11 November 2026
2QFY27 Results Update | Sector: Hotels

Lemon Tree Hotels

Estimate change	⟷
TP change	⟷
Rating change	⟷

CMP: INR116 **TP: INR140 (+21%)** **Buy**

Healthy demand-led operating leverage and strong pipeline to drive earnings

Operating performance above our estimate

- Lemon Tree Hotels (LEMONTRE) reported healthy revenue growth of 18% YoY in 2QFY27, led by 17%/31%/39% YoY growth in room revenue/ management fees/FnB revenue. Average room rate (ARR) grew 8% YoY to INR6,751, with occupancy rate (OR) expanding 633bp YoY to 76.1%. RevPAR growth was driven by stronger retail demand, while F&B growth was led by MICE, group business, banqueting, and weddings.
- EBITDA margin stood at 44.2% (up 152bp) in 2QFY27, despite the combined impact of GST changes and stock appreciation rights (3.2% of sales)
- Going forward, we expect LEMONTRE to show healthy growth, led by aggressive expansion through Fleur (pipeline of ~3,400 keys by FY30), accelerating asset-light management fee income, premiumization via Aurika, and improving operating leverage as renovation, GST, and technology-related cost pressures normalize.
- We largely maintain our FY27/FY28 EBITDA estimates and reiterate our **BUY** rating on the stock with an SoTP-based **TP of INR140**.

Healthy RevPAR growth drives performance

- LEMONTRE's revenue grew ~18% YoY to INR3.6b (est. in line). OR expanded 633bp YoY to 76.1%. ARR increased 8% YoY to INR6,751. Management fees grew 31% YoY to INR187m.
- The company's EBITDA grew 22% YoY to INR1.6b (est. INR1.5b). EBITDA margin expanded 152bp YoY to ~44.2% (est. 43.9%) Adj. PAT grew ~16% YoY to INR401m (est. INR496m)
- For 1HFY27, LEMONTRE's revenue/EBITDA/Adj PAT grew 13%/14%/18% to INR7.1b/INR3.1b/INR861m
- Gross debt stood at INR14.3b vs INR15b as of Mar'26. The company's CFO stood at INR3.1b vs INR2.3b as of Sep'25.
- Exceptional items stood at INR220.9m in 2QFY27, including a property tax provision (INR158.3m), impairment of investment in an associate (INR334.7m) and acquisition-related expenses (INR36.6m), partly offset by a lease termination gain of INR416.4m.

Highlights from the management commentary

- **Development pipeline and expansion:** The company expects to open ~2,000 rooms on a gross basis in FY27, compared with ~1,523 rooms in the previous year, with the opening rate expected to accelerate further from FY28 onwards. During 2QFY27, it opened eight managed and franchised hotels comprising 523 rooms and signed 11 hotels with 825 rooms. The company is working towards adding ~2,300 rooms through a combination of operational brownfield acquisitions and greenfield developments by FY30–31.

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EXTEL POLL 2026
Ranked #3 in the Onshore Broker Category
Ranked #4 in the Local Broker Category Rankings

Stock Info

Bloomberg	LEMONTRE IN
Equity Shares (m)	792
M.Cap.(INRb)/(USDb)	91.6 / 1
52-Week Range (INR)	168 / 100
1, 6, 12 Rel. Per (%)	-7/-6/-26
12M Avg Val (INR M)	521
Free float (%)	77.7

Financials & Valuations (INR b)

Y/E Mar	2026	2027E	2028E
Sales	14.4	16.4	17.5
EBITDA	6.9	8.0	8.9
PAT	2.52	3.00	3.75
EBITDA (%)	47.8	48.7	50.9
EPS (INR)	3.2	3.8	4.7
EBITDA Gr. (%)	28.2	18.9	25.2
BV/Sh. (INR)	17.6	21.6	26.3
Ratios			
Net D/E	1.0	0.6	0.3
RoE (%)	19.7	19.3	19.8
RoCE (%)	13.1	15.6	18.3
Valuations			
P/E (x)	36.1	30.4	24.3
EV/EBITDA (x)	16.1	13.7	11.9
FCF Yield (%)	4.5	6.5	7.1

Shareholding Pattern (%)

As On	Sep-26	Jun-26	Sep-25
Promoter	22.3	22.3	22.3
DII	14.8	14.4	19.7
FII	18.4	19.5	21.5
Others	44.6	43.8	36.5

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- **Omaxe:** The partnership covers ~4,000 rooms across 10 properties, primarily in Tier-2 and Tier-3 cities, including Lucknow and Greater Noida. These locations offer access to residential, transit and commercial demand, with bus stations typically situated in prime city-center locations. Nine of the 10 properties are greenfield developments, with Omaxe owning the land and undertaking the development, while Lemon Tree will act as the hotel manager and brand owner without any capital investment
- **Bandra East, Mumbai:** LEMONTRE acquired land in Bandra East, adjoining the Bandra-Kurla Complex (BKC), for ~INR1.2b to develop an upscale Lemon Tree Premier hotel with ~172 rooms, targeted to open in FY30. This will be the company's seventh hotel in Mumbai and its first in Bandra. The project is expected to entail an investment of ~INR20m per key, with management targeting an opening ARR of ~INR12,000. The hotel will primarily target corporate demand from BKC rather than relying on the broader Mumbai market

Valuation and view

- The company is expected to maintain a healthy growth momentum going forward, fueled by: 1) accelerated growth in management contracts (with a pipeline of ~10,846 rooms), 2) rebranding of existing hotels, 3) expansion of the Aurika portfolio, 4) strong backing from Warburg Pincus, 5) improved yields following the completion of renovations across brands, and 6) the addition of owned hotels through Fleur (3,400 keys).
- We expect LEMONTRE to post a CAGR of 10%/14%/22% in revenue/EBITDA/adj. PAT over FY26-28, with RoCE improving to ~18% by FY28 from ~13.1% in FY26. **We reiterate our BUY rating on the stock with an SoTP-based TP of INR140.**

Consolidated Quarterly Performance (INRm)

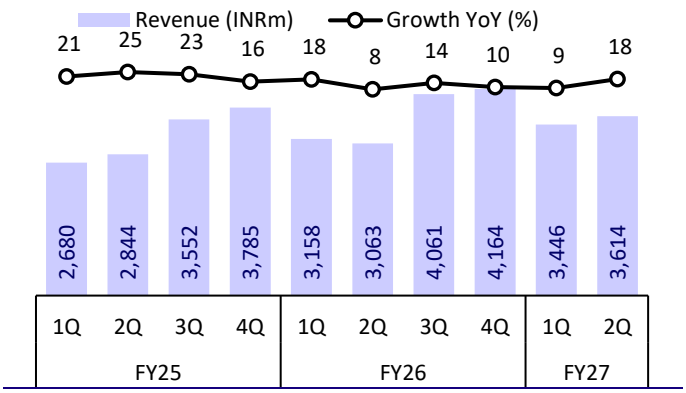
Y/E March	FY26				FY27E				FY26	FY27E	FY27E	Var
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE			2Q	(%)
Gross Sales	**3,158**	**3,063**	**4,061**	**4,164**	**3,446**	**3,614**	**4,608**	**4,740**	**14,445**	**16,408**	**3,471**	**4**
YoY Change (%)	17.8	7.7	14.3	10.0	9.1	18.0	13.5	13.8	12.3	13.6	-8.3	
Total Expenditure	1,753	1,756	2,014	2,012	1,949	2,017	2,202	2,252	7,533	8,420	1,947	
EBITDA	**1,405**	**1,307**	**2,047**	**2,152**	**1,497**	**1,597**	**2,406**	**2,488**	**6,912**	**7,988**	**1,524**	**5**
Margins (%)	44.5	42.7	50.4	51.7	43.4	44.2	52.2	52.5	47.8	48.7	43.9	
Depreciation	342	343	348	355	361	366	368	370	1,388	1,465	362	
Interest	447	423	414	388	364	364	350	328	1,672	1,406	360	
Other Income	16	17	17	31	21	24	22	30	82	98	22	
PBT before EO expense	**633**	**558**	**1,302**	**1,441**	**794**	**891**	**1,710**	**1,821**	**3,933**	**5,216**	**824**	
Extra-Ord expense	0	0	313	19	0	-221	0	0	333	-221	0	
PBT	**633**	**558**	**988**	**1,422**	**794**	**1,112**	**1,710**	**1,821**	**3,601**	**5,437**	**824**	
Tax	148	139	170	251	218	311	430	458	708	1,417	207	
Rate (%)	23.3	24.9	17.2	17.7	27.4	28.0	25.2	25.2	19.7	26.1	25.2	
MI & P/L of Asso. Cos.	102	73	191	255	116	235	222	284	622	857	121	
Reported PAT	**383**	**346**	**627**	**915**	**460**	**566**	**1,057**	**1,078**	**2,271**	**3,162**	**496**	
Adj PAT	**383**	**346**	**862**	**929**	**460**	**401**	**1,057**	**1,078**	**2,520**	**2,997**	**496**	**-19**
YoY Change (%)	93.5	16.7	37.9	9.8	20.1	15.8	22.7	16.0	28.2	18.9	-41.4	
Margins (%)	12.1	11.3	21.2	22.3	13.4	11.1	22.9	22.8	17.4	18.3	14.3	

Key Performance Indicators

Y/E March	FY26				FY27E				FY26	FY27E
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Occupancy (%)	72.5	69.8	73.4	78.5	75.7	76.1	77.7	81.4	74.7	78.6
ARR (INR)	6,236	6,247	7,487	7,457	6,361	6,751	7,700	7,796	7,275	7,584
Change (%)	9.7	5.8	10.7	5.9	2.0	8.1	2.9	4.5	6.7	4.3
RevPAR (INR)	4,521	4,360	5,495	5,854	4,815	5,138	5,986	6,344	5,438	5,962
Change (%)	19.4	8.1	9.5	7.1	6.5	17.8	8.9	8.4		
Cost Break-up										
F&B Cost (% of sales)	6.3	6.5	5.7	5.3	5.9	5.9	5.5	5.5	5.9	5.7
Staff Cost (% of sales)	18.4	19.1	14.6	15.2	18.8	18.5	14.6	14.3	16.6	16.3
Power and fuel (% of sales)	6.9	7.4	5.0	4.8	6.9	6.6	5.6	5.7	5.9	6.1
Other Cost (% of sales)	23.9	24.3	24.3	23.0	24.9	24.8	22.0	22.0	23.8	23.2
Gross Margins (%)	93.7	93.5	94.3	94.7	94.1	94.1	94.5	94.5	94.1	94.3
EBITDA Margins (%)	44.5	42.7	50.4	51.7	43.4	44.2	52.2	52.5	47.8	48.7
EBIT Margins (%)	33.7	31.5	41.8	43.2	33.0	34.1	44.2	44.7	38.2	39.8

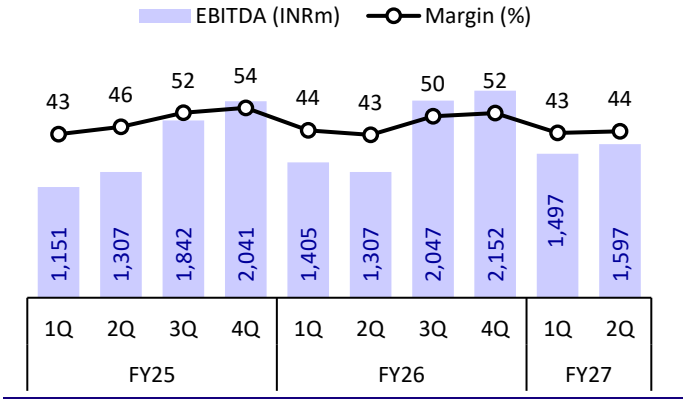
Key exhibits

Exhibit 1: Consolidated revenue trend



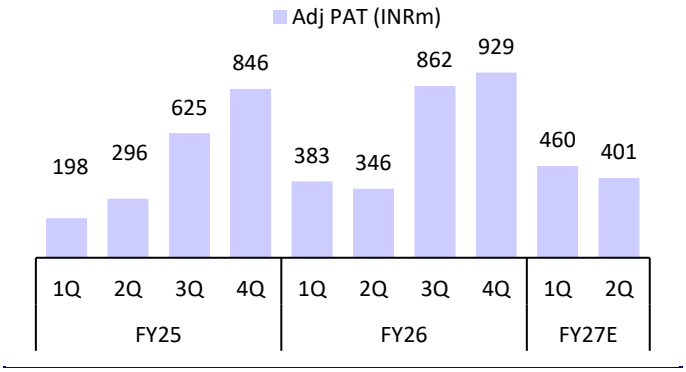
Source: Company, MOFSL

Exhibit 2: Consolidated EBITDA trend



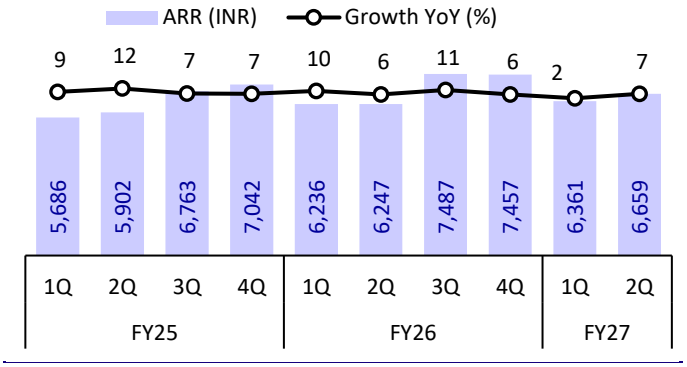
Source: Company, MOFSL

Exhibit 3: Consolidated adjusted PAT trend



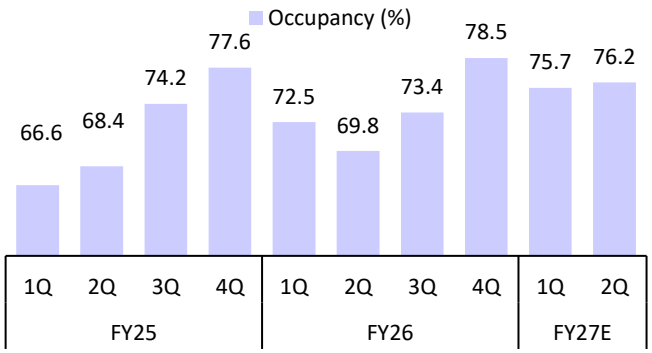
Source: Company, MOFSL

Exhibit 4: ARR trend



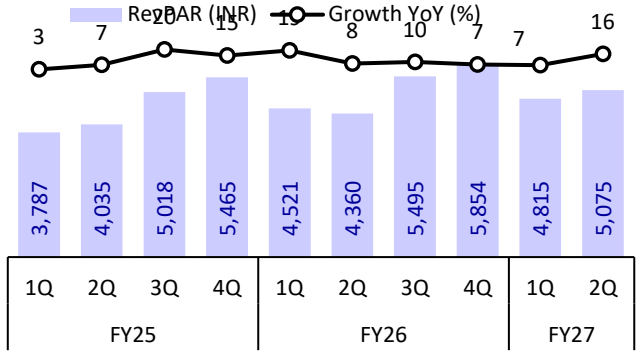
Source: Company, MOFSL

Exhibit 5: Occupancy trend



Source: Company, MOFSL

Exhibit 6: RevPAR trend



Source: Company, MOFSL

Exhibit 7: Portfolio breakup as of 30th Sep'26 – operational

Operational portfolio	Owned		Leased		Managed/ Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Aurika	1	139	1	669	0	0	2	808
Lemon Tree Premier	6	1,162	2	361	18	1,881	26	3,404
Lemon Tree Hotels	12	1,160	6	609	53	3,144	71	4,913
Red Fox Hotels	4	552	1	91	4	360	9	1,003
Keys Prima	1	222	1	101	6	290	8	613
Keys Select	3	411	2	202	7	351	12	964
Keys Lite	0	0	0	0	10	426	10	426
Total	**27**	**3646**	**13**	**2033**	**98**	**6452**	**138**	**12131**

Source: Company, MOFSL

Exhibit 8: Portfolio breakup as of 30th Sep'26 – pipeline

In pipeline	Owned		Leased		Public Private Partnership		Managed/Franchised		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Aurika	1	90	3	822	4	499	8	1,411	1	90
Lemon Tree Premier	1	172	0	0	17	2,386	18	2,558	1	172
Lemon Tree Hotels	0	0	0	0	77	5,440	77	5,440	0	0
Red Fox Hotels	0	0	0	0	1	50	1	50	0	0
Keys Prima	0	0	0	0	8	576	8	576	0	0
Keys Select	0	0	0	0	23	1,399	23	1,399	0	0
Keys Lite	0	0	0	0	12	496	12	496	0	0
Total	**2**	**662**	**1**	**47**	**1**	**165**	**140**	**10561**	**144**	**11435**

Source: Company, MOFSL

Exhibit 9: Brand-wise operating performance trend

	1QFY25	2QFY25	3QFY25	4QFY25	1QFY26	2QFY26	3QFY26	4QFY26	1QFY27
Lemon Tree Premier									
Occupancy (%)	79.0	81.0	83.0	81.0	80.0	81.0	85.0	84.0	86.0
ARR (INR)	6,802	7,852	8,156	7,132	7,142	8,506	8,529	7,252	7,773
Hotel level EBITDAR/room (INR m)	0.35	0.44	0.48	0.37	0.37	0.47	0.48	0.38	0.42
Hotel level EBITDAR Margin (%)	56.0	60.0	62.0	57.0	56.0	60.0	60.0	55.0	56.0
Lemon Tree Hotels									
Occupancy (%)	73.0	75.0	78.0	73.0	67.0	73.0	80.0	78.0	73.0
ARR (INR)	5,425	6,083	6,171	5,693	5,695	7,081	6,924	5,938	6,358
Hotel level EBITDAR/room (INR m)	0.24	0.28	0.27	0.23	0.19	0.31	0.31	0.24	0.24
Hotel level EBITDAR Margin (%)	50.0	52.0	50.0	47.0	44.0	52.0	51.0	47.0	46.0
Red Fox Hotels									
Occupancy (%)	70.0	78.0	80.0	67.0	65.0	70.0	76.0	67.0	70.0
ARR (INR)	4,458	5,144	5,457	4,873	4,824	5,016	4,706	4,137	4,212
Hotel level EBITDAR/room (INR m)	0.17	0.25	0.26	0.17	0.16	0.19	0.21	0.13	0.14
Hotel level EBITDAR Margin (%)	51.0	60.0	59.0	52.0	50.0	52.0	57.0	46.0	44.0
Aurika									
Occupancy (%)	50.0	71.0	83.0	72.0	71.0	74.0	81.0	71.0	76.0
ARR (INR)	9,491	10,457	10,566	9,118	8,806	10,984	11,097	9,189	9,589
Hotel level EBITDAR/room (INR m)	0.32	0.63	0.78	0.49	0.47	0.72	0.83	0.50	0.56
Hotel level EBITDAR Margin (%)	53.0	64.0	68.0	58.0	58.0	65.0	70.0	58.0	59.0

EBITDAR – Earnings before interest, taxes, depreciation, amortization, and rent Source: Company, MOFSL

Exhibit 10: Operational performance by regions

Parameters	Occupancy (%)		Change YoY* (bp)	ARR		Change YoY (%)
by region (rooms)	2QFY27	2QFY26		2QFY27	2QFY26	
Delhi (636)	84	77	643	7,804	6,737	16
Gurugram (529)	77	70	706	5,561	5,379	3
Hyderabad (663)	79	75	392	7,976	7,262	10
Bengaluru (874)	71	65	665	6,122	5,472	12
Mumbai (972)	80	79	146	9,063	8,298	9
Pune (426)	81	76	548	6,148	5,852	5
Rest of India (1,659)	71	61	995	5,091	4,828	5

Source: Company, MOFSL



Highlights from the management commentary

Guidance

- The company expects to list Fleur Hotels on the stock exchanges in CY27, following receipt of CCI and SEBI approvals.
- FY27 revenue is expected to be distributed between 2HFY27 and 1HFY27 in a ratio of 55:45, while EBITDA is expected to be distributed in a ratio of 60:40.
- The company expects to return to normalized renovation expenditure of approximately 1.2% of revenue from FY28.

Operational and Financial Overview

- Like-to-like gross margin stood at 77.7%, up 474bp, after adjusting for the 3.2% impact of SAR and GST on expansion expenses as a percentage of revenue.
- Gross debt stood at INR14.3b as of 30 September 2026, declining 11% YoY from INR16.10b.
- The company opened eight managed and franchised hotels comprising 523 rooms during 2QFY27.
- The company signed 11 managed and franchised hotels comprising 825 rooms, representing approximately 1.6x the inventory opened during the quarter.

- Combined operational and pipeline inventory stood at 24,061 rooms across 285 hotels in more than 170 cities.
- The operational portfolio comprised 138 hotels with 12,131 rooms across more than 80 cities.

Omaxe

- Lemon Tree has entered into an asset-light partnership with Omaxe through an MoU to manage and operate hotels across its township developments and redeveloped bus transit stations.
- The partnership covers ~4,000 rooms across 10 properties, primarily in Tier-2 and Tier-3 cities, including Lucknow and Greater Noida. These locations offer access to residential, transit and commercial demand, with bus stations typically situated in prime city-center locations.
- Nine of the ten properties are greenfield developments, with Omaxe owning the land and undertaking the development, while Lemon Tree will act as the hotel manager and brand owner without any capital investment.
- Greater Noida could become operational over the next 12–18 months, while the remaining properties are expected to take around 3–4 years to materialize.

Expansion and Development

- The company acquired land in Bandra East, Mumbai, adjoining BKC, for INR 1.2b to develop an owned upscale Lemon Tree Premier hotel.
- The proposed Bandra hotel will have approximately 172 rooms, is expected to open in FY30 and will be the company's seventh hotel in Mumbai.
- The owned 90-room Aurika Shimla hotel is expected to open in 3QFY27.
- The 165-room leased Aurika Shillong hotel is progressing well and is expected to open in FY28.
- Construction activities, including piling work, have commenced at the 47-room leased Aurika Varanasi heritage hotel, which is expected to open in FY29.
- DDA has extended the letter of award for Aurika Nehru Place until August 2027, and the hotel is now expected to open in CY31.
- The proposed Aurika Nehru Place development has been revised upwards to approximately 610 rooms from the earlier plan of 570 rooms.

Corporate and Business Outlook

- Corporate demand remains muted due to geopolitical uncertainty, elevated oil prices, inflation and concerns around India's current account deficit.
- Discretionary corporate travel continues to be impacted, particularly in the mid-market segment, where travel by junior and middle-management employees is more sensitive to cost controls.
- Non-negotiated business has performed relatively better and is partly compensating for weakness in negotiated corporate demand.
- Corporate demand in Gurgaon remains affected by subdued IT-sector hiring and lower movement of new employees and joiners.
- Management expects demand conditions to improve as geopolitical uncertainty and inflationary pressures ease, although a meaningful immediate increase in demand is not certain.
- The Omaxe partnership is entirely asset-light, with Omaxe undertaking development investments while Lemon Tree provides hotel management and branding services.

Aurika Nehru Place

- Project execution is dependent on approvals from the Ridge Management Board and the empowered committee, followed by tree-felling approvals.
- Delays are primarily attributable to the regulatory approval process, given the property's location within the Aravalli Ridge.
- DDA is required to plant 10 trees for every tree removed, involving approximately 3,500 trees against 350 trees proposed to be removed.
- Management expects the approval process and tree transplantation activities to progress over the next few months, although the timelines remain dependent on government authorities.
- The company has greater clarity on permissible FSI and building height, enabling an increase in planned inventory to approximately 610 rooms.

Mumbai Expansion and Investment Returns

- The company expects the Bandra East hotel to generate an immediate return on investment of approximately 12–13%, with potential for higher returns.
- The estimated investment is approximately INR 20m per key, against the existing average EBITDA generation of INR 2.2–2.5m per key across its Mumbai portfolio.
- Management highlighted that BKC represents a significantly different and stronger hospitality market compared with Andheri.
- A nearby hotel in Kalina, with relatively small rooms of approximately 120 sq. ft., currently achieves an ARR of INR7,500–8,000 at approximately 80% occupancy.
- Management believes the proposed Bandra hotel can achieve an ARR of approximately INR 12,000, supporting attractive investment returns.

Revenue Growth, ARR and Occupancy

- 2QFY27 RevPAR growth was balanced between ARR and occupancy, unlike 1QFY27, when growth was more heavily driven by occupancy.
- The company reported ~8% ARR growth and 633bp occupancy improvement, supporting strong RevPAR performance.
- Renovation activities have contributed to improved ARR and occupancy, particularly across the Keys portfolio, where approximately 80% of renovation work is complete.
- Red Fox hotels primarily witnessed occupancy-led growth due to their price-sensitive customer base and relatively limited pricing potential.
- Fully renovated Keys hotels witnessed improvement in both ARR and occupancy, resulting in stronger RevPAR growth.
- The company continues to follow a property-specific pricing strategy, focusing on occupancy in price-sensitive markets and ARR improvement in stronger markets.
- RevPAR growth continues to receive support from the MICE and banqueting segments.

Management Fee Income and GST Impact

- Fleur Hotels' revenue increased by 15% in 2QFY27, whereas Lemon Tree's management fee income from Fleur increased by 11%.
- Approximately one-third to 40% of management fee income is linked to GOP margins, resulting in lower fee growth when operating margins are impacted.
- Higher renovation expenditure and GST-related changes have adversely affected Fleur's margins during the current year.

- Renovation expenditure is expected to normalize to approximately 1.2% of revenue next year, which should improve margins by approximately 1.5%.
- Revenue contribution from rooms priced above INR 7,500 increased from approximately 48% last year to 50% currently.
- Management expects the proportion of revenue generated from rooms priced above INR 7,500 to gradually increase, thereby reducing the GST impact as a percentage of revenue.

Portfolio Rationalization and Deflagging

- The company terminated the Gurgaon lease in August 2026 after the authorities withdrew permission to operate banquets in one of the basements.
- The property generated approximately 30% of its business through banquets and conferences, making continued operations commercially unviable.
- The termination resulted in the reversal of lease liabilities and right-of-use assets, creating an exceptional non-cash accounting gain of approximately INR 410m.
- The company also recognized an exceptional provision of approximately INR 160m towards property tax and an additional INR 30m diminution in the value of an associate investment.
- The net exceptional gain during the quarter amounted to approximately INR 220m.
- Approximately 450 managed rooms were deflagged due to compliance-related issues after owners failed to obtain the required approvals within the stipulated cure periods.
- Management clarified that the deflagging was largely a catch-up exercise and that no significant further deflagging is currently anticipated.

International Expansion – Maldives

- The project has become commercially unviable following the Maldivian government's requirement to retain 40% of hotel revenue in Maldivian rupees, given that most operating expenses are denominated in US dollars.
- The company continues to monitor the opportunity but is not proceeding under the current regulatory framework.

Renovation and Capital Expenditure

- Total planned renovation expenditure amounts to approximately INR 2b.
- Approximately 60–65% of the renovation expenditure will be classified as Opex, while the balance will be classified as Capex.
- The renovation program was primarily undertaken to address deferred maintenance, as the company had not undertaken normalized renovation expenditure for approximately three years.
- Management expects renovation expenditure to decline to approximately 1.2% of revenue from FY28 onwards.
- The Keys portfolio has completed approximately 80% of its renovation program, with improvements visible in both ARR and occupancy.

Loyalty Program

- The company does not provide specific pricing discounts to loyalty members, and pricing remains dependent on the booking channel and customer segment.
- Approximately 45% of the company's business comes from repeat guests, while loyalty members contribute approximately 25% of total business.

- Management sees significant potential to increase loyalty program penetration by enrolling more repeat customers.
- Loyalty payouts are approximately 4% of revenue and are absorbed within the company's hotel network through an internal redemption mechanism.
- The program benefits from a breakage rate of approximately 30–40%, implying that only 60–70% of issued loyalty benefits are ultimately redeemed.

Others

- The company remains focused on an asset-light expansion strategy through managed and franchised hotels.
- Management continues to prioritize disciplined capital allocation, renovation-led portfolio improvement and compliance-driven portfolio rationalization.
- The company remains cautious about near-term corporate demand recovery while maintaining confidence in its medium-term expansion and operating performance.

Valuation and view

- The company is expected to maintain a healthy growth momentum going forward, fueled by: 1) accelerated growth in management contracts (with a pipeline of ~10,846 rooms), 2) rebranding of existing hotels, 3) expansion of the Aurika portfolio, 4) strong backing from Warburg Pincus, 5) improved yields following the completion of renovations across brands, and 6) the addition of owned hotels through Fleur (3,400 keys).
- We expect LEMONTRE to post a CAGR of 10%/14%/22% in revenue/EBITDA/adj. PAT over FY26-28, with RoCE improving to ~18% by FY28 from ~13.1% in FY26. **We reiterate our BUY rating on the stock with an SoTP-based TP of INR140.**

Exhibit 11: Our valuation methodology

Particulars		FY28
Standalone EBITDA	**INRm**	261
EV/EBIDTA Multiple	x	17
EV	INRm	4,540
Less: Standalone Net Debt	INRm	725
Target Value	**INRm**	**3,815**
Carnations EBITDA (Management Contract)	**INRm**	**1,182**
EV/EBIDTA Multiple	x	30
EV	INRm	36,010
Fluer's EBITDA	**INRm**	**7,488**
LemonTree's Share of Fluer EBITDA (58.91%)	INRm	4,411
EV/EBIDTA Multiple	x	17
EV	INRm	76,620
Less: LemonTree's Share of Fluer Net Debt	INRm	5,349
Target Value	**INRm**	**71,271**
Total Target Value	INRm	1,11,096
No. of shares	Mn	792
Target Price	**INR**	**140**

Source: MOFSL

Exhibit 12: Revisions to our estimates

Earnings Change	Old		New		Change	
(INR m)	FY27E	FY28E	FY27E	FY28E	FY27E	FY28E
Revenue	16,100	17,225	16,408	17,547	2%	2%
EBITDA	7,835	8,760	7,988	8,931	2%	2%
Adj. PAT	3,036	3,743	2,997	3,750	-1%	0%

Source: MOFSL

Financials and valuations

Consolidated - Income Statement (INRm)

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Total Income from Operations	**6,694**	**2,517**	**4,022**	**8,750**	**10,655**	**12,861**	**14,445**	**16,408**	**17,547**
Change (%)	21.8	-62.4	59.8	117.5	21.8	20.7	12.3	13.6	6.9
F&B Consumed	570	178	279	499	628	762	848	932	1,018
Employees Cost	1,553	704	973	1,497	1,878	2,185	2,393	2,671	2,755
Other Expenses	2,137	1,022	1,432	2,230	2,973	3,573	4,293	4,817	4,843
Total Expenditure	**4,260**	**1,905**	**2,683**	**4,226**	**5,479**	**6,520**	**7,533**	**8,420**	**8,616**
% of Sales	63.6	75.7	66.7	48.3	51.4	50.7	52.2	51.3	49.1
EBITDA	**2,434**	**613**	**1,339**	**4,524**	**5,176**	**6,341**	**6,912**	**7,988**	**8,931**
Margin (%)	36.4	24.3	33.3	51.7	48.6	49.3	47.8	48.7	50.9
Depreciation	922	1,076	1,043	966	1,121	1,393	1,388	1,465	1,471
EBIT	**1,512**	**-463**	**296**	**3,557**	**4,054**	**4,948**	**5,524**	**6,524**	**7,460**
Int. and Finance Charges	1,565	1,817	1,740	1,772	2,016	2,007	1,672	1,406	1,092
Other Income	58	133	140	36	113	23	82	98	105
PBT bef. EO Exp.	**5**	**-2,147**	**-1,304**	**1,822**	**2,151**	**2,965**	**3,933**	**5,216**	**6,473**
EO Items	0	0	153	-48	0	0	-333	221	0
PBT after EO Exp.	**5**	**-2,147**	**-1,456**	**1,774**	**2,151**	**2,965**	**3,601**	**5,437**	**6,473**
Total Tax	109	-322	-72	377	341	531	708	1,417	1,489
Tax Rate (%)	2220.8	15.0	5.0	21.3	15.9	17.9	19.7	26.1	23.0
MI/ share of profit from associates	-9	-555	-510	251	325	468	622	857	1,234
Reported PAT	**-95**	**-1,271**	**-874**	**1,146**	**1,485**	**1,966**	**2,271**	**3,162**	**3,750**
Adjusted PAT	**-95**	**-1,271**	**-760**	**1,182**	**1,485**	**1,966**	**2,520**	**2,997**	**3,750**
Change (%)	-118.0	1,232.4	-40.2	-255.5	25.7	32.4	28.2	18.9	25.2
Margin (%)	-1.4	-50.5	-18.9	13.5	13.9	15.3	17.4	18.3	21.4

Consolidated - Balance Sheet (INR M)

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Equity Share Capital	7,903	7,904	7,908	7,916	7,918	7,918	7,918	7,918	7,918
Eq. Share Warrants & App. Money	0	0	0	0	0	0	0	0	0
Preference Capital	0	0	0	0	0	0	0	0	0
Total Reserves	1,986	1,272	404	621	1,750	3,716	6,001	9,163	12,914
Net Worth	**9,889**	**9,176**	**8,312**	**8,537**	**9,669**	**11,635**	**13,919**	**17,082**	**20,832**
Minority Interest	5,559	6,174	5,676	5,597	5,795	6,261	6,872	7,720	8,947
Total Loans	15,775	16,850	16,986	17,457	18,891	16,986	15,003	10,703	6,703
Lease Liability	4,619	4,671	4,247	4,253	4,423	4,431	4,949	4,949	4,949
Deferred Tax Liabilities	0	0	0	0	0	0	0	0	0
Capital Employed	**35,841**	**36,870**	**35,223**	**35,844**	**38,779**	**39,313**	**40,743**	**40,453**	**41,430**
Gross Block	35,073	35,016	34,637	34,666	42,627	43,170	44,643	44,968	46,968
Less: Accum. Deprn.	2,977	4,052	5,096	6,062	7,183	8,576	9,964	11,428	12,899
Net Fixed Assets	**32,097**	**30,964**	**29,542**	**28,605**	**35,444**	**34,594**	**34,679**	**33,539**	**34,068**
Goodwill on Consolidation	951	951	951	951	951	951	951	951	951
Capital WIP	1,896	2,418	2,968	4,822	254	454	1,081	2,131	2,131
Total Investments	**164**	**79**	**114**	**73**	**151**	**446**	**446**	**446**	**446**
Current Investment	44	91	59	10	81	386	663	0	0
Curr. Assets, Loans&Adv.	**2,521**	**3,737**	**2,776**	**2,873**	**3,531**	**4,373**	**5,690**	**5,764**	**6,342**
Inventory	82	72	81	105	138	138	138	154	158
Account Receivables	503	308	291	560	715	786	1,163	1,321	1,412
Cash and Bank Balance	408	1,411	543	275	537	807	978	414	629
Loans and Advances	1,528	1,945	1,861	1,933	2,140	2,642	3,411	3,875	4,143
Curr. Liability & Prov.	**1,786**	**1,278**	**1,128**	**1,479**	**1,552**	**1,505**	**2,104**	**2,378**	**2,508**
Account Payables	842	788	585	668	859	616	671	750	767
Other Current Liabilities	877	412	319	730	601	790	1,215	1,380	1,476
Provisions	67	78	224	81	92	99	218	248	265
Net Current Assets	**734**	**2,459**	**1,648**	**1,394**	**1,979**	**2,868**	**3,586**	**3,386**	**3,834**
Misc Expenditure	0	0	0	0	0	0	0	0	0
Appl. of Funds	**35,841**	**36,870**	**35,223**	**35,844**	**38,779**	**39,313**	**40,743**	**40,453**	**41,430**

Financials and valuations

Ratios

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Basic (INR)									
EPS	**-0.1**	**-1.6**	**-1.0**	**1.5**	**1.9**	**2.5**	**3.2**	**3.8**	**4.7**
Cash EPS	1.0	-0.2	0.4	2.7	3.3	4.2	4.9	5.6	6.6
BV/Share	12.5	11.6	10.5	10.8	12.2	14.7	17.6	21.6	26.3
DPS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Payout (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Valuation (x)									
P/E	-955	-72	-120	77	61	46	36	30	24
Cash P/E	110.1	-466.6	321.2	42.4	34.9	27.1	23.3	20.4	17.4
P/BV	9.2	9.9	11.0	10.7	9.4	7.8	6.5	5.3	4.4
EV/Sales	16.7	44.7	28.1	13.0	10.8	8.8	7.7	6.6	6.0
EV/EBITDA	46.0	183.8	84.5	25.2	22.2	17.8	16.1	13.7	11.9
EV/Room (INRm)	26.3	26.5	26.6	23.6	23.9	23.5	23.1	22.2	21.6
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FCF per share	-9.4	-1.5	0.9	2.8	1.6	5.7	5.1	7.4	8.1
Return Ratios (%)									
RoE	-1.0	-13.3	-8.7	14.0	16.3	18.5	19.7	19.3	19.8
RoCE	4.5	-0.9	1.1	9.4	10.2	11.7	13.1	15.6	18.3
RoIC	4.4	-1.0	0.7	8.6	10.0	10.8	11.7	12.7	15.2
Working Capital Ratios									
Fixed Asset Turnover (x)	0.2	0.1	0.1	0.3	0.2	0.3	0.3	0.4	0.4
Asset Turnover (x)	0.2	0.1	0.1	0.2	0.3	0.3	0.4	0.4	0.4
Inventory (Days)	4	10	7	4	5	4	3	3	3
Debtor (Days)	27	45	26	23	24	22	29	29	29
Creditor (Days)	46	114	53	28	29	17	17	17	16
Leverage Ratio (x)									
Current Ratio	1.4	2.9	2.5	1.9	2.3	2.9	2.7	2.4	2.5
Interest Cover Ratio	1.0	-0.3	0.2	2.0	2.0	2.5	3.3	4.6	6.8
Net Debt/Equity	1.5	1.7	2.0	2.0	1.9	1.4	1.0	0.6	0.3

Consolidated - Cash Flow Statement (INRm)

Y/E March	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
OP/(Loss) before Tax	5	-2,147	-1,446	1,782	2,151	2,962	3,591	5,216	6,473
Depreciation	922	1,076	1,043	966	1,121	1,393	1,388	1,465	1,471
Interest & Finance Charges	1,507	1,685	1,786	1,773	1,903	2,041	1,719	1,308	987
Direct Taxes Paid	-109	322	-17	-207	-341	-502	-466	-1,417	-1,489
(Inc)/Dec in WC	-754	-1,009	27	-403	-523	-416	-855	-364	-234
CF from Operations	**1,572**	**-74**	**1,394**	**3,912**	**4,312**	**5,478**	**5,378**	**6,207**	**7,208**
Others	-62	-635	-41	-63	339	-63	38	1,060	1,219
CF from Operating incl EO	**1,510**	**-709**	**1,353**	**3,849**	**4,651**	**5,416**	**5,416**	**7,267**	**8,428**
(Inc)/Dec in FA	-8,969	-465	-668	-1,618	-3,393	-932	-1,359	-1,374	-2,000
Free Cash Flow	**-7,459**	**-1,174**	**685**	**2,231**	**1,258**	**4,484**	**4,057**	**5,892**	**6,428**
(Pur)/Sale of Investments	210	85	132	8	-78	-357	-2,595	0	0
Others	2,677	-276	-56	-1,222	-495	14	2,265	98	105
CF from Investments	**-6,082**	**-656**	**-591**	**-2,832**	**-3,965**	**-1,274**	**-1,689**	**-1,276**	**-1,895**
Issue of Shares	10	1,750	8	17	2	0	0	0	0
Inc/(Dec) in Debt	3,733	1,075	134	471	1,434	-1,927	-2,064	-4,300	-4,000
Interest Paid	-1,565	-1,817	-1,400	-1,432	-2,016	-1,593	-1,277	-1,406	-1,092
Dividend Paid	0	0	0	0	0	0	0	0	0
Others	2,488	1,361	-372	-379	157	-352	-215	-848	-1,227
CF from Fin. Activity	**4,667**	**2,368**	**-1,630**	**-1,323**	**-423**	**-3,872**	**-3,556**	**-6,554**	**-6,319**
Inc/Dec of Cash	**94**	**1,003**	**-869**	**-306**	**263**	**269**	**171**	**-564**	**214**
Opening Balance	314	408	1,411	543	275	537	807	978	414
Closing Balance	**408**	**1,411**	**543**	**275**	**537**	**807**	**978**	**414**	**629**

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