

refreshingly different



November 17, 2020

**National Stock Exchange of India Limited**  
**Exchange Plaza, C-1, Block G**  
**BandraKurla Complex**  
**Bandra (E), Mumbai – 400 051**

**BSE Limited**  
**PhirozeJeejeebhoy Towers**  
**Dalal Street, Mumbai – 400 001**

**NSE Scrip Symbol: LEMONTREE**

**BSE Scrip Code: 541233**

**Ref: Disclosure under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

Dear Sir

Pursuant to Regulation 30 of SEBI (Listing Obligation and Disclosures Requirements) Regulations, 2015, we would like to inform you that the management of Lemon Tree Hotels will be participating online in the 23<sup>rd</sup> Annual CITIC CLSA India Forum 2020 organized by CLSA with analysts/institutional Investors on November 18, 2020.

In this regard, the Corporate Presentation is attached herewith.

The above is for your record.

Thanking You

**For Lemon Tree Hotels Limited**

A handwritten signature in black ink, appearing to read "Nikhil Sethi", with a horizontal line underneath it.

**Nikhil Sethi**  
**Group Company Secretary & GM Legal**  
**& Compliance Officer**

# Lemon Tree Hotels Limited

23<sup>rd</sup> Annual Citic CLSA India Forum 2020

18<sup>th</sup> November, 2020



**aurika**  
HOTELS & RESORTS

UPSCALE

  
**lemon tree**  
PREMIER

UPPER MIDSCALE

  
**lemon tree**  
HOTELS

MIDSCALE

  
**red fox**  
BY LEMON TREE HOTELS

ECONOMY

**keys**  
PRIMA HOTELS

UPPER MIDSCALE

**keys**  
SELECT HOTELS

MIDSCALE

**keys**  
LITE HOTELS

ECONOMY

Connect with us     

# Disclaimer

Certain statements in this communication may be 'forward looking statements' within the meaning of applicable laws and regulations. These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. Important developments that could affect the Company's operations include changes in the industry structure, significant changes in political and economic environment in India and overseas, tax laws, import duties, litigation and labour relations.

**Lemon Tree Hotels Limited (LTH)** will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.





Aurika, Udaipur



Lemon Tree Premier, Mumbai



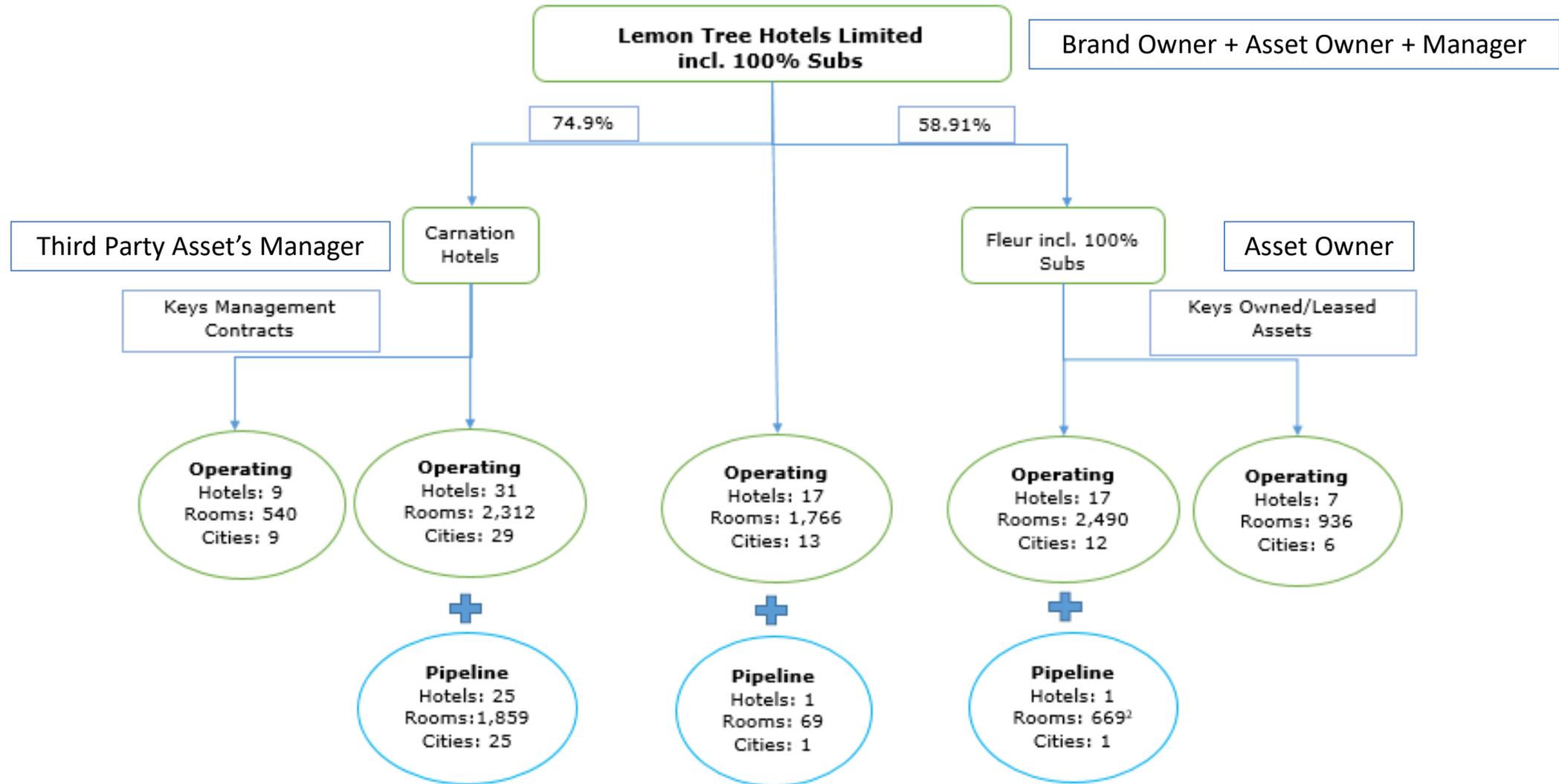
Lemon Tree Vembanad Lake, Alleppey, Kerala

## Company Overview and Growth Plans

# Lemon Tree – Journey so far

		FY05	FY10	FY15	FY20
	Brands	1	3	3	7
	Cities	1	11	15	48
	Hotels	1	12	26	80
	Rooms	49	1,149	3,062	8,006
	Revenue (Rs mn)	80	1,196	2,904	6,694

# Lemon Tree Group Structure



Notes :-

1. The Pipeline of hotels is as of 13<sup>th</sup> November 2020
2. LTH is in the process of applying to convert some commercial spaces in Aurika, MIAL hotel to rooms. This will increase the hotel's inventory by 92 rooms to 669

# Strategically positioned in key geographies with Lemon Tree share of total mid-priced hotel sector

**Jaipur:** FY20 – 5.2%  
FY24E – 3.5%

**Ahmedabad:** FY20 – 5.4%  
FY24E – 3.3%

**Mumbai:** FY20 – 3.2%  
FY24E – 6.4%

**Pune:** FY20 – 9.4%  
FY24E – 8.4%

**Goa:** FY20 – 4.9%  
FY24E – 4.3%

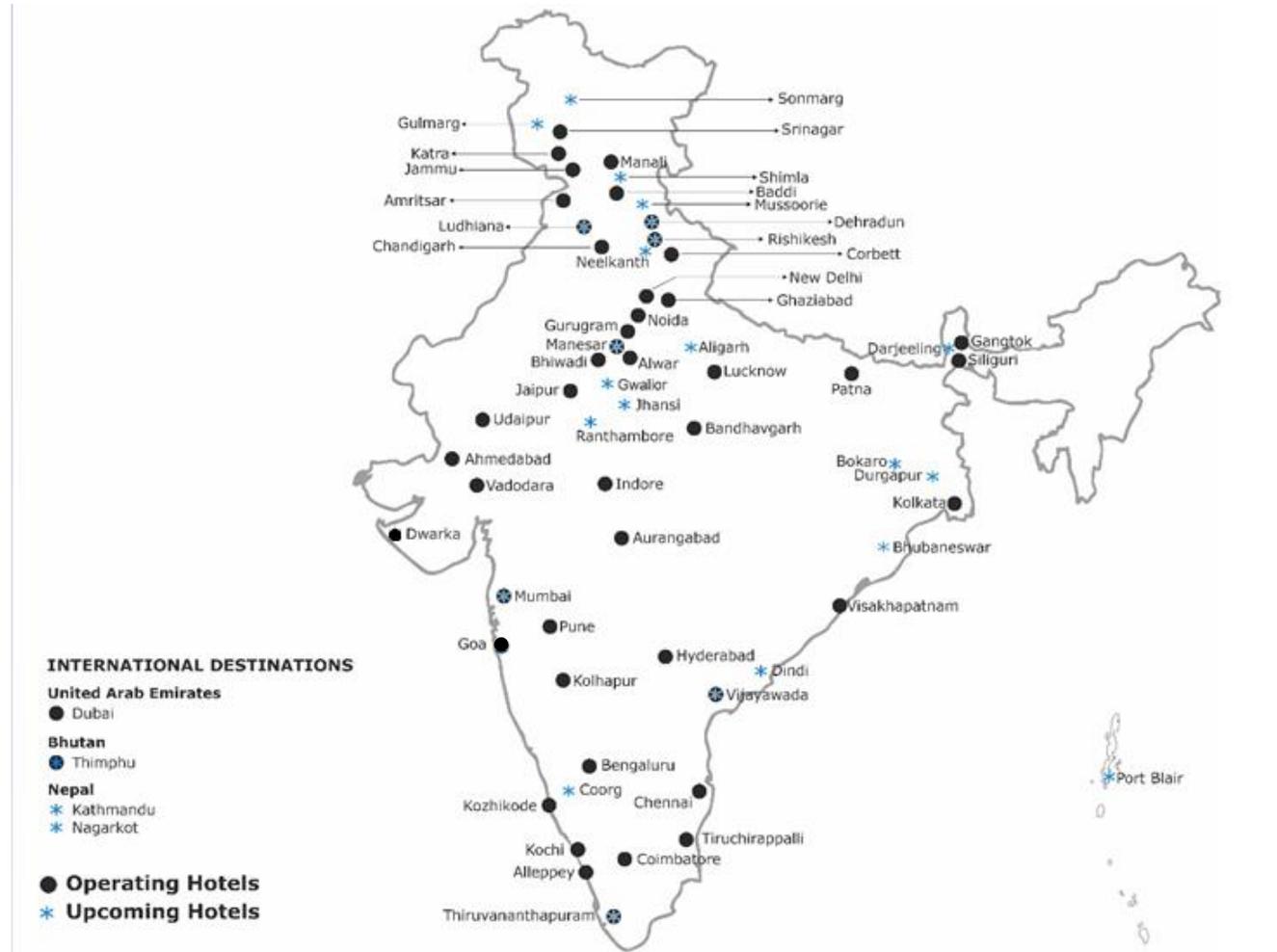
**Bengaluru:** FY20 – 6.1%  
FY24E – 4.6%

**Delhi NCR:** FY20 – 6.8%  
FY24E – 7.1%

**Kolkata:** FY20 – 3.8%  
FY24E – 2.6%

**Hyderabad:** FY20 – 9.5%  
FY24E – 7.5%

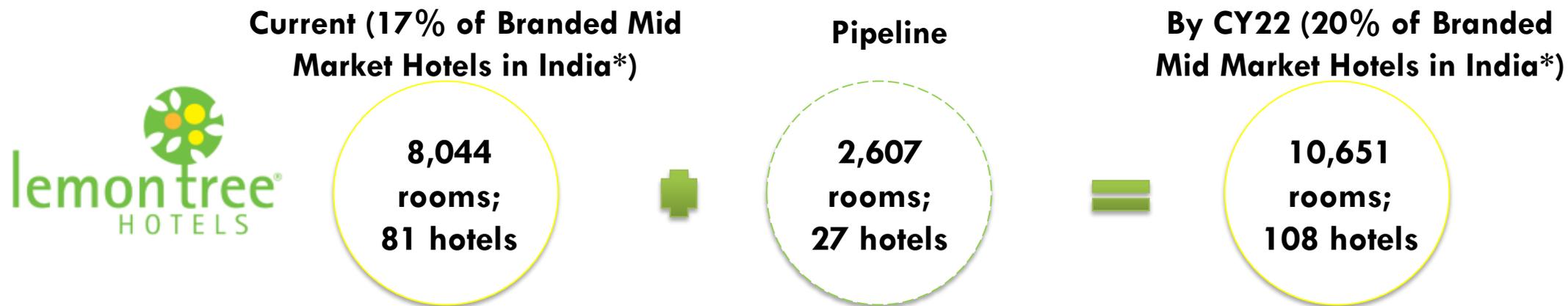
**Chennai:** FY20 – 1.9%  
FY24E – 1.9%



Source : Hotelivate Trends and Opportunities report 2019

Note: The FY24 expected market share has been calculated on the basis of current pipeline on hotels only

# Lemon Tree – Snapshot



Brand	Current	Pipeline	by FY22
<b>Aurika</b>	139 Rooms; 1 Hotel	669 Rooms; 1 Hotel <sup>#</sup>	808 Rooms; 2 Hotels
<b>Lemon Tree Premiere</b>	2,316 Rooms; 16 Hotels	349 Rooms; 5 Hotels	2,665 Rooms; 21 Hotels
<b>Lemon Tree Hotel</b>	2,690 Rooms; 36 Hotels	1,469 Rooms; 19 Hotels	4,159 Rooms; 55 Hotels
<b>Red Fox Hotel</b>	1,423 Rooms; 12 Hotels	80 Rooms; 1 Hotel	1,503 Rooms; 13 Hotels
<b>Keys</b>	1,476 Rooms; 16 Hotels	40 Rooms; 1 Hotel	1,516 Rooms; 17 Hotels

\*Source : Hotelivate – The Ultimate Indian Travel Hospitality Report 2019, Horwah HTL India Market Review 2018

<sup>#</sup>Aurika, Mumbai International Airport is in process of getting approval to increase the number of rooms to 669 rooms in place of the existing approval of 577 rooms.

# Lemon Tree Brand Standards – Linked to Business Model

LT Brand Standards				
	Owned (Built to suit)	Leased (Renovated)	Managed <sup>1</sup> (Renovated)	Most Unbranded <sup>2</sup> Mid-Market Hotels
<b>Product Features</b>	10/10	8/10	6-8/10	2-4/10
<b>Service Features</b>	10/10	10/10	8/10	5/10
<b>Planned Branding</b>	Aurika/LTP/LTH/RFH	Aurika/LTP/LTH/RFH	Aurika/LTP/LTH/RFH	Keys Prima/Select/Lite

Notes :-

1. 25% of the Market
2. 75% of the Market

# Hotel Inventory by Segment and Lemon Tree Brand Positioning

Segment	Inventory	Lemon Tree Brand Positioning
Luxury and Upper Upscale	50,000	-
Upscale	28,000	Aurika
Mid Market	45,700	LTP/LTH/RFH/Keys Prima/Select/Lite
Economy	17,000	-
Unbranded Standalone	250,000	LTP/LTH/RFH
	1,750,000	Keys Prima/Select/Lite

**Our Aim is to Consolidate i.e. Target the unbranded 2mn rooms and bring them into branded space**

# Expansion Plans – Hotels under Development

Under-development hotels	Type	Rooms	Expected Opening date	Ownership (%)
Lemon Tree Mountain Resort, Shimla	Owned	69	TBD	100.00%
Lemon Tree Vembanad Lake Resort, Alleppey, Kerela <sup>1</sup>	Owned	10	TBD	100.00%
Aurika, Intl. Airport, Mumbai <sup>2</sup>	Owned	669	End of CY22	57.98%
<b>Total</b>		<b>748</b>		

- \* Total estimated project cost is Rs. 9,910 million
- \* Total capital deployed/capital expenditure already incurred (i.e. CWIP + Security Deposit for leased assets under-development + Land Capitalised + Capital advances – Capital creditors) as on 30<sup>st</sup> September, 2020 is Rs. 3,359 million

**Notes:** 1) Expansion in existing hotel.

2) Aurika, Mumbai International Airport is in process of getting approval to increase the number of rooms to 669 rooms in place of the existing approval of 577 rooms.

# Expansion Plans – Pipeline of Management Contracts (as of 13<sup>th</sup> November, 2020)



Management Contracts Pipeline	Rooms	Expected Opening date
Lemon Tree Hotel, Jhansi	60	Nov-20
Lemon Tree Premier, Vijaywada	120	Jan-21
Lemon Tree Hotel, Aligarh	68	Jan-21
Lemon Tree Premier, Bhubaneshwar	76	Feb-21
Lemon Tree Hotel, BKC, Mumbai	70	Mar-21
Red Fox Hotel, Neelkanth	80	Mar-21
Keys Prima, Dehradun	40	Mar-21
<b>Management Rooms to be Operational in FY21</b>	<b>514</b>	
Lemon Tree Premier, Coorg	63	Apr-21
Lemon Tree Resort, Mussoorie	40	May-21
Serviced Suites, Manesar	260	Oct-21
Lemon Tree Hotel, Bokaro	70	Oct-21
Lemon Tree Hotel, Kathmandu	75	Dec-21
Lemon Tree Resort, Nagarkot, Nepal	51	Dec-21
Lemon Tree Resort, Thimpu	38	Dec-21
Lemon Tree Hotel, Rishikesh	102	Dec-21
Lemon Tree Hotel, Trivandrum	100	Mar-22
Lemon Tree Hotel, Agra	62	Mar-22
Lemon Tree Hotel, Darjeeling	55	Apr-22
Lemon Tree Hotel, Ludhiana	60	TBD
Lemon Tree Hotel, Gulmarg	35	TBD
Lemon Tree Hotel, Sonamarg	40	TBD
Lemon Tree Hotel, Ranthambore	60	TBD
Lemon Tree Premier, Dindy	50	TBD
Lemon Tree Hotel, Durgapur	80	TBD
Lemon Tree Hotel, Gwalior	104	TBD
<b>Total Pipeline</b>	<b>1,859</b>	

Note: The dates are under the best case scenario and as per latest update from owners based on their lines of credit



Lemon Tree Hotel, Aurangabad



Lemon Tree Hotel, Gachibowli,  
Hyderabad



Lemon Tree Hotel, Vadodara

## Differentiated business model of Lemon Tree (LTH)

# The Business Model | Mid-cycle

**Lemon Tree's ROCE is > 1.5x of a typical 5 star hotel in India**

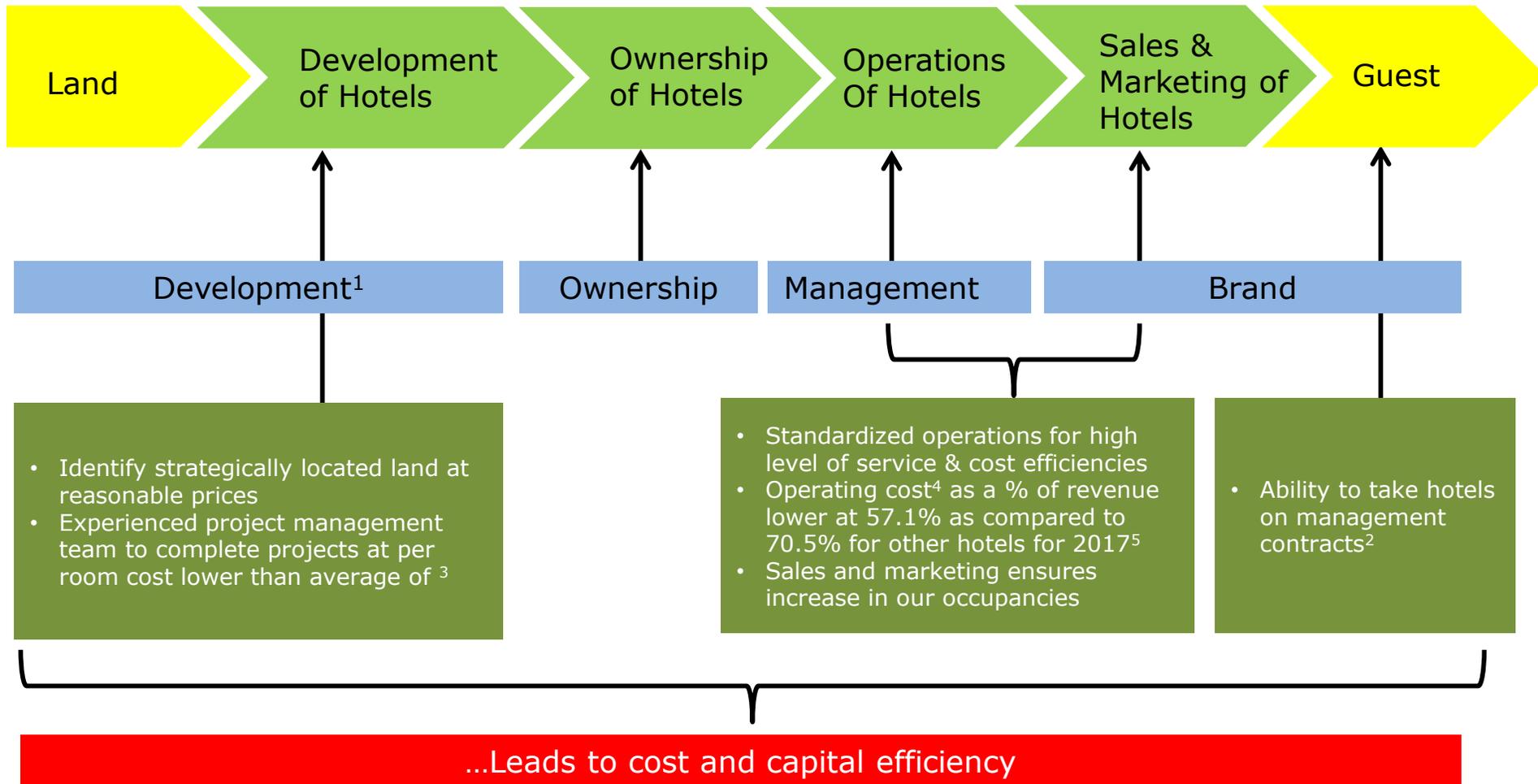
	Typical 5 star		
<b>Cost Per Room (Normalised)</b>	1000	400	~40% of Five Star
<b>Rate (Normalised)</b>	100	50	
<b>Occupancy</b>	x%	1.2x%	
<b>Room Revenue (Normalised)</b>	100	<u>60</u>	~60% of Five Star
<b>Total Revenue (Normalised)</b>	100	<u>50</u>	Lower other income for LTH
<b>Cost (Normalised)</b>	65	<u>25</u>	~40% of Five Star
<b>EBITDA (Normalised)</b>	35	<u>25</u>	
<b>RoCE</b>	x	<u>1.7x</u>	

Process

Presence across value chain



Focus on culture & service differentiation with focus on domestic travellers



Note: 1. Through subsidiary Grey Fox Project Management  
2. Through subsidiary Carnation  
3. For Select Hotels for the same period, according to a survey conducted by HVS (India - 2016 Hotel Development Cost Survey)  
4. For owned and leased hotels  
5. Source : FHRAI-Indian-Hotel-Survey-2016-17

**Process**

**Presence across value chain**



**Focus on culture & service differentiation with focus on domestic travellers**



- Ranked 4th in India and only Hotel chain in top 10 Best Companies to Work for by the Great Place to Work Institute, India in 2017
- Ranked 12th in Asia's Best Large Workplaces in 2018 by Great Place to Work Institute. Only Indian company in top 15
- The highly engaged work force provides superior service to customers

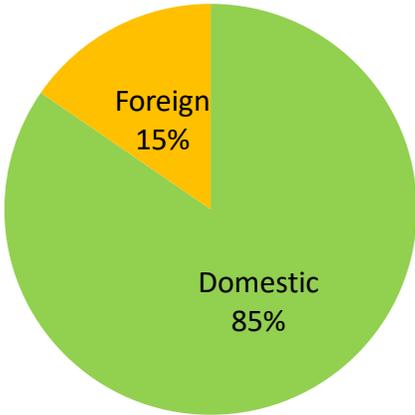
**Superior service leads to higher Customer Satisfaction as demonstrated by TripAdvisor recognition**



62 out of 80 hotels (which were eligible for receiving this recognition) were awarded the TripAdvisor Travelers' Choice Award 2020

**Focus on Domestic Customers**

**FY20**

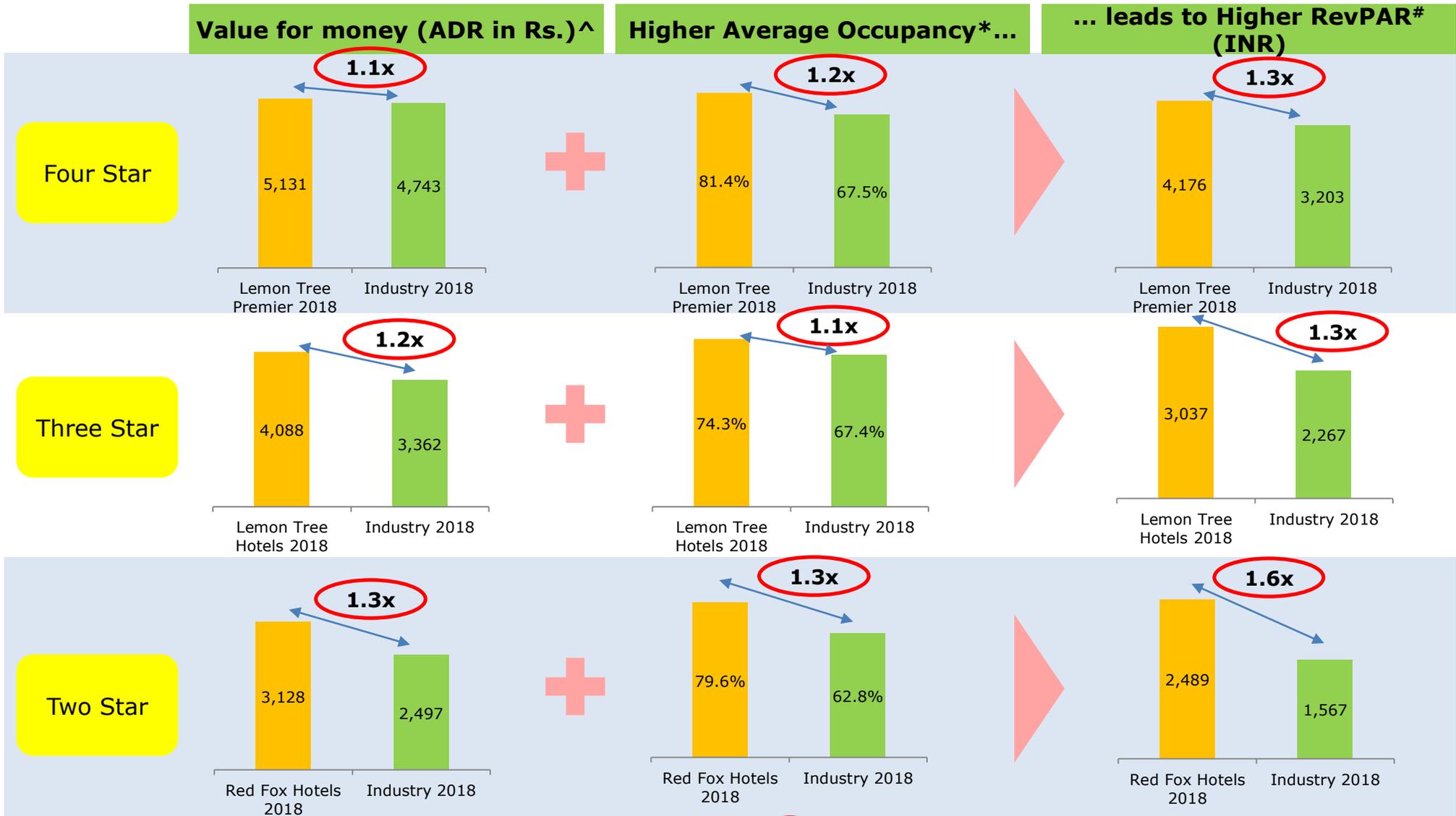


Customers

Value for money pricing

Occupancy (Utilization) Premium

RevPAR (Revenue per room) Premium



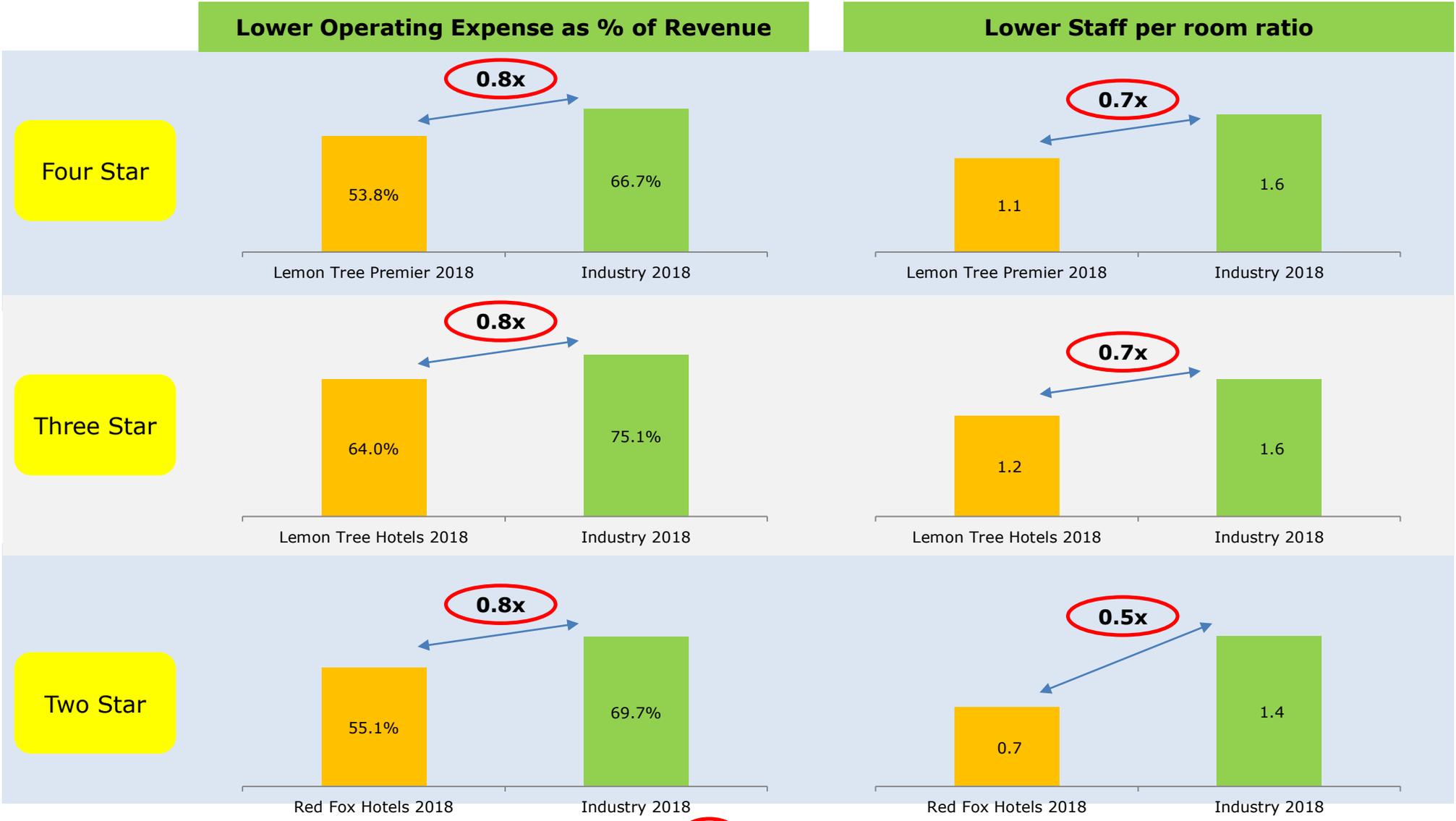
○ Lemon Tree/Industry

Source : Industry data is sourced from Hotelivate – Trend and Opportunities Report - 2019.  
 ^ Average Daily room rent; \*Average occupancy represents the total number of room nights sold divided by the total number of room nights available at a hotel or group of hotels; #RevPAR is calculated by multiplying ADR and average occupancy, where ADR represents revenue from room rentals divided by total number of room nights sold at our owned and leased hotels (including rooms that were available for only a certain portion of a period)

Cost

Lower Average Operating Expenses/ Room

Higher GOP<sup>^</sup>



Lemon Tree/Industry

Source : Industry data is sourced from FHRAI-Indian-Hotel-Survey-2017-18. Due to operational disruptions, FHRAI has not been able to publish FY19 numbers, hence showing comparison for FY18



Lemon Tree Amarante Beach, Goa



Lemon Tree Premier, Corbett

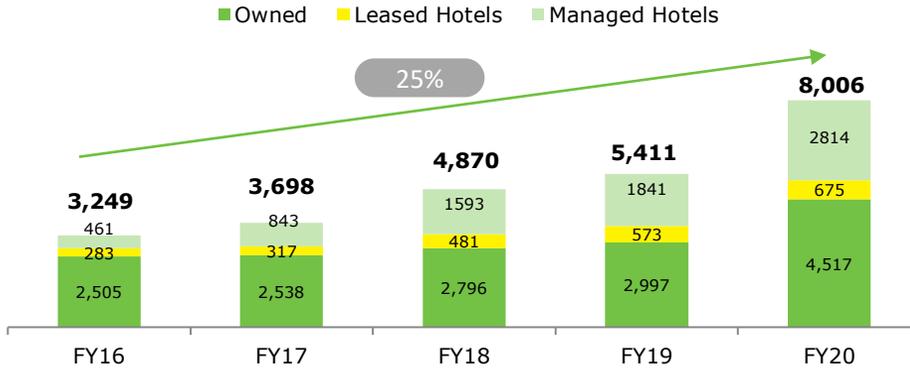


Lemon Tree Premier, Hyderabad

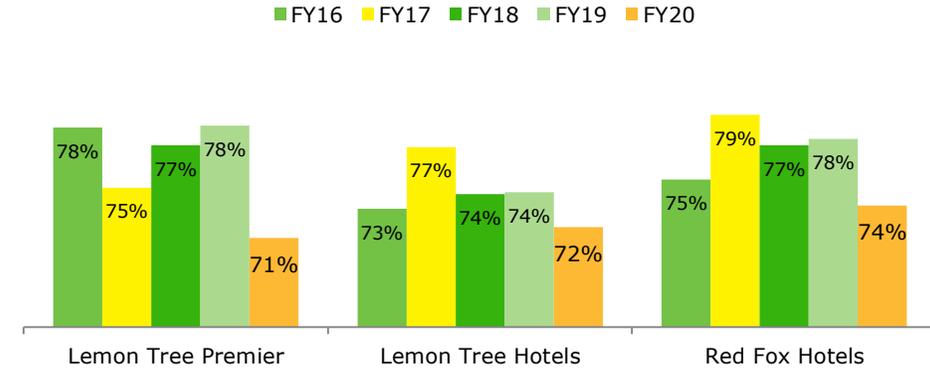
## Strong Operating and Financial Performance

# Strong operating performance

## Rooms are being added...

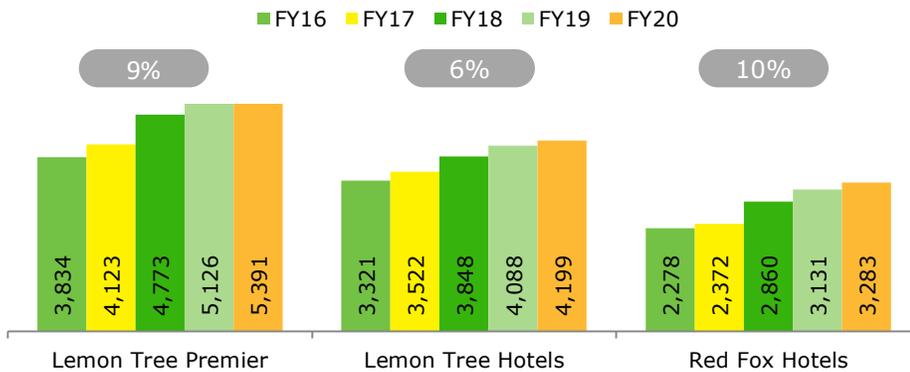


## ...and occupancy levels increasing...

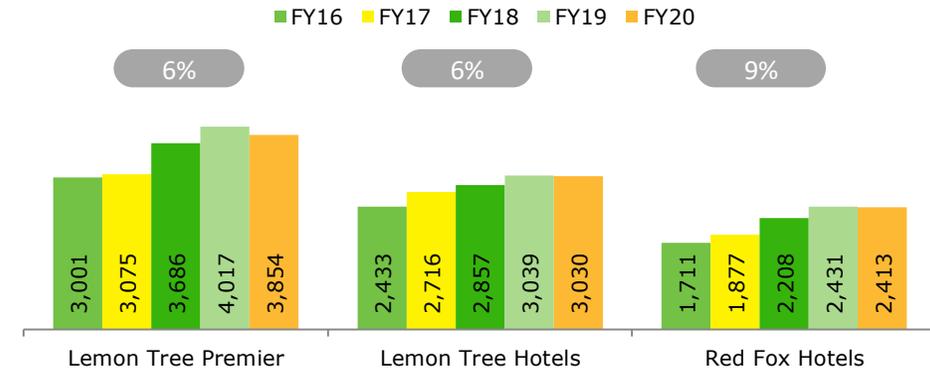


Note: Drop in occupancy levels is on account of new owned/leased supply addition by Lemon Tree in FY20 and COVID-19

## ...coupled with increasing ADR...



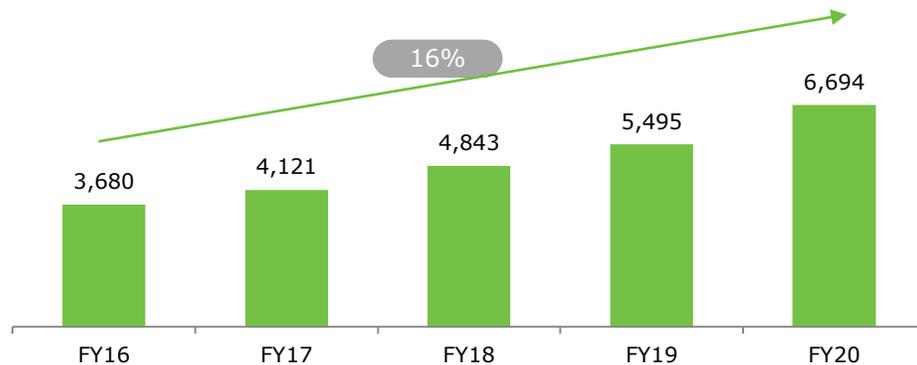
## ...leading to a RevPAR growth



# Strong Growth and improving margins

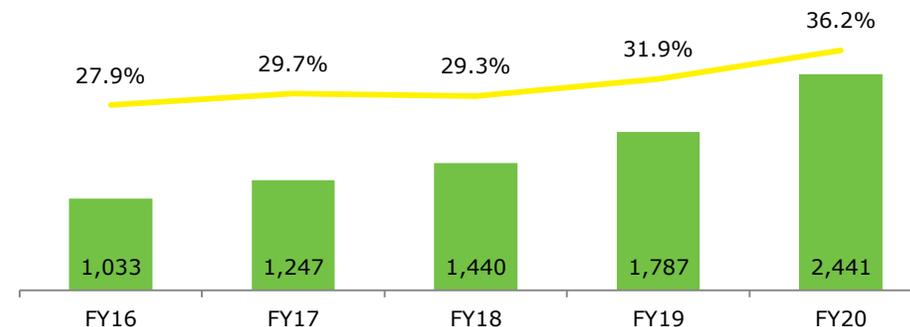
Revenue has increased at 20% over the last 5 years...

Revenue from operations (Rs. million)



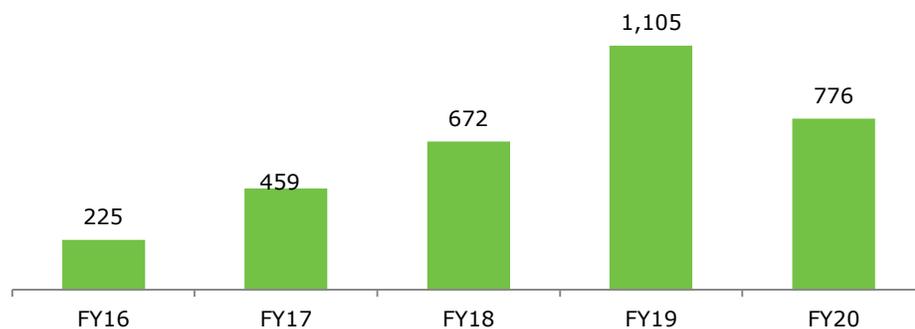
...coupled with increasing EBITDA margins

EBITDA & EBITDA margins



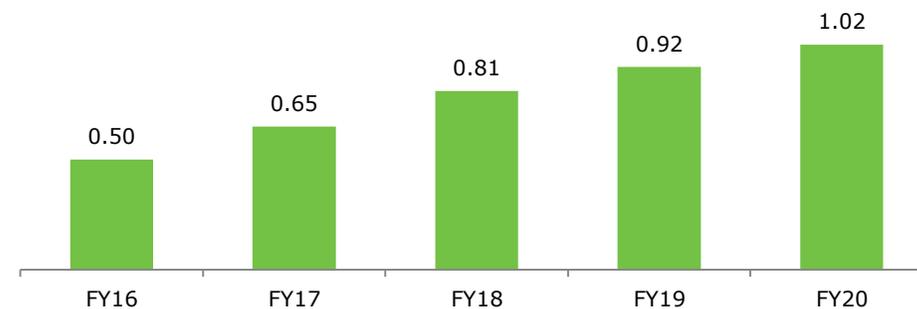
Increasing cash profit\* growth

Cash Profit (PAT + Depreciation) (Rs. million)



Gearing low

Debt/Equity



Note: FY16 figures are from Lemon Tree Prospectus. FY17, FY18, FY19 and FY20 figures are from audited balance sheet.

# Operational Performance by Ageing – FY20 vs. FY19

Parameters	Financial year	Adult Hotels (Stable - older than 3 years)	Toddler Hotels (Stabilizing - between 1-3 years old)	Infant Hotels (New - less than 1 year old)	Under-development hotels
Hotels <sup>1</sup>	FY20	24	6	11	2
	FY19	21	7	2	2
Operating Rooms (year-end)	FY20	2,855	715	1,622	748
	FY19	2,727	551	292	748
Occupancy Rate (%)	FY20	75.2%	67.1%	56.4%	Deep demand markets (high occupancies)
	FY19	79.2%	69.9%	36.3%	
Average Daily Rate (Rs.)	FY20	4,399	4,027	4,438	2.0x of Adult Hotels in that year*
	FY19	4,197	4,082	4,200	
Hotel level EBITDAR <sup>2</sup> /room (Rs. Lacs)	FY20	6.9	5.5	2.3	High*
	FY19	7.2	4.9	1.1	
Hotel level EBITDAR <sup>2</sup> Margin (%)	FY20	44%	39%	39%	High*
	FY19	44%	33%	40%	
Hotel level ROCE <sup>3</sup> (%)	FY20	12%	5%	2%	1.5x of Adult Hotels in that year*
	FY19	13%	4%	1%	

## Notes:

1) During the year FY20 3 hotels moved from toddler to adult category, 2 hotels moved from infant to toddler category and 11 new hotels entered into the infant category

2) Hotel level EBITDAR measures hotel-level results before lease rentals, debt service, depreciation and corporate expenses of the owned/leased hotels, and is a key measure of company's profitability

3) Hotel level RoCE is calculated as : (Hotel level EBITDAR - lease rentals)/Capital deployed for operational owned & leased hotels

\* Post stabilization.

# Individual Progression of 4 latest Adult Hotels from Infant to Toddler to Adult

	Date of Opening	FY15	FY16	FY17	FY18	FY19	CAGR
<b>LTP Aerocity Delhi</b>	Dec-FY14	Infant	Toddler	Toddler	Adult	Adult	
Inventory		<u>145</u>	280	280	280	280	
Occupancy		84.2%	82.0%	75.7%	82.8%	85.5%	
ARR		3,114	3,612	3,876	4,405	5,626	15.9%
RevPAR		2,622	2,963	2,932	3,647	4,809	16.4%
EBITDA/Room		2.4	6.7	7.6	10.1	11.5	48.6%
EBITDA Margin		13.5%	40.8%	41.8%	47.3%	47.5%	
<b>RFH Aerocity Delhi</b>	Dec-FY14	Infant	Toddler	Toddler	Adult	Adult	
Inventory		<u>197</u>	207	207	207	207	
Occupancy		73.5%	87.4%	81.3%	86.0%	88.9%	
ARR		2,183	2,250	2,418	3,137	4,082	16.9%
RevPAR		1,604	1,966	1,966	2,697	3,629	22.6%
EBITDA/Room		2.4	3.2	3.8	6.1	7.4	32.2%
EBITDA Margin		28.6%	33.0%	37.6%	46.1%	47.3%	

	Date of Opening	FY15	FY16	FY17	FY18	FY19	CAGR
<b>LTH Whitefield Bangalore</b>	Jul-FY14	Infant	Toddler	Toddler	Adult	Adult	
Inventory		130	130	130	130	130	
Occupancy		47.5%	70.6%	79.8%	76.9%	82.7%	
ARR		2,681	2,745	3,065	3,393	3,981	10.4%
RevPAR		1,274	1,938	2,445	2,610	3,293	26.8%
EBITDA/Room		1.6	4.3	5.9	5.7	6.9	43.9%
EBITDA Margin		22.2%	41.0%	47.0%	43.9%	46.4%	
<b>LTH Gachibowli Hyderabad</b>	Nov-FY15	Infant	Toddler	Toddler	Adult		
Inventory		190	190	190	190		
Occupancy		61.6%	75.9%	73.9%	82.9%		
ARR		2,864	2,913	3,128	3,828		10.2%
RevPAR		1,764	2,212	2,311	3,175		21.6%
EBITDA/Room		4.4	6.0	6.0	7.6		19.8%
EBITDA Margin		46.2%	50.2%	48.1%	50.3%		

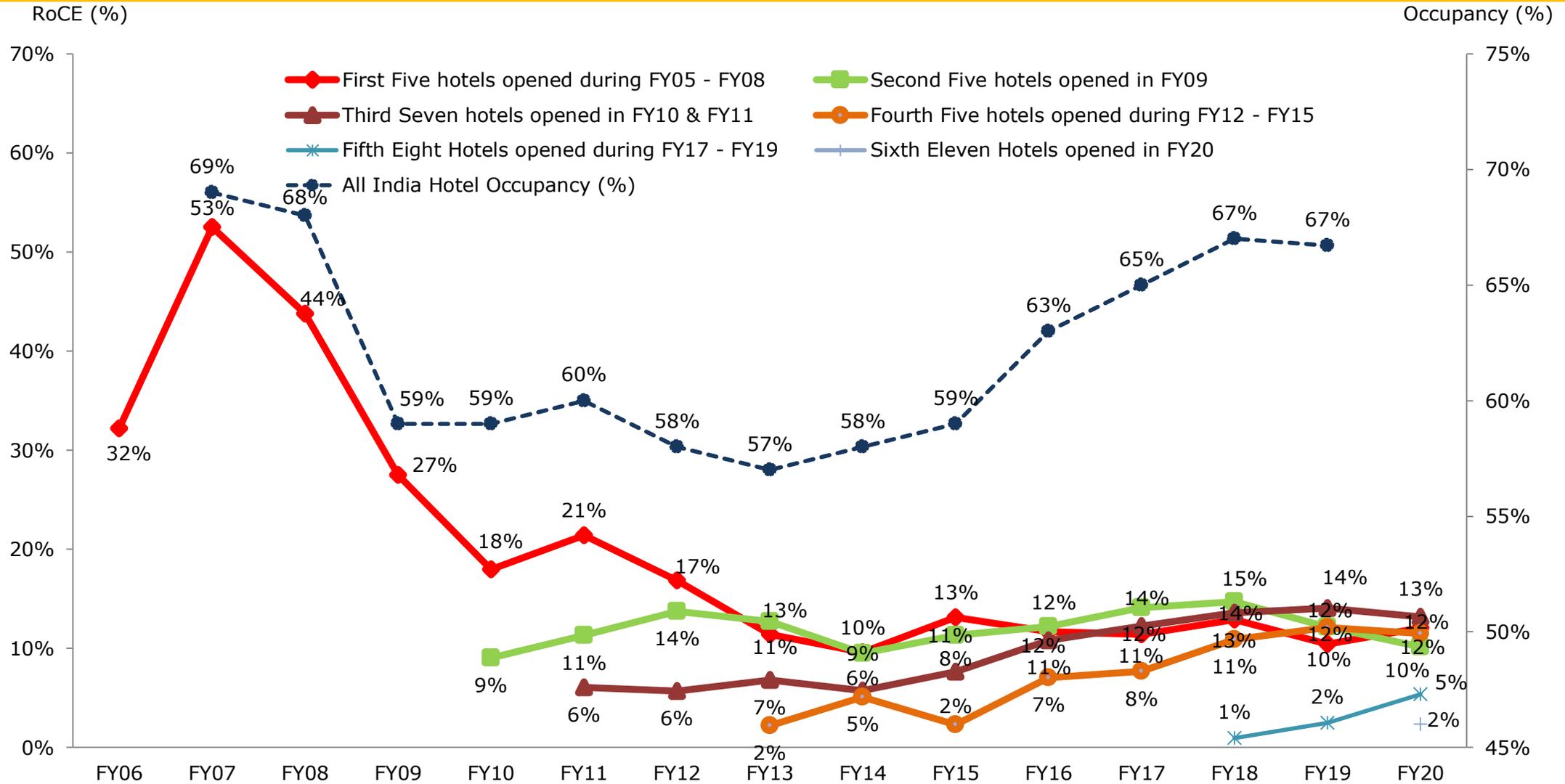
**RevPAR (not ARR or Occupancy) is the Key Metric**

# Aggregate Progression of 4 latest Adult Hotels from Infant to Toddler to Adult

	FY15	FY16	FY17	FY18	FY19	CAGR
<b>Aggregate</b>	Infant	Toddler	Toddler	Adult	Adult	
Inventory	472	807	807	807	807	
Occupancy	69.6%	76.7%	77.8%	80.6%	85.3%	
ARR	2,622	2,945	3,130	3,627	4,545	14.7%
RevPAR	1,826	2,260	2,436	2,922	3,877	20.7%
EBITDA/Room	2.2	4.9	6.0	7.4	8.8	41.8%
EBITDA Margin	20.0%	40.3%	43.5%	46.7%	47.8%	
LTH Focus	Occ.	Occ.	Occ.	ARR	RevPAR	

**Once fully stabilized, RevPAR drives operating leverage**

# Lemon Tree Hotels RoCE : Hotel Buckets by opening 2006-20



**Notes:**

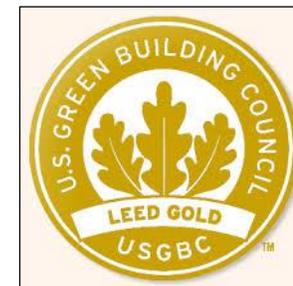
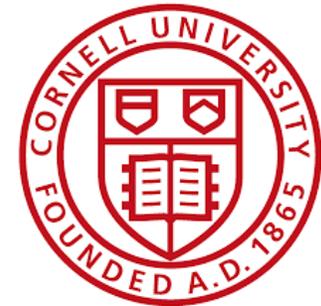
1. Hotel level RoCE is calculated as : (Hotel level EBITDAR - lease rentals)/Capital deployed for operational owned & leased hotels
2. Hotel RoCE is based on first full year of operation

Source : Industry occupancy is taken from Horwath HTL report.

# Recognition and awards through the years



- ❖ **Ranked 4th in India and the only hotel chain in the top 10 Best Companies to Work for in India in 2017** by the Great Place to Work institute
- ❖ **Ranked 12th in Asia's Best Large Workplaces and the only Indian company in the top 15 in 2018** by the Great Place to Work institute
- ❖ National Award for Empowerment of Persons with Disabilities – 2011, 2012 and 2016
- ❖ Received the **5<sup>th</sup> IGBC Green Champion** award under the category **"Organization Leading the Green Building Movement in India (Commercial)"**





Lemon Tree Amarante Beach, Goa



Lemon Tree Premier, Corbett



Lemon Tree Premier, Hyderabad

# CoVID-19 Impact and Risk Mitigation Strategy

## Operational Impact

- \* Almost 72% of our owned/leased rooms were operational in Q1 following the directives regarding the lockdown released by various state governments. This improved in Q2 where almost 87% of our owned/leased rooms were operational
- \* We have been able to maintain almost 40% occupancy throughout H1 FY21 in our operational owned/leased hotels. In Q1, demand was mostly from quarantine guests and healthcare workers which gradually decreased in Q2. In Q2, demand revival was seen from retail segment.
- \* Hotel operations were impacted due to restrictions on movement of employees and supply of raw material & room amenities

## Financial Impact

- \* Revenue from operations in H1FY21 was down by 69.9% YoY. However, a gradual pickup was seen from Rs 10.9 Cr Revenue in April to Rs 16.2 Cr Revenue in September
- \* Revenue contribution from F&B outlets and Banquets was muted due to social distancing norms
- \* Significant impact on EBITDA due to reduced revenue. However due to significant cost control we managed to achieve Rs 21.8 Cr EBITDA in H1FY21
- \* Moratorium allowed by RBI was availed to preserve cash
- \* Cash outflow for construction of Aurika MIAL and LT Resort Shimla got deferred due to restriction on construction

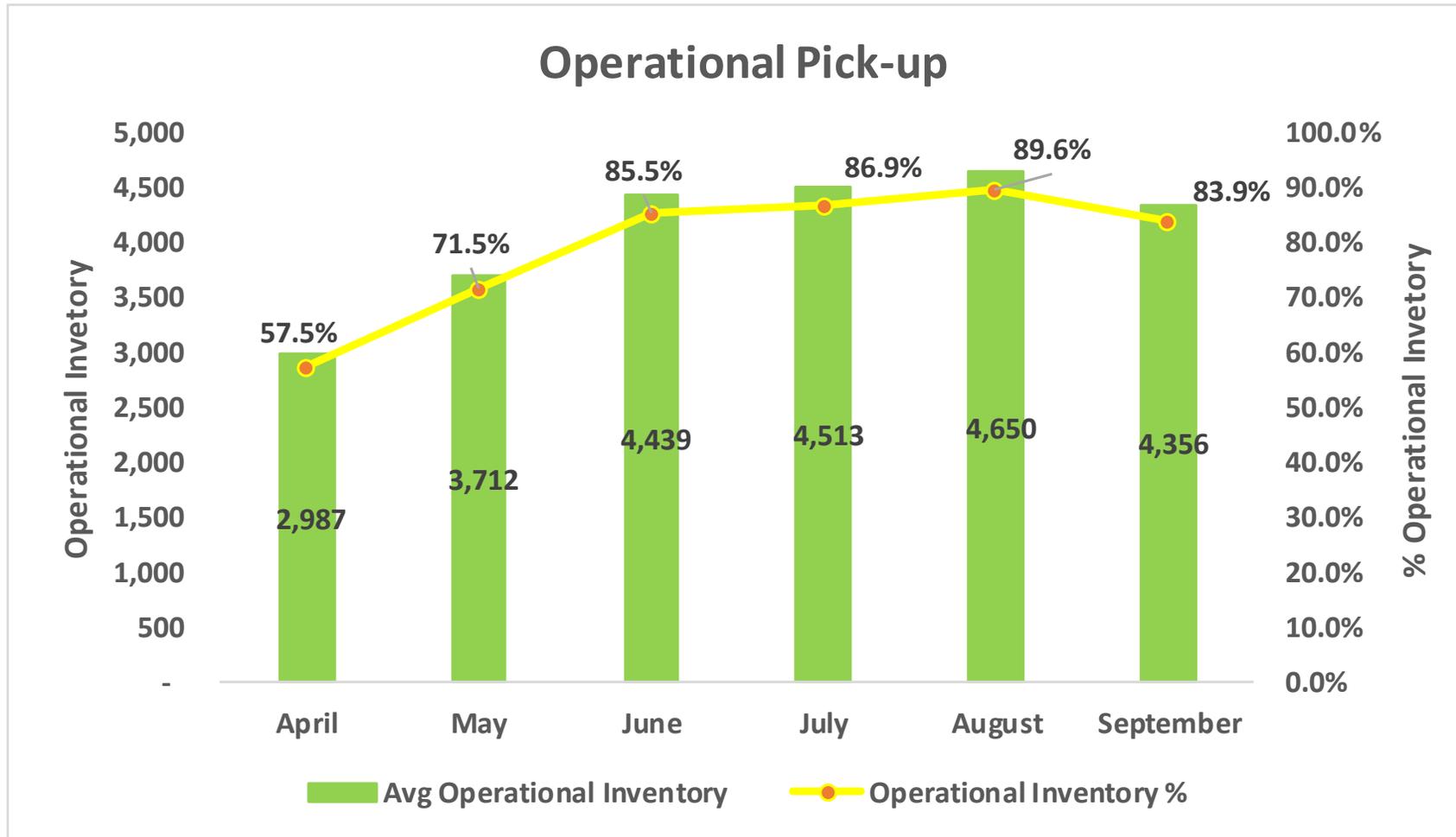
## Cost Control

- \* Hiring freeze. Significant salary cuts taken at leadership levels (min 50%) to ensure no permanent hotel staff were laid off
- \* Power & Fuel expenses drastically reduced due to tight control on units consumed and waiver on fixed charges provided by some state electricity boards
- \* Renegotiated lease rentals, annual maintenance contracts, IT contracts etc. to get waiver for H1 FY21
- \* Repairs and Maintenance capital expenditure frozen with only minimal expense for operations
- \* All discretionary spends like advertising, leased cars, etc. paused
- \* Careful monitoring of all costs undertaken to achieve positive Net EBITDA level in both Q1 FY21 and Q2 FY21

## Enhanced Hygiene and Safety

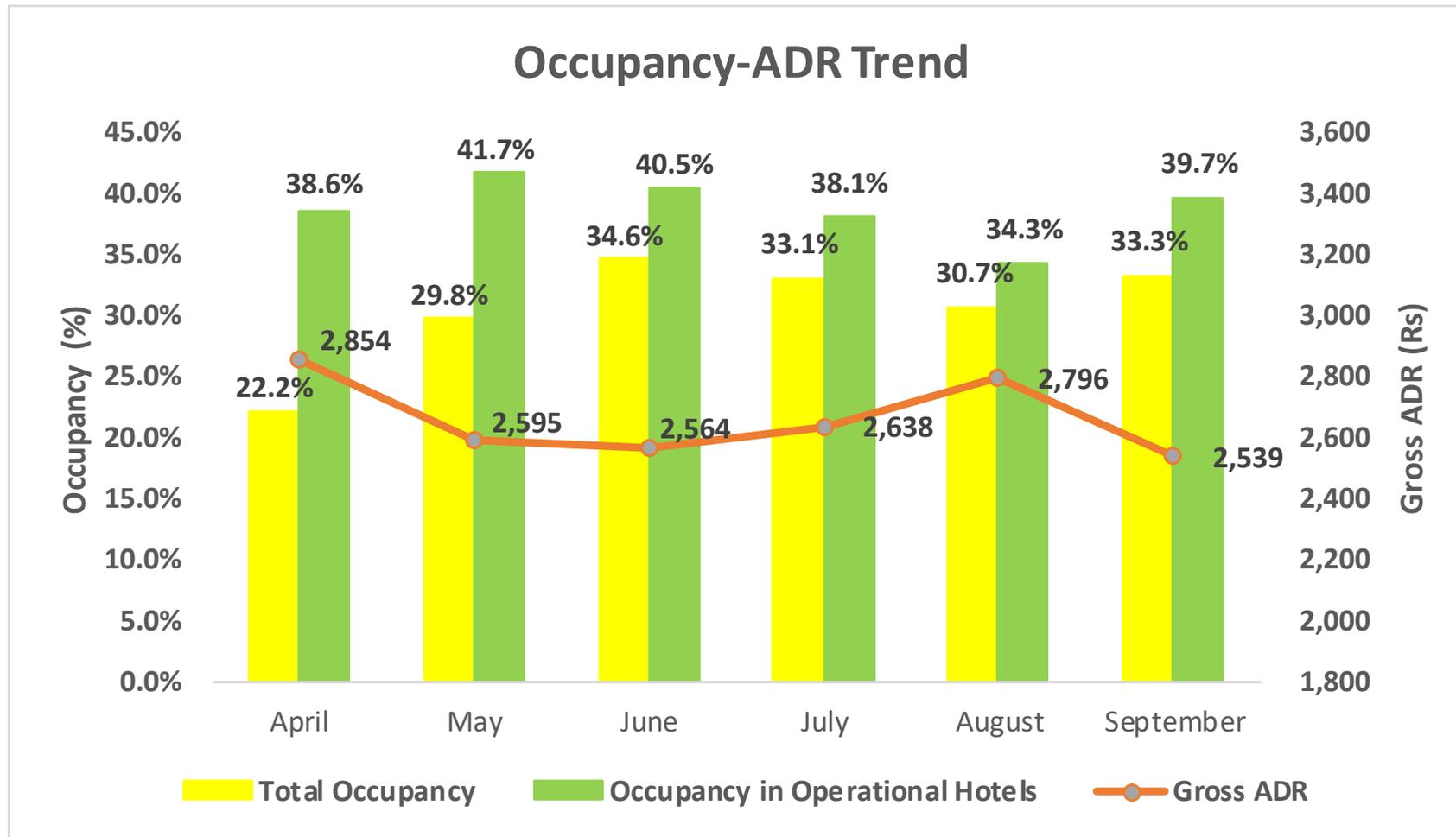
- \* Regular sanitization of all our hotels
- \* Temperature checks done using non contact thermometers for employees, visitors and guests at the time of entering hotel premises
- \* Mandating employees to wash/sanitize hands very frequently
- \* Over 100 SOPs implemented including on how to attend asymptomatic guests availing quarantine in our hotels and PPE kits made available for hotel staff attending such guests
- \* Appropriate measures taken at hotels to ensure social distancing between hotel staff, visitors and guests
- \* Protocols related to air-conditioning implemented to prevent any air-flow from one room to another

## Increasing Operational Inventory



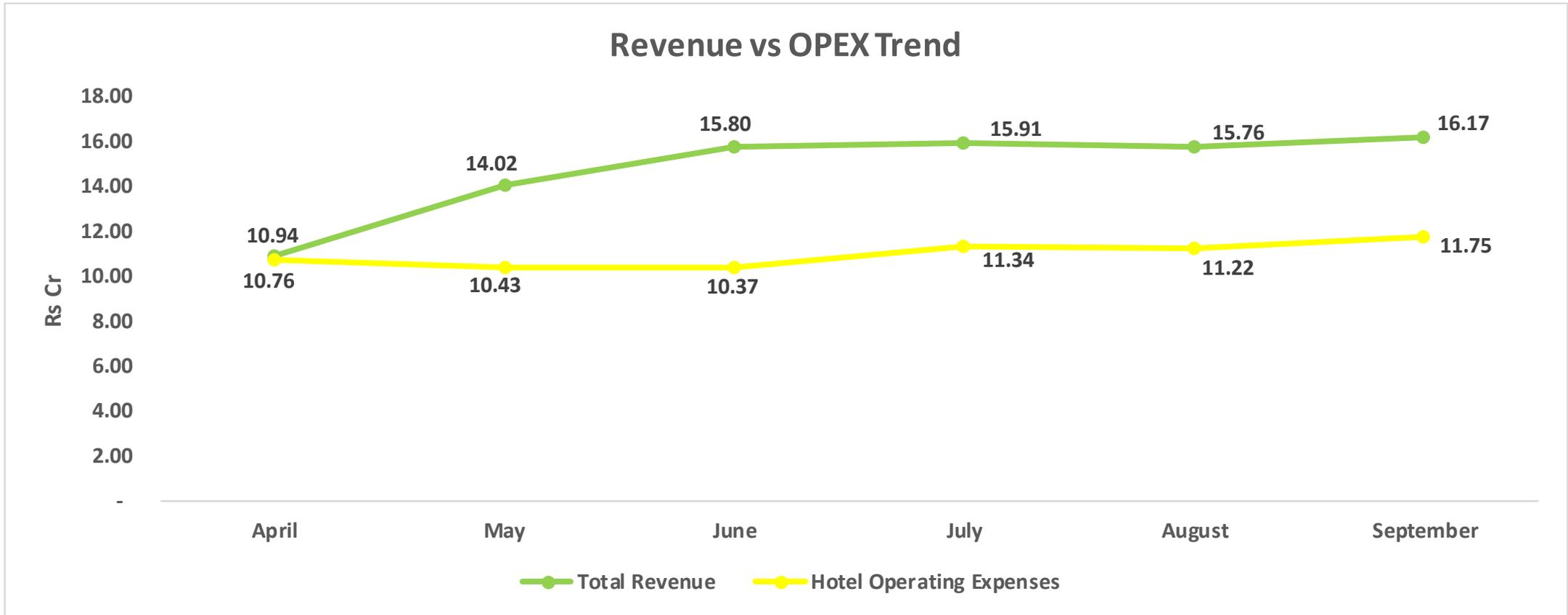
Trends for the 5,192 owned/leased rooms

## Rising Occupancy Levels



Trends for the 5,192 owned/leased rooms

## Constantly Improving Operating Efficiency



**Notes:**

1. Total Revenue includes Revenue from Owned and Leased hotels and Fees from Managed hotels
2. Operating Expenses include Hotel operating expenses for Owned and Leased hotels (including shut hotels)



## Lemon Tree

- \* Board of Directors has given approval to raise upto Rs 150 Cr as an abundant precaution to provide an additional liquidity cushion, if required.
- \* The mode of issuance can be Rights Issue, Preferential Placement or Qualified Institutional Placement
- \* Management to evaluate and give recommendations to the board on timing/quantum/mode of capital raise

## Fleur

- \* APG Strategic Real Estate Pool N.V. to infuse upto Rs 300 Cr in two tranches by CCPS which will be convertible into equity in 30 months : Rs 175Cr immediately and Rs 125Cr if required
- \* Lemon Tree will inject additional 100% owned assets at the end of 30 months in order to retain current majority ownership. This is aligned to Lemon Tree's asset monetization plan/asset light strategy

## Rationale for the fund raise

- \* Provides financial strength – ability to manage cash flows and mitigate the risk of cash flow mismatch
- \* Strengthens the balance sheet and financial position

- \* We feel we can significantly improve our operational efficiencies in future
- \* Staff per room ratio can go down further from current levels of 0.95-1.0 to 0.7-0.75 without sacrificing our service standards, leading to permanent and significant savings in wage bill (wage bill typically accounts for about 18% of total revenue)
- \* Similarly, electricity consumption can be reduced significantly (Power and Fuel expenses typically account for 10% of total revenue, with more than 70% being electricity consumption)
- \* Various other fixed and variable expenses can also be reduced significantly on a permanent basis
- \* These steps should lead to a permanent improvement in Net EBITDA of adult hotels by 500-700 bps as a percentage of revenue once the situation normalizes

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# Under Development Hotels

# Lemon Tree Mountain Resort – Shimla | Image Representation



Note: Hotel is expected to have 69 rooms and expected month of opening is April-2021

# Lemon Tree Mountain Resort – Shimla



# Lemon Tree Mountain Resort – Shimla



# Aurika, Mumbai Airport (MIAL) | Image Representation



# Aurika, Mumbai Airport (MIAL)



# Aurika, Mumbai Airport (MIAL)





Lemon Tree Amarante Beach, Goa



Lemon Tree Premier, Corbett



Lemon Tree Premier, Hyderabad

# Appendix



Lemon Tree Hotel, Coimbatore



Lemon Tree Premier, City Center, Gurgaon

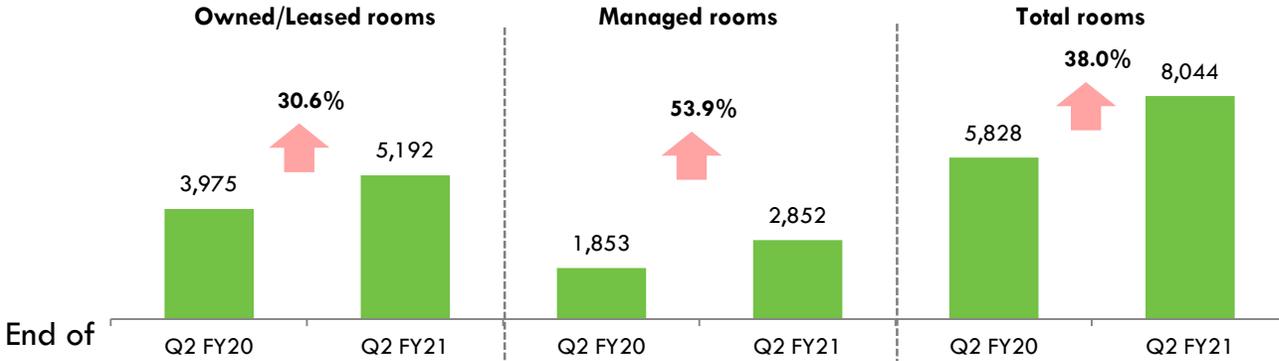


Lemon Tree Vembanad Lake, Alleppey, Kerela

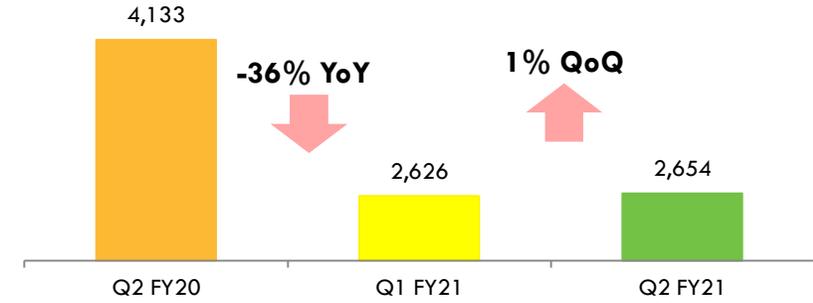
## Latest Performance – Q2 FY21

# Q2 FY21 Performance Highlights – Operational Metrics (Consolidated)

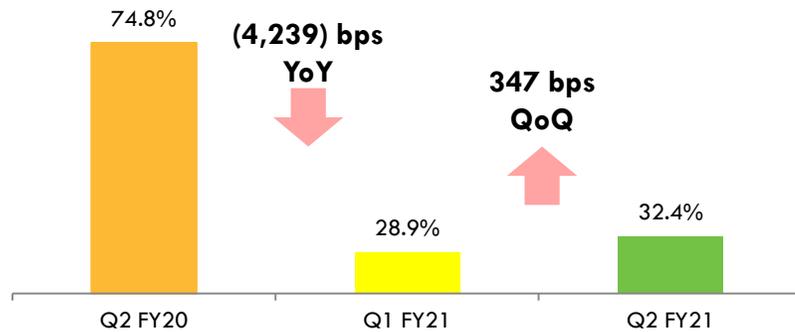
**Operational Inventory**



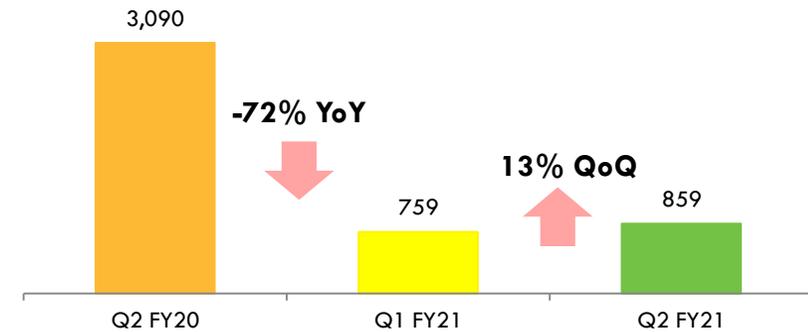
**Average Daily Rate (Rs.)**



**Occupancy (%)**



**RevPAR (Rs.)**

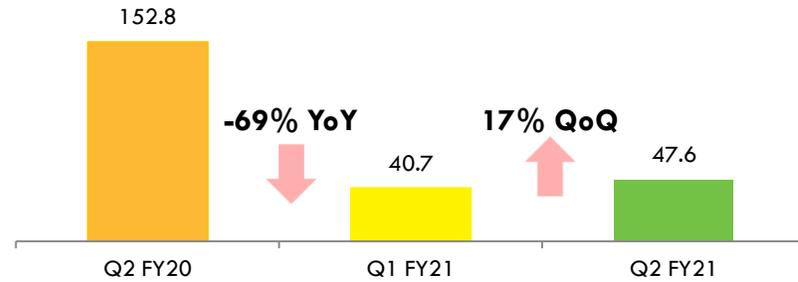


**Notes:**

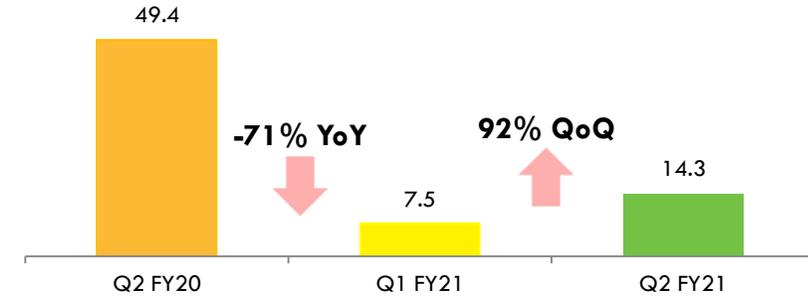
1. ADR, Occupancy and RevPAR are for our owned and leased hotels only.

# Q2 FY21 Performance Highlights – Financial Metrics (Consolidated)

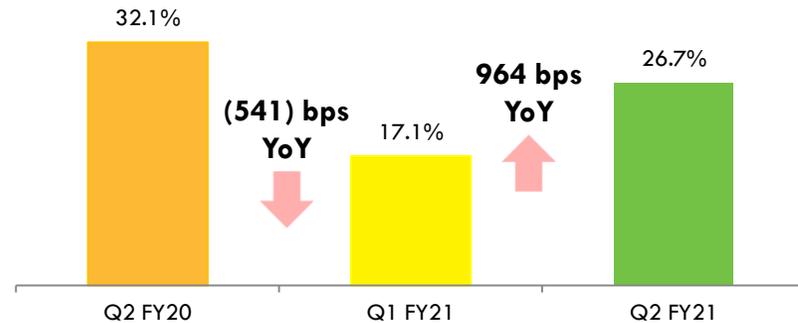
Revenue from Operation (Rs. Cr)



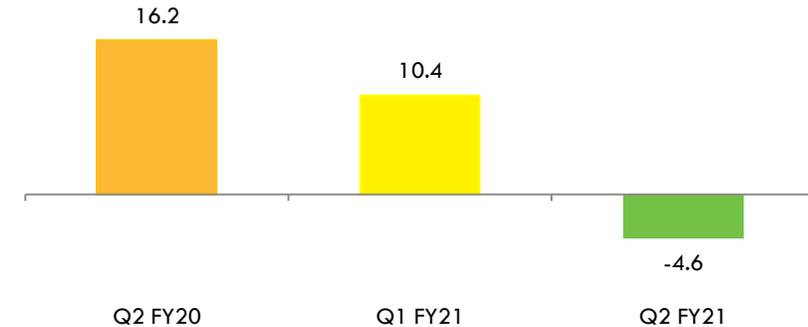
EBITDA (Rs. Cr)



EBITDA Margin (%)



Cash profit (Rs. Cr)



Notes:

1. Q2 FY21 performance is not indicative of the full year performance
2. Cash Profit is calculated as PAT + Depreciation + Portion of Finance Cost converted into loan

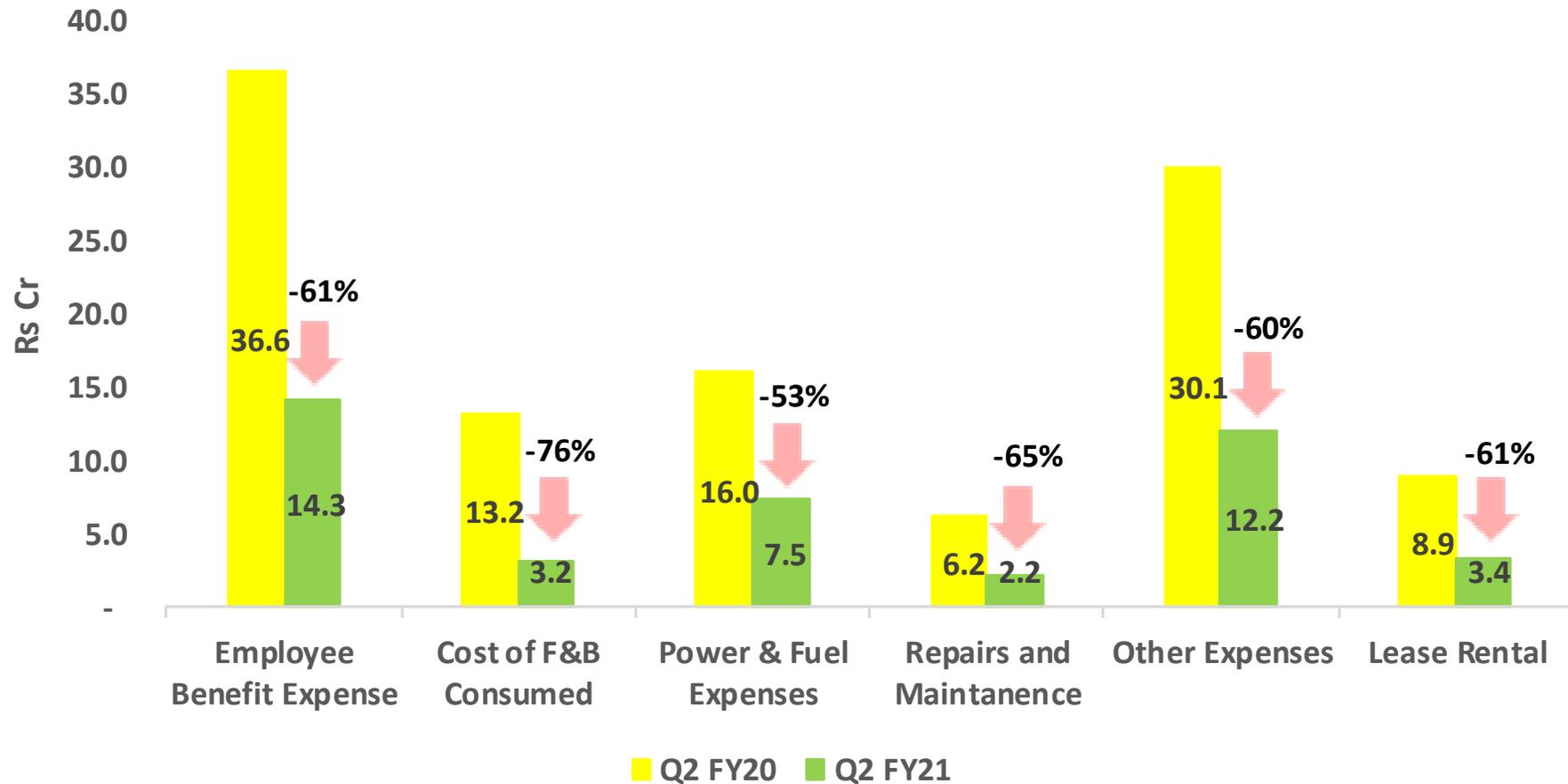
# Consolidated Profit & Loss Statement – Q2 FY21

Rs. Cr	Q2 FY20	Q1 FY21	Q2 FY21	QoQ Change (%)	YoY Change (%)
<b>Revenue from operations</b>	<b>152.8</b>	<b>40.7</b>	<b>47.6</b>	<b>17.0%</b>	<b>-68.8%</b>
Other income	0.9	3.1	6.0	92.9%	546.9%
<b>Total expenses</b>	<b>104.3</b>	<b>36.3</b>	<b>39.3</b>	<b>8.2%</b>	<b>-62.3%</b>
<b>EBITDA</b>	<b>49.4</b>	<b>7.5</b>	<b>14.3</b>	<b>91.6%</b>	<b>-71.0%</b>
<b>EBITDA margin (%)</b>	<b>32.1%</b>	<b>17.1%</b>	<b>26.7%</b>	<b>964</b>	<b>(541)</b>
Finance costs	35.3	48.7	49.7	2.1%	40.9%
Depreciation & amortization	19.6	27.1	27.0	-0.3%	38.1%
<b>PBT</b>	<b>(3.0)</b>	<b>(67.7)</b>	<b>(59.7)</b>	<b>-11.8%</b>	<b>NA</b>
Tax expense	0.1	(7.1)	(6.2)	-13.6%	NA
<b>PAT</b>	<b>(3.0)</b>	<b>(60.6)</b>	<b>(53.5)</b>	<b>-11.6%</b>	<b>NA</b>
<b>Cash Profit</b>	<b>16.2</b>	<b>10.4</b>	<b>(4.6)</b>	<b>NA</b>	<b>NA</b>

Note: Cash Profit is calculated as PAT + Depreciation + Portion of Finance Cost converted into loan

# Consolidated Expenses – Q2 FY21 vs Q2 FY20

## Cost Rationalization YoY



# Consolidated Profit & Loss Statement Breakup – Q2 FY21

Rs. Cr	Same Hotels			New Hotels <sup>1</sup>	Total without Keys Hotels			Keys Hotels	Total		
	Q2FY20	Q2FY21	YoY Change	Q2FY21	Q2FY20	Q2FY21	YoY Change	Q2FY21	Q2FY20	Q2FY21	YoY Change
Inventory	3,975	3,975	0.0%	281	3,975	4,256	7.1%	936	3,975	5,192	30.6%
ARR	4,133	2,634	-36.3%	4,962	4,133	2,730	-34.0%	2,122	4,133	2,654	-35.8%
Occupancy	74.8%	35.5%	(3,928)	21.5%	74.8%	34.6%	(4,020)	22.4%	74.8%	32.4%	(4,239)
RevPAR	3,090	934	-69.8%	1,069	3,090	943	-69.5%	475	3,090	859	-72.2%
<b>Revenue from Operations</b>	<b>152.8</b>	<b>39.0</b>	<b>-74.5%</b>	<b>3.3</b>	<b>152.8</b>	<b>42.2</b>	<b>-72.4%</b>	<b>5.4</b>	<b>152.8</b>	<b>47.6</b>	<b>-68.8%</b>
Other Income	0.9	5.2	461.7%	0.0	0.9	5.2	462.3%	0.8	0.9	6.0	546.9%
Total expenses	104.3	31.9	-69.4%	2.3	104.3	34.2	-67.2%	5.1	104.3	39.3	-62.3%
<b>EBITDA</b>	<b>49.4</b>	<b>12.3</b>	<b>-75.1%</b>	<b>1.0</b>	<b>49.4</b>	<b>13.3</b>	<b>-73.1%</b>	<b>1.1</b>	<b>49.4</b>	<b>14.3</b>	<b>-71.0%</b>
EBITDA margin (%)	32.1%	27.9%	(426)	29.3%	32.1%	28.0%	(416)	17.1%	32.1%	26.7%	(541)
<b>PBT</b>	<b>(3.0)</b>	<b>(39.9)</b>	<b>NA</b>	<b>(12.3)</b>	<b>(3.0)</b>	<b>(52.2)</b>	<b>NA</b>	<b>(7.5)</b>	<b>(3.0)</b>	<b>(59.7)</b>	<b>NA</b>

Note : New Hotels include: Lemon Tree Premier Kolkata & Aurika Udaipur

# Operational Performance by Brands & Region – Q2 FY20 vs. Q2 FY21

Parameters	Occupancy Rate (%)			Average Daily Rate (Rs.)			Hotel level EBITDAR/room (Rs. Lacs)			Hotel level EBITDAR Margin		
	Q2 FY20	Q2 FY21	Change (bps)	Q2 FY20	Q2 FY21	Change (%)	Q2 FY20	Q2 FY21	Change (%)	Q2 FY20	Q2 FY21	Change (bps)
<b>By Brand (#Rooms)</b>												
Lemon Tree Premier (1,461)	75.4%	48.6%	(2,687)	5,069	2,850	-43.8%	2.0	0.6	-70.7%	42.5%	39.4%	(196)
Lemon Tree Hotels (1562)	72.7%	26.6%	(4,611)	3,948	2,498	-36.7%	1.2	0.1	-91.7%	34.5%	13.7%	(2,086)
Red Fox Hotels (850)	77.0%	29.9%	(4,710)	3,014	2,296	-23.8%	1.0	0.1	-94.5%	41.6%	8.7%	(3,291)
<b>By Region (#Rooms)</b>												
Delhi (636)	86.0%	58.5%	(2,751)	4,312	2,921	-32.3%	1.7	0.6	-64.8%	38.6%	35.5%	(306)
Gurugram (529)	77.9%	24.7%	(5,314)	4,078	2,987	-26.7%	1.2	0.1	-90.1%	30.9%	13.8%	(1,712)
Hyderabad (663)	83.7%	33.5%	(5,018)	4,239	2,175	-49.3%	2.2	0.2	-91.3%	51.0%	24.9%	(2,609)
Bengaluru (493)	80.1%	23.7%	(5,631)	4,370	1,643	-62.4%	2.0	0.1	-96.3%	47.5%	17.7%	(2,986)
Mumbai (303)	50.3%	48.6%	(173)	6,219	3,789	-39.1%	1.3	0.9	-31.8%	36.5%	48.1%	1,153

Note:

1) These performance results do not include Lemon Tree Premier Kolkata, Aurika Udaipur and Keys.

# Discussion on Consolidated Financial & Operational Performance – Q2 FY21

## Revenue

- \* Revenue from operations stood at Rs. 47.6 Cr in Q2 FY21, down 68.8% as compared to Rs. 152.8 Cr in Q2 FY20. On a sequential basis, revenue from operations increased 17.0% from Rs 40.7 Cr in Q1 FY21
- \* ADR decreased by 35.8% from 4,133 in Q2 FY20 to 2,654 in Q2 FY21. However the ADR in Q2 FY21 was 1.1% higher than Rs 2,626 in Q1 FY21
- \* Occupancy on full inventory decreased by 4,240bps from 74.8% in Q2 FY20 to 32.4% in Q2 FY21. On a sequential basis, the occupancy on full inventory increased by 347bps from 28.9% in Q1 FY21. Occupancy on operational inventory stood at 37.3%
- \* Fees from managed hotels stood at Rs. 0.4 Cr in Q2 FY21 (0.8% of Revenue from operations)

## Cost

- \* Total expenses stood at Rs. 39.3 Cr in Q2 FY21 down 62.2% as compared to Rs 104.3 Cr in Q2 FY20. On a sequential basis, expenses increased by 8.2% Rs 36.3 Cr in Q1 FY21 due to higher operational inventory

## Operating Margins

- \* EBITDA decreased by 71.0% from Rs 49.4 Cr in Q2 FY20 to Rs 14.3 Cr in Q2 FY21. On a sequential basis, EBITDA increased 91.6% from Rs 7.5 Cr in Q1 FY21
- \* EBITDA margin contracted by 541 bps from 32.1% in Q2 FY20 to 26.7% in Q2 FY21. On a sequential basis, the EBITDA margin has expanded by 964bps from 17.1% in Q1 FY21

## Profit after tax

- \* Profit after tax decreased from Rs (3.0) Cr in Q2 FY20 to Rs (53.5) Cr in Q2 FY21. The PAT in Q1 FY21 was Rs (60.6) Cr
- \* Cash Profit for Q2 FY21 stood at Rs -4.6 Cr vs Rs 16.2 Cr in Q2 FY20. The Cash Profit in Q1 FY21 was 10.4 Cr

Note: Cash Profit is calculated as PAT + Depreciation + Portion of Finance Cost converted into loan

# Consolidated Profit & Loss Statement – H1 FY21

Rs. Cr	H1 FY20	H1 FY21	YoY Change (%)
<b>Revenue from operations</b>	<b>293.7</b>	<b>88.3</b>	<b>-69.9%</b>
Other income	2.2	9.1	316.8%
<b>Total expenses</b>	<b>200.5</b>	<b>75.6</b>	<b>-62.3%</b>
<b>EBITDA</b>	<b>95.4</b>	<b>21.8</b>	<b>-77.2%</b>
<b>EBITDA margin (%)</b>	<b>32.2%</b>	<b>22.4%</b>	<b>(986)</b>
Finance costs	66.2	98.4	48.7%
Depreciation & amortization	36.7	54.1	47.3%
<b>PBT</b>	<b>(4.4)</b>	<b>(127.4)</b>	NA
Tax expense	0.8	(13.3)	NA
<b>PAT</b>	<b>(5.1)</b>	<b>(114.1)</b>	NA
<b>Cash Profit</b>	<b>31.2</b>	<b>5.8</b>	<b>-81.2%</b>

Note: Cash Profit is calculated as PAT + Depreciation + Portion of Finance Cost converted into loan

# Consolidated Balance Sheet Snapshot

Rs. Cr	Sep '19	Mar '20	Sep '20
Shareholder's Funds	824.7	823.0	744.0
Non-controlling interests	430.9	721.8	861.4
<b>Total Shareholder's equity</b>	<b>1,255.6</b>	<b>1,544.8</b>	<b>1,605.4</b>
Gross Debt	1,334.9	1,577.5	1,661.7
Other Non-current liabilities	381.4	464.2	467.4
Other Current liabilities	258.5	176.3	137.5
<b>Total Equity &amp; Liabilities</b>	<b>3,230.4</b>	<b>3,762.8</b>	<b>3,872.0</b>
Non-current assets	2,979.4	3,615.4	3,579.6
Current assets	251.0	147.3	292.4
<b>Total Assets</b>	<b>3,230.4</b>	<b>3,762.8</b>	<b>3,872.0</b>
<b>Net Debt</b>	<b>1,299.1</b>	<b>1,536.7</b>	<b>1,450.0</b>
<b>Gross Debt to Equity (x)</b>	<b>1.06</b>	<b>1.02</b>	<b>1.04</b>
<b>Net Debt to Equity (x)</b>	<b>1.03</b>	<b>0.99</b>	<b>0.90</b>
<b>Average cost of borrowing (%)</b>	<b>9.62%</b>	<b>9.60%</b>	<b>9.17%</b>

Lemon Tree Hotels (LTH) is the largest mid-priced hotel sector chain, and the third largest overall, on the basis of controlling interest in owned and leased rooms, as of June 30, 2017, according to the Horwath Report. LTH operates in the mid market sector, consisting of the upscale, upper midscale, midscale and economy hotel segments and seeks to cater to Indian middle class guests and deliver differentiated yet superior service offerings, with a value-for-money proposition.

LTH opened its first hotel with 49 rooms in May 2004 and currently operates (including Keys hotels) ~8,100 rooms in 81 hotels across 49 cities. As the current pipeline (as of 13<sup>th</sup> November 2020) becomes operational, LTH will be operating 109 hotels with ~10,800 rooms, across 69 cities in India and abroad.

Lemon Tree Hotels including keys hotels are located across India, in metro regions, including the Delhi NCR, Mumbai, Kolkata, Bengaluru, Hyderabad and Chennai, as well as tier I and tier II cities such as Pune, Ahmedabad, Chandigarh, Jaipur, Indore, Aurangabad, Udaipur, Vishakhapatnam, Kochi, Ludhiana and Thiruvananthapuram.

*For more information about us, please visit [www.lemontreehotels.com](http://www.lemontreehotels.com) or contact:*

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Thank You