Lenskart Solutions Ltd

Sensex	83,940
Nifty	25,725

ISSUE DETAILS	
Fresh Issue	5,34,82,587 shares (aggregating up to ₹2,150.00 Cr)
Offer For Sale Issue Size	12,75,62,573 shares of ₹2 (aggregating up to ₹5,128.02 crs)
Total Issue Size	18,10,45,160 shares (aggregating up to ₹7023-7,278.02 crs)
Bid/Issue opens on	October 31, 2025
Bid/Issue closes	November 4, 2025
Face Value	₹ 2/-
Price Band	₹382-402
Lot Size	**37 Shares** and in multiples
Post Issue Implied Market Cap	₹66257-69727crs
Book Running Lead Managers	Axis Capital, Kotak Mahindra Financial, Morgan Stanley India, Avendus Capital, Citigroup Global, Intensive Fiscal
Registrar to issue	MUFG Intime India Private Limited (Formerly Link Intime India Private Limited)

Listing: BSE & NSE

Indicative Activity	
Finalization of Basis of Allotment	06-11-2025
Refunds/Unblocking ASBA Fund	07-11-2025
Credit of equity shares to DP A/c	07-11-2025
Trading commences	10-11-2025

Shareholding	Pre-issue	Post-issue
Promoters	19.85%	17.52%
Others	80.15%	82.48%
Total	**100%**	**100%**

OBJECTS OF THE FRESH ISSUE

Objects	Amount (₹ Crs)
• Capital expenditure towards the set-up of new CoCo stores in India	272.62
• Expenditure for lease/rent/license agreements related payments for the CoCo stores operated by the company, in India	591.44
• Investing in technology and cloud infrastructure	213.38
• Brand marketing and business promotion expenses for enhancing brand awareness	320.06
• Unidentified inorganic acquisitions and general corporate purposes	-
• General Corporate Purposes	-

Issue Highlights

- Lenskart Solutions Ltd is a leading technology-driven eyewear company with integrated operations across design, manufacturing, branding, and retail. It offers prescription eyeglasses, sunglasses, contact lenses, and accessories through an omnichannel model – online platforms, retail stores, and home services. India is its largest market, and it has expanded internationally to Southeast Asia, Japan, and the Middle East through the acquisition of Owndays.
- **Strong Brand Portfolio and Customer Loyalty:** The company's multi-brand strategy – Including John Jacobs, Owndays, Lenskart Air, Vincent Chase, Hustlr, and Hooper Kids – caters to diverse price points and consumer profiles. With an NPS improvement from 69.8 (FY23) to 78.5 (FY25) and a 98% repeat purchase rate, Lenskart has established strong customer trust and high lifetime value.
- **Expanding Global Footprint and Omnichannel Ecosystem:** With 2,806 stores globally (2,137 in India, 669 internationally) and a 100M+ app download base, Lenskart has a strong omnichannel presence combining online, offline, and at-home services. The Owndays acquisition accelerates its international growth, with margins in the segment expanding to 75.9% in Q1FY26.
- **Centralized, Automated Supply Chain:** A highly automated and centralized manufacturing network in India enables consistent quality, affordability, and next-day delivery in 58 Indian cities. With 75% of inventory centralized, over 79,000 SKUs, and a 14.3mn-unit annual capacity at Bhiwadi, Lenskart enjoys economies of scale, delivering 35–40% cost savings compared to traditional retailers.
- **Market Leadership in a High-Growth Industry:** Lenskart is India's largest organized eyewear retailer, with a 4–6% market share in prescription eyewear and strong presence across 14 countries. The company operates in a structurally underpenetrated market with 53% of India's population requiring vision correction (FY25), expected to rise to 62% by FY30 providing long-term growth visibility.
- At the consolidated level, revenue grew at a 33% CAGR and EBITDA at a robust 93% CAGR, with margins improving from 7% in FY23 to 15% in FY25. Lenskart turned profitable in FY25, reporting a PAT of ₹2,973mn versus a loss in FY23, while ROCE improved to 14%. Strong operating cash flow of ₹12,306mn in FY25 highlights solid financial strength and scalability.
- However, on FY25 valuation basis, the IPO appears expensive relative to fundamentals. At the upper price band of ₹402 per share, Lenskart's implied market capitalization is ₹69,727crs, translating to approximately 228x FY25 earnings, 71x FY25 EV/EBITDA, and a market cap-to-sales multiple of 10x. These valuation levels are significantly higher than global peers such as Warby Parker, EssilorLuxottica, Hoya Corp, and National Vision, as well as leading domestic consumer discretionary companies.
- Given the premium valuation despite strong growth prospects, we assign a "Neutral" rating on the IPO, suggesting investors await better entry opportunities post-listing.

Particulars	FY23	FY24	FY25
Revenue from operations (₹ mn)	37880	54277	66525
Growth %	0%	43%	23%
EBITDA (₹ mn)	2638	6733	9755
EBITDA Margin %	7%	12%	15%
Net Profit (₹ mn)	-637	-102	2956
Net Profit Margin	-2%	0%	4%
EPS	-(43)	-(11)	1.76
PE	0.0	0.0	228.4
Return on Capital Employed %	0	5	14

Source: RHP

Company Background

Lenskart is a technology-driven eyewear company with fully integrated operations across design, manufacturing, branding, and retail. It offers a diverse range of prescription eyeglasses, sunglasses, contact lenses, and related accessories. India is its largest market, where it has become the leading organized retailer of prescription eyeglasses by volume in FY25. Building on its strong domestic foundation, Lenskart has expanded into international markets such as Japan, Southeast Asia, and the Middle East, establishing itself among the top two organized eyewear retailers in Asia by B2C eyeglass sales volume in FY25.

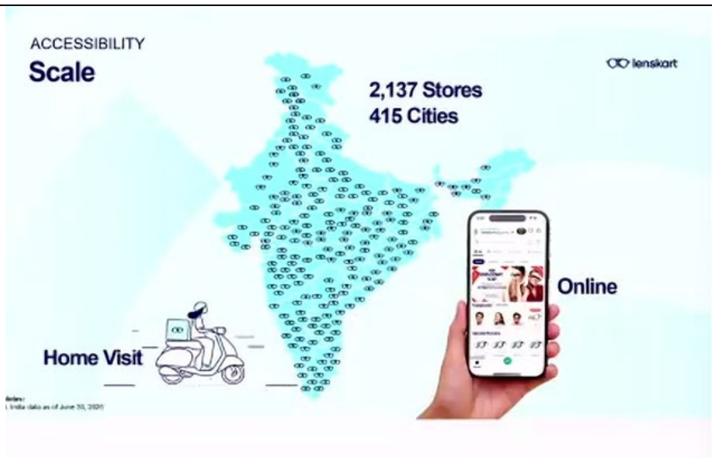
Clear vision is fundamental to personal development and well-being, and Lenskart aims to build technology-enabled supply and distribution solutions that enhance access to affordable, high-quality 'Eyewear for all'.

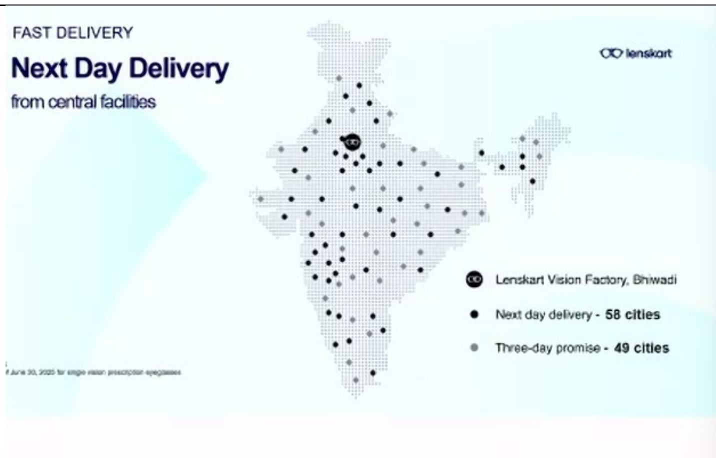
Lenskart operates a fully integrated direct-to-consumer (D2C) business model, covering the entire eyewear value chain from design and manufacturing to branding, distribution, and after-sales service. The company's strategy focuses on controlling quality, optimizing costs, and enhancing customer experience through a centralized and technology-enabled supply chain.

Lenskart operates a fully integrated direct-to-consumer (D2C) model encompassing design, manufacturing, branding, and retailing of eyewear products. The company offers prescription eyeglasses, sunglasses, contact lenses, and accessories under its own brands and sub-brands, catering to a broad customer base across price points and age categories. Backed by a 109-member design and merchandising team, it launched 42 new collections in Q1FY26 and 105 in FY25, including collaborations with popular brands and celebrities.

As India's largest organized eyewear retailer by volume (Redseer Report), Lenskart maintains strong customer loyalty with a two-year purchase frequency of 3.62 eyeglasses versus the national average of 1.8. Recognized as India's Most Trusted Eyewear Brand 2025 by TRA Research, the company operates through an omnichannel network of 2,806 stores globally (2,137 in India and 669 overseas) and a digital platform with over 100mn app downloads.

To ensure product quality, speed, and affordability, Lenskart controls its end-to-end supply chain, covering lens manufacturing, edging, and frame production. Its vertically integrated facilities in Bhiwadi (Rajasthan) and Gurugram (Haryana), supported by regional hubs in Singapore and the UAE, enable next-day delivery in select markets. The Bhiwadi plant ranks among the top two globally for integrated prescription eyewear manufacturing capacity underscoring Lenskart's operational scale and leadership in tech-enabled, affordable eyewear.





Source: RHP

Market Presence – India and International

- **India:** Lenskart started as an online eyewear platform in 2010 and opened its first retail store in 2013 in New Delhi. It now operates 2,137 stores across 415 cities, including both company-owned and franchise outlets. In FY25, the company earned ₹40,605mn in revenue, growing at a 30% CAGR (FY23 – FY25). It sold 22.91mn eyewear units and served 9.94mn customers during the year.

  Around 81% of new CoCo stores achieved payback in just 10 months, showing strong store economics. Lenskart's centralized supply chain enables next-day delivery in 58 cities and 3-day delivery in 49 cities, helping it deliver consistent quality and faster service.

- **International:** Lenskart began its international journey in 2019 by launching operations in Singapore, and has since expanded to Japan, Southeast Asia, and the Middle East. The company now operates 669 international stores across 145 cities. The acquisition of Owndays in 2022 helped strengthen its presence in Asia.

  Lenskart has expanded through strategic acquisitions, including Dealskart Online Services Pvt. Ltd. (December 2024), Stellio Ventures S.L. (August 2025), and Quantduo Technologies Pvt. Ltd. (September 2025).

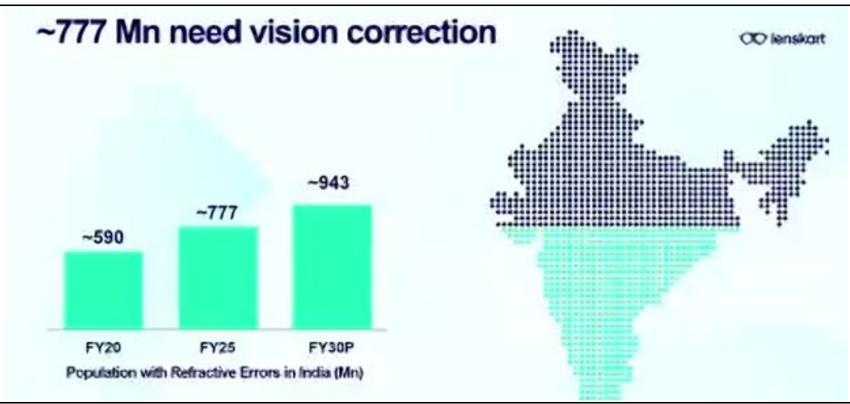
  In FY25, international revenue reached ₹26,387mn, growing 16.5% YoY, with 4.29mn eyewear units sold and 2.47mn customers served. Profitability improved due to integration with Owndays and better supply chain efficiency. Lenskart also offers next-day delivery in Singapore and the UAE through regional hubs and its India-based centralized manufacturing.

  Overall, Lenskart's strong presence in India and its growing global network make it one of the largest and fastest-growing eyewear retailers in Asia.

Market Opportunity – Demand for Eyewear

- **Growing Global Vision Correction Need:** The worldwide prevalence of refractive errors has become a major public health challenge, primarily due to increased screen time, reduced outdoor exposure, pollution, and ageing populations. Globally, the number of affected individuals is estimated at 4bn (50% of the population) in FY25, projected to rise to 4.7bn (55%) by FY30, showing a strong, long-term demand for eyewear solutions.

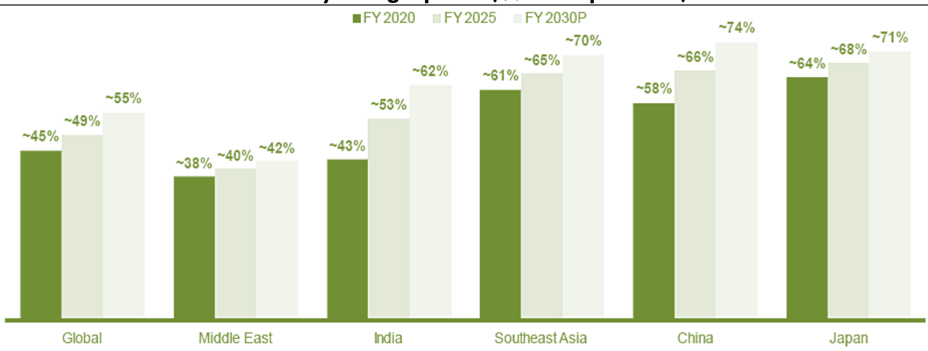
- **Expanding Market in India:** India represents a fast-growing opportunity, with refractive errors affecting 43% (590mn people) in FY20, rising to 53% (777mn) in FY25, and expected to reach 62% (943mn) by FY30. This expanding base of vision-correction customers highlights the significant untapped potential for affordable, quality eyewear in the country.



Source: RHP

- **Asia – The Core Growth Region:** Asia, being the world's most populous region, accounts for the largest share of global refractive errors. In FY25, incidences stood at 65% in Southeast Asia and 68% in Japan, projected to rise further to 70% and 71% by FY30, respectively. This increasing demand makes Asia the most critical growth market for eyewear retailers like Lenskart.

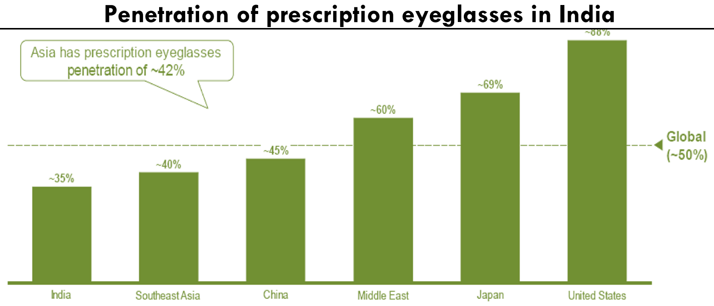
Growing Refractive Error Problems – Prevalence of refractive errors over time in India and key Geographies (% of Population)



Source: RHP

- **Low Eyewear Penetration in Developing Markets:** Compared to the US (88% eyewear penetration), emerging markets show much lower adoption rates Southeast Asia (40%), Middle East (60%), and Japan (69%) as of FY25. Rising awareness, accessibility, and affordability are expected to significantly increase penetration over the next five years.

Penetration of prescription eyeglasses in India



Source: RHP

- **Increasing Awareness Through Eye Testing Services:** To bridge access gaps, Lenskart has played an active role in eye health awareness. As of June 30, 2025, it offered free eye tests across 2,806 stores globally, conducting 13.45mn eye tests in India and 2.56mn internationally in FY25. Its home eye testing and frame try-on service in 30 Indian cities further enhances accessibility for senior citizens, professionals, and families.
- **Shift Toward Organized Retail:** The global eyewear market is witnessing a rapid shift from unorganized to organized retail, driven by better pricing, product reliability, and

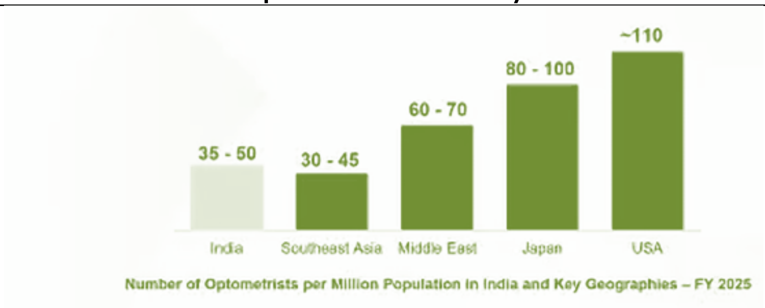
service experience. In India, the organized segment is expected to grow 1.6x faster than the unorganized segment and reach 31% of the market by FY30. Similar trends are observed in Japan (63% in FY25 projected to increase 69% in FY30), Southeast Asia (33–35% in FY25 to 40–45% in FY30), and Middle East (58–60% in FY25 to 69–71% in FY30), indicating a structural transition in favor of large, organized players like Lenskart.

- **Rising Direct-to-Consumer (D2C) Adoption:** The D2C eyewear segment continues to gain momentum globally as customers prefer online convenience and brand transparency. In Japan, D2C market share has increased from 24–26% in FY20 to 30–32% in FY25, expected to reach 40–45% by FY30. In the Middle East, it has risen from 7–10% to 12–15%, projected to touch 20–25% by FY30. This trend strongly aligns with Lenskart's digital-first, omnichannel business model, positioning it to benefit from this industry-wide transformation.

Core Business Features and Strengths

- **Eye Testing and Optometry Services:** In FY25, India had only 35–50 optometrists per million population, among the lowest globally, highlighting a significant gap in vision care accessibility. In comparison, Southeast Asia had 30–45 optometrists per million, the Middle East 60–70, Japan 80–100, and the USA around 110 per million population. This limited availability in India and other emerging markets presents a strong structural growth opportunity for organized players like Lenskart to bridge the gap through technology-driven eye testing, remote optometry services, and an expanding retail network.

Optometrists' availability

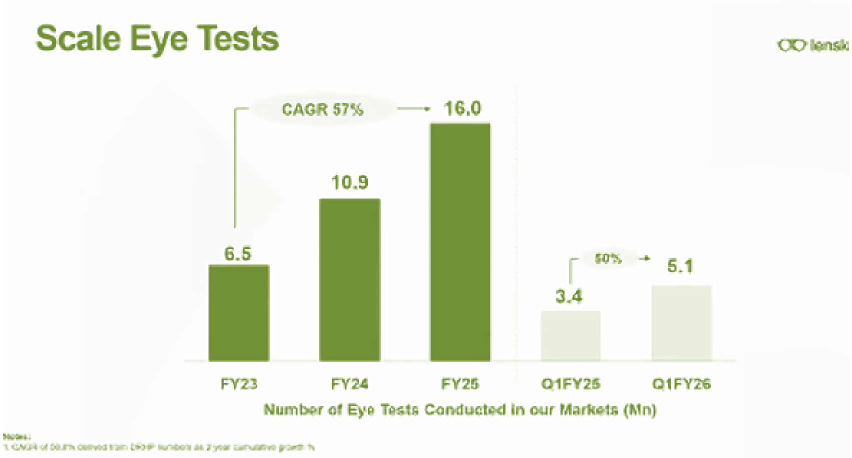


Source: RHP

- Prescription eyeglasses accounted for over 80% of Lenskart's total operating revenue across FY23–FY25, making eye testing a crucial driver of its retail ecosystem. To address India's low optometrist density and enhance accessibility, the company introduced remote optometry solutions, allowing customers to undergo eye tests at stores through video-assisted, remotely operated eye-testing systems. These systems connect customers to certified optometrists located at central hubs, enabling efficient diagnosis without the need for in-person presence.

- This innovation has significantly improved optometrist utilization, expanded service reach to underserved and remote regions, and created a data-driven feedback loop to enhance training and diagnostic accuracy. As of June 30, 2025, Lenskart employed 164 optometrists based in Kolkata and Gurugram, conducting remote eye tests for 298 stores in India and select international markets. The company also extended its remote optometry model to 266 stores in Japan and recently launched it in Thailand, reinforcing its strategy of leveraging technology to provide affordable, high-quality, and accessible vision care globally.

- Lenskart offered complimentary eye tests across 2,806 stores spanning both Indian and international markets, featuring its commitment to improving access to vision care. During FY25, the company conducted approximately 13.45mn eye tests in India and 2.56mn internationally, while in Q1FY26, around 4.43mn tests were conducted in India and 0.68mn overseas. This represented the highest number of eye tests performed by any organized eyewear retailer in India.



Source: RHP

Centralized Supply Chain and Automated Manufacturing

Lenskart operates a centralized and technology-driven supply chain that manages the end-to-end process of manufacturing and fulfilling prescription eyewear orders across all its sales channels in India including its website, mobile application, and retail stores. The production of prescription eyeglasses involves multiple precision-driven steps such as lens-frame matching, coating, edging, cutting, polishing, assembly, and final fitting, making it a highly customized, made-to-order process for every customer.

To overcome the inefficiencies and quality inconsistencies associated with traditional, fragmented eyewear supply chains, Lenskart established a vertically integrated manufacturing and fulfillment ecosystem. This model consolidates all critical stages from procurement of lenses and frames to final assembly under centralized control, reducing cost, turnaround time, and dependency on local artisans while ensuring consistent quality and scale

Source: RHP

During FY25, approximately 69.9% of prescription eyeglasses sold were manufactured at Lenskart's centralized production facilities in India, located in Bhiwadi (Rajasthan) and Gurugram (Haryana). These units also cater to the company's international markets, supported by additional regional facilities in Singapore (established in 2022) and the United Arab Emirates (set up in 2024). The Bhiwadi facility is recognized among the top two globally in vertically integrated manufacturing capacity for prescription eyewear.

The Bhiwadi facility operates with 75% automation, equipped with robotic surfacing and automated dispatch systems, enabling precise lens alignment, strict quality adherence, and faster order processing. The automation-led model has significantly reduced delivery timelines, making next-day delivery possible in select markets.

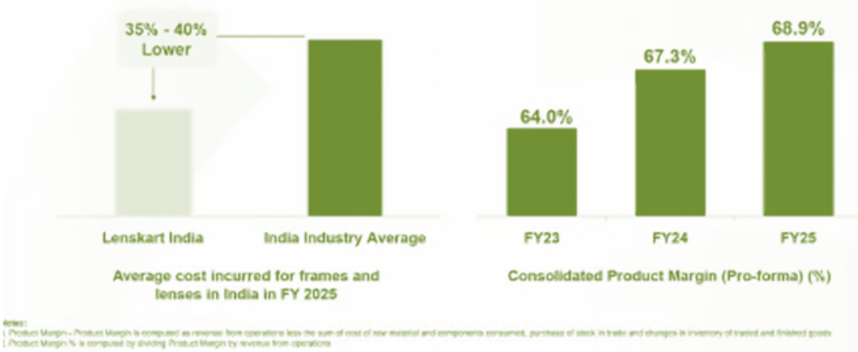
This centralized and automated supply chain provides Lenskart with substantial economies of scale, reflected in improved product margins over the past three years. It enhances the company's ability to maintain product quality at lower costs, offer a wider assortment of eyewear, and support seamless fulfillment across its domestic and international markets.

Lenskart leverages its India-based centralized supply chain to support both domestic and international markets by supplying lenses, frames, and other raw materials, as well as finished products manufactured in its Indian facilities. This integration has significantly improved profitability in overseas operations post the Owndays acquisition, the international segment product margin rose from 70.4% in FY23 to 74.4% in FY25, and further to 75.9% in Q1FY26, driven by centralized procurement efficiencies.

Lenskart's centralized supply chain and manufacturing ecosystem in India is a key strength that supports its competitive advantage. The model delivers consistent quality, affordability, speed, and accessibility by integrating advanced automation and precision-driven production. Its robotic lens manufacturing systems ensure micron-level accuracy and strict quality control, enabling large-scale production of premium eyeglasses. Manufacturing at scale also reduces costs, making Lenskart's products 35–40% more affordable than those from traditional retailers. The just-in-time production and efficient logistics network enable next-day delivery in 58 Indian cities and select international markets. With over 79,000 SKUs and 75% of inventory centralized at manufacturing units, the company offers fast fashion and a diverse product range. By eliminating in-store manufacturing complexities, Lenskart has scaled rapidly to 2,137 stores across 415 Indian cities and 669 stores globally, strengthening both accessibility and operational efficiency.

Lenskart's manufacturing efficiency and centralized supply chain enable it to produce frames and lenses at 35–40% lower cost than the Indian industry average. This cost advantage has driven consistent improvement in profitability, with consolidated product margins rising from 64.0% in FY23 to 68.9% in FY25 (pro forma).

Affordability – Average cost incurred for frames and lenses compared to Industry average



Source: RHP

Mobile Applications and Digital Presence

Lenskart's mobile applications had over 100mn downloads and its website recorded 105mn annual visitors globally. The apps offer a comprehensive product catalogue, influencer recommendations, customer reviews, virtual try-on, and AI-enabled frame suggestions, enhancing convenience and personalization for users across channels.

Digital Customer Engagement

In FY25, 44.8% of India revenue came from customers who interacted digitally via searches, social media, or online platforms within 90 days of purchase. The company facilitated 38.6mn virtual try-ons and 37.9mn frame/face measurements, showcasing strong digital adoption and engagement.

Leveraging Stores and Home Try-On Services

Lenskart's 2,806 stores worldwide serve as key customer touchpoints, enabling visitors to try frames, undergo eye tests, and receive personalized guidance – converting high online traffic into in-store sales. Adding this, the company operates a Home Try-On service in India, with 358 trained agents offering at-home eye testing and frame trials as of June 30, 2025. This dual approach strengthens customer convenience, enhances conversion rates, and reinforces Lenskart's omnichannel presence.

Omnichannel Integration

Lenskart's omnichannel model enables customers to browse, purchase, collect, or return products seamlessly across online and offline platforms. In FY25, 40.7% of eyewear sold in India was shipped directly to customers' homes. About 75.4% of inventory was centrally stored at manufacturing facilities, supporting efficient fulfillment and wider product access.

International Omnichannel Expansion

The omnichannel experience has been extended globally, starting with Singapore operations in 2019 (website and store). Post the Owndays acquisition, the company launched the Owndays app in Singapore and expanded the Lenskart app to Saudi Arabia and Thailand, enabling integrated digital and retail experiences across international markets.

Omnichannel Model Driving Scalable Growth

Lenskart's omnichannel model enables efficient scalability by integrating online and offline operations while optimizing marketing spend and customer acquisition. In India, adjusted same-store sales growth (SSSG) stood at 15.7%, and same-pincode sales growth (SPSG) reached 20.5% in FY25, reflecting strong customer engagement and repeat purchases.

The company's Annual/Quarterly Transacting Customer Accounts in India grew at a 25.8% CAGR (FY23–FY25), rising from 6.29mn in FY23 to 9.94mn in FY25, with 3.73mn customers transacting in Q1FY26. This growth is supported by Lenskart's integrated design, centralized supply chain, and in-house manufacturing, which together enable consistent service and faster fulfillment.

Internationally, the transacting customer base increased at a 15.7% CAGR (FY24–FY25), expanding from 2.14mn to 2.47mn, with 0.70mn customers recorded in Q1FY26, demonstrating successful replication of the omnichannel model across global markets.

KPIs	FY2023	FY2024	FY2025	Q1FY26
India - Quarterly / Annual Transacting Customer Accounts (million)	6.29	8.06	9.94	3.73
India - Number of Eyewear Units Sold (million)	13.69	17.65	22.91	6.72
India - Total Stores	1416	1785	2067	2137
International - Quarterly / Annual Transacting Customer Accounts (million)	1.41	2.14	2.47	0.7
International - Number of Eyewear Units Sold (million)	2.26	3.58	4.29	1.13
International - Total Stores	543	604	656	669
Consolidated - Quarterly / Annual Transacting Customer Accounts (million)	7.7	10.2	12.41	4.43
Consolidated - Number of Eyewear Units Sold (million)	15.95	21.23	27.2	7.85
Consolidated - Total Stores	1959	2389	2723	2806

Source: RHP

Expanding Geographic Reach and Enhancing Customer Accessibility

Lenskart continued to expand its presence across India, opening 1,280 new stores during FY23-FY25, and Q1FY25. This expansion has reinforced its reach across metropolitan areas as well as Tier-2 and Tier-3 cities. Among the 703 company-owned, company-operated (CoCo) stores opened in FY23 and FY24, 80.8% (568 stores) achieved payback by March 31, 2025, with an average payback period of just 10.3 months, underscoring strong store-level profitability and efficient capital utilization.

To further enhance accessibility, Lenskart has extended its omnichannel model into customer homes through home eye test and frame try-on services available in 30 Indian cities. As of June 30, 2025, 358 trained home try-on agents were offering at-home eye testing and frame selection, providing greater convenience for senior citizens, working professionals, and families while deepening customer engagement and brand loyalty.

City tier	Number of new stores opened in Financial Years 2024 and 2023 (net of store closures)	Number of new stores opened in Financial Years 2024 and 2023 (net of store closures) achieving payback as of March 31, 2025	Percentage of new stores opened in Financial Years 2024 and 2023 (net of store closures) achieving payback as of March 31, 2025 (%)	Average payback period as of March 31, 2025 (in months)(1)
Metropolitan cities	276	224	81.16%	10.41
Tier 1 cities	200	157	78.50%	10.35
Tier 2+ cities	227	187	82.38%	10.10
Total	**703**	**568**	**80.80%**	**10.29**

Source: RHP

Technology Platform to Enhance Customer Experience

Lenskart leverages AI, automation, and analytics to enhance customer experience and operational efficiency across its supply chain, retail network, and digital platforms. As of June 30, 2025, the company had a 491-member technology team managing its core infrastructure, including websites, mobile apps, warehouse systems, and AI tools, supporting both domestic and international operations.

Key innovations include an AI-based facial analysis and frame recommendation tool with 38.6mn virtual trials in FY25, and an AI-enabled Computer Vision system that analyzes in-store footage to optimize customer flow and conversions. The company also uses geo-analytics to identify high-potential store locations and predict payback, aiding the opening of 1,280 new stores across India during FY23–FY25. These initiatives reinforce Lenskart's tech-driven approach to improving customer satisfaction and driving scalable growth.

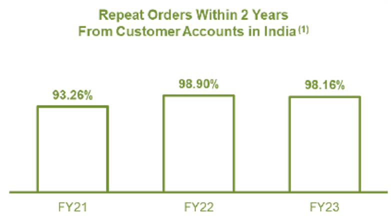
Design and Product Assortment

Lenskart focuses on making eyewear both functional and expressive, promoting its vision of "Eyewear for All" and "More Eyewear for Each." With design teams in India and Japan, the company creates and shares collections across 14 countries, launching 42 new collections in Q1FY26 and 105 in FY25, including collaborations with brands and celebrities. Its portfolio spans specialized designs such as eyewear for turban wearers, durable kids' frames, premium wedding and festive collections, and localized assortments for events like Navratri, Ramadan, and Lunar New Year. Lenskart also entered the smart eyewear category with the launch of Phonic, an affordable audio-enabled smart glasses line in December 2024.

Source: RHP

High Customer Retention and Repeat Purchase Rate

Lenskart has achieved exceptionally high repeat purchase rates among newly acquired customers, with 93.3% in FY21, 98.9% in FY22, and 98.2% in FY23 placing repeat orders within two years of their first purchase. This upward trend highlights the company's strong customer retention, effective engagement strategies, and ability to convert new buyers into loyal, recurring customers through consistent product quality and seamless omnichannel service.



Source: RHP

Brand Positioning and Customer Trust

The company target different customer categories through a portfolio of brands and sub-brands that include premium collections through John Jacobs and Owndays, and economy and affordable premium collections through Lenskart Air, Vincent Chase, hustlr, and Hooper Kids.

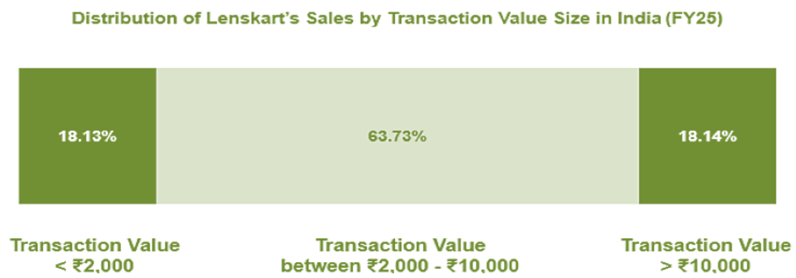
Company's select brands and sub-brands

Source: RHP

- The company's aim is to build a trusted consumer brand known for consistent quality, functionality, scalability, and affordability across all operating geographies.
- Recognized as "India's Most Trusted Eyewear Brand 2025" by TRA Research.
- Net Promoter Score (NPS) in India improved from 69.8 in FY23 to 78.5 in FY25, reflecting rising customer satisfaction.
- Store employees are trained to ensure professionalism and courteous service, strengthening brand experience.
- Offers an aspirational brand portfolio appealing to all customer categories, with prescription eyeglasses priced from ₹399 to ₹41,199 in India and USD 48.4 to USD 670 internationally.
- As of March 31, 2025, had over 79,000 SKUs across economy, affordable premium, and premium segments.

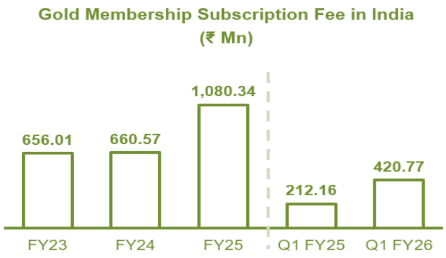
Sales Distribution by Transaction Value (India – FY25)

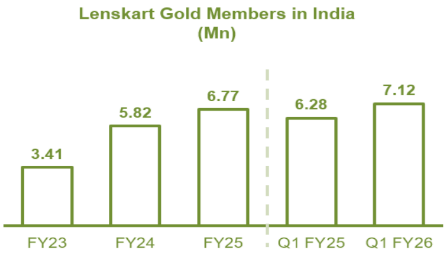
In FY25, Lenskart's sales in India were well-diversified across customer segments — 63.7% of transactions were in the ₹2,000–₹10,000 range, reflecting strong demand in the affordable premium category. Additionally, 18.1% of sales came from below ₹2,000, highlighting accessibility, while another 18.1% were above ₹10,000, showcasing traction among premium buyers. This balanced mix demonstrates Lenskart's broad appeal across income and price segments.



Source: RHP

Lenskart launched its paid loyalty program, "Lenskart Gold," in 2018, which has grown to 7.12mn members as of June 30, 2025. The program added 0.95mn members in FY25 and 0.35mn in Q1FY26, reflecting strong customer retention and engagement.

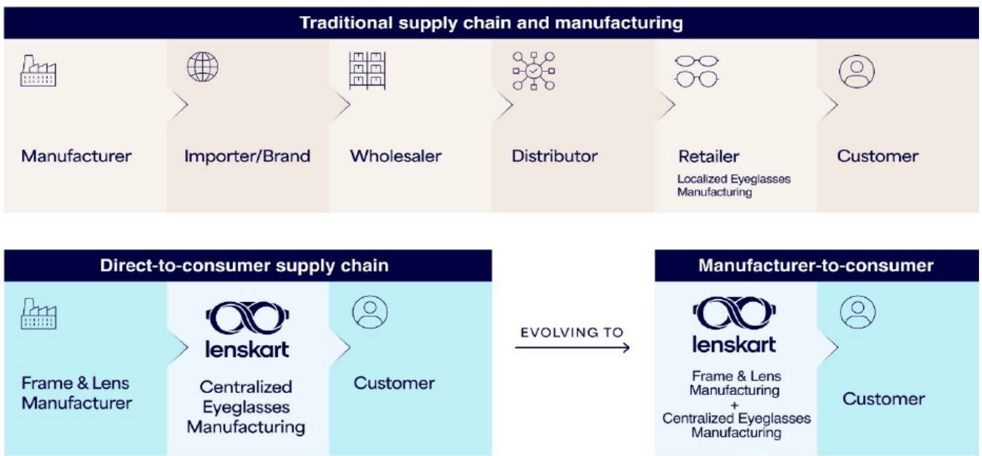




Source: RHP

Key Strengths

- **Strong Direct-to-Consumer (D2C) Model:** Operates a fully integrated D2C model that eliminates intermediaries, ensuring affordable pricing, quality control, and next-day delivery; evolving toward a manufacturer-to-consumer setup with in-house frame and lens production.



Source: RHP

- **Centralized Supply Chain and Automated Manufacturing:** A centralized, tech-enabled production system in India ensures consistent quality, cost efficiency, and scale. With 75% automation and just-in-time manufacturing, Lenskart offers next-day delivery in 58 Indian cities and serves global markets efficiently.
- **Cost Leadership and Affordability:** In-house manufacturing and scale efficiencies lower production costs, making Lenskart's eyewear 35–40% cheaper than traditional retailers while maintaining high product quality.
- **Extensive Product Range and Fast Fashion Model:** Offers over 79,000 SKUs across economy, affordable premium, and premium segments; centralized inventory enables frequent new launches—105 new collections in FY25 – and wide product availability without store-level stock constraints.
- **Customer-Centric Product Innovation:** Strong in-house design and R&D team (109 members) develop products tailored to diverse needs, such as Turban Fit, Creatr for Kids, Twyst, Bitz, Switch, and SWAPS, combining functionality, comfort, and fashion.

Source: RHP

- **Technology-Driven Operations:** Uses AI, automation, and data analytics across customer engagement, manufacturing, and retail. Key innovations include AI-based frame recommendations, Computer Vision for store analytics, and geo-analytics for store expansion.
- **Omnichannel Presence:** Seamlessly integrates online, offline, and at-home services, allowing customers to purchase, return, or receive products across touchpoints. Supported by over 100mn app downloads and a strong physical network of 2,806 stores globally.
- **High Customer Loyalty and Retention:** Achieved repeat purchase rates above 98% within two years and growing digital engagement, with 44.8% of India's FY25 revenue driven by online interactions.
- **Expanding Retail and Home Reach:** Added 1,280 new stores across India over three years, with 80.8% achieving payback within 10 months, and 358 home try-on agents offering at-home eye tests in 30 cities.
- **Trusted and Aspirational Brand:** Recognized as "India's Most Trusted Eyewear Brand 2025" with NPS improving from 69.8 in FY23 to 78.5 in FY25; appeals to all price segments—from ₹399 to ₹41,199 in India—with a portfolio spanning John Jacobs, Owndays, Lenskart Air, Vincent Chase, Hustlr, and Hooper Kids.
- **Strong International Footprint:** Presence in 14 countries with 669 international stores; acquisition of Owndays strengthened market position in Japan, Southeast Asia, and the Middle East, driving international segment margin expansion to 75.9% in Q1FY26.
- **Efficient and Scalable Business Model:** Vertically integrated design, manufacturing, and logistics allow rapid scalability with strong financial metrics—revenue CAGR of 30% (FY23–FY25) and improving profitability across both India and international segments.

Growth Strategies

- **Increase Market Penetration and Expand Customer Access:** Lenskart aims to deepen its presence in existing markets, enter new geographies, and broaden customer access across channels. In India, the focus remains on expanding its store network across metros, Tier 1, and Tier 2+ cities, while globally, the company plans to strengthen operations in key international markets and enter new ones through selective expansions. Additionally, it seeks to enhance its online presence via mobile apps, websites, and digital commerce platforms to drive engagement and convenience.
- **Strengthen Manufacturing and Supply Chain Capabilities:** The company is setting up a large new facility in Hyderabad (Telangana), following an MoU signed with the state government in December 2024. This facility will be significantly larger than the existing 10.69-acre Bhiwadi plant, supporting rising domestic and international demand while providing operational redundancy. Lenskart will invest in lens edging, fitting, quality control, warehousing, and packaging to scale production. It also plans to localize frame

manufacturing in India to reduce import dependency and set up small regional facilities abroad to improve delivery speed and customer service.

- **Continue to Innovate and Expand Product Portfolio:** Lenskart will continue to diversify its brand and product offerings to cater to evolving customer needs. It plans to launch new brands and target new customer categories, while investing in advanced eyewear technologies such as smart glasses, Bluetooth-enabled audio eyewear, and camera-integrated products. Continued R&D in lens innovation—including short-sightedness control and powered sun lenses and focus on eco-friendly eyewear will strengthen its sustainable and premium positioning.

- **Invest in New Technologies:** Technology remains central to Lenskart's growth strategy. The company will invest further in AI, automation, and data-driven systems to enhance operational efficiency and customer experience. Key initiatives include AI-based eye testing, AI-driven product recommendations, automated design tools, and predictive analytics for merchandising. Integration of international order management with India's centralized supply chain will further enhance speed and scalability.

- **Continue to Enhance Customer Experience:** Lenskart aims to elevate in-store and digital experiences by scaling remote optometry, expanding next-day delivery services, and leveraging data analytics and personalization tools. It also plans to strengthen its loyalty program (Lenskart Gold), invest in lens R&D, and use AI to enhance customer journeys and lifetime value through tailored engagement and convenience.

- **Strengthen Brand Equity Across Markets:** The company will continue to build brand awareness and affinity for its Lenskart, Owndays, and sub-brands, aligning with the evolving aspirations of Gen Z and millennial customers. Strategies include investing in brand-building initiatives, innovating store formats, and positioning Lenskart as an environmentally responsible brand through sustainable materials and processes, further enhancing its global identity and trust.

Financial Performance

(₹ mn)

Particulars	FY23	FY24	FY25	Q1FY25	Q1FY26
India					
Segment Revenue	23,920	32,062	40,605	9,369	11,692
Revenue Growth (%)	NA	34	27	NA	25
Segment Product Margin	14,069	20,003	25,456	5,938	7,403
Product Margin (%)	59	62	63	63	63
EBITDA	1,055	3,034	4,895	745	2,281
EBITDA margin (%)	4	9	12	8	20
International					
Segment Revenue (Ind AS 108)	14,358	22,649	26,387	5,938	7,365
Revenue Growth (%)	NA	58	17	NA	24
Segment Product Margin	10,111	16,483	19,639	4,441	5,588
Product Margin (%)	70	73	74	75	76
EBITDA	1411	3444	4585	1007	1172
EBITDA Margin (%)	10	15	17	17	16
Consolidated					
Revenue	37,880	54,277	66,525	15,204	18,945
Revenue Growth (%)	NA	43	23	NA	25
Product Margin	24,199	36,516	45,181	10,405	12,904
Product Margin (%)	64	67	68	68	68
EBITDA (excl. other income & exceptional items)	2,597	6,721	9,711	1,834	3,366
EBITDA Margin (%)	7	12	15	12	18
Profit / (Loss) Before Tax	-1,012	590	3,854	26	997
Profit / (Loss) for the Year	-638	-102	2,973	-110	612
Net Working Capital Days	30	35	26	28	24
Return on Capital Employed (ROCE) %	0	5	14	1	4
Net Cash Flow from Operating Activities	947	4,874	12,306	2,693	2,833

Source : RHP

Lenskart showed strong growth and improved profitability between FY23 and FY25. The India business grew at a 30% CAGR, with revenue rising from ₹23,920mn to ₹40,605mn, driven by store expansion and higher demand. EBITDA margins improved from 4% to 12%, and in Q1FY26, revenue grew 25% YoY with margins touching 20%.

The international business grew faster at a 36% CAGR, with revenue increasing from ₹14,358mn to ₹26,387mn, supported by the Owndays acquisition and expansion in Asia and the Middle East. Product margins rose from 70% to 76%, while EBITDA margins improved from 10% to 17%.

At the consolidated level, revenue grew at a 33% CAGR and EBITDA at a strong 93% CAGR, with margins improving from 7% in FY23 to 15% in FY25. Lenskart turned profitable with a PAT of ₹2,973mn in FY25 compared to a loss in FY23. ROCE improved to 14%, and cash flow from operations rose sharply to ₹12,306mn, showing strong financial health and scalability.

Key Managerial Personnel

- **Peyush Bansal –** *Chairman, Managing Director, CEO, Co-founder & Promoter* Holds a B.E. (Hons. Electrical) from McGill University, Canada; ex-Microsoft Corporation, USA. With 17+ years of experience, he leads Lenskart's overall strategy, innovation, and growth. Winner of ET Entrepreneur of the Year 2025 and NDTV Innovator of the Year 2024.
- **Neha Bansal –** *Executive Director, Global Head of Merchandising, Co-founder & Promoter* Holds a B.Com (Hons.) from Gargi College, Delhi University; a Chartered Accountant with additional qualifications in valuation and information systems audit. Associated since 2008, she drives merchandising and strategic planning. Also serves as Independent Director at Vishal Mega Mart Ltd.
- **Amit Chaudhary –** *Executive Director, Global Head of Expansion, Co-founder & Promoter* Holds a B.E. from BIT Mesra, Ranchi. With 16+ years of experience, he leads business expansion and new market development across geographies.
- **Ashish Kashyap –** *Independent Director* Holds degrees from Delhi University, McGill University, and INSEAD. Founder and CEO of INDmoney; previously founder and CEO of Ibibo Group and executive at Times Internet Ltd. Has 20+ years of experience in digital and fintech sectors.
- **Bijou Kurien –** *Independent Director* Holds a PG Diploma in Business Management from XLRI Jamshedpur. With 25+ years of experience, he has held leadership roles at Titan, Reliance Retail, and Hindustan Lever. Also serves on boards of IIFL Finance, LTI Mindtree, Brigade Hotels, and Shadowfax Technologies.
- **Jayesh Tulsidas Merchant –** *Independent Director* A Chartered Accountant, Company Secretary, and Law Graduate with 34 years of experience. Former CFO and Company Secretary at Asian Paints; also worked with Castrol, ION Exchange, and UTV Software. Currently Independent Director at Trent Ltd.
- **Sayali Karanjkar –** *Independent Director* Holds degrees from National University of Singapore and Northwestern University (USA). Co-founder and former CBO of PaySense Services India Pvt. Ltd.; ex-consultant at A.T. Kearney. Brings 6+ years of experience in fintech and consulting.
- **Anant Gupta –** *Nominee Director (Non-Executive)* Holds a B.Tech & M.Tech in Electrical Engineering from IIT Bombay and an MBA from Kellogg School of Management (USA). Partner at Kedaara Capital with 20+ years of experience across ITC, Goldman Sachs, IDFC Private Equity, and Tata Capital.
- **Abhishek Gupta –** Chief Financial Officer Joined Lenskart on August 26, 2024, and is responsible for overseeing the company's financial strategy, planning, and governance.
- **Preeti Gupta –** Company Secretary & Chief Compliance OfficerAssociated with Lenskart since October 20, 2014, she has over 10 years of experience and manages the company's legal, compliance, and corporate governance functions.

Key Risks

- **High Import Dependence:** Around 25% of Lenskart's raw materials and frames are imported from China, exposing it to geopolitical, supply chain, and cost risks.
- **ED Investigation:** The company is under FEMA scrutiny by the Enforcement Directorate, posing potential legal and reputational risks.

- **Manufacturing Utilization Risk:** Underutilization of expanded facilities like Bhiwadi and Gurugram could pressure margins.
- **Seasonality:** Sales are stronger in festive quarters (Q3–Q4) and weaker in Q1–Q2, leading to earnings volatility.
- **Global Supply Chain Volatility:** Dependence on global optical suppliers exposes Lenskart to material delays and cost inflation.
- **Expansion Delays:** Regulatory or approval delays could impact new store rollouts and facility commissioning.
- **Limited Dividend History:** Profits are reinvested for growth, offering no assurance of regular dividends.
- **High Valuation Multiples:** The IPO's premium pricing (FY26E P/E ~285x) limits near-term valuation upside.

Outlook & Valuation

Lenskart delivered strong growth and improving profitability between FY23 and FY25. The India business registered a healthy 30% CAGR, with revenue rising from ₹23,920mn to ₹40,605mn, driven by store expansion and robust demand. EBITDA margins improved significantly from 4% to 12%, and in Q1FY26, revenue grew 25% YoY with margins reaching 20%. The international business grew faster at a 36% CAGR, with revenue increasing from ₹14,358mn to ₹26,387mn, supported by the Owndays acquisition and expansion across Asia and the Middle East. Product margins expanded from 70% to 76%, while EBITDA margins improved from 10% to 17%, reflecting higher efficiency and scale.

At the consolidated level, revenue grew at a 33% CAGR and EBITDA at a robust 93% CAGR, with margins improving from 7% in FY23 to 15% in FY25. Lenskart turned profitable in FY25, reporting a PAT of ₹2,973mn versus a loss in FY23, while ROCE improved to 14%. Strong operating cash flow of ₹12,306mn in FY25 highlights solid financial strength and scalability.

However, on an FY25 valuation basis, the IPO appears expensive relative to fundamentals. At the upper price band of ₹402 per share, Lenskart's implied market capitalization is ₹69,727crs, translating to approximately 228x FY25 earnings, 71x FY25 EV/EBITDA, and a market cap-to-sales multiple of 10x. These valuation levels are significantly higher than global peers such as Warby Parker, EssilorLuxottica, Hoya Corp, and National Vision, as well as leading domestic consumer discretionary companies.

Given the premium valuation despite strong growth prospects, we assign a "Neutral" rating on the IPO, suggesting investors await better entry opportunities post-listing.

Financials

(₹ mn)

Particulars	FY23	FY24	FY25
Revenue from operations	37880	54277	66525
growth %		43%	23%
Cost of materials consumed	11328	14829	17603
Changes in inventories of finished goods, stock-in- trade and work-in-progress	-321	-542	-833
Purchase of stock in trade	2674	3474	4573
Employee benefits expense	7176	10865	13788
other expenses	14386	18917	21639
total cost	35242	47544	56770
EBITDA	2638	6733	9755
EBITDA margins %	7%	12%	15%
Depreciation	4176	6722	7966
Other income	1399	1822	3568
Interest	833	1230	1459
PBT	-971	603	3898
PBT margins %	-3%	1%	6%
PBT (after JV & associate, exceptional)	-1012	590	3854
Tax - (current & defered tax)	-374	692	880
Minority interest	0	0	-18
PAT	-637	-102	2956
PAT margins %	-2%	0%	4%
EPS	-0.43	-0.11	1.76

Balance Sheet	FY23	FY24	FY25
Non-current assets			
Property, plant and equipment	7212	9453	13405
Capital work in progress	1337	708	1069
Investment properties	6790	9663	-
Goodwill	18623	18674	18756
Other intangible assets	9739	9075	9067
Intangible assets under development	2	-	-
Right-of-use assets	8310	8144	21085
Investments accounted for using the equity method	236	266	313
Financial assets	0	0	0
(i) Investments	130	151	187
(ii) Other financial assets	2172	3609	2504
Deferred tax asset (net)	660	445	815
Non current tax assets (net)	315	315	706
Other non-current assets	623	435	503
Total non- current assets	56149	60937	68410
Current assets			
Inventories	6112	6881	10814
Financial assets			
(i) Investments	7514	9616	9878
(ii) Trade receivables	2811	3414	1259
(iii) Cash and cash equivalent	3344	3021	6542
(iv) Bank balances other than cash and cash equivalent	6523	5031	2107
(v) Other financial assets	10745	4287	2799
Other current assets	2086	2123	2901
Total current assets	39133	34373	36300
Total assets	95283	95310	104710
Equity and liabilities			
Equity			
Equity share capital	153	154	1543
Instruments entirely equity in nature	172	1670	1671
Other equity	54413	54669	57773
Equity attributable to owners of Holding Company	54738	56493	60987
Non-controlling interest	960	1067	1074
Total equity	55698	57560	62062
Liabilities			
Financial liabilities			
(i) Borrowings	5738	2681	2115
(ii) Lease liabilities	10876	12906	17012
(iii) Other financial liabilities	4404	4424	1765
Provisions	623	659	920
Other non-current liabilities	433	469	636
Deferred tax liabilities (net)	1630	1510	1515
Total Non-Current Liabilities	23705	22650	23963
Current liabilities			
Financial liabilities			
(i) Borrowings	3434	2290	1344
(ii) Lease liabilities	3536	3880	5256
(iii) Trade payables	5772	5162	7400
iv) Other financial liabilities	952	1020	929
Other current liabilities	1459	1919	2725
Provisions	425	515	762
Current tax liabilities (net)	303	314	270
Total Current Liabilities	15880	15100	18685
Total equity and liabilities	95283	95310	104710

Source: RHP

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Disclosure of Interest Statement: Lenskart Solutions Ltd. as on 31st October 2025

Name of the Security	**Lenskart Solutions Ltd.**
Name of the analyst	Rupali Singh
Analysts' ownership of any stock related to the information contained Financial Interest Analyst : Analyst's Relative : Yes / No Analyst's Associate/Firm : Yes/No	NIL No No No
Conflict of Interest	No
Receipt of Compensation	No
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