

IHCL

ASPIRATION X EXECUTION = PERFORMANCE

26th Annual CLSA India Forum 2023



SELEQTIONS

VIVANTA

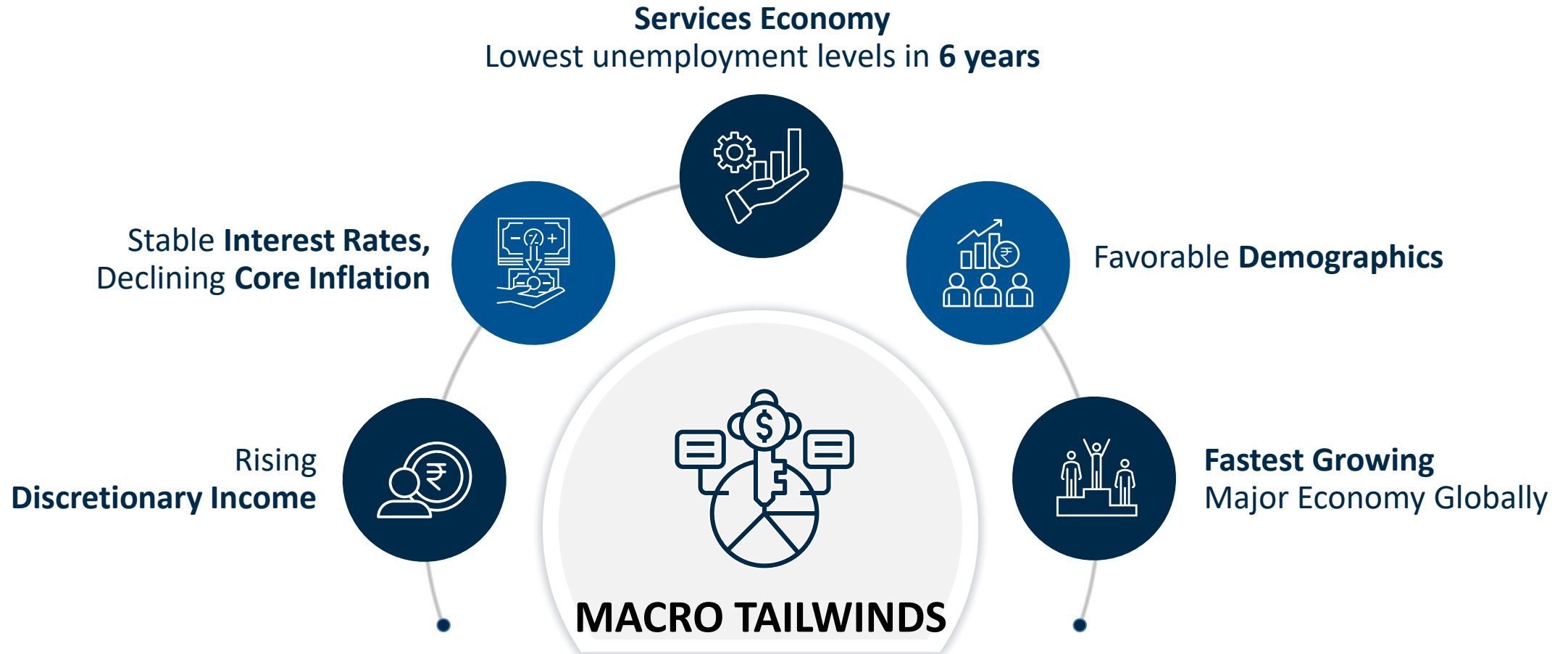
GINGER

amã
STAYS & TRAILS

3min
guaranteed quality cuisine

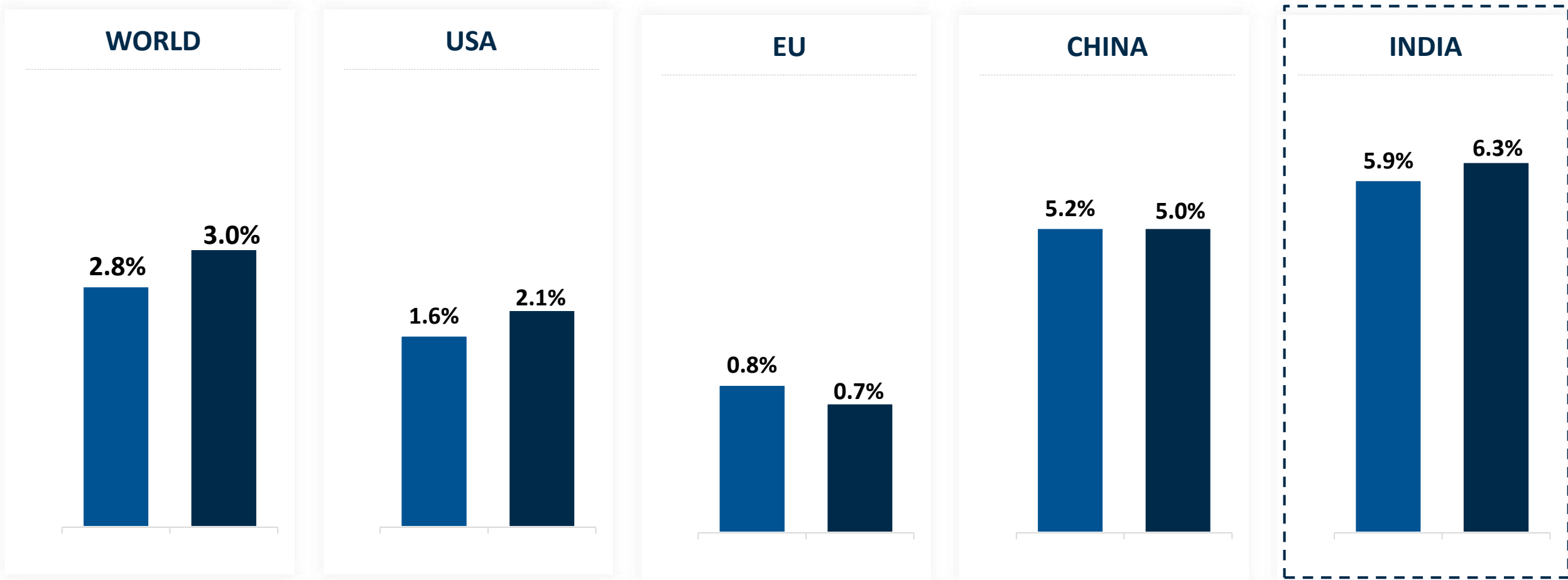


INDIA GROWTH STORY *FAVOURABLE MACRO-ECONOMIC TAILWINDS*



Source: S&P Global, FICCI Report, Equity Research Reports

INDIAN GROWTH STORY *IMF RAISES GROWTH FORECAST*



GDP Growth Estimate – IMF Outlook for 2023

■ Apr' 23 estimate ■ Oct' 23 estimate

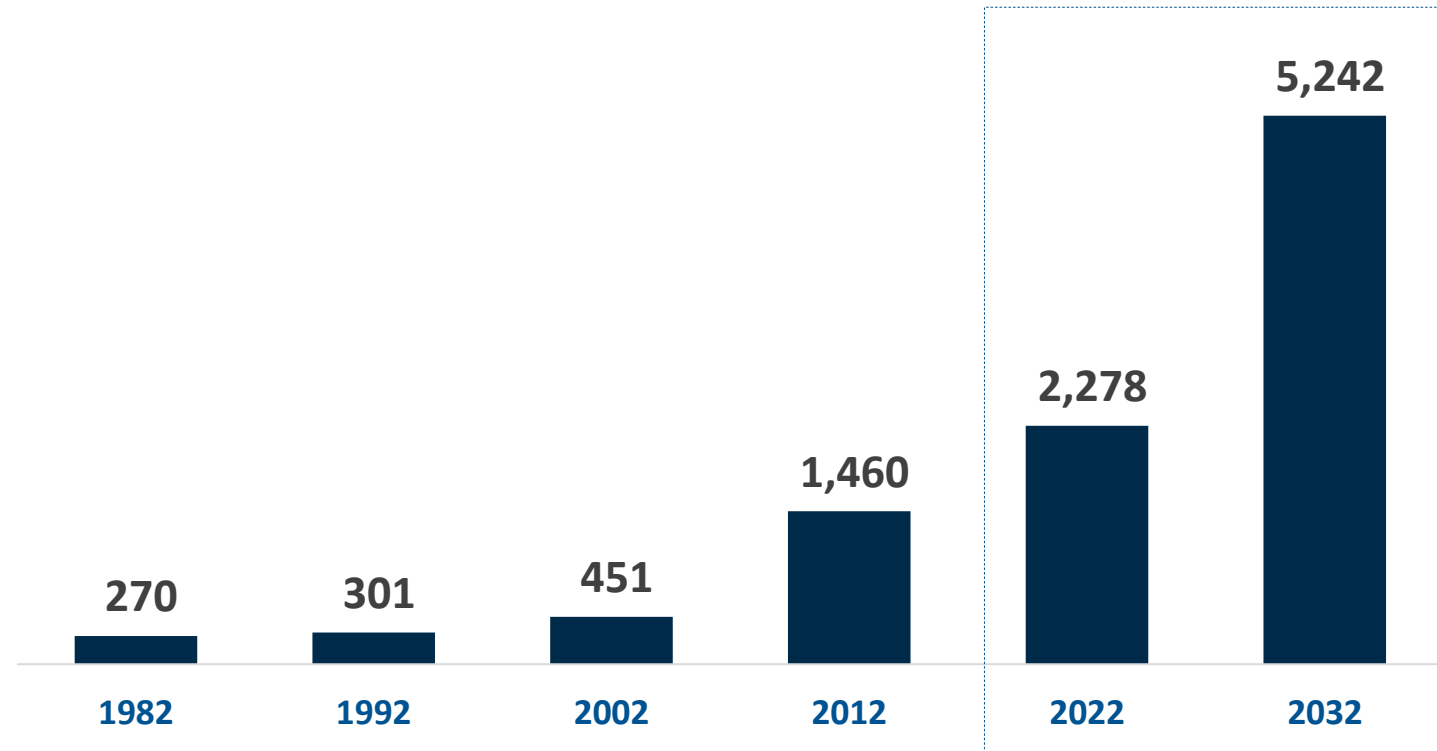
Source: IMF World Economic Outlook, Outlook 2023

INDIA GROWTH STORY *RISING PER CAPITA INCOME*



Rising Per Capita Income leading to surge in **Disposable Income**, Driving Higher **Discretionary Spends.**

India's Per Capita GDP (in USD) – to more than **DOUBLE** in ten years



INDIA POISED TO BECOME THE 3rd LARGEST ECONOMY BY 2030

Source: PwC report titled "India Calling: 2022"

GOVERNMENT FOCUS ON *INCREASING INFRASTRUCTURE CAPEX*



80

New Airports

Expected in next 5 years



45

Projects

Sanctioned under PRASAD Scheme



e-Tourist Visa Facility for

165

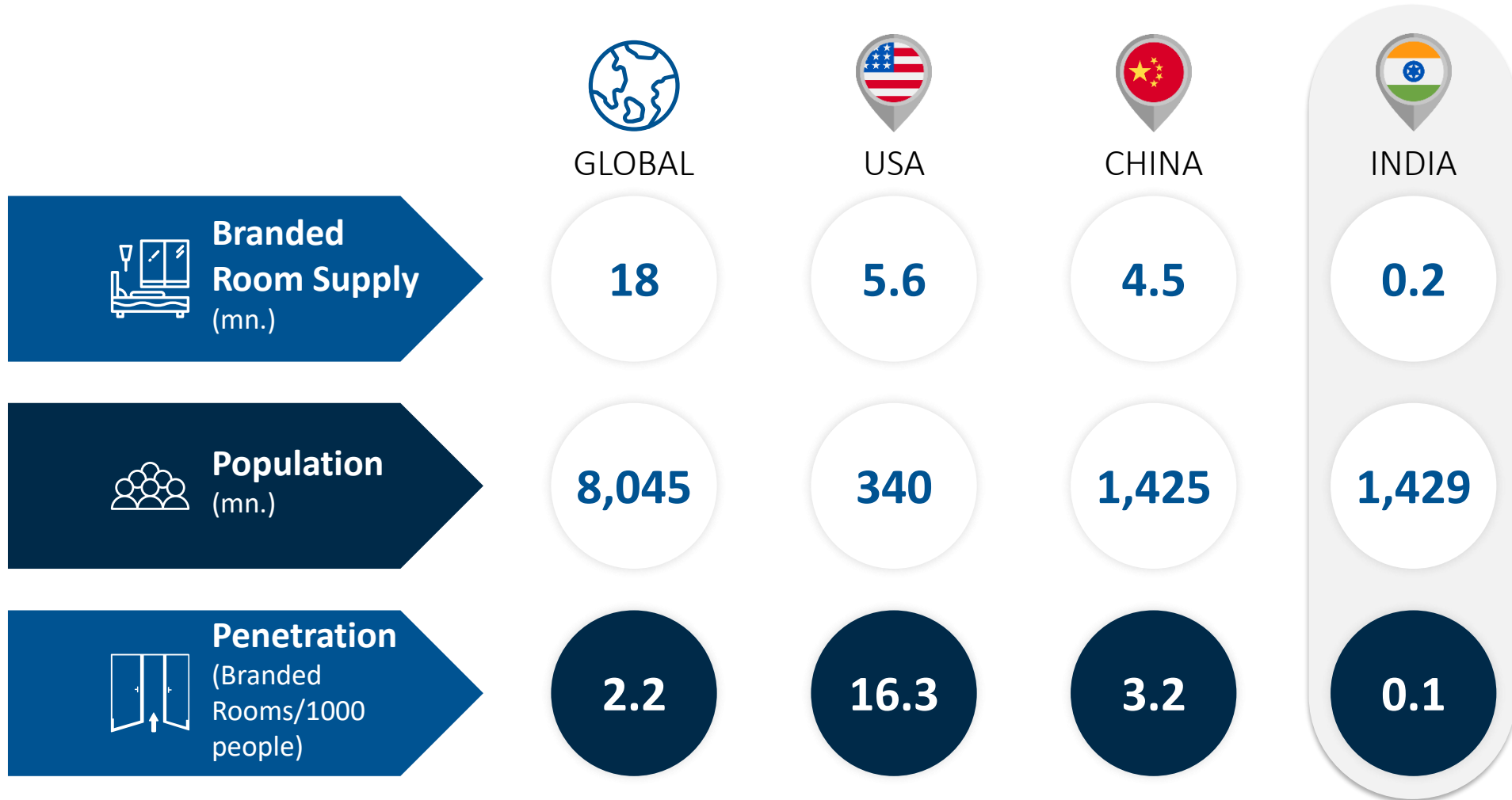
Countries

Developing Tourism in
Mission Mode



Development of Mega Convention Centres
**Bharat Mandapam,
Yashobhoomi**

INDIAN HOSPITALITY SIGNIFICANTLY UNDERPENETRATED



India has much lower Room Penetration vs. Global standard

Source: US Consensus Bureau, Analyst Research Reports

SUPPLY GROWTH CONSTRAINED *UPCYCLE TO CONTINUE*



Hotel Supply To
Grow at CAGR of

5-6%

In the next 5 years

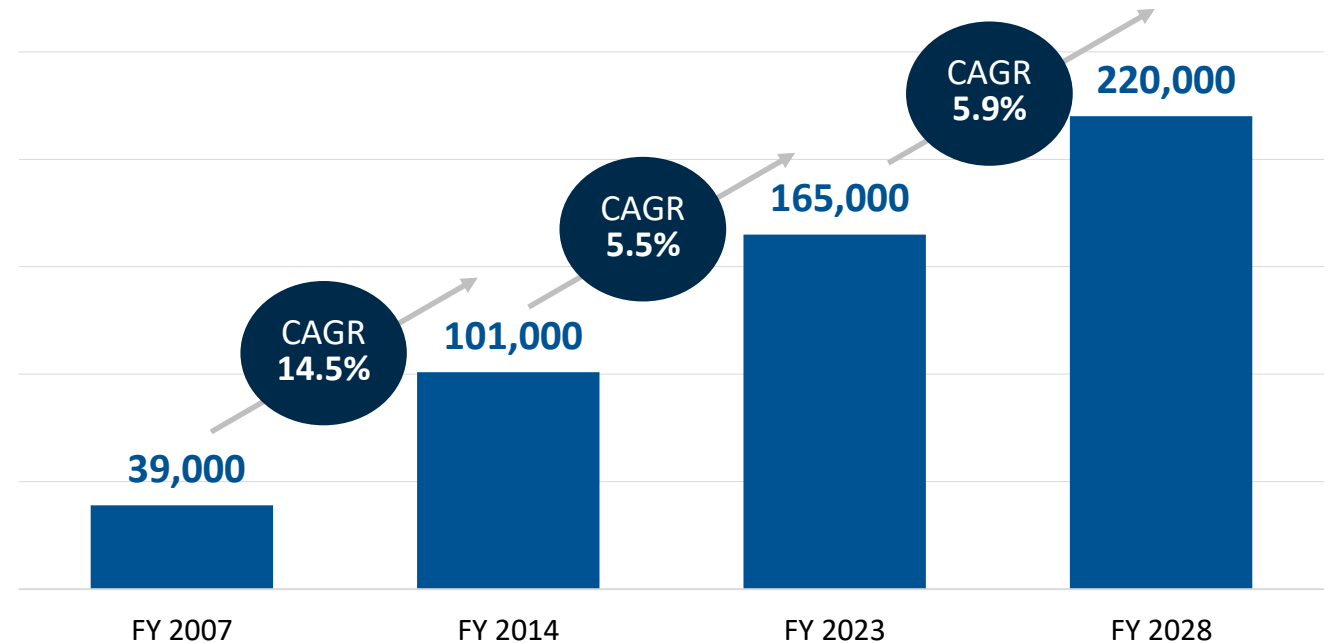


Expected Rooms
Demand CAGR of

8-10%

In the next 5 years

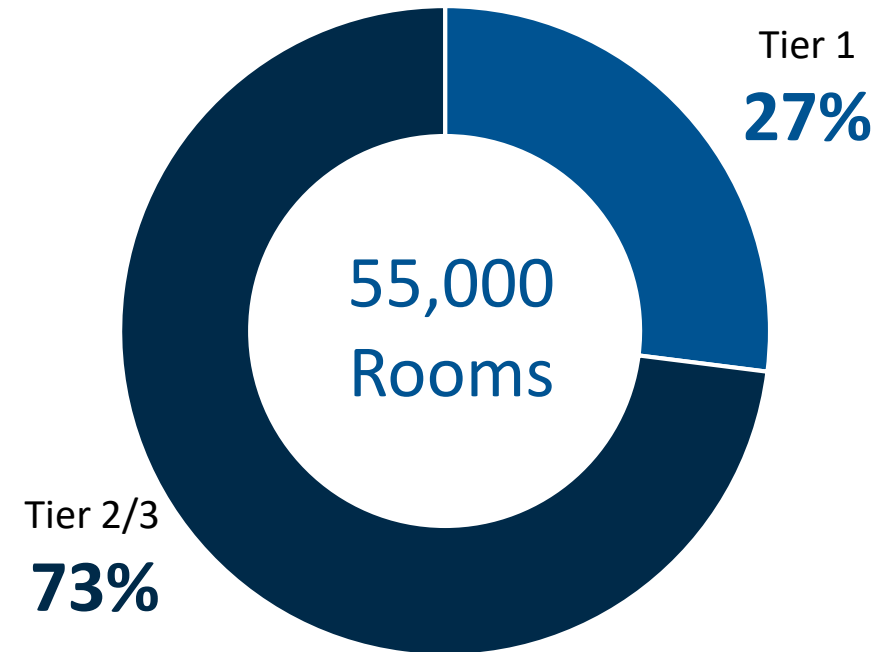
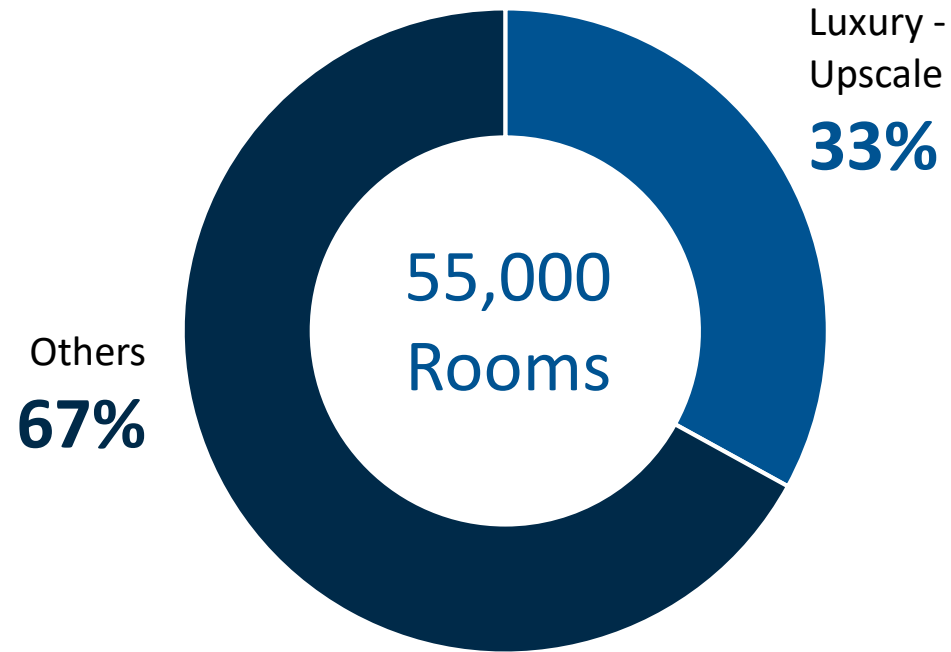
BRANDED SUPPLY (NO. OF ROOMS)



Source: Hotelivate

Demand Growth to Continue Outpacing Supply Growth

SUPPLY PIPELINE PRIMARILY IN *NON-LUXURY, TIER 2/3* MARKETS



Close to **75%** of room inventory coming up in **Tier 2/3 cities**

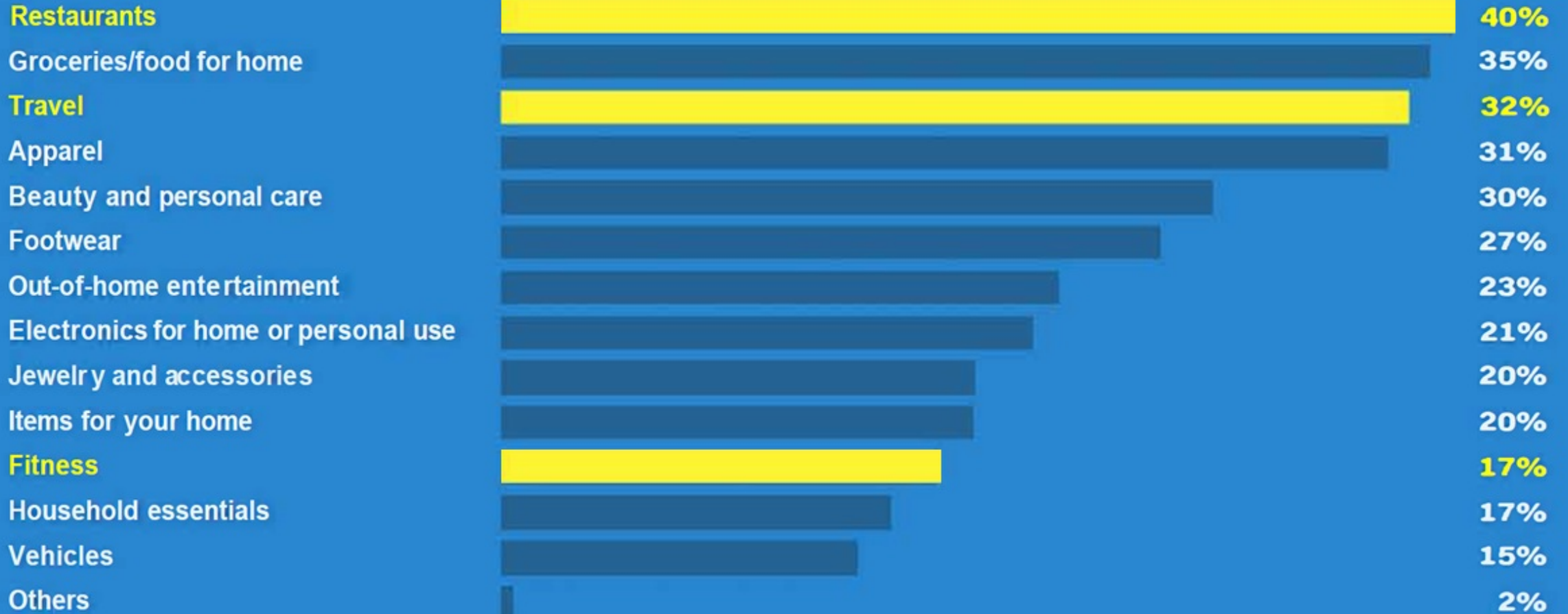


Supply in **top-10 markets** to be **constrained**

Source: Analyst Research Reports

BEHAVIOURAL SHIFT *CONSUMERS SPLURGING ON EXPERIENCES*

Categories where consumers intend to treat themselves in the next three months, percent of respondents



Source: McKinsey Consumerwise Global Sentiment Data cited from the report titled "The Promise of Travel in the Age of AI" by Skift + McKinsey & Company

DEMAND BOLSTERED BY *SHORT-TERM DOMESTIC TRIGGERS*



IHCL WELL-PLACED TO BENEFIT FROM INDUSTRY & MACRO TAILWINDS



India Growth Story

Hospitality Upcycle, Strong Tailwinds

Industry leading

Brandscape, Portfolio, Pipeline, Profitability

IHCL A STORY OF ASPIRATION, EXECUTION & PERFORMANCE



**ASPIRATION TO
EXECUTION**



**CONSISTENT
PERFORMANCE**



**RESET DURING
COVID-19**



**EMERGING
STRONGER**



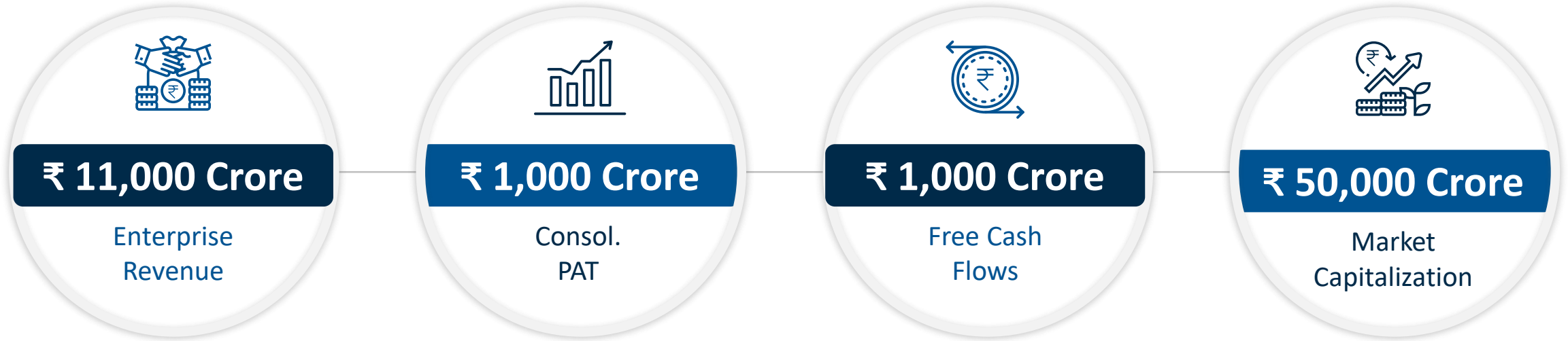
**SIGHTS ON THE
FUTURE**



**AHVAAN
2025**

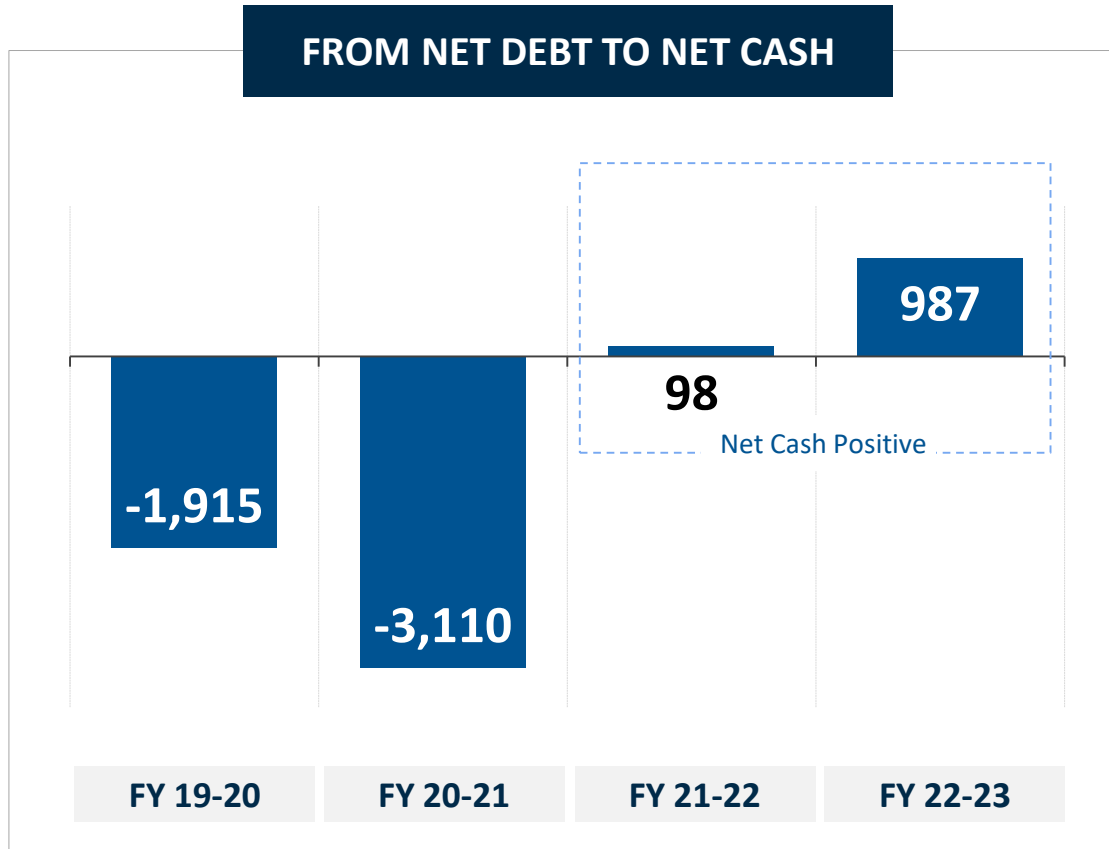
**WE PROMISED PROFITABILITY,
WE DELIVERED RECORD PERFORMANCE**

RECORD FINANCIAL PERFORMANCE *ACHIEVING KEY MILESTONES*

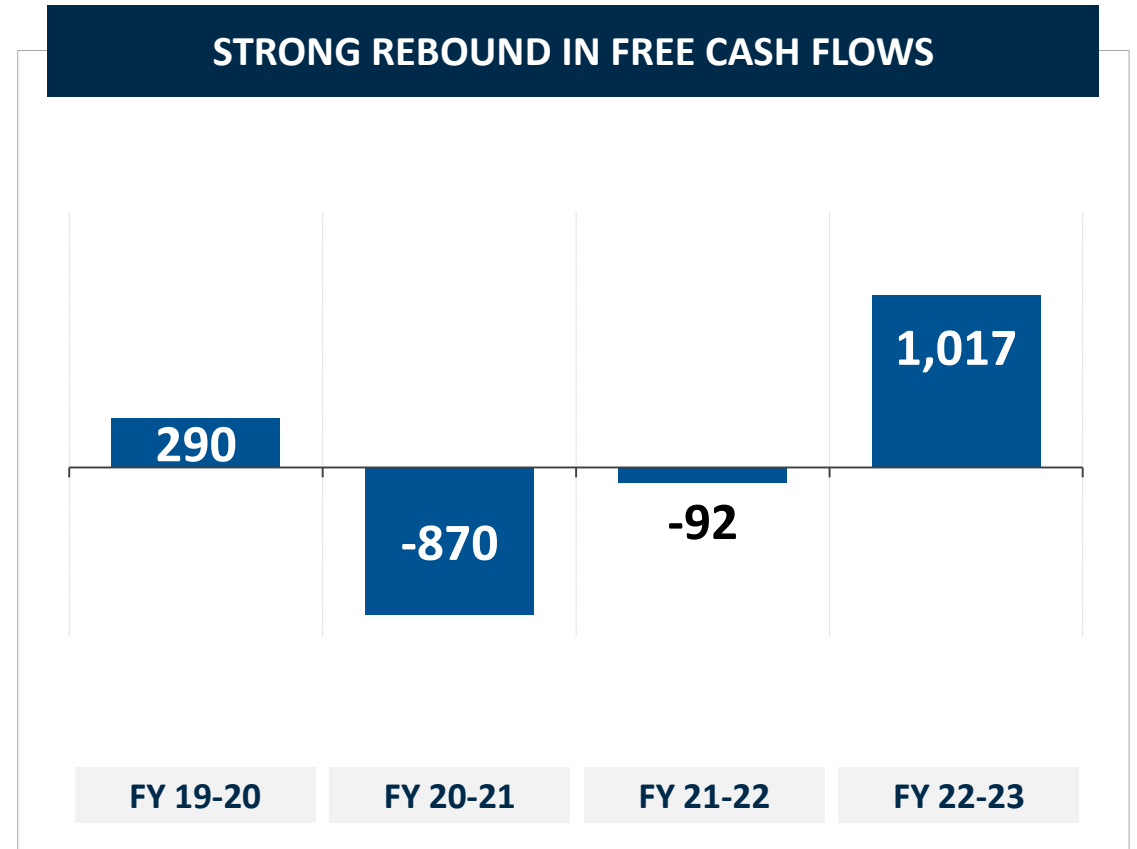


All figures for FY23

UNDERPINNED BY *Resilient Balance Sheet, Strong FCF*



₹/crores



₹/crores

**WE PROMISED A RE-IMAGINED BRANDSCAPE,
WE DELIVERED PERFORMANCE ACROSS BRANDS**

WE CONTINUED TO INVEST *STRONGLY* IN BRAND-BUILDING






TAJ

Ranked Once Again as

**STRONGEST BRAND IN INDIA
ACROSS SECTORS & INDUSTRIES**

By **Brand Finance**[®]

2023 • 2022 • 2020



Cherishing The Honour Of Being

WORLD'S STRONGEST HOTEL BRAND 2021, 2022
&
WORLD'S 4th STRONGEST HOTEL BRAND 2023

RAMBAGH PALACE

RATED WORLD'S #1 HOTEL BY TRIPADVISOR



Source : 2023 Travellers' Choice Awards by TripAdvisor

FOCUS ON F&B SCALING-UP BRANDS, INTRODUCING NEW CONCEPTS

SCALING-UP EXISTING BRANDS



House of Ming

Delhi, Bhopal, Jaipur



MACHAN

Delhi, Bhopal, Jaipur, Bangalore



BOMBAY BRASSERIE

Cape Town, Dubai, London



SHAMIANA

Mumbai, Dubai, Kerala, Kolkata

INTRODUCING NEW CONCEPTS



HOUSE OF Lomad

GASTRO BAR

Mumbai, Goa



ESTD. 2020
SEVEN RIVERS
BREWING CO.

Goa, Bangalore



paper moon

Goa



LOYA

Mumbai, Delhi, Bangalore

NEW BUSINESSES *WELL GEARED TO SCALE-UP*



₹ 170 Cr
GMV
(Since Inception)

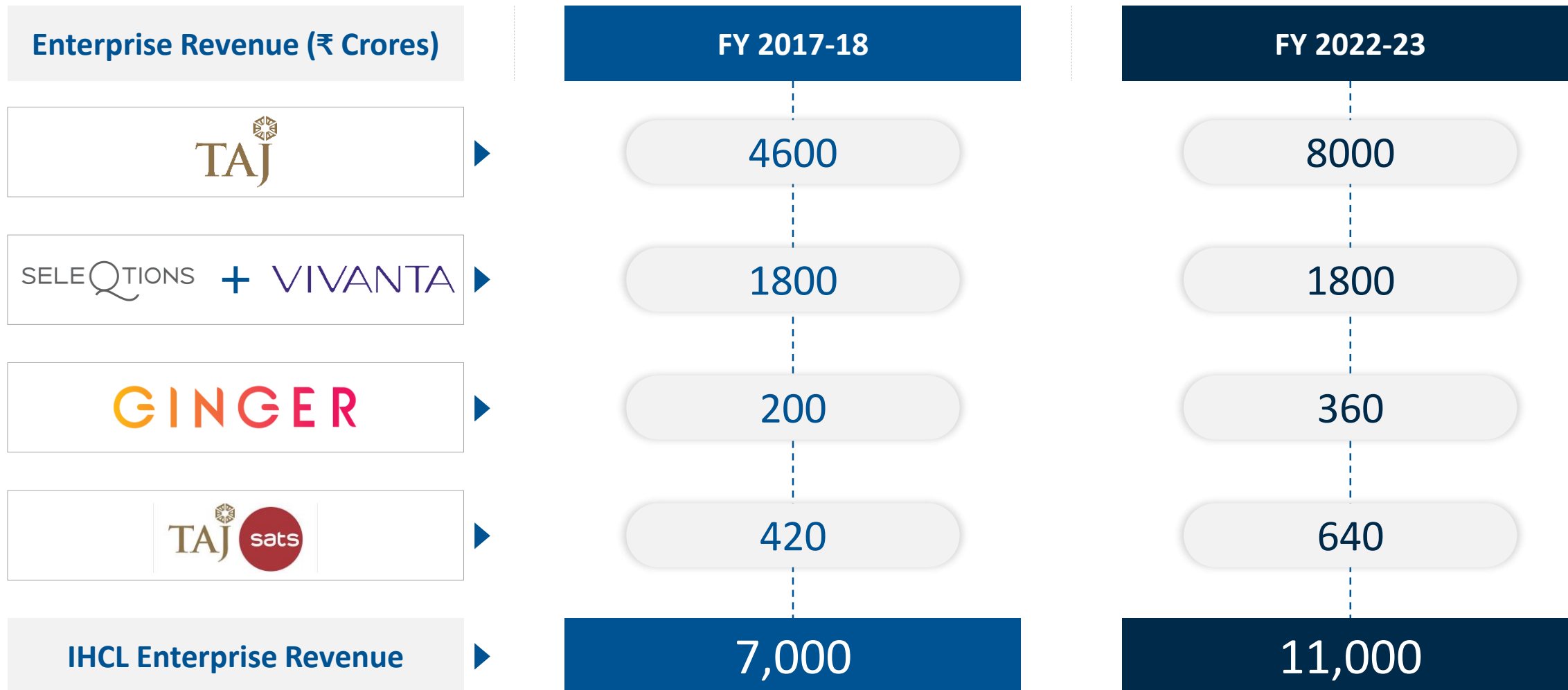
40+
Outlets
(Across 20+ Cities)

125+ villas
75 Operational

90+
NPS Score



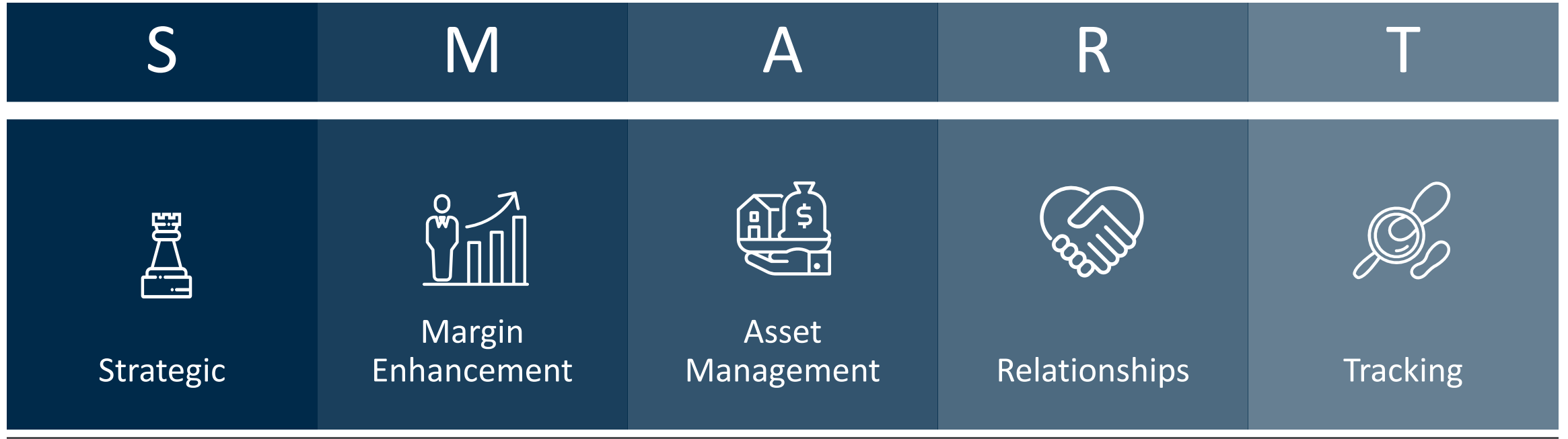
WE UNLEASHED THE *POWER OF ALL BRANDS*



Note: Rounded off-values

WE PROMISED GROWTH,
WE DELIVERED UNPRECEDENTED EXPANSION

DEVELOPMENT STRATEGY *ASSET SMART*



INDUSTRY LEADING *PORTFOLIO, PIPELINE*



PORTFOLIO OF HOTELS

193
Operational



83
Pipeline



276

104



86



86



SHIFT IN
PORTFOLIO MIX

50:50

Owned

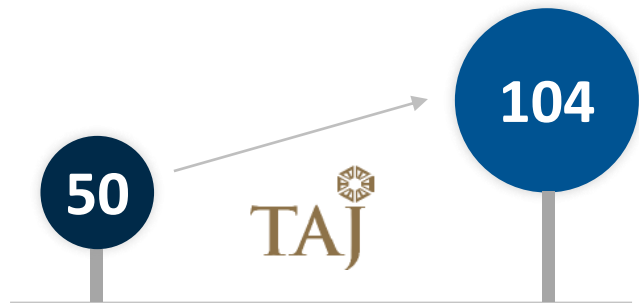
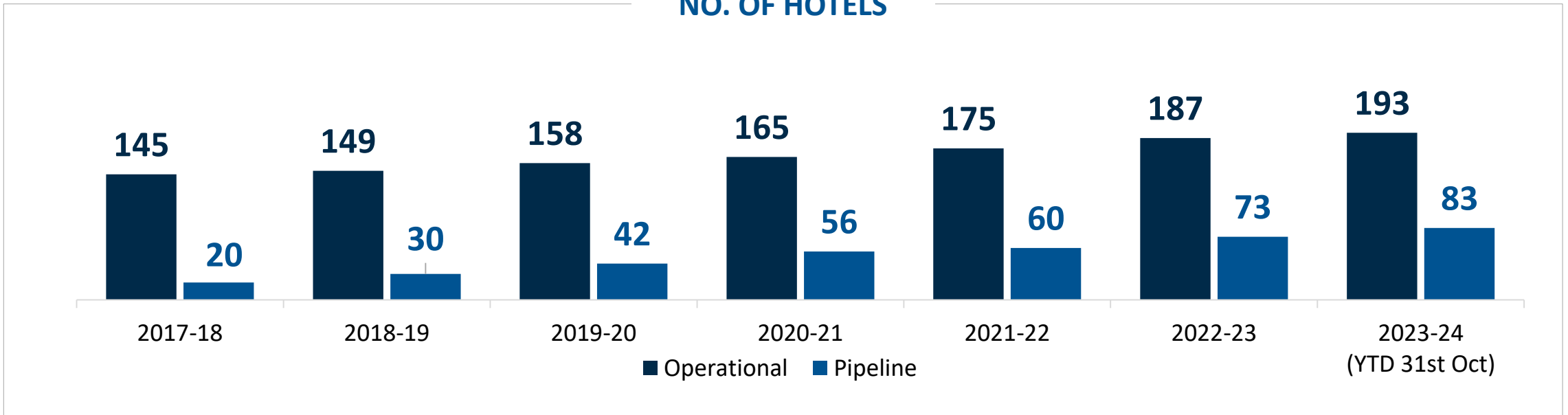
v/s

Managed

As on 31st October 2023

PORTFOLIO GROWTH

NO. OF HOTELS



Note: Including pipeline

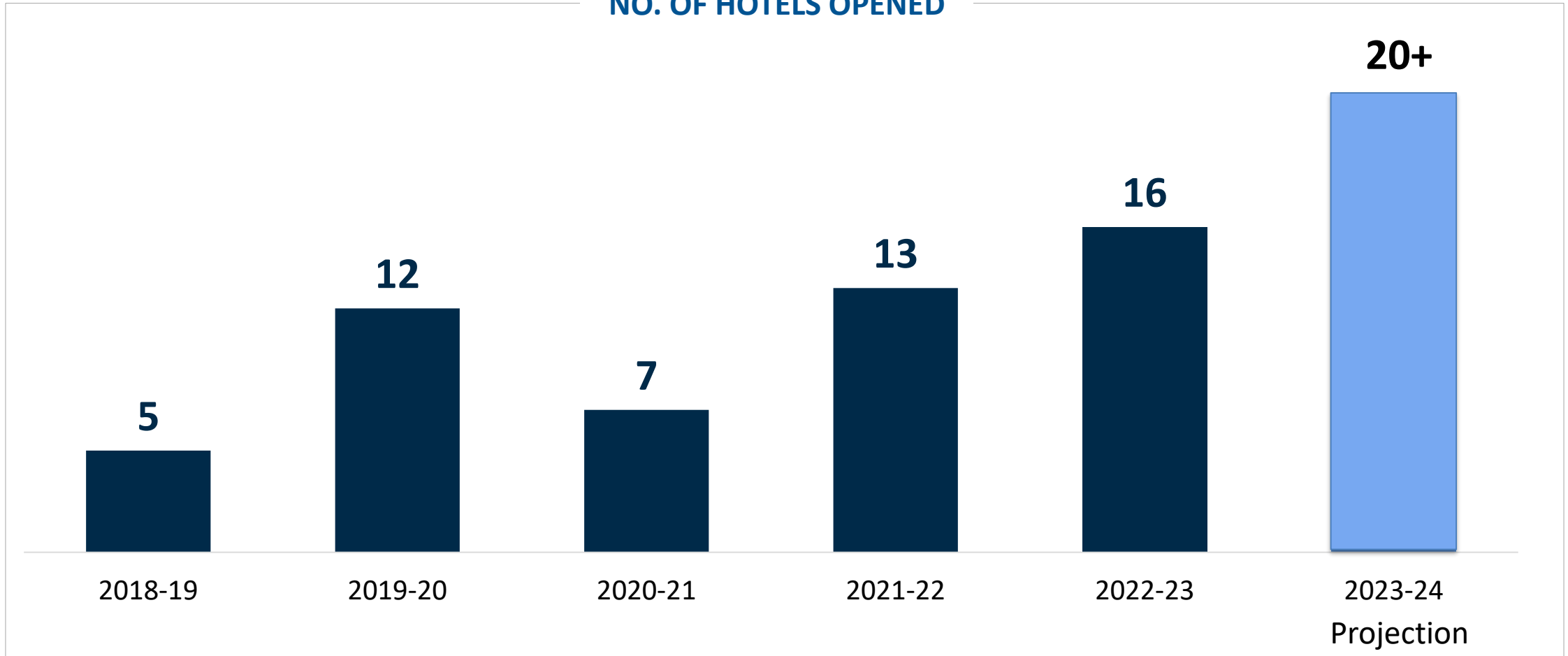
HIGHEST SIGNINGS IN THE COUNTRY *BY ANY OPERATOR IN 2022*



Source: HVS Anarock India Hospitality Review 2022

HIGHEST NUMBER OF OPENINGS: 60+ HOTELS *IN SIX YEARS*

NO. OF HOTELS OPENED



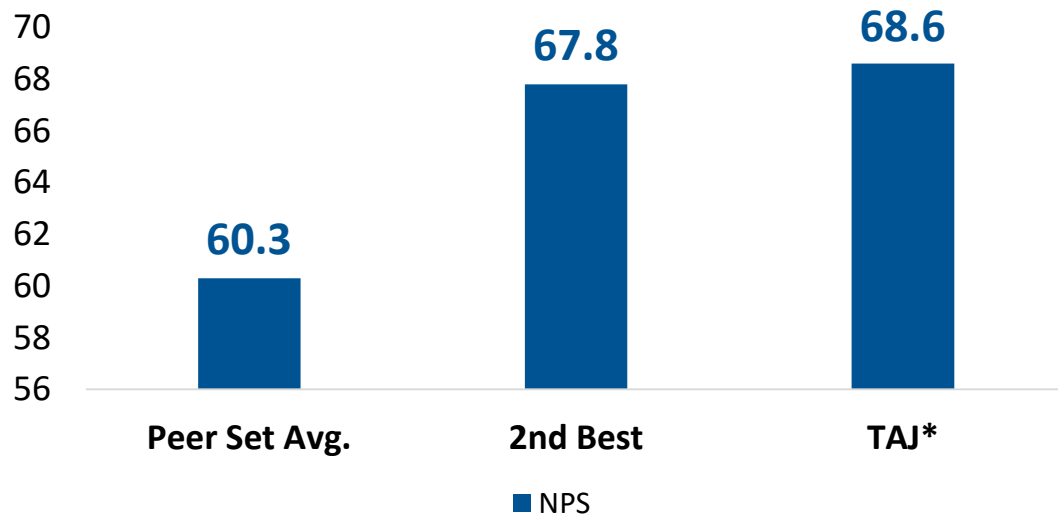


NOW OPEN – GINGER MUMBAI AIRPORT

WE PROMISED ICONIC HOSPITALITY,
WE DELIVERED WORLD-CLASS CUSTOMER CENTRICITY

EXCELLENCE - BEST NPS SCORES & REVIEWS GLOBALLY

NPS



Brands in the NPS subscriber base: Mandarin Oriental, Fairmont, Pullman, Sofitel, Grand Mercure, Aman, Movenpick, Oakwood Luxury & Resorts, Swisshotel, M Gallery

Online Ratings



Peer Set for online ratings comprises of Hyatt, Marriott, Oberoi

Source : Trust You NPS, Comp Index as on May' 2023

*Taj reported here includes Taj, Vivanta, IHCL SeleQtions, excludes Ginger

LOYALTY RE-IMAGINED *TATA NEU*



Award-winning
Signature loyalty
program of IHCL



Enhanced Scale,
Efficiency and Customer
Engagement

4.9 Mn

Total Members as of 31st Oct.23

(↑ 130% Vs FY19-20)

₹ 2,200 Cr+

Loyalty Led Revenues in FY23

(↑ 83% Vs FY19-20)

24%

contribution to IHCL Enterprise
Revenues in FY23



cromā



IHCL



WESTSIDE



SELEQTIONS

VIVANTA

GINGER

amā
STAYS & TRAILS

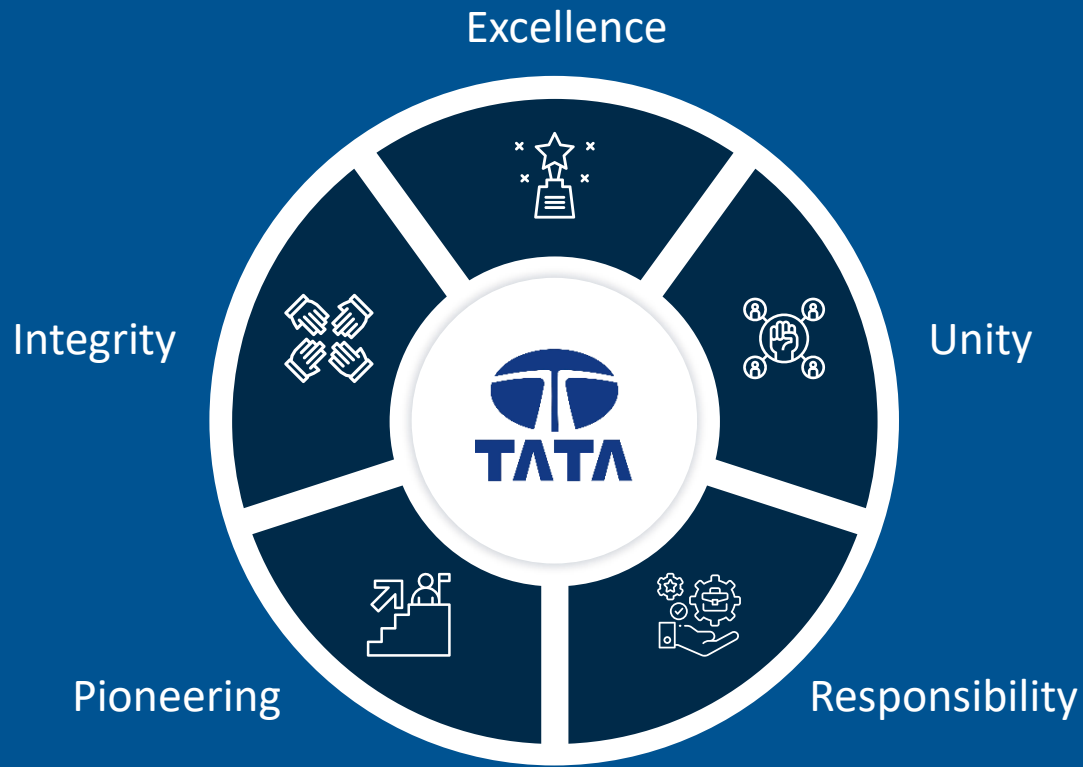


IHCL

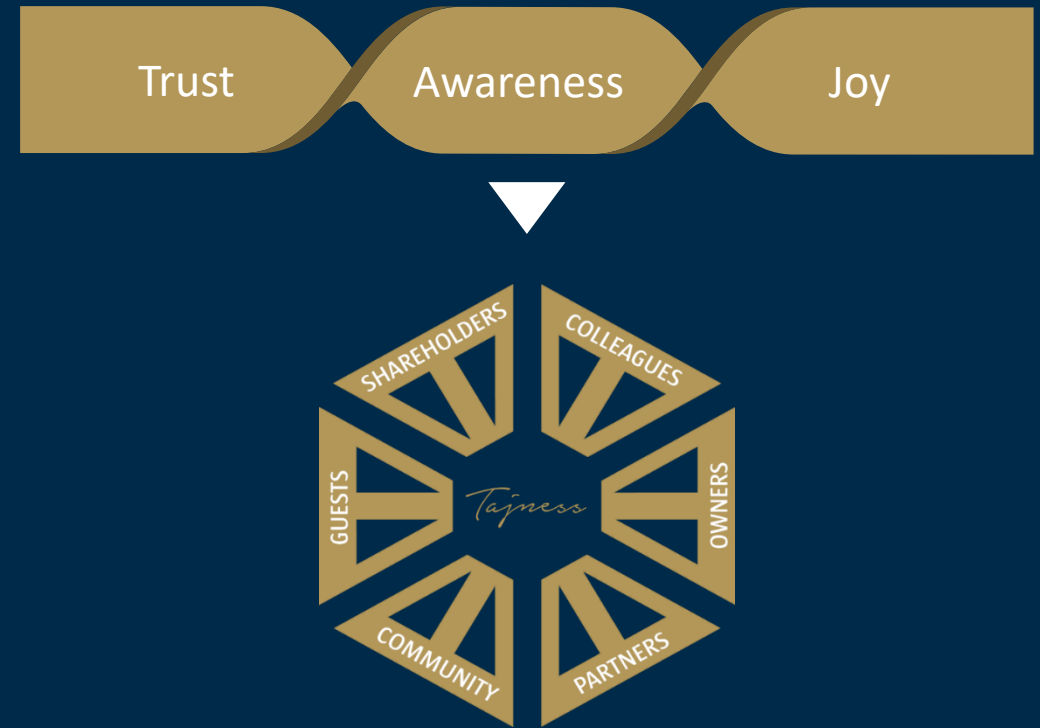
ENABLED BY FOCUS ON CULTURE & ESG

LIVING THE *IHCL VALUES*

TATA VALUES



IHCL VALUES



CULTURE OF CAMARADERIE *CELEBRATING SPIRIT OF TAJNESS*



OBJECTIVES



Looking back at our **journey** since March 24, 2020



Resilience, Responsiveness and Resurgence



A day of gratitude



KEY ELEMENTS OF THE DAY



Leaders Speak



Memorial Service



Special Meals



Engaging Activities

CULTURE OF RESPONSIBLE BUSINESS

PRESERVE
Heritage & Brand

PROGRESS
Sustainable Growth

PARTNER
Transformation



PROMOTE
Environmental Stewardship

PROMISE
Social Responsibility

PRUDENT
Corporate Governance

CULTURE OF RESPONSIBLE BUSINESS

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

PROGRESSING WELL ON PAATHYA

2030 TARGETS



Waste

100% elimination of **single-use plastic**



Waste

100% operating hotels will have an organic waste management system



Water

100% water recycling



Energy

50% energy use to be from renewables



All hotels to provide **EV charging stations**



Skilling

Empowering livelihoods of **100,000** youth

MILESTONES ACHIEVED SO FAR



100% elimination of plastic straws, avoiding **2 million plastic straws** (equivalent to ~5,000 kg CO₂)



27 hotels have bottling plants to eliminate use of single-use plastic bottles



47% water recycled, ahead of stated target of 35% by 2025



37% Renewable energy



335 EV charging stations across **130+ locations** in India



18 Skilling Centres Across the country
Recently opened skill centres in **Jodhpur, Goa and Jamshedpur**

THE RESULT: DELIVERING RESPONSIBLE PROFITABLE GROWTH

JOURNEY OF FINANCIAL TURNAROUND – CONSOLIDATED P&L

PARTICULARS (₹ CR)	FY 22-23	FY 21-22	FY 20-21	FY 19-20	FY 18-19	FY 17-18	FY 16-17	FY 15-16	FY 14-15	FY 13-14	FY 12-13	FY 11-12	FY 10-11
REVENUE	5,949	3,211	1,740	4,596	4,595	4,165	4,076	4,123	4,287	4,126	3,804	3,515	2,898
EBITDA	1,943	560	(197)	1100	913	732	665	652	587	619	598	617	488
EBITDA (%)	32.7%	17.4%	-	23.9%	19.9%	17.6%	16.3%	15.8%	13.7%	15.0%	15.7%	17.5%	16.8%
PBEIT	1,527	154	(607)	696	585	431	365	367	296	311	309	362	260
PBT	1,295	(258)	(850)	396	402	184	31	(91)	99	40	109	148	25
PAT	1,003	(248)	(720)	354	287	101	(63)	(231)	(378)	(554)	(430)	3	(87)

6th CONSECUTIVE QUARTER OF *RECORD PERFORMANCE*



₹ 1,481 Crore
Consol. Revenue



₹ 402 Crore
Consol. EBITDA



27.2%
EBITDA margin



₹ 167 Crore
Consol. PAT



Increase Over
Q2 FY23

↑ 18%
Consol. Revenue

↑ 26%
Consol. EBITDA

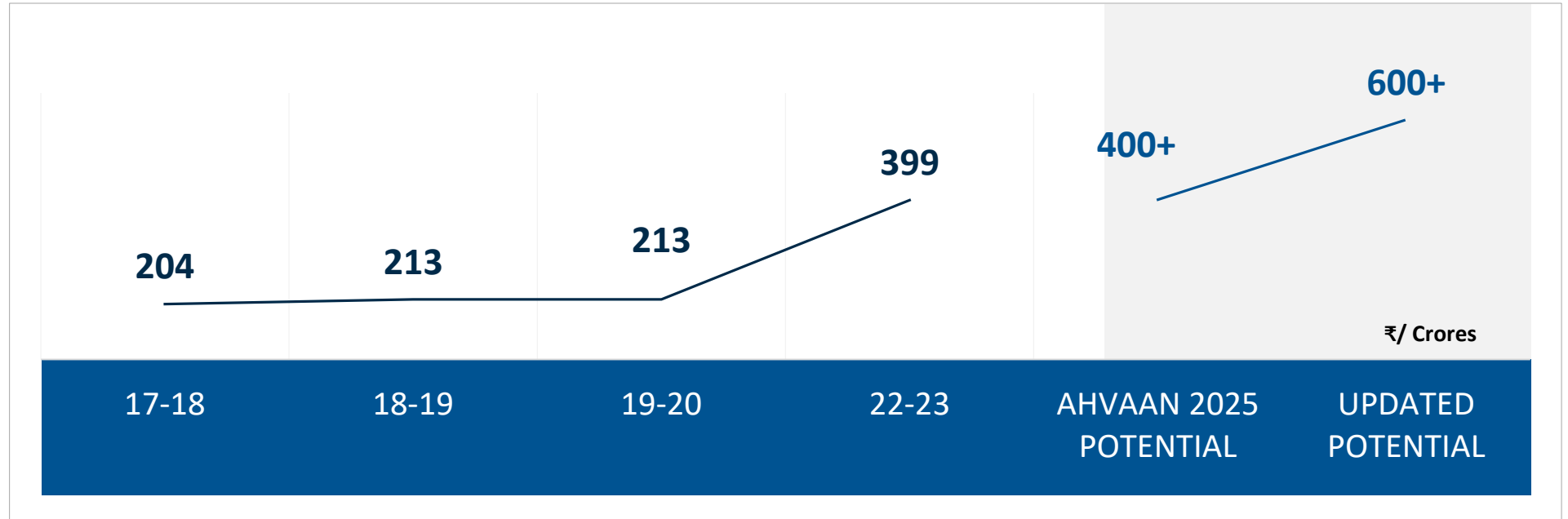
↑ 1.8 pp
EBITDA Margin

↑ 37%
Consol. PAT

Consol. H1 23/24 PAT at ₹ 389 Cr surpassed highest ever full year PAT of ₹ 370 Cr in 2006/07

ASSET LIGHT & HIGH MARGIN FOCUS - MANAGEMENT FEES

AHVAAN
2025
POTENTIAL
UPDATED

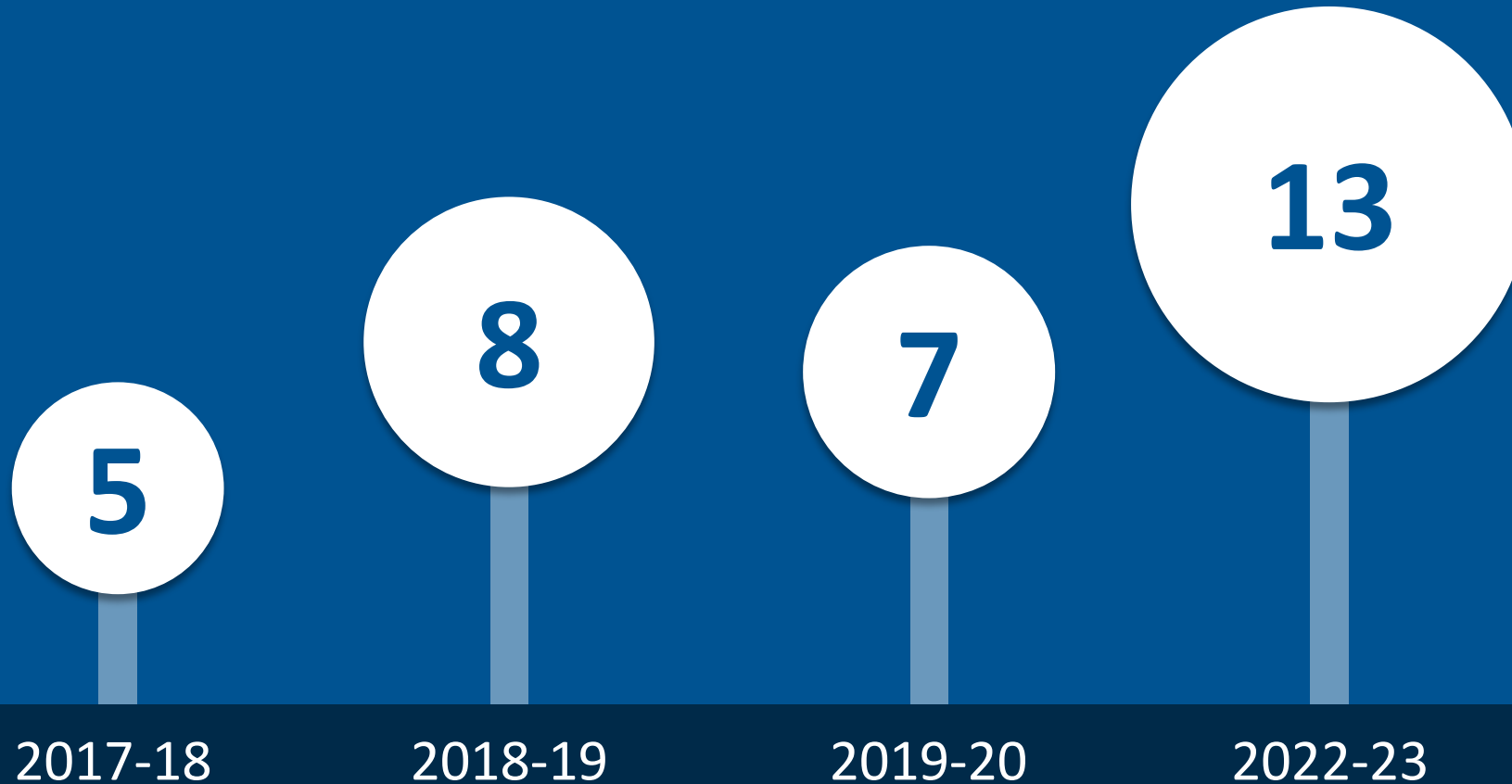


Rapid increase in hotels under management, to fuel Management Fee Growth

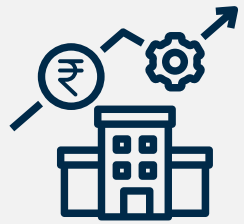


High Flow Through

SIGNIFICANT INCREASE IN CONSOLIDATED ROCE %



ENTERPRISE PERFORMANCE & POTENTIAL



~7,000

2017-18

~11,000

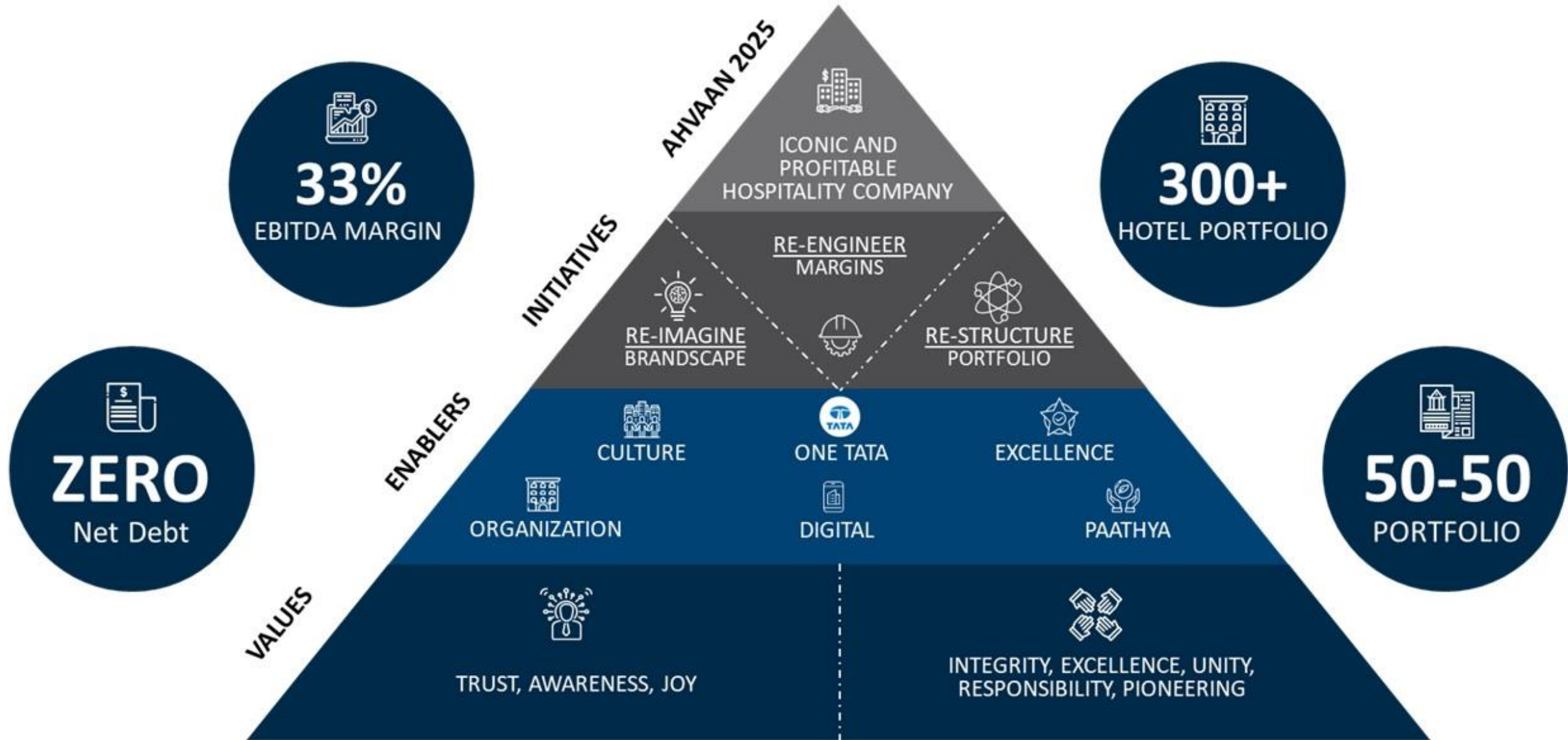
2022-23

~15,000

AHVAAN 2025
Potential

₹ Crores

WELL POSITIONED FOR THE FUTURE *AHVAAN 2025*



WE PROMISE, AND
WE WILL DELIVER

IHCL

ASPIRATION X EXECUTION = PERFORMANCE

26th Annual CLSA India Forum 2023



SELEQTIONS

VIVANTA

GINGER

amã
STAYS & TRAILS

3min
guaranteed quality cuisine



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