

IHCL

ASPIRATION TO ACCELERATION

KOTAK CHASING GROWTH CONFERENCE 2025

18th February 2025

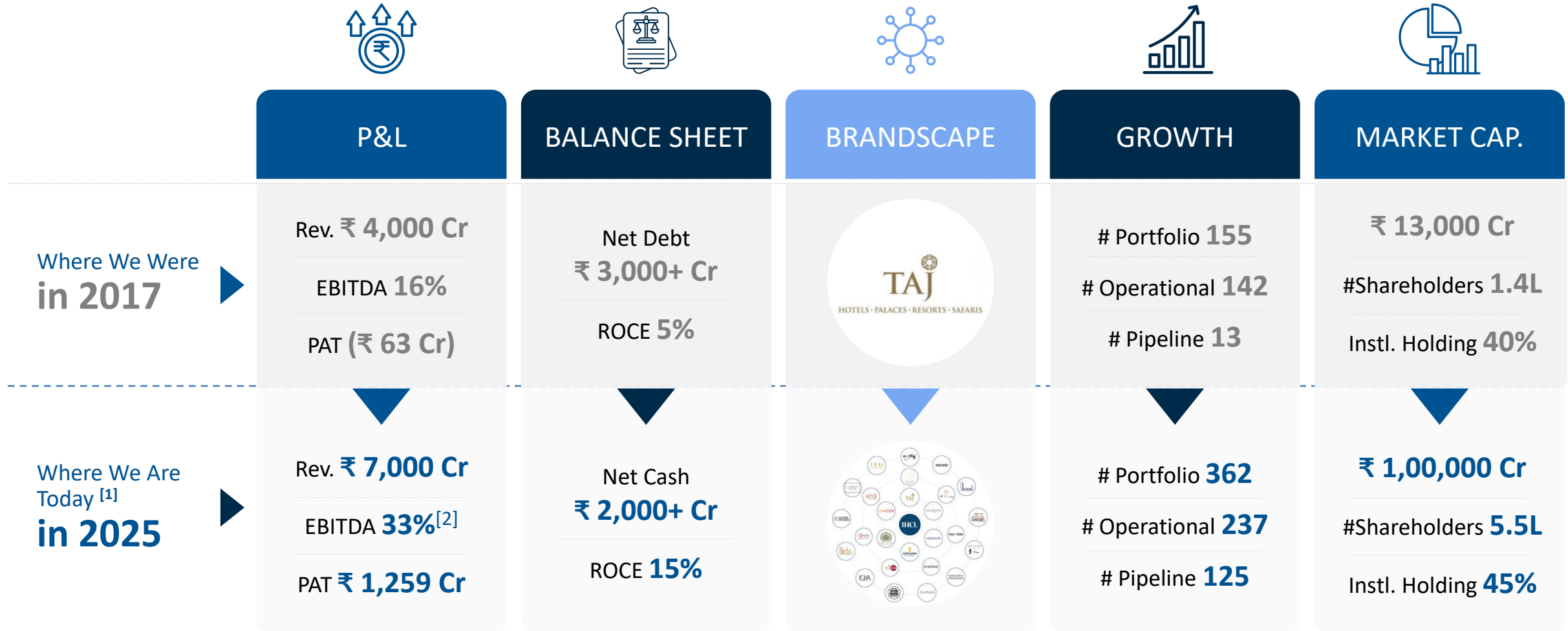


WE PROMISED

WE DELIVERED

WE TRANSFORMED

IHCL's STORY OF TRANSFORMATION 2017-2024



(1) The financial figures are for FY 2023-24

(2) Excluding impact of one-time interest income on income tax refund.

(Portfolio as on 31st January 2025, Market Cap as on date)



CREATED TO MAKE INDIA PROUD

120 YEARS LATER
STILL SERVING THE DREAM



WORLD'S
STRONGEST
HOTEL BRAND 2024
2022 | 2021



INDIA'S
STRONGEST
BRAND 2024
2023 | 2022 | 2020

Brand Finance



WE STARTED THIS JOURNEY BY ASKING OURSELVES “WHAT IF?”

WE NOW ASK OURSELVES “WHAT NEXT?”

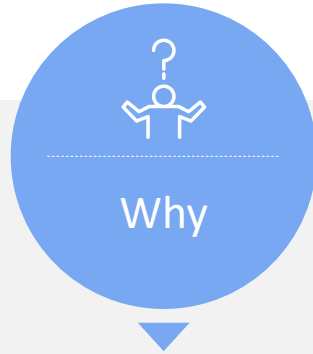
WHAT NEXT? *WHY? WHERE? HOW?*



What

What Next?

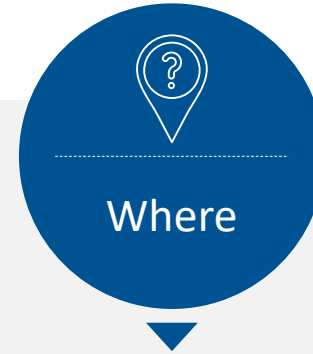
Bright Future Ahead
for industry, IHCL
Well Positioned



Why

Why We Exist:

Defining our
Purpose &
Vision



Where

Where To Play:

Brand &
Growth
Strategy



How

How to Win:

Unveiling the
Execution Strategy
and Goals for 2030

WHAT NEXT? *WHY? WHERE? HOW?*



What

What Next?

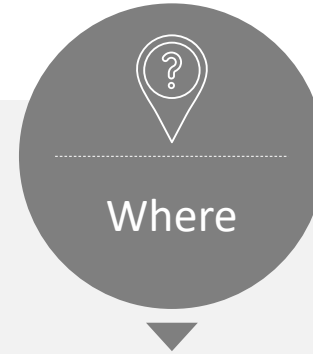
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THE FUTURE IS BRIGHT *LONG-TERM STRUCTURAL TAILWINDS*



India's Economic Growth

\$7 Tn

3rd Largest Economy

(Source: Figure for 2030, Chief Economic Advisor, Govt. of India)

Growing Middle Class

31% → 38%

of popn. from '24 to '30

(Source: Skift Research)

Rising Disposable Incomes

↑50%

Disp. Income ('24->'30)

(Source: Trading Economics)

Strong Demand Growth

9-11%

Future CAGR

(Source: Horwath)

FTA Recovery & Growth

25 Mn

from 10.9 Mn (2019)

(Source: Trading Economics)



India is Underpenetrated

0.2 Mn

Hotel rooms (4% of US)

(Source: Hotelivate)

Govt. Focus on Infra Sector

\$2 Tn

Govt. spend (2024-30)

(Source: CRISIL)

New Destinations

75%

New hotels in Tier 2/3/4

(Source: Hotelivate)

Lower Supply Growth

6-8%

Future CAGR

(Source: Hotelivate)

Focus on MICE, Conventions

18%

CAGR till 2030

(Source: Coherent Market Insights)

UNION BUDGET 25-26 *MULTI-PRONGED BOOST TO TOURISM*

50 Destinations

Infrastructure Status Accorded

120 Destinations

Added in UDAN scheme

Medical & Spiritual

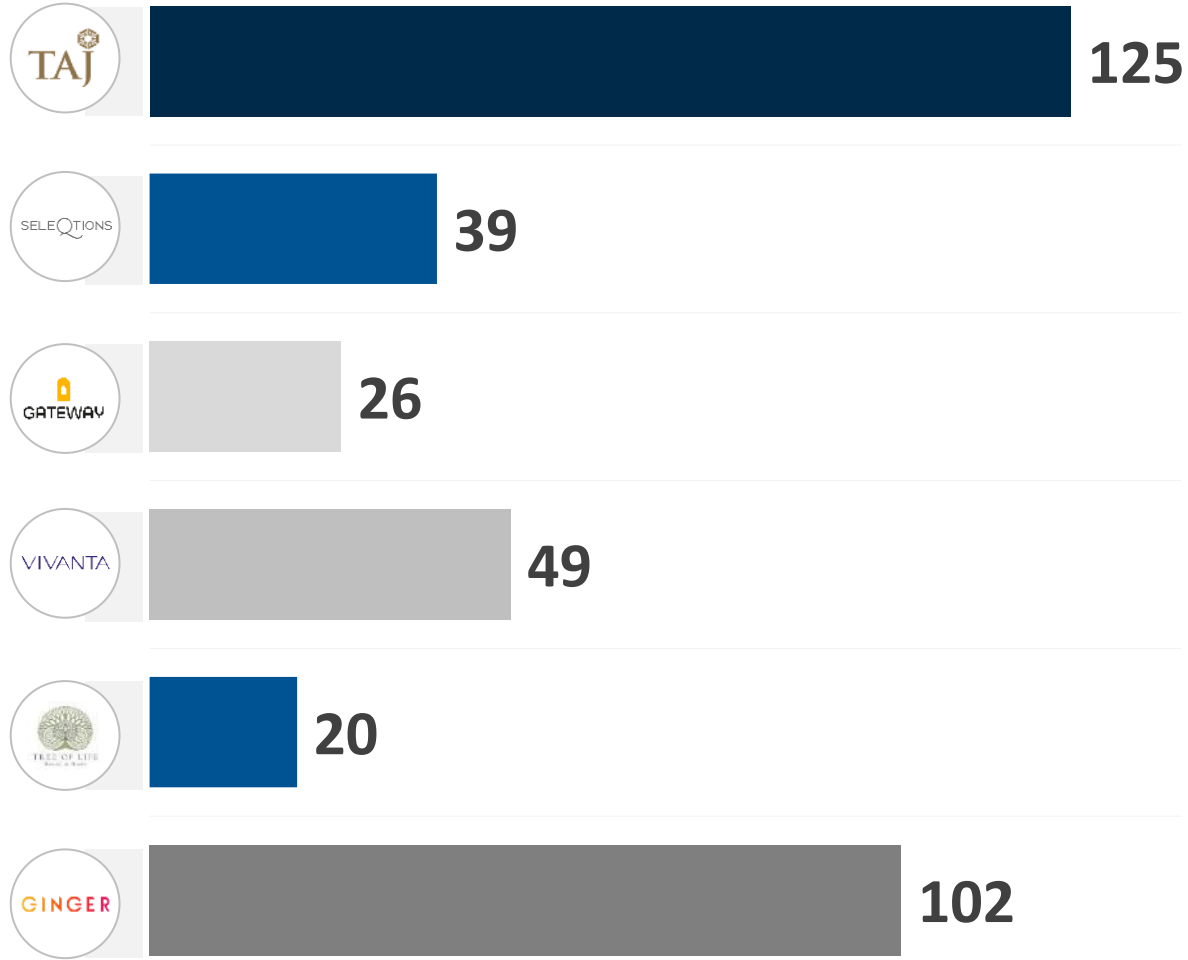
Tourism in focus

MSME Loans

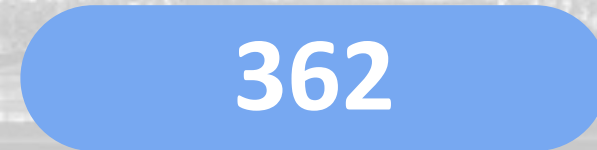
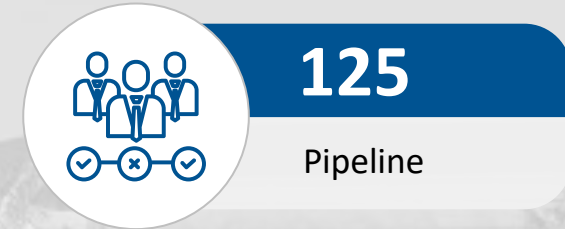
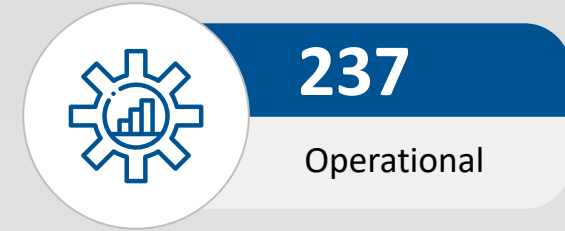
Including homestays

- ✓ **Infrastructure Creation**
- ✓ **Improved Connectivity**
- ✓ **Ease of Financing**

IHCL TODAY INDUSTRY LEADER IN INDIA

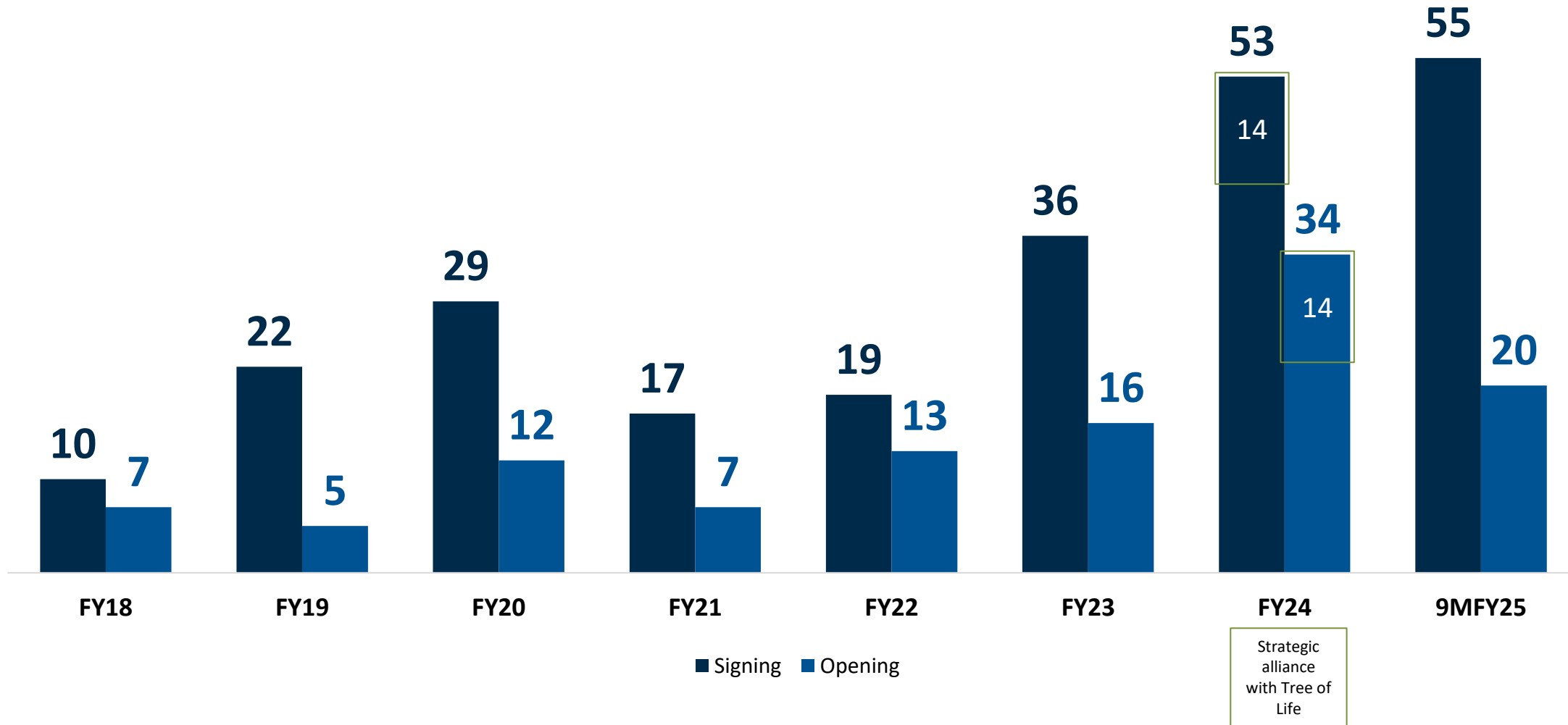


Excluding The Claridges

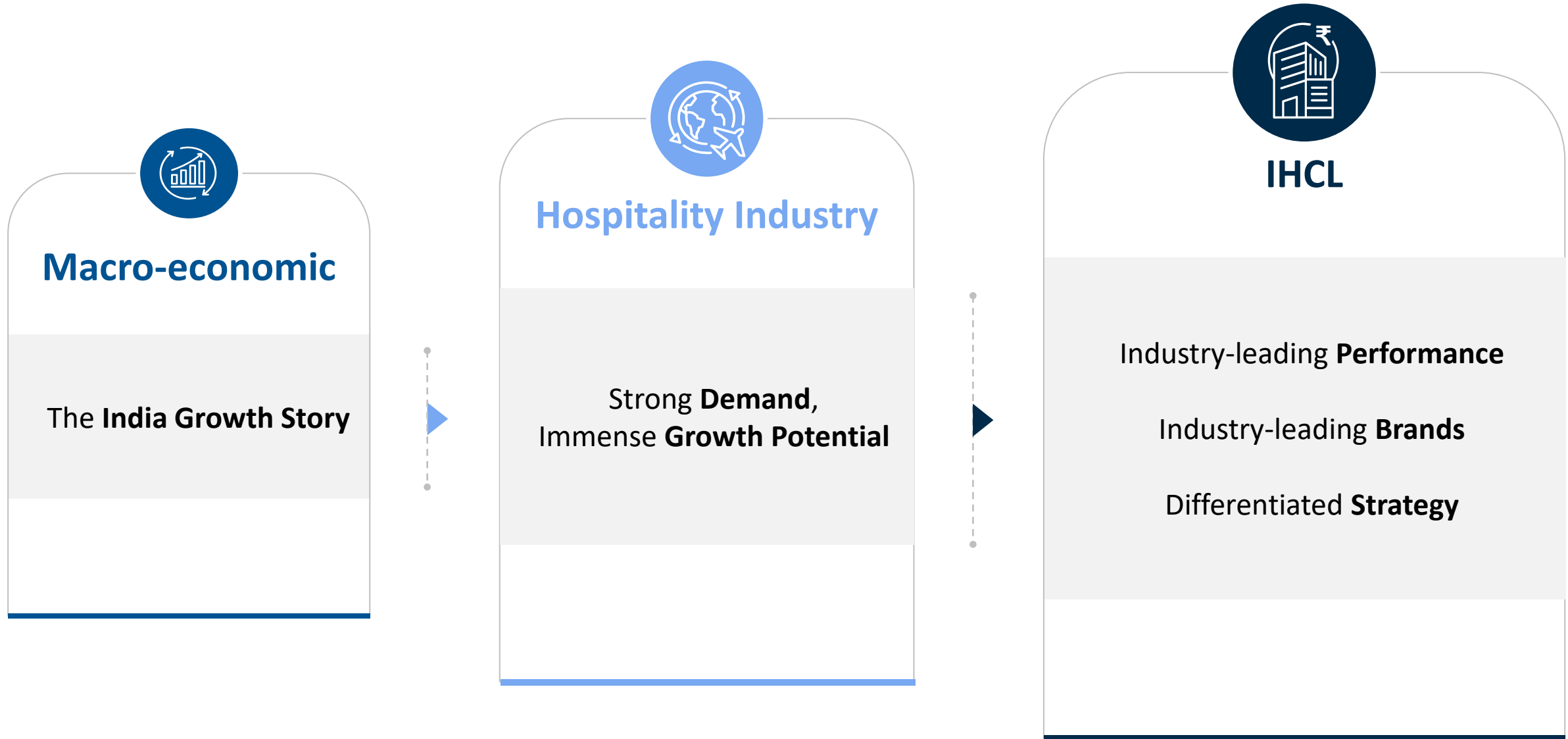


As on 31st January 2025

DELIVERING ACCELERATED PACE OF GROWTH YOY



IHCL WELL POSITIONED *TO SHAPE THE FUTURE*



WHAT NEXT? *WHY? WHERE? HOW?*



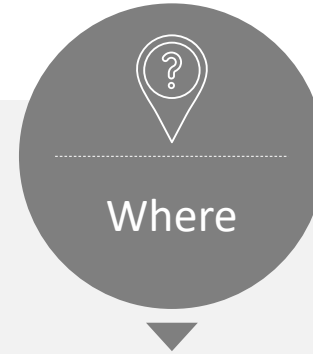
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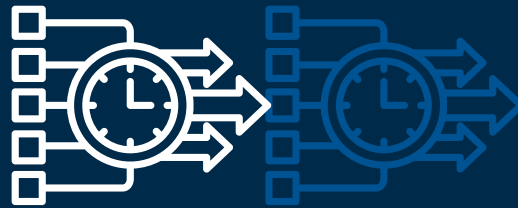
Where To Play:
Brand &
Growth
Strategy



How

How to Win:
Unveiling the
Execution Strategy
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THE WHY *DEFINING OUR PURPOSE*



*Pioneering Responsible Change,
Creating Value & Shaping the Future*

PIONEERING RESPONSIBLE CHANGE:

- Custodians of Indian Hospitality
- Pioneering with Responsibility

CREATING VALUE:

- Sustained Value Creation
- Focus on All Stakeholders

SHAPING THE FUTURE:

- Setting Global Benchmarks
- Fostering an Innovative Spirit

ELEVATING OUR VISION, *ALIGNED WITH OUR PURPOSE*

IHCL

VALUED, RESPONSIBLE

ECOSYSTEM

MOST ICONIC[^] & PROFITABLE HOSPITALITY COMPANY[^] IN SOUTH ASIA

WHAT NEXT? *WHY? WHERE? HOW?*



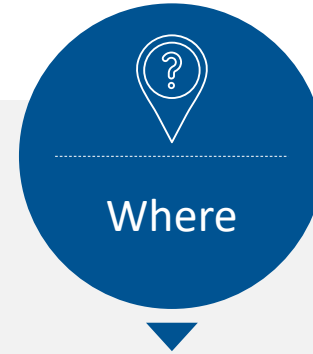
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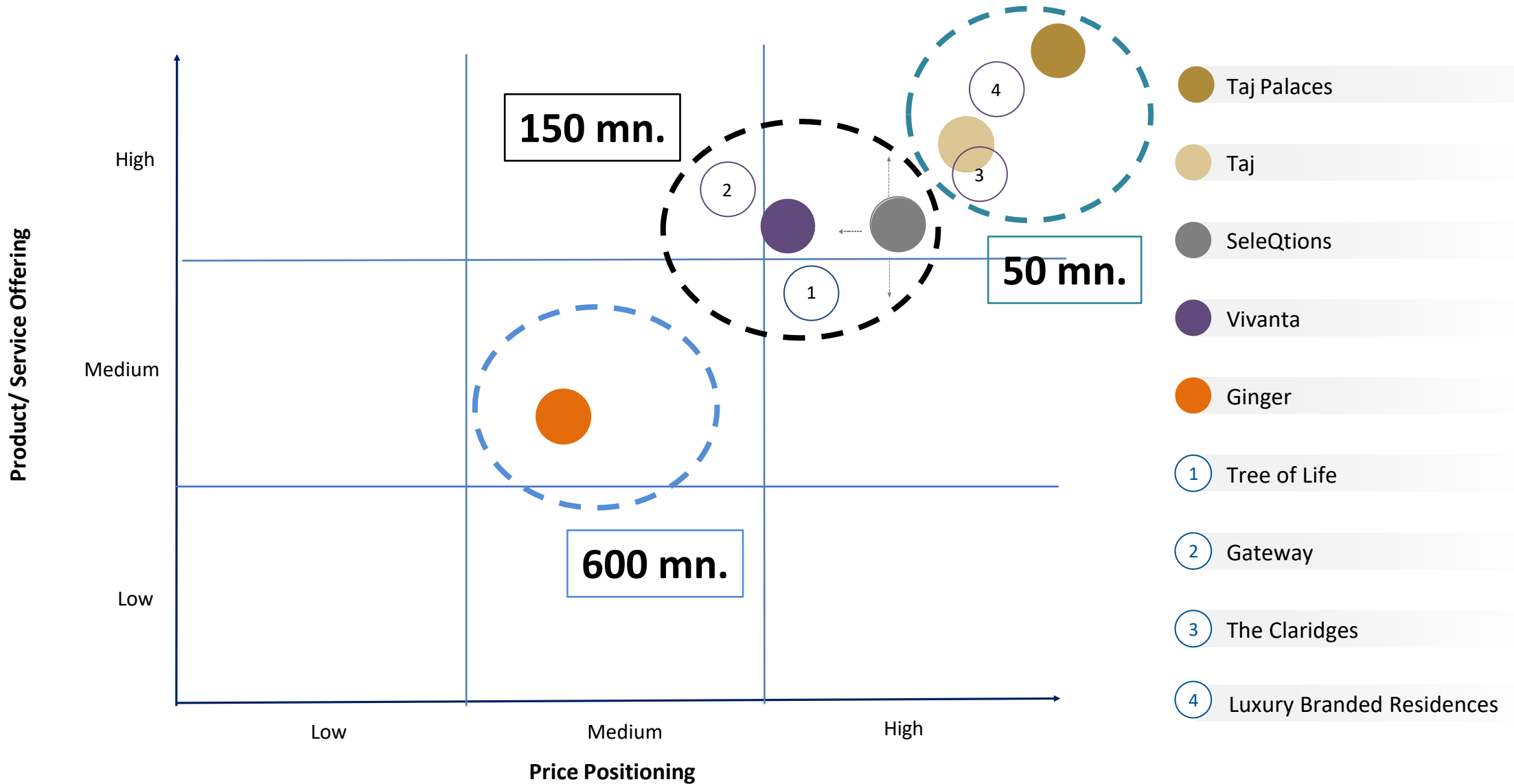
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WHERE TO PLAY *CONTINUOUSLY REIMAGINING OUR BRANDSCAPE*



IHCL BRANDSCAPE *BY SEGMENTS & THEMES*



Luxury



GATEWAY

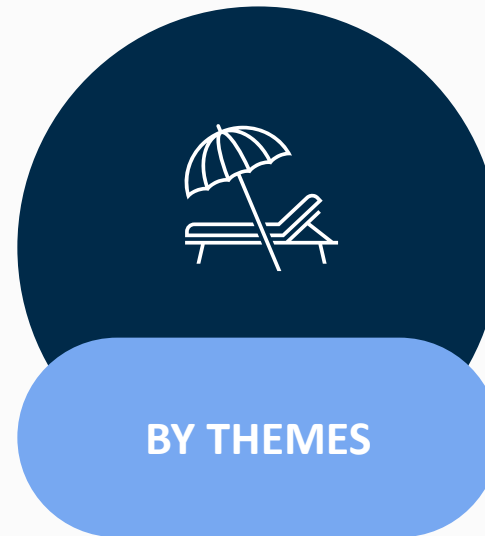
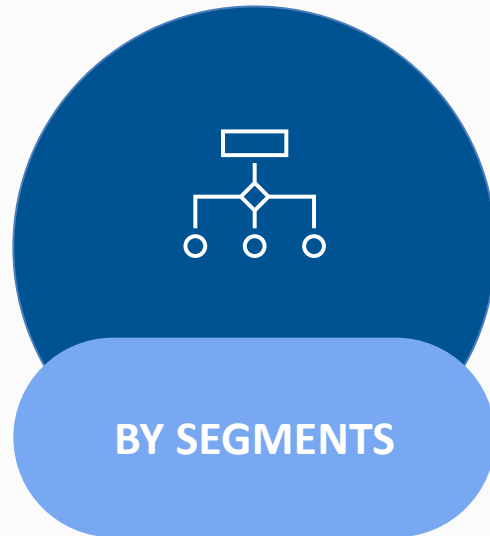
Upscale – Full Service

VIVANTA

Upscale – Lifestyle

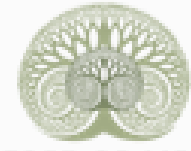
GINGER

Midscale



SELEQTIONS®

Platform / Collections



TREE OF LIFE
Resorts & Hotels

Boutique Leisure



SAFARIS

Wildlife / Adventure




amã

STAYS & TRAILS

Homestays

WHERE TO PLAY *DOMESTIC MARKETS*

LEADERSHIP IN THE INDIAN SUBCONTINENT ACROSS ALL SEGMENTS


BRANDS	KEY MARKETS*	TIER 2 / 3 CITIES	DRIVABLE DESTINATIONS	DISTRICT HEADQUARTERS	LEISURE LOCATIONS
	✓				✓
SELEQTIONS®	✓	✓	✓		✓
VIVANTA	✓	✓			
 GATEWAY	✓	✓	✓		✓
GINGER	✓	✓		✓	
 TREE OF LIFE	✓	✓	✓		✓

Efficient Capital Deployment to Cover White Spaces in Brandscape, Themes & Destinations Domestically

*Top 10 cities, state and commercial capitals

WHERE TO PLAY *INTERNATIONAL MARKETS*

ROUTE TO INTERNATIONAL GROWTH

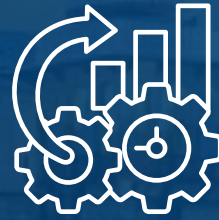
BRANDS	MIDDLE EAST	S.E.A & SOUTH ASIA	WESTERN HEMISPHERE	REST OF THE WORLD
	Deepen presence in the region	Build Destination Itineraries	Presence in key gateway destinations	Opportunity based
	e.g. Dubai, Bahrain, KSA	e.g. Singapore, Thailand	e.g. Paris, Berlin, Switzerland, UK	

Growth Primarily Through Capital Light Model

HOW TO WIN? *STRATEGY*



Expansion
of Portfolio



Evolution
of Brandscape



Excellence
in Operations

EXPANSION OF PORTFOLIO



**Leadership
in the Indian
Subcontinent**



**Presence in Key
International
Markets**



**Efficient
Capital
Deployment**



**Accretive
Strategic
Acquisitions**

A NEW CHAPTER IN *TAJ'S* ICONIC LEGACY

TAJ
BANDSTAND
MUMBAI

330
Keys

85
Apartments

2
Acres

IOD
Received



KEY COMPANY OWNED PROJECTS *MAKING PROGRESS*



Taj Bandstand
330 Keys
85 Apartments



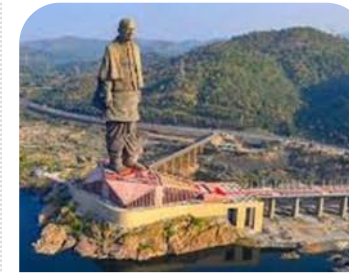
Lakshadweep
Suheli - 70 Keys
Kadmat - 110 Keys



Shiroda
300 Keys



Aguada Plateau
110 Keys



Ekta Nagar
275 Keys



Goa MOPA
300 Keys



FSI crystallized & received
IOD approval;

Bhoomi Pujan done

Plans submitted for
approvals

Bhoomi Poojan done;
Approvals awaited

Supplemental lease deed
signed with Govt. of Goa,
& approvals applied for

Construction Work in
Progress;

Completion in 2025

Designs being finalized;
Likely Completion in 2027

EVOLUTION OF BRANDSCAPE



**Achieve
Optimal
Scale**



**Maintain
Premium
Positioning**



**Launch
New
Concepts**



**Build
Brand
Equity**

EXCELLENCE *IN OPERATIONS*



**Service
Excellence**



**Brand
Standards**



**Asset
Management**



**Margin
Expansion**

EXCELLENCE IN FOOD & BEVERAGE



SCALING UP EXISTING BRANDS AND NURTURING NEW CONCEPTS



KEY INITIATIVES TO DRIVE F&B BUSINESS



Revenue Management Tools to Increase Footfalls



Digitisation - F&B Marketing and Dashboards



Expand Beverage Contribution



Culinary Chronicles/ Chef and Brand Collaborations



Weddings and Social Celebrations

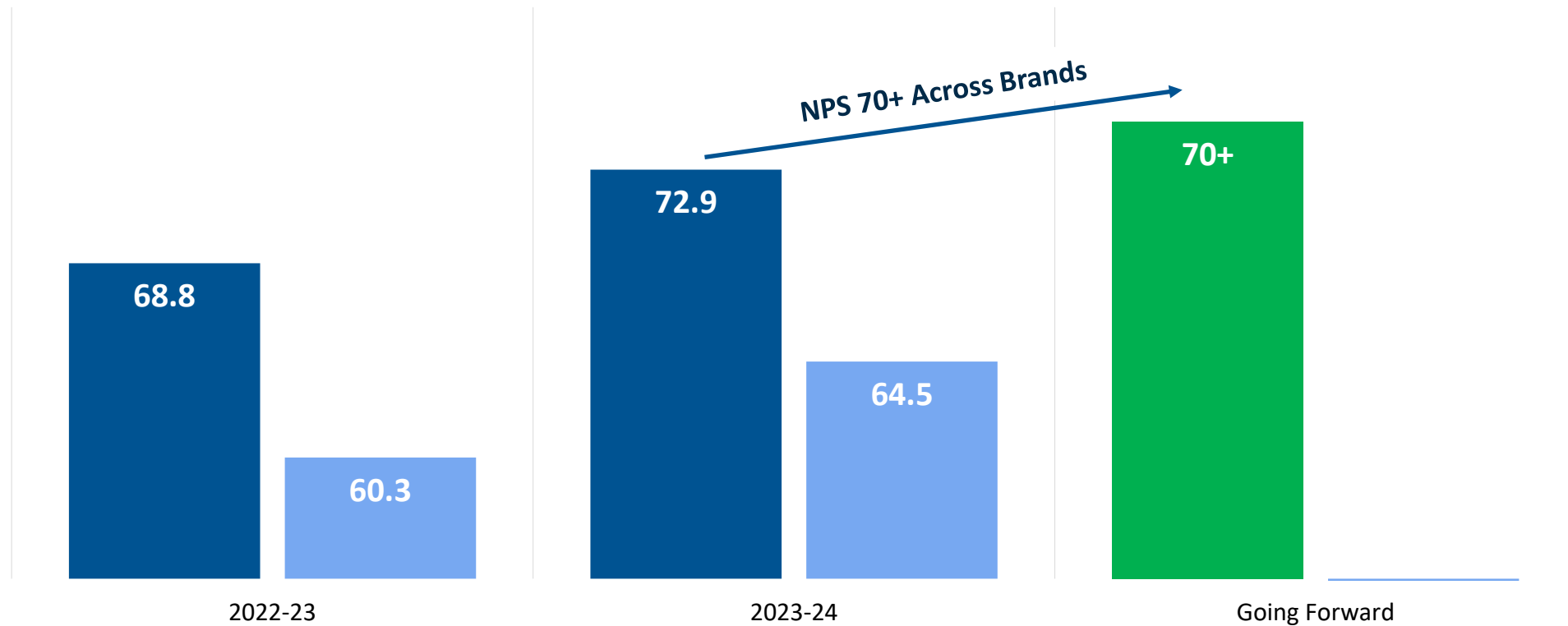


LOYA – NOW OPEN IN TAJ MAHAL PALACE, MUMBAI

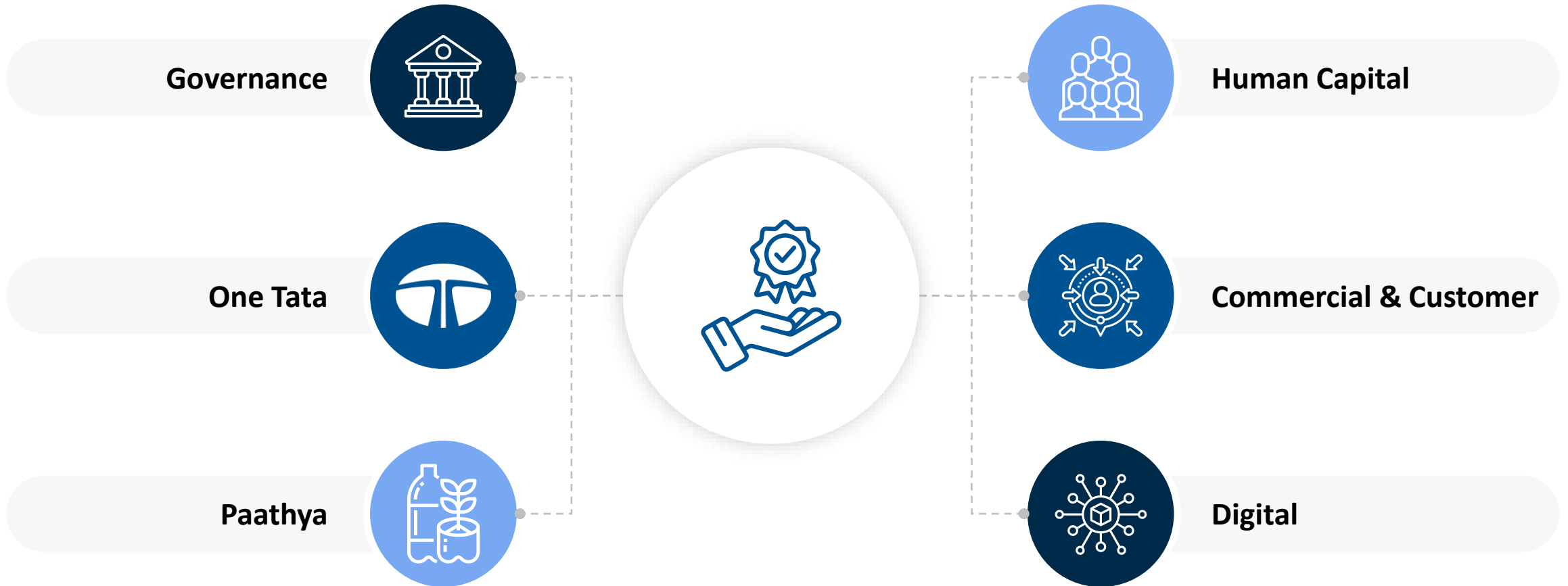
EXCELLENCE IN DRIVING SUPERIOR CUSTOMER SATISFACTION

NPS – IHCL VS INDUSTRY

■ IHCL ■ Peer Avg



KEY ENABLERS



DOING BUSINESS THE *RESPONSIBLE WAY* - paathyā

2030 GOALS



100%

Waste Water
Recycled / Reused



100,000

Youth
Skilled for Livelihood



50%

Energy from
Renewable Sources



EARTHCHECK

100%

Hotels
EarthCheck Certified



100%

Hotels go Beyond
Single-Use Plastic Free



100%

Adoption of UNESCO's Intangible
Cultural Heritage projects in
geographies IHCL operates in



100%

Business Meetings &
Conferences to go green –
Innergise Green Meetings



GOALS FOR 2030

2030 GOALS TARGET TO MORE THAN DOUBLE THE PORTFOLIO

BRANDS	PORTFOLIO INCL. PIPELINE		OPERATIONAL HOTELS	
	Jan-25	Mar-30	Jan-25	Mar-30
Steady Growth Brands (Taj, SeleQtions, Vivanta)	213	300	140	225
Accelerated Growth Brands (Gateway, Ginger, Tree of Life)	149	400	97	275
TOTAL	362	700	237	500

15 Signings p.a
15 Openings p.a

50 Signings p.a
30 Openings p.a

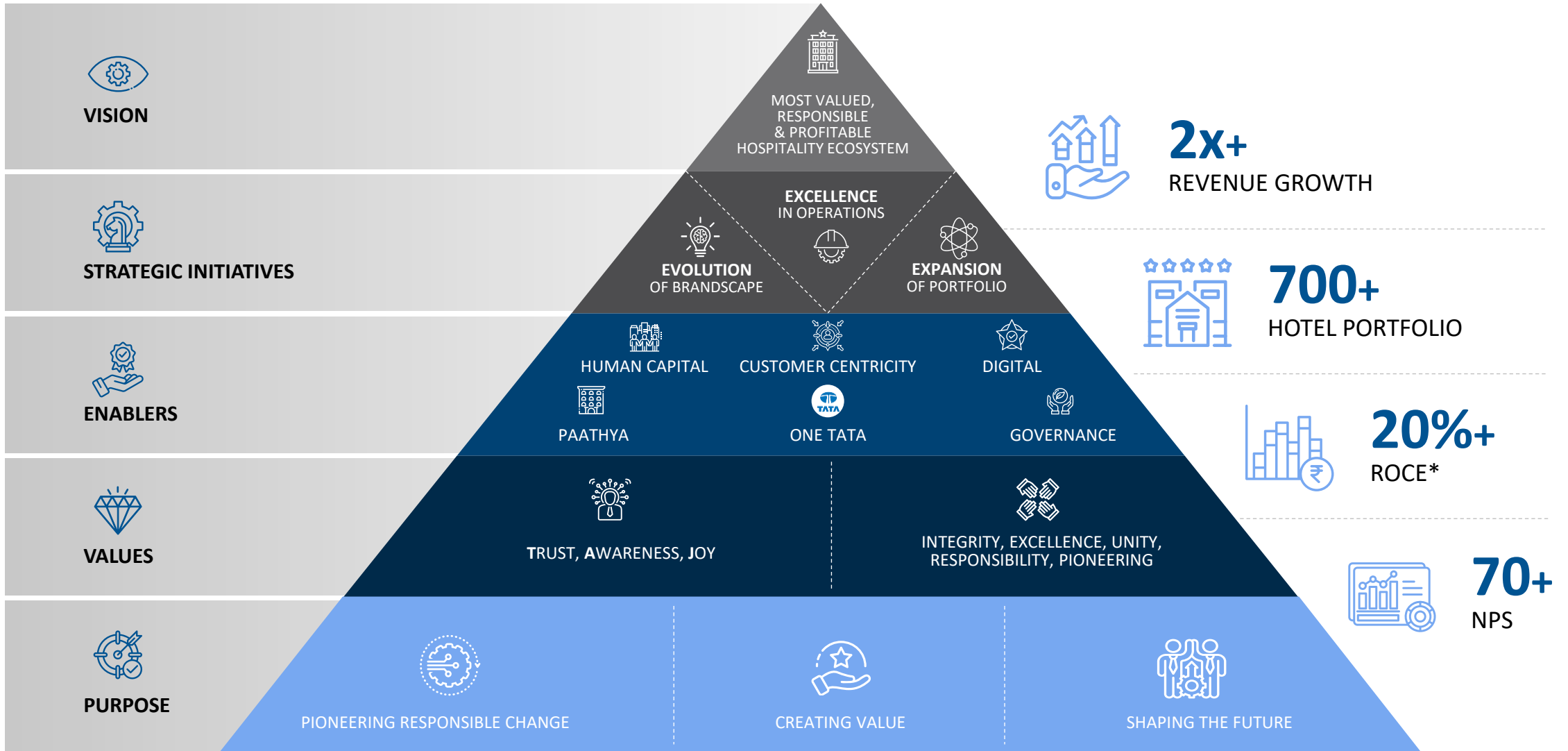
SUMMARY 2030 GOALS



Note: All portfolio figures as on 31st October 2024 and financial figures for FY 2023-24

*Excluding the impact of any future acquisitions and business combinations

ACCELERATE 2030



*Excluding the impact of any future acquisitions and business combinations

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