Lemon Tree Hotels (LEMTRE)

CMP: ₹ 74 Target: ₹ 95 (28%) Target Period: 12 months



August 5, 2022

Lean cost, firm demand to drive healthy returns...

About the stock: Promoted by Patanjali Keswani, Lemon Tree (LTHL) is the largest hotel chain in the mid-priced segment in India. It operates 8,489 rooms in 87 hotels across 54 destinations in India and abroad under brands like Aurika (premium), Lemon Tree premier, Lemon Tree (midscale), RedFox (economy) and Keys.

- The favourable location of its properties in prominent business and tourist districts supports revenue growth prospects and reduces concentration risk
- Post completion of expansion, LTHL will be operating ~10,462 rooms in 105 hotels across 64 destinations, in India and abroad by FY24E

Q1FY23 Results: Lemon Tree reported a robust performance for Q1FY23 with beat on all front from our estimates.

- Revenues grew 60.6% QoQ to ₹ 192 crore (up 356% YoY) bolstered by strong demand from corporate travel and increased MICE activities
- Focus on cost optimisation and recovery in corporate travel led to superior margin expansion of 2754 bps QoQ to 45.6% (vs. our estimate 37.3%)
- Profit after tax improved sharply to ₹ 13.6 crore in Q1FY23 vs. net loss of
 ₹ 58.9 crore last year and net loss of ₹ 39.2 crore last quarter

What should investors do? The company remains a key branded player in high growing mid-scale segment.

We retain BUY rating on the stock

Target Price and Valuation: We value the company at ₹ 95/share on SOTP basis (i.e. implied value at 25x FY24E EV/EBITDA).

Key triggers for future price performance:

- Performance likely to improve sharply from FY23 onwards with pick-up in corporate travel. Foreign tourist arrivals from H2FY23 to further boost demand
- Well positioned to capture the unorganised market share due to slowdown in the upcoming room supply in the wake of ongoing distress
- Mumbai hotel property (669 rooms i.e. 13% of owned/leased rooms) to get commissioned by end of 2023
- The company's large asset base, strategic partnership, and financial flexibility to continue support liquidity requirement for further growth

Alternate Stock Idea: Apart from Lemon Tree, in hotels coverage we like EIH Ltd.

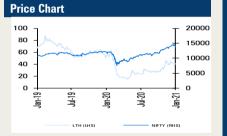
- Key player with higher presence in the business destinations
- Maintain BUY with a target price of ₹ 185/share

BUY



Particulars	
Particulars	Amount
Market Cap (₹ crore)	5848
Debt (FY22) (₹ crore)	1642
Cash (FY22) (₹ crore)	142
EV (₹ crore)	7348
52 week H/L	₹ 71/36
Equity Capital (FY21) (₹ crore)	789
Face Value	₹ 10

Shareho	Shareholding pattern											
(in %)	Sep-21	Dec-21	Mar-22	Jun-22								
Promoter	25.88	25.88	23.95	23.93								
FII	20.11	22.81	28.72	27.90								
DII	14.09	13.47	12.16	11.42								
Others	39.92	37.84	35.17	36.75								



Recent Event & Key risks

- Any further imposition of restrictions on travel could further delay the recovery
- Companies adopting WFH policy could impact the business segment room demand

Research Analyst

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Key Financial Summary

Key Financials	FY19	FY20	FY21	FY22	3 Year CAGR (%)	FY23E	FY24E	2 Year CAGR (%)
Sales	549.5	669.4	251.7	402.2	-9.9	802.0	955.7	54.1
EBITDA	168.8	238.3	61.3	118.7	-11.1	385.2	461.6	97.2
EBITDA (%)	30.7	35.6	24.3	29.5		48.0	48.3	
PAT after MI	52.9	-9.5	-127.0	-87.4	PL	55.8	94.2	LP
EPS (₹)	0.7	-0.1	-1.6	-1.1		0.7	1.2	
EV/EBITDA	41.4	31.0	119.9	63.1		19.3	16.1	
RoNW	6.7	-1.5	-21.4	-15.7		10.5	15.5	
RoCE	5.5	5.5	-0.7	1.0		8.3	9.5	

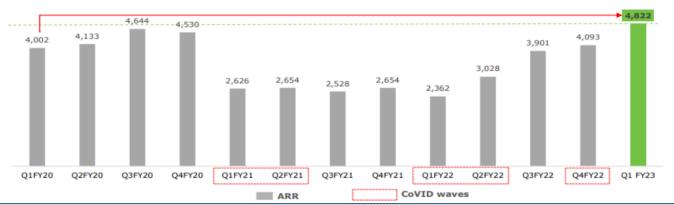


Key takeaways of recent quarter & conference call highlights

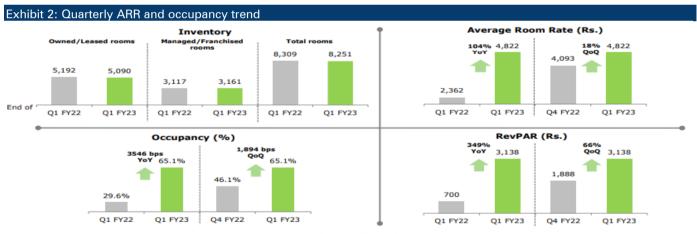
Q1FY23 Results: First normal quarter post pandemic

- Average occupancy was at 65.1% on full inventory, which is an increase of 3546 bps YoY and 1894 bps QoQ. Gross ARR increased 104% YoY, 18% QoQ to ₹ 4,822. ARR was also up 20% compared to pre-Covid levels
- Overall, RevPAR was up 66% QoQ to ₹ 3138/room, up 349% YoY
- With the focus on the cost optimisation, the total operating cost was down significantly from 68% of sales in Q1FY20 (pre-Covid) to 54% of sales in Q1FY23. As a result, total operating cost increased only marginally by 6.6% QoQ vs ₹ 104.4 crore against revenue increase of 60%

Exhibit 1: ARR in Q1FY23 is 20% higher than the pre-Covid levels



Source: Company, ICICI Direct Research



Trends for owned/leased rooms

Source: Company, ICICI Direct Research

Exhibit 3: City-wise performance

Parameters	Rev	vPAR (I	Rs.)	Occupancy Rate (%)		Average Daily Rate (Rs.)		Hotel level EBITDAR/room (Rs. Lacs)			Hotel level EBITDAR Margin				
By Brand (#Rooms)	Q1 FY23	Q1 FY22	Change (%)		Q1 FY22	Change (bps)	Q1 FY23		Change (%)		Q1 FY22	Change (%)		Q1 FY22	Change (bps)
Aurika Hotels & Resorts* (139)	4093	334	1127%	37%	4%	3271	11,207	8,754	28%	2.55	-0.21	NA	48%	-30%	7,747
Lemon Tree Premier (1,603)	4184	1135	269%	71%	46%	2,522	5,896	2,480	138%	2.69	0.26	950%	56%	21%	3,553
Lemon Tree Hotels (1562)	3238	607	433%	68%	24%	4,412	4,751	2,527	88%	1.86	0.02	9925%	49%	3%	4603
Red Fox by Lemon Tree Hotels (952)	2361	534	342%	64%	26%	3,786	3,712	2,075	79%	1.10	0.06	1627%	47%	12%	3,559
Keys by Lemon Tree Hotels (936)	1784	333	437%	56%	19%	3,642	3,211	1,737	85%	0.58	-0.02	NA	31%	-4%	3,535

Parameters	Rev	/PAR (I	Rs.)	Occupancy Rate (%)		Average Daily Rate (Rs.)			Hotel level EBITDAR/room (Rs. Lacs)			Hotel level EBITDAR Margin			
By Region (#Rooms)	Q1 FY23	Q1 FY22	Change (%)	Q1 FY23		Change (bps)			Change (%)	Q1 FY23	Q1 FY22	Change (%)	Q1 FY23	Q1 FY22	Change (bps)
Delhi (636)	3549	883	302%	73%	38%	3,410	4,895	2,298	113%	1.87	0.04	5008%	45%	4%	4155
Gurugram (529)	2695	665	305%	57%	24%	3,269	4,758	2,775	71%	1.36	0.03	4454%	40%	4%	3614
Hyderabad (663)	3885	877	343%	73%	42%	3,122	5,300	2,084	154%	2.69	0.27	880%	62%	29%	3294
Bengaluru (874)	3297	372	785%	76%	19%	5,714	4,352	2,000	118%	1.97	-0.07	NA	57%	-16%	7296
Mumbai (303)	5292	1883	181%	74%	72%	238	7,114	2,615	172%	3.63	0.69	424%	62%	38%	2446

Q1FY23 - Other key highlights

- In terms of city-wise performance, occupancy across all major cities like Delhi, Mumbai, Bengaluru and Hyderabad improved to 73%, 74%, 76%, 73%, respectively, while Gurugram reported relatively low occupancy at 57%
- Low occupancy in Aurika Udaipur 37% was mainly on account of unrest while ARR of over ₹ 11,000/room was maintained. The management expects ARR to scale up to ₹ 18,000 in H2 in anticipation of strong demand coming in from foreign tourists as well
- The Management expects Q1FY23 revenues to be at 21% of annual revenue for FY23. For H2FY22, ARR is expected at over ₹ 5500 while occupancy would range in the mid-70s. Considering also the cost saving measures, the management is anticipating revenue growth guidance of 100% over FY22 with likely EBITDA margin of ~50%
- The current employee count has now reduced from 0.95/room to 0.62/room. Further with the adoption of more technology in day to day operations, we expect the company's operating margin to scale up to 50% (highest in the industry) over the next one year
- The company plans to add 738 rooms (669 rooms in Mumbai, 69 rooms in Shimla) over next two years with total capex of ₹ 1006 crore. LTHL has already spent ₹ 440 crore. Expect Aurika Mumbai to get launched during November-December 2023
- Gross debt is currently at ₹ 1690 crore. The company is targeting to become debt free over the next four to five years

Exhibit 4: Variance	Analysis						
	Q1FY230	1FY23E0	11FY22	YoY (%)	Q4FY22	QoQ (%)	Comments
Net Sales	192.0	152.2	42.2	355.6	119.5	60.6	ARR was up 18% QoQ to ₹4822/room. Occupancy also improved 1900bps to 65% on QoQ basis.
Other Incomes	1.4	6.7	4.1	-65.1	9.3	-84.4	
Raw Material Expenses	11.6	10.7	3.2	262.4	8.4	37.9	
Employee Expenses	34.5	36.7	17.4	98.3	28.8	19.7	
Other expenses	58.3	48.0	21.6	169.7	60.7	-3.9	
Total expenses	104.4	95.4	42.2	147.3	97.9	6.6	
EBITDA	87.6	56.8	-0.1	LP	21.6	305.5	
EBITDA Margin (%)	45.6%	37.3%	-0.2%	4580 bps	18.1%	2754 bps	Higher ARR and lower staff to room ratio (0.62/room from 0.95/room) led to healthy margin expansion
Interest	44.1	44.5	45.2	-2.4	44.1	0.0	
Depreciation	24.5	27.2	26.2	-6.4	26.5	-7.7	
PBT	20.5	-4.9	-67.3	-130.4	-39.7	-151.5	
Total Tax	7.1	1.4	-7.5	-194.4	-0.3	-2,838.5	
Reported PAT	13.6	-5.8	-59.8	-122.7	-39.2	-134.7	

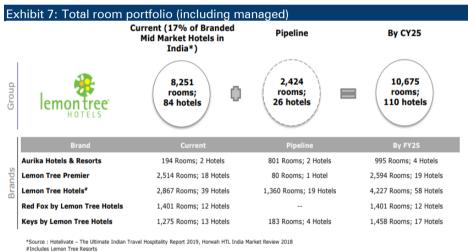
Source: Company, ICICI Direct Research

Exhibit 5: Change	e in estir	nates					
		FY23E			FY24E		
(₹ Crore)	Old	New	% Change	Old	New	% Change	Comments
Total Revenue	731.5	802.0	9.6	873.4	955.7	9.4	
EBITDA	336.5	385.2	14.5	392.6	461.6	17.6	
EBITDA Margin (%)	46.0	48.0	203 bps	45.0	48.3	335 bps	
PAT	35.5	55.8	57.3	75.9	94.2	24.2	
EPS (₹)	0.4	0.7	57.3	1.0	1.2	24.2	

Story in charts

Exhibit 6: Upcoming owned/leased hotels (excluding management contracts)										
Particulars	Number of rooms	Ownership (%)	Expected							
End of FY19	3570									
Addition during the year:										
LTP, Mumbai	303	58								
LTP, Kolkata	142	58								
RFH, Chandigarh	102	Leased								
Aurika, Udaipur	139	58								
Total addition (Ex-Keys)	686									
Keys Hotels Inventory	936									
End of FY20	5192									
End of FY21	5192									
Future Additions										
LT Mountain Resort, Shimla	69	100	NA							
Aurika Mumbai	669	58	End of CY23							
Total (Owned/Leased) post Expansion	5930									

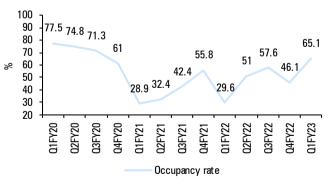
Source: Company, ICICI Direct Research

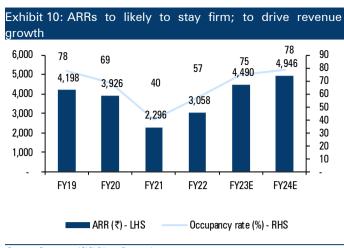


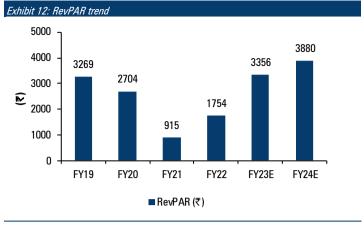
Source: Company, ICICI Direct Research

Exhibit 8: ARR remains firm, RevPAR marginally higher than pre-Covid levels 6000 4000 3500 5000 3000 4000 2500 3000 2000 2000 1500 1000 1000 Q4FY20 Q3FY22 Q3FY20 02FY20 Q1FY21 02FY21 ■ ARR (₹) - LHS RevPAR (₹) - RHS Source: Company, ICICI Direct Research

Exhibit 9: Occupancy trend (yet to cross pre-Covid levels)



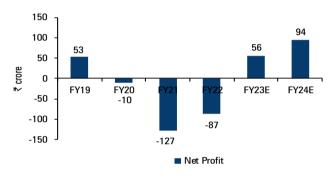




Source: Company, ICICI Direct Research

Source: Company, ICICI Direct Research

Exhibit 11: Expect profitability to improve sharply from FY23E



With full resumption of economy and improved cost efficiency, we expect the company's profitability to improve sharply from FY23 onwards

Source: Company, ICICI Direct Research

# Hotel Pipeline as of 30/06/2022 (Q1 FY23)	City	Rooms		Opening date As of 30/06/2022 (Q1 FY23
1 Lemon Tree Hotel Kalina, Mumbai	Mumbai	70		Oct-22
2 Keys Lite by Lemon Tree Hotels, Sreekanya	Visakhapatnam	44	Added in Q1 FY23	Nov-22
3 Lemon Tree Hotel, Mukteshwar	Mukteshwar	41		Dec-22
4 Lemon Tree Hotel, Tapovan, Rishikesh	Rishikesh	102		Dec-22
5 Lemon Tree Hotel, Malad, Mumbai	Mumbai	93	Added in Q1 FY23	Dec-22
6 Lemon Tree Hotel, McLeodganj	Dharamshala	39		Jan-23
7 Lemon Tree Hotel, Gulmarg	Gulmarg	35		Jan-23
8 The Spectrum, operated by Lemon Tree Hotels, Gurugram	Gurugram	260		Mar-23
9 Lemon Tree Resort, Mussoorie	Mussoorie	40		Mar-23
Lemon Tree Premier, Biratnagar, Nepal	Biratnagar, Nepal	80		Apr-23
11 Lemon Tree Hotel, Agra	Agra	62		Apr-23
12 Lemon Tree Hotel, Sonmarg	Sonmarg	40		Apr-23
13 Keys Lite by Lemon Tree Hotels, Jaipur	Jaipur	47	Added in Q1 FY23	Apr-23
14 Lemon Tree Hotel, Bokaro	Bokaro	70		Jun-23
Lemon Tree Hotel, Thiruvananthapuram	Thiruvananthapuram	100		Jul-23
16 Keys Select by Lemon Tree Hotels, Chirang	Chirang, Assam	40	Added in Q1 FY23	Jul-23
7 Lemon Tree Hotel, Kathmandu	Kathmandu, Nepal	75		Sep-23
18 Keys Select by Lemon Tree Hotels, Gandhi Ashram	Ahmedabad	52		Oct-23
9 Lemon Tree Resort Thimphu, Bhutan	Thimphu, Bhutan	38		Oct-23
20 Lemon Tree Hotel, Darjeeling	Darjeeling	55		Mar-24
21 Aurika, Rishikesh	Rishikesh	132		Mar-25
22 Lemon Tree Hotel, Kharar	Kharar	60	Added in Q1 FY23	Apr-25
23 Lemon Tree Hotel, Ludhiana	Ludhiana	60		TBD
24 Bhangeri Durbar Resort, operated by Lemon Tree Hotels	Nagarkot, Nepal	51		TBD

Expansion Plans – Hotels under Development

Under-development hotels	Туре	Rooms	Expected Opening date	Ownership (%)
Lemon Tree Mountain Resort, Shimla	Owned	69	TBD	100.00%
Aurika, Mumbai International Airport	Owned	669	CY23	58.91%
Total		738		

- * Total estimated project cost is Rs. 1,006 Cr
- Total capital deployed/capital expenditure already incurred (i.e. CWIP + Security Deposit for leased assets underdevelopment + Land Capitalised + Capital advances - Capital creditors) as on 30th June 2022 is Rs. 440 Cr

Performance set to improve sharply in stabilised environment...

As the economy is now coming out of pandemic induced pain, we expect hotel business now to recover fully in FY23E. We model occupancy of 78%, 81% and ARR of ₹ 4,946, ₹ 5,715 in FY23E, FY24E, respectively. LTHL has taken measures to curtail costs, by taking salary cuts, re-negotiating contracts, reducing repairs costs, reduction in power costs, ad, etc. With some of these measures being sustainable, we model EBITDA margins of 48.3%, 48.9% in FY23E, FY24E, respectively, vs. 29.5% in FY22 while the company has given EBITDA margin guidance of 50% +. At the PAT level, we expect the company to report PAT of ₹ 94 crore in FY24E.

Valuation & Outlook

The ongoing crisis is expected to lead to ~15% of room inventory reduction, which augurs well for the company in long run. Further, with improved demand visibility, we expect faster recovery in the demand. We maintain **BUY** rating with a revised target price of ₹ 95 per share (SOTP based valuation)

Exhibit 14: Valuation matrix		
Target valuations		Amount
Lemon Tree Group Enterprise value (₹ crore)		11541
Net Debt FY24E (₹ crore)		1628
Lemon Tree Group Equity value (₹ crore)		9912
Lemon Tree Equity Value - Standalone (₹ crore)	(A)	2908
Fleur Hotels Equity Value (₹ crore)	(B)	7005
Fleur Hotels Equity Value - 58% Lemon Tree share (₹ crore)	(C)	4063
Lemon Tree Value (₹ crore)		7470
Number of shares (Crore)		79
Target Price (₹)		95

Financial summary

Exhibit 15: Profit and los	ss state	ment			₹ crore
(Year-end March)	FY20	FY21	FY22	FY23E	FY24E
Total operating Income	669.4	251.7	402.2	802.0	955.7
Growth (%)	22%	-62%	60%	99%	19%
Raw Material Expenses	57.0	17.8	27.8	65.8	78.4
Employee Expenses	155.3	70.4	97.3	126.5	152.9
Other Exp	218.8	102.2	158.4	224.6	262.8
Total Operating Expenditure	431.1	190.4	283.5	416.8	494.1
EBITDA	238.3	61.3	118.7	385.2	461.6
Growth (%)	41.2%	-74.3%	93.7%	224.5%	19.8%
Depreciation	87.2	107.6	104.3	109.3	122.5
Interest	161.6	190.4	180.9	181.2	173.6
Other Income	10.9	22.0	21.0	18.0	19.0
PBT	0.5	-214.7	-145.6	112.7	184.5
Others	0.0	0.0	0.0	0.0	0.0
Total Tax	10.9	-32.2	-7.2	23.7	41.5
Reported PAT	-13.1	-186.5	-137.4	90.0	145.0
PAT after MI	-13.1	-127.0	-87.4	55.8	94.2
Growth (%)	-1.2	8.7	NA	LP	NM
Adjusted EPS (₹)	-0.2	-2.4	-1.7	0.7	1.2

Source: Company, ICICI Direct Research

Exhibit 16: Cash flow statemer	nt		;	₹ crore
(Year-end March)	FY21	FY22	FY23E	FY24E
Profit after Tax	-186	-137	90	145
Add: Depreciation	108	104	109	123
(Inc)/dec in W/cap	29	13	-116	0
Others	152	50	320	161
CF from operating activities	103	30	403	428
(Inc)/dec in Other Non-Curr Assets	0	0	0	0
(Inc)/dec in Fixed Assets	-74	-93	-398	-300
Others	18	78	42	9
CF from investing activities	-56	-14	-356	-291
Issue/(Buy back) of Shares	0	0	0	0
Inc/(dec) in loan funds	46	57	50	55
Dividend paid & dividend tax	0	0	0	0
Others	8	-159	-13	-155
CF from financing activities	54	-103	37	-100
Net Cash flow	100	-87	84	37
Opening Cash	41	141	54	138
Closing Cash	141	54	138	175

Source: Company, ICICI Direct Research

Exhibit 17: Balance sheet				
FY20	FY21	FY22	FY23E	FY24E
790.3	790.4	790.2	790.2	790.2
32.7	127.1	40.4	96.2	190.5
823.0	917.5	830.7	886.5	980.7
1596.0	1641.9	1698.6	1748.5	1803.5
0.0	0.0	2.0	0.0	0.0
721.8	617.4	567.6	751.8	802.5
3459.9	3518.4	3381.0	3675.0	3875.9
2941.3	2967.8	3011.0	3061.0	3561.0
289.5	397.1	501.4	610.7	733.2
2651.8	2570.8	2509.6	2450.3	2827.8
2.4	2.3	1.8	2.5	2.5
189.6	241.8	294.6	644.6	444.6
2843.7	2814.9	2805.9	3097.3	3274.8
119.4	114.6	112.1	109.8	109.8
59.7	69.9	75.9	50.0	50.0
8.2	7.2	8.1	15.0	15.0
50.3	30.8	29.1	67.0	67.0
0.0	0.0	0.0	0.0	0.0
55.5	50.1	33.6	75.0	75.0
40.8	141.2	54.3	138.0	175.1
159.2	230.2	130.3	330.0	367.1
42.0	78.8	58.5	93.0	93.0
115.7	89.2	49.6	131.6	131.6
302.8	296.3	253.3	369.6	374.6
-143.6	-66.1	-123.0	-39.6	-7.5
580.7	585.1	510.2	457.5	448.9
3459.9	3518.4	3381.0	3675.0	3875.9
	FY20 790.3 32.7 823.0 1596.0 0.0 721.8 3459.9 2941.3 289.5 2651.8 2.4 189.6 2843.7 119.4 59.7 8.2 50.3 0.0 55.5 40.8 159.2 42.0 115.7 302.8 -143.6 580.7	FY20 FY21 790.3 790.4 32.7 127.1 823.0 917.5 1596.0 1641.9 0.0 0.0 721.8 617.4 3459.9 3518.4 2941.3 2967.8 289.5 397.1 2651.8 2570.8 2.4 2.3 189.6 241.8 2843.7 2814.9 119.4 114.6 59.7 69.9 8.2 7.2 50.3 30.8 0.0 0.0 55.5 50.1 40.8 141.2 159.2 230.2 42.0 78.8 115.7 89.2 302.8 296.3 -143.6 -66.1 580.7 585.1	FY20 FY21 FY22 790.3 790.4 790.2 32.7 127.1 40.4 823.0 917.5 830.7 1596.0 1641.9 1698.6 0.0 0.0 2.0 721.8 617.4 567.6 3459.9 3518.4 3381.0 2941.3 2967.8 3011.0 289.5 397.1 501.4 2651.8 2570.8 2509.6 2.4 2.3 1.8 189.6 241.8 294.6 2843.7 2814.9 2805.9 119.4 114.6 112.1 59.7 69.9 75.9 8.2 7.2 8.1 50.3 30.8 29.1 0.0 0.0 0.0 55.5 50.1 33.6 40.8 141.2 54.3 159.2 230.2 130.3 42.0 78.8 58.5 115.7 89.2	FY20 FY21 FY22 FY23E 790.3 790.4 790.2 790.2 32.7 127.1 40.4 96.2 823.0 917.5 830.7 886.5 1596.0 1641.9 1698.6 1748.5 0.0 0.0 2.0 0.0 721.8 617.4 567.6 751.8 3459.9 3518.4 3381.0 3675.0 2941.3 2967.8 3011.0 3061.0 289.5 397.1 501.4 610.7 2651.8 2570.8 2509.6 2450.3 2.4 2.3 1.8 2.5 189.6 241.8 294.6 644.6 2843.7 2814.9 2805.9 3097.3 119.4 114.6 112.1 109.8 59.7 69.9 75.9 50.0 8.2 7.2 8.1 15.0 50.3 30.8 29.1 67.0 0.0 0.0

Source: Company, ICICI Direct Research

Exhibit 18: Key ratios				
(Year-end March)	FY21	FY22	FY23E	FY24E
Per share data (₹)				
Adjusted EPS	-1.6	-1.1	0.7	1.2
Cash EPS	-1.0	-0.4	2.5	3.4
BV	11.6	10.5	11.2	12.4
DPS	0.0	0.0	0.0	0.0
Cash Per Share	1.8	0.7	1.7	2.2
Operating Ratios (%)				
EBITDA Margin	24.3	29.5	48.0	48.3
EBIT Margin	-9.7	8.8	36.6	37.5
PAT Margin	-74.1	-34.1	11.2	15.2
Inventory days	11.2	7.0	5.3	5.7
Debtor days	58.8	27.2	21.9	25.6
Creditor days	87.6	62.3	34.5	35.5
Return Ratios (%)				
RoE	-21.4	-15.7	10.5	15.5
RoCE	-0.7	1.0	8.3	9.5
Valuation Ratios (x)				
P/E	NM	NM	104.8	62.1
EV / EBITDA	119.9	63.1	19.3	16.1
EV / Net Sales	29.2	18.6	9.3	7.8
Market Cap / Sales	23.2	14.5	7.3	6.1
Price to Book Value	6.4	7.0	6.6	6.0
Solvency Ratios				
Debt/EBITDA	26.8	14.3	4.5	3.9
Debt / Equity	1.1	1.2	1.1	1.0
Current Ratio	0.8	0.5	0.9	1.0
Quick Ratio	0.8	0.5	0.9	0.9

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Buy: >15%

Hold: -5% to 15%;

Reduce: -15% to -5%;

Sell: <-15%



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