

Lemon Tree Hotels Limited

Q2 FY19 Earnings Presentation

Nov 13, 2018









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.

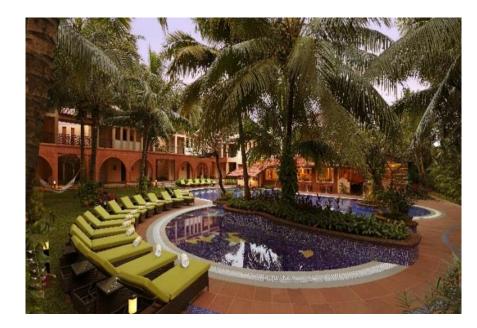


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Lemon Tree - Snapshot



Leadership in mid-priced hotel sector



mid-priced hotel sector¹ chain by owned rooms^{2,4}

#3 overall hotel sector chain by owned rooms^{2,4}

1,301 rooms; 10 hotels

Lemon Tree Premier



Targeted primarily at the upper-midscale hotel segment typically comparable to 4-star and sometimes 3-star

2,516 rooms; 31 hotels

Lemon Tree Hotels



Targeted primarily at the midscale hotel segment typically comparable to 3-star

1,273 rooms: 10 hotels

Red Fox by Lemon Tree Hotels



Targeted primarily at the economy hotel seament typically comparable to 2-star

- 1. Includes upper midscale, midscale and economy hotels
- 2. Source: 'Industry Report Mid Priced Hotel Sector' prepared by Horwath HTL India ("Horwath Report"); As of June 30, 2017
- 3. As of Nov 5th, 2018
- 4. On the basis of controlling interest in owned and leased rooms * Operating rooms include 2,796 owned, 573 leased and 1,721 managed rooms; Pipeline includes of 1,434 owned and 2,074 managed rooms

Key Statistics³



31 Cities for current

operating hotels





New cities for under development hotels

Cities by end of FY21

56



number of operating hotels*



84

number of hotels under development*

Hotels by end of FY21*



5,090

number of rooms*



3,508 number of rooms

under development*

8,598

Rooms by end of FY21*



26 of 41

Eligible hotels operating for at least a year awarded TripAdvisor Certificate of Excellence for 2018

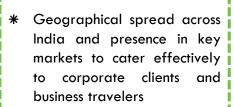


835,732

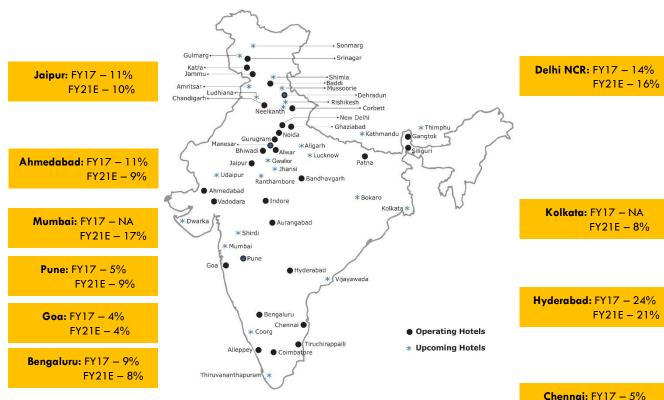
Members in loyalty program

Strategically positioned in key geographies with Lemon Tree share of total midpriced hotel sector





- Hotel operations in each of the top 10 markets in India (based on hotel inventory)
- Focus in key micro markets to address demand and optimize pricing
- * Hotels at locations with high barrier-to-entry such as close to major business centers, airports etc.



Source : Horwath Report

FY21E - 4%

Chairman & Managing Director's Message





Commenting on the performance for Q2 FY19, Mr. Patanjali Keswani, Chairman & Managing Director – Lemon Tree Hotels Limited said,

"We have delivered another strong performance in Q2 FY19 with a top-line growth of 20% YoY in a seasonally weak quarter. Our strong cost control and operating leverage resulted in EBITDA growth of 44% YoY with EBITDA margins expanding by 514 bps. We have posted a profit after tax of Rs. 65 million in Q2 FY19 as compared to a loss of Rs 44 million in Q2 FY18, while cash profits grew 132% YoY from Rs. 85 million in Q2 FY18 to Rs. 197 million in Q2 FY19.

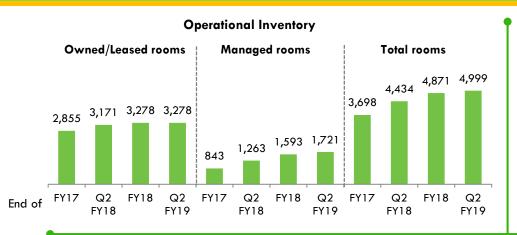
We have been able to drive a 9% YoY increase in ADR in Q2 FY19 on the back of price hikes taken in H2 FY18. Occupancies improved 230 bps YoY, resulting in robust RevPAR growth of 12% YoY. Demand growth in the hotel sector is projected at 12.5% while supply is estimated to grow at 8% between FY2018-21which is leading to higher occupancies for the industry. Given the large demand-supply mismatch in the mid-priced hotel sector, we expect steeper price hikes going forward, resulting in robust RevPAR growth.

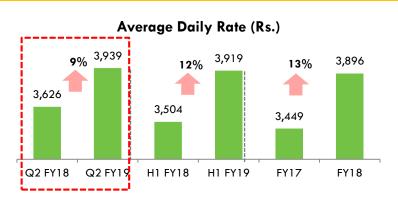
Our capacity addition plans are tracking well. We have operationalized a 91 room Red Fox Hotel in Dehradun in October 2018. Further, we have a large supply of high value inventory, in demand dense regions of Mumbai, Pune and Udaipur, which is to be operationalized over the next few quarters. With this, we expect our debt cycle to peak within a year. Price hikes coupled with our operational cost efficiencies will drive strong cash flows in the coming years. Capacity growth beyond FY22 will be largely via the managed contract route, continuing the free cash generation.

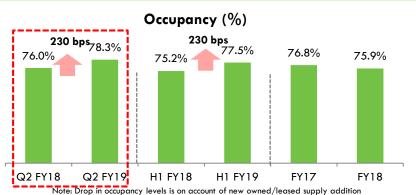
We are on a strong footing as we go into the second half of the year which is peak season for us, and accounts for majority of the annual revenue and EBITDA. The hotel industry is at the cusp of an upcycle and we are at the forefront to capitalize on the strong industry dynamics on the back of our strong brand and unique value proposition. The large inventory of hotels moving towards steady state that were opened in the last 3 years, higher pricing, operationalization of high value inventory in the coming guarters and cost leadership will be key drivers of our performance."

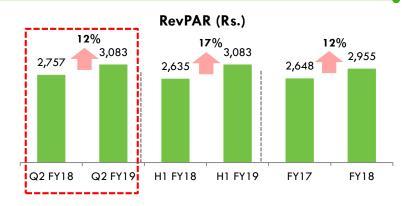
Performance Highlights – Operational Metrics







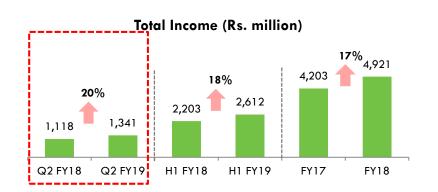


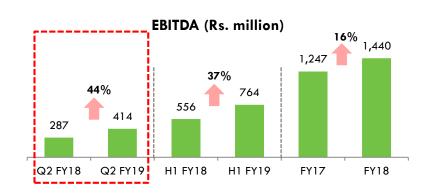


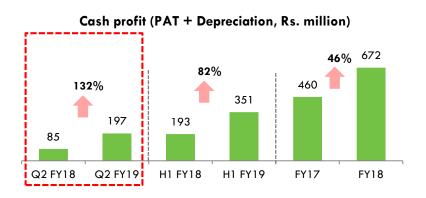
by Lemon Tree in FY18

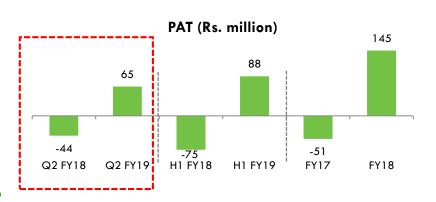
Performance Highlights – Financial Metrics (Consolidated)











Discussion on Consolidated Financial & Operational Performance – Q2 FY19



Operational Rooms & Pipeline

- * As of 30th September, 2018, operational portfolio comprised of 50 hotels and 4,999 rooms : 2,796 owned, 482 leased and 1,721 managed rooms; Pipeline includes of 1,525 owned/leased and 2,074 managed rooms.
- * Propose to add another 1,796 rooms to the operational inventory by the end of Q2 FY20 of which 730 rooms are owned and 1066 rooms are managed. All owned/leased rooms are opening in high barrier-to-entry and demand dense markets with high occupancies and ADR's. This addition of owned rooms includes 298 rooms in Mumbai, 199 rooms in Pune-city centre and 142 rooms in Kolkata
- * Plan to operate 70 hotels with 6,735 rooms across 47 cities by end of Q2 FY20
- * Plan to operate 84 hotels with 8,598 rooms across 56 cities by FY21

Revenue

- * Total Revenue stood at Rs. 1,341 million in Q2 FY19, up 20% as compared to Rs. 1,118 million in Q2 FY18. Around 2.8% increase was on account of new inventory addition
- * Price hike achieved in H2 FY18 had a positive impact on ADR in Q2 FY19, ADR increase was 9% as compared to ADR in Q2 FY18
- * Occupancy increased by 230 bps from 76.0% in Q2 FY18 to 78.3% in Q2 FY19
- Fees from managed hotels stood at Rs. 72.4 million (5.4% of the total revenue) in Q2 FY19 as compared to Rs. 56.3 million (5.0% of the total revenue) in Q1 FY18

Cost

* Total expenses increased by 11% in Q2 FY19 as compared to expenses in Q2 FY18. Around 2.3% increase was on account of new inventory and around 3.5% increase is due to change in business mix (more OTA bookings)

Operating Margins

- EBITDA increased by 44% from Rs. 287 million in Q2 FY18 to Rs. 414 million in Q2 FY19 and it increased by 37% from Rs. 556 million in H1 FY18 to Rs. 764 million in H1 FY 19
- * EBITDA margins expanded by 514 bps from 25.7% in Q2 FY18 to 30.8% in Q2 FY19 and by 400 bps from 25.2% in H1 FY18 to 29.3% in H1 FY19

Profit after tax

- Profit after tax of Rs. 65 million in Q2 FY19 as compared to loss of Rs. 44 million in Q2 FY18 and of Rs. 88 million in H1 FY19 as compared to a loss of Rs. 75 million in H1 FY18
- * Cash profit increased by 132% to Rs. 197 million in Q2 FY19 as compared to Rs. 85 million in Q2 FY18 and it rose by 83% from Rs. 194 million in H1 FY18 to Rs. 351 million in H1 FY19

Profit & Loss Statement (Consolidated)

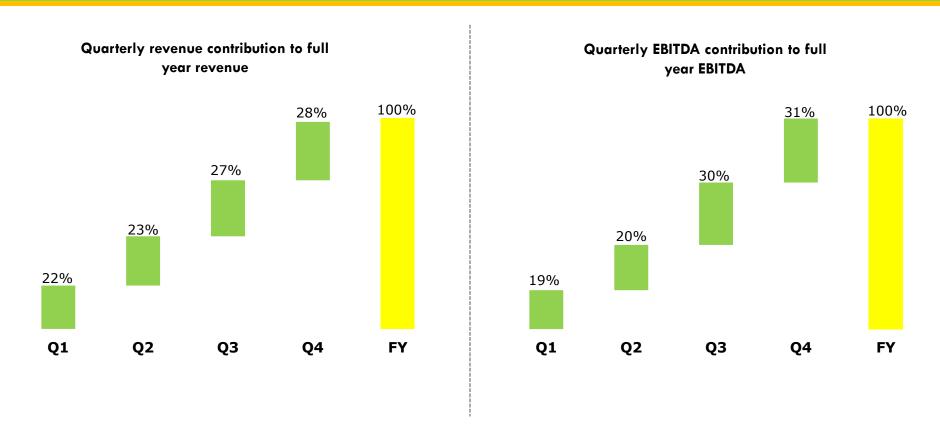


Rs. million	Q2 FY19	Q2 FY18	Change (%)	H1 FY19	H1 FY18	Change (%)	FY18	FY1 <i>7</i>	Change (%)
Revenue from operations	1,287	1,116	15%	2,552	2,198	16%	4,843	4,121	18%
Other income	54	2	2700%	56	5	1099%	78	82	(5%)
Total income	1,341	1,118	20%	2,612	2,203	18%	4,921	4,203	17%
Cost of F&B consumed	118	102	16%	238	202	17%	436	353	23%
Employee benefit expenses	296	262	12%	587	513	14%	1,096	969	13%
Other expenses	513	467	10%	1,023	931	10%	1,949	1,634	19%
Total expenses	927	831	11%	1,848	1,647	12%	3,481	2,956	18%
EBITDA	414	287	44%	764	556	37 %	1,440	1,247	16%
EBITDA margin (%)	30.8%	25.7%	514 bps	29.3 %	25.2%	400bps	29.2%	25.2%	400 bps
Finance costs	198	197	0%	395	387	2%	784	776	1%
Depreciation & amortization	132	129	2%	263	269	(2%)	526	510	3%
PBT	94	(22)	=	13 7	(66)	-	183	(3)	-
Tax expense	28	22	8%	48	9	389%	38	48	(21%)
PAT	65	(44)	-	88	(75)	-	145	(51)	-
Cash Profit	197	85	137%	351	194	83%	672	459	46%

Note: The results of this quarter and HI are not indicative of full year's performance due to seasonal nature of the business.

Quarterly contribution to full year performance (for same hotels): Seasonality in business





Balance Sheet Snapshot (Consolidated)



Rs. million	H1 FY19	H1 FY18	FY18	FY1 <i>7</i>
Shareholder's Funds	8,271	7,946	8,148	8,086
Non-controlling interests	4,294	4,268	4,286	4,284
Total Shareholder's equity	12,565	12,214	12,435	12,370
Total Debt	11,073	9,217	10,110	7 , 987
Other Non-current liabilities	385	325	344	294
Other Current liabilities	1,583	1,323	1,693	1,467
Total Equity & Liabilities	25,606	23,079	24,582	22,117
Non-current assets	24,129	22,057	23,200	21,281
Current assets	1,477	1,022	1,382	836
Total Assets	25,606	23,079	24,582	22,117
Debt to Equity (x)	0.88	0.75	0.81	0.65
Average cost of borrowing (%)	9.20%	9.77%	9.53%	11.61%

Note: Full year numbers will be updated on annual basis.

Portfolio as on 30th September, 2018



Operational Portfolio	Owned		Leased		Man	aged	Total	
30.09.2018	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Lemon Tree Premier	4	796	2	161	4	344	10	1,301
Lemon Tree Hotels	13	1,241	4	321	14	954	31	2,515
Red Fox Hotels	5	759	-	-	4	423	9	1,182
Total	22	2,796	6	482	22	1,721	50	4,999

Pipeline	Ow	Owned		Leased		Managed		Total	
30.09.2018	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	
Lemon Tree Premier	5	1,355	-	-	4	357	9	1,712	
Lemon Tree Hotels	1	<i>7</i> 9	-	-	1 <i>7</i>	1,287	18	1,366	
Red Fox Hotels	-	-	1	91	3	219	4	310	
Total	6	1,434#	1	91	24	1,863	31	3,388	

- * Between October 1, 2018 and Nov 5, 2018, 1 hotel with 91 rooms has been operationalized from the pipeline, taking the total for operational hotels to 51 and operational rooms to 5,090
- * Between October 1, 2018 and Nov 5, 2018, 3 hotels with a total of 211 rooms have been added to the pipeline, taking the total of pipeline to 3,508 rooms
- * 730 owned/leased rooms and 1066 additional managed rooms will be operational by the end of Q2 FY20
- * Balance rooms will be operationalized by FY21

Operational Performance by Brands – FY19 vs. FY18



Parameters	Occu	pancy Rat	e (%)	Averag	e Daily Ro	ate (Rs.)		level EBITD (Rs. million	AR ² /room)	Hotel lev	el EBITDAR	² Margin
By Brand	Q2 FY19	Q2 FY18	Change (bps)	Q2 FY19	Q2 FY18	Change (%)	Q2 FY19	Q2 FY18	Change (%)	Q2 FY19	Q2 FY18	Change (bps)
Lemon Tree Premier	84.8%	74.6%	1020	4,833	4604	5%	0.21	0.15	40%	39.6%	31.5%	810
Lemon Tree Hotels	73.2%	76.6%	(340)	3,835	3475	10%	0.11	0.08	38%	30.0%	24.6%	540
Red Fox Hotels	80.4%	76.7%	370	2,946	2719	8%	0.11	0.08	38%	44.0%	34.9%	910

Parameters	Οςςυ	pancy Rat	e (%)	Averag	e Daily Ro	ate (Rs.)		level EBITD (Rs. million		Hotel lev	el EBITDAR	² Margin
By Brand	H1 FY19	H1 FY18	Change (bps)	H1 FY19	H1 FY18	Change (%)	H1 FY19	H1 FY18	Change (%)	H1 FY19	H1 FY18	Change (bps)
Lemon Tree Premier	83.5%	76.1%	740	4,802	4306	12%	0.45	0.34	32%	42.8%	38.0%	480
Lemon Tree Hotels	73.5%	75.8%	(230)	3,819	3420	12%	0.22	0.19	16%	30.6%	29.1%	150
Red Fox Hotels	78.3%	72.8 %	550	2,925	2585	13%	0.22	0.15	47%	43.7%	37.2 %	650

Note: The results of this quarter and HI are not indicative of full year's performance due to seasonal nature of the business.

Operational Performance by Ageing – FY18 vs. FY17



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
	FY18	21	3	4	7
Hotels	FY17	21	3	-	/
Operating Rooms	FY18	2,727	128 ¹	422	1.505
(year-end)	FY17	2,727	106¹	-	1,525
Occupancy Rate (%)	FY18	77.6%	61.5%	66.0%	Deep demand markets
	FY17	77.5%	51.6%	-	(high occupancies)
Average Daily Rate	FY18	3,900	5,274	3,422	1.5x of Adult Hotels in
(Rs.)	FY17	3,411	5,302	-	that year*
Hotel level	FY18	0.67	0.49	0.15	
EBITDAR ² /room (Rs. million)	FY17	0.62	0.32	-	High*
Hotel level EBITDAR ²	FY18	44%	36%	15%	11. 14
Margin (%)	FY17	43%	32%	-	High*
Hotel level ROCE* ³ (%)	FY18	12%	6%	(1%)	2.0x of Adult Hotels in
	FY17	11%	6%	-	that year*

Notes: * Hotel level ROCE for hotels older than 5 years is 13% for FY18.

^{1) 22} rooms were added in Lemon Tree Wildlife resort, Bandhavgarh which were operational from November-2017

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.

⁴⁾ Full year numbers will be updated on annual basis.

^{*} Post stabilization.

Expansion Plans – Hotels under Development



Under-development hotels	Туре	Rooms	Expected Opening date	Ownership (%)
Lemon Tree Premier, City Centre, Pune	Owned	199	Dec-18	57.98%
Lemon Tree Premier, Andheri (East), Mumbai	Owned	298	Jan-19	100.00%
Lemon Tree Premier, Kolkata	Owned	142	Apr-19	57.98%
Lemon Tree Premier, Udaipur	Owned	139	Oct-19	57.98%
Lemon Tree Vembanad Lake Resort, Alleppey, Kerela ¹	Owned	10	Oct-20	100.00%
Lemon Tree Mountain Resort, Shimla	Owned	69	Dec-20	100.00%
Lemon Tree Premier, Intl. Airport, Mumbai ²	Owned	577	Mar-21	57.98%
Total		1,434		

- Total estimated project cost is Rs. 17,250 million
- 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 September, 2018 is Rs. 9,922 million
- Balance investment of Rs. 7,328 million will be deployed over the next 3 years in a phased manner, the majority of which will be through internal accruals

Notes: 1) Expansion in existing hotel.

²⁾ LTH is in the process of applying to convert some commercial spaces in this hotel to rooms. This will increase the hotel's inventory by 94 rooms to 671, in which case total owned and leased inventory under development will increase to 1,619

Expansion Plans – Pipeline of Management Contracts (as of November 5th, 2018)



Management Contracts Pipeline	Rooms	Expected Opening date	Tenure (years)
Lemon Tree Hotel, Lucknow	51	Dec-18	11
Red Fox Hotel, Alwar	49	Dec-18	12
Lemon Tree Hotel, Amritsar	65	Feb-19	10
Red Fox Hotel, Neelkanth	80	Mar-19	12
Lemon Tree Premier, Rishikesh	66	Mar-19	12
Lemon Tree Hotel, Thimpu	27	Mar-19	10
Managed rooms to be operational in FY19	338		
Lemon Tree Hotel, Gulmarg	35	Apr-19	10
Lemon Tree Premier, Dwarka	108	Apr-19	15
Lemon Tree Hotel, BKC, Mumbai	70	Jun-19	10
Lemon Tree Hotel, Dubai	114	Jun-19	10
Lemon Tree Hotel, Jhansi	60	Jul-19	12
Lemon Tree Hotel, Shirdi	59	Oct-19	12
Lemon Tree Hotel, Bokaro	70	Oct-19	10
Lemon Tree Resort, Mussoorie	40	Oct-19	12
Lemon Tree Hotel, Rishikesh	102	Oct-19	12
Lemon Tree Premier, Coorg	63	Oct-19	15
Lemon Tree Hotel, Aligarh	68	Nov-19	12
Lemon Tree Hotel, Ludhiana	60	Dec-19	10
Lemon Tree Hotel, Gwalior	104	Jan-20	15
Managed rooms to be operational in FY20	953		
Serviced Suites, Manesar	260	Apr-20	10
Lemon Tree Hotel, Sonamarg	40	Apr-20	10
Lemon Tree Hotel, Ranthambore	60	Apr-20	12
Lemon Tree Hotel, Kathmandu	75	Apr-20	12
Red Fox Hotel, Vijaywada	90	June-20	15
Lemon Tree Hotel, Thimpu	38	Oct-20	10
Lemon Tree Hotel, Trivandrum	100	Jan-21	10
Lemon Tree Premier, Vijaywada	120	Mar-21	15
Managed rooms to be operational in FY21	783		
Total managed rooms in pipeline	2,074		

Growth Strategies



 Geographical diversification to reduce exposure to local, seasonal and cyclical fluctuations as well as provide greater choice to an expanding loyal (repeat) guest base

 Expand into new markets like Mumbai, Kolkata and Patna and India's tier II and tier III cities offering potential for market share gains, brand recognition and economies of scale

 Penetrate demand dense micro-markets in existing geographies, with higher ROCE's

- Significant operating leverage from incremental revenue gains in existing hotels and low, stable cost structures
- Blended ADR's to improve over the next few years with highest demand-supply mismatch seen in mid-scale segment and with operationalization of additional room inventory in premium markets like Mumbai, Udaipur, etc.
- Sustained occupancy premium to lead to strong cash flow generation

 Strong competitive position in mid-priced hotel sector to drive market share gains

 Strong pipeline of owned, leased and managed hotels under active development – 65% of current operational portfolio

 To record 19% CAGR in room inventory growth over FY18-21E driven by 29% CAGR in managed rooms

Plan to operate 84 hotels with 8,598 rooms, across 56 cities by FY21 (over 10% of estimated mid-priced sector share, as per Horwath report)

Operating customer acquisition

Geographic

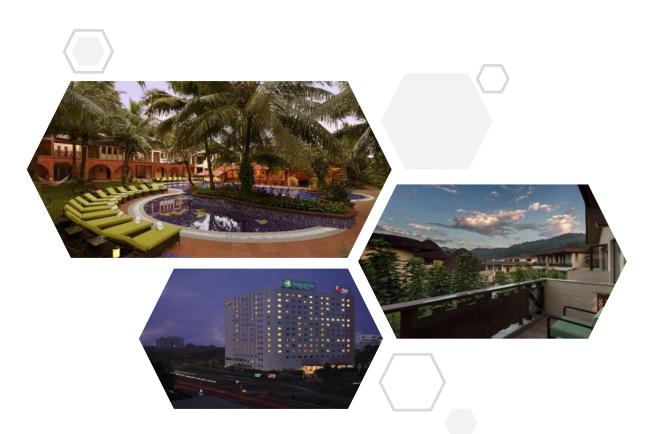
<u>expansion</u>

Portfolio

expansion

- Increased focus on leisure and vacation travel needs of the Indian travellers
- Increased market share of high-yield online hotel bookings (dynamic day-to-day pricing) from 19% in FY16 to 26% in FY18

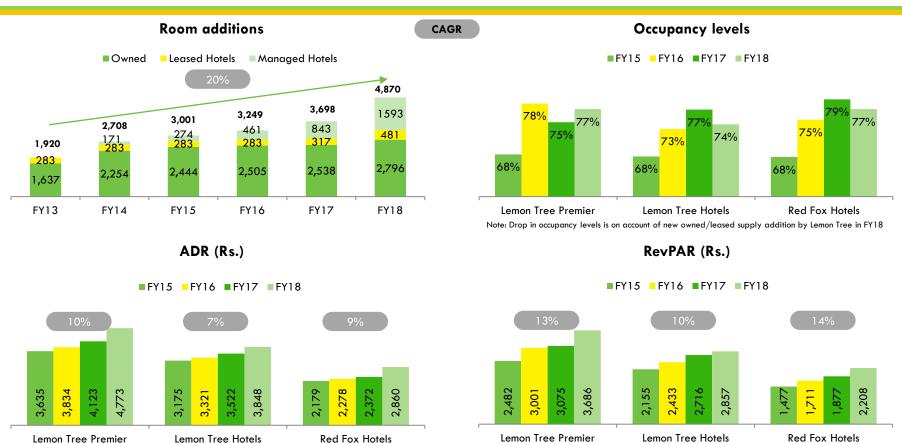




ANNEXURES

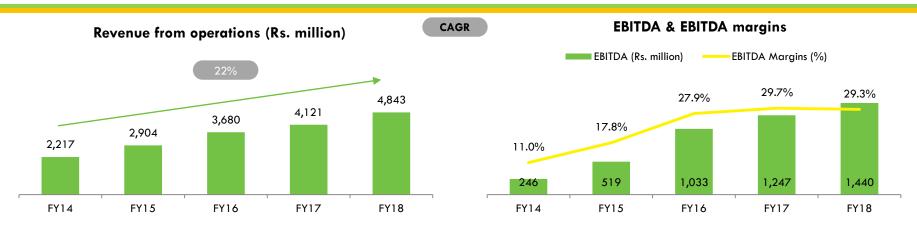
Strong operating performance





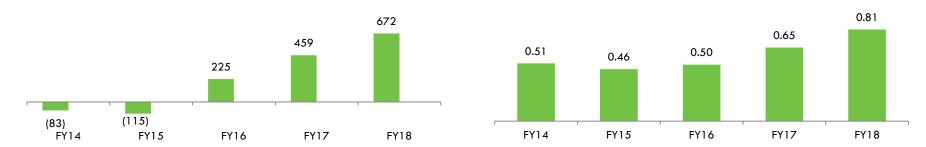
Strong Growth and improving margins





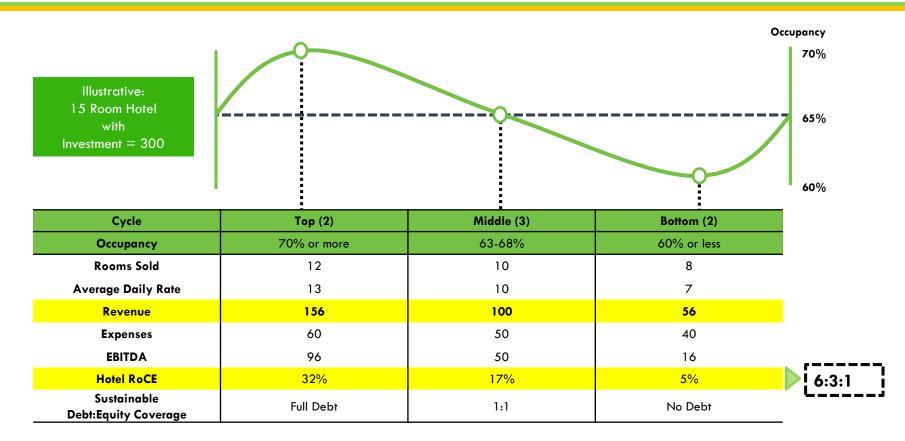
Cash Profit (PAT + Depreciation) (Rs. million)

Debt/Equity



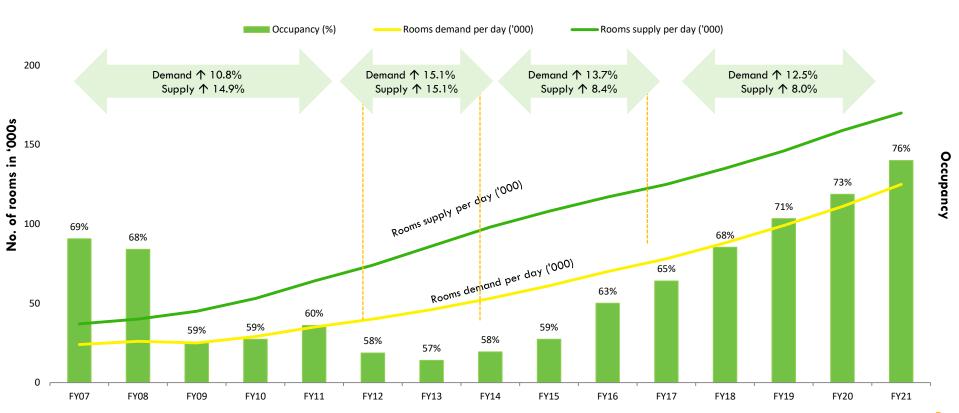
The hotel business cycle







Slowing supply and rising demand is expected to increase occupancy and ADR



Increasing occupancy leading to increase in room rates



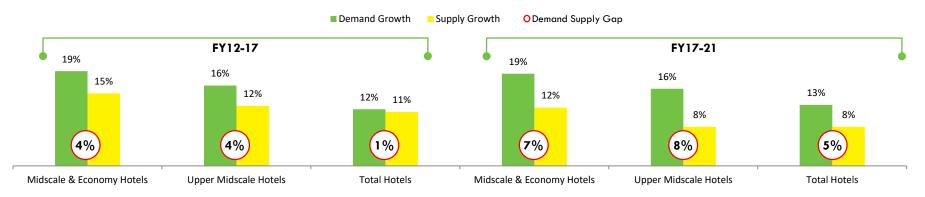
Average Daily Rate (ADR) is increasing with increase in occupancy rates



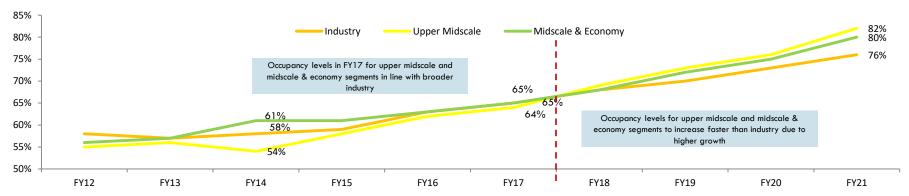
Mid-priced hotel sector expected to have higher demand supply gap resulting in higher growth in occupancy



Mid-priced hotel sector expected to continue having higher demand-supply gap leading to...



...faster growth in expected occupancy



Source : Horwath Report



Lemon Tree Hotels Limited (L1	TH) Q2 FY19 Earnings Conference Call
Time	• 2:00 pm IST on Thursday, November 15, 2018
Conference dial-in Primary number	• Primary number: +91 22 6280 1141 / +91 22 7115 8042
Local access number	• +91 70456 71221 (Available all over India)
International Toll Free Number	 Hong Kong: 800 964 448
	• Singapore: 800 101 2045
	• UK: 0 808 101 1573
	• USA: I 866 746 2133

About Us



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-priced hotel sector, consisting of the 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 plans to operate 84 hotels with 8,598 rooms, across 56 cities by FY2021.

Lemon Tree hotels are located across India, in metro regions, including the NCR, Bengaluru, Hyderabad and Chennai, as well as tier I and tier II cities such as Pune, Ahmedabad, Chandigarh, Jaipur, Indore and Aurangabad. New hotels will open shortly in Mumbai, Pune, Kolkata and Udaipur.

For more information about us, please visit **www.lemontreehotels.com** or contact:

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