

February 21, 2022

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G
Bandra Kurla Complex
Bandra (E), Mumbai – 400051

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai – 400001

NSE Scrip Symbol: LEMONTREE

BSE Scrip Code: 541233

Subject: Disclosure under Regulation 30(6) of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015

Ref: Analysts/Investor Meet

Dear Sir

Pursuant to Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, we wish to inform you that the management of the Company will be participating online in the following conference.

S. No	Event	Date
1	Kotak Institutional Equities - Chasing Growth 2022	22-02-2022

In this regard, the Corporate Presentation is enclosed herewith.

Thanking You

For **Lemon Tree Hotels Limited**



Nikhil Sethi
Group Company Secretary & GM Legal
and Compliance Officer

Lemon Tree Hotels Limited

(CIN No. L74899DL1992PLC049022)

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Lemon Tree Hotels Limited

Corporate Presentation



aurika
HOTELS & RESORTS

UPSCALE


lemon tree
PREMIER

UPPER MIDSCALE


lemon tree
HOTELS

MIDSCALE


red fox
BY LEMON TREE HOTELS

ECONOMY


PRIMA HOTELS

UPPER MIDSCALE


SELECT HOTELS

MIDSCALE


LITE HOTELS

ECONOMY

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.



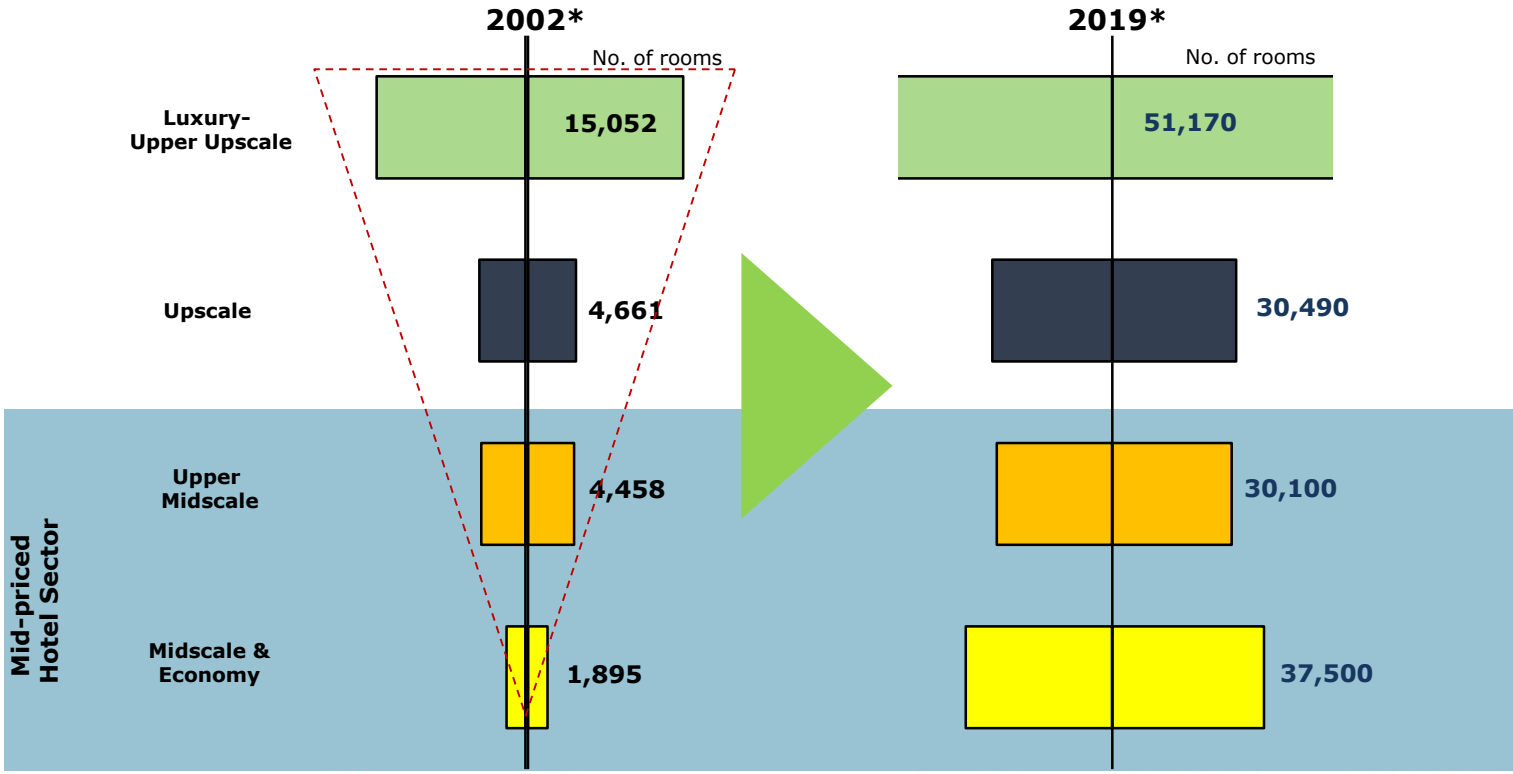


Company Overview and Growth Plans

Supply of rooms in India's hotel industry was primarily at the top-end



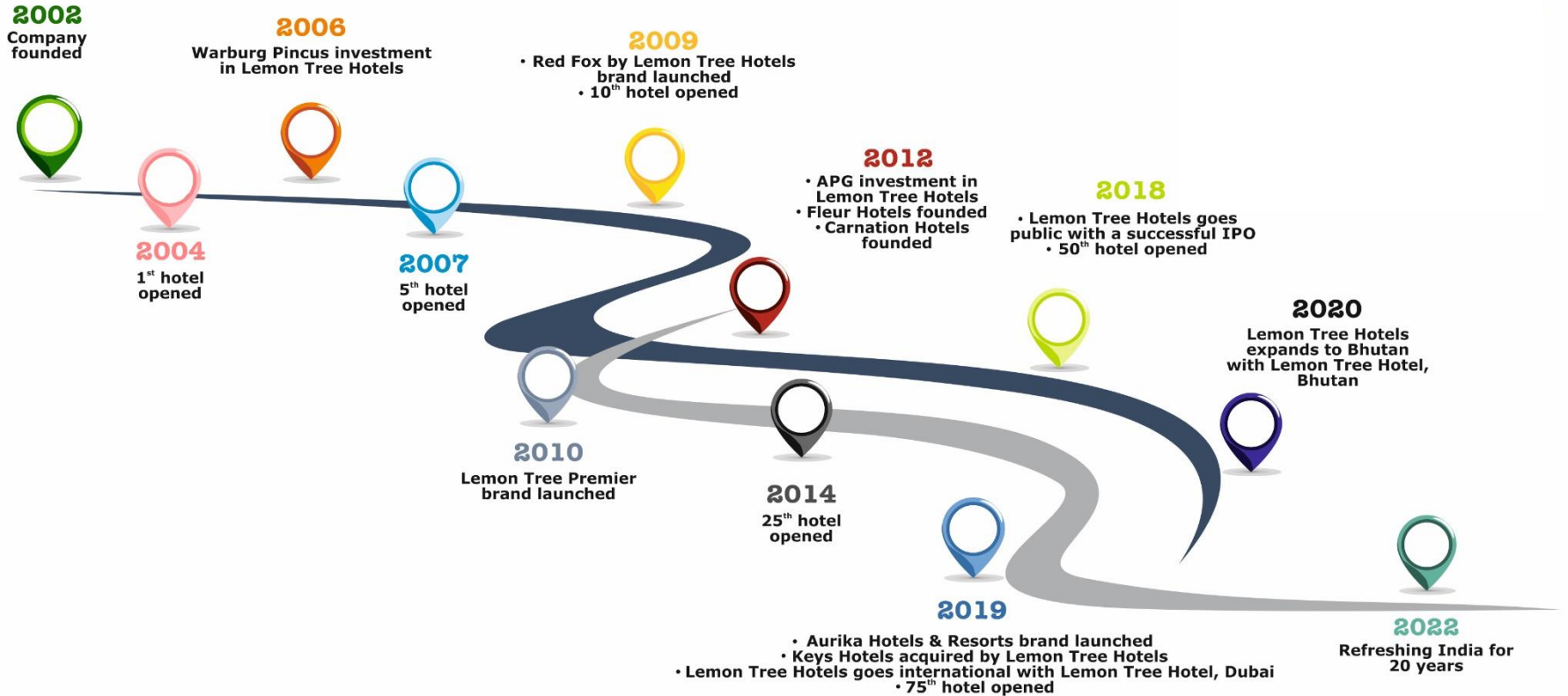
When Lemon Tree commenced business in 2002, India's Hotel industry was an inverted pyramid



Source :
Horwath HTL
India Hotel
Market
Review, 2018
Note: * as of
December 31
of that year



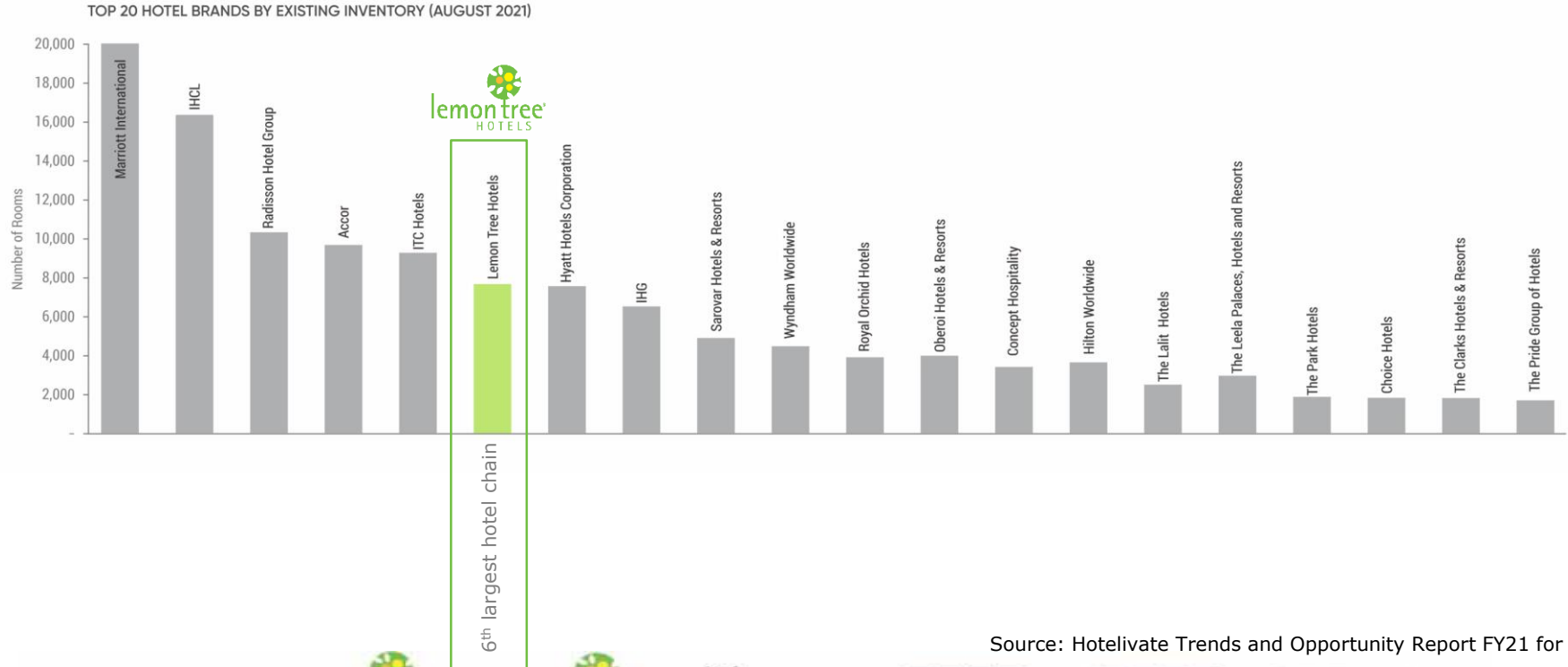
Our Journey So Far



Our Inventory Vis-à-vis The Industry



Consolidated inventory - 2021



Source: Hotelivate Trends and Opportunity Report FY21 for India



Lemon Tree – Snapshot as on 31st December 2021

Current (17% of Branded Mid Market Hotels in India*)

Pipeline

By CY23 (20% of Branded Mid Market Hotels in India*)

Group



**8,489 rooms;
87 hotels**



**2,006 rooms;
20 hotels**



**10,495 rooms;
107 hotels**

Brands

Brand	Current	Pipeline	By FY23
Aurika Hotels & Resorts	194 Rooms; 2 Hotels	669 Rooms; 1 Hotel	863 Rooms; 3 Hotels
Lemon Tree Premier	2,514 Rooms; 18 Hotels	80 Rooms; 1 Hotel	2,594 Rooms; 19 Hotels
Lemon Tree Hotels[#]	2,867 Rooms; 39 Hotels	1,166 Rooms; 16 Hotels	4,033 Rooms; 55 Hotels
Red Fox by Lemon Tree Hotels	1,503 Rooms; 13 Hotels	--	1,503 Rooms; 13 Hotels
Keys by Lemon Tree Hotels	1,411 Rooms; 15 Hotels	91 Rooms; 2 Hotels	1,502 Rooms; 17 Hotels

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

#Includes Lemon Tree Resorts



Strategically positioned in key geographies with Lemon Tree's share of total branded hotel sector

Jaipur: FY20 – 5.1%
FY26E – 4.0%

Ahmedabad: FY20 – 4.2%
FY26E – 3.4%

Mumbai: FY20 – 2.1%
FY26E – 6.0%

Pune: FY20 – 6.2%
FY26E – 5.9%

Goa: FY20 – 1.4%
FY26E – 1.1%

Bengaluru: FY20 – 6.3%
FY26E – 4.9%

Delhi NCR: FY20 – 6.73%
FY26E – 6.74%

Kolkata: FY20 – 2.9%
FY26E – 2.6%

Hyderabad: FY20 – 8.9%
FY26E – 8.5%

Chennai: FY20 – 2.5%
FY26E – 2.5%



INTERNATIONAL DESTINATIONS

United Arab Emirates

● Dubai

Bhutan

● Thimphu

Nepal

* Kathmandu

* Nagarkot

* Biratnagar

● **Operating Hotels**

* **Upcoming Hotels**

Source : Indian Hospitality Trends and Opportunities 2021

Note: The FY26 expected market share has been calculated on the basis of current pipeline on hotels only

Map updated as of 31st Dec, 2021



UPSCALE



UPPER MIDSCALE



MIDSCALE



ECONOMY



BY LEMON TREE HOTELS

UPPER MIDSCALE



BY LEMON TREE HOTELS

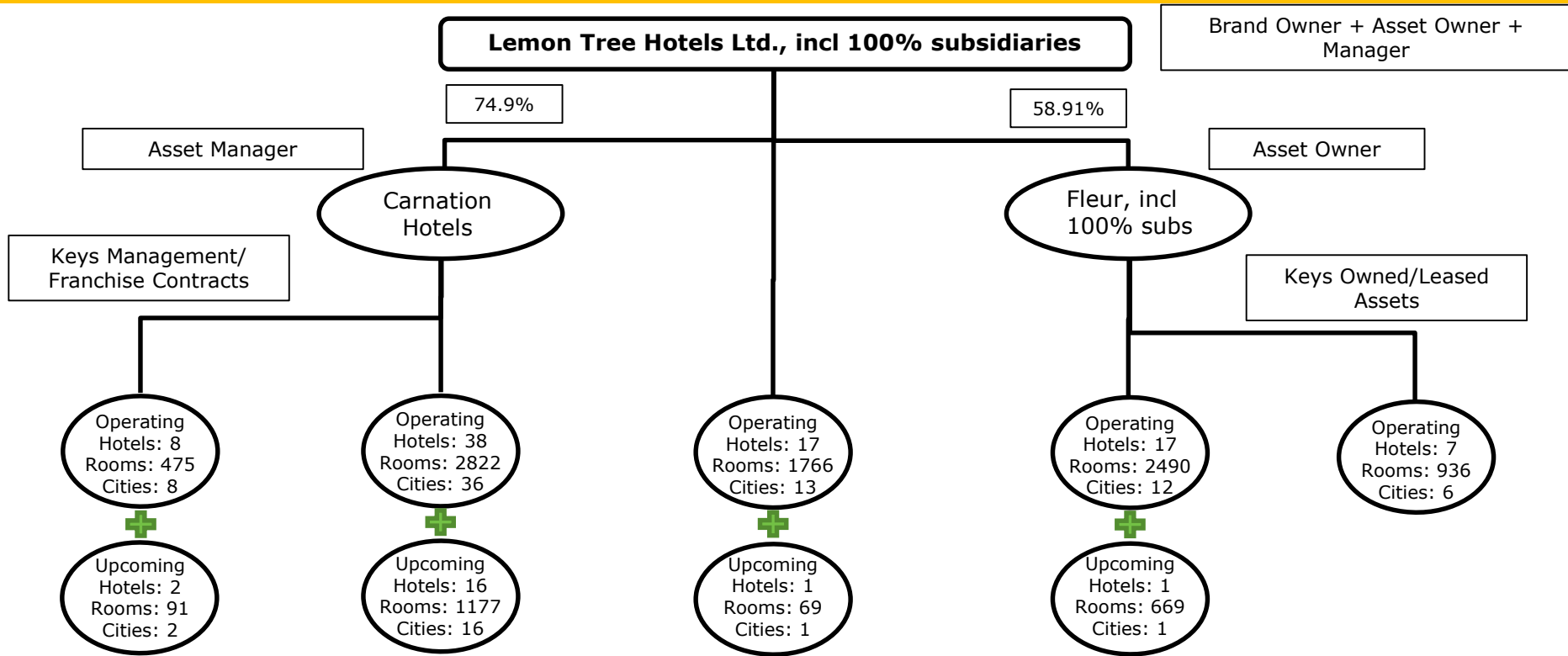
MIDSCALE



BY LEMON TREE HOTELS

ECONOMY

Lemon Tree Group Structure



Notes :-
 The pipeline of hotels is as of 31st December 2021



UPSCALE



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MIDSCALE



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 MIDSCALE



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Lemon Tree Brand Standards

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

Notes :-

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



Hotel Inventory by Segment and Lemon Tree Brand Positioning

Segment	Industry Inventory	Our Inventory	Lemon Tree Brand Positioning
Luxury and Upper Upscale	51,170		
Upscale	30,490	194	
Upper Midscale	30,100	2554	 
Midscale and Economy	37,500	5741	   
Unbranded Standalone	250,000 (suitable for branding under LTP/LTH/RFH)		  
	1,750,000 (suitable for branding under KPH/KSH/KLH)		  

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

Source : Hotelivate – Horwah HTL India Market Review 2019



Expansion Plans – Hotels under Development

Under-development hotels	Type	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 under-development + Land Capitalised + Capital advances – Capital creditors) as on 31st December, 2021 is Rs. 399 Cr

Expansion Plans – Pipeline of Management Contracts (as on 31st Dec 2021)

Management Contracts Pipeline	City	Rooms	Expected Opening date
Keys Lite by Lemon Tree Hotels, Tapovan, Rishikesh	Rishikesh	39	Apr-22
Keys Select by Lemon Tree Hotels, Gandhi Ashram, Ahmedabad	Ahmedabad	52	Apr-22
Lemon Tree Hotel Kalina, Mumbai	Mumbai	70	May-22
Lemon Tree Hotel, Tapovan, Rishikesh	Rishikesh	102	Oct-22
Lemon Tree Hotel, Gulmarg	Gulmarg	35	Oct-22
Lemon Tree Resort, Mussoorie	Mussoorie	40	Oct-22
Lemon Tree Hotel, McLeodganj	Dharamshala	39	Oct-22
Lemon Tree Hotel, Agra	Agra	62	Nov-22
The Spectrum, operated by Lemon Tree Hotels, Gurugram	Gurugram	260	Dec-22
Lemon Tree Resort Thimphu, Bhutan	Thimphu, Bhutan	38	Jan-23
Lemon Tree Hotel, Darjeeling	Darjeeling	55	Mar-23
Lemon Tree Hotel, Bokaro	Bokaro	70	Jun-23
Lemon Tree Hotel, Sonmarg	Sonmarg	40	Jun-23
Lemon Tree Hotel, Kathmandu	Kathmandu, Nepal	75	Sep-23
Bhangeri Durbar Resort, operated by Lemon Tree Hotels, Nepal	Nagarkot, Nepal	51	Sep-23
Lemon Tree Premier, Biratnagar, Nepal	Biratnagar, Nepal	80	Oct-23
Lemon Tree Hotel, Trivandrum	Trivandrum	100	Oct-23
Lemon Tree Hotel, Ludhiana	Ludhiana	60	Uncertain
		1,268	

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



Differentiated business model of Lemon Tree (LTH)

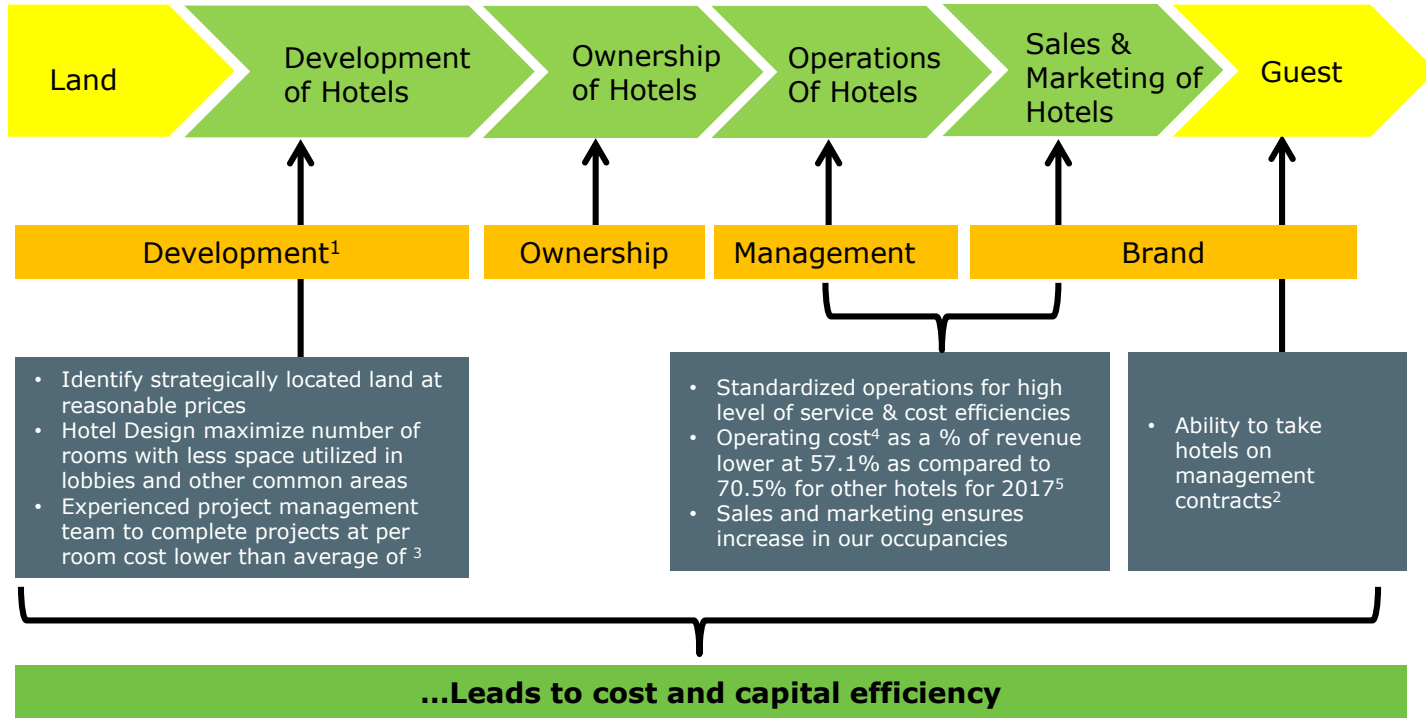


The Business Model | Mid-cycle

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

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





- Identify strategically located land at reasonable prices
- Hotel Design maximize number of rooms with less space utilized in lobbies and other common areas
- Experienced project management team to complete projects at per room cost lower than average of ³

- Standardized operations for high level of service & cost efficiencies
- Operating cost⁴ as a % of revenue lower at 57.1% as compared to 70.5% for other hotels for 2017⁵
- Sales and marketing ensures increase in our occupancies

- Ability to take hotels on management contracts²

...Leads to cost and capital efficiency

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

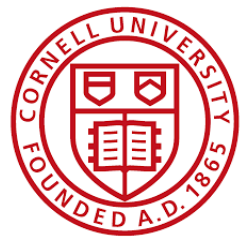
Focus on culture & service differentiation with focus on domestic travellers



GREAT PLACE TO WORK®



- ❖ 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 5th IGBC Green Champion award under the category "Organization Leading the Green Building Movement in India (Commercial)"



Process

Presence across value chain



Focus on culture & service differentiation with focus on domestic travellers



Recognition and awards through the years



68 out of 79 eligible hotels won the **Tripadvisor Travellers' Choice Awards 2021**
Lemon Tree Premier, Corbett – a managed hotel – won the Best of the Best Award, and was listed as one of the top 25 hotels in India, and in the top 1% of hotels worldwide



Process

Presence across value chain

Focus on culture & service differentiation with focus on domestic travellers



Recognition and awards through the years



60 out of 72 eligible hotels won the **Tripadvisor Travellers' Choice Awards 2020**
Lemon Tree Premier, Corbett – a managed hotel – won the Best of the Best Award, and was listed as one of the top 25 hotels in India, and in the top 1% of hotels worldwide

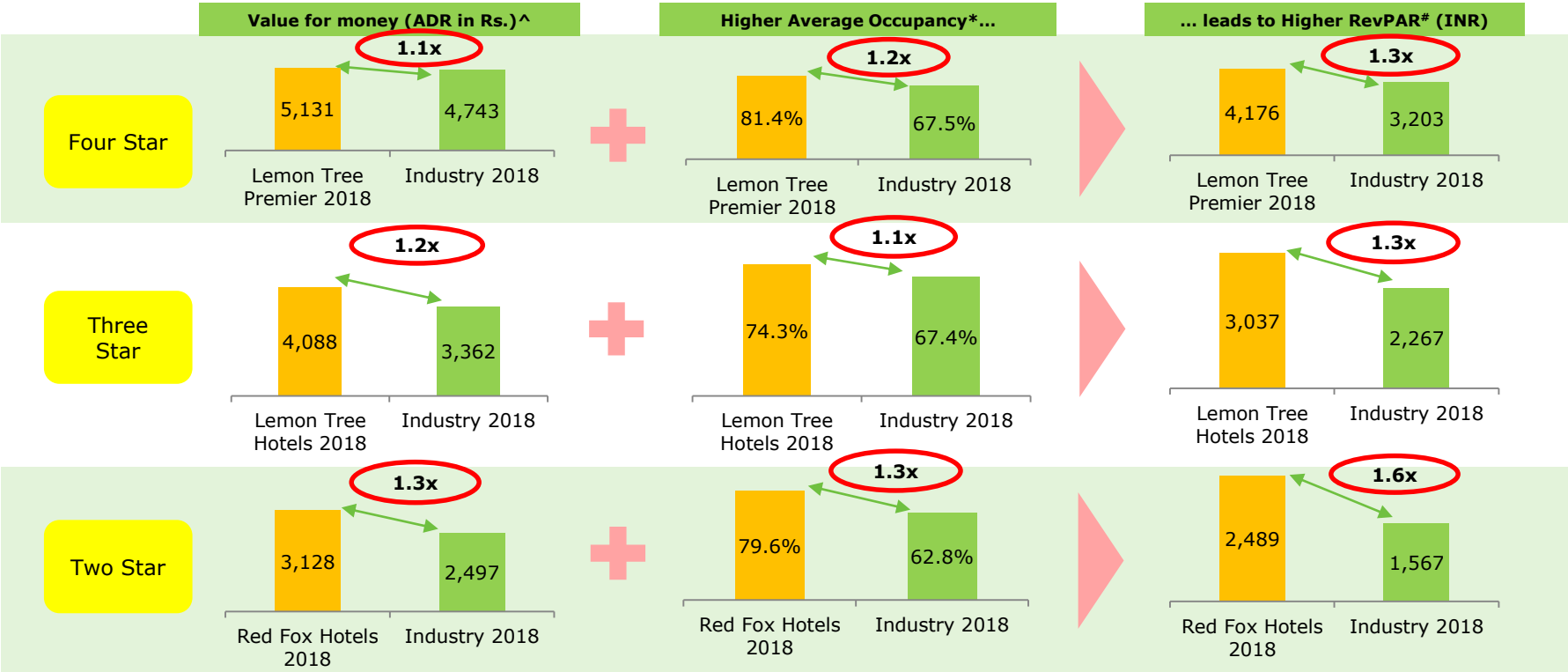


Customers

Value for money pricing

Occupancy (Utilization) Premium

RevPAR (Revenue per room) Premium



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)

Lemon Tree/Industry



Cost

Lower Average Operating Expenses/ Room

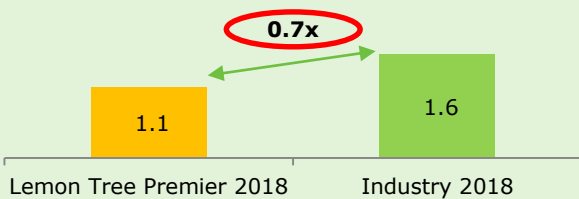
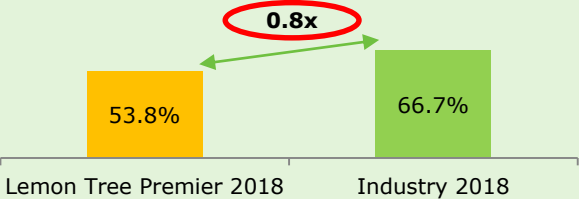
Higher GOP^



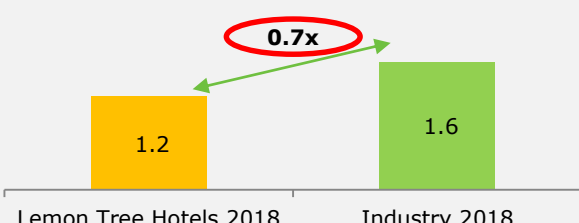
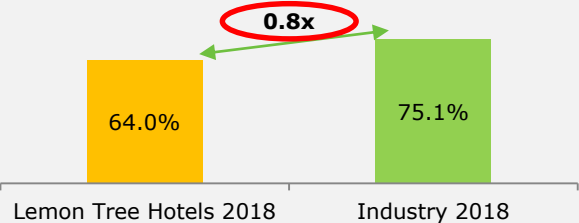
Lower Operating Expense as % of Revenue

Lower Staff per room ratio

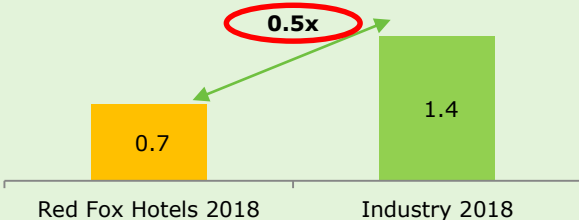
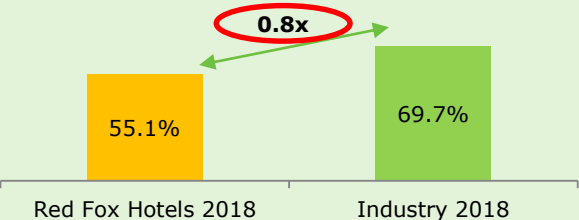
Four Star



Three Star



Two Star



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/Industry

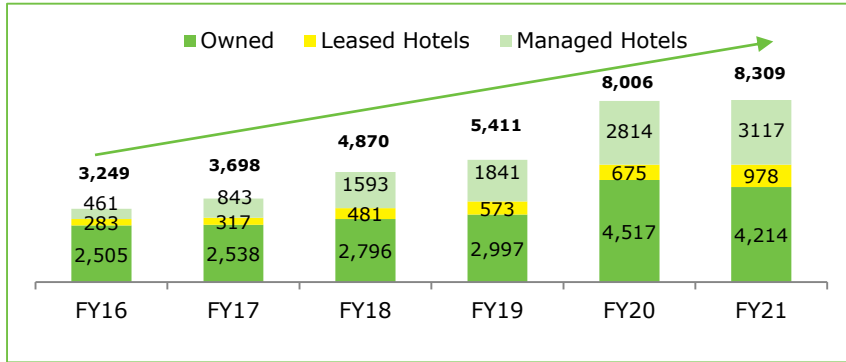


Strong Operating and Financial Performance

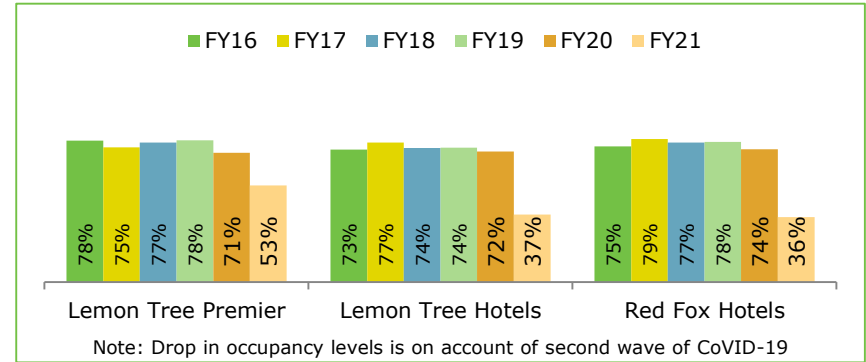


Operating Performance

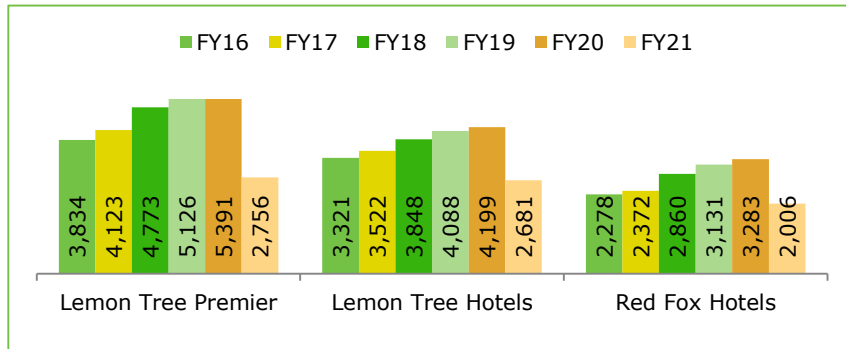
Rooms are being added



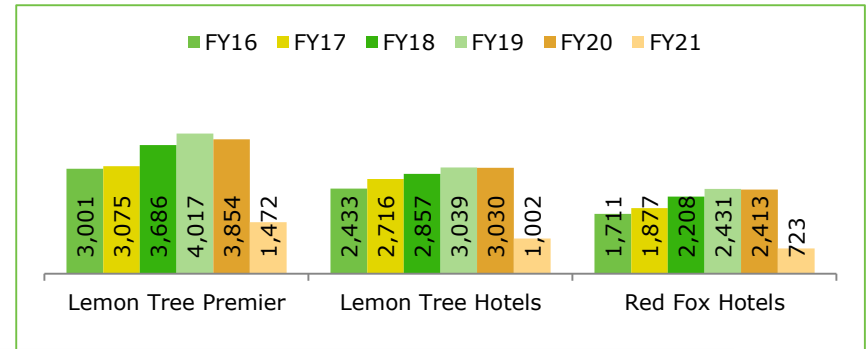
Occupancy



ADR

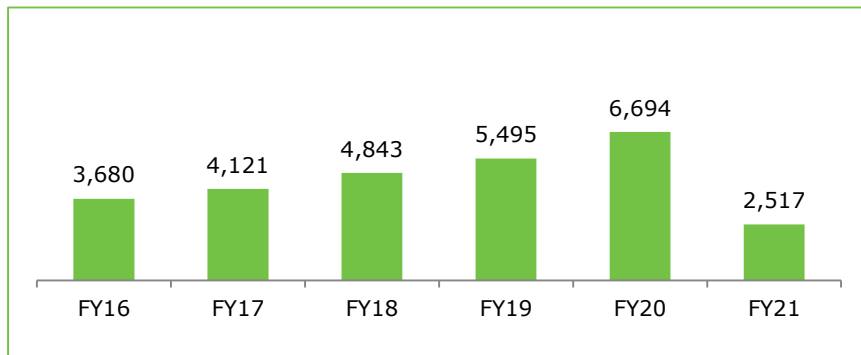


RevPAR

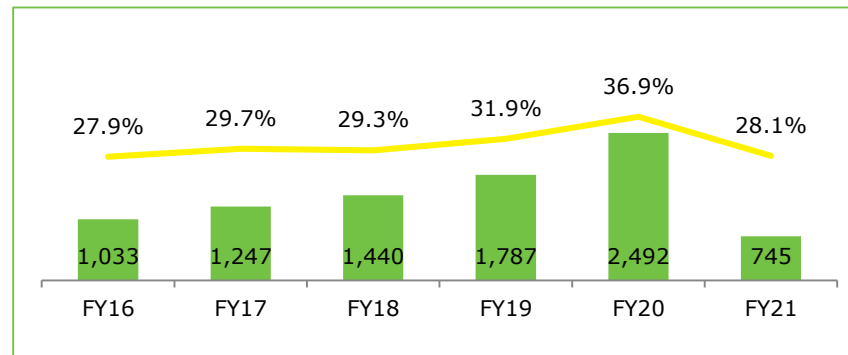


Operating Margins

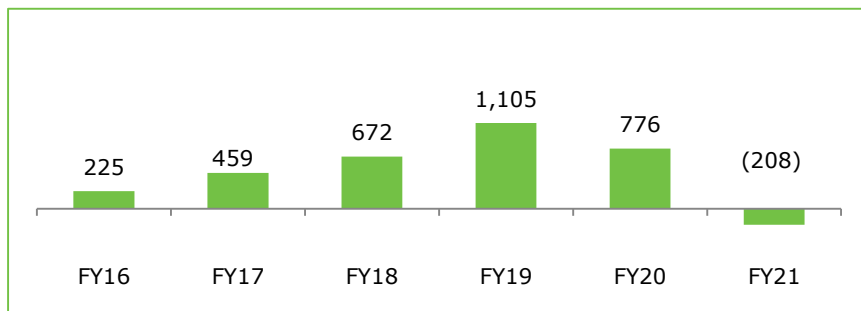
Revenue from operations (Rs. Million)



EBITDA (Rs. Million) & EBITDA margins



Cash profit



Debt to Equity Ratio



Note: FY16 figures are from Lemon Tree Prospectus. FY17, FY18, FY19, FY20 and FY21 figures are from audited balance sheet.
For FY20 and FY21: Cash Profit = PAT + Depreciation + Interest converted into loans; for all remaining years it is PAT + Depreciation



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MIDSCALE



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Operational Performance by Ageing – FY21 vs. FY20

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 ¹	FY20	24	6	11	2
	FY21	28	13	0	
Operating Rooms (year-end)	FY20	2,855	715	1,622	738
	FY21	3,278	1,914	-	
Occupancy Rate (%)	FY20	75.2%	67.1%	56.4%	Deep demand Markets (high occupancies)
	FY21	42.1%	35.9%	-	
Average Daily Rate (Rs.)	FY20	4,399	4,027	4,438	2.0x of Adult Hotels in that year*
	FY21	2,531	2,785	-	
Hotel level EBITDAR ² /room (Rs. Lacs)	FY20	6.9	5.5	2.3	High*
	FY21	1.4	1.6	-	
Hotel level EBITDAR ² Margin (%)	FY20	44%	39%	39%	High*
	FY21	30%	36%	-	
Hotel level ROCE ^{*3} (%)	FY20	12%	5%	2%	1.5x of Adult Hotels in that year*
	FY21	2%	1%	-	

Notes:

- 1) During the year FY21 4 hotels moved from toddler to adult category, 11 hotels moved from infant to toddler category and no 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

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

	Date of Opening	FY15	FY16	FY17	FY18	FY19	CAGR
Lemon Tree Premier, Delhi Airport	Dec-FY14	Infant	Toddler	Toddler	Adult	Adult	
Inventory		145	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%	
Red Fox Hotel, Delhi Airport	Dec-FY14	Infant	Toddler	Toddler	Adult	Adult	
Inventory		197	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
Lemon Tree Hotel, Whitefield	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%	
Lemon Tree Hotel, Gachibowli	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%	

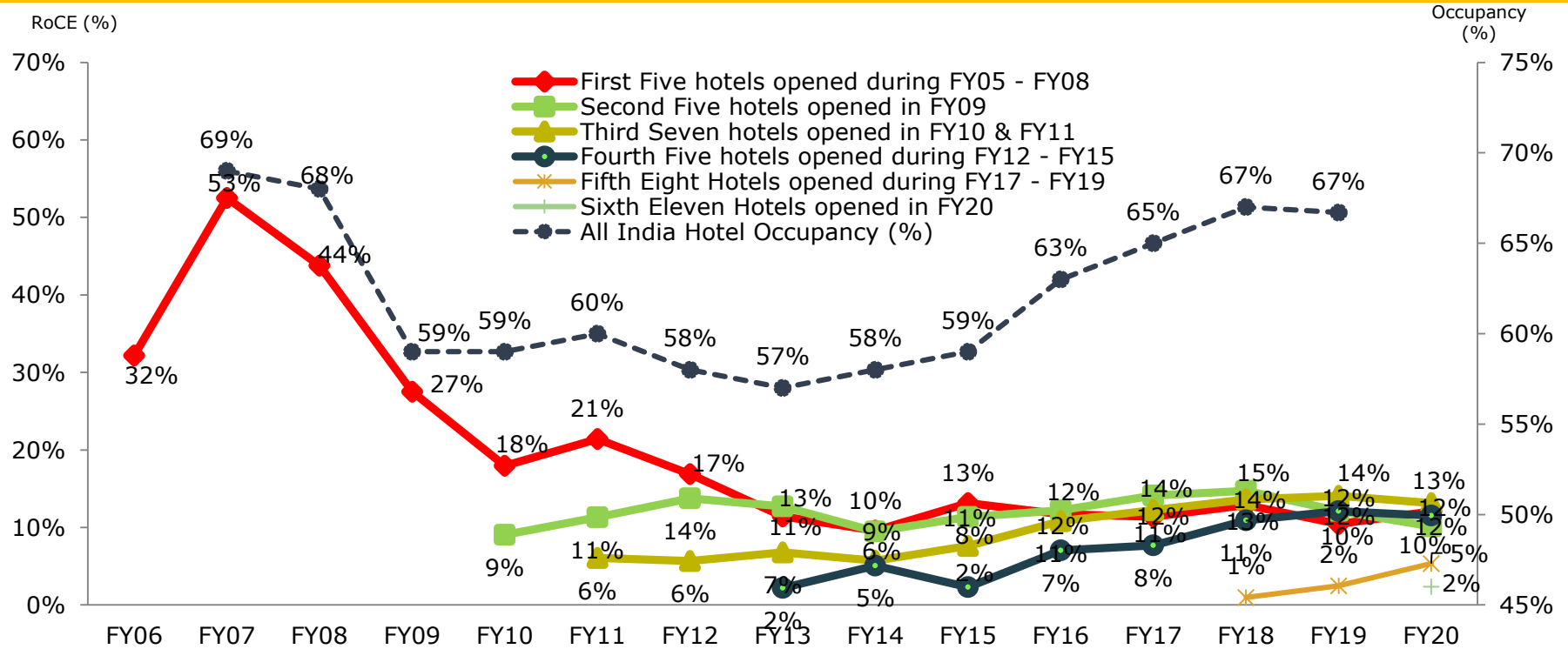
RevPAR (not ARR or Occupancy) is the Key Metric

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

	FY15	FY16	FY17	FY18	FY19	CAGR
Aggregate	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

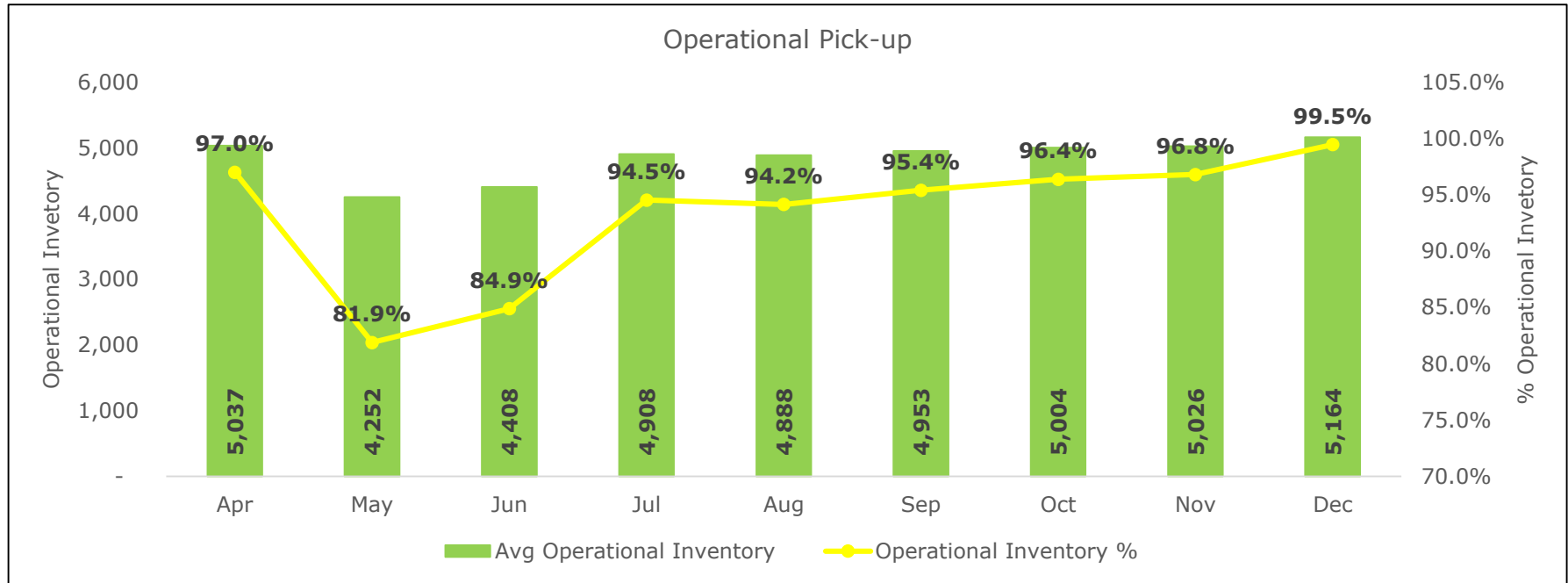


CoVID-19 : Survive, Revive & Thrive



Q3 FY22 Operating Performance Trends

Increasing Operational Inventory



Trends for the 5,192 owned/leased rooms



UPSCALE



UPPER MIDSCALE



MIDSCALE



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UPPER MIDSCALE



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MIDSCALE

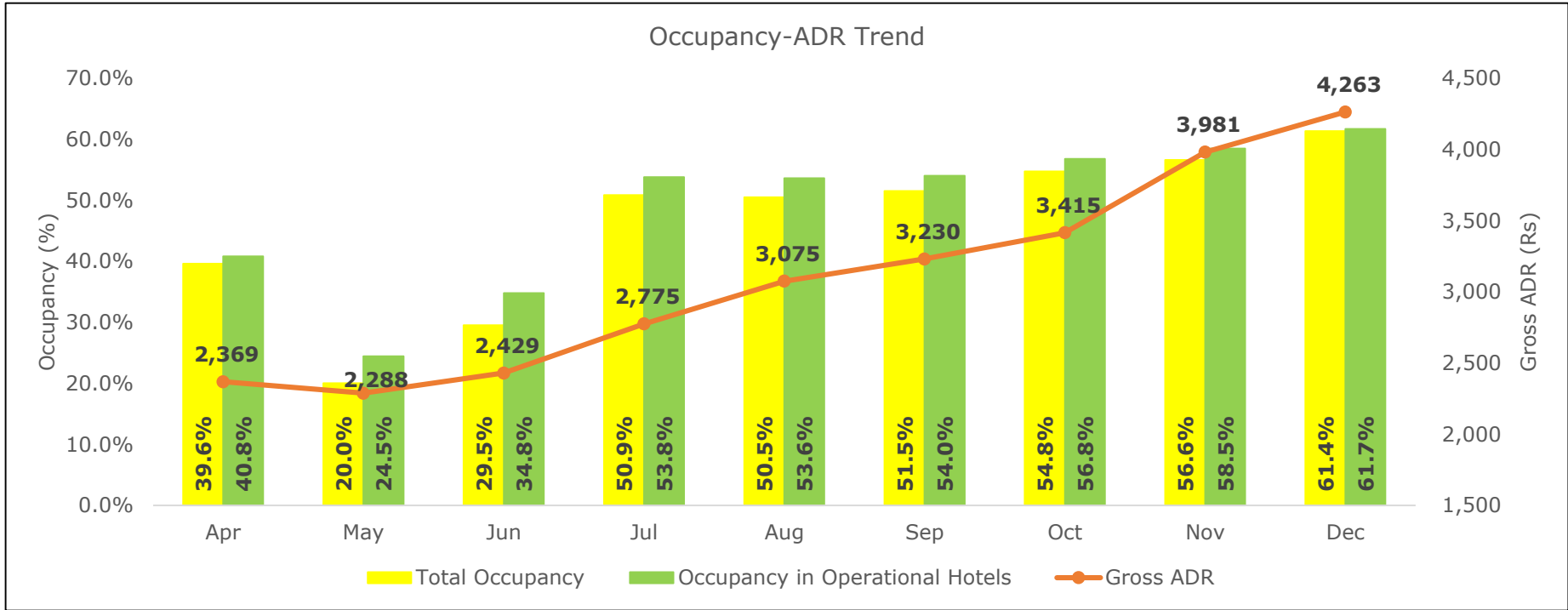


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ECONOMY

Q3 FY22 Operating Performance Trends

Rising Occupancy Levels



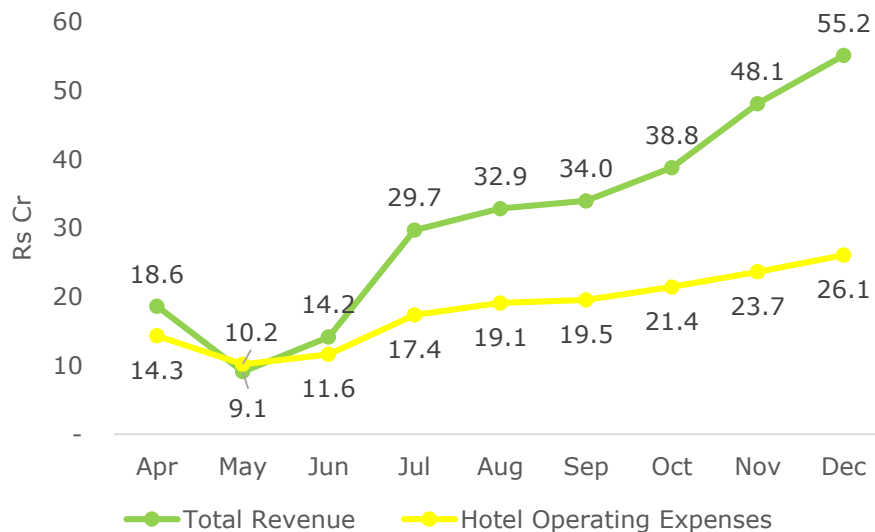
Trends for the 5,192 owned/leased rooms



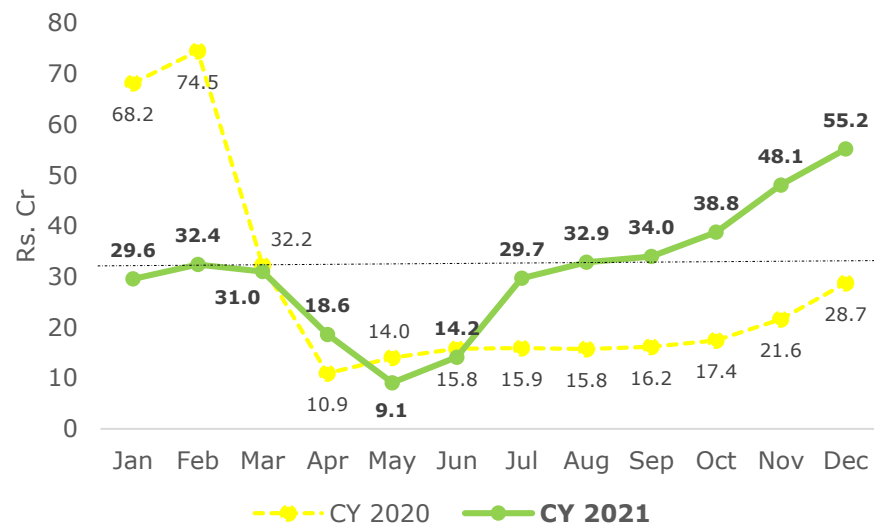
Q3 FY22 Operating Performance Trends

Improving Operating Efficiency and Superior Recovery

Revenue vs OPEX Trend



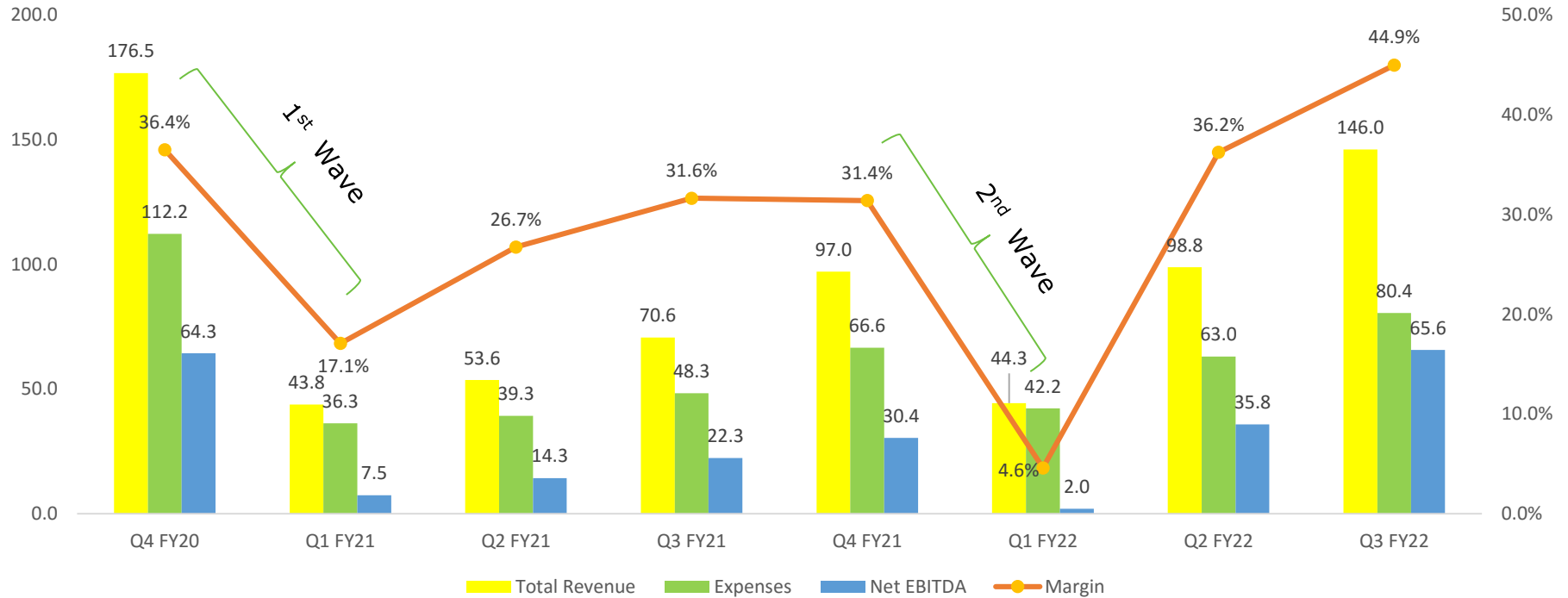
Revenue Trend



Notes:

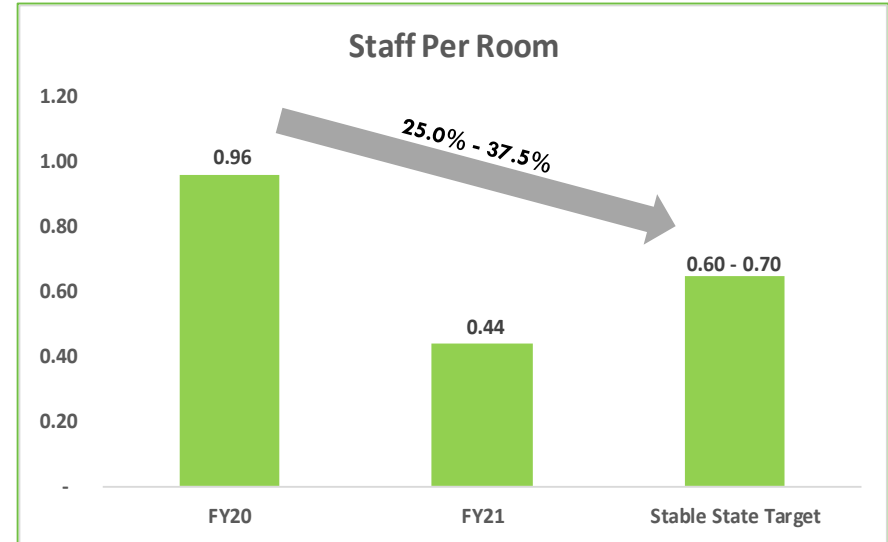
1. Total Revenue includes Revenue from Owned and Leased hotels and Fees from Managed hotels
2. Operating Expenses include Hotel operating expenses for Owned and Leased hotels (including non-operational hotels)

Quarter on Quarter Performance



Manpower

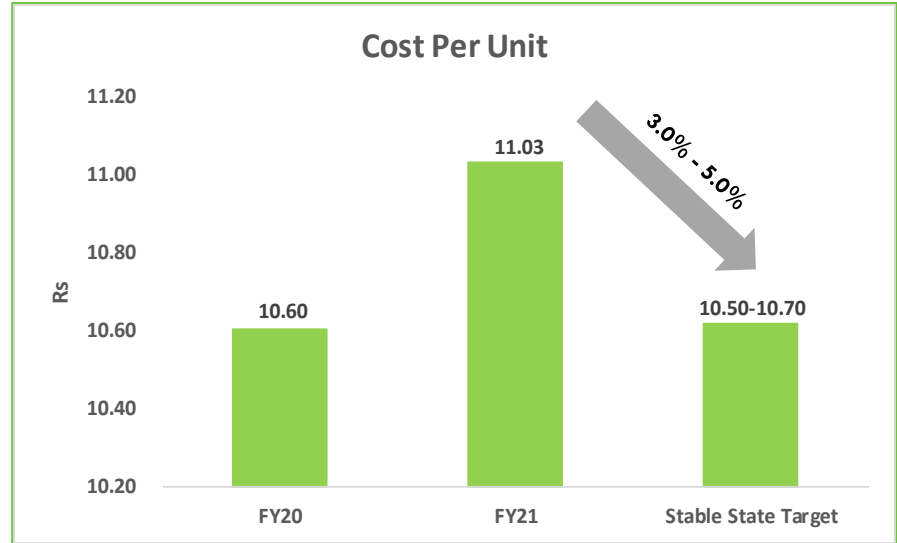
- One of our biggest learnings has been that our hotels can operate with lesser manpower without compromising on service quality
- During Covid-19 induced lockdowns and partial curfews, we utilized the opportunity to multi-skill our staff by imparting cross trainings across departments



Hotel Payroll expenses were ~21% of our Total Revenue in FY20

Heat, Light and Power

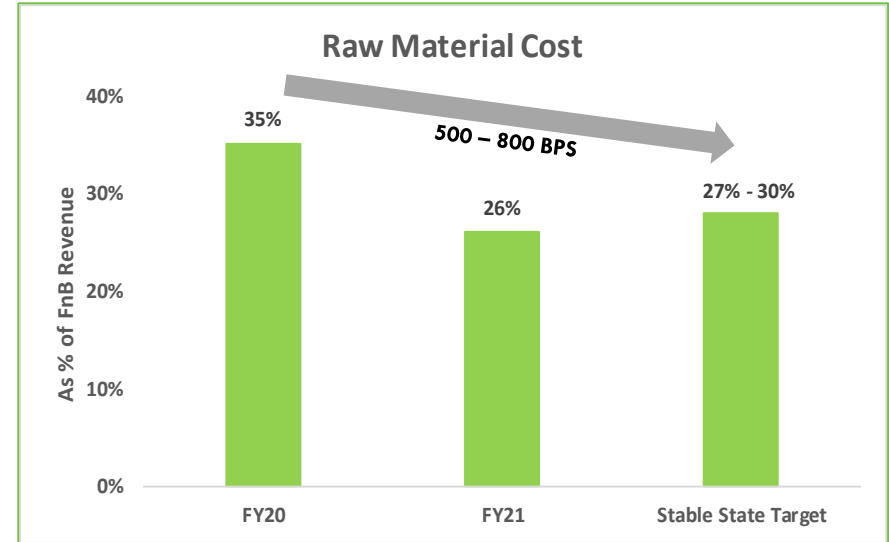
- We have been aggressively expanding the share of electricity from renewable sources, which comes at a lower cost as compared to thermal power
- In FY20, 5% of our electricity was sourced from renewable sources. We target to increase this share to 50% by FY26
- The increase in share of renewable energy will also lead to reduction in our carbon footprint



Electricity cost was ~7.4% of our Total Revenue in FY20

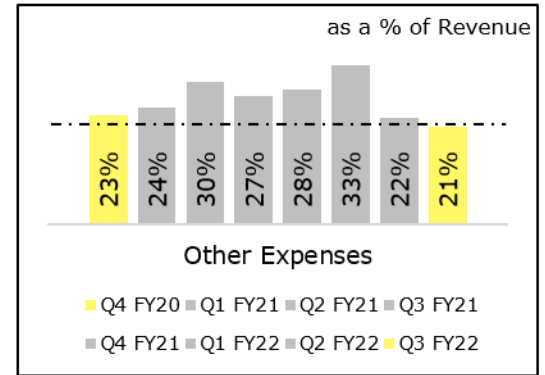
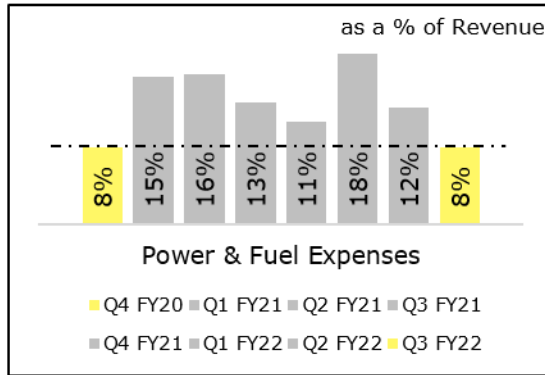
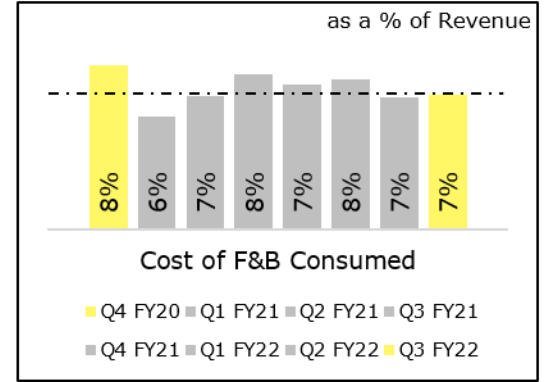
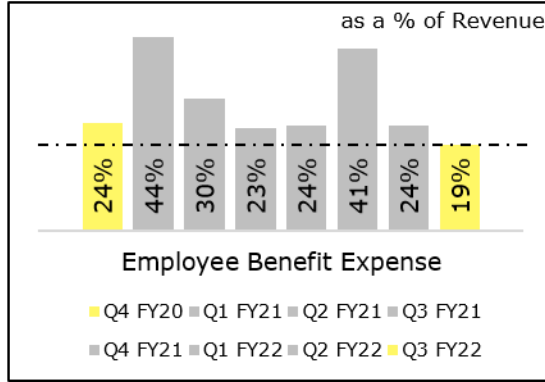
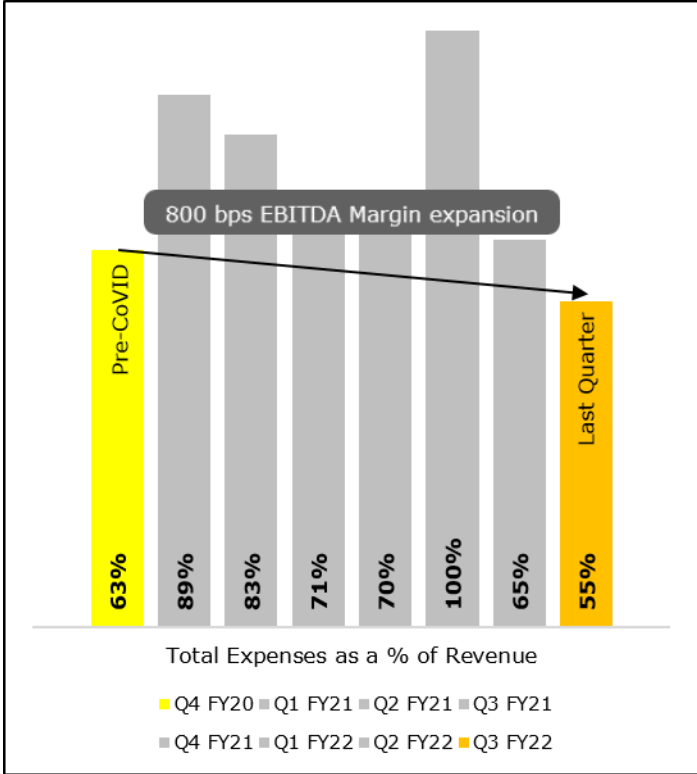
Raw Material Cost

- With our continuously expanding geographical footprint we are strengthening our position to negotiate contracts with our suppliers favorably
- Over the past 9 months, we have reinvented our menus to save spoilage and reduced wastage.



FnB Revenue was ~15% of our Total Revenue in FY20

Cost Rationalization





ANNEXURES

Under Development Hotels



Lemon Tree Mountain Resort – Shimla



Aurika, Mumbai Airport (MIAL) | Image Representation



AURIKA
HOTELS & RESORTS

UPSCALE


lemon tree
PREMIER

UPPER MIDSCALE


lemon tree
HOTELS

MIDSCALE


red fox
BY LEMON TREE HOTELS

ECONOMY

keys
PRIMA
BY LEMON TREE HOTELS

UPPER MIDSCALE

keys
SELECT
BY LEMON TREE HOTELS

MIDSCALE

keys
LITE
BY LEMON TREE HOTELS

ECONOMY

Aurika, Mumbai Airport (MIAL) | Image Representation



AURIKA
HOTELS & RESORTS

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Lemon Tree Mountain Resort – Shimla | Image Representation



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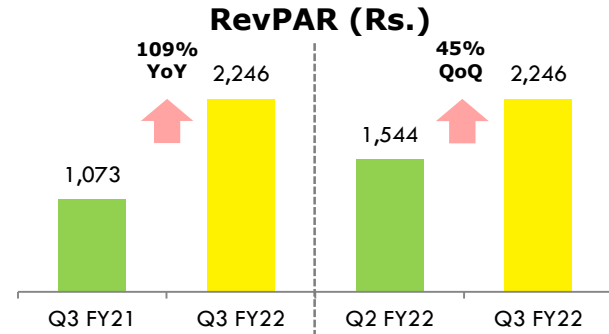
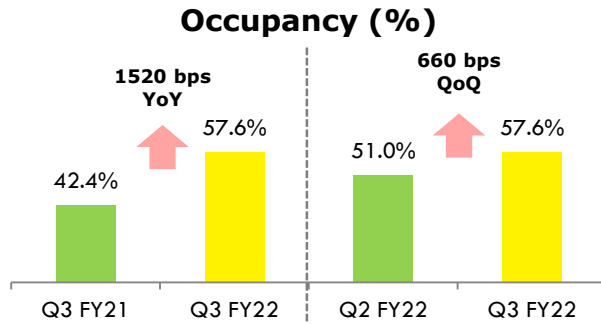
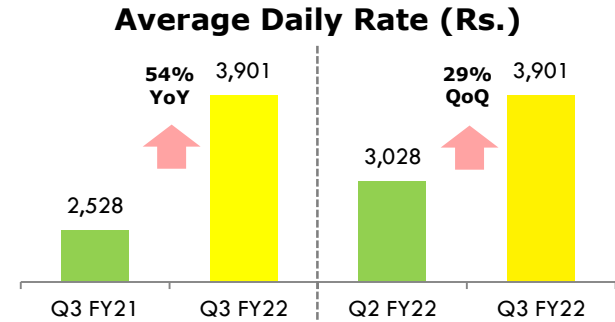
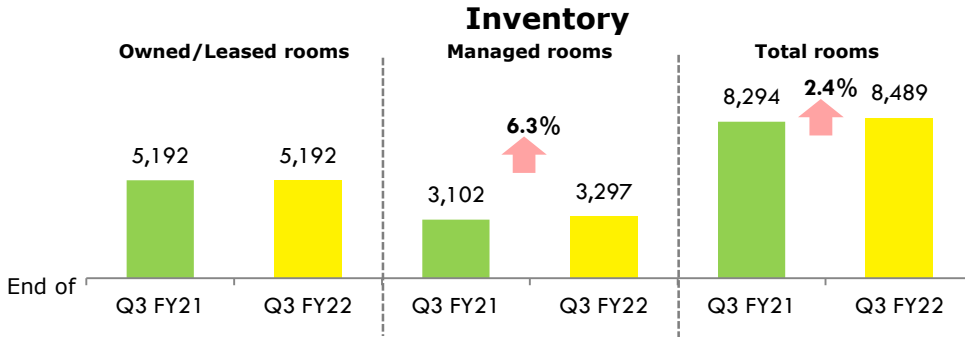
keys
LITE
BY LEMON TREE HOTELS

ECONOMY

Latest Performance – Q3 FY22



Q3 FY22 Performance Highlights – Operational Metrics (Consolidated)



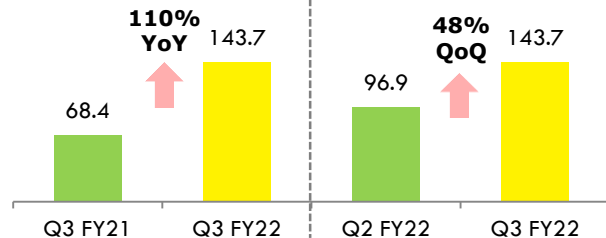
Notes:

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

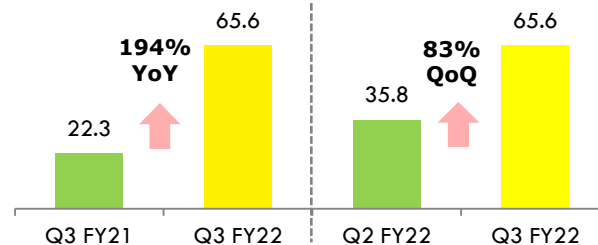


Q3 FY22 Performance Highlights – Financial Metrics (Consolidated)

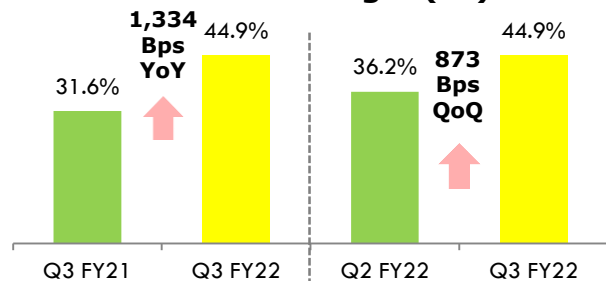
Revenue from Operations (Rs. Cr)



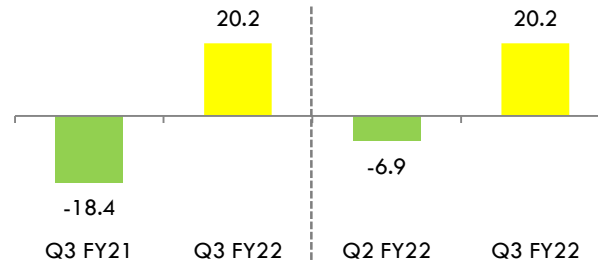
EBITDA (Rs. Cr)



EBITDA Margin (%)



Cash profit (Rs. Cr)



Note: Cash Profit is calculated as PAT + Depreciation

Consolidated Profit & Loss Statement – Q3 FY22

Rs. Cr	Q3 FY22	Q2 FY22	Q3 FY21	QoQ Change (%)	YoY Change (%)
Revenue from operations	143.7	96.9	68.4	48.3%	110.1%
Other income	2.4	1.9	2.2	22.5%	5.3%
Total expenses	80.4	63.0	48.3	27.5%	66.4%
EBITDA	65.6	35.8	22.3	83.3%	194.0%
EBITDA margin (%)	44.9%	36.2%	31.6%	873	1,334
EBITDA w/o Other Income	63.3	33.9	20.1	86.8%	215.1%
EBITDA margin before Other Income (%)	44.0%	35.0%	29.4%	909	1,468
Finance costs	45.4	46.3	47.5	-2.0%	-4.5%
Depreciation & amortization	25.4	26.2	27.3	-3.2%	-7.0%
PBT	(3.2)	(34.6)	(50.5)	NA	NA
Tax expense	2.0	(1.4)	(4.8)	NA	NA
PAT	(5.2)	(33.2)	(45.7)	NA	NA
Cash Profit	20.2	(6.9)	(18.4)	NA	NA

Note: Cash Profit is calculated as PAT + Depreciation

Consolidated Profit & Loss Statement Breakup – Q3 FY22 vs Q3 FY21

Rs. Cr	Total without Keys Hotels			Keys Hotels			Total		
	Q3 FY22	Q3 FY21	YoY Change (%)	Q3 FY22	Q3 FY21	YoY Change (%)	Q3 FY22	Q3 FY21	YoY Change (%)
Inventory	4,256	4,256	0%	936	936	0%	5,192	5,192	0%
ARR	4,115	2,627	57%	2,331	1,854	26%	3,901	2,528	54%
Occupancy	61.8%	45.2%	1666	38.2%	30.0%	820	57.6%	42.4%	1513
RevPAR	2,545	1,187	114%	891	556	60%	2,246	1,073	109%
Revenue from Operations	133.5	62.0	115.3%	10.2	6.4	59.2%	143.7	68.4	110.1%
Other Income	2.1	1.8	15.5%	0.3	0.4	-36.8%	2.4	2.2	5.3%
Total expenses	72.0	42.6	69.2%	8.4	5.7	45.7%	80.4	48.3	66.4%
EBITDA	63.5	21.2	199.4%	2.1	1.1	91.1%	65.6	22.3	194.0%
EBITDA Margin (%)	46.9%	33.3%	1,360	20.1%	16.1%	401	44.9%	31.6%	1,334
EBITDA w/o Other Income	61.4	19.4	216.4%	1.8	0.7	175.1%	63.3	20.1	215.1%
<i>EBITDA margin before Other Income (%)</i>	46.0%	31.3%	1,471	18.0%	10.4%	757	44.0%	29.4%	1,468
PBT	0.5	(43.9)	NA	(3.7)	(6.6)	NA	(3.2)	(50.5)	NA

Operational Performance by Brands & Region (On full inventory basis)

Parameters	RevPAR (Rs.)			Occupancy Rate (%)			Average Daily Rate (Rs.)			Hotel level EBITDAR/room (Rs. Lacs)			Hotel level EBITDAR Margin		
	Q3 FY22	Q3 FY21	Change (bps)	Q3 FY22	Q3 FY21	Change (bps)	Q3 FY22	Q3 FY21	Change (%)	Q3 FY22	Q3 FY21	Change (%)	Q3 FY22	Q3 FY21	Change (bps)
By Brand (#Rooms)															
Aurika Hotels & Resorts (139)	8050	3110	159%	52%	29%	2284	15,468	10,652	45%	6.89	2.19	215%	68%	56%	1,209
Lemon Tree Premier (1,603)	2837	1393	104%	68%	56%	1,165	4,199	2,492	68%	1.61	0.58	176%	48%	35%	1,234
Lemon Tree Hotels (1562)	2329	1089	114%	62%	39%	2,309	3,755	2,799	34%	1.30	0.50	161%	47%	37%	973
Red Fox by Lemon Tree Hotels (952)	1604	718	123%	53%	40%	1,363	3,005	1,808	66%	0.75	0.22	240%	44%	28%	1,550
Keys by Lemon Tree Hotels (936)	891	556	60%	38%	30%	820	2,331	1,854	26%	0.31	0.14	132%	29%	20%	951

Parameters	RevPAR (Rs.)			Occupancy Rate (%)			Average Daily Rate (Rs.)			Hotel level EBITDAR/room (Rs. Lacs)			Hotel level EBITDAR Margin		
	Q3 FY22	Q3 FY21	Change (bps)	Q3 FY22	Q3 FY21	Change (bps)	Q3 FY22	Q3 FY21	Change (%)	Q3 FY22	Q3 FY21	Change (%)	Q3 FY22	Q3 FY21	Change (bps)
By Region (#Rooms)															
Delhi (636)	2677	1280	109%	69%	55%	1,327	3,902	2,314	69%	1.35	0.51	166%	41%	32%	922
Gurugram (529)	1928	680	184%	51%	30%	2,089	3,812	2,290	66%	1.00	0.23	333%	39%	23%	1597
Hyderabad (663)	2277	962	137%	66%	45%	2,048	3,467	2,128	63%	1.40	0.43	229%	51%	37%	1476
Bengaluru (874)	1280	532	140%	41%	24%	1,730	3,086	2,202	40%	0.56	0.12	371%	37%	18%	1949
Mumbai (303)	3123	1722	81%	76%	59%	1658	4,120	2,908	42%	1.63	0.64	155%	49%	36%	1323

Discussion on Consolidated Financial & Operational Performance – Q3 FY22

Revenue

- * Revenue from operations stood at Rs. 143.7 Cr in Q3 FY22, up 110% as compared to Rs. 68.4 Cr in Q3 FY21. On a sequential basis, revenue from operations increased 48.3% from Rs. 96.9 Cr in Q2 FY22
- * ADR increased by 54.3% to 3,901 in Q3 FY22 from 2,528 in Q3 FY21. On a sequential basis, ADR increased by 28.8% from Rs. 3,028 in Q2 FY22
- * Occupancy on full inventory increased by 1,513 bps to 57.6% in Q3 FY22 from 42.4% in Q3 FY21. On a sequential basis, the occupancy on full inventory increased by 661 bps from 51.0% in Q2 FY22

Cost

- * Total expenses stood at Rs. 80.4 Cr in Q3 FY22 up by 66.4% as compared to Rs. 48.3 Cr in Q3 FY21. On a sequential basis, expenses increased by 27.5% from Rs. 63.0 Cr in Q2 FY22

Operating Margins

- * EBITDA increased by 194% to Rs. 65.6 Cr in Q3 FY22 from Rs. 22.3 Cr in Q3 FY21. EBITDA without other income increased by 215% to Rs. 63.3 Cr in Q3 FY22 from Rs. 20.1 Cr in Q3 FY21. On a sequential basis, EBITDA increased 83.3% from Rs 35.8 Cr in Q2 FY22 and EBITDA without other income increased 86.8% from Rs. 33.9 Cr in Q2 FY22
- * EBITDA Margin increased by 1,334 bps to 44.9% in Q3 FY22 from 31.6% in Q3 FY21. EBITDA Margin without other income increased by 1,468 bps to 44.0% in Q3 FY22 from 29.4% in Q3 FY21. On a sequential basis, EBITDA Margin increased 873 bps from 36.2% in Q2 FY22 and EBITDA Margin without other income increased 909 bps from 35.0% in Q2 FY22

Profit after tax

- * Profit after tax improved to Rs. -5.2 Cr in Q3 FY22 from Rs. -45.7 Cr in Q3 FY21. The PAT in Q2 FY22 was Rs. -33.2 Cr
- * Cash Profit for Q3 FY22 stood at Rs. 20.2 Cr vs Rs. -18.4 Cr in Q3 FY21. The Cash Profit in Q2 FY22 was Rs. -6.9 Cr

Note: Cash Profit is calculated as PAT + Depreciation

Consolidated Profit & Loss Statement – FY21

Rs. Cr	FY21	FY20	FY19
Revenue from operations	251.7	669.4	549.5
Other income	13.3	5.8	9.9
Total Income	265.0	675.2	559.4
Total expenses	190.5	426.0	380.7
EBITDA	74.5	249.2	178.7
EBITDA w/o Other Income	61.3	243.4	168.8
EBITDA margin (%)	28.1%	36.9%	31.9%
Finance costs	190.5	161.6	84.7
Depreciation & amortization	107.6	92.2	54.1
PBT	(218.7)	(2.2)	45.3
Tax expense	(32.2)	10.9	(11.1)
PAT	(186.5)	(13.1)	56.4
Cash Profit	(20.8)	77.6	110.5

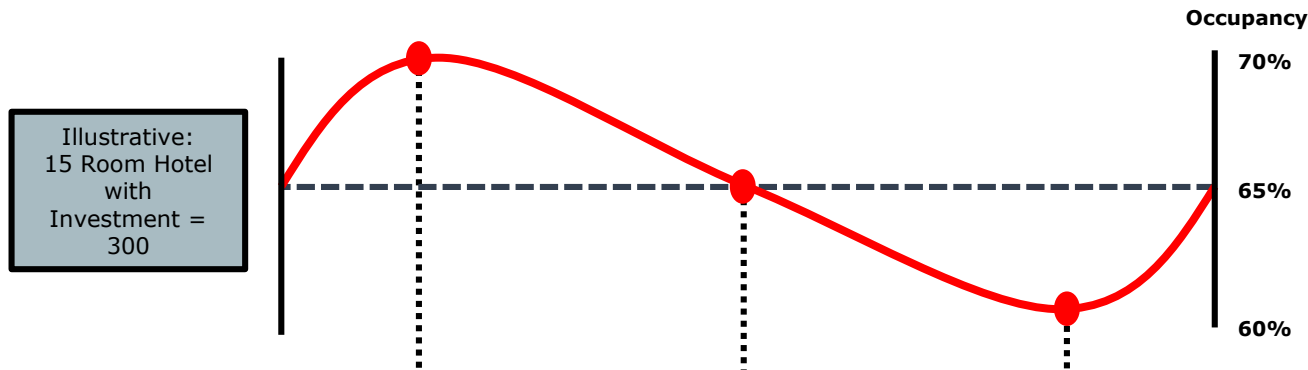
Note: Cash Profit is calculated as PAT + Depreciation + Interest converted into loans



Consolidated Balance Sheet Snapshot – FY21

Rs. Cr	FY21	FY20	FY19
Shareholder's Funds	917.6	988.9	875.0
Non-controlling interests	617.4	555.9	432.2
Total Shareholder's equity	1,535.0	1,544.8	1,307.2
Total Debt	1,685.0	1,577.5	1,204.2
Other Non-current liabilities	470.0	464.3	38.0
Other Current liabilities	132.2	176.2	222.4
Total Equity & Liabilities	3,822.1	3,762.8	2,771.8
Non-current assets	3,581.1	3,615.5	2,575.3
Current assets	241.0	147.3	196.6
Total Assets	3,822.1	3,762.8	2,771.8
Debt to Equity (x)	1.10	1.02	0.92
Average cost of borrowing as of 31st March (%)	8.28%	9.60%	9.40%

The hotel business cycle



Cycle	Top (2)	Middle (3)	Bottom (2)
Occupancy	70% or more	63-68%	60% or less
Rooms Sold	12	10	8
Average Daily Rate	13	10	7
Revenue	156	100	56
Expenses	60	50	40
EBITDA	96	50	16
Hotel RoCE	32%	17%	5%
Sustainable Debt:Equity Coverage	Full Debt	1:1	No Debt

3:2:1
6:3:1

Note: Hotel RoCE is calculated as Hotel level EBITDA/Capital deployed for operational hotels.



ESG Focus



Extracts from first ESG Report of Lemon Tree Hotels for FY21

To read the full report please visit:

https://www.lemontreehotels.com/factsheet/Policies/LTH_ESG_Report_2021.pdf

This report covers all 41 owned/leased hotels across 23 cities for the reporting period from 1st April 2020 to 31st March 2021

Impact of our Environment, Social and Governance initiatives:



10%

Renewable energy in the electricity mix in FY21



98%

Operations audited (internally) for cases of corruption and bribery



14.30%

Opportunity Deprived Indians (ODIs) employed in FY21



52%

Reduction in normalized water withdrawal intensity per total floor area since FY18



67%

Reduction in normalized emissions intensity per occupied room since FY18

Click here to read the report: [ESG Report](#)



UPSCALE



UPPER MIDSCALE



MIDSCALE



ECONOMY



BY LEMON TREE HOTELS
UPPER MIDSCALE



BY LEMON TREE HOTELS
MIDSCALE



BY LEMON TREE HOTELS
ECONOMY



In the area of Environment, we are focused on becoming more energy efficient, adopting renewable energy, mitigating and adapting to climate change, conserving water and reducing waste

At the center of our ESG approach is our commitment to **creating sustained value**. This is across all stakeholders - shareholders and investors, employees, customers, suppliers and the society at large.



In the area of Social, our emphasis is on the development of people, especially creating an inclusive and equal opportunity workplace and empowering local communities

Vision FY26 reflects our belief that our business operations are inherently integrated with delivering social and environmental impact.



In the area of Governance, our commitment is towards building an ethical and transparent organization

[Click here to read the report: ESG Report](#)



UPSCALE



UPPER MIDSCALE



MIDSCALE



ECONOMY



BY LEMON TREE HOTELS

UPPER MIDSCALE



BY LEMON TREE HOTELS

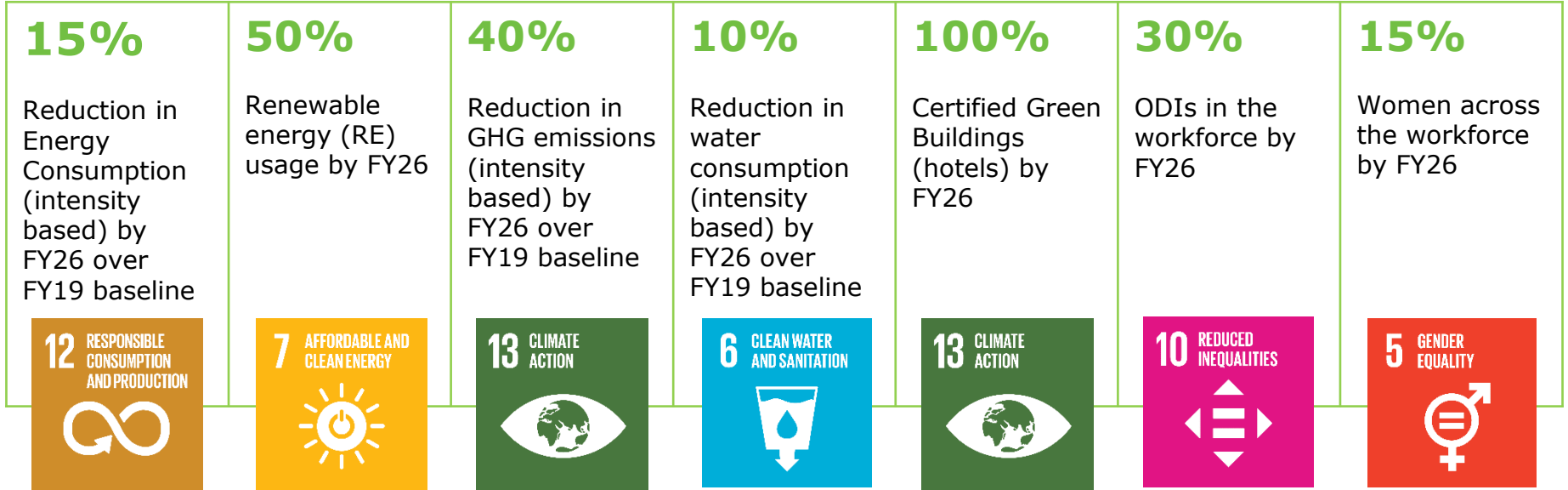
MIDSCALE



BY LEMON TREE HOTELS

ECONOMY

Our ambitions for FY26 are based on the following goals and aspirations:



Click here to read the report: [ESG Report](#)

In a rapidly evolving business environment addressing ESG issues is crucial to ensure the longevity of an organization. Through our well-defined policy frameworks and initiatives, we are on the path to achieving business growth along with creating a positive environmental and social impact.



Embracing Environmental Stewardship

- Sustainability Policy
- Waste Management Pilot- Policy redefinition



Redefining Social Engagement

- Diversity and Inclusion Initiative
- Growth of Employee Strength
- Career Path and Employee Growth
- Management of Labor Relations
- Policy and Workers’ Right
- CSR Policy



Providing Effective Governance

- Nomination and Remuneration Policy
- Code of Conduct
- Data Privacy Policy
- Risk Management Policy
- Whistleblower Policy
- Prevention of Sexual Harassment Policy

Click here to read the report: [ESG Report](#)



Our efforts to integrate ESG across our business operations is effectively supported by a dynamic governance structure



Click here to read the report: [ESG Report](#)



About Us



Lemon Tree Hotels Limited is India's largest hotel chain in the mid-priced hotel sector, 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. We operate in the upscale segment and in the mid-market sector, consisting of the upper-midscale, midscale and economy segments. We deliver differentiated yet superior service offerings, with a value-for-money proposition.

LTHL opened its first hotel with 49 rooms in May 2004 and currently operates ~8,500 rooms in 87 hotels across 54 destinations, in India and abroad, under its various brands viz. Aurika Hotels & Resorts, Lemon Tree Premier, Lemon Tree Hotels, Red Fox Hotels, Keys Prima, Keys Select and Keys Lite. As the current pipeline becomes operational, LTHL will be operating ~10,500 rooms in 107 hotels across 64 destinations, in India and abroad.

Lemon Tree Hotels, including Keys Hotels, are located across India, in metro regions including the NCR, Mumbai, Kolkata, Bengaluru, Hyderabad and Chennai, as well as numerous other tier I and II cities such as Pune, Ahmedabad, Chandigarh, Jaipur, Indore, Aurangabad, Udaipur, Vishakhapatnam, Kochi, Ludhiana, Thiruvananthapuram and Vijayawada. The company expanded internationally with hotels opening in Dubai in December 2019 and in Bhutan in February 2020. New hotels are also set to open internationally in Bhutan and Nepal.

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

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