



CARNATION  
HOTELS





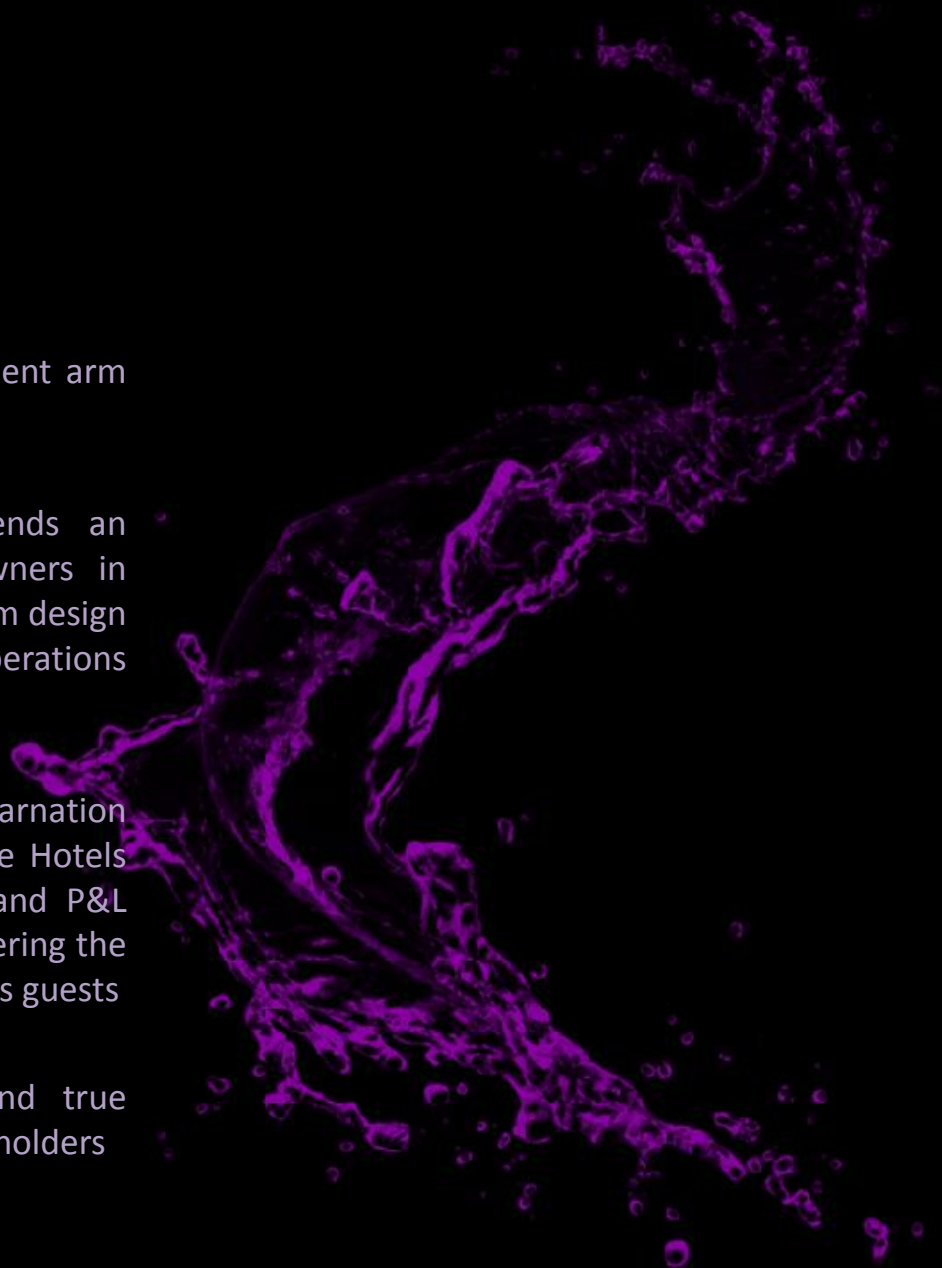
*"We are great at managing our own hotels, but we are even better at managing hotels owned by others."*

**-Patu Keswani,**  
Chairman and MD Lemon Tree Hotels



# Our Story

- Carnation Hotels is the strategic management arm of Lemon Tree Hotels
- A hotel management company that lends an established brand philosophy to the owners in delivering end to end solutions, starting from design conceptualization to viably managing the operations of the hotel
- Veteran in the mid-market space in India, Carnation Hotels take forth the legacy of Lemon Tree Hotels by bringing across efficiency, innovation and P&L focus via its expert in-house team while offering the same fresh, fun and spirited experience to its guests
- Ethos of ownership (of the project) and true partnership with the owner and other stakeholders



# The Guiding Angels



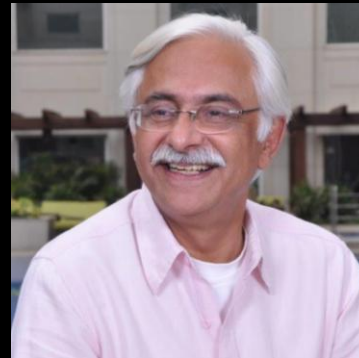
**PATU KESWANI**

IIT Delhi, IIM Kolkata and  
Tata Administrative Services

Former COO and Senior VP - Taj Hotels

Former Director – A.T. Kearney Inc.

Promoted Lemon Tree Hotels in 2002



**RATTAN KESWANI**

Former President – Trident Hotels (Oberoi Group)  
and EVP – Oberoi Hotels Mumbai

GM for several marquee 'The Oberoi' Hotels  
in India, Sri Lanka and the Middle East

Over 30 years of experience in the Indian  
hotel industry

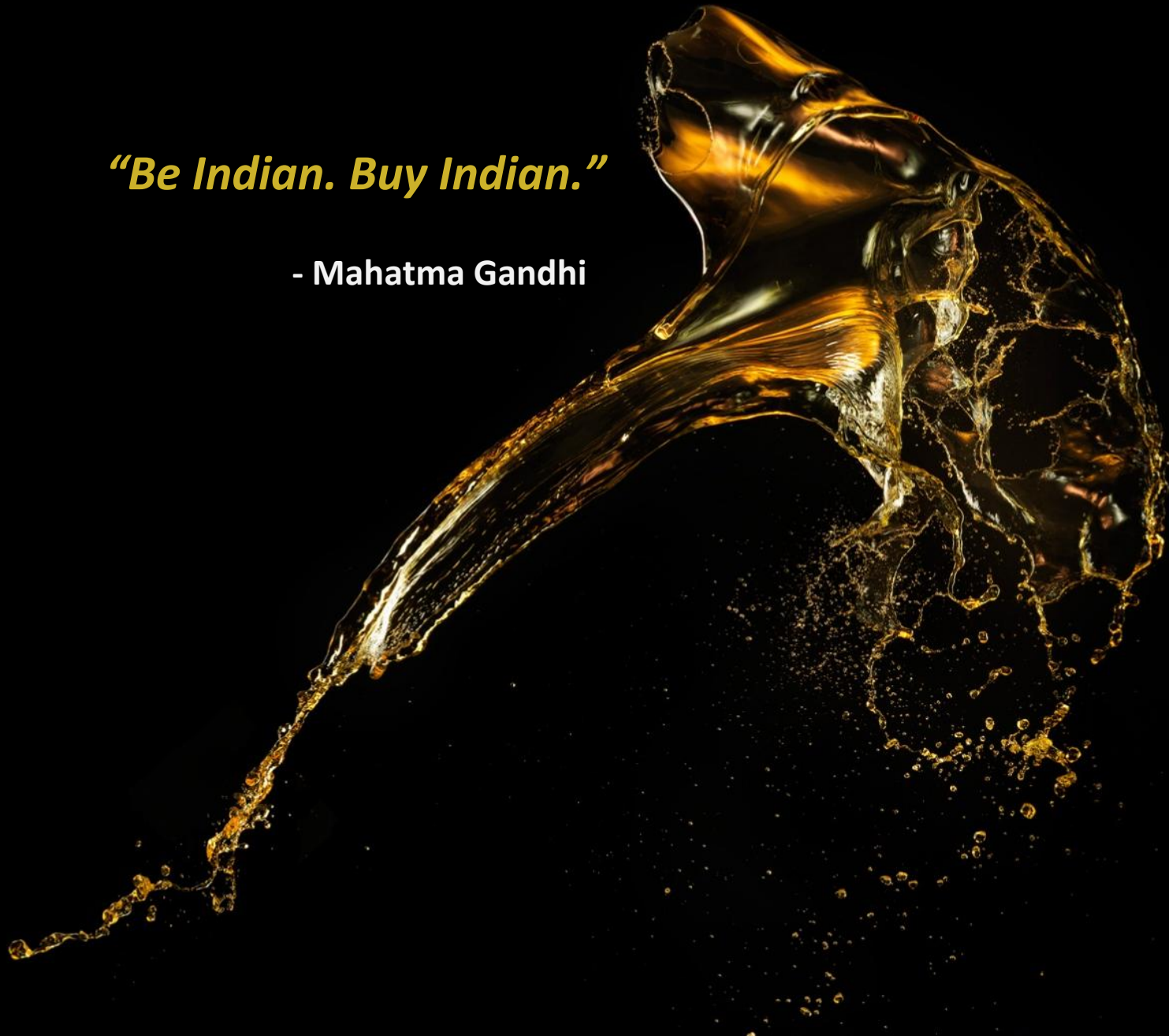
# What Makes Us Unique?

- **Lemon Tree Hotels** is the third largest hotel company in the mid-market space by owned hotels
- **We are not just managers! We are owners as well.** We have gone through the grind, calculated the numbers, believed in our projects, taken the risks and come out victorious. We have been there many times, where you stand today. And that makes us more empathetic to your dreams as well as your concerns
- **Carnation Hotels** take forth the brand values of Lemon Tree Hotels in providing a unique experiences to the guests. From product to services everything lends a different and refreshing impression in the consumers mind which might be absent in the white-collared hotels
- A veteran in the hospitality sector, **Rattan Keswani**, comes with over 3 decades of experience in running management hotels across various segments and hence understands the needs and objectives of the owners leading to a profitable venture
- The promise of management by a group of professionals with deep domain knowledge. And delivery of **best-in-class** complete solutions under one roof



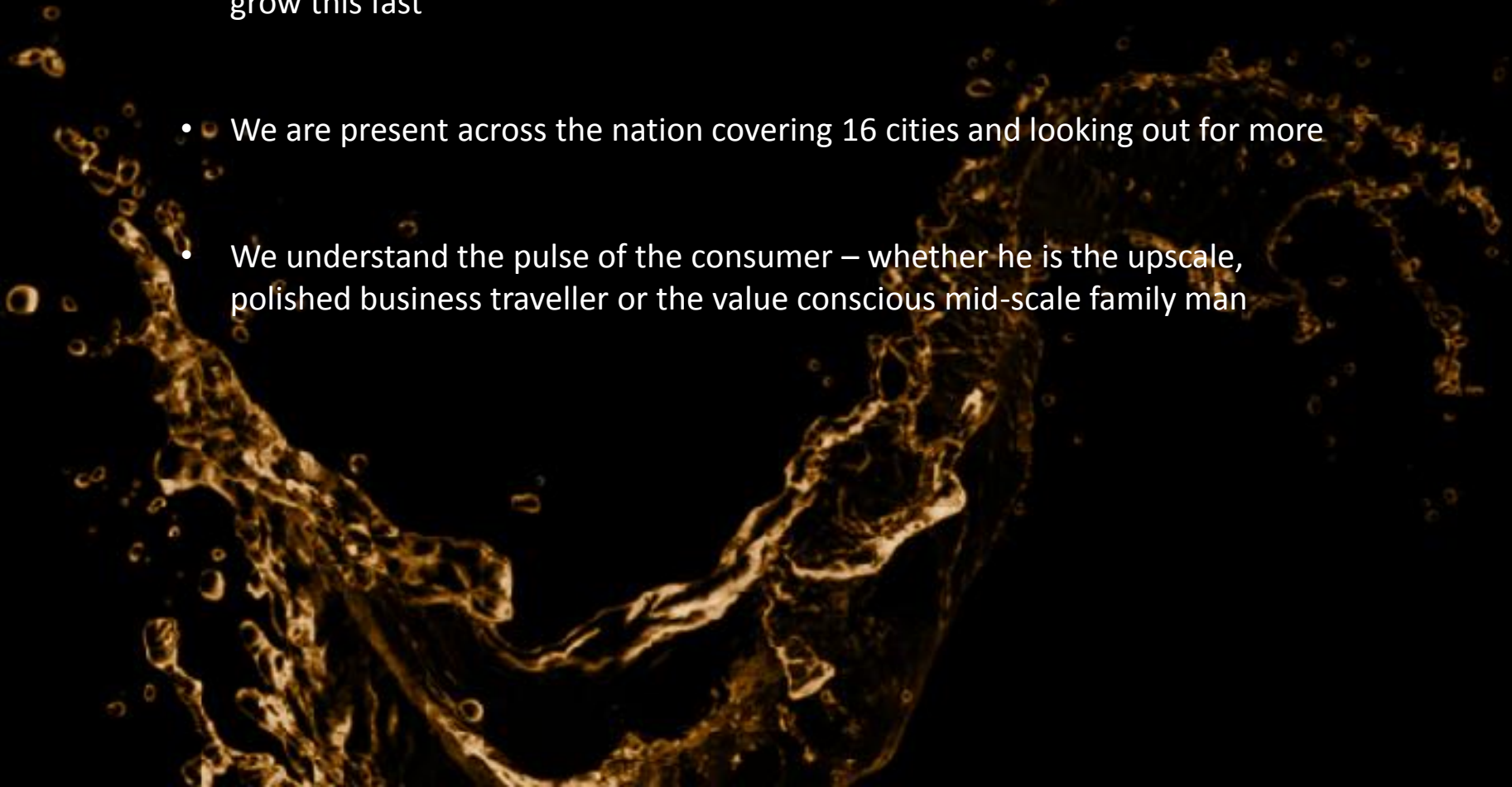
***"Be Indian. Buy Indian."***


**- Mahatma Gandhi**



# We Are Indian & We Are Proud Of It.

- We are a home grown brand and the first truly Indian hospitality company to grow this fast
- We are present across the nation covering 16 cities and looking out for more
- We understand the pulse of the consumer – whether he is the upscale, polished business traveller or the value conscious mid-scale family man





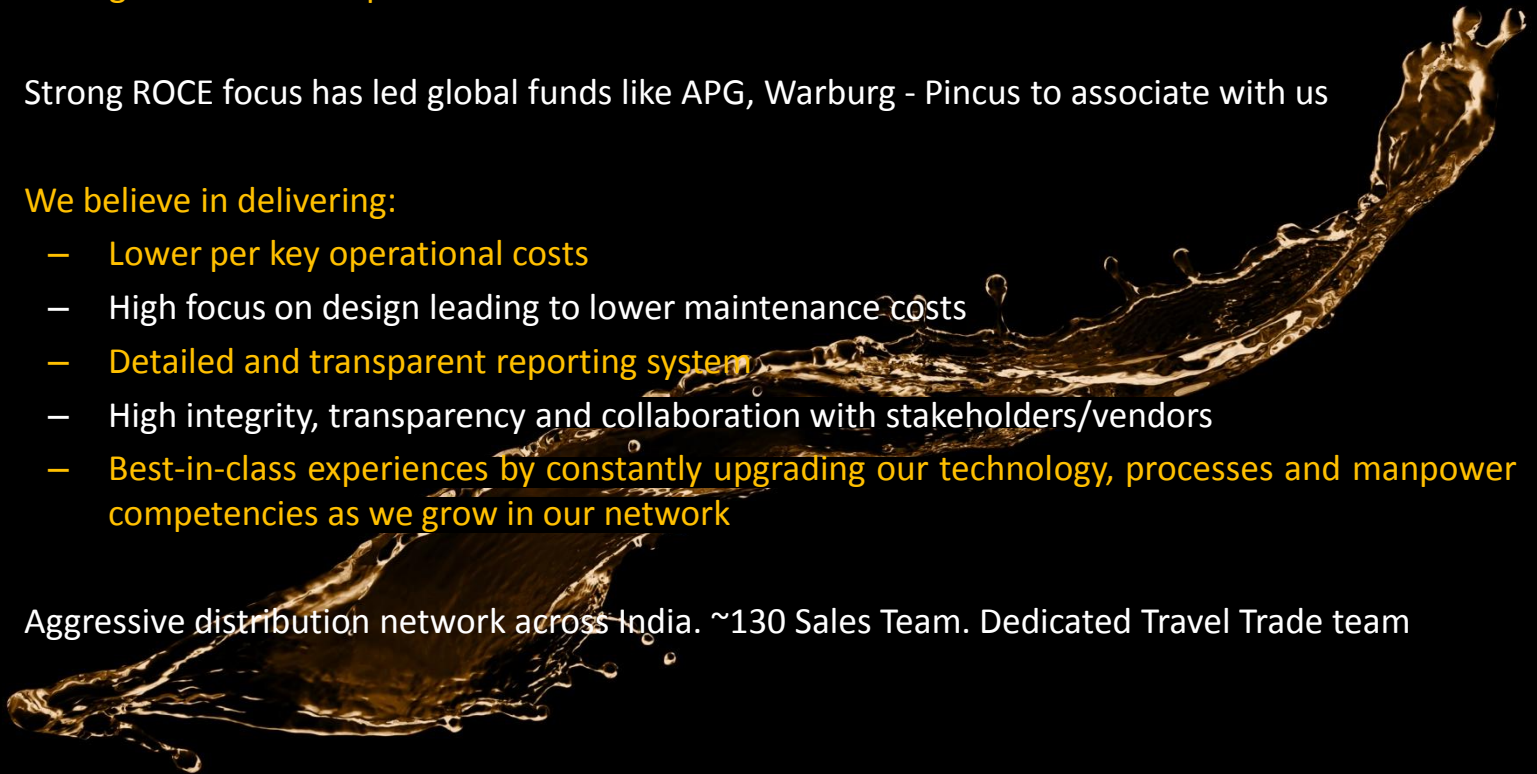
***“Coming together is a beginning; keeping together is progress; working together is success.”***

**- Henry Ford**



# We Make Perfect Partners

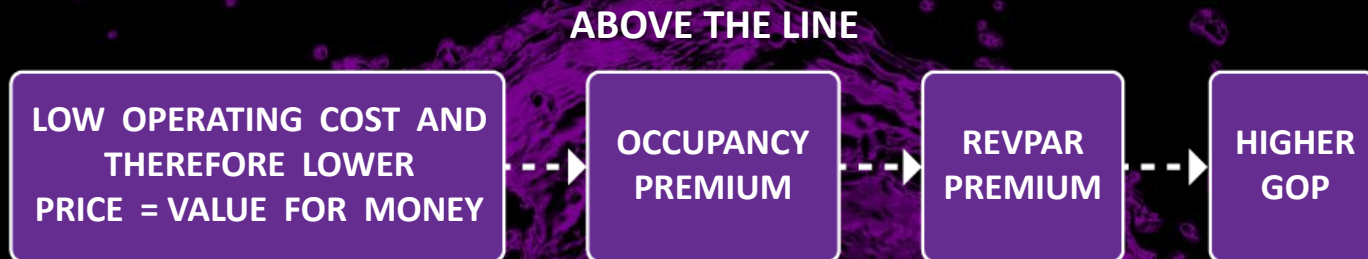
- **Lemon Tree Hotels** is the 3<sup>rd</sup> largest hotel chain in India (by owned rooms) with 27 hotels across 16 cities, With a room key breakup of 2726 owned rooms and 323 managed rooms. ~75% of the Lemon Tree Hotels have won the TripAdvisor Certificate of Excellence in 2014
- **Patu Keswani and Rattan Keswani** bring over 6 decades of expertise across all segments in managed and owned spaces
- Strong ROCE focus has led global funds like APG, Warburg - Pincus to associate with us
- We believe in delivering:
  - Lower per key operational costs
  - High focus on design leading to lower maintenance costs
  - Detailed and transparent reporting system
  - High integrity, transparency and collaboration with stakeholders/vendors
  - Best-in-class experiences by constantly upgrading our technology, processes and manpower competencies as we grow in our network
- Aggressive distribution network across India. ~130 Sales Team. Dedicated Travel Trade team



# Strategically Poised To Deliver Value To Hotel Owners



# Key Competitive Advantage

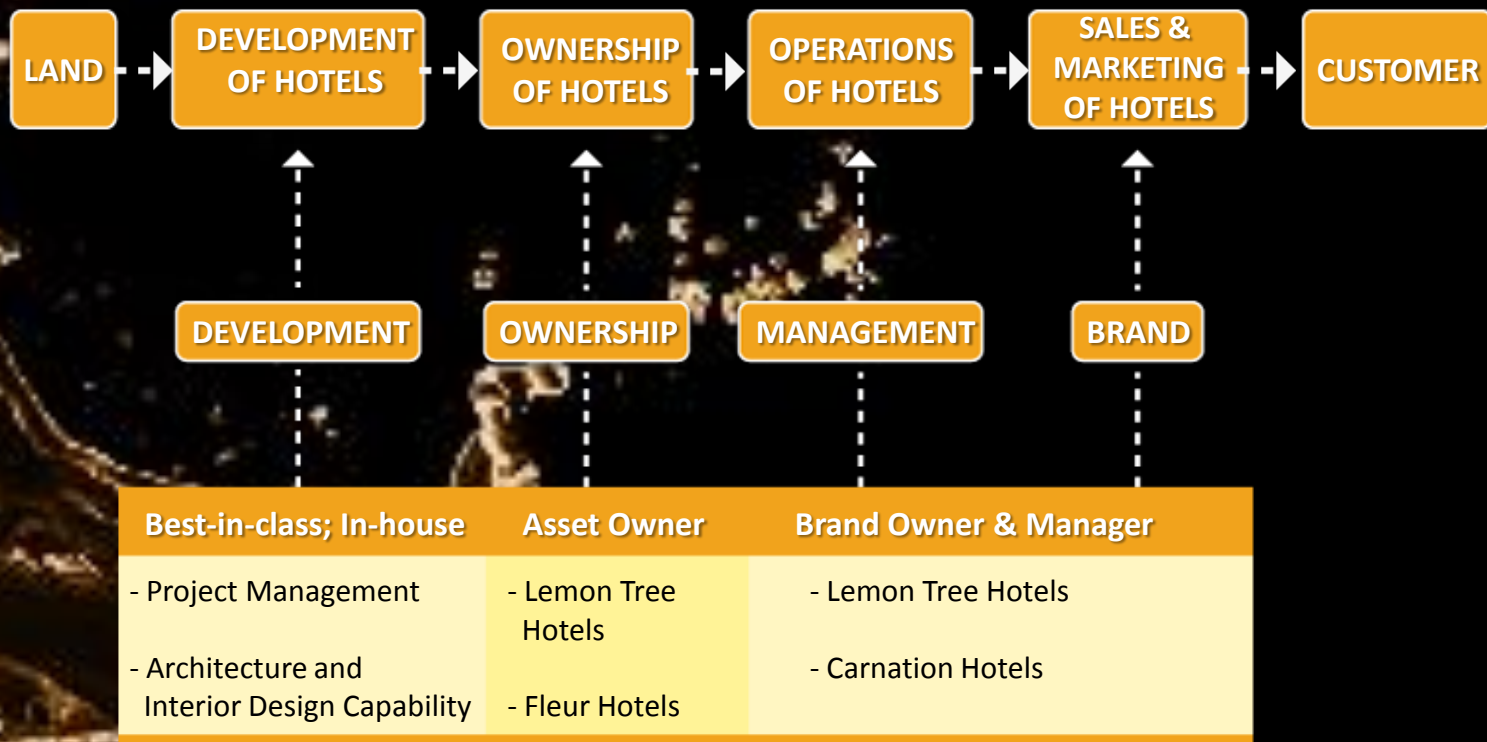


BELOW THE LINE
• Lower Capex/Room, Faster Build Out
• Low Leverage
• Lower Interest Cost
• Low Risk (yet high growth)
• Faster Stabilization of Hotels – over time allows the company to unlock capital through refinancing
• Focus on Culture
• Service Differentiation
• Strong Brand Connect and Loyalty Program
• Strong and remarkable CSR initiatives
• RevPAR Premium
• Higher ROCE



# Operating Across The Entire Value Chain

FROM GROUND TO GUEST, WE UNDERSTAND THE NEEDS OF A HOTEL OWNER



# Three Brands. For All Segments



**Upscale business & leisure hotels at strategic locations with vibrant décor**

Offers modern business services and facilities, personalised services, award winning restaurants, Fitness Center, recreation bar, pool and spa

**Priced between USD 100-150 (INR 5500-7500)**

Current Locations: Bangalore (St. John's Road) • Gurgaon (Leisure Valley, Sector 29) • Hyderabad (HITEC City) • Delhi Aerocity (Hospitality District) • Jaipur (Bani Park) • Ahmedabad (Khanpur Road)



**Midscale business & leisure hotels offering a refreshingly different experience**

Offers smart in-room amenities, vibrant café, recreation bar, pool & Fitness Center

**Priced between USD 80-100 (INR 4500-5500)**

Current Locations: Ahmedabad (Navrangpura) • Aurangabad (Chikalthana) • Bangalore (Electronics City; Whitefield) • Chandigarh (Industrial Area) • Chennai (Guindy; Manapakkam) • Dehradun (Pacific Mall) • Ghaziabad (East Delhi Mall) • Goa (Candolim) • Gurgaon (Sector 29; Udyog Vihar) • Indore (R.N.T Marg) • Kerala (Vembanad Lake) • Pune (Hinjawadi) • Vadodara (Sayajigunj)



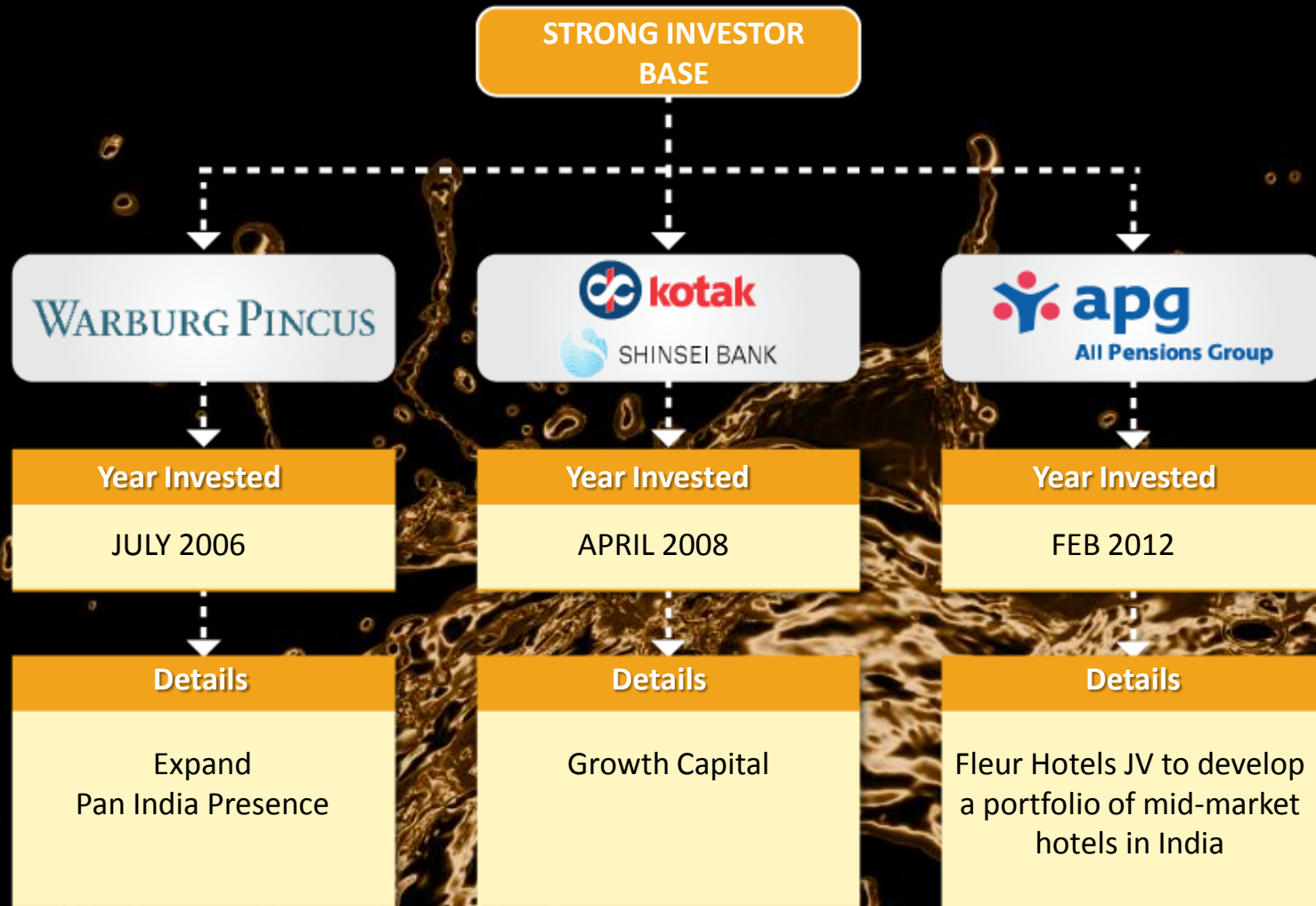
**Economy hotels offering unbeatable value-for-money**

Offers hi-speed WiFi, cyber kiosk, smart café, efficient meeting room, well equipped gym and laundry service


**Priced between USD 40-60 (INR 2500-3500)**

Current Locations: Delhi (Mayur Vihar) • Hyderabad (HITEC City) • Jaipur (Jawahar Lal Nehru Marg) • Delhi (Aerocity)

# Marquee Blue Chip Investors







***"If you can dream it,  
you can do it."***

**- Walt Disney**

## Vision 2020

20,000 Owned Rooms

+ 20,000 Managed Rooms

& 40,000 Employees



# Growth Story Of Carnation Hotels

## Operating Hotels:

- *Lemon Tree Premier, Jaipur* – 1<sup>st</sup> April 2013
- *Lemon Tree Premier, Ahmedabad* – 15<sup>th</sup> June 2013
- *Lemon Tree Hotel, Dehradun* – 28<sup>th</sup> April 2014
- *Lemon Tree, Hotel Chennai* – 7<sup>th</sup> July 2014

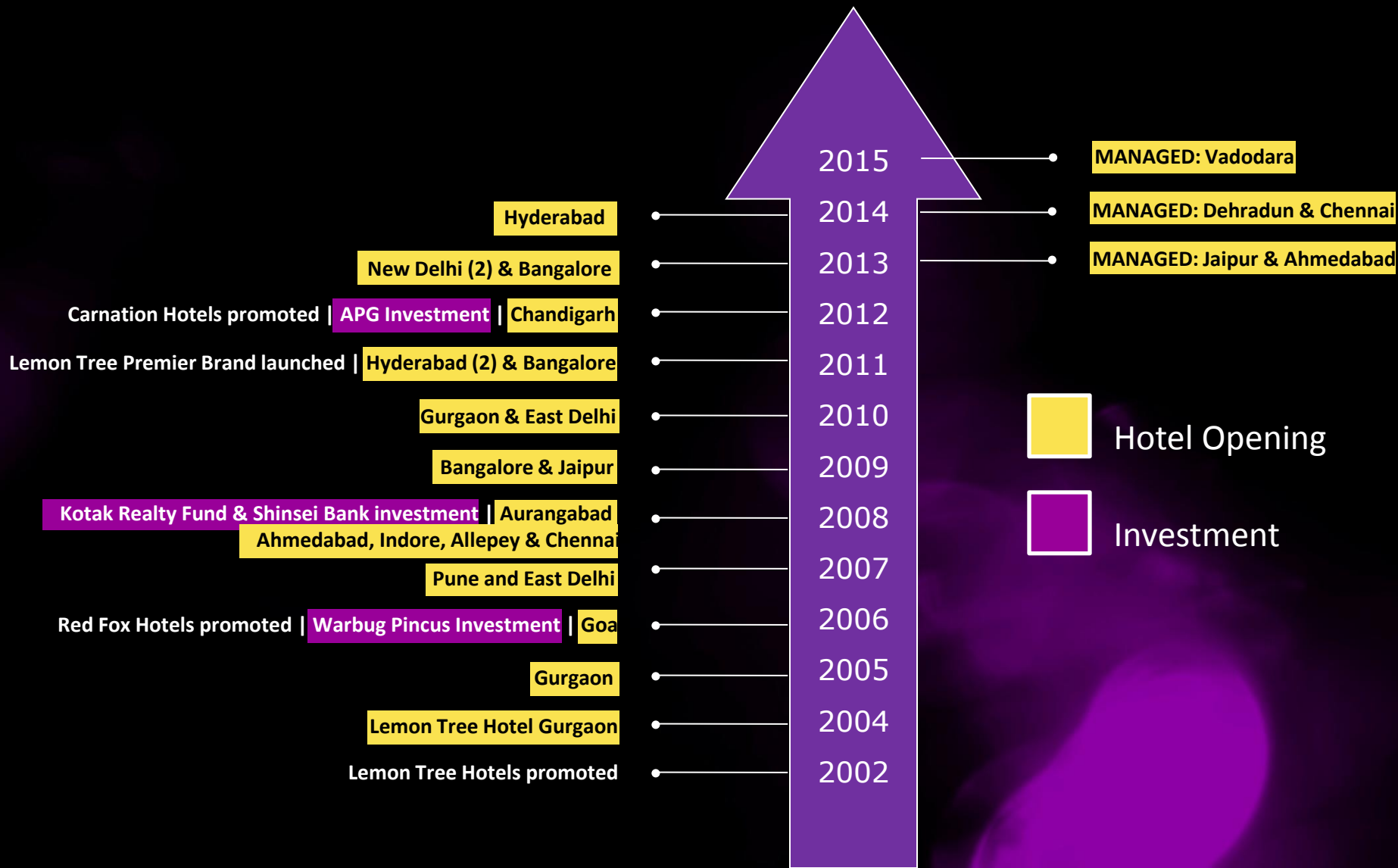
## Under Development:

- *Lemon Tree Hotel, Vadodara* – April 2015
- *Lemon Tree Hotel, Coimbatore* – April 2016
- *210 serviced apartments in Noida* – Jan 2016
- *250 serviced apartments in Gurgaon* – December 2017
- *140 serviced apartments in Ahmedabad* – January 2018





# Growth Story Of Lemon Tree Hotels




# Pan India Scale & Network


Currently:


**27 Hotels, 3049 Rooms in 16 Cities**

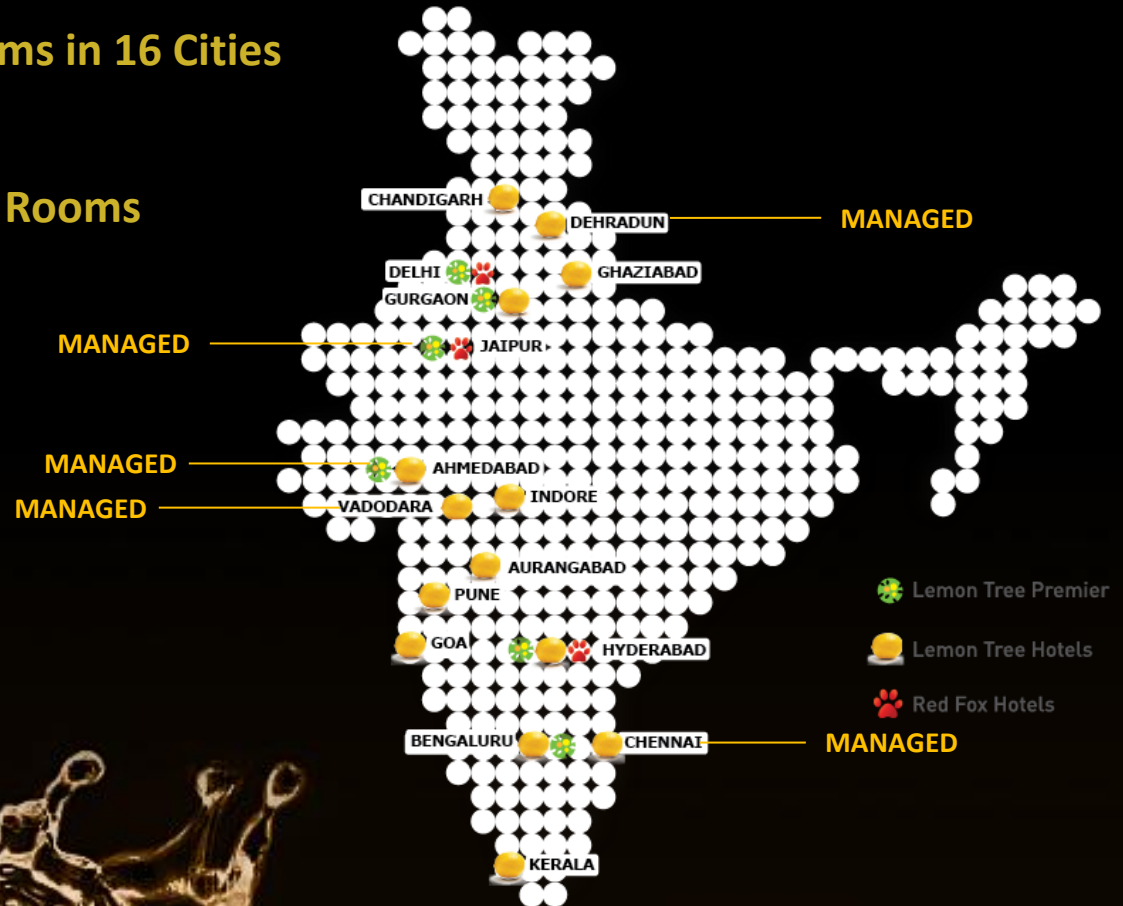
Under Development:

**11 Hotels and ~1500 Rooms**

 Lemon Tree Premier  
Lemon Tree Hotels

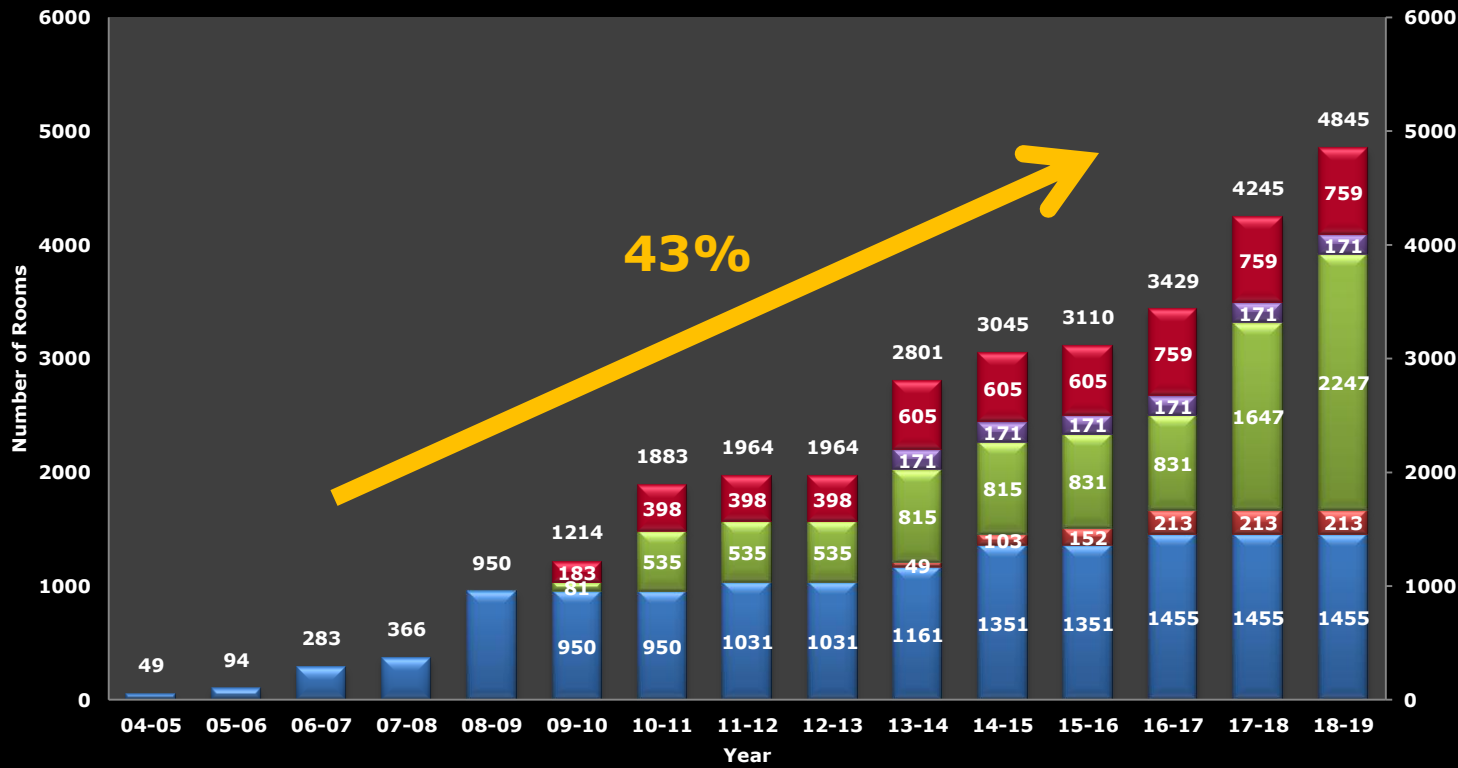
 Red Fox Hotels

 Upcoming Hotels



# The Fastest Growing Hotel Company In India

THE LEMON TREE HOTEL COMPANY: OWNED ROOM INVENTORY YEAR END

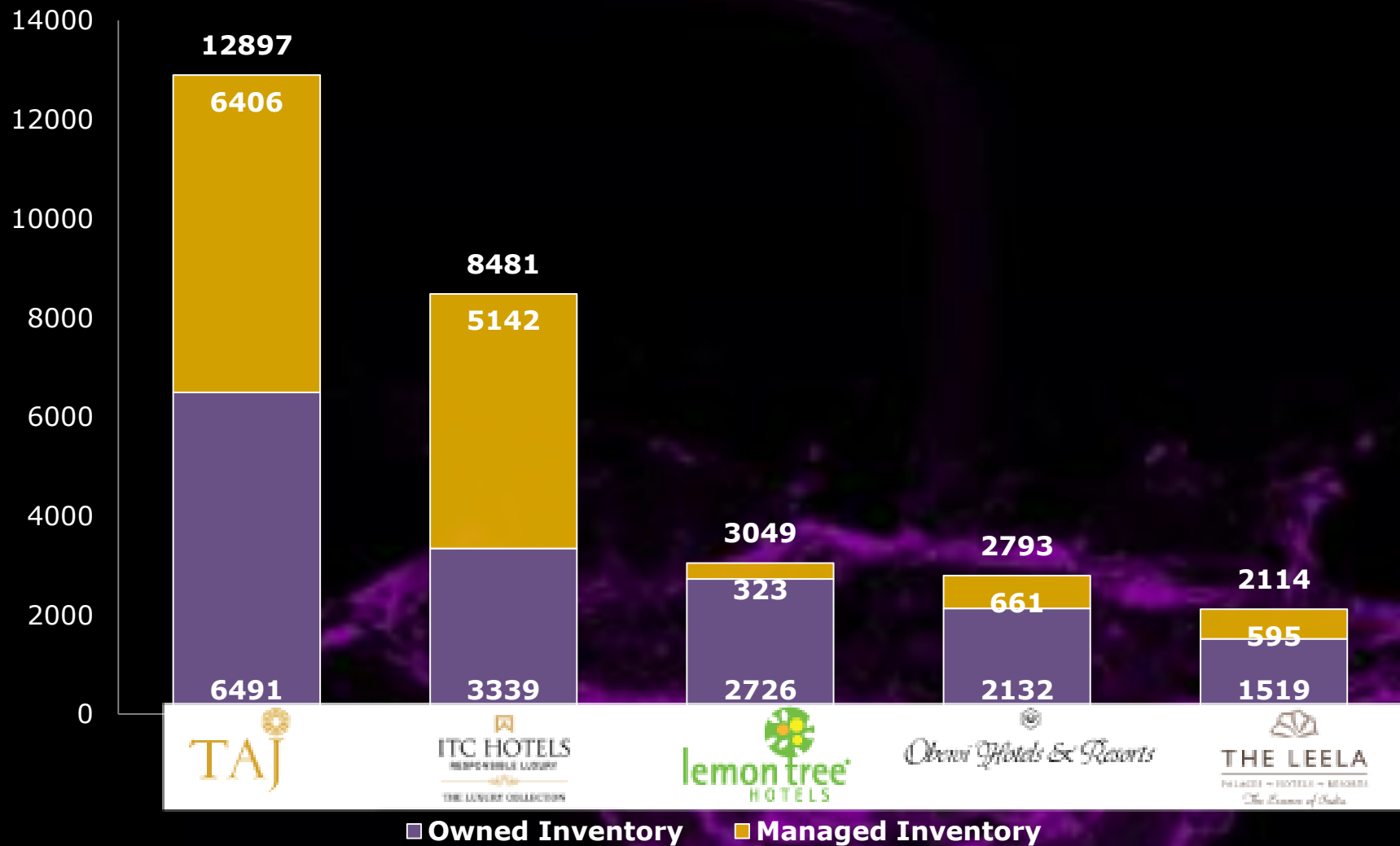


- 43% Compounded Annual Growth Rate from 2004-05 to 2017-18

- 5845 owned hotel rooms are proposed to be operational by FY 2018



# Third Largest Owner Of Hotel Rooms In India



# We Own ~ 2% Of Branded Hotel Rooms In India


## STRONG PRESENCE IN THE EMERGING UPSCALE SEGMENT IN INDIA

HOTEL CATEGORY	LUXURY	UPSCALE	MIDSCALE	ECONOMY/ BUDGET	CLASSIFIED	UNCLASSIFIED	TOTAL
% OF TOTAL	49%	17%	30%	6%			
NO. OF ROOMS	35815	13515	23108	4824	77262	67738	145000
LTH ROOMS (Jan 2015)		986	1458	605	3049		3049
% OF ROOMS IN SEGMENT		7%	5%	13%	~ 4%		~ 2%

## BY OWNED ROOMS, CURRENTLY THIRD LARGEST PLAYER IN INDIA

HOTEL CHAIN	TAJ GROUP	ITC HOTELS	LEMON TREE HOTELS	OBEROI GROUP OF HOTELS	LEELA
START	1903	1975	2004	1949	1981
OWNED/ LEASED	6491	3339	2726	2132	1519
MANAGED	6406	5142	323	661	595
TOTAL	12897	8481	3049	2793	2114

By 2018, the group should have over 4% of hotel rooms in India (Owned, Managed and Under Developed)



***“Success comes when people act together;  
failure tends to happen alone”***

**- Deepak Chopra**



# Professional & Highly Experienced Management Team

## KEY MANAGEMENT PERSONNEL



**SUMANT JAIDKA, CHIEF OPERATING OFFICER**

Graduate from the Salzburger School of Hotel Management, Austria. Over 20 years of experience, worked with The Taj Group of Hotels, Hilton, Maurya Sheraton and Hyatt Regency.



**KAPIL SHARMA, CHIEF FINANCIAL OFFICER**

Chartered Accountant with close to over two decades of experience in finance and commercial function. Head-Finance and Accounts, Leroy Somer (Emerson Group) Worked with DHL Worldwide Express and Onida Finance.



**MAAHESH AIYER, CHIEF OPERATING OFFICER**

A Master's Degree in Business Administration from Madras University and academic courses at IIM Bangalore and Cornell Winter. Over 18 years of experience across Sales & Marketing and Operations with The Taj Group of Hotels in India and abroad. General Manager of the Year 2012, by Hoteliers India magazine. Promoted Lemon Tree Hotels in 2002



**RAJESH KUMAR**

Assistant Vice President - Human Resources

Rajesh is a post graduate in Personnel Management and Industrial Relations. His last assignment was as Senior Manager-Human Resources, Mahindra Holidays & Resorts. Over a career spanning 11 years, he has worked with Select Holiday Resorts, Gurgaon, Oberoi Hotels & Resorts and Oberoi McAlpine India Limited, Shimla.



**VIKRAMJIT SINGH, CHIEF SALES OFFICER**

A graduate of the Shri Ram College of Commerce, Delhi and a post graduate in Hospitality Management and Administration from the Taj Group of Hotels. He was an entrepreneur in Assam where he ran his own hotel. Previously, Assistant Vice President & National Director of Sales with Lemon Tree Hotels.



**NIKHIL SHARMA, CHIEF OPERATING OFFICER**

An alumnus of the Institute of Hotel Management, Pusa, New Delhi. The founding team of Lemon Tree Hotels and one of the youngest Hotel Managers in the country. Worked with Taj Hotels in Delhi and Udaipur, Marriot in Mumbai and Intercontinental in Srinagar and Delhi.

# Professional And Highly Experienced Management Team

## KEY MANAGEMENT PERSONNEL



**CYRUS MADAN – CHIEF DEVELOPMENT OFFICER**

Graduated from the Welcome group Graduate School of Hotel Administration, Manipal.  
Headed operations at Red Fox Hotels  
Worked with GE Capital and the Taj Group of Hotels



**GEETA JETLEY – ASSISTANT VICE PRESIDENT, OPERATIONS**

An alumna of the Oberoi School of Hotel Management  
Has been a General Manager within the Oberoi Group at the Trident Chennai. Experience across multiple geographies with global hotel companies such as Wyndham and Le Meridien



**RAJIV JANVEJA – CORPORATE CHEF**

Formerly with Taj Group of Hotels.  
Has worked across multiple locations in Indian ranging from New Delhi, to Mumbai to Bangalore to Hyderabad. Has launched a number of iconic restaurants including Machan at Taj Mahal Delhi, Masala Bay at Taj Lands End Mumbai and Thai Pavilion at Vivanta by Taj, Begumpet, Hyderabad



**SAREENA KOCHCHAR – CORPORATE HOUSEKEEPER**

With a vast experience in Housekeeping her last assignment was as Corporate Executive Housekeeper, VLCC Health Care. Has worked with leading hotels like Howard International and Jaypee Residency Manor and Intercontinental in various locations.



**AJAI KUMAR – CHIEF INFORMATION OFFICER**

An MCA with about 20 years of experience in the management of IT, including solution design, enterprise wide implementation, data centers, networks, process re-engineering and managing change. Worked with blue chip corporates- Anand Automotive Systems, Blue Dart, Central Cottage Industries, Gati & BAX Global India.



**JKC: JAGDISH KUMAR CHAWLA  
EXECUTIVE VICE PRESIDENT - PROJECTS & ENGINEERING SERVICES**

Jagdish is an engineer from Pusa Polytechnic, Delhi and has 20 years of experience with The Taj Group of Hotels – including as Chief Engineer of Taj Palace Hotel, Delhi and as a senior member of the team that built Jai Mahal Palace Hotel, Jaipur and Taj Residency Hotel, Lucknow.

***“Talent wins games, but teamwork and intelligence wins championships.”***

**- Michael Jordan**



# Alliances & Partners



Sales Tracking Report



Global distribution system




Central Reservations Centre



# An Efficient Marketing Team Providing 360 Degree Brand Solutions

- A strategic approach to the **BRAND COMMUNICATION & MEDIA PLANNING** that includes Brand Campaigns, Communication Strategy, Media Purchase/Planning Strategy and Customer Relationship Management for the group
- An aggressive marketing team that does **WEBSITE MANAGEMENT & REWARDS MARKETING** to attract and retain Consumers & Bookers for the group
- **Strong PR presence and seamless Internal Communication** - Corporate communications, company PR, press conferences, TripAdvisor management, internal desk announcements and the employee newsletter


Take the view  
with you



India's fastest growing  
chain of hotels, now in Dehradun.

Fresh and crisp interiors, matchless service and a refreshing ambience welcome you at Lemon Tree Hotel, Dehradun. Just 5 minutes from the City Centre, it offers a breathtaking view of the valley. Add zing to your stay, the next time you visit Dehradun and be pleasantly surprised.

For best offers, book online at [lemontreehotels.com](http://lemontreehotels.com) or call Central Reservations at +91 9911 701 701 or [+91 135 273 7777](tel:+911352737777)



Pacific Mall, Rajpur Road, Dehradun  
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After a long day  
unwind with a heavenly view



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chain of hotels  
now in Dehradun.

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# The Sustainability Initiative



We are a special company. Made of special people.

10% of our employees are specially abled.



"We Care"



A heart shape formed by a splash of golden liquid against a black background. The liquid is captured in mid-air, creating a dynamic and artistic representation of a heart. The heart is composed of two main lobes, with smaller droplets and splashes trailing off from the top and bottom, giving it a sense of movement and energy. The golden color of the liquid contrasts sharply with the solid black background.

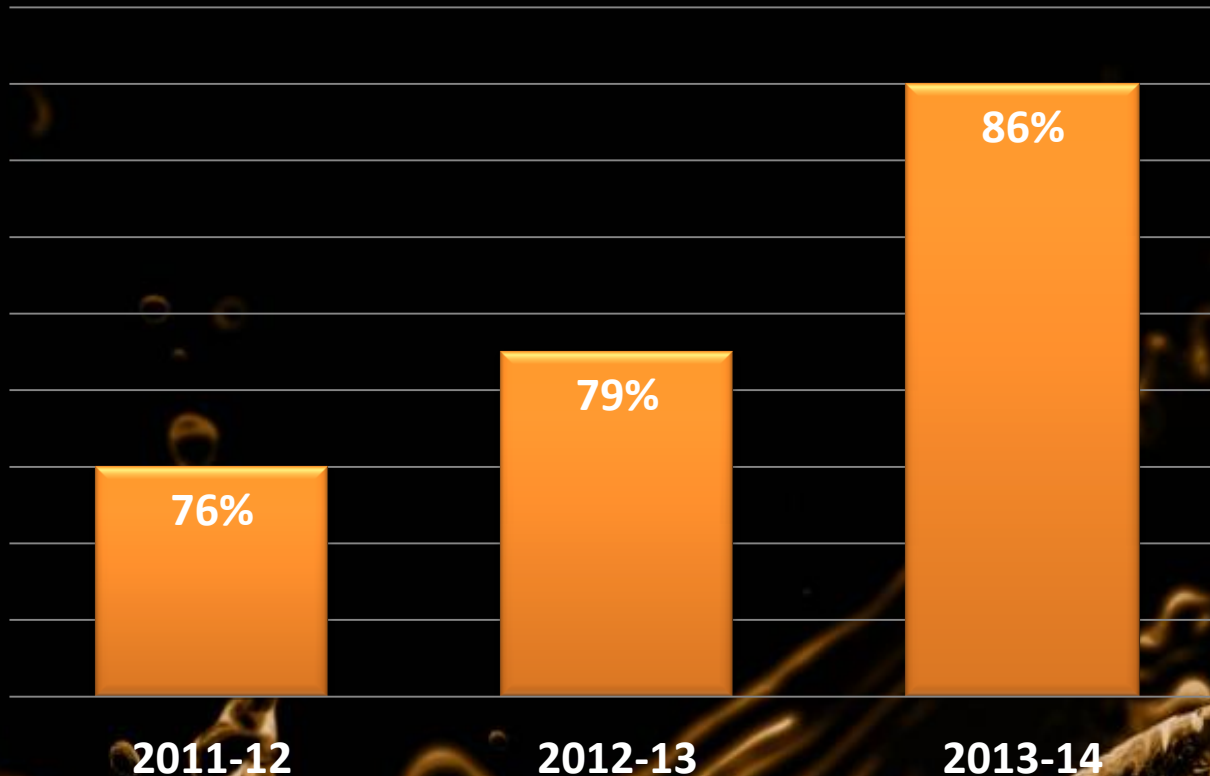
***“The success of any place is directly proportional to the happiness of its employees.”***

***- Lemon Tree Hotels***




# Revenue Growth: Driven By Employee Satisfaction

Lemon Tree Employee Satisfaction Survey: Overall Scores



Lemon Tree Hotels ranked in the **top 100**, in the 2014 study of large companies (>1000 employees) in the **100 Best Companies to Work For** by the Great Place to Work Institute & the Economic Times



***“Don’t worry when you are not recognized,  
but strive to be worthy of recognition.”***

**- Abraham Lincoln**

# The Awards We Treasure



**National Award** in 2011 and 2012, for the empowerment of persons with disabilities



Federation of Hotels and Resorts Association of India (FHRAI) **Hall of Fame**, 2010



The NCPEDP – **Shell Helen Keller Award**, 2010 for exemplary policies, practices and belief in equal rights and gainful employment for persons with disabilities

**GREAT PLACE TO WORK**

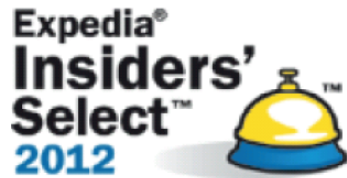
Ranked consistently in the 100 Great Places To Work in 2011, 2012 , 2013 and 2014.



**NCPEDP Mphasis Universal Design Award** acknowledging organizations that play a pivotal role in assisting people with disabilities



# Third Party Recognition



Awarded to Lemon Tree Amarante Beach Resort (only 650 hotels out of 130,000 globally get this distinction)



~75% of our operating hotels have received the TripAdvisor Certificate of Excellence 2014







THANK YOU

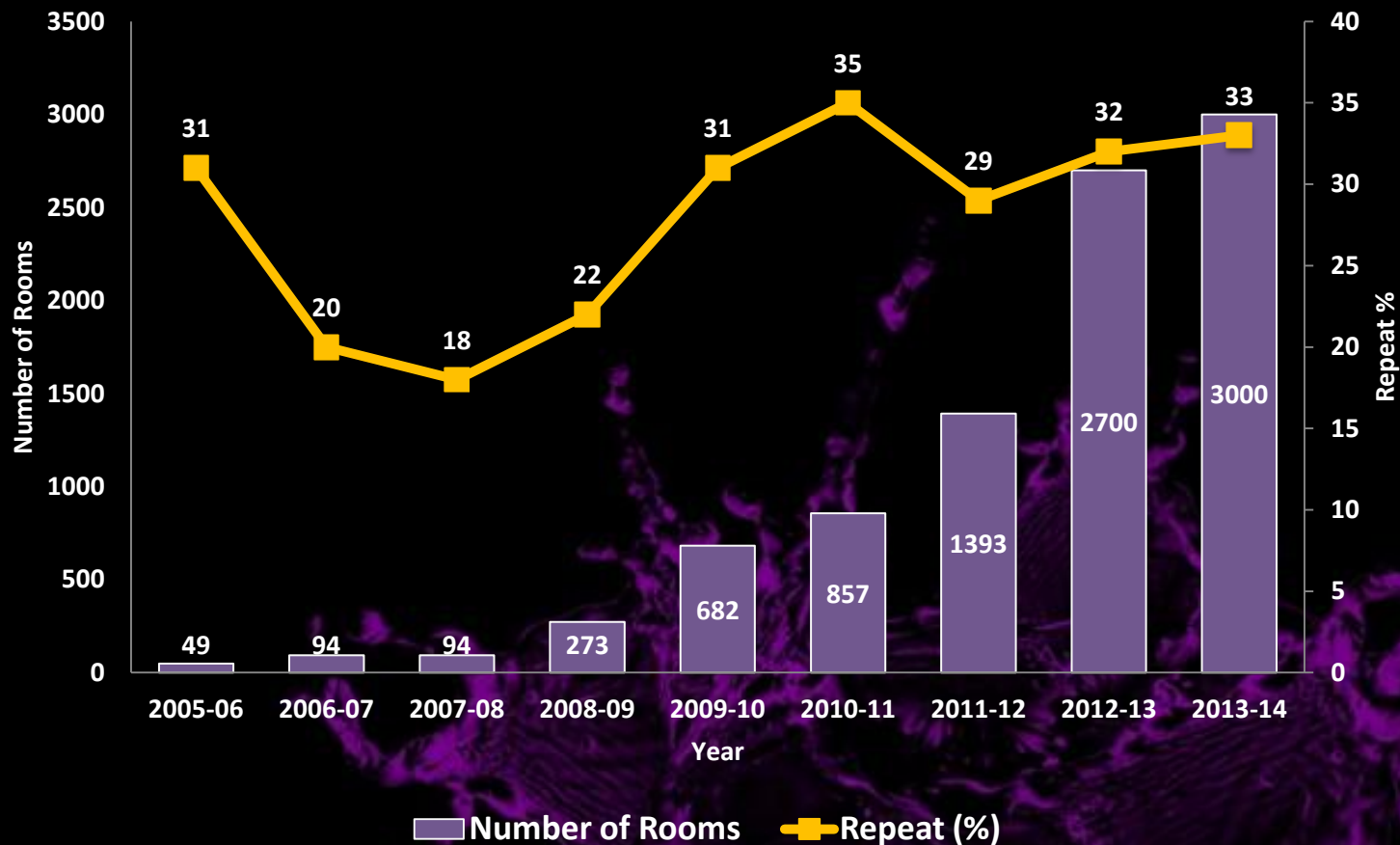


CARNATION  
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# Revenue Growth: Driven By High Repeat Guest %

Repeat users on count of rooms which have completed one or more years of operations (**excluding resorts**)



# Aggressive Multi – Channel Sales Distribution



1

Multi City Sales Presence with over 130 Sales Personnel

2

Dedicated call centre and reservations managed by Praxis – the award winning Oberoi Hotels call centre

3

Highly rewarding loyalty program for regular guests with 200,000 active members

4

Strong coverage through online travel agents. Major focus on website revenues with Lemon Tree Hotels website consistently outperforming competition in revenue generation



# Reward Programme



- One rewards program encompassing all Brands across all hotels
- **Dedicated in-house strategy team**
- Technology partner with global experience
- **Rewards programs set up:**
  - Dedicated Helpdesk
  - Automated technology
  - Analytics and campaign management
- **Completely integrated with the website**
  - One stop shop for members
  - Redemption in the form of hotel vouchers or croma & shoppers stop vouchers
  - Query handling on website
- **Currently 200,000+ member database**



- Special bookers loyalty program to drive loyalty from corporate partners
- **Dedicated in-house strategy team**
- Technology partner with global experience
- **Rewards programs set up:**
  - Dedicated Helpdesk
  - Automated technology
  - Analytics and campaign management
- **Completely integrated with the website**
  - One stop shop for members
  - Redemption in the form of hotel vouchers or croma & shoppers stop vouchers
  - Query handling on website
- **Currently 7,000+ member database**

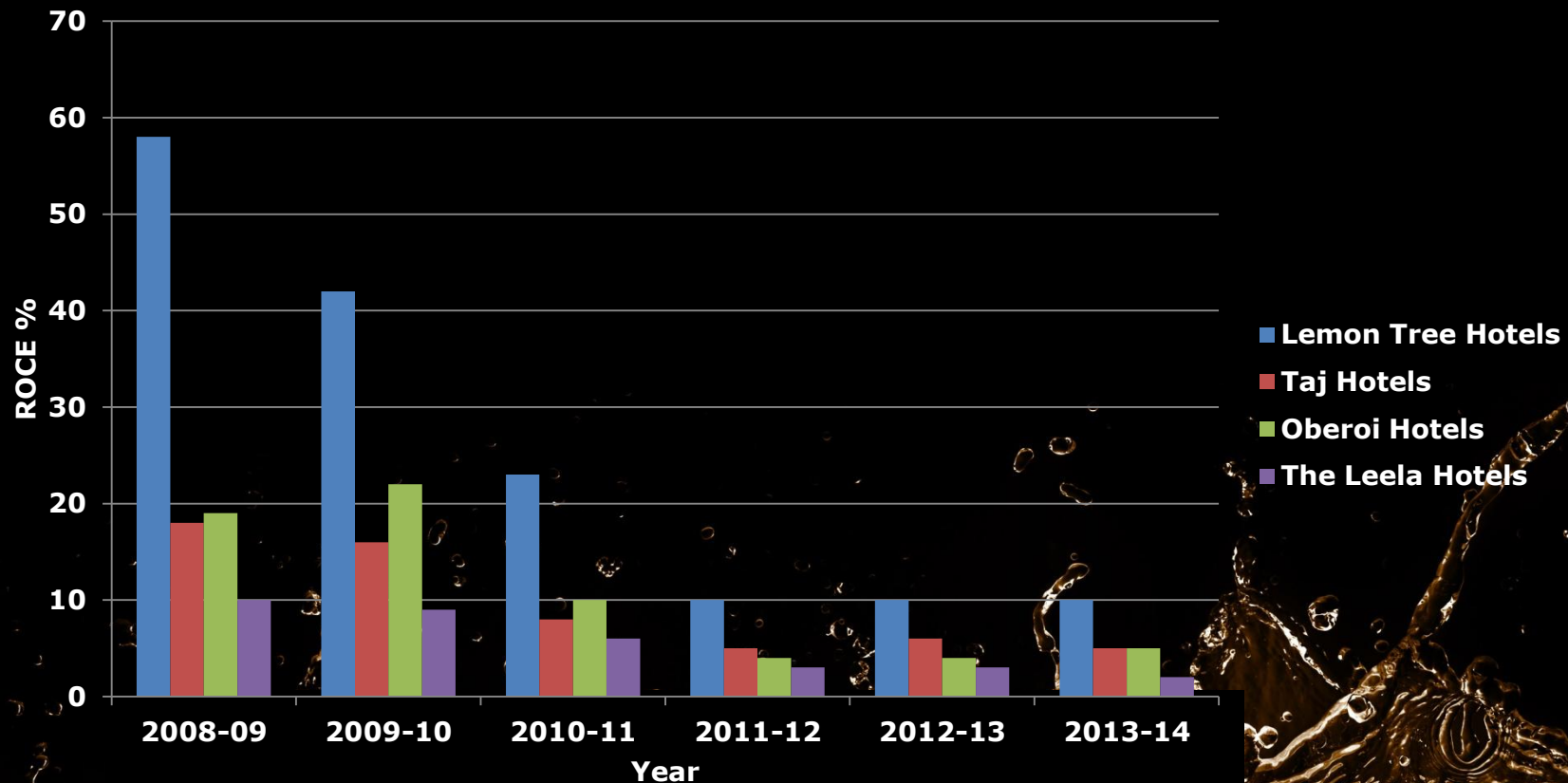




# Lemon Tree Hotels Business Model Is Still Out-performing



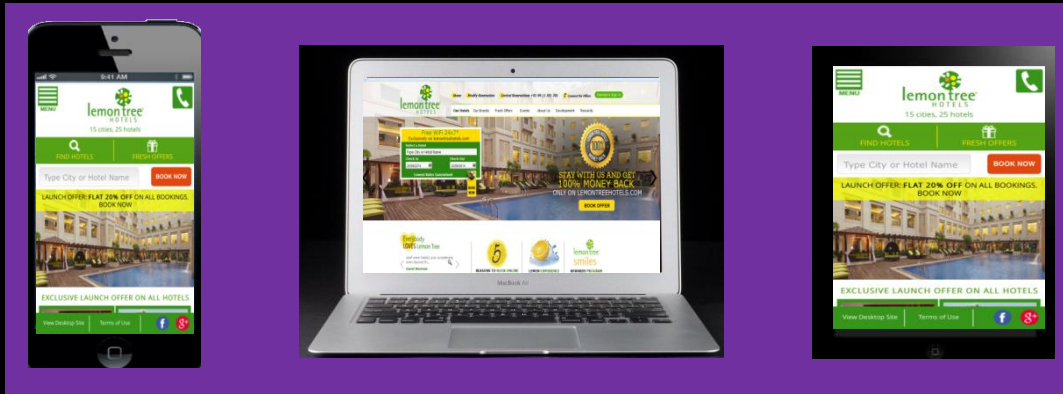
Lemon Tree Hotels: ROCE Comparison vs. Listed Hotel Companies in India



ROCE for Lemon Tree Hotels is of hotels which have operated for at least one year.



# The Brand Website



- Single platform featuring all owned and managed properties hence presenting a wide array of options to the consumers
- User friendly design for maximum conversions
- 5000+ hits on the website on a daily basis (as per current figures)
- Compatible with different platforms like mobile, desktop and table
- Separate mobile website for bookings
- Website Revenue is 1.25 Cr (for December 2014 only, including mobile revenue)