



Carlton Luxury Furniture

India's National Luxury Furniture &
Interiors Experience-Centre Brand

Franchise & Experience Centre Opportunity

Powered by

EBG
Group

India has luxury homes. Now India needs a luxury furniture house.

Carlton is building a national premium furniture + interiors experience-centre brand across India.

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Group



B2C Homes

Curated luxury for modern Indian homes.



B2B Projects

End-to-end furniture & interiors for commercial and hospitality.



B2G Institutions

Elegant, reliable solutions for government & public spaces.

The Branding Gap at Home

People buy branded cars, watches, phones and luggage — but the furniture inside premium homes is still largely unbranded.



Carlton makes
furniture a status brand.

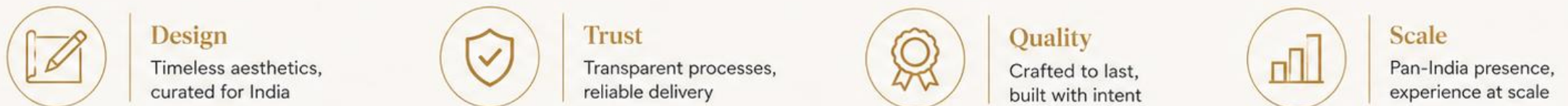


A Large Market. A Fragmented Category.

The Indian furniture + interiors market landscape



India has furniture sellers. It does not yet have a
dominant national luxury furniture + interiors experience brand.



Why Now

Five tailwinds are converging.



Premium Housing Boom

Surge in luxury homes across top cities.



Affluent India Rising

Growing population of aspirational HNIs.



Interior Upgrade Cycle

Rising preference for design-led living.



Organised Retail Shift

Consumers moving to trusted, branded players.



B2B Project Demand

Strong pipeline across residential & commercial.



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Group

“ When homes become premium, furniture cannot remain ordinary. ”

The Carlton Ecosystem

One brand for every premium space.

From elegant homes to world-class spaces,
Carlton delivers timeless design,
tailored to every lifestyle and need.



Not a Store. A Luxury Living Experience Centre.

A destination built for inspiration,
crafted for decisions, designed
for lasting relationships.



10,000–15,000 sq ft



Powered by
EBG
Group



Display



Design Studio



Material Library



Consultation Lounge



Project Desk

Three Revenue Engines



B2C – Luxury Homes

- Furniture, Kitchens, Interiors



B2B – Contract

- Developers, Corporates, Hospitality



B2G – Institutions

- Guest Houses, Campuses, Public Projects

The showroom creates trust. Projects create scale.

311 Cities. 100 Priority Cities. 200 Initial Centres.

Start with India's top 100 cities.
Build two experience centres per city.

311

Addressable
expansion cities

100

Priority cities
for phase one

200

2 centres each in
the first 100 cities



Tier 1 + Tier 2
demand



Franchise-led
scale



EBG-backed
expansion
capability



The Partner Opportunity

Partner with India's National Luxury Furniture & Interiors Experience-Centre Brand and build an iconic business in your city.

INDICATIVE FRANCHISE INVESTMENT
PER CENTRE

₹5–8 Cr



10,000–15,000 sq ft

RECOMMENDED CENTRE SIZE



Luxury
Experience Centre

FORMAT



Category White Space

Be a first-mover in India's large and evolving luxury furniture & interiors market.



Premiumising India

Strong secular tailwinds driving demand for global design and quality.



Retail + Project Mix

Dual revenue streams from high-margin retail and scalable project business.



EBG Group Support

End-to-end support across brand, operations, marketing & projects.



Ideal Partner Profile: Developer / HNI / retailer / city-scale operator

Why Franchisees Win in This Category

A rare combination of aspiration, ticket size and repeat demand.



High Average Order Value

Large ticket sizes deliver strong gross margins and higher profitability.



B2C + B2B Revenue Mix

Balanced retail and project business reduces seasonality and stabilizes growth.



Repeat Upgrade Potential

Homes evolve. Customers return to upgrade, expand or renovate.



Project-Led Scale

Interior projects unlock bulk orders, faster scale and stronger brand recall.



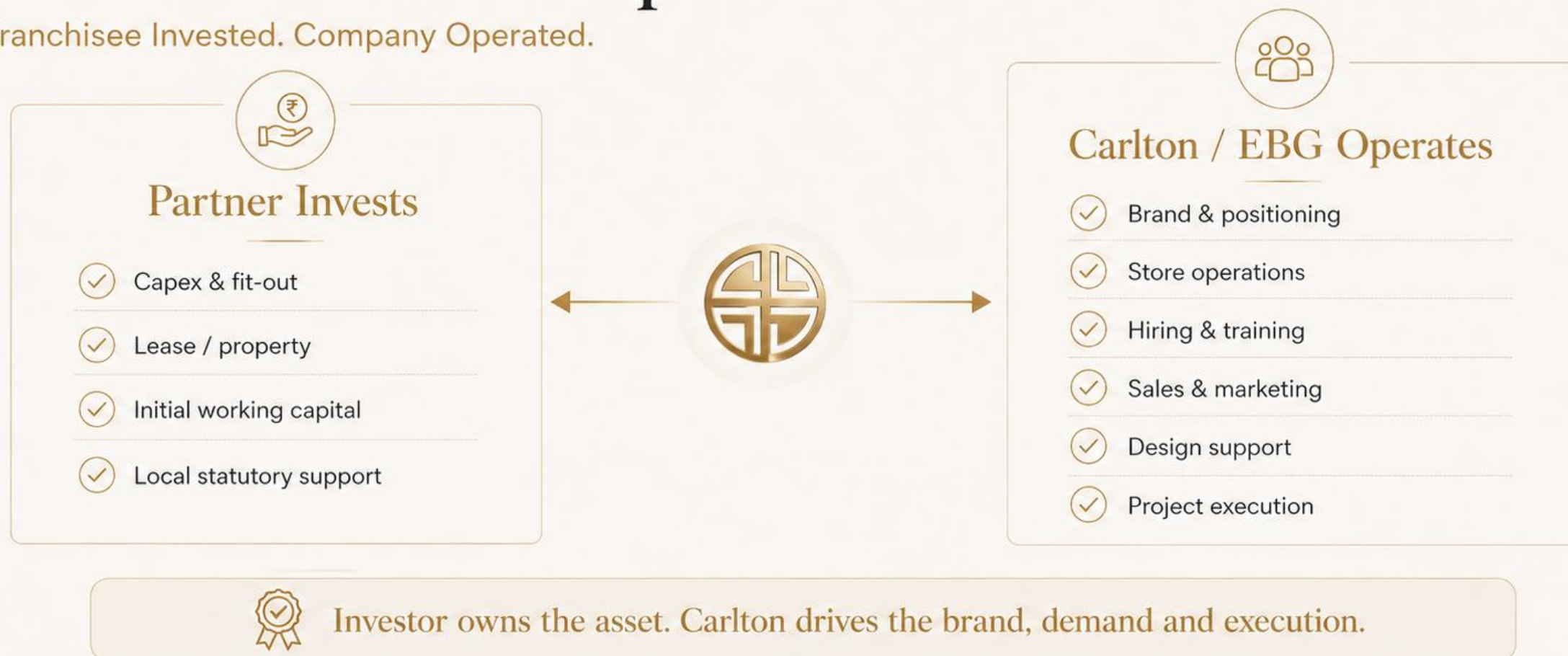
Local Trust Advantage

A trusted local brand with personalised service creates lasting client relationships.

Luxury furniture is not only retail. It becomes a city relationship business.

FOCO Model Explained

Franchisee Invested. Company Operated.



What the Partner Brings. What Carlton Delivers.

A balanced model of local capital and centralized execution.

PARTNER BRINGS



Capital commitment



Prime location / real estate



Local network



City credibility



Compliance assistance

LOCAL
STRENGTH



CENTRAL
EXECUTION

CARLTON DELIVERS



Brand power



Showroom design language



Product sourcing



Operations team



Marketing engine



CRM / reporting



B2B / project support



Customer experience systems

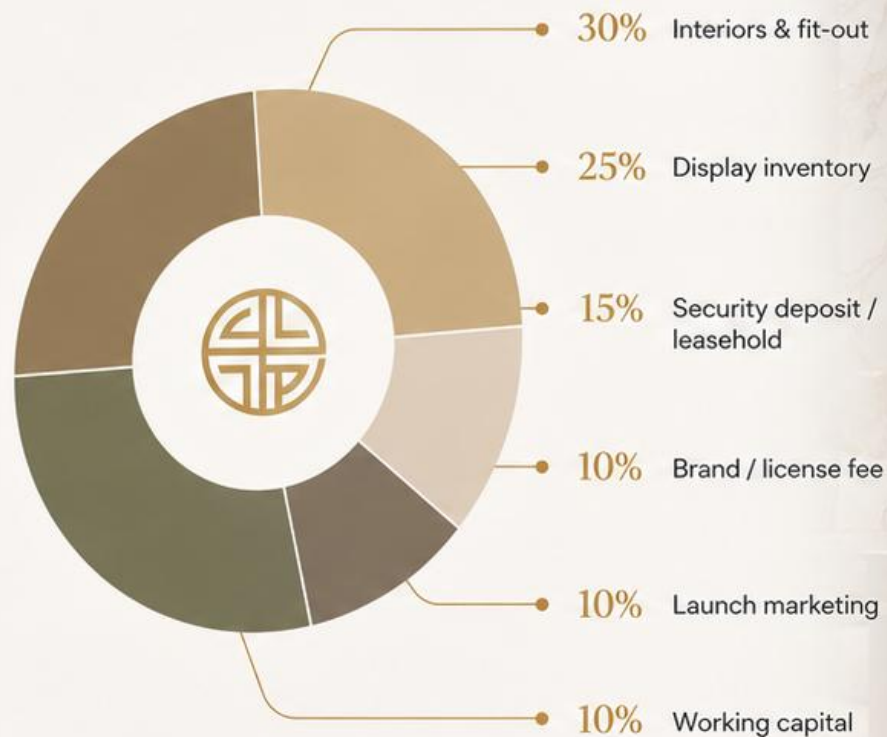
Indicative Investment Structure

Illustrative capex per experience centre.

₹5–8 Cr



Indicative range; final structure depends on city, real estate and format.



Revenue Mix Per Centre

Illustrative revenue diversification across products and projects.



Unit Economics Snapshot

Indicative operating potential per centre.



Annual Revenue
Potential

₹15–25 Cr



Gross Margin

45–55%



EBITDA Margin

15–20%



Breakeven Window

18–24
months



Payback Period

36–48
months



Strong unit economics. Scalable growth.
Sustainable long-term value.

 Illustrative economics for presentation purposes; final outcomes depend on city, mix and execution.

The Experience Centre as a Sales Engine

A showroom that builds trust,
relationships and project conversions.



Walk-ins & referrals

Local footfall, word-of-mouth
and brand reputation bring
qualified intent.



Architects & designers

Trusted by design professionals
who specify for premium
residential & commercial projects.



Digital lead generation

Website, social media &
campaigns drive enquiries
and appointment bookings.



Consultation & material selection

Immersive showroom experience
with expert guidance, customised
solutions & premium materials.



Project closure & repeat business

End-to-end execution,
delivered excellence &
long-term relationships.



The showroom is not only a retail destination.
It is the city's decision-making studio for premium interiors.



City-Level Business Potential.

One centre. Multiple demand pools.



Luxury apartments

Premium homes, discerning buyers



Villas & gated communities

High-value residences, aspirational living



Developers & model flats

High-velocity projects, curated interiors



Corporate offices

Workspaces that inspire & impress



Hotels / cafés / hospitality

Guest experiences that stand out



Institutions & public spaces

Civic spaces, campuses & cultural venues



Each centre can become a city hub for premium retail, design consultation and contract opportunities.



B2B & Contract Opportunity

Large-ticket orders beyond retail.



Corporate offices

End-to-end solutions for modern workplaces.



Developers

Bulk fit-outs for residential, commercial & mixed-use projects.



Hotels & resorts

Guest-centric design with durability & timeless appeal.



Restaurants & cafés

Functional, aesthetic & high-traffic-ready furniture solutions.



Co-working / managed offices

Scalable, flexible & ergonomic environments.



Wellness & lifestyle spaces

Design-led solutions for holistic wellbeing.



B2B creates scale, repeatability and stronger local market relevance.



B2G & Institutional Opportunity

Reliable, elegant solutions for public and institutional spaces.



Government
guest houses



Public
offices



Universities &
campuses



Tourism /
convention
spaces



Healthcare /
wellness
institutions

— Institutional business adds credibility, scale and long-term visibility. —



Curated. Controlled. Consistent.

A future-ready supply chain built for quality, scale and reliability.



Curated Manufacturing Partners

Pan-India network of audited factories with proven quality capabilities.



Premium Raw Materials

Sourced globally, finished to international standards.



Design to Delivery Control

End-to-end quality control at every stage.



Scalable & Reliable Logistics

Centralized warehousing and efficient distribution.



Quality Assurance

Every collection checked for finish, durability and consistency.



AUDITED
PARTNERS



PREMIUM
MATERIALS



REGIONAL
HUBS



QUALITY
CHECKED

The Carlton Promise

Luxury you can trust. Service you can rely on.

QUALITY, WARRANTY & SERVICE PROMISE



Premium Quality Standards

BIS compliant materials and international quality benchmarks.



Comprehensive Warranty

Up to 10 years warranty on select products and materials.



Expert Installation

In-house trained teams for flawless delivery and installation.



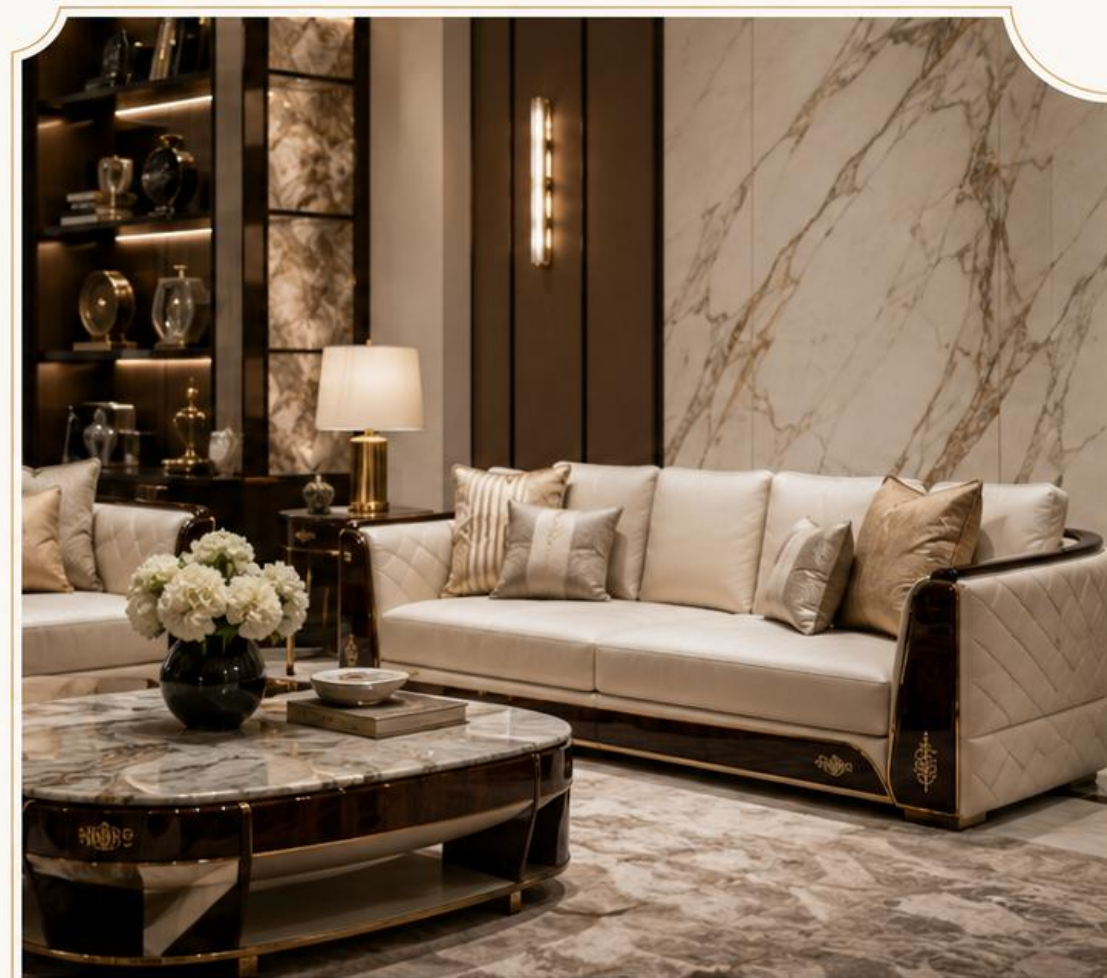
After-Sales Excellence

Dedicated support, quick response and long-term care.



Quality Checked Collections

Each collection is reviewed for finish, durability and consistency.



Crafted to last. Designed to impress. Supported always.



Smart Systems. Total Transparency.

Technology that powers efficiency, enhances experience and builds investor confidence.



CRM & Lead Management

Track every lead, follow-up and conversion.



Project Management System

Real-time tracking of orders, production and delivery.



Inventory Visibility

Live stock, allocation and replenishment insights.



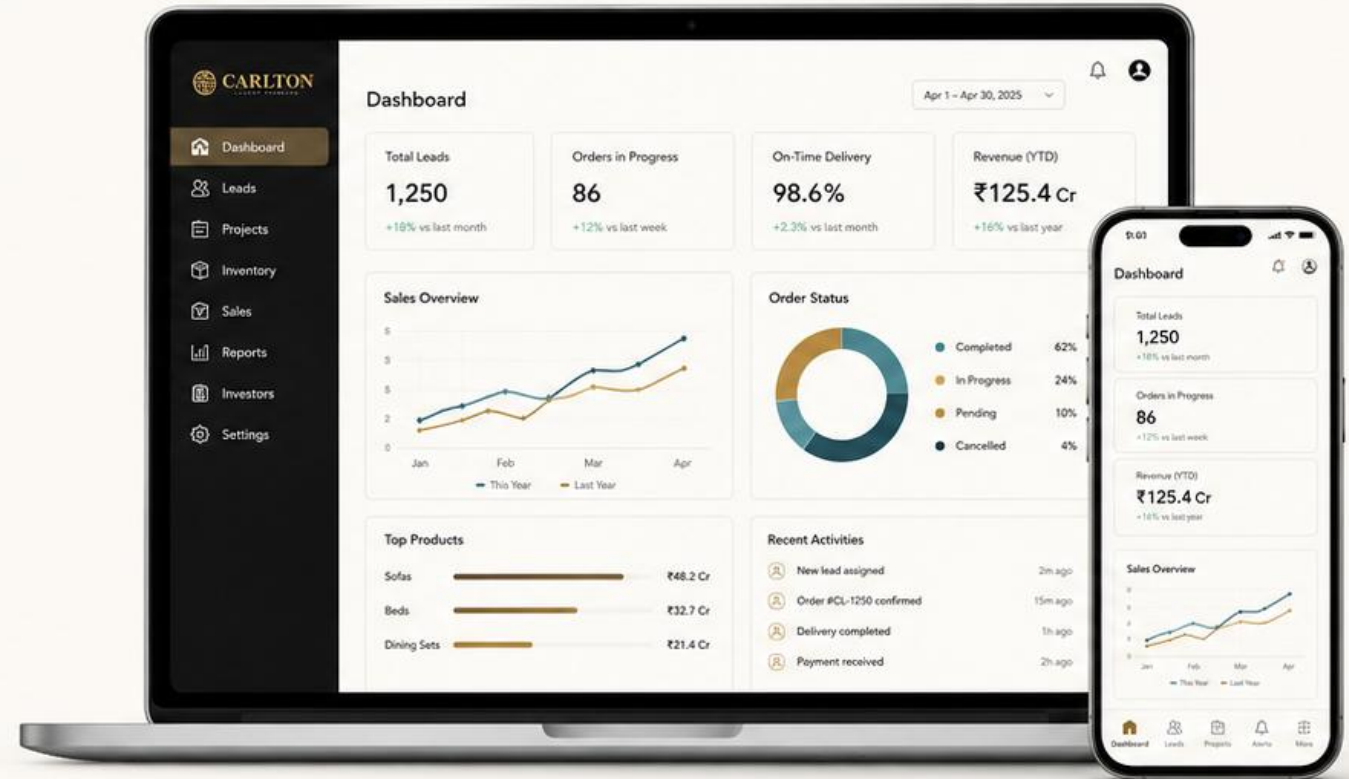
Investor Dashboard

Real-time business performance, financials and KPIs.



Smart POS & Reporting

Integrated systems for sales, billing and analytics.



Transparent systems. Stronger decisions. Scalable growth.

Building Desire. Driving Demand.

A multi-channel engine to attract, engage and convert India's premium home buyers.



Digital Presence

SEO, social media, targeted ads and content marketing.



Architect & Designer Network

Strong relationships with architects and interior designers.



Developer Partnerships

Tie-ups with premium residential developers.



HNI & Community Engagement

Private events, home tours and membership experiences.



PR & Brand Building

Media features, influencer homes and luxury collaborations.



Showroom Activations

Launches, workshops and curated design events.



Be seen. Be desired. Be the first choice for luxury living.



Backed by Strength. Driven by Experience.

EBG Group brings the scale, systems and expertise needed to build a national luxury brand.



25+ Years
of Excellence



Multi-Brand
Ecosystem



Pan India
Network



Sales & Marketing
Powerhouse



Finance, Legal &
Compliance Support



Technology &
Systems Backbone



Training &
Process Excellence



Operations &
HR Excellence

—◆— A partner you can trust. A system you can rely on. A brand you can build. —◆—

Your Questions. Our Straight Answers.



Why will this not become another furniture showroom?

Because Carlton is an experience-led luxury brand with design, quality, service and systems at its core.



How is inventory risk controlled?

Company-operated model ensures optimised inventory planning, centralised procurement and lean working capital.



How are leads generated?

Multi-channel marketing, architect network, developer tie-ups and strong digital presence drive continuous quality leads.



How are large projects executed?

Dedicated project teams, strict timelines, QA checks and after-sales support ensure successful delivery.



How is my investment protected?

Strong systems, transparent reporting, brand strength and company operations safeguard your investment.



AUDITED
PARTNERS



PREMIUM
MATERIALS



REGIONAL
HUBS



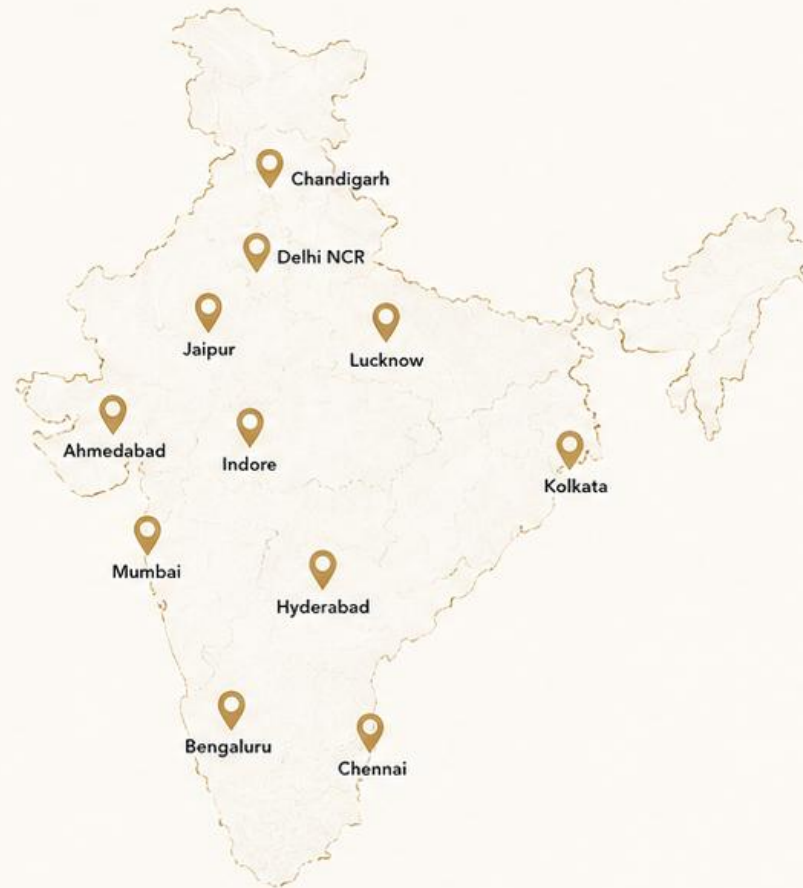
QUALITY
CHECKED

Phased. Focused. Pan India.

A disciplined expansion plan to build a dominant national presence.

ROLLOUT ROADMAP

A strategic, phased approach to scale our luxury furniture experience across India—delivering quality, consistency and long-term value.



1



Phase 1 — Foundation (Year 1)

5–7 flagship centres in key metros.
Build brand, perfect experience and operations.

2



Phase 2 — Acceleration (Year 2–3)

100 priority cities.
200 experience centres.
Strong regional presence and brand leadership.

3



Phase 3 — National Leadership (Year 4–6)

Expand to 311 cities.
500+ experience centres.
India's most trusted luxury furniture brand.



100

PRIORITY CITIES



200

INITIAL EXPERIENCE CENTRES



311

CITIES LONG TERM



500+

TOTAL EXPERIENCE CENTRES

Let's Build India's Most Admired Luxury Furniture Brand. Together.

A powerful brand.

A proven model.

A massive opportunity.

Be a part of the Carlton legacy.



EXCEPTIONAL
BRAND



PROVEN
BUSINESS MODEL



HIGH GROWTH
OPPORTUNITY



ENDURING
PARTNERSHIP



Crafting Luxury. Creating Legacies.