

Leveraging capabilities to scale up the pipeline

We interacted with the management of Suraj Estate Developers (SURAJEST) to gauge its future growth plans. This Mumbai-based real estate developer is the leader (units sold) in South-Central Mumbai (SCM). Below are the key positives for the company:

- i) Focussed primarily on redevelopment projects under Rule 33(7) of DCPR in MMR.
- ii) Favourable dynamics in the MMR market, with inventory at a 15-year low of 13 months.
- iii) Focus on augmenting the pre-sales run-rate by scaling up launches and leveraging improved sales velocity in the SCM market.
- iv) Strong expected net cash surplus of INR2,015cr over FY24-33E led by pre-sales growth.
- v) Improving Balance Sheet health led by IPO proceeds and internal accruals (net D/E ratio improved to 0.4x post IPO as against 7.9x as of March 2023).

It has 13/16 ongoing/upcoming projects, with an inventory/saleable area of 0.14mn sq. ft./0.74mn sq. ft. (GDV: ~INR750cr/~INR3,500cr). It has land reserves of ~2.6 acres that will be used for future development. We expect the entire GDV of ~INR4,250cr to be liquidated by FY31 and see a cash surplus of ~INR2,015cr from ongoing and upcoming projects. Net debt fell by INR326cr to INR219cr in 9MFY24 on healthy internal accruals and proceeds from its IPO. At the CMP, the stock trades at a TTM P/B ratio of 2.8x. The stock is not rated.

Favourable dynamics in its home market of MMR

MMR is one of the fastest growing realty markets and ranks second in terms of area sold. In MMR, SCM is one of the smallest (1–2% share in terms of units sold) but is one of the most sought-after micro-markets due to: i) luxury positioning, ii) presence of a high-income and affluent customer base.

Focussed on asset-light redevelopment projects under Rule 33(7) of DCPR

SURAJEST specialises in redevelopment of tenanted properties in SCM, which gives it access to prime land parcels at relatively cheaper cost. Its expertise of 37-years in redevelopment and understanding end-user needs is the key ingredient of its success in SCM. It has two product categories: value luxury (INR1–3cr) and luxury (INR3–13cr). Supply of quality inventory in SCM is limited.

SURAJEST has developed effective SOPs to identify redevelopment opportunities and turn around the project at a quick pace. It identifies properties with 25–30 tenants under the *pagdi* system which fall under Rule 33(7) of the Development Control and Promotion Regulations (DCPR). The benefits under the scheme are: i) FSI of three without any TDR or additional cost, ii) relatively lower approval cost, and iii) typical discount of ~30% on the land cost. Till date, it has delivered ~1mn sq. ft. across 42 projects in prime locations, catering to the luxury and aspirational segments. With a discount on land prices and an FSI of three, it has been able to churn its land assets and deliver an EBITDA margin of more than 45%. The key drawback is the relatively long turnaround time (54–72 months) versus 42–48 months in case of vacant land development. However, strong margins make up for the long gestation period, leading to strong RoEs.

Expect a launch of 7.44lk sq. ft. by FY25-end

SURAJEST significantly scaled up its project pipeline aided by: i) favourable market dynamics, ii) rich experience, and iii) cash raised via an IPO in December 2023. It has 13 ongoing projects (residential/commercial: 11/2) with an inventory of 1.44lk sq. ft. worth ~INR750cr. Another 16 projects (residential/commercial: 15/one), with a carpet area/GDV of 7.44lk sq. ft./~INR3,500cr, are under planning and to be launched by FY25-end. We expect entire inventory to get liquidated by FY31.

Project pipeline healthy, expect cash surplus of ~INR2,015cr; Balance Sheet offers comfort

We expect a gross cash flow of ~INR5,819cr (sales/receivables: INR5,119cr/INR700cr) over the next 10 years. We see the current project pipeline generating a net cash surplus of INR2,015cr. SURAJEST enjoys an EBITDA margin of 45–55% given: i) its access to land parcels at a relatively attractive price, ii) price premium in SCM, and iii) effective tenant and marketing cost management.

Over 71% of the IPO proceeds were deployed towards de-leveraging; net debt-to-equity ratio at 0.4x as of December from 7.9x as of March 2023. We see debt levels falling further as a part of cash surplus will be utilised for debt repayment, which will drive up RoCE.

Key financials

Year to March	FY20	FY21	FY22	FY23	9MFY24
Pre-sales (INR cr)	n/a	374	360	635	361
Average realisation (INR)	n/a	n/a	40,033	44,430	42,761
Revenue (INR cr)	87	240	273	306	312
EBITDA margin (%)	77	36	48	49	58
P/B ratio (x)#	18.4	14.6	27.1	14.9	2.9
Net debt-to-equity ratio (x)#	21.4	19.9	16	7.9	0.4
RoACE (%)#	14.2	14.6	19.4	21.9	32.8
RoAE (%)#	6.8	24.1	77.6	58	12.8

#9MFY24 numbers are based on estimated post-issue shareholders' equity and by annualising 9MFY24 EBIT and PAT

CMP: INR334 Rating: NOT RATED Date: April 15, 2024

Bloomberg:	SURAJEST:IN
52-week range (INR):	256/367
Shares in issue (cr):	4.43
M-cap (INR cr):	1,482
Promoter holding (%)	74.95

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Leveraging capabilities to scale up pipeline

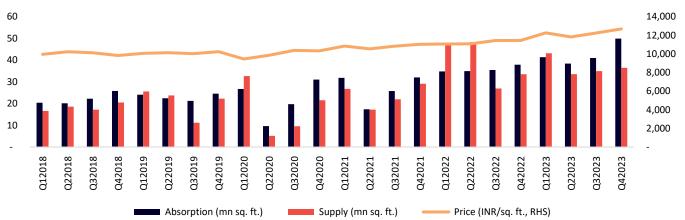
A leading developer in MMR's SCM market with a focus on asset light redevelopment

MMR — One of the largest and fastest growing realty markets in India with inventory at 15-year lows

After Hyderabad, MMR is India's second largest real estate market. It is a balanced market with all-round healthy growth in terms of absorption, supply, and pricing, aided by inventory levels of ~13 months. Over 2018–23, absorption in MMR clocked 14% CAGR driven by: i) an increase in disposable incomes and household savings, ii) greater preference for upgrading quality and house size, iii) reverse migration due to the 'return-to-office' mandate after the lifting of COVID-related restrictions, and iv) urbanisation. With greater absorption, supply grew a healthy 15.2% over 2018–23. Inventory fell to 13 months (record low in MMR is 12 months in Q12008) as of December 2023 from 30 months as of December 2018 on healthy absorption in recent quarters. Pricing grew 5.2% CAGR over the same period due to a shift towards quality, branded products, and low inventory.

We see the demand growth in MMR continuing, albeit at a slower pace, on greater affordability, probable reversal in interest rate hikes, increase in double income households with young working professionals, and better infrastructure. Growth for organised players is expected to be higher than market growth on greater preference for quality inventory and reliable developers. Pricing growth is expected to stay in the 4–6% range for the organised segment as developers look to maintain affordability.

Exhibit 1: MMR - absorption/supply grew at 14%/15.2% CAGR over CY18-23, coupled with healthy price appreciation



Source: PropEquity, Nuvama Wealth Research

Exhibit 2: Inventory near all-time low (13 months), driving price growth

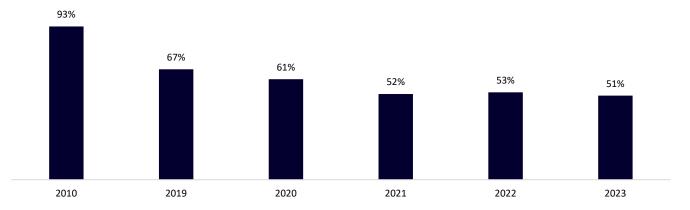


Source: PropEquity, Nuvama Wealth Research



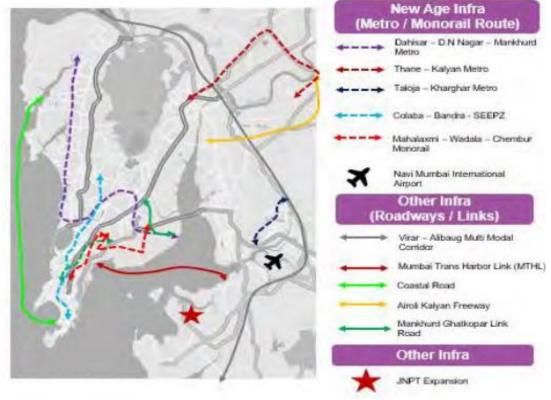
Leveraging capabilities to scale up pipeline

Exhibit 3: Affordability improves as growth in household income outpaces the rise in home prices



Source: Knight Frank Affordability Index, Nuvama Wealth Research

Exhibit 4: Recent and upcoming infrastructure in MMR



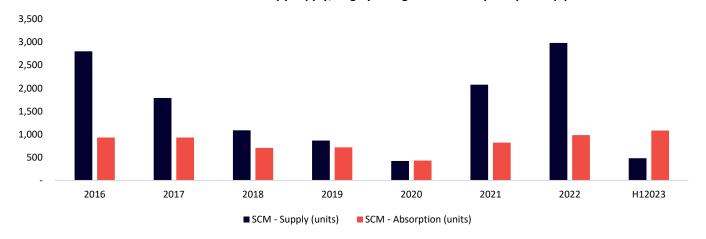


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SCM — SURAJEST's key target market with high opportunities for redevelopment

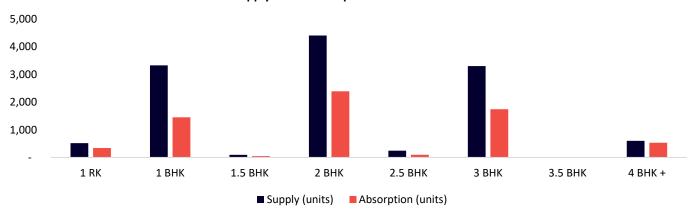
SURAJEST operates in the SCM which consists of Mahim, Matunga, Dadar, Prabhadevi, and Parel micro-markets. In these micro-markets, it enjoys ~8% share in the redevelopment market. SCM is one of the stronger markets in MMR on the back of: i) presence of high-income and an affluent customer base; ii) premium and super-premium positioning; iii) nuclearisation of families; and iv) target micro-market for families looking to upgrade. While absorption is consistent, supply is lumpy given the presence of numerous unorganised players. SURAJEST is one of the key organised players and one of the leaders in this market.

Exhibit 5: SCM market trends - lumpy supply, largely unorganized. Absorption picks up post COVID



Source: Company, Nuvama Wealth Research

Exhibit 6: Supply versus absorption in SCM over 2016-H12023

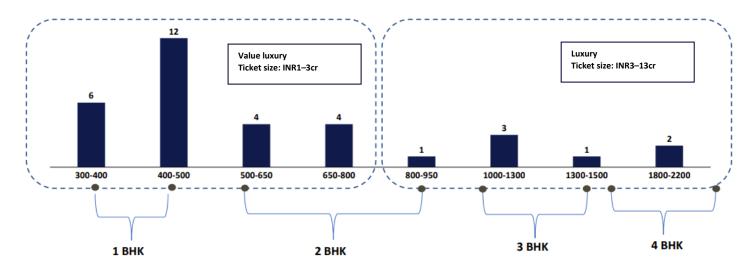




Leveraging capabilities to scale up pipeline

Differentiated product offerings and redevelopment capabilities drive SURAJEST's leadership in SCM

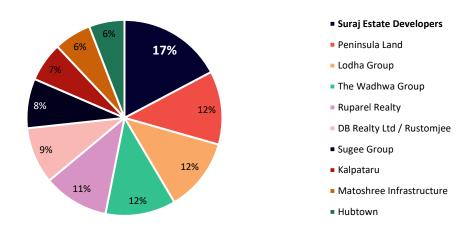
Despite the oversupply in the SCM market in the recent past, SURAJEST has been able to sell its inventory due to its presence across the budget spectrum and its **ability to identify the right product market fit**. It offers products in two segments: i) value luxury — one BHK and compact two BHK flats, ticket size of INR1–3cr, and unit size of 300–800 sq. ft. (carpet area), and ii) luxury — two/three/four BHK, ticket size of INR3–13cr, and unit size of 800–2,200 sq. ft.



One of the key features of the SCM market is the scarcity of vacant land parcels. Any developer who intends to expand its presence in SCM must take the redevelopment route. This is exactly where SURAJEST specialises in. With its vast experience in the redevelopment space, it has developed the know-how and best practices to redevelop standalone buildings at a relatively low cost and at a quick pace, which has helped it achieve leadership status in this micro-market.

As a result, SURAJEST is the largest player in SCM in terms of the units absorbed. However, in terms of the value of units sold, it ranks fifth on account of lower ticket size.

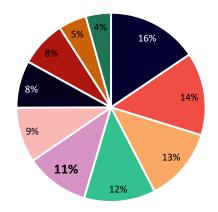
Exhibit 7: SURAJEST ranks numero uno in SCM (units absorbed) over 2016– H12023





Leveraging capabilities to scale up pipeline

Exhibit 8: SURAJEST ranks fifth in SCM (value of units absorbed) over 2016– H12023



- DB Realty
- Peninsula Land
- Lodha Group
- Hubtown
- Suraj Estate Developers
- Kalpataru
- Ruparel Realty
- The Wadhwa Group
- Sugee Group
- Khemchand Kothari Group



Leveraging capabilities to scale up pipeline

Focussed on asset light redevelopment projects under Rule 33(7) of DCPR

SURAJEST is one of SCM's most experienced players focussed on redevelopment. With a history of more than three decades, it has developed effective SOPs to identify redevelopment opportunities and turn around the development at a quick pace. A large part of its focus has been on identifying properties with 25–30 tenants under the *pagdi* system, which fall under Rule 33(7) of DCPR. Redevelopment of properties under Rule 33(7) offers multiple benefits, such as: i) FSI of three without any TDR or additional cost, ii) relatively lower approval cost, and iii) typical discount of ~30% of land cost. We compare below the similarities and differences of different parameters between redevelopment of tenanted properties, societies, and development of vacant land.

Exhibit 9: How does redevelopment stack up against development on vacant land?

Parameters	Redevelopment of tenanted properties under Rule 33(7) of DCPR	Redevelopment of societies under Rule 33(7)B of DCPR	Vacant land development	
Land status	Conveyance/DA	DA	Conveyance/DA	
Upfront capital requirement	Moderate	Low	High	
FSI	Inherent FSI of three +35% fungible. No TDR/additional FSI cost. Also has FSI upside under the clubbing scheme notified under Rule 33(7)	Inherent FSI of 1.33 + 35% fungible and additional FSI up to 1.67 + 35% fungible by way of payment of TDR/additional FSI premium depending on road width	Inherent FSI of 1.33 + 35% fungible and additional FSI of up to 1.67 + 35% fungible by way of payment of TDR/additional FSI premium depending on road width	
Land cost	Moderate	Negligible	High	
Approval cost	Low (concessions)	High	High	
Availability of plots in MMR	High	High	Low	
Tenant consent requirement	51%	51%	n/a	
Project TAT and litigation risk	Moderate	Moderate	Low	
Land mortgage for project finance	Yes	No	Yes	
Property maintenance cost	Low	Moderate	High	
EBITDA margin	High	Low	Moderate	
RoE/RoCE	Moderate	High	Low	
Scalability	High	High	Low	

Source: Company

Given the series of benefits available under Rule 33(7) of DCPR, SURAJEST has built up expertise in this area. Till date, it has delivered ~1mn sq. ft. across 42 projects, which are largely individual buildings at high value locations, catering to the luxury and aspirational segments of society. With a discount on land prices and an FSI of three, it has been able to churn its land assets and deliver strong EBITDA margin. The key drawback in redevelopment model is a relatively long turnaround time (54–72 months) from land acquisition to handover of units versus 42-48 months in case of vacant land development. However, strong margins make up for the long gestation period, leading to a robust RoE for these projects. We highlight the project execution timeline in case of redevelopment for SURAJEST.



Leveraging capabilities to scale up pipeline

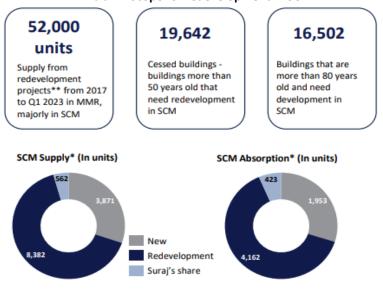
Exhibit 10: Timeline for redeveloping a project for SURAJEST

Step 0	Timelines	Identification Of Land Bank (Plot Size, Title, Location, Tenant Density& FSI Scheme)
Step 1	Zero Date	Acquisition of land by way of Conveyance / Development Rights / JDA
Step 2	4-6 Months	Obtaining 51% consent of tenants for redevelopment
Step 3	3 Months	Obtaining IOD for the project
Step 4	3 Months	Site vacation and demolition of old structure
Step 5	3 Months	Obtaining CC and RERA registration
Step 6	3-4 Years	Construction time period – 3 years for G+22 Storey Building and upto 4-5 years for high rise development from G+40 to 50 Storey
Step 7	3 Months	OC and Handover of Possession

Tenant management is one of the most important features in redevelopment. Here, SURAJEST has a strong record. Of the 42 projects that it has executed, it has relocated 1,011 tenants and rebuilt their houses free of cost. Since the buildings that it acquires consist of 25–30 tenants, the rental cost is limited to 2–3% of the GDV of any project. While the threshold for tenant approval is at least 51%, SURAJEST has been historically able to secure 100% approval for most projects given its brand, development quality, and timely delivery. It is the preferred developer for any standalone redevelopment projects in SCM.

These skillsets and credentials augur well for the company as its target micro-market is short on vacant land parcels and has a large pool of buildings that are due for redevelopment. More than 19,000 buildings in SCM are over 50 years old and in need of redevelopment. Of this, more than 16,500 buildings are older than 80 years, indicating huge growth potential for the company.

Exhibit 11: Scope for redevelopment in SCM



Source: Company



Leveraging capabilities to scale up pipeline

Leveraging capabilities to expand its development pipeline; expect to launch 7.44lk sq. ft. by FY25-end

Historically, SURAJEST's approach to development has been to acquire a project, deliver the units, and move on to the next project. The entry of the next generation of promoters has seen a tilt towards aggressive growth. The focus has also been on building a professional management team, which can steer expansion and drive sustainable growth.

Ongoing projects

With the change in the promoter mindset, SURAJEST has aggressively added projects in the recent past. It has a portfolio of 11/two residential/commercial projects which are under construction. These projects have a carpet area of 6.1lk sq. ft. (value luxury/luxury/commercial: 3.09lk sq. ft./2.61lk sq. ft./0.4lk sq. ft.). Of this, it has sold ~4.66lk sq. ft. and the balance (value luxury/luxury: 0.75lk sq. ft./0.69lk sq. ft.) is yet to be sold. We value the unsold inventory ~INR750cr. SURAJEST is yet to receive INR708cr from the units sold. Summing up, we expect ongoing projects to deliver a gross cash flow of ~INR1,458cr by FY31.

Exhibit 12: Ongoing projects as of December 2023

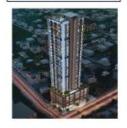
Project	Location	Туре	Model	Segment	Saleable area (lk sq. ft.)	Carpet area (lk sq. ft.)	Carpet area sold (lk sq. ft.)	Inventory	Expected completion	Completion status
Louisandra	Dadar	Residential	Redevelopment	Value luxury	0.63	0.29	0.29	-	June	95%
Ave Maria	Dadar	Residential	Redevelopment	Value luxury	1.77	0.23	0.22	0.01	December	95%
Vitalis	Mahim	Residential	Redevelopment	Value luxury	3.49	0.81	0.51	0.30	December 2026	25%
Suraj Parkview 2	Dadar	Residential	Redevelopment	Luxury	0.64	0.21	0.17	0.04	December 2026	10%
Suraj Eterna	Mahim	Residential	Redevelopment	Value luxury	0.61	0.33	0.2	0.13	December 2026	25%
Pallate	Dadar	Residential	Redevelopment	Luxury	4.96	1.8	1.33	0.47	June	55%
Ocean Star 1	Dadar	Residential	Redevelopment	Luxury	2.52	0.6	0.42	0.18	June 2026	60%
Mestry house	Mahim	Residential	Redevelopment	Value luxury	0.17	0.01	-	0.01	n/a	0%
CCIL Bhavan 2	Dadar	Commercial	Redevelopment	Commercial	0.27	0.22	0.22	-	December	0%
Saraswat Bank Bhavan	Prabhadevi	Commercial	Redevelopment	Commercial	0.22	0.17	0.17	-	n/a	50%
Nirvana	Parel	Residential	Redevelopment	Value luxury + luxury	3.22	0.91	0.84	0.07	December	85%
Emmanuel	Dadar	Residential	Owned	Value luxury	0.79	0.28	0.28	0	December 2025	32%
Suraj Lumina	Mahim	Residential	Redevelopment	Value luxury + luxury	1.04	0.22	-	0.22	December 2028	5%
					20.34	6.1	4.66	1.44		



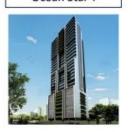
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Exhibit 13: Key ongoing residential projects

The Palette



Ocean Star-I



Vitalis



Emmanuel



Suraj Eterna



- Luxurious two and three BHK sea-facing apartments
- Includes amenities such as a swimming pool, gym, and a club
- Luxurious three BHK sea-facing apartments close to Dadar beach
- Value luxury one and two BHK sea-facing apartments (38 storeys)
- Close to Shivaji Park with gym, jogging track, banquet, etc.
- Value luxury one and two BHK sea-facing apartments (over 20 storeys)
- Near the business hubs of Lower Parel and Worli
- Value luxury one and two BHK sea-facing apartments (over 20 storeys)
- Near Tulsi Pipe Road in Mahim

Nirvana



- Value luxury and luxury flats in a JV
- A 54-storey tower with top-of-the-line amenities, located in Parel

with Runwal Group

Louisandra



- Value luxury one and two BHK apartments near Siddhivinayak Temple, Dadar
- A 22-stroey standalone tower

Ave Maria



 Value luxury apartments in Dadar West (24 storeys)

Park View



 Value luxury apartments near Shivaji Park, Dadar

Suraj Lumina



 Luxurious two and three BHK apartments near Hinduja Hospital

Forthcoming projects

In addition to ongoing projects, SURAJEST plans to launch 15 residential projects by FY25-end. It expects to launch one commercial project in FY25. Of the 16 projects, 13 are planned under the redevelopment model while the rest is on its own land parcels. The 15 residential projects will have a saleable carpet area of 6.39lk sq. ft., with an estimated GDV of ~INR2,957cr. Its commercial project has a saleable area of 1.06lk sq. ft., with an expected GDV of ~INR580cr. We expect the upcoming projects to generate a gross/net cash flow of ~INR4,360cr/~INR1,811cr over the next nine years.



Leveraging capabilities to scale up pipeline

Exhibit 14: Forthcoming projects

Sr. no.	Project	Location	Туре	Model	Segment	Owners hip	Saleable carpet area (lk sq. ft.)	Estimated GDV (INR cr)
1	Kowliwadi and Kripasiddhi Building	Prabhadevi	Residential	Redevelopment	Value luxury	100%	0.24	110
2	Madonna Wing B	Dadar	Residential	Redevelopment	Value luxury	100%	0.14	63
3	Gudekar House and Irani Building	Dadar	Residential	Redevelopment	Value luxury	100%	0.23	105
4	Lucky Chawl	Mahim	Residential	Redevelopment	Value luxury	100%	0.15	71
5	Ambavat Bhawan	Lower Parel	Residential	Redevelopment	Value luxury	100%	0.17	78
6	Marinagar Phase II	Mahim	Residential	Redevelopment	Value luxury	100%	0.55	252
7	Norman House	Dadar	Residential	Redevelopment	Value luxury	100%	0.07	33
8	Nanabhai Manzil	Mahim	Residential	Redevelopment	Value luxury	100%	0.2	93
9	Lumiere Phase II	Dadar	Residential	Redevelopment	Value luxury	100%	0.2	90
10	Girgaonkarwadi	Mahim	Residential	Redevelopment	Value luxury	100%	2	921
11	Suraj Parkview 1	Dadar	Residential	Redevelopment	Value luxury	100%	0.53	244
12	Bandra Project 3	Bandra	Residential	Owned	Luxury	100%	0.35	180
13	JRU Property	Byculla	Residential	Redevelopment	Value luxury/luxury	100%	0.21	97
14	Bandra Project 1	Bandra	Residential	Owned	Value luxury/luxury	100%	0.46	209
15	Bandra Project 2	Bandra	Residential	Redevelopment	Value luxury/luxury	100%	0.89	410
16	Final Plot No 426- B	Mahim	Commercial	Owned	Commercial	100%	1.06	581
							7.44	3,537



Leveraging capabilities to scale up pipeline

Healthy project pipeline; strong margin to drive cash flows; expect cash surplus of ~INR2,015cr; net debt to decline

Expected cash flows

Over the next nine years, we see ongoing and upcoming projects generating a gross cash flow of ~INR5,119cr. Deducting the cost of land, cost of construction and marketing, and other direct costs, we see these projects generating an EBITDA margin of 45–55%. Margin is expected to be better than its peers on the back of: i) cost advantage in acquiring land parcels that are under the pagdi system, and ii) a strong pricing scenario in the SCM market. We expect a net cash flow of ~INR2,015cr over the next 10 years. Discounting these cash flows at WACC, we arrive ~INR1,281cr as the present value of cash flows. We see three commercial (three ongoing/one upcoming) projects generating a net cash flow/discounted cash flow of INR408cr/INR377cr.

Exhibit 15: Estimated cash flows from existing and forthcoming projects

Particulars (INR cr)	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Total
Expected pre-sales (lk sq. ft.)	0.04	0.12	0.12	0.10	0.10	0.10	0.10	0.10	-	-	0.78
Expected pre-sales	201	660	708	621	670	707	746	805	-	-	5,119
Expected collection	63	395	731	789	713	697	680	658	327	65	5,119
Less: Direct cost	48	255	368	347	323	327	343	362	51	-	2,425
Less: Taxes	4	35	92	112	98	93	85	74	69	16	679
Net cash flow (pre-discounting)	11	105	272	331	292	276	252	221	206	49	2,015

Source: Company, Nuvama Wealth Research

In addition to projects under development and planning, SURAJEST has receivables of ~INR700cr from the units sold in ongoing projects.

Exhibit 16: Net discounted surplus cash flow

Particulars	INR cr				
Discounted net cash flow — residential projects					
Discounted net cash flow – commercial projects	377				
Total discounted net cash flow	1,658				
Less: Net debt (December 2023)	219				
Add: Receivable from ongoing sold units	708				
Net discounted cash flow	2,147				
Current m-cap as of April 15	1,482				

Source: Company, Bloomberg, Nuvama Wealth Research

<u>Indebtedness</u>

Using the proceeds (INR400cr) from the IPO concluded in December 2023, SURAJEST repaid high-cost debt of INR285cr and pared down the gross/net debt to INR341cr/INR219cr from INR554cr/INR545cr as of September 2023. The management does not intend to aggressively add projects and will focus on executing current projects. Barring certain project level bridge loans, we do not see any increase in debt going forward. We expect a reduction in leverage levels using the net surplus cash flow of ~INR2,015cr (refer Exhibit 15) from ongoing and upcoming projects.



Leveraging capabilities to scale up pipeline

Land bank

In addition to the ongoing and planned projects, SURAJEST has six/one land parcels in Bandra/Santacruz, spanning 10,360 sq. meters. Its development plans and the timeline for development of these projects in still unclear.

Exhibit 17: Land bank

Particulars	Location	Share	Under	Mode	Area (sq. metres)	Area (sq. ft.)
C.T.S.No.918 Mount Mary, Hill Road	Bandra (W)	100%	Accord Estates Pvt.	Leasehold rights	1,174	12,632
C.T.S.No.930 Mount Mary, Hill Road	Bandra (W)	100%	Accord Estates Pvt	Owned	364	3,920
C.T.S.No.917 Mount Mary, Hill Road	Bandra (W)	100%	Accord Estates Pvt	Development rights	3,885	41,817
C.T.S.No.929 Mount Mary, Hill Road	Bandra (W)	100%	Accord Estates Pvt	Development rights	1,740	18,730
C.T.S.No.931 Mount Mary, Hill Road	Bandra (W)	100%	Accord Estates Pvt	Development rights	890	9,583
C.T.S.No.916 Mount Mary, Hill Road	Bandra (W)	100%	Accord Estates Pvt	Development rights	1,578	16,988
CS No 3429, 3430 and 3262 - Kole Kalyan Property	Santacruz (E)	100%	Suraj Estate Developers	Development rights	728	7,841
					10,360	1,11,512

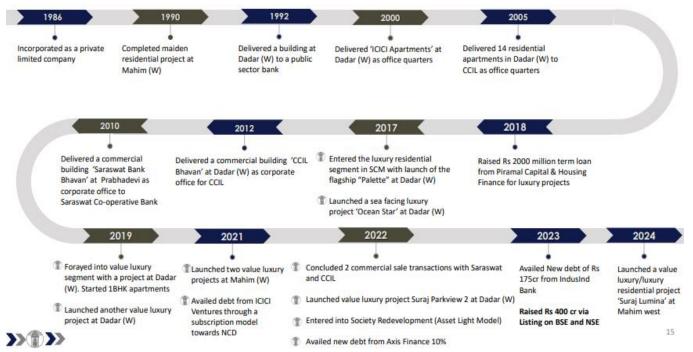


Leveraging capabilities to scale up pipeline

About the company

Established in 1986, SURAJEST is a leading real estate developer in SCM. It primarily operates under Rule 33(7) of DCPR, which covers redevelopment of tenanted properties, entails a higher FSI of three (1.33 in regular developments), and a discount of ~30% in land acquisition cost. It essentially identifies and acquires standalone individual tenanted properties at premium locations in SCM, redevelops them into one/two/three BHK apartments in high rises, with a ticket size of INR1–13cr (value luxury: INR1–3cr, luxury: INR3–13cr). Till date, it has delivered 42 projects spanning more than 1mn sq. ft. and plans to deliver another 29 projects (~1.35mn sq. ft.) over the next nine years. We see these 29 projects generating a cumulative net cash flow of INR2,715cr (expected inventory value/receivables for units sold: ~INR2,015cr/INR700cr).

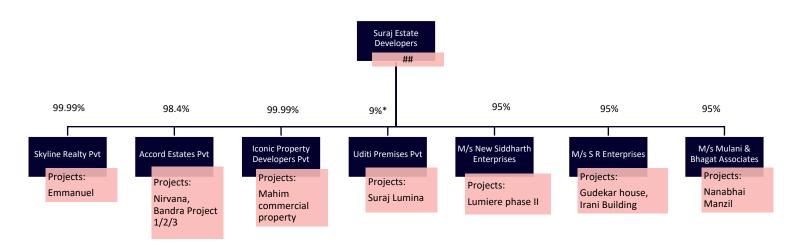
Exhibit 18: Key milestones





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Exhibit 19: Organisational structure (SPV mode for select projects)



##all other projects held under SURAJEST; *91% held by Accord Estates Pvt; Source: Company, Nuvama Wealth Research

Exhibit 20: Key performance indicators — Q3FY24





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Exhibit 21: Key historical performance indicators

Particulars	FY21	FY22	FY23	April-October 2023
Units booked	142	119	142	60
- Value luxury	105	86	88	41
- Luxury	37	33	51	19
- Commercial	-	-	3	-
Pre-sales (INR cr)	374.4	360.1	634.5	218.5
Average realisation per unit (INR cr)	2.6	3	4.5	3.6
Collections (INR cr)	151.1	268.8	345.5	145.4
- Value luxury	65.9	134.6	134.2	61.2
- Luxury	85.2	134.2	166.5	68
- Commercial	-	-	44.9	16.2



Source: Company, Nuvama Wealth Research

Exhibit 22: Key managerial personnel

KMP	Designation	Experience	Education
Mr Rajan Thomas	Promoter, chairperson, and MD	Mr Thomas has been in the real estate business for the last 36 years. The founder of SURAJEST spearheads strategy and vision	Bachelor of Arts
Mr Rahul Rajan Jesu Thomas	Whole-time director	Son of the founder promoter, he has been involved in the business for the last 16 years. He contributes to business strategy and overseas operations	Bachelor of Commerce; Corporate finance certification from Harvard University
Mr Shreepal Shah	CFO	He is a seasoned professional and was associated with Kotak Investment Banking in the past	Bachelor of Engineering, MBA
Mr Shivil Kapoor	CS, Compliance Officer	In the past, he has worked with Svatantra Microfin Pvt and Ajcon Global Services	Bachelor of Commerce, LLB, CS
Mr Dipen Seth VP – Sales with deve		He has a rich experience in real estate sales and has worked with developers such as Kanakia Spaces Realty Pvt and Oasis Life Spaces Pvt in the past	Bachelor of Commerce
Mr Madanlal Jain	Chief Engineer	He was the General Manager (projects) at International Knowledge Park before joining SURAJEST	Bachelor of Engineering (Civil), Chartered Engineer



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Exhibit 23: Diverse and experienced board

Board of directors	Designation	Experience	Education
Mr Rajan Thomas	Promoter, chairperson and MD	The founder of SURAJEST has more than 36 years of experience in various aspects of the realty business	Bachelor of Arts
Ms Sujatha R. Thomas	Non-executive director	She has more than three decades of experience in this business	Bachelor of Arts
Mr Rahul Rajan Jesu Thomas	Whole-time director	Son of the founder promoter he has been involved in the business for the last 16 years	Bachelor of Commerce; Corporate finance certification from Harvard University
Mr Sunil Pant	Independent director	He has over 36 years of experience in the banking space. He was Chief General Manager at SBI and a consultant for Gerson Lehrman Group in his recent stints	Bachelor of Science, LLB, Master of Science (Physics), member of the Indian Institute Of Bankers and All India Management Association
Mr Mrutyunjay Mahapatra	Independent director	He has handled various leadership roles at marquee organisations. Noteworthy among these are Deputy MD of SBI, MD and CEO of Syndicate Bank, and member of the governing council of Reserve Bank Innovation Hub (RBIH)	Bachelor of Science (Physics), Master of Science (Physics)
Dr Satyendra Shridhar Nayak	Independent director	Coming from a Consulting background, he has worked with UTI as president and was on the board of Bharat Wire Ropes	Master of Commerce, Doctor of Philosophy

Source: Company, Nuvama Wealth Research

Key risks

- High geographical concentration in the SCM market.
- Regulatory changes with regards to Rule 33(7) of DCPR.
- Cyclicality and slowdown in related demand.



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Financials

Income Statement				(INR cr)
Year to March	FY20	FY21	FY22	FY23
Income from operations	87	240	273	306
Cost of units sold	11	142	125	135
Employee cost	6	8	10	12
Other expenses	3	4	6	8
Total operating expenses	20	153	141	155
EBITDA	67	87	132	151
Depreciation and amortisation	2	2	4	3
EBIT	65	84	128	148
Interest expenses	64	79	93	107
Other income	2	4	1	2
Exceptional item	-	-	-	-
Profit before tax	2	9	36	43
Provision for tax	1	3	10	11
Profit after tax	2	6	26	32
Share of minority shareholders in profit	-	-	-	-
Adjusted profit after tax	2	6	26	32
Shares outstanding	1	1	3	3
Adjusted EPS	1	5	8	10

Common size metrics as a percentage of net revenue

Year to March	FY20	FY21	FY22	FY23
Operating expenses	23	64	52	51
Depreciation	2	1	1	1
Interest expenditure	74	33	34	35
EBITDA margin	77	36	48	49
Net profit margin	2	3	10	10

Growth metrics

Year to March	FY20	FY21	FY22	FY23
Revenue	151	176	14	12
EBITDA	22	30	52	15
PBT	8	286	300	20
Net profit	(6)	310	322	21
EPS	(6)	310	322	21



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Balance Sheet				(INR cr)
As of March 31	FY20	FY21	FY22	FY23
Equity share capital	6	6	16	16
Reserves and surplus	17	23	23	56
Shareholders' funds	23	29	39	71
Total debt	497	601	648	593
Other long-term liabilities	6	6	7	6
Deferred tax liabilities	(1)	(1)	(1)	(4)
Minority interest	0	0	0	0
Sources of funds	526	635	693	667
Gross block	27	28	28	29
Depreciation	5	7	11	13
Net block	22	21	18	16
Capital work in progress	-	-	-	-
Total fixed assets	22	21	18	16
Investments	0	1	0	9
Inventories	544	565	621	652
Sundry debtors	42	81	93	113
Cash and equivalents	6	21	24	28
Loans and advances	91	99	103	98
Total current assets	683	767	841	901
Sundry creditors and others	183	155	163	258
Provisions	0	1	7	14
Total current liabilities and provisions	183	156	170	272
Net current assets	500	611	671	629
Other Assets	4	3	5	23
Uses of funds	526	635	693	667

Ratios

Year to March	FY20	FY21	FY22	FY23
RoAE (%)	6.8	24.1	77.6	58
RoACE (%)	14.2	14.6	19.4	21.9
Debtor days	177	123	125	135
Inventory days	2,284	860	831	779
Payable days	53	22	26	32
Cash conversion cycle (days)	2,409	961	930	881
Debt/equity ratio	21.6	20.6	16.6	8.3
Debt/EBITDA ratio	7.5	6.9	4.9	3.9
Adjusted debt/equity ratio	21.4	19.9	16	7.9

Valuation parameters

Year to March	FY20	FY21	FY22	FY23
Diluted EPS (INR)	0.5	2.0	8.4	10.1
Diluted P/E ratio (x)	695.8	168.7	40.0	33.1
Price/BV ratio (x)	18.4	14.6	27.1	14.9
EV/EBITDA ratio (x)	29.6	23.8	16.0	13.6



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