

IHCL

Delivering *Responsible Profitable Growth*

GLOBAL CONFERENCE CALL Q1 FY 2022/23

9th August, 2022



Cherishing The Dual Honour Of Being
WORLD'S STRONGEST HOTEL BRAND 2022
&
INDIA'S STRONGEST BRAND 2022

Strong Q1 22/23
performance across
key financial metrics

Q1 2022/23 EXCEEDS PRE-COVID PERFORMANCE

Revenue ↑ 22%	EBITDA ↑ 92%	EBITDA % ↑ 11.4 pp
₹ 1,293 Cr	₹ 405 Cr	31.3 %
PAT ↑ 3,005%	Strong Free Cash Flows	Net Cash Positive
₹ 170 Cr	₹ 198 Cr	₹ 269 Cr

IHCL Delivers *Best Ever* Q1 Performance

PARTICULARS (₹ CR)	Q1 22-23	Q1 21-22	Q1 20-21	Q1 19-20	Q1 18-19	Q1 17-18	Q1 16-17	Q1 15-16	Q1 14-15	Q1 13-14	Q1 12-13	Q1 11-12	Q1 10-11
Revenue	1,293	370	175	1057	995	920	962	922	954	928	866	724	627
EBITDA	405	(123)	(234)	210	126	99	108	115	97	125	115	100	78
EBITDA (%)	31.3%	- ve	- ve	19.9%	12.6%	10.8%	11.2%	12.5%	10.2%	13.5%	13.3%	13.8%	12.4%
PBT	231	(315)	(336)	28	(4)	(26)	(168)	(58)	(23)	5	(9)	(10)	(31)
PAT	170	(277)	(280)	6	15	(25)	(169)	(72)	(35)	(19)	(33)	(22)	(40)

* From 2019 / 20 onwards, numbers are basis Post-IND AS figures.

Aspiration 2022

Robust Performance Across All Our Brands

V/s Pre-COVID	TAJ	SELEQTIONS VIVANTA	GINGER
ARR	↑ 22 %	↑ 17 %	↑ 34 %
Occupancy	↑ 6 %	↑ 21 %	↓ 11 %
RevPAR	↑ 30 %	↑ 41 %	↑ 20 %
TRevPAR	↑ 18 %	↑ 30 %	↑ 29 %

PBT +ve

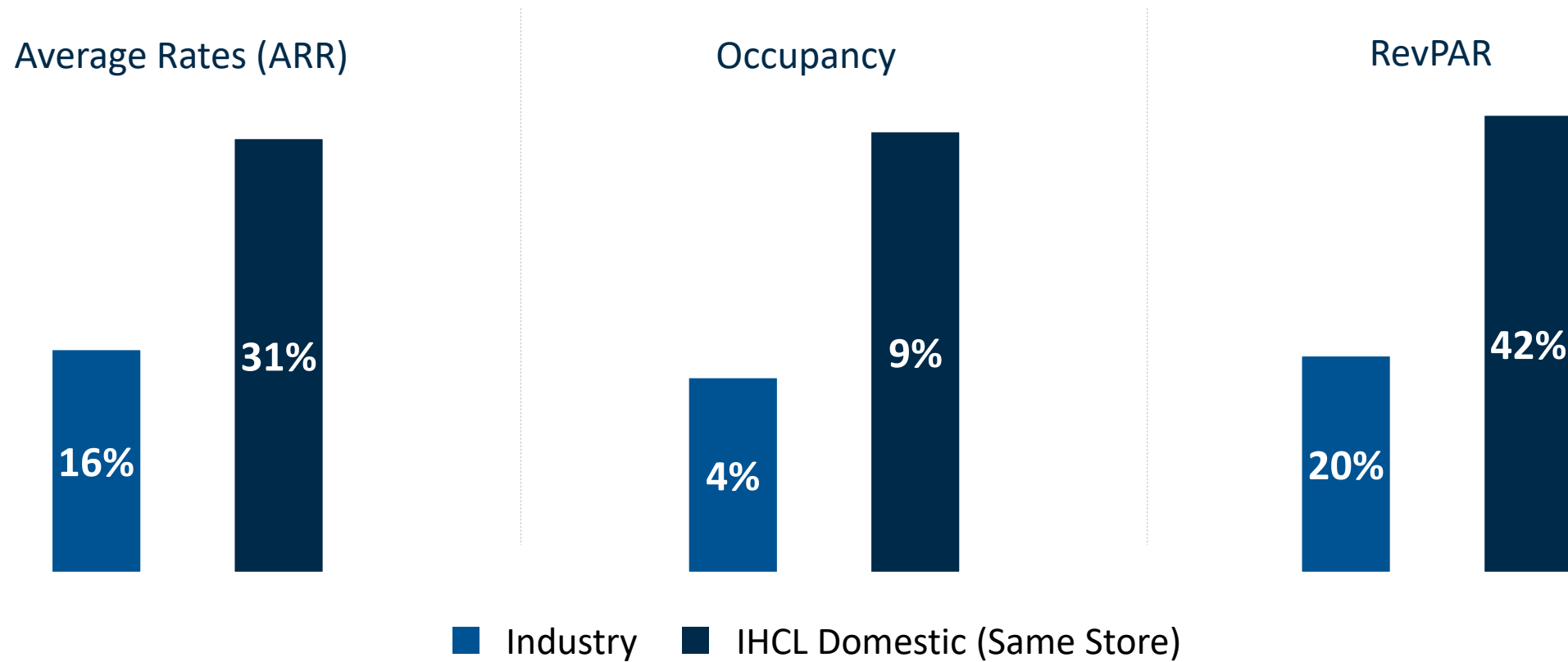
Premiumizing *Portfolio*

					
Luxury	Unique	Premium Upscale	Lean Luxe	Signature	Experiential

Delivering premium experiences in every segment

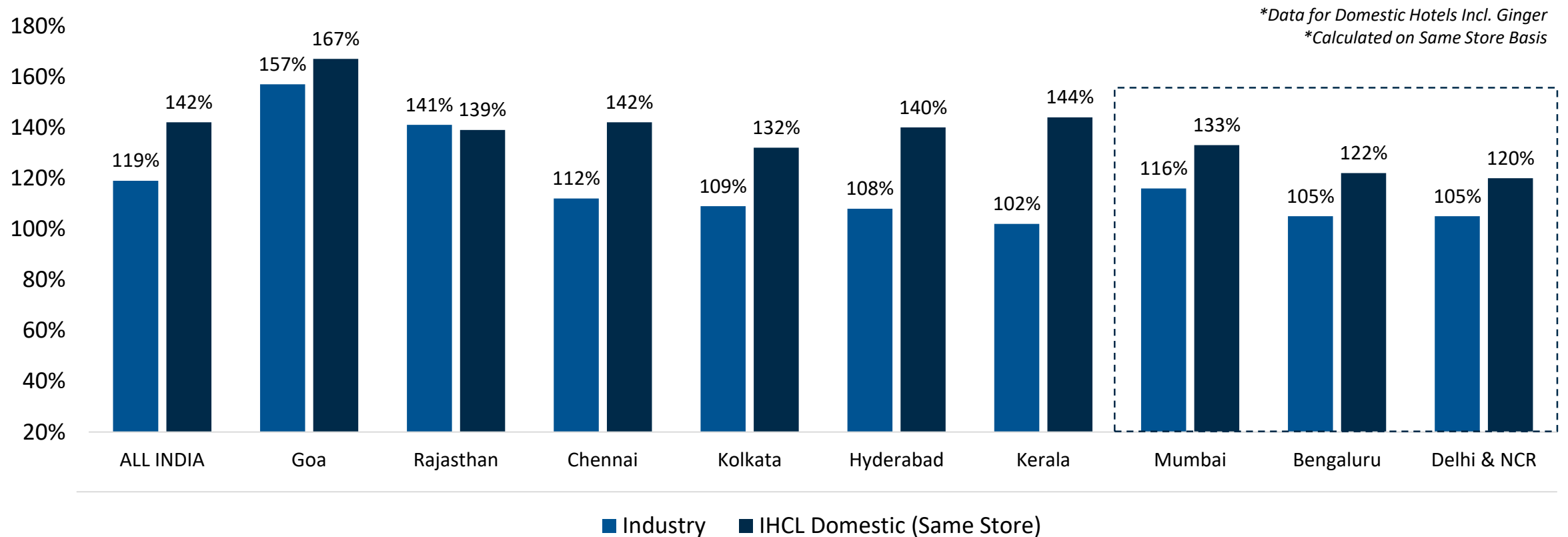
Industry Leading *Growth*

IMPROVEMENT IN Q1 2022/23 v/s PRE-COVID (Q1 2019/20)



Mumbai, Bengaluru & Delhi Are Back

IHCL Domestic Hotels – Q1 RevPAR (% of Pre-COVID Levels)



Source for Industry RevPAR: STR Global

Building Capabilities *to Drive Direct to Customer (D2C) Business*

Digital Projects

- > New Website
- > New Mobile App
- > CRM Project

Marketing Campaigns

- > 4D, Staycations
- > Dekho Apna Desh
- > Taj Strongest Brand

Tata Neu Integration

- > 1 Mn New Members
- > 50% Growth in Loyalty Base

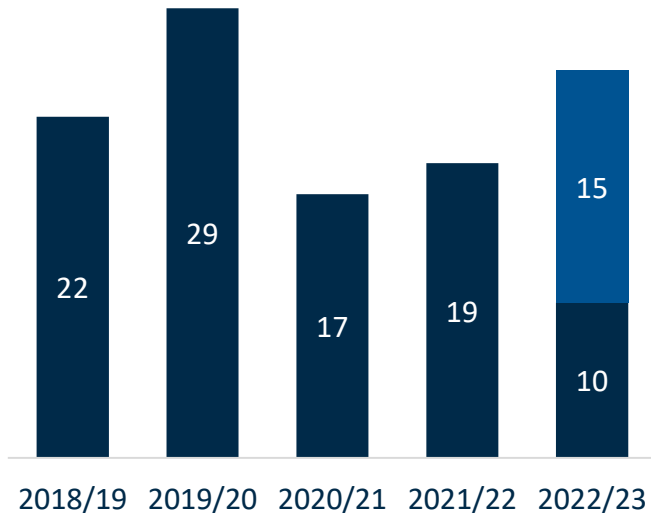
D2C Business

- > D2C contribution at **71%** in Q1 2022/23

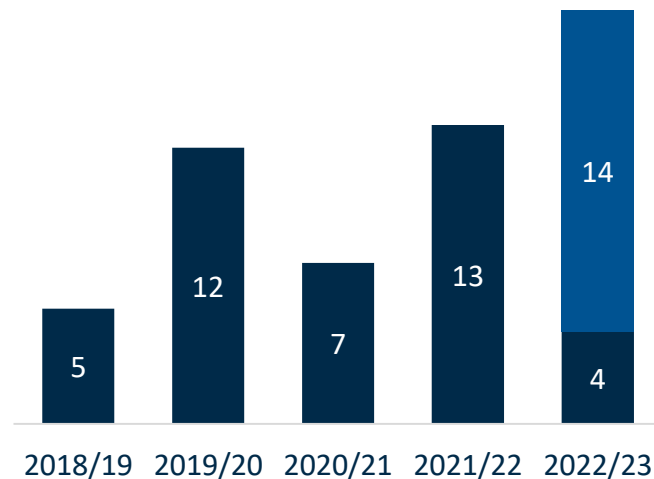
D2C: HRO, TRW and Website

Robust Growth In *Signings, Openings and Pipeline*

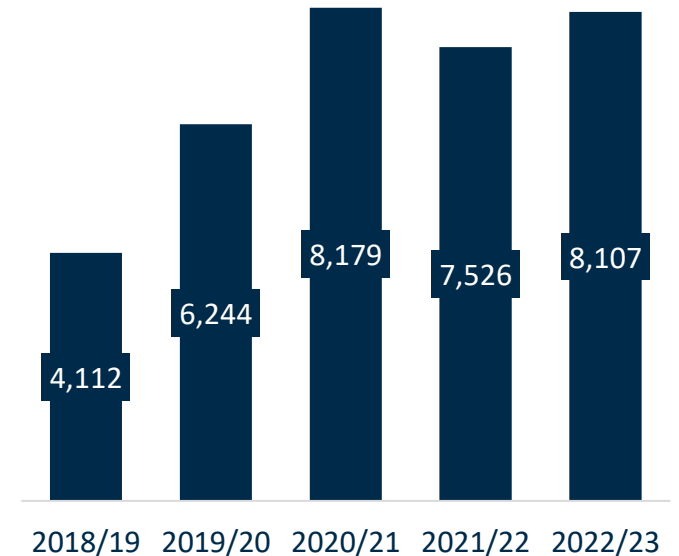
Signings (#Hotels)



Openings (#Hotels)



Pipeline (#Rooms)

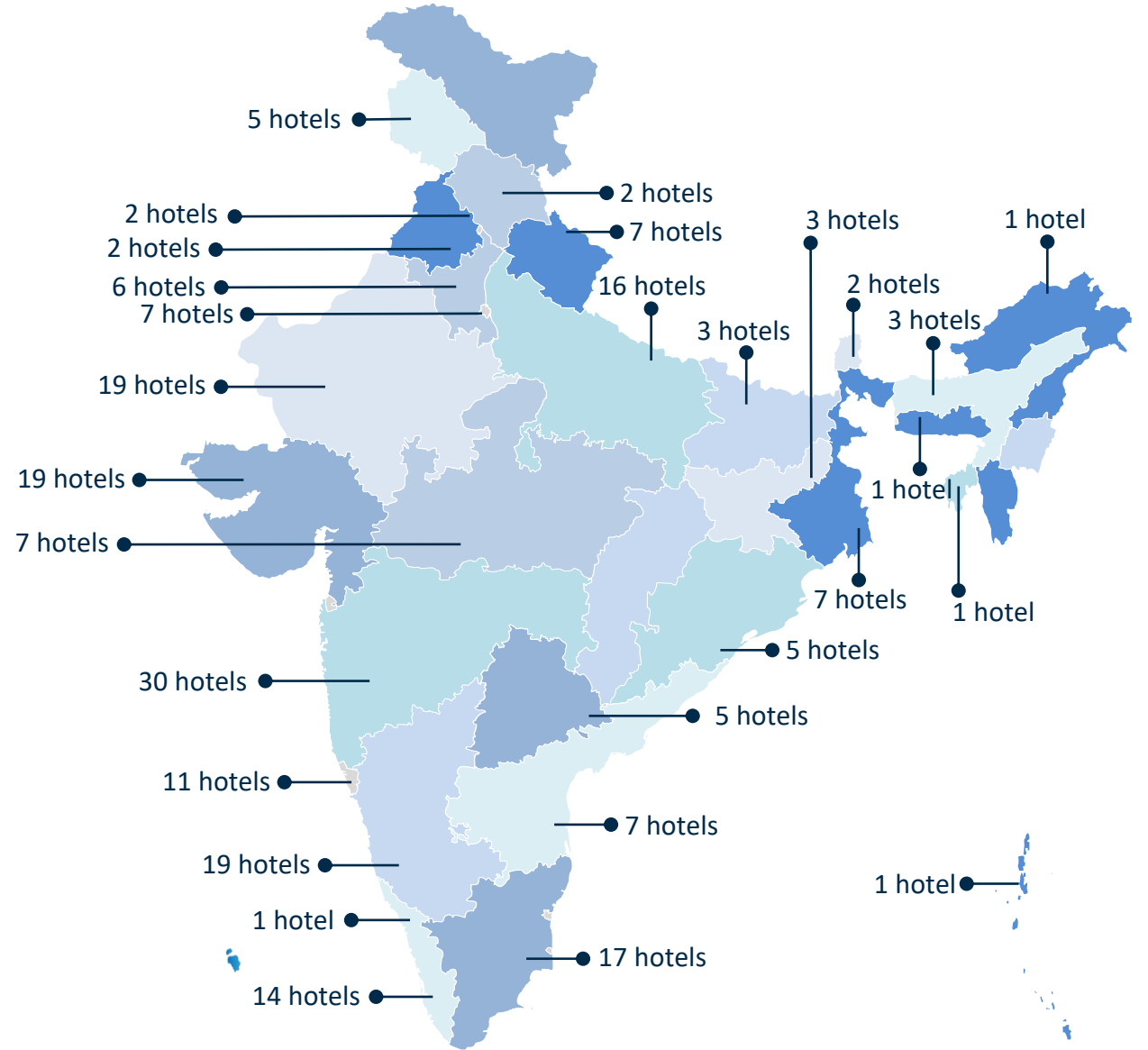


Expected till March 2023

~40% of Operational Inventory

Enveloping India & Presence in *key strategic international destinations*

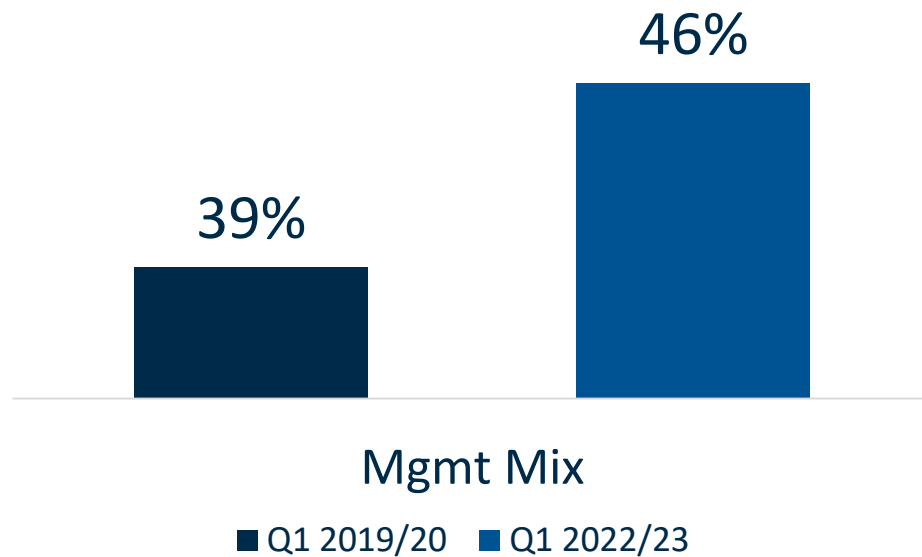
- › UK – London
- › US
- › UAE – Dubai
- › Maldives
- › Sri Lanka
- › South Africa
- › Nepal
- › Bhutan



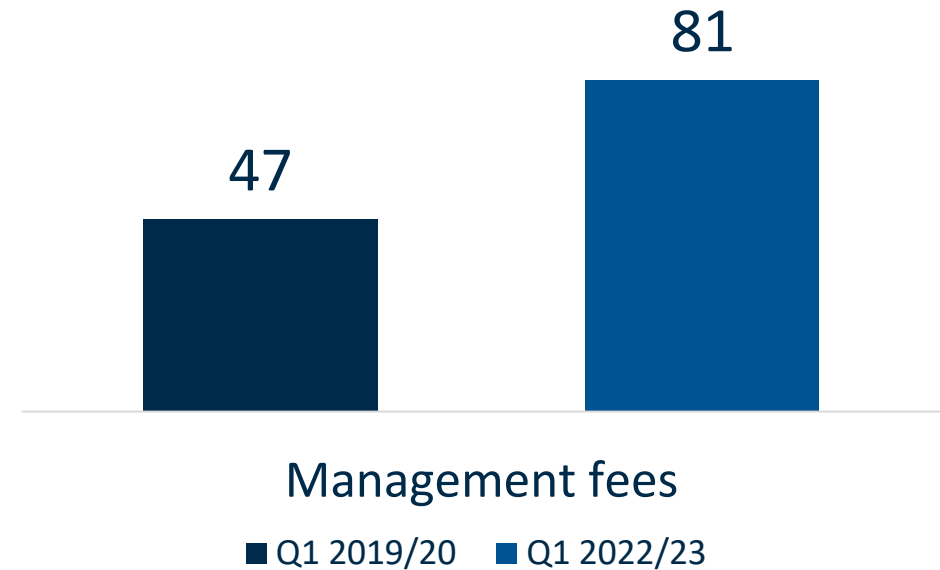
Asset Light Model *Driving Growth*

₹ /Crores

Shift in Management Mix



Management Fee Growth by 72%



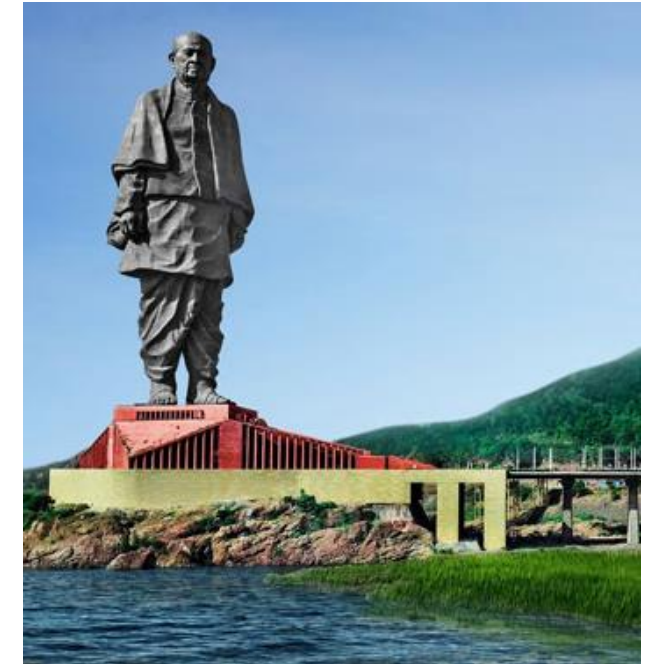
Investing smartly for *long-term growth*



Strategic renovations



Innovative F&B concepts



Pioneering destinations

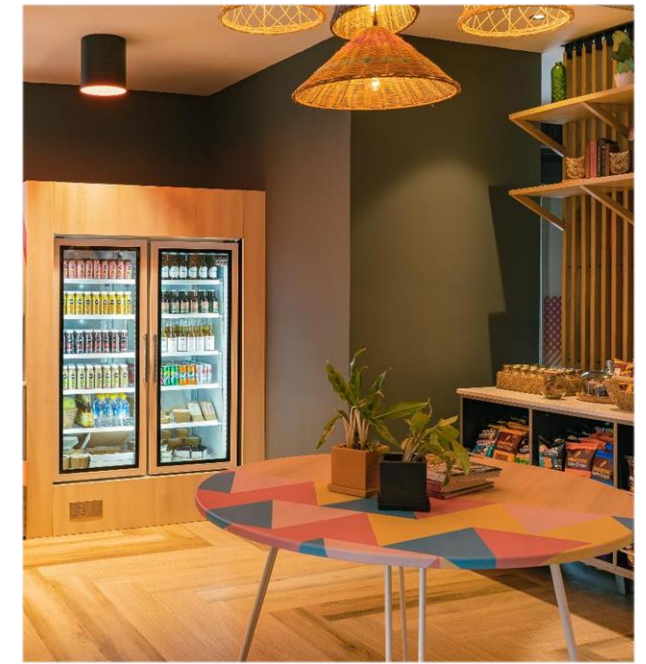
Investing smartly for *long-term growth*



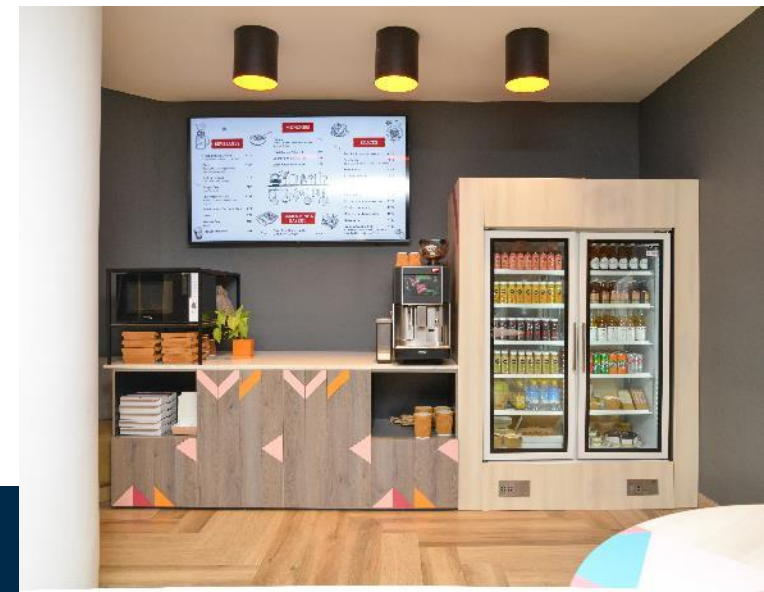
Investing in
amã Stays & Trails



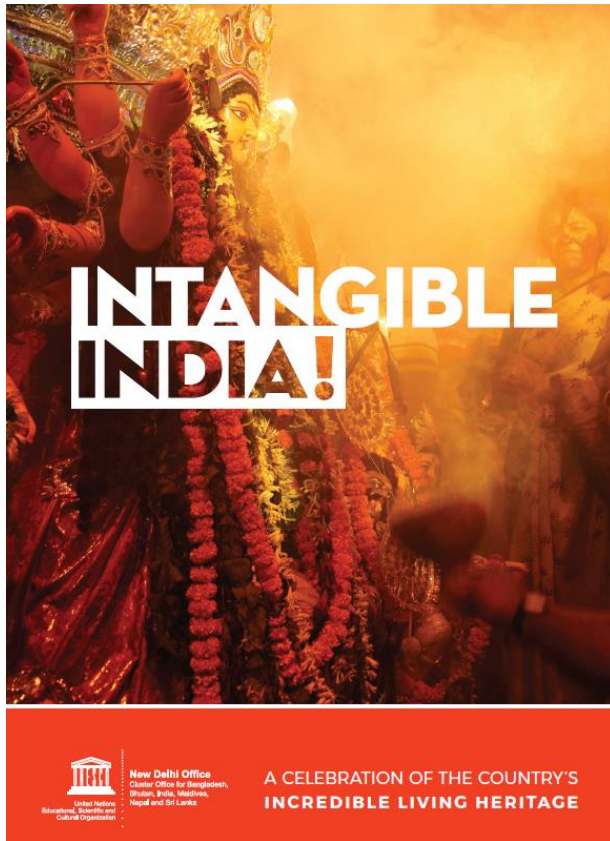
Re-imagining
The Chambers



Qminization
of Ginger



Doing business the *responsible way* – paathyā



10 heritage sites with UNESCO



8 active skilling centres



9 pilot projects - TechEmerge & IFC

Doing business the *responsible way* – paathyã



29% energy from renewable sources



45 hotels installed EV chargers



57,000 Qmin meals during Assam floods

On track
to achieve
our ambition of

AHVAAN
2025



PERFORMANCE

33%

EBIDTA
Margin

35%

EBIDTA from
New Brands and
Mgmt. Fees

50-50

Hotel
Portfolio

ZERO

Net
Debt



PORTFOLIO

300+ Hotel Portfolio

TAJ 100

SELECTIONS
VIVANTA 75

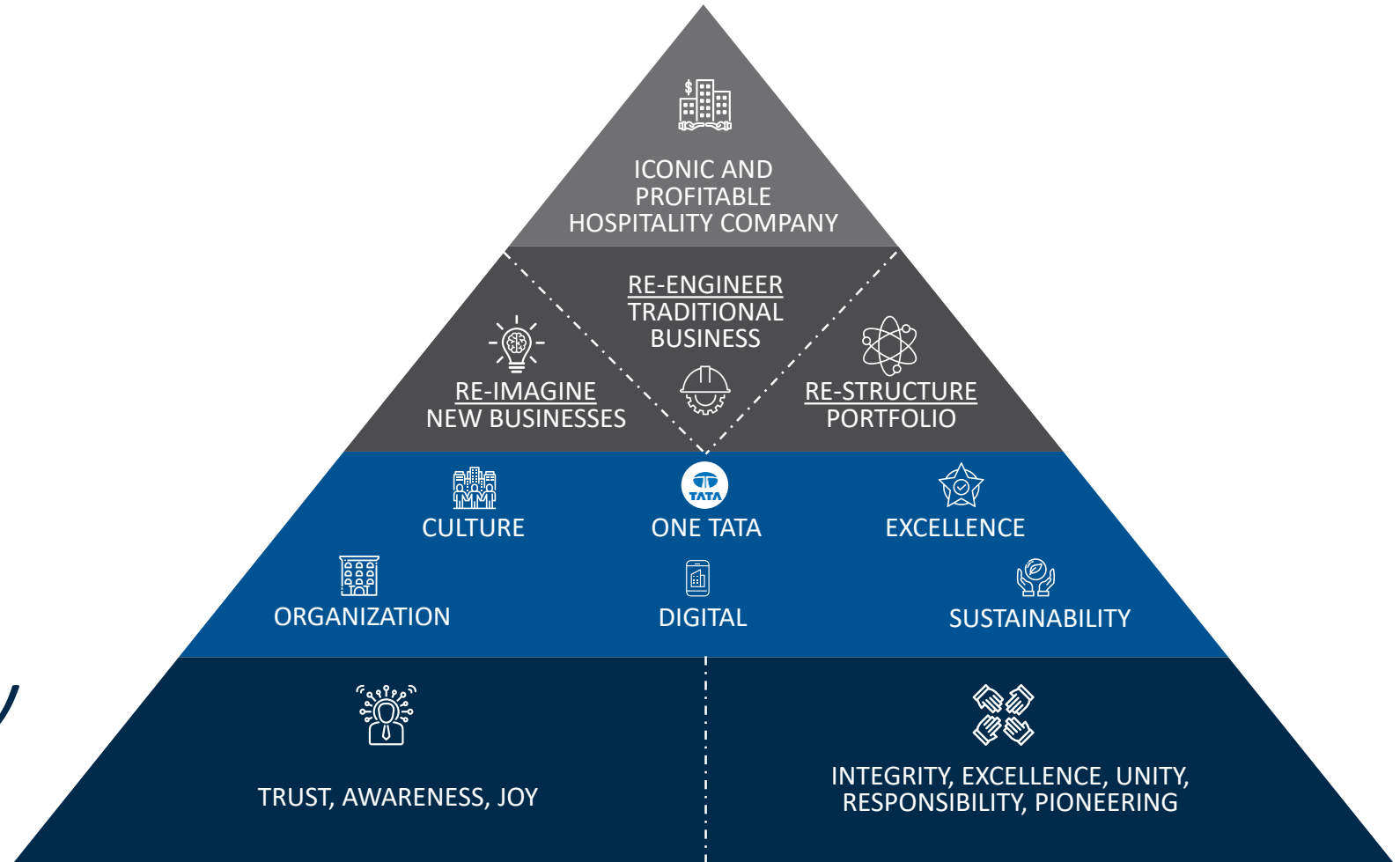
GINGER 125

500+

amã
STAYS & TRAILS

AHVAAN 2025

will further our
journey to become
South Asia's most
*iconic & profitable
hospitality company*





FINANCIAL PERFORMANCE Q1 2022/23

GIRIDHAR SANJEEVI, EVP & CFO

Our Profitable Growth Algorithm Positions Us Well



RE-ENGINEER

Margins

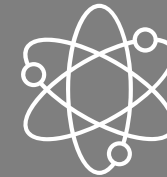
Productivity



RE-IMAGINE

Brandscape

New Biz Models



RE-STRUCTURE

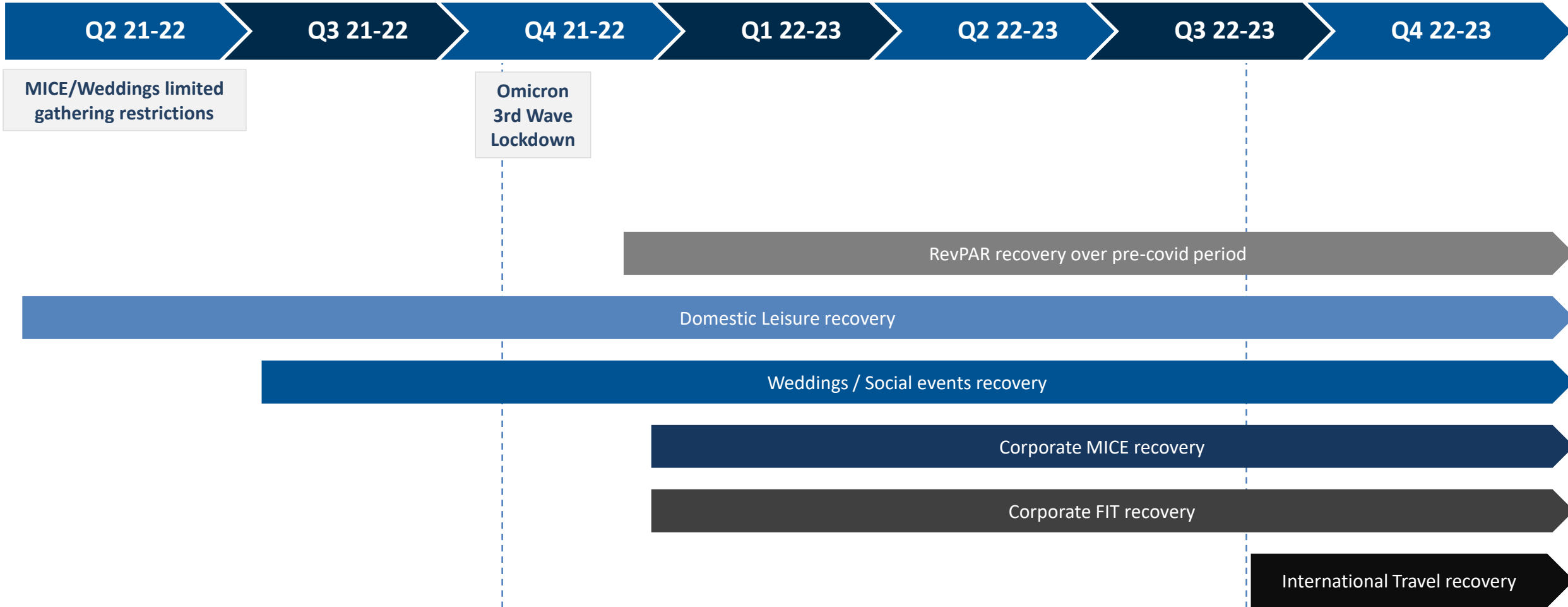
Portfolio

Asset Light Growth

INDIA: *Potential revenue recovery scenario*

IHCL is well placed for the recovery phase

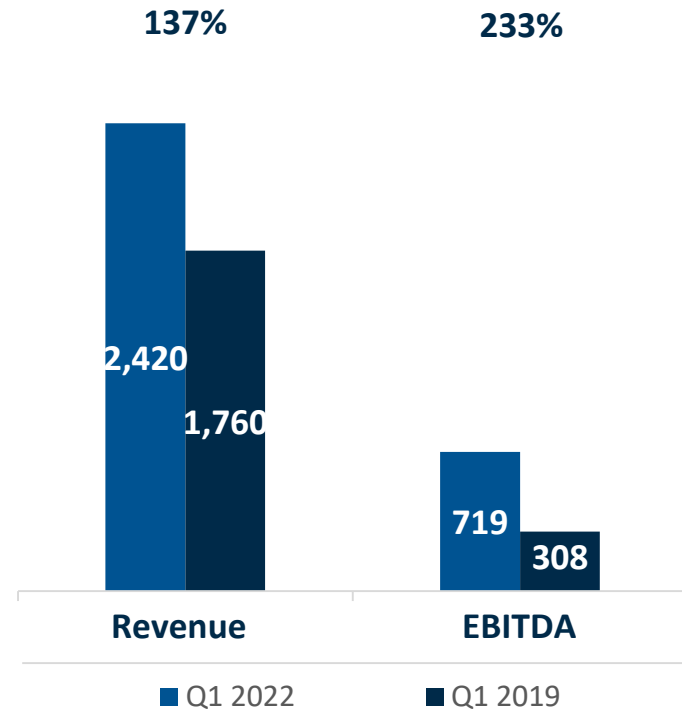
Financial year:



Key Highlights – Q1 2022/23

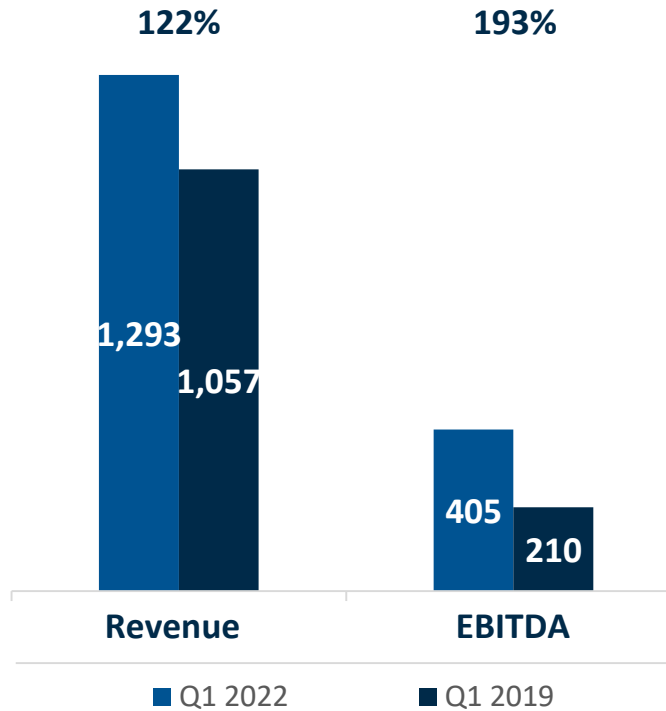
₹ /crores

IHCL ENTERPRISE*



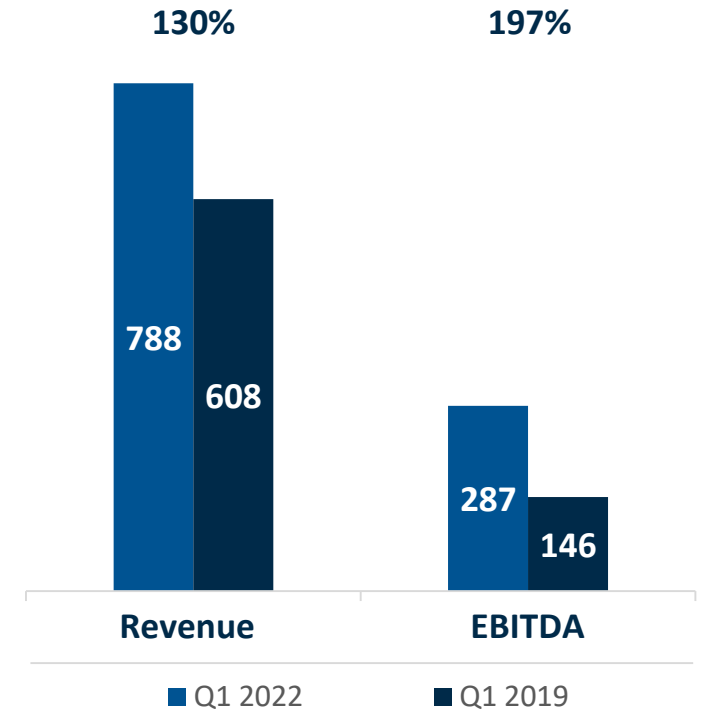
EBITDA Margin 29.7% (Pre-Covid : 17.5%)
Flow Thru 62% V/s 2019/20

IHCL CONSOLIDATED



EBITDA Margin 31.3% (Pre-Covid : 19.9%)
Free Cash Flow positive at ₹ 198 crs
Flow Thru 82% V/s 2019/20

IHCL STANDALONE



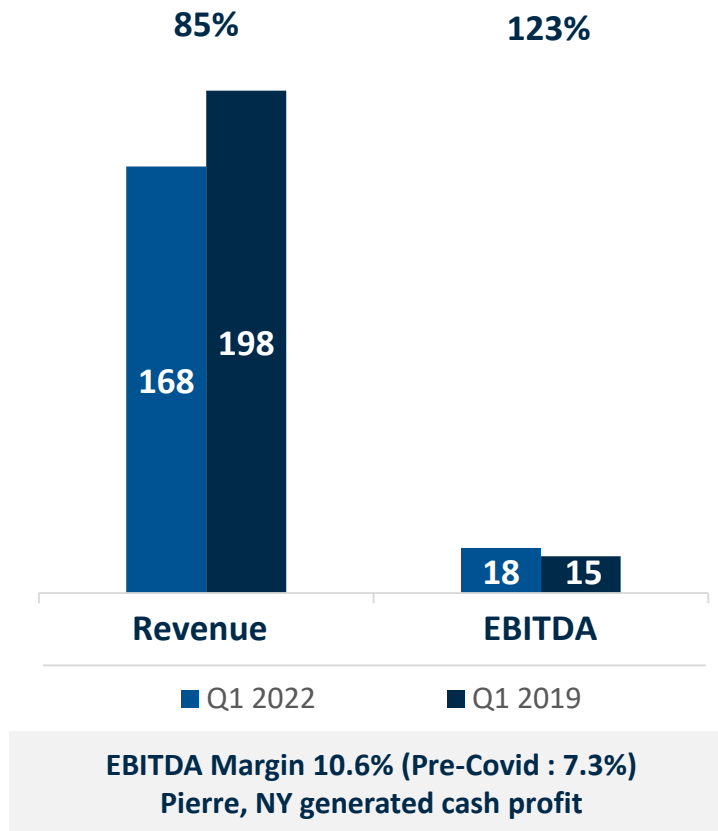
EBITDA Margin 36.5% (Pre-Covid : 24%)
Free Cash Flow positive at ₹ 170 crs
Flow Thru 79% V/s 2019/20

*IHCL Enterprise Revenue is the summation of all Hotels including Ginger, all Corporates & Taj SATS Air Catering, agnostic of ownership

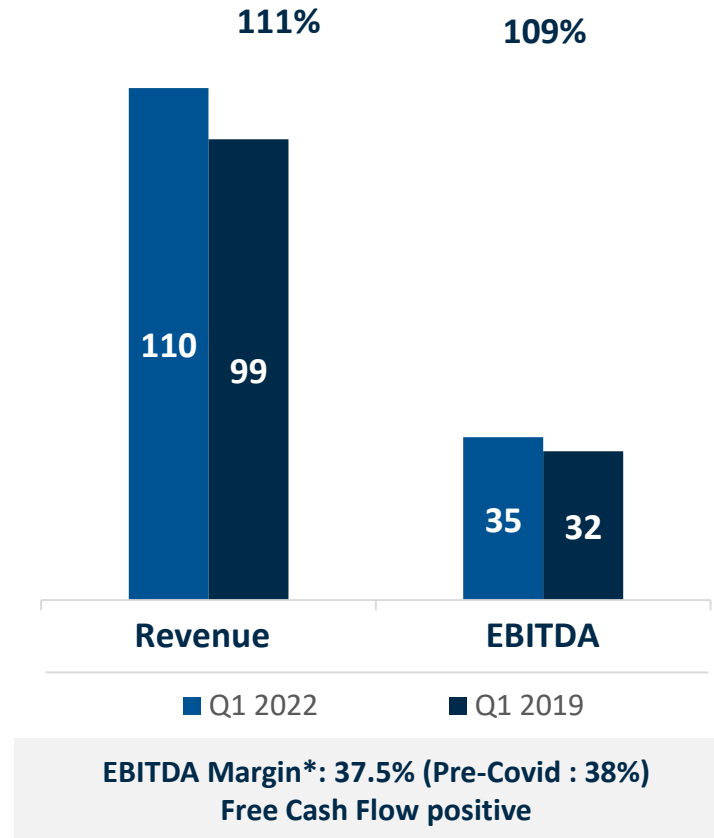
Key Highlights – Q1 2022/23

₹ /crores

UOH Inc. USA



St. James Court, London

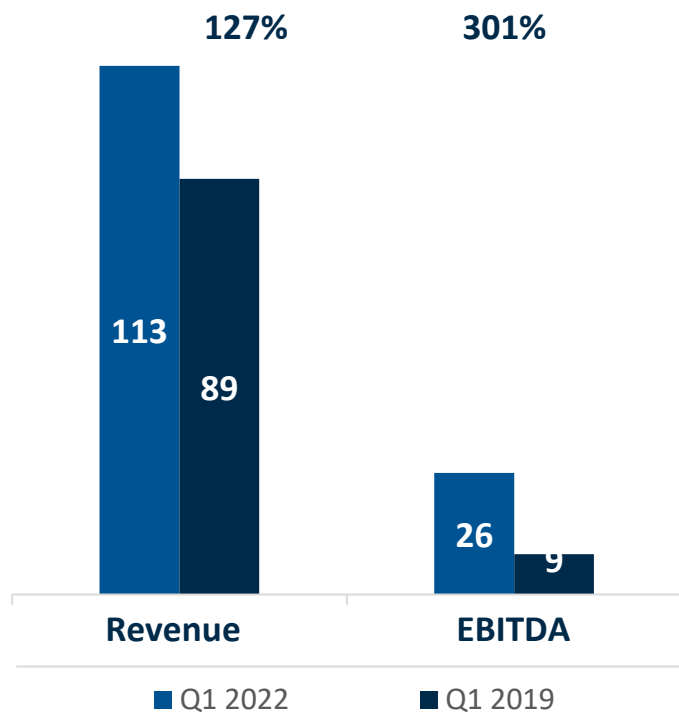


*Before Fees to IHCL

Key Highlights – Q1 2022/23

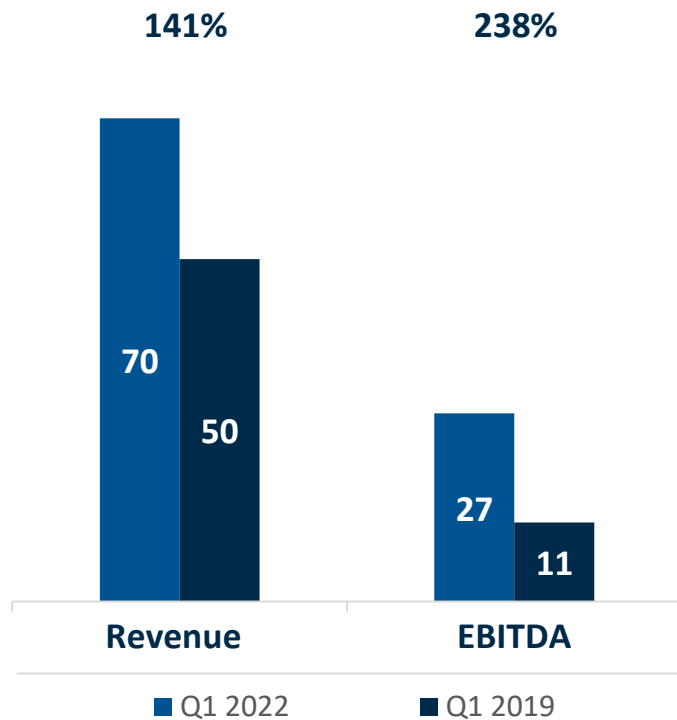
₹ /crores

PIEM HOTELS LTD



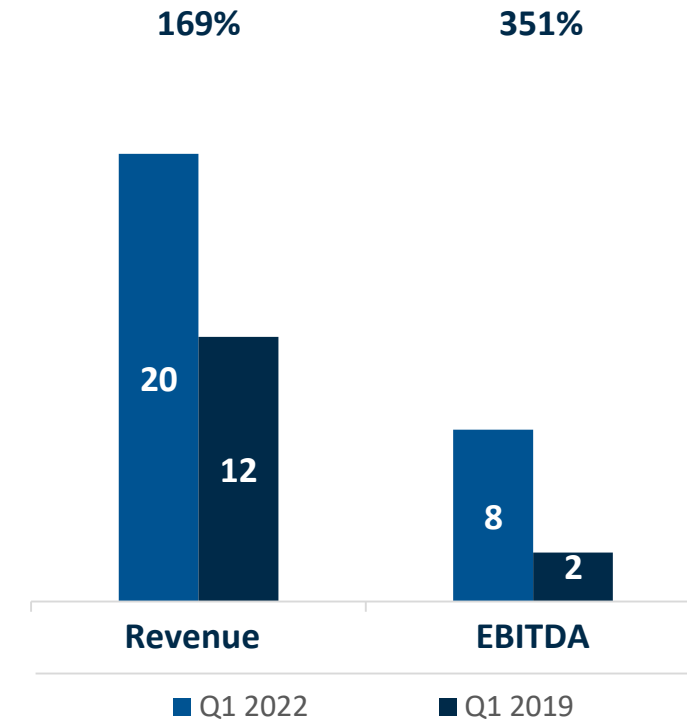
EBITDA Margin*: 28% (Pre-Covid : 14%)
Free Cash Flow Positive

ROOTS CORPORATION LTD



EBITDA Margin*: 41% (Pre-Covid : 25%);
PBT & PAT positive
Free Cash Flow positive

BENARES HOTELS LTD



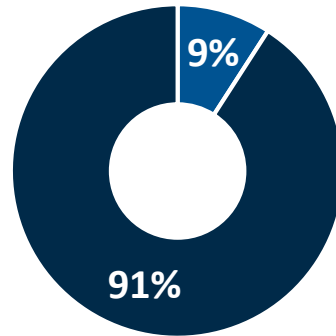
EBITDA Margin*: 46%
(Pre-Covid : 24%)
Free Cash Flow Positive

*Before Fees to IHCL

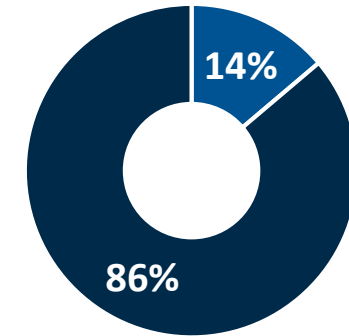
New Businesses Are Driving Margin Expansion

**Revenue
Contribution**

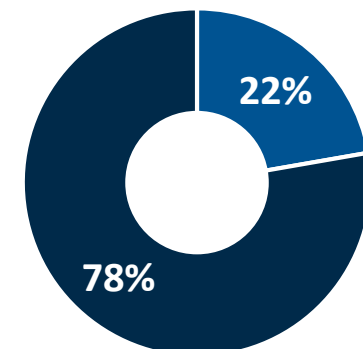
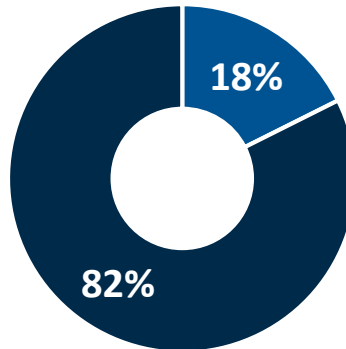
PRE-COVID (Q1 2019/20)



Q1 2022/23



**EBITDA
Contribution**



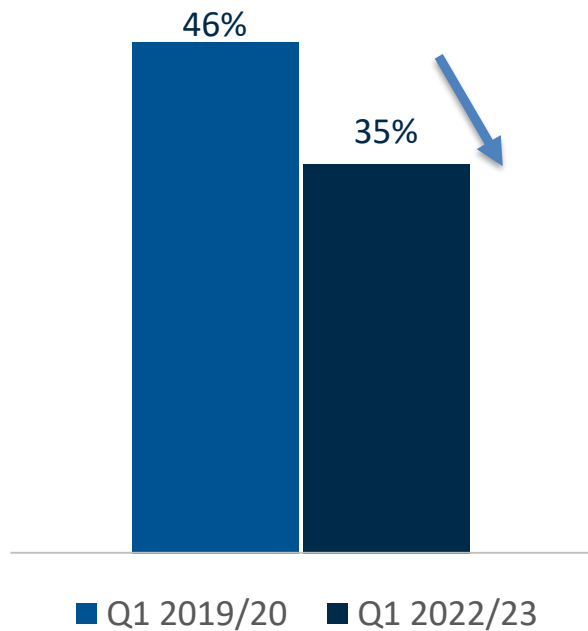
■ Traditional Businesses ■ New Brands, Initiatives & Management Fees*

* New Brands & Initiatives include Ginger, Qmin, amã & Chambers

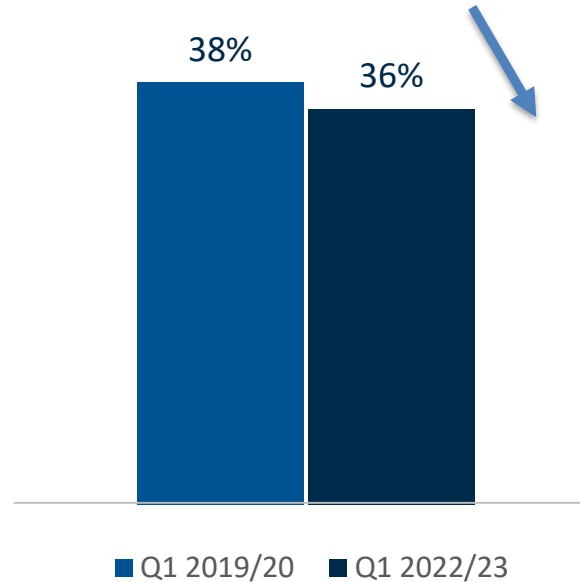
Razor Sharp Focus On Costs Strengthening Margin Expansion

Costs as a percentage of consolidated revenues

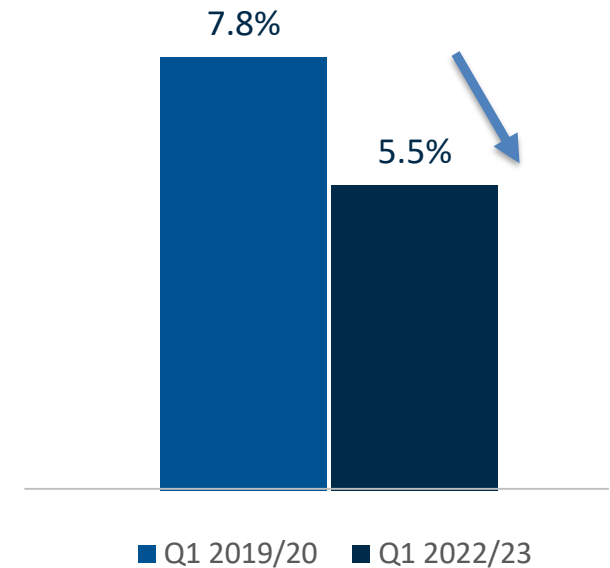
Fixed Costs as % of Revenue



Var. Costs as % of Revenue



Corp. Overheads as % of Rev.



Productivity initiatives continue *through Q1*



Payroll Expenses

**27.8% of Revenue
v/s 35.1% Pre-COVID**



Raw Material Costs

**Lower as % of F&B Revenue
Vs last year despite inflation**



Fuel Power Light

**Renewable Sourcing
Energy Efficiency**



Overhead Efficiencies

**2.3 pp Drop in Corporate
Overheads as % of Revenue**

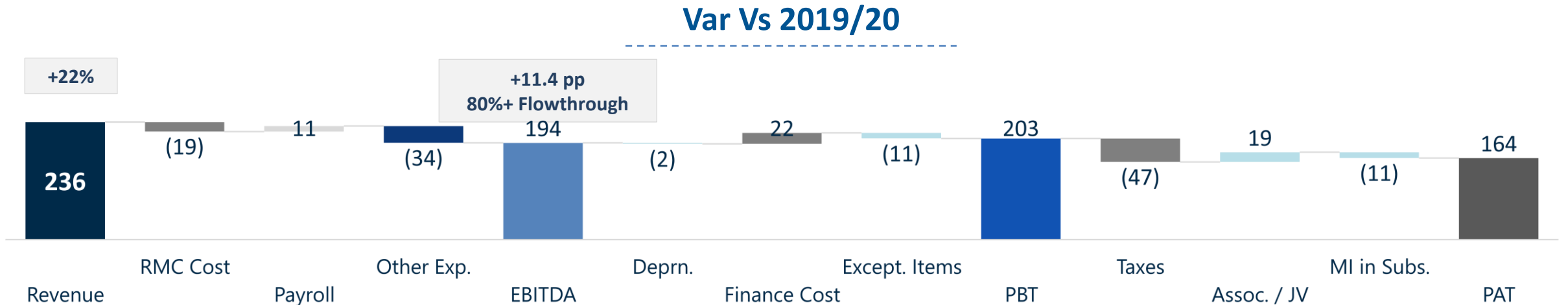
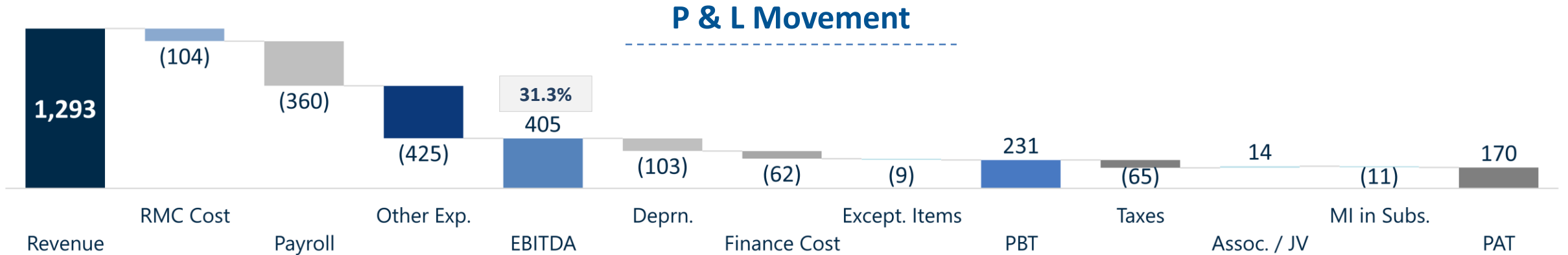


Marketing Effectiveness

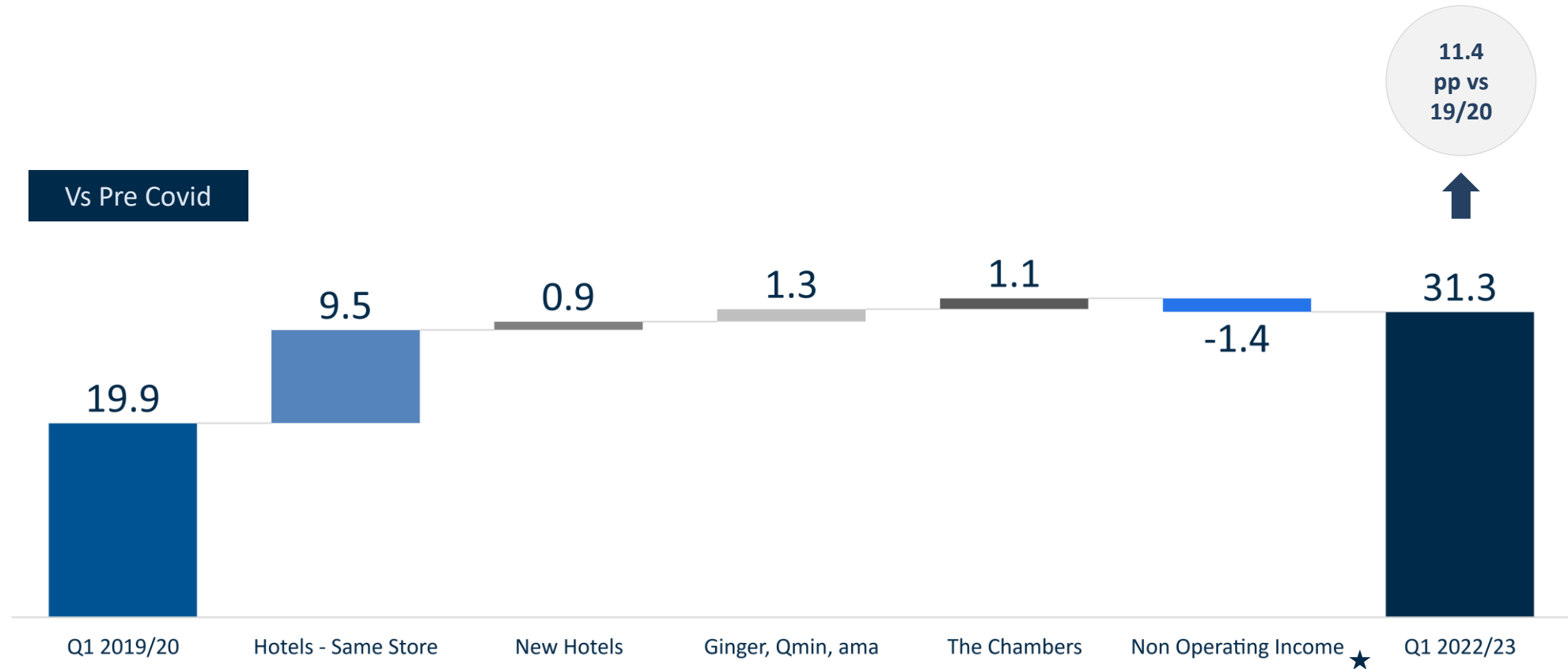
**Smart Investments
Focus on Impact**

Strong Improvement in Consolidated Performance

₹/crores

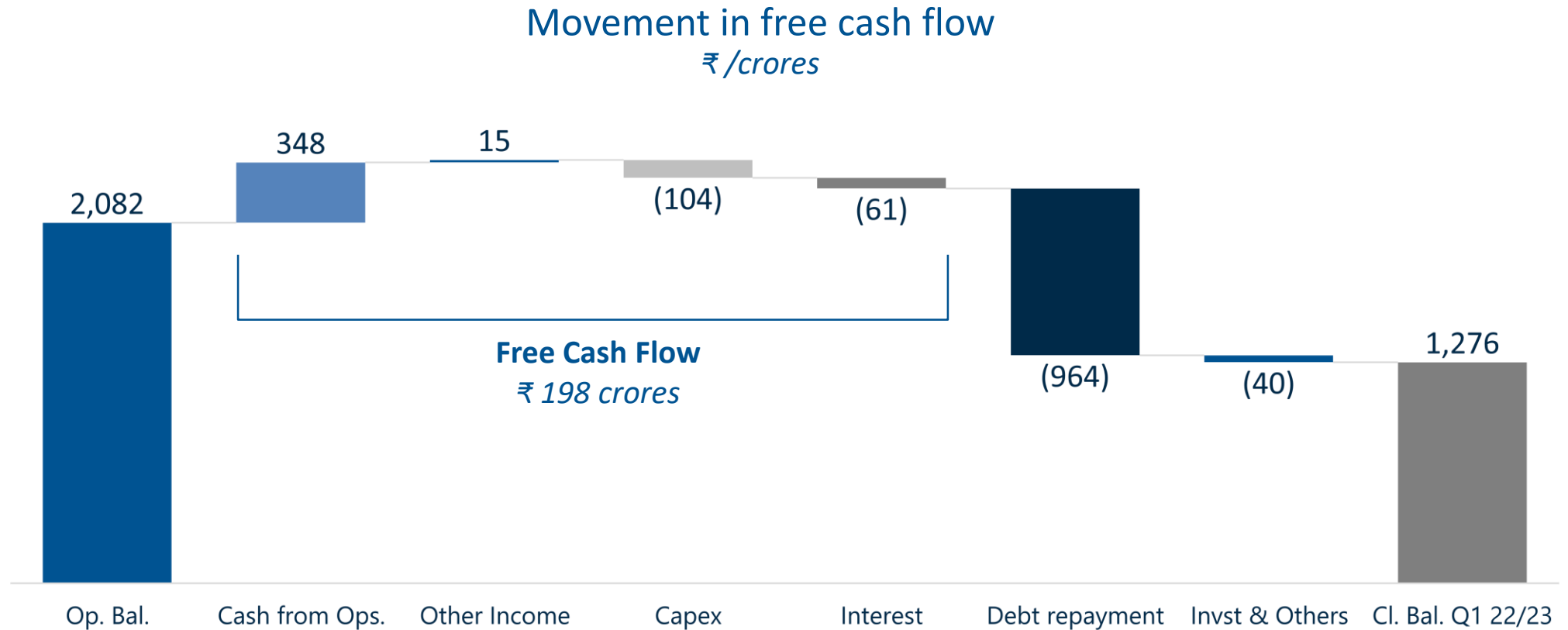


Strong Improvement in *EBITDA Margin*



★ Non – Operating Income includes Sale of Flats ₹ 5 crs in Q1 2022/23 & ₹ 24 crs in Q1 2019/20

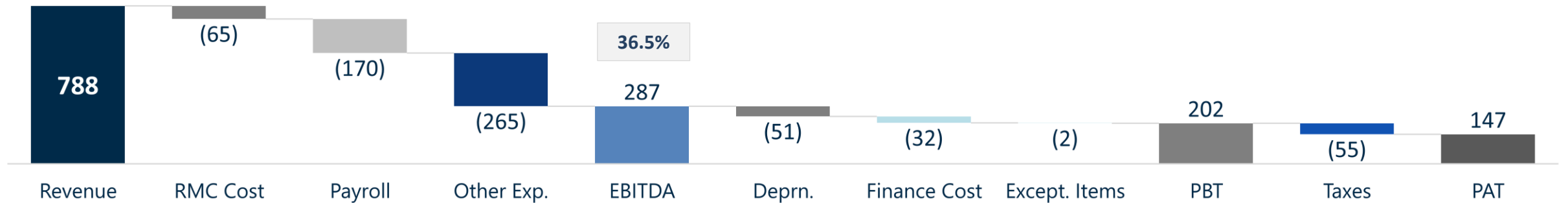
Focus on Free Cash Flow Generation



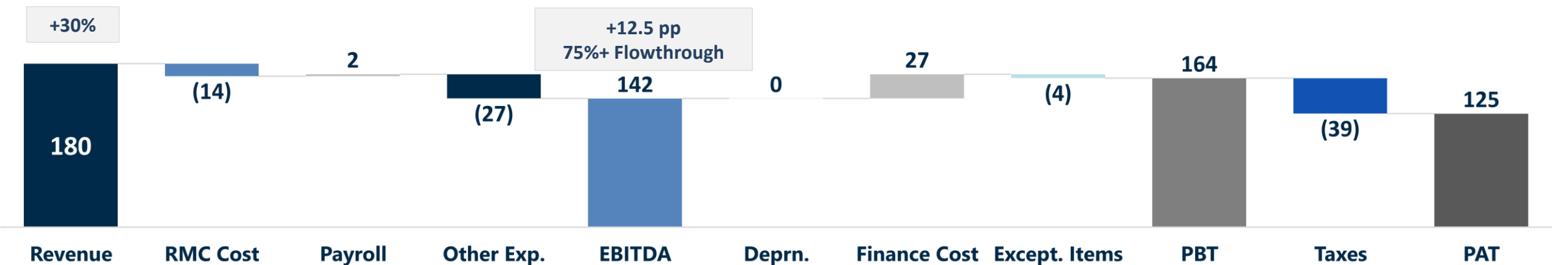
Strong Improvement in *Standalone Performance*

₹/crores

P & L Movement



Var Vs 2019/20



ANNEXURES

Q1 Consolidated P&L With > 80% EBITDA Flowthru Vs 19/20

₹ /crores

Particulars	Q1			
	2022/23 Actual	2021/22 Actual	2019/20 Actual	Act. 22/23 Vs 19/20 %
Revenue from Operations	1,266	345	1,020	24%
Non-Operating Revenue	27	26	37	-27%
Total Revenue	1,293	370	1,057	22%
Raw Material Cost	104	28	85	22%
Employee Benefits	360	249	371	-3%
Fuel, Power and Light	76	44	72	6%
Other Expenditure	348	173	319	9%
Total Expenditure	888	493	847	5%
EBITDA	405	(123)	210	92%
EBITDA Margin	31.3%	-	19.9%	11.4%
Depreciation and Amortization Expense	103	103	100	+
Finance Costs	62 *	110	85	-
Profit Before exceptional Items & Tax	240	(335)	25	+
Exceptional items Gain/(Loss)	(9)	20	2	-
Profit/ (Loss) before tax	231	(315)	28	+
Profit/ (Loss) After Tax	166	(270)	10	+
Add: Share of Profit/(Loss) in Assoc. & JV's	14	(32)	(5)	+
Less : Profit / (Loss due to Non Contr. interest)	(11)	24	1	-
Profit / (Loss) after Non contr. Int., share of assoc. & JV	170	(277)	6	+

* Finance Costs includes Interest on Lease Liability ~ ₹ 40 crs

Q1 Consolidated – Exceptional Items

₹ /crores

Particulars	Q1		
	2022/23 Actual	2021/22 Actual	Var.
Change in fair value of derivative contracts	-	6	(6)
Exchange Gain / (Loss) - IHMS SA	(9)	7	(16)
Gain on Sale of Property – Ginger Mysore	-	7	(7)
Total	(9)	20	(29)

Q1 Standalone P&L – Strong Flowthru > 75%

₹ /crores

Particulars	Q1			
	2022/23 Actual	2021/22 Actual	2019/20 Actual	Act. 22/23 Vs 19/20 %
Revenue from Operations	761	207	572	33%
Non-Operating Revenue	27	19	36	-26%
Total Revenue	788	226	608	30%
Raw Material Cost	65	18	51	27%
Employee Benefits	170	147	173	-1%
Fuel, Power and Light	48	30	47	3%
Other Expenditure	217	109	191	13%
Total Expenditure	501	304	462	8%
EBITDA	287	(78)	146	+
EBITDA Margin	36.5%	-	24.0%	12.5%
Depreciation and Amortization Expense	51	51	51	+
Finance Costs	32 *	81	59	-
Profit Before exceptional Items & Tax	204	(210)	36	+
Exceptional items Gain/(Loss)	(2)	(11)	2	-
Profit/ (Loss) before tax	202	(220)	38	+
Profit/ (Loss) After Tax	147	(190)	22	+

* Finance Costs includes Interest on Lease Liability ₹ 23 crs

Q1 Standalone Exceptional Items

₹ /crores

Particulars	Q1		
	2022/23 Actual	2021/22 Actual	Var.
Gain / (Loss) on Change in fair value of derivative contracts	-	6	(6)
Provision for Pierre Cash Loss funding	-	(13)	13
Provision for Taj Cape Town Cash Loss funding	(2)	(4)	2
Total	(2)	(11)	9

Q1 2022/23 - REVENUE METRICS (DOMESTIC)

Particulars	Standalone		Enterprise	
	Q1 2022/23	Q1 2019/20	Q1 2022/23	Q1 2019/20
Occupancy %	70.4	63.4	65.2	61.8
ARR in ₹	11,397	9,141	8,315	6,299
RevPAR in ₹	8,021	5,795	5,424	3,893
(₹/ crores)				
Room Revenue	325	228	859	529
F & B Revenue	281	234	757	536
Other Revenue*	181	146	265	214
Total Revenue	788	608	1881 #	1,279 #

*Incl. Non-Operating

#Total Enterprise Revenue is the summation of all Domestic Hotels including Ginger, all Corporates & Taj SATS Air Catering

Domestic Hotels RevPAR & Recovery Vs Pre- COVID – By Category - LFL

Domestic Hotels - LFL	Occ %			ARR in ₹			RevPAR in ₹		
	Q1 2022	Q1 2019	%	Q1 2022	Q1 2019	%	Q1 2022	Q1 2019	%
Business	76%	66%	116%	7,982	7,086	113%	6,096	4,683	130%
Leisure	63%	54%	117%	14,285	9,186	156%	8,970	4,915	183%
Palaces	34%	36%	94%	24,689	17,243	143%	8,452	6,269	135%
Ginger	58%	65%	89%	3,004	2,243	134%	1,741	1,455	120%
Total Domestic	68%	62%	109%	8,423	6,438	131%	5,727	4,021	142%

*Like for Like- All Hotels added after 1st April 2019 excluded

RevPAR Recovery By Destination vs Pre - COVID – Domestic LFL

Domestic Hotels - LFL	Occ %			ARR in ₹			RevPAR in ₹		
	Q1 2022	Q1 2019	Recovery%	Q1 2022	Q1 2019	Recovery%	Q1 2022	Q1 2019	Recovery%
Mumbai	82%	75%	109%	10,567	8,666	122%	8,625	6,468	133%
Delhi & NCR	67%	70%	96%	6,960	5,548	125%	4,646	3,856	120%
Bengaluru	77%	68%	113%	7,554	6,964	108%	5,816	4,753	122%
Goa	80%	68%	117%	14,801	10,378	143%	11,807	7,077	167%
Chennai	70%	57%	123%	6,496	5,614	116%	4,551	3,209	142%
Rajasthan	37%	41%	92%	15,009	9,878	152%	5,598	4,015	139%
Hyderabad	69%	56%	123%	6,863	6,031	114%	4,732	3,376	140%
Kolkata	76%	55%	138%	6,056	6,341	95%	4,601	3,499	132%
Kerala	65%	58%	111%	8,012	6,207	129%	5,211	3,623	144%
Grand Total	68%	62%	109%	8,423	6,438	131%	5,727	4,021	142%

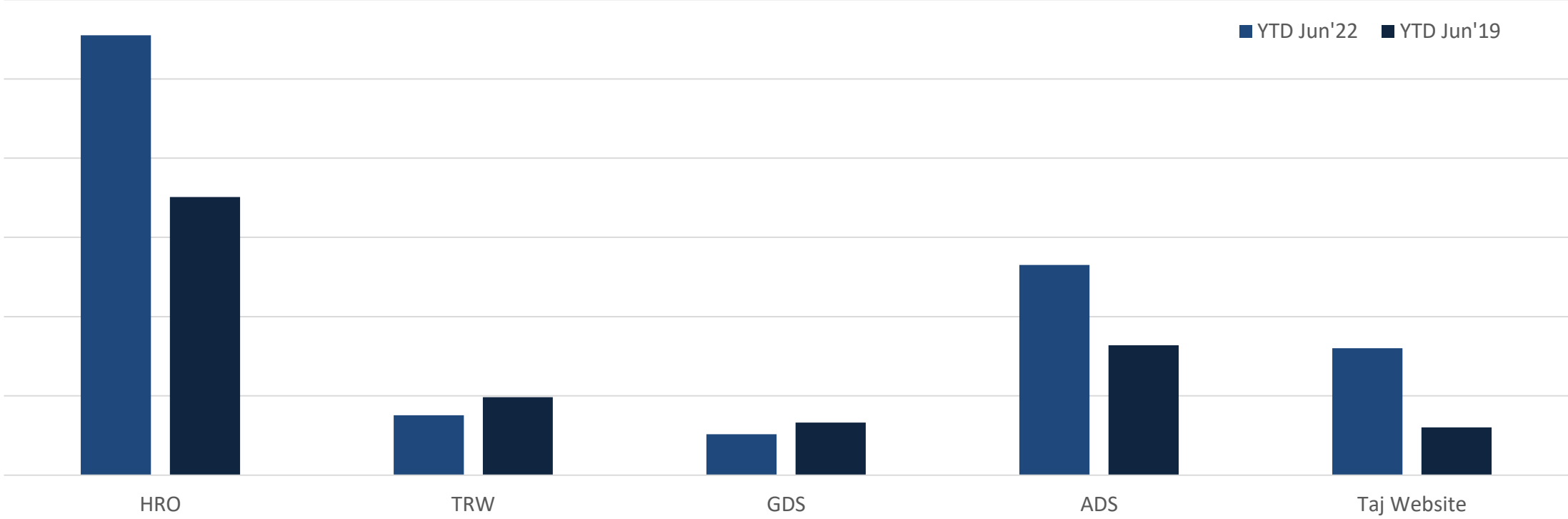
*Like for Like includes Ginger- All Hotels added after 1st April 2019 excluded

RevPAR Recovery By Destination vs Pre - COVID – International LFL

International Hotels - LFL	Occ %			ARR in \$			RevPAR in \$		
	Q1 2022	Q1 2019	%	Q1 2022	Q1 2019	%	Q1 2022	Q1 2019	%
USA	59%	85%	69%	660	511	129%	387	435	89%
UK	74%	88%	84%	419	354	118%	311	313	99%
Maldives	65%	60%	108%	601	543	111%	391	328	119%
Dubai	81%	71%	115%	186	160	116%	151	114	133%
Others	38%	43%	88%	92	112	82%	35	48	72%
Total	55%	61%	89%	306	278	110%	167	171	98%

*Like for Like - All Hotels added after 1st April 2019 excluded

Channels - Room Revenue (All Hotels): Q1 22/23 V/S Q1 19/20



**% of Revenue
YTD Jun'22**

**% of Revenue
YTD Jun'19**

50%

7%

5%

24%

14%

48%

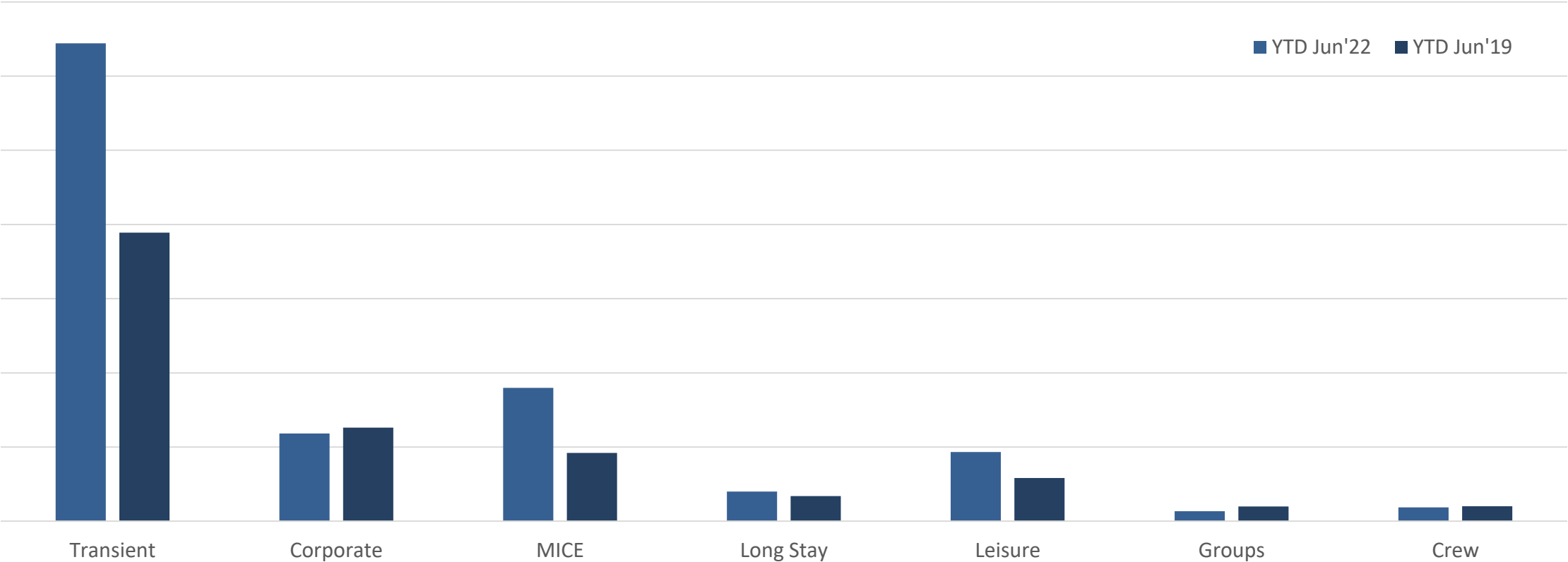
13%

9%

22%

8%

Market Segment – Room Revenue (All Hotels): Q1 22/23 V/S Q1 19/20



**% of Revenue
YTD Jun'22**

**% of Revenue
YTD Jun'19**

58%

11%

16%

4%

8%

1%

2%

53%

17%

12%

5%

8%

3%

3%

Transient

Corporate

MICE

Long Stay

Leisure

Groups

Crew

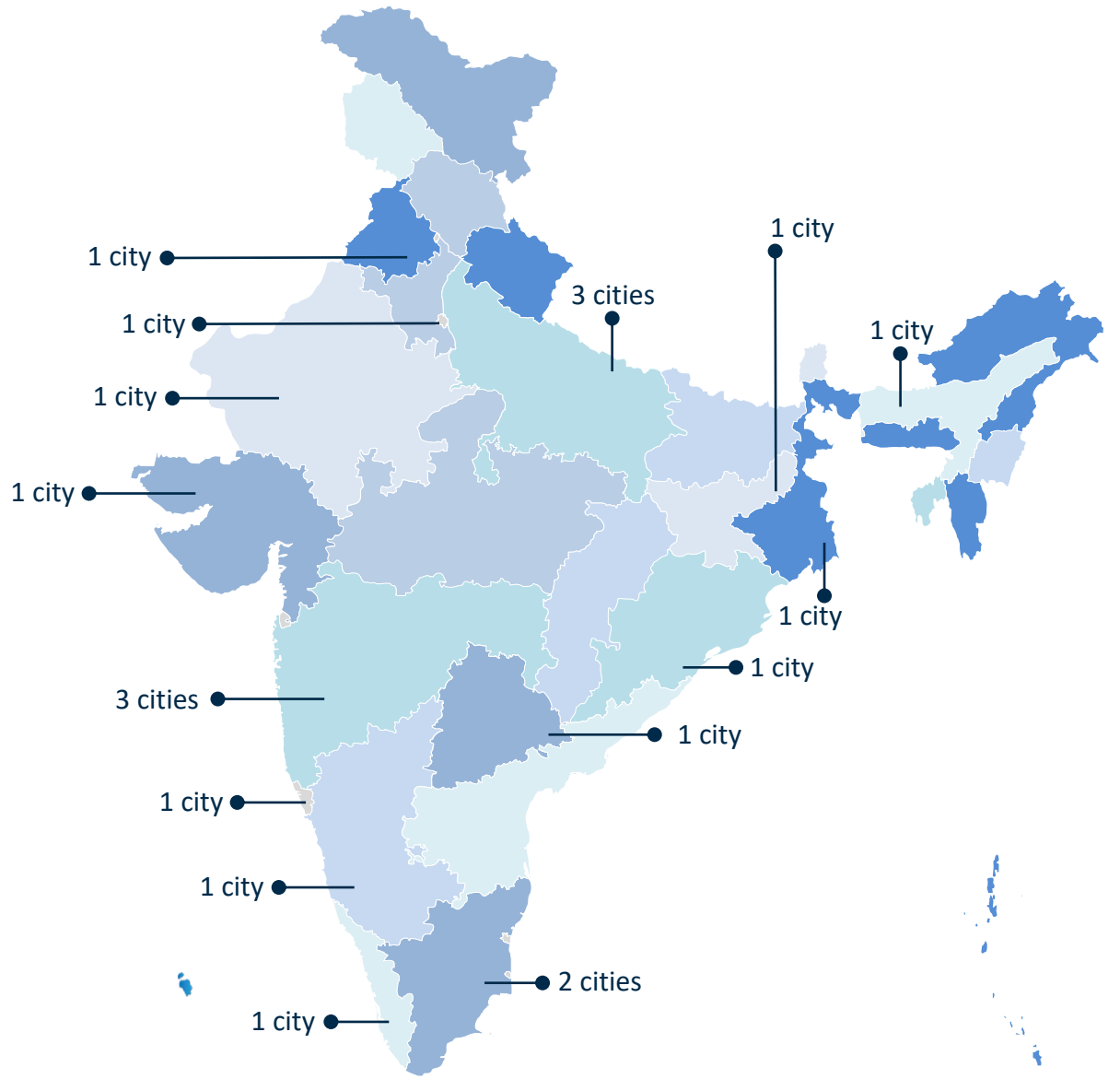
Chambers

₹ /crores

Chambers	Q1 FY 23	Q1 FY 22
Initiation Fees	14	8
Renewal Fees	12	8
Total Income	26	16
No. of Chambers members	2,496	2,274

- 60+ Members added during the Quarter

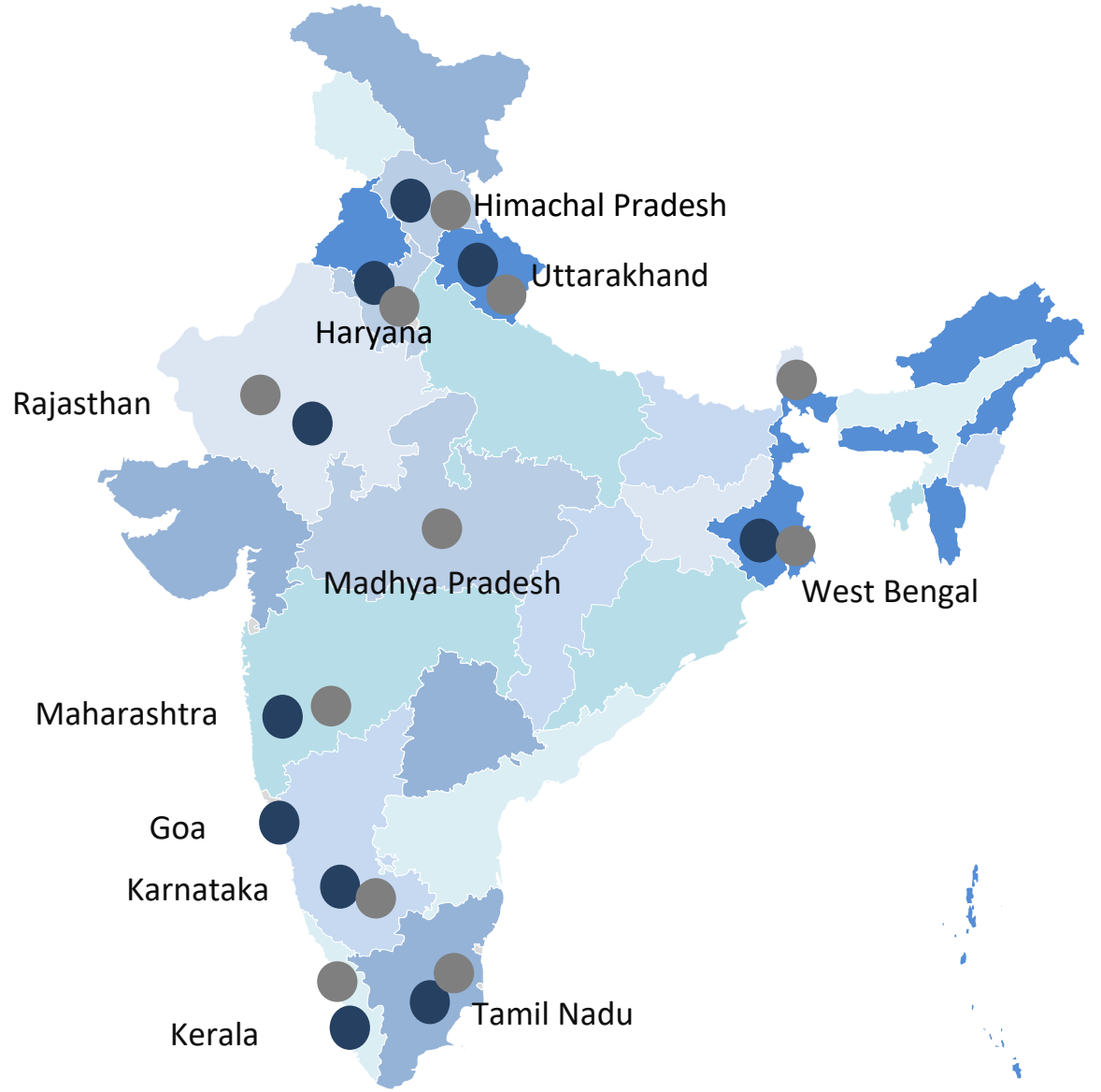
Qmin



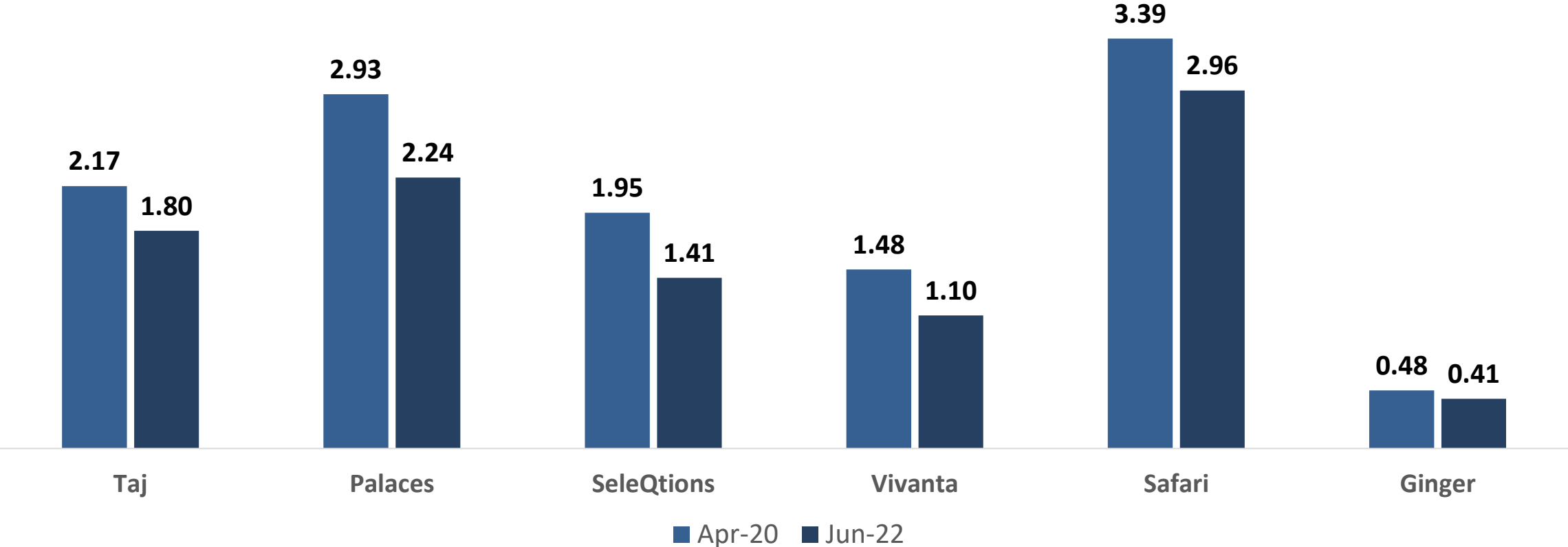
| 40 Hotels | 4 Shops | 3 Trucks | 12 QSR | 20 Cities |

amã Stays & Trails

	Operational	Pipeline	Total
Maharashtra	10	8	18
Kerala	11	5	16
Karnataka	11	2	13
Haryana	1	9	10
Goa	9	1	10
Tamil Nadu	2	4	6
West Bengal	3	1	4
Rajasthan	2	2	4
Himachal Pradesh	1	2	3
Uttarakhand	1	3	4
Madhya Pradesh		1	1
Sikkim		1	1
Total	51	39	90



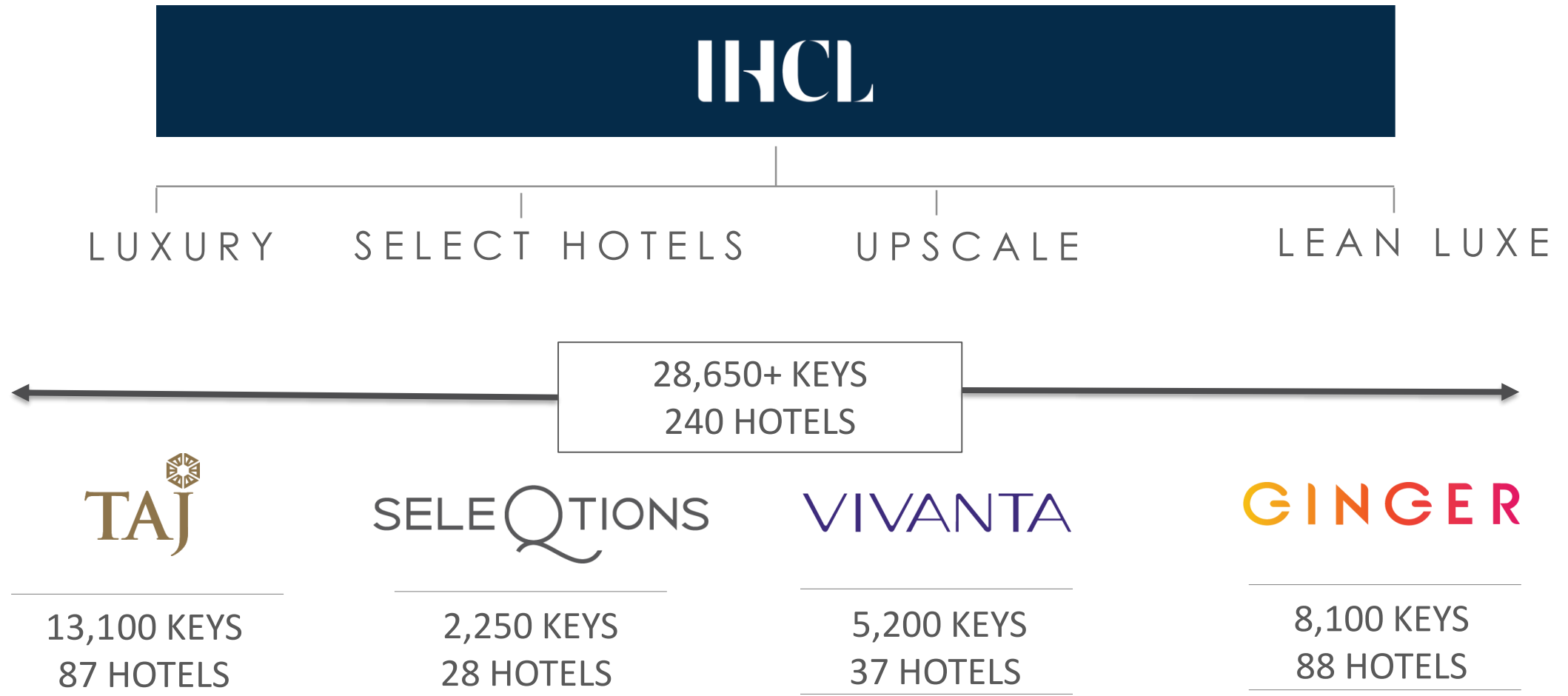
Manpower / Room By Brand



Manpower Rationalized Through

- Redeployments – 449 Associates
- Reimagine ways of working - Multiskilling, Cluster Approach, Shared Services

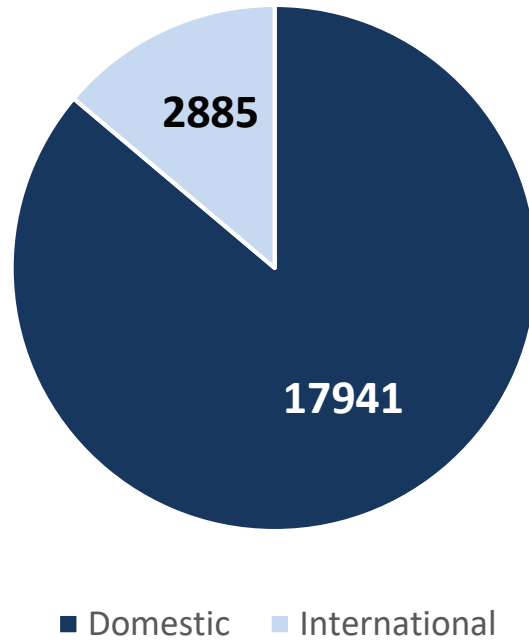
Brandscape – Operating + Pipeline



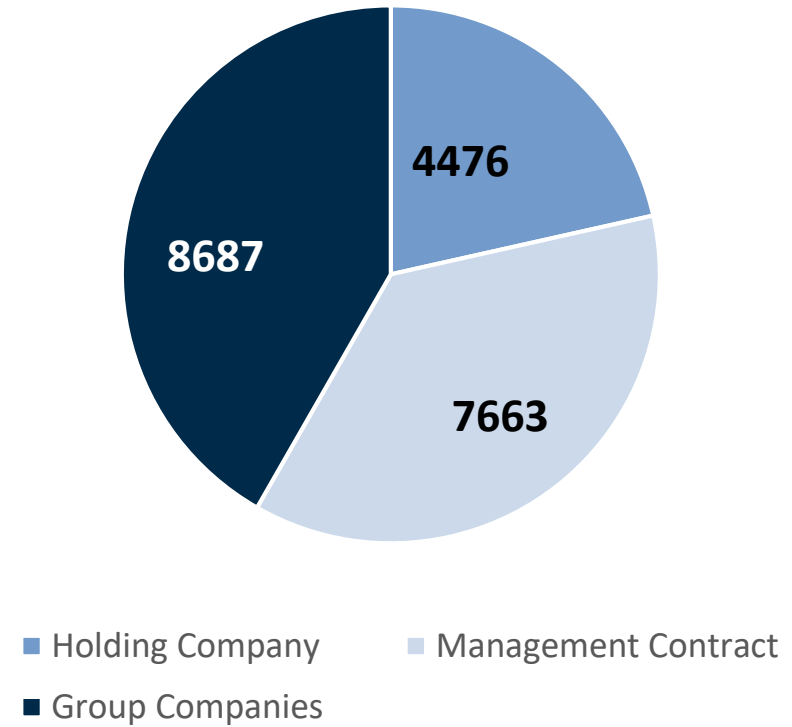
*Portfolio figures as on June 30, 2022 including hotels under various stages of development

Operating Portfolio

Inventory by Geography



Inventory by Contract Type



As of 30th June 2022, IHCL has 178 hotels operational with 20,826 Rooms

Upcoming Hotels in FY 22-23

Hotel Name	Ownership	Inventory
Vivanta Ahmedabad	Managed	176
Ginger Ahmedabad - Hotel Central Inn, RTO Circle	Group Co	111
Taj Resort, Wayanad, Kerala	Managed	62
Sawai Man Mahal, a Taj Palace	Managed	47
Ginger Hotel, Bharuch- Station Road	Managed	55
Ginger Aurangabad Jalgaon Road	Group Co	64
Vivanta Shillong, Meghalaya	Managed	100
Ginger Noida Sector 133	Group Co	55
Ginger Srinagar	Managed	62
Taj Amer, Jaipur	Managed	245
Ginger Hotel, Zirakpur	Group Co	110
Ginger Hotel, Coimbatore Avinashi Road	Managed	72
SeleQtions hotel in Manali	Managed	33
Vivanta Tawang	Managed	88
	Total	1,280

DISCLAIMER

These presentations may contain forward-looking statements within the meaning of applicable securities laws. Similarly, statements that describe our business strategy, outlook, objectives, plans, intentions or goals also are forward-looking statements.

Forward-looking statements are not guarantees of future performance and involve risks and uncertainties and other factors that may cause actual results to differ materially from those anticipated at the time the forward-looking statements are made. Future results, performance and achievements may be affected by general economic conditions, regulatory environment, business and financing conditions, foreign exchange fluctuations, cyclicity and operating risks associated with the hospitality industry and other circumstances and uncertainties.

Although we believe the expectations reflected in such forward looking statements are based upon reasonable assumptions, we can give no assurance that our expectations will be attained or that results will not materially differ. We undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

Please visit our corporate website www.ihcltata.com for previous investor communications.

IHCL

Delivering *Responsible Profitable Growth*

GLOBAL CONFERENCE CALL Q1 FY 2022/23

9th August, 2022