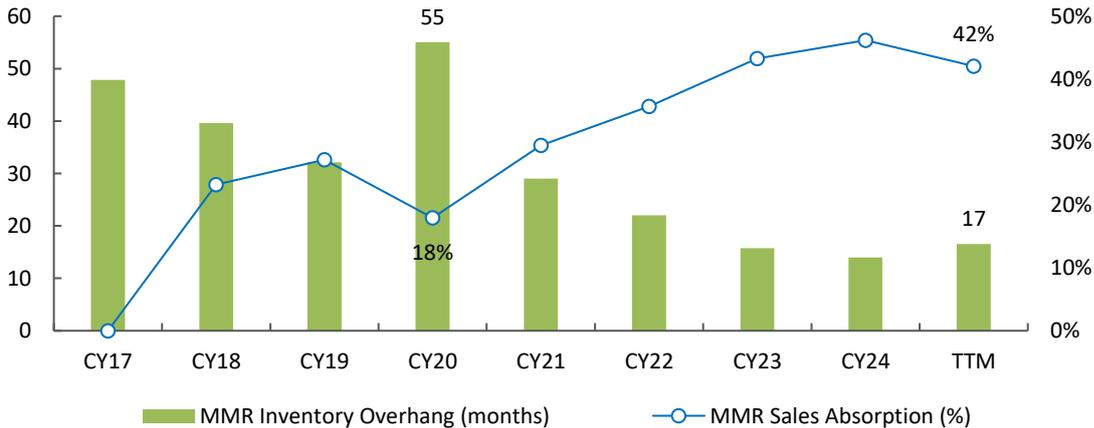
The MCGM market has demonstrated considerable resilience in new housing supply despite significant regulatory complexity, land scarcity, and elevated development costs. CY24 witnessed MCGM recording approximately 37,261 new housing units, representing a slight decline over CY23. The five-year period spanning CY20-25 saw MCGM witness cumulative supply of 1,54,814 units and total absorption of 1,61,695 units, notably exceeding supply and resulting in inventory reduction to approximately 17 months by CY25, the lowest overhang since CY19.

Exhibit 22: Annual Presales in MCGM Real Estate Market over CY10-25 (in units)



Source: Knight Frank, MNCL Research

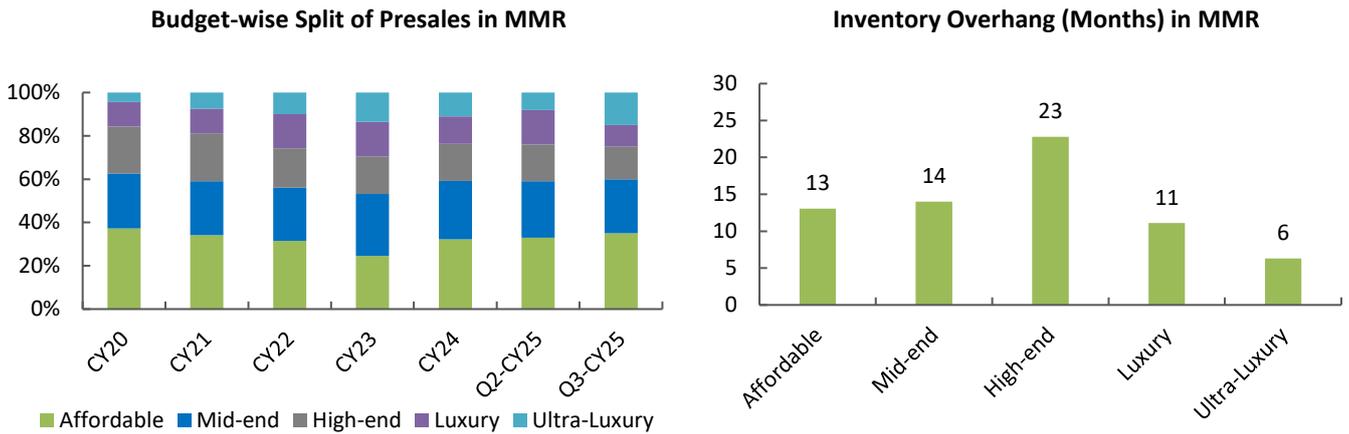
Exhibit 23: MMR Inventory overhang and sales velocity



Source: ANAROCK, MNCL Research

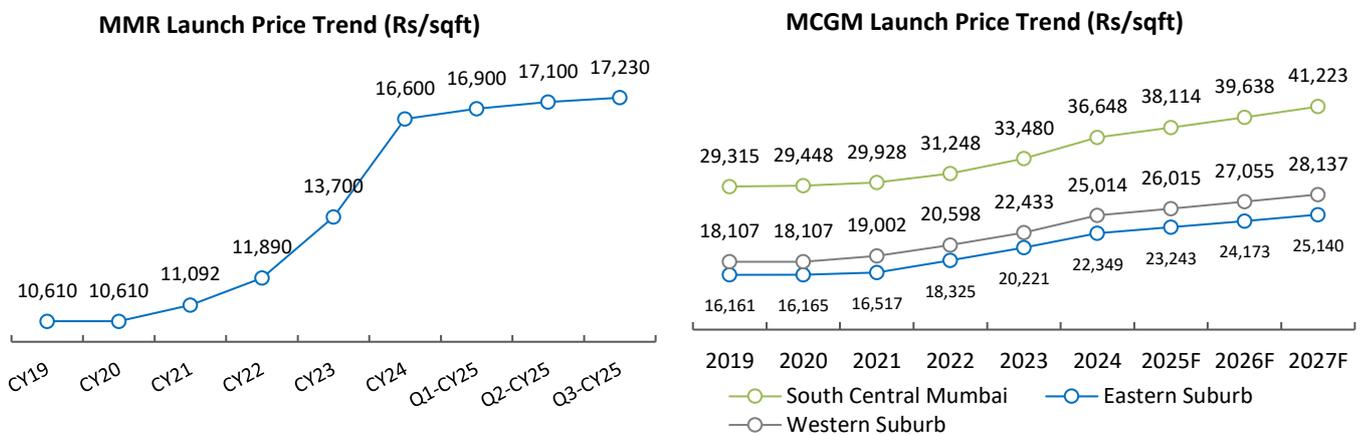
As per ANAROCK data, residential pricing within MCGM shows a clear hierarchy, with South and South-Central Mumbai commanding the highest capital values due to land scarcity and sustained luxury demand, while the Western Suburbs have seen a strong post-CY21 re-rating driven by redevelopment, improving connectivity, and robust end-user absorption. The Eastern Suburbs have recorded more moderate appreciation, remaining value-led within city limits, though infrastructure upgrades and redevelopment are gradually narrowing the price gap. Overall, price growth across MCGM has been absorption-led rather than speculative, supporting sustainability of capital values.

Exhibit 24: Demand for Luxury Properties have Increased, a Trend Likely to Sustain



Source: ANAROCK, MNCL Research

Exhibit 25: Price Growth Across MMR has been Absorption-led Rather than Speculative

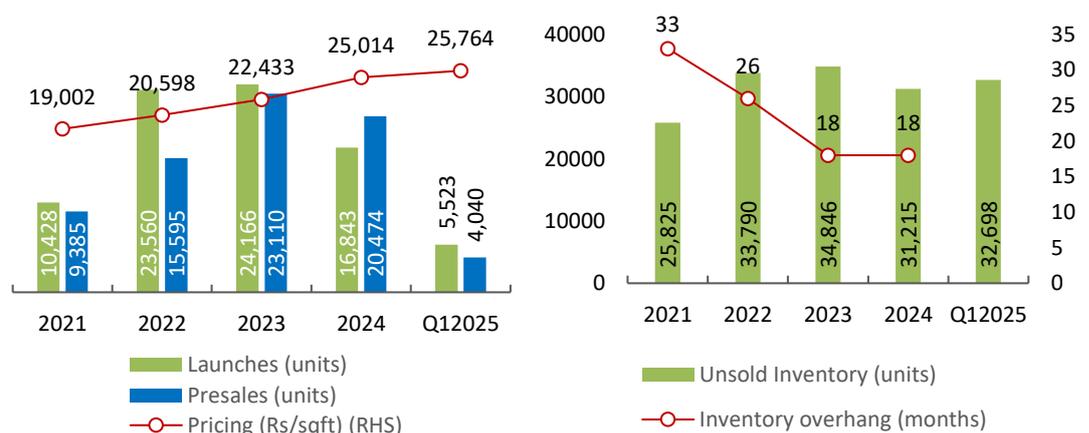


Source: ANAROCK, MNCL Research

Mumbai Western Suburbs: A Mature, High-Liquidity, Redevelopment-led Residential Market

The Mumbai Western Suburbs are among MCGM’s most mature residential markets, defined by high liquidity, premium pricing, and redevelopment-led supply. A long-standing upgrade market for affluent end-users and investors, demand is concentrated in mid-premium and luxury housing and is driven by life cycle needs rather than affordability, lending resilience to macro volatility. Land scarcity, high replacement costs, strong rail, road and metro connectivity, and deep social infrastructure sustain pricing power, making the region a capital-intensive, execution-led market with stable absorption, measured growth, and low long-term volatility.

Exhibit 26: MMR Inventory overhang and sales velocity

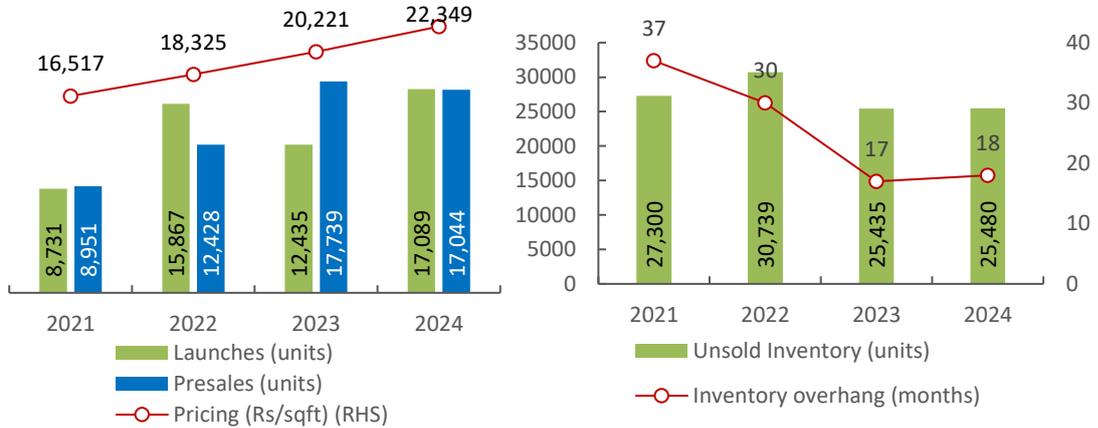


Source: ANAROCK, MNCL Research

Mumbai Eastern Suburbs: A Structurally Tightening, Redevelopment-led Residential Market

The Mumbai Eastern Suburbs have emerged as one of MCGM’s most resilient residential micro-markets, driven by redevelopment-led, supply-constrained growth, improving connectivity, and steady end-user demand near key employment hubs. Limited incremental supply has tightened supply–demand balance, reduced oversupply risk, and supported a strong price re-rating of over 40% since CY21, while valuations remain attractive versus South Mumbai and prime western suburbs. Absorption has consistently outpaced launches, leading to declining inventory and a structurally healthier, end-user–driven market.

Exhibit 27: Mumbai Eastern Suburbs – Launches, Presales, Pricing and Inventory Overhang



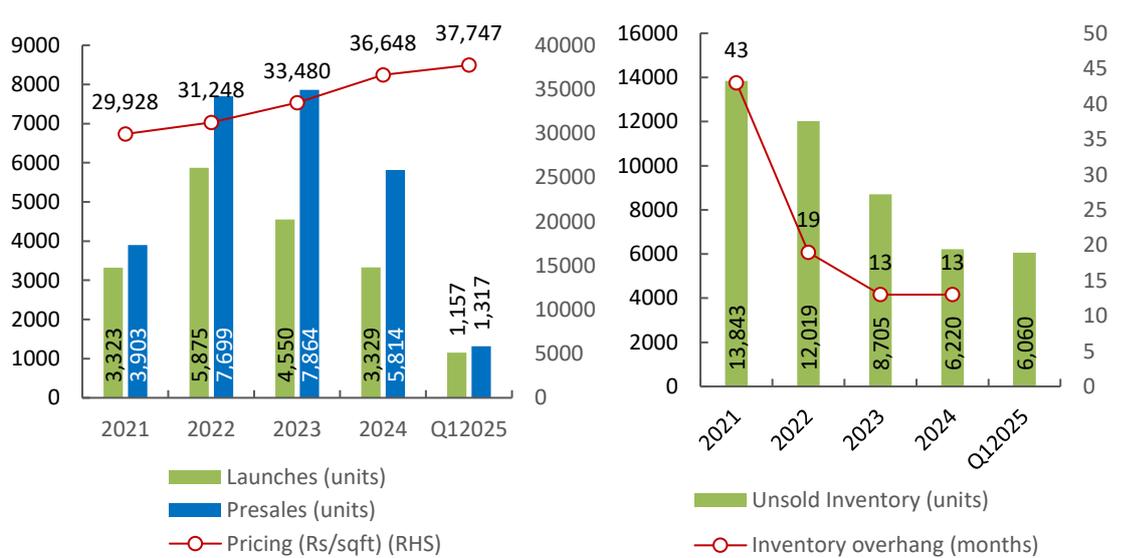
Source: ANAROCK, MNCL Research

South–Central Mumbai: Ultra-Scarce, High-Value Residential Core within MCGM

As per ANAROCK, South–Central Mumbai accounts for a low single-digit share of MCGM launches due to redevelopment-led constraints, complex approvals, and cautious post-COVID developer behavior, keeping effective supply tight. Absorption is low in volume but steady for premium projects in Worli and Lower Parel, driven by affluent end-users and upgrade buyers, with downturns reflected in slower sales rather than price cuts. Inventory remains structurally tight as new supply largely replaces ageing stock, resulting in Mumbai’s strongest pricing power—average prices crossed Rs 37,700/sqft by Q1-CY25—positioning the region as a low-volume, high-value, and most defensive residential micro-market.

South–Central Mumbai is a supply-starved, entirely redevelopment-led market with low volumes, premium demand, and the city’s strongest pricing power.

Exhibit 28: South–Central Mumbai – Launches, Presales, Pricing and Inventory Overhang

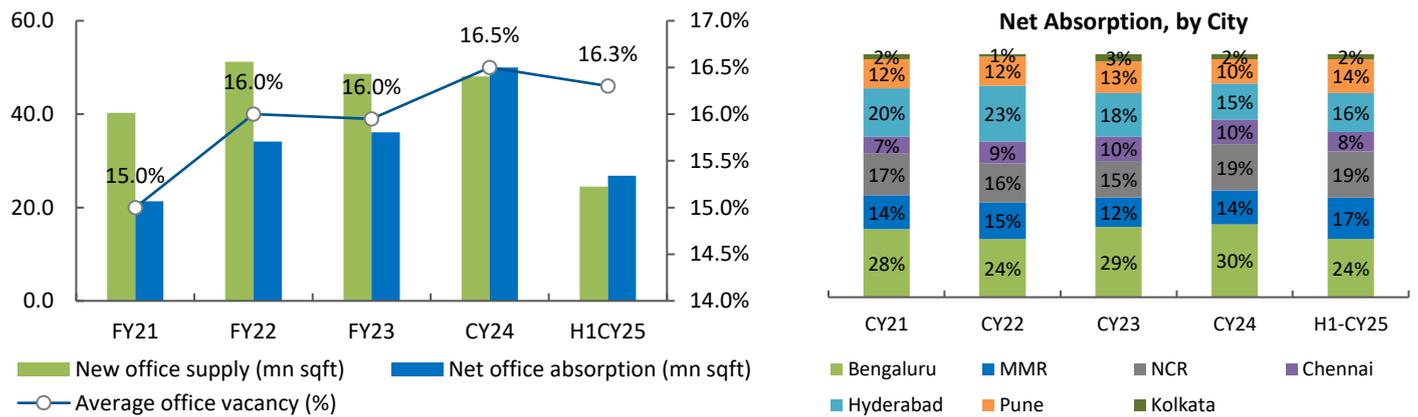


Source: ANAROCK, MNCL Research

Mumbai Commercial Real Estate Market – Resilient, Balanced, and Improving

India's office market transitioned from a post-pandemic recovery to a more balanced, demand-driven phase. While initial supply overhang kept vacancies elevated, improving occupier traction from FY23 enabled faster absorption of incremental supply. As a result, vacancy levels stabilized, rentals turned upward, and market fundamentals strengthened, signaling improving utilization and a gradual restoration of pricing power across Grade A assets. City-wise, Bengaluru continues to lead pan-India absorption, while MMR has emerged as a consistent top three market, accounting for ~14–17% of national net absorption, with its share rising from ~12% in CY23 to ~14% in CY24 and ~17% in H1CY25.

Exhibit 29: PAN India Office Market Supply, Absorption, and Vacancy Rate



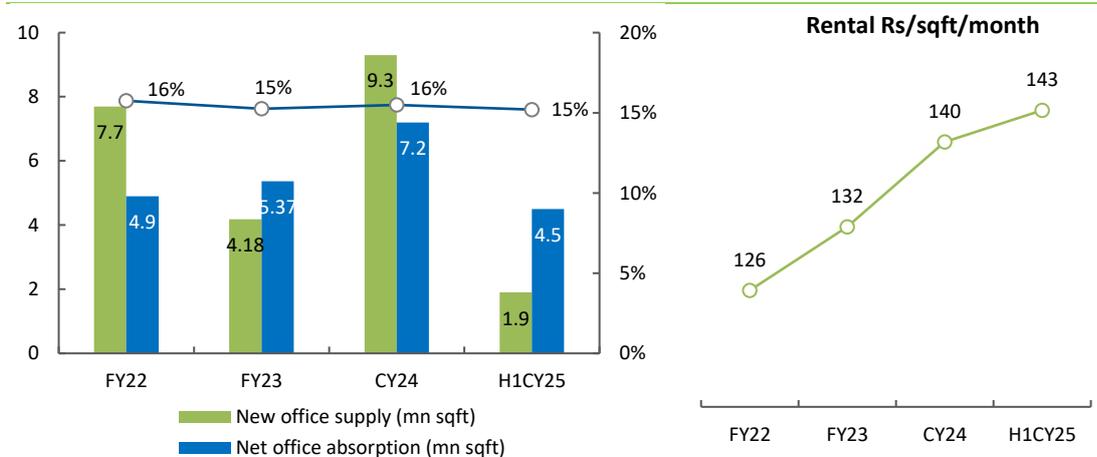
Source: ANAROCK, MNCL Research

MMR Office Market Shows Structural Strength

Office demand in the MMR remains resilient post-COVID, driven by BFSI, IT–ITeS and flexible workspace operators. Net absorption stood at ~4.5 mn sqft in H1 2025 (+43% YoY), keeping Mumbai among India's top three office markets. BFSI dominated demand (~42%), followed by IT–ITeS (~23%) and co-working (~18%), while CY24 absorption of ~7.2 mn sqft was largely expansion and relocation-led as return-to-office stabilized. Supply additions remain uneven, with ~1.9 mn sqft completed in H1-2025 (-45% YoY) after an elevated ~9.3 mn sqft in CY24, particularly in SBD West¹, leading vacancy to rise modestly to ~15.2%, reflecting absorption lag rather than demand softness.

MMR's office market has entered a balanced, demand-led phase with strong absorption, resilient occupier demand, and micro-market-driven pricing

Exhibit 30: MMR Office Market Supply, Absorption (sqft) and Vacancy Rate (%)



Source: ANAROCK, MNCL Research

Rental growth has been steady, supported by constrained Grade A supply in core locations and sustained BFSI demand. ANAROCK pegs average MMR office rents at ~Rs 143 per sqft per month in H1 2025 (+4% YoY), with sharp micro-market divergence: BKC remains the most premium (Rs 350–550+), followed by

¹ West Mumbai SBD (Suburban Business District) refers to the prominent commercial and residential corridor along the Western Line of the Mumbai Suburban Railway, stretching from Bandra to Dahisar.

Lower Parel (Rs 190–360) and Andheri–Kurla Road (Rs 100–185), while Thane (Rs 55–110) and Navi Mumbai (Rs 65–120) offer cost-efficient alternatives.

Overall, Mumbai’s office market continues to exhibit structurally strong demand, micro-market-led pricing power and cyclical supply additions. While vacancies may fluctuate with completion timing, leasing momentum remains healthy, positioning the MMR as a stable, annuity-like market for well-located assets.

Andheri West Offices: Steady Growth, Strong Demand

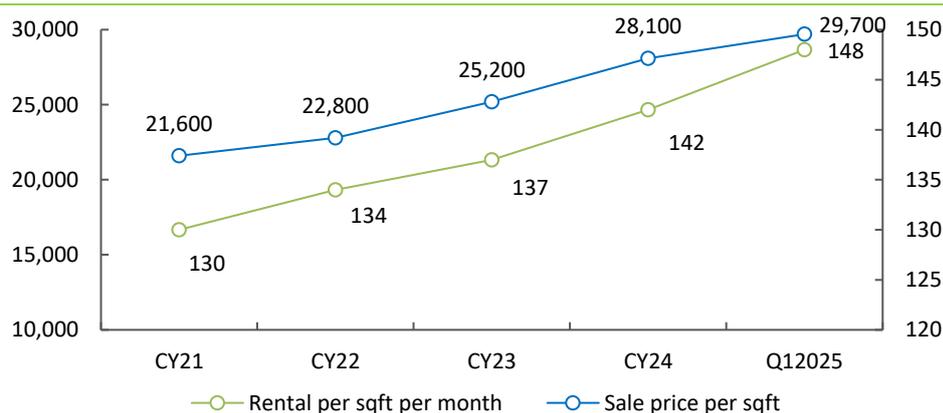
Mumbai’s commercial real estate market is segmented across multiple submarkets, with Andheri West emerging as a prominent residential-cum-commercial hub within the MMR and forming part of the Secondary Business District (SBD). The submarket’s growing relevance is driven by a combination of structural advantages, including strong multimodal connectivity, a diverse office and residential stock, proximity to the entertainment and media ecosystem, and sustained infrastructure upgrades.

Exhibit 31: Andheri West Office Market (Rent & Capital Value on Leasable Area) as of Q1CY25

Particulars	Details
Supply (mn sqft)	4.9
Under Construction Supply (mn sqft)	~0.11
Vacancy	13%
Avg. Rent (Rs per sqft / month)	148
Capital Value (Rs per sqft)	29,700

Source: ANAROCK, MNCL Research

Exhibit 32: Andheri West Office Market



Source: ANAROCK, MNCL Research

Andheri West has demonstrated steady capital value appreciation across sale and rental metrics, with post-COVID office rentals rising consistently from ~Rs 130 per sqft in CY21 to ~Rs 148 per sqft by Q1-CY25, reflecting sustained occupier demand. While BKC and Lower Parel continue to command peak rentals, Andheri’s established commercial corridors offer a competitive alternative with strong liquidity. Benefiting from robust BFSI, IT/ITeS and flex workspace demand, absorption in Andheri–Kurla Road and adjoining western suburbs has broadly kept pace with new Grade A supply, supporting stable vacancies and gradual rental growth. Overall, Andheri remains a resilient, value-driven office micro-market within the MMR, combining competitive rentals with consistent occupier interest.

Mumbai Redevelopment: A Multi-Year Structural Opportunity

Mumbai is structurally transitioning from greenfield growth to redevelopment-led supply.

Mumbai’s real estate market is undergoing a structural transition, shifting from outward expansion to inward renewal, with redevelopment emerging as the city’s dominant mode of residential supply creation. Within the Municipal Corporation of Greater Mumbai (MCGM), **redevelopment has become a necessity rather than a discretionary market choice, driven by acute land scarcity and a rapidly ageing housing stock**. Of Mumbai’s total land area of ~603 sq km, only ~437 sq km falls under MCGM’s development jurisdiction, and over 70% of this land is already built-up, leaving limited scope for greenfield development within city limits. Population density within MCGM has risen to ~30,600 persons per sq km, translating to just ~32.7 sq m of land per resident, placing sustained pressure on infrastructure, safety, and housing quality.

The redevelopment imperative is reinforced by the scale and condition of Mumbai’s ageing building stock. As per municipal structural audits in 2017, ~1.6 lakh buildings across the city are over 30 years old, many of which lack modern safety standards, elevators, parking, and adequate living space. The distribution of this ageing stock is skewed toward the suburbs. Past building collapses and subsequent regulatory tightening have made redevelopment a public safety and planning priority, supported by mandatory structural audits and enhanced compliance requirements, further accelerating redevelopment activity.

Exhibit 33: Total no. of buildings in MCGM exceeding 30 years of age

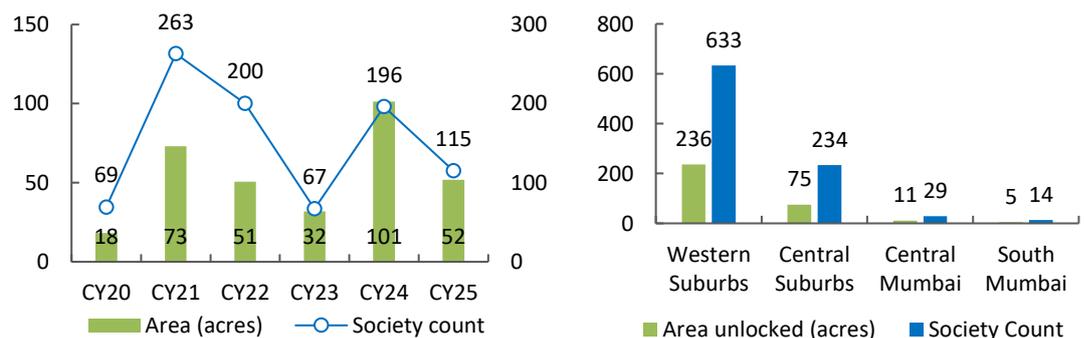
Region / Ward	No. of Buildings	Share of Total (%)
Island City (total)	44,830	28.00%
Western Suburbs (total)	73,820	46.20%
Eastern Suburbs (total)	41,184	25.80%
Total	1,59,834	100%

Source: Knight Frank, MNCL Research

Key observations:

- **Redevelopment has scaled meaningfully:** Mumbai’s redevelopment market has accelerated sharply post-COVID, with 910 society deals between CY20–H1-CY25 unlocking ~327 acres, indicating a shift from fragmented activity to a visible, scalable supply pipeline.
- **Momentum strongest in CY24–25:** CY24 was the peak year and CY25 is on track to surpass prior years based on deal velocity in the first five months.
- **Market remains highly fragmented:** Over 80% of deals involve small plots, underscoring structural constraints of dense urban fabric, though large-scale aggregation remains limited.
- **Deal economics improving:** Average plot size has doubled from 0.26 acres (11,325 sqft) to 0.45 acres (19,600 sqft) over CY20-25, reflecting better aggregation, cluster redevelopment, and increasing institutionalization of the redevelopment ecosystem.
- **Suburbs dominate redevelopment supply:** Western, Central and Eastern Suburbs account for ~96% of deals and land unlocked due to better FSI norms, wider roads and easier execution, while South Mumbai remains structurally constrained by legacy tenancy and limited feasibility.

Exhibit 34: Total Redevelopment Activity by Society Deal Count



Source: Knight Frank, MNCL Research

Key drivers of the redevelopment market boom

Policy Support a Key Enabler: Policy support has been a key enabler of this acceleration, with DCPR 2034 forming the backbone of Mumbai’s redevelopment framework. The regulations materially enhanced permissible FSI across key redevelopment categories, including cessed buildings, standalone societies, cluster redevelopment, and MHADA layouts. In addition, Transit-Oriented Development (TOD) overlays along metro corridors, the Coastal Road, and key infrastructure spines allow FSI of up to 5.0 within defined influence zones, aligning density with transport capacity and improving project feasibility in well-located urban precincts.

FSI-led policy reforms and asset-light economics are powering Mumbai’s redevelopment boom.

Promoting an Asset Light Model: From a developer perspective, redevelopment increasingly aligns with asset-light and capital-efficient operating models. As societies contribute land in exchange for rehabilitation housing, developers avoid large upfront land acquisition costs, lowering balance sheet risk and improving IRR potential. As per Knight Frank, they highlight a clear shift toward:

- Minimal upfront equity deployment,
- Focus on execution and cash rotation rather than land banking,
- Institutional capital participation is attracted by low land risk and strong presales visibility.

On the demand side, cooperative housing societies have become more sophisticated and selective. There is a behavioral shift where societies increasingly prioritize:

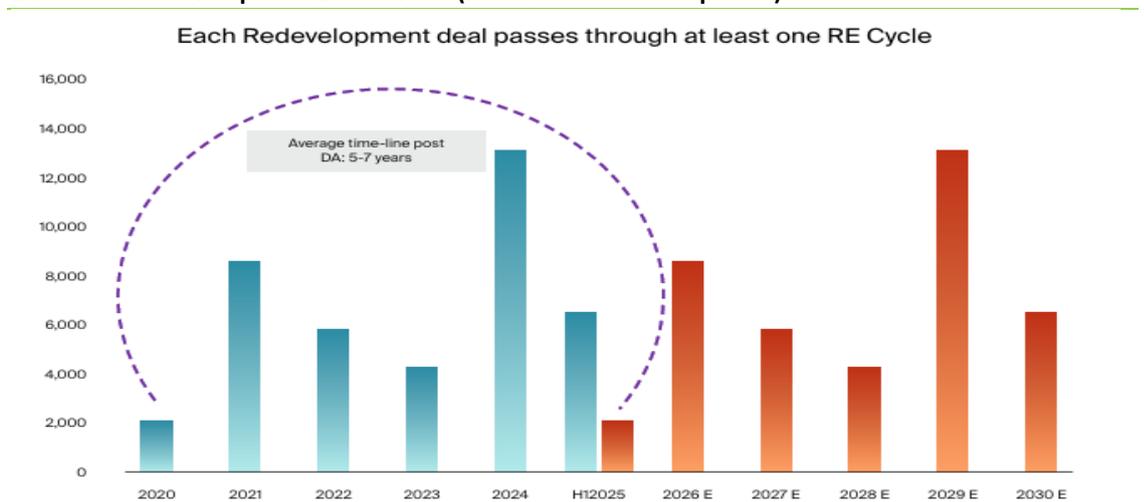
- Developer credibility and execution track record,
- Certainty of timelines and rehabilitation delivery,
- Quality of amenities, and
- Long-term asset value.

The growing role of professional project management consultants (PMCs) and legal advisors has improved governance and reduced information asymmetry, raised entry barriers and favoring organized, well-capitalized developers.

Lengthy Timelines: Despite these tailwinds, redevelopment remains a long-cycle and execution-intensive business. Typical project timelines span 5–7 years from development agreement (DA) signing to handover, with key risks including consensus-building, title clarity, approval delays, and litigation. While these factors constrain rapid supply creation, they also act as natural barriers to entry, reinforcing the strategic value of redevelopment capabilities for developers with legal depth, financial discipline, and stakeholder management expertise.

In summary, Mumbai’s redevelopment market represents a structurally large, policy-backed opportunity anchored by land scarcity, ageing housing stock, and sustained end-user demand for upgraded living environments. With suburban corridors driving the bulk of activity, rising average deal sizes, and increasing institutional participation, redevelopment is positioned to remain the dominant mode of residential supply creation within MCGM over the next decade.

Exhibit 35: Redevelopment Deals Trend (no. of units in development)



Source: Knight Frank, MNCL Research

Mumbai Redevelopment Model: Process and Execution Realities

Legal clearances and approvals dominate the 8–11 year redevelopment timelines. With construction taking 3-5 years

Law, Not Labor, Drives Timelines: Redevelopment projects often stall at title clarity and conveyance, as missing conveyance in older societies can delay approvals and financing by 2–4 years. Once resolved, projects are contractually locked through Development Agreement (DA) and Permanent Alternate Accommodation Agreement (PAAA), enabling financing but triggering rent outflows. Municipal approvals (IOD and CC) typically take 12–18 months before construction can start. Post-CC, members vacate, demolition follows, and construction takes 3–5 years. Overall, redevelopment is an 8–11 year legal and coordination-intensive process, where success depends more on clean documentation, governance, and execution discipline than on just FSI incentives.

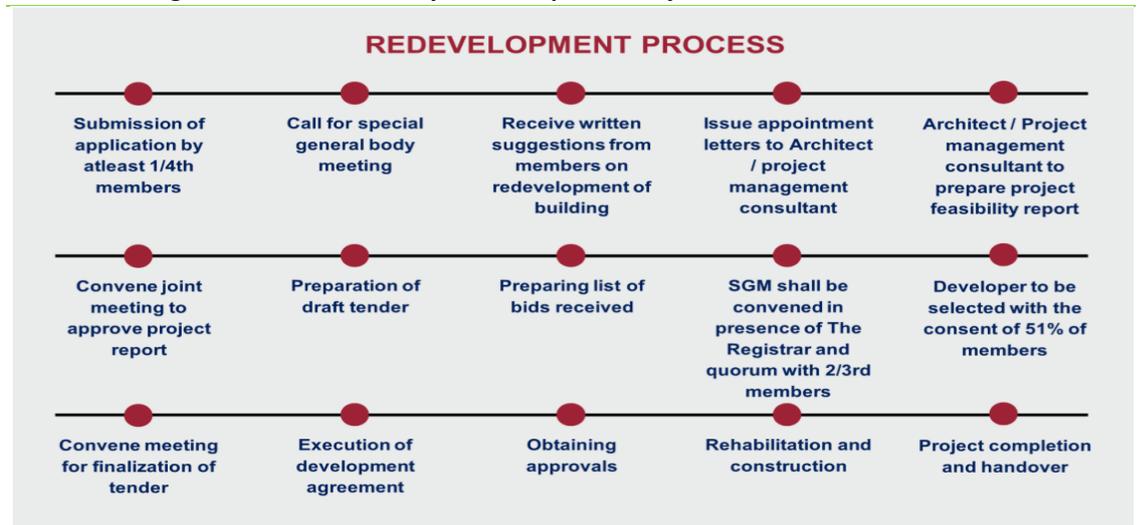
Types of redevelopments: Mumbai’s redevelopment market can be broadly classified into a few policy-driven categories, each designed to address a specific urban constraint. Collectively, these redevelopment types reflect Mumbai’s reliance on targeted Floor Space Index (FSI) incentives to renew its ageing housing stock and unlock land value within a land-constrained urban environment.

Exhibit 36: Types of Redevelopments



Source: MNCL Research

Exhibit 37: Stages Involved in a Society Redevelopment Project



Source: MNCL Research

Exhibit 38: Stages Involved in a Society Redevelopment Project

Phase	Stage / Activity	Typical Timeline
Redevelopment Thought Process	Initial discussions and awareness building among members	
	Consent for redevelopment (minimum 51% approval)	6 months – 2 years
Developer Selection & Agreement	Appointment of PMC	6 months – 1 year
	Feasibility report preparation	2 months
	Tender preparation	1 month
	RFP issued, bids received from developers	3 months
	Developer selection and Section 79A process	3 months
	Signing of Development Agreement (DA)	6 months
Pre-Construction Phase	Receipt of IOD (Intimation of Disapproval)	6 months – 1.5 year
	Execution of PAAA	1 month
	Vacation by members	3 months
	Demolition of existing structure	2 months
Construction & Handover	Construction period	3 – 5 years
	Final handover and possession	2 months

Source: Knight Frank, MNCL Research

Exhibit 39: Key Documents in a Redevelopment Process

Document	Purpose
Structural Audit Report	Assesses structural condition, residual life, and categorises building as repairable or distressed
Society Registration Certificate	Confirms legal existence of the cooperative society
General Body Resolution (51% consent)	Formally records society's decision to pursue redevelopment and appoint PMC
Approved Building Plans (existing)	Shows what was legally built and existing FSI consumed
Occupation Certificate	Confirms legal completion of existing building
Property Card / CTS Extract / 7-12	Confirms plot area, survey number, and recorded land ownership
Search Report	Legal verification of land title including ownership and associated litigation
Conveyance Deed	Transfers land ownership to the society
Deemed Conveyance Order	Statutory transfer of land when developer is absent or non-cooperative
Feasibility Report	Assesses title status, FSI potential, rehab load, free-sale area, and viability
RFP / Tender Documents	Defines commercial and technical terms sought from developers
Development Agreement (DA)	Governs development rights, timelines, obligations, penalties
Permanent Alternate Accommodation Agreement (PAAA)	Guarantees rehab flat size, rent, escalation, possession timelines for each member
IOD (Intimation of Disapproval)	Conditional planning approval listing compliances
External NOCs (Fire, Airport, etc.)	Confirms compliance with specialised regulations
Commencement Certificate (CC)	Legal permission to start construction
Vacation Letters & Possession Receipts	Confirms members have vacated
Occupation Certificate (OC)	Certifies building is fit for occupation

Source: MNCL Research

What is Sri Lotus's Edge in this Market?

Sri Lotus's edge lies in execution depth—luxury segment focus, stakeholder management, and timely delivery translating into brand equity and pricing gains

- While Mumbai's redevelopment market is accessible to most established developers, Sri Lotus Developers stands out through execution depth rather than regulatory barriers. Redevelopment is central to its strategy, accounting for 90%+ of its ongoing and upcoming projects GDV.
- In key micro-markets such as Juhu, Andheri West, Bandra West and Prabhadevi, Lotus has built visible traction placing it among the leading high-ticket redevelopment players
- Its differentiation lies in focus on luxury segment, stakeholder management, and timely delivery. For e.g. in the Juhu micro market during CY21-Q1CY25, the company achieved ~13% share of supply and ~12% share of sales, while consistently commanding a 10%+ pricing premium over the average quoted rate (70mn+ segment) reflecting strong brand recall and execution credibility.

Peer Comparison – Sri Lotus is A Focused Luxury Redeveloper with Superior Economics

While peers compete on scale, Sri Lotus competes on luxury execution, leading on pricing, profitability, and capital efficiency.

Asset-Light Redevelopers Competing Across Mumbai: Sri Lotus Developers follows a pure-play redevelopment model, competing with peers across overlapping MCGM micro-markets. Key competitors include Arkade, Suraj Estate, and Keystone, all with strong redevelopment footprints, though some maintain limited greenfield projects. All operate largely asset-light via joint-development agreements (JDAs) and society redevelopment. Sri Lotus focuses on ultra-luxury projects in Juhu/Andheri, Arkade on high-end western Mumbai housing, Suraj on tenanted South-Central properties, and Keystone on large cluster redevelopments and select commercial projects.

Redevelopment is the core for all—Sri Lotus, Suraj, Keystone, and Arkade—without reliance on outright land purchases. Land is acquired primarily via JDAs or society tenders, with capital deployed post-approval into construction, minimizing upfront investment and enabling a focus on high-value, low-leverage redevelopment opportunities.

Exhibit 40: Overview of Peers' Business Model

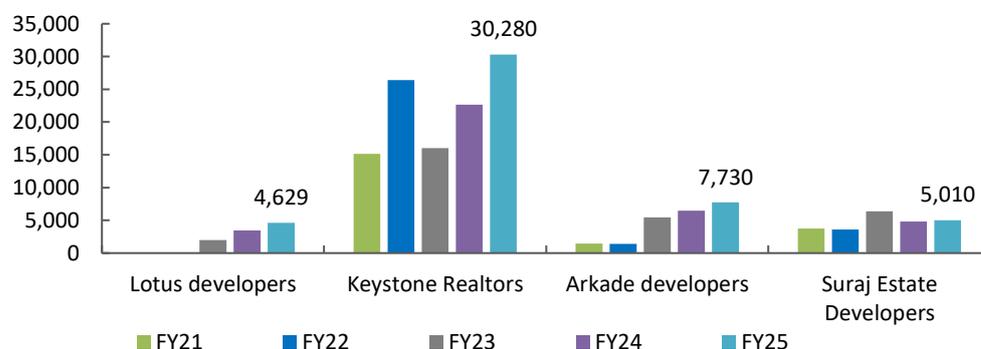
Company	Share of Redevelopment Projects	Segment	Market
Lotus Developers	95% of upcoming projects	Luxury and Ultra Luxury	Western suburbs primarily Juhu, Andheri, Versova
Keystone Realtors	21/25 projects added since FY23 are in redevelopment	85% of GDV added in mid/mass and aspirational segment	Wide presence across MMR including western suburbs and extended suburbs outside MCGM
Arkade developers	13 out of total 18 projects in pipeline	Upcoming projects entirely premium segment i.e. Rs 15-25 mn	Strong presence across western and extended western suburbs primarily Borivali, Kandivali, Vile Parle, Goregaon
Suraj Estate Developers	87% of total portfolio	Value, Luxury, and Ultra-luxury segments	Concentrated in south central Mumbai (SCM); market leader with 16% share in redevelopment projects in SCM

Source: MNCL Research

Redevelopment Presales: Small Base but Sri Lotus Fast Gaining Ground

Keystone leads the peer set in absolute presales reporting Rs 30.3 bn in FY25, supported by multiple large housing-society redevelopment projects. Arkade, a mid-scale western Mumbai developer, achieved Rs 7.7 bn in presales, while Suraj, focused on South-Central Mumbai redevelopments, achieved Rs 5.0 bn in FY25. Sri Lotus, though smaller in size but a more focused player in the luxury segment, reported presales of Rs 4.6 bn in FY25 but has built strong momentum with 9MFY26 presales figure already at Rs 6.95 bn, backed by a robust launch pipeline.

Exhibit 41: Presales Comparison, Rs mn

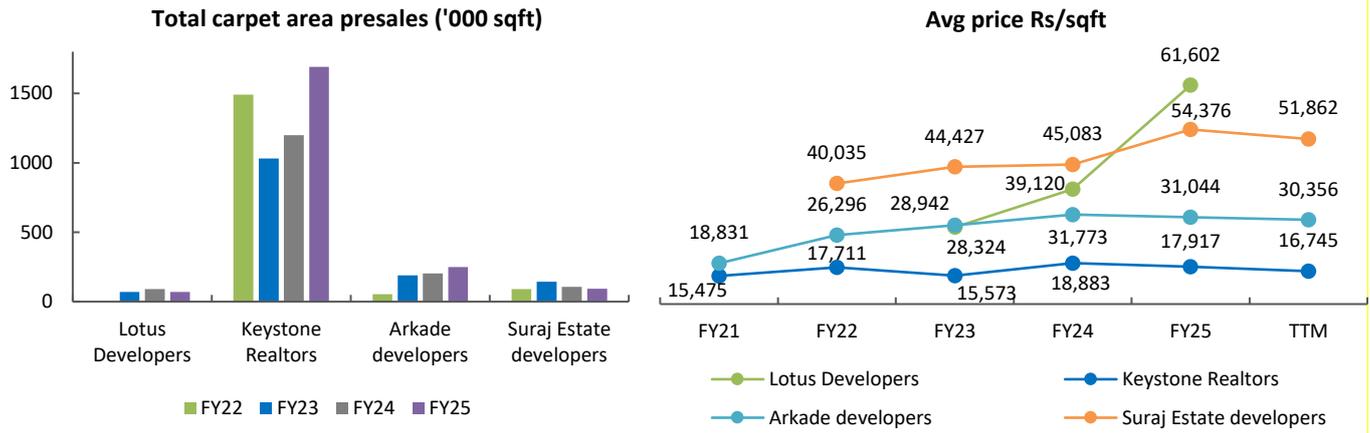


Source: MNCL Research

Peer Pricing Snapshot: Lotus Outperforms

Lotus, leveraging its luxury and ultra-luxury positioning and strong brand recall, leads peers on pricing, with FY25 realizations at Rs 61,602/sqft versus peers' Rs 18,000-55,000/sqft range. Suraj also commands premium pricing driven by its exclusive presence in high-cost South-Central Mumbai and focus on value-luxury and luxury segments. Arkade's broader MMR footprint and western suburb exposure support more stable pricing post-FY23, while Keystone Realtors' emphasis on affordable housing results in the lowest realizations.

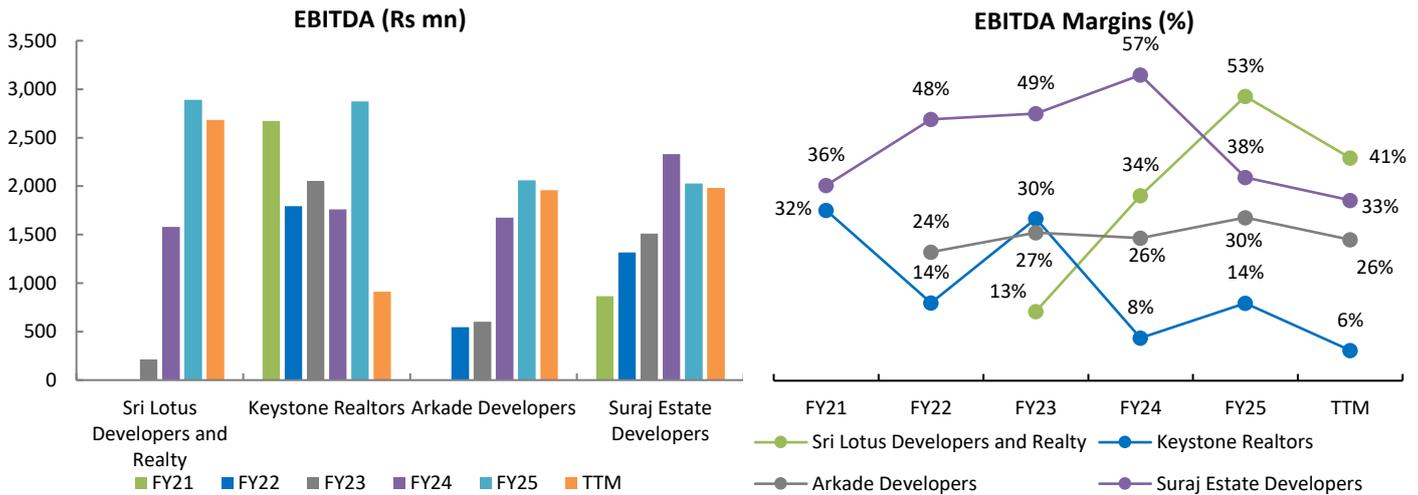
Exhibit 42: Total RERA Carpet Area Presales and Pricing



Source: MNCL Research

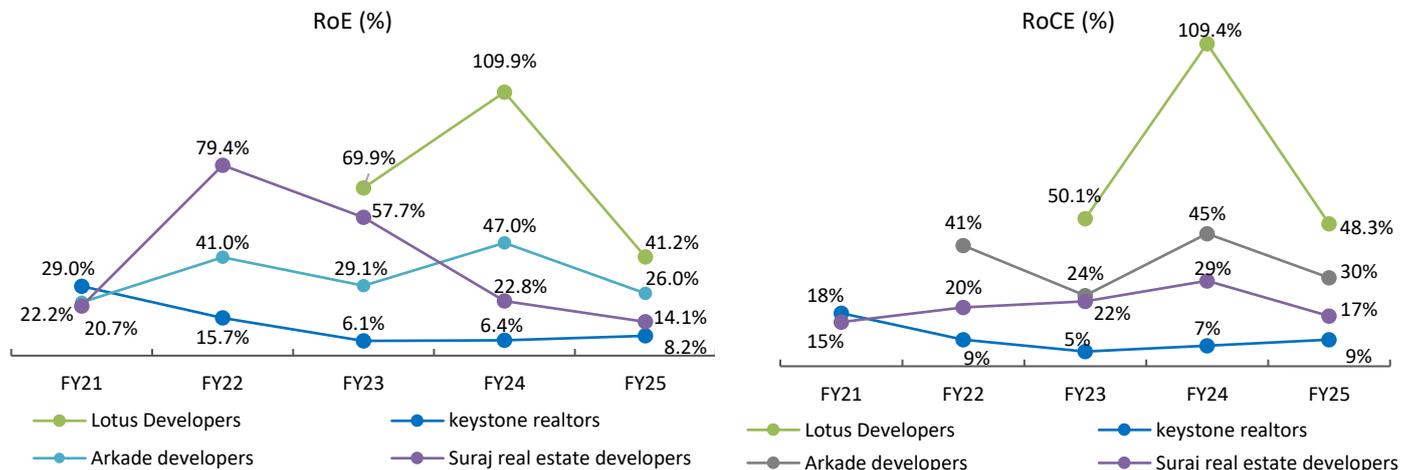
Lotus Leads Margins Amid Peer Divergence: In FY25, Lotus Developers led peers with EBITDA margins of 53% in FY25, followed by Suraj at 38%, Arkade at 30%, and Keystone at 10.2%. In the trailing twelve months (TTM), margins normalized slightly for the company, with Lotus at 41%, Suraj at 33%, Arkade at 26%, and Keystone at 6%. The data highlights Lotus’s superior operating efficiency and premium project mix, while Keystone remains the most margin-constrained due to higher capital intensity and scale.

Exhibit 43: EBITDA (Rs mn) and EBITDA margins



Source: MNCL Research

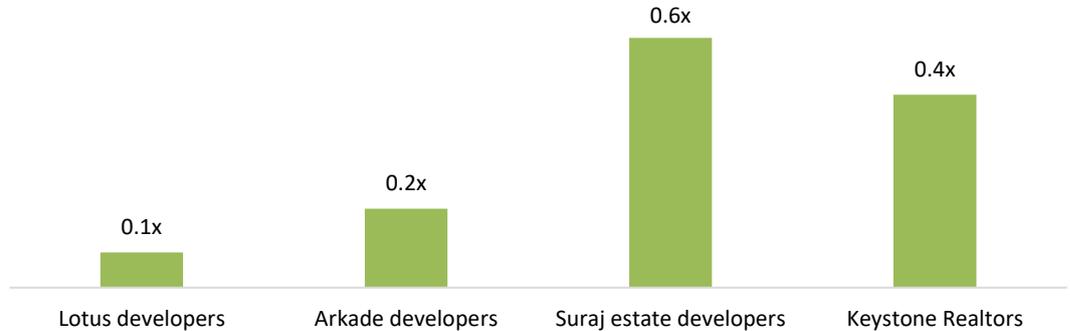
Exhibit 44: Return ratios



Source: MNCL Research

Sri Lotus Stands Out as Net-Debt-Free Amid Peer Deleveraging: All four developers follow asset-light business models with conservative leverage. Sri Lotus is effectively net-debt-free, while Suraj Estate has made significant progress in deleveraging, with D/E improving from 0.82x in FY24 to ~0.6x TTM. Arkade has steadily reduced leverage, with gross D/E falling from ~0.43x in FY24 to ~0.2x on a TTM basis. Overall, leverage across the peer set is moderate and stable, supporting balanced growth funding, with Suraj and Keystone exhibiting relatively higher dependence on debt.

Exhibit 45: Debt-to-Equity ratio, TTM basis



Source: MNCL Research

Lotus Tops Peer Set with Largest Premium Redevelopment Pipeline: Sri Lotus maintains a 2.1 mn sqft pipeline across 18 projects, predominantly luxury redevelopments in Juhu–Andheri. Suraj Estate operates a smaller ~0.9 mn sqft portfolio, focused almost entirely on society redevelopments in South-Central Mumbai. Arkade occupies a mid-scale position with 7–10 high-rise residential and select mixed-use projects in the western suburbs, supported by a future land bank. Keystone (Rustomjee) is the largest player, with ~10 upcoming redevelopment projects (~4.1 mn sqft).

Company Overview: A Premium Redeveloper with Proven Legacy

Strong brand legacy, focus on luxury segment and redevelopment-led pipeline enable capital-efficient, high-return growth for Lotus.

Sri Lotus Developers is a Mumbai-focused developer with a strong franchise in premium residential redevelopment, concentrated in the western suburbs and select South Mumbai micro-markets. Its portfolio is skewed toward luxury and ultra-luxury housing (55% of upcoming saleable carpet area), complemented by selective premium commercial projects (45%), with a focus on design-led products, faster execution, and high free-sale intensity. The company follows an asset-light model, partnering with societies and landowners to drive value through disciplined capital allocation and efficient execution.

A Business Model Predominantly Focused on Redevelopment: The company operates across three development models—redevelopment (91% of upcoming carpet area), greenfield projects (6%), and joint development (3%). Its portfolio is overwhelmingly redevelopment-focused, where it enjoys a clear execution advantage. Strong capabilities in society negotiations, approvals, project structuring, and timely delivery enable Lotus Developers to consistently originate and execute redevelopment projects, differentiating it from many peers that remain largely greenfield or land-bank driven.

The Lotus Brand Has Existed Since 2001: The Lotus brand carries a legacy dating back to 2001, with the promoter active in real estate development and executing multiple projects under the Lotus name through promoter-owned entities prior to 2015. This track record was institutionalized with the incorporation of Sri Lotus Developers and Realty Limited in 2015, reflecting a strategic move to consolidate operations and scale the brand on the back of established execution capabilities.

The company entered active development with its first land acquisition in Mumbai’s western suburbs in 2017 and has since built a pipeline centered on society redevelopment and boutique residential projects. Strong relationships with housing societies, a favorable DCPR 2034 framework, and disciplined execution have positioned Sri Lotus as a focused redevelopment specialist rather than a volume-led developer.

Track Record & Key Milestones:

- **2001** – Promoter executes first real estate project (Lotus Tower)
- **2003–15** – Portfolio expansion across commercial and residential developments
- **2016–20** – Strategic shift to asset-light redevelopment model post DCPR 2034
- **2021** – Commencement of company-led redevelopment projects
- **2022** – Scale-up phase with multiple redevelopment project additions
- **2023** – Project execution gains traction; receipt of Occupancy Certificates
- **2024** – IPO completed; transition to a listed platform; incremental project acquisitions
- **2025** – Listed on BSE & NSE; brand recognition and execution-led awards

Larger Presence in the Mumbai Western Suburbs: As of Q2FY26, Lotus Developers’ project portfolio comprised of six ongoing projects, primarily concentrated in Mumbai’s western suburbs across Juhu, Versova and Bandra, along with one project in Prabhadevi in South–Central Mumbai. In addition, the company has 12 upcoming projects; including nine residential and three commercial developments, largely located in the same western suburban micro-markets, with one project in Ghatkopar, marking its entry into Mumbai’s eastern suburbs.

The overall portfolio (excluding current completed projects) is expected to scale to ~2.1 mn sqft of saleable area by FY30 upon completion.

Exhibit 46: Project Summary

Sr. No.	Project Name	Location	Type 1	Type 2	ASP Rs/sqft	Targeted Completion	Total GDV (Rs bn)
1	Ananya	Juhu	Redevelopment	Residential	60,000	Dec-23	0.2 (balance)
2	Ayana	Juhu	Redevelopment	Residential	65,000	Apr-24	1.0 (balance)
3	Arc One	Andheri West	Redevelopment	Commercial	55,000	Mar-25	1.3 (balance)
4	Signature	Andheri West	Greenfield	Commercial	65,000	Jun-23	0.1 (balance)
		Completed					
5	The Arcadian	Juhu	Redevelopment	Residential	53,004	2026-27	7.8
6	Amalfi	Versova, Andheri W	Redevelopment	Residential	61,104	2027-28	3.2
7	Varun	Bandra West	Redevelopment	Residential	1,28,671	2027-28	4.4
8	Lotus Amara	Juhu	Joint Development	Residential	81,054	2026-27	0.8
9	Lotus Athena	Juhu	Joint Development	Residential	60,000	2026-27	0.2
10	Lotus Aquaria	Prabhadevi	Redevelopment	Residential	1,00,435	2029-30	9.4
		Under Construction					25.7
11	Lotus Trident	Andheri W	Greenfield	Commercial	34,417	2028-29	4.7
12	Lotus Celestia	Versova, Andheri W	Redevelopment	Residential	87,907	2029-30	15.6
13	Lotus Aurelia	Neapensea Road	Joint Development	Residential	1,34,256	2029-30	7.2
14	Lotus Nexus	Juhu	Redevelopment	Commercial	65,003	2029-30	14.4
15	Lotus Solana	Ghatkoper	Redevelopment	Residential	53,209	2029-30	7.0
16	Lotus Monarch	Juhu	Redevelopment	Residential	69,494	2029-30	12.9
		Upcoming					61.9
17	Lotus Portofino	Versova, Andheri W	Redevelopment	Residential	76,213	2029-30	5.3
18	Lotus Avalon	Juhu Beach	Redevelopment	Residential	1,16,463	2028-29	2.7
19	Lotus Sky Plaza	Oshiwara, Andheri W	Redevelopment	Commercial	42,886	2029-30	14.7
20	Lotus Imperial	Carter Road, Juhu	Redevelopment	Residential	1,10,066	2029-30	14.8
21	Lotus Odyssey	Bandra Band Stand	Redevelopment	Residential	1,04,422	2029-30	11.3
22	Lotus Upper Crest	Bandra Band Stand	Redevelopment	Residential	1,11,473	2030-31	4.3
23	Lotus Residency*	Lokhandwala, Andheri W	Redevelopment	Residential	n.a.	2030-31	n.a.
24	Lotus Gift City*	Gift Area, Ahmedabad	Greenfield	Mix Use	n.a.	2030-31	n.a.
		Upcoming - Signed post DRHP			1,14,705		53.0

* Lotus Residency and Lotus Gift City projects have been very recently acquired.

Dedicated Promoter Group – Mr. Anand Pandit at the Helm of the Company

Sri Lotus Developers and Realty Limited consolidate nearly two decades of real estate development under the “Lotus” brand led by its founding promoter, Anand Kamalnayan Pandit. Prior to the current listed entity (formerly AKP Holdings Limited), projects were executed through multiple promoter-owned entities and SPVs focused on premium residential and Grade-A commercial developments in Mumbai’s western suburbs, which were subsequently unified under one platform through rebranding and subsidiary mergers in December 2024.

Exhibit 47: The Promoter Group



Mr. Anand Pandit
Promoter and Founder



Rupa Anand Pandit
Promoter, Director



Ashka Anant Pandit
Promoter, Director

Source: company, MNCL Research

Lotus is anchored by a seasoned promoter with 20+ years of real estate expertise and an actively involved next generation.

The company is led by **Mr. Anand Kamalnayan Pandit (61), Chairman and Managing Director**, the architect of the Lotus brand since 2001, with over 20 years of experience in redevelopment-led real estate. A B.E. graduate from the University of Gujarat and an alumnus of Harvard Business School’s Executive Real Estate Program, he has completed 12 projects prior to the current structure and brings additional governance experience from his tenure as Director at Bank of Maharashtra (2001–2012) and Syndicate Bank (2012–2015), and was awarded the Builder Ratna Award in 2016 for his contribution to infrastructure development.

Other Key promoters

Roopa Anand Pandit (61), is a Promoter and Non-Executive, Non-Independent Director on the Board. Associated with the group since its incorporation, she plays a supporting role in group-level strategy, governance, and oversight of promoter-group entities. Along with Mr. Pandit, she serves as a trustee of promoter family trusts holding interests in key group companies and brings around nine years of experience in the real estate sector.

Ashka Anand Pandit (35), represents the next generation of leadership and was designated as a Promoter in March 2024. As a Whole-Time Director, she is actively involved in project execution, design coordination, branding, and marketing. She holds an MSc in Economics and a BBA from NMIMS and has around nine years of experience in the real estate sector.

Other Key Senior Management Personnel

Exhibit 48: Senior Management



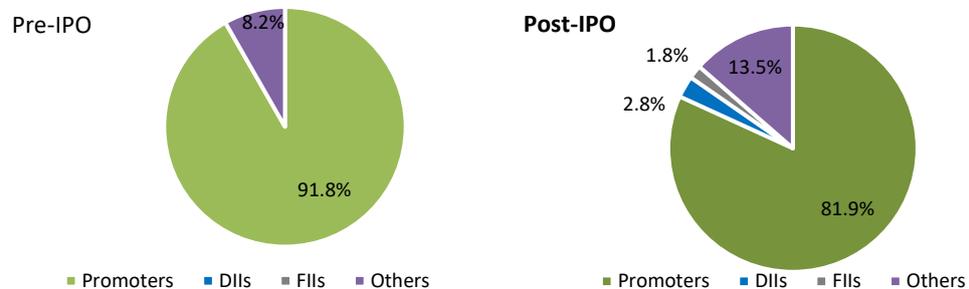
Source: company, MNCL Research

Sanjay Kumar Jain, Chief Executive Officer: Sanjay Kumar Jain was appointed CEO in December 2024. A qualified Chartered Accountant with over 28 years of experience and 14 years in real estate, he brings strong financial, operational and governance expertise. His prior roles include senior positions at real estate and media companies.

Rakesh Gupta, Chief Financial Officer: Rakesh Gupta, appointed CFO in December 2024, is a Chartered Accountant with over 18 years of experience across finance, capital markets and compliance. He has previously worked with listed companies such as Nazara Technologies and Laqshya Media and was recognized among the Top 10 Finance Heads in 2024 by CEO Insights Magazine.

Paarth Chheda, President of Business Development: Parth Chheda heads business development at Lotus, with ~9 years of real estate experience. An architecture graduate and associate member of the Indian Institute of Architects, he has been closely involved in design and planning, contributing to the aesthetic and functional quality of the group's luxury projects.

Exhibit 49: Promoter Shareholding pre and post IPO



Source: MNCL Research

Mr. Anand Pandit remains the core driving force of the business, with the Lotus brand reflecting his strategic vision, redevelopment expertise, and long-standing relationships with housing societies. The enactment of DCPR 2034 in 2016 further strengthened the group's redevelopment-led strategy, positioning Lotus as a prominent redevelopment player in western Mumbai, particularly in Andheri and Juhu. As of pre-IPO, the promoter group held 91.78% of the company's equity, which reduced to 81.9% post listing, with institutional ownership at ~4.6% and the balance held by public shareholders. With a pipeline of 18 projects (including three commercial assets and a predominantly redevelopment-led residential portfolio), the IPO marks a pivotal phase to support scale and execution. Apart from the mandated dilution under SEBI norms, governance and leadership continuity remain intact, with the promoter group expected to play a central role in guiding the Sri Lotus group's growth trajectory.

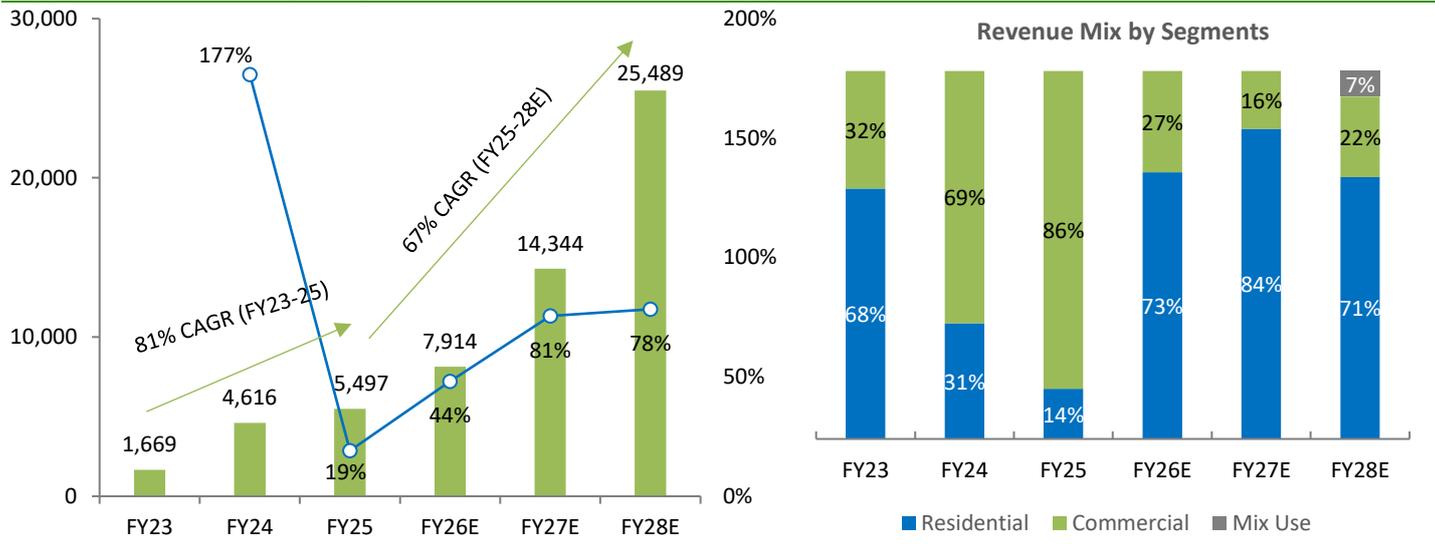
Financial Analysis – Strong Growth, High Returns, Improving Visibility

Revenue growth

Sri Lotus has delivered strong growth between FY23 and FY25, with revenue rising from Rs 1,669 mn in FY23 to Rs 5,497 mn in FY25. This translates into a sharp ~177% YoY increase in FY24, followed by a further ~19% growth in FY25. The exceptional jump in FY24 was driven by the ramp-up of large new projects, most notably commercial developments such as Signature and Arc One which materially altered the revenue mix away from luxury residential towards luxury commercial sales. As a result, commercial projects accounted for ~80% of revenue in FY25, compared with 32% in FY23, with the greenfield Signature project significantly skewing the recent mix. Going forward, however, the ongoing and pipeline portfolio mix is predominantly redevelopment-led, with only 3 of 18 projects being commercial (~30% of total GDV) and the rest residential, implying a strong shift in the revenue mix.

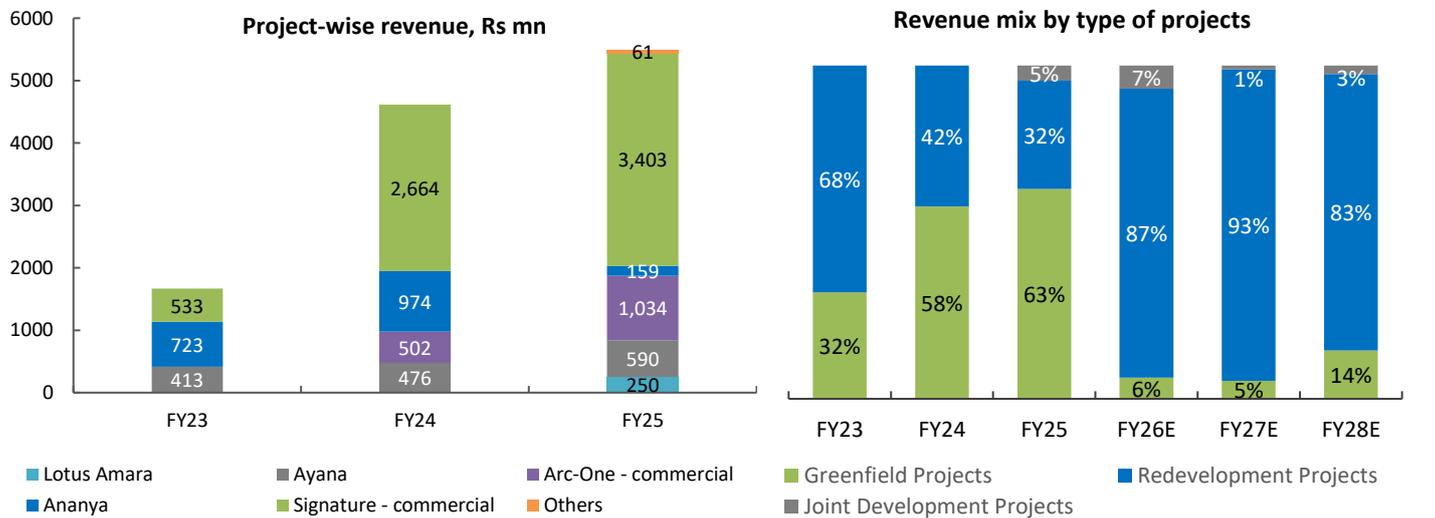
Looking ahead, our estimates project Sri Lotus’s revenue to reach Rs 25.5 bn by FY28E, implying an exceptional 67% CAGR over FY25–FY28E. The sharp step-up in FY28E is underpinned by a robust project pipeline comprising 20 ongoing and pipeline projects (incl. Lotus Lokhandwala and Gift City projects) across Mumbai’s western suburbs, alongside the company’s entry into the premium South Mumbai residential market.

Exhibit 50: Net Revenue (Rs mn) and Portfolio Mix



Source: Company, MNCL Research Estimates

Exhibit 51: Project-wise Revenue and Portfolio Mix



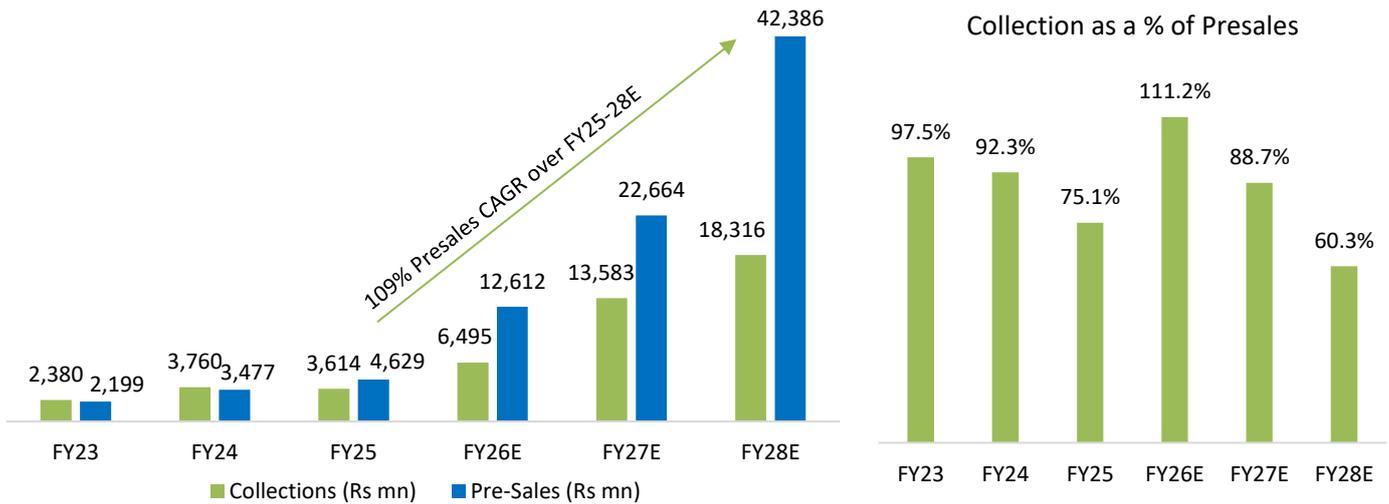
Source: Company, MNCL Research Estimates

Presales, Collection and Pricing

Presales momentum accelerates as Lotus scales up; 109% CAGR visibility with healthy collections and falling inventory.

Lotus Developers' presales have accelerated sharply between FY23 and FY25, rising from Rs1.9 bn to Rs4.6 bn, translating into a ~45% CAGR. This growth has been largely driven by commercial projects—Signature and Arc One—both located in Andheri West and now completed. Over the next three years, the company is expected to undergo a step-change in scale, supported by a significant expansion in its project base. The company has a robust pipeline of 20 projects, comprising six ongoing and fourteen upcoming developments (incl. Lotus Lokhandwala and Gift City projects). This expanded pipeline is expected to drive a strong presales CAGR of 109% over FY25–FY28E. Collections are also expected to remain healthy, averaging ~87% of booked sales over the forecast period.

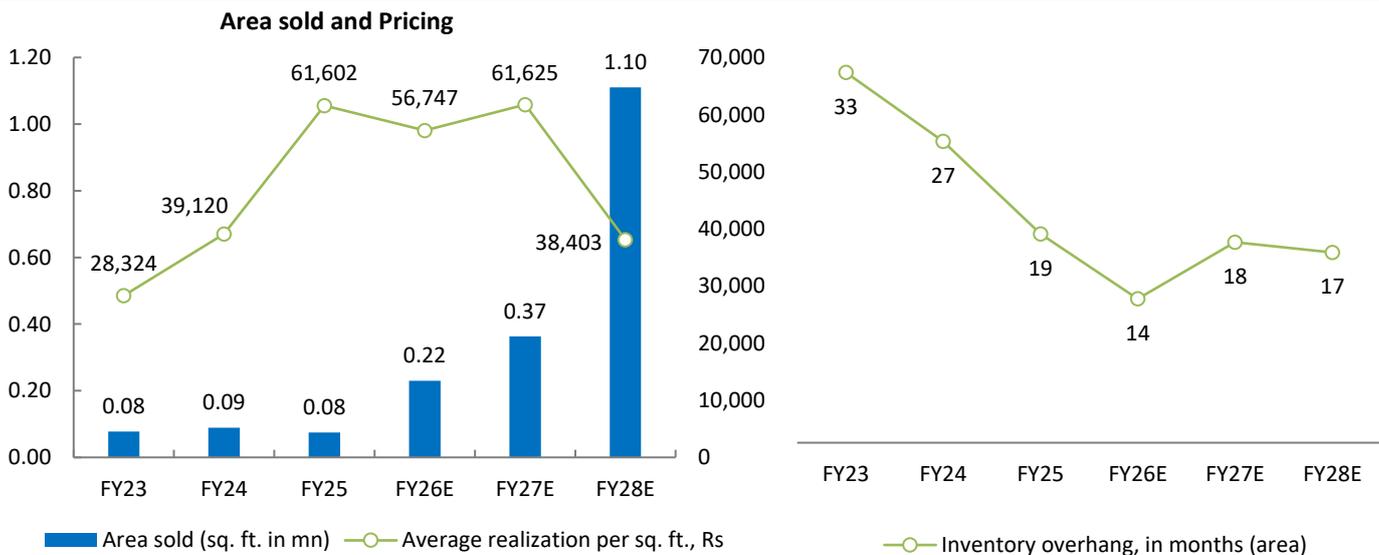
Exhibit 52: Presales and collection, Rs mn



Source: Company, MNCL Research Estimates

One of Lotus's projects (Signature/Arc One) saw sharp price appreciation in FY25, with average realizations rising from Rs 39,120 per sqft in FY24 to Rs 61,602 per sqft in FY25. Given its presence in premium western suburban micro-markets and a strategic focus on luxury and ultra-luxury housing, its average pricing is expected to remain elevated at ~Rs 56,000-62,000 per sqft in the near term, before moderating toward the ~Rs 40,000 range. Inventory overhang in terms of area was elevated in FY23–FY24. Over the forecast period it's expected to drop to an average of 16 months.

Exhibit 53: Area sold and inventory overhang (in months, based on units unsold and area unsold)



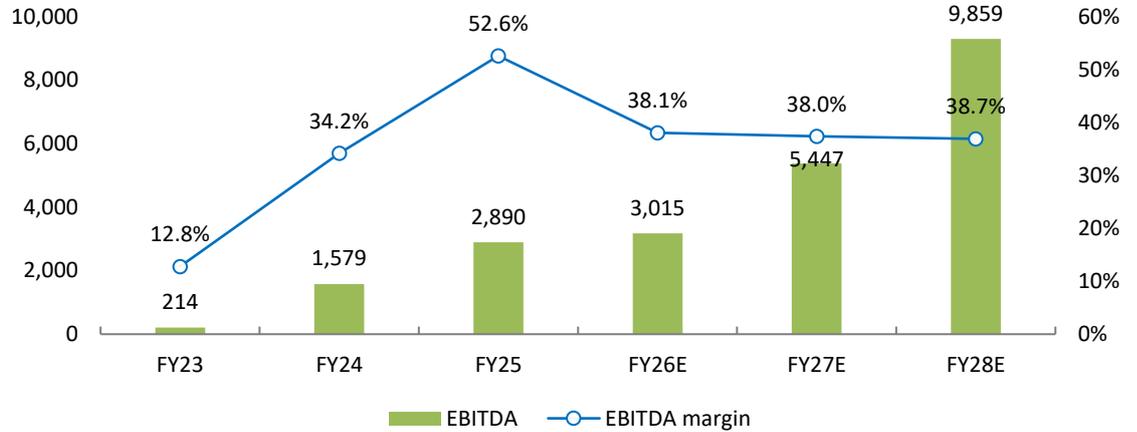
Source: Company, MNCL Research Estimates

EBITDA growth and EBITDA margin

While FY25 margins reflect exceptional pricing gains, underlying profitability remains robust, with margins expected to settle at healthy levels.

Lotus Developers' EBITDA margins have expanded sharply, rising from 13% in FY23 to 53% in FY25. The elevated margin in FY25 was driven by commercial unit sales that benefited from significant price appreciation. The company's residential and commercial projects broadly carry a similar margin profile. We expect EBITDA margins to remain at an average of 38% over the forecast period.

Exhibit 54: EBITDA (Rs mn) and EBITDA margin

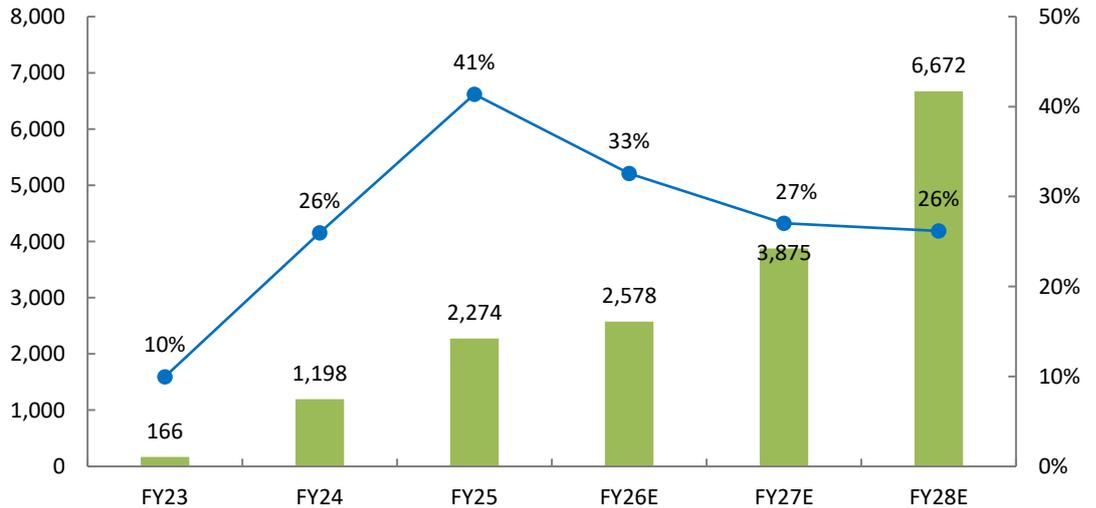


Source: Company, MNCL Research Estimates

PAT growth and PAT margin

Lotus Developers has delivered strong PAT growth over FY23–25E, broadly in line with the expansion in its operating profits. The company is expected to accumulate only minimal debt, resulting in low interest costs. Additionally, management indicates limited marketing and other incremental expenses. Consequently, we expect PAT margins to trend in a band of 25-33%.

Exhibit 55: PAT and PAT margins

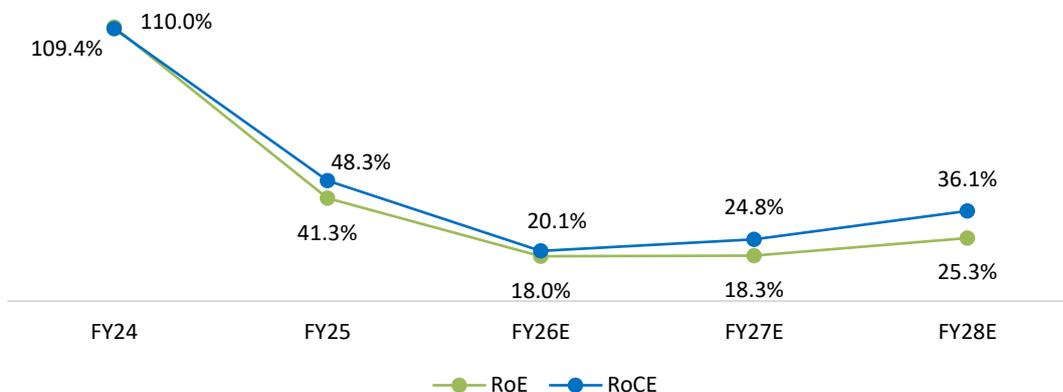


Source: Company, MNCL Research Estimates

Return Ratios

Return ratios over FY23–FY25 appear volatile and elevated, reflecting the outsized growth in PAT and operating profits from a lower base. As a result of the recent IPO and as earnings growth accelerate over the forecast period, return ratios are expected to moderate, with ROCE dropping in FY26 before stabilizing at a normalized range of 22–33%. ROE is also expected to soften following the expansion of the equity base, normalizing to ~25% by FY28E.

Exhibit 56: Return Ratios



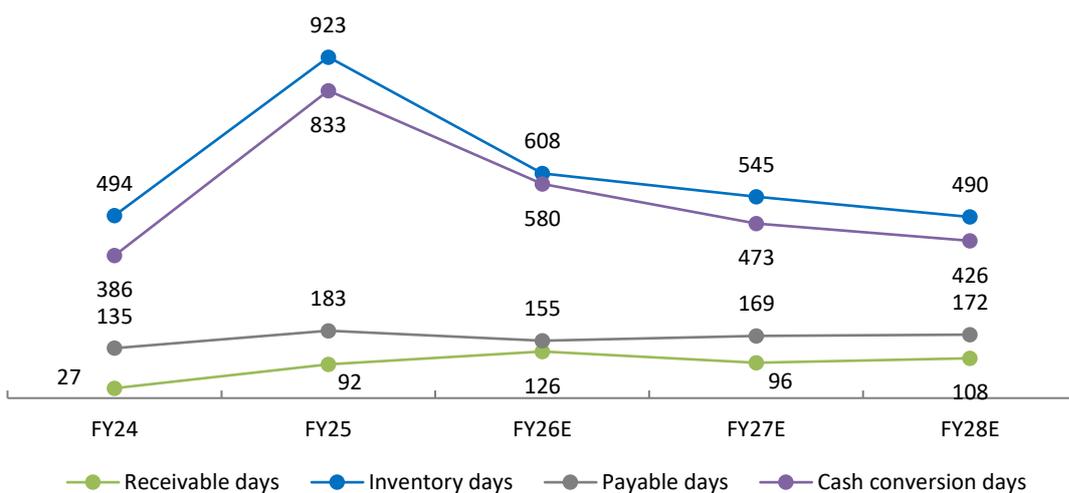
Source: Company, MNCL Research Estimates

Exhibit 57: Dupont Analysis

Y/E March	FY24	FY25	FY26E	FY27E	FY28E
DuPont (%)					
PAT-to-sales	26.0%	41.4%	32.6%	27.0%	26.2%
Sales-to-assets	0.6x	0.5x	0.3x	0.5x	0.6x
Assets-to-equity	4.35	1.31	1.25	1.36	1.44
ROE	110.0%	41.3%	18.0%	18.3%	25.3%
ROCE	109.4%	48.3%	20.1%	24.8%	36.1%

Source: Company, MNCL Research Estimates

Exhibit 58: Cash conversion cycle



Source: Company, MNCL Research Estimates

Valuation: DCF As Well As Relative Valuation Approaches Indicates Strong Upside

We value Sri Lotus Developers using a dual framework: (1) NAV/DCF-based valuation to capture long-term project cash flows, and (2) relative valuation using EV/Presales, reflecting how the market prices comparable redevelopment-focused and other developers.

NAV / DCF-based valuation: Our DCF yields a total NAV of Rs 125 bn, translating into a value of Rs 255/share. The valuation is driven by the present value of ongoing, upcoming, and pipeline project cash flows of Rs 61 bn and a terminal value of Rs 64 bn. We used a WACC of 12.6%, derived from a cost of equity of 13.0% (Rf 6.8%, beta 1.0, market return 13%) and post-tax cost of debt of 7.5%, reflecting the company's low leverage profile. The capital structure assumes 7% debt and 93% equity, consistent with Sri Lotus' asset-light redevelopment model. Terminal value assumptions include a 3.0% perpetual growth rate and 25% reinvestment rate, which we view as conservative given Mumbai's supply-constrained premium micro-markets and the company's redevelopment-led pipeline.

Relative valuation: On a relative basis, we apply an EV/Presales multiple of 2.0x to FY28E presales of Rs 42.3 bn, implying an enterprise value of Rs 84.7 bn. After adjusting for net cash of Rs 8.7 bn, the implied equity value stands at Rs 93 bn, translating into a target price of Rs 191. Similarly, using an EV/NAV multiple of 0.8x, we arrive at an indicative TP of Rs 222.

Target Price: Balancing long-term intrinsic value from DCF with near-to-medium-term market comparables, we derive our TP of Rs 220 using an average of the above approaches.

Exhibit 59: Target price computation

DCF valuation	Rs/share
PV of cash flows	124
Terminal value	131
Implied equity value	255
CMP	124
Upside	106%

Relative valuation	
TP (Rs)	191
Attributed EV/Presales (x)	2.0
FY28E Presales (Rs mn)	42,386
S/O (mn)	489
Upside	54%

Relative valuation	
TP (Rs)	222
Attributed EV/NAV (x)	0.8
NAV (Rs bn)	125
S/O (mn)	489
Upside	79%

Source: MNCL Research Estimates

Exhibit 60: Peer Multiples

	EV/Presales (FY28E)	EV-to-NAV
Oberoi Realty	5.7x	4.4x
Macrotech Developers	3.3x	0.7x
Prestige Estates	1.9x	0.9x
Anant Raj	4.0x	0.7x
Suraj Estates	n.a.	1.1x
Brigade	2.0x	0.7x
Godrej Properties	1.5x	0.9x
Keystone realtors	0.7x	0.5x
Arkade developers	1.5x	0.7x
Mahindra Lifespace developers	2.2x	0.7x
Sunteck Realty	1.1x	0.6x
Average	2.4x	1.1x
Median	2.0x	0.7x

Source: Bloomberg, MNCL Research

Key risks: Slower-than-expected project acquisition, regulatory approvals, and execution, softer luxury housing demand impacting presales growth and margins, adverse regulatory changes, and delays in monetization of the project pipeline.

Financial Statements – IS, BS, CFS

Exhibit 61: Consolidated Income Statement

In Rs mn, except per share	FY23	FY24	FY25	FY26E	FY27E	FY28E
Revenue	1,669	4,616	5,497	7,914	14,344	25,489
<i>YoY growth</i>		176.6%	19.1%	44.0%	81.2%	77.7%
Cost of goods sold	1,255	2,621	1,986	4,000	7,412	12,992
Gross profit	414	1,995	3,511	3,914	6,931	12,497
Gross margin	24.8%	43.2%	63.9%	49.5%	48.3%	49.0%
Employee expenses	10	7	126	186	337	599
Other operating expenses	190	409	496	714	1,148	2,039
EBITDA	214	1,579	2,890	3,015	5,447	9,859
EBITDA margin	12.8%	34.2%	52.6%	38.1%	38.0%	38.7%
Depreciation and amortization	9	12	15	17	17	17
Earnings before interest and taxes	204	1,567	2,874	2,998	5,430	9,842
Interest expenses	6	2	2	28	31	46
Interest income and other non-operating items	23	53	196	510	457	437
Non-operating income / expenses	16	51	194	482	426	391
Profit before taxes	221	1,618	3,068	3,480	5,856	10,233
Income taxes	58	420	789	805	1,843	3,354
ETR	26.2%	25.9%	25.7%	23.1%	31.5%	32.8%
Minority interest	-4	0	5	98	138	207
Profit after taxes	166	1,198	2,274	2,578	3,875	6,672
PAT margin	10.0%	26.0%	41.4%	32.6%	27.0%	26.2%
Per share (split adjusted)						
EPS	0.4	3.0	5.2	5.3	7.9	13.7
DPS	0.00	0.00	0.00	0.11	0.16	0.27
BVPS	1.2	4.2	21.4	39.5	47.2	60.6
Shares outstanding (mn)	400	400	436	489	489	489

Source: Company, MNCL Research

Exhibit 62: Consolidated Quarterly Income Statement

In Rs mn, except per share	Q1FY25	Q2FY25	Q3FY25	Q4FY25	Q1FY26	Q2FY26	Q3FY26	TTM
Revenue	1,207	1,227	1,162	1,900	613	1,761	2,240	6,515
<i>YoY growth</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>-49.2%</i>	<i>43.5%</i>	<i>92.7%</i>	
<i>QoQ growth</i>	<i>n.a.</i>	<i>1.7%</i>	<i>-5.3%</i>	<i>63.5%</i>	<i>-67.7%</i>	<i>187.2%</i>	<i>27.2%</i>	
Cost of goods sold	565	453	385	583	219	1,066	1,255	3,124
Gross profit	642	775	777	1,317	394	695	985	3,391
Gross margin	53.2%	63.1%	66.8%	69.3%	64.3%	39.5%	44.0%	52.1%
Employee expenses	22	24	39	41	32	35	46	153
Other operating expenses	93	95	122	185	68	156	145	555
EBITDA	527	656	616	1,090	295	504	794	2,683
EBITDA margin	43.7%	53.5%	53.0%	57.4%	48.0%	28.6%	35.5%	41.2%
Depreciation and amortization	3	4	4	4	4	4	4	17
Earnings before interest and taxes	524	652	612	1,086	291	500	790	2,667
Interest expenses	0	0	0	1	5	5	5	16
Interest and other non-operating income	18	23	74	81	68	127	158	433
Non-operating income / expenses	18	23	74	80	63	122	153	417
Profit before taxes	542	675	686	1,166	353	622	943	3,084
Income taxes	140	171	172	307	95	159	241	801
ETR	26%	25%	25%	26%	27%	25%	26%	26%
Minority interest	1	1	2	1	2	2	5	10
Profit after taxes	401	504	512	858	256	462	697	2,273
<i>YoY growth</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>-36.1%</i>	<i>-8.4%</i>	<i>36.2%</i>	
<i>QoQ growth</i>	<i>n.a.</i>	<i>25.7%</i>	<i>1.7%</i>	<i>67.5%</i>	<i>-70.1%</i>	<i>80.2%</i>	<i>51.1%</i>	
PAT margin	33.2%	41.0%	44.1%	45.1%	41.8%	26.2%	31.1%	34.9%
Per share (split adjusted)								
EPS	1.0	1.2	1.3	2.0	0.6	0.9	1.4	4.7
DPS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
BVPS	n.a.	9.8	n.a.	21.4	22.0	35.8	37.2	37.2
Par value	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Shares outstanding (mn)	400.0	409.3	409.3	435.9	435.9	488.7	488.7	488.7

Source: Company, MNCL Research

Exhibit 63: Consolidated Balance Sheet

In Rs mn; FY-end March	FY23	FY24	FY25	FY26E	FY27E	FY28E
Cash and cash equivalents	761	1,243	3,805	11,799	11,209	8,541
Trade receivables and unbilled revenue	210	466	2,293	3,181	4,375	10,678
Inventories	2,307	4,793	5,256	8,081	14,057	20,858
Advances to suppliers and other ST assets	374	318	418	741	1,344	2,388
Loans to related parties and others	1,048	296	250	148	148	148
Current assets, total	4,699	7,116	12,023	23,949	31,132	42,614
Investment in FDs	38	145	59	63	63	63
PPE including intangibles, net	23	18	34	28	27	28
Goodwill on consolidation	2	27	18	18	18	18
Other LT assets	101	62	52	52	52	52
Other non-current assets	125	107	104	98	97	98
Total assets	4,862	7,368	12,186	24,111	31,292	42,775
Short-term debt	3,000	3,972	982	1,270	2,043	2,697
Trade payables, adjusted	955	986	1,000	2,400	4,447	7,795
Security deposits and retention money	21	83	88	127	230	409
Other short-term liabilities	70	280	270	396	717	1,274
Current liabilities, total	4,046	5,320	2,340	4,193	7,438	12,176
Long-term debt	303	317	496	265	265	265
Deferred tax and other liabilities	37	26	12	257	257	257
Total liabilities	4,386	5,663	2,848	4,714	7,960	12,697
Shareholders' equity	484	1,696	9,324	19,285	23,082	29,621
Minority interest	-7	9	14	111	250	456
Total liabilities and shareholders' equity	4,862	7,368	12,186	24,111	31,292	42,775

Source: Company, MNCL Research Estimates

Exhibit 64: Consolidated Cashflow Statement

In Rs mn; FY-end March	FY23	FY24	FY25	FY26E	FY27E	FY28E
PAT	166	1,198	2,274	2,578	3,875	6,672
Other non-cash items	44	390	658	404	1,499	3,045
Changes in working capital	599	-766	-2,386	-2,128	-5,163	-9,859
Taxes paid	-99	-361	-741	-805	-1,843	-3,354
Cash flow from operations	711	462	-195	49	-1,632	-3,496
Capital expenditure	-7	-5	-12	-11	-15	-18
Interest income	28	38	136	445	391	372
Changes in investments	-38	-35	86	-4	0	0
Changes in loans	-132	287	48	102	0	0
Acquisition of subsidiary	1	179	0	0	0	0
Cash flow from investing activities	-148	463	258	532	376	354
Changes in debt	-85	-418	-2,804	57	774	654
Private placements	0	0	5,364	0	0	0
IPO proceeds	0	0	0	7,434	0	0
Interest paid	-25	-24	-61	-28	-31	-46
Dividend paid	0	0	0	-52	-77	-133
Cash flow from financing activities	-110	-443	2,500	7,412	665	474
Changes in cash	453	482	2,562	7,994	-590	-2,668
Opening cash and cash equivalents	307	761	1,243	3,805	11,799	11,209
Ending cash balance	761	1,243	3,805	11,799	11,209	8,541

Source: MNCL Research Estimates

Exhibit 65: Key ratios

Y/E March	FY23	FY24	FY25	FY26E	FY27E	FY28E
Growth Ratio (%)						
Revenue	n.a.	176.6%	19.1%	44.0%	81.2%	77.7%
EBITDA	n.a.	639.3%	83.0%	4.3%	80.7%	81.0%
Net income	n.a.	620.1%	89.8%	13.4%	50.3%	72.2%
Margin Ratios (%)						
Gross profit	24.8%	43.2%	63.9%	49.5%	48.3%	49.0%
EBITDA	12.8%	34.2%	52.6%	38.1%	38.0%	38.7%
PAT	10.0%	26.0%	41.4%	32.6%	27.0%	26.2%
DuPont (%)						
PAT-to-sales	10.0%	26.0%	41.4%	32.6%	27.0%	26.2%
Sales-to-assets	0.3x	0.6x	0.5x	0.3x	0.5x	0.6x
Assets-to-equity	10.05	4.35	1.31	1.25	1.36	1.44
RoE	n.a.	110.0%	41.3%	18.0%	18.3%	25.3%
RoA	n.a.	19.6%	23.3%	14.2%	14.0%	18.0%
RoCE	n.a.	109.4%	48.3%	20.1%	24.8%	36.1%
Turnover Ratios (days) *						
Receivable days	n.a.	27	92	126	96	108
Inventory days	n.a.	494	923	608	545	490
Payable days	n.a.	135	183	155	169	172
Cash conversion days	n.a.	386	833	580	473	426
CFO-to-EBITDA	333%	29%	-7%	2%	-30%	-35%
Solvency Ratios						
Net debt-to-equity	526%	180%	-25%	-53%	-39%	-19%
Net debt-to-EBITDA	11.9x	1.9x	-0.8x	-3.4x	-1.6x	-0.6x
Debt-to-equity	6.8x	2.5x	0.2x	0.1x	0.1x	0.1x
Capex-to-net revenue	0.4%	0.1%	0.2%	0.1%	0.1%	0.1%
Accrual ratio	n.a.	4%	23%	11%	19%	27%
Per share (INR)						
EPS	0.4	3.0	5.2	5.3	7.9	13.7
DPS	0.0	0.0	0.0	0.1	0.2	0.3
BVPS	1.2	4.2	21.4	39.5	47.2	60.6
CEPS	1.8	1.2	-0.4	0.1	-3.3	-7.2
Valuation (x)						
P/E	n.a.	n.a.	n.a.	23.5	15.6	9.1
P/B	n.a.	n.a.	n.a.	3.1	2.6	2.0
P/S	n.a.	n.a.	n.a.	7.7	4.2	2.4
EV/EBITDA	n.a.	n.a.	n.a.	16.7	9.5	5.6
Dividend						
Payout	0%	0%	0%	2%	2%	2%

Source: company, MNCL Research estimates

Research Disclaimer and Disclosure inter-alia as required under Securities and Exchange Board of India (Research Analysts) Regulations, 2014

About the Research Entity

Monarch Network Capital Limited (defined as “MNCL” or “Research Entity”) a company duly incorporated under the Companies Act, 1956 (CIN: L64990GJ1993PLC120014) having its registered office at Unit No. 803-804A, 8th Floor, X-Change Plaza, Block No. 53, Zone 5, Road- 5E, Gift City, Gandhinagar -382355, Gujarat is regulated by the Securities and Exchange Board of India (“SEBI”) and is engaged in the business of Stock Broking, Alternative Investment Funds, Portfolio Management Services, Merchant Banking, Research Analyst, Depository Participant, Mutual Fund Distribution, and other related activities.

General Disclaimer:

This Research Report (hereinafter called “Report”) has been prepared by MNCL in the capacity of a Research Analyst having SEBI Registration No. INH000000644 and Enlistment no. 5039 with BSE and distributed as per SEBI (Research Analysts) Regulations, 2014 and is meant solely for use by the recipient and is not for circulation. This report does not constitute a personal recommendation or take into account the particular investment objectives, financial situations, or needs of individual clients. The recommendations, if any, made herein are expression of views and/or opinions and should not be deemed or construed to be neither advice for the purpose of purchase or sale of any security, derivatives or any other security through MNCL nor any solicitation or offering of any investment /trading opportunity on behalf of the issuer(s) of the respective security (ies) referred to herein. These information / opinions / views are not meant to serve as a professional investment guide for the readers. No action is solicited based upon the information provided herein. Recipients of this Report should rely on information/data arising out of their own investigations. Readers are advised to seek independent professional advice and arrive at an informed trading/investment decision before executing any trades or making any investments. MNCL hereby declares that it has not defaulted with any Stock Exchange nor its activities were suspended by any Stock Exchange with whom it is registered in last five years. However, SEBI and Stock Exchanges had conducted their routine inspection and based on their observations have issued advice letters or levied minor penalty on MNCL for certain operational deviations in ordinary/routine course of business. MNCL has not been debarred from doing business by any Stock Exchange / SEBI or any other authorities during the last 5 years; nor has its certificate of registration been cancelled by SEBI.

The information contained herein is from publicly available data, internally developed data or other sources believed to be reliable by MNCL. This report is provided for assistance only and is not intended to be and must not alone be taken as the basis for an investment decision. The reader assumes the entire risk of any use made of this information. Each recipient of this report should make such investigation as it deems necessary to arrive at an independent evaluation of an investment in Securities referred to in this document (including the merits and risks involved) and should consult his own advisors to determine the merits and risks of such investment. The investment discussed or views expressed may not be suitable for all investors. This information is strictly confidential and is being furnished to you solely for your information. This information should not be reproduced or redistributed or passed on directly or indirectly in any form to any other person or published, copied, in whole or in part, for any purpose.

The information given in this report is as of the date of this report and there can be no assurance that future results or events will be consistent with this information. This information is subject to change without any prior notice. MNCL reserves the right to make modifications and alterations to this statement as may be required from time to time. MNCL or any of its associates / group companies, officers, employee’s and directors shall not be in any way responsible for any loss or damage that may arise to any person from any inadvertent error in the information contained in this report. MNCL is committed to providing independent and transparent recommendation to its clients. Neither MNCL nor any of its associates, group companies, directors, employees, agents or representatives shall be liable for any damages whether direct, indirect, special or consequential including loss of revenue or lost profits that may arise from or in connection with the use of the information. Past performance is not necessarily a guide to future performance. The disclosures of interest statements incorporated in this report are provided solely to enhance the transparency and should not be treated as endorsement of the views expressed in the report. The information provided in these reports remains, unless otherwise stated, the copyright of MNCL. All layout, design, original artwork, concepts and other Intellectual Properties, remains the property and copyright of MNCL and may not be used in any form or for any purpose whatsoever by any party without the express written permission of the copyright holders.

MNCL shall not be liable for any delay or any other interruption which may occur in presenting the data due to any reason including network (Internet) reasons or snags in the system, break down of the system or any other equipment, server breakdown, maintenance shutdown, breakdown of communication services or inability of the MNCL to present the data. In no event shall MNCL be liable for any damages, including without limitation direct or indirect, special, incidental, or consequential damages, losses or expenses arising in connection with the data presented by the MNCL through this report.

MNCL and its associates, officer, directors, and employees, research analyst (including relatives) worldwide may from time to time, have long or short positions in, and buy or sell the Securities, mentioned herein or be engaged in any other transaction involving such Securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the subject company/company(ies) discussed herein or act as advisor or lender/borrower to such company(ies) or have other potential/material conflict of interest with respect to any recommendation and related information and opinions at the time of publication of research report or at the time of public appearance. MNCL may have proprietary long/short position in the above mentioned scrip(s) and therefore should be considered as interested. The views provided herein are general in nature and do not consider risk appetite or investment objective of any particular investor; readers are requested to take independent professional advice before investing. This should not be construed as invitation or solicitation to do business with MNCL. Registration granted by SEBI and certification from NISM in no way guarantee performance of MNCL or provide any assurance of returns to investors and clients.

MNCL or its associates may have received compensation from the subject company in the past 12 months. MNCL or its associates may have managed or co-managed public offering of securities for the subject company in the past 12 months. MNCL or its associates may have received compensation for investment banking or merchant banking or brokerage services from the subject company in the past 12 months. MNCL or its associates may have received any compensation for products or services other than investment banking or merchant banking or brokerage services from the subject company in the past 12 months. MNCL or its associates have not received any compensation or other benefits from the Subject Company or third party in connection with the research report. MNCL and/or its Group Companies, their Directors, affiliates and/or employees may have interests/ positions, financial or otherwise in the Securities/Currencies and other investment products mentioned in this report. A graph of daily closing prices of the securities is also available at www.nseindia.com.

The recommendations in the reports are based on 12-month horizon, unless otherwise specified. The investment ratings are on absolute positive/negative return basis. It is possible that due to volatile price fluctuation in the near to medium term, there could be a temporary mismatch to rating. For reasons of valuations/return/lack of clarity/event we may revisit rating at appropriate time. The stocks always carry the risk of being upgraded to buy or downgraded to a hold, reduce or sell. The opinions expressed in the reports are subject to change but we have no obligation to tell our clients when our opinions or recommendations change. The report is non-inclusive and do not consider all the information that the recipients may consider material to investments. The report is issued by MNCL without any liability/undertaking/commitment on the part of itself or any of its entities. MNCL, its directors, employees, and affiliates shall not be liable for direct, indirect, or consequential losses (including lost profits), Errors, omissions, or delays in data dissemination and decisions made based on these Materials. The Artificial Intelligence tools may have been used only to an extent of supporting tool. All the data/ information contained in the report has been independently verified by the Research Analyst.

Disclaimers in respect of jurisdiction: This report is not directed or intended for distribution to, or use by, any person or entity who is a citizen or resident of or located in any locality, state, country or other jurisdiction, where such distribution, publication, availability or use would be contrary to law, regulation or which would subject MNCL and associates, subsidiaries / group companies to any registration or licensing requirements within such jurisdiction. The distribution of this report in certain jurisdictions may be restricted by law, and persons in whose possession this report comes, should observe, any such restrictions.

Statements of ownership and material conflicts of interest

Answers to the Best of the knowledge and belief of MNCL/ its Associates/ Research Analyst who is preparing this report:	Yes/No
whether the research analyst or research entity or his associate or his relative has any financial interest in the subject company and the nature of such financial interest;	No
whether the research analyst or research entity or its associates or relatives, have actual/beneficial ownership of one per cent. or more securities of the subject company, at the end of the month immediately preceding the date of publication of the research report or date of the public appearance;	No
whether the research analyst or research entity or his associate or his relative, has any other material conflict of interest at the time of publication of the research report or at the time of public appearance;	No
whether the research analyst has served as an officer, director or employee of the subject company;	No

Analyst Certification:

The analyst for this report certifies that all of the views expressed in this report accurately reflect his or her personal views about the subject company or companies and its or their securities, and no part of his or her compensation was, is or will be, directly or indirectly related to specific recommendations or views expressed in this report.

Investors are advised to refer to SEBI's investor education website (<https://investor.sebi.gov.in>) for guidance on understanding research reports and market risks.



Additional Disclaimers

For U.S. persons only: The research analyst(s) preparing the research report is/are resident outside the United States (U.S.) and are not associated persons of any U.S. regulated broker-dealer and therefore the analyst(s) is/are not subject to supervision by a U.S. broker-dealer, and is/are not required to satisfy the regulatory licensing requirements of FRSA or required to otherwise comply with U.S. rules or regulations regarding, among other things, communications with a subject company, public appearances and trading securities held by a research analyst account.

Research reports are intended for distribution only to "Major Institutional Investors" as defined by Rule 15a-6(b)(4) of the U.S. Securities and Exchange Act, 1934 (the Exchange Act) and interpretations thereof by U.S. Securities and Exchange Commission (SEC) in reliance on Rule 15a-6(a)(2). If the recipient of this report is not a Major Institutional Investor as specified above, then it should not act upon this report and return the same to the sender. Further, this report may not be copied, duplicated and/or transmitted onward to any U.S. person, which is not the Major Institutional Investor. In reliance on the exemption from registration provided by Rule 15a-6 of the Exchange Act and interpretations thereof by the SEC in order to conduct certain business with Major Institutional Investors, MNCL has entered into a chaperoning agreement with a U.S. registered broker-dealer, Marco Polo Securities Inc. ("Marco Polo"). Transactions in securities discussed in this research report should be affected through Marco Polo or another U.S. registered broker dealer.

INVESTMENT IN SECURITIES MARKET ARE SUBJECT TO MARKET RISKS. READ ALL THE RELATED DOCUMENTS CAREFULLY BEFORE INVESTING.

MNCL operates under strict regulatory oversight and holds the following licenses and registrations:

Member (Member of NSE, BSE, MCX and NCDEX).

SEBI Registration No.: INZ000008037

Depository Participant (DP)

CDSL DP ID: 35000

NSDL-DP ID: IN303052

SEBI Registration No.: IN-DP-278-2016

Portfolio Manager SEBI Registration No.: INP000006059

Research Analyst SEBI Registration No. INH000000644

Research Analyst BSE Enlistment No. 5039

Merchant Banker SEBI Registration No. INM000011013

Alternative Investment Fund SEBI Registration No. IN/AIF3/20-21/0787

Mutual Fund Distributor AMFI REGN No. ARN-8812

Point of Presence for National Pension System. - 6092018

Website: www.mnclgroup.com

Investor Grievance Email ID: grievances@mnclgroup.com

Broking and Research Analyst Compliance Officer Details: Mr Nikhil Parikh

022-30641600; Email ID: compliance@mnclgroup.com

Monarch Network Capital Limited (CIN: L64990GJ1993PLC120014)

Registered Office:

Unit No. 803-804A, 8th Floor, X-Change Plaza, Block No. 53,

Zone 5, Road- 5E, Gift City, Gandhinagar -382355, Gujarat