

Great Place to Work® Annual Conference 2019

21st February, 2019

Renaissance Mumbai Convention Centre Hotel, Mumbai



Financial and Operating Performance Ratios



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2019

Ratios	Hotels								
	1	2	3	4	21	22	23
1. Staff/Room									
2.									
...									
...									
...									
...									
...									
...									
179.									
180.									

The most important ratio is Staff/Room ratio

India Today, Income distribution

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Average GDP/Capita : \$2,100

Population	Sector/Area	GDP/Per Capita
Top 15% (200 Mn)	Services/Manufacturing – Mostly Urban	\$7000+
Next 35% (450 Mn)	Services/Manufacturing – Mostly Urban/Semi Urban	\$2000 - \$2200
Bottom 50% (650 Mn)	Agriculture – Mostly Rural	\$500 - \$600

Opportunity Deprived Indians

Great

Employees With Disabilities (EWDs)

Speech and Hearing Impaired	Down Syndrome
Orthopedic Challenged	Autism
Low Vision	Acid Survivor

Employees with Economic, Educational or Social Impairment

Below Poverty Line	Low Literacy
Socially Backward	Widows/ Divorcees/ Abandoned/ Battered

Going Forward

Orphans	Transgender
SLD	Juvenile Delinquents



Selection Criteria Weightage

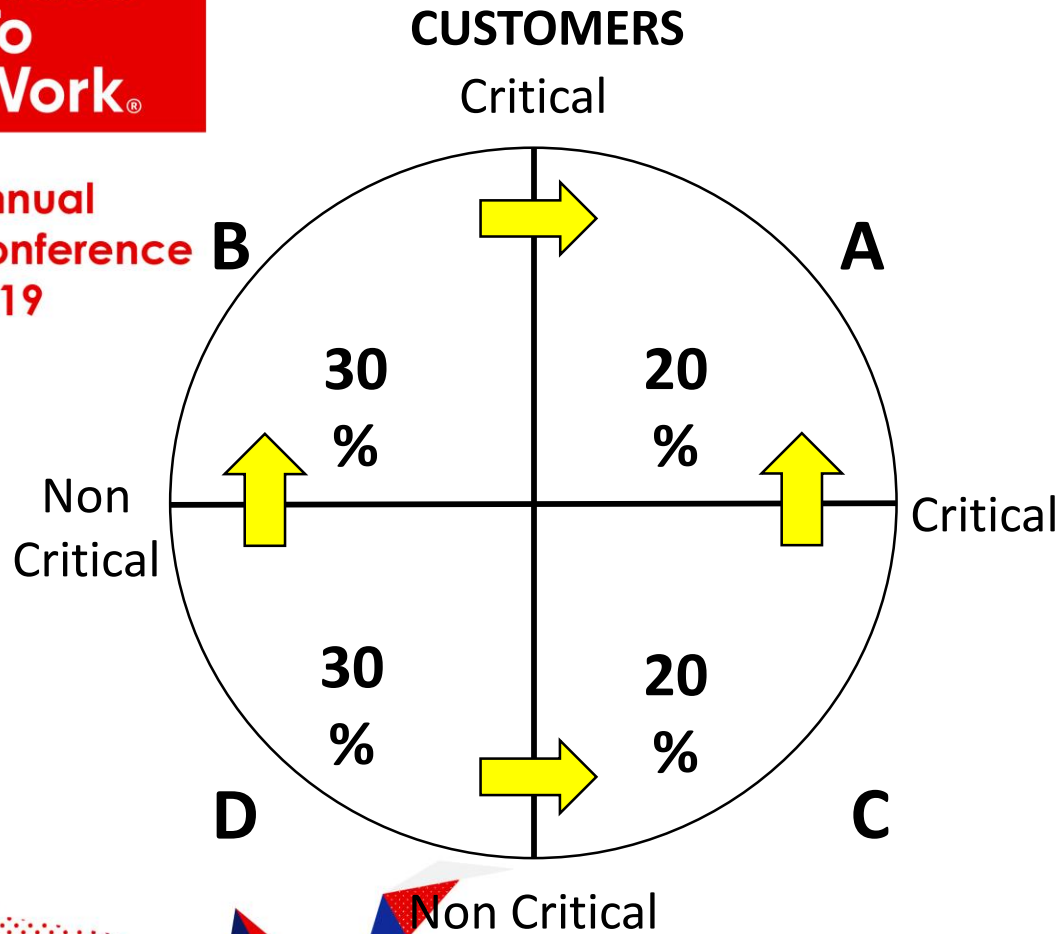
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Attributes	Most Companies	Lemon Tree	
		Normal	ODI
Personality/Soft Skills	50%	20%	0%
Experience	30%	20%	0%
Attitude	20%	40%	50%
Need	0%	20%	50%

Job Roles and Payroll Strategy

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BUSINESS



Payroll Strategy

Category	% Total Staff	Typical branded hotel salaries	LTH salaries
A	20%	100	100
B + C	50%	100	80
D	30%	100	50
Total Payroll Cost/employee		100	75



Attrition Targets

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People	% of Total Staffing	Annual Attrition Target	% of Overall Attrition
SHA	5%	10%	0.5%
HiPot	20%	10%	2.0%
Others	75%	50%	37.5%
Overall			40.0%



Lemon Tree – past and going forward

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2004

49 rooms

100x growth

2018

5300 Rooms
4% of India's Supply

2x growth

2021

10,000+ Rooms
7% of India's Supply

Lemon Tree

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Today - 52 Hotels | 5300 Rooms | 31 Cities
By end of FY21 - 85+ Hotels | 10,000+ rooms | 57+ Cities



lemon tree™
PREMIER

lemon tree®
HOTELS

redfox™
BY LEMON TREE HOTELS

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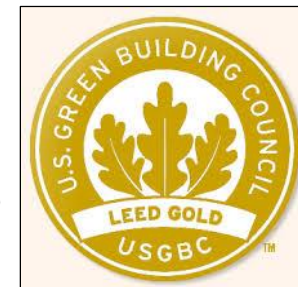
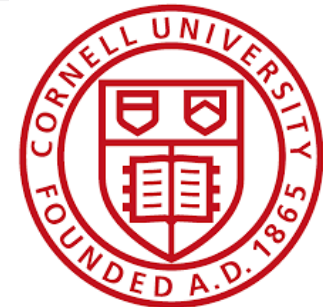
Recognition and awards through the years

GREAT PLACE TO WORK®



सत्यमेव जयते

- ❖ **Ranked 4th in India and the only hotel chain in the top 10 Best Companies to Work for in India in 2017** by the Great Place to Work institute
- ❖ **Ranked 12th in Asia's Best Large Workplaces and the only Indian company in the top 15 in 2018** by the Great Place to Work institute
- ❖ **National Award for Empowerment of Persons with Disabilities – 2011, 2012 and 2016**



THANK YOU



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