



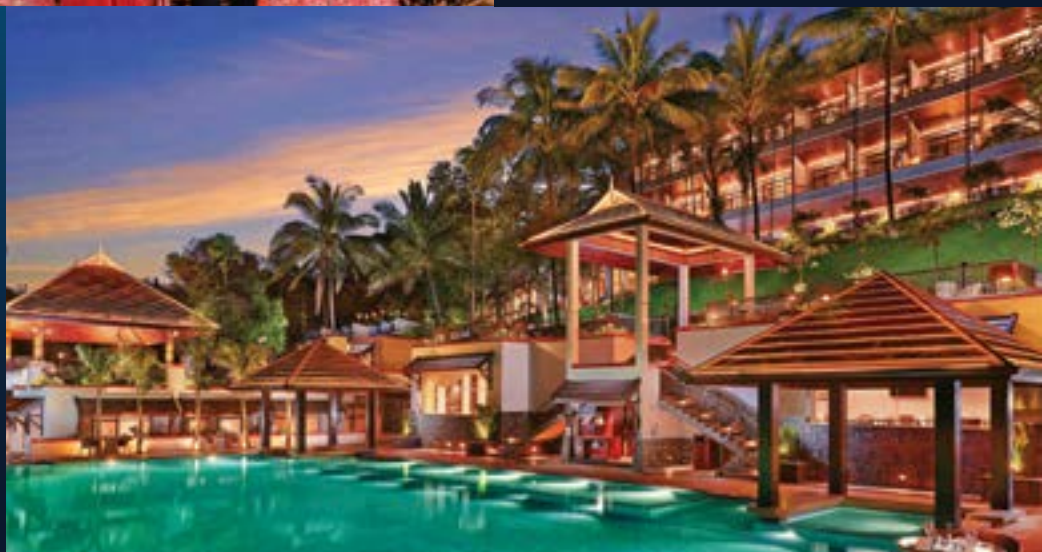
PURPOSE



PASSION



PERFORMANCE



FY 2022-23:
A record year

#1

Taj is the World's Strongest Hotel Brand
and India's Strongest Brand Across Sectors

100

Taj Hotels Portfolio (Including pipeline)

₹ ~11,000 crores

IHCL Enterprise Revenue*

₹ 1,000+ crores

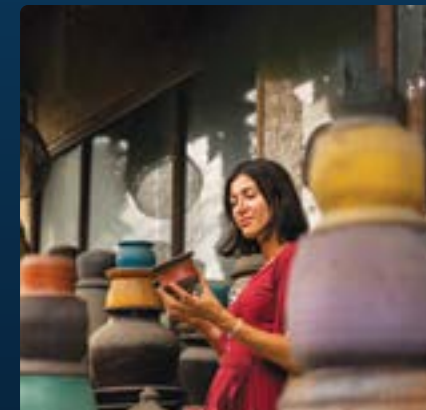
Consolidated Profit After Tax

**All Hotels, including subsidiaries, associates, management contracts,
agnostic of ownership.*

PURPOSE. PASSION. PERFORMANCE.



ASPIRATION
WITH PURPOSE



EXECUTION
WITH PASSION



SUCCESS WITH
PERFORMANCE



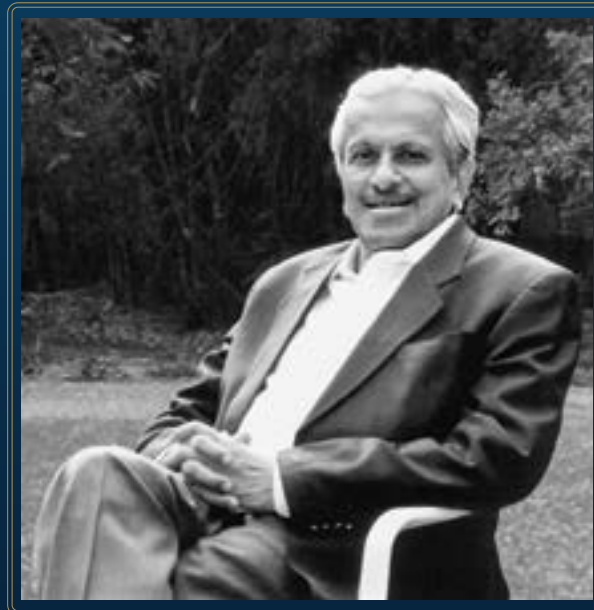
For over a century, IHCL has been a purpose driven organisation. Our vision is to be 'the most iconic and profitable hospitality company in South Asia'. We strive to create value through operating best-in-class hospitality brands, inspired by our legacy and driven by a determination to create memorable experiences and lasting impact. Our strategy is driven by this purpose and it remains an unwavering promise to all stakeholders.

We are passionate about what we do, and this is reflected in our unique culture of 'Tajness' - 'the way we do what we do'. Our portfolio of iconic brands led by the World's Strongest Hotel Brand 'Taj', our flagship since the past 120 years, our unique culture and our people's commitment, enables us to pursue our purpose towards creating value for the organisation by providing our guests superior experiences. We hold a deep appreciation for the contribution of every stakeholder and deliver value to them. In doing so we strive to preserve the planet by appropriate climate action, preserve the cultural heritage of the destinations, and support communities in which we operate.

This confluence of purpose and passion finds validation in our performance and drives our success. Over the past few years, we have demonstrated our commitment to a clearly articulated strategy of diversifying our revenue profile, reimagining our brands and making our operations more efficient.

Our strong results in FY 2022-23 are reflection of the seamless combination of purpose, passion and performance and inspire us to reach higher, and do even better.

The Legend lives on forever in our hearts and memories



TRIBUTE TO PADMA SHRI, R. K. KRISHNA KUMAR

Former Vice Chairman, IHCL
July 18, 1938 - January 1, 2023

Mr. R. K. Krishna Kumar was an inspirational human being and a visionary leader who was deeply revered and respected by the many lives he touched. He leaves behind an unmatched legacy that exemplified the Tata ethos of keeping communities at the heart of business. An industry stalwart, he was instrumental in building on IHCL's century old history and transforming it with bold expansion and innovative strides.

Helming IHCL as a Managing Director and thereafter as Vice Chairman from 1997 to 2013, with a brief year-long break in between when he moved to Tata Sons, Krishnakumar or KK as he was fondly called, was instrumental in IHCL's acquisition of several marquee hotels, both in India and abroad. The Pierre, New York and Taj Campton Place, San Francisco became flag bearers for the Taj brand.

IHCL will forever be indebted for his strong leadership during one of the most challenging times in the company's history of terrorist attacks in Mumbai. Leading from the front, reassuring affected employees' families and then setting up the Taj Public Service Welfare Trust just two weeks later, his golden heart fuelled his love for definite action. He was awarded the Padma Shri in 2009 for contributions to Indian trade and industry.

We, at IHCL, remember him with pride and gratitude and he will forever be the guiding light to IHCL.

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ABOUT THE REPORT

We, The Indian Hotels Company Limited (IHCL), present to our stakeholders our fifth Integrated Report (IR). The Report is a reflection of our financial and non-financial performance for FY 2022-23, along with our multi-dimensional approach to value creation and ESG strategy.

REPORTING PRINCIPLE

This Report presents a comprehensive overview of our value creation process to our stakeholders, covering both tangible and intangible, financial and non-financial aspects of the business. The Report is prepared in accordance with the Integrated Reporting framework <IR> set forth by the Value Reporting Foundation.

Financial and statutory information in this Report is presented adhering to the requirements of:

- The Companies Act, 2013 (including the Rules framed thereunder)
- Indian Accounting Standards (Ind-AS)
- The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- The Secretarial Standards issued by the Institute of Company Secretaries of India

REPORTING SCOPE AND BOUNDARY

The Report encompasses all hotels owned and managed by the Company, as well as its subsidiaries, joint ventures, associates and other collaborations, highlighting the Company's progress, accomplishments, and future goals.

Our key ESG disclosures also form part of the Business Responsibility and Sustainability Report (BRSR), on page 160, which is based on IHCL Standalone numbers as a reporting boundary.

[Access the BRSR on pg 160](#)

REPORTING PERIOD

The FY 2022-23 Integrated Report covers developments between April 1, 2022 and March 31, 2023. Comparative figures from previous years are included in the Report to provide a comprehensive view.

All hotel portfolio numbers are including operational and pipeline, as on April 30, 2023.

MATERIALITY

The Report presents data on all issues that stakeholders and the Company have identified as material. These issues have a considerable impact on the business and are crucial to the Company's value-creation process. In order to evaluate itself against optimal governance practices, the Company has incorporated its Environmental, Social, and Governance (ESG) material issues into its long-term plans. These material topics are presented in the BRSR.

Material Issues

- Customer delight
- Brand reputation and communication
- Water management
- Climate change, energy and emissions
- Diversity and equal opportunity
- Sustainable supply chain
- Talent management and retention

[Read more on the material issues in the BRSR on pg 164](#)



FEEDBACK

Please review the Report and provide feedback at

investorrelations@ihcltata.com

EXPLORE ONLINE

Visit our website to find more

www.ihcltata.com

RESPONSIBILITY STATEMENT

The Report has been reviewed by the Management and the Managing Director of the Company, and they acknowledge their responsibility in ensuring that the Report addresses all material issues and presents the integrated performance of the Company and its impact in an accurate manner.

NAVIGATING THE REPORT

Capitals



Financial



Infrastructure



Intellectual



Human



Social and Relationship



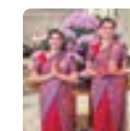
Natural

[Read more about the value created for the capitals on pg 10](#)

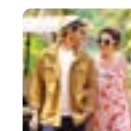
STAKEHOLDER ECOSYSTEM



Investors



Employees



Customers



Owners and Partners



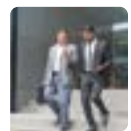
Suppliers



Local Communities



Government and Regulators



Lenders

[Read more about the value created for the stakeholders on pg 44](#)

IHCL at a Glance

CRAFTING UNFORGETTABLE EXPERIENCES

IHCL's passion for hospitality and sustainability is reflected in our exquisite properties, distinctive brands, and unparalleled service. Our purpose and values bring our brands to life and shape our culture while enabling us to deliver authentic experiences with world-class services to our stakeholders. At the heart of it all, performance drives IHCL's hospitality excellence.



OUR PURPOSE

To create value by operating the best-in-class portfolio of hospitality brands in India and select overseas destinations.



OUR VALUES

Tajness is the soul of our culture. It is an implicit trust in people to forge invaluable relationships by creating an emotional connect with our various stakeholders. It subtly guides all our behaviours. Tajness in the way we do what we do.

KEY FACTS

Incorporated in

1902

Taj

World's Strongest Hotel Brand and India's Strongest Brand Across all Sectors[^]

263

Hotel Portfolio*

31,483

Total Keys*

35,816

Total Employees (Enterprise)

*Including pipeline as on April 30, 2023 | [^] Brand Finance

Our Presence

12

Countries

125+

Locations

188

Operational Hotels*

75

Hotels in Pipeline*

100[#]

TAJ

78[#]

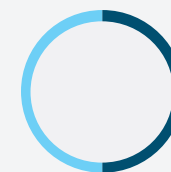
**SELECTIONS[#]
VIVANTA**

85[#]

GINGER

117[#]

amā



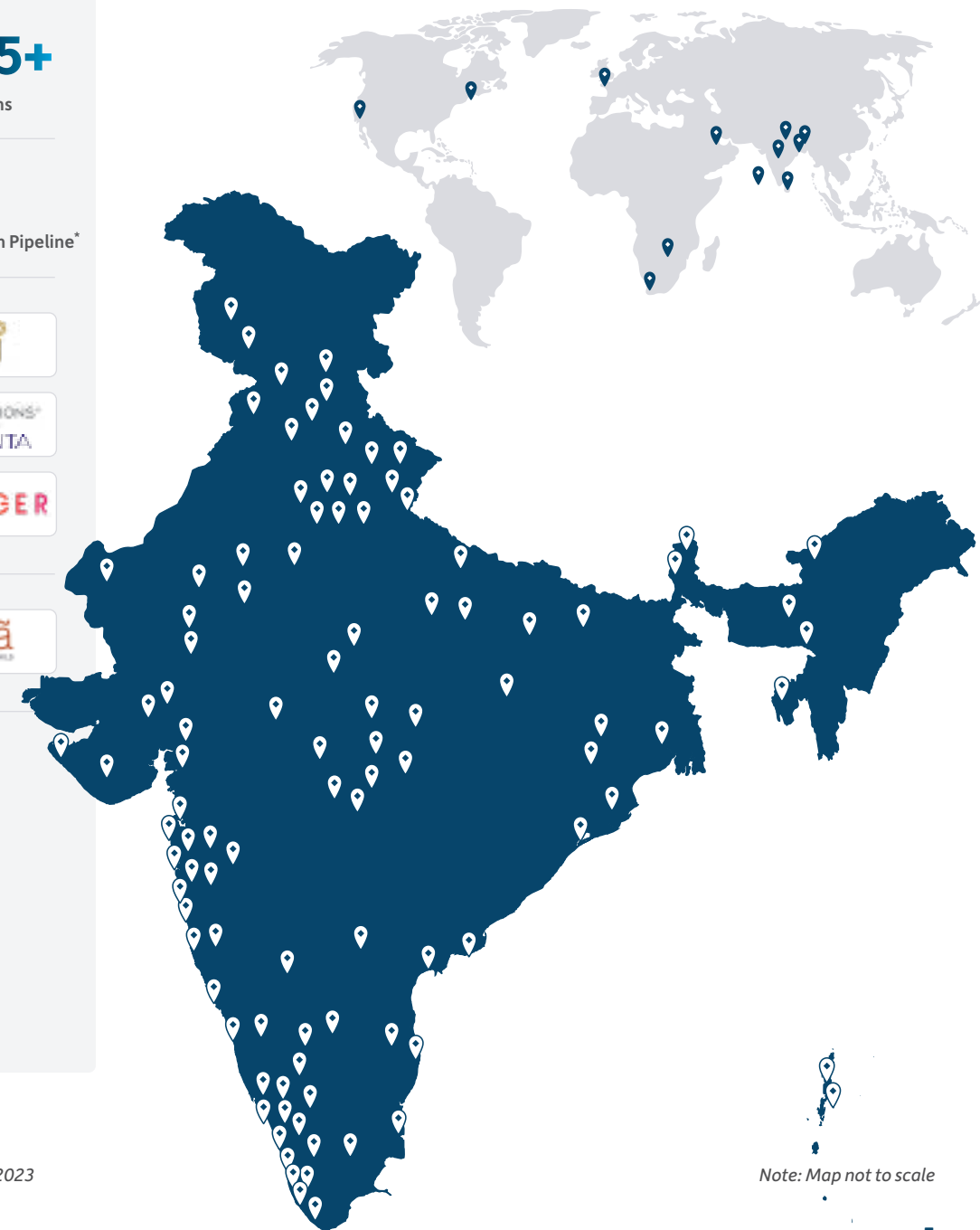
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Owned/Leased | Managed

Balanced Portfolio

*As on April 30, 2023

[#]Including pipeline as on April 30, 2023



Note: Map not to scale

Our Brands

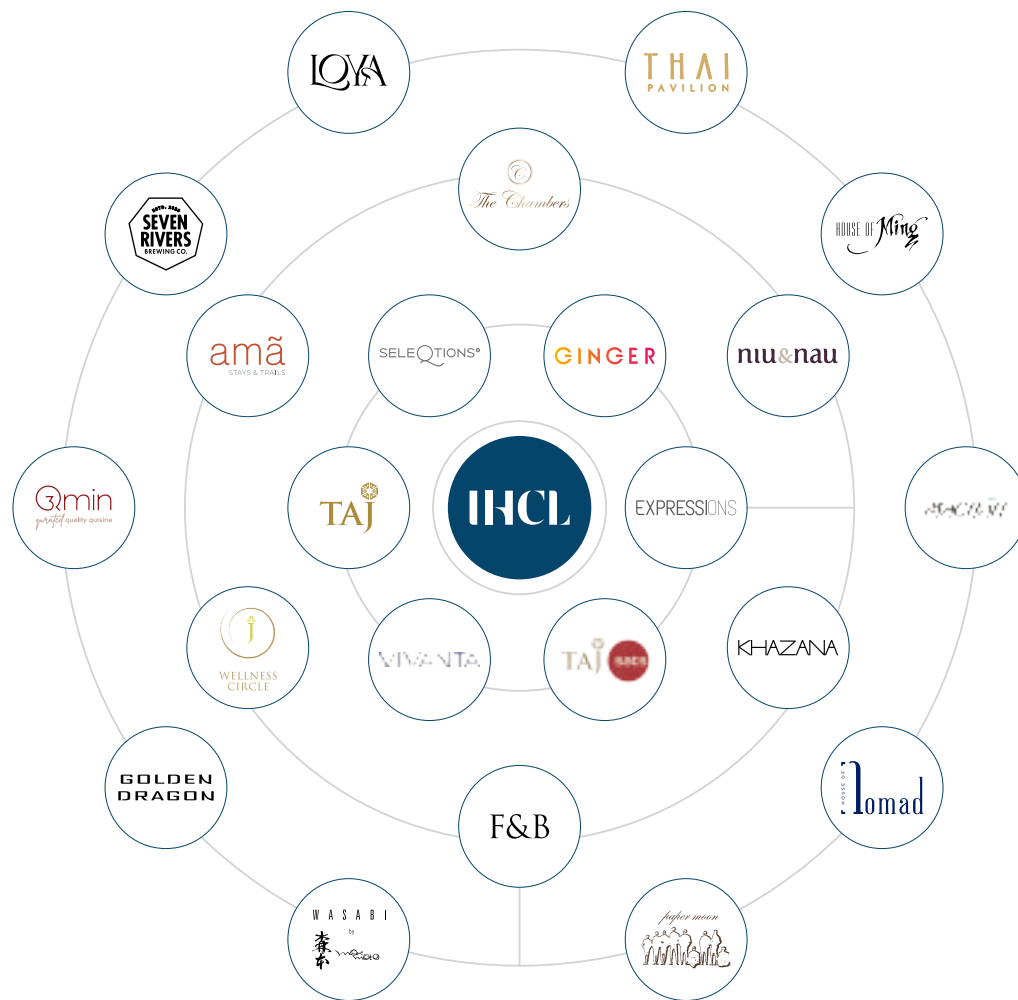
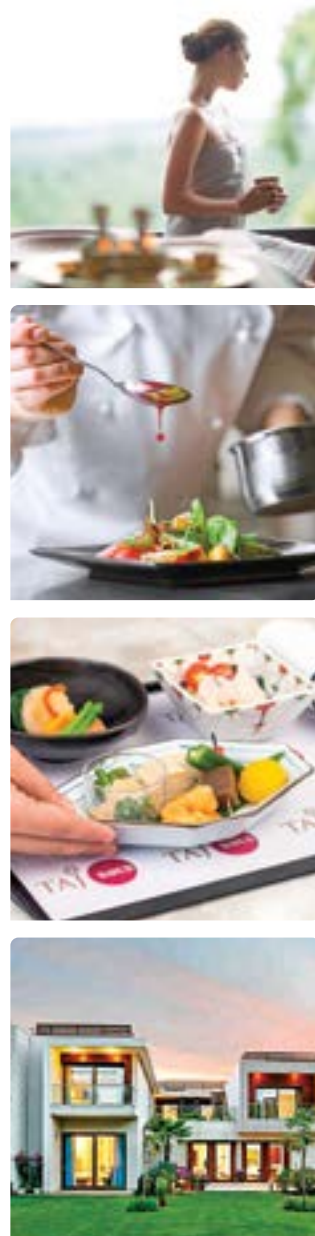
WE CONTINUE TO INVEST STRONGLY IN BRAND-BUILDING

The IHCL Brandscape

WHERE TRADITION MEETS MODERNITY

OUR BRAND PORTFOLIO

IHCL's portfolio comprises not only of premium and luxury hotel brands, but also includes diverse F&B, wellness, salon, and lifestyle brands.



Hotel Brands



Authentic palaces, landmark hotels, idyllic resorts and natural safari lodges across key cities and leisure destinations across the globe.

Target Market Segments

Global achievers and discerning individuals who are sophisticated and well travelled.

*Including 19 in pipeline as on April 30, 2023



Established and upcoming business and leisure centres across South Asia.

Target Market Segments

Young, contemporary achievers from diverse backgrounds who stand out from ordinary.

*Including 20 in pipeline as on April 30, 2023



Unique leisure destinations in and around key metro cities across India.

Target Market Segments

Travellers seeking diverse stay experiences, enlivened by the specialties of the destination.

*Including 10 in pipeline as on April 30, 2023



Key travel destinations across tier-1, tier-2 and tier-3 across India.

Target Market Segments

Millennials who switch between work and play effortlessly, and seek seamless and flexible stay experiences.

*Including 26 in pipeline as on April 30, 2023

The IHCL Brandscape

Beyond Hotels



The Chambers
8 Clubs
Select Taj Hotels across key metro cities in India, London and Dubai.

Brand Proposition

India's most exalted club and an icon of unparalleled exclusivity, power and hospitality.

Target Market Segments

Young, contemporary achievers from diverse backgrounds who stand out from ordinary.



WELLNESS CIRCLE
85+ Spas
Rejuvenating wellness experiences offered across Taj, select Vivanta and SeleQtions hotels across the globe.

Brand Proposition

Rejuvenation of mind, body and soul based on the principles of Ayurveda, yoga and wellness.

Target Market Segments

Individuals seeking holistic well-being using time-tested techniques, remedies and rituals.



niu&nau
7 Salons
Select Taj Hotels in Mumbai and Bengaluru.

Brand Proposition

A reimagined salon concept that serves as a social hub and creative space, offering personalised experiences.

Target Market Segments

Creative and forward-thinking individuals seeking an inspired and social salon experience.



TAJ sats
8 Kitchens
Mumbai, New Delhi, Kolkata, Bengaluru, Goa, Mopa, Chennai and Amritsar.

Brand Proposition

Innovative culinary solutions complete with creative twists and elegant accents.

Target Market Segments

In-flight catering, airline lounge management, institutional catering, outdoor catering, corporate gifting.



F&B
450+ Bars & Restaurants
Taj, SeleQtions and Vivanta hotels across the globe.

Brand Proposition

Excellence in the quality of food and beverage and a selection of authentic cuisines from around the globe.

Target Market Segments

Individuals who seek authentic and elevated F&B experiences.



KHAZANA
23 Boutiques
Select Taj Hotels in key metro cities in India.

Brand Proposition

Handpicked artisanal mementos that reflect the finesse and richness of Indian craftsmanship.

Target Market Segments

Discerning shoppers and world travellers with interest in India's eclectic art and cultural heritage.



amã
117 Properties*
Unexplored holiday destinations across India.

Brand Proposition

Charming, private bungalows and villas that serve as picture-perfect escapes and offer an intimate experience.

Target Market Segments

Travellers who seek truly immersive experiences that reflect natural beauty, simplistic charm and offer the comfort of privacy with loved ones.



Qmin
24 Cities
Distinctive culinary offerings across India.

Brand Proposition

Gourmet delivery platform offering the best of cuisines, multi-feasts menus, popular favourites, virtual celebrations at the comfort your home. Extended culinary experiences with Qmin Shop, Qmin Truck, Qmin Cafe, Qmin @ Ginger.

Target Market Segments


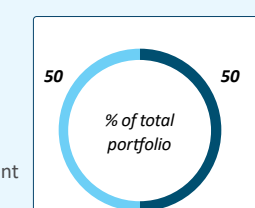
Experiential seekers and food lovers. Urban consumers, cosmopolitan and digitally aware.

Operational as on April 30, 2023

*Including pipeline as on April 30, 2023

Value Creation Model

BUILDING LASTING VALUE THROUGH EXCEPTIONAL SERVICE

INPUTS			OUTPUTS
Financial Capital ₹8,642 crores Shareholders Fund ₹818 crores Gross Debt			66% Occupancy 40.6 lakhs Guests Welcomed 49,20,283 Room Nights
Infrastructure Capital ₹9,151 crores Fixed Assets 263 Hotels (Operational + Pipeline)			50.84 lakhs Covers at Events Organised 16 New Openings (excluding amā) 36 New Signings (excluding amā)
Intellectual Capital 86 Hotels Integrated under I-ZEST 22 Trademarks Registered in FY 2022-23 Service Excellence Guided by Tajness Strong and Well Established Brands	Experiencing Hospitality  Purpose To create value by the operating best-in-class portfolio of hospitality brands in India and select overseas destinations. Values <i>Tajness</i> TRUST. AWARENESS. JOY		Our Process Chain <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Property Development Build Partner Acquire </div> <div style="width: 45%;"> Renovating / Upgrading Basis the brand style </div> </div> <div style="text-align: center; margin: 10px 0;">  Inventory Portfolio ■ Owned/Leased ■ Managed </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Brand • Format development • Marketing </div> <div style="width: 45%;"> Data Analytics • Customer insights • Customer preferences and behaviour • Identifying emerging needs </div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Channel Distribution • Distribution system • Online and offline • Travel agents </div> <div style="width: 45%;"> Hotel Operations • Accommodation • Food and beverage </div> </div> <div style="text-align: center; margin-top: 10px;"> Customer Service and Insights • Direct feedback • Social media engagement • Online reputation management • Loyalty programme • Periodic market research </div>
Human Capital 35,816 Employees (Enterprise) 16,387 Permanent Employees 9,836 Employees on Fixed Term Contract 9,593 Contractual Staff (Third-party) 14,578 Safety Trainings Conducted ₹6.55 crores Training Expenditure	How Do We Achieve This? <div style="display: flex; justify-content: center; align-items: center; gap: 20px;"> <div style="border: 1px solid #ccc; border-radius: 50%; padding: 10px; background-color: #fff;">Strategy</div> <div style="font-size: 24px;">×</div> <div style="border: 1px solid #ccc; border-radius: 50%; padding: 10px; background-color: #fff;">Execution</div> <div style="font-size: 24px;">=</div> <div style="border: 1px solid #ccc; border-radius: 50%; padding: 10px; background-color: #fff;">Performance</div> </div>		Investors ₹5,949 crores Revenue ₹1,003 crores PAT ₹1 per share Dividend Declared ₹1,943 crores EBITDA ₹7.06 EPS 12.96% RoCE ₹50,389 crores* Market Capitalisation AA (Positive) by CARE and AA+ (Stable) by ICRA Credit Rating 3.75 EV/Total Assets <small>*Based on May 3, 2023 quoted price</small>
Social & Relationship Capital 13,452 Registered Suppliers/Dealers 90,000+ CSR Volunteering Hours ₹1.13 crores CSR Expenditure (set-off of 2020) 17 Trade Body Memberships	What Do We Do? Activities <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> We build and manage hotels under various formats: <ul style="list-style-type: none"> <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Luxury Hotels <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Upscale Hotels <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Select Hotels <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Lean Luxe Hotels </div> <div style="width: 45%;"> We also offer a wide spectrum of services that include: <ul style="list-style-type: none"> <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Air Catering <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Salons and Spas <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Food and Beverages <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Boutiques <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Stays and Trails <li style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px;">Business Clubs </div> </div>		Employees 73.60% Employee Retention Rate 26.4% Attrition Rate ₹30.66 lakhs Revenue/Employee 18.5% Female Employees
Natural Capital 387 Mn MJ Renewable Energy Consumed ₹1.74 crores Investments in EarthCheck Certifications	Customers 96.38 Online Rating Score on Tripadvisor for Taj# 90.5 Customer Satisfaction Index 100% Customer Complaints Resolved 4.2 Mn Loyalty Member Base in FY 2022-23 <small>#Taj reported here includes Taj, Vivanta, IHCL SeleQtions, excludes Ginger</small>		Suppliers Top 50 Vendors Identified for Risk Assessment Supplier Assessments Conducted 90% Domestically Sourced Products
	Local Communities ~4,700 Meals Provided to the Community Beneficiaries of CSR Initiatives 100+ Families Supported through Terror Victims Support		Environment 79,995 tCO₂e GHG Emissions Reduced 77 EarthCheck Certifications 1,93,134 KL Water recycled through rain water harvesting 38,523 m³ Waste Recycled 6.13 Mn KL Water Treated and Reused 214+ lakhs Documents Digitised on I-ZEST

Ahvaan 2025 and Paathya Dashboard

STRATEGY X EXECUTION = PERFORMANCE

IHCL's Ahvaan 2025 strategy focuses on re-engineering margins, re-imagining the brandscape, and re-structuring the portfolio for profitable growth. Together with our industry leading ESG+ framework Paathya, we envision delivering growth while advancing our sustainability goals.

AHVAAN 2025

PERFORMANCE TARGETS

STRATEGIC INITIATIVES	FY 2025-26 PERFORMANCE TARGETS	FY 2022-23 PROGRESS	STATUS
Re-engineer Margins	33% EBITDA Margin	32.7% ↑ 870 bps EBITDA Margin	▲
	ZERO Net Debt	ZERO ↔ Net Debt	▲
Re-structure Portfolio	50-50 Hotel Portfolio	50-50 From 46% Hotel Portfolio	▲
	Re-imagine Brandscape	300 Hotel Portfolio	263 ↑ 28 Hotel Portfolio
100 TAJ		100 ↑ 11 TAJ	▲
75 SELECTIONS* VIVANTA		78 ↑ 17 SELECTIONS* VIVANTA	▲
125 GINGER		85 ↔ GINGER	◐

↑ y-o-y ↔ Unchanged (y-o-y) ▲ Ahead of schedule ◐ On track | The portfolio numbers includes pipeline as on April 30, 2023

paathya

PERFORMANCE TARGETS

PILLAR	2030 TARGETS	FY 2022-23 PROGRESS
PROMOTE Environmental Stewardship	50% of all Energy Consumed to be from Renewable Sources	35% of all Energy Consumed to be from Renewable Sources
	100% Recycle of Waste Water	42% of Waste Water is Recycled
	Eliminate Single-use Plastic Beyond the List of 10 Mandated Items	74 20 Waste Composters Water Bottling Plants
	100% Eligible Hotels will be EarthCheck Certified	77 Hotels Are EarthCheck Certified and 12 New Hotels Onboarded this Year
PROMISE Social Responsibility	100,000+ Youth Empower the Livelihood	~4,700 Youth Skilled
	12 hours Per Employee Annual Volunteering Hours	4.1 Per Capita Volunteering Hours
PARTNER Transformation	Sustainable Supply Chain Policy Formulation and Implementation	In process
	>90% Compliance of tier-1 Suppliers to Supplier Code of Conduct	>90% All Tier 1 Contracts Carry this Certification from the Vendor
	>50% Raw Materials Sourced Domestically	90% Raw Material Sourced Domestically
PRESERVE Heritage and Brand	100% Adoption of Intangible Cultural Heritage (ICH) Project with UNESCO	10 11 ICH Adopted ICH in Pipeline
	PRUDENT Corporate Governance	25% Women Representation in Board
100% Board Level Committee Chaired by Independent Director		100% Board Level Committee Chaired by Independent Director
3 Sustainability/ ESG Expert as Board Member		100% Achieved

- Purpose
- Passion
- Performance

Purpose



LIVING Legacies OF THE TAJ

Creating legacies was considered a royal tradition, keeping them alive is ours.

We take great pride in preserving the architectural brilliance of our 10 palaces. There is no better way to experience Indian royalty than in the Grand Palaces of Taj. Apart from the paintings and the grandness that adorns these palaces, these royal spaces are abundant in parks, exotic foliage and several bird species and wild animals.



RAMBAGH PALACE
JAIPUR

RAMBAGH PALACE, JAIPUR

Built in 1835, the famed 'Jewel of Jaipur' is extravagant in every sense of the word. The Rambagh Palace retains its elaborate splendour with 78 stunningly restored luxury rooms and suites offering a wealth of indulgences of a bygone era.



TAJ LAKE PALACE
UDAIPUR

TAJ LAKE PALACE, UDAIPUR

This pristine white marble palace on Lake Pichola was built in 1743. Each of its 83 luxurious rooms is telling of its royal heritage, while the suites are adorned in traditional Indian silks, wooden lattice, and exquisite stained-glass windows.



TAJ FALAKNUMA PALACE
HYDERABAD

TAJ FALAKNUMA PALACE, HYDERABAD

Perched 2,000 ft above the City of Pearls, the palace built in 1894 has 60 elegantly restored rooms and suites that offer spectacular views of the 400-year-old city below.



SAWAI MAN MAHAL
JAIPUR

SAWAI MAN MAHAL, JAIPUR

Sawai Man Mahal is a heritage palace that exudes a majestic charm with its expressive architecture, restorative ethics, lush gardens, haute-cuisine, and immersive experiences. This Rajputana palace which pays a tribute to Maharaja Sawai Man Singh II, showcases carefully preserved artifacts, vintage photographs, and delicate *thikree* work.



Living Legacies of the Taj



UMAID BHAWAN PALACE
JODHPUR

UMAID BHAWAN PALACE, JODHPUR

An epitome of Rajasthan's royal heritage, the 20th-century palace is currently the world's sixth-largest private residence. Like the iconic Taj Mahal at Agra, the palace has palm court marble used in its construction.



JAI MAHAL PALACE
JAIPUR

JAI MAHAL PALACE, JAIPUR

Built in 1745, the palace offers the best of Rajasthani heritage and culture. Set amidst 18 acres of beautifully landscaped Mughal gardens, The Palace's architecture marked by high domes, cupolas, pavilions and intricate latticework.



THE TAJ MAHAL PALACE
MUMBAI

THE TAJ MAHAL PALACE, MUMBAI

The iconic Taj Mahal Palace opened its doors in 1903, giving birth to India's first harbour landmark. The architectural jewel features Indo-Saracenic arches and a distinctive red-tiled Florentine Gothic dome with Victorian and Romanesque details.



TAJ NADESAR PALACE
VARANASI

TAJ NADESAR PALACE, VARANASI

This neo-classical architectural marvel of the late 1700s boasts of a large porte-cochere and 10 luxuriously appointed heritage rooms and suites. Located near the Ganges river, the palace is a tribute to Goddess Nadesari.



TAJ FATEH PRAKASH PALACE
UDAIPUR

TAJ FATEH PRAKASH PALACE, UDAIPUR

Fateh Prakash Palace was built during the reign of Maharana Fateh Singh Mewar in the 19th century. Located on the shores of Lake Pichola, this aesthetic property has 65 heritage rooms and offers specially curated royal experiences.



USHA KIRAN PALACE
GWALIOR

USHA KIRAN PALACE, GWALIOR

Located beside the majestic Jai Vilas Palace, the palace narrates its royal heritage through the tapestry of ancient stone carvings, mother-of-pearl mosaics and delicate filigree work. Built in 1880, the palace is true to the exquisite craftsmanship of Gwalior.



- Purpose
- Passion
- ▶ Performance

Performance



TAJ
World's Strongest Hotel Brand



Taj ranked as World's Strongest Hotel Brand and India's Strongest Brand across sectors by Brand Finance in its Hotels 50 Report 2022 and India 100 Report 2022 respectively.

Throughout our long history, there have been significant milestones that hold a special place in our hearts. These milestones have garnered global admiration, instilled national pride, and were made possible by the unwavering belief and support of our loyal customers. This year, we proudly added another remarkable milestone to our enduring legacy.

Taj has achieved remarkable recognition as the 'World's Strongest Hotel Brand' and 'India's Strongest Brand' in the Brand Finance Hotels 50 Report 2022 and India 100 Report 2022 respectively. This distinction is particularly significant as Taj becomes the first Indian brand to receive both accolades in the same year. It also marks the second consecutive year of Taj being acknowledged as the 'World's Strongest Hotel Brand', a testament to the enduring affection, relentless efforts, and global trust placed in us by our stakeholders.



Inspired by your confidence in us, and driven by our values of Trust, Awareness and Joy, we stay committed to scaling more such milestones in the future.

In addition to honouring Taj with these prestigious awards, both reports highlight our dedicated community initiatives. Driven by the visionary ideals of our founder, Jamsetji Tata, these efforts embody the very essence of our purpose and resonate deeply with the Indian community and our patrons worldwide. This commitment is reflected in **Taj's AAA brand rating and an impressive Brand Strength Index Score of 88.9 out of 100.**

We take this opportunity to thank all our stakeholders and stay committed to scaling more such milestones in the future.



Brand Performance

A STRONG SHOWING ACROSS OUR BRAND SPECTRUM



Taj: World's Strongest Hotel Brand

₹8,000 cr

Taj Enterprise Revenue*

100

Taj Hotels^

81 ↑ 2x (over 5 years)

Operational Hotels

72%

Contribution to IHCL Enterprise Revenue



Scaling up SeleQtions and Vivanta

₹1,800 cr

SeleQtions+Vivanta Revenue*

31

SeleQtions Hotels^

47

Vivanta Hotels^

16%

Contribution to IHCL Enterprise Revenue



Ginger Hotel Turnaround

₹300+ cr ↑ 44%

Revenue

₹120 cr ↑ 120%

EBITDA#

85

Hotels^

50%

Lean Luxe Portfolio



TajSATS Performance

₹640+ cr ↑ 53%

Revenue

58%

Market Share

₹127 cr ↑ 155%

EBITDA

1 lakhs+

Average Daily Meals



amã Stays & Trails Witnessing Growth

117

Properties^

50+

Locations

46%

Portfolio Growth in FY 2022-23

39

New Properties Signed in FY 2022-23



Expanding Qmin's Reach

34

Outlets

24 Cities

Presence

6.6 lakhs

App Downloads since Inception

27+ lakhs

Orders Delivered in FY 2022-23

↑ y-o-y Growth Pre- Covid

*This figure is rounded off to zero decimal

^Including pipeline as on April 30, 2023

#EBITDA before IHCL fees

↑ y-o-y Growth Pre- Covid

^Including pipeline as on April 30, 2023

Five Year Progress

A GROWTH STORY POWERED BY BRANDS



— Vivanta Navi Mumbai, Turbhe



— Bombay Brasserie, Taj Cape Town



— Norbu The Montanna, Dharamshala



— Shamiana, Taj Jumeirah Lakes Towers

UNLEASHING THE POWER OF ALL BRANDS

In 2018, we pivoted from a branded house approach, where Taj was at the centre to an ecosystem driven by the house of brands that we have, with our trusted, popular and iconic brands, servicing a wide spectrum of customers, geographies and experiences. Some of the key elements of unlocking the power of our brands included:

- Focused business development efforts to drive the network of hotels under each brand. Today, we have doubled the Taj portfolio to 100 hotels, expanded SeleQtions to 31 hotels, rationalised Vivanta and grew it to 47 hotels and re-positioned Ginger into a lean luxe model to an 85 hotels portfolio.
- TajSATS has now grown significantly with a market share of 58%.
- We have scaled up our F&B Brands. For e.g. Bombay Brasserie has now moved beyond London to Cape town and Dubai, with a fourth one planned at San Francisco. Shamiana has now expanded to Dubai. Further new brand concepts like Loya, Paper Moon and Seven Rivers have been introduced. With agility, we launched Qmin and amā during the pandemic period.

120+

Hotels Signed in the Last 5 Years

53

Hotels Opened in the Last 5 Years

Enterprise Revenue (₹ in crores)

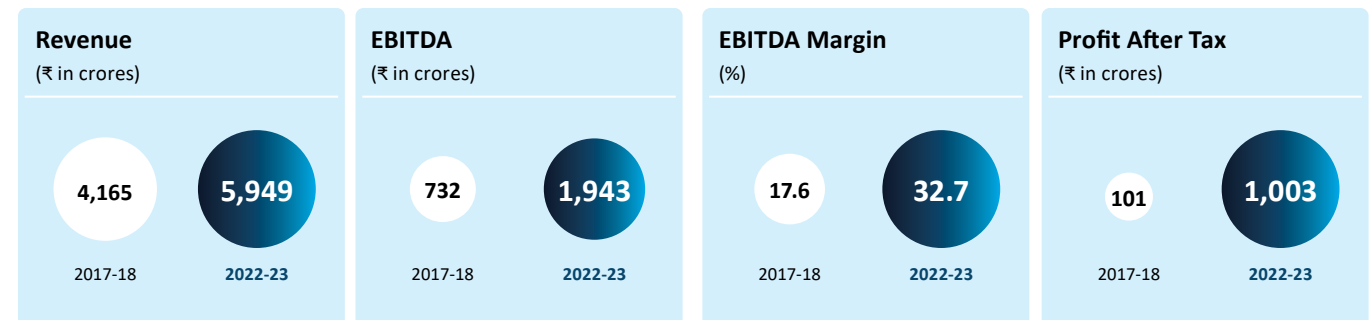
	FY 2017-18	FY 2022-23
TAJ	4,600	8,000
SELEQTIONS VIVANTA	1,800	1,800
GINGER	200	360
TAJ SATS	420	640
IHCL ENTERPRISE REVENUE	7,000*	11,000*

*Rounded off-values

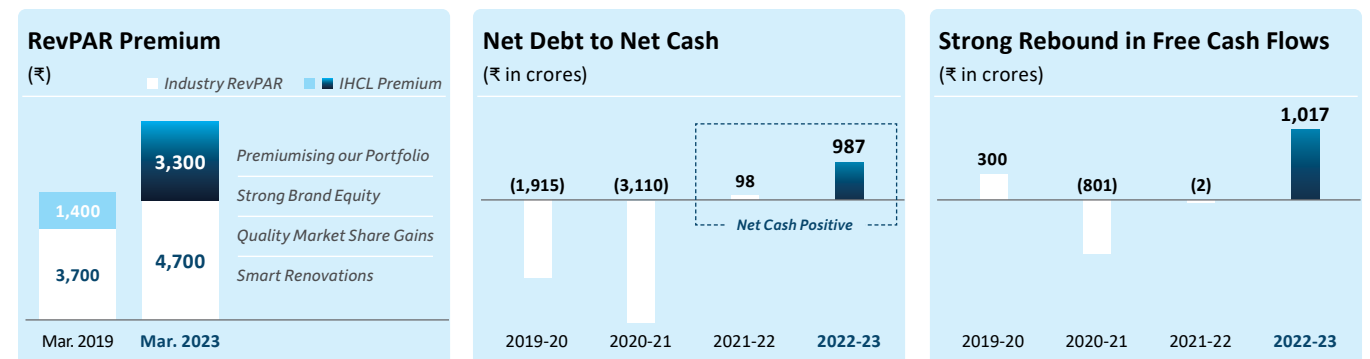
Our unwavering focus on customer satisfaction propelled us to achieve the top global ranking in NPS and online ratings. (Source: Trust You NPS, Comp Index)

Through margin re-engineering, we maximised profitability, leading to strong financial performance.

DEMONSTRATING PROGRESS



UNDERPINNED BY RESILIENCE

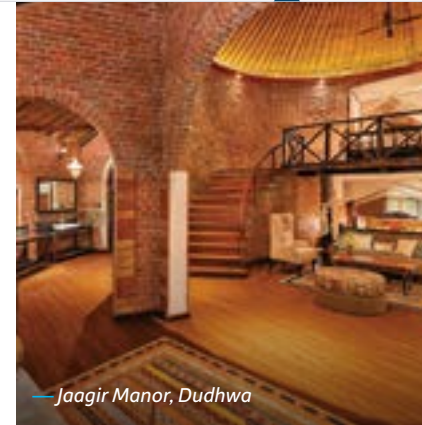


Purpose



New Openings and Signings

Throughout our 120-year history, IHCL has built an extensive portfolio of compelling brands. Today, we are tapping into the potential of emerging markets and optimising hospitality opportunities around the globe.



EXPANDING OUR HOTEL PORTFOLIO

We have consistently grown our hotel brands to remain connected with the emerging needs of the industry. Our expansion efforts have been accelerated through a combination of management contracts and self-funded projects across our Taj, SeleQtions and Vivanta brands while driving Ginger's expansion primarily through operating leases.

	TAJ	SELEQTIONS*	VIVANTA	GINGER	TOTAL
New Openings in FY 2022-23	4	4	3	5	16
New Signings in FY 2022-23	8	8	9	11	36
Total Hotel Portfolio*	100	31	47	85	263

*Including pipeline as on April 30, 2023

TAKING PREMIUM HOSPITALITY TO THE WORLD

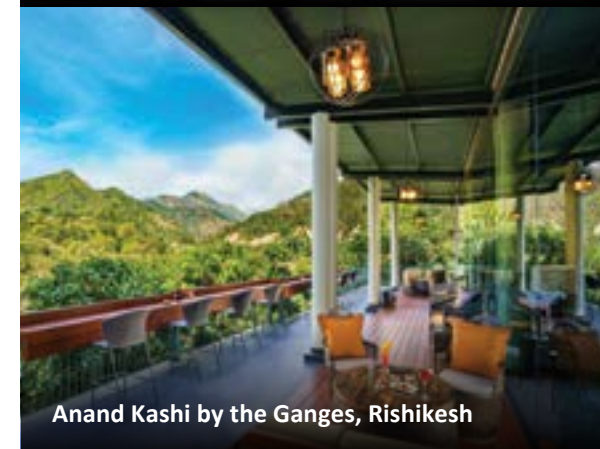
We have broken new ground this year by entering a host of Tier 2 and 3 cities in India and expanding our portfolio with international locations. To achieve acceleration at scale, we are increasing cross-brand presence in growth hotspots, widening our appeal across customer groups, and embracing emerging hospitality trends like business-leisure, pilgrimage tourism, experiential holidays and the burgeoning lean luxe category.

Committed to consistent and rapid portfolio expansion, we achieved a significant milestone in the year with the signing of our 250th hotel, in Saudi Arabia. We also announced our entry into the Lakshadweep and Dhaka markets.



New Openings and Signings

Our Signature Openings in FY 2022-23





Performance

GINGER

Lean. Luxe. Profitable.

Ginger Delivers a Strong Turnaround

The re-imagination and repositioning of the Ginger brand in the lean luxe segment has enabled a strong turnaround in the brand's operating and financial performance. A culmination of many strategic efforts including product and service enhancements, F&B insourcing and portfolio expansion, Ginger saw a revenue growth at 44% from pre-COVID levels aided by significant growth in average rates by over 35%. Profitable across every single month of the year and ending the year with over ₹48 crores of PBT, Ginger has commenced its journey of profitable growth.

With Roots Corporation Ltd. (RCL) which operates the Ginger branded hotels, now a fully owned subsidiary, its processes are fully aligned with IHCL. Twelve clusters have been demarcated across India, and functions like business development, revenue management, sales and marketing etc. are integrated with IHCL.

The brand is expanding its presence with five Ginger hotels opened in the current financial year. Eleven hotels were signed, with several Tier 2 and 3 cities marking an entry.

Ginger is re-imagining its F&B proposition, embarking on a journey of loyalty and strengthening its balance sheet.

Ginger's existing restaurant outlets are being converted to the Qmin brand to enhance footfalls and drive F&B revenue growth. During the financial year, 16 Ginger hotels were Qminised across India. Ginger has gone live on Tata Neu since January 2023 and this is expected to drive significant incremental business due to the attractive aggregation feature across the Tata brand universe. Ginger's balance sheet has become stronger with debt being reduced to zero from the ₹107 crores at the start of FY 2022-23.

Portfolio growth continues with the flagship Ginger Santacruz opening in the next financial year.

The re-imagination and repositioning of the Ginger brand in the lean luxe segment has enabled a strong turnaround in the brand's operating and financial performance.

FY 2022-23 Progress

5 New Ginger Hotels Opened

- Ginger Mumbai, Goregaon
- Ginger Ahmedabad, RTO Circle
- Ginger Bharuch
- Ginger Chennai, OMR
- Ginger Chandigarh, Zirakpur

11 New Ginger Hotels Signed

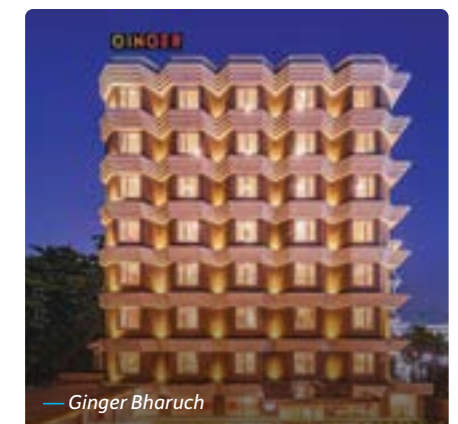
- Ginger Ahmedabad, RTO Circle
- Ginger Ahmedabad, Changodar
- Ginger Chandigarh, Zirakpur
- Ginger Hotel, Kochi, M. G. Road
- Ginger Gangtok
- Ginger Miramar, Goa
- Ginger Asansol
- Ginger Nagpur
- Ginger Ekta Nagar
- Ginger Ayodhya
- Ginger Paradeep



Ginger Mumbai, Goregaon



Ginger Siruseri, OMR Chennai



Ginger Bharuch

Performance



Scaling Greater Heights

TajSATS, an Industry Leader in Airline Catering

REIMAGINING FOR GREATER SUCCESS

IHCL's flight kitchen business – TajSATS re-imagined its brandscape and business strategy which enabled it to record the company's best ever financial results since inception.

TajSATS achieved a 53% growth in revenues from the pre-COVID levels to ₹641 crore, its highest ever revenues in history. As a result of transformational efforts towards improving operational performance across all parameters, TajSATS delivered an EBITDA margin of ~20% for the first time in history. The growth was led by a reimagining of TajSATS brand, aided by rising demand as passenger traffic and number of airports continue to rise.

58% **19.7%**

Market Share in India EBITDA Margin in FY 2022-23



OUTLOOK

TajSATS will continue to increase its pan India footprint in the airline catering segment. With focus on self-contained compact flight kitchens and adopting the best-in-class technology, TajSATS is well positioned to consolidate its position as the market leader in India. The Company will also strive to increase its presence in the non-aviation catering segment and build upon its home-grown brands to cater to newer and younger clientele.

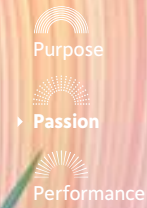
CENTRE STAGE

TajSATS' Network of Kitchens



Key Initiatives for TajSATS Transformation

- ▶ Enhancement of technological infrastructure
- ▶ Capacity enhancement
- ▶ World class safety and hygiene standards
- ▶ Innovation in menu design



Passion



Pioneering Exciting and Innovative F&B Concepts

Since the launch of the Taj Mahal Palace, Mumbai in 1903, IHCL has stayed at the forefront of bringing innovative and novel Food & Beverage concepts to its discerning patrons. Be it the country's first licensed bar, or delectable cuisines from around the globe, the F&B offerings from our brands have been pathbreaking, and have earned much love and appreciation from our guests. This year, we launched new F&B concepts, brought to life by our experts and partners.

LOYA

Taj Palace, New Delhi

Taking its guests on an immersive journey through the vivid landscape and culinary traditions of the North, Loya is the newest and a distinguished addition to our iconic F&B portfolio. Presenting a confluence of flavour, passion and influence, all culminating exquisitely on the diner's plate, Loya spotlights the inherent uniqueness and theatrics of time-honoured cooking techniques of the North.



Taj Fort Aguada Resort & Spa, Goa

Adding yet another milestone in our long-standing legacy of being a pioneer in introducing unique culinary concepts and cuisines, we brought Paper Moon, which opened its first restaurant in Milan in 1977 and has several celebrated outposts globally, to India. Launched in partnership with Ristorante Paper Moon S.R.L., Paper Moon at Goa will combine the flavours and charm of Italy with the legendary hospitality of Taj in a delicious mélange of history & gastronomy.

HOUSE OF MING

Taj Mahal, New Delhi

The legendary dining destination for Oriental cuisine, House of Ming at Taj Mahal, New Delhi opened in its all new avatar. Presenting celebrated delicacies from Sichuan, Cantonese and Hunan cuisine alongside a repertoire of its much-loved signature dishes, the re-imagined House of Ming deftly blends tradition with contemporary flair and elegance with experience. Featuring a stunning design inspired by the magnificence of the Princess of Ming Dynasty, House of Ming indulges its guests with exceptional dining experiences.



Taj Holiday Village Resort & Spa, Goa

Marking the brand's second outpost under our partnership with AB InBev India, Seven Rivers at Goa will offer brews inspired by the quintessential flavours of the region and crafted from the finest locally sourced ingredients by experienced brewmasters. Housed in a Portuguese villa, this first-of-its-kind brewpub with an on-site microbrewery features large outdoor spaces and an indoor tasting table, making it the perfect spot for intimate catchups and spirited celebrations.

HOUSE OF NOMAD

Taj Holiday Village Resort & Spa, Goa

The brand's second outpost after Taj Lands End, Mumbai, House of Nomad at Goa will offer a melange of innovative cocktails and trademark local flavours reflecting Goa's vibrant spirit. Weaving in the power of new-age technology, it features touch-activated screens and offers interactive tabletop experiences and an immersive lounging experience.



Message from the Managing Director and CEO

DELIVERING RESPONSIBLE PROFITABLE GROWTH



PUNEET CHHATWAL
Managing Director and CEO



Our strategic imperatives of Re-structuring our portfolio, Re-engineering margins and Re-imagining brandscape aim to holistically **unlock value for all stakeholders.**

Dear Shareholders,

India is on a growth path and the services sector including the travel and tourism business is emerging as a major growth engine for the Indian economy, having successfully put the pandemic behind. People are once again flying in great numbers, airports are crowded, hotels are well booked, and travellers want to explore, connect and feel alive through the exhilarating emotion of travel.

We are happy to present our fifth Integrated Annual Report that showcases the remarkable journey that the industry in general and IHCL in particular have had this year. The Report demonstrates how we are building value for all our stakeholders through our brands and businesses.

INDIA DESERVEDLY CLAIMING ITS POSITION ON THE WORLD TOURISM STAGE

With India's Presidency of the G20, we are positioned like never before to showcase our nation's cultural heritage, our unique and differentiated travel offerings and our safe and tourist friendly destinations. Tourism will be one of the most important pillars of the nation's growth with its multiplier effect on economic prosperity and employment generation.

As per World Travel and Tourism Council (WTTTC), the sector is expected to create nearly 126 million new jobs globally within the next decade with at least 20% from the Indian sub-continent. We believe that Indian travel and tourism is at an important inflection point today and IHCL is well placed to lead the way.



— Our milestone 250th hotel signing, and the first in Saudi Arabia. IHCL's Mr. Puneet Chhatwal and Mr. Jerry Inzerillo, Group CEO, Diriyah Gate Development Authority (DGDA).

FOCUS ON VALUE CREATION FOR ALL STAKEHOLDERS

With industry-leading portfolio, footprint, brandscape as well as financial and balance sheet strength, IHCL is leading the way on all fronts, with value creation being the cornerstone of our strategy. Our strategic imperatives of Re-structuring our portfolio, Re-engineering margins and Re-imagining brandscape aim to holistically unlock value for **all stakeholders**. Our re-imagined brandscape under the corporate aegis of IHCL positions us well to serve all our **guests** across segments, thus delivering industry-leading product and service excellence.

IHCL's growth aspirations combined with focus on unlocking superior hotel performance aims to create value for our **partners**. With a 50-50 owned v/s managed portfolio, IHCL is well placed to maximise operating leverage and drive margins through management fees and new businesses, thereby creating sustained value for our **shareholders**. Our culture of Tajness and core values of **Trust, Awareness and Joy** keep our **employees** motivated and inspired to make magic happen, every day.

IHCL DEMONSTRATES RECORD PERFORMANCE WITH HISTORIC FIRSTS

IHCL achieved a record setting FY 2022-23 with a number of significant accomplishments making it a historic year. Demonstrating RevPAR leadership across all our brands in key markets.

The consecutive four quarters of sustained high demand resulted in the highest ever full year consolidated revenue of **₹5,949 crores** and an all-time high EBITDA margin of 32.7% and PAT of **₹1,003 crores**. IHCL turned net cash positive with a consolidated free cash flow of ₹1,017 crores in FY 2022-23. The re-imagined **Ginger** hotels **reported a turnaround** in FY 2022-23, led by a 50% Lean Luxe portfolio. The company achieved **Revenue of ₹307 crores, EBITDA margin of 39%** and is one of the fastest growing brands in the IHCL portfolio. **TajSATS**, an industry leader in airline catering captured a market share of **58%** in FY 2022-23, clocking a **Revenue of ₹641 crores** a 53% growth over pre-Covid, **EBITDA margin of 19.7%** and a **PBT of ₹107 crores**.

Financial and Operational Highlights of FY 2022-23

₹5,949 cr	₹1,003 cr	32.7%	₹1,017 cr	263
Consolidated Revenue	Profit After Tax	EBITDA Margin	Consolidated Free Cash Flow	Hotel Portfolio (including pipeline) as on April 30, 2023

Message from the Managing Director and CEO



Loya debuted at Taj Palace, New Delhi, capturing the culinary essence traversing the landscape of North India

Re-imagined Brands in the F&B Portfolio



Under the new businesses, **Qmin** has now grown to **34 outlets** with a presence across **24 cities** and **amã Stays & Trails** has witnessed a 46% growth in portfolio this fiscal reaching **117 bungalows across 50+ locations**.

It has also been a momentous year for expansion with IHCL having crossed **260+ hotels** in our portfolio. In yet another landmark development the iconic brand **Taj** reached a milestone of **100 hotels**. Starting our journey in 1903 with our flagship hotel, The Taj Mahal Palace, Mumbai, Taj has more than doubled the inventory in the last five years.

Taj continues to retain the dual honour of **World's Strongest Hotel Brand** and **India's Strongest Brand** across all sectors as per Brand Finance Hotels 50 Report 2022 and India 100 Report 2022. Taj being rated as the World's Strongest Hotel Brand is a testament to the unwavering trust our guests have consistently placed in us and the warmth and sincere care our employees have embodied day-after-day.

CUSTOMER CENTRICITY

At IHCL, we have always been consumer-centric, keeping our guests at the heart of our business. We continue to sharpen our focus on customer experience with the introduction of new products and enhanced services.

We take great pride in our culinary history and in constantly leading and pioneering innovative dining concepts.



At IHCL, we have always been consumer-centric, keeping our guests at the heart of our business. We continue to sharpen our focus on **customer experience with the introduction of new products and enhanced services.**

With over 450+ restaurants and bars including some of the country's most iconic restaurant brands, we have added new dimensions to our food and beverage portfolio. In an exclusive partnership with the global Italian restaurant brand, **Papermoon** has opened its first outlet in Goa with another four in the pipeline. The new Indian-concept restaurant brand, **Loya** debuted at Taj Palace, New Delhi, capturing the culinary essence traversing the landscape of North India. This will be followed by Bengaluru and other cities. We expanded our **House of Nomad and Seven Rivers brands to the city of Goa.**

Additionally, initiatives like **Carecations** and **Woyage** offer travel experiences with greater purpose.

CONTINUE TO BE GUIDED BY PURPOSE

Today, it has become even more important to chart a new tomorrow - one that is more sustainable and inclusive. IHCL's commitment to strengthen our resolve of contributing to the society with an integrated approach towards creating sustainable growth and positive



impact under **Paathya** is in line with our founder **Jamsetji Tata's** vision of keeping community at the heart of business. Taking ahead IHCL's over a century old legacy, Paathya forges a journey focused on **Environmental Stewardship, Social Responsibility, Excellence in Governance, Preserving Heritage, Value Chain Transformation, and Sustainable Growth.**

Recently, IHCL's flagship, The Taj Mahal Palace, Mumbai was announced to be 100% green. In the drive to minimise our environmental impact, IHCL uses **35% renewable energy** and **42% recycled water** across operating hotels. The company has also achieved **EarthCheck** Certification for **77 hotels**, installed **(EV) charging stations** at 129 properties and partnered with IFC's **TechEmerge** programme for innovative cooling technologies. In addition to introducing **bottling plants** across **20 hotels** to replace all plastic water bottles with reusable glass bottles, it has switched to **bio-degradable wrapping** of dry amenities in guest rooms. Additionally, IHCL has partnered for **16 skilling centres** across the country with a presence in Gwalior, Lucknow, Jaipur, Jamshedpur among others.

Recognising that success is not only measured by our financial performance, but also by the positive impact we have on our stakeholders and the world around us, we will continue to drive positive change and create value for all and continue to contribute positively to the growth of the nation. A holistic approach to guest delight at the core of which lies the commitment and dedication of all our colleagues guided by our values of *Trust, Awareness and Joy.*

Puneet Chhatwal
Managing Director and CEO



Paathya Highlights for FY 2022-23

35%

Renewable Energy used in Operating Hotels

42%

Recycled Water used in Operating Hotels

77

Hotels have Achieved EarthCheck Certification

310

EV Charging Stations Across 129 Properties

20

Properties with Bottling Plants

16

Skilling Centres Across the Country

Financial and Operational Review

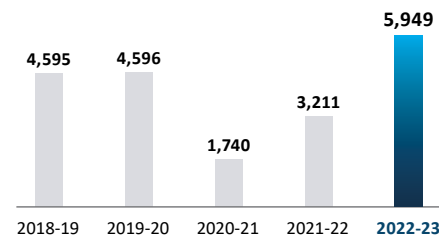
A RECORD YEAR OF PERFORMANCE

FY 2022-23 was a record year with the highest-ever revenue, EBITDA and PAT. IHCL leveraged the strong domestic demand and its diverse portfolio to deliver industry-leading RevPAR growth. The performance was driven by Ahvaan 2025 and was in line with the vision of sustainable profitable growth under Paathya.

FINANCIAL HIGHLIGHTS

Revenue
(₹ in crores)

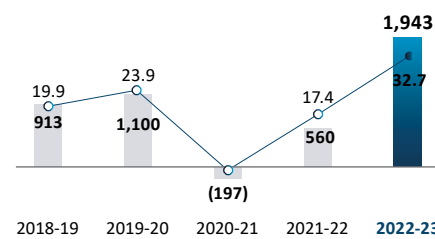
5,949



The 85.24% y-o-y increase in revenue was driven by strong domestic demand and changing consumer behaviour, such as combining business with leisure, more weekend travel or working out of a destination. Existing hotels led the revenue growth with contributions from new and re-imagined hotels.

EBITDA
(₹ in crores)

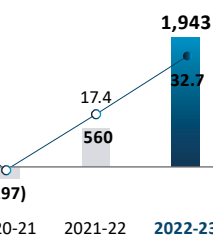
1,943



EBITDA grew 246.96% y-o-y on account of higher RevPAR, improved productivity, better asset management, and portfolio premiumisation. RevPAR increased by 81% y-o-y with robust growth across customer segments in India and key international markets. India occupancy levels remained robust at 66%.

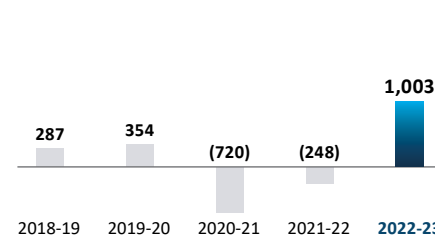
EBITDA Margin
(%)

32.7



Profit After Tax
(₹ in crores)

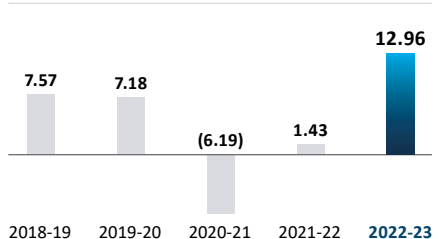
1,003



Best-ever PAT on account of improved revenue, profitability, and lower finance costs. Improved performance of subsidiaries, notably TajSATS, Roots Corporation (Ginger), and return to profitability of international operations positively impacted consolidated PAT.

RoCE
(%)

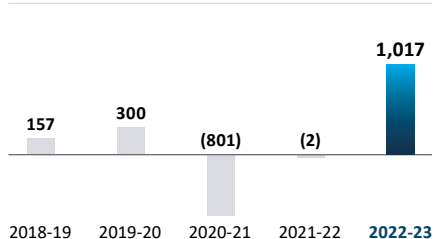
12.96



RoCE improvement driven by higher revenue and profit. Favourable demand-supply dynamics, higher management fees, the impact of asset management initiatives under Ahvaan 2025, and cost rationalisation resulted in higher profitability.

Free Cash Flow
(₹ in crores)

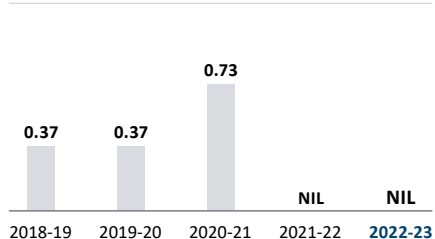
1,017



Higher cash flow from operations and a disciplined approach towards capital allocation led to robust free cash flow generation.

Net Debt to Equity
(x)

NIL

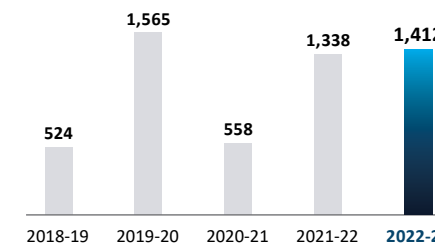


IHCL continues to remain net cash positive. It paid off ₹1,149.67 crores of debt during the year financed by proceeds of equity issue.

OPERATIONAL HIGHLIGHTS

New Openings
(Keys)

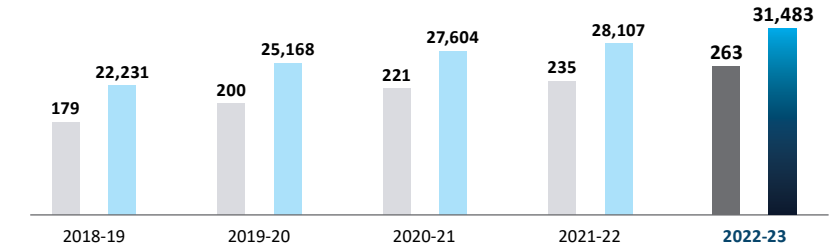
1,412



Assets
(Nos)

263

31,483



During the financial year, IHCL added 1,412 keys from 16 new hotel openings across brands and achieved the milestone of 260 hotels. As on April 30, 2023, IHCL's portfolio stood at 263 hotels and 31,483 Keys, including hotels in the pipeline.

Quarterly Highlights

Q1

Hotel Signings

Signed 8 hotels – 2 Taj hotels in Bengaluru, Chennai; 1 SeleQtions hotel in Tirupati; 2 Vivanta hotels in Jammu, Ekta Nagar and 3 Ginger hotels in Gujarat (2 in Ahmedabad and 1 in Ekta Nagar).

Hotel Openings

Opened three hotels – Taj City Centre Kolkata, IHCL SeleQtions Anand Kashi Rishikesh and Vivanta Katra, Vaishno Devi.

Q2

Hotel Signings

Signed 7 hotels – Taj Sawai Madhopur; 4 SeleQtions hotels in Dharamshala, Dudhwa, Kanpur and Anjuna; Vivanta Haridwar and Ginger Gangtok.

Hotel Openings

Opened 3 hotels – Vivanta Ahmedabad and Ginger Goregaon, Ginger Ahmedabad, RTO Circle.

F&B Launches

Launched LOYA – Re-imagined Indian F&B Concept launched at Taj Palace, Delhi.

Q3

Hotel Signings

Signed 11 hotels – 3 Taj hotels (Makkah, Suheli, Kadmat), 3 SeleQtions hotels (Munnar, Rajkot, Mahabaleshwar), Vivanta Vrindavan and 4 Ginger Hotels (Miramar Goa, Durgapur, Asansol and Nagpur).

Hotel Openings

Opened six hotels – 3 Taj hotels (Sawai Man Mahal, Wayanad and Amer), 1 each of SeleQtions (Dharamshala), Vivanta (Meghalaya) and Ginger (Bharuch).

Crossed 250 hotel milestone.

Q4

Hotel Signings

Signed 10 hotels – 2 Taj hotels (Raipur, Gandhinagar), 5 Vivanta hotels (Indore, Jamshedpur, Thane, Rajahmundry, Ayodhya) and 3 Ginger hotels (Kochi, Ayodhya, Paradeep).

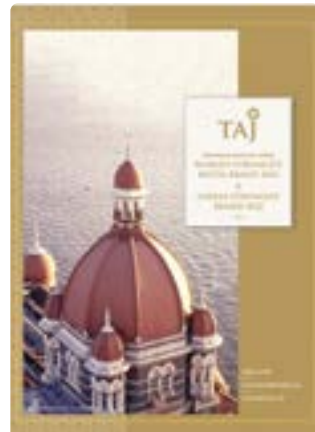
Hotel Openings

Opened four hotels – 2 SeleQtions hotels (Baragarh Manali and Jaagir Manor Dudhwa), 2 Ginger hotels (Ginger Zirakpur and Ginger Chennai OMR).

[Read more about these openings in new openings and signings on pg 24](#)

Awards and Accolades

PRESTIGE. SERVICE. EXCELLENCE.



Brand Finance Hotels 50, 2022

Taj rated as the **World's Strongest Hotel Brand 2022** by Brand Finance for the second consecutive time.

Brand Finance India 100, 2022

Taj rated as **India's Strongest Brand** across sectors by Brand Finance for the second time.



Golden Peacock Award 2022

- IHCL received this prestigious honour for efficient **Risk Management** in July, 2022
- **Excellence in Corporate Governance (National)** in November 2022



National Tourism Awards

IHCL hotels honoured across multiple categories

- The Taj Mahal Palace, Mumbai
- Taj Kumarakom Resort & Spa, Kerala
- The Gateway Hotel, Vijayawada

Certificate of Recognition (COR)

Medium Category at the 22nd ICSI National Awards for Excellence in Corporate Governance held in Mumbai in January 2023 by Hon'ble Mr. Justice P. Sathasivam, Former Chief Justice of India.



India Risk Management Award

IHCL won 3 awards in multiple categories i.e. Masters of Risk in Business Model Adaptability, Brand & Social Media Risk Management & Special Jury Citation for Risk Management in Hospitality Sector under Large-cap Category at the India Risk Management Awards event organised by CNBC-TV18 and ICICI Lombard in April 2022.



29th Annual World Travel Awards 2022

- India's Leading Hotel **Taj Mahal, New Delhi**
- India's Leading Palace Hotel **The Taj Mahal Palace, Mumbai**
- India's Leading Conference Hotel **Taj Palace, New Delhi**
- India's Leading Family Resort **Taj Exotica Resort & Spa, Goa**



MakeMyTrip India's Favourite Homestays Awards 2022

Our amā Stays & Trails bungalows have been awarded

Villa Siolim, Goa

Received Villa of the Year Award

Ambika Vilas, Trivandrum

Received Best Heritage Homestay Award



World Responsible Tourism Awards

Paathya recognised for **Sustaining Employees and Communities** through the pandemic and **Contributing to the Cultural Heritage of India** at the coveted **International Convention of World Responsible Tourism Awards**.

HIGHLIGHTS



Taj Lake Palace, Udaipur

Featured in Conde Nast Travellers' Choice Awards and in 3 categories, including Best 100 Hotels in the World and Best Resorts in India across two awards (Travel+Leisure World's Best Awards 2022 and Travel+Leisure Top 500 Reader's Best Awards 2022).



Taj Palace, Delhi

Featured in 3 categories, including Best 15 City Hotels in Asia and Best City Hotels in India in Travel+Leisure World's Best Awards 2022 list and in Conde Nast Traveller Readers' Choice Awards 2022.



Rambagh Palace, Jaipur

Featured across 3 awards lists, including Best 15 Resorts in Asia in Travel+Leisure World's Best Awards and Top 500 Reader's Best Awards 2022.



Multiple destinations of IHCL featured in the Conde Nast Traveller Awards and Travel+Leisure Awards across multiple categories in 2022.

6 IHCL hotels featured in the **Conde Nast Traveller Readers' Choice Awards 2022**

Pilibhit House- IHCL SeleQtions and Vivanta Sikkim featured in **Conde Nast Traveller Hot List 2022**

4 IHCL hotels featured in the **Travel+Leisure Top 500 Reader's Best Awards 2022** for Asia

Multiple IHCL Hotels and Resorts featured in the **Travel+Leisure World's Best Awards 2022** including categories of Best 100 hotels in the World, Best 15 Resorts in Asia, Best in New York, Best City Hotels in India, etc.

Operating Context

AT THE CUSP OF A LONG-TERM OPPORTUNITY

The travel and tourism industry is experiencing strong tailwinds, on the back of rising demand, higher economic growth and evolving customer aspirations. IHCL is well-positioned to capitalise on the opportunities on the back of its robust business model, designed to create sustainable value.

ROBUST MACRO ECONOMIC OUTLOOK



MACRO-TREND 1

India on a Growth Trajectory, Among the Fastest Growing Economies of the World

Fastest Growing Major economy of the world
80 Airports Expected in next 5 years fuelling tourism growth
42% Growth in services exports in FY 2022-23

Source: IMF, Economic Times, SEPC, Government Documents



MACRO-TREND 2

Demand Outpacing Supply in Indian Hospitality

11.1% Hotel Demand Growth in FY 2022-23 vs FY 2019-20
4.5% Hotel Supply Growth in FY 2022-23 vs FY 2019-20

Source: STR



MACRO-TREND 3

Willingness to Pay a Premium for Unique Experiences Signalling Coming-of-age of Traveller Expectations



MACRO-TREND 4

Consumers with Higher Buying Power, Propensity to Spend Leading to Significant Spending on Leisure



MACRO-TREND 5

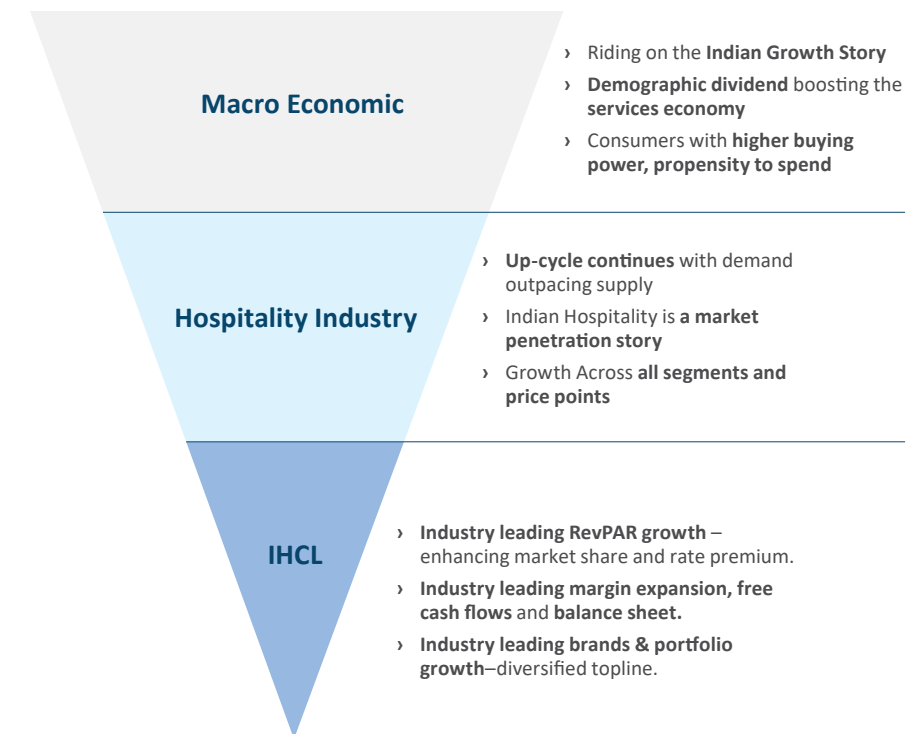
Consumers Looking for Instant Gratification post COVID

IHCL STRENGTHS



- ▶ RevPAR Premium and Market Leadership
- ▶ Brandscape and Hospitality Ecosystem
- ▶ Portfolio Growth and Pipeline
- ▶ Profitability and Margin Expansion
- ▶ Free Cash Flows and Strong Balance Sheet

IHCL WELL POSITIONED TO PROACTIVELY CAPTURE THE POTENTIAL



CENTRE STAGE

A Year of Mega Events

2023 will see marquee events being held across India, from sporting extravaganzas to multilateral summits.



India's G20 presidency will see more than 200 meetings across 50 cities.



These will involve a mix of conferences, stays and leisure travel, with opportunities for using urban and holiday locales. With a portfolio of hotels across 125+ cities, IHCL is a key partner.



India is also hosting the Cricket World Cup, which will see fans, officials, and teams travel across the country.

These events are expected to continue the momentum for the sector.

Stakeholder Engagement

ALIGNING EXPECTATIONS WITH ACTIONS

IHCL prioritises stakeholder engagement and aligns business decisions with expectations and needs, enabling long-term relationships and sustainable business practices.



Investors

The support of our shareholders is crucial for our business strategy and growth.



Employees

Our employees are an invaluable asset, as their diverse knowledge, experience, and abilities enhance the organisation's effectiveness, productivity, innovation, and reputation.



Customers

Customer loyalty and long-term relationships make our brands unique and contribute to our industry leadership.



Owners and Partners

Our partners are key to our efficient operations and optimal business performance.



Suppliers

The material and services from our suppliers help provide the best customer experience. Our reliable efforts ensure an efficient, high-quality, ethical supply chain.



Local Communities

Our communities provide us with the social license to operate and their well-being is key for sustainable business.



Government and Regulators

We comply with property regulations, communicate regularly with regulators, and partner with the government on community and policy initiatives.



Lenders

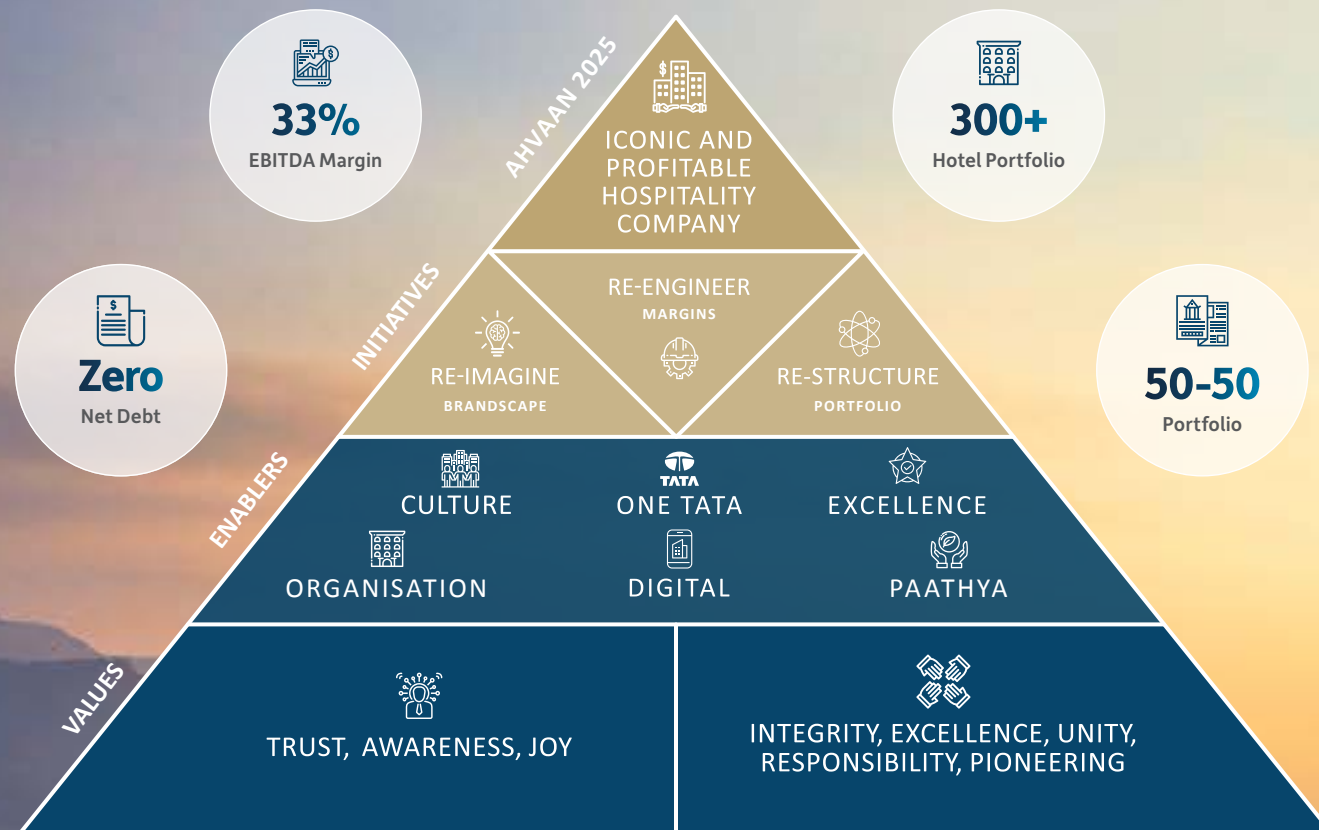
Favourable lender relationships and high credit rating (CARE – AA (Positive) ICRA – AA+ (Stable)) facilitate cost-effective and timely growth capital.

Key Priorities				Key Priorities			
<ul style="list-style-type: none"> Financial performance and dividends Good governance Transparency Growth Operational and resource efficiencies 	<ul style="list-style-type: none"> Skill enhancement Positive work environment Safety and security Employee well-being 	<ul style="list-style-type: none"> Service quality Differentiation and product relevance Safety and privacy Ethical business practices Environmental impact 	<ul style="list-style-type: none"> Business performance Health of assets Operational and resource efficiencies 	<ul style="list-style-type: none"> Quality and availability of goods and services Resource efficiency Supplier development 	<ul style="list-style-type: none"> Livelihood opportunities Environmental protection Community development Culture and heritage preservation 	<ul style="list-style-type: none"> Timely compliance with regulations Transparent and open operations Timely tax payments Support of Central/State governments schemes 	<ul style="list-style-type: none"> Timely repayment of principal and interest Healthy credit discipline adherence Timely updates on financial performance
Channels of Engagement				Channels of Engagement			
<ul style="list-style-type: none"> Quarterly investor calls, annual investor meets, Annual General Meetings, public and media announcements press releases, Stock Exchange intimations, Company website, ongoing meetings/ communication through electronic/ social media Annual Report and sustainability disclosures A dedicated investor relations department 	<ul style="list-style-type: none"> Real-time engagement through VConnect Daily meetings and briefings Monthly town halls Timely internal communications Published training calendar Employee committees and union meetings Recognition Forums 	<ul style="list-style-type: none"> Direct feedback from guests during and after each experience Loyalty programme Real-time social media engagement Periodic market research 	<ul style="list-style-type: none"> Annual partner meets Ongoing communication from the business development department Annual Business Conference 	<ul style="list-style-type: none"> Supplier development initiatives Supplier feedback surveys throughout the year Annual suppliers' meet On-boarding process and maintenance of open communication channels 	<ul style="list-style-type: none"> CSR partnerships Minimisation of our environmental footprint Community welfare programmes Participation in neighborhood associations Annual volunteering calendar 	<ul style="list-style-type: none"> Participation in government consultation programmes Representation through trade bodies Meetings 	<ul style="list-style-type: none"> Meetings Ongoing communication and relationship Sharing regular updates on financial performance
Value Created				Value Created			
<ul style="list-style-type: none"> 100% or ₹1 per share dividend proposed Market capitalisation* of ₹50,389 crores 	<ul style="list-style-type: none"> ₹6.55 cr investment in employee learning and development World class performance and career development programs 	<ul style="list-style-type: none"> Superior customer experience delivery 81.3 Net Promoter Score (NPS) 	<ul style="list-style-type: none"> The focus is on maintaining the infrastructure efficiently while sharing revenues with asset owners via partnership models such as license fees 	<ul style="list-style-type: none"> Preference to domestic producers - 90% domestically sourced products 13,452 registered suppliers/ dealers 	<ul style="list-style-type: none"> ~100+ families supported through terror victims support Supported ~4,700 livelihoods from under-served communities through programmes and partnerships 	<ul style="list-style-type: none"> Timely tax payment Demonstrating strong compliance with laws Support government initiatives 	<ul style="list-style-type: none"> Maintain high credit discipline Timely payment of loans

*Based on May 3, 2023 quoted price

Ahvaan 2025

ASPIRATION WITH PURPOSE EXECUTION WITH PASSION SUCCESS WITH PERFORMANCE



Strategic Framework



Key Enablers

CULTURE

Focus on organisational culture with the core values of Trust, Awareness and Joy.

ONE TATA

Leveraging synergies within the Tata Group companies:

- Aviation with Air India, Vistara, Air Asia
- Tata Neu loyalty platform
- Other Tata Group companies (demand side and supply side synergies)

EXCELLENCE

Emphasis on operational and service excellence delight customers and craft memories for life.

ORGANISATION

Target optimal organisation structure to enable sustainable and profitable growth.

DIGITAL

Embrace digital wholeheartedly with key projects like new website and app, CRM, among others initiated across the Company to re-imagine customer experiences. In addition, we will soon be creating a data lake to take customer data analytics to the next level.

PAATHYA

Encapsulates initiatives to lead positive change within the community and the natural environment.

Ahvaan 2025

RE-ENGINEER RE-IMAGINE RE-STRUCTURE

Re-engineer Margins

IHCL has the most diversified portfolio from Luxury to Lean-Luxe across 125+ locations. A diversified topline, efficiency in operations and debt-free balance sheet enables IHCL to drive superior margins.

- ▶ SUSTAIN REVENUE GROWTH
- ▶ STEP-UP PROFITABILITY
- ▶ STRENGTHEN BALANCE SHEET
- ▶ SERVICE EXCELLENCE

SUSTAIN REVENUE GROWTH AND STEP-UP PROFITABILITY

IHCL's margin expansion is driven by the diversification of top-line to high-margin businesses through higher growth in management contracts and new brands and businesses.

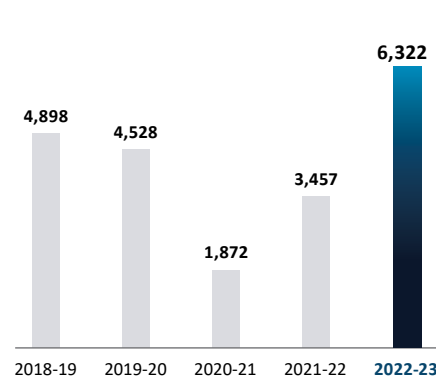
The Company's existing hotels are adding significantly to its profitability due to various asset management initiatives. The renovation of existing hotels, the addition of new hotels on a management fee basis, and growth in the new businesses of Ginger, Qmin, amã, as well as The Chambers have led EBITDA to grow to 32.7% vis-a-vis a guidance of 33% under Ahvaan 2025.



RevPAR Growth

RevPAR Domestic Hotels (₹)

6,322

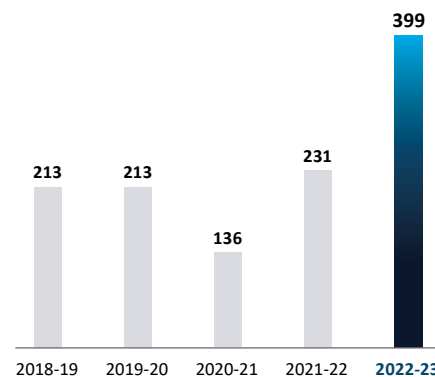


IHCL's performance across markets is better than the pre-COVID level. The hotel occupancy levels across segments are higher and the ARR are up significantly, leading to a higher flow-through and conversion. Loyalty revenues have gone up significantly, which will be continued to develop.

Management Fee Growth

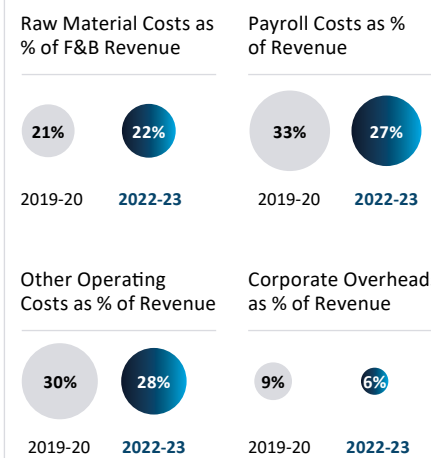
Management Fees (₹ in crores)

399



With an increasingly asset-light portfolio, IHCL's management fees were ₹399 crores, up 87% from pre-COVID levels, driven by portfolio growth as well as underlying performance with plans to increase it to ₹ 550 crores in 3 years.

Productivity and Cost Efficiency



Raw material costs were within an acceptable range. Payroll costs and Other operating costs decreased from pre-COVID levels. Corporate overheads as a percentage of revenue also declined from pre-COVID levels.

CENTRE STAGE

Growth in the Flagship Brand Taj

At an enterprise level, Taj accounts for over 3/4 of IHCL EBITDA.

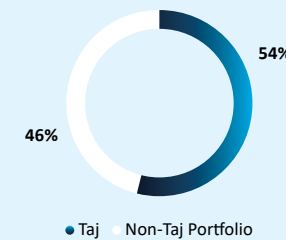
Five years ago, there were only 41 hotels under the Taj banner. Today, this has grown to 81, a 2x increase! IHCL actively managed existing assets, upgrading 24, such as The Holiday Village, Fort Aguada, Fisherman's Cove, and Taj Mahal, Lucknow and restored them to their former glory.

The net growth of 16 hotels doubled the number of available rooms from 5,500 up to 11,000.



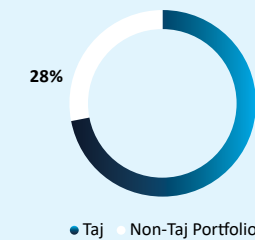
IHCL Operational Portfolio

(Operational Rooms - 30th Apr, 23)



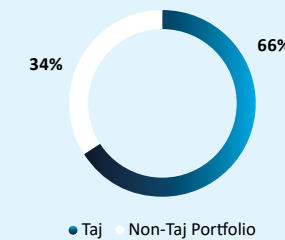
Taj Brand Revenue % of Enterprise Revenue

(% to FY 2022-23 Enterprise Rev.)*



Taj Brand EBITDA % of Enterprise EBITDA

(% to FY 2022-23 Enterprise EBITDA)*



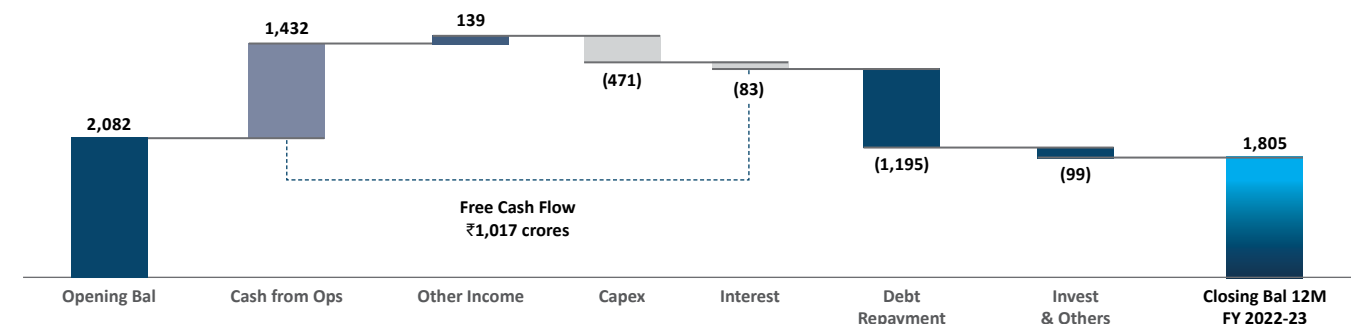
*Enterprise Revenue and EBITDA are the summation of all Hotels including Ginger, all Corporates & TajSATS Air Catering, agnostic of ownership.

STRENGTHEN BALANCE SHEET

Following the equity issuance of ₹4,000 crores in FY 2021-22, IHCL is a Zero-Net Debt Company. Our emphasis on strong free cash flows has resulted in over ₹1,000 crores liquidity on the balance sheet.

Focus on Free Cash Flow Generation[#]

(₹ in crores)



[#]IHCL Consolidated

Ahvaan 2025

RE-ENGINEER RE-IMAGINE RE-STRUCTURE

Re-imagine Brandscape

During the financial year, IHCL signed 36 new agreements and added 16 hotels, thus opening ~ 1.5 hotels a month and signing 3 hotels each month.

- ▶ SCALE UP
- ▶ SYNERGISE - ONE IHCL ONE TATA
- ▶ STRENGTHEN BRANDS
- ▶ SPEED AND RESPONSIVENESS

SCALE UP

Scaling up individual brands is critical to IHCL's growth and profitability aspirations. Taj and the rest of the portfolio is a healthy 50:50. As on 30th April 2023, Taj is a portfolio of 100 hotels. Ginger has 85 hotels and is getting close to 100. amã Stays & Trails has already reached 117.

Vivanta and SeleQtions have crossed 75 hotels and IHCL plans to reach 50 hotels in each of these respective brands and platforms this year.

A Strong Portfolio*

85 Hotels under Ginger **117** amã Homestay Properties

*Including operational and pipeline as on April 30, 2023



Ginger has revenue of over ₹300 crores with a high EBITDA margin of 39%. With Ginger now live on Tata Neu, its revenue and profitability are expected to improve further. With the lean luxe model, Ginger is expected to be the growth engine for IHCL with 125 portfolio hotels across the nation in next three years.

FY 2022-23 Revenues & EBITDA> Highest Ever in any Full FY

₹ 300+ cr Revenue

FY 2022-23 EBITDA Margin Highest Ever Profitability#

39%



amã Stays & Trails, IHCL's pioneering brand in the experiential homestay segment has expanded rapidly to 117 properties across 50+ locations. With the demand for private bungalows and villas rising phenomenally as families and friends begin to travel in groups, amã Stays & Trails deliver picturesque stay options that are nestled in nature.

New Properties Signed in FY 2022-23

39

Customer Satisfaction (NPS: 84)

High

#EBIDTA margin before IHCL fees



The Chambers remains an important part of IHCL's customer value proposition driving profitability. IHCL aims to increase the number of members at The Chambers to 3,000+ by 2025 (from 2,600 currently) and membership fees to ₹150+ crores (from 95+ crores currently) with additional revenue potential from rooms, food & beverages and other services.

New Members Added in FY 2022-23

150+

Locations

7



The Qminisation of Ginger is ongoing with 17 Ginger branded properties with all-day dining Qmin restaurants. This expansion brings the total number of Qmin quick-service restaurants to 34.

GMV in FY 2022-23

₹ 58+ cr

City Presence

24

RE-ENGINEER RE-IMAGINE RE-STRUCTURE

Re-structure Portfolio

IHCL has achieved the milestone of 250+ hotels. The pipeline in terms of number of rooms is 32% of the total portfolio and IHCL is likely to achieve 325+ hotels which is ahead of the Ahvaan 2025 target. IHCL achieved a 50:50 balanced portfolio between owned/leased and managed inventory.

- ▶ STIMULATE GROWTH
- ▶ STRATEGIC ACQUISITIONS
- ▶ STABILISE BRAND ECOSYSTEM
- ▶ SIMPLIFY HOLDING STRUCTURE

Managed Share of Portfolio (%)

50

Year	Managed Share of Portfolio (%)
2019-20	39
2021-22	46
2022-23	50
Ahvaan 2025	50



- ▶ Purpose
- Passion
- Performance

Purpose



CARE@

Tajness
Heartfelt Hospitality

Care@Tajness – An Industry Leading Initiative Launched at Taj



Customer centricity is getting redefined for the new-age traveller who seeks to balance the ease and seamlessness of digital-led service delivery and the warmth of human touch.

To get closer to our customers, we also need to personalise experiences. Our recently launched **Care@Tajness** programme balances this duality perfectly, leveraging insights gained by listening and learning from our customers to design intuitive product experiences and greater service enhancement.

Care@Tajness drives long-lasting change to our service framework by Re-engineering service standards and Re-imagining our offerings in ways that are both innovative yet retain our distinctive culture of Responsiveness.

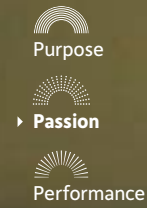


Guest experiences encompass a series of customs designed to reflect the local culture specific to each hotel, emphasising Taj’s renowned intuitive and personalised service that aims to create enchanting moments for guests.

To support this framework, a centralised customer contact hub not only manages and responds to feedback across multiple channels but also focuses on listening, learning, and utilising insights to enhance products and services. Examples of this include ‘Carecations’ for environmentally conscious travelers and ‘Woyage’ tailored for solo female travelers.



Care@Tajness drives long-lasting change to our service framework by re-engineering service standards and re-imagining our offerings in ways that are both innovative yet retain our distinctive culture of responsiveness.



Passion



Fearless. Free spirited. Bold.
Chasing the stars, always on the move.
Spinning her tale, scripting Her Story.

She remains the spirit of change.

She
REMAINS
THE TAJ



She
REMAINS
THE TAJ

IHCL is known for championing the cause of women and enhancing their participation both, within and outside the organisation. We pride ourselves in fostering a culture that holds our women guests in the highest regard, and nurtures our women stakeholders. Reflecting this culture, **'She Remains The Taj'** is a celebration of the warmth and spirit of every woman. With this initiative, we reaffirm our commitment to encourage and support women as guests, employees, partners and beyond.

Over the years, IHCL has implemented pioneering initiatives including the opening of South Asia's first luxury serviced residences managed by all-women team, Taj Wellington Mews Chennai, and the construction of Ginger's flagship hotel in Mumbai by an all-women engineering team. IHCL's industry leading policies include extended maternity leave, crèche facilities, healthcare benefits including IVF treatments, and skilling of women in under-served communities and regions.



Woyage

We believe that our women guests deserve to be pampered and cared for in a way that is truly exceptional. In this spirit, we take delight in crafting special surprises and putting in extra care for women on their voyage.

Woyage is a first-of-a-kind set of specially curated stay packages for women that come with added benefits and surprises, suited to and loved by every She.

Every Woyage itinerary features meaningful amenities, serendipitous surprises, savings and inclusions that every She will love whether travelling solo or with her She Tribe.

Innovation and Digitalisation

CATERING TO GENERATION NEXT

IHCL is strategically embracing cutting-edge technology and cloud-based solutions to enhance operational excellence, bolster customer engagement in order to provide unparalleled services to its discerning clientele. By adeptly integrating proactive communication channels and efficiency-enhancing tools, IHCL is focused on not only delivering a superlative customer experience across its business spectrum, but also enable its employees towards being effective and efficient.

EMPLOYEES' APP – myTAJ

The introduction of myTAJ app has revolutionised IHCL's HR management. This application simplifies processes like attendance recording, leave application and payslip retrieval. The app has not only improved the efficiency of the HR department but has also increased employee satisfaction and engagement.

17,000+
Registered Employees

17,000+
Downloads

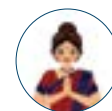
250+
Average Users per 30 Minutes

33+ Minutes
Average Engagement Time



IRA – CHATBOT

The IHCL Response Assistant (IRA) is a powerful AI-powered Chatbot that streamlines our operations and improves the experience of our guests. Accessible 24/7, it enables customers to quickly and easily book rooms without having to go through the entire website or contact customer service via telephone. We have already seen enhanced satisfaction ratings from our patrons, in addition to reduced booking errors.



1,300
Room Bookings by IRA Bot



GINGER ON TATA NEU

Ginger on Tata Neu not only creates customer loyalty and improves Ginger's digital presence but also provides Ginger with a superior technology platform with a customer 360 view and personalisation engine as its core. This will help propel Ginger's business forward by expanding reach, improving market share and reducing distribution costs.

I-LEAP

IHCL's Data Lake and Enterprise Analytics Platform (I-LEAP) has enabled consolidation of data from IHCL's critical source systems into an all-inclusive platform, the Data Lake. This has facilitated near real-time and daily dashboards for key business insights. These automated reports have also helped save a significant amount of time for business users. This is part of the larger data strategy road map and Phase 2 will involve setting up AI/ML models for better decision-making.

I-DOCS

I-DOCS is an omnichannel guest interaction platform created to provide a comprehensive guest experience. With its scalability and capability to manage multiple guest touchpoints, it facilitates room reservations as well as additional services like The Chambers helpdesk and a customer contact hub. Its cloud-based architecture enabled the rapid deployment of new features during the year.

I-ZEST

IHCL created I-ZEST to enhance operations and ensure the safety of guests and employees. Guests can now easily check in, check out, access food and beverages, and pay bills using their devices via this platform. It offers paperless invoices for a customer-friendly yet environmentally responsible experience. We are integrating I-ZEST at all our hotels.

86
Hotels Integrated

214+ lakhs
Documents Digitised

7 lakhs
E-invoicing QR Codes for B2B Customers

32 lakhs
E-invoicing QR Codes B2C Customers

QMIN

Qmin, our food delivery service app offers a selection of high-quality dishes from IHCL's signature restaurants to customers in major cities. Its new feature "Qmin Celebrations," enables online celebrations and business meetings to be held using the same curated menu, with people from different cities being served by the vast network of restaurants.

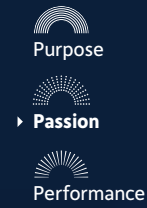
24
Cities Present

6.5+ lakhs
App Downloads in FY 2022-23

₹58+ cr
GMV in FY 2022-23

27+ lakhs
Orders Delivered Since Inception





Passion



TATA NEU

*Experiences Like Always,
Rewards Like Never Before*



Tata Neu, a coalition loyalty program, has played a pivotal role in unifying multiple Tata brands, ranging from airlines to hotels, electronics to fitness, bringing modern-day convenience and quality to our members, offering them a powerful One Tata experience at their fingertips. Launched in April 2022, the Tata Neu loyalty programme has proven to be a catalyst for exceptional growth, providing our valued members with exclusive savings, offers, member rates, and the ability to earn and redeem NeuCoins across multiple brands.

Our association with Tata Neu has yielded significant gains and has become an unprecedented success story in line with our roadmap for aspirational growth - Ahvaan 2025. Through this collaboration, we have been able to bring to our loyal guests the combined benefits of various Tata Group brands, leveraging them to drive phenomenal growth in our business, specifically in terms of loyalty and customer acquisition.

One of the key indicators of our success is the remarkable expansion of our member base.

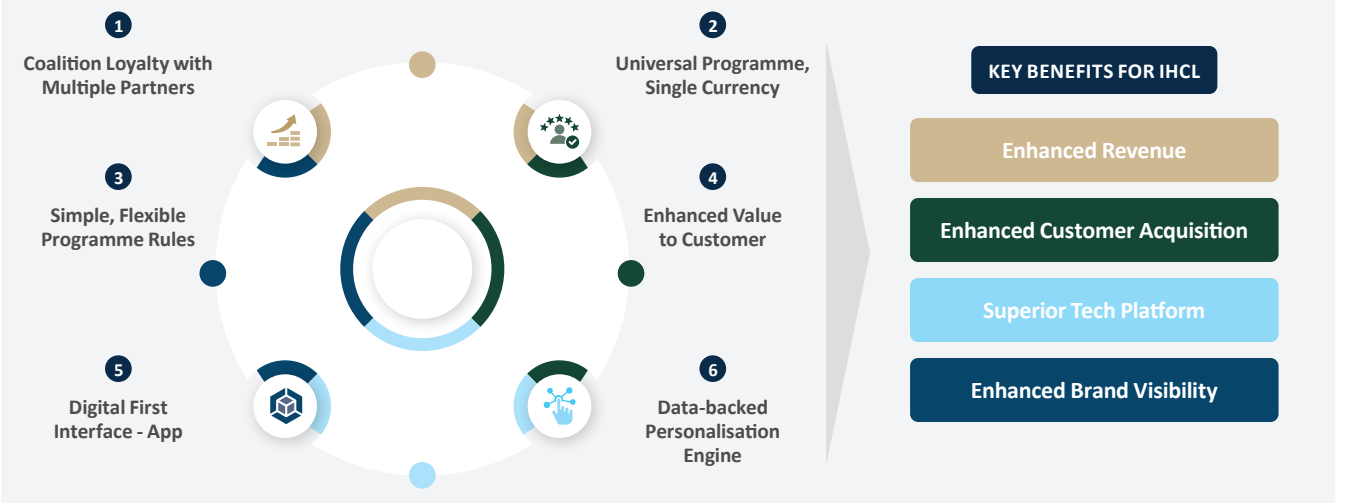
In FY 2022-23, our member base scaled up by 2x, demonstrating the increasing popularity and reach of the Tata Neu platform.

Furthermore, our active member base experienced a growth rate of 2.5x, reflecting the engagement and satisfaction of our loyal customers. From Taj's high-end luxury format to the lean luxe appeal of Ginger and the quick service format of Qmin, we have embraced a broader customer base, catering to the evolving needs of a changing India. In this transformation, Tata Neu stands as our trusted partner and ally.

With a focus on diversifying our member base and value propositions, we aim to expand our offerings and reach more discerning members. Through this strategic alliance, we will deliver enhanced experiences and tap into new opportunities, further solidifying our position as a market leader in the industry.



WHAT IS TATA NEU?



- ▶ Purpose
- Passion
- Performance

Purpose



Uniting Travel with Purpose

Carecations enable our guests to embark on inspiring journeys specially designed to lead positive change for a better tomorrow. Aimed at creating a consequential impact for the traveller, the destination and the hosts, Carecations put our guests at the forefront of our initiatives towards **supporting communities, preserving heritage and conserving nature.**



From learning about the Molela Terracotta Art of Udaipur to walking with the Pardhis in Madhya Pradesh, and from rehabilitating the corals in Maldives to reviving the coir crafts in the Malabar, the holiday itineraries within Carecations offer our guests the rare chance to directly interact with the beneficiaries and discover a vast bank of stories and experiences.



SUPPORT COMMUNITIES

With community at heart, we remain steadfast in our efforts towards public welfare, supporting the livelihoods of the underprivileged and creating sustainable career paths via multiple skilling and learning initiatives. As our guests join us at the forefront of these efforts, they are surprised with the uplifting enthusiasm of the facilitators and the beneficiaries, and their rich bank of stories and knowledge.



PRESERVE HERITAGE

Through the journey of time, India's rich heritage of monuments and living traditions pertaining to craftsmanship, music, dance, art and more, runs the risk of being forgotten. This is where we invite our guests to join hands with us, and our partners like UNESCO, with the purpose of safeguarding and preserving these cultural gems and fostering their natural transition across generations and communities.



CONSERVE NATURE

We believe in taking the lead towards creating a cleaner, greener and sustainable eco-system that nurtures all life forms and is well-preserved for our future generations. From reviving corals in the seas surrounding our destinations to restoring the indigenous flora and fauna in the geographies we operate in, our environmental stewardship efforts are holistic and allow one to witness the diversity of our ecosystem, in person.



Paathya

A NEW ERA OF HOSPITALITY

Our Paathya journey reflects the essence of IHCL’s century-old legacy of doing business – of leading by example and always putting the community at the centre. We have chosen sustainable hospitality as our way forward. Our aim is to keep beautiful places just the way they are. To preserve and renew the natural ecosystems and dependent communities that lie at the heart of the hospitality industry.

Our Paathya framework has emerged from a deep and interrelated evaluation of global megatrends, sectoral and material issues, leadership insights, business purpose and strategy to derive its focus areas for action.

PAATHYA IS OUR ROADMAP TOWARDS FULFILLING THAT PROMISE

Launched in 2022, our Paathya strategy has been developed to further our goal of global sustainability leadership by integrating sustainability into our core decision-making and operational processes and securing our business against future risks. We have completed one year of our Paathya journey.

The hospitality industry is particularly vulnerable to climate change, given its proximity to Nature and ecologically fragile locations. Turning holistically sustainable is thus, not a choice but a business imperative. Our Paathya framework has emerged from a deep and interrelated evaluation of global megatrends, sectoral and material issues, leadership insights, business purpose and strategy to derive its focus areas for action.

We have set well-defined benchmarks for the environmental, social and governance practices that we will follow and these are aligned with the Paathya framework:

- Integrate sustainability considerations into all business decisions and key work processes, with the aim of creating value, mitigating future risks, and maximising opportunities.
- Follow the highest standards of governance and transparency.
- Embody principles of product stewardship by enhancing health, safety, environmental and social impact of products and services across their lifecycles.
- Provide employees, guests and business associates with working conditions that are clean, safe, healthy and fair.
- Strive to be neighbours of choice in the communities in which we operate and contribute to their equitable and inclusive development.

Since its launch, significant progress has been made along each of the Paathya pillars, with the initial successes and learnings and early adaptors now getting implemented and scaled within the Group.

PILLARS OF PAATHYA



Pillar 1 | Promote Environmental Stewardship

**PRESERVE.
CONSERVE. SUSTAIN.**



Under this pillar, major initiatives are underway to reduce our net carbon footprint. We are also partnering in India's Net Zero by 2070 vision by enabling greater penetration of green mobility. We address the goal of environmental stewardship through the two thrust areas of reducing energy and emissions and running our operations sustainably, with implementation stretching over the short and long-term. It is categorised as:

CLIMATE CHANGE, ENERGY AND EMISSIONS

- Renewable energy usage
- Energy efficiency
- Green House Gases (GHG) emission

SUSTAINABLE OPERATIONS

- Water and waste water management
- Waste management and circular economy
- Sustainability certifications (Green Buildings, EarthCheck)

Historical Savings from 2008 to 2023

▶ **6.13 Mn KL**

Water Treated and Recycled

▶ **3,31,554 tCO₂e**

Emissions Reduced

▶ **1,868 Mn MJ**

Energy Savings

▶ **22,937m³**

Waste Avoided from Landfill

FY 2022-23 HIGHLIGHTS

387 Mn MJ

Renewable Energy Used

79,995 tCO₂e

Emissions Saved using Renewable Energy

1,93,134 KL

Rainwater Harvested

38,523 m³

Waste Recycled

100%

Elimination of Plastic Straws

100% Green

Taj Mahal Palace, Mumbai

42%

Water Recycled, Ahead of Target

35%

Share of Renewable Energy

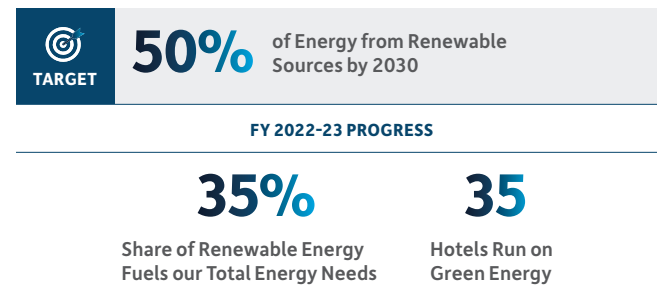
— Taj Exotica Resort & Spa, Andamans

Pillar 1 | Promote Environmental Stewardship

Climate Change, Energy, and Emissions

TRANSITIONING TO RENEWABLE ENERGY

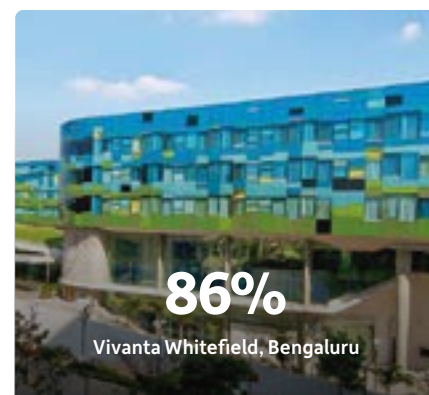
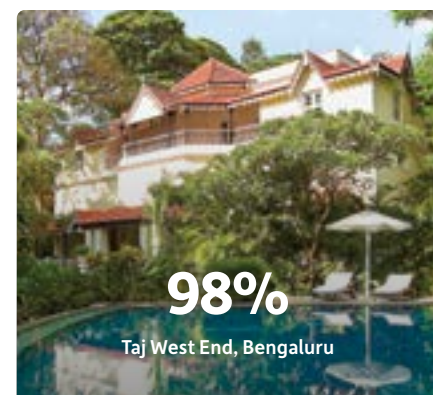
IHCL has shifted to renewable power at several of its properties. Green power is sourced on the basis of long-term power purchase agreements to ensure stability of prices and supplies, with the generation sources being a mix of wind and solar.



More than one-third of our hotels in South India are meeting majority of their energy requirements from renewable sources. The introduction of several climate-responsive elements such as glass, insulation, ventilation, and daylighting have helped to reduce the need for air conditioning.

Further, the use of energy-efficient technologies for cooling, hot water and lighting such as solar hot water systems, heat pumps and waste heat recovery have further reduced energy consumption by over 60%.

Share of Green Power



387 Mn MJ
Total Renewable Energy Used

100% Green
Taj Mahal Palace, Mumbai

REDUCING GHG EMISSIONS AND INCREASING ENERGY EFFICIENCY

We are meeting these objectives in two ways – first, by using low energy-consuming equipment and environment-friendly designs and materials. Second, through ecofriendly and carbon-neutral processes that optimise our operations, supply choices, and guest amenities. Measures include replacement of conventional lights with Liquid Electric Display (LED) light fittings, installation of heat pumps, usage of energy efficient laundry equipments, running on electrical and Liquid Petroleum Gas (LPG) systems, installation of energy-efficient AC units and similar actions.

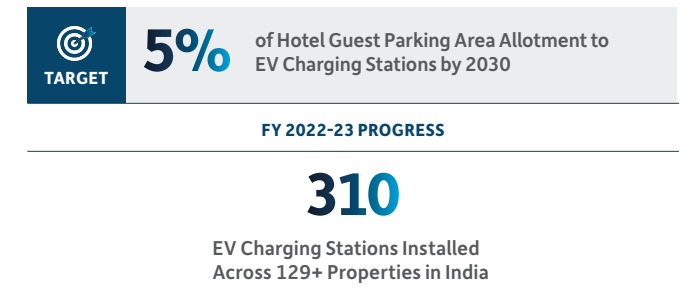
Rambagh Palace, Rajasthan, and Vivanta Bhubaneswar, have won accolades for their contribution towards energy conservation.



In early 2022, IHCL joined hands with the International Finance Corporation (IFC), as a part of IFC's TechEmerge Sustainable Cooling Innovation programme. Under this, six of our hotels from across North and South India have been selected to run nine pilot projects to test high-tech driven sustainable cooling solutions. Taj Mahal, New Delhi, has been selected to run Internet of Things (IoT) based solution that manages the entire temperature control and air handling equipment infrastructure through tech-based platforms that constantly optimise its functioning as per real-time demand.

Data analytics-driven predictive and preventive maintenance further increases efficiencies. On successful completion of this pilot, it will be implemented across IHCL properties, leading to significant daily savings in the energy consumed on a real-time basis.

Tata Power is partnering with IHCL to install Electric Vehicle (EV) charging stations at over 200 IHCL properties. This will help to reduce range anxiety for guests with EV vehicles and also play a role in lowering the overall carbon footprint of the country, as IHCL properties occupy prime locations in cities.



Pillar 1 | Promote Environmental Stewardship

Sustainable Operations

WATER AND WASTE WATER MANAGEMENT

We follow a globally recognised set of sustainability indicators that guide our baselines for reducing water consumption, recycling wastewater and identifying and reducing water wastage.

Currently, 42% of the total wastewater produced is recycled. The hotels located in cities with high water risk potential follow a Water Risk Management plan. Water risk assessment study has been completed in sixteen of our hotels and implementation of recommendations based on the reports are expected to significantly reduce our net water usage.



WASTE MANAGEMENT

All biodegradable waste is composted and 74 hotels have on-site composters. Initiatives are underway for doing away with single-use plastic disposables. These involve the complete elimination of plastic straws and planned replacement of PET bottles with glass bottles for serving drinking water in guest rooms and banquets. Twenty water bottling plants have been set up across our properties to scale up the transition to plastic-free services.



SUSTAINABLE WATER SOURCING AT TAJ LANDS END MUMBAI

Taj Lands End Mumbai has deployed a rainwater harvesting system in the hotel premises to replace external water sourcing through water tankers. Mumbai has very heavy monsoon rainfall and the water harvesting mechanism gives a good opportunity to store the abundant rainwater which is also of high quality, low in minerals and cost effective.

1,93,134 KL
Rainwater Harvested



Taj Exotica Resort & Spa, Andamans is our first Indian property to be completely single-use plastic free.

Our in-house bottling plant at Taj Palace, New Delhi can produce 500 bottles/hour and a maximum of 4,000 bottles/ day. This translates to 3,663.43 kgs of plastic avoided annually.

The goal is to completely eliminate single-use plastics from our hotels. Our bottling plants are really helping to further this purpose. These fully automated bottling plants cover water purification and treatment, bottle washing, filling and capping, date and batchcoding and testing.

Currently, there are 20 such plants across our hotels in Mumbai, Delhi, Bengaluru, Chennai, Kolkata, Maldives and Sri Lanka.

Avoided Two Mn Plastic Straws
(5,000 kgs tCO₂e)

Pillar 1 | Promote Environmental Stewardship

PROTECTING BIODIVERSITY

In fragile ecosystems every element of Nature is important, from the fungi growing on trees to large animals. Several of our hotels exist in diverse ecosystems – be it the Nilgiri biosphere or the coral reefs at Maldives.

We take pride in our meticulous implementation of our ethos of Responsible Hospitality, through our sustainably designed and developed buildings, our collaboration with indigenous communities, and approach towards the use of natural resources, which leads to very low emission trails.

Taj Safaris runs India's first and only luxury wildlife circuit in this region, with a presence across the Bandhavgarh, Kanha, Panna and Pench national parks. IHCL has a Memorandum of Understanding (MoU) with World Wide Fund for Nature – India, to support and raise awareness about its conservation efforts among travellers in these locations.



— Our Hotels Exist in and Diverse Ecosystems



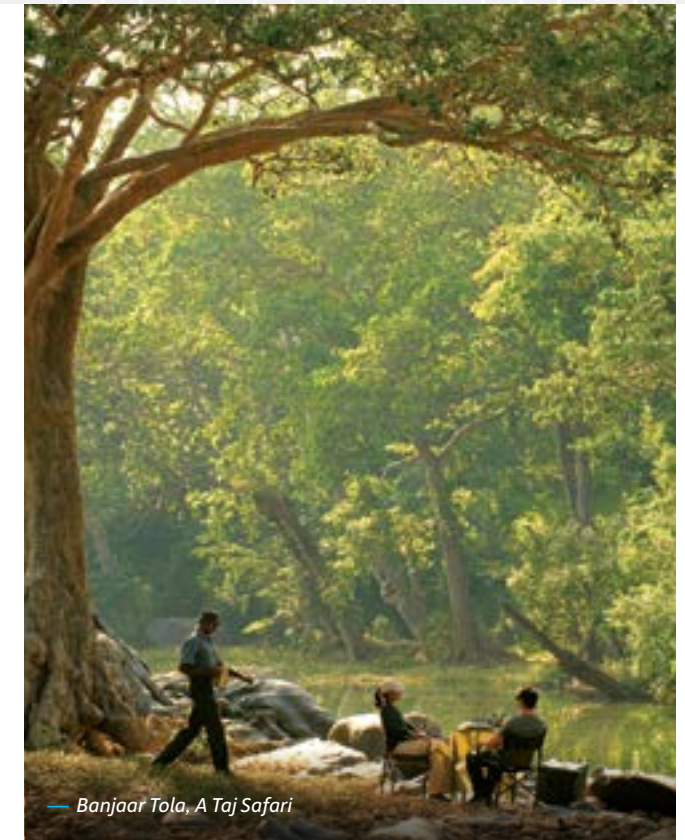
— One-horned Rhino Sighting at Meghauli Serai, A Taj Safari



— Coral Reefs at Maldives



— Meghauli Serai, A Taj Safari



— Banjaar Tola, A Taj Safari



— Platinum Certified Taj Exotica Resort & Spa, Maldives

EARTH CHECK CERTIFICATIONS

IHCL Hotels have been associated with EarthCheck since 2008. EarthCheck is the world's largest certification, consulting and advisory group for sustainable organisations and tourism businesses. It has helped IHCL develop metrics for measuring the impact achieved through our work in sustainability. It has assisted us in designing processes and methods that help achieve our sustainability goals.

100% Eligible Hotels to be EarthCheck Certified by 2030

FY 2022-23 PROGRESS

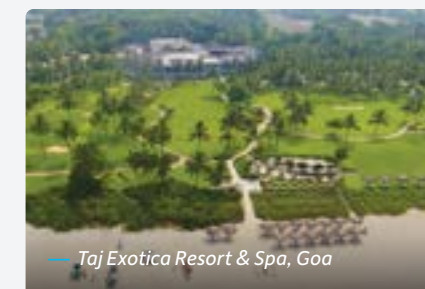
77 Hotels

EarthCheck Certified and 12 New Hotels Onboarded this Year

Platinum Certified Properties



— Taj MG Road, Bengaluru



— Taj Exotica Resort & Spa, Goa



— Ambassador, New Delhi



77 of our hotels are EarthCheck certified and 57 of them are Platinum certified. This is the highest number of facilities of a single hospitality company to be certified by the programme globally.

₹1.74 cr
Investment in Earth Check Certification



Pillar 2 | Promise Social Responsibility

MAKING A DIFFERENCE

Under this pillar, we cover initiatives that promote the growth, empowerment and better future of our employees and the communities that adjoin our properties. We also devise and deliver initiatives and experiences that delight our customers, while keeping ourselves aligned with our larger organisational goals. Our primary focus areas are:

HEALTH AND SAFETY

- Health & Safety (H&S) of employees and guests
- Health & Safety (H&S) policy
- Occupational H&S trainings
- Disaster preparedness and response

HUMAN CAPITAL

- Talent management
- Employee engagement training & development
- Diversity and inclusion
- Human rights
- Succession planning

COMMUNITY DEVELOPMENT

- Community development programmes
- CSR partnerships

Health and Safety of Employees and Guests

Ensuring the health and safety of our employees is one of our highest priorities and a basic business need. We follow institutionalised health, safety and security policies and mitigation measures across all our operations that are in compliance with all relevant national guidelines and integrate international benchmarks too.

Our safety and security policy, is based on the Tata Group Safety Beliefs, including fire and life safety and food safety measures. Our vehicle safety policy provides guidelines on road and driving safety, while the contractor safety standards guide operations of third-party service providers. All our hotels follow a safety training module that provides basic training on safety, and also acts as an induction and refresher for employees.

To further strengthen this function, the Head - Safety and Security has been appointed this year. Further, after a hiatus of two years owing to the pandemic, IHCL has recommenced its Fire and Life Safety Audits. All hotels will undergo two audits in a year with the aim of bringing high risks to zero.



Ensuring the Health and Safety of Our Employees is Our Highest Priority

14,578

Safety Trainings Conducted

5.2

Man Hours of Safety Training per Employee

9,455

Participants Covered through Health and Wellness Sessions

EMPLOYEE WELLNESS

Driving employee wellness is a strategic priority at IHCL. Our holistic wellness framework is focused on 3 core pillars – Mental and emotional, Physical and Financial wellness enabling a well-rounded emphasis on individual wellness than just physical wellness. Various education and sensitisation workshops are conducted virtually and in-person by experts in the given domain.

HOLISTIC WELLNESS FRAMEWORK



Mental and Emotional

- Employee Assistance Programme (EAP) with 1to1 Help
- One-on-one counselling from professional counsellors
- Self-help resources
- Education and sensitisation workshops

Physical

- Annual health screenings
- Doctor consultations
- Virtual health and fitness challenges
- Sensitisation workshops on physical health, nutrition and disease prevention

Financial

- Tie-up with Tata Capital for key themes such as basics of financial goal planning, retirement planning, emergency planning etc.
- One-on-one consultation with financial experts

Pillar 2 | Promise Social Responsibility

Human Capital

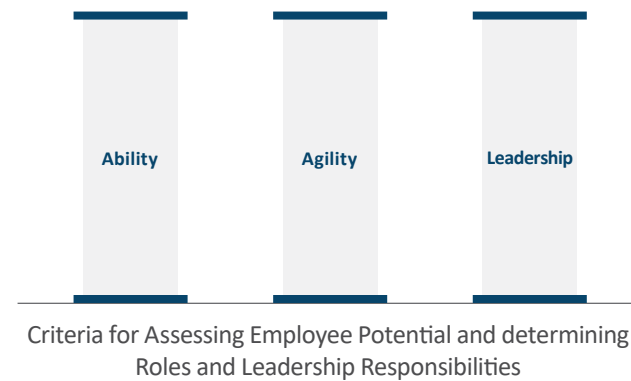
TALENT MANAGEMENT

We understand that it is imperative to gear our systems and processes in line with the speed and scale of growth of the organisation. Our key performance processes have been improved continually and updated with the intention of ensuring that they serve as effective enablers for people development and keep our talent management strategy upto date.

73.6% Employee Retention Rate
35,816 Total Employees (Enterprise)

Potential Assessment

This exercise is one of the foundational pillars for talent management.



Moreover, through various talent processes, we aim to identify and build a strong leadership pipeline at every hotel, developing talent through robust development journeys.

Following are the two key talent processes:

- Leadership Assessment and Development Centre (LADC) for identification and development of future general managers.
- Talent Identification and Development Initiative (TIDI) for identification and development of high potential Heads of Department (HoD).



DiLOG: Career Development Made 1-on-1 and on-the-go

DiLOG is a bi-annual career conversation process which enables structured focused conversations that incorporate constructive feedback and set a development plan for the year ahead.

Following a conversational format and enabled via myTAJ web portal and mobile application, DiLOG institutionalises a direct line of guidance and communication between managers and their teams.



Performance Evaluation

The Performance Management System (PMS) focuses on driving performance through team work. It is a combination of financial and non-financial parameters. Customer and financial attributes are core parameters in the scorecard which ensure a continued customer and business focus. In addition to financial and customer metrics, other important organisation growth parameters such as operational excellence, safety, diversity & inclusion, employee engagement survey participation etc. are also measured and tracked.

The performance targets remain the same for all executives in a hotel, ensuring alignment with a common goal. Individual Leadership Behaviours, rooted in IHCL's Leadership Code, are also assessed as part of the performance evaluation.



EMPLOYEE LEARNING AND DEVELOPMENT

Consistency of service is critical to the hospitality business, as it is the secret to retaining customers, generating referrals and growing business. Continuous Learning & Development helps to ensure that our people can deliver excellent service consistently.

To support the organisation's Learning and Development (L&D) needs, L&D managers play the role of the process owners for all L&D interventions in our hotels.

- Training Needs Identification through analytics
- IHCL's strategic priorities determine Training Themes
- Stakeholder feedback (customer, employee, manager)
- Assessment of current capabilities
- Key Elements for annual training calendar

L&D Hubs

Our L&D training hubs are spread across the country and cater to their individual areas training needs. The hubs are responsible for implementing the area-level strategic and tactical needs which includes new hotel openings, and customised, hotel-specific requirements.

These trainings run on a quarterly calendar. The sessions are delivered using the hybrid approach of virtual and in-person sessions.

LEARNING AND DEVELOPMENT HUBS



- Punjab
- UP, MP & Uttarakhand
- Jaipur and Ajmer
- East & North East
- Udaipur and Jodhpur
- Telangana
- Karnataka
- Chennai
- North Mumbai & Maharashtra
- Goa
- Delhi /NCR
- Gujarat

Pillar 2 | Promise Social Responsibility

Corporate L&D

Manages the long-term training strategy implementation which is primarily focused on building the talent pipeline for future capabilities. The implementation happens as per the annual corporate L&D calendar with training delivery done by both internal and external facilitators. The key focus areas are:

- Preparing the leadership talent pipeline for the future
- Providing capacity and capability building inputs through a corporate learning calendar
- Lead all initiatives associated with advanced education and international exposure



Certified departmental trainers help the company deliver functional excellence and bridge gaps based on customer feedback.

IHCL has received the coveted Golden Peacock National Training Award 2023.

The foundation for IHCL's core competence of Tajness is in its committed and warm workforce. For Tajness to be successful, it is important that the workforce demonstrate high levels of emotional intelligence and are able to build an emotional connect with our stakeholders. To this effect, focused efforts have been made to build greater emotional intelligence across the workforce.

This comprised of specially curated programs like Culture Meets for Senior Leadership, Inspired Living & Working Workshop for General Managers, Thriving Together for Head of Departments, Project JIGYASA for the future leadership talent pipeline and beyond 100% for front line associates IHCL has also initiated learning through exposure of the external markets/ competition. Key talent across hierarchy are identified for this exposure where they experience the product and service offerings of the best in class in India and international markets.

Thus, allowing us to redefine our offerings internally. These talent have the responsibility to redefine the processes and train teams in the organisation.

With the growth agenda of the organisation, one of the key focus for L&D has been to prepare the leadership talent pipeline. A structured leadership development approach which includes mentoring, classroom and on line sessions, live masterclasses and Leader Cafes has been designed, and implemented.

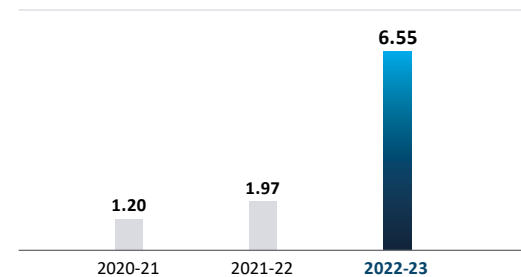
Specialised Training Programmes

Bartender, Sommelier, Butlers, Concierge, etc. are some specialised trainings which are conducted through the year as a mandatory programme for identified employees. These service offerings are the key differentiators between IHCL and its competitors. Capability building programs have also been conducted for Human Resources, Sales, Revenue Management and on Sustainability for Chief Engineers across hotels.

Total Training Expenditure

(₹ in crores)

6.55



EMPLOYER BRANDING

To attract the right kind of talent that adds momentum to our organisational ambitions, defining and communicating the appropriate Employee Value Proposition (EVP) is very important.

IHCL has articulated its EVP and designed an Employer Branding framework that hinges on the three pillars of:

Culture

Representing an environment of inclusion, recognition and innovation.

Career

Showcases enriching careers with diverse development opportunities.

Community

Providing platforms to contribute to the larger good.

Our employee value proposition shows us as a positive, progressive and purpose-led organisation. Employer branding campaigns are deployed mainly via social media.

Holding the Light for Others to Follow: Employee, Hotel and Contractor Recognition Programmes

We recognise and laud the untiring efforts of our employees to keep us as the premier hospitality chain in India and the world. Our employee recognition programmes showcase remarkable efforts and help to cascade positive behaviours and implement good work done.

The Difference You Make

It is a corporate led programme that recognises managers and leaders for demonstrating inspirational leadership behaviours, thereby strengthening the leadership code.

Special Thanks and Recognition System (STARS)

It is our flagship programme which allows employees to earn points through guest compliments, appreciations from other employees and from giving and implementing suggestions to improve workplace processes. This helps to develop team spirit and promotes great service, at all times.

This year, three additional categories of awards have been introduced for individuals and teams such that they are encouraged to continue to excel in their service offerings. The categories recognise colleagues who have the highest STARS points, colleagues who have over a period of three years continued to achieve the Managing Director Club recognition and finally recognise the hotels which have the highest STARS and who demonstrate the culture of recognition across stakeholders.

Further, our STARS Plus programme recognises all third-party contractual colleagues, across all our hotels.

Pillar 2 | Promise Social Responsibility

Spreading the IHCL Ethos of Business Excellence

IHCL is respected across industries for its relentless pursuit of business excellence and its many achievements, and we offer specialised training and capability building services to other Group companies.

We follow the Tata Business Excellence Model and our in-house Business Excellence team designs programmes that apply this framework to specific needs and situations. A sampling of the activities done during the year:

- A capability building session was conducted for Heads of Departments, to prepare the leadership pipeline.
- Best practice sharing sessions on Learning and Development Practices conducted by IHCL have earned it the recognition for the maximum number of sessions at the Business Excellence Convention, 2022.



VConnect is our continuous employee engagement platform which gathers continuous feedback from employees across levels. It provides a mechanism for leaders to hear the voice of our employees, thereby promoting trust and transparency.

DIVERSITY AND INCLUSION (D&I)

Diversity is the living reality of human societies and the organisation as a microcosm, should mirror this. As a world-leading hotel brand we embrace diversity in all its forms and are an equal opportunity employer. We are committed to advancing gender equality, supporting the recruitment of differently abled and implement this through various progressive policies.

In order to encourage and nurture diversity, IHCL rolled out a programme titled “Walk In My Shoes” as part of its Corporate L&D calendar. Other than understanding the current state of D&I at IHCL, the programme aims to break stereotypes and deal with personal biases and the power of inclusion. This is achieved through a blended approach of theatre by a professional group and classroom discussion of concepts.

Our D&I goals are well developed and are driven through the HER framework, which has three primary pillars:

- Hire without Discrimination of race, gender, ethnicity, disability, age or sexual orientation
- Offer an Environment of Inclusion
- Retain key talent through continuous Growth and Development

Hiring for Greater Diversity

- Women-focused hiring at new hotels
- Increasing 'HER' numbers at the older ones
- Second Career programme ‘Second That’
- Hiring more women from underserved regions and marginalised groups
- Increasing Persons With Disabilities (PWD) hires
- Skilling women from communities
- Enlisting women entrepreneurs/ women-led Self Health Groups (SHG) as partners

Building an Inclusive Culture

- Launch of New Generation aimed at creating a new mindset that cancels biases

18.50%

Women Employees

194

Women in Leadership Roles

41

Differently Abled Employees

Retaining Key Talent

- Mentoring women at the junior management levels for professional growth
- Leadership development for mid-level women executives

She Remains The Taj Programme

Our **She Remains The Taj** programme demonstrates the organisation’s women-centric approach towards guests, partners, employees and other women stakeholders.

It also makes industry-leading commitments towards greater gender parity and inclusion of women at all levels.

- 25% participation of women in the workforce by 2025
- Ensure our Management training programs have 50% women talent
- Partner with women entrepreneurs

Steps like these are slowly and surely moving the needle towards a much more women friendly work environment. Several women-friendly policies are also in practice like extended maternity leave, crèche facilities, reimbursement for family expansion, including IVF treatments.

Pillar 2 | Promise Social Responsibility

Community Development

CSR PARTNERSHIPS

IHCL-Tata Strive: Singular Focus, Multiple Benefits

The IHCL-Tata Strive partnership seeks to address several objectives – skilling youth and leveraging the demographic dividend, developing the hospitality ecosystem and creating livelihoods.

Tata STRIVE is the skill development initiative of the Tata Community Initiatives Trust (under Tata Trusts) and has a multi-pronged approach to skilling – equipping youth for future employment, entrepreneurship and community enterprise. It is accredited by the National Skill Development Council as a training partner.

Training delivery is carried out through a multi-layered structure of centres, extension centres and partner centres with 25 sector-led skill focus areas and reach across 27 states. IHCL adds value as a hospitality knowledge partner, bringing to bear its formidable pedigree in world-class hospitality. Since 2014, when the partnership was launched, we have helped to train more than 12,000 youth in hospitality skills. More than 85% of such youth have been employed.



~4,700
Youth Skilled

- Capacity building for partner organisations through intense Five day Train the Trainer workshops: Providing faculty exposures at IHCL hotels
- Subject Matter Experts sessions, conducting Practical Assessments
- Providing Job Training opportunities followed by Placement opportunities

Partnering for developing Hospitality Skills Centres in Madhya Pradesh, Assam, Rajasthan, Jammu and Kashmir, Bengaluru to train the underprivileged youth in hospitality skills and make them employment ready.

TARGET **100,000+** Young Livelihoods to be Empowered by 2030

Since 2014, IHCL-Tata Strive has helped to train more than 12,000 underprivileged youth in hospitality skills.

IHCL role in this Partnership Encompasses

- Supporting in providing and designing of training infrastructure like premises, linen, cutlery etc., infrastructure and facilities to conduct the hospitality and allied skills certification programmes.
- Knowledge support in developing contents for various entry level hospitality courses such as Food & beverage service, House Keeping Operations, Front Office, Multi-cuisine cook, and Spa

IHCL-Head Held High Foundation: Smoothing the Edges with Short Term Work Readiness Modules

IHCL has partnered with Bengaluru-based non-profit Head Held High Foundation (HHH) to increase the employability of underprivileged youth and train them in the soft skills relevant for the hospitality business.

It involves a 45-day work readiness programme that addresses gaps in communication and soft skills and is conceptualised and designed by IHCL and HHH.

Under this course, around 2,000 youth from underprivileged backgrounds have been certified and offered jobs in the hospitality industry over the past three years.



Employee Volunteering

In FY 2022-23, through the various volunteering platforms and programmes, our employees have contributed an average of over 4 (PCVH) per capita volunteering hours, clocking ~ 90,000+ volunteering hours, with an outreach to over 1.25 lakhs beneficiaries. This demonstrates the Tata spirit of making change by partnering with communities.

TARGET **12** Hours per Employee Annually by 2030

FY 2022-23 PROGRESS

4.1 Per Capita Volunteering Hours Achieved

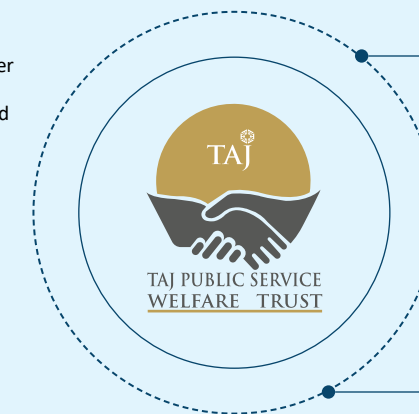
TAJ PUBLIC SERVICE WELFARE TRUST

Objective

To extend assistance to victims of terror, natural disasters, members of the armed forces and other services who demonstrate bravery in their line of work, and family members of all these affected persons

Focus Area

- Fund raising events
- Enhancing digital presence
- Digitisation interventions for improved work flow



Natural Disaster Programmes

Assisted with disaster response during the Assam floods, June 2022

Terror Attack Victims

410 terror-affected families- pensions, medical and educational sponsorship

Armed Forces Serviceman

423 disabled soldiers trained in vocational skills, in partnership with Queen Mary's Technical Institute for differently-abled soldiers

Pillar 3 | Partner Transformation

BUILDING SUSTAINABLE PARTNERSHIPS



This pillar covers our efforts in making our value chain more sustainable. This pillar is divided into the following two sections:

SUSTAINABLE SUPPLY CHAIN

- Adherence to supplier code of conduct
- Supplier risk assessment
- Integration of sustainability in supply chain

PROCUREMENT PRACTICES

- Domestic sourcing

Supply Chain Management Framework

IHCL has been making a concerted effort to modernise, streamline and formulate a process-oriented approach for the supply chain function that forms the backbone for our diverse portfolio of hotels.

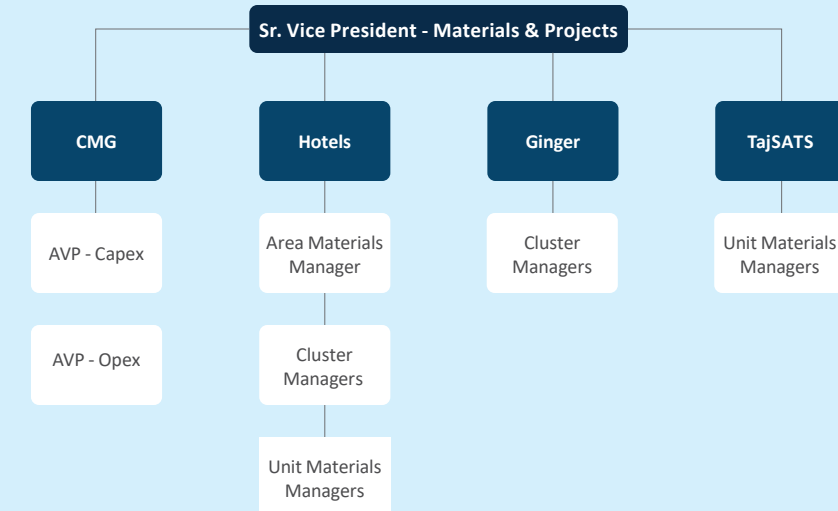
Managing vendors and procurement of materials and services constitutes a significant portion of our contribution to operational efficiency to build competitive advantage and address our strategic goal of sustainable hospitality. We work with a large number of supplier partners who are dispersed across the country and have put in place efficient standard operating procedures that ensure quality, cost and delivery objectives are met systematically.

Our supply chain management ensures that resources are efficiently deployed and optimally utilised along with integrating our dispersed supplier base into the organisational culture and ethos.

Managing vendors and procurement of materials and services constitutes a significant portion of our contribution to operational efficiency to build competitive advantage and address our strategic goal of sustainable hospitality.



SUPPLY CHAIN MANAGEMENT FRAMEWORK



Pillar 3 | Partner Transformation

SUPPLIER RISK ASSESSMENT

Our supplier selection criteria reflects our high ethical standards. Some of the practices that we ensure our suppliers follow are:

- Sustainable sourcing
- Support to vulnerable groups
- Highest standards of health and safety measures
- Strong systems and processes in place to ensure no discrimination at the workplace
- No child labour/forced labour/involuntary labour
- No deviation from the Minimum Wages laws

A large and diversified supplier base that is spread across India carries certain inherent risks. Through our various oversight mechanisms like our supply chain management framework, stringent ethical baselines and work practices, as well as our periodic supplier risk assessment methodology, we ensure that this risk is managed and minimised.

All Tier 1 contracts carry compliance certification from the vendor.



TARGET **>90%** Compliance of Tier-1 Suppliers to Supplier Code of Conduct by 2030



Procurement Practices

DOMESTIC SOURCING

Sustainable sourcing is practiced across all our procurement points, helping to propagate livelihoods, create employment, simplify logistics and significantly reduce Carbon Dioxide emissions. Close to 90% of our sourcing is done domestically.

TARGET **>50%** Raw Materials Sourced Domestically by 2030



The Big Basket-led third-party logistics mechanism is managing an annualised inventory worth ~₹ 150 crores for IHCL.

ADOPTING THIRD-PARTY LOGISTICS AND VENDOR AGGREGATION

IHCL has always been a process leader in the hospitality industry and our latest move towards streamlining and aggregating our vendors through a centralised, third-party logistics (3PL) agency reflects this trend, once again.

IHCL has tied up with Big Basket, wherein Big Basket aggregates supplies from various vendors and delivers across our properties through a centrally managed system. This process has eliminated over 5000+ vendor interactions per month, and substantially lightened our carbon footprint.





Pillar 4 | Progress Sustainable Growth

PROFITS WITH PURPOSE

IHCL's commitment to sustainable hospitality aligns with the triple bottom line approach, balancing social and environmental progress and financial success. The Progress pillar shows how these divergent approaches converge to add value to the bottom-line.

SUSTAINABLE PRACTICES DRIVING PROFITABILITY

- Profitability
- Magnitude of physical assets
- Sustainable finance
- Integration of sustainability in supply chain

DIGITALISATION

- ESG data management

Sustainable Practices Driving Profitability

PROFITABILITY

IHCL's approach to sustainable growth is 'finance first-impact led'. By implementing responsible environmental, social and governance (ESG) practices, we are enhancing efficiency, reducing expenses and attracting customers looking for environmentally and socially responsible products and services. We intend to deepen these initiatives further through coordination with our business partners and to multiply impact. By creating a distinctive ecosystem for sustainable hospitality to flourish, we can gain competitive advantage.

SUSTAINABLE FINANCE

IHCL is committed to maintaining a zero-net debt position and focuses on capital allocation and generating free cash flows to retain a net cash positive position. In line with this approach, the company intends to raise sustainable finance in the future for our key greenfield projects, as and when required.

SUSTAINABLE PRACTICES

Low Carbon Greenfield Projects

To emerge as a sustainability leader, embodied carbon reduction in construction projects is an opportunity and an imperative. For our new greenfield projects, IHCL seeks to establish processes to minimise embodied carbon.

The Taj Exotica Resort in Andamans used wood as a primary basis for construction, minimising embodied carbon, along with adopting sustainable practices like elimination of single-use plastic. This enables IHCL to generate additional premium.

Energy Initiatives

IHCL has partnered with Tata Power to establish solar plants for Mumbai hotels, at an investment of ₹4 crores. With a payback period of eight months in terms of power cost savings, 5X savings is expected in the next five years. This initiative covers 70% of power requirements of these hotels. We continue to extend these initiatives for other feasible locations in the chain. IHCL has invested in energy-efficient products for our greenfield projects, renovations, and replacements, resulting in reduced operational expenses. Our flagship hotel - Taj Mahal and Tower, has obtained a Renewable Energy Certificate as an offset, making it 100% green energy sourced.

CENTRE STAGE



Taj Wayanad Resort and Spa, Kerala, which opened this year, uses locally sourced bamboo and natural stones extensively in its architecture.

Supply Chain Partners

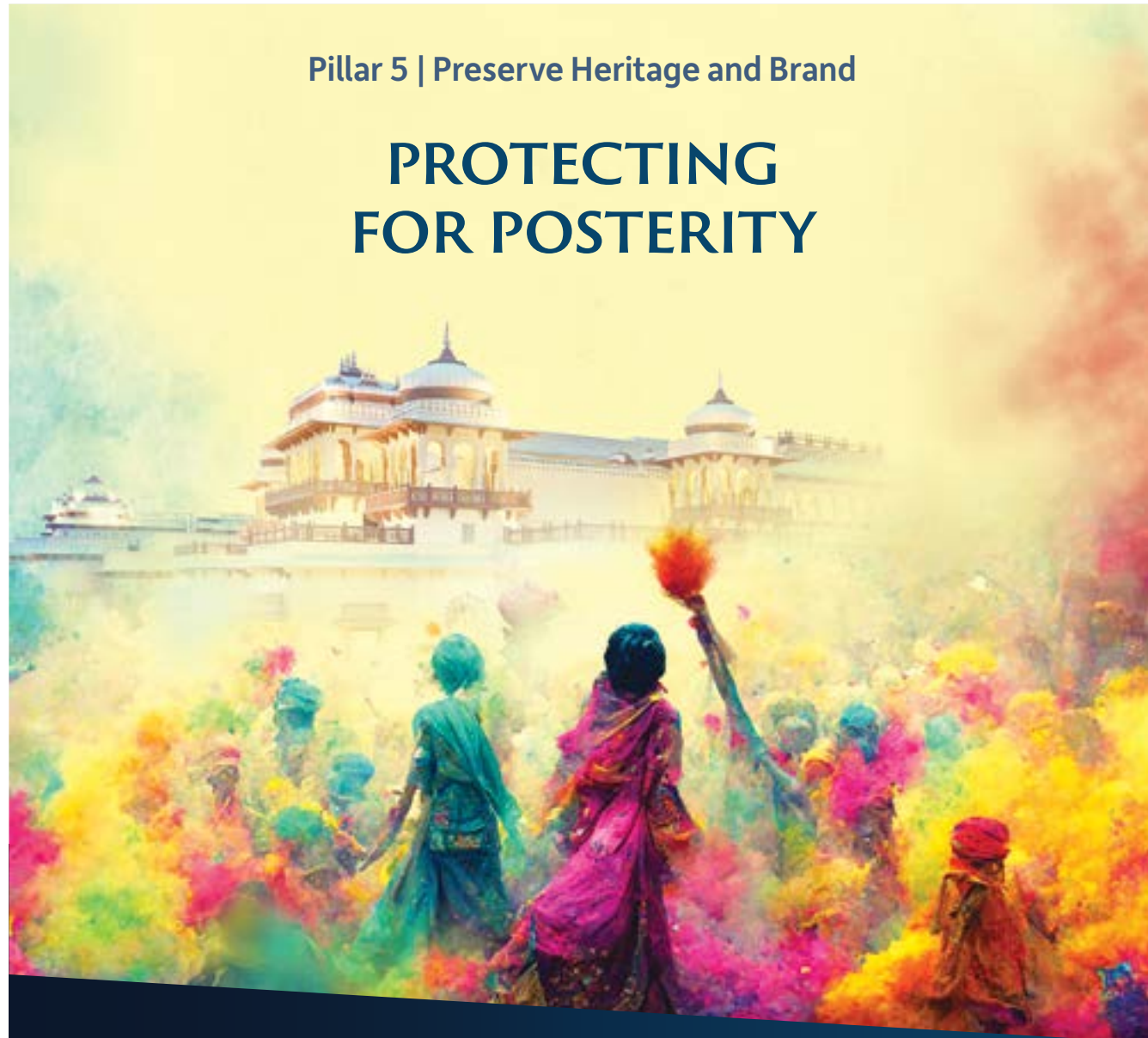
IHCL's supply chain initiative is significant, with a focus on domestic sourcing, vendor consolidations vis-à-vis multi-vendor procurement, and full load deliveries, resulting in operational excellence, cost efficiencies due to lower import costs, and also lower carbon footprint.

Elimination of Plastic

IHCL has invested in 20 in-house water bottling plants across various locations at an approximate investment of ₹5 crores, eliminating plastic bottle consumption in these locations. This has resulted in lower waste management costs and a premium on rates. Our in-house bottling plant at Taj Palace, New Delhi can produce 500 bottles/hour and a maximum of 4,000 bottles/day, avoiding 3,663.43 kgs of plastic annually.

Pillar 5 | Preserve Heritage and Brand

PROTECTING FOR POSTERITY



This pillar covers our initiatives to preserve and promote India's unique heritage through our hotels and hospitality services. We are India's oldest and most reputed hospitality brand, and IHCL presents India's culture to the world. Our efforts around preserving and promoting the country's unique cultural diversity takes two forms:

HERITAGE CONSERVATION AND PROMOTION

Upkeep and beautification of Heritage precincts that have deep emotional connect and serve as symbols of Indian culture

CONSERVATION AND PROMOTION OF INTANGIBLE CULTURAL HERITAGE

Oral traditions and expressions, Performing arts (dance, music, theatre etc.), Social practices, rituals, and festivals, Knowledge and practices concerning nature and the universe, Traditional craftsmanship

Heritage Conservation and Promotion



TAKING CARE OF INDIA'S NATIONAL ICONS

IHCL has been supporting in the upkeep, beautification of sites like The National Rail Museum, New Delhi; the Gateway of India, Mumbai; and the Dashashwamedh Ghat at Varanasi.

Each of these sites symbolise different aspects of India's history and living culture and have great significance as cultural repositories for the younger generations. The Rail Museum is a unique collection of railway artefacts reflecting the heritage and history of the more than 150-year-old Indian Railways. In partnership with the Ministry of Railways, IHCL has been working to maintain the lawns and gardens of the Museum through plantation of native species, and also are responsible for the cleanliness and upkeep of the area.

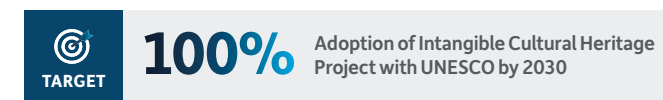
In Mumbai, IHCL along with the local administration, is involved in proper upkeep and heritage preservation of the iconic Gateway of India precincts. Efforts involve improving cleanliness, lighting, and maintaining the heritage look of the sidewalks, light poles, dustbins etc. IHCL has been managing the cleanliness and upkeep of the Dashashwamedh Ghat for more than two decades now.

Following IHCL's initiative, other external sponsors and private individuals have come forward to preserve and maintain Varanasi's beautiful ghats along the Ganges, and these landmarks have been given a new lease of life. Paathya's objective of initiating positive and sustainable change is thus being fulfilled in many ways.

Conservation and Promotion of Intangible Cultural Heritage

FOSTERING INDIA'S INTANGIBLE CULTURAL HERITAGE WITH UNESCO

In India, 'living culture' is all around us in our oral traditions, performing arts and traditional crafts. To preserve, propagate and document these living traditions the United Nations Educational Scientific and Cultural Organisation (UNESCO) has tied up with IHCL to promote the Intangible Cultural Heritage of India (ICH).



Currently ten ICH projects have been chosen for promotion under the scope of IHCL. Some of these are:

- Local communities practicing art forms like Patachitra (a traditional scroll painting technique from West Bengal),
- Kalbelia performances (a nomadic tribal community of snake charmers from Rajasthan's Thar desert),
- The unique tribal life of the Bishnoi village in Rajasthan,
- The spectacle and pageantry of the Mysuru Dasara in Mysore, Karnataka,
- Durga Puja in Kolkata, West Bengal

The canvas is vast and will expand to include more as all our properties in India join in to promote the ICH projects local to their region.

Guests staying at IHCL hotels in the geographies that promote ICH projects, are offered curated itineraries that take them through immersive experiences involving artisan communities or performers who are practitioners of 'living culture'. Through this initiative, all stakeholders involved in the value chain - whether they are travel operators, tour guides, or artisans themselves - benefit. In addition to providing guests with an unforgettable experience, IHCL's association with UNESCO's ICH programme helps to bring us very close to what the world views as quintessentially Indian - in all its colour, complexity and sheer variety.

Giving a New Lease of Life to the Banarasi Saree Weavers

IHCL is also involved in other ways to preserve the ancient cultural heritage of Varanasi. It works through local NGOs to support the exquisite craft of banarasi handloom weaving, helping to train the children of weavers in these traditional skills, and also supporting weaver families. The Varanasi Handloom Weavers Support Programme was initiated to support the weavers and has been running for almost 10+ years. Under this livelihood support programme, raw materials, designs, handloom and fabric, are all provided to the weavers, so they can weave the products as per specification. This timely intervention by IHCL has helped to preserve a craft form that is known for its richness and elegance.

Pillar 6 | Prudent Corporate Governance

THE FOUNDATION OF TRUST



The pillar covers our steps to ensure sustainable growth while upholding good governance practices. This pillar is divided into the following two sections:

CORPORATE GOVERNANCE AND ETHICAL BUSINESS PRACTICES

- Sustainability governance and review mechanisms
- Board oversight on ESG agenda
- Internal and external communication on ESG

CYBERSECURITY AND INFORMATION GOVERNANCE

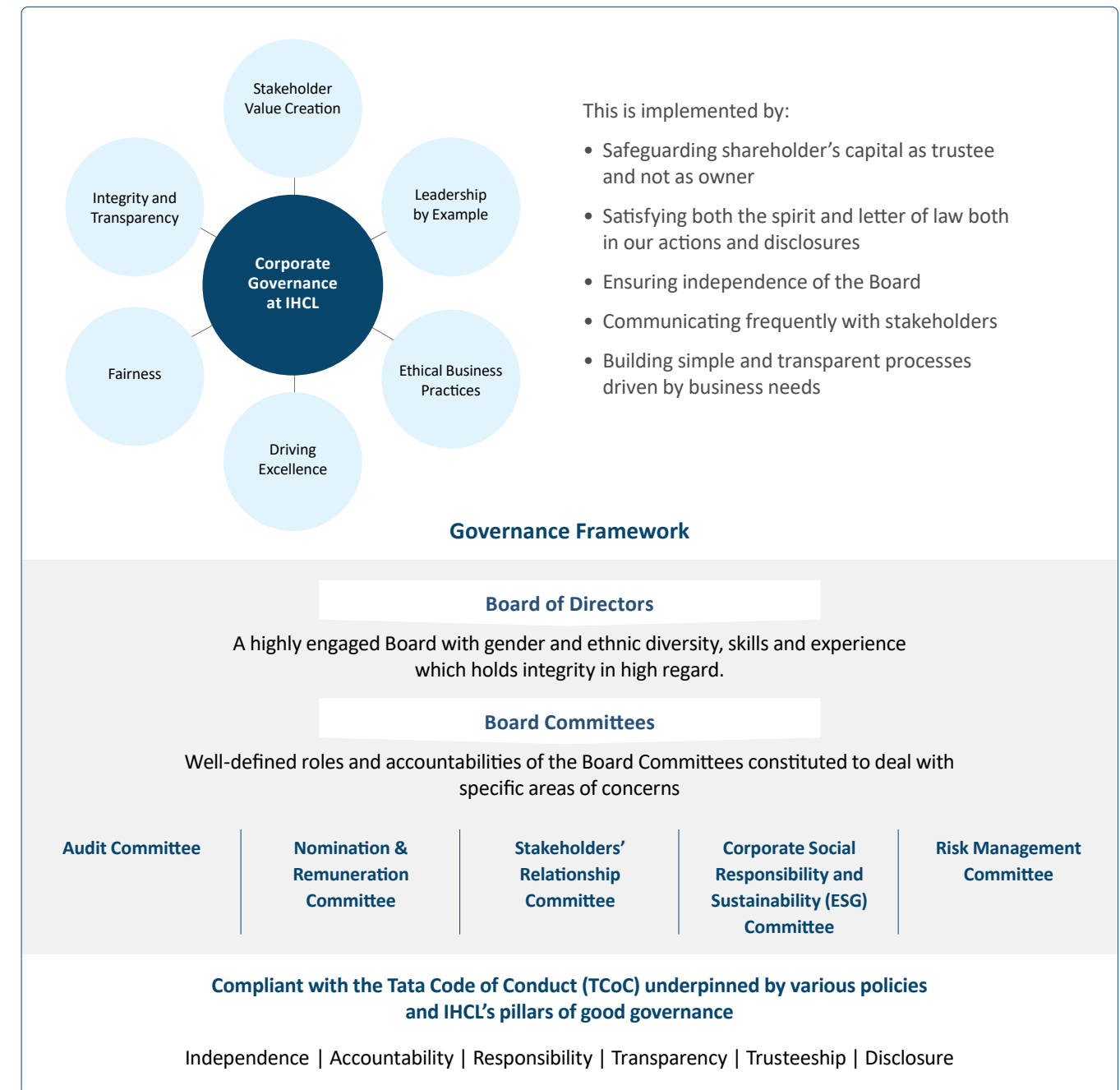
- Cybersecurity policy and standards
- Customer data protection

Corporate Governance and Ethical Business Practices

Our corporate governance is a reflection of our value system encompassing our culture, policies, and relationships with our stakeholders. Integrity and transparency are key to our corporate governance practices to ensure that we gain and retain the trust of our stakeholders at all times.

CORPORATE GOVERNANCE FRAMEWORK

Our corporate governance framework is guided by our core principles



Pillar 6 | Prudent Corporate Governance

ALIGNMENT WITH THE TATA BUSINESS EXCELLENCE MODEL AND TATA CODE OF CONDUCT

Our Corporate Governance philosophy is further strengthened through our alignment with two core pillars that are foundational to the Tata Group -- the Tata Business Excellence Model (TBEM) and the Tata Code of Conduct (TCoC). While the former helps put in place a systematic framework for achieving strategic objectives and relentlessly driving business excellence throughout our work, the latter lays down principles for the management, employees and our partners to carry out their responsibilities in an ethical manner. The Tata Code for Prevention of Insider Trading and Code of Corporate Disclosure Practices are the other critical policies that define the conduct and restrict Directors, senior executives, and other designated employees from engaging in any pledging, short sales, or hedging investments involving Company stock.

Most critical though, is that our governance and standards come to life, by forming the basis through which our employees do their work to improve stakeholder experience each and every day through the other policies and processes that are deployed to ensure that the highest standards of integrity to restrict errant behaviour.

Effective Governance and Ethical Practices

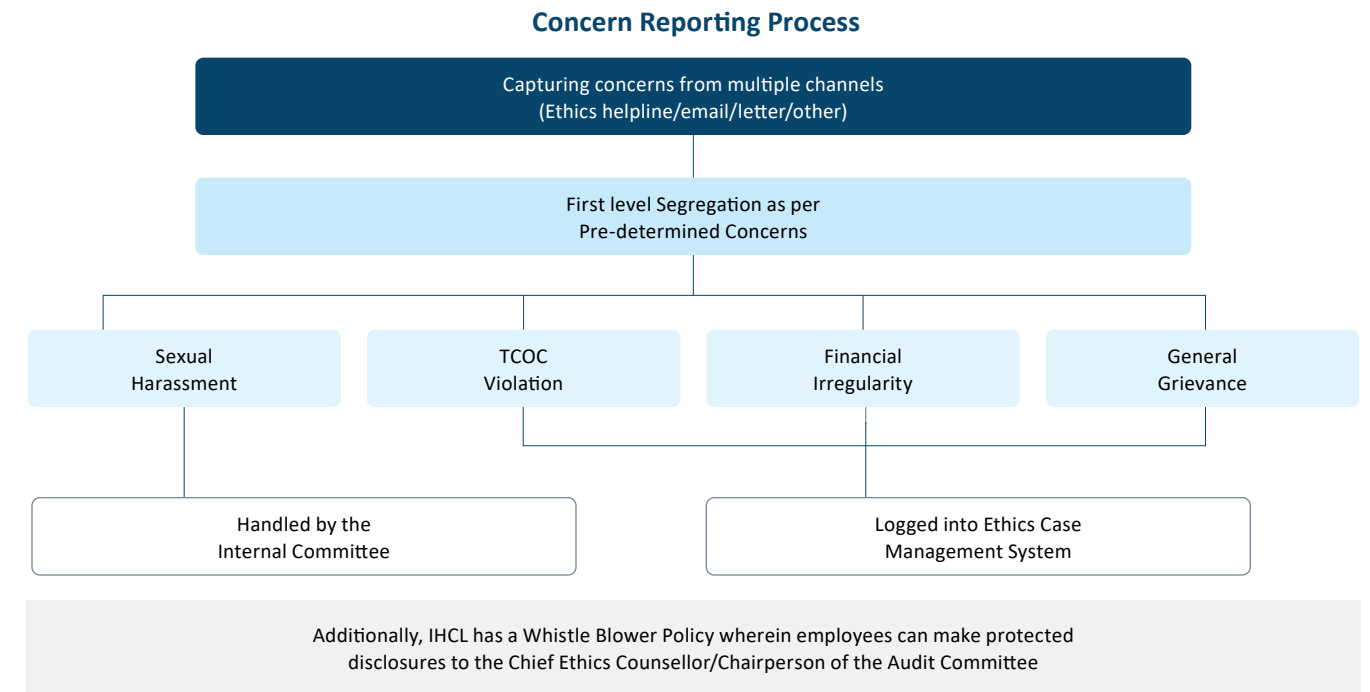
- The Anti-Bribery and Anti-Corruption policy
- Prevention of Sexual Harassment Policy
- Whistle Blower Mechanism
- Cybersecurity policy and standards for protection of consumer data under General Data Protection Regulations
- Retirement age and term limit for Directors
- Annual assessment & evaluation of Board, Committees and self-assessments, including one-on-one reviews with individual Directors to ensure thoughtful, candid feedback
- Robust risk management framework to identify, assess and mitigate business threats.
- Robust vendor selection process
- Transparent disclosures through Integrated Reporting based on International Integrated Reporting Framework
- Repository of all FAQ's for shareholders through a dedicated web portal on the website of the Company
- Related Party Transactions framework and policies

Instilling the Spirit of our Governance Culture

All our new employees are inducted into the Tata Code of Conduct, which is integrated into their employment contracts. Our contracts with suppliers, owners and other partners also include the TCoC. Further, all senior executives have to annually sign off and adhere to the Anti-Bribery and Anti-Corruption policy. The Prevention of Sexual Harassment Policy is strictly enforced at all levels of the organisation and reinforced through regular trainings.

All these policies are placed on the company's intranet for easy access by all employees globally. Training on these guidelines is part of the annual learning and development calendar of associates at our hotels, and is included in interactions with partners, such as the annual supplier meetings. Complaints and concerns can also be raised through a third-party ethics helpline, which is monitored by the Chief Human Resources Officer to ensure investigation and closure. Employees can use this mechanism to raise their concerns relating to fraud, malpractice or similar activities.

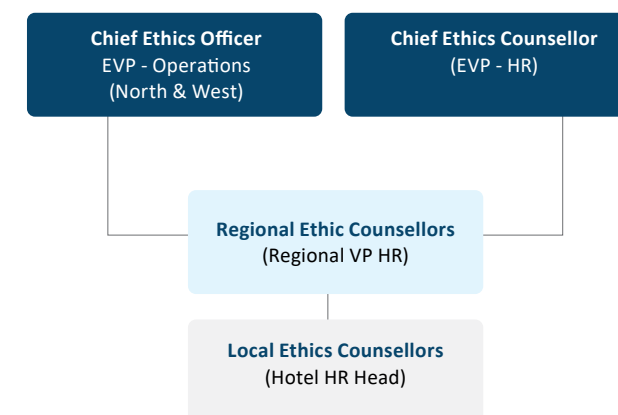
GRIEVANCE REDRESSAL



ETHICS MANAGEMENT

IHCL strives to establish a fair, transparent, and supportive workplace that fosters optimal performance. The Ethics Management framework outlines the approach to implementing ethics, policies, and organisation-wide governance at the unit level.

Ethics Framework



We devised a three-pronged approach to build awareness on our commitment to ethics and integrity



Pillar 6 | Prudent Corporate Governance

COMPLIANCE

IHCL follows a strong internal assessment process to minimise non-compliance risks, as we view compliance as crucial for high-quality and unhindered operations. The Company complies with national, international and regional laws related to various areas such as product safety, trademark, environment, governance, employment, taxes, among others. IHCL fosters a culture that regards compliance as a part of 'business as usual' and we do this by raising awareness, documenting, and utilising independent consultants to supplement the expertise of internal professionals as needed.

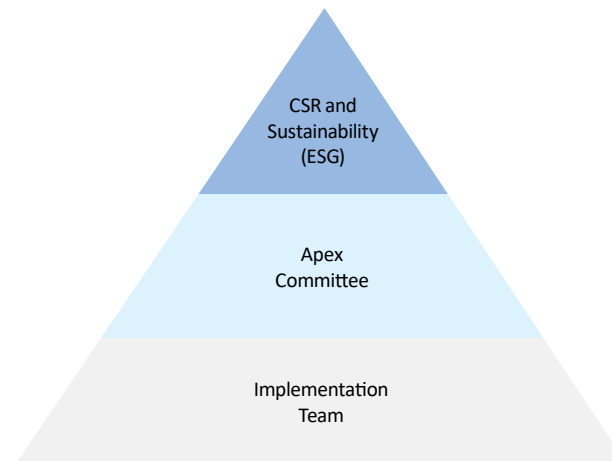
SUSTAINABILITY GOVERNANCE

Through Paathya, - the ESG+ framework, we drive our sustainability and social impact efforts. Featuring robust 2030 targets, Paathya outlines an ESG governance structure aligned with IHCL's purpose, culture, and objectives. The Board and its committees manage risks and issues, while the cross-functional ESG governance framework helps internal stakeholders implement the strategy and outlines roles and responsibilities.

IHCL's CSR and Sustainability (ESG) Committee reviews our sustainability performance, while the Apex Committee mentors teams and offers guidance on performance, operational concerns, and new initiatives.

The Global Head of HR oversees Sustainability and CSR teams, who work closely with the Engineering, Procurement, HR and Learning and Development departments in each hotel. Security, Food Safety, Fire, and Life Safety are critical sustainability verticals and therefore, gets reported to IHCL Board.

Framework to Steer and Implement the ESG Strategy Across our Hotels

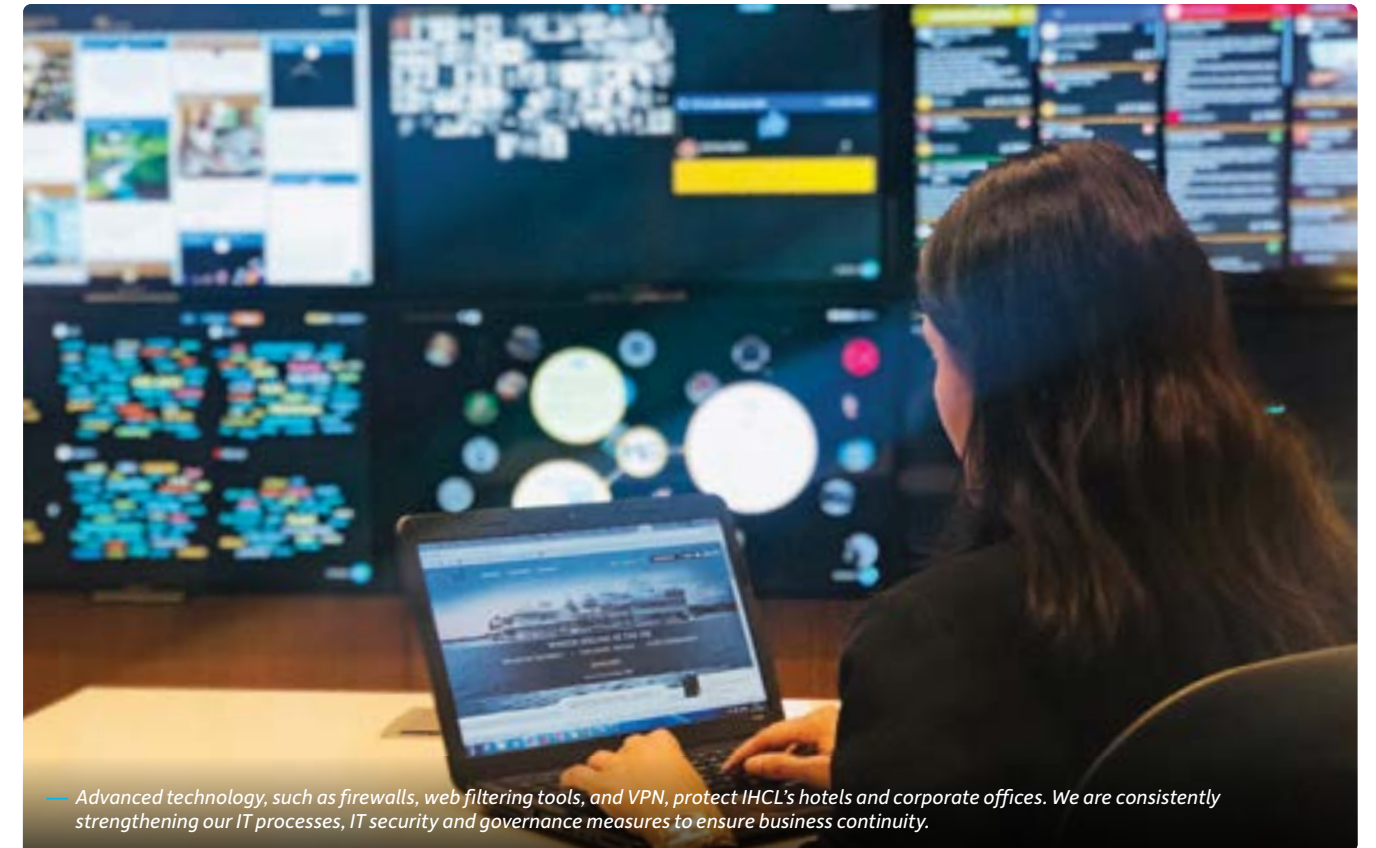


ESG Apex Committee

MD & CEO	EVP Operations
EVP & CFO	EVP Real Estate & Development
EVP & General Counsel	EVP - HR
EVP Sales & Marketing	EVP Corporate Affairs & Company Secretary

Responsibilities

- Enable and support overall direction to ESG programmes
- Review and approve public disclosures on ESG (Annual Report, ESG Report, special disclosures)
- Allocate resources required by ESG champions
- Oversight on ESG strategy and roadmap



Advanced technology, such as firewalls, web filtering tools, and VPN, protect IHCL's hotels and corporate offices. We are consistently strengthening our IT processes, IT security and governance measures to ensure business continuity.

Cybersecurity and Information Governance

To mitigate data security and cyber risks, IHCL follows comprehensive IT policies and procedures as per ISO 27001 Framework and other international standards like GDPR, PCI, NIST and CIS. Our comprehensive enterprise risk management framework identifies security risks, and the Board and senior management regularly monitor the information security landscape. Third party audits are conducted, and recommendations are implemented to keep our landscape secured and compliant.

Advanced technologies, such as firewalls, web filtering tools, and VPN, protect IHCL's hotels and corporate offices. As we embrace digitalisation across more and more of our functions, we acknowledge that the opportunities created are fraught with risk and need vigilant oversight for which we have a 24X7 Security Operation Centre to proactively identify potential threats and mitigate the risks.

We are consistently strengthening our IT processes, IT security and governance measures to ensure business continuity is maintained and digitalisation is leveraged fully for business benefit.

As we embrace digitalisation across more and more of our functions, we acknowledge that the opportunities created are fraught with risk and need vigilant oversight for which we have a 24X7 Security Operation Centre to proactively identify potential threats and mitigate the risks.

	25% Women Representation in Board by 2030
	3 Board Members with Expertise in Sustainability/ ESG by 2030
	100% Board Level Committee Chaired by Independent Director by 2030

Board of Directors

SERVING WITH EXPERTISE

N. Chandrasekaran
Non-Executive Director and Chairman

Member (N)
Expertise: Finance (F), Strategy / Business Leadership (BL), Digital and Information Technology (D), Governance/ Regulatory and Risk (G), Sales and Marketing (SM), Human Resources (HR)

Nasser Munjee
Non-Executive, Independent Director

Member (R, C, A)
Expertise: Strategy / Business Leadership (BL), Governance/ Regulatory and Risk (G), Human Resources (HR), Finance (F)

Hema Ravichandar
Non-Executive, Independent Director

Member (A, C, R, N)
Expertise: Governance/ Regulatory and Risk (G), Human Resources (HR), Strategy / Business Leadership (BL)

Venkataramanan Anantharaman
Non-Executive, Independent Director

Member (A, N, R, S, C)
Expertise: Finance (F), Strategy / Business Leadership (BL), Governance/ Regulatory and Risk (G), Human Resources (HR)

Anupam Narayan
Non-Executive, Independent Director

Member (A, R)
Expertise: Finance (F), Strategy / Business Leadership (BL), Digital and Information Technology (D), Governance/ Regulatory and Risk (G), Sales and Marketing (SM), Human Resources (HR)

Venu Srinivasan*
Non-Executive Director

Member (F, BL, D, SM, H)
**Retired w.e.f. December 10, 2022*

Mehernosh S. Kapadia
Non-Executive Director

Member (S)
Expertise: Sales and Marketing (SM), Human Resources (HR), Governance/ Regulatory and Risk (G), Strategy / Business Leadership (BL)

Puneet Chhatwal
Managing Director and Chief Executive Officer

Member (C, S)
Expertise: Strategy / Business Leadership (BL), Sales and Marketing (SM), Human Resources (HR), Finance (F), Digital and Information Technology (D)

Board Committee

- Member
- Audit Committee
- Risk Management Committee
- Chairperson / Chairman
- Nomination and Remuneration Committee
- Stakeholders' Relationship Committee
- Corporate Social Responsibility and Sustainability (ESG) Committee

Board Expertise

- Finance
- Strategy / Business Leadership
- Digital and Information Technology
- Governance/ Regulatory and Risk
- Hospitality
- Sales and Marketing
- Human Resources

50%

Independent Directors

95%

Board Meeting Attendance

100%

Board Committee Meeting Attendance

63.5

Median Age of Directors on the Board (years)

Board Statistics

Directors' Age (Years)

63.5 Average / **70** Max / **58** Min

Board Tenure (Years)

3.5 Average / **6** Max / **1** Min

Executive Leadership

EMPOWERED BY STRATEGIC LEADERSHIP



Puneet Chhatwal
Managing Director & Chief Executive Officer



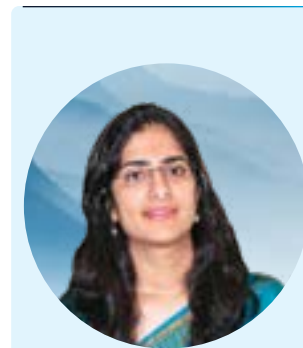
Rohit Khosla
Executive Vice President – Operations (North and West India)



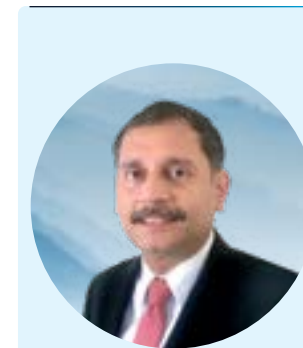
Prabhat Verma
Executive Vice President – Operations (South India, International and Expressions)



Giridhar Sanjeevi
Executive Vice President & Chief Financial Officer



Deepika Rao
Executive Vice President – Hotel Openings & Corporate Communications



Ashish Seth
Senior Vice President – Materials & Project Development



Vinay Deshpande
Senior Vice President & Head of Digital & IT



Suma Venkatesh
Executive Vice President – Real Estate & Development



Rajendra Misra
Executive Vice President & General Counsel



Gaurav Pokhariyal
Executive Vice President – Human Resources



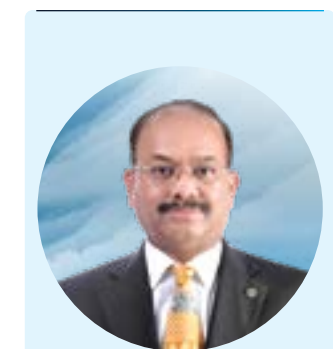
Parveen Chander Kumar
Executive Vice President – Sales & Marketing



Beejal Desai
Executive Vice President – Corporate Affairs & Company Secretary (Group)



Urban Denk
Senior Vice President – Food & Beverage



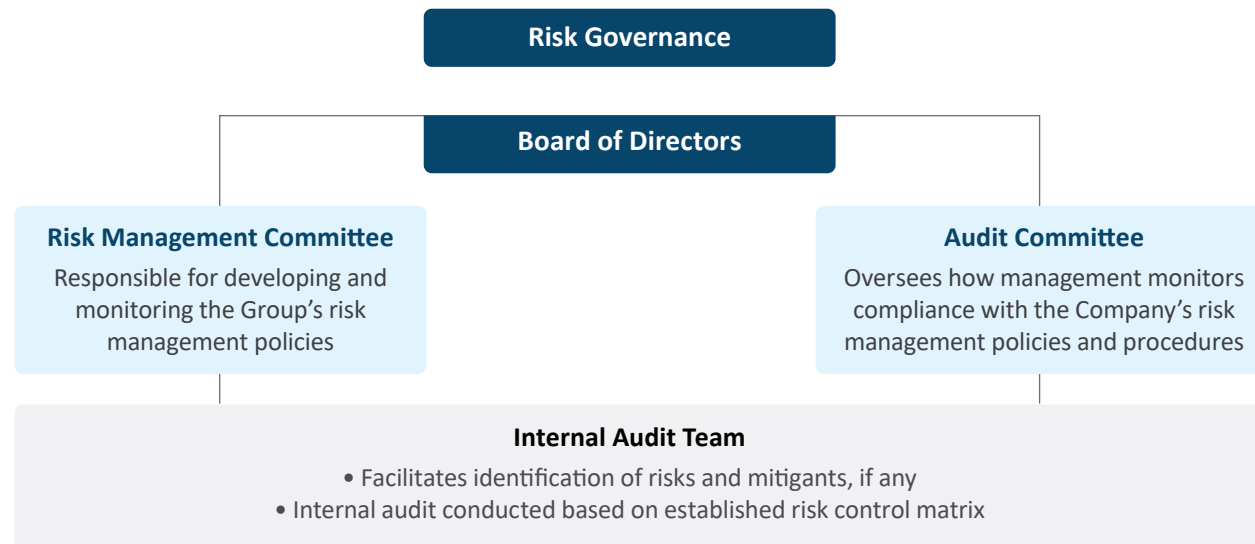
S. Y. Raman
Vice President – Group Internal Audit

Risk Management

NAVIGATING THROUGH UNCERTAINTY

IHCL employs a robust risk management framework to identify, assess, and mitigate potential threats. Risks are continuously monitored and effectively controlled through ongoing efforts to conceive and implement mitigation strategies.

RISK MANAGEMENT FRAMEWORK



Type of Risks	Mitigation Steps	Material Issues Impacted
Geo-political Risk and Related Economic Recession Risks arising out of the current war situation as also related economic ramifications	<ul style="list-style-type: none"> Awareness and scanning of environment Strategic initiatives 	E G SS
Inflation Amplified by Increasing Fuel Prices Risk of multiple commodity prices going up due to increasing fuel prices	<ul style="list-style-type: none"> Development of alternate energy sources, suppliers and equipment Domestically sourced raw materials Productivity and efficiency initiatives 	E P SS
Cyber Vulnerabilities Risks of personal and sensitive data getting leaked, due to extensive use of apps, websites, vendor sites, among others	<ul style="list-style-type: none"> Cyber risk assessment and remedial actions Cyber security training 	D C B
Impact of Climate Change on Organisation Risks arising out of climatic changes, impacting hotel industry	<ul style="list-style-type: none"> Continuous scanning of the environment Use of renewable / alternate energy Adherence to the various norms and alternate measures to reduce release of pollutants ESG initiatives 	E CC W CE
Inadequate Returns from Investments Risks of not generating sufficient return from investments in overseas hotels and greenfield projects	<ul style="list-style-type: none"> Focused monitoring of business performance 	E
Abuse of Social Media by Guest / Staff / Stakeholders Increased exposure of hospitality industry to social media and other media	<ul style="list-style-type: none"> Continuous monitoring of comments in social media and timely responses provided All-inclusive sustainable business model, involving all stakeholders 	C B
Data Governance Quality and democratisation of data analytics	<ul style="list-style-type: none"> Data warehouse and analytics Process for Third Party Data Transfer initiated 	D C B
Talent Acquisition / Development to Match the Pace of Property Acquisitions Need to acquire, develop and retain talent of right calibre	<ul style="list-style-type: none"> Career and succession planning process Focused development of talent in critical roles Partnership with global business schools 	E T DE
Business Interruption Inter Alia on Account of Pandemic Disruptions in the business environment, resulting in dipping revenues, caused by the pandemic's multiple waves	<ul style="list-style-type: none"> Learnings from recent pandemic to assist in augmenting performance New initiatives continue 	E

- E Economic Performance
- G Growth and Scale
- C Customer Delight
- D Digitalisation
- B Brand, Reputation and Communication
- CC Climate Change, Energy and Emissions
- W Water
- CE Circular Economy
- T Talent Management and Retention
- EH Employee Health and Safety
- CH Customer Health and Safety
- DE Diversity and Equal Opportunity
- S Social Inclusion and Development
- P Procurement Practises
- SS Sustainable Supply Chain

MANAGEMENT DISCUSSION AND ANALYSIS

Economic Environment and Industry Insight

GLOBAL ECONOMY: THE YEAR IN REVIEW

The global economy witnessed a recovery in 2022 following two years of a pandemic-inflicted environment. The International Monetary Fund (IMF) in their report of April 2023 estimates growth in global Real Gross Domestic Product (GDP) for 2022 to increase by 3.4% on the back of a 6.3% increase in 2021. A higher-than-usual growth in 2021 was due to a low-base effect of 2020 as a result of the global pandemic during which GDP contracted by 2.8%. 2022 saw inflationary trends across the globe, particularly in developed economies of United States of America (US), United Kingdom (UK) and Europe, which resulted in tighter monetary interventions by central banks which in turn stifled growth. Continuing invasion of Ukraine by the Russian Federation disrupted supply chains causing an increase in food, commodity and energy prices. Finally, a resurgence of COVID-19 in China weighed on the global economy in 2022.

IMF forecasts global growth for 2023 to decelerate to 2.8% from 3.4% in 2022 before rising to 3.0% in 2024. This forecast is lower than expected growth rates a year ago. The economic slowdown in 2023 is concentrated in advanced economies especially the Euro Area and UK where growth is expected to fall to 0.8% and -0.3% in 2023. A lower growth in 2023 is attributable to prevailing tight monetary and financial conditions, recent signs of stress in the banking system, rising debt levels in certain countries including lower and middle-income countries, rising geoeconomic fragmentation, stickier than expected inflation and no signs of truce in the Russia-Ukraine war. In contrast, emerging and developing economies are showing stronger economic prospects than advanced economies. In the medium-term, the IMF forecasts global inflation to fall to 7.0% in 2023 and to 4.9% in 2024 on the back of gradual softening of interest rates, unwinding supply chain disruptions and a fully reopened Chinese economy putting the global economy back on the growth track. (Source: IMF - World Economic Outlook Update, April 2023). The World Bank's Global Economic Prospects report of January 2023 was more conservative in its estimates by forecasting global economic output to decelerate sharply to 1.7% in 2023 and thereafter grow by 2.7% in 2024.

Real GDP, Year-over-Year % Change

	Actuals		Estimate	Projections	
	2020	2021	2022	2023	2024
World Output	-2.8	6.3	3.4	2.8	3.0
Advanced Economies	-4.2	5.4	2.7	1.3	1.4
United States of America	-2.8	5.9	2.1	1.6	1.1
United Kingdom	-11.0	7.6	4.0	-0.3	1.0
Emerging Market & Developing Economies	-1.8	6.9	4.0	3.9	4.2
Emerging and Developing Asia	-0.5	7.5	4.4	5.3	5.1
India	-5.8	9.1	6.8	5.9	6.3
China	2.2	8.4	3.0	5.2	4.5
Emerging and Developing Europe	-1.6	7.3	0.8	1.2	2.5
Sub Saharan Africa	-1.7	4.8	3.9	3.6	4.2
Middle East and Central Asia	-2.7	4.6	5.3	2.9	3.5

Source: IMF World Economic Outlook, April 2023. Year is a calendar year except for India which is presented on fiscal year basis with FY 2022-23 shown in the 2022 column.



Among the advanced economies, US grew by 2.1% in 2022 and is estimated to grow at a slower pace by 1.6% in 2023 and 1.1% in 2024. The UK grew by 4.0% in 2022 but is estimated to contract by 0.3% in 2023 and thereafter grow by 1% in 2024. UK's contraction is mainly due to tighter fiscal and monetary policies, financial conditions and high energy prices. The Chinese economy grew by 3.0% in 2022 and is estimated to grow by 5.2% in 2023 and 4.5% in 2024. China's economy has been opening up since the withdrawal of its zero-tolerance policy on Covid-19. It reported a good first quarter growth of 4.5% backed by growth in exports, infrastructure investment as well as a rebound in retail consumption and property prices. India's growth rate was 6.8% in 2022 and is estimated to grow by 5.9% in 2023 and 6.3% in 2024 supported by resilient domestic demand. The economies of Maldives and South Africa grew by 12.3% and 2.0% respectively while Sri Lanka contracted by 8.7% in 2022. In 2023 Maldives and South Africa are estimated to grow by 7.2% and 0.1% respectively while Sri Lanka is projected to contract by 3.0%. (Source: IMF - World Economic Outlook, April 2023).

INDIAN ECONOMY: THE YEAR IN REVIEW

India is now the fastest growing, major economy in the world. The First Advance Estimates of National Income released by the National Statistical Office (NSO) of the Government of India in January 2023 estimates India's GDP to have grown by 7.0% in FY 2022-23 following a growth of 8.7% in FY 2021-22. Total Consumption grew by 7.0% in FY 2022-23 mainly due to private consumption. Growth in exports for FY 2022-23 seems to have plateaued at 12.5%

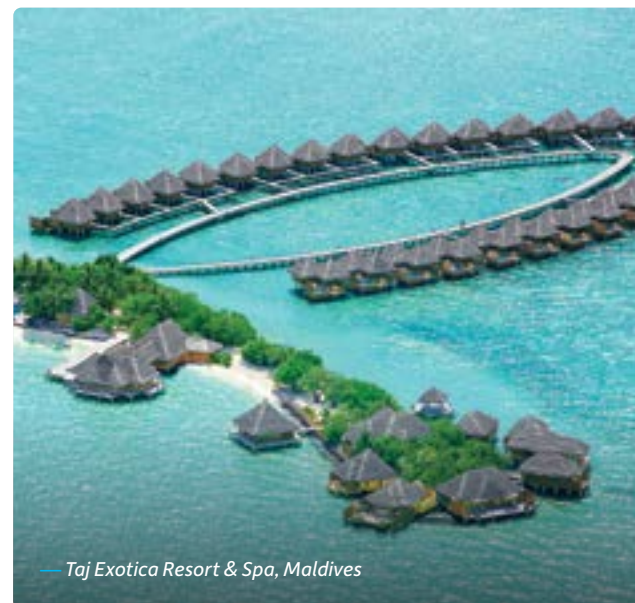
while Imports grew by 20.9% in FY 2022-23. By sectors, agriculture grew by 3.5% during FY 2022-23 after a growth of 3.0% in FY 2021-22. Mining grew by 2.4%, manufacturing by 1.6% and construction by 9.1% while electricity, gas water supply and other utilities services grew by 9.0% in FY 2022-23. Services sector exhibited the strongest growth in FY 2022-23 at 9.1%. Within services, 'trade, hotels, transport, communication and broadcasting related services' constituting about a third of overall services, grew by 13.7%. India's service exports have nearly doubled in a decade to US\$ 322.72 billion for FY2022-23 according to provisional data of the Ministry of Commerce. India's foreign currency reserves stood at US\$ 578.45 billion as of March 31, 2023 covering approximately 9 months of imports due to timely interventions of the Reserve Bank of India (RBI). The consensus of GDP growth for FY 2022-23 was in the range of 6.5% to 7.0%. (Source: India Economic Survey 2022-23 – January 2023 and National Statistical Office estimates)

India's economic recovery from the pandemic exhibited a K-Shaped recovery where certain sectors like information technology, e-Commerce and financial services registered healthy recoveries while other sectors such as retail trade and consumer discretionary were highly impacted. Travel and hospitality remained beneficiaries of such recovery. India's service exports have risen at a staggering pace since the pre-pandemic period. Service exports have increased by more than US\$60 billion per year as India gains global market share. Exports are not only of Information Technology services but also professional management and consultancy, research and development and expanding Global Capability Centres.

Management Discussion and Analysis

This growth is expected to bring in higher employment, higher disposable income and thus a higher propensity to spend by 'white-collar' people working in such sectors. This is an important factor in making economic growth broad-based and inclusive. HSBC's Economic Research believes that there is a growth relay at play. It reported - "The formal sector drove growth from the pandemic lows and is now passing the baton to the informal sector, which was weak for several years but has started to grow across the rural and urban sectors. As a result, for now, overall growth remains stable." (HSBC's Global Economic Research, March and April 2023)

The outlook for FY 2023-24 is optimistic. Retail inflation ebbed out to 5.6% in March 2023 from a peak of 7.79% in April 2022 and is expected to moderate to 5.2%. Core inflation which remained above 6% for the year eased to 5.8% in March 2023. Among the high frequency indicators, direct and indirect tax collection has shown strong momentum, bank balance sheets are strong, adequately capitalised and credit offtake during the year was highest since FY 2011-12. RBI paused increase in interest rates in April, 2023 after a 250 basis points increase during FY 2022-23 citing reasons of resilient economic activity and expected moderation in inflation. The Indian Rupee is stable, the Current Account Deficit is expected to remain moderate and consumer sentiment is high. (Source: RBI Monetary Policy, April 2023, Revised Estimates – Ministry of Finance, April 2023).



— Taj Exotica Resort & Spa, Maldives



— Taj Bentota Resort & Spa

The southwest monsoon is a critical lever in India's growth prospects and the timing, quantum and distribution of rainfall will play an important role in the country's crop production and hence both, inflation and rural demand. The S&P Global India Services PMI Business Activity Index at 57.8 for March, 2023 was in growth territory for the twentieth successive month due to favourable demand conditions and new business gains. The February 2023 Index was at a 12 year high of 59.4. (Source: S&P Global India Services Purchasing Managers' Index (PMI) report, March, 2023). Service exports are burgeoning. India's investments in digital are now beginning to show results. Events such as India's G20 Presidency are adding to its visibility on the global stage. After factoring the downside risks of domestic inflation, slowing global growth and geopolitical situation, India is expected to grow at the fastest pace among large economies at a rate ranging between 6.0% to 6.5% in FY 2023-24.

The outlook for FY 2023-24 is optimistic. Retail inflation ebbed out to 5.6% in March 2023 from a peak of 7.79% in April 2022 and is expected to moderate to 5.2%. India is expected to grow at the fastest pace among large economies.



— Baragarh Resort & Spa, Manali-IHCL SeleQtions

INDUSTRY INSIGHT

Global Hospitality and Tourism Industry

Global tourism is steadily improving towards pre-pandemic levels consequent to the relaxation of travel restrictions across countries and increase in demand for travel. Tourist arrivals internationally for 2022 were 917 million, double that of 2021 but recovering to 63% of pre-pandemic levels of 2019, according to data from the United Nations World Tourism Organization (UNWTO). Europe with the largest share of global inbound tourism registered a 92% increase over 2021 to reach nearly 80% of pre-pandemic levels. The Middle East had the strongest relative increase among all regions due to large international events such as Expo 2020 Dubai and the FIFA World Cup in Qatar. Even with a 241% increase in tourist arrivals in 2022 over 2021, Asia and the Pacific remained the weakest in terms reaching pre-pandemic levels. However, within the region, international tourist arrivals in South Asia at 25.5 million, were higher by 158% over 2021 and achieved 76% of pre-pandemic levels (Source: UNWTO, Barometer January 2023). According to the S&P Global Sector Purchasing Managers' Index, the Tourism and Recreation sector led a pick-up in global business activity amongst all sectors recording its sharpest pace since May, 2022. Transportation recorded the third fastest growth behind software services (Source: S&P Global Sector PMI April 2023).

Outlook

The UNWTO expects international tourism to consolidate its recovery in 2023 more specifically in Asia and the Pacific region. It attributes this growth to the recent opening of

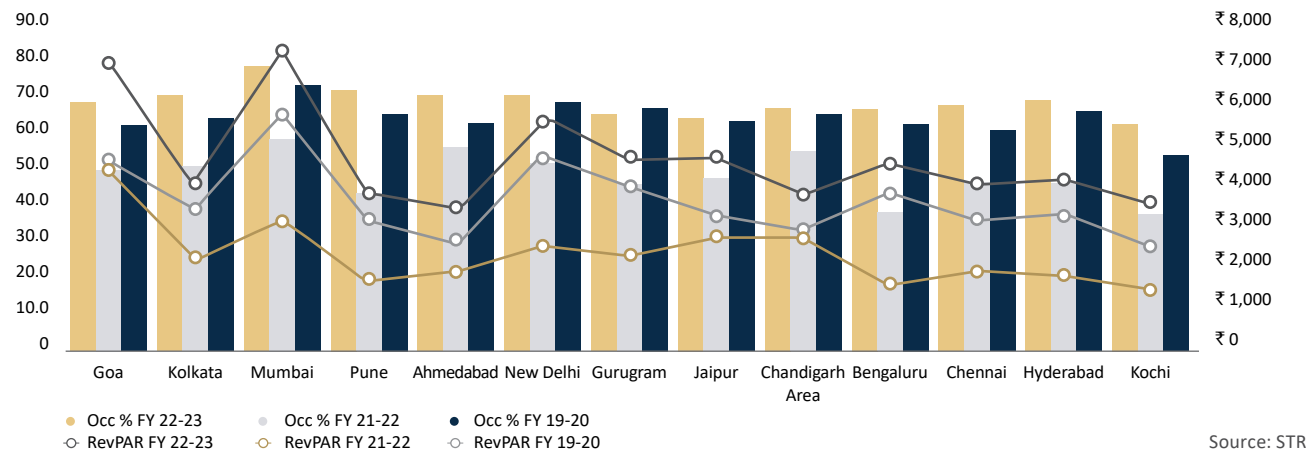
several source markets and destinations including China, which was the world's largest outbound market in 2019. In December, 2022, 116 destinations had no COVID-19 related restrictions. In addition, improved performance of air traffic and robust travel demand from US markets for European holidays backed by a strong US Dollar are expected to be the other contributors to global growth. Domestic tourism will continue to be a key driver of recovery of the tourism sector through 2023. Major risks threatening the ongoing recovery of tourism in 2023 remain economic, health and geopolitical risks. Prime among these are high inflation and interest rates, spike in oil and food prices, higher transport and accommodation costs, fear of a global recession, intermittent COVID-19 virus recurrences and the Russian aggression against Ukraine causing unrest through Europe. UNWTO's scenarios expect international tourist arrivals to reach 80% to 95% of pre-pandemic levels in 2023 (Source: UNWTO, Barometer January 2023).

Indian Hospitality and Tourism Industry

FY 2022-23 continued to be a year of strong recovery in the Indian travel and tourism industry. Restrictions on flights were relaxed in most countries into and from India. Travel restrictions, documentation and certifications were also progressively relaxed for travel within India. Consequently, demand for accommodation grew significantly, mainly arising from domestic leisure travel, weddings, social events, conferences and resumption of business travel within the country. Foreign tourist arrivals were 6.19 million for the calendar year 2022 in comparison with 1.52 million in 2021.

Management Discussion and Analysis

Indian Occupancy and RevPAR by Cities



Source: STR

This constituted 57% of 2019 foreign tourist arrivals at 10.93 million (Government of India, Ministry of Tourism Annual Report – 2022-23). Domestic air traffic passengers for 2022 were at 123 million, growing by 47% over 2021 to 85% of pre-pandemic levels. As per Horwath HTL’s India Hotel Market Review 2022, calendar year occupancy for 2022 was 59.8% in comparison with 43.5% in 2021. The average daily rate (ADR) for 2022 was ₹6,103 and revenue per available room (RevPAR) was ₹3,648 as against ₹4,429 and ₹1,924 respectively for 2021. Like-for-like hotels reported an occupancy of 67.8% and an ADR of ₹6,498 during 2022.

As shown in the chart above, during FY 2022-23 RevPAR of all destinations surpassed pre-pandemic levels of FY 2019-20 with growth ranging from 15% to 54%. Similarly, occupancies of all destinations except Gurugram exceeded that of FY 2019-20. Mumbai registered the highest RevPAR and occupancy at ₹7,532 and 78%. Goa registered the highest growth in RevPAR of 54% to ₹7,049, also the second highest RevPAR among all destinations.

Outlook

The outlook for the Indian hospitality industry during 2023 remains positive. The upsides working in favour of the hospitality industry in India are good macro-economic environment evidenced by 6%+ GDP growth, superior performance by the services sector of the Indian

economy, abating COVID-19 fears, continuing infrastructure development projects within the country, growth in air and railway passenger traffic and growth in demand for branded rooms outpacing a tepid growth in supply of those rooms to provide long-term sustainable demand. Moreover, the industry has learnt to work with volatility and adopt leaner cost structures thus contributing to higher profitability. Balance Sheets of large corporates have also strengthened over the past few years. Growth in the industry is largely expected from domestic demand which is expected to remain strong through FY 2023-24 even as international travel has shown green shoots of recovery and provides scope for further growth in demand. Additionally, the India’s G20 Presidency and an opportunity to host international events, including the ICC Men’s World Cup, is expected to increase demand for hotels in the cities hosting the events. Growth in India’s service sector and higher disposable income of people working in it, referred to in HSBC’s Economic Research paper above is also expected to increase demand for corporate travel and holidays. All segments of leisure, weddings, conferences events, airline crew layovers and corporate travel are expected to grow further during the year.



Business Review

IHCL’s vision is to be ‘The Most Iconic and Profitable Hospitality Company in South Asia’. The Company succeeded in executing its plans under Aspiration 2022 up to March 2020 when the Covid-19 pandemic impacted the global economy by contracting demand, restricting supply chains, mobility and significantly causing distress to lives and livelihoods. The Company immediately deployed ‘R.E.S.E.T. 2020’ which stood for Revenue growth, Excellence, Spend optimisation, Effective asset management and Thrift and financial prudence. RESET focused on multipronged tactical initiatives to capture market share in a competitive landscape, scale new businesses built during the pandemic and continue its initiatives of fiscal prudence. FY 2022-23 was a year where the Company focused on exceeding its pre-pandemic levels of financial performance, establishing its market leadership through a recognised brand ecosystem, focus on meaningful contributions through new businesses and continued to monetise non-core assets. In May 2022, the Company unveiled its strategy ‘Ahvaan 2025’ to build on new opportunities, minimise risks and return on the journey of sustainable profitable growth. The key initiatives of Ahvaan 2025 are ‘Re-engineer Margins’, Re-imagine Brandscape’ and ‘Re-structure Portfolio’ and its key tenets are:

RESTRUCTURED PORTFOLIO STIMULATING GROWTH

Expansion continued as a high priority on IHCL’s agenda of growing its portfolio and pioneering new destinations in India. IHCL’s portfolio had 263 hotels, including 188 operational hotels. Its pipeline stood at 75 hotels and represented 32% of the portfolio of room inventory. IHCL witnessed the highest-ever hotel signings and openings during a year with 36 signings and 16 openings. In addition, 21 amā Stays & Trails were opened during the year. On average, the Company signed 3 contracts per month while hotel openings averaged at more than one hotel per month. IHCL’s strategy targets a portfolio mix of 50:50 between owned/leased and managed hotels. During FY 2022-23 it achieved this balance in the portfolio driven by greater additions of management contracts to the pipeline. The other additions to the pipeline predominantly comprise operating leases for the Ginger brand and a few select investments in Ekta Nagar and Lakshadweep.

FY 2022-23 saw addition to IHCL’s leisure offerings with the opening of Sawai Man Mahal and Taj Amer in Jaipur, Taj Wayanad, Kerala, Anand Kashi by the Ganges, Rishikesh, Norbu The Montanna, Dharamshala, Jaagir Manor, Dudhwa, Baragarh Resort & Spa, Manali and Taj City Centre New Town in Kolkata.

Management Discussion and Analysis

ICONIC BRANDS AND AN ECOSYSTEM OF HOSPITALITY SERVICES

The Company has re-imagined its brandscape to become a 'House of Brands'. Several newly launched brands have created alternative revenue streams to expand its hospitality ecosystem. While the Company created new brands like Qmin, amã Stays & Trails, Seven Rivers microbrewery, niu&nau, existing brands like Ginger and The Chambers were re-imagined and re-positioned within the markets. Several Food and Beverage brands such as Bombay Brasserie,

Shamiana, Southern Spice, Golden Dragon, etc. were opened in new and existing hotels across destinations. The Company aims to scale up these brands to a sizeable portion to complement mainstream revenue and enhance profitability. The Company's partnership as a founding member with Tata Neu Loyalty Programme enables it to increase its brand presence among millions of new customers synergising opportunities to cross-sell across the Tata Group.



The Company's flagship brand achieved an important milestone of 100 hotels in its portfolio with 81 in operation and 19 in the pipeline and continues to grow and drive revenue and profitability for the enterprise. In comparison with FY 2016-17, the portfolio of 'Taj' grew 2x of its inventory, doubling in room strength to more than 11,000 rooms through new builds and brand migrations from renovations and upgrades. The portfolio's contribution to enterprise revenue is

now reaching 72% from 52% six years ago and contributes 66% to enterprise EBITDA. Brand Finance, the world's leading brand valuation consultancy, ranked 'Taj' as the World's Strongest Hotel Brand 2022 for the second successive year in its 'Hotels 50 Report 2022'. 'Taj' was also ranked as India's Strongest Brand 2022 across all sectors in its 'India 100 Report 2022' for the second year, the first being in 2020.



IHCL's culinary and food delivery platform present in 24 cities delivering via Qmin app and has offline presence through Qmin Shops, Qmin QSR and Qmin food trucks. 17 Ginger hotels now also have

Qmin QSRs as an 'All Day Diner' taking the total count of Qmin QSRs to 34.



The Chambers

India's first exclusive business club with presence across eight landmark Taj hotels in India, Dubai, London and one in New York consolidated its member base by adding 170 members to close the year at 2,600 members. Membership fee earned

during the year from The Chambers members were nearly ₹100 crores. Additionally, The Chambers members also used accommodation, restaurant and meeting room services across hotels.



Now has a portfolio of 85 hotels across 50+ locations, including 26 under development. Within its portfolio, several properties are being taken up for upgradation to a Lean Luxe model, now constituting 50% of its portfolio. Ginger has followed a strategy of city/place clustering for growth to optimise management and operating costs. The opening of a large-format 371 room Ginger at Santacruz, Mumbai expected this year is an important milestone for the brand. Among other initiatives, cafes at Ginger are now being 'Qminised' i.e. a Qmin café in place of outsourced food and

beverage facilities. Ginger recently joined the Tata Neu Loyalty Programme and successfully integrated property clusters within regional structures of the Company subsequent to becoming a wholly owned subsidiary. In FY 2022-23, Ginger achieved its highest turnover surpassing ₹300 crores with EBITDA margin (before IHCL fees) of 39% and a highly profitable bottom line, a first in its history. With its robust portfolio and a continuously expanding pipeline, Ginger is well-positioned to expand nationwide and has tremendous potential for growth in the future.



India's largest airline catering company with 58% market share. TajSATS increased its capacity by opening a new facility at Mopa, Goa airport and re-opening its facility in Amritsar. Its Delhi and Mumbai facilities have registered a significant turnaround with increased business through volumes and rates from existing and new airlines, synergies within the Tata Group and higher productivity. The Company has expanded into non-aviation culinary segments institutional catering, new brands of 'asa' artisanal chocolates

and 'Anuka' multi-cuisine restaurant on the Qmin food delivery app. TajSATS registered its best-ever performance for the year with an exceptional growth in turnover to end the year at ₹641 Crores. In comparison with pre-pandemic levels of FY 2019-20, turnover for FY 2022-23 grew by 53% accompanied by a growth of 224% in Profit before tax.



Brands have been growing steadily mainly through managed contracts and put together aggregate to 78 hotels including 30 hotels in the pipeline.



Extended stays has a portfolio of 117 bungalows at 50+ locations including 66 bungalows in operation and 51 in the pipeline. During the year, the portfolio grew by 50% with 21 bungalows openings.

Management Discussion and Analysis

Diversification of Topline – a Cornerstone of IHCL's Competitive Advantage

Strong macro-economic factors, a robust recovery in the industry and persistent adherence to its strategy has empowered the Company to register industry leading RevPAR growth, industry leading brand and portfolio growth, industry leading expansion in margins, free cash flows and a strong balance sheet. IHCL's differentiated strategy of a diversified topline places it in a unique position to navigate economic cycles. The asset-intensive business consisting of owned and leased properties gives IHCL a high operating leverage and hence significant contribution to margins on the upside. Its asset-light business of managed properties contributes to margins and gives the Company the necessary hedge in a downturn thus enabling it to stretch the economic cycle and minimise risks associated with it.

Revenue from accommodation grew comfortably, well above pre-pandemic levels. IHCL improved RevPAR over previous benchmarks as well as widened the RevPAR premium over its competitive set by active revenue management across cities and destinations. Growth in room revenue was supported both by higher occupancies and improved prices. A favourable demand-supply equation helped the industry increase prices during the year. IHCL commanded a premium in pricing over the market even while it increased its market share.

The premium it generates over the market is well supported by its product and service philosophy. It continuously and systematically invests in renovation, refurbishments and upgradation of its properties. The Company has a philosophy of service excellence 'Tajness' which is imbibed in all its people and embedded in its recognition policies. It also has a comprehensive brand

Strong macro-economic factors, a robust recovery in the industry and persistent adherence to its strategy has empowered the Company to register industry leading RevPAR growth, industry leading brand and portfolio growth, industry leading expansion in margins, free cash flows and a strong balance sheet.



Loya, Taj Palace, New Delhi

management strategy with Brand Custodians to ensure effective deployment of strategic and operational initiatives across brands to consistently safeguard the quality of its brands. The Company regularly engages with its stakeholders to communicate the execution of its strategic actions on brands and updates on progress.

Food and beverages form a significant proportion of total revenue. The Company has more than 450+ restaurant bars and restaurants, including signature restaurants providing authentic cuisines from across the globe. Several of the Company's restaurant brands referred above are recognised world-over and are now being opened in new properties. The drive for excellence in serving guests unique experiences draw individuals both resident within the hotel and those residing or visiting the locality. The app-based delivery model under Qmin, created in the recent past, provides additional revenue to restaurants by using existing capacity and developing newer customers. The Company also has exceptional banqueting facilities for catering social events, trade and corporate conferences across its properties. Food and beverage services has provided IHCL with a stable source of revenue over the years. Both restaurants and banqueting have performed exceedingly well in comparison to pre-pandemic levels.

The Company has built a substantial stream of revenue through management fees from asset-light expansions with a high flow-through to earnings. During the year the number of managed hotels in the portfolio was 50% of the total portfolio, up from 42% in FY 2019-20. The Company continues to maintain a proper mix of expansions in line with its 'asset-right' growth strategy. Fee from management of hotels for the year at ₹399 crores was 73% higher than the previous year. In addition, it maintained a continued focus on

growing the member base of 'The Chambers', an exalted club of acclaimed achievers on invitation. The Chambers also has a significantly high flow-through to margins.

IHCL's portfolio has now expanded geographically to over 125 locations in India. It has properties under several brands and at multiple price points. Key brands including the performance of IHCL's largest brand 'Taj' and fastest growing brand 'Ginger' was discussed above in the section on IHCL's brands. With this diversified base and development of infrastructure within the country, newer possibilities are emerging along with new tourist circuits. The Company is consistently looking to sweat its assets by building sustainable revenue streams from existing assets and capitalise on the opportunities within the markets in which it operates.

In Summary...

A balanced portfolio of owned, leased and managed properties, iconic brands and a robust, well-diversified top line gives IHCL the competitive advantage to lead markets and expand its business. The Company's continued focus on costs, productivity and overheads has made it lean and flexible while an adequately capitalised, deleveraged and strong balance sheet strengthens its financial position. Its framework to drive sustainability and social measures 'Paathya' has several short- and long-term goals to be fulfilled by 2030. Collectively, all these factors enable IHCL to improve its margins and sustain long-term, profitable and responsible growth.

Funding, Capital Structure, Investor Interests and Simplification

The Company raised fresh capital through two equity issues in the previous year amounting to ₹3,981.97 crores. Funds raised are being utilised to repay debt as and when it comes up for maturity. The Company was cash positive throughout the year with more than ₹1,000 crores of liquidity. The Company has maintained its focus on generation of free cashflow to sustain its position of zero net-debt it achieved in the previous year.

IHCL was included in the MSCI India Standard Index, a widely recognised benchmark index in November 2022. This makes IHCL an attractive investment opportunity within India's hospitality sector leading to increased demand for its shares, potentially higher liquidity and better valuation. It also enhances IHCL's visibility and

credibility among global investors as the Index is considered a leading benchmark for Indian equities.

The Company continues to pursue opportunities for simplification and consolidation among its group entities to enhance efficiency, optimise costs, manage risks and further strengthen the balance sheet.

Capital Allocation

IHCL's capital allocation process is aimed at creating value by funding and allocating capital to meet its strategy set out in 'Ahvaan 2025'. This process is based on the following four planks:

1. Build a strategic reserve fund with a strong cash position to meet any contingency the Company may face.
2. Operating capital expenditure for replacement of assets, renovations and refurbishments to be in line with annual depreciation.
3. Maintain a meaningful and sustainable dividend and maximise dividends from subsidiaries with no debt to optimise cash positions.
4. Greenfield projects with superior returns funded through selective mergers and acquisitions or project debt, including green debt, to strengthen the balance sheet structure of the Company.

COMPLIANCE

IHCL deploys a robust internal check process to prevent and limit the risk of non-compliance. The Company approaches compliance from a proactive standpoint and believes in responsive intervention. Compliance with laws and regulations is an essential part of its business operations and it adheres to all national and regional laws and regulations in such diverse areas as product safety, product claims, trademark, copyright, patents, competition, employee health and safety, the environment, corporate governance, listing and disclosure, employment and taxes. Nevertheless, it is focussing on increasing awareness, documentation and supplementing the expertise of internal professionals with that of independent consultants, as may be required from time to time.

Management Discussion and Analysis



INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

The Company has institutionalised an adequate system of internal controls, with documented procedures covering all corporate functions and hotel operating units. Internal controls provide reasonable assurance regarding the effectiveness and efficiency of operations, the adequacy of safeguards for assets, the reliability of financial controls, and compliance with applicable laws and regulations.

The internal audit process (Taj Positive Assurance Model), based on the audits of operating units and corporate functions, provide positive assurance. It converges the process framework, risk and control matrix and a scoring matrix, covering all critical and important functions inter alia revenue management, hotel operations, purchase, finance, human resources and safety. A framework for each functional area is identified based on risk assessment and control, while allowing the unit to identify and mitigate high-risk areas. These policies and procedures are updated periodically and monitored by the Group Internal Audit. The Company aligns all its processes and controls with best practices.

Internal controls are reviewed through the annual internal audit process, which is undertaken for every operational unit and all major corporate functions under the direction of the Group Internal Audit. These reviews focus on:

- Identification of weaknesses and improvement areas
- Compliance with defined policies and processes
- Compliance with applicable statutes
- Safeguarding tangible and intangible assets
- Managing risk environment, including operational, financial, social and regulatory risks
- Conformity with the Tata Code of Conduct

The Board's Audit Committee oversees the adequacy of the internal control environment through periodic reviews of audit findings as also of the resolution mechanism for critical audit issues. The statutory auditors have opined in their report that there are adequate internal controls over financial reporting at IHCL.

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MANAGEMENT DISCUSSION AND ANALYSIS OF OPERATING RESULTS AND FINANCIAL POSITIONS

The Annual Report contains financial statements of the Company, both on a standalone and consolidated basis. An analysis of the financial affairs is discussed below under summarised headings.

RESULTS OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2023

Standalone Financial Results

The following table sets forth financial information for the Company for the year ended March 31, 2023

Particulars	Year ended	
	March 31, 2023	March 31, 2022
Income		
Revenue from Operations	3,704.24	2,003.34
Other Income	107.08	149.08
Total Income	3,811.32	2,152.42
Expenses		
Food and beverages consumed	304.59	172.99
Employee benefit expenses and payment to contractors	761.63	624.48
Depreciation and amortisation expenses	207.85	203.03
Other operating and general expenses	1,248.31	817.60
Total expenses	2,522.38	1,818.10
Profit/(Loss) before finance costs and tax	1,288.94	334.32
Finance costs	128.29	304.50
Profit/(Loss) before exceptional items and tax	1,160.65	29.82
Exceptional items	(21.68)	(56.93)
Profit/(Loss) before tax	1,138.97	(27.11)
Tax expense/(credit)	295.94	7.34
Profit/(Loss) after tax	843.03	(34.45)

An analysis of major items of financial statements are given below:

a) Income

The summary of total income is provided in the table below:

Particulars	Year ended		% Change
	March 31, 2023	March 31, 2022	
Room Income	1,594.04	848.19	88
Food, Beverage & Banqueting Income	1,381.47	714.47	93
Other Operating Income	338.08	242.03	40
Management & Reimbursable fees	390.65	198.65	97
Non-operating Income	107.08	149.08	(28)
Total Income	3,811.32	2,152.42	77
Statistical information			
Average rate per room (₹)	13,736	9,717	41
Occupancy (%)	72	53	19% points

Management Discussion and Analysis

- i) Room income for the year was higher by 88% from the previous year with an average rate per room (ARR) of ₹13,736 and an average occupancy at 72%. ARR increased by 41% and average occupancy increased by 19% points. In comparison with pre-pandemic levels of FY 2019-20, room income was higher by 40%; ARR was higher by 28% and average occupancy was higher by 5% points. Business increased generally across all customer segments and primarily from transient customers, events and conferences.
- ii) Food and beverage income for the year was higher by 93% from the previous year and 27% higher than pre-pandemic levels. Business from banqueting grew by more than 150% over the previous year while the restaurant business grew by approximately 60% over the previous year.
- iii) Other Operating Income increased by 40% over the previous year. It primarily comprises income from membership fees, rentals, spa and health club, laundry, transportation, telephone and business centre rents among others. Initiation fees and annual membership fees of 'The Chambers' increased by 17% over the previous year. Membership fees for the dining programme, Epicure increased by 56% while shop rentals increased by 45% over the previous year. Transportation income, spa, salon and other accommodation dependent income increased by 55% over the previous year due to improvement in occupancies.
- iv) Management and reimbursable fees at ₹390.65 Crores was higher by 97% compared to the previous year and 79% from pre-pandemic levels. The increase in management fees and reimbursable fees was mainly due to higher business activity levels of managed properties in the portfolio and new managed properties commencing operations.
- v) Non-Operating Income decreased by ₹42.00 Crores to ₹107.08 Crores in the current year from ₹149.08 Crores in the previous year. Non-operating income decreased due to higher interest on income tax refunds ₹51.89 Crores, profit on disposal of non-core assets ₹23.01 Crores, lease waivers received ₹16.45 Crores and sale of brands to a subsidiary ₹ 9.90 Crores in the previous year. This was partially offset during current year by returns on surplus of funds invested in bank deposits and mutual funds of ₹49.76 Crores and higher dividend of ₹6.26 Crores from investment in subsidiaries.

b) Expenses

Total expenses increased to ₹2,522.38 Crores during the current year from ₹1,818.10 Crores in the previous year. While Total Income increased by 77% from the previous year, Total Expenditure increased by 39% from previous year mainly due to increase in variable costs consequent to increased business activity. Variances under each expenditure head are explained below:

i) Food and Beverages Consumed

Particulars	Year ended		% Change
	(₹ Crores)		
	March 31, 2023	March 31, 2022	
Food and beverages consumed	304.59	172.99	(76)
% To Food, Beverage & Banqueting Income	22	24	2% points

Food and beverages consumed, which is variable in nature, increased with increase in income from food, beverages and banqueting business. Whilst food and beverages income increased by 93% from the previous year, food and beverages consumed as a percentage of food and beverage income was lower at 22% as against 24% in the previous year.

ii) Employee Benefit Expenses and Payment to Contractors

Particulars	Year ended		% Change
	(₹ Crores)		
	March 31, 2023	March 31, 2022	
Employee benefit expenses and payment to contractors	761.63	624.48	(22)

Employee benefit expenses and payments to contractors increased by 22% to ₹761.63 Crores in the current year from ₹624.48 Crores in the previous year. This was mainly due to an increase in employee costs commensurate with increase in business activities. The increase was also attributed towards higher variable salary for employees in line with robust business performance. The Company has been selective in hiring for strategic roles and is focused on building a strong workplace culture and to utilise space efficiently. The Company continued to focus on redeployment of people to newly opened hotels, multi-skilling, clustering and shared service approaches thereby optimising 'staff to room ratios' across its hotels and brands.

iii) Depreciation and Amortisation Expenses

Particulars	Year ended		% Change
	(₹ Crores)		
	March 31, 2023	March 31, 2022	
Depreciation and amortisation expenses	207.85	203.03	(2)

Depreciation and amortisation costs increased marginally over the previous year mainly due to renovations completed at hotels during the early part of the year and additional amortisation on right-of-use assets partially offset by decrease in amortisation of intangible assets.

iv) Other Operating and General Expenses

Particulars	Year ended		% Change
	(₹ Crores)		
	March 31, 2023	March 31, 2022	
Other Operating Expenses	685.76	447.72	(53)
General expenses	562.55	369.88	(52)
Total	1,248.31	817.60	(53)

Other operating and general expenses increased by 53% to ₹1,248.31 Crores in the current year from ₹817.60 Crores in the previous year.

Other operating expenses increased to ₹685.76 Crores in the current year from ₹447.72 Crores in the previous year, an increase of ₹238.04 Crores. This was primarily due to increase in variable costs corresponding to higher business volumes. This was reflected in power costs, maintenance, linen, room and catering supplies, transportation, distribution costs in terms of commissions to travel agencies, credit card charges and costs of hosting banqueting events.

General expenses increased to ₹562.55 Crores in the current year from ₹369.88 Crores in the previous year, an increase of ₹192.67 Crores. Primary reasons for such increases were increase in variable lease costs linked to turnover of leased properties, increase in variable costs of inbound reservation centres and managing the loyalty program, insurance, rates, taxes and higher general administration costs including professional fees, travel and rent. Advertising and promotion costs increased with a judicious increase in spends on campaigns relevant to consumer sentiment, emerging and re-imagined brands.

Management Discussion and Analysis

c) Finance Costs

(₹ Crores)

Particulars	Year ended		% Change
	March 31, 2023	March 31, 2022	
Finance Costs	128.29	304.50	58

Finance Costs for the current year at ₹128.29 Crores were lower than the preceding year by ₹176.21 Crores or 58%. The reduction was mainly due to repayment of loans and debentures in the previous and current year out of the proceeds of the rights issue and the qualified institutional placement in the previous year. Finance costs include interest cost on lease liabilities of ₹92.00 Crores in the current financial year in comparison to ₹85.63 Crores in the previous financial year.

d) Exceptional Items

Exceptional items include items as under:

(₹ Crores)

Particulars	Year ended	
	March 31, 2023	March 31, 2022
Provision for impairment of investment in subsidiaries that incurred losses	(21.68)	(63.22)
Change in fair value of derivative contracts	-	6.29
Total	(21.68)	(56.93)

Exceptional items for the current year comprised of a provision for cash losses of foreign subsidiaries which was lower than the previous year.

e) Tax Expense

Tax expense for the year was ₹295.94 Crores as against ₹7.34 Crores in the previous year mainly due to increase in business profits in the current year as against a loss recorded in the previous year.

f) Profit/(Loss) after Tax

During the current year, the Company generated a profit after tax of ₹843.03 Crores compared to a loss of ₹34.45 Crores in the previous year. This was due to a significant improvement in the operating revenues of the Company.

g) Liquidity and Debt

(₹ Crores)

Particulars	Year ended		% Change
	March 31, 2023	March 31, 2022	
Cash and cash equivalents*	760.48	1,004.01	(24)
Current Investments	705.84	896.84	(21)
Total Liquidity	1,466.32	1,900.85	(23)
Gross Debt	450.08	942.53	52
Net liquidity	1,016.24	958.32	6

* includes balances greater than 3 months not earmarked or pledged

The Company maintained a good liquidity position during the year and met all its interest and principal repayment obligations. At the end of the year, the liquidity position represented by cash, cash equivalents and current investments decreased by ₹434.53 Crores over the previous year to ₹1,466.32 Crores. Net liquidity position strengthened from ₹958.32 Crores to ₹1,016.24 Crores. During the year, gross debt decreased by ₹492.45 Crores from ₹942.53 Crores to ₹450.08 Crores. The unutilised proceeds from equity shares issued in the previous year were utilised for repayment of debt and investment in an overseas step-down subsidiary to repay its debts.

Cash Flow

(₹ Crores)

Particulars	Year ended	
	March 31, 2023	March 31, 2022
Net Cash from/(used for) operating activities	1,227.22	693.33
Net Cash from/(used for) investing activities	(646.51)	(1,890.37)
Net Cash from/(used for) financing activities	(700.56)	1,804.00
Net Increase/(Decrease) in cash and cash equivalents	(119.85)	606.96

Operating Activities

Net cash generated from operating activities during the year was ₹1,227.22 Crores as compared to ₹693.33 Crores in the previous year. This is mainly attributable to an improvement in cash operating profit during the year after payment of taxes.

Investing Activities

During the year, net cash used for investing activities amounted to ₹646.51 Crores, compared to ₹1,890.37 Crores in the previous year. The Company's outlay on capital expenditure was ₹329.78 Crores, which was mainly for greenfield projects and renovations. The Company invested an amount of ₹629.67 Crores in its hotel operations in United States for repayment of external debts, ₹99.13 Crores to acquire remaining shares in Roots Corporation Limited to convert it to a wholly owned subsidiary, ₹9.11 Crores to further capitalise its subsidiary Ideal Ice Limited and ₹16.12 Crores in four subsidiaries executing recently acquired greenfield projects. Another ₹347.25 Crores was liquidated from current investments and bank deposits whilst interest and dividend received amounted to ₹41.06 Crores.

Financing Activities

During the year, net cash used for financing activities was ₹700.56 Crores as against ₹1,804.00 Crores generated in the previous year. The Company repaid outstanding borrowings of ₹495 Crores. The Company also paid dividend of ₹56.65 Crores, interest and borrowing costs of ₹46.63 Crores and lease liabilities of ₹102.84 Crores during the year.

Key Financial Ratios for Standalone Financials

Key financial ratios and their definitions are given below:

(₹ Crores)

Sr No	Particulars	Year ended	
		March 31, 2023	March 31, 2022
1	Debt – Equity ratio (in times)	0.05	0.12
2	Debt service coverage ratio (in times)	2.78	0.17
3	Interest Service Coverage Ratio (in times) – {a}	n/m	2.57
4	Current ratio (in times)	1.76	2.48
5	Net capital turnover ratio (in times)	3.25	3.50
6	Trade receivables turnover ratio (in days)	29	38
7	Inventory turnover ratio– {b}	NA	NA
8	Operating profit margin (in %) – {c}	37.52	19.38
9	Net profit margin (in %)	22.12	(1.60)
10	Return on capital employed (in %)	12.50	3.70
11	Return on equity (in %)	9.96	(0.56)

a) Interest Service Coverage Ratio equals Profit before Tax + Interest on borrowings (Net) + Provision for impairment of investments + Depreciation and Amortisation divided by Interest on borrowings (Net). This ratio is not meaningful (n/m) for the current year as Interest on borrowings (Net) is negative.

Management Discussion and Analysis

- b) Inventory turnover ratio has not been presented since the Company holds inventory for consumption in the service of food and beverages and the proportion of such inventory is insignificant to Total Assets
- c) Operating profit margin equals Profit/(Loss) before depreciation and amortisation expenses, Interest Tax and Exceptional items less Other Income divided by Revenue from operations.
- d) The definitions of other ratios are given in Note 46 of the Notes to Standalone Financial Statements.

The Company's capital structure was healthy as is evident from its ratio of Debt to Equity at 0.05 times. During the year, the Company utilised its cash for repaying its borrowings and was net cash positive. Reduction in debt and improvement in earnings improved the Debt Service Coverage ratio. Current ratio declined to 1.76 times due to decrease in current investments and cash equivalents for repayment of borrowings. Trade Receivables turnover ratio decreased substantially to 29 days in the current year from 38 days in the previous year, even while revenue from operations increased due to higher collection efficiency. Growth in revenue from operations and operating profits improved the Operating profit margin, Net profit margin, Return on capital employed and Return on equity in comparison with the previous year.

Consolidated Financial Results

The Consolidated Financial Statements comprise the Company and its subsidiaries (referred collectively as the 'Group') and the Group's interest in associates and joint ventures prepared in accordance with Ind AS, as applicable to the Company. The Consolidated Statements include the financial position of subsidiaries on a line-by-line basis and for joint ventures and associates by applying equity method of accounting.

The following table sets forth the Consolidated Financial results for year ended March 31, 2023.

Particulars	Year ended	
	March 31, 2023	March 31, 2022
	(₹ Crores)	
Income		
Revenue from Operations	5,809.91	3,056.22
Other Income	138.90	155.16
Total Income	5,948.81	3,211.38
Expenses		
Food and beverages consumed	472.89	257.23
Employee benefits expenses	1,582.25	1,150.24
Depreciation and amortisation expenses	416.06	406.05
Other operating and general expenses	1,950.21	1,244.00
Total expenses	4,421.41	3,057.52
Profit/(Loss) before finance costs and tax	1,527.40	153.86
Finance costs	236.05	427.66
Profit/(Loss) before exceptional items, tax, and share of profit of equity accounted investees	1,291.35	(273.80)
Exceptional items	3.29	15.62
Profit/(Loss) before tax, before share of profit of equity accounted investees and non-controlling interests	1,294.64	(258.18)
Tax expense/(credit)	323.21	(35.78)
Profit/(Loss) after tax, before share of profit of equity accounted investees and non-controlling interests	971.43	(222.40)
Add: Share of Profit/(Loss) of associates and joint ventures (net of tax)	81.40	(42.57)
Profit/(Loss) for the year	1,052.83	(264.97)
Less: Non-controlling interest in subsidiaries	50.24	(17.25)
Profit/(Loss) after Tax attributable to Owners of the Company	1,002.59	(247.72)

Income

Revenue from operations increased by 90% to ₹5,809.91 Crores from ₹3,056.22 Crores in the previous year. Total Income exceeded pre-pandemic levels of FY 2019-20 by 30%. All subsidiaries, joint ventures and associates of the Group along with the parent company registered excellent growth in business with the opening up of global economies, increase in cross-border travel and high demand for accommodations and food and beverage services within domestic economies. Among key Indian subsidiaries, PIEM Hotels Limited registered a turnover of ₹504.16 Crores with a growth of 89% over the previous year and Roots Corporation Limited registered a turnover of ₹306.68 Crores with a growth of 71% over the previous year. Among key international subsidiaries, UOH Inc owning US hotels registered a turnover of ₹657.69 Crores and St. James Court Hotel Ltd. owning UK hotels registered a turnover of ₹418.27 Crores during the current year, both doubling over the previous year. Fees from managed properties of ₹398.64 Crores during the current year increased by 72% over the previous year due to increase in turnover and profitability of those properties. Other Income decreased by ₹16.26 Crores to ₹138.90 Crores from ₹155.16 Crores in the previous year.

Expenditure

Total Expenditure increased by ₹1,363.89 Crores to ₹4,421.41 Crores in the current year from ₹3,057.52 Crores in the previous year. The increase in expenditure corroborates the increase in business activity across the Group. Total Expenditure for FY 2022-23 was higher by 13% in comparison with FY 2019-20 even while turnover increased by 30% over the same period. The increase in employee benefit costs was mainly due to increase in wage costs and selective re-hiring to meet business volumes. In comparison with FY 2019-20 employee benefit costs increased by 6%. Depreciation charge for the year was higher in the current year due to the impact of completed renovations at hotels and additional amortisation on right-of-use assets. Operating expenses increased in line with increase in business volumes. Variable costs of power costs, maintenance, linen, room and catering supplies, transportation, distribution costs of commissions to travel agencies, credit card charges and costs of hosting banqueting events, all increased in line with business activity. General expenses increased mainly due to variable lease costs linked to turnover of leased properties, advertising and promotion costs, costs of inbound reservation centres, loyalty program costs, insurance, rates, taxes and higher general administration costs including professional fees, travel and rent.

Finance Costs

Finance Costs (including interest on lease liabilities of ₹167.57 Crores) for the year ended March 31, 2023 at ₹236.05 Crores was lower than the previous year by ₹191.61 Crores due to repayment of borrowings during the year out of the proceeds of equity shares issued in the previous year.

Exceptional Items

Exceptional items include the following:

Particulars	Year ended	
	March 31, 2023	March 31, 2022
	(₹ Crores)	
Profit on sale of hotel property in a subsidiary	12.02	7.12
Exchange gain/(loss) on long term borrowings/assets (net)	(8.73)	2.21
Change in fair value of derivative contracts	-	6.29
Total	3.29	15.62

Management Discussion and Analysis

Profit/(Loss) after Tax attributable to Owners of the Company

Profit after tax, including share of profit of equity accounted investees attributable to Owners of the Company for the year was ₹1,002.59 Crores as compared to a loss of ₹247.72 Crores in the previous year. Higher operating profits of the Group on account of improved business, higher margins and lower finance costs as well as increased business volumes and margins of joint ventures and associates contributed to the increase in profits. Roots Corporation Limited, a subsidiary company managing the Ginger brand and TajSATS Air Catering Ltd., a joint venture in airline catering recorded exceptional turnaround in profitability during the year.

Consolidated Cash Flow

The following table sets forth selected items from the consolidated cash flow statements:

Particulars	(₹ Crores)	
	Year ended	
	March 31, 2023	March 31, 2022
Net Cash from/(used in) operating activities	1,618.99	671.63
Net Cash from/(used) in investing activities	(144.58)	(1,642.47)
Net Cash from/(used) in financing activities	(1,527.85)	1,658.78
Net Increase/(Decrease) in cash and cash equivalents	(53.44)	687.94

Operating Activities

Net cash generated from operating activities for the current year was ₹1,618.99 Crores as against ₹671.63 Crores in the previous year. The increase in cash from operating activities was mainly due to improvement in business of the Group and working capital position.

Investing Activities

Cash used for investing activities was ₹144.58 Crores in the current year as against ₹1,642.47 Crores in the previous year. During the year, the Group utilised cash for planned project expenditures amounting to ₹470.59 Crores.

Financing Activities

Cash used for financing activities across the Group was ₹1,527.85 Crores for the current year as against cash of ₹1,658.78 Crores generated in the previous year by raising funds. In the current year, cash was used for repayment of borrowings, payment of lease liabilities, interest and dividends.

Closing Cash Position, Debt and Liquidity

The Group generated its highest-ever free cash flow of more than ₹1,000.00 Crores during the year. The cash position of the Group at the end of March 31, 2023 was ₹1,805.69 Crores comprising cash and cash equivalents of ₹736.39 Crores, current investments of ₹757.33 Crores and balances with banks in call and short-term deposit accounts of ₹311.97 Crores. As against this, the gross debt of the Group was ₹818.26 Crores. Consequently, the net cash position of the Group was ₹987.43 Crores.

Key Financial Ratios for Consolidated Financials

Key financial ratios for consolidated financial statements and their definitions are given below:

Sr No	Particulars	(₹ Crores)	
		Year ended	
		March 31, 2023	March 31, 2022
1	Debt – Equity ratio (in times)	0.09	0.26
2	Debt service coverage ratio (in times)	1.48	0.11
3	Interest Service Coverage Ratio (in times) – {a}	74.19	1.76
4	Current ratio (in times)	1.56	1.87
5	Net capital turnover ratio (in times)	5.38	7.21
6	Trade receivables turnover ratio (in days)	22	21
7	Inventory turnover ratio – {b}	NA	NA
8	Operating profit margin (in %) – {c}	31.06	13.24
9	Net profit margin (in %)	16.33	(6.93)
10	Return on capital employed (in %)	12.96	1.43
11	Return on Equity (in %)	12.92	(4.44)

- Interest Service Coverage Ratio equals Profit before Tax + Interest on borrowings (Net) + Provision for impairment of investments + Depreciation and Amortisation divided by Interest on borrowings (Net).
- Inventory turnover ratio has not been presented since the Company holds inventory for consumption in the service of food and beverages and the proportion of such inventory is insignificant to Total Assets
- Operating profit margin equals Profit/(Loss) before depreciation and amortisation expenses, Interest Tax and Exceptional items less Other Income divided by Revenue from operations.
- The definitions of other ratios are given in Note 46 of the Notes to Standalone Financial Statements.

The Group's capital structure was healthy as is evident from its ratio of Debt to Equity at 0.09 times as compared to 0.26 during the previous year. The Group utilised its cash for repaying its borrowings during the year and was net cash positive. Reduction in debt and improvement in earnings improved the Debt Service Coverage and Interest Service Coverage ratios. Current ratio declined to 1.56 times due to decrease in current investments and cash equivalents utilised for repayment of loans. Net capital turnover ratio settled at a healthy level of 5.38 times. Trade Receivables turnover ratio increased marginally to 22 days in the current year from 21 days in the previous year. Growth in revenue from operations and operating profits improved the Operating profit margin, Net profit margin, Return on capital employed and Return on equity in comparison with the previous year.

Financial Highlights

	(₹ crores)			
	STANDALONE		CONSOLIDATED	
	2022-23	2021-22	2022-23	2021-22
Total Income	3,811.32	2,152.42	5,948.81	3,211.38
Profit/(Loss) Before Tax and Exceptional Items	1,160.65	29.82	1,291.35	(273.80)
Profit/(Loss) Before Tax	1,138.97	(27.11)	1,294.64	(258.18)
Profit/(Loss) After Tax, Non - controlling Interest & Share of Associates & Joint Ventures	843.03	(34.45)	1,002.59	(247.72)
Total Assets	11,779.67	11,131.79	13,668.75	13,089.62
Equity Share Capital	142.04	142.04	142.04	142.04
Other Equity	8,696.94	7,957.73	7,839.92	6,920.21
Non-controlling interest	-	-	660.09	593.01
Total Equity	8,838.98	8,099.77	8,642.05	7,655.26
Borrowings	450.08	942.53	818.26	1,984.76
Net Debt / (Net Cash)	(1,016.24)	(958.32)	(987.43)	(97.60)
Book Value per Share of ₹ 1/- each - in ₹	62.23	57.02	60.84	53.90
Earnings Per Share - Basic and Diluted - in ₹	5.94	(0.27)	7.06	(1.97)
Dividend proposed Per Share - in ₹	1.00	0.40	1.00	0.40

Board's Report

To the Members,

The Directors take pleasure in presenting the Integrated Annual Report of The Indian Hotels Company Limited (the Company or IHCL) along with the Audited Financial Statements for the Financial Year ended March 31, 2023. The consolidated performance of the Company and its subsidiaries has been referred to wherever required.

1. Financial Results

	(₹ crores)			
	Standalone		Consolidated	
	2022-23	2021-22	2022-23	2021-22
Revenue	3,704.24	2,003.34	5,809.91	3,056.22
Other income	107.08	149.08	138.90	155.16
Total income	3,811.32	2,152.42	5,948.81	3,211.38
Expenses				
Operating expenditure	2,314.53	1,615.07	4,005.35	2,651.47
Depreciation and amortisation expenses	207.85	203.03	416.06	406.05
Total Expenses	2,522.38	1,818.10	4,421.41	3,057.52
Profit/ (Loss) before finance cost and tax	1,288.94	334.32	1,527.40	153.86
Finance cost	128.29	304.50	236.05	427.66
Profit/ (Loss) before Exceptional Items, Tax and share of equity accounted investees	1,160.65	29.82	1,291.35	(273.80)
Add/ (Less): Exceptional Items	(21.68)	(56.93)	3.29	15.62
Profit/ (Loss) before Tax and share of equity accounted investees (PBT)	1,138.97	(27.11)	1,294.64	(258.18)
Tax expense	295.94	7.34	323.21	(35.78)
Profit/ (Loss) after Tax before share of equity accounted investees	843.03	(34.45)	971.43	(222.40)
Add: Share of Profit/(Loss) of Associates and Joint Ventures net of tax	NA	NA	81.40	(42.57)
Profit/ (Loss) for the year	843.03	(34.45)	1,052.83	(264.97)
Attributable to:				
Shareholders of the Company	843.03	(34.45)	1,002.59	(247.72)
Non-Controlling Interest	NA	NA	50.24	(17.25)
Opening Balance of Retained Earnings	174.67	250.64	(1,048.66)	(760.70)
Profit/ (Loss) for the Year	843.03	(34.45)	1,002.59	(247.72)
Other comprehensive income/ (losses)	(13.50)	6.05	(15.04)	7.37
Total comprehensive income	829.53	(28.40)	987.55	(240.35)
Dividend Paid	*(56.82)	(47.57)	*(56.82)	(47.57)
Adjustments on account of change in non-controlling interest	-	-	-	(0.04)
Closing Balance of Retained Earnings	947.38	174.67	(117.93)	(1,048.66)

*Dividend declared in FY 2021-22 and paid during the year under review.

2. Dividend

The Board recommended a dividend of ₹1 per fully paid Equity Share on 1,42,04,00,342 Equity Shares of face value ₹1 each, for the year ended March 31, 2023 (Previous year ₹0.40 per share) based on the parameters laid down under the Dividend Distribution Policy.

Board's Report

The dividend on Equity Shares is subject to the approval of the Shareholders at the Annual General Meeting (AGM) scheduled to be held on Friday, June 16, 2023. The dividend once approved by the Shareholders will be paid on and after Friday, June 23, 2023.

The dividend on Equity Shares if approved by the Members, would involve a cash outflow of ₹142.04 crores resulting in a dividend pay-out of 17% of the standalone profits of the Company.

3. Transfer to Reserves

During the year under review, an amount of ₹51.81 crores was transferred from Debenture Redemption Reserve to General Reserve consequent to the redemption of Unsecured Non-Convertible Redeemable Debentures of ₹495 crores. The Board of Directors has decided to retain the entire amount of profit for FY 2022-23 appearing in the Statement of profit and loss.

4. Share Capital

During the year under review, the Company had allotted 740 equity shares of ₹1 each arising out of previous rights issues to one of the shareholders of the Company whose shares were kept in abeyance. As a result of such allotment, the paid-up share capital of the Company increased from ₹142,03,99,602 (comprising 142,03,99,602 equity shares of ₹1 each) to ₹142,04,00,342 (comprising 142,04,00,342 equity shares of ₹1 each). The equity shares so allotted rank pari-passu with the existing equity shares of the Company. Except as stated herein, there was no other change in the share capital of the Company.

5. Company's Performance

Standalone Performance

On a standalone basis, the Total income for FY 2022-23 was ₹3,811.32 crores, which was higher than the previous year's Total income of ₹2,152.42 crores by 77% consequent to opening of the global economy, increased mobility and travel and higher demand for accommodation and food and beverages, especially from domestic tourism. Operating expenditure increased by 43% to ₹2,314.53 crores in FY 2022-23 from ₹1,615.07 crores in the previous year mainly due to increase in business volumes. The Company witnessed robust growth in volumes and rates across all its brands with increase in margins. Depreciation for FY 2022-23

at ₹207.85 crores was marginally higher than that of FY 2021-22 due to renovations and refurbishments. Finance costs for FY 2022-23 at ₹128.29 crores was lower than FY 2021-22 by ₹176.21 crores due to repayment of debt from proceeds of equity issues during the year. The Company maintained a good liquidity position throughout the year to end with ₹1,466.32 crores of liquidity against a debt of ₹450.08 crores and thus maintained its position of zero net debt. Exceptional loss for the year ₹21.68 crores (Previous year ₹56.93 crores) represented a provision for impairment due to losses in overseas subsidiaries. After accounting for taxes, the Company reported a Profit after tax for FY 2022-23 of ₹843.03 crores in comparison with a loss of ₹34.45 crores for FY 2021-22.

Consolidated Performance

Consolidated Total Income for FY 2022-23 was ₹5,948.81 crores, higher by 85% than the previous year's Total Income of ₹3,211.38 crores. Operating expenditure increased to ₹4,005.35 crores in FY 2022-23 from ₹2,651.47 crores in FY 2021-22, an increase of 51% mainly due to increase in business volumes. Depreciation at ₹416.06 crores for FY 2022-23 was marginally higher than that of FY 2021-22. Finance costs for FY 2022-23 at ₹236.05 crores was lower than FY 2021-22 by ₹191.61 crores due to repayment of debt, including that in a subsidiary company from proceeds of equity issues during the year. Exceptional gains for the year of ₹3.29 crores (Previous year ₹15.62 crores) was due to a profit on sale of hotel property in a subsidiary offset by an exchange loss on long-term borrowings. Along with the parent company, all subsidiaries, joint ventures and associates registered excellent growth in business volumes and profitability during FY 2022-23. The Group registered the best-ever performance in every quarter of the year to end the year at record Turnover, EBITDA, EBITDA margins and Profit after Tax. At the consolidated level, EBITDA was 32.67% of turnover at ₹1,943.46 crores for the year. The Profit after tax attributable to shareholders and non-controlling interests for FY 2022-23 was ₹1,052.83 crores as against a loss of ₹264.97 crores for FY 2021-22. The profit attributable to shareholders of the Company for FY 2022-23 was ₹1,002.59 crores as against a loss of ₹247.72 crores for the previous year. The Group generated its highest-ever free cash flow of more than ₹1,000 crores during the year and maintained a positive cash position of ₹987.43 crores at the end of the year.

Borrowings

Total long-term borrowings of the standalone Company stood at ₹449.49 crores as on March 31, 2023 as against ₹942.53 crores as on March 31, 2022. On a consolidated basis, total long-term borrowings stood at ₹818.26 crores as on March 31, 2023 as against ₹1,984.76 crores as on March 31, 2022.

Debentures

The Company redeemed 4,950, 7.85% Secured Non-Convertible Redeemable Debentures of face value ₹10 lakhs each aggregating to ₹495 crores on April 13, 2022 and 1,500, 7.50% Unsecured Non-Convertible Redeemable Debentures of face value ₹10 lakhs each aggregating to ₹150 crores on April 21, 2023.

Capital Expenditure

During FY 2022-23, the Company's outlay towards capital expenditure was ₹329.78 crores for the standalone Company and ₹470.59 crores at the consolidated level.

Business Overview

An analysis of the Business and Financial Results are given in the Management Discussion and Analysis, which forms a part of the Annual Report.

6. Subsidiary Companies

The Company has 29 subsidiaries, 5 associates and 6 joint venture companies as on March 31, 2023. There has been no material change in the nature of the business of the subsidiaries.

During the year under review,

- Two new companies viz. Suisland Hospitality Private Limited and Kadisland Hospitality Private Limited were incorporated as subsidiaries of the Company in August 2022 for the purpose of development of eco-tourism resorts at Suheli and Kadmat Islands in Lakshadweep, respectively.
- Bjets Pte. Limited ceased to be an Associate of the Company as it was struck off from the Registrar of Companies, Singapore in September 2022.
- Zarrenstar Hospitality Private Limited, earlier an Associate of the Company has now become a subsidiary of the Company effective March 2023.

Pursuant to the provisions of Section 129(3) of the Act, a statement containing the salient features of financial statements of the Company's subsidiaries in Form No. AOC-1 is attached to the financial statements of the Company.

Further, pursuant to the provisions of Section 136 of the Act, the financial statements of the Company, consolidated financial statements along with relevant documents and separate audited financial statements in respect of subsidiaries, are available on the website of the Company at <https://investor.ihcltata.com/AGM-FY2023>.

7. Directors' Responsibility Statement

Based on the framework of internal financial controls and compliance systems established and maintained by the Company, the work performed by the internal, statutory and secretarial auditors and external consultants, including the audit of internal financial controls over financial reporting by the statutory auditors and the reviews performed by management and the relevant Board Committees, including the Audit Committee, the Board is of the opinion that the Company's internal financial controls were adequate and effective during FY 2022-23.

Pursuant to Section 134(5) of the Act, the Board of Directors, to the best of its knowledge and ability, confirm that:

- In the preparation of the annual accounts, the applicable accounting standards have been followed and there are no material departures;
- They have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the Financial Year and of the profit of the Company for that period;
- They have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- They have prepared the annual accounts on a going concern basis;

Board's Report

- v. They have laid down internal financial controls to be followed by the Company and such internal financial controls are adequate and operating effectively;
- vi. They have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

8. Directors and Key Managerial Personnel

In accordance with the requirements of the Act and the Company's Articles of Association, Mr. N. Chandrasekaran (DIN: 00121863) retires by rotation and being eligible, offers himself for re-appointment. A resolution seeking shareholders' approval for his re-appointment forms part of the Notice.

During the year under review, Mr. Venu Srinivasan retired as a Non-Executive Director of the Company with effect from December 10, 2022, upon reaching the age of retirement for Non-Executive Directors (i.e. 70 years) in accordance with the Governance Guidelines adopted by the Company. The Board places on record its appreciation for his invaluable contribution and guidance provided to the Company over the years.

In terms of Regulation 25(8) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations), the Independent Directors have confirmed that they are not aware of any circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence. Based upon the declarations received from the independent Directors, the Board of Directors has confirmed that they meet the criteria of Independence as mentioned under Section 149(6) of the Act and Regulation 16(1)(b) of SEBI Listing Regulations and that they are Independent of the Management. In the opinion of the Board, there has been no change in the circumstances affecting their status as Independent Directors of the Company and the Board is satisfied of the integrity, expertise, and experience (including proficiency in terms of Section 150(1) of the Act and applicable rules thereunder) of all Independent Directors on the Board. Further in terms of Section 150 read with Rule 6 of the Companies (Appointment & Qualification of Directors) Rules, 2014, as amended, the Independent Directors of the Company have registered their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs.

During the year under review, the Non-Executive Directors of the Company had no pecuniary relationship or transactions with the Company, other than sitting fees and remuneration and reimbursement of expenses incurred by them for the purpose of attending meetings of the Board/ Committees of the Company.

Pursuant to the provisions of Section 203 of the Act, the Key Managerial Personnel of the Company as on March 31, 2023 are:

- Mr. Puneet Chhatwal – Managing Director & Chief Executive Officer
- Mr. Giridhar Sanjeevi – Executive Vice President & Chief Financial Officer
- Mr. Beejal Desai, Executive Vice President – Corporate Affairs & Company Secretary (Group)

9. Number of Meetings of the Board

Five meetings of the Board were held during the year under review. For details of meetings of the Board, please refer to the Corporate Governance Report, which forms a part of the Annual Report.

10. Board Evaluation

The Board of Directors has carried out an annual evaluation of its own performance, board committees, and individual Directors pursuant to the provisions of the Act and SEBI Listing Regulations.

The performance of the Board was evaluated by the Board after seeking inputs from all the Directors on the basis of criteria such as the board composition and structure; degree of fulfilment of key responsibilities towards stakeholders (by way of monitoring corporate governance practices, participation in the long-term strategic planning, etc.); effectiveness of board processes, information and functioning, etc.; extent of co-ordination and cohesiveness between the Board and its Committees; and quality of relationship between board Members and the management.

The performance of the Committees was evaluated by the Board after seeking inputs from the Committee Members on the basis of criteria such as the composition of committees, effectiveness of committee meetings, etc.

The above criteria are broadly based on the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India (SEBI) on January 5, 2017.

In a separate meeting of Independent Directors, performance of Non-Independent Directors, the Board as a whole and the Chairman of the Company was evaluated, taking into account the views of Executive Director and Non-Executive Directors.

The Board and the Nomination and Remuneration Committee (NRC) reviewed the performance of individual Directors on the basis of criteria such as the contribution of the individual Director to the Board and committee meetings like preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, etc.

In the Board Meeting that followed the meeting of the Independent Directors and meeting of NRC, the performance of the Board, its Committees, and individual Directors was also discussed. Performance evaluation of Independent Directors was done by the entire Board, excluding the Independent Director being evaluated.

11. Policy on Directors' Appointment and Remuneration and other Details

The Company's policy on directors' appointment and remuneration and other matters provided in Section 178(3) of the Act is available on https://www.ihcltata.com/board_diversity_director_attributes.pdf and https://www.ihcltata.com/Remuneration_Policy_KMP_Directors_Employees.pdf.

12. Vigil Mechanism

In accordance with Section 177(9) of the Act and Regulation 22 of the SEBI Listing Regulations, the Company has established the necessary vigil mechanism that provides a formal channel for all its directors, employees and other stakeholders to report concerns about any unethical behaviour, actual or suspected fraud or violation of the Company's Code of Conduct. The details of the policy have been disclosed in the Corporate Governance Report, which forms a part of the Annual Report and is also available on https://investor.ihcltata.com/files/IHCL_Whistle_Blower_Policy.pdf

13. Internal Financial Control Systems and their Adequacy

The Company's internal control systems are commensurate with the nature of its business, the size and complexity of its operations and such internal financial controls with reference to the Financial Statements are adequate.

The details in respect of internal financial control and their adequacy are included in the Management Discussion and Analysis, which forms a part of the Annual Report.

14. Committees of the Board

- a) Audit Committee
- b) Nomination and Remuneration Committee
- c) Corporate Social Responsibility and Sustainability (ESG) Committee
- d) Risk Management Committee
- e) Stakeholders' Relationship Committee

During the year under review, all recommendations of the Committees were approved by the Board. The details including the composition of the Committees including attendance at the Meetings and terms of reference are included in the Corporate Governance Report, which forms a part of the Annual Report.

15. Corporate Social Responsibility

The brief outline of the Corporate Social Responsibility (CSR) policy of the Company and the initiatives undertaken by the Company on CSR activities during the year under review are set out in Annexure I of this report in the format prescribed in the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2022. For other details regarding the CSR and Sustainability (ESG) Committee, please refer to the Corporate Governance Report, which is a part of the Annual report. The CSR policy is available on https://www.ihcltata.com/CSR_Policy.pdf.

16. Auditors

Statutory Auditor and Statutory Auditor's Report

At the 121st AGM of the Company held on June 30, 2022, the Members approved the re-appointment of B S R & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W-100022) as the Statutory Auditors of the Company to hold office for a second term of five consecutive years, from the conclusion of the 121st AGM till the conclusion of the 126th AGM of the Company to audit and examine the books of account of the Company.

The Statutory Auditors' Report on the Financial Statements of the Company for FY 2022-23 does not contain any qualifications, reservations, adverse remarks or disclaimer.

Board's Report

The Statutory Auditors of the Company have not reported any fraud as specified under Section 143(12) of the Act, in the year under review.

Secretarial Auditor and Secretarial Auditor's Report

In terms of Section 204 of the Act and Rules made thereunder, Neville Daroga & Associates, Practicing Company Secretary (C.P. No. 3823) were appointed as Secretarial Auditors of the Company to conduct the Secretarial Audit of records and documents of the Company for FY 2022-23 and their report is annexed as Annexure II to this Report.

The Secretarial Auditor's Report does not contain any qualifications, reservations, adverse remarks or disclaimer.

For FY 2022-23, the Company does not have any material unlisted Indian subsidiaries. As such the requirement to attach secretarial audit reports of material unlisted Indian subsidiaries pursuant to Regulation 24A (1) of the SEBI Listing Regulations is not applicable to the Company.

Cost Auditors

Maintenance of cost records as specified by the Central Government under Section 148 (1) of the Act is not applicable to the Company.

17. Risk Management

The Board of Directors of the Company has formed a Risk Management Committee to frame, implement and monitor the risk management plan for the Company. The Committee is responsible for monitoring and reviewing the risk management plan and ensuring its effectiveness. The Audit Committee has additional oversight in the area of financial risks and controls. The major risks identified by the businesses and functions are systematically addressed through mitigating actions on a continuing basis. The development and implementation of risk management policy has been covered in the Management Discussion and Analysis which forms a part of the Annual Report.

18. Particulars of Loans, Guarantees or Investments

The Company falls within the scope of the definition 'infrastructure company' as provided by the Act. Accordingly, the Company is exempt from the provisions of Section 186 of the Act with regards to Loans, Guarantees, Securities provided and Investments. Therefore, no details are provided.

19. Related Party Transactions

In line with the requirements of the Act and the SEBI Listing Regulations, as amended, the Company has formulated a Policy on Related Party Transactions for identifying, reviewing, approving and monitoring of Related Party Transactions and the same can be accessed on the Company's website at <https://www.ihcltata.com/RPT.pdf>.

During the year under review, all Related Party Transactions that were entered into were in the Ordinary Course of Business and at Arms' Length Basis. All transactions entered into with related parties were approved by the Audit Committee.

None of the transactions with related parties are material in nature or fall under the scope of Section 188(1) of the Act. The information on transactions with related parties pursuant to Section 134(3)(h) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014, as amended, in Form AOC-2 is not applicable to the Company for FY 2022-23 and hence the same is not provided.

20. Annual Return

As provided under Section 92(3) and 134(3)(a) of the Act, the Annual Return in Form MGT-7 for FY 2022-23 is available on the website of the Company at <https://investor.ihcltata.com/AGM-FY2023>.

21. Particulars of Employees

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Act, read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended, are annexed to this Report as Annexure III.

The statement containing details of employees as required under Section 197(12) read with Rules 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended, forms part of this Report and will be made available to any Member on request at investorrelations@ihcltata.com.

22. Disclosure Requirements

As per SEBI Listing Regulations, the Corporate Governance Report with the Practicing Company Secretary's Certificate thereon, and the Management Discussion and Analysis are attached as a separate section which forms a part of the Annual Report.

Pursuant to Regulation 34(2) (f) of the SEBI Listing Regulations and its Circular dated May 10, 2021, SEBI has made Business Responsibility & Sustainability Report (BRSR) mandatory for the top 1,000 listed companies (by market capitalisation) from FY 2022-23. IHCL falls within this category and has adopted the BRSR for FY 2022-23 to provide enhanced disclosures on ESG practices and priorities of the Company. The BRSR disclosures form a part of this Report.

As per Regulation 43A of the SEBI Listing Regulations, the Dividend Distribution Policy is disclosed in the Corporate Governance Report and is uploaded on the Company's website at https://investor.ihcltata.com/files/IHCL_Dividend_Distribution_Policy.pdf

The Company has devised proper systems to ensure compliance with the provisions of all applicable Secretarial Standards issued by the Institute of Company Secretaries of India and that such systems are adequate and operating effectively.

23. Deposits from Public

The Company does not accept and/or renew Fixed Deposits from the general public and shareholders. There were no over dues on account of principal or interest on public deposits including the unclaimed deposits at the end of FY 2022-23 (Previous year ₹45,000/-).

24. Particulars of Energy Conservation, Technology Absorption and Foreign Exchange Earnings and Outgo [Pursuant to Companies (Accounts) Rules, 2014]

A. Conservation of Energy: The Company has a longstanding history of stewardship through efficient management of all its assets and resources. The Company's conscious efforts are aligned with the Tata ethos of keeping communities and environment at the heart of doing business. In line with IHCL's commitment to safeguard the environment, we have been the flagbearers of responsible tourism through elimination of two million plastic straws across all our properties. Our renewable energy proportion has improved to 35% from 14% in the past six years. We have shifted to renewable power at several of our properties. Green power is sourced on the basis of long-term power purchase agreements to ensure stability of prices and supplies, with the generation

sources being a mix of wind and solar. IHCL has also partnered with Tata Power to install EV charging stations at over 200 IHCL properties. This will help to reduce range anxiety for guests with EV vehicles and also play a role in lowering the overall carbon footprint of the country, as IHCL properties occupy prime locations in cities. In this rapidly transforming world, our sustainability goals will certainly evolve as our industry grows and as per the needs arising in the society.

B. Technology Absorption: There is no material information on technology absorption to be furnished. The Company continues to adopt and use the latest technologies to improve the efficiency and effectiveness of its business operations. IHCL has collaborated with IFC Tech Emerge towards piloting sustainable cooling technology. Nine projects have been rolled out across six hotels.

C. Foreign Exchange Earnings and Outgo:

- Earnings: ₹387.63 crores (Previous year ₹149.92 crores)
- Outgo: ₹80.02 crores (Previous year ₹44.46 crores)

25. Material Changes and Commitment Affecting the Financial Position of the Company

There are no material changes affecting the financial position of the Company subsequent to the close of FY 2022-23 till the date of this Report.

26. Significant and Material Orders Passed by the Regulators

During the year under review, no significant material orders were passed by the Regulators or Courts or Tribunals impacting the going concern status and the Company's operations. However, Members' attention is drawn to the Statement on Contingent Liabilities and Commitments in the Notes forming part of the financial statements.

27. Proceedings under Insolvency and Bankruptcy Code, 2016

During the year under review, there were no proceedings that were filed by the Company or against the Company, which are pending under the Insolvency and Bankruptcy Code, 2016, as amended, before National Company Law Tribunal or other Courts.

28. Valuation

During the year under review, there were no instances of one-time settlement with any Banks or Financial Institutions.

29. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH Act)

The Company has always believed in providing a safe and harassment-free workplace for every individual working in the Company. The Company has complied with the applicable provisions of the POSH Act, and the rules framed thereunder, including constitution of the Internal Complaints Committee. The Company has in place an Anti-Sexual Harassment Policy in line with the requirements of the POSH Act and the same is available on the Company's website at https://www.ihcltata.com/POSH_Policy.pdf

Status of complaints as on March 31, 2023:

Sr. No.	Particulars	Number of Complaints
1.	Number of complaints filed during the Financial Year	16
2.	Number of complaints disposed during the Financial Year	15
3.	Number of complaints pending at the end of the Financial Year	1*

*Complaint was received only in March 2023 and appropriate steps have been initiated since then.

30. Integrated Report

With the corporate landscape rapidly evolving, Integrated Reporting has been an ideal tool to explore value creation. The Company being an iconic brand, has voluntarily provided Integrated Report, which encompasses both financial and non-financial information to enable the Members to take well informed decisions and have a better understanding of the Company's long-term perspective.

The Company has progressed in the journey of Integrated Reporting and is focused on driving more authentic, comprehensive and meaningful information about all aspects of the Company's performance and value creation story delivering benefits for both internal and external stakeholders.

The Report also touches upon aspects such as organisation's strategy, governance framework, performance and prospects of value creation based on the six forms of capital viz. financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital and natural capital.

31. Acknowledgement

The Directors thank the Company's customers, vendors, investors, lenders, partners and all other stakeholders for their continuous support.

The Directors also thank the Government of India, Governments of various states in India, Governments of various countries and concerned Government departments and agencies for their co-operation.

The Directors appreciate and value the contribution made by all our employees and their families and the contribution made by every other member of the IHCL family, for making the Company what it is.

On behalf of the Board of Directors

N. Chandrasekaran
Chairman
(DIN: 00121863)

Mumbai, April 27, 2023

ANNUAL REPORT ON CSR ACTIVITIES**1. Brief outline on the Corporate Social Responsibility (CSR) Policy of the Company:**

Leading positive change with Trust, Awareness and Joy, We strengthened our environmental and social responsibility with the launch of 'Paathya', which defines industry-leading ESG practices while going beyond the norm, with its six clearly defined areas of focus, underpinned by IHCL's core values of Trust of all stakeholders, Awareness around the needs of our ecosystem and Joy at heart.

2. Composition of CSR and Sustainability (ESG) Committee:

Sr. No.	Name of Director	Designation/ Nature of Directorship	Number of meetings of CSR and Sustainability (ESG) Committee held during the year	Number of meetings of CSR and Sustainability (ESG) Committee attended during the year
1.	Mr. Puneet Chhatwal – Chairperson	Managing Director & CEO	2	2
2.	Mr. Nasser Munjee	Independent Director	2	2
3.	Ms. Hema Ravichandar	Independent Director	2	2

Note: Mr. Venkataramanan Anantharaman, Independent Director has been appointed as the Member and Chairperson of the Committee w.e.f. April 27, 2023. Mr. Chhatwal shall continue to be the member of the Committee.

3. Provide the web-link where Composition of CSR and Sustainability (ESG) Committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company:

- Composition of the CSR and Sustainability (ESG) Committee shared above and is available on the Company's website on: <https://www.ihcltata.com/investors/>
- CSR policy: https://www.ihcltata.com/CSR_Policy.pdf
- CSR projects: <https://www.ihcltata.com/responsibility/>

4. Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable: NA**5. a) Average net profit of the Company as per sub-section (5) of section 135: Nil****(b) Two percent of average net profit of the Company as per sub-section (5) of section 135: NA**

The CSR policy sets out the commitment and approach towards corporate social responsibility. It outlines the purpose, focus areas, annual action plan through guiding principles for selection, implementation, monitoring of CSR activities and stakeholder communications. Further in addition, the CSR policy also indicates the responsibility of the Board of Directors and the CSR and Sustainability (ESG) Committee.

(c) Surplus arising out of the CSR Projects or programmes or activities of the previous financial years: Nil**(d) Amount required to be set-off for the financial year, if any: Nil****(e) Total CSR obligation for the financial year [(b)+(c)-(d)]: Nil****6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹0.56 crores spent voluntarily****(b) Amount spent in Administrative Overheads: Nil****(c) Amount spent on Impact Assessment, if applicable: NA****(d) Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹0.56 crores spent voluntarily**

Annexure II

(e) CSR amount spent or unspent for the Financial Year:

Total Amount Spent for the Financial Year	Amount Unspent (₹ crores)				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135.		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135.		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
₹ 0.56 crores Though there was no CSR obligation for FY 2022-23, spends were done voluntarily			Nil		

(f) Excess amount for set-off, if any: ₹ 1.13 Crores from preceding financial years

Sl. No.	Particular	Amount (in ₹ Crores)
(i)	Two percent of average net profit of the Company as per sub-section (5) of section 135	NA
(ii)	Total amount spent for the Financial Year	0.56 *
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	Nil
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

* Though there was no CSR obligation for the FY 2022-23, spends were done voluntarily

7. Details of Unspent CSR amount for the preceding three Financial Years:

1	2	3	4	5	6	7	8	
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of Transfer		
								Nil

8. Whether any capital assets have been created or acquired through CSR amount spent in the Financial Year: No

- Furnish the details relating to such asset(s) so created or acquired through CSR: NA

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per sub-section (5) of section 135: NA

Sd/-

Mr. Nasser Munjee

Independent Director
Member, CSR and Sustainability (ESG) Committee
(DIN: 00010180)

Mumbai, April 27, 2023

Sd/-

Mr. Puneet Chhatwal

Managing Director & CEO
Chairman, CSR and Sustainability (ESG) Committee
(DIN: 07624616)

Form No. MR-3**SECRETARIAL AUDIT REPORT**

For the financial year ended March 31, 2023

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members
The Indian Hotels Company Limited
Mandlik House, Mandlik Road, Mumbai – 400 001

We have conducted the Secretarial Audit for the compliance of applicable statutory provisions and the adherence to good corporate practices by The Indian Hotels Company Limited (hereinafter called 'the Company') for the year ended on March 31, 2023 (the 'audit period'). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing our opinion thereon given the relaxations given by the Ministry of Corporate Affairs/ SEBI and other regulatory Authorities in the Conduct of the Business of the Company during the year under review.

Based on our verification of the Company's books, papers, minute books, forms and returns filed with Statutory Authorities and other records maintained by the Company as also the information provided by the Company, its officers, agents and authorised representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the audit period complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter for the audit period according to the provisions of:

- The Companies Act, 2013 (the 'Act') and the Rules made thereunder;
- The Securities Contracts (Regulation) Act, 1956 and the Rules made thereunder;
- The Depositories Act, 1996 and the Regulations and by-laws framed thereunder;
- Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Overseas Direct Investment and External Commercial Borrowing;

- The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):
 - The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.
 - The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; and
 - The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
- Other laws specifically applicable to the Company are:
 - Food Safety and Standards Act, 2006 and Food Safety and Standards Rules, 2011; and
 - Food Safety and Standards (Packing & Labeling) Regulations, 2011.

We have also examined compliance with the applicable clauses of the Secretarial Standards issued by the Institute of Company Secretaries of India related to Board meetings and General meetings together with the relaxations as given during the year under review.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

During the period under review, provisions of the following regulations were not applicable to the Company:

- The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2021;
- The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;
- The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;
- The Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Foreign Direct Investment; and
- Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993.

We further report that –

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice was given to all Directors to schedule the Board Meetings, Agenda and detailed notes on agenda were sent at least seven days in advance, and where the same were given at shorter notice than seven days, prior consent thereof were obtained and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

The Meetings of the Board of Directors and other Board Committee meetings were held by Video Conferencing as allowed by adhering to the guidelines issued for such meetings as also Physical meeting of the Board of Directors were also held. The decisions taken at the meetings were carried through on the basis of majority and were properly entered in the respective Minutes book. Dissenting views/ suggestions, if any, by any member of the Board of Directors/ Committee were properly recorded.

We further report that –

There are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with the applicable laws, rules, regulations, and guidelines.

We further report that –

Pursuant to the previous Rights Issues undertaken by the Company, the rights issue entitlements of one of the shareholders, pertaining to the said Issues, which had been kept in abeyance, were allotted.

We further report that –

The Company has complied with the maintenance of the Structured Digital Database (SDD) as Required to be maintained under Regulation 3 (5) and 3(6) of The Prohibition of Insider Trading Regulations, 2015. We further Report that the Company has also submitted SDD Compliance Certificate for the quarters ended September and December 2022 as required to the Stock Exchanges.

We further report that –

Except for what is stated above the Company has not undertaken any specific events/ actions having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards.

For example:

- Buy-back of securities
- Foreign Technical Collaborations.

For **NEVILLE DAROGA & ASSOCIATES**

NEVILLE K. DAROGA

Proprietor

ACS No. 8663

C.P. No. 3823

Place: Mumbai

Date: April 10, 2023

PR CERT NO.: 1285#2021

UDIN: A008663E00046261

ANNEXURE A

To,

The Members

The Indian Hotels Company Limited

Secretarial Audit Report of even date is to be read along with this letter.

1. The management is responsible for compliance of applicable laws, rules, regulations, standards as applicable to The Indian Hotels Company Limited. Our examination of the records and procedures was based on test check basis for issuing the Secretarial Audit Report.
2. The management of the Company responsible for the maintenance of secretarial and other records as applicable to the Company under various laws. Our responsibility is to issue Secretarial Audi Report which is based on the relevant records maintained and information/explanations as furnished to us by the Company and its officials. Wherever required the management representation about compliance of laws as applicable to the Company including major events during the audit period have been obtained from the management.
3. We have followed the laid down audit practices for verifying the correctness and the contents of the secretarial and other records. The practices followed by us gave us reasonable basis to form our opinion for issuing the Secretarial Audit Report.
4. We have not verified the authenticity and significance of the books and the financial accounts as maintained by the Company.
5. The Secretarial Audit Report does not give an assurance as to the future viability of the Company nor of the potency and competency with which the management has conducted the affairs of the Company.

For **NEVILLE DAROGA & ASSOCIATES**

NEVILLE K. DAROGA

Proprietor

ACS No. 8663

C.P. No. 3823

PR CERT NO.: 1285#2021

Place: Mumbai

Date: April 10, 2023

Annexure III

Particulars of Employees

Information under Section 197 of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

- a) The ratio of the Remuneration of each Director to the median Remuneration of the employees of the Company for the financial year and percentage increase in Remuneration of each Director, Chief Executive Officer, Chief Financial Officer, Company Secretary or Manager, if any, in the financial year:

Name	% Increase of Remuneration in 2023 as compared to 2022	Ratio to median Remuneration
Non-Executive Directors		
Mr. N. Chandrasekaran [@]	-	-
Mr. Nasser Munjee	42%	14.47
Mr. Venkataramanan Anantharaman	43%	12.92
Ms. Hema Ravichandar	40%	13.91
Mr. Mehernosh Kapadia [#]	#	#
Mr. Venu Srinivasan [*]	***	***
Mr. Anupam Narayan ^{**}	***	***
Executive Director		
Mr. Puneet Chhatwal – MD & CEO [^]	37.5%	341.5
Chief Financial Officer		
Mr. Giridhar Sanjeevi – EVP & CFO	34.1%	-
Company Secretary		
Mr. Beejal Desai, Executive VP – Corporate Affairs & Company Secretary (Group)	16.5%	-

[@] As a policy, Mr. N Chandrasekaran, Chairman, has abstained from receiving commission from the Company.

[#] Remuneration for FY 2022-23 includes ₹100 lakhs as one-time special additional Commission for his long association and invaluable contribution, hence, percentage increase in remuneration and the ratio of remuneration to median remuneration is not comparable and hence not stated.

^{*} Retired as Director w.e.f. December 10, 2022.

^{**} Appointed w.e.f. August 23, 2021.

^{***} Since the remuneration is only for part of the year (either in CY or PY), percentage increase in remuneration and the ratio of their remuneration to median remuneration is not comparable and hence not stated.

[^] Additional Incentive Remuneration of ₹3 crores, pertaining to FY 2021-22 as recommended by NRC and Board, accrued and paid in FY 2022-23 post approval by the Members at the AGM, is considered as remuneration of FY 2021-22.

- b) The percentage increase in the median remuneration of employees in the financial year was (2%) due to increase in headcount from the previous year.
- c) The number of permanent employees on the rolls of Company as on March 31, 2023 was 5296.
- d) Average Percentile increase already made in the salaries of employees other than the Managerial Personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration:
- During FY 2022-23, the average percentage increase / (decrease) in salary of the Company's employees, excluding Key Managerial Personnel (KMP) was 2%.
 - During FY 2022-23, the average percentage increase / (decrease) in salary of the KMP was 38%.
- e) It is affirmed that the Remuneration is as per the Remuneration policy for Directors, Key Managerial Personnel, and other employees adopted by the Company.

Corporate Governance Report

“The Tata philosophy of management has always been, and is today more than ever, that corporate enterprises must be managed not merely in the interests of their owners, but equally in those of their employees, of the consumers of their products, of the local community and finally of the country as a whole.”

- JRD Tata, 1973

I. COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. The Company's philosophy on corporate governance oversees business strategies and ensures fiscal accountability, ethical corporate behaviour and fairness to all stakeholders comprising regulators, employees, customers, vendors, investors and the society at large.

Strong leadership and effective corporate governance practices have been the Company's hallmark inherited from the Tata culture and ethos.

At The Indian Hotels Company Limited (IHCL), corporate governance is a way of life, the way we do our business encompassing every day's activities and is enshrined as a part of our way of working. We believe that good corporate governance promotes the long-term interests of all stakeholders, strengthens board and management accountability and improves our standing as a trusted member of society.

Our Company's actions are governed by our values and principles, which are reinforced at all levels of the organisation. These principles have been and will continue to be our guiding force in future. We maintain and enhance our long record of excellence in corporate governance by formulating/ refining our policies and procedures on an ongoing basis to reflect evolving practices without compromising on integrity, societal obligations, environment and regulatory compliances.

The Company has adopted a Code of Conduct for its employees including the Managing Director. In addition, the Company has adopted a Code of Conduct for its Non-Executive Directors which includes Code of Conduct for Independent Directors suitably incorporating the duties of Independent Directors as laid down in the Companies Act, 2013 (the Act) and the same is available

on the Company's website at https://www.ihcltata.com/Code_Of_Conduct_for_NED.pdf. The Company's corporate governance philosophy has been further strengthened through the Tata Business Excellence Model, the Company's Code of Conduct for Prevention of Insider Trading and the Code of Corporate Disclosure Practices (Insider Trading Code)

The Company is in compliance with the requirements stipulated under Regulation 17 to 27 read with Schedule V and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations), as applicable, with regard to corporate governance.

The Company's governance guidelines cover aspects *inter alia* relating to composition and role of the Board, Chairman and Directors, Board diversity, and Committees of the Board. As per the Company's policy on retirement of Directors, the retirement age for Managing/ Executive Directors is 65 years, Non-Executive (Non-Independent) Directors is 70 years and Non-Executive (Independent) Directors is 75 years.

The Company has also adopted Integrated Financial Reporting on a voluntary basis in keeping with global best practices.

II. BOARD OF DIRECTORS

At IHCL the Board of Directors are at the helm of the Company's strategic supervision and governance. Driven on the principles of ethics and accountability, the Board strives to work in the best interest of the Company and its stakeholders. It provides strategic direction, leadership and guidance to the Company's management as also monitors the performance of the Company with the objectives of creating long-term value for the Company's stakeholders. We are fortunate to have a Board that is diverse, active, independent and collegial and provides valuable insights fulfilling its oversight role objectively.

Corporate Governance Report

Size and Composition of the Board

IHCL's Board represents a mix of Executive and Non-Executive Directors (including Independent Directors), which is compliant with the Act and the SEBI Listing Regulations.

- i. As on March 31, 2023, the Company has seven Directors out of whom one is an Executive Director and six are Non-Executive Directors. Of the six Non-Executive Directors, four are Independent Directors of which one is a Woman Director. The profiles of Directors can be found on <https://www.ihcltata.com/investors/>. The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Section 149 of the Act and Rules framed thereunder.
- ii. None of the Directors on the Board hold directorships in more than 20 companies, which includes 10 public companies. None of the Directors serve as Director in more than seven listed companies. Further, none of the Non-Executive Directors serve as Independent Directors in more than seven listed entities as required under the SEBI Listing Regulations. The Managing Director of the Company does not serve as an Independent Director in any other listed entity.
- iii. None of the directors is a Member of more than ten committees or Chairperson of more than five committees across all the public companies in which he/she is a Director. For the purpose of determination of limit of the Board Committees, Chairpersonship and Membership of the Audit Committee and Stakeholders'

Relationship Committee only have been considered as per Regulation 26(1)(b) of the SEBI Listing Regulations. Necessary disclosures regarding Committee positions in other public companies as on March 31, 2023 have been made by the Directors. None of the Directors are related to each other.

- iv. Independent Directors are Non-Executive Directors as defined under Regulation 16(1)(b) of the SEBI Listing Regulations read with Section 149(6) of the Act along with Rules framed thereunder. In terms of Regulation 25(8) of the SEBI Listing Regulations, they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. Based on the declarations received from the Independent Directors, the Board of Directors has confirmed that they meet the criteria of independence as mentioned under Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management. Further, the Independent Directors have included their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, as amended.
- v. Five Board Meetings were held during the year under review and the gap between two meetings did not exceed one hundred and twenty days. The said meetings were held on April 27, 2022, May 24, 2022, August 8, 2022, November 10, 2022 and January 31, 2023. The necessary quorum was present for all the meetings.

- vi. The names and categories of the Directors on the Board, their attendance at Board Meetings held during the year under review and at the last Annual General Meeting (AGM), name of other listed entities in which the Director is a director and the number of Directorships and Committee Chairpersonships/ Memberships held by them in other public limited companies (excluding directorships of private limited companies, foreign companies and companies registered under Section 8 of the Act) as on March 31, 2023 are given herein below.

Name of the Director	Category	Number of Board Meetings attended during FY 2022-23	Whether attended last AGM held on June 30, 2022 (Yes/No)	Number of Directorships in other Public Companies		Number of Committee positions held in other Public Companies*		Directorship in other listed entity (Category of Directorship)**
				Chairperson	Member	Chairperson	Member	
Mr. N. Chandrasekaran (Chairman) DIN: 00121863	Non-Independent, Non-Executive	5	Yes	7	-	-	-	1. Tata Steel Limited (Non-Independent, Non-Executive) 2. Tata Motors Limited (Non-Independent, Non-Executive) 3. Tata Consumer Products Limited (Non-Independent, Non-Executive) 4. The Tata Power Company Limited (Non-Independent, Non-Executive) 5. Tata Consultancy Services Limited (Non-Independent, Non-Executive) 6. Tata Chemicals Limited (Non-Independent, Non-Executive)
Mr. Puneet Chhatwal (Managing Director & CEO) DIN: 07624616	Non-Independent, Executive	4	Yes	3	-	-	-	Oriental Hotels Limited (Non-Independent, Non-Executive)
Mr. Nasser Munjee DIN: 00010180	Independent, Non-Executive	5	Yes	1	3	4	4	Cummins India Limited (Independent, Non-Executive)
Ms. Hema Ravichandar DIN: 00032929	Independent, Non-Executive	5	Yes	-	3	-	3	1. Marico Limited (Independent, Non-Executive) 2. Bosch Limited (Independent, Non-Executive) 3. Trent Limited (Independent, Non-Executive)
Mr. Venkataramanan Anantharaman DIN: 01223191	Independent, Non-Executive	5	Yes	-	3	2	3	-
Mr. Anupam Narayan DIN: 05224075	Independent, Non-Executive	5	Yes	-	-	-	-	-
Mr. Venu Srinivasan# DIN: 00051523	Non-Independent, Non-Executive	3	No	N.A.	N.A.	N.A.	N.A.	N.A.
Mr. Mehernosh Kapadia DIN: 00050530	Non-Independent, Non-Executive	5	Yes	1	3	-	1	-

Retired as Non-Executive Non-Independent Director w.e.f. December 10, 2022 upon attaining the age of retirement as per the governance guidelines adopted by the Company.

* Represents Chairpersonships/Memberships of Audit and Stakeholders Relationship Committees in all public limited companies as required under Regulation 26(1)(b) of the SEBI Listing Regulations. Further, membership includes positions as Chairperson of Committee.

**Includes only equity listed companies.

Corporate Governance Report

vii. During FY 2022-23, information as mentioned in Part A of Schedule II of the SEBI Listing Regulations, has been placed before the Board for its consideration.

viii. During FY 2022-23, one meeting of the Independent Directors was held on March 28, 2023. The Independent Directors, *inter alia*, reviewed the performance of Non-Independent Directors, Board as a whole and Chairman of the Company, taking into account the views of managing director and non-executive directors. They also assessed the quality, quantity, timeliness and adequacy of information between the Company's management and the Board.

ix. The Board periodically reviews the compliance reports of all laws applicable to the Company.

x. Details of equity shares of the Company held by the Directors as on March 31, 2023 are given below:

Name of Director	Category of Director	Number of Equity shares
Mr. N. Chandrasekaran	Non-Executive Non-Independent Director	1,11,111
Mr. Mehernosh Kapadia*	Non-Executive Non-Independent Director	70,532

* includes shares held jointly with relative

The Company has not issued any convertible instruments.

xi. Key Skills, Expertise and Competencies of the Board

The Board comprises qualified Members who bring in the required skills, competence and expertise that allow them to make effective contribution to the Board and its committees. These Directors are nominated based on well-defined selection criteria. The NRC considers, *inter alia*, key skills, qualifications, expertise and competencies, whilst recommending to the Board the candidature for appointment of Director. The Board of Directors have, based on the recommendations of the NRC, identified the following core key skills/ expertise/ competencies of Directors as required in the context of business of the Company for its effective functioning which are currently possessed by the Board Members of the Company and mapped against each of the Directors:

Name of the Director	Finance	Strategy/ Business Leadership	Digital and Information Technology	Governance/ Regulatory and Risk	Sales & & Marketing	Human Resources	Hospitality
Mr. N. Chandrasekaran	✓	✓	✓	✓	✓	✓	-
Mr. Puneet Chhatwal	✓	✓	✓	-	✓	-	✓
Mr. Nasser Munjee	✓	✓	-	✓	-	✓	-
Ms. Hema Ravichandar	-	✓	-	✓	-	✓	-
Mr. Venkataramanan Anantharaman	✓	✓	-	✓	-	✓	-
Mr. Anupam Narayan	✓	✓	✓	✓	✓	-	✓
Mr. Mehernosh Kapadia	-	✓	-	✓	✓	-	✓

III. COMMITTEES OF THE BOARD

(i) The Board Committees are set up by the Board and are governed by its terms of reference which exhibit the scope, composition, tenure, functioning and reporting parameters. The Board Committees play a crucial role in the governance structure of the Company and have been constituted to deal with specific areas of concern for the Company that need a closer review. The Committees operate under the direct supervision of the Board and Chairpersons of the respective Committees report to the Board about the deliberations and decisions taken by the Committees. The recommendations of the Committees are submitted to the Board for approval. During the year under review, all recommendations of the committees were approved by the Board. The minutes of the meetings of all committees of the Board are placed before the Board for noting.

There are five Board Committees as on March 31, 2023, details of which are as follows:

Name of the Committee	Extract of Terms of Reference	Category and Composition	Other Details										
Audit Committee	<p>Committee is constituted in line with the provisions of Regulation 18 of the SEBI Listing Regulations and Section 177 of the Act.</p> <p>The broad terms of reference are as under:</p> <ul style="list-style-type: none"> Oversight of the financial reporting process. Reviewing with the management, the annual financial statements and auditors' report thereon before submission to the Board for approval. Evaluation of the internal financial controls and risk management systems Recommendation for appointment, remuneration and terms of appointment of auditors of the Company. Approve policies in relation to the implementation of the Insider Trading Code and to supervise the implementation of the same. To consider matters with respect to the Tata Code of Conduct, Anti-bribery and Anti-Corruption Policy and Gifts and Hospitality Policy. 	<table border="1"> <thead> <tr> <th>Name</th> <th>Category</th> </tr> </thead> <tbody> <tr> <td>Mr. Nasser Munjee (Chairperson)</td> <td>Independent, Non-Executive</td> </tr> <tr> <td>Ms. Hema Ravichandar</td> <td>Independent, Non-Executive</td> </tr> <tr> <td>Mr. Venkataramanan Anantharaman</td> <td>Independent, Non-Executive</td> </tr> <tr> <td>Mr. Anupam Narayan</td> <td>Independent, Non-Executive</td> </tr> </tbody> </table>	Name	Category	Mr. Nasser Munjee (Chairperson)	Independent, Non-Executive	Ms. Hema Ravichandar	Independent, Non-Executive	Mr. Venkataramanan Anantharaman	Independent, Non-Executive	Mr. Anupam Narayan	Independent, Non-Executive	<ul style="list-style-type: none"> Five meetings of the Audit Committee were held during the year under review and the gap between two meetings did not exceed one hundred and twenty days. Committee invites such of the executives as it considers appropriate, representatives of the Statutory Auditors and Internal Auditors, to be present at its meetings. The Company Secretary acts as the Secretary to the Audit Committee. Mr. Beejal Desai, Executive Vice President – Corporate Affairs & Company Secretary (Group) is the Compliance Officer, to ensure compliance and effective implementation of the Insider Trading Code. Quarterly Reports are placed before the Committee Meetings relating to the Insider Trading Code. Mr. Nasser Munjee, Chairperson of the Audit Committee had attended the previous AGM of the Company which was held on June 30, 2022.
Name	Category												
Mr. Nasser Munjee (Chairperson)	Independent, Non-Executive												
Ms. Hema Ravichandar	Independent, Non-Executive												
Mr. Venkataramanan Anantharaman	Independent, Non-Executive												
Mr. Anupam Narayan	Independent, Non-Executive												
Nomination & Remuneration Committee	<p>Committee is constituted in line with the provisions of Regulation 19 of the SEBI Listing Regulations and Section 178 of the Act.</p> <p>The broad terms of reference are as under:</p> <ul style="list-style-type: none"> Recommend to the Board the setup and composition of the Board and its committees. Recommend to the Board the appointment/re-appointment of Directors and Key Managerial Personnel. Support the Board and Independent Directors in evaluation of the performance of the Board, its Committees and individual Directors. Recommend to the Board the Remuneration Policy for Directors, executive team or Key Managerial Personnel as well as the rest of employees. Oversee familiarisation programmes for Directors. 	<table border="1"> <thead> <tr> <th>Name</th> <th>Category</th> </tr> </thead> <tbody> <tr> <td>Ms. Hema Ravichandar (Chairperson)</td> <td>Independent, Non-Executive</td> </tr> <tr> <td>Mr. N. Chandrasekaran</td> <td>Non-Independent, Non-Executive</td> </tr> <tr> <td>Mr. Venkataramanan Anantharaman</td> <td>Independent, Non-Executive</td> </tr> </tbody> </table>	Name	Category	Ms. Hema Ravichandar (Chairperson)	Independent, Non-Executive	Mr. N. Chandrasekaran	Non-Independent, Non-Executive	Mr. Venkataramanan Anantharaman	Independent, Non-Executive	<ul style="list-style-type: none"> Two NRC Meetings were held during the year under review. The Company does not have any Employee Stock Option Scheme. Details of Performance Evaluation Criteria and Remuneration Policy are provided below. Ms. Hema Ravichandar, Chairperson of the NRC had attended the previous AGM of the Company which was held on June 30, 2022. 		
Name	Category												
Ms. Hema Ravichandar (Chairperson)	Independent, Non-Executive												
Mr. N. Chandrasekaran	Non-Independent, Non-Executive												
Mr. Venkataramanan Anantharaman	Independent, Non-Executive												

Corporate Governance Report

Name of the Committee	Extract of Terms of Reference	Category and Composition	Other Details								
Stakeholders' Relationship Committee	<p>Committee is constituted in line with the provisions of Regulation 20 of SEBI Listing Regulations and Section 178 of the Act.</p> <p>The broad terms of reference are as under</p> <ul style="list-style-type: none"> Consider and resolve the grievance of security holders. Consider and approve issue of share certificates, transfer and transmission of securities, etc. 	<table border="1"> <thead> <tr> <th>Name</th> <th>Category</th> </tr> </thead> <tbody> <tr> <td>Mr. Venkataramanan Anantharaman (Chairperson)</td> <td>Independent, Non-Executive</td> </tr> <tr> <td>Mr. Puneet Chhatwal</td> <td>Managing Director & CEO</td> </tr> <tr> <td>Mr. Mehernosh Kapadia</td> <td>Non-Independent, Non-Executive</td> </tr> </tbody> </table>	Name	Category	Mr. Venkataramanan Anantharaman (Chairperson)	Independent, Non-Executive	Mr. Puneet Chhatwal	Managing Director & CEO	Mr. Mehernosh Kapadia	Non-Independent, Non-Executive	<ul style="list-style-type: none"> Two meetings of the Stakeholders' Relationship Committee (SRC) were held during the year under review. Details of Investor complaints and Compliance Officer are provided below in the Report. The previous AGM of the Company was held on June 30, 2022 and was attended by Mr. Venkataramanan Anantharaman, Chairperson of the SRC.
Name	Category										
Mr. Venkataramanan Anantharaman (Chairperson)	Independent, Non-Executive										
Mr. Puneet Chhatwal	Managing Director & CEO										
Mr. Mehernosh Kapadia	Non-Independent, Non-Executive										
Corporate Social Responsibility and Sustainability (ESG) Committee	<p>Committee is constituted in line with the provisions of Section 135 of the Act and is in accordance with Companies (Corporate Social Responsibility Policy) Amendment Rules 2021.</p> <p>The broad terms of reference are as under:</p> <ul style="list-style-type: none"> Formulate and recommend to the Board, the Corporate Social Responsibility and sustainability (ESG) Policy and monitor them from time to time. Formulate and recommend to the Board, an Annual Action Plan for the Company and have an oversight on its implementation. To recommend the amount of expenditure to be incurred on CSR activities. Enable Board oversight on sustainability (ESG) related policies, strategies and activities of the Company. Advise the management on potential business implications of Sustainability/ ESG performance. 	<table border="1"> <thead> <tr> <th>Name</th> <th>Category</th> </tr> </thead> <tbody> <tr> <td>Mr. Puneet Chhatwal (Chairperson)</td> <td>Managing Director & CEO</td> </tr> <tr> <td>Mr. Nasser Munjee</td> <td>Independent, Non-Executive</td> </tr> <tr> <td>Ms. Hema Ravichandar</td> <td>Independent, Non-Executive</td> </tr> </tbody> </table> <p>Note: Mr. Venkataramanan Anantharaman, Independent, Non-Executive Director has been appointed as the Member and Chairperson of the Committee w.e.f. April 27, 2023. Mr. Chhatwal shall continue to be the Member of the Committee.</p>	Name	Category	Mr. Puneet Chhatwal (Chairperson)	Managing Director & CEO	Mr. Nasser Munjee	Independent, Non-Executive	Ms. Hema Ravichandar	Independent, Non-Executive	<ul style="list-style-type: none"> Two meetings of the CSR and Sustainability (ESG) Committee were held during the year under review. The CSR and the Sustainability (ESG) Policy are available on the Company's website at https://www.ihcltata.com/CSR_Policy.pdf and https://www.ihcltata.com/Sustainability_Policy.pdf respectively.
Name	Category										
Mr. Puneet Chhatwal (Chairperson)	Managing Director & CEO										
Mr. Nasser Munjee	Independent, Non-Executive										
Ms. Hema Ravichandar	Independent, Non-Executive										
Risk Management Committee	<p>Committee is constituted in line with the provisions of Regulation 21 of the SEBI Listing Regulations.</p> <p>The broad terms of reference are as under:</p> <ul style="list-style-type: none"> Review the Company's risk governance structure, risk assessment and risk management practices and guidelines, policies and procedures for risk assessment and risk management Review and approve the Enterprise Risk Management (ERM) framework Review the Company's risk appetite and strategy relating to key risks, including market risk, cyber security risk, product risk and reputational risk, as well as the guidelines, policies and processes for monitoring and mitigating such risks 	<table border="1"> <thead> <tr> <th>Name</th> <th>Category</th> </tr> </thead> <tbody> <tr> <td>Mr. Nasser Munjee (Chairperson)</td> <td>Independent, Non-Executive</td> </tr> <tr> <td>Mr. Venkataramanan Anantharaman</td> <td>Independent, Non-Executive</td> </tr> <tr> <td>Mr. Anupam Narayan</td> <td>Independent, Non-Executive</td> </tr> </tbody> </table> <p>Note: Ms. Hema Ravichandar, Independent, Non-Executive Director has been appointed as a Member of the Committee w.e.f. April 27, 2023.</p>	Name	Category	Mr. Nasser Munjee (Chairperson)	Independent, Non-Executive	Mr. Venkataramanan Anantharaman	Independent, Non-Executive	Mr. Anupam Narayan	Independent, Non-Executive	<ul style="list-style-type: none"> Two meetings of the Risk Management Committee were held during the year under review.
Name	Category										
Mr. Nasser Munjee (Chairperson)	Independent, Non-Executive										
Mr. Venkataramanan Anantharaman	Independent, Non-Executive										
Mr. Anupam Narayan	Independent, Non-Executive										

The terms of reference of these committees are available on the website <https://www.ihcltata.com/investors>.

(ii) Stakeholders' Relationship Committee – other details**a) Name, designation and address of Compliance Officer:**

Mr. Beejal Desai
Executive Vice President – Corporate Affairs & Company Secretary (Group)
The Indian Hotels Company Limited
6th Floor, Express Towers,
Barrister Rajni Patel Marg,
Nariman Point, Mumbai – 400 021
Telephone: +91 22 6137 1602

b) Details of Investor Complaints received and redressed during FY 2022-23 are as follows:

Opening Balance	Received during the year	Resolved during the year	Closing Balance
0	47	47	0

(iii) Nomination and Remuneration Committee – other details**Performance Evaluation Criteria for Independent Directors:**

The performance evaluation criteria for Independent Directors is determined by the NRC. An indicative list of factors on which evaluation was carried out includes participation and contribution by a director, commitment, effective deployment of knowledge and expertise, integrity and maintenance of confidentiality and independence of behaviour and judgement.

Remuneration Policy:

Remuneration policy of the Company is designed to create a high-performance culture. It enables the Company to attract, retain and motivate employees to achieve results. Our business model promotes customer centricity and requires employee mobility to address project needs. The remuneration policy supports such mobility through pay models that are compliant to local regulations. In each country where the Company operates, the remuneration structure is tailored to the regulations, practices and benchmarks prevalent in the Hospitality industry.

The Company pays remuneration by way of salary, benefits, perquisites and allowances (fixed component), commission (variable component) and additional performance bonus to its Managing Director. Annual increments are recommended by the NRC within the salary scale approved by the Board and Members and are effective April 1, each year.

The Board of Directors, on the recommendation of the NRC, decides the commission payable to the Managing Director out of the profits for the Financial Year and within the ceilings prescribed under the Act and after seeking relevant approvals, based on the Board evaluation process considering the criteria such as the performance of the Company as well as that of the Managing Director. In case of loss or where the net profits of the Company are inadequate for payment of profit-linked commission in any financial year, an incentive remuneration, not exceeding 200% of the basic salary, may be paid at the discretion of the Board.

The Company pays sitting fees of ₹30,000 per meeting to its Non-Executive Directors for attending meetings of the Board and meetings of committees of the Board. The Company also pays commission to the Non-Executive Directors within the ceiling of one percent of the net profits of the Company as computed under the applicable provisions of the Act, with the approval of the Members. The said commission is decided each year by the Board of Directors, on the recommendation of the NRC and distributed amongst the Non-Executive Directors based on the Board evaluation process, considering criteria such as their attendance and contribution at the Board and Committee meetings, as well as the time spent on operational matters other than at meetings. The Company also reimburses the out-of-pocket expense incurred by the Directors for attending the meetings. The Remuneration policy is available https://www.ihcltata.com/Remuneration_Policy_KMP_Directors_Employees.pdf.

Corporate Governance Report

Details of the Remuneration for the year ended March 31, 2023:

a) Non-Executive Directors:

(₹ lakhs)

Name	Commission for FY 2022-23**	Sitting Fees
Mr. N. Chandrasekaran* (Chairman)	-	2.10
Mr. Nasser Munjee	60.00	4.50
Ms. Hema Ravichandar	57.50	4.50
Mr. Venkataramanan Anantharaman	52.50	5.10
Mr. Anupam Narayan	45.00	3.90
Mr. Mehernosh Kapadia	145.00 [#]	2.10
Mr. Venu Srinivasan [^]	40.00	0.90
Total	400.00	23.10

*As a policy, Mr. N. Chandrasekaran, Chairman, has abstained from receiving commission from the Company.

[#] Includes ₹100 lakhs Special Additional Commission for his long association and invaluable contribution.

[^] Retired as Non-Executive, Non-Independent Director w.e.f. December 10, 2022 upon attaining the age of retirement as per the governance guidelines.

** The Commission to the Non-Executive Directors relates to FY 2022-23 and would be paid in FY 2023-24 after Annual General Meeting.

b) Managing Director

(₹ lakhs)

Name of Director	Salary (Incl. Additional Performance Bonus)	Benefits, Perquisites and Allowances	Commission	Additional Incentive Remuneration*	ESPS	Total
Mr. Puneet Chhatwal Managing Director & CEO (appointed for a period of five years w.e.f. November 6, 2017 to November 5, 2022 and re-appointed for a further period of five years w.e.f. November 6, 2022 to November 5, 2027)	744.20	350.77	427.68	300.00	-	1,822.65

*Additional Incentive Remuneration of ₹300 lakhs pertaining to FY 2021-22 recommended by NRC and Board which was accrued and paid in FY 2022-23 post approval by the Members.

The above figures do not include provisions for encashable leave, gratuity and premium paid for group health insurance, as separate actuarial valuation/ premium paid are not available.

Services of the Managing Director may be terminated by either party, giving the other party six months' notice or the Company paying six months' salary in lieu thereof. There is no separate provision for payment of severance pay.

c) Other Key Managerial Personnel

(₹ lakhs)

Name of Key Managerial Personnel	Designation	Gross Salary	Commission	Stock Option/ Sweat equity	Others	Total Amount
Mr. Giridhar Sanjeevi	Executive Vice President & Chief Financial Officer	246.29	-	-	189.60	435.89
Mr. Beejal Desai	Executive Vice President Corporate Affairs & Company Secretary (Group)	137.48	-	-	64.33	201.81

IV. Number of Committee Meetings held and Attendance Records

Name of the Committee	Audit Committee	Nomination and Remuneration Committee	Stakeholders' Relationship Committee	Corporate Social Responsibility and Sustainability (ESG) Committee	Risk Management Committee
No. of meetings held	5	2	2	2	2
Date of meetings	April 26, 2022, August 8, 2022, November 9, 2022, January 31, 2023 and March 29, 2023	April 27, 2022 and March 28, 2023	August 4, 2022 and January 30, 2023	August 4, 2022 and November 9, 2022	August 4, 2022 and January 30, 2023
	No. of Meetings attended				
Mr. N. Chandrasekaran	NA	2	NA	NA	NA
Mr. Puneet Chhatwal	NA	NA	2	2	NA
Mr. Nasser Munjee	5	NA	NA	2	2
Ms. Hema Ravichandar	5	2	NA	2	NA
Mr. Venkataramanan Anantharaman	5	2	2	NA	2
Mr. Anupam Narayan	5	NA	NA	NA	2
Mr. Mehernosh Kapadia	NA	NA	2	NA	NA

The necessary quorum was present for all the above Committee Meetings

V. Policies, Affirmations and Disclosures

Particulars	Regulations/ Requirement	Details	Website link for details/policy
Related Party Transactions	Regulation 23 of the SEBI Listing Regulations and as defined under the Act	There are no material Related Party Transactions during the year under review that have conflict with the interest of the Company. Transactions entered into with related parties during FY 2022-23 were in the ordinary course of business and at arms' length basis and were approved by all the members of Audit Committee. The Board's approved policy for related party transactions is uploaded on the website of the Company.	https://www.ihcltata.com/RPT.pdf
Details of non-compliance by the Company, penalty, strictures imposed on the Company by the Stock Exchange, or SEBI or any statutory authority on any matter related to capital markets	Schedule V (C) 10(b) to the SEBI Listing Regulations	There were no cases of non-compliance during the last three Financial Years.	
Whistle-Blower Policy and Vigil Mechanism	Regulation 22 of the SEBI Listing Regulations	The Company has a Whistle-Blower Policy and has established the necessary vigil mechanism for directors, employees and other stakeholders to report concerns about unethical behaviour. No person has been denied access to the Chairperson of the Audit Committee. The said policy has been uploaded on the website of the Company.	https://investor.ihcltata.com/files/IHCL_Whistle_Blower_Policy.pdf

Corporate Governance Report

Particulars	Regulations/ Requirement	Details	Website link for details/policy
Subsidiary Companies	Regulations 16 (1)(c) and 24 of the SEBI Listing Regulations	The Audit Committee reviews the Consolidated Financial Statements of the Company and the investments made by its unlisted subsidiary companies. The minutes of the Board meetings along with a report on significant developments of the unlisted subsidiary companies are periodically placed before the Board of Directors of the Company. The Company has two foreign material unlisted subsidiary companies: <ul style="list-style-type: none"> United Overseas Holdings Inc. IHOCO BV Composition of the Board of unlisted material subsidiaries is in accordance with Regulation 24(1) of the Listing Regulations. The Company has a policy for determining 'material subsidiaries' which is disclosed on its website.	https://www.ihcltata.com/Policy_for_Determining_Material_Subsidairies.pdf
Policy on Determination of Materiality for Disclosures	Regulation 30 of the SEBI Listing Regulations	The Company has adopted a Policy on Determination of Materiality for Disclosures.	https://www.ihcltata.com/Materiality-Policy.pdf
Policy on Archival and Preservation of Documents	Regulation 9 of the SEBI Listing Regulations	The Company has adopted a Policy on Archival and Preservation of Documents.	https://investor.ihcltata.com/files/Policy_for_Preservation_of_Documents.pdf
Reconciliation of Share Capital Audit Report	Regulation 76 of the Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 and SEBI Circular No. D&CC / FITTC/ Cir-16/2002 dated December 31, 2002.	A qualified Practicing Company Secretary carried out a share capital audit to reconcile the total admitted equity share capital with the National Securities Depository Limited (NSDL) and the Central Depository Services (India) Limited (CDSL) and the total issued and listed equity share capital. The Audit Report confirms that the total issued / paid-up capital is in agreement with the total number of shares in physical form and the total number of dematerialised shares held with NSDL and CDSL.	https://www.ihcltata.com/Reconciliation_Sharecapital_AuditReport.pdf
Code of Conduct	Regulation 17 of the SEBI Listing Regulations	The Members of the Board and Senior Management Personnel have affirmed compliance with the Code of Conduct applicable to them during the year ended March 31, 2023. The Annual Report of the Company contains a certificate by the Managing Director and CEO, on the compliance declarations received from the Members of the Board and Senior Management.	https://investor.ihcltata.com/files/CODE-OF-CONDUCT-FOR-NON-EXECUTIVE-DIRECTORS.pdf and https://investor.ihcltata.com/files/TCOC-Booklet.pdf
Dividend Distribution Policy	Regulation 43A of the SEBI Listing Regulations	The Company has adopted the Dividend Distribution Policy.	https://investor.ihcltata.com/files/IHCL_Dividend_Distribution_Policy.pdf
Terms of Appointment of Independent Directors	Regulation 46 of the SEBI Listing Regulations and Section 149 read with Schedule IV of the Act	Terms and conditions of appointment/re-appointment of Independent Directors are available on the Company's website.	https://www.ihcltata.com/T&C_of_Appointment_of_ID.pdf
Familiarisation Programme	Regulations 25(7) and 46 of the SEBI Listing Regulations	Details of familiarisation programme imparted to the Directors are available on the Company's website.	https://investor.ihcltata.com/files/IHCL_Details_of_Familiarization_Programme_2022-23.pdf

Particulars	Regulations/ Requirement	Details	Website link for details/policy
Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013	Schedule V (C) 10(I) to the SEBI Listing Regulations	The details have been disclosed in the Business Responsibility and Sustainability Report as well as Board's Report forming part of the Annual Report	https://www.ihcltata.com/POSH_Policy.pdf
Cyber consolidated policies			https://investor.ihcltata.com/files/IHCL_Cyber_Consolidated_Policies.pdf
Data Retention Policy	As mandated by BRSR, the policies are mapped with National Guidelines		https://investor.ihcltata.com/files/IHCL_Data_Retention_Policy.pdf
Privacy by Design Policy	On Responsible Business Conduct (NGRBC) Principle 9.		https://investor.ihcltata.com/files/IHCL_Privacy_by_Design_Policy.pdf
Subject Access Request Policy		The details have been disclosed in the Business Responsibility and Sustainability Report forming part of the Annual Report.	https://investor.ihcltata.com/files/IHCL_Subject_Access_Request_Policy.pdf
Stakeholder Engagement Policy	As mandated by BRSR, the policy is mapped with NGRBC Principle 4,8,9.		https://investor.ihcltata.com/files/IHCL_Stakeholder_Engagement_Policy.pdf
Environment Policy	As mandated by BRSR, the policy is mapped with NGRBC Principle 2,3,6.		https://investor.ihcltata.com/files/IHCL_Environmental_Policy.pdf
Equal Opportunity Policy	The Rights of persons under the Disabilities Act, 2016. As mandated by BRSR, the policy is mapped with NGRBC Principle 3.		https://investor.ihcltata.com/files/IHCL_Equal_Opportunity_Policy.pdf

VI. OTHER DISCLOSURES

i. Remuneration to Statutory Auditors

BSR & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/ W-100022) have been appointed as the Statutory Auditors of the Company. As required under Regulation 34 read with Part C of the Schedule V of the SEBI Listing Regulations, the Total Fees paid by the Company and its Subsidiaries on a consolidated basis, to the Statutory Auditor and all entities in the network firm/ entity of which the statutory auditor is a part, for FY 2022-23 are as under:

Particulars	₹ lakhs		
	By the Company	By the Subsidiaries	Total Amount
Services as statutory auditors (including quarterly audits)	282.00	103.16	385.16
Tax audit	48.00	13.00	61.00
SSAE16 and Other matters	36.90	240.91	277.81
Re-imbursment of out-of-pocket expenses	37.98	8.25	46.23
Total	404.88	365.32	770.20

Corporate Governance Report

ii. Discretionary requirements under Schedule II Part E of the SEBI Listing Regulations:

1. **Audit Report:** For FY 2022-23, the Auditors have expressed an unmodified opinion on the Financial Statements of the Company. The Company continues to adopt best practices to ensure a regime of unmodified Financial Statements.
2. **Reporting of Internal Auditor:** The Internal Auditors of the Company report to the Audit Committee of the Company, to ensure independence of the Internal Audit function.
3. **Shareholder Rights:** The quarterly/half-yearly financial performance of the Company is sent to all the Members possessing e-mail IDs. The results are also posted on the Company's website at <https://www.ihcltata.com/investors/>.
4. **Separate posts of Chairperson and the Managing Director & CEO:** The Chairman of the Board is Non-Executive Director and not related to the Managing Director & CEO of the Company. A clear distinction exists between the roles and duties of the Chairman and those of the Managing Director & CEO.

iii. Disclosure of accounting treatment in preparation of financial statements

The Company follows Indian Accounting Standards (Ind AS) issued by the Ministry of Corporate Affairs (MCA) in the preparation of its financial statements.

iv. Details of utilisation of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A) of the SEBI Listing Regulations

The Company did not raise any funds through Preferential Allotment or through Qualified Institutional Placement (QIP) during the year. However, the Company had raised funds through QIP to Qualified Institutional Buyers for an aggregate amount not exceeding ₹2000 crores during FY 2021-22.

The details of utilisation of funds, as on March 31, 2023 are as under:

(₹ crores)	
Particulars	Amount
Gross QIP Proceeds	2,000.00
Less: Issue Expenses	27.55
Net Proceeds	1,972.45
Utilisation:	
Prepayment of borrowings	357.00
Investment as ICD to a Subsidiary Company	50.00
Repayment of 7.85% Secured Non-Convertible Debentures on maturity	495.00
Investment in a domestic subsidiary	65.00
Investment in an overseas subsidiary	555.45
Total Utilisation	1,522.45
Balance deposited with banks as short-term liquid investments	450.00

v. Directors and Officers Liability Insurance (D&O) as specified under Regulation 25(10) of the SEBI Listing Regulations:

The Company has taken a Directors and Officers Liability Insurance (D&O) on behalf of all Directors including Independent Directors, Officers, Managers and Employees of the Company for indemnifying any of them against any liability in respect of any negligence, default, misfeasance, breach of duty or breach of trust for which they may be guilty in relation to the Company.

vi. Disclosures of commodity price risks or foreign exchange risks and commodity hedging activities specified under Schedule V (C) 10(g) to the SEBI Listing Regulations:

The Company does not deal in commodities and hence the disclosure pursuant to the same is not required to be given. The Company has a portfolio of foreign currency debt and derivatives in respect of which it faces exposure to fluctuations in currency. Net derivatives exposures are kept within overall limits approved by the Board.

The details of foreign exchange exposures as on March 31, 2023 are disclosed in Notes to the Financial Statements.

vii. Plant/ Hotel Locations:

The Company operates various hotels in India and Abroad, details of which are annexed at the end of this Report.

viii. Loans and advances in nature of loans to firms/ companies in which directors are interested by name and amount

There have been no loans or advances extended by the Company or its subsidiaries, which bear resemblance to loans, to any firms or companies where the Directors of the Company are interested.

ix. Details of Material Subsidiaries

Name of Subsidiary	Date of Incorporation	Place of Incorporation	Name and Date of appointment of statutory auditors
United Overseas Holdings Inc.	August 08, 2015	State of Delaware, USA	KNAV P.A. November 25, 2019
IHOCO BV	June 29, 1984	Amsterdam, The Netherlands	BSR & Co. LLP December 20, 2018

VII. CERTIFICATIONS

In terms of Regulation 17(8) of the SEBI Listing Regulations, the Managing Director & CEO and the CFO have issued a certificate to the Board with regard to the propriety of the Financial Statements and other matters stated in the said regulation, for the FY 2022-23.

A certificate has been received from Practising Company Secretary Neville Daroga & Associates, that none of the Directors on the Board of the Company has been debarred or disqualified from being appointed or continuing as directors of companies by the SEBI, MCA or any such statutory authority. The same is annexed to this Report as Annexure I.

A compliance certificate on the requirements of Corporate Governance has been received from the Practising Company Secretary, which is annexed to this Report as Annexure II.

VIII. GENERAL BODY MEETINGS
i. General Meeting
a) Annual General Meeting

Financial Year	Date	Time	Venue
2020	July 27, 2020	3:00 p.m.	Video Conferencing ('VC')/ Other Audio Visual Means ('OAVM')
2021	June 22, 2021		
2022	June 30, 2022		

b) Extraordinary General Meeting:

No extraordinary general meeting of the Members was held during FY 2022-23.

c) Special Resolutions:

- Special Resolution for Re-appointment of Ms. Vibha Paul Rishi as an Independent Director of the Company was passed at the AGM held on July 27, 2020.

- Special Resolutions passed at the AGM held on June 22, 2021:

- i. Approval and Ratification for payment of Minimum Remuneration to Mr. Puneet Chhatwal (DIN: 07624616), Managing Director & Chief Executive Officer for FY 2020-21, and
- ii. Approval for payment of Minimum Remuneration in case of no profits/ inadequate profits to Mr. Puneet Chhatwal (DIN: 07624616), Managing Director & Chief Executive Officer from April 1, 2021 up to the remainder of his current term i.e. November 5, 2022.

- Special Resolutions passed at the AGM held on June 30, 2022:

- i. Appointment of Mr. Anupam Narayan as a Director and as an Independent Director.
- ii. Approval for payment of Additional Incentive Remuneration to Mr. Puneet Chhatwal, Managing Director & Chief Executive Officer for FY 2021-22

All the above Special Resolutions were passed with the requisite majority.

ii. Whether any special resolution passed last year through postal ballot, the persons who conducted the postal ballot exercise, details of voting pattern and procedure of postal ballot

No postal ballot was conducted during FY 2022-23.

iii. Details of special resolution proposed to be conducted through postal ballot:

None of the businesses proposed to be transacted at the ensuing AGM requires passing of a special resolution through postal ballot.

Corporate Governance Report

IX. INVESTOR RELATIONS

Investor Relations at IHCL serves as a bridge for two-way communication of information and insights between the Company and the investment community. On one hand, this seamless channel of communication enables the investment community to be aware of the Company's business activities, strategy and prospects and allows them to make an informed judgement about the Company. On the other hand, the Company receives invaluable inputs and feedback from the investor community which are given due consideration and factored into future plans and strategies.

Means of Communication:

IHCL recognises communication as a key element to the overall Corporate Governance framework, and therefore emphasises on prompt, continuous, efficient and relevant communication to all external constituencies.

The quarterly, half-yearly and annual financial results of the Company are published in leading newspapers in India which includes Financial Express and Loksatta. The results are also displayed on the Company's website at <https://www.ihcltata.com/investors>. Statutory notices are published in Financial Express and Loksatta. Frequently Asked Questions (FAQs) giving details about the Company and its shares is uploaded on the Company's website <https://investor.ihcltata.com/FAQs>. A Management Discussion and Analysis Report is a part of this Annual Report.

Investors/ Analyst Meets: The Company hosts calls or meetings with institutional investors on request. Post the quarterly results, analyst meets/global conference calls are organised which provides a platform for the Management to answer questions and provide clarifications to investors and analysts. The Company also hosts a Capital Markets Day for institutional investors and analysts to explain developments in the industry, its strategy and performance. The Company continues to interact with all types of funds and investors in order to have a diversified shareholder base both in terms of geographical location and investment horizon. Financial Results, Statutory Notices, Press Releases and Presentations made to the institutional investors/analysts after the declaration of the quarterly, half-yearly and annual results are submitted to the NSE and BSE as well as uploaded on the Company's website on a regular basis. The Company also issues press releases from time to time.

Website: The Company's website is a comprehensive reference on its leadership, management, vision, policies, corporate governance, sustainability and investor relations. There is a separate section on 'Investor Relations' where Members can access the details of the Board, the Committees, Policies, Board committee Charters, financial information, statutory filings, Shareholding information, details of unclaimed dividend and shares transferred/ liable to be transferred to IEPF, FAQs, etc. In addition, various downloadable forms required to be executed by the shareholders have also been provided on the website of the Company.

Annual Report: In line with the MCA and SEBI Circulars, electronic copies of the Integrated Annual Report for FY 2022-23 are being sent by e-mail to the Members who had registered their e-mail ids with the Company/ Depository Participants unless any Member has requested for a physical copy of the same. The Company shall send a physical copy of the Integrated Annual Report to those Members who request the same at investorrelations@ihcltata.com mentioning their Folio No. / DP ID and Client ID. The Integrated Annual Reports are also available in the Investor Relations section on the Company's website <https://investor.ihcltata.com/AGM-FY2023>.

Electronic Communication: The Company had during FY 2022-23 sent various communications including Annual Reports, ECS intimation of dividend by e-mail to those shareholders whose e-mail addresses were registered with the Company/ Depositories. In support of the 'Green Initiative' the Company encourages Members to register their e-mail address with their Depository Participant or the Company, to receive soft copies of the Annual Report, Notices and other information disseminated by the Company, on a real-time basis without any delay

Scores: A centralised web-based complaints redress system 'Scores' which serves as a centralised database of all complaints received, enables uploading of Action Taken Reports (ATRs) by the concerned companies and online viewing by the investors of actions taken on complaint and its current status.

Web-based Query Redressal System: Members may utilise the facility extended by Link In-time India Private Limited, the Registrar and Transfer Agent of the Company for redressal of queries, by visiting their website www.linkintime.co.in.

General shareholder information**i. Annual General Meeting for FY 2022-23**

Date : Friday, June 16, 2023

Time : 3.00 p.m. (IST)

Venue : The Company is conducting meeting through VC / OAVM pursuant to the General Circulars issued by the MCA dated April 8, 2020, April 13, 2020, May 5, 2020, January 13, 2021, December 14, 2021 and December 28, 2022 and as such there is no requirement to have a venue for the AGM. For details please refer to the Notice of this AGM.

ii. Financial Calendar

Year ending : March 31, 2023

AGM : Friday, June 16, 2023

Dividend Payment : The dividend, if approved, shall be paid/ credited on or after Friday, June 23, 2023

iii. Date of Book Closure : Saturday, June 10, 2023 to Friday, June 16, 2023 (both days inclusive)

iv. Listing on Stock Exchanges:

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra-Kurla Complex, Bandra (East),
Mumbai – 400 051

BSE Limited
P. J. Towers, Dalal Street,
Mumbai – 400 001

v. Stock Codes/ Symbol

NSE: INDHOTEL
BSE: 500850

Listing Fees as applicable have been paid.

vi. Corporate Identity Number (CIN) of the Company:

L74999MH1902PLC000183

vii. Market Price Data:**High Low (based on daily closing price) and number of equity shares traded during each month in FY 2022-23 on NSE and BSE:**

	BSE			NSE		
	High (₹)	Low (₹)	Total number of equity shares traded	High (₹)	Low (₹)	Total number of equity shares traded
Apr'22	260.30	228.70	81,92,760	260.45	228.70	18,84,23,643
May'22	268.85	211.30	63,30,057	268.95	211.20	16,98,86,743
Jun'22	238.75	207.25	33,71,843	238.70	207.25	8,72,34,547
Jul'22	266.95	220.50	45,45,415	266.90	220.40	8,54,79,601
Aug'22	288.15	263.00	57,26,914	288.20	263.10	12,23,50,236
Sep'22	337.30	283.40	97,69,804	337.20	281.95	13,77,73,167
Oct'22	348.70	304.80	72,49,977	348.45	305.00	10,12,15,387
Nov'22	348.00	304.40	76,20,628	349.00	304.30	26,59,60,698
Dec'22	335.95	294.05	68,74,977	335.90	294.80	9,51,73,618
Jan'23	321.55	280.20	26,60,722	321.25	280.05	7,15,12,164
Feb'23	330.40	298.20	28,82,171	330.45	298.20	8,95,46,002
Mar'23	330.60	302.30	18,96,450	330.70	302.10	5,07,91,937

Corporate Governance Report

Performance of the share price of the Company in comparison to the BSE Sensex and NSE Nifty are given below:

Month	IHCL NSE Share price - NSE	NSE Nifty	IHCL BSE Share price - BSE	BSE Sensex
Apr'22	244.58	17,469.67	244.50	58,427.09
May'22	240.08	16,434.30	240.08	54,908.35
Jun'22	222.97	15,988.63	223.00	53,676.94
Jul'22	243.65	16,341.93	243.73	54,856.76
Aug'22	275.65	17,573.50	275.58	58,889.34
Sep'22	309.58	17,421.92	310.35	58,411.68
Oct'22	326.73	17,439.18	326.75	58,735.05
Nov'22	326.65	18,387.63	326.20	61,864.24
Dec'22	315.35	18,330.92	315.00	61,668.59
Jan'23	300.65	17,828.75	300.88	60,021.58
Feb'23	314.33	17,694.97	314.30	60,239.11
Mar'23	316.40	17,314.15	316.45	58,791.70

viii. Shareholding details:

a) Distribution of equity shareholding as on March 31, 2023:

Number of shares	Holding	Percentage to capital	Number of accounts	Percentage to total accounts
1 - 100	86,16,127	0.6066	3,23,858	72.8524
101 - 500	1,81,19,683	1.2757	75,202	16.9168
501 - 1000	1,36,63,801	0.9620	18,344	4.1265
1001 - 5000	4,45,73,823	3.1381	20,262	4.558
5001 - 10000	2,46,35,294	1.7344	3,488	0.7846
10001 - 20000	2,45,40,154	1.7277	1,770	0.3982
20001 - 30000	1,21,40,665	0.8547	495	0.1114
30001 - 40000	79,56,931	0.5602	230	0.0517
40001- 50000	48,07,577	0.3385	106	0.0238
50001 - 100000	1,90,71,436	1.3427	271	0.061
100001 - above	1,24,22,74,851	87.4595	514	0.1156
GRAND TOTAL	1,42,04,00,342	100	4,44,540	100

b) Categories of equity shareholding as on March 31, 2023

Category	Number of equity shares held	Percentage of holding
Promoters	50,76,55,313	35.7403
Other Entities of the Promoter Group	3,47,70,028	2.4479
Mutual Funds & UTI	31,83,20,820	22.4107
Banks, Financial Institutions, States and Central Government	27,69,903	0.195
Insurance Companies	6,83,89,421	4.8148
Foreign Institutional Investors and Foreign Portfolio Investors – Corporate	25,90,56,041	18.2382
NRI's/ OCB's/ Foreign Nationals	94,56,060	0.6658
Corporate Bodies/ Trust	1,38,15,062	0.9726
Indian Public & Others	20,14,03,431	14.1793
Alternate Investment Fund	25,72,082	0.1811
IEPF account	21,92,181	0.1543
GRAND TOTAL	1,42,04,00,342	100

c) Top Ten equity shareholders other than Promoter/ Promoter Group as on March 31, 2023

Sr. No.	Name of the Shareholder	Total Number of Equity Shares	Total Shareholding as % of total number of equity shares
1	HDFC Trustee Company Ltd – A/C HDFC Mid – Cap opportunities Fund	6,53,01,015	4.5974
2	Nippon Life India Trustee Ltd – A/C Nippon India Multi Cap Fund	5,27,72,878	3.7154
3	Axis Mutual Fund Trustee Limited – A/C Axis Mutual Fund, A/C Axis Midcap Fund	3,64,37,377	2.5653
4	Rekha Rakesh Jhunjunwala	3,00,16,965	2.1133
5	SBI Magnum Midcap Fund	2,70,60,492	1.9051
6	HDFC Life Insurance Company Limited	2,66,75,373	1.8780
7	Canara Robeco Mutual Fund – A/C Canara Robeco Emerging Equities	2,38,90,126	1.6819
8	HSBC Aggressive Hybrid Fund	2,12,90,071	1.4989
9	Government of Singapore - E	1,64,34,885	1.1571
10	ICICI Prudential Life Insurance Company Limited	1,43,52,411	1.0104

ix. Registrars and Transfer Agents

Name and Address: Link Intime India Private Limited
C-101, 247 Park, L.B.S. Marg,
Vikhroli West, Maharashtra,
Mumbai – 400 083

Telephone: 022 4918 6270

Fax: 022 4918 6060

E-mail: rnt.helpdesk@linkintime.co.in

Website: www.linkintime.co.in

Documents will be accepted at the above address between 10.00 a.m. and 3.30 p.m. (Monday to Friday except bank holidays).

x. Share Transfer System:

The Company has a Board-level Stakeholders' Relationship Committee to examine and redress investors' complaints. The status on complaints and share transfers are reported periodically to the Committee. Securities of listed companies can be transferred only in dematerialised form w.e.f. April 1, 2019. Further, SEBI vide its Circular dated January 25, 2022, mandated all listed companies to issue securities in dematerialised form only, while processing the service request of issue of duplicate securities certificate, claim from Unclaimed Suspense Account, renewal/ exchange of securities certificate, endorsement, sub-division/ splitting of securities certificate, consolidation of securities certificates/ folios, transmission and transposition. In view of the same and to eliminate all risks associated with physical

shares and avail various benefits of dematerialisation, Members are advised to dematerialise the shares held by them in physical form.

Annual Certificate on Security Transfer:

In terms of Regulation 40(9) of the SEBI Listing Regulations, certificate, on annual basis, has been issued by a Company Secretary in Practice with respect to due compliance of share and security transfer formalities by the Company.

xi. Dematerialisation of Shares and Liquidity:

The Company's shares are compulsorily traded in dematerialised form on NSE and BSE. Equity shares of the Company representing 99.38 percent of the Company's equity share capital are dematerialised as on March 31, 2023. Under the Depository System, the International Securities Identification Number (ISIN) allotted to the Company's shares is INE053A01029.

xii. Outstanding GDRs/ ADRs/ Warrants or any Convertible Instruments, Conversion Date and Likely Impact on Equity:

The Company has not issued any GDRs/ ADRs/ Warrants or any convertible instruments during the year under review and hence, as on March 31, 2023, the Company does not have any outstanding GDRs/ ADRs/ Warrants or any convertible instruments.

Corporate Governance Report

As on March 31, 2023, the following Non-Convertible Debentures (NCD) are listed on NSE under the Wholesale Debt Market segment*.

Description of Instruments	Date of Allotment	Date of Redemption	Outstanding Debentures & Amount in (₹)	ISIN No.	Credit Rating	
					CARE	ICRA
7.50% (150 crores) Unsecured Non-Convertible Redeemable Debentures	April 23, 2020	April 21, 2023 [#]	1,500 ₹150,00,00,000	INE053A08107	AA	-
7.95% (300 crores) Unsecured Non-Convertible Redeemable Debentures	June 5, 2020	June 5, 2023	3,000 ₹300,00,00,000	INE053A08115	AA	-

*Detailed information on the above debentures is included in the 'Notes to Accounts'

[#]Due date of redemption was April 23, 2023. However, since April 23, 2023 was Sunday, as per the information memorandum if the final redemption date falls on a non-business day then the principal amount shall be paid on the preceding day. Hence, the principal amount along with interest was paid on preceding working day i.e. April 21, 2023.

Details of Debenture Trustees are given below:

Axis Trustee Services Limited

Debenture Trustee Section

The Ruby, 2nd Floor (SW), 29, Senapati Bapat Marg, Dadar West, Mumbai – 400 028.

E-mail ID: debenturetrustee@axistrustee.in,
response@axistrustee.com

xiii. Equity Shares in the Suspense Account:

As on March 31, 2023, there are no outstanding shares lying in the unclaimed suspense account of the Company.

xiv. Transfer of Unclaimed/ Unpaid Amounts to the Investor Education and Protection Fund:

Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 (IEPF Rules), dividend, if not claimed for a consecutive period of seven years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund (IEPF).

Further, all the shares in respect of which dividend has remained unclaimed for seven consecutive years or more from the date of transfer to unpaid dividend account shall also be transferred to IEPF Authority. The said requirement does not apply to shares in respect of which there is a specific order of Court, Tribunal or Statutory Authority, restraining any transfer of the shares.

In the interest of the shareholders, the Company sends periodical reminders to the shareholders to claim their dividends in order to avoid transfer of dividends/

shares to IEPF Authority. Notices in this regard are also published in the newspapers and the details of unclaimed dividends and shareholders whose shares are liable to be transferred to the IEPF Authority, are uploaded on the Company's website <https://www.ihcltata.com/investors>.

During the year under review, the Company has not transferred any unclaimed dividends, which are outstanding for seven consecutive years nor any shares of the Company, in respect of which dividend has not been claimed for seven consecutive years or more from the date of transfer to unpaid dividend account, as the Company had not declared any dividend during FY 2014-15.

The details of unclaimed dividend and shares transferred to IEPF during the FY 2022-23 are as follows:

Financial Year	Amount of unclaimed dividend transferred (₹ lakhs)	Number of shares transferred
2014-15	NIL	NIL

The Members who have a claim on the shares of the Company and dividends which have been transferred to the IEPF in the past, may claim the same from the IEPF Authority by submitting an online application in Form No. IEPF-5, which is available on the website www.iepf.gov.in and send a duly signed copy of the same to the Company at investorrelations@ihcltata.com along with the requisite attachments to Form No. IEPF-5.

The following table gives information relating to various outstanding dividends and the dates by which they can be claimed by the shareholders from the Company's Registrar and Transfer Agent:

For shareholders of The Indian Hotels Company Limited:

Financial Year	Date of declaration	Last date for claiming unpaid dividend
2015-16	August 23, 2016	September 29, 2023
2016-17	August 21, 2017	September 27, 2024
2017-18	July 19, 2018	August 25, 2025
2018-19	June 20, 2019	July 26, 2026
2019-20	July 27, 2020	September 2, 2027
2020-21	June 22, 2021	July 28, 2028
2021-22	June 30, 2022	August 5, 2029

Address for Correspondence

The Indian Hotels Company Limited

Mandlik House, Mandlik Road, Mumbai – 400 001
Tel: 022-61371637

Designated e-mail address for Investor Services:
investorrelations@ihcltata.com

DECLARATION BY THE MANAGING DIRECTOR & CEO ON CODE OF CONDUCT AS REQUIRED BY SCHEDULE V TO SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

I, Puneet Chhatwal, Managing Director & CEO of the Company hereby declare that all the Members of Board of Directors and Senior Management Personnel have affirmed compliance with Code of Conduct, as applicable to them, in respect of the Financial Year ended March 31, 2023.

For The Indian Hotels Company Limited

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Mumbai, April 27, 2023

Annexure I

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(pursuant to Regulation 34(3) and Schedule V Para C clause (10) (i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members
The Indian Hotels Company Limited
Mandlik House,
Mandlik Road,
Mumbai – 400 001

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **The Indian Hotels Company Limited** having CIN L74999MH1902PLC000183 and having registered office at Mandlik House, Mandlik Road, Mumbai – 400 001 (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, We hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on March 31, 2023 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Sr. No.	Name of Director	DIN	Date of Appointment in Company
1.	Mr. N. Chandrasekaran	00121863	27/01/2017
2.	Mr. Nasser Munjee	00010180	05/08/2019
3.	Ms. Hema Ravichandar	00032929	05/08/2019
4.	Mr. Venkataramanan Anantharaman	01223191	05/08/2019
5.	Mr. Anupam Narayan	05224075	23/08/2021
6.	Mr. Mehernosh Kapadia	00050530	10/08/2018
7.	Mr. Puneet Chhatwal	07624616	06/11/2017

Ensuring the eligibility for the appointment/ continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **M/s. Neville Daroga & Associates**
ACS No. 8663
CP No. 3823
CERT NO. 1285#2021PR
UDIN: A008663E000149848

Mumbai, April 20, 2023

Annexure II

PRACTICING COMPANY SECRETARIES CERTIFICATE ON CORPORATE GOVERNANCE

To the Members
The Indian Hotels Company Limited

We have examined the compliance of the conditions of Corporate Governance by The Indian Hotels Company Limited ('the Company') for the year ended on March 31, 2023, as stipulated under Regulations 17 to 27, clauses (b) to (i) of sub-regulation (2) of Regulation 46 and para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations').

The compliance of the conditions of Corporate Governance is the responsibility of the management of the Company. Our examination was limited to the review of procedures and implementation thereof, as adopted by the Company for ensuring compliance with conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us, and the representations made by the Directors and the Management. We certify that the Company has complied with the conditions of Corporate Governance as stipulated in the SEBI Listing Regulations for the year ended on March 31, 2023.

We further state that such compliance is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **M/s. Neville Daroga & Associates**
ACS No. 8663
CP No. 3823
CERT NO. 1285#2021PR
UDIN: A008663E000149861

Mumbai, April 20, 2023

Company-Wise List Of Hotels/Units

as at April 30, 2023

Company/ Hotel/ Unit	Rooms	Company/ Hotel/ Unit	Rooms	Company/ Hotel/ Unit	Rooms	Company/ Hotel/ Unit	Rooms	Company/ Hotel/ Unit	Rooms	Company/ Hotel/ Unit	Rooms
The Indian Hotels Company Limited		Subsidiary Companies		Subsidiary Companies		Joint Venture Companies		Managed Properties - IHCL		Managed Properties - IHCL	
The Taj Mahal Palace & Tower, Mumbai	543	Roots Corporation Limited		Benares Hotels Limited		Taj GVK Hotels & Resorts Limited		Taj Aravali Resort & Spa, Udaipur	176	Ramgarh Lodge, Jaipur - IHCL	14
Taj Lands End, Mumbai	425	Ginger Agartala	94	Taj Nadesar Palace, Varanasi	14	Taj Krishna, Hyderabad	260	Taj Bangalore, Bengaluru	154	SeleQtions	
Taj Wellington Mews, Mumbai	80	Ginger Ahmedabad, Vastrapur	93	Taj Ganges, Varanasi	130	Taj Banjara, Hyderabad	122 *	Taj Bekal Resort & Spa, Kerala	75	Taj City Centre New Town, Kolkata	147
Taj Mahal, New Delhi	167	Ginger Bangalore IRR	87	Ginger Gondia, Balaghat Road	34	Taj Deccan, Hyderabad	151	Taj Chia Kutir Resort & Spa, Darjeeling	73	Sawai Man Mahal, Jaipur	51
Taj Palace, New Delhi	403	Ginger Bhubaneswar	147			Taj Club House, Chennai	220	Taj City Centre, Gurugram	208	Taj Wayanad Resort & Spa, Kerala	61
Taj Bengal, Kolkata	229	Ginger Chennai (Vadapalani)	79	United Overseas Holding, Inc.		Taj Chandigarh	149	Taj Corbett Resort & Spa, Uttarakhand	75	Taj Amer, Jaipur	245
Taj West End, Bengaluru	117	Ginger Chennai (Tharamani, IITM)	81	The Pierre, A Taj Hotel, New York	189	Taj Chandigarh	149	Taj Green Cove Resort & Spa, Kovalam	59	Norbu The Montanna, Dharamshala - IHCL SeleQtions	31
Taj Lake Palace, Udaipur	83	Ginger Faridabad	91	Taj Campton Place, San Francisco	110	Vivanta Hyderabad, Begumpet	181	Taj Hotel & Convention Center, Agra	239	Baragarh Resort & Spa, Manali - IHCL SeleQtions	33
Taj Falaknuma Palace, Hyderabad	60	Ginger Goa, Panjim	135					Taj Lakefront, Bhopal	152	Jaagir Manor, Dudhwa - IHCL SeleQtions	15
Taj Exotica Resort & Spa, Goa	140	Ginger Guwahati	70	St James Court Hotels Limited				Taj Resort & Convention Center, Goa	299	The Yellow House, Anjuna - IHCL SeleQtions	49
Taj Connemara, Chennai	147	Ginger Indore	95	Taj 51 Buckingham Gate Suites and Residences, London	86			Taj Rishikesh Resort & Spa, Uttarakhand	79	Vivanta Katra, Vaishno Devi	77
Taj Fort Aguada Resort & Spa, Goa	143	Ginger Jaipur	103	St. James' Court, A Taj Hotel, London	329			Taj Santacruz, Mumbai	279	Vivanta Ahmedabad, SG Highway	176
Taj Holiday Village Resort & Spa, Goa	142	Ginger Jamshedpur	57			Kaveri Retreats and Resorts Limited		Taj Skyline, Ahmedabad	233	Vivanta Meghalaya, Shillong	82
Taj Hari Mahal, Jodhpur	93	Ginger Mumbai, Andheri (MIDC)	116	Good Hope Palace Hotels Proprietary Limited		Taj Madikeri Resort & Spa, Coorg	63	Taj Theog Resort & Spa, Shimla	97	Taj Dubai	296
Taj Yeshwantpur, Bengaluru	327	Ginger Nashik	91	Taj Cape Town, South Africa	159			Taj Tirupati	84	Taj Jumeirah Lakes Towers, Dubai	200
Taj Exotica Resort & Spa, Andamans	72	Ginger East Delhi	59			Taj Karnataka Hotels & Resorts Limited		Taj Wellington Mews, Chennai	112	Taj Exotica Resort & Spa, The Palm, Dubai	325
Vivanta Bengaluru, Whitefield	199	Ginger Noida, Sector 63	55	Taj International Hotels Limited		Gateway Varkala - IHCL SeleQtions	30	Rambagh Palace, Jaipur	78	Taj Pamodzi, Lusaka	192
Vivanta Aurangabad	63	Ginger Pantnagar	83	Bombay Brasserie	-			Umaid Bhawan Palace, Jodhpur	70	Taj Tashi, Bhutan	66
Vivanta New Delhi, Dwarka	250	Ginger Pune Wakad	128	Quilon	-			Vivanta Bhubaneswar, DN Square	136	Vivanta Colombo, Airport Garden	208
Vivanta Guwahati	150	Ginger Pune Pimpri	97			Associate Companies		Vivanta Chennai, IT Expressway	200	Vivanta Kathmandu	107
Vivanta Bengaluru, Residency Road	98	Ginger Surat	98	Oriental Hotels Limited		Taj Coromandel, Chennai	212	Vivanta Dal View, Srinagar	82		
Taj Fateh Prakash Palace, Udaipur	65	Ginger Thane	46	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Goa, Miramar	77	Managed Properties - Ginger	
Jai Mahal Palace, Jaipur	100	Ginger Trivandrum	101	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Goa, Panaji	172	Ginger Manesar	61 *
Taj Usha Kiran Palace, Gwalior	40*	Ginger Vadodara	56	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Kolkata, EM Bypass	197	Ginger Katra	80
The Gateway Hotel Beach Road, Kozhikode	74	Ginger Cochin, TCS TQ	38	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Navi Mumbai, Turbhe	146	Ginger Tirupur	91
The Connaught, New Delhi - IHCL SeleQtions	104	Ginger Pune, TCS Nivant	92	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Pune, Hinjawadi	150	Ginger Mangalore	79
Savoy, Ooty - IHCL SeleQtions	40	Ginger Chennai, TCS Siruseri	94	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Sikkim, Pakyong	50	Ginger Ahmedabad, Satellite	36
		Ginger Noida, City Centre	96	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Surajkund, NCR	286	Ginger Ahmedabad, S.G. Road	44
		Ginger Vapi	90	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Thiruvananthapuram	108	Ginger Goa, Dona Paula	24
		Ginger Mumbai, Andheri East	142	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Vadodara	90	Ginger Vadodara, RCR	72
		Ginger Lucknow	72	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	The Gateway Hotel Beach Road, Visakhapatnam	95	Ginger Dwarka	98
		Ginger Aurangabad	63	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Vivanta Vijayawada, MG Road	108	Ginger Surat, City Center	98
		Ginger Sanand	104	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	The Gateway Resort Damdama Lake Gurgaon	78	Ginger Bangalore, Whitefield	101
		Ginger Goa, Madgaon	47	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Anand Kashi by the Ganges, Rishikesh - IHCL SeleQtions	24	Ginger Pondicherry	94
		Ginger Patna	70	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Cidade de Goa - IHCL SeleQtions	201	Ginger Mysore	98
		Ginger Kalinganagar	93	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Devi Ratn, Jaipur - IHCL SeleQtions	145	Ginger Visakhapatnam, Gajuwaka	57
		Ginger Jamshedpur, Tata Steel - JFC	49	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Gir Serai - IHCL SeleQtions	31	Ginger Bharuch	55
		Ginger Jamshedpur, NTHA	27	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Pilibhit House, Haridwar - IHCL SeleQtions	35	Ginger Mumbai, Goregaon	102
		Ginger Greater Noida, Pari Chowk	72*	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Pratap Mahal, Ajmer - IHCL SeleQtions	88		
		Ginger Kochi, Kalamassery	73	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Raajkutir, Kolkata - IHCL SeleQtions	48	Managed Properties - Safaris	
		Ginger Ahmedabad, RTO Circle	105	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212	Sawai Madhopur Lodge - IHCL SeleQtions	36	Meghauli Serai, A Taj Safari, Chitwan National Park	29
		Ginger Chandigarh, Zirakpur	102	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212				
		Ginger Chennai, OMR	55	Taj Fisherman's Cove Resort & Spa, Chennai	149	Taj Coromandel, Chennai	212				

* Hotels temporarily shut for renovation.

Business Responsibility & Sustainability Report (BRSR)

(Pursuant to Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

SECTION A: GENERAL DISCLOSURE

I. Details of the Listed Entity

1	Corporate Identity Number (CIN) of the Listed Entity	L74999MH1902PLC000183
2	Name of the Listed Entity	The Indian Hotels Company Limited (IHCL)
3	Year of incorporation	1902
4	Registered office address	Mandlik House, Mandlik Road, Mumbai – 400 001
5	Corporate address	9th Floor, Express Towers, Barrister Rajni Patel Marg, Nariman Point, Mumbai – 400 021
6	E-mail	investorrelations@ihcltata.com
7	Telephone	+91-22-61371637
8	Website	https://www.ihcltata.com/
9	Financial year for which reporting is being done	April 2022-March 2023
10	Name of the Stock Exchange(s) where shares are listed	BSE Limited (BSE) National Stock Exchange of India Limited (NSE)
11	Paid-up Capital	₹ 142,04,00,342
12	Contact Person	
	Name of the Person	Beejal Desai – Executive Vice President – Corporate Affairs & Company Secretary (Group) Gaurav Pokhariyal - Executive Vice President – Human Resources
	Telephone	022-61371931
	E-mail address	beejal.desai@ihcltata.com gaurav.pokhariyal@ihcltata.com
13	Type of Reporting (Standalone/ Consolidated Basis)	Standalone Basis

II. Product/ Services

14 Details of business activities

Sr. No.	Description of Main Activity	Description of Business Activity	% Turnover of the Entity
1.	Accommodation and Food Service.	Inns, Resorts, Holiday homes, Hostels, etc	100

15 Products/ Services sold by the entity

Sr. No.	Product/ Service	NIC Code	% of Total Turnover contributed
1.	Accommodation services	55101	43.03
2.	Food & Beverage services	55101	37.29

III. Operations

16 Number of locations where plants and/ or operations/ offices of the entity are situated

Location	Number of plants	No. of Offices / Hotels	Total
National	Not Applicable*	83	83
International	Not Applicable*	12	12

17 Market served by the entity

a) No. of Locations

Locations	Numbers
National (No. of States)	As per Standalone BRSR reporting there are 27 hotels operating pan India in following locations: Andaman, Aurangabad, Bengaluru, Calicut, Chennai, Goa, Guwahati, Gwalior, Hyderabad, Jaipur, Jodhpur, Kolkata, Mumbai, New Delhi, Ooty, Udaipur Other operation locations are spread pan India across 22 States plus 4 Union Territories as under: Agartala, Agra, Ahmedabad, Ajmer, Amritsar, Aurangabad, Bandhavgad, Bekal, Bengaluru, Bharuch, Bhopal, Bhubaneswar, Calicut, Chandigarh, Chennai, Chikmagalur, Cochin, Coimbatore, Coonoor, Coorg, Corbett, Darjeeling, Dharamshala, Dudhwa, Dwarka, Ernakulam, Faridabad, Gangtok, Goa, Gondia, Gurugram, Guwahati, Haridwar, Hyderabad, Indore, Jaipur, Jamshedpur, Jodhpur, Junagadh, Kalinganagar, Kanha, Katra, Kolkata, Kovalam, Kumarakom, Lucknow, Madurai, Manali, Mangalore, Mumbai, Mysore, Nashik, New Delhi, Noida, Ooty, Panna, Pantnagar, Patna, Pench, Pondicherry, Pune, Ranthambore, Rishikesh, Sanand, Shillong, Shimla, Srinagar, Surajkund, Surat, Thane, Thiruvananthapuram, Tirupati, Tirupur, Udaipur, Vadodara, Vapi, Varanasi, Varkala, Vijaywada, Vizag, Wayanad
International (No. of Countries)	We have operations in 9 Countries as listed below: Bhutan, Maldives, Nepal, South Africa, Sri Lanka, United Arab Emirates, United Kingdom, United States of America, Zambia

b) What is the contribution of exports as a percentage of the total turnover of the entity?

NA

c) A brief on types of customers

- Business travellers - IHCL's hotels are often chosen by business travellers due to their convenient locations, high-quality amenities, and efficient services.
- Tourists - IHCL's hotels cater to both domestic and international tourists who are looking for comfortable and luxurious accommodations during their travels.
- Event and conference attendees - IHCL's hotels offer event spaces and conference rooms, making them an ideal choice for corporate events, meetings, and conferences.
- Wedding guests - IHCL's hotels are also popular wedding venues, with many of them offering wedding planning and coordination services.
- Food and beverage patrons - IHCL's restaurants and bars are popular with both hotel guests and local residents who are looking for high-quality dining experiences.
- Crew members
- Long staying guests

* The Company does not undertake any manufacturing activity.

Business Responsibility & Sustainability Report (BRSR)

IV. Employees

18. Details as at the end of Financial Year:

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
a)	Employees and workers (including differently-abled)					
	Employees					
1	Permanent Employees (A)	2,641	1,981	75.01	660	24.99
2	Other than Permanent Employees (B)	0	0	0	0	0
3	Total Employees (A+B)	2,641	1,981	75.01	660	24.99
	Workers					
4	Permanent (C)	2,655	2,431	91.56	224	8.44
5	Other than Permanent (D)	2,512	1,849	73.61	663	26.39
6	Total Workers (C+D)	5,167	4,280	82.83	887	17.17
b)	Differently abled employees and workers					
	Employees					
1	Permanent Employees (E)	-	-	-	-	-
2	Other than Permanent Employees (F)	-	-	-	-	-
3	Total Employees (E+F)	-	-	-	-	-
	Workers					
4	Permanent (G)	6	4	66.67	2	33.33
5	Other than Permanent (H)	35	29	82.86	6	17.14
6	Total Differently Abled Employees (G+H)	41	33	80.49	8	19.51

19. Participation/ Inclusion/ Representation of women

Sr. No.	Category	Total (A)	No. and % of females	
			No. (B)	% (B/A)
1	Board of Directors	7	1	14.29
2	Key Management Personnel	3	0	0

20. Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

Category	FY 2022-23 (Turnover rate in current FY)			FY 2021-22 (Turnover rate in previous FY)			FY 2020-21 (Turnover rate in the year prior to previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Permanent Employees	383	107	490	187	68	255	128	49
Permanent Workers	234	32	266	189	37	226	135	23	158

V. Holding, Subsidiary and Associate Companies (including joint ventures)

21 Names of holding/ subsidiary/ associate companies/ joint ventures

Sr. No.	Name of the holding/ subsidiary/ associate companies/ joint ventures	Indicate whether it is a holding/ Subsidiary/ Associate/ or Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/ No)
1.	Oriental Hotels Limited	Associate	35.67	Yes
2.	Taj Madurai Limited	Associate	26.00	Yes
3.	Taida Trading & Industries Limited	Associate	34.78	No
4.	Lanka Island Resort Limited	Associate	24.66	Yes
5.	TAL Lanka Hotels PLC	Associate	24.62	Yes
6.	Taj Karnataka Hotels & Resorts Limited	Joint Venture	44.27	Yes
7.	Taj Kerala Hotels & Resorts Limited	Joint Venture	28.78	Yes
8.	Taj GVK Hotels & Resorts Limited	Joint Venture	25.52	Yes
9.	Taj Safaris Limited	Joint Venture	41.81	Yes
10.	Kaveri Retreats and Resorts Limited	Joint Venture	50.00	Yes
11.	TAL Hotels & Resorts Limited	Joint Venture	27.49	Yes
12.	KTC Hotels Limited	Subsidiary	100.00	Yes
13.	United Hotels Limited	Subsidiary	55.00	Yes
14.	Roots Corporation Limited	Subsidiary	100.00	Yes
15.	Taj Enterprises Limited	Subsidiary	93.40	Yes
16.	Taj Trade and Transport Company Limited	Subsidiary	73.03	Yes
17.	Benares Hotels Limited	Subsidiary	51.58	Yes
18.	Inditravel Limited	Subsidiary	78.88	No
19.	Piem Hotels Limited	Subsidiary	51.57	Yes
20.	Northern India Hotels Limited	Subsidiary	48.56	Yes
21.	Skydeck Properties and Developers Pvt. Limited	Subsidiary	100.00	No
22.	Sheena Investments Pvt. Limited	Subsidiary	100.00	No
23.	ELEL Hotels & Investments Limited	Subsidiary	100.00	No
24.	Luthria & Lalchandani Hotel & Properties Pvt. Limited	Subsidiary	100.00	No
25.	Ideal Ice Limited	Subsidiary	100.00	Yes
26.	IHOCO BV	Subsidiary	100.00	No
27.	United Overseas Holding Inc.	Subsidiary	100.00	Yes
28.	St. James Court Hotel Limited	Subsidiary	76.86	Yes
29.	Taj International Hotels Limited	Subsidiary	100.00	Yes
30.	Taj International Hotels (H.K.) Limited	Subsidiary	100.00	No
31.	PIEM International (H.K.) Limited	Subsidiary	51.57	No
32.	IHMS Hotels (SA) (Proprietary) Limited	Subsidiary	100.00	No
33.	Good Hope Palace Hotels Proprietary Limited	Subsidiary	100.00	Yes
34.	Zarrenstar Hospitality Private Limited	Subsidiary	100.00	No
35.	Genness Hospitality Private Limited	Subsidiary	100.00	No
36.	Qurio Hospitality Private Limited	Subsidiary	100.00	No
37.	Kadisland Hospitality Private Limited	Subsidiary	100.00	No
38.	Suisland Hospitality Private Limited	Subsidiary	74.00	No
39.	BAHC Pte Ltd	Subsidiary	51.57	No
40.	Taj SATS Air Catering Limited	Subsidiary	51.00	Yes

Business Responsibility & Sustainability Report (BRSR)

VI. CSR Details

22 a) Whether CSR is applicable as per Section 135 of Companies Act, 2013:

Yes, the CSR budget under Section 135 of the Companies Act, 2013 for FY 2022-23 was NIL.

Turnover (in ₹) 3,704.24 crores (FY 22-23)

Net worth (in ₹) 8,838.98 crores (FY 22-23)

VII. Transparency and Disclosures Compliances

23 Complaints/ Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No)	If yes, then provide web-link for grievance redress policy	FY 2022-23 Current Financial Year			FY 2021-22 Previous Financial Year		
			Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	IHCL has a platform for grievance reporting: https://investor.ihcltata.com/files/IHCL_Stakeholder_Engagement_Policy.pdf IHCL has a strong whistle-blower policy which is available to all the stakeholders. https://investor.ihcltata.com/files/IHCL_Whistle_Blower_Policy.pdf	NIL	NIL	NA	NIL	NIL	NA
Investors (other than shareholders)			NIL	NIL	NA	NIL	NIL	NA
Shareholders			47	0	NA	17	0	NA
Employees and workers			42	1	in process	18	0	NA
Customers*			1	1	in process	NIL	NIL	NA
Value Chain Partners			NIL	NIL	NA	1	NIL	NA
Other: Ex-employee and other than above			9	1	in process	5	0	NA

*Complaints only at legal forum

24 Overview of the entity's material responsible business conduct issues

Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Customer Delight	Opportunity	Customer Relationship Management (CRM) plays a significant part in hospitality business. It aids in improving customer satisfaction and retention rates and helps us better understand our customers.	We have comprehensive CRM practices and a strong customer loyalty program (with over 4 million members). There is a strong engagement with our customers through diverse channels viz websites, email & social media. Further, the Care@Tajness program, an industry first initiative to listen, learn and leverage insights helps us in building innovative product and service solutions	Positive

Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Brand Reputation and Communication	Opportunity	Brand reputation is crucial in the hospitality sector as it directly impacts the level of trust and loyalty customers have towards the brand. Effective communication is key in building and maintaining a strong brand reputation in the hospitality sector. This includes clear and consistent messaging across all channels, such as website, social media, and customer interactions.	The Taj Brand has been rated as the World's Strongest Hotel Brand for two consecutive years and India's Strongest Brand across sectors. We have comprehensive connect and communication with our customers right from booking through to stay with us. At every point, right from reservations, we adopt a customer first approach. We actively listen and respond to customer feedback in a timely and professional manner.	Positive
Water Management	Risk	In the hospitality sector water management plays a very crucial role, we are directly affected by the availability and the quality of the water considering our business sector.	As water is material to our sector, it becomes crucial for us that we work towards water security. Our water management approach includes measures like recycling of STP water in cooling tower and operating our chillers under optimal condition. We are proactively taking efforts for water conservation in our operational facilities.	Negative
Climate change, Energy and Emissions	Risk/ Opportunity	Climate change poses a significant risk on hospitality sector. Changes in weather patterns can negatively impact tourism in certain regions, as extreme heat or drought may make them less attractive to visitors. Furthermore, the industry may also face additional costs to adapt to these changes, such as building sea walls or upgrading air conditioning systems.	Being cognisant of the potential risk due to climate change IHCL is planning to integrate Task Force on Climate-related Financial Disclosure (TCFD) in risk management framework and conduct physical and transition risk assessment in consequent years. We have put in place comprehensive power purchase agreements with Tata Power on Green power. Further, we have systems to track and minimise consumption in our hotels.	Negative/ Positive
Diversity and Equal opportunity	Opportunity	Diversity and equal opportunity are crucial in the hospitality sector as it not only promotes inclusivity but also helps to attract customers from diverse backgrounds. This can help to create an inclusive and welcoming atmosphere for guests, which can lead to increased customer loyalty and positive word-of-mouth recommendations.	We have employed people from diverse backgrounds and have procedures in place that ensure equal opportunity in workplace. It also includes providing equal pay and benefits, promoting equal opportunity in promotions and advancement and providing accommodations for employees with disabilities.	Positive

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Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Sustainable supply chain	Opportunity	Businesses are under increased pressure from investors, clients, and authorities to lower environmental, social, and governance (ESG) risk exposures in their supply chains.	At IHCL, we see it as an opportunity to integrate ESG aspect in our supply chain which can effectively reduce the overall risk. From supplier/vendor diversification to sustainable sourcing, IHCL has taken huge strides in the supply chain management. We ensure sustainable sourcing for all our operations, which promotes the development of local communities, generates job opportunities, streamlines transportation and has a major impact in reducing carbon dioxide emissions. Close to 90% of our sourcing is done from domestic vendors and producers.	Positive
Talent management and retention	Risk	Overall, effective talent management is crucial in mitigating the risks associated with managing human capital. Failing to attract and retain employees by providing them rewarding careers may lead to loss of skillful employees in an organisation.	We carry out Potential assessment to assess potential and determine roles and leadership responsibilities. Through various talent processes, we aim to identify and build a strong leadership pipeline at every hotel, developing talent through robust development journeys. Following are the two key talent processes: <ul style="list-style-type: none"> Leadership Assessment and Development Center (LADC) for identification and development of future general managers. Talent Identification and Development Initiative (TIDI) for identification and development of high potential Heads of Department (HoD). DiLOG is a bi-annual career conversation process which enables structured focused conversations that incorporate constructive feedback and set a development plan for the year ahead. VConnect is our continuous employee engagement platform which gathers continuous feedback from employees across levels. It provides a mechanism for leaders to hear the voice of our employees, thereby promoting trust and transparency.	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

P1	Businesses should conduct and govern themselves with integrity in a manner that is ethical, transparent and accountable
P2	Businesses should provide goods and services in a manner that is sustainable and safe
P3	Businesses should respect and promote the well-being of all employees, including those in their value chains
P4	Businesses should respect the interests of and be responsive towards all its stakeholders
P5	Businesses should respect and promote human rights
P6	Businesses should respect, protect and make efforts to restore the environment
P7	Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent
P8	Businesses should promote inclusive growth and equitable development
P9	Businesses should engage with and provide value to their consumers in a responsible manner

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
	Ethics & Transparency	Product Responsibility	Human Resources	Responsiveness to stakeholders	Human Rights	Responsible Lending	Public Policy Advocacy	Inclusive Growth	Customer Engagement
Policy and Management Processes									
1 a) Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b) Has the policy been approved by the Board? (Yes/ No)	Yes, the policies have been approved by the Board (including committees)								
c) Web Link of the Policies, if available	https://investor.ihcltata.com/CorporateGovernance								
2 Whether the entity has translated the policy into procedures. (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3 Do the enlisted policies extend to your value chain partners? (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4 Name of the national and international codes/ certifications/ labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	At IHCL, we recognise the importance of global management standards and frameworks. We have integrated ISO, OHSAS, SA 8000, Fairtrade etc. to further strengthen our operations and business practices. Our business is governed with robust and comprehensive Information Technology (IT) policies and procedures, which cover information security management as per ISO 27001, General Data Protection Regulation (GDPR), and Payment Card Industry (PCI) compliance, among others. Ensuring safe and protected business operations is our utmost priority.								
5 Specific commitments, goals and targets set by the entity with defined timelines, if any.	The Company has developed an ESG roadmap that outlines the important aspects of sustainability as well as timeframes for attaining the goals. The ESG framework also known as the Paathya framework mainly focuses on six strategies: Progress sustainable growth, preserve heritage and brand, Prudent corporate governance, promise social responsibility, Promote environmental stewardship and Partner transformation. IHCL has taken targets that by 2030 <ul style="list-style-type: none"> 100% hotels will be single use plastic free (beyond the Govt mandated list) 100% hotels will be Earth Check certified 100% of wastewater recycled 100% hotels will have an organic waste management system 50% of Energy to come from Renewable sources 100,000 youth to be trained for livelihood 100% adoption of UNESCO's Intangible Cultural Heritage projects in the geographies we operate in 								
6 Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	The key performance targets are set, reviewed, and implemented as per the objectives taken. The Corporate Social Responsibility and Sustainability (ESG) Committee reviews the progress periodically								

Business Responsibility & Sustainability Report (BRSR)

Governance, Leadership and Oversight

7 Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievement

Puneet Chhatwal (Managing Director & Chief Executive Officer): As one of the oldest operating company in the Tata Group, we have always operated in the spirit of our founder Mr. Jamsetji Tata who believed that the community is not just another stakeholder in business, but is in fact the very purpose of its existence. Over the years, we have adopted a responsible approach to ESG in all we do. We have announced an Industry leading ESG+ program called Paathya wherein clear milestones have been set for various ESG related initiatives by 2030. We have also signed up to SBTi and are working towards our commitment to Net Zero Emissions. We have subscribed to the Earthcheck program – 77 of our hotels go through this certification currently, with 57 achieving Platinum status, a global benchmark.

We continue to work on decarbonisation in our operations through efforts such as elimination of single use plastic and other measures. On Scope 2, we have entered into significant green power arrangements for a number of properties. On Scope 3, we have a comprehensive program of working with our supply chain partners. We are evaluating various measures relating to Scope 3 for our customers. As a company, we are growing significantly through management contracts – consequently, we are working with our partners to implement ESG measures in their respective hotels.

Our people are the backbone of our business. We are immensely grateful to our colleagues for their dedication and care towards our community, customers, and each other. Empowering and enabling our employees to execute our strategic priorities while keeping sustainability at the core of our operations is the key to our future success.

8 Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies). Mr. Puneet Chhatwal (DIN: 07624616) Designation: Managing Director & Chief Executive Officer

9 Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes/ No). If yes, provide details. Yes, the Corporate Social Responsibility and Sustainability (ESG) Committee of the Board of Directors is responsible for decision making on Sustainability related issues. The Committee comprises of Mr. Puneet Chhatwal, Ms. Hema Ravichandar and Mr. Naseer Munjee.

Note: Mr. Venkataramanan Anantharaman, has been appointed as the Chairperson of the Committee w.e.f. April 27, 2023.

10 Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances

Yes, On regular basis

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/ No). If yes, provide name of the agency P1 P2 P3 P4 P5 P6 P7 P8 P9
No No No No No No No No No No
Policies are currently evaluated internally and would be subjected to external audits as and when applicable.

Subject for Review Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)

Subject for Review	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances

Yes, on a regular basis

12. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/ No). If yes, provide name of the agency P1 P2 P3 P4 P5 P6 P7 P8 P9
No No No No No No No No No No
Policies are currently evaluated internally and would be subjected to external audits as and when applicable.

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.



IHCL strongly believes in conducting business in an ethical and responsible manner. The Company is governed by the TATA Code of Conduct that ensures the group’s values are imbibed within its operations. The TATA Code of Conduct allows the organisation to operate in a manner that ensures accountability. We are committed to operating our businesses conforming to the highest moral and ethical standards. The Company’s mission and vision are integrated into all aspects of its operations. The Company has unwavering commitment to operate its businesses with integrity and in accordance with high regulatory standards.

ESSENTIAL INDICATORS

1. Percentage coverage by training and awareness Programmes on any of the principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/ principles covered under the training and its impact	% of persons in respective category covered by the awareness programmes
Board of Directors	2	Overview of the Hospitality Industry and way forward, Hotels Business model and benchmarking.	100
Key Management Personnel	4	Insider Trading	100
Employees other than BODs and KMPs	95	TCOC - Dignity & Respect, Human rights, Equal opportunity, Bribery & Corruption, Insider trading, Conflict of interest	77
Workers	95	TCOC - Dignity & Respect, Human rights, Equal opportunity, Bribery & Corruption, Insider trading, Conflict of interest	70

2. Details of fines/ penalties/ punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors/ KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format.

a) Monetary

Type	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the case	Has an appeal been preferred? (Yes/ No)
Penalty/ Fine	NIL	NA	NA	NA	NA
Settlement	NIL	NA	NA	NA	NA
Compounding fee	NIL	NA	NA	NA	NA

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b) Non-Monetary

Type	NGRBC Principle	Name of the regulatory/enforcement agencies/ judicial institutions	Brief of the case	Has an appeal been preferred? (Yes/ No)
Imprisonment	NIL	NA	NA	NA
Punishment	NIL	NA	NA	NA

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
	NA
	NA

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, the entity has Anti-corruption and Anti-bribery policy which is applicable to all individuals working at all levels and grades which states that Our Company is committed to implementing and enforcing adequate procedures to prevent, deter, detect, and counter bribery and corruption in any form or manner. https://investor.ihcltata.com/files/IHCL_Anti-Bribery_and_Anti-Corruption_Policy.pdf

5. Number of Directors/ KMPs/ employees/ workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Category	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	NIL	NIL
Workers	NIL	NIL

6. Details of complaints with regards to conflict of interest:

Topic	FY 2023-22 (Current Financial Year)		FY 2021-22 (Previous Financial Year)	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	-	0	-
Number of complaints received in relation to issues of Conflict of Interest of KMPs	0	-	0	-

7. Provide details of any corrective action taken or underway on issues related to fines/ penalties/ action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not applicable

LEADERSHIP INDICATORS

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year:

Total number of training and awareness programmes held	Topics/ principles covered under the training and its impact	% of persons in value chain covered by the awareness programmes
1. Annual Vendor Meet – Region/Cluster - 12 Vendor Meets	1. Paathya/CSR & Sustainability Initiatives, Tata Code of Conduct, Safety and Security and Hygiene & Cleanliness	Not Ascertained at this point
2. Site visits - All new perishable vendors 100% before onboarding.	2. Hygiene & Cleanliness, Storage & Transportation, locker room & personal Hygiene, Preventive maintenance, Pest Management & Waste Management	
3. Surveys – Three Surveys Centrally; Hotels conduct their surveys for local vendors	3. Vendor satisfaction, Internal Customer Satisfaction, Vendor rating	
4. Yearly communication on IHCL sustainability initiatives	4. Initiatives completed & work in progress in the year gone by and the future outlook	

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/ No) If yes, provide details of the same.

Yes, the Company has processes in place to avoid or manage conflict of interests among board members. A policy on Related Party Transactions has been adopted by the Company in compliance to the Companies Act, 2013. The policy covers methods to avoid instances pertaining to conflict of interest and ensures high standards of corporate governance when dealing with Related Parties. It sets forth the procedures under which the Related Party Transactions must be reviewed, approved, and reported. <https://www.ihcltata.com/RPT.pdf>. Also, IHCL adheres to the TATA Code of Conduct which also covers an aspect of Conflict of Interest under Section D. <https://investor.ihcltata.com/files/TCOC-Booklet.pdf>

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe



IHCL places utmost priority in producing high quality goods and services that have been sourced/ produced in a safe and sustainable manner. The Company has undertaken several initiatives to integrate sustainable practices in its supply chain. It is currently working towards ensuring all of its operations are conducted in an efficient manner. It has also taken appropriate measures to provide excellent customer service and support through systems which are easy to navigate.

ESSENTIAL INDICATORS

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

Type	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)	Details of improvement in social and environmental aspects
Research & Development (R&D)	NIL	NIL	While there has been no direct input towards R&D. IHCL has collaborated with IFC Tech Emerge towards piloting sustainable cooling technology. 9 projects have been rolled out across 6 hotels.
Capital Expenditure (CAPEX)	11.64%	7.64%	In Energy saving Initiatives like installation of Bottling plants, Modular Chillers, LED bulbs and steam less laundry equipment.

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2. a) Does the entity have procedures in place for sustainable sourcing? (Yes/ No)

Yes.

b) If yes, what percentage of inputs were sourced sustainably?

Yes, the entity requires all of its contracted vendors to sign and adhere to the TATA Code of Conduct (TCOC) during their onboarding process. The entity also has procedures in place to ensure sustainable practices are integrated in their supply chain. The Company has a unified warehouse and distribution management system for all its hotels. This system has made our supply chain greener, improved efficiency and has reduced the Company's carbon footprint with regard to its supply chain. Around 10% of the total sourcing is through the Vendor aggregation system. Consolidation of FMCG goods from multiple vendors through a single vendor and Third Party logistics of around 600 Stock Keeping Units (SKUs) through a single vendor have immensely helped our hotels to reduce around 5,000 vendor interactions a month resulting in cutting considerable amount of emissions.

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Not Applicable

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes/ No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

IHCL is in the hospitality business, being part of services sector, hence not applicable.

LEADERSHIP INDICATORS

1. Has the entity conducted Life Cycle Perspective/ Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

No, LCA has not been conducted for any of the services.

2. If there are any significant social or environmental concerns and/ or risks arising from production or disposal of your products/ services, as identified in the Life Cycle Perspective/ Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Not Applicable

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Not Applicable

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed:

IHCL is in the hospitality business, being part of services sector, hence not applicable.

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

IHCL is in the hospitality business, being part of services sector, hence not applicable.

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains



A strong organisation is often an indication of a healthy workforce. At IHCL, we prioritise the all-round safety and development of employees by providing a nurturing ecosystem where employees have the opportunity to further explore their potential and a chance to progress their career. IHCL believes an employee's dedication and assistance can contribute extensively to the organisation's goals. The best practices for human safety and safe working conditions were assisted and promoted by employees, business teams, vendors, and other stakeholders.

ESSENTIAL INDICATORS

1. a) Details of measures for the well-being of employees:

Category	% of employees covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Employees											
Male	1,981	1,981	100	1,981	100	-	-	1,981	100	1,981	100
Female	660	660	100	660	100	660	100	-	-	660	100
Total	2,641	2,641	100	2,641	100	660	24.99	1,981	75.01	2,641	100
Other than Permanent Employees											
Male	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Female	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Total	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL

b) Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Workers											
Male	2,431	2,431	100	2,431	100	-	-	2,431	100	-	-
Female	224	224	100	224	100	224	100	-	-	224	100
Total	2,655	2,655	100	2,655	100	224	8.44	2,431	91.56	224	8.44
Other than Permanent Workers											
Male	1,849	1,849	100	1,849	100	-	-	1,849	100	-	-
Female	663	663	100	663	100	663	100	-	-	663	100
Total	2,512	2,512	100	2,512	100	663	26.39	1,849	73.61	663	26.39

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2. Details of retirement benefits, for Current FY and Previous Financial Year:

Sr. No.	Benefits	FY 2022-23 (Current FY)			FY 2021-22 (Previous FY)		
		No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
1	PF	100	100	Yes	100	100	Yes
2	Gratuity	100	100	Yes	100	100	Yes
3	ESI	100	100	Yes	100	100	Yes
4	Others-Please Specify	--	--	--	--	--	--

3. Accessibility of workplaces: Are the premises/ offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

All our locations have been designed in a way that every individual with disabilities can utilise shared facilities without encountering any barriers. Work areas, restrooms, social areas and the surrounding facilities all are being constructed keeping their accessibility in mind.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

IHCL is committed to providing equal opportunities in employment and creating an inclusive working environment.

It is our policy that there should be no discrimination, harassment or less favourable treatment of any employee or job applicant, either directly or indirectly, on the grounds of age, color, disability, origin, religion, race, gender, family or marital status, gender re-assignment, disability, sexual orientation, pregnancy or maternity status. It is our policy that there shall be no bullying or intimidation for any reason towards any employee or applicant.

https://investor.ihcltata.com/files/IHCL_Equal_Opportunity_Policy.pdf

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Total number of people returned after parental leave in FY	Total Number of people who took parental leave in FY	Return to work rate	Total Number of people retained for 12 months after returning from parental leave	Total number of people returned from parental leave in prior FY	Retention Rate
Permanent Employees						
Male	211	211	100	209	255	99.05
Female	19	19	100	19	34	100
Others	-	-	-	-	-	-
Total	230	230	100	228	289	99.13
Permanent Workers						
Male	-	-	-	-	-	-
Female	-	-	-	-	-	-
Others	-	-	-	-	-	-
Total	-	-	-	-	-	-

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

Category	Yes/ No	Details of the mechanism in brief
Permanent Workers	Yes	At IHCL, we have various mechanisms to receive and redress grievances. We have collaborated with third party ethics partner who receives grievances via phone, e-mail and physical mails on which adequate actions are taken and addressed. In addition to this, we have the whistle-blower mechanism in place to resolve complaints and the same are reviewed by the Audit Committee every quarter. Also, we have ethics committees and HR heads in hotels to whom persons can report issues directly and can also drop the concerns in the drop boxes.
Other than Permanent Workers	Yes	
Permanent Employees	Yes	
Other than Permanent Employees	Yes	

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2022-23 (Current FY)			FY 2021-22 (Previous FY)		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Permanent Employees						
Male	-	-	-	-	-	-
Female	-	-	-	-	-	-
Others	-	-	-	-	-	-
Total	-	-	-	-	-	-
Permanent Workers						
Male	2,431	2,115	87.00	2,410	2,047	84.94
Female	224	183	81.70	207	167	80.68
Others	-	-	-	-	-	-
Total	2,655	2,298	86.55	2,617	2,214	84.60

8. Details of training given to employees and workers:

a) Details of Skill training given to employees and workers.

Category	FY 2022-23 (Current FY)			FY 2021-22 (Previous FY)		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who received Skill Training (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who received Skill Training (D)	% (D/C)
Permanent Employees						
Male	1,981	1,952	98.54	1,820	1,278	70.22
Female	660	395	59.85	543	212	39.04
Others	-	-	-	-	-	-
Total	2,641	2,347	88.87	2,363	1,490	63.06
Permanent Workers						
Male	2,431	1,823	74.99	2,410	844	35.02
Female	224	175	78.13	207	77	37.20
Others	-	-	-	-	-	-
Total	2,655	1,998	75.25	2,617	921	35.19

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b) Details of training on Health and Safety given to employees and workers.

Category	FY 2022 -23 (Current FY)			FY 2020-21 (Previous FY)		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who received training on Health and Safety (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who received training on Health and Safety (D)	%(D/C)
Permanent Employees						
Male	1,981	1,981	100	1,820	1,820	100
Female	224	660	100	543	543	100
Others	-	-	-	-	-	-
Total	2,641	2,641	100	2,363	2,363	100
Permanent Workers						
Male	2,431	2,431	100	2,410	2,410	100
Female	224	224	100	207	207	100
Others	-	-	-	-	-	-
Total	2,655	2,655	100	2,617	2,617	100

9. Details of performance and career development reviews of employees and workers:

Category	FY 2022 -23 (Current FY)			FY 2020-21 (Previous FY)		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who had a career review (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who had a career review (D)	%(D/C)
Permanent Employees						
Male	1,981	1,785	90.11	1,820	1,684	92.53
Female	660	527	79.85	543	450	82.87
Others	0	0	0	0	0	0
Total	2,641	2,312	87.54	2,363	2,134	90.31
Permanent Workers						
Male	NA	NA	NA	NA	NA	NA
Female	NA	NA	NA	NA	NA	NA
Others	NA	NA	NA	NA	NA	NA
Total	NA	NA	NA	NA	NA	NA

10. Health and safety management system:

- a) Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No) Yes
What is the coverage of such system? The system covers all employees and all hotels.
- b) What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity? Safety Risk Assessments are carried out by the Hotel Safety Committee. These assessments are reviewed periodically and are utilised for incident management in hotels. An analysis of yellow cards is also used as an input to refine the Hazard Identification and Risk Assessment (HIRA) process. Based on these controls, appropriate processes such as administrative controls are put into place to mitigate any potential risks. These controls are also reflected in the Capex/Opex requirements of the hotel.

- c) Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/ No) Yes
- d) Do the employees/ workers of the entity have access to non-occupational medical and healthcare services? (Yes/ No) Yes, all of the locations have access to non-work-related medical and healthcare services, either on-site or through partnerships with reputable healthcare providers nearby. Additionally, staff members receive on-site medical emergency response training.

11. Details of safety related incidents:

Safety Incident/ Number	Category	FY 2022-23	FY 2021-22
		Current Financial Year	Previous Financial Year
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	NIL	NIL
	Workers	3.31	4.12
Total recordable work-related injuries	Employees	NIL	NIL
	Workers	148	122
No. of fatalities	Employees	NIL	NIL
	Workers	NIL	NIL
High consequence work-related injury or ill-health (excluding fatalities)	Employees	NIL	NIL
	Workers	NIL	NIL

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

- IHCL's Safety Policy was rephrased in 2018 as an integrated Safety and Security Policy that is in line with the Tata Group Safety Policy. Both the employees and an Executive Committee are responsible for safety management.
- Corporate Safety guidelines and policies that have been framed on inputs from Tata Group Safety Office are displayed at prominent strategic locations in Hindi, English and in local languages where applicable.
- IHCL uses a tiered approach to implement safety in its work culture. The Executive Committee sets the direction and is the apex Safety council for the Company. Updates to the Company's safety policies are presented at each Executive Committee meeting where further input, guidance and direction is sought.
- Safety non-compliance/ hazards are reported to the concerned personnel for further action. These actions are reviewed by the General Manager and members of the Hotel Safety Council.
- The hotels carry out Safety Risk Assessments. The hotel safety committee along with employees collectively participate in these assessments, which are periodically reviewed in case of any incident.
- Yellow cards are utilised as an input to refine the HIRA. Safety assessment results and other inputs are incorporated into the Capex/Opex requirements of the hotel.
- There is a Safety and Security Head, a member of Hotel Operations and Future Openings Committee, who provides both Safety and Security inputs for new buildings.
- Prior to a new construction project, a detailed safety & risk analysis is conducted. This includes identification of high/low risk activities along with contractors eligible to work on high-risk activities. There is an on-site project manager who monitors all activities including high risk activities that have to be carried out in the presence of a project manager.
- Following risk identification, measures to control and mitigate these risks are implemented. Moreover, a Progressive Consequence Framework for safety violations has also been implemented.

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13. Number of Complaints on the following made by employees and workers:

Topic	FY 2022-23 (Current Financial Year)			FY 2021-22 (Previous Financial Year)		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	30	2	Since resolved	19	0	NA
Health & Safety	NIL	NA	NA	0	0	NA

14. Assessments for the year:

Topic	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100
Working Conditions	NA

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks/ concerns arising from assessments of health & safety practices and working conditions.

Internal audits are being conducted on periodic basis, if any deviations are found, preventive and corrective measures are taken based on the same. In addition to this the entity has developed a Road and Driving Safety Manual based on the guidelines of the Tata Group Road & Driving Safety Manual. The manual has been shared with all transportation providers including employee and guest transport providers, and their personnel are being trained on the same. The Company actively tracks and reports all road related incidents/ accidents/ injuries.

LEADERSHIP INDICATORS

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Yes/ No) (B) Workers (Yes/ No).

a) Employees (Yes/ No):

Yes, employees at the executive level are covered by a life and accident insurance.

b) Workers (Yes/ No):

Yes, the Company extends the benefit of accident insurance for all of its workers.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners

All statutory dues are being deducted and deposited to respective authorities and the receipts of payment obtained are filed for records.

3. Provide the number of employees/ workers having suffered high consequence work related injury/ ill-health/ fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

Category	Total no. of affected employees/ workers		No. of employees/ workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	Current FY 23	Previous FY 22	Current FY 23	Previous FY 22
Employees	NIL	NIL	NIL	NIL
Workers	NIL	NIL	NIL	NIL

4. Does the entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No).

We provide retirement planning guidance to employees who will soon be retiring. We also provide an employee who is transferred internally 4-6 weeks of notice in order to give them enough time to adjust to the change.

5. Details on assessment of value chain partners:

Topic	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	Not Ascertained at this point
Working Conditions	Not Ascertained at this point

6. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from assessments of health and safety practices and working conditions of value chain partners.

Periodic Site visits are being conducted for the critical value chain partners basis which corrective and preventive measures are recommended. However no significant risk/ concerns were observed during the site visit.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders



We believe stakeholder engagement is important as it helps to build and maintain trust, ensure accountability, and foster collaboration. Our stakeholders include customers, employees, regulators, suppliers, shareholders, and the community. Effective communication and engagement with these groups helps us to understand their needs and expectations, identify potential risks and opportunities, and make informed decisions that benefit all parties. This can lead to improved customer satisfaction, regulatory compliance, operational efficiency, and overall business success.

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity:

At IHCL, we see our stakeholders as partners in our mission to provide long-term value. So, achieving our strategic goals depends on effective stakeholder involvement. By an integrated and open process, we attempt to strike a balance between the requirements, interests, and expectations of stakeholders and those of the business. We have mapped our internal and external stakeholders listed below who have the direct and indirect impact on the operation of our organisation.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group:

Stakeholder Group	Whether identified as Vulnerable & Marginalised Group (Yes/ No)	Channels of communication	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	<ul style="list-style-type: none"> Real-time engagement through VConnect Daily meetings and briefings Monthly town halls Timely internal communications Published training calendar Employee committees and union meetings Recognition Forums 	Ongoing	<ul style="list-style-type: none"> Vconnect-Employee engagement platform aimed to get feedback from employees across all levels. VConnect surveys are conducted through e-mail, SMS or Whatsapp Messenger and is available in 8 regional Indian languages such that all employees can seamlessly provide their feedback anonymously It enables transparency and trust and provides a mechanism for leaders to hear the voice of our employees.

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Stakeholder Group	Whether identified as Vulnerable & Marginalised Group (Yes/ No)	Channels of communication	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	<ul style="list-style-type: none"> Direct feedback from guests during and after each experience Loyalty programme Real-time social media engagement Periodic market research 	Ongoing	<ul style="list-style-type: none"> The business actively engages with customers to learn about their expectations and experiences with our services Their feedback helps us improve and maintain our leadership in the industry
Shareholders	No	<ul style="list-style-type: none"> Quarterly investor calls, annual investor meets, Annual General Meetings, public and media announcements press releases, Stock Exchange intimations, Company website, ongoing meetings/ communication through electronic/ social media Annual Report and sustainability disclosures A dedicated investor relations department 	Quarterly & Annually	<ul style="list-style-type: none"> The Company is committed to maintaining financial transparency with its shareholders and investors. We consistently provide quarterly financial/business results on our website, a repository of data and FAQs to shareholders through a dedicated web portal on the website of the Company and implementation of IEPF Portal to enable settlement of claims by shareholders of unclaimed dividend/ shares.
Owners & Partners	No	<ul style="list-style-type: none"> Annual partner meets Ongoing communication from the business development department Annual Business Conference 	Ongoing	<ul style="list-style-type: none"> Hotel owners are our partners in business operations and in sustainability seeking their feedback on our decisions that may impact them is important. Alignment of priorities with owners is critical for efficient operations and business performance
Suppliers	No	<ul style="list-style-type: none"> Supplier development initiatives Supplier feedback surveys throughout the year Annual suppliers' meet On-boarding process and maintenance of open communication channels 	Ongoing Annual	<ul style="list-style-type: none"> Our suppliers provide materials and services that influence the quality of our customers' experiences. Supplier engagement ensures efficiency, quality, reliability and an ethical value chain
Local Communities	No	<ul style="list-style-type: none"> CSR partnerships Minimisation of our environmental footprint Community welfare programmes Participation in neighborhood associations Annual volunteering calendar 	Ongoing	<ul style="list-style-type: none"> The CSR policy sets out the commitment and approach towards corporate social responsibility. It outlines the purpose, focus areas, annual action plan through guiding principles for selection, implementation, monitoring of CSR activities and stakeholder communications We empower the communities around us through our CSR activities and ensure that our business does not have any adverse impact on the environment
Government & Regulators	No	<ul style="list-style-type: none"> Participation in government consultation programmes Representation through trade bodies Meetings 	Ongoing	<ul style="list-style-type: none"> We comply with the regulations governing our properties and engage with regulators frequently to drive important policies in the sector We partner the government in various policies and community improvement initiatives

Stakeholder Group	Whether identified as Vulnerable & Marginalised Group (Yes/ No)	Channels of communication	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Lenders	No	<ul style="list-style-type: none"> Meetings Ongoing communication and relationship Sharing regular updates on financial performance 	Ongoing	<ul style="list-style-type: none"> A positive relationship with lenders enables us to raise growth capital in a timely and cost-effective manner We have a high credit rating of AA+ (Stable) by ICRA and AA (positive) by CARE

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

Consultation is primarily between the Executive Committee and the stakeholders. Engaging with stakeholders is essential because it helps us comprehend their viewpoints, issues, and demands. Engaging with stakeholders and incorporating their feedback in the important decisions of our organisation is crucial for building trust and credibility with stakeholders and ensuring that our decisions reflect the diverse views and concerns of all stakeholders involved. Interactions with stakeholders occur at every AGM/meetings.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/ No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into the policies and activities of the entity.

IHCL has conducted a materiality assessment by gathering insights of different stakeholders. It evaluated how environmental, social, governance, and economic challenges affected the organisation's long-term viability and sustainability. The challenges that were most crucial to the long-term viability of the Company's operations were helped to identify and rank in importance by this review. Inputs received have been incorporated in the newly formulated policies.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalised stakeholder groups.

IHCL is committed to further the legacy of 'Giving Back to the Society' and focus on building livelihoods for the target communities and geographies by many different ways:

- Supporting heritage and tourist destinations and nurturing the environment
- CSR efforts towards skill building in collaboration with Corporate & Social partners
- Volunteering activities to address the local needs of the community

Aimed at standardisation and quality in skilling youth in hospitality, the skilling partnership brings the best of domain expertise from IHCL coupled with superior approach to holistic youth development from our partner organisations. IHCL has collaborated with many like-minded partners in skilling youth across the country and train them for gainful employment. Few e.g. – Tata STRIVE, Ambuja Cement Foundation.

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PRINCIPLE 5: Businesses should respect and promote human rights



IHCL considers human rights as a critical aspect of responsible business practices. We have policies and processes to ensure our operations don't exploit others. We believe in respecting and promoting human rights to contribute to the sustainable development of customers, communities, and other stakeholders. Among other human rights, IHCL supports and promotes the right to life and health, the right to education, the prohibition of child labour, the elimination of all forms of discrimination, the equal rights of women in the workplace, and the right to equality and non-discrimination.

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity:

Category	FY 2022-23 Current Financial Year			FY 2021-22 Previous Financial Year		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	2,641	2,066	78.23	2,363	1,494	63.22
Other than permanent	0	0	0	0	0	0
Total Employees	2,641	2,066	78.23	2,363	1,494	63.22
Workers						
Permanent	2,655	1,346	50.70	2,617	979	37.41
Other than permanent	2,512	1,291	51.39	1,653	540	32.67
Total Workers	5,167	2,637	51.04	4,270	1,519	35.57

2. Details of minimum wages paid to employees and workers:

Category	Total (A)	FY 2022-23 Current Financial Year				FY 2021-22 Previous Financial Year				
		Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Permanent Employees										
Male	1,981	0	0	1,981	100	1,820	0	0	1,820	100
Female	660	0	0	660	100	543	0	0	543	100
Other than Permanent										
Male	NA					NA				
Female	NA					NA				
Workers										
Permanent										
Male	2,431	57	2.34	2,374	97.66	2,410	76	3.15	2,334	96.85
Female	224	6	2.68	218	97.32	207	10	4.83	197	95.17
Other than Permanent										
Male	1,849	282	15.25	1,567	84.75	1,303	494	37.91	809	62.09
Female	663	101	15.23	562	84.77	350	111	31.71	239	68.29

3. Details of remuneration/ salary/ wages:

	Male		Female	
	Number	Median remuneration/salary/wages of respective category	Number	Median remuneration/salary/wages of respective category
Board of Directors (BoD)*	6 [#]	56,25,000	1	57,50,000
Key Managerial Personnel	3	4,35,89,000	0	0
Employees other than BoD and KMP	1,977	7,41,233	660	8,14,330
Workers	2,431	5,25,729	224	4,17,355

* Excludes Directors who are already covered under KMP

Mr. Venu Srinivasan retired as Non-Executive Non-Independent Director w.e.f. December 10, 2022 upon attaining the age of retirement as per the Governance Guidelines adopted by the Company.

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/ No)

We recognise the significance of human rights and the challenges to establish a workplace free from all forms of discrimination and unethical behaviour. Department leaders, union representatives, HR heads, and members of various welfare committees are available to resolve any reported problems of any type of human rights. The business adopted POSH policies that are in line with workplace sexual harassment laws.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

At IHCL, we have various mechanisms to receive and redress grievances. We have collaborated with third party ethics partner who receives grievance via phone, e-mail and physical mails on which adequate actions are being taken and addressed. In addition to this, we have whistle-blower mechanism in place to resolve complaints and the same are reviewed by the Audit Committee every quarter. Also, we have ethics committees and HR heads in hotels to whom persons can report issues directly and can also drop the concerns in the drop boxes.

6. Number of Complaints on the following made by employees and workers:

	FY 2022-23 Current Financial Year			FY 2021-22 Previous Financial Year		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	16	1	in process	13	1	Since resolved
Discrimination at workplace	NIL	NIL	NA	NIL	NA	NA
Child Labour	NIL	NIL	NA	NIL	NA	NA
Forced Labour/ Involuntary Labour	NIL	NIL	NA	NIL	NA	NA
Wages	NIL	NIL	NA	NIL	NA	NA
Other human rights related issues	NIL	NIL	NA	NIL	NA	NA

7. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

IHCL does not accept, support or tolerate retaliation in any form against any Employee who, acting in good faith, reports suspected misconduct, asks questions or raises concerns. Any person who engages in such retaliation directly or indirectly, or encourages others to do so, may be subject to appropriate disciplinary action. Retaliation against those reporting Sexual Harassment is prohibited by the Company's POSH policy. Anyone suspecting or experiencing retaliation should report to the appropriate authorities. Retaliation cases are treated as seriously as an alleged case of Sexual Harassment.

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8. Do human rights requirements form part of your business agreements and contracts? (Yes/ No)

Yes, IHCL has specific clauses as part of the TCoC included in the business agreements and contracts/ purchase orders. Human rights form a part of the TCoC. The Company does not employ children at its workplaces and does not use forced labour in any form.

9. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100
Forced/ involuntary labour	100
Sexual harassment	100
Discrimination at workplace	100
Wages	100
Others – please specify	-

10. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Question 9 above.

NA

Leadership Indicators

1. Details of a business process being modified/ introduced as a result of addressing human rights grievances/ complaints.

NA

2. Details of the scope and coverage of any Human rights due-diligence conducted.

No Due Diligence was conducted.

3. Is the premise/ office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

All our locations have been designed in a way that every individual with disabilities can utilise shared facilities without encountering any barriers. Work areas, restrooms, social areas and the surrounding facilities all are being constructed keeping their accessibility in mind.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Child labour	All Tier I contracts carry compliance certification from the Vendors
Forced/ involuntary labour	All Tier I contracts carry compliance certification from the Vendors
Sexual harassment	All Tier I contracts carry compliance certification from the Vendors
Discrimination at workplace	All Tier I contracts carry compliance certification from the Vendors
Wages	All Tier I contracts carry compliance certification from the Vendors
Others – please specify	

5. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Question 4 above.

NA

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment



IHCL operates in a way that minimises negative impacts on the environment and promotes sustainable development. We implement various environmental management practices such as reducing waste and emissions, conserving natural resources, and implementing environmentally friendly policies and practices. By prioritising environmental sustainability, we contribute to a healthier planet and a more sustainable future for all.

Essential Indicator

1. Details of total energy consumption (in Joules or multiples) and energy intensity:

Parameter	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Total electricity consumption (A) (GJ)	4,49,328.28	3,79,181.49
Total fuel consumption (B) (MT)	2,60,867.54	2,15,103.61
Energy consumption through other sources (C) (GJ)	0	0
Total energy consumption (A+B+C) (GJ)	7,10,195.82	5,94,285.10
Energy intensity per rupee of turnover (Total energy consumption/ turnover in rupees crores)	191.73	296.65
Energy intensity (GJ/ Guest Night)*	0.23	0.28

*Includes utilisation and footfall in public areas also

Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

2. Does the entity have any sites/ facilities identified as Designated Consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Yes/ No) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

Yes, Details are listed below:

Sr. No.	Location of operations/offices	Does hotel identified as Designated Consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India?	If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.
1.	Taj Lands End, Mumbai	Yes	FY 22-23 is assessment year and Monitoring & Verification (M&V) audit will be conducted in May 2023.
2.	Taj Mahal, New Delhi	Yes	Yes. Target Achieved
3.	Taj West End, Bengaluru	Yes	Yes. Target Achieved
4.	Taj Mahal Palace & Tower, Mumbai	Yes	Yes. Target Achieved
5.	Taj Exotica Resort & Spa, Goa	Yes	Yes. Target Achieved
6.	Taj Holiday Village Resort & Spa, Goa	Yes	Yes. Target Achieved
7.	Vivanta Dwarka, New Delhi	Yes	FY 22-23 is assessment year and M&V audit will be conducted in July 2023.
8.	Taj Yeshwantpur, Bengaluru	Yes	Yes. Target Achieved
9.	Taj Palace Hotel, New Delhi	Yes	Yes. Target Achieved
10.	Taj Bengal, Kolkata	Yes	Yes. Target Achieved
11.	Taj Fort Aguada Resort & Spa, Goa	Yes	FY 22-23 is assessment year and M&V audit will be conducted in June 2023.

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3. Provide details of the following disclosures related to water:

Parameter	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Water withdrawal by source (in kilolitres)		
(i) Surface water	0	0
(ii) Groundwater	8,11,332	6,62,974
(iii) Third party water	12,95,864	11,39,510
(iv) Seawater/ desalinated water	0	0
(v) Others (Rainwater storage)	12,663	2,957
Total volume of water withdrawal (in kilolitres) (i+ii+iii+iv+v)	21,19,859	18,05,441
Total volume of water consumption (in kilolitres)	25,28,043	26,24,391
Water intensity per rupee of turnover (Water consumed/ turnover) (kl per crore INR of revenue)	682.47	1310.01
Water intensity (water consumed / guest nights)	0.82	1.23

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

4. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

The organisation has initiated implementation of Zero Liquid Discharge (ZLD) in phased manner with target of 100% recycling of water by 2030. We are constantly optimising our water consumption and are taking conscious efforts to treat and recycle water. Each unit has a waste treatment system for Sewage wastewater and laundry wastewater. Separate STP & ETP are provided at majority of properties to ensure ZLD by treatment, recycling and reuse of water within premises. Recycled water is used in gardening, flushing and cooling towers.

5. Please provide details of air emissions (other than GHG emissions) by the entity:

Parameter	Please specify unit	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
NOx	mg/ NM ³	34,278.9	15,624.83
SOx	mg/ NM ³	11,026.39	4,854.03
Particulate matter (PM)	mg/ NM ³	28,446.12	11,101.63
Persistent organic pollutants (POP)	NA	0	0
Volatile organic compounds (VOC)	NA	0	0
Hazardous air pollutants (HAP)	NA	0	0
Others – please specify	NA	0	0

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

6. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity:

Parameter	Unit	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	tCO ₂ e	17,794.96	14,578.79
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	tCO ₂ e	66,504.59	71,160.57
Total Scope 1 and Scope 2 emissions per rupee of turnover	tCO ₂ e/rupees crores	22.76	42.80
Total Scope 1 and Scope 2 emission intensity	tCO ₂ e/Guest Night	0.03	0.04

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

7. Does the entity have any project related to reducing Green House Gas emission? If yes, then provide detail

Yes, IHCL strives to reduce energy consumption rates through improved efficiency and adopting new technology or practices. Each of our hotels has implemented a range of energy conservation initiatives according to the specific requirements. IHCL has also partnered with International Finance Corporation (IFC) to put Energy efficient installations at place. Switching to LED lighting in several locations, infrastructure upgrades such as installing VFDs on high power motors in condensers, exhaust fans, cooling tower fans and air handling units. Upgrading the infrastructure of cooling towers, installing heat pumps for water heaters, and even simple improvements such as improved insulation of hot water lines have all contributed to energy conservation and efficiency. We have partnered with TATA Power to increase Renewable Energy through power purchase agreements and onsite solar plants. Currently 32% of total electricity usage is sourced through renewable resources.

8. Provide details related to waste management by the entity:

Parameter	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Total Waste generated (in metric tonnes)		
Plastic waste (A)	173.26	73.28
E-waste (B)	11.85	24.10
Bio-medical waste (C)	0.76	1.78
Construction and demolition waste (D)	1,525.72	261.79
Battery waste (E)	15.65	8.26
Radioactive waste (F)	0.00	0
Other Hazardous waste. Please specify, if any. (G)	62.62	52
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	4,347.83	4,592.99
Total (A+B+C+D+E+F+G+H)	6,137.69	5,014.20
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	4,275.46	2,530.01
(ii) Re-used	28.23	55.60
(iii) Other recovery operations	695.68	883.66
Total	4,999.37	3,469.27

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)

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Parameter	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Category of waste		
(i) Incineration	0	0
(ii) Landfilling	590.32	224.22
(iii) Other disposal operations	187.68	203.90
Total	778.00	428.12

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

9. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

IHCL has a vast ecosystem of hotels across urban and ecologically fragile locations. We are working to ensure safe and responsible waste management practices through various interventions. We are striving to improve waste management across our sites by sending waste generated at our hotels to licensed recyclers. We installed organic waste composters across 23 of our hotels, which significantly brought down the volume of waste sent to landfills. We established bottling plants at 13 hotels across the globe to eliminate use of single-use plastic by replacing all plastic water bottles with reusable glass bottles. We are targeting to upscale it to 35 hotels by 2025 and 50 Hotels across the portfolio by 2030.

10. If the entity has operations/ offices in/ around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals/ clearances are required, please specify details:

Sr. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval/ clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
1.	Taj Mahal Palace & Tower, Mumbai	Accommodation and Food Service	Yes
2.	Taj Lake Palace, Udaipur	Accommodation and Food Service	Yes
3.	Taj Exotica Resort & Spa, Goa	Accommodation and Food Service	Yes
4.	Taj Holiday Village Resort & Spa, Goa	Accommodation and Food Service	Yes
5.	Taj Exotica Resort and Spa, Andaman	Accommodation and Food Service	Yes
6.	Taj Fort Aguada Resort & Spa, Goa	Accommodation and Food Service	Yes

11. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Not applicable

12. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Yes, IHCL complies with all applicable environmental law/ regulations/ guidelines applicable.

Leadership Indicator

1. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

We have acquired the No Objection Certificate (NOC) from the relevant authority after submitting the Environmental Impact Assessment (EIA) report that includes a section on Biodiversity. This chapter provides a detailed explanation of the entity's impact and the measures taken to mitigate it. We have taken various sustainable measures like Renewable integration, waste reduction and resource optimisation to create a positive impact on biodiversity.

2. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/ effluent discharge/ waste generated, please provide details of the same as well as outcome of such initiatives:

Sr. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Collaborating with IFC's TechEmerge to pilot sustainable cooling innovations	IHCL has joined hands with the IFC to set up sustainable cooling options at our hotels instead of hosting conventional technologies to drive energy efficiency. The TechEmerge Sustainable Cooling Innovation Program matches companies worldwide with cost-effective, efficient, climate-smart cooling solutions with leading corporates in emerging markets to conduct pilot projects and build commercial partnerships.	Improved energy efficiency, cost saving and energy saving. New technology and automation help in optimised use of cooling system.
2	Renewable Energy Use	IHCL's commitment towards energy conservation and long-term goal of deriving no less than 50 per cent of energy across all hotels from renewable sources by 2030.	Increased use of green energy has reduced carbon footprint and dependency on non-renewable resources.
3	EV Charging Station	The move is aligned with IHCL's commitment to cater to the evolving needs of its environmentally conscious customers by reducing their carbon footprint in travel and assisting in the further adaptation of sustainable means of living. These chargers can be accessed by the guests staying at various IHCL properties, allowing them to experience the reliable and worry-free facility, while discovering breathtaking destinations across the country. With this initiative, driving vacations in electric vehicles will now be even more accessible for guests.	Promoting sustainable transport using Electrical vehicles.
4	Smart Energy Initiatives	We have partnered with state-of-the-art companies for providing smart energy solutions like demand flow controls, efficient chillers, low approach cooling towers and reducing dependence of fossil fuel on laundry.	Improved energy efficiency, cost saving and energy saving. New technology and automation help in optimised use of energy.

3. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link:

The IHCL Business Continuity and Disaster Response Plan is designed to ensure the continuity of critical business operations and the safety of guests and employees in the event of a disruptive incident or disaster. The IHCL Business Continuity and Disaster Response Plan is drawn from the 'Tata Disaster Response Guidelines' available at <https://www.tatasustainability.com/pdfs/Highlights/TataDisasterResponseGuidelines.pdf>

The plan includes an analysis of potential threats and their impact on the business, a risk assessment to prioritise and allocate resources, and the development of strategies to mitigate, transfer or accept risks. Detailed plans have been developed for each critical business function, with key personnel identified and trained in their roles and responsibilities. The plan also includes emergency procedures for immediate response and actions to be taken by employees, as well as procedures for evacuation, sheltering in place, and communication with guests and authorities. Procedures for damage assessment, restoration, and recovery of the property are also included.

The plan is regularly reviewed and updated every two years to ensure it remains relevant and effective in protecting the business and providing a safe and comfortable experience for our guests. Regular drills and tabletop exercises are conducted with state and sovereign agencies at the asset level.

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Also, we have business continuity management policy in place which ensures the information security continuity that includes Business impact analysis, risk assessment and identification of business-critical activities. Organisation has implemented the adequate management structure for mitigation of any disruptive event.

4. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?

Adverse Impact	Mitigation or adaptation measures
1. Packaged water	1. Glass water Bottling plant
2. Refrigeration equipment	2. No CFC refrigerant used
3. Food Waste	3. Returnable glass bottles
4. Effluent water	4. Wooden amenities
5. Air Pollution by Diesel generators	5. Replacing plastic wrappers with Paper for amenities
6. Plastic waste	6. Usage of solar panels and 3 rd party sourcing of solar power
7. E-Waste	7. STP Plant
8. Cleaning and Laundry Chemicals	8. Organic waste converters
9. Used Cooking oil	9. E-Waste disposal

PRINCIPLE 7: Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent



IHCL aims to be open and honest about its goals, interests, and activities, and acts in accordance with ethical and legal. By engaging in responsible and transparent advocacy, we help to promote public policy solutions that are in the best interests of society as a whole and can build trust and credibility with policymakers and other stakeholders.

ESSENTIAL INDICATORS

1. a) Number of affiliations with trade and industry chambers/ associations: 19
- b) List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National/International)
1	Confederation of Indian Industry (CII)	National
2	Hotel Association of India (HAI)	National
3	World Travel and Tourism Council (Global)	International
4	IATO (Indian Association of Tour Operators)	National
5	TAAI (Travel Agents Associations of India)	National
6	TAFI (Travel Agents Federation of India)	National
7	PATA (Pacific Asia Travel Association)	International
8	Bombay Chamber of Commerce and Industry	National
9	World Travel And Tourism Council (India)	National
10	IMHI (Institut de Management Hôtelier International)	International

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities:

Not Applicable

LEADERSHIP INDICATORS

1. Details of public policy positions advocated by the entity

Sr. No.	Public policy advocated	Method resort for such advocacy	Whether the information is available in public domain? (Yes/ No)	Frequency of review by board (Annually/ Half yearly/ Quarterly/ Other-please specify)	Web Link, if available
1.	Yes	Our Managing Director and Chief Executive Officer is the President of HAI and the Chairman of National Committee for Tourism and Hospitality, CII. Under his leadership, CII and HAI have taken several measures to tackle the COVID-19 crisis: <ul style="list-style-type: none"> - Provide suggestions to the Government on the health and safety norms to be part of the new normal at all hotels in India. - Suggestions and support to the Government for safe gradual opening up of the industry. - Recommendations on policy changes to help the lives and livelihoods of all impacted associates working in the travel and tourism industry. - Representations to Central and State Governments as well as the Reserve Bank of India to help hotels survive the COVID-19 related financial challenges. - Representations to the Governments for accordance of industry and infrastructure status to the hospitality sector - IHCL is a supporter of the 'Hotel Sustainability basics' initiative and has partnered with 10 other hotel companies to put in place a framework that is recommended to be adopted by hotels across geographies. - Developed by the industry for the industry, it highlights 12 actions which are fundamental to hotel sustainability and will help raise the base level of sustainability across the entire hospitality industry by providing every hotel a starting point on their sustainability journey. 	Yes (Stakeholder engagement Policy)	Ongoing	https://investor.ihcltata.com/files/IHCL_Stakeholder_Engagement_Policy.pdf

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development.



IHCL promotes inclusive growth and equitable development we strive to create economic opportunities and benefits that are accessible to all members of society, regardless of their background, identity, or circumstances. By promoting inclusive growth and equitable development, we aim to help reduce inequality, increase social cohesion, and build sustainable and resilient economies.

ESSENTIAL INDICATORS

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

No Social Impact Assessment has been carried out in the Current financial year.

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:

Not Applicable

Business Responsibility & Sustainability Report (BRSR)

3. Describe the mechanisms to receive and redress grievances of the community

IHCL hotels based in the varied geographies connect with the community through outreach programmes, volunteering interventions and thereby, incorporating the suggestions, feedbacks, grievances if any.

All the grievances, suggestions, feedbacks are received through IHCL's digital platform, postal letters

4. Percentage of input material (inputs to total inputs by value) sourced from local or small-scale suppliers:

	FY 2022-23 Current Financial Year	FY 2021-22 Previous Financial Year
Directly sourced from MSMEs/ Small producers	23%	18%
Sourced directly from within the district and neighboring districts	90% of inputs are domestically sourced.	90% of inputs are domestically sourced.

LEADERSHIP INDICATORS

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
NA	NA

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Sr. No.	State	Aspirational District	Amount spent (INR)
1	Manipur	Chandel	No direct money spent. IHCL plays the role of the Knowledge/ Industry Partner in these partnerships. IHCL brings to the table Course Content/ Curriculums/ Supports for Faculty Hiring through rigorous Domaine Interview skilling process, in case of a Chef Faculty, a Trade Test is conducted & evaluated by Executive/ Senior Chef's before on boarding a faculty. IHCL engages through the Value Chain of Skilling Initiative – from Mobilisation support to Guest Lectures, to conducting Practical Assessments to On-the-Job Training & Placement Opportunities. IHCL also supports in terms of its PEOPLE contributing their time & energy towards this initiative by Volunteering. In addition, IHCL also supports in the Project design reviews from its Corporate Technical Services team. Further it also supports in providing Furniture's/ Equipment's that are required for Practical Labs Trainings. So, while the Monetary contribution is not directly involved, but constitutes a huge contribution through the above initiatives & support towards skilling initiatives

3. a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/ vulnerable groups? (Yes/ No) -

Yes, a sustainable procurement policy is in place as part of overall procurement policy. Business opportunity is given on a case-to-case basis for marginalised/vulnerable/self-help groups even at a marginally higher price.

b) From which marginalised/ vulnerable groups do you procure?

- Sourcing done from SC/ ST category
 - Sourcing from various trusts supporting economically deprived category
 - Women entrepreneurs
- Endeavour is to support these constituents with buying of upto 3%-5% and progressively increase to 8% to 10%.

c) What percentage of total procurement (by value) does it constitute?
2.4%

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge

Not Applicable

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Not Applicable

6. Details of beneficiaries of CSR Projects.

Sr. no.	CSR Project	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalised group
1	Skill Building Initiative	4,700	More than 70%

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in responsible manner



IHCL engages with and provides value to its consumers in a responsible manner. It prioritises consumer needs and preferences and strives to meet these needs in a way that is ethical, transparent, and fair. We ensure our products and services are safe and reliable.

ESSENTIAL INDICATORS

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

At IHCL, we have multiple touchpoints to gather and action consumer insights. The same are:

- Hotel Level - TrustYou & Frontline
- Social Media
- Taj Reservation Worldwide
- Dedicated desks – Members Gold & Service Platinum Desk, Epicure Customer Care, TataNeu Customer Care, The Chambers Concierge
- Taj Live
- Write to Us Portal
- Care@Tajness - An industry first initiative to listen, learn and leverage insights into building innovative product and service solutions.

2. Turnover of products and/ services as a percentage of turnover from all products/ service that carry information.

Information related to	As a % to total turnover
Environment and Social parameters relevant to product	100
Safe and responsible usage	100
Recycling and/or safe disposal	100

Business Responsibility & Sustainability Report (BRSR)

3. Number of consumer complaints

	FY 2022-23 Current Financial Year		Remark	FY 2021-22 Previous Financial Year		Remark
	Received during the year	Pending resolution at the end of year		Received during the year	Pending resolution at the end of year	
Data privacy	NIL	NIL	NA	NIL	NIL	NA
Advertising	NIL	NIL	The Advertising Standards Council of India (ASCI) highlighted a Facebook Post collaboration with a celebrity influencer wherein the ama Stays and Trails advertisement was identified as a potential violation for collaboration disclosure. The same was immediately rectified and the necessary changes were made.	NIL	NIL	NA
Cyber-security	NIL	NIL	NA	NIL	NIL	NA
Delivery of essential services	NIL	NIL	NA	NIL	NIL	NA
Restrictive Trade Practices	NIL	NIL	NA	NIL	NIL	NA
Unfair Trade Practices	NIL	NIL	NA	NIL	NIL	NA
Others	1	1	Guest complaint pending in State Consumer Disputes Redressal Commission. We are contesting the same.	NIL	NIL	NA

4. Details of instances of product recalls on account of safety issues

Not Applicable

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/ No) If available, provide a web-link of the policy.

Yes, Our Global Privacy Policy explains our practices regarding the personal information we collect when the guests visit or use our hotels, restaurants, bars, spas, salons, etc. website, mobile applications, or other online products and services, or when the forms are filled and join one of our loyalty programmes. We understand that privacy is important to our guests. We make sure that all personal information is protected in accordance with all relevant privacy and data protection regulations.

https://investor.ihcltata.com/files/IHCL_Cyber_Consolidated_Policies.pdf

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/ action taken by regulatory authorities on safety of products/ services.

Not Applicable.

LEADERSHIP INDICATORS

1. Channels/ platforms where information on products and services of the entity can be accessed (provide web link, if available).

The platforms and channels where information can be accessed are:

Websites - Company and Brand specific-

- <https://www.ihcltata.com/>,
- <https://www.tajhotels.com/>,
- <https://www.vivantahotels.com/>,
- <https://www.selectionshotels.com/en-in/>,
- <https://www.amastaysandtrails.com/>

Social media platforms (Instagram, Facebook, YouTube, LinkedIn) –

- <https://www.instagram.com/tajhotels/?hl=en>,
- <https://www.linkedin.com/company/the-indian-hotels-company-limited/mycompany/>,
- <https://www.facebook.com/TajHotels/>

Tata Neu App

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

We disseminate information about safe and responsible usage of products through:

- Website
- E-mailers
- Brochures

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

We have various channels of communication such as – E-mailers, Website, WhatsApp and social media, plus physical channels of Call Centers and Hotels. Basis the contingency and its intensity and urgency, we may choose to deploy most appropriate channel/s.

4. a) Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/ No/ Not Applicable)? If yes, provide details in brief)

No

b) Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/ services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/ No)-

Yes

Trust You surveys are undertaken for Consumer Satisfaction at the hotel and brand level.

5. Provide the following information relating to data breaches:

a) Number of instances of data breaches along-with impact:

None

b) Percentage of data breaches involving personally identifiable information of customers:

None

Independent Auditor's Report

To the Members of The Indian Hotels Company Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of The Indian Hotels Company Limited (the "Company") which comprise the standalone balance sheet as at March 31, 2023, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2023, and its profit and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Standalone Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matter(s)

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Impairment Evaluation of Investments in Subsidiaries, Joint Ventures and Associates

See Note 6(a) to standalone financial statements

The Key Audit Matter

The Company has investments in subsidiaries, joint ventures and associates. These investments are accounted for at cost less any provision for impairment. The Company evaluates the indicators of impairment of the said investments regularly by reference to the requirements under Ind AS 36 Impairment of Assets.

The Company carries out impairment assessment for each investment by:

- Comparing the carrying value of each investment with the net worth of each company based on latest financial statements
- Comparing the performance of the investee companies with projections used for valuations and approved business plans
- Management considers variables such as future average revenue per available room, room occupancy, room rates, rate per cover etc. and operating expenditure and the most appropriate discount rate in their projections/business plans.

The recoverable amounts of the above investments are estimated in order to determine the extent of the impairment loss, if any. As impairment assessment involves significant assumptions and judgement, we regard this as a key audit matter.

How the Matter was Addressed in our Audit

In view of the significance of the matter, we applied the following audit procedures in this area, among others, to obtain sufficient appropriate audit evidence. Our procedures included challenging management on the suitability of the impairment model and reasonableness of the assumptions through performing the following:

- Obtained and assessed the valuation prepared by the management for its impairment assessment;
- Assessed the indicators of impairment of investments in subsidiaries, joint ventures and associates.
- Compared the carrying values of the Company's investment in subsidiaries, associates and joint ventures with their respective net asset values and assessed the performance and their outlook.

Independent Auditor's Report (Contd.)

To the Members of The Indian Hotels Company Limited

- Evaluated key assumptions in the Company's valuation models used to determine recoverable amount including assumptions of projected earning before interest, taxes and depreciation and amortisation, growth rate, room occupancy, room rate, projected capital expenditure and discount rates. We also evaluated the forecasts based on historical performance.
- Assessed the sensitivity of the outcome of impairment assessment. This is tested to changes in key assumptions;
- Assessed and validated the appropriateness of the disclosures made in the standalone financial statements.

Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the financial statements and auditor's reports thereon.

Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management's and Board of Directors Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that

are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i)

Independent Auditor's Report (Contd.)

To the Members of The Indian Hotels Company Limited

of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances,

we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- 2 A. As required by Section 143(3) of the Act, we report that:
 - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
 - (c) The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.
 - (d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.
 - (e) On the basis of the written representations received from the directors as on March 31, 2023 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2023 from being appointed as a director in terms of Section 164(2) of the Act.
 - (f) With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".
- B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

Independent Auditor's Report (Contd.)

To the Members of The Indian Hotels Company Limited

- (a) The Company has disclosed the impact of pending litigations as at March 31, 2023 on its financial position in its standalone financial statements – Refer Note 31 and 39 to the standalone financial statements.
- (b) The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
- (c) There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.
- (d) (i) The management has represented that, to the best of its knowledge and belief, other than as disclosed in the Note 46(g) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (ii) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 46(h) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (iii) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing

has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

- (e) The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.
As stated in Note 48 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.
- (f) As proviso to rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable for the Company only with effect from April 01, 2023, reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is not applicable.

- C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For B S R & Co. LLP

Chartered Accountants

Firm's Registration No. 101248W/W-100022

Tarun Kinger

Partner

Mumbai
April 27, 2023

Membership No. 105003
ICAI UDIN: 23105003BGYDKI9860

Annexure A

to the Independent Auditor's Report on the Standalone Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

(Referred to in Paragraph 1 Under 'Report on Other Legal and Regulatory Requirements' Section of our Report of Even Date)

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
- (B) The Company has maintained proper records showing full particulars of intangible assets.
- (i) (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company as at the balance sheet date, except in respect of one building aggregating to ₹0.70 crore (Gross block ₹1.30 crores) constructed on the leased land, which is in the possession of the Company, acquired pursuant to a scheme of amalgamation with erstwhile wholly-owned subsidiary. The lease of the said land has expired in the year 2000. The Company has filed a Writ Petition in the Hon'ble High Court of Mumbai for renewal of lease.
- (d) According to the information and explanations given to us and on the basis of our examination

of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii) (a) The inventory has been physically verified by the management during the year. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to the Company.
- (iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided any guarantee or security or granted any secured loans or secured or unsecured advances in the nature of loans, to companies, firms or limited liability partnerships during the year. The Company has made investments in, granted unsecured loans to companies and unsecured advances in the nature of loans to other parties in respect of which the requisite information is as below. The Company has not made investments in or granted any unsecured loans to firms and limited liability partnerships during the year.

Annexure A (Contd.)

to the Independent Auditor's Report on the Standalone Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

- (a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided loans to companies and other parties as below:

Particulars	Loans (₹ crores)
Aggregate amount during the year	
Subsidiaries*	18.60
Others	2.53
Balance outstanding as at balance sheet date	
Subsidiaries*	18.00
Others	1.51

* As per the Companies Act, 2013

- (b) According to the information and explanations given to us and based on the audit procedures conducted by us, we are of the opinion that the investments made, loans and advances in the nature of loans given are, prima facie, not prejudicial to the interest of the Company.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given to companies, in our opinion the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular. Advances in nature of loans given to employees is not interest bearing and in our opinion the repayment of principal has been stipulated and the repayments or receipts have been regular. Further, the Company has not given any loan to any other party during the year.
- (d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given.
- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to same parties.

- (f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.

- (iv) According to the information and explanations given to us and on the basis of our examination of records of the Company, the Company has neither made any investments nor has it given loans or provided guarantee or security to which provisions of Sections 185 of the Companies Act, 2013 apply. According to the information and explanations given to us, the provisions of Section 186 of the Act in respect of the loans and guarantees given and securities provided are not applicable to the Company, since the Company is engaged in infrastructural facilities. In respect of investments, in our opinion the provisions of Section 186 of the Act have been complied with.
- (v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.
- (vi) According to the information and explanations given to us, the Central Government has not prescribed the maintenance of cost records under Section 148(1) of the Act for the goods sold and services rendered by the Company. Accordingly, clause 3(vi) of the Order is not applicable.
- (vii) (a) The Company does not have liability in respect of Service tax, Duty of excise and Sales tax and during the year since effective July 01, 2017, these statutory dues has been subsumed into Goods and Services Tax.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, considering the principles of materiality outlined in Standards on Auditing, in our opinion amounts deducted/accrued in the books of account in respect of undisputed statutory dues including Goods and Services Tax, Provident fund, Employees' State Insurance, Income-Tax, Cess and other statutory dues have generally been regularly deposited by the Company with the appropriate authorities. The Company does not have liability in respect of Duty of Customs.

Annexure A (Contd.)

to the Independent Auditor's Report on the Standalone Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

According to the information and explanations given to us and on the basis of our examination of the records of the Company, considering the principles of materiality outlined in Standards on Auditing, no undisputed amounts payable in respect of Goods and Services Tax ('GST'), Provident fund,

Employees' State Insurance, Income-Tax, Cess and other statutory dues were in arrears as at March 31, 2023 for a period of more than six months from the date they became payable. The Company does not have liability in respect of Duty of Customs.

- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, considering the principles of materiality outlined in Standards on Auditing, statutory dues relating to Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are as follows:

Name of the statute	Nature of the dues	Amount (₹ crores)**	Period to which the amount relates	Forum where dispute is pending	Remarks, if any
The Income Tax Act, 1961	Tax, Penalty and interest	367.67	2010-2011, 2014-2015, 2016-2017, 2017-2018, 2018-2019, 2019-2020	Appellate Tribunal	
The Income Tax Act, 1961	Tax, Penalty and interest	22.11	2007-2008, 2012-2013, 2013-2014, 2016-2017, 2017-2018	Commissioner (Appeals)	
The Income Tax Act, 1961	Tax, Penalty and interest	2.21	2010-11, 2012-13, 2013-14, 2018-19, 2019-20	Assessing Officer	
Sales Tax and Value Added Tax	Tax, Penalty and Interest	18.84	2005 - 2009 to 2010 - 2011	Deputy Commissioner	
Sales Tax and Value Added Tax	Tax, Penalty and Interest	0.88	2011 -2012 to 2015-2016	Additional Commissioner	
Sales Tax and Value Added Tax	Tax, Penalty and Interest	0.04	1994-1995	Commissioner	
Sales Tax and Value Added Tax	Tax, Penalty and Interest	2.11	2011-12, 2012-13, 2013-14, 2014-15	Assistant Commissioner	
Sales Tax and Value Added Tax	Tax, Penalty and Interest	6.40	2015-2017	Commissioner	
Sales Tax and Value Added Tax	Tax, Penalty and Interest	3.56	2003-2004, 2007-2008, 2008-2009, 2011-2012, 2012-2013, 2013 -2014, 2014-2015, 2016-2017	Deputy/ Assistant Commissioner	
The Finance Act, 1994	Service tax, Penalty and Interest	0.10	2012-2015	Assistant Commissioner of service tax	

Annexure A (Contd.)

to the Independent Auditor's Report on the Standalone Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

Name of the statute	Nature of the dues	Amount (₹ crores)**	Period to which the amount relates	Forum where dispute is pending	Remarks, if any
The Finance Act, 1994	Service tax, Penalty and Interest	17.22	2011 -2018	CESTAT	
Maharashtra Act	Property Tax	7.30	2007-2023	High court	
New Delhi Municipal Council Act, 1994	Property Tax	171.98	2009-2023	High court	
New Delhi Municipal Council Act, 1994	Property Tax	20.66	2008-2009 to 2016-2017	High court	
Rajasthan Land Tax Act, 1985	Property Tax/ Urban Development Tax	1.52	2007-2008	Supreme court	
The Karnataka Municipal Act, 1964	Property Tax	6.17	1989 to 1991 and 2008 to 2019 and further till Sept 30, 2022	High court	
The Tamil Nadu Urban Land Tax Act, 1966	Property Tax	15.66	2009-2010	High court	
Kerala Municipality Act	Property Tax	0.81	2016-2017 to 2022-2023	High court	
The Maharashtra Entertainment s Duty Act	Entertainment Tax	1.88	2010-2017	High court	
Rajasthan Tax on Luxuries Act, 1990	Luxury tax	2.77	2011-2012 to 2015-2016	Commissioner	
Delhi Tax on Luxury Act and Rules 1996	Luxury tax	0.16	1999 -2000	Assistant Commissioner	
Rajasthan regulation of Boating Act, 1956	Others	0.60	2017-2018 To 2019-2020	Assistant Commissioner	
Rajasthan LBT Act, 1964	Land and Building Tax	1.40	1997 -2001	Assistant Director	
Govt of Madhya Pradesh Commercial Tax	Commercial Tax	0.01	2017 -2018	Deputy Commissioner	
Central Excise Act, 1944	Excise duty	0.36	1998-1999	High Court	

** These amounts are net of amount paid/ adjusted of ₹133.59 crores.

- (viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

- (ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.

- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

- (c) According to the information and explanations given to us by the management, the Company has not obtained any term loans during the year. Accordingly, clause 3(ix)(c) of the Order is not applicable.

- (d) According to the information and explanations given to us and on an overall examination of the balance sheet of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

- (e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures as defined under the Act.

Annexure A (Contd.)

to the Independent Auditor's Report on the Standalone Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

- (f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies (as defined under the Act).
- (x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.
- (xi) (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the course of the audit.
- (b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (c) As represented to us by the management, there are no whistle-blower complaints received by the Company during the year.
- (xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.
- (xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.
- (xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.
- (b) We have considered the internal audit reports of the Company issued till date for the period under audit.
- (xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.
- (xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.
- (b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.
- (c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.
- (d) According to the information and explanations provided to us, the Group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016) has more than one CIC as part of the Group. The Group has 6 CICs as part of the Group
- (xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.
- (xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, our

Annexure A (Contd.)

to the Independent Auditor's Report on the Standalone Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

- (xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For B S R & Co. LLP

Chartered Accountants

Firm's Registration No. 101248W/W-100022

Tarun Kinger

Partner

Mumbai
April 27, 2023

Membership No. 105003
ICAI UDIN: 23105003BGYDKI9860

Annexure B

to the Independent Auditor's Report on the Standalone Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

Report on the Internal Financial Controls with Reference to the Aforesaid Standalone Financial Statements Under Clause (i) of sub-section 3 of Section 143 of the Act

(Referred to in Paragraph 2(A)(f) Under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of The Indian Hotels Company Limited ("the Company") as of March 31, 2023 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at March 31, 2023, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection

of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Annexure B (Contd.)

to the Independent Auditor's Report on the Standalone Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the standalone financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For B S R & Co. LLP

Chartered Accountants

Firm's Registration No. 101248W/W-100022

Tarun Kinger

Partner

Mumbai

April 27, 2023

Membership No. 105003

ICAI UDIN: 23105003BGYDKI9860

Standalone Balance Sheet

as at March 31, 2023

	Note	March 31, 2023	March 31, 2022
(₹ crores)			
Assets			
Non-Current assets			
Property, plant and equipment	3	2,428.40	2,409.49
Capital work-in-progress		233.78	111.27
Right-of-Use assets	4	897.23	825.50
Intangible assets	5 (a)	25.47	17.12
Intangible assets under development		7.88	0.23
Financial assets			
Investments	6 (a)	5,575.55	4,876.68
Loans	7 (a)	14.90	60.40
Other financial assets	8 (a)	67.42	64.69
Advance income tax (net)		176.14	169.10
Other non-current assets	9 (a)	296.49	271.42
		9,723.26	8,805.90
Current assets			
Inventories	10	66.53	55.98
Financial assets			
Investments	6 (b)	705.84	896.84
Trade receivables	11	379.40	218.50
Cash and cash equivalents	12	520.43	640.28
Other Balances with Banks	13	243.61	365.36
Loans	7 (b)	6.00	1.60
Other financial assets	8 (b)	55.37	57.57
Other current assets	9 (b)	78.54	88.71
		2,055.72	2,324.84
Assets classified as held for sale	3 (iv)	0.69	1.05
		2,056.41	2,325.89
Total		11,779.67	11,131.79
Equity and Liabilities			
Equity			
Equity share capital	14	142.04	142.04
Other equity	15	8,696.94	7,957.73
Total Equity		8,838.98	8,099.77
Liabilities			
Non-Current liabilities			
Financial liabilities			
Borrowings	16 (a)	-	447.52
Lease liabilities	35	1,073.40	979.15
Other financial liabilities	17 (a)	30.75	29.03
Provisions	18 (a)	71.38	62.39
Deferred tax liabilities (net)	19	149.78	80.60
		1,325.31	1,598.69
Current liabilities			
Financial liabilities			
Borrowings	16 (b)	450.08	495.01
Lease liabilities	35	24.07	24.42
Trade payables	20		
Dues of small enterprises and micro enterprises		21.64	12.37
Dues of creditors other than small enterprises and micro enterprises		290.01	227.91
Other financial liabilities	17 (b)	359.17	287.42
Provisions	18 (b)	179.12	155.70
Other current liabilities	21	291.29	230.50
		1,615.38	1,433.33
Total		11,779.67	11,131.79
The accompanying notes form an integral part of the standalone financial statements			
As per our report of even date as attached		For and on behalf of the Board	

As per our report of even date as attached

For and on behalf of the Board

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No. 101248W/W-100022

N. Chandrasekaran
Chairman
DIN: 00121863

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Tarun Kinger
Partner
Membership No. 105003

Nasser Munjee
Director
DIN: 00010180

Giridhar Sanjeevi
Executive Vice President &
Chief Financial Officer

Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Mumbai, April 27, 2023

Standalone Statement of Profit and Loss

for the year ended March 31, 2023

	Note	March 31, 2023	March 31, 2022
(₹ crores)			
Income			
Revenue from operations	22	3,704.24	2,003.34
Other income	23	107.08	149.08
Total income		3,811.32	2,152.42
Expenses			
Food and beverages consumed	24	304.59	172.99
Employee benefit expenses and payment to contractors	25	761.63	624.48
Finance costs	26	128.29	304.50
Depreciation and amortisation expenses	5 (b)	207.85	203.03
Other operating and general expenses	27	1,248.31	817.60
Total expenses		2,650.67	2,122.60
Profit/ (Loss) before exceptional items and tax		1,160.65	29.82
Exceptional items	28	(21.68)	(56.93)
Profit/ (Loss) before tax		1,138.97	(27.11)
Tax expense	41		
Current tax		221.96	1.49
Deferred tax		73.98	5.85
Total		295.94	7.34
Profit/ (Loss) after tax		843.03	(34.45)
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss			
Remeasurement of defined benefit obligation		(18.30)	8.02
Change in fair value of equity instruments designated irrevocably as Fair Value Through Other Comprehensive Income		(33.47)	21.41
Add/ (Less):- income tax credit/ (expense)		4.80	(1.97)
Other comprehensive income for the year, net of tax		(46.97)	27.46
Total comprehensive income for the year		796.06	(6.99)
Earnings per share:	44		
Basic and Diluted - (₹)		5.94	(0.27)
Face value per equity share - (₹)		1.00	1.00
The accompanying notes form an integral part of the standalone financial statements			
As per our report of even date as attached		For and on behalf of the Board	

As per our report of even date as attached

For and on behalf of the Board

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No. 101248W/W-100022

N. Chandrasekaran
Chairman
DIN: 00121863

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Tarun Kinger
Partner
Membership No. 105003

Nasser Munjee
Director
DIN: 00010180

Giridhar Sanjeevi
Executive Vice President &
Chief Financial Officer

Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Mumbai, April 27, 2023

Standalone Statement of Changes in Equity

for the year ended March 31, 2023

Particulars	(₹ crores)									
	a) Equity Share Capital		b) Other Equity					Items of other comprehensive income	Other Equity	Total Equity
	Equity Share Capital Subscribed	Capital Reserve	Securities Premium	General Reserve	Other Reserves	Retained Earnings	Equity Instruments through Other Comprehensive Income			
Balance as at April 01, 2021	118.93	43.91	2,702.06	622.88	235.51	250.64	234.45	4,089.45	4,208.38	
Profit/(Loss) for the year ended March 31, 2022	-	-	-	-	-	(34.45)	-	(34.45)	(34.45)	
Other Comprehensive Income for the year ended March 31, 2022, net of taxes	-	-	-	-	-	6.05	21.41	27.46	27.46	
Total Comprehensive Income for the year ended March 31, 2022	-	-	-	-	-	(28.40)	21.41	(6.99)	(6.99)	
Allocation of Shares on Rights basis	13.21	-	-	-	-	-	-	-	13.21	
Allocation of Shares to Qualified Institutional Buyers	9.90	-	-	-	-	-	-	-	9.90	
Premium on allocation of shares on Rights basis	-	-	1,968.76	-	-	-	-	1,968.76	1,968.76	
Premium on allocation of shares to Qualified Institutional Buyers	-	-	1,990.10	-	-	-	-	1,990.10	1,990.10	
Issue expenses written off against Securities Premium	-	-	(36.02)	-	-	-	-	(36.02)	(36.02)	
Transfer from Debenture Redemption Reserve to General Reserve	-	-	-	103.20	(103.20)	-	-	-	-	
Dividends (Refer Note 48)	-	-	-	-	-	(47.57)	-	(47.57)	(47.57)	
Balance as at March 31, 2022	142.04	43.91	6,624.90	726.08	132.31	174.67	255.86	7,957.73	8,099.77	
Profit/ (Loss) for the year ended March 31, 2023	-	-	-	-	-	843.03	-	843.03	843.03	
Other Comprehensive Income for the year ended March 31, 2023, net of taxes	-	-	-	-	-	(13.50)	(33.47)	(46.97)	(46.97)	
Total Comprehensive Income for the year ended March 31, 2023	-	-	-	-	-	829.53	(33.47)	796.06	796.06	
Premium on allocation of shares on Rights basis	-	-	0.01	-	-	-	-	0.01	0.01	
Issue expenses written off against Securities Premium	-	-	(0.04)	-	-	-	-	(0.04)	(0.04)	
Transfer from Debenture Redemption Reserve to General Reserve	-	-	-	51.81	(51.81)	-	-	-	-	
Dividends (Refer Note 48)	-	-	-	-	-	(56.82)	-	(56.82)	(56.82)	
Balance as at March 31, 2023	142.04	43.91	6,624.87	777.89	80.50	947.38	222.39	8,696.94	8,838.98	

Loss of ₹(13.50) crores (Previous Year Gain of ₹6.05 crores) on remeasurement of defined employee benefit plans (net of tax) is recognised as a part of retained earnings.

The accompanying notes form an integral part of the standalone financial statements (Refer Note 1 - 48)

As per our report of even date as attached

For and on behalf of the Board

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No. 101248W/W-100022

N. Chandrasekaran
Chairman
DIN: 00121863

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Tarun Kinger
Partner
Membership No. 105003

Nasser Munjee
Director
DIN: 00010180

Giridhar Sanjeevi
Executive Vice President &
Chief Financial Officer

Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Mumbai, April 27, 2023

Standalone Statement of Cash Flows

for the year ended March 31, 2023

	(₹ crores)	
	March 31, 2023	March 31, 2022
Cash Flow From Operating Activities		
Profit/ (Loss) before tax	1,138.97	(27.11)
Adjustments to reconcile net profit to net cash provided by operating activities:		
Gain on investments carried at fair value through statement of profit and loss	(11.60)	(1.44)
Profit on sale of Current Investments	(22.52)	(5.82)
Provision for impairment of investment in subsidiaries	21.68	63.22
Unrealised Exchange (Gain)/ Loss (net)	0.07	(0.24)
Fair valuation (Gain)/ Loss on derivative contracts	-	(6.29)
Depreciation and amortisation expenses on Property, plant and equipment	171.12	169.49
Depreciation and amortisation expenses on Right-of-Use assets	36.73	33.53
Net (Gain)/ Loss on disposal of Property, plant and equipment	(4.13)	(27.14)
Net (Gain)/ Loss on sale of Brand concepts to a subsidiary	-	(9.85)
Assets written off	8.69	21.64
Allowance for doubtful debts and advances	(3.29)	1.92
Dividend income	(13.68)	(7.42)
Interest income	(41.35)	(66.90)
Finance costs	128.29	304.50
Provision for disputed claims	20.85	9.90
Provision for Employee Benefits	(6.74)	6.27
	284.12	485.37
Cash Operating Profit before working capital changes	1,423.09	458.26
Adjustments for (increase)/ decrease in operating assets:		
Inventories	(10.55)	(3.73)
Trade receivables	(158.46)	(24.47)
Other financial assets	5.36	106.88
Other assets	(3.02)	(8.46)
	(166.67)	70.22
Adjustments for increase/ (decrease) in operating liabilities:		
Trade payables	71.30	29.22
Other financial liabilities	63.23	36.86
Other liabilities	60.79	37.51
	195.32	103.59
Cash Generated From/(Used In) Operating Activities	1,451.74	632.07
Income taxes (paid)/ refund	(224.52)	61.26
Net Cash Generated From/(Used In) Operating Activities (A)	1,227.22	693.33
Cash Flow From Investing Activities		
Payments for purchase of property, plant and equipment	(329.78)	(141.26)
Proceeds from disposal of property, plant and equipment	7.53	32.42
Proceeds from sale of Brand concepts to a subsidiary	-	9.85
Purchase of current investments	(1,973.33)	(2,282.90)
Sale of current investments	2,198.45	1,767.71
Purchase of non-current investments	(752.86)	(877.58)
Sale on Investments in other companies	-	71.10
Option Deposit against purchase of shares repaid	-	(71.10)
Interest received	27.38	6.58
Carried over	(822.61)	(1,485.18)

Standalone Statement of Cash Flow (Contd.)

for the year ended March 31, 2023

	(₹ crores)	
	March 31, 2023	March 31, 2022
Brought over	(822.61)	(1,485.18)
Dividend received	13.68	7.42
Long-term deposits placed for Hotel properties	(18.75)	(2.00)
Long-term deposits placed for Hotel properties received	1.00	0.50
Long-term deposits repaid by related parties	59.10	9.58
Long-term deposits placed with related parties	(12.00)	(62.00)
Short-term deposits placed with related parties	(6.60)	-
Short-term deposits repaid by others	16.94	-
Short-term deposits repaid by a related party	0.60	-
Bank Balances not considered as Cash and cash equivalents	122.13	(358.69)
Net Cash Generated From/(Used In) Investing Activities (B)	(646.51)	(1,890.37)
Cash Flow From Financing Activities		
Dividend including unclaimed dividend	(56.65)	(47.37)
Payment of lease liability (including Interest)	(102.84)	(81.46)
Proceeds from issue of shares on Rights basis	0.01	1,981.97
Proceeds from QIP issue	-	2,000.00
Share issue expenses	(0.04)	(28.34)
Interest and other borrowing costs paid	(46.63)	(223.47)
Settlement of cross currency Interest rate swap (net)	-	(146.33)
Proceeds from long-term borrowings	-	544.00
Repayment of long-term borrowings	(495.00)	(2,180.00)
Proceeds from short-term borrowings	0.59	113.47
Repayment of short-term borrowings	-	(128.47)
Net Cash Generated From/(Used In) Financing Activities (C)	(700.56)	1,804.00
Net Increase/ (Decrease) In Cash and cash equivalents (A + B + C)	(119.85)	606.96
Cash and Cash Equivalents - Opening	640.28	33.32
Cash and Cash Equivalents - Closing	520.43	640.28

The accompanying notes form an integral part of the standalone financial statements (Refer Notes 1 - 48).

As per our report of even date as attached

For and on behalf of the Board

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No. 101248W/W-100022

N. Chandrasekaran
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Executive Vice President &
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Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Mumbai, April 27, 2023

Notes to Standalone Financial Statements

for the year ended March 31, 2023

Note 1: Corporate Information

The Indian Hotels Company Limited ("IHCL" or the "Company"), is primarily engaged in the business of owning, operating & managing hotels, palaces and resorts.

The Company is domiciled and incorporated in India in 1902 and has its registered office at Mandlik House, Mandlik Road, Mumbai – 400 001, India. It is promoted by Tata Sons Private Limited (formerly Tata Sons Limited), which holds a significant stake in the Company.

The financial statements for the year ended March 31, 2023 were approved by the Board of Directors and authorised for issue on April 27, 2023.

Note 2: Basis of Preparation, Critical Accounting Estimates and Judgements, Significant Accounting Policies and Recent Accounting Pronouncements

The financial statements have been prepared on the following basis:

(a) Statement of Compliance

These financial statements have been prepared in accordance with Indian Accounting Standards ("Ind AS") as prescribed under Section 133 of the Companies Act, 2013 read with Companies (Indian Accounting Standards) Rules, 2015 and other provisions of the Companies Act, 2013 as amended from time to time.

(b) Basis of Preparation

These financial statements have been prepared on a historical cost basis, except for certain financial instruments which are measured at fair value at the end of each reporting period. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities are classified as current and non-current as per company's normal operating cycle of 12 months which is based on the nature of business of the Company. Current Assets do not include elements which are not expected to be realised within 1 year and Current Liabilities do not include items which are due after 1 year, the period of 1 year being reckoned from the reporting date.

(c) Critical Accounting Estimates and Judgements

The preparation of these financial statements in conformity with the recognition and measurement principles of Ind AS requires management to make judgements, estimates and assumptions, that affect the reported balances of assets and liabilities, disclosures relating to contingent liabilities as at the date of the financial statements and the reported amounts of income and expenses for the years presented. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

In particular, information about significant areas of estimation, uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements pertain to:

- **Useful Lives of Property, Plant and Equipment and Intangible Assets:** The Company has estimated useful life of each class of assets based on the nature of assets, the estimated usage of the asset, the operating condition of the asset, past history of replacement, anticipated technological changes, etc. The Company reviews the useful life of property, plant and equipment and Intangible assets as at the end of each reporting period. This reassessment may result in change in depreciation expense in future periods.
- **Impairment Testing:** Property, plant and equipment, Right-of-Use assets and intangible assets that are subject to depreciation/ amortisation are tested for impairment periodically including when events occur or changes in circumstances indicate that the recoverable amount of the cash generating unit is less than its carrying value. The recoverable amount of cash generating units is higher of value-in-use and fair value less cost to sell. The calculation involves use of significant estimates and assumptions which includes turnover and earnings multiples, growth rates and net margins used to calculate projected future cash flows, risk-adjusted discount rate, future economic and market conditions.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

– **Impairment of Investments:** The Company reviews its carrying value of investments carried at cost or amortised cost annually, or more frequently when there is indication for impairment. If the recoverable amount is less than its carrying amount, the impairment loss is accounted for.

– **Income Taxes:** Deferred tax assets are recognised to the extent that it is regarded as probable that deductible temporary differences can be realised. The Company estimates deferred tax assets and liabilities based on current tax laws and rates and in certain cases, business plans, including management's expectations regarding the manner and timing of recovery of the related assets. Changes in these estimates may affect the amount of deferred tax liabilities or the valuation of deferred tax assets and thereby the tax charge in the Statement of Profit and Loss.

Provision for tax liabilities require judgements on the interpretation of tax legislation, developments in case laws and the potential outcomes of tax audits and appeals which may be subject to significant uncertainty. Therefore the actual results may vary from expectations resulting in adjustments to provisions, the valuation of deferred tax assets, cash tax settlements and therefore the tax charge in the Statement of Profit and Loss.

– **Loyalty Programme:** The Company estimates the fair value of points awarded under the Loyalty programme by applying statistical techniques. Inputs include making assumptions about expected breakages, the mix of products that will be available for redemption in the future and customer preferences, redemption at own hotels and other participating hotels.

The Company assesses whether the loyalty points provide a material right to the customer that needs to be accounted for as a separate performance obligation. The Company determines that the loyalty points provide a material right that the customer would not exercise without entering into the contract.

– **Fair Value Measurement of Derivative and Other Financial Instruments:** The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. This involves significant judgements in the selection of

a method in making assumptions that are mainly based on market conditions existing at the Balance Sheet date and in identifying the most appropriate estimate of fair value when a wide range of fair value measurements are possible.

– **Litigation:** From time to time, the Company is subject to legal proceedings, the ultimate outcome of each being always subject to many uncertainties inherent in litigation. A provision for litigation is made when it is considered probable that a payment will be made and the amount of the loss can be reasonably estimated. Significant judgement is made when evaluating, among other factors, the probability of unfavourable outcome and the ability to make a reasonable estimate of the amount of potential loss. Litigation provisions are reviewed at each accounting period and revisions made for the changes in facts and circumstances.

– **Defined Benefit Plans:** The cost of the defined benefit plans and the present value of the defined benefit obligation are based on actuarial valuation using the projected unit credit method. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each Balance Sheet date.

– **Leases:**

Critical Judgements in Determining the Lease Term: Ind AS 116 requires lessees to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to Company's operations taking into account the location of the

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

Critical Judgements in Determining the Discount Rate: The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

Significant Accounting Policies

(d) Revenue Recognition

Revenue is recognised at an amount that reflects the consideration to which the Company expects to be entitled in exchange for transferring the promised goods or services to a customer i.e. on transfer of control of the goods or service to the customer. Revenue from sales of goods or rendering of services is net of Indirect taxes, returns and variable consideration on account of discounts and schemes offered by the Company as part of the contract.

Income From Operations

Rooms, Food and Beverage & Banquets: Revenue is recognised at the transaction price that is allocated to the performance obligation. Revenue includes room revenue, food and beverage sale and banquet services which is recognised once the rooms are occupied, food and beverages are sold and banquet services have been provided as per the contract with the customer.

Space and Shop Rentals: Rentals basically consists of rental revenue earned from letting of spaces for retails and office at the properties. These contracts for rentals are generally of short-term in nature. Revenue is recognised in the period in which services are being rendered.

Other Allied Services: In relation to laundry income, communication income, health club income, airport transfers income and other allied services, the revenue has been recognised by reference to the time of service rendered.

Management and Operating Fees: Management fees earned from hotels managed by the Company are usually under long-term contracts with the hotel owner. Under Management and Operating Agreements, the Company's performance obligation is to provide hotel management services and a license to use the Company's trademark and other intellectual property.

Management and incentive fee is earned as a percentage of revenue and profit and are recognised when earned in accordance with the terms of the contract based on the underlying revenue, when collectability is certain and when the performance criteria are met. Both are treated as variable consideration.

Membership Fees: Membership fee income majorly consists of membership fees received from the loyalty programme and Chamber membership fees. In respect of performance obligations satisfied over a period of time, revenue is recognised at the allocated transaction price on a time-proportion basis.

Loyalty Programme: The Company is a co-partner in a loyalty programme, which is administered by a third party. This programme provides a material right to customers, in the form of award points, on eligible spends. The promise to provide the discount through award points to the customer is therefore a separate performance obligation. The points so earned by such customers are accumulated and have a fixed redemption price. The revenues related to award points pertaining to the Company is deferred and a contract liability is created at the time of initial sales basis the points awarded to the customer and the likelihood of redemption, as evidenced by the Company's historical experience. On redemption or expiry of such award points, revenue is recognised at pre-determined rates.

Contract Balances

a) Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

b) Contract liabilities

A contract liability is the obligation to transfer services to a customer for which the Company has received consideration from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made. Contract liabilities are recognised as revenue when the Company performs under the contract.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Interest

Interest income is accrued on a time proportion basis using the effective interest rate method.

Dividend

Dividend income is recognised when the Company's right to receive the amount is established.

(e) Employee Benefits

i. Short-Term-Employment Benefits:

The costs of all short-term employee benefits (that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service) are recognised during the period in which the employee renders the related service. The accruals for employee entitlements to benefits such as salaries, bonuses and annual leave represent the amounts which the Company has a present obligation to pay as a result of the employee's services and the obligation can be measured reliably. The accruals have been calculated at undiscounted amounts based on current salary levels at the Balance Sheet date.

ii. Post-Employment Benefits:

Defined Contribution Plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts.

a) Provident and Family pension fund

The eligible employees of the Company are entitled to receive post-employment benefits in respect of provident and family pension fund, in which both the employees and the Company make monthly contributions at a specified percentage of the employee's eligible salary (currently 12% of employee's eligible salary). The contributions are made to the provident fund managed by the trust set up by the Company, or to the Regional Provident Fund Commissioner (RPFC) which are charged to the Statement of Profit and Loss as incurred.

In respect of contribution to RPFC, the Company has no further obligations beyond

making the contribution, and hence, such employee benefit plan is classified as Defined Contribution Plan. The Company's contribution is recognised as an expense in the Statement of Profit and Loss.

b) Superannuation

The Company has a defined contribution plan for eligible employees, wherein it annually contributes a sum equivalent to a defined percentage of the eligible employee's annual basic salary to a fund administered by the trustees. The Company recognises such contributions as an expense in the year in which the corresponding services are received from the employee.

Defined Benefit Plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Company's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets. The calculation of defined benefit obligation is performed annually by a qualified actuary using the projected unit credit method.

a) Gratuity Fund

The Company makes annual contributions to gratuity funds administered by the trustees for amounts notified by the funds. The Gratuity plan provides for lump sum payment to vested employees on retirement, death or termination of employment of an amount based on the respective employee's last drawn salary and tenure of employment. The Company accounts for the net present value of its obligations for gratuity benefits, based on an independent actuarial valuation, determined on the basis of the projected unit credit method, carried out as at the Balance Sheet date. The obligation determined as aforesaid less the fair value of the plan assets is reported as a liability or asset as of the reporting date. Actuarial gains and losses are recognised

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

immediately in Other Comprehensive Income and reflected in retained earnings and will not be reclassified to the Statement of Profit and Loss.

b) Post-Retirement Pension Scheme and Medical Benefits

The net present value of the Company's obligation towards post retirement pension scheme for retired whole time directors and post-employment medical benefits to qualifying employees is actuarially determined, based on the projected unit credit method. Actuarial gains and losses are recognised immediately in Other Comprehensive Income and reflected in retained earnings and will not be reclassified to the Statement of Profit and Loss.

The Company also has separate funded and unfunded schemes, which guarantee a minimum pension to certain categories of employees. The Company accounts for the net present value of its obligations therein, based on an independent external actuarial valuation, carried out as at the Balance Sheet date, which is determined on the basis of the projected unit credit method. Actuarial gains and losses are recognised immediately in Other Comprehensive Income and reflected in retained earnings and will not be reclassified to the Statement of Profit and Loss.

c) Provident Fund Trust

In respect of contribution to the trust set up by the Company, since the Company is obligated to meet interest shortfall, if any, with respect to covered employees, such employee benefit plan is classified as Defined Benefit Plan. Any obligation in this respect is measured on the basis of independent actuarial valuation.

Other Long-term Employee Benefits – The Company provides for encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate

leave subject to certain limits for future encashment/ availment. The Company makes provision for compensated absences based on an independent actuarial valuation carried out at the end of the year. Actuarial gains and losses are recognised in the Statement of Profit and Loss.

(f) Property, Plant and Equipment

Property, plant and equipment are stated at cost, less accumulated depreciation (other than freehold land) and accumulated impairment losses, if any.

All property, plant and equipment are initially recorded at cost. Cost includes the acquisition cost or the cost of construction, including duties and non-refundable taxes, expenses directly related to bringing the asset to the location and condition necessary for making them operational for their intended use and, in the case of qualifying assets, the attributable borrowing costs (refer note no. 2(o)). Initial estimate of costs of dismantling and removing the item and restoring the site on which it is located is also included if there is an obligation to restore it. First time issues of operating supplies for a new hotel property, consisting of linen and chinaware, glassware and silverware (CGS) are capitalised and depreciated over their estimated useful life.

Subsequent expenditure relating to property, plant and equipment is capitalised only when it is probable that future economic benefits associated with these will flow to the Company and the cost of the item can be measured reliably.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Depreciation is charged to the Statement of Profit and Loss so as to expense the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the straight-line method, as per the useful life prescribed in part "C" of Schedule II to the Companies Act, 2013 except in respect of the following categories of assets, in whose case the life of the assets had been re-assessed as under based on technical evaluation, taking into account the nature of the asset, the estimated usage of the asset, the operating conditions of the asset, past history of replacement, anticipated technological changes, manufacturers' warranties and maintenance support, etc.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Class of Assets	Estimated Useful life
Buildings	30 to 80 years
Plant and Equipment	5 to 20 years
Electrical Installation and Equipment	20 years
Hotel Wooden Furniture	15 years
End User devices – Computers, Laptops etc.	6 years
Operating supplies (issued on opening of a new hotel property)	2 to 3 years
Other Miscellaneous Hotel Assets	4 years

In respect of buildings on leasehold land, depreciation is based on the tenure which is lower of the life of the buildings or the expected lease period. Improvements to leasehold buildings are depreciated on the basis of their estimated useful lives or the expected lease period, whichever is lower.

Freehold land is not depreciated.

The assets' estimated useful lives, residual values and depreciation method are reviewed at the Balance Sheet date and the effect of any changes in estimates are accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the Statement of Profit and Loss. Proportionate depreciation is charged for the addition and disposal of an item of property, plant and equipment made during the year.

For transition to Ind AS, the Company has elected to continue with the carrying value of all of its property, plant and equipment recognised as of April 01, 2015 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

Capital work-in-progress represents projects under which the property, plant and equipment are not yet ready for their intended use and are carried at cost determined as aforesaid.

(g) Intangible Assets

Intangible assets include cost of acquired software and designs, and cost incurred for development of the Company's website and certain contract acquisition costs. Intangible assets are initially measured at acquisition cost including any directly attributable costs of preparing the asset for its intended use and are carried at cost less accumulated amortisation and accumulated impairment losses.

Expenditure on projects which are not yet ready for intended use are carried as intangible assets under development.

Intangible assets with finite lives are amortised over their estimated useful life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Intangible assets with indefinite useful lives are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired. The estimated useful life used for amortising intangible assets is as under:

Class of Assets	Estimated Useful Life
Website Development Cost	5 years
Software and Licences	6 years
Service and Operating Rights	10 years

An intangible asset is de-recognised on disposal, or when no future economic benefits are expected to arise from the continued use of the asset. Gains or losses arising from de-recognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognised in the Statement of Profit and Loss when the asset is derecognised.

For transition to Ind AS, the Company has elected to continue with carrying value of all of its intangible assets recognised as of April 01, 2015 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

(h) Leases

On inception of a contract, the Company assesses whether it contains a lease. A contract contains a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The right to use the asset and the obligation under the lease to make payments are recognised in the Company's statement of financial position as a right-of-use asset and a lease liability.

Right of Use Assets

The right-of-use asset recognised at lease commencement includes the amount of lease liability recognised, initial direct costs incurred, and lease payments made at or before the commencement date, less any lease incentives received. Right-of-use assets are depreciated over the shorter of the asset's estimated useful life and the lease term. Right-of-use assets are also adjusted for any re-measurement of lease liabilities and are subject to impairment testing. Residual value is reassessed annually.

Lease Liabilities

The lease liability is initially measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments (including 'in-substance fixed' payments) and variable lease payments that depend on an index or a rate, less any lease incentives receivable, and payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease. 'In-substance fixed' payments are payments that may, in form, contain variability but that, in substance, are unavoidable. In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

The lease term includes periods subject to extension options which the Company is reasonably certain to exercise and excludes the effect of early termination options where the Company is reasonably certain that it will not exercise the option. Minimum lease payments include exercise price a purchase option if the Company is reasonably certain it will purchase the underlying asset after the lease term.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for lease payments made. In addition, the

carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the 'in-substance fixed' lease payments or as a result of a rent review or change in the relevant index or rate.

Variable Lease

Variable lease payments that do not depend on an index or a rate are recognised as an expense in the period over which the event or condition that triggers the payment occurs.

Short-Term Leases and Leases of Low-Value Assets

The Company has opted not to apply the lease accounting model to intangible assets, leases of low-value assets or leases which have a lease term of 12 months or less and don't contain purchase option. Costs associated with such leases are recognised as an expense on a straight-line basis over the lease term

Presentation of Lease Payments in Cash Flow Statements:

Lease payments are presented as follows in the Company's statement of cash flows:

- Short-term lease payments, payments for leases of low-value assets and variable lease payments that are not included in the measurement of the lease liabilities are presented within cash flows from operating activities;
- Payments for the interest element of recognised lease liabilities are included in 'interest paid' within cash flows from financing activities; and
- Payments for the principal element of recognised lease liabilities are presented within cash flows from financing activities.

(i) Impairment of Assets

Assets that are subject to amortisation are reviewed for impairment periodically including whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

specific to the asset for which the estimates of future cash flows have not been adjusted. Where the asset does not generate cash flows that are independent from other assets, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Profit and Loss. When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the Statement of Profit and Loss to the extent that it eliminates the impairment loss which has been recognised for the asset in prior years.

(j) Foreign Currency Translation

The functional currency and presentation currency of the Company is Indian Rupee (₹).

Initial Recognition

On initial recognition, all foreign currency transactions are recorded by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction.

Subsequent Recognition

As at the reporting date, non-monetary items which are carried at historical cost and denominated in a foreign currency are reported using the exchange rate at the date of the transaction. All non-monetary items which are carried at fair value denominated in a foreign currency are retranslated at the rates prevailing at the date when the fair value was determined.

Income and expenses in foreign currencies are recorded at exchange rates prevailing on the date of the transaction. Foreign currency denominated monetary assets and liabilities are translated at the exchange rate prevailing on the Balance Sheet date and exchange gains and losses arising on settlement and restatement are recognised in the Statement of Profit and Loss.

(k) Inventories

Stock of food and beverages and stores and operating supplies are carried at the lower of cost (computed on a Weighted Average basis) or net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and selling expenses. Cost includes the fair value of consideration paid including duties and taxes (other than those refundable), inward freight, and other expenditure directly attributable to the purchase. Trade discounts and rebates are deducted in determining the cost of purchase.

(l) Government Grants

Government grants are recognised in the period to which they relate when there is reasonable assurance that the grant will be received and that the Company will comply with the attached conditions.

Government grants are recognised in the Statement of Profit and Loss on a systematic basis over the periods in which the Company recognises as expenses the related costs for which the grants are intended to compensate.

Government grants related to assets are presented in the balance sheet by deducting the grant in calculating the carrying amount of the asset.

(m) Income Taxes

Income tax expense comprises current tax expense and the net change in the deferred tax asset or liability during the year. Current and deferred tax are recognised in the Statement of Profit and Loss, except when they relate to items that are recognised in Other Comprehensive Income or directly in equity, in which case, the current and deferred tax are also recognised in Other Comprehensive Income or directly in equity, respectively.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

(i) Current tax

Current tax expenses are accounted in the same period to which the revenue and expenses relate. Provision for current income tax is made for the tax liability payable on taxable income after considering tax allowances, deductions and exemptions determined in accordance with the applicable tax rates and the prevailing tax laws.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle the asset and the liability on a net basis.

(ii) Deferred tax

Deferred income tax is recognised using the balance sheet approach. Deferred tax assets and liabilities are recognised for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount in financial statements, except when the deferred tax arises from the initial recognition of goodwill, an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profits or loss at the time of the transaction. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised. The carrying amount of deferred tax assets is reviewed at each reporting date.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantially enacted by the end of the reporting period.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to

settle its current tax assets and liabilities on a net basis.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

(n) Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognised when the Company has a binding present obligation. This may be either legal because it derives from a contract, legislation or other operation of law, or constructive because the Company created valid expectations on the part of third parties by accepting certain responsibilities. To record such an obligation it must be probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made for the amount of the obligation. The amount recognised as a provision and the indicated time range of the outflow of economic benefits are the best estimate (most probable outcome) of the expenditure required to settle the present obligation at the balance sheet date, taking into account the risks and uncertainties surrounding the obligation. Non-Current provisions are discounted if the impact is material.

Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made.

A contingent asset is not recognised but disclosed in the financial statements where an inflow of economic benefit is probable.

Provisions, contingent assets and contingent liabilities are reviewed at each balance sheet date.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

(o) Borrowing Costs

General and specific borrowing costs directly attributable to the acquisition or construction of qualifying assets that necessarily takes substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Borrowing costs consist of interest and other costs that the Company incurs in connection with the borrowing of funds.

Interest income earned on temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. Borrowing costs that are not directly attributable to a qualifying asset are recognised in the Statement of Profit and Loss using the effective interest method.

(p) Statement of Cash Flows

Cash flows are reported using the indirect method, whereby profit/ (loss) before tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments. Cash flow for the year are classified by operating, investing and financing activities.

(q) Earnings Per Share

Basic earnings per share is computed by dividing the profit or loss after tax by the weighted average number of equity shares outstanding during the year adjusting the bonus element for all the reported period arising on account of issue of equity shares on rights and including potential equity shares on compulsory convertible debentures. Diluted earnings per share is computed by dividing the profit/ (loss) after tax as adjusted for dividend, interest and other charges to expense or income (net of any attributable taxes) relating to the dilutive potential equity shares, by the weighted average number of equity shares considered for deriving basic earnings per share.

(r) Exceptional Items

Exceptional items are disclosed separately in the financial statements where it is necessary to do so to provide further understanding of the financial performance

of the Company. These items are identified by virtue of either their size or nature or incidence. Exceptional items include, but are not restricted to:

- (i) gains and losses on the disposal/ impairment of non-current investments,
- (ii) exchange gain/ (loss) on long-term borrowings and derivative instruments.

(s) Financial Instruments

(i) Financial Assets

Initial Recognition and Measurement

Financial assets are recognised when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. The Company determines the classification of its financial assets at initial recognition.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss directly attributable transaction costs. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the Statement of Profit and Loss. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Classification

- **Cash and Cash Equivalents** – Cash comprises cash on hand and demand deposits with banks. Cash equivalents are short-term balances (with an original maturity of three months or less from the date of acquisition), highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value.
- **Debt Instruments** - The Company classifies its debt instruments as subsequently measured at amortised cost, fair value through Other Comprehensive Income or fair value through profit or loss based on its business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

(i) Financial assets at amortised cost

Financial assets are subsequently measured at amortised cost if these financial assets are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest. Interest income from these financial assets is included as a part of the Company's income in the Statement of Profit and Loss using the effective interest rate method.

(ii) Financial assets at fair value through Other Comprehensive Income (FVOCI)

Financial assets are subsequently measured at fair value through Other Comprehensive Income if these financial assets are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest. Movements in the carrying value are taken through Other Comprehensive Income, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains or losses which are recognised in the Statement of Profit and Loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in Other Comprehensive Income is reclassified from Other Comprehensive Income to the Statement of Profit and Loss. Interest income on such financial assets is included as a part of the Company's income in the Statement of Profit and Loss using the effective interest rate method.

(iii) Financial assets at fair value through profit or loss (FVTPL)

Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on such debt instrument that is subsequently measured at FVTPL and is not part of a hedging

relationship as well as interest income is recognised in the Statement of Profit and Loss.

- **Equity Instruments** - The Company subsequently measures all equity investments (other than the investment in subsidiaries, joint ventures and associates which are measured at cost) at fair value. Where the Company has elected to present fair value gains and losses on equity investments in Other Comprehensive Income ("FVOCI"), there is no subsequent reclassification of fair value gains and losses to profit or loss. Dividends from such investments are recognised in the Statement of Profit and Loss as other income when the Company's right to receive payment is established.

The Company has made an irrevocable election to present in Other Comprehensive Income subsequent changes in the fair value of equity investments that are not held for trading.

When the equity investment is derecognised, the cumulative gain or loss previously recognised in Other Comprehensive Income is reclassified from Other Comprehensive Income to the Retained Earnings directly.

De-Recognition

A financial asset is derecognised only when the Company has transferred the rights to receive cash flows from the financial asset. Where the Company has transferred an asset, the Company evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognised. Where the Company has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised. Where the Company retains control of the financial asset, the asset is continued to be recognised to the extent of continuing involvement in the financial asset.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

(II) Financial Liabilities

Initial Recognition and Measurement

Financial liabilities are recognised when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. The Company determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value, plus, in the case of financial liabilities not at fair value, through profit or loss directly attributable transaction costs.

Subsequent Measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the Statement of Profit and Loss when the liabilities are derecognised, and through the amortisation process.

De-Recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the Statement of Profit and Loss.

Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged and the type of hedge relationship designated. The fair value changes of derivatives which are not designated as a hedging instrument are accounted through Statement

of Profit and Loss. During the years reported, no hedge relationship was designated.

Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in the Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

(III) Impairment of financial assets

The Company assesses, at each reporting date, whether a financial asset or a group of financial assets is impaired. Ind AS-109 on Financial Instruments, requires expected credit losses to be measured through a loss allowance. For trade receivables only, the Company recognises expected lifetime losses using the simplified approach permitted by Ind AS-109, from initial recognition of the receivables. For other financial assets (not being equity instruments or debt instruments measured subsequently at FVTPL) the expected credit losses are measured at the 12 month expected credit losses or an amount equal to the lifetime expected credit losses if there has been a significant increase in credit risk since initial recognition.

(t) Financial Guarantee Contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts liabilities issued by the Company are measured initially at their fair values and recognised as income in the Statement of Profit and Loss

Where guarantees in relation to loans or other payables of group companies are provided for no compensation, the fair value are accounted for as contributions and recognised as part of cost of investment.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

(u) Business Combinations

Business combinations of entities under common control are accounted using the "pooling of interests" method and assets and liabilities are reflected at the predecessor carrying values and the only adjustments that are made are to harmonise accounting policies. The figures for the previous periods are restated as if the business combination had occurred at the beginning of the preceding period irrespective of the actual date of the combination.

(v) Recent Accounting Pronouncements

(i) New and Amended Standards Adopted by the Company:

The Company has applied the following amendments for the first time for their annual reporting period commencing April 01, 2022:

Ind AS 16 – Property Plant and Equipment –

The amendment clarifies that excess of net sale proceeds of items produced over the cost of testing, if any, shall not be recognised in the profit or loss but deducted from the directly attributable costs considered as part of cost of an item of property, plant, and equipment.

Ind AS 37 – Provisions, Contingent Liabilities and Contingent Assets –

The amendment specifies that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'. Costs that related directly to a contract can either be incremental costs of fulfilling that contract (Examples would be direct labour, materials) or an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract).

The above amendments did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

(ii) New Standards/ Amendments Notified but not yet Effective:

Ministry of Corporate Affairs (MCA), on March 31, 2023, through the Companies (Indian Accounting Standards (Ind AS)) Amendment Rules, 2023 amended certain existing Ind ASs with effect from April 01, 2023. Following are few key amendments relevant to the Company:

- i. Ind AS 1 – Presentation of Financial Statements & Ind AS 34 – Interim Financial Reporting – Material accounting policy information (including focus on how an entity applied the requirements of Ind AS) shall be disclosed instead of significant accounting policies as part of financial statements.
- ii. Ind AS 107 – Financial Instruments: Disclosures – Information about the measurement basis for financial instruments shall be disclosed as part of material accounting policy information.
- iii. Ind AS 8 – Accounting policies, changes in accounting estimate and errors-Clarification on what constitutes an accounting estimate provided.
- iv. Ind AS 12 – Income Taxes – This amendment has narrowed the scope of the initial recognition exemption so that it does not apply to transactions that give rise to equal and offsetting temporary differences.

The Company does not expect the effect of this on the financial statements to be material, based on preliminary evaluation.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 3: Property, Plant and Equipment (Owned, Unless Otherwise Stated)

	(₹ crores)						
	Freehold Land	Buildings (Refer Footnote (ii), (iii) & (iv))	Plant and Equipment	Furniture and Fixtures	Office Equipment	Vehicles	Total
Cost							
At April 01, 2021	150.74	1,723.19	1,025.86	367.64	63.76	10.15	3,341.34
Additions	0.85	40.39	29.90	9.71	7.41	0.29	88.55
Disposals (Refer Footnote (iv))	1.06	4.84	8.94	1.46	1.32	0.63	18.25
At March 31, 2022	150.53	1,758.74	1,046.82	375.89	69.85	9.81	3,411.64
Additions	-	56.48	99.43	35.55	4.70	0.89	197.05
Adjustments (Refer Footnote (v))	-	0.26	-	-	-	-	0.26
Disposals	-	8.67	16.03	2.78	3.34	0.12	30.94
At March 31, 2023	150.53	1,806.81	1,130.22	408.66	71.21	10.58	3,578.01
Depreciation							
At April 01, 2021	-	279.64	377.62	144.27	44.54	3.24	849.31
Charge for the year	-	59.94	65.81	29.78	6.88	0.81	163.22
Disposals	-	1.79	5.88	0.98	1.27	0.46	10.38
At March 31, 2022	-	337.79	437.55	173.07	50.15	3.59	1,002.15
Charge for the year	-	61.88	66.82	31.71	6.30	0.79	167.50
Adjustments	-	0.04	-	-	-	-	0.04
Disposals	-	3.83	11.13	1.84	3.24	0.04	20.08
At March 31, 2023	-	395.88	493.24	202.94	53.21	4.34	1,149.61
Net Block							
At March 31, 2022	150.53	1,420.95	609.27	202.82	19.70	6.22	2,409.49
At March 31, 2023	150.53	1,410.93	636.98	205.72	18.00	6.24	2,428.40

Footnotes:

(i) Capital work-in-progress ageing is as given below:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Capital work-in-progress	233.78	111.27

	(₹ crores)				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	169.08	30.17	8.53	19.64	227.42
	74.68	10.54	21.31	1.37	107.90
Projects temporarily suspended	0.01	-	0.76	-	0.77
	0.16	0.68	0.05	-	0.89
Other non-project Capital work-in-progress	3.68	0.13	0.07	1.71	5.59
	0.70	0.21	0.04	1.53	2.48
	172.77	30.30	9.36	21.35	233.78
	75.54	11.43	21.40	2.90	111.27

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 3: Property, Plant and Equipment (Owned, Unless Otherwise Stated) (contd.)

Capital work-in-progress temporarily suspended ageing is as given below :

	(₹ crores)				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Hotel Renovations	0.01	-	0.76	-	0.77
	0.16	0.68	0.05	-	0.89
	0.01	-	0.76	-	0.77
	0.16	0.68	0.05	-	0.89

* Figures in italics are of the previous year

Details of Capital work-in-progress whose completion is overdue (Refer Footnote (vi) below):

	(₹ crores)			
	To be completed in			
Capital work-in-progress	Less than 1 year	1-2 years	2-3 years	More than 3 years
Hotel Property in Mumbai	155.21	-	-	-
	-	-	-	-

- (ii) Cost includes improvements to buildings constructed on leasehold land - ₹1,346.06 crores (Previous year - ₹1,311.62 crores).
- (iii) Includes Building amounting to ₹0.70 crore (Previous year - ₹0.72 crore) acquired on amalgamation of TIFCO Holdings Ltd. is pending to be transferred in the name of the Company.
- (iv) Disposals include adjustment of ₹ Nil (Previous year - ₹1.05 crores) comprising of residential flats, re-classified as held for sale.
- (v) Adjustment comprises of residential flats re-classified from Assets held for sale to Buildings.
- (vi) Represents a greenfield Project whose completion is delayed due to Covid, but has no cost implications, being a fixed price turnkey project awarded to third party.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 4: Right-of-Use Assets

	(₹ crores)				
	Buildings	Leasehold Land	Office Premises	Plant and Equipment	Total
Cost					
At April 01, 2021	774.63	91.67	45.87	-	912.17
Additions	-	-	-	6.97	6.97
Reassessment of leases	5.75	-	-	-	5.75
At March 31, 2022	780.38	91.67	45.87	6.97	924.89
Additions	23.61	-	-	1.63	25.24
Reassessment of leases	57.18	-	26.10	(0.06)	83.22
At March 31, 2023	861.17	91.67	71.97	8.54	1,033.35
Amortisation					
At April 01, 2021	49.13	2.26	14.37	-	65.76
Charge for the year (Refer Footnote (i))	24.88	1.19	7.41	0.15	33.63
At March 31, 2022	74.01	3.45	21.78	0.15	99.39
Charge for the year (Refer Footnote (i))	27.16	1.19	7.52	0.86	36.73
At March 31, 2023	101.17	4.64	29.30	1.01	136.12
Net Block					
At March 31, 2022	706.37	88.22	24.09	6.82	825.50
At March 31, 2023	760.00	87.03	42.67	7.53	897.23

Footnotes:

- (i) Amortisation includes ₹ Nil (Previous year ₹0.10 crore) which is capitalised during the year.
- (ii) The Company's leased assets mainly comprise land and hotel properties and offices. Leases contain a wide range of different terms and conditions. The term of property leases ranges from 1 to 198 years. Many of the Company's property leases contain extension or early termination options, which are used for operational flexibility.

One of the land lease agreement with the Government has expired and is in an advanced stage of renewal. In the absence of a definitive agreement and uncertainty about the timing of the cash flows, this lease is not included in the calculation of Right-of-Use assets and corresponding Lease liabilities. The rental for this land continues to be provided as lease expense on a best estimate.

- (iii) Amounts recognised in profit or loss:

The following amounts were recognised as expense:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Depreciation of Right-of-use Assets (excluding Depreciation transferred to Capital Work-in-Progress)	36.73	33.53
Expense relating to variable lease payments	162.55	66.02
Interest on lease liabilities	92.00	85.63
Total recognised in the Company's statement of profit and loss	291.28	185.18

Variable lease payments are payable under certain of the Company's hotel leases and arise where the Company is committed to making additional lease payments that are contingent on the performance of the hotels. (Refer Note 35 (c))

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 5(a): Intangible Assets (Acquired)

	(₹ crores)			
	Website Development Cost	Software (Refer Footnote (i))	Service and Operating Rights	Total
Cost				
At April 01, 2021	22.83	41.32	18.51	82.66
Additions	-	2.26	-	2.26
Disposals	-	0.01	-	0.01
At March 31, 2022	22.83	43.57	18.51	84.91
Additions	-	1.91	10.06	11.97
Disposals	-	0.07	-	0.07
At March 31, 2023	22.83	45.41	28.57	96.81
Amortisation				
At April 01, 2021	21.34	34.63	5.54	61.51
Charge for the year	0.83	2.88	2.57	6.28
Disposals	-	-	-	-
At March 31, 2022	22.17	37.51	8.11	67.79
Charge for the year	0.64	1.78	1.20	3.62
Disposals	-	0.07	-	0.07
At March 31, 2023	22.81	39.22	9.31	71.34
Net Block				
At March 31, 2022	0.66	6.06	10.40	17.12
At March 31, 2023	0.02	6.19	19.26	25.47

Footnotes:

- (i) Ageing of Intangible assets under development is as given below:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Intangible assets under development	7.88	0.23

	(₹ crores)				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	7.47	0.41	-	-	7.88
	0.23	-	-	-	0.23
As at March 31, 2023	7.47	0.41	-	-	7.88
As at March 31, 2022	0.23	-	-	-	0.23

* Figures in italics are of the previous year

- (ii) Software includes Customer Reservation System and other licensed software.

Note 5(b): Depreciation and Amortisation Expenses

	(₹ crores)	
	March 31, 2023	March 31, 2022
Depreciation on Property, Plant and Equipment	167.50	163.22
Depreciation of Right-of-use Assets (excluding Depreciation transferred to Capital Work-in-progress)	36.73	33.53
Amortisation on Intangible Assets	3.62	6.28
Total	207.85	203.03

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 6: Investments

	Face Value	March 31, 2023		March 31, 2022	
		Holdings As at	(₹ crores)	Holdings As at	(₹ crores)
(a) Non-Current Investments					
Fully Paid Unquoted Equity Investments					
Investments in Subsidiary Companies (at cost)					
KTC Hotels Ltd.	₹10	6,04,000	0.70	6,04,000	0.70
Roots Corporation Ltd. (26,14,379 shares purchased during the year and 49,88,488 shares allotted on Rights basis) (Refer Footnote (iv))	₹10	9,90,22,217	654.35	9,14,19,350	555.22
Taj International Hotels (H.K.) Ltd.	US \$1	23,00,00,000	1,111.98	23,00,00,000	1,111.98
IHOCO BV (79,20,793 shares allotted during the year)	US \$1	3,61,06,339	3,173.01	2,81,85,546	2,543.34
United Hotels Ltd.	₹ 10	46,20,000	1.50	46,20,000	1.50
Piem Hotels Ltd.	₹ 10	19,64,770	89.87	19,64,770	89.87
Inditravel Ltd.	₹ 10	3,39,009	0.34	3,39,009	0.34
Taj Enterprises Ltd.	₹ 100	46,698	7.05	46,698	7.05
Taj Trade & Transport Co. Ltd.	₹ 10	16,16,999	3.20	16,16,999	3.20
Skydeck Properties and Developers Private Ltd.	₹ 10	97,29,81,324	1,248.83	97,29,81,324	1,248.83
Ideal Ice Limited (91,10,781 shares allotted during the year) (Refer Footnote (vi))	₹ 10	1,49,88,705	14.01	58,77,924	4.90
ELEL Hotels and Investments Limited	₹ 10	4,02,846	250.04	4,02,846	250.04
Genness Hospitality Private Limited (2,66,99,999 shares allotted during the year) (Refer Footnote (vii))	₹ 1	9,89,99,999	9.90	7,23,00,000	7.23
Qurio Hospitality Private Limited (4,75,49,999 shares allotted during the year) (Refer Footnote (vii))	₹ 1	9,89,99,999	9.90	5,14,50,000	5.15
Kadisland Hospitality Pvt. Ltd. (4,99,99,999 shares allotted during the year) (Refer Footnote (viii))	₹ 1	4,99,99,999	5.00	-	-
Suisland Hospitality Pvt. Ltd. (3,70,00,000 shares allotted during the year) (Refer Footnote (ix))	₹ 1	3,70,00,000	3.70	-	-
Zarrenstar Hospitality Private Ltd. (Refer Footnote (x))	₹ 1	1	-	-	-
			6,583.38		5,829.35
Investments in Joint Ventures (at cost)					
Taj Karnataka Hotels & Resorts Ltd.	₹10	10,98,740	1.10	10,98,740	1.10
Taj Kerala Hotels & Resorts Ltd.	₹10	1,91,41,093	20.66	1,91,41,093	20.66
Taj SATS Air Catering Ltd.	₹10	88,74,000	61.82	88,74,000	61.82
Taj Safaris Ltd.	₹10	1,85,50,122	17.76	1,85,50,122	17.76
Kaveri Retreats and Resorts Ltd.	₹10	1,31,76,467	44.80	1,31,76,467	44.80
			146.14		146.14
Carried over			6,729.52		5,975.49

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 6: Investments (contd.)

	Face Value	March 31, 2023		March 31, 2022	
		Holdings As at	(₹ crores)	Holdings As at	(₹ crores)
Brought over			6,729.52		5,975.49
Investments in Associate Companies (at cost)					
BJETS Pte. Ltd. (Refer Footnote (xi))	US \$1	-	-	2,00,00,000	102.59
Taida Trading & Industries Ltd.	₹100	26,912	0.27	26,912	0.27
Taj Madurai Ltd.	₹10	9,12,000	0.95	9,12,000	0.95
Zarrenstar Hospitality Private Ltd. (Refer Footnote (x))	₹1	-	-	1	-
			1.22		103.81
Fully Paid Quoted Equity Investments :					
Investments in Subsidiary Company (at cost)					
Benares Hotels Ltd.	₹10	6,43,825	2.66	6,43,825	2.66
			2.66		2.66
Investments in Joint Ventures (at cost)					
Taj GVK Hotels & Resorts Ltd.	₹2	1,60,00,400	40.34	1,60,00,400	40.34
			40.34		40.34
Investments in Associate Companies (at cost)					
Oriental Hotels Ltd.	₹1	5,09,72,910	50.37	5,09,72,910	50.37
			50.37		50.37
Gross Investment in Subsidiaries, Joint Ventures and Associates			6,824.11		6,172.67
Less: Provision for Impairment in value of Investments (Refer Footnote (v) & (xi))			1,628.40		1,709.31
Net Investment in Subsidiaries, Joint Ventures and Associates			5,195.71		4,463.36
Fully Paid Unquoted Equity Investments					
Investments in Other Companies (Refer Footnote (xii))					
Carried at fair value through Other Comprehensive Income:					
Hotels and Restaurant Co-op. Service Society Ltd. (₹1,000/-)	₹50	20	-	20	-
Tata Services Ltd. (Refer Footnote (xiii))	₹1,000	421	0.03	421	0.03
Tata Sons Private Ltd. (Refer Footnote (xiii))	₹1,000	4,500	25.00	4,500	25.00
Kumarakruppa Frontier Hotels Private Ltd.	₹10	96,432	7.72	96,432	7.72
Taj Air Ltd.	₹10	1,59,90,200	5.47	1,59,90,200	4.64
MPOWER Information Systems Pvt. Ltd.	₹10	4,98,000	-	4,98,000	-
Tata Industries Ltd. (Refer Footnote (xiii))	₹100	42,74,590	55.73	42,74,590	55.73
Tata International Ltd.	₹1,000	12,000	81.86	12,000	59.53
TP Kirnali Solar Limited (Refer Footnote (xiii))	₹10	40,63,410	4.06	40,63,410	4.06
			179.87		156.71
Carried over			5,375.58		4,620.07

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 6: Investments (contd.)

	Face Value	March 31, 2023		March 31, 2022	
		Holdings As at	(₹ crores)	Holdings As at	(₹ crores)
Brought over			5,375.58		4,620.07
Fully Paid Quoted Equity Investments :					
Investments in Other Companies (Refer Footnote (xii))					
Carried at fair value through Other Comprehensive Income:					
HDFC Bank Ltd.	₹1	5,000	0.80	5,000	0.74
India Tourism Development Corporation Ltd.	₹10	67,50,275	199.17	67,50,275	255.87
Asian Hotels (North) Ltd.	₹10	2	-	2	-
Asian Hotels (East) Ltd.	₹10	2	-	2	-
Asian Hotels (West) Ltd.	₹10	2	-	2	-
EIH Ltd.	₹2	37	-	37	-
Hotel Leela Venture Ltd.	₹2	25	-	25	-
			199.97		256.61
Total Investment in Equity instruments			5,575.55		4,876.68
Investment in Preference Shares (carried at amortised costs)					
Central India Spinning Weaving & Manufacturing Co. Ltd. (10% unquoted Cumulative Preference Shares) (₹27,888/-)	₹500	50	-	50	-
Investment in Others (carried at amortised costs)					
National Savings Certificate (₹45,000/-)			-		-
Hindusthan Engineering & Industries Ltd. (₹70/-)	₹10	7	-	7	-
			-		-
Total Non-Current Investments – Net			5,575.55		4,876.68

Footnotes:

	(₹ crores)	
	March 31, 2023	March 31, 2022
(i) Aggregate carrying amount of Quoted Investments	293.34	349.98
Market value of Quoted Investments	1,111.35	954.70
(ii) Aggregate carrying amount of Unquoted Investments	6,910.61	6,236.01
(iii) Aggregate amount of impairment in value of investments	1,628.40	1,709.31
(iv) During the year, the Company acquired 26,14,379 equity shares of Roots Corporation Limited ("RCL") aggregating to ~ 2.78% of the equity share capital from the existing shareholder, viz. Tata Investment Corporation Limited for an aggregate consideration of ₹34.13 crores. Post this investment, RCL became a 100% subsidiary of the Company. Additionally the Company invested ₹65.00 crores during the year by subscribing to its Rights Issue of equity shares.		
(v) During the year, the Company has recognised an impairment loss of ₹21.68 crores (Previous year ₹63.22 crores) in the Statement of Profit and Loss which has been classified under "Exceptional items" (Refer Note 28) which represents cash loss in one of its properties in the United States of America.		
(vi) During the year, the Company invested ₹9.11 crores in Ideal Ice Limited, a 100% subsidiary by subscribing to its Rights Issue of equity shares.		
(vii) During the year, the Company invested ₹2.67 crores in Genness Hospitality Private Limited and ₹4.75 crores in Quiro Hospitality Private Limited, its 100% subsidiaries, by subscribing to their Rights Issue of equity shares.		

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 6: Investments (contd.)

- (viii) During the year, the Company promoted a new 100% subsidiary, Kadisland Hospitality Private Limited for undertaking a hospitality project. To meet the initial outlay on the project, the Company invested ₹0.10 crore by way of initial equity and further infused ₹4.90 crores by subscribing to its rights issue.
- (ix) During the year, the Company promoted a new subsidiary, Suisland Hospitality Private Limited for undertaking a hospitality project. To meet the initial outlay on the project, the Company invested ₹0.07 crore by way of initial equity and further infused ₹3.63 crores by subscribing to its rights issue.
- (x) During the year, Skydeck Properties and Developers Private Ltd., a 100% subsidiary of the Company, purchased 1 share in Zarrenstar Hospitality Private Ltd. As a result, Zarrenstar Hospitality Private Ltd. has become a 100% subsidiary of the Company.
- (xi) BJETS Pte. Ltd. has been liquidated and ceased to exist with effect from September 05, 2022. The investment of ₹102.59 crores for which a corresponding provision was created in the past has now been written off.
- (xii) For these investments, the Company has elected the fair value through Other Comprehensive Income irrevocable option since these investments are not held for trading.
- (xiii) For these investments, cost has been considered as an appropriate estimate of fair value because of a wide range of possible fair value measurements and cost represents the best estimate of fair value within that range.
- (xiv) The fair value hierarchy and classification are disclosed in Note 36.

	March 31, 2023		March 31, 2022	
	Holdings As at	₹ crores	Holdings As at	₹ crores
(b) Current Investments				
Carried at fair value through profit and loss:				
Investments in Mutual Fund Units (Unquoted)				
TATA Overnight Fund Direct Plan Growth	6,53,130	77.24	8,91,829	100.01
Axis Overnight Fund Direct Growth	8,31,979	98.64	8,59,954	96.65
ICICI Prudential Overnight Direct Growth	7,97,014	96.32	84,79,486	97.18
Kotak Overnight Fund Direct Growth	8,09,660	96.82	8,82,116	100.01
SBI Overnight Fund Direct Growth	62,218	22.70	2,13,143	73.78
SBI Overnight Fund Regular Growth	63,896	23.06	2,91,988	100.01
Nippon India Overnight Fund Direct Growth Plan	64,33,265	77.43	87,65,325	100.03
Nippon India Overnight Fund Growth Plan	17,28,685	20.72	-	-
Aditya Birla Sun Life Overnight Fund Growth Direct Plan	8,10,428	98.26	-	-
HSBC Overnight Fund Direct Growth	8,06,924	94.65	-	-
UTI Overnight Fund Direct Growth	-	-	3,43,694	100.01
HDFC Overnight Fund Regular Growth	-	-	54,640	17.14
HDFC Overnight Fund Direct Growth	-	-	3,54,766	112.02
		705.84		896.84

Footnote:

	(₹ crores)	
	March 31, 2023	March 31, 2022
(i) Aggregate amount of Unquoted Investments:	705.84	896.84

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 7: Loans

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-Current Loans at amortised costs		
(Unsecured, considered good unless stated otherwise)		
Loans to Related Parties (Refer Note 42)		
Considered good	14.90	60.40
Balances having significant increase in credit risk	-	-
Credit impaired	-	-
	14.90	60.40
Less: Allowance for credit impaired	-	-
	14.90	60.40
(b) Current Loans at amortised costs		
(Unsecured, considered good unless stated otherwise)		
Loans to Related Parties (Refer Note 42)	6.00	1.60
	6.00	1.60

Note 8: Other Financial Assets

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-Current Financial Assets		
Long-term security deposits placed for Hotel Properties at amortised costs		
Related Parties (Refer Note 42)	0.14	0.13
External Parties	47.68	46.13
	47.82	46.26
Less: Allowance for doubtful deposits	2.00	2.00
	45.82	44.26
Deposits with Public Bodies and Others at amortised costs		
Related parties (Refer Note 42)	0.77	0.56
Public Bodies and Others	19.58	18.47
	20.35	19.03
Less: Allowance for doubtful deposits	0.02	0.02
	20.33	19.01
Deposits with Banks (Refer Note 13)	-	0.38
Others	1.27	1.04
	67.42	64.69
(b) Current Financial Assets		
Deposit with public bodies and others		
Related Parties	-	-
Others	16.96	36.41
	16.96	36.41
Other advances		
Considered good	16.94	4.35
Considered doubtful	1.16	2.01
	18.10	6.36
Less: Allowance for doubtful advances	1.16	2.01
	16.94	4.35
Carried over	33.90	40.76

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 8: Other Financial Assets (contd.)

	(₹ crores)	
	March 31, 2023	March 31, 2022
Brought over	33.90	40.76
Interest receivable		
Related Parties (Refer Note 42)	-	0.06
Others	6.22	0.69
	6.22	0.75
Other receivables		
Related Parties (Refer Note 42)	6.21	8.15
Others	9.04	7.91
	15.25	16.06
	55.37	57.57

Note 9: Other Assets

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Other Non-Current Assets		
Capital Advances	32.12	20.24
Prepaid Expenses	149.28	136.96
Deposits adjustable against future rent payments	0.71	2.37
Incentive receivable	-	5.00
Deposits with Government Authorities	114.38	106.85
	296.49	271.42
(b) Other Current Assets		
Prepaid Expenses	51.35	49.55
Indirect tax recoverable	9.95	23.57
Advance to Suppliers	15.39	14.35
Advance to Employees	1.60	0.99
Deposits adjustable against future rent payments	0.25	0.25
	78.54	88.71

Note 10: Inventories (At Lower of Cost and Net Realisable Value)

	(₹ crores)	
	March 31, 2023	March 31, 2022
Food and Beverages	35.51	28.14
Stores and Operating Supplies	31.02	27.84
	66.53	55.98

Footnotes:

- i) The cost of inventories recognised as an expense amounted to ₹433.73 crores (Previous year ₹247.38 crores).
- ii) The cost of inventories recognised as an expense includes ₹0.84 crore (Previous year ₹0.48 crore) in respect of write down of inventories to net realisable value.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 11: Trade Receivables

	(₹ crores)	
	March 31, 2023	March 31, 2022
Unsecured		
Considered good	379.40	218.50
Credit impaired	18.67	28.80
	398.07	247.30
Less: Allowance for credit impaired	18.67	28.80
	379.40	218.50

Footnotes:

i) Allowance for credit impaired

	(₹ crores)	
	March 31, 2023	March 31, 2022
Opening Balance	28.80	26.49
Add: Allowance during the year	4.83	2.93
	33.63	29.42
Less: Bad Debts written off/ Reversal of allowances no longer required	14.96	0.62
Closing Balance	18.67	28.80

ii) Trade Receivables include debts due from Directors - ₹ Nil (Previous year - ₹ Nil) in the ordinary course of business.

iii) For related party balances refer Note 42.

iv) Trade Receivables ageing schedule :

	(₹ crores)					
	Outstanding for following periods from transaction date					
	Less than 6 months #	6 months - 1 year	1-2 years	2-3 years	More than 3 years	Total
a) Undisputed Trade receivables – considered good	322.97	37.64	4.18	5.27	9.34	379.40
	<i>175.08</i>	<i>15.58</i>	<i>10.99</i>	<i>8.69</i>	<i>7.83</i>	<i>218.17</i>
b) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
c) Undisputed Trade Receivables – credit impaired	0.39	0.09	5.81	3.87	6.96	17.12
	<i>-</i>	<i>0.73</i>	<i>6.88</i>	<i>6.26</i>	<i>12.04</i>	<i>25.91</i>
d) Disputed Trade Receivables – considered good	-	-	-	-	-	-
	<i>-</i>	<i>-</i>	<i>0.29</i>	<i>0.04</i>	<i>-</i>	<i>0.33</i>
e) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
f) Disputed Trade Receivables – credit impaired	0.02	0.52	0.32	0.33	0.36	1.55
	<i>-</i>	<i>0.10</i>	<i>-</i>	<i>0.55</i>	<i>2.24</i>	<i>2.89</i>
Total	323.38	38.25	10.31	9.47	16.66	398.07
	<i>175.08</i>	<i>16.41</i>	<i>18.16</i>	<i>15.54</i>	<i>22.11</i>	<i>247.30</i>
a) Allowance for Undisputed Trade Receivables – credit impaired	0.39	0.09	5.81	3.87	6.96	17.12
	<i>-</i>	<i>0.73</i>	<i>6.88</i>	<i>6.26</i>	<i>12.04</i>	<i>25.91</i>
b) Allowance for Disputed Trade Receivables – credit impaired	0.02	0.52	0.32	0.33	0.36	1.55
	<i>-</i>	<i>0.10</i>	<i>-</i>	<i>0.55</i>	<i>2.24</i>	<i>2.89</i>
	0.41	0.61	6.13	4.20	7.32	18.67
	<i>-</i>	<i>0.83</i>	<i>6.88</i>	<i>6.81</i>	<i>14.28</i>	<i>28.80</i>
	322.97	37.64	4.18	5.27	9.34	379.40
	<i>175.08</i>	<i>15.58</i>	<i>11.28</i>	<i>8.73</i>	<i>7.83</i>	<i>218.50</i>

Figures in Italics are for previous year

includes Unbilled Trade Receivables for ₹41.40 crores (Previous Year ₹18.01 crores)

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 12: Cash and Cash Equivalents

	(₹ crores)	
	March 31, 2023	March 31, 2022
Cash on hand	1.78	1.21
Cheques, Drafts on hands, Funds in transit	0.66	0.72
Balances with bank in current account	30.85	43.35
Balances with bank in call and short-term deposit accounts (original maturity less than 3 months)	487.14	595.00
	520.43	640.28

Note 13: Other Balances With Banks

	(₹ crores)	
	March 31, 2023	March 31, 2022
Call and Short-term deposit accounts	240.05	363.73
Deposits pledged with others	0.63	0.75
Margin money deposits	1.50	-
Earmarked balances	1.43	1.26
	243.61	365.74
Less: Term Deposit with Bank maturing after 12 months from the balance sheet date and other Earmarked/Margin Money/Pledged deposits classified as Non-Current Financial Asset (Refer Note 8 (a))	-	0.38
	243.61	365.36

Note 14: Equity Share Capital

	(₹ crores)	
	March 31, 2023	March 31, 2022
Authorised Share Capital		
200,00,00,000 (Previous year - 200,00,00,000) Equity Shares of ₹1 each	200.00	200.00
	200.00	200.00
Issued Share Capital		
142,04,57,199 (Previous year - 142,04,57,199) Equity Shares of ₹1 each	142.05	142.05
	142.05	142.05
Subscribed and Paid Up		
142,04,00,342 (Previous Year - 142,03,99,602) Equity Shares of ₹1 each, Fully Paid	142.04	142.04
	142.04	142.04

Footnotes:

(i) The Company has one class of equity shares having a par value of ₹1 per share. Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 14: Equity Share Capital (contd.)

(ii) Reconciliation of the shares outstanding at the beginning and at the end of the year

	March 31, 2023		March 31, 2022	
	No. of shares	₹ crores	No. of shares	₹ crores
As at the beginning of the year	1,42,03,99,602	142.04	1,18,92,58,445	118.93
Add: Shares issued on Rights basis (Refer Footnote (v))	740	-	13,21,31,257	13.21
Add: Shares issued to QIB	-	-	9,90,09,900	9.90
As at the end of the year	1,42,04,00,342	142.04	1,42,03,99,602	142.04

(iii) Shareholders holding more than 5% shares in the Company:

	March 31, 2023		March 31, 2022	
	No. of shares	% of Holding	No. of shares	% of Holding
Equity shares of ₹1 each fully paid				
Tata Sons Private Limited	50,76,55,313	35.74	50,76,55,313	35.74

(iv) Disclosure of Shareholding of Promoters and Promoter Group:

	March 31, 2023		March 31, 2022		Change in % of Holding
	No. of shares	% of Holding	No. of shares	% of Holding	
Equity shares of ₹1 each fully paid					
Promoters					
Tata Sons Private Limited	50,76,55,313	35.74	50,76,55,313	35.74	-
Promoter Group					
Tata Investment Corporation Limited	1,78,57,265	1.26	1,78,57,265	1.26	-
Tata Chemicals Limited	1,18,77,053	0.84	1,18,77,053	0.84	-
Ewart Investments Limited	21,27,705	0.15	21,27,705	0.15	-
Taj Madurai Limited	11,25,393	0.08	11,25,393	0.08	-
Oriental Hotels Limited	8,35,997	0.06	8,35,997	0.06	-
Tata Industries Limited	7,39,197	0.05	7,39,197	0.05	-
Taida Trading And Industries Limited	1,87,818	0.01	1,87,818	0.01	-
Tata Capital Limited	19,600	0.00	19,600	0.00	-

	March 31, 2022		March 31, 2021		Change in % of Holding
	No. of shares	% of Holding	No. of shares	% of Holding	
Equity shares of ₹1 each fully paid					
Promoters					
Tata Sons Private Limited	50,76,55,313	35.74	45,30,05,131	38.09	(2.35)
Promoter Group					
Tata Investment Corporation Limited	1,78,57,265	1.26	1,60,71,539	1.35	(0.09)
Tata Chemicals Limited	1,18,77,053	0.84	1,06,89,348	0.90	(0.06)
Ewart Investments Limited	21,27,705	0.15	21,27,705	0.18	(0.03)
Taj Madurai Limited	11,25,393	0.08	11,25,393	0.09	(0.01)
Oriental Hotels Limited	8,35,997	0.06	7,52,398	0.06	-
Tata Industries Limited	7,39,197	0.05	6,65,278	0.06	(0.01)
Taida Trading And Industries Limited	1,87,818	0.01	1,87,818	0.02	(0.01)
Tata Capital Limited	19,600	0.00	17,640	0.00	-

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 14: Equity Share Capital (contd.)

(v) 56,857 (Previous year - 57,597) Equity Shares were issued but not subscribed to as at the end of the respective years and have been kept in abeyance pending resolution of legal dispute.

(vi) Aggregate number and class of shares allotted as fully paid up pursuant to contract(s) without payment being received in cash, bonus shares and shares bought back for the period of 5 years immediately preceding the balance sheet date Nil (Previous year - Nil)

(vii) Equity Shares held by associates

	March 31, 2023		March 31, 2022	
	No. of shares	% of Holding	No. of shares	% of Holding
Equity shares of ₹1 each fully paid				
Oriental Hotels Limited	8,35,997	0.06	8,35,997	0.06
Taida Trading and Industries Limited	1,87,818	0.01	1,87,818	0.02
Taj Madurai Limited	11,25,393	0.08	11,25,393	0.09

Note 15: Other Equity

	March 31, 2023		March 31, 2022	
	(₹ crores)		(₹ crores)	
(a) Reserves & Surplus				
Capital Reserve				
Opening and Closing Balance		43.91		43.91
Reserve on Transfer of Equity to Entities under Common Control				
Opening and Closing Balance		79.38		79.38
Capital Redemption Reserve				
Opening and Closing Balance		1.12		1.12
Securities Premium				
Opening Balance		6,624.90		2,702.06
Add: Premium on allocation of shares on Rights basis		0.01		1,968.76
Add: Premium on allocation of shares to Qualified Institutional Buyers		-		1,990.10
Less: Issue expenses written off (excluding GST)		(0.04)		(36.02)
Closing Balance		6,624.87		6,624.90
Debenture Redemption Reserve				
Opening Balance		51.81		155.01
Less: Transfer to General Reserve		(51.81)		(103.20)
Closing Balance		-		51.81
General Reserve				
Opening Balance		726.08		622.88
Add: Transfer from Debenture Redemption Reserve		51.81		103.20
Closing Balance		777.89		726.08
Retained Earnings				
Opening Balance		174.67		250.64
Add: Profit/ (Loss) for the year		843.03		(34.45)
Add/(Less): Remeasurements of post employment benefit obligation, net of tax (item of other comprehensive income recognised directly in retained earnings)		(13.50)		6.05
Less: Final Dividend		(56.82)		(47.57)
Closing Balance		947.38		174.67
Total		8,474.55		7,701.87
Carried over		8,474.55		7,701.87

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 15: Other Equity (contd.)

	(₹ crores)	
	March 31, 2023	March 31, 2022
Brought over	8,474.55	7,701.87
(b) Other Comprehensive Income		
Equity Instruments fair valued through Other Comprehensive Income		
Opening Balance	255.86	234.45
Add: Change in fair value of equity instruments designated irrevocably as fair value through Other Comprehensive Income	(33.47)	21.41
Closing Balance	222.39	255.86
	8,696.94	7,957.73

Footnotes:

Description of nature and purpose of each reserve

- Capital Reserve:** Capital reserve mainly consists of reserves transferred on amalgamation of subsidiaries in earlier years.
- Reserve on Transfer of Equity to Entities under Common Control:** It consists of gain on transfer of equity shares between entities under common control.
- Capital Redemption Reserve:** Capital Redemption Reserve was created on redemption of Preference shares in earlier years.
- Securities Premium:** Securities premium represents the premium charged to the shareholders at the time of issuance of equity shares. The securities premium can be utilised based on the relevant requirements of the Companies Act, 2013.
- Debenture Redemption Reserve:** The Company created Debenture Redemption Reserve out of the profits which is available for the purpose of redemption of debentures. On redemption of debentures, the same will be transferred to General Reserve.
- General Reserve:** General reserve was created from time to time by way of transfer of profits from retained earnings for appropriation purposes based on the provisions of the Companies Act prior to its amendment.
- Equity Instruments through Other Comprehensive Income:** This represents the cumulative gains and losses arising on the revaluation of investments in equity instruments measured at fair value through other comprehensive income, under an irrevocable option, net of amounts reclassified to retained earnings when such investments are disposed off.

Note 16: Borrowings

(a) Long-term borrowings

	Effective Rate of Interest (%)	Maturity	March 31, 2023		March 31, 2022	
			Face Value	Amortised cost	Face Value	Amortised cost
Non-Convertible Debentures (NCDs)						
Secured						
a) 7.85% Non-Convertible Debentures	7.85	April 15, 2022	-	-	495.00	495.01
			-	-	495.00	495.01
Unsecured						
a) 7.50% Non-Convertible Debentures	7.50	April 23, 2023	150.00	149.95	150.00	149.59
b) 7.95% Non-Convertible Debentures	7.95	June 05, 2023	300.00	299.54	300.00	297.93
			450.00	449.49	450.00	447.52
			450.00	449.49	945.00	942.53
				449.49		942.53
Less: Current maturities of Long-term borrowings				449.49		495.01
				-		447.52
Carried over				-		447.52

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 16: Borrowings (contd.)

(b) Short-term borrowings

	(₹ crores)	
	March 31, 2023	March 31, 2022
Brought over	-	447.52
Loans repayable on demand from Bank		
Unsecured	0.59	-
	0.59	-
Current maturities of long-term borrowings	449.49	495.01
	450.08	495.01
Total Borrowings	450.08	942.53

Footnotes:

(i) Non-Convertible Debentures – Secured include:

- 4,950, 7.85% Secured Non-Convertible Debentures of ₹10 lakhs each aggregating ₹495 crores, allotted on January 20, 2017 have been fully redeemed on due date i.e on April 13, 2022. In the previous year, this was classified under current maturities of long-term borrowings.

(ii) Non-Convertible Debentures – Unsecured include:

- 1,500, 7.50% Unsecured Non-Convertible Debentures of ₹10 lakhs each aggregating ₹150 crores, allotted on April 23, 2020 are repayable at par on April 23, 2023 i.e at the end of 3rd year from the date of allotment. This has been classified under current maturities of long-term borrowings.
- 3,000, 7.95% Unsecured Non-Convertible Debentures of ₹10 lakhs each aggregating ₹300 crores, allotted on June 05, 2020 are repayable at par on June 05, 2023 i.e at the end of 3rd year from the date of allotment. This has been classified under current maturities of long-term borrowings.

(iii) Disclosure of changes in liabilities arising from financing activities (read with cash flow statement)

This section sets out an analysis of net debt and the movement in net debt for each of the periods presented below.

	(₹ crores)	
	March 31, 2023	March 31, 2022
Financial liability statement		
a) Net debt		
Cash and cash equivalents	520.43	640.28
Current investments	705.84	896.84
Bank Balances (Excluding Earmarked balances)	240.05	363.73
Total Liquid investment (a)	1,466.32	1,900.85
Long-term borrowings (including current maturities shown under Other Current financial liabilities)	449.49	942.53
Short-term borrowings	0.59	-
Gross Debt (b)	450.08	942.53
Net Debt ((b) - (a))	(1,016.24)	(958.32)
b) Other financial liabilities		
Liability on derivative contracts	-	-
Interest accrued but not due / Unclaimed interest	30.11	40.60
Total Other financial liabilities	30.11	40.60
Grand Total	(986.13)	(917.72)

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 16: Borrowings (contd.)

	Liquid Assets			Liabilities from Financing activities				Total
	Cash and cash equivalents	Bank Balances (Excluding Earmarked balances)	Current Investments	Gross Debt	Net Debt	Derivatives	Interest accrued but not due / Unclaimed interest	
Net Debt as at April 01, 2021	33.32	5.10	374.39	2,587.25	2,174.44	152.62	70.18	2,397.24
Cash flows	606.96	358.63	515.19	(1,651.00)	(3,131.78)	(146.33)	-	(3,278.11)
Interest/ Other Borrowing Cost	-	-	-	8.56	8.56	-	190.07	198.63
Interest/ Other Borrowing Cost paid	-	-	-	(2.28)	(2.28)	-	(219.65)	(221.93)
Other non-cash movements:								
Fair value adjustments realised/ unrealised	-	-	7.26	-	(7.26)	(6.29)	-	(13.55)
Net Debt as at March 31, 2022	640.28	363.73	896.84	942.53	(958.32)	0.00	40.60	(917.72)
Cash flows	(119.85)	(123.68)	(225.12)	(494.42)	(25.77)	-	-	(25.77)
Interest/ Other Borrowing Cost	-	-	-	1.97	1.97	-	35.18	37.15
Interest/ Other Borrowing Cost paid	-	-	-	-	-	-	(45.67)	(45.67)
Other non-cash movements:								
Fair value adjustments realised/ unrealised	-	-	34.12	-	(34.12)	-	-	(34.12)
Net Debt as at March 31, 2023	520.43	240.05	705.84	450.08	(1,016.24)	-	30.11	(986.13)

Note 17: Other Financial Liabilities

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Other Non-Current financial liabilities		
Deposits from others		
Unsecured	5.35	8.81
Employee related liabilities	3.56	-
Other Contractual Liabilities	21.84	20.22
	30.75	29.03
(b) Other Current financial liabilities		
Contract Liability towards Loyalty Programmes (Refer Note 34 (iii) (b))	65.36	38.94
Other Payables		
Related Parties (Refer Note 42)	7.36	7.45
Others	13.67	6.46
	21.03	13.91
Deposits from others		
Unsecured	26.57	20.05
	26.57	20.05
Interest accrued but not due on borrowings	30.11	40.60
Creditors for capital expenditure	43.39	24.45
Unclaimed dividend (Refer Footnote (ii))	1.43	1.26
Unclaimed matured deposits and interest accrued thereon (Refer Footnote (ii))	-	-
Unclaimed matured debentures and interest accrued thereon ₹25,153 (Previous year - ₹25,153) (Refer Footnote (ii))	-	-
Employee related liabilities	99.84	83.04
Others	71.44	65.17
	359.17	287.42

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 17: Other Financial Liabilities (contd.)

Footnotes:

- The fair value hierarchy and classification are disclosed in Note 36.
- A sum of ₹45,000 (Previous year - ₹ Nil) due for transfer to the Investor Education and Protection Fund during the year has been transferred and there are no dues in this respect which have remained unpaid as at the Balance Sheet date.
- For related party balances refer Note 42.

Note 18: Provisions

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-Current provisions		
Employee Benefit Obligation		
Compensated absences	27.83	25.50
Gratuity (Refer Note 38)	16.73	8.92
Post-employment medical benefits (Refer Note 38)	6.54	6.87
Post-retirement pension (Refer Note 38)	20.28	21.10
	71.38	62.39
(b) Current provisions		
Employee Benefit Obligation		
Compensated absences	21.62	19.04
Post-employment medical benefits (Refer Note 38)	0.52	0.50
Post-retirement pension (Refer Note 38)	1.60	1.63
	23.74	21.17
Provision for disputed claims (Refer Footnote (i))	155.38	134.53
	179.12	155.70

Footnote:

- Provision for disputed claims includes the following:

	(₹ crores)		
	Opening Balance	Addition/ (Deletion)	Closing Balance
For taxes, levies and duties	134.12	20.85	154.97
	<i>112.46</i>	<i>21.66</i>	<i>134.12</i>
For contractual matters	0.41	-	0.41
	<i>0.41</i>	<i>-</i>	<i>0.41</i>
As at March 31, 2023	134.53	20.85	155.38
As at March 31, 2022	112.87	21.66	134.53

- The above matters are under litigation/ negotiation and the ultimate outcome and timing of the cash flows, if any, cannot be currently determined.
- Figures in italics are in respect of previous periods.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 19: Deferred Tax Liabilities (Net)

	(₹ crores)	
	March 31, 2023	March 31, 2022
Deferred Tax Liabilities:		
Property, plant and equipment & Intangible assets	280.60	286.53
Unamortised borrowing costs	0.13	0.62
Fair valuation changes of derivative contracts	-	-
Unrealised gain on equity shares carried at fair value through Other Comprehensive Income (Refer Footnote (i))	7.27	7.06
Gain/Loss on Fair Value of Non-equity Instruments	2.92	0.36
	290.92	294.57
Deferred Tax Assets:		
Provision for Employee Benefits	23.49	19.18
Allowance for doubtful debts/ advances	4.93	7.76
Unused tax losses (Business)	-	89.29
Fair valuation changes of derivative contracts	-	-
Right-of-Use assets (net of Lease Liabilities)	63.69	57.65
Unrealised loss on equity shares carried at fair value through Other Comprehensive Income (Refer Footnote (i))	7.27	7.06
Reward Points	7.78	8.72
Provision for disputed claims	10.54	9.18
Others	23.44	15.13
	141.14	213.97
	149.78	80.60

Footnotes:

- (i) Deferred tax assets on account of changes in fair value of investments routed through OCI has been restricted to the extent of deferred tax liability on this account.
- (ii) Refer Note 41 for detailed disclosures.

Note 20: Trade Payables

	(₹ crores)	
	March 31, 2023	March 31, 2022
Dues of small enterprises and micro enterprises (Refer Footnote (i) and (ii))	21.64	12.37
Dues of creditors other than small enterprises and micro enterprises:		
Vendor Payables	118.68	88.11
Accrued expenses and others	171.33	139.80
	290.01	227.91
	311.65	240.28

Footnotes:

- (i) The amount due to Micro and Small Enterprises as defined in the "The Micro, Small and Medium Enterprises Development Act, 2006" has been determined to the extent such parties have been identified on the basis of information collected by the Management.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 20: Trade Payables (contd.)

- (ii) The disclosures relating to Micro and Small Enterprises are as under:

	(₹ crores)	
	March 31, 2023	March 31, 2022
a) The principal amount remaining unpaid to supplier as at the end of the accounting year	21.64	12.37
b) The interest due thereon remaining unpaid to supplier as at the end of the accounting year	-	-
c) The amount of interest paid in terms of Section 16, along with the amount of payment made to the supplier beyond the appointed day during the year	-	-
d) The amount of interest due and payable for the year	-	-
e) The amount of interest accrued and remaining unpaid at the end of the accounting year	-	-
f) The amount of further interest due and payable even in the succeeding year, until such date when the interest dues as above are actually paid	-	-

- (iii) Trade Payables ageing schedule

		(₹ crores)						
		Outstanding for following periods from transaction date						
		Accrued Expenses	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
a)	MSME	-	1.46	20.13	0.05	-	-	21.64
		-	0.59	11.76	0.02	-	-	12.37
b)	Others	171.33	2.06	111.42	2.96	1.83	0.41	290.01
		139.80	0.06	83.22	2.90	1.47	0.38	227.83
c)	Disputed dues – MSME	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
d)	Disputed dues – Others	-	-	-	-	-	-	-
		-	-	-	-	-	0.08	0.08
		171.33	3.52	131.55	3.01	1.83	0.41	311.65
		139.80	0.65	94.98	2.92	1.47	0.46	240.28

- (iv) For related party balances refer Note 42.

Note 21: Other Current Liabilities

	(₹ crores)	
	March 31, 2023	March 31, 2022
Income received in advance (Refer Footnote (i))	50.78	37.61
Deferred Revenue (Refer Footnote (ii))	30.97	34.67
Advances collected from customers (Refer Footnote (i))	148.13	116.77
Statutory dues (Refer Footnote (ii))	61.41	41.45
	291.29	230.50

Footnotes:

- (i) For detailed disclosure relating to Ind AS 115 - Revenue from Contracts with Customers refer Note 34 (iii).
- (ii) Statutory dues includes amount payable towards indirect taxes, tax deducted at source and employee related dues.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 22: Revenue from Operations

	(₹ crores)	
	March 31, 2023	March 31, 2022
Room Income, Food, Restaurants and Banquet Income	2,975.51	1,562.66
Shop rentals	36.52	24.97
Membership fees	149.42	118.45
Management and operating fees	390.65	198.65
Other Operating Income	152.14	98.61
	3,704.24	2,003.34

Footnotes:

(i) For detailed disclosure relating to Ind AS 115 - Revenue from Contracts with Customers refer Note 34.

Note 23: Other Income

	(₹ crores)	
	March 31, 2023	March 31, 2022
Interest Income from financial assets at amortised cost		
Deposits with banks	28.21	5.31
Deposits with Related Parties (Refer Note 42)	4.25	1.18
Amortisation of Interest on security deposits	4.02	3.73
Others	0.39	0.31
	36.87	10.53
Interest on Income Tax Refunds	4.48	56.37
	41.35	66.90
Dividend Income from Investments		
- from Investments in Subsidiaries, Joint Ventures and Associates which are measured at cost	13.00	7.26
- from Investments that are fair valued through Other Comprehensive Income	0.68	0.16
- from Investments that are fair valued through Profit and Loss	-	-
	13.68	7.42
Profit on disposal of Property, plant and equipment (Net)	4.13	27.14
Gain on investments carried at fair value through statement of profit and loss	11.60	1.44
Profit on sale of Investments (Net)	22.52	5.82
Exchange Gain (Net)	0.30	0.24
Others (Refer Footnote)	13.50	40.12
	107.08	149.08

Footnote:

Includes waiver of lease payments of ₹ Nil (Previous year - ₹16.45 crores) on certain hotel properties/office premises.

Note 24: Food and Beverages Consumed

	(₹ crores)	
	March 31, 2023	March 31, 2022
Opening Stock	28.14	26.22
Add: Purchases	311.96	174.91
	340.10	201.13
Less: Closing Stock	35.51	28.14
	304.59	172.99

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 25: Employee Benefit Expenses and Payment to Contractors

	(₹ crores)	
	March 31, 2023	March 31, 2022
Salaries, Wages, Bonus etc.	561.13	471.35
Company's Contribution to Provident and Other Funds (Refer Note 38)	36.77	33.88
Reimbursement of Expenses on Personnel Deputed to the Company	27.35	25.74
Payment to Contractors	50.54	34.05
Staff Welfare Expenses	85.84	59.46
	761.63	624.48

Footnote:

Employee benefit expenses of ₹0.64 crore (Previous year ₹0.07 crore) to the extent attributable to construction or renovation of hotel buildings has been capitalised.

Note 26: Finance Costs

	(₹ crores)	
	March 31, 2023	March 31, 2022
Interest Expense at effective interest rate on borrowings which are measured at amortised cost	37.57	198.60
Add: Other borrowing costs	0.09	0.08
	37.66	198.68
Interest cost on Lease liability	92.00	85.63
On Tax Demands	0.45	12.39
Other interest costs	1.62	12.22
	131.73	308.92
Less: Interest Capitalised (Refer Footnote)	3.44	4.42
	128.29	304.50

Footnote:

The Company has capitalised the Interest cost on borrowings relating to certain qualifying assets under construction using capitalisation rate of 7.80% (Previous Year - 8.30%).

Note 27: Other Operating and General Expenses

	(₹ crores)	
	March 31, 2023	March 31, 2022
(i) Operating expenses consist of the following:		
Linen and Room Supplies	49.47	28.25
Catering Supplies	40.45	23.96
Other Supplies	9.23	6.54
Fuel, Power and Light (net)	185.54	145.50
Repairs to Buildings	49.66	34.92
Repairs to Machinery	59.87	46.84
Repairs to Others	14.14	8.12
Linen and Uniform Washing and Laundry Expenses	19.45	11.83
Security charges and Others	32.75	20.88
Guest Transportation	36.28	23.92
Travel Agents' Commission	62.66	37.62
Discount to Collecting Agents	33.78	17.56
Other Operating Expenses	92.48	41.78
	685.76	447.72
Carried over	685.76	447.72

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 27: Other Operating and General Expenses (contd.)

	(₹ crores)	
	March 31, 2023	March 31, 2022
Brought over	685.76	447.72
(ii) General expenses consist of the following:		
Rent	32.70	26.86
Licence Fees (Refer Footnote (i) and Note 35)	162.55	66.02
Rates and Taxes	70.62	55.02
Insurance	16.19	12.68
Advertising and Publicity	62.31	47.56
Printing and Stationery	7.77	4.89
Passage and Travelling	11.50	2.47
Allowance for Doubtful Debts/ Bad debts written off	(2.44)	2.93
Expenditure on Corporate Social Responsibility (Refer Footnote (ii))	0.56	1.87
Professional Fees	36.48	29.28
Outsourced Support Services	77.08	43.03
Payment made to Statutory Auditors (Refer Footnote (iii))	4.05	3.60
Directors' Remuneration, Fees and Commission	4.23	2.50
Other Expenses (Refer Footnote (iv))	78.95	71.17
	562.55	369.88
	1,248.31	817.60

Footnotes:

- (i) Licence Fees include ₹6.46 crores (Previous year ₹6.16 crores) towards amortisation of Lease premium on account of measurement of interest free refundable security deposits at amortised cost.
- (ii) The gross amount required to be spent by the Company during the year is ₹ Nil (Previous year ₹1.87 crores). During the current year, the Company has spent ₹0.56 crore (Previous year ₹1.87 crores) on projects other than construction/ acquisition of assets. The entire amount has been disbursed/ committed prior to the end of the financial year. Out of the excess amount spent, the Company has carried forward ₹1.13 crores (Previous year ₹1.13 crores) to next years to offset against the mandatory spend in the next year.

	(₹ crores)	
	March 31, 2023	March 31, 2022
Details of Expenditure on Corporate Social Responsibility:		
(a) Gross amount required to be spent by the Company during the year	-	1.87
(b) Amount approved by the Board to be spent during the year	-	1.87
(c) Amount spent during the year on:		
CSR Project or Activities identified		
(i) Amount from previous year balance carried forward	1.13	3.00
(ii) Being a Responsible Neighbour	0.56	-
	1.69	3.00
Less: Excess amount spent carried forward to next year	1.13	1.13
Total	0.56	1.87
(d) Amount unspent	Nil	Nil

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 27: Other Operating and General Expenses (contd.)

(iii) Payment made to Statutory Auditors:

	(₹ crores)	
	March 31, 2023	March 31, 2022
As auditors	2.82	2.82
As tax auditors	0.48	0.48
For other services	0.36	0.14
For out-of pocket expenses	0.38	0.15
GST on above [Net of credit availed - ₹0.74 crore (Previous year - ₹0.64 crore)]	0.01	0.01
	4.05	3.60

Excludes ₹ Nil (Previous year ₹2.10 crores) adjusted against Securities Premium Account.

(iv) Other expenses include Assets written off - ₹8.69 crores (Previous year - ₹2.62 crores).

Note 28: Exceptional Items

	(₹ crores)	
	March 31, 2023	March 31, 2022
Exceptional Items comprises the following:		
Provision for impairment of investment in subsidiaries that incurred losses (Refer Note 6(a), Footnote (v))	(21.68)	(63.22)
Change in fair value of derivative contracts	-	6.29
	(21.68)	(56.93)

Note 29: Capital Raised by the Company

During the previous year, the Company issued shares to Qualified Institutional Buyers for an aggregate consideration of ₹2,000.00 crores. Out of which, the unutilised balance of ₹450.00 crores is temporarily invested in short-term liquid investments. The proceeds have been utilised as per the table below:

Particulars	(₹ crores)
Gross QIP Proceeds	2,000.00
Less: Issue Expenses	27.55
Net Proceeds	1,972.45
Utilisation:	
Prepayment of borrowings	357.00
Investment as ICD to a subsidiary Company	50.00
Repayment of 7.85% Secured Non-Convertible Debentures on maturity	495.00
Investment in a domestic subsidiary for repayment of external debts	65.00
Investment in an overseas subsidiary for repayment of external debts in step-down subsidiaries	555.45
Total Utilisation	1,522.45
Balance deposited with banks as short-term liquid investments	450.00

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 30: Investments in Subsidiaries

- a) During the year, the Company has completed the purchase of 26,14,379 shares of Roots Corporation Limited (~ 2.78% of equity share capital of RCL) for ₹34.13 crores from Tata Investment Corporation Limited on April 26, 2022. This transaction has resulted in RCL becoming the wholly-owned subsidiary of the Company. Further during the year, the Company invested ₹65.00 crores, by subscribing to the Rights Issue of equity shares of RCL.
- b) During the year, the Company invested ₹9.11 crores in Ideal Ice Limited, its 100% subsidiary, by subscribing to its Rights Issue of equity shares.
- c) During the year, the Company invested ₹2.67 crores in Genness Hospitality Private Limited and ₹4.75 crores in Qurio Hospitality Private Limited, its 100% subsidiaries, by subscribing to their Rights Issue of equity shares. These companies were specifically incorporated during previous year to incubate two hotels – a 4 star hotel and a 3 star hotel in Kevadia, site of Statue of Unity, Gujarat for the development (including operations and maintenance). Currently, these projects are under development.
- d) During the year, the Company has won 2 bids for the development (including operation and maintenance) of a 5 star hotel in Kadmat island and Suheli island respectively in the union territory of Lakshadweep. As per the bid condition, the successful bidder is required to incorporate new companies to incubate these projects. Accordingly, the Company has incorporated the 2 subsidiaries namely Kadisland Hospitality Private Limited (100%) and Suisland Hospitality Private Limited (74%). Initial investment made in both the subsidiaries is of ₹0.10 crore and ₹0.07 crore respectively. Further during the year, the Company invested ₹4.90 crores and ₹3.63 crores respectively by subscribing to its Rights Issue of equity shares.
- e) Additional Disclosure under the regulatory requirement:

Investments made in the equity share capital of IHOCO B.V., a direct Wholly-Owned Subsidiary (WOS) in the Netherlands during the year:

Date	Amount (\$ million)	Amount (₹ crores)
June 06, 2022	50.50	392.32
August 10, 2022	24.50	194.76
October 31, 2022	5.00	41.40
Total	80.00	628.48

The above investment by the Company is made based on the prior approval from the Reserve Bank of India in compliance with the relevant provisions of the Foreign Exchange Management Act, 1999 and the Companies Act, 2013.

Investee Company	Relationship with IHCL	Nature of Investment	Date	Amount (\$ million)
St. James Court Hotel Ltd.	Subsidiary in UK	Equity	June 07, 2022	28.28
Good Hope Palace Hotels Pty. Ltd.	WOS in South Africa	Equity	June 07, 2022	24.75
Good Hope Palace Hotels Pty. Ltd.	WOS in South Africa	Equity	July 11, 2022	0.60
United Overseas Holdings Inc.	WOS in USA	Equity	August 11, 2022	22.00
United Overseas Holdings Inc.	WOS in USA	Equity	September 06, 2022	2.00
TAL Lanka Hotels PLC	Associate	Loan	March 27, 2023	0.39
Total				78.02

The balance money in IHOCO BV will be utilised for making investments in the underlying subsidiary or for the general corporate purposes.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 30: Investments in Subsidiaries (contd.)

Investments made in the equity share capital of IHOCO B.V., a direct Wholly-Owned Subsidiary (WOS) in the Netherlands during the Previous year:

Date	Amount (\$ million)	Amount (₹ crores)
April 15, 2021	7.00	52.62
August 18, 2021	3.10	23.04
December 21, 2021	10.00	75.59
Total	20.10	151.25

The above investment by the Company is made based on the prior approval from the Reserve Bank of India in compliance with the relevant provisions of the Foreign Exchange Management Act, 1999 and the Companies Act, 2013.

Investments made by IHOCO B.V. during the year:

Investee Company	Relationship with IHCL	Nature of Investment	Date	Amount (\$ million)
United Overseas Holdings Inc	WOS in USA	Equity	April 16, 2021	5.00
Good Hope Palace Hotels Pty. Ltd.	WOS in South Africa	Equity	July 16, 2021	0.93
St. James Court Hotel Ltd.	Subsidiary in UK	Loan	July 30, 2021	0.63
United Overseas Holdings Inc.	WOS in USA	Equity	December 22, 2021	10.00
Good Hope Palace Hotels Pty. Ltd.	WOS in South Africa	Equity	January 19, 2022	0.30
Total				16.68

The balance money in IHOCO BV will be utilised for making investments in the underlying subsidiary or for the general corporate purposes.

Note 31: Contingent Liabilities (to the extent not provided for) and Contingent Assets

The Company is involved in a number of appellate, judicial and arbitration proceedings (including those described below) concerning matters arising in the course of conduct of the Company's businesses and is exposed to other contingencies arising from having issued guarantees to lenders of its subsidiaries and other entities. Some of these proceedings in respect of matters under litigation are in early stages, and in some other cases, the claims are indeterminate.

(a) On account of matters in dispute:

Amounts in respect of claims asserted by various revenue authorities on the Company, in respect of taxes, etc., which are in dispute, are as under:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Income tax	161.88	153.72
Entertainment tax	-	2.22
Sales tax/ State Value added tax	15.81	19.43
Property tax	179.33	225.61
Service tax	16.03	16.03
Licence Fees	22.50	22.50
Others	58.68	32.32

Footnotes:

- The above figures excludes interest demands of ₹87.68 crores (Previous year ₹ 90.36 crores).
- In respect of Income Tax matters, the Company has ongoing disputes with Income Tax Authorities relating to treatment of certain items/ adjustments carried out by the Department. The Company's appeals are pending before various Appellate Authorities. Most of these disallowances/ adjustments, being repetitive in nature, have been raised by the income tax authorities consistently in most of the years. Cash outflows for the above are determinable only on receipt of judgements pending with various authorities/ Tribunals. The Company expects to sustain its position on ultimate resolution of the appeals.
- In respect of regulatory matters please refer Note 39.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 31: Contingent Liabilities (to the extent not provided for) and Contingent Assets (contd.)

(b) On account of lease agreements:

In respect of a plot of land, on which the Company has constructed a hotel, the lessor had made a claim during financial year ("FY") 2006-07 for the period September 01, 2006 to March 31, 2007, which exceeded the amount payable as per the lessor's own proposal by ₹13.97 crore. The said proposal of the lessor had been accepted by the Company in FY 2001-02, without prejudice to its rights under the lease deed that it had originally entered with the lessor. The claim of the lessor is also inconsistent with the decision of the Honorable Supreme Court of India ("SC") in 2004 which decided on the quantification of lease rent up to FY 2011-12. From FY 2006-07, the lessor has been raising excessive claims, which as of March 31, 2023, aggregate to ₹1,456 crore for periods commencing from September 01, 2006.

Based on legal advice, the Company has disputed the claims in a suit in the Honorable High Court of Judicature at Bombay ("Bombay HC"). The Bombay HC stayed the lessor's notices in FY 2018-19. Pending final disposal of the suit, the lessor has been restrained from disturbing or prejudicing the Company's possession of the plot / operation thereon, subject to the Company paying lease rentals as per the lessor's proposal that was accepted by the Company. The Company continues to pay lease rentals on this basis and accounts for these payments in accordance with its Accounting Policy 2(h) which explains the accounting of the Company's leases. The amount and timing of outflow of economic resources would depend on the outcome of the litigation.

(c) Others:

Management is generally unable to reasonably estimate a range of possible loss for proceedings or disputes other than those included in the estimate above, including where:

- plaintiffs / parties have not claimed an amount of money damages, unless management can otherwise determine an appropriate amount;
- the proceedings are in early stages;
- there is uncertainty as to the outcome of pending appeals or motions or negotiations; and
- there are significant factual issues to be resolved; and/or there are novel legal issues presented

The Company's management does not believe, based on currently available information, that the outcomes of the above matters will have a material adverse effect on the Company's financial position, though the outcomes could be material to the Company's operating results for any particular period, depending, in part, upon the operating results for such period. It is not practicable for the Company to estimate the timings of cash flows, if any, in respect of the above.

(d) Claims filed by the Company:

The Company has filed claims for Government incentives in case of a new Greenfield project and an expansion hotel project. The claims are in initial stage of verification and in the absence of reasonable certainty at this stage, no income has been recognised in the financial statements.

Note 32: Guarantees Given

- Guarantees/ Letters of Comfort given by the Company in respect of loans obtained by the Company's subsidiaries and outstanding as on March 31, 2023 - ₹127.17 crores (Previous year - ₹ 997.37 crores).
- The Company has given letter of support to certain subsidiaries during the year.

Note 33: Capital Commitments

Commitments includes the amount of purchase order (net of advance) issued to parties for completion of assets. Estimated amount of contracts remaining to be executed on capital account net of capital advances and not provided for is ₹143.62 crores (Previous year - ₹192.34 crores).

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 34: Revenue from Contracts with Customers

The Company's revenue primarily comprises of Revenue from Hotel operations, Management and Operating Fee and Membership fees income as tabulated below.

i) Details of revenue from contracts with customers recognised by the Company, net of indirect taxes in its Statement of Profit and Loss:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Revenue from operations		
Revenue from contract with customers		
Room Revenue, Food & Beverages and Banquets	2,975.51	1,562.66
Management fee	390.65	198.65
Membership fee	149.42	118.45
Other revenue from contract with customers	164.51	101.72
	3,680.09	1,981.48
Other operating revenue		
Other revenue	24.15	21.86
	24.15	21.86
Total Revenue from operations	3,704.24	2,003.34

ii) Disaggregate Revenue

The following table presents Company revenue disaggregated by type of revenue stream and by reportable segment:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Revenue based on geography		
Revenue from contract with customers		
India	3,622.71	1,950.72
Overseas	57.38	30.76
	3,680.09	1,981.48
Other Operating Revenue		
India	24.15	21.86
Overseas	-	-
	24.15	21.86
	3,704.24	2,003.34
Revenue based on product and services		
Revenue from contract with customers		
Room Revenue	1,594.04	848.19
Food & Beverages and Banquets	1,381.47	714.47
Management fee (including reimbursement)	390.65	198.65
Membership fee	149.42	118.45
Others revenue from contract with customers	164.51	101.72
	3,680.09	1,981.48
Other Operating Revenue		
Other revenue	24.15	21.86
	24.15	21.86
	3,704.24	2,003.34

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 34: Revenue from Contracts with Customers (contd.)

iii) Contract Balances

The contract liabilities primarily relate to the unredeemed customer loyalty points and the advance consideration received from customers for which revenue is recognised when the performance obligation is over/ services delivered.

- a) Advance Collections is recognised when payment is received before the related performance obligation is satisfied. This includes advances received from the customer towards rooms/restaurant/banquets. Revenue is recognised once the performance obligation is met i.e. on room stay/ sale of food and beverage / provision of banquet services. It also includes membership fee received for Chambers Membership, Epicure membership and Spa and Health Club Memberships and disclosed as Income received in advance.
- b) Loyalty programme liability represents the liability of the Company towards the points earned by the members.

	(₹ crores)	
	March 31, 2023	March 31, 2022
Contract liabilities		
Income received in advance	50.78	37.61
Deferred Revenue	30.97	34.67
Advances collected from customers	148.13	116.77
Loyalty programme liability	65.36	38.94
Total	295.24	227.99

Footnote:

Considering the nature of business of the Company, the above contract liabilities are generally materialised as revenue within the same operating cycle.

Note 35: Leases – Ind AS 116

The Company has taken land and immovable properties on lease which are generally long-term in nature with varying terms, escalation clauses and renewal rights expiring within five to one hundred and ninety-eight years. On renewal, the terms of the leases are renegotiated.

a) Total lease liabilities are analysed as under:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Current *	24.07	24.42
Non-Current	1,073.40	979.15
Total	1,097.47	1,003.57

* The Current Portion of the lease liability is excluding the interest component on the lease liability. Actual Lease Payments (including notional interest as per Ind AS 116) would be ₹105.82 crores (Previous year - ₹96.12 crores). Refer note (b) below for the Maturity Analysis of the Lease Payments.

b) Exposure to future cash flows:

The following are the undiscounted contractual cash flows of lease liabilities. The payment profile has been based on management's forecasts and could in reality be different from expectations:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Maturity analysis:		
Less than 1 year	105.82	96.12
Between 1 and 5 years	431.17	376.62
More than 5 years	6,134.87	6,044.88
Total	6,671.86	6,517.62

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 35: Leases – Ind AS 116 (contd.)

In addition, in certain circumstances the Company is committed to making additional lease payments that are contingent on the performance viz. gross operating profits, revenues etc. of the hotels that are being leased for which no lease liability has been recognised as it is contingent in nature.

c) Overall lease rentals (including provisions and amount adjusted against advances) for the year ended March 31, 2023 are as below:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Minimum Lease Payments/ Fixed Rentals	101.92	65.60
Contingent rents	162.55	66.02
Total	264.47	131.62

The payment of lease liability as disclosed in the cash flow statement also includes payment towards interest.

Note 36: Financial Instruments Measurements and Disclosures

a) Financial instruments by category:

As on March 31, 2023

	(₹ crores)			
	FVTPL	FVTOCI	Amortised cost	Total carrying value
Financial Assets:				
Measured at fair value				
Investments (Refer Footnote):				
Equity shares	-	379.84	-	379.84
Mutual fund units	705.84	-	-	705.84
Total	705.84	379.84	-	1,085.68
Not measured at fair value				
Trade Receivables	-	-	379.40	379.40
Cash and cash equivalents	-	-	520.43	520.43
Other Balances with Banks	-	-	243.61	243.61
Loans	-	-	20.90	20.90
Security Deposits	-	-	83.11	83.11
Other financial assets	-	-	39.68	39.68
Total	705.84	379.84	1,287.13	1,287.13
Financial Liabilities:				
Not measured at fair value				
Borrowings	-	-	450.08	450.08
Lease Liabilities	-	-	1,097.47	1,097.47
Trade Payables including Creditors for capital expenditure	-	-	355.04	355.04
Deposits	-	-	31.92	31.92
Other financial liabilities	-	-	314.61	314.61
Total	-	-	2,249.12	2,249.12

Footnote:

The above excludes investments in subsidiaries, joint ventures and associates amounting to ₹5,195.71 crores. Also, refer Note 32 for guarantees given by the Company.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 36: Financial Instruments Measurements and Disclosures (contd.)

As on March 31, 2022

	(₹ crores)			
	FVTPL	FVTOCI	Amortised cost	Total carrying value
Financial Assets:				
Measured at fair value				
Investments (Refer Footnote):				
Equity shares	-	413.32	-	413.32
Mutual fund units	896.84	-	-	896.84
Total	896.84	413.32	-	1,310.16
Not measured at fair value				
Trade Receivables	-	-	218.50	218.50
Cash and cash equivalents	-	-	640.28	640.28
Other Balances with Banks	-	-	365.36	365.36
Loans	-	-	62.00	62.00
Security Deposits	-	-	99.68	99.68
Other financial assets	-	-	22.58	22.58
	-	-	1,408.40	1,408.40
Total	896.84	413.32	1,408.40	2,718.56
Financial Liabilities:				
Not measured at fair value				
Borrowings	-	-	942.53	942.53
Lease Liabilities	-	-	1,003.57	1,003.57
Trade Payables including Creditors for capital expenditure	-	-	264.73	264.73
Deposits	-	-	28.86	28.86
Other financial liabilities	-	-	263.14	263.14
Total	-	-	2,502.83	2,502.83

Footnote:

The above excludes investments in subsidiaries, joint ventures and associates amounting to ₹4,463.36 crores. Also, refer Note 32 for guarantees given by the Company.

Fair value hierarchy

The following table presents the fair value hierarchy of assets and liabilities measured at fair value on a recurring basis, it also includes the financial instruments which are measured at amortised cost for which fair values are disclosed.

As on March 31, 2023

	(₹ crores)			
	Level 1	Level 2	Level 3	Total
Financial Assets:				
Measured at fair value				
Investments:				
Equity shares	199.97	-	179.87	379.84
Mutual fund units	705.84	-	-	705.84
Total	905.81	-	179.87	1,085.68
Not measured at fair value (Refer Footnotes)				
Total	905.81	-	179.87	1,085.68

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 36: Financial Instruments Measurements and Disclosures (contd.)

	(₹ crores)			
	Level 1	Level 2	Level 3	Total
Financial Liabilities:				
Not measured at fair value (Refer Footnotes)				
Borrowings				
Non-Convertible Debentures	-	449.59	-	449.59
Total	-	449.59	-	449.59

Footnotes:

- (i) The Company has not disclosed the fair value of financial instruments such as trade receivables, trade payables, short-term loans, deposits etc. because their carrying amounts are a reasonable approximation of fair value.
- (ii) The carrying amounts of the borrowings (excluding non-convertible debentures) that are not measured at fair value are reasonable approximation of fair value, as they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

As on March 31, 2022

	(₹ crores)			
	Level 1	Level 2	Level 3	Total
Financial assets:				
Measured at fair value				
Investments:				
Equity shares	256.61	-	156.71	413.32
Mutual fund units	896.84	-	-	896.84
Total	1,153.45	-	156.71	1,310.16
Not measured at fair value (Refer Footnotes)				
Total				
	1,153.45	-	156.71	1,310.16
Financial liabilities:				
Not measured at fair value (Refer Footnotes)				
Borrowings				
Non-Convertible Debentures	-	955.54	-	955.54
Total	-	955.54	-	955.54

Footnotes:

- (i) The Company has not disclosed the fair value of financial instruments such as trade receivables, trade payables, short-term loans, deposits etc. because their carrying amounts are a reasonable approximation of fair value.
- (ii) The carrying amounts of the borrowings (excluding non-convertible debentures) that are not measured at fair value are reasonable approximation of fair value, as they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

b) Fair value hierarchy:

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consists of the following three levels:

- (a) **Level 1:** Level 1 hierarchy includes financial instruments measured using quoted prices in an active market. This includes listed equity instruments, traded debentures and mutual funds that have quoted price/ declared NAV. The fair value of all equity instruments (including debentures) which are traded in the stock exchanges is valued using the closing price as at the reporting period.
- (b) **Level 2:** Level 2 hierarchy includes financial instruments that are not traded in an active market (for example, traded bonds/debentures, over the counter derivatives). The fair value in this hierarchy is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 36: Financial Instruments Measurements and Disclosures (contd.)

(c) **Level 3:** If one or more of the significant Inputs is not based on observable market data, the instrument is included in level 3. Fair values are determined in whole or in part using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data. Financial instruments such as unlisted equity shares, loans are included in this hierarchy.

c) Inter level transfers:

There are no transfers between levels 1 and 2 as also between levels 2 and 3 during the year.

d) Valuation technique used to determine fair value

Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices for the equity instruments
- the fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves
- the fair value of non convertible debentures is valued using FIMMDA guidelines.
- the fair value for the cross currency swaps/principal swap is determined using forward exchange rates at the balance sheet date
- the fair value of certain unlisted shares are determined based on the income approach or the comparable market approach. For these unquoted investments categorised under Level 3, their respective cost has been considered as an appropriate estimate of fair value because of a wide range of possible fair value measurements and cost represents the best estimate of fair value within that range.
- the fair value of the remaining financial instruments is determined using the discounted cash flow analysis

e) Reconciliations of level 3 fair values

The following table shows reconciliation from the opening balances to closing balances for Level 3 fair values:

	(₹ crores)
	Assets
	Equity Instruments
Balance as at April 01, 2021	203.02
Less: Shares sold during the year	(71.10)
Net change in fair value (unrealised)	24.79
Balance as at March 31, 2022	156.71
Less: Shares sold during the year	-
Net change in fair value (unrealised)	23.16
Balance as at March 31, 2023	179.87

Note 37: Financial Risk Management

Risk Management Framework

The Company's Board of Directors has the overall responsibility for the establishment and oversight of the Company's risk management framework. The Board of Directors has established a Risk Management Committee, which is responsible for developing and monitoring the Company's risk management policies. The Committee reports regularly to the Board of Directors on its activities.

The Company's risk management policies are established to identify and analyse the risk faced by the Company, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company's Audit Committee

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 37: Financial Risk Management (contd.)

oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Audit Committee is assisted in its oversight role by the internal audit team. The internal audit team undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

The Company has exposure to the following risks arising from financial instruments:

- Credit risk;
- Liquidity risk;
- Market risk

a) Credit Risk

Credit risk arises from the possibility that customers or counterparty to financial instruments may not be able to meet their obligations. To manage this, the Company periodically assesses the financial reliability of customers, taking into account the financial condition, current economic trends, analysis of historical bad debts and ageing of accounts receivable. Credit risks arises from cash and cash equivalents, deposits with banks, financial institutions and others, as well as credit exposures to customers, including outstanding receivables.

The Company's policy is to place cash and cash equivalents and short-term deposits with reputable banks and financial institutions

The Company has established a credit policy under which each new customer is analysed individually for creditworthiness before entering into contract. Credit limits are established for each customer, reviewed regularly and any sales exceeding those limits require approval from the appropriate authority. There are no significant concentrations of credit risk within the Company.

b) Liquidity Risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to Company's reputation.

Management monitors rolling forecasts of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows to ensure it has sufficient cash to meet operational needs while maintaining sufficient headroom on its undrawn committed borrowing facilities at all times so that the Company does not breach borrowing limits or covenants on any of its borrowing facilities. Such forecasting takes into consideration the Company's debt financing plans, covenant compliance and compliance with internal statement of financial position ratio targets.

i) Financing arrangements

The Company had access to the following undrawn borrowing facilities at the end of the reporting period:

	(₹ crores)	
Particulars	March 31, 2023	March 31, 2022
Expiring within one year:		
Bank overdraft and Short-term loans	132.41	124.00
Long-term Bank loans	-	-
Total	132.41	124.00

The bank overdraft facilities may be drawn at any time by the Company.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 37: Financial Risk Management (contd.)

The breakup of the borrowings into fixed and floating interest rates is as follows:

Particulars	(₹ crores)	
	March 31, 2023	March 31, 2022
Fixed interest rate	449.49	942.53
Floating interest rate	0.59	-
Total	450.08	942.53

ii) Maturities of financial liabilities

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include contractual redemption premium payments on low coupon debentures.

March 31, 2023	(₹ crores)				Total
	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	
Non-derivative financial liabilities:					
Borrowings (including redemption premium)	450.08	-	-	-	450.08
Trade and other payables	311.65	-	-	-	311.65
Interest on the borrowings	30.11	-	-	-	30.11
Other financial liabilities	329.06	8.91	21.84	-	359.81
Total	1,120.90	8.91	21.84	-	1,151.65
Lease liabilities	105.82	106.85	324.32	6,134.87	6,671.86
Financial guarantee contracts	36.23	3.35	3.35	43.14	86.07
Total financial liabilities	1,262.95	119.11	349.51	6,178.01	7,909.58

March 31, 2022	(₹ crores)				Total
	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	
Non-derivative financial liabilities:					
Borrowings (including redemption premium)	495.00	450.00	-	-	945.00
Trade and other payables	240.28	-	-	-	240.28
Interest on the borrowings	36.59	4.01	-	-	40.60
Other financial liabilities	246.82	8.81	20.22	-	275.85
Total	1,018.69	462.82	20.22	-	1,501.73
Lease liabilities	96.12	98.42	278.20	6,044.88	6,517.62
Financial guarantee contracts	48.96	746.81	128.24	35.40	959.41
Total financial liabilities	1,163.77	1,308.05	426.66	6,080.28	8,978.76

iii) Capital Risk Management

The Company manages its capital to ensure that it will be able to continue as a going concern. The structure is managed to maintain an investment grade credit rating, to provide ongoing returns to shareholders and to service debt obligations, whilst maintaining maximum operational flexibility.

Consistent with others in the industry, the Company monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by Equity. Net debt is calculated as total borrowings (including 'current and non-current term loans' as shown in the balance sheet) less cash and cash equivalents and current investments.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 37: Financial Risk Management (contd.)

Particulars	Note	(₹ crores)	
		March 31, 2023	March 31, 2022
Borrowings	16	450.08	942.53
Less: Cash and cash equivalents	12	520.43	640.28
Less: Other Balances with Banks (Call and Short-term deposit accounts)	13	240.05	363.73
Less: Current Investments in mutual funds	6 (b)	705.84	896.84
Net debt/ (Net cash)		(1,016.24)	(958.32)
Equity	14/15	8,839.23	8,099.77
Gearing ratio		-	-

c) Market Risk

Market risk is the risk that the changes in market prices such as foreign exchange rates, interest rates and equity prices will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

The Company uses derivatives to manage its exposure to foreign currency risk and interest rate risk. All such transactions are carried out within the guidelines set by the risk management committee.

i) Foreign Currency Risk

The predominant currency of the Company's revenue and operating cash flows is Indian Rupees (INR). Movements in foreign exchange rates can affect the Company's reported profit, net assets.

The Company has foreign currency exposure for equity investments in its international subsidiaries. These investments are long-term and strategic in nature with no immediate plan for its disposal, hence these investments are not being hedged.

The Company uses interest rate swaps and currency swaps to hedge its exposure in foreign currency and interest rates. However, there are no such instruments outstanding at the year end.

Un-Hedged Foreign currency exposure receivable/ (payable):

Currency	(₹ crores)	
	March 31, 2023	March 31, 2022
United States Dollar (Million)	(0.62)	(0.62)

Sensitivity

For the year ended March 31, 2023 and March 31, 2022, every 3% depreciation/ appreciation in the exchange rate between the Indian rupee and US dollar, shall affect the Company's profit before tax by approximately -0.01% and 0.52 % respectively.

ii) Interest rate risk

The Company adopts a policy to hedge the interest rate movement in order to mitigate the risk with regards to floating rate linked loans based on the market outlook on interest rates. This is achieved partly by entering into fixed rate instruments and partly by borrowing at a floating rate and using interest rate swaps as hedges of the variability in cash flows attributable to interest rate risk.

The total borrowing at variable rate was ₹0.59 crore as at March 31, 2023 (Previous year - ₹ Nil crores). The carrying value of the long-term debt approximates fair value since the current interest rate approximates the market rate.

iii) Other market price risks

The Company's exposure to equity securities price risk arises from investments held by the Company and classified in the balance sheet as fair value through Other Comprehensive Income. If the equity prices of quoted investments are 3% higher/ lower, the Other Comprehensive Income for the year ended March 31, 2023 would increase/ decrease by 12.77% (for the year ended March 31, 2022: increase/ decrease by 28.03%).

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Employee Benefits**(a) The Company has recognised the following expenses as defined contribution plan under the head “Company’s Contribution to Provident Fund and Other Funds” (net of recoveries):**

	(₹ crores)	
	March 31, 2023	March 31, 2022
Provident Fund	9.56	9.16
Superannuation Fund	4.01	3.66
Total	13.57	12.82

(b) The Company operates post retirement defined benefit plans as follows: -**a) Funded:**

- i. Provident Fund
- ii. Post Retirement Gratuity
- iii. Pension to Employees – Post retirement minimum guaranteed pension scheme for certain categories of employees, which is funded by the Company and the employees.

b) Unfunded:

- i. Pension to Executive Directors and Employees – Post retirement minimum guaranteed pension scheme for select existing and retired executive directors and certain categories of employees, which is unfunded.
- ii. Post Employment Medical Benefits to qualifying employees

(c) Provident Fund:

The Company operates Provident Fund Scheme through a Trust – ‘The Indian Hotels Company Limited Employees Provident Fund’ (‘the Plan’), set up by the Company and for certain categories contributions are made to State Plan.

The Plan guarantees minimum interest at the rate notified by the Provident Fund Authorities. The contribution by the employer and employee together with the interest accumulated thereon are payable to employees at the time of separation from the Company or retirement, whichever is earlier. The benefit vests immediately on rendering of the services by the employee. In terms of the guidance note issued by the Institute of Actuaries of India for measurement of provident fund liabilities, the actuary has provided a valuation of provident fund liability and based on the assumptions provided below, there is no shortfall as at March 31, 2023 and March 31, 2022.

The details of fund and plan asset position are given below:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Plan Assets as at period end	761.41	743.61
Present Value of Funded Obligation at period end	748.47	702.70
Amount recognised in the Balance Sheet	-	-
Amount not recognised due to asset ceiling	12.94	40.91
Assumptions used in determining the present value obligation of the interest rate guarantee under the Deterministic Approach:		
	March 31, 2023	March 31, 2022
Guaranteed Rate of Return	8.15%	8.10%
Discounted Rate for remaining term to Maturity of Investment	7.45%	6.80%
Expected Rate of Return on Investment	8.50%	8.45%

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Employee Benefits (contd.)

The Company contributed ₹13.94 crores and ₹11.30 crores towards provident fund to the Plan during the year ended March 31, 2023 and March 31, 2022 respectively and the same has been recognised in the statement of profit and loss.

In light of the Supreme Court judgement dated February 28, 2019 regarding the definition of wages for calculation of Provident fund contribution, the Company as advised, on a prudent basis, has provided for the liability prospectively from date of judgement.

(d) Pension Scheme for Employees:

The Company has formulated a funded pension scheme for certain employees. The actuarial liability arising on the above, after allowing for employees’ contribution is determined as at the year end, on the basis of uniform accrual benefit, with demographic assumptions taken as Nil.

(e) The above defined benefit plans typically expose the Company to actuarial risks such as: investment risk, interest rate risk, longevity risk and salary risk.

Investment risk The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to government security yields prevailing as at the Balance Sheet date. If the return on plan asset is below this rate, it will create a plan deficit. The current plan has a relatively balanced mix of investments in equity, government securities, bonds and other debt instruments. Due to the long-term nature of the plan liabilities, the Trustees of the Fund consider it appropriate that a reasonable portion of the plan assets should be invested in equity securities to leverage the return generated by the Fund.

Interest risk A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan’s debt investments.

Longevity risk The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan’s liability.

Salary risk The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan’s liability.

Defined Benefit Plans – As per Actuarial Valuation on March 31, 2023:-**(i) Amount to be recognised in Balance Sheet and movement in net liability.**

	(₹ crores)				
	Gratuity Funded	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Present Value of Funded Obligations	203.24	-	-	-	7.61
	194.07	-	-	-	8.05
Present Value of Unfunded Obligations	-	7.06	2.69	19.20	-
	-	7.37	2.56	20.17	-
Fair Value of Plan Assets	186.51	-	-	-	11.62
	185.15	-	-	-	11.33
Amount not recognised due to asset limit	-	-	-	-	1.36
	-	-	-	-	1.11
Net (Asset)/ Liability	16.73	7.06	2.69	19.20	(2.65)
	8.92	7.37	2.56	20.17	(2.16)

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Employee Benefits (contd.)

(ii) Expenses recognised in the Statement of Profit and Loss

(₹ crores)

	Gratuity Funded	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Current Service Cost	10.41	0.10	0.12	-	0.15
	10.85	0.10	0.14	-	0.15
Past service Cost	(0.86)	-	-	-	-
	-	-	-	1.31	-
Interest Cost	0.10	0.48	0.17	1.32	(0.14)
	(0.09)	0.48	0.20	1.24	(0.14)
Total	9.64	0.58	0.29	1.32	0.01
	10.76	0.58	0.34	2.55	0.01

Footnote:

Amount charged to the Statement of Profit and Loss in respect of gratuity is net of recovery ₹0.44 crore (Previous year ₹1.04 crores).

(iii) Expenses recognised in Other Comprehensive Income (OCI)

(₹ crores)

	Gratuity Funded	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Remeasurements due to actuarial loss/ (gain) arising from:					
Changes in financial assumptions	(8.35)	(0.43)	(0.21)	(1.06)	(0.35)
	-	-	-	-	-
Changes in demographic assumptions	-	-	-	-	-
	-	-	-	-	-
Experience adjustments	24.04	(0.01)	0.81	0.35	(0.03)
	(5.45)	(0.17)	0.42	0.72	(0.03)
Actual return on plan assets less interest on plan assets	3.48	-	-	-	(0.13)
	(2.63)	-	-	-	(0.00)
Adjustment to recognise the effect of asset ceiling	-	-	-	-	0.17
	-	-	-	-	0.01
Total	19.17	(0.44)	0.60	(0.69)	(0.34)
	(8.08)	(0.17)	0.42	0.72	(0.04)

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Employee Benefits (contd.)

(iv) Reconciliation of Defined Benefit Obligation

(₹ crores)

	Gratuity Funded	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Opening Defined Benefit Obligation	194.07	7.37	2.56	20.17	8.05
	197.71	7.30	2.96	18.44	8.08
Current Service Cost	10.41	0.10	0.12	-	0.15
	10.85	0.10	0.14	-	0.15
Past Service Cost	(0.86)	-	-	-	-
	-	-	-	1.31	-
Interest Cost	11.86	0.48	0.17	1.32	0.52
	11.97	0.48	0.20	1.24	0.52
Remeasurements due to actuarial loss/ (gain) arising from:					
Changes in financial assumptions	(8.35)	(0.43)	(0.21)	(1.06)	(0.35)
	-	-	-	-	-
Changes in demographic assumptions	-	-	-	-	-
	-	-	-	-	-
Experience adjustments	24.04	(0.01)	0.81	0.36	(0.03)
	(5.45)	(0.17)	(0.42)	0.72	(0.03)
Benefits Paid	(29.28)	(0.45)	(0.77)	(1.59)	(0.74)
	(21.01)	(0.34)	(0.32)	(1.54)	(0.68)
Liabilities assumed/ (settled)	1.35	-	-	-	-
	-	-	-	-	-
Closing Defined Benefit Obligation	203.24	7.06	2.69	19.20	7.61
	194.07	7.37	2.56	20.17	8.05

(v) Reconciliation of Fair Value of Plan Assets

(₹ crores)

	Gratuity Funded	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Opening Fair Value of Plan Assets	185.15	-	-	-	11.33
	191.47	-	-	-	11.18
Interest on Plan Assets	11.77	-	-	-	0.74
	12.06	-	-	-	0.73
Remeasurements due to:					
Actual return on plan assets less interest on plan assets	(3.48)	-	-	-	0.13
	2.63	-	-	-	-
Contribution by Employer	21.00	0.45	0.77	1.59	0.15
	-	0.34	0.32	1.54	0.09
Benefits Paid	(29.28)	(0.45)	(0.77)	(1.59)	(0.74)
	(21.01)	(0.34)	(0.32)	(1.54)	(0.68)
Assets acquired/(settled)	1.35	-	-	-	-
	-	-	-	-	-
Closing Fair Value of Plan Assets	186.51	-	-	-	11.62
	185.15	-	-	-	11.33
Expected Employer's contribution/ outflow next year	15.00	-	-	-	-
	15.00	-	-	-	-

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Employee Benefits (contd.)

(vi) Actuarial Assumptions

	Gratuity Funded	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Discount rate (p.a.) in %	7.45%	7.45%	7.45%	7.45%	7.45%
	6.80%	6.80%	6.80%	6.80%	6.80%
Salary Escalation Rate (p.a.) in %	4%-5%	-	4.00%	-	-
	4%-5%	-	4.00%	-	-
Pension Escalation Rate (p.a.) in %	-	-	-	4.00%	-
	-	-	-	4.00%	-
Annual increase in healthcare costs (p.a.) in %	-	6.00%	-	-	-
	-	6.00%	-	-	-
Mortality Table *					
Mortality table in service	Table 1	Table 1	Table 1	NA	NA
	Table 1	Table 1	Table 1	NA	NA
Mortality table in retirement	NA	Table 2	Table 2	Table 2	Table 2
	NA	Table 2	Table 2	Table 2	Table 2

* Table 1 – Indian Assured Lives Mortality (2012-14) Ult table

Table 2 – UK Published S1PA Mortality table

(vii) Disaggregation of Plan Assets (Managed by an Insurance Company)

a) Gratuity Funded

	March 31, 2023				March 31, 2022			
	Quoted (₹ crores)	Unquoted (₹ crores)	Total (₹ crores)	%	Quoted (₹ crores)	Unquoted (₹ crores)	Total (₹ crores)	%
Government Debt Instruments	100.16	-	100.16	54%	72.83	-	72.83	39%
Other Debt Instruments	44.28	-	44.28	24%	48.80	-	48.80	27%
Other Equity Instruments	31.25	-	31.25	17%	35.92	-	35.92	19%
Others	10.29	0.53	10.82	5%	26.85	0.75	27.60	15%
Total	185.98	0.53	186.51	100%	184.40	0.75	185.15	100%

b) Pension Staff Funded

	March 31, 2023				March 31, 2022			
	Quoted (₹ crores)	Unquoted (₹ crores)	Total (₹ crores)	%	Quoted (₹ crores)	Unquoted (₹ crores)	Total (₹ crores)	%
Government Debt Instruments	6.18	-	6.18	53%	6.63	-	6.63	59%
Other Debt Instruments	3.16	-	3.16	27%	3.26	-	3.26	29%
Other Equity Instruments	0.45	-	0.45	4%	0.98	-	0.98	8%
Others	-	1.83	1.83	16%	-	0.46	0.46	4%
Total	9.79	1.83	11.62	100%	10.87	0.46	11.33	100%

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Employee Benefits (contd.)

(viii) Sensitivity Analysis (for each defined benefit plan)

March 31, 2023	Gratuity		Pension Top up		Pension Staff Funded		
	March 31, 2023		March 31, 2023		March 31, 2023		
	Discount rate	Salary Escalation rate	Discount rate	Life Expectancy	Discount rate	Life Expectancy	Pension rate
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Impact of increase in 50 bps on DBO	(2.96)	3.20	(5.41)		(3.26)		
Impact of decrease in 50 bps on DBO	3.13	(3.05)	5.88		3.50		
Impact of life expectancy 1 year decrease				(1.79)			
Impact of life expectancy 1 year Increase				1.71			

	Post- Employment Medical Benefits Unfunded			Pension Director Unfunded		
	March 31, 2023			March 31, 2023		
	Discount rate	Life Expectancy	Health care Cost	Discount rate	Life Expectancy	Pension rate
	(%)	(%)	(%)	(%)	(%)	(%)
Impact of increase in 50 bps on DBO	(4.28)			(3.90)		
Impact of decrease in 50 bps on DBO	4.63			4.19		
Impact of life expectancy 1 year decrease		(3.75)			(5.15)	
Impact of life expectancy 1 year Increase		3.55			4.92	
Defined benefit obligation on pension increase rate minus 100 bps						(7.83)
Defined benefit obligation on pension increase rate plus 100 bps						8.92
Defined benefit obligation on healthcare costs rate minus 100 bps			(4.19)			
Defined benefit obligation on healthcare costs rate plus 100 bps			4.86			

Sensitivity Analysis (for each defined benefit plan)

March 31, 2022	Gratuity		Pension Top up		Pension Staff Funded		
	March 31, 2022		March 31, 2022		March 31, 2022		
	Discount rate	Salary Escalation rate	Discount rate	Life Expectancy	Discount rate	Life Expectancy	Pension rate
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Impact of increase in 50 bps on DBO	(3.04)	3.28	(5.81)		(3.47)		
Impact of decrease in 50 bps on DBO	3.22	(3.11)	6.35		3.73		
Impact of life expectancy 1 year decrease				(1.90)			
Impact of life expectancy 1 year Increase				1.82			

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Employee Benefits (contd.)

	Post-Employment Medical Benefits Unfunded			Pension Director Unfunded		
	March 31, 2022			March 31, 2022		
	Discount rate	Life Expectancy	Health care Cost	Discount rate	Life Expectancy	Pension rate
	(%)	(%)	(%)	(%)	(%)	(%)
Impact of increase in 50 bps on DBO	(4.58)			(4.04)		
Impact of decrease in 50 bps on DBO	4.98			4.36		
Impact of life expectancy 1 year decrease		(3.74)			(5.47)	
Impact of life expectancy 1 year Increase		3.55			5.26	
Defined benefit obligation on pension increase rate minus 100 bps						(8.07)
Defined benefit obligation on pension increase rate plus 100 bps						9.24
Defined benefit obligation on healthcare costs rate minus 100 bps			(4.32)			
Defined benefit obligation on healthcare costs rate plus 100 bps			5.05			

(ix) Movement in Asset Ceiling

	(₹ crores)	
	March 31, 2023	March 31, 2022
Opening value of asset ceiling	1.11	1.05
Interest on Opening balance of asset ceiling	0.08	0.07
Remeasurement due to:		
Change in Surplus/(deficit)	0.17	0.01
Closing value of asset ceiling	1.36	1.11

Footnote: Figures in italics under (i) to (vii) are of the previous year.

(x) Expected future benefit payments:

	(₹ crores)				
	Gratuity	Post-Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff funded
Within one year	42.69	0.52	0.09	1.60	0.89
	39.17	0.50	0.05	1.63	0.85
Between one and five years	81.51	2.16	2.14	6.31	3.30
	75.76	2.11	2.08	6.44	3.22
After five years	232.37	14.24	1.38	33.64	10.73
	212.01	14.57	1.36	33.53	11.07
Weighted average duration of the Defined Benefit Obligation (in years)	6.09	8.90	3.38	8.08	6.42
	6.26	9.54	3.92	8.40	6.84

Due to the restrictions in the type of investments that can be held by the gratuity and pension fund as per the prevalent regulations, it is not possible to explicitly follow an asset-liability matching strategy to manage risk actively.

The estimate of future salary increases, considered in actuarial valuation, takes into account inflation, seniority, promotions and other relevant factors. The above information has been certified by the actuary and has been relied upon by the Auditors.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Employee Benefits (contd.)

Code on Social Security, 2020

The date of implementation of the Code on Social Security, 2020 ('the Code') relating to employee benefits is yet to be notified by the Government and when implemented will impact the contributions by the Company towards benefits such as Provident Fund, Gratuity etc. The Company will assess the impact of the Code and give effect in the financial results when the Code and Rules thereunder are notified.

Note 39: Other Regulatory Matters

The Company, on a review of its foreign operations had, in the past, made voluntary disclosures to the appropriate regulator, of what it considered to be possible irregularities, in relation to foreign exchange transactions relating to the period prior to 1998. Arising out of such disclosures, the Company received show cause notices and the Company had replied to the notices. Prior to 2018, the Company has received adjudication cum demand of ₹10.89 crores on certain matters which has been disputed by the Company. This has been disclosed as Contingent Liability. The Company has filed appeal against the adjudication cum demand, and the appeal is pending. During the financial year 2018-19, the Company received adjudication cum demand aggregating ₹1.12 crore on three other matters being contested. The Company has filed appeals against these adjudication cum demand orders and the same are pending. For the balance Show Cause Notices, adjudication proceedings are pending.

Note 40: Deposits and Advances in the Nature of Loans to Subsidiaries, Joint Ventures and Associates

Particulars	(₹ crores)			
	Maximum amount outstanding during the year	Balance Outstanding as on March 31, 2023	Maximum amount outstanding during the previous year	Balance Outstanding as on March 31, 2022
Subsidiaries				
Ideal Ice Limited	24.00	14.90	12.00	12.00
Roots Corporation Limited	50.00	-	50.00	50.00
Genness Hospitality Private Limited	0.60	-	-	-
Zarrenstar Hospitality Private Limited	6.00	6.00	-	-
Joint Ventures				
Taj Karnataka Hotels & Resorts Ltd.	-	-	5.35	-
Associates				
Taida Trading and Industries Ltd.	-	-	7.70	-

Note 41: Tax Disclosures

i) Income Tax recognised in the Statement of Profit and Loss:

Particulars	(₹ crores)	
	March 31, 2023	March 31, 2022
Current Tax		
In respect of the current year	221.96	-
In respect of earlier years	-	1.49
	221.96	1.49
Deferred Tax		
In respect of the current year	69.11	5.85
In respect of earlier years	4.87	-
	73.98	5.85
Total tax expense recognised in the current year relating to continuing operations	295.94	7.34

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 41: Tax Disclosures (contd.)

The Company reviews its income tax treatments in order to determine its impact on the financial statements. As a practice, where the interpretation of income tax law is not clear, management relies on the some or all of the following factors to determine the probability of its acceptance by the tax authority:

- Strength of technical and judicial argument and clarity of the legislation;
- Past experience related to similar tax treatments in its own case;
- Legal and professional advice or case law related to other entities.

After analysing above factors for each of such uncertain tax treatments, where the Company expects that the probability to sustain its position on ultimate resolution of such uncertain tax treatment is remote, the Company ensures that such uncertain tax positions are adequately provided for in the Company's financial Statements.

ii) A reconciliation of the income tax provision to the amount computed by applying the statutory income tax rate to the profit before tax is summarised below:

(₹ crores)		
Particulars	March 31, 2023	March 31, 2022
Profit/ (Loss) before tax from continuing operations (a)	1138.97	(27.11)
Income tax rate as applicable (b)	25.17%	25.17%
Calculated taxes based on above, without any adjustments for deductions [(a) x (b)]	286.66	(6.82)
Permanent tax differences due to:		
Effect of income that are not taxable in determining taxable profit	(3.44)	(10.84)
Effect of expenses that are not deductible in determining taxable profit	-	4.91
Tax impact on Impairment losses on investments that are not deductible	5.46	15.91
Others	2.39	2.69
	291.07	5.85
Prior year taxes as shown above	4.87	1.49
Income tax expense recognised in the Statement of Profit and Loss	295.94	7.34

iii) Income tax recognised in other comprehensive income:

(₹ crores)		
Particulars	March 31, 2023	March 31, 2022
Current Tax		
Tax impact on profit on sale of investment in equity shares at fair value through Other Comprehensive Income	-	-
Deferred tax		
(a) Arising on income and expenses recognised in other comprehensive income:		
Net fair value gain on investments in equity shares at fair value through Other Comprehensive Income	-	-
Remeasurement of defined benefit obligation	(4.80)	1.97
	(4.80)	1.97
(b) Arising on income and expenses reclassified from equity to profit or loss:		
Relating to financial assets measured at fair value through other comprehensive income	-	-
Total income tax recognised in other comprehensive income	(4.80)	1.97
(c) Bifurcation of the income tax recognised in other comprehensive income into:		
Items that will not be reclassified to profit or loss	(4.80)	1.97
Items that may be reclassified to profit or loss	-	-
	(4.80)	1.97

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 41: Tax Disclosures (contd.)

iv) The following is the analysis of deferred tax assets/ (liabilities) presented in the balance sheet:

(₹ crores)		
Particulars	March 31, 2023	March 31, 2022
Deferred Tax assets	141.14	213.97
Deferred Tax liabilities	(290.92)	(294.57)
Net Deferred Tax Liability	(149.78)	(80.60)

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2023 are as follows:

March 31, 2023	Opening Balance	Recognised in the statement of profit and loss	Recognised in other comprehensive income	Closing balance
Deferred tax assets/ (liabilities):				
Property, plant and equipment & Intangible Assets	(286.53)	5.93	-	(280.60)
Unrealised (gain)/ loss on non-equity instruments carried at fair value through Profit and Loss	(0.36)	(2.56)	-	(2.92)
Unamortised borrowing cost	(0.62)	0.49	-	(0.13)
Unrealised gain on equity shares carried at fair value through Other Comprehensive Income	(7.06)	-	(0.21)	(7.27)
Fair valuation changes of derivative contracts	-	-	-	-
Provision for Employee Benefits	19.18	(0.49)	4.80	23.49
Unused tax losses (Business)	89.29	(89.29)	-	-
Right-of-Use assets (ROU) Net of Lease Liability	57.65	6.04	-	63.69
Reward Points	8.72	(0.94)	-	7.78
Provision for disputed claims	9.18	1.36	-	10.54
Allowance for Doubtful Debts	7.25	(2.55)	-	4.70
Allowance for Doubtful Advances	0.51	(0.28)	-	0.23
Unrealised loss on equity shares carried at fair value through Other Comprehensive Income	7.06	-	0.21	7.27
Others	15.13	8.31	-	23.44
Total Deferred Tax Liabilities	(80.60)	(73.98)	4.80	(149.78)

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 41: Tax Disclosures (contd.)

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2022 are as follows:

March 31, 2022	Opening Balance	Recognised in the statement of profit and loss	Recognised in other comprehensive income	Closing balance
Deferred tax assets/ (liabilities):				
Property, plant and equipment & Intangible Assets	(292.71)	6.18	-	(286.53)
Unrealised (gain)/ loss on non-equity instruments carried at fair value through Profit and Loss	(0.63)	0.27	-	(0.36)
Unamortised borrowing cost	(2.20)	1.58	-	(0.62)
Unrealised gain on equity shares carried at fair value through Other Comprehensive Income	(6.18)	-	(0.88)	(7.06)
Fair valuation changes of derivative contracts	(0.27)	0.27	-	-
Provision for Employee Benefits	19.87	1.28	(1.97)	19.18
Unused tax losses (Business)	110.31	(21.02)	-	89.29
Right-of-Use assets (ROU) Net of Lease Liability	52.07	5.58	-	57.65
Reward Points	11.89	(3.17)	-	8.72
Provision for disputed claims	4.77	4.41	-	9.18
Allowance for Doubtful Debts	6.67	0.58	-	7.25
Allowance for Doubtful Advances	1.56	(1.05)	-	0.51
Unrealised loss on equity shares carried at fair value through Other Comprehensive Income	6.18	-	0.88	7.06
Others	15.87	(0.74)	-	15.13
Total Deferred Tax Liabilities	(72.80)	(5.83)	(1.97)	(80.60)

The Company had created deferred tax assets of ₹110.31 crores in FY 2020-21 on unused tax losses (essentially represents business losses and unabsorbed depreciation) based on the reasonable certainty that it will be able to fully utilise the said losses. Out of the said deferred tax asset, the Company had utilised ₹21.02 crores in the Financial Year 2021-22. The balance deferred tax asset have been fully utilised in the current year.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Related Party Disclosures

(a) The names of related parties of the Company are as under:

i. Company Having Significant Influence

Name of the Company	Country of Incorporation
Tata Sons Pvt. Ltd. (including its subsidiaries and joint ventures)	India

ii. Subsidiary Companies

Name of the Company	Country of Incorporation
Domestic	
KTC Hotels Ltd.	India
United Hotels Ltd.	India
Roots Corporation Ltd.	India
Taj Enterprises Ltd.	India
Taj Trade and Transport Co. Ltd.	India
Benares Hotels Ltd.	India
Inditravel Ltd.	India
Piem Hotels Ltd.	India
Northern India Hotels Ltd.	India
Skydeck Properties and Developers Pvt. Ltd.	India
Sheena Investments Pvt. Ltd.	India
ELEL Hotels & Investments Ltd.	India
Luthria & Lalchandani Hotel & Properties Pvt. Ltd.	India
Ideal Ice Limited	India
Genness Hospitality Private Ltd.	India
Qurio Hospitality Private Ltd.	India
Suisland Hospitality Private Ltd. ¹	India
Kadisland Hospitality Private Ltd. ²	India
Zarrenstar Hospitality Private Ltd. ³	India
¹ incorporated on August 22, 2022	
² incorporated on August 24, 2022	
³ became a subsidiary w.e.f. March 10, 2023 (earlier Associate)	
International	
IHOCO BV	Netherlands
United Overseas Holding Inc. and its subsidiaries	United States of America
St. James Court Hotel Ltd.	United Kingdom
Taj International Hotels Ltd.	United Kingdom
Taj International Hotels (H.K.) Ltd.	Hong Kong
PIEM International (H.K.) Ltd.	Hong Kong
IHMS Hotels (SA) (Proprietary) Ltd.	South Africa
Goodhope Palace Hotels (Proprietary) Ltd.	South Africa

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Related Party Disclosures (contd.)

iii. Joint Ventures

Name of the Company	Country of Incorporation
Domestic	
Taj Sats Air Catering Ltd.	India
Taj Karnataka Hotels & Resorts Ltd.	India
Taj Kerala Hotels & Resorts Ltd.	India
Taj GVK Hotels & Resorts Ltd.	India
Taj Safaris Ltd.	India
Kaveri Retreats and Resorts Ltd.	India
International	
TAL Hotels & Resorts Ltd. and its Subsidiaries	Hong Kong

iv. Associates

Name of the Company	Country of Incorporation
Domestic	
Oriental Hotels Limited and its subsidiaries	India
Taj Madurai Limited	India
Taida Trading & Industries Ltd. and its subsidiaries	India
International	
Lanka Island Resort Ltd.	Sri Lanka
TAL Lanka Hotels PLC	Sri Lanka
BJETS Pte. Ltd., Singapore ⁴	Singapore

⁴ Liquidated from September 05, 2022

v. Key Management Personnel

Particulars	Relation
Puneet Chhatwal	Managing Director & CEO

vi. Post Employment benefit plans

Particulars
The Indian Hotels Company Limited Employees Provident Fund
The Indian Hotels Company Limited Superannuation Scheme
The Indian Hotels Employees Gratuity Trust

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Related Party Disclosures (contd.)

(b) The details of related party transactions during the year ended March 31, 2023 and March 31, 2022 are as follows:

Particulars	(₹ crores)					
	Company having significant influence *	Key Management Personnel	Subsidiaries	Associates #	Joint Ventures#	Post Retirement benefit plans
Interest income	-	-	4.25	-	-	-
Interest expense	-	-	0.08	0.68	0.43	-
Dividend income	1.19	-	-	-	-	-
Dividend Paid	4.80	-	8.50	0.27	-	-
Operating/ Licence fees expense	4.65	-	2.61	-	-	-
Management and Operating Fees Income	21.14	-	-	0.09	-	-
Purchase of goods and services	18.88	-	-	0.08	-	-
Sale of goods and services	-	-	0.25	-	-	-
Deputed Staff reimbursements	-	-	0.15	-	-	-
Other Cost reimbursements	1.77	-	87.07	32.08	32.58	-
Loyalty expense (Net of redemption credit)	0.75	-	43.68	18.75	20.90	-
Deputed Staff Out	106.82	-	13.51	0.80	3.04	-
Contribution to Funds	46.09	-	9.97	0.44	3.65	-
Inter Corporate Deposit ("ICD") Placed	73.64	-	4.32	0.03	1.07	-
ICD Encashed	25.73	-	12.67	0.01	1.02	-
ICD Repaid	0.03	-	7.35	4.26	4.43	-
Purchase of Shares	0.03	-	7.00	3.50	4.33	-
Issue of Shares	21.06	-	14.48	6.72	10.43	-
Remuneration Paid/ Payable (Refer Footnote (ii))	-	-	1.08	0.23	0.40	-
	0.26	-	7.79	2.58	2.14	-
	0.01	-	1.87	0.75	0.80	-
	0.50	-	20.08	13.54	12.69	-
	0.49	-	19.19	12.00	11.70	-
	-	-	-	-	-	39.57
	-	-	-	-	-	15.86
	-	-	18.60	-	-	-
	-	-	64.00	-	-	-
	-	-	59.70	-	-	-
	-	-	2.00	4.53	5.05	-
	-	-	-	-	-	-
	15.00	-	-	-	-	-
	34.13	-	718.72	-	-	-
	29.86	-	333.63	-	-	-
	-	-	-	-	-	-
	847.68	-	-	1.25	-	-
	-	18.23	-	-	-	-
	-	8.08	-	-	-	-

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Related Party Disclosures (contd.)

The details of amounts due to or from related parties as at March 31, 2023 and March 31, 2022 are as follows:

Particulars	(₹ crores)					
	Company having significant influence *	Key Management Personnel	Subsidiaries	Associates #	Joint Ventures#	Post Retirement benefit plans
Trade Receivables (Refer Note 11)	13.61	-	19.57	11.41	30.86	-
	4.71	-	14.18	7.13	29.35	-
Trade Payables (Refer Note 20)	21.93	-	2.07	1.72	0.43	-
	3.57	-	3.58	0.76	0.51	-
Other Receivables/ (Other Payables)	0.75	-	(3.94)	0.09	1.96	-
(Refer Note 8 and Note 17)	0.70	-	0.27	0.69	(1.05)	-
Interest Receivable	-	-	-	-	-	-
(Refer Note 8)	-	-	0.06	-	-	-
Deposits Receivable	0.29	-	24.88	-	-	-
(Refer Note 7 and Note 8)	0.08	-	65.95	-	-	-
Deposits Payable	-	-	-	-	-	-
(Refer Note 16)	0.05	-	-	-	-	-
Guarantees/Letter of Comfort utilised and outstanding (Refer Note 32)	-	-	127.17	-	-	-
	-	-	997.37	-	-	-

* including its subsidiaries and joint ventures

including its subsidiaries

Footnotes:

(i) Figures in italics are of the previous period.

(ii) Managerial remuneration excludes provision for gratuity and compensated absences since these are provided on the basis of an actuarial valuation for the Company as a whole.

(iii) The above does not include claim from a related party of ₹ 25 crore which is not acknowledged as debt.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Related Party Disclosures (contd.)

(c) Statement of Material Transactions

Name of the Company	(₹ crores)	
	March 31, 2023	March 31, 2022
Company having substantial interest and its subsidiaries and joint ventures:		
Tata Sons Pvt. Ltd.		
Dividend income	4.50	4.50
Dividend paid	20.31	18.12
Trade payable	5.02	-
Tata Consultancy Services Ltd.		
Purchase of goods and services	19.41	16.69
Sale of goods and services	8.61	0.67
Trade Payable	4.04	1.60
Tata Digital Pvt. Ltd.		
Other Cost reimbursements	21.05	-
Purchase of goods and services	25.32	0.47
Deposit Payable	-	0.05
Air India Ltd.		
Sale of goods and services	15.43	0.75
Tata AIG General Insurance Company Ltd.		
Purchase of goods and services	16.47	15.21
Tata AIA Life Insurances Ltd.		
Trade Payables	5.61	-
Tata SIA Airlines Ltd.		
Sale of goods and services	19.90	12.68
Tata International Limited		
Interest expense	-	1.19
ICD Repaid	-	15.00
Supermarket Grocery Supplies Pvt. Ltd.		
Purchase of goods and services	27.34	2.61
Trade Payables	2.83	0.47
Remuneration to Key Management Personnel		
Mr. Puneet Chhatwal	18.23	8.08
Subsidiaries:		
KTC Hotels Ltd.		
Operating/Licence Fees expense	0.25	0.15
Deposit given outstanding	3.50	3.50

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Related Party Disclosures (contd.)

Name of the Company	(₹ crores)	
	March 31, 2023	March 31, 2022
Benares Hotels Ltd.		
Other receivables/(Other payables)	(0.87)	(0.24)
Piem Hotels Ltd.		
Dividend Income	7.86	2.61
Trade Receivables	13.30	7.75
Operating fees income	43.79	23.90
Other Cost reimbursements	10.13	0.66
Deputed Staff Out	14.55	15.24
Deputed Staff Reimbursement	6.00	5.70
Loyalty expense (Net of redemption credit)	1.59	(0.25)
Roots Corporation Ltd.		
Interest Income	2.53	0.01
Deposit given outstanding	-	50.00
ICD Placed	-	50.00
ICD Encashed	50.00	-
Ideal Ice Ltd.		
Interest Income	1.71	0.07
Other receivables/(Other payables)	1.11	1.10
Deposit given outstanding	14.90	12.00
ICD Placed	12.00	14.00
ICD Encashed	9.10	2.00
Zarrenstar Hospitality Pvt. Ltd.		
Deposit given outstanding	6.00	-
ICD Placed	6.00	-
United Overseas Holdings Inc.		
Guarantees/ Letter of Comfort given on behalf and outstanding – Closing position	127.17	272.39
St. James Court Hotel Ltd.		
Operating Fees Income	19.60	7.11
Loyalty expense (Net of redemption credit)	4.13	1.34
Other receivables/(Other payables)	1.06	1.36
Guarantees/ Letter of Comfort given on behalf and outstanding – Closing position	-	538.60
Taj International Hotels (H.K.) Ltd.		
Other receivables/(Other payables)	(5.10)	(4.71)
IHOCO BV		
Purchase of Shares	628.48	151.25
Goodhope Palace Hotels (Proprietary) Limited		
Guarantees/ Letter of Comfort given on behalf and outstanding – Closing position	-	186.38

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Related Party Disclosures (contd.)

Name of the Company	(₹ crores)	
	March 31, 2023	March 31, 2022
Joint Ventures:		
Taj GVK Hotels & Resorts Ltd.		
Operating Fees income	17.27	11.26
Deputed Staff Out	6.86	5.96
Deputed Staff Reimbursement	3.23	2.83
Trade Receivables	24.10	21.37
TAL Hotels and Resorts Ltd.		
Loyalty expense (Net of redemption credit)	1.63	0.95
Other receivables/(Other payables)	0.90	0.25
Taj Safaris Ltd.		
Other receivables/(Other payables)	1.22	0.04
Associates:		
Oriental Hotels Ltd.		
Operating fees income	31.61	18.12
Deputed Staff Out	13.51	11.91
Other Cost reimbursement	6.72	0.23
Loyalty expense (Net of redemption credit)	2.27	0.64
Deputed Staff reimbursement	4.26	3.50
Trade Receivable	11.18	6.60
Post-employment benefit plans		
Contribution to Superannuation Fund	4.63	4.56
Contribution to Provident Fund	13.94	11.30
Contribution to Gratuity Fund	21.00	-

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 43: Segment Information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The Managing Director and Chief Executive Officer who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the chief operating decision-maker. From the internal organisation of the Company's activities and consistent with the internal reporting provided to the chief operating decision-maker and after considering the nature of its services, the ultimate customer availing those services and the methods used by it to provide those services, "Hotel Services" has been identified to be the Company's sole operating segment. Hotel Services include "Revenue from Operations" including Management and Operating Fees where hotels are not owned or leased by the Company. The organisation is largely managed separately by property based on centrally driven policies and the results and cash flows of the period, financial position as of each reporting date aggregated for the assessment by the Managing Director and Chief Executive Officer. The Company's management reporting and controlling systems principally use accounting policies that are the same as those described in Note 2 in the summary of significant accounting policies under Ind AS. As the Company is engaged in a single operating segment, segment information that has been tabulated below is Company-wide:

Country	(₹ crores)			
	Revenue from Hotel Services by location of customers		Non-Current assets (see footnote below)	
	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
India	3,646.86	1,972.58	3,889.25	3,635.03
Overseas locations	57.38	30.76	-	-
Total	3,704.24	2,003.34	3,889.25	3,635.03

Footnote: Non-Current assets exclude financial assets and tax assets.

No single customer contributes 10% or more of the Company's total revenue for the years ended March 31, 2023 and March 31, 2022.

Note 44: Earnings Per Share (EPS)

Earnings Per Share is calculated in accordance with Ind AS 33 – 'Earnings Per Share'.

Particulars	March 31, 2023	March 31, 2022
Profit/ (Loss) after tax (₹ crores)	843.03	(34.45)
Opening balance of fully subscribed shares	142,03,99,602	118,92,58,445
Effect of Shares kept in abeyance issued during the year	187	-
Effect of fresh issue of shares for cash on Rights basis	-	6,50,26,272
Effect of issue of shares to Qualified Institutional Buyers	-	16,27,560
Weighted average number of Equity Shares	142,03,99,789	125,59,12,277
Earnings Per Share:		
Basic and Diluted (₹)	5.94	(0.27)
Face Value per Equity Share (₹)	1.00	1.00

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 45: The List of Investments in Subsidiaries, Joint Ventures and Associates are as given below:

a) Subsidiary Companies

Principal place of business/ Country of incorporation	As at March 31, 2023		As at March 31, 2022	
	Held directly by Parent or through its subsidiaries (%)	Effective Holding (%)	Held directly by Parent or through its subsidiaries (%)	Effective Holding (%)
Domestic				
PIEM Hotels Limited	India	51.57	51.57	51.57
Benares Hotels Limited	India	53.70	51.68	53.70
United Hotels Limited	India	55.00	55.00	55.00
Roots Corp Limited #	India	100.00	100.00	97.22
Inditravel Limited	India	96.67	78.88	96.67
Taj Trade & Transport Company Limited	India	89.51	73.03	89.51
KTC Hotels Limited	India	100.00	100.00	100.00
Northern India Hotels Limited	India	94.17	48.56	94.17
Taj Enterprises Limited	India	93.40	93.40	93.40
Ideal Ice Limited	India	100.00	100.00	100.00
Skydeck Properties and Developers Private Limited	India	100.00	100.00	100.00
Sheena Investments Private Limited	India	100.00	100.00	100.00
ELEL Hotels and Investments Limited	India	100.00	100.00	100.00
Luthria and Lalchandani Hotel and Properties Private Limited	India	100.00	100.00	100.00
Genness Hospitality Private Limited	India	100.00	100.00	100.00
Qurio Hospitality Private Limited	India	100.00	100.00	100.00
Kadisland Hospitality Private Limited*	India	100.00	100.00	-
Suisland Hospitality Private Limited**	India	74.00	74.00	-
Zarrenstar Hospitality Private Limited###	India	100.00	100.00	-

Principal place of business/ Country of incorporation	As at March 31, 2023		As at March 31, 2022	
	Held directly by Parent or through its subsidiaries (%)	Effective Holding (%)	Held directly by Parent or through its subsidiaries (%)	Effective Holding (%)
International				
United Overseas Holdings Inc	United States of America	100.00	100.00	100.00
St. James Court Hotel Limited^	United Kingdom	91.15	76.86	89.39
Taj International Hotels Ltd.	United Kingdom	100.00	100.00	100.00
IHMS Hotels (SA)(Pty.) Limited	South Africa	100.00	100.00	100.00
Good Hope Palace Hotels Proprietary Limited	South Africa	100.00	100.00	100.00
Taj International Hotels (H.K.) Limited	Hong Kong	100.00	100.00	100.00
Piem International (HK) Limited	Hong Kong	100.00	51.57	100.00
IHOCO BV	Netherlands	100.00	100.00	100.00

* Incorporated on August 24, 2022 (Refer Note 30 (c))

** Incorporated on August 22, 2022 (Refer Note 30 (c))

The Company has acquired balance stake of 2.78% in Roots Corporation Ltd. (RCL), whereby the Company's effective holding has increased to 100% from 97.22% on April 26, 2022 and RCL has become a Wholly-Owned Subsidiary ("WOS").

The Company has acquired additional stake in Zarrenstar Hospitality Pvt. Ltd. from its associate company, whereby Company's effective holding has increased to 100% (earlier accounted as associate).

^ During the year, IHOCO BV ("WOS") has further invested in St. James Court Ltd. by subscribing to 112,50,000 shares on right basis for an aggregate consideration of ₹ 232.43 crores (US\$ 28.28 mn). Accordingly, the effective holding has increased from 72.25% to 76.86%.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 45: The List of Investments in Subsidiaries, Joint Ventures and Associates are as given below: (contd.)

b) Joint Ventures

	Principal place of business/ Country of incorporation	As at March 31, 2023		As at March 31, 2022	
		Held directly by Parent or through its subsidiaries (%)	Effective Holding (%)	Held directly by Parent or through its subsidiaries (%)	Effective Holding (%)
Domestic					
Taj GVK Hotels & Resorts Limited	India	25.52	25.52	25.52	25.52
Taj Kerala Hotels & Resorts Limited	India	28.78	28.78	28.78	28.78
Taj Karnataka Hotels & Resorts Limited	India	49.40	44.27	49.40	44.27
Taj SATS Air Catering Limited	India	51.00	51.00	51.00	51.00
Taj Safaris Limited	India	45.42	41.81	45.42	41.81
Kaveri Retreat & Resorts Limited	India	50.00	50.00	50.00	50.00
International					
TAL Hotels & Resorts Limited	Hong Kong	28.26	27.49	28.26	27.49

c) Associates

	Principal place of business/ Country of incorporation	As at March 31, 2023		As at March 31, 2022	
		Held directly by Parent or through its subsidiaries (%)	Effective Holding (%)	Held directly by Parent or through its subsidiaries (%)	Effective Holding (%)
Domestic					
Oriental Hotels Limited	India	37.05	35.67	37.05	35.67
Taj Madurai Limited	India	26.00	26.00	26.00	26.00
Taida Trading & Industries Limited	India	48.74	34.78	48.74	34.78
Zarrenstar Hospitality Private Limited##	India	-	-	50.00	50.00
International					
Lanka Island Resorts Ltd.	Sri Lanka	24.66	24.66	24.66	24.66
TAL Lanka Hotels Plc	Sri Lanka	24.62	24.62	24.62	24.62
Bjets Pte. Ltd.*	Singapore	-	-	45.69	45.69

Footnote:

All the above investments have been accounted at cost in accordance with the provisions of Ind AS – 27 "Separate Financial Statements"

*BJETS Pte. Ltd. has been liquidated from September 05, 2022.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 46: Additional Disclosure Under the Regulatory Requirements

a) Ratios

Sr. No.	Ratio	in times/%	Numerator	Denominator	Current Year	Previous Year
a)	Current Ratio	in times	Current Assets excluding Assets classified as held for sale	Current Liabilities excluding current maturities of long-term borrowings	1.76	2.48
b)	Debt – Equity	in times	Non-Current Borrowings + Current Borrowings	Total Equity	0.05	0.12
c)	Debt service coverage	in times	Profit before Tax + Interest on borrowings (Net) + Provision for impairment of investments + Depreciation and amortisation expenses	Interest on borrowings (Net) + Principal Repayment of long-term Debt	2.78	0.17*
d)	Net Capital Turnover	in times	Net Sales	Working Capital i.e., (Average Current Assets - Average Current Liabilities excluding current maturities of long-term borrowings)	3.25	3.50*
e)	Return on Equity	in %	Profit/(Loss) after tax	Average Total Equity	9.96	(0.56)
f)	Inventory Turnover	NA	NA	NA	NA	
g)	Trade Receivable Turnover	in days	Average Trade Receivables	Revenue from operations per day	29	38
h)	Trade Payable Turnover	in days	Average Trade Payables	Total expenses other than Payroll Cost, Finance Cost and Depreciation per day	65	82
i)	Net Profit Ratio	in %	Profit/(Loss) after tax	Total Income	22.12	(1.60)
j)	Return on capital employed	in %	EBIT	Average Equity + Average Debt + Average Lease Liabilities + Average Deferred Tax Liabilities	12.50	3.70
k)	Return on Investment	in %	Income earned on mutual funds and fixed deposit investments	Average investment in mutual funds and fixed deposit	4.84	1.57*

* Re-computed previous year's ratios based on moderation of definitions in the current year

Explanations to Variance in Ratios

1. Current ratio reduced due to a decrease in current investments and cash equivalents from part withdrawal of temporary surplus funds and increased levels of business activity which in turn increased trade payables, current liabilities and provisions as well as increased trade receivables.
2. Debt-equity ratio reduced due to repayment of outstanding debt from the proceeds of equity shares and increase in surplus from operational earnings.
3. Debt service coverage ratio increased due to increase in cash operating earnings and lower payments of interest and principal amounts of during the year consistent with lower levels of debt.
4. Net profit ratio improved due to an increase in net profit after tax from improvement in business volumes.
5. Return on capital employed and return on equity improved with improvement in operating margins during the year.
6. Return on investments increased with increase in yields of the investment portfolio.
7. The Company has not presented Inventory turnover ratio since it holds inventory for consumption in the service of food and beverages and the proportion of such inventory is insignificant to total assets.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 46: Additional Disclosure Under the Regulatory Requirements (contd.)

b) Transaction with Struck off Companies

The Company has reviewed transactions to identify if there are any transactions with struck off companies. To the extent information is available on struck off companies, there are only 4 transactions with struck off companies.

c) Title deeds of leased assets not held in the name of the Company:

The title deeds, comprising all the immovable properties of land and buildings, are held in the name of the Company as at the balance sheet date except in respect of one commercial / residential building aggregating to ₹ 0.70 crore (Gross block ₹ 1.30 crores) constructed on the leased land, which is in the possession of the Company, acquired pursuant to a scheme of amalgamation of TIFCO Holding Limited (a wholly-owned subsidiary). The lease of the said land has expired in the year 2000. Erstwhile TIFCO Holdings Limited has filed a writ Petition in High Court of Mumbai on January 15, 2013 for renewal of lease.

d) There are no borrowings from banks or financial institutions on the basis of security of current assets of the Company.

e) The Company has used funds borrowed for the specific purposes only for the purposes which it has been borrowed.

f) With reference to Schedule 16 - Borrowings of financial statements for the year ended March 31, 2023, we confirm that all charges created/ satisfied during FY 2022-23 have been registered with the Ministry of Corporate Affairs.

g) The Company has not advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) any funds other than as disclosed in Note 30 (e), to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:

- directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Company or
- provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

h) The Company has not received any funds from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall:

- directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Funding Party or provide any guarantee, security or the like from or on behalf of the Ultimate Beneficiaries.

Note 47: Update on COVID-19

The business for the first quarter of previous year was impacted due to the outbreak of third wave of COVID-19. During the current year, the Company saw strong rebound in the business aided by leisure travel and gradual pickup in business travel. The Company will continue to closely monitor any material changes to future economic conditions on account of COVID-19 to assess any possible impact on the Company.

Notes to Standalone Financial Statements (Contd.)

for the year ended March 31, 2023

Note 48: Dividends

Dividends paid during the year ended March 31, 2023 out of Retained Earnings was ₹ 0.40 per equity share for the year ended March 31, 2022, aggregating to ₹ 56.82 crores.

The dividends declared by the Company are based on the profits available for distribution as reported in the standalone financial statements of the Company. Accordingly, the retained earnings reported in these financial statements may not be fully distributable. As of March 31, 2023, retained earnings not transferred to reserves available for distribution was ₹ 947.38 crores.

On April 27, 2023, the Board of Directors of the Company have proposed a final dividend of ₹ 1.00 per equity share in respect of the year ended March 31, 2023, subject to the approval of shareholders at the Annual General Meeting. If approved, the dividend would result in a cash outflow of ₹ 142.04 crores.

As per our report of even date as attached

For and on behalf of the Board

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No. 101248W/W-100022

N. Chandrasekaran
Chairman
DIN: 00121863

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Tarun Kinger
Partner
Membership No. 105003

Nasser Munjee
Director
DIN: 00010180

Mumbai, April 27, 2023

Giridhar Sanjeevi
Executive Vice President &
Chief Financial Officer

Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Financial Statistics

Year	Capital Accounts					
	Share Capital	Reserves and Surplus (Other Equity)	Borrowings	Gross Block (Including Right-of- Use assets)	Net Block (Including Right-of- Use assets)	Investments
	₹ crores	₹ crores	₹ crores	₹ crores	₹ crores	₹ crores
1980-81	5.09	8.53	7.76	25.01	17.60	1.10
1981-82	** 6.90	9.20	8.87	28.79	20.06	1.13
1982-83	*** 6.35	12.34	26.71	49.54	39.22	2.65
1983-84	6.35	17.45	32.25	58.48	44.40	3.77
1984-85	6.35	22.23	42.20	67.77	44.55	11.70
1985-86	a 7.85	28.70	38.82	71.69	53.72	6.21
1986-87	7.85	32.73	53.58	89.73	67.56	5.53
1987-88	+ 9.86	41.97	63.47	107.70	80.08	6.90
1988-89	9.86	48.54	74.06	127.39	93.56	9.34
1989-90	!! 14.78	51.44	97.13	161.28	119.95	11.19
1990-91	14.78	56.77	121.07	178.61	128.43	12.37
1991-92	14.78	73.72	123.53	194.44	135.89	13.76
1992-93	!!! 19.96	124.44	106.86	210.68	142.53	16.93
1993-94	19.96	165.65	100.86	234.64	156.21	32.54
1994-95	æ 39.92	205.84	245.05	293.59	201.92	36.04
1995-96	= 45.12	567.16	200.18	384.01	273.21	142.09
1996-97	45.12	671.86	219.75	500.10	364.08	214.80
1997-98	45.12	767.68	197.31	581.48	414.57	218.09
1998-99	45.12	844.35	178.42	665.67	466.77	259.09
1999-00	45.12	913.96	432.32	842.01	606.86	337.75
2000-01	45.12	980.10	555.31	942.16	665.06	422.13
2001-02	45.12	844.13	809.21	946.15	655.08	541.34
2002-03	45.12	842.17	799.50	985.71	677.77	571.64
2003-04	45.12	844.79	1412.46	1159.69	813.13	600.83
2004-05	¶ 50.25	1081.80	1052.03	1290.70	885.20	607.01
2005-06	¶ 58.41	1657.83	544.34	1308.34	843.01	656.57
2006-07	▲ 60.29	1738.39	943.94	2014.34	1360.05	962.81
2007-08	60.29	1956.29	1134.18	2072.16	1371.60	977.58
2008-09	Ω 72.34	2975.29	1766.47	2362.23	1585.40	2026.88
2009-10	72.35	2616.87	2650.55	2408.32	1561.26	2445.63
2010-11	& 75.95	3028.59	2341.44	2605.18	1725.74	3026.78
2011-12	75.95	3176.70	2679.38	2830.66	1838.75	3622.19
2012-13	§ 80.75	3226.90	2522.27	2861.65	1756.46	3369.14
2013-14	80.75	2613.09	2690.60	2910.27	1697.41	2761.64
2014-15	80.75	2534.40	3208.99	3329.33	2011.80	2977.96
2015-16	± 98.93	2276.65	2157.65	2267.37	2142.27	1954.71
2016-17	98.93	2668.27	2048.98	2456.58	2187.53	3029.15
2017-18	¥ 118.93	4275.03	1783.88	2814.61	2398.50	4161.46
2018-19	118.93	4364.81	1784.05	3066.39	2486.34	4112.70
2019-20	118.93	4464.63	1943.32	4088.42	3311.36	4151.50
2020-21	118.93	4089.45	2587.25	4336.17	3359.59	4409.67
2021-22	142.04	7957.73	942.53	4421.44	3252.11	5773.52
2022-23	142.04	8696.94	450.08	4708.17	3351.10	6281.39

** Issue of Bonus Shares in the Ratio 2:5

*** After redemption of Preference Share of ₹ 0.55 crore

a After conversion of a part of the 15,000,000 Convertible debenture at a premium of ₹ 15/- per share

+ After conversion of a part of the 20,01,121 Convertible debenture at a premium of ₹ 15/- per share

!! After issue of bonus share in the Ratio 1:2

!!! After Right issue of Shares in the Ratio of 1:3

æ Issue of Bonus Shares in the Ratio of 1:1

= Issue of Global Depository Shares

¶ Conversion of foreign currency bonds into share capital.

▲ Split of Shares of face value ₹ 10/- each to share of Face value ₹ 1/- each

Ω After Right issue of Shares in the Ratio of 1:5

& Allotment of Shares on preferential basis to promoters

§ Conversion of Warrants into Equity on exercise of warrants

± After conversion of 18,18,01,228 Compulsorily Convertible Debentures at a premium of ₹ 54/- per share

¥ After Right issue of Shares in the Ratio of 1:5

Financial Statistics (Contd.)

Year	Revenue accounts										
	Gross Revenue	Expenditure (Including Interest)	Depreciation	Profit/(Loss) before Tax	Tax Expenses	Net Profit/(Loss) for the year	Other Comprehensive Income	Total Comprehensive Income	Net Transfer to General Reserves	Dividend	Rate of Dividend on Ordinary Shares
	₹ crores	₹ crores	₹ crores	₹ crores	₹ crores	₹ crores			₹ crores	₹ crores	%
1980-81	31.54	23.13	1.24	7.17	3.17	4.00			2.95	â 1.45	22.00
1981-82	36.09	26.72	1.33	8.04	4.10	3.94			2.49	â 1.45	22.00
1982-83	42.98	36.87	1.62	4.49	0.00	4.49			2.99	â 1.50	23.00
1983-84	54.69	43.79	3.80	7.10	0.40	6.70			5.11	1.59	25.00
1984-85	65.50	55.39	2.66	7.45	1.08	6.37			4.78	1.59	25.00
1985-86	78.48	69.32	3.44	7.66	1.60	6.06			4.22	1.84	25.00
1986-87	93.05	79.68	4.25	9.12	2.75	6.37			4.02	2.35	30.00
1987-88	105.69	90.98	5.55	9.16	2.40	6.76			4.23	2.53	30.00
1988-89	117.72	100.61	6.24	10.87	1.50	9.37			6.42	2.96	30.00
1989-90	141.50	120.93	7.80	12.77	1.25	11.52			7.83	3.70	25.00
1990-91	159.11	139.42	9.11	10.58	1.55	9.03			5.33	3.70	25.00
1991-92	206.79	169.52	++8.85	27.58	6.50	21.08			16.75	5.17	35.00
1992-93	239.21	188.24	9.77	41.20	9.00	32.20			24.86	8.68	50.00
1993-94	301.92	223.49	10.90	67.53	15.50	52.03			41.21	13.97	70.00
1994-95	381.88	263.20	13.67	105.11	23.00	82.11			60.15	21.96	55.00
1995-96	547.36	347.42	20.37	179.57	39.00	140.57			107.10	33.47	75.00
1996-97	613.33	405.67	27.18	180.48	33.60	146.48			104.70	38.35	85.00
1997-98	623.91	427.53	32.42	163.96	26.00	137.96			95.78	38.35	85.00
1998-99	623.34	435.36	33.84	154.14	35.00	119.14			76.57	38.35	85.00
1999-00	650.91	482.49	37.69	130.73	17.50	113.23			70.66	@ 38.35	85.00
2000-01	742.92	560.47	45.16	137.29	20.50	116.79			67.07	45.12	100.00
2001-02	617.55	589.81	47.49	98.14	17.44	80.70			40.00	36.09	80.00
2002-03	609.91	575.43	38.98	53.80	13.72	40.48			7.50	31.58	70.00
2003-04	727.09	646.89	48.58	80.20	19.55	60.65			8.57	36.09	80.00
2004-05	896.23	754.55	56.77	141.68	35.82	105.86			11.00	50.25	100.00
2005-06	1154.80	890.90	65.90	272.00	88.22	183.78			20.00	77.95	130.00
2006-07	1618.83	1146.47	91.44	474.64	152.25	322.39			35.00	96.46	160.00
2007-08	1823.16	1254.11	85.48	580.47	203.01	377.46			38.00	114.54	190.00
2008-09	1706.52	1348.42	94.46	362.30	128.27	234.03			30.00	86.81	120.00
2009-10	1520.36	1358.48	104.14	218.25	65.15	153.10			15.31	72.35	100.00
2010-11	1737.14	1509.90	108.40	221.45	80.20	141.25			14.13	75.95	100.00
2011-12	1864.72	1628.69	113.90	229.92	84.57	145.35			14.54	75.95	100.00
2012-13	1924.79	1701.67	125.02	(209.79)	66.82	(276.61)			-	* 69.40	80.00
2013-14	1977.33	1761.13	122.26	(520.90)	69.59	(590.49)			-	-	-
2014-15	2103.60	1873.02	117.85	1.88	83.90	(82.02)			-	-	-
2015-16	2374.12	2088.32	126.02	152.89	68.74	84.15	71.40	155.55	-	29.68	30.00
2016-17	2459.58	2079.74	151.31	262.04	118.86	143.18	124.43	267.61	-	34.62	35.00
2017-18	2639.34	2148.58	151.34	284.23	136.46	147.77	29.23	177.00	-	47.57	40.00
2018-19	2870.91	2209.61	169.10	417.54	153.84	263.70	(120.59)	143.11	-	59.47	50.00
2019-20	2877.88	2219.96	203.78	437.74	36.33	401.41	(123.98)	277.43	130.50	59.46	50.00
2020-21	1243.67	1524.84	203.81	(640.28)	(115.50)	(524.78)	209.06	(315.72)	32.39	47.57	40.00
2021-22	2152.42	1919.57	203.03	(27.11)	7.34	(34.45)	27.46	(6.99)	103.20	56.82	40.00
2022-23	3811.32	2442.82	207.85	1138.97	295.94	843.03	(46.97)	796.06	51.81	\$\$ 142.04	100.00

â Preference and Ordinary Dividend

++ After deducting ₹ 0.84 crores towards excess provision of depreciation for previous year.

@ Ordinary/ Interim dividend for the year

* Includes ₹ 4.80 crores dividend paid for previous year

\$\$ Dividend Proposed

Independent Auditor's Report

To the Members of The Indian Hotels Company Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of The Indian Hotels Company Limited (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), its associates and its joint ventures, which comprise the consolidated balance sheet as at March 31, 2023, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on separate financial statements of such subsidiaries, associates and joint ventures as were audited by the other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, its associates and joint ventures as at March 31, 2023, of its consolidated profit and other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, its associates and joint ventures in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the other auditors referred to in paragraph (a) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement and based on the consideration of reports of other auditors on separate financial statements of components

audited by them, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Description of Key Audit Matter

Impairment of testing of Goodwill

See Note 5 to the consolidated financial statements

The Key Audit Matter

Goodwill – evaluation of adequacy of provision for impairment of goodwill

As a result of past acquisitions, the Group carries goodwill aggregating ₹ 653.62 crores.

Management performs an impairment assessment on an annual basis as required by Ind AS 36 Impairment of Assets.

For the Cash Generating Units (CGUs) which goodwill, the determination of recoverable amount being the higher of fair value less costs to sell and value-in-use, requires judgement on the part of management in both identifying and then valuing the relevant CGUs.

Recoverable amounts of these CGU's are based on management's view of variables such as future average revenue per available room, room occupancy, room rates, rate per cover etc. and operating expenditure and the most appropriate discount rate.

We considered goodwill impairment to be key audit matter due to the extent of judgement and assumptions involved in the assessment process.

How the matter was addressed in our audit

In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence. Our procedures included challenging management on the suitability of the impairment model and reasonableness of the assumptions through performing the following:

- Obtained and assessed the valuation working prepared by the management for its impairment assessment;
- Testing the appropriateness of management's basis to identify relevant CGUs for which Goodwill is tested for impairment;
- Evaluated key assumptions applied in valuation models used to determine recoverable amount including assumptions of projected earnings before interest, taxes and depreciation and amortisation, growth rate, room occupancy, room rate, projected capital expenditure, discount rates. We also evaluated the forecasts based on historical performance;

Independent Auditor's Report (Contd.)

To the Members of The Indian Hotels Company Limited

- Assessed the sensitivity of the outcome of impairment assessment;
- Assessed and validated the appropriateness of the disclosures made in the consolidated financial statements.

Other Information

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Holding Company's annual report, but does not include the financial statements and auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed and based on the audit report of other auditors, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its associates and joint ventures in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view

and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3) (i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal

Independent Auditor's Report (Contd.)

To the Members of The Indian Hotels Company Limited

- financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
 - Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint ventures to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
 - Obtain sufficient appropriate audit evidence regarding the financial statements of such entities or business activities within the Group and its associates and joint ventures to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

- a) We did not audit the financial statements of twenty one subsidiaries, whose financial statements reflects total assets (before consolidation adjustments) of ₹2,179.90 crores as at March 31, 2023, total revenues (before consolidation adjustments) of ₹315.95 crores and net cash flows (before consolidation adjustments) amounting to ₹27.47 crores for the period ended on that date, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net profit (and other comprehensive income) of ₹44.52 crores for the year ended March 31, 2023, in respect of five associates and five joint ventures, whose financial statements have not been audited by us. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, joint ventures and associates, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, joint ventures and associates is based solely on the reports of the other auditors.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors.

- b) The consolidated financial statements include the Group's share of net profit (and other comprehensive income) of ₹ 13.89 crores for the year ended March 31, 2023, as considered in the consolidated financial statements, in

Independent Auditor's Report (Contd.)

To the Members of The Indian Hotels Company Limited

respect of one joint venture, whose financial statements have not been audited by us or by other auditor. These unaudited financial statements have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of joint venture, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid joint venture, is based solely on such unaudited financial statements. In our opinion and according to the information and explanations given to us by the Management, these financial statements is not material to the Group.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of this matter with respect to the financial statements certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- 2A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate financial statements of such subsidiaries, associates and joint ventures as were audited by other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:
 - a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.
 - b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors.
 - c) The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.
 - d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

- e) On the basis of the written representations received from the directors of the Holding Company as on March 31, 2023 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies, associate companies and joint venture companies incorporated in India, none of the directors of the Group companies, its associate companies and joint venture companies incorporated in India is disqualified as on March 31, 2023 from being appointed as a director in terms of Section 164(2) of the Act.

- f) With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary companies, associate companies and joint venture companies incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

- B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries, associates and joint ventures, as noted in the "Other Matters" paragraph:

- a) The consolidated financial statements disclose the impact of pending litigations as at March 31, 2023 on the consolidated financial position of the Group, its associates and joint ventures. Refer Note 34, 38(c) (ii) and 43 to the consolidated financial statements.
- b) The Group, its associates and joint ventures did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended March 31, 2023.
- c) There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company or its subsidiary companies, associate companies and joint venture companies incorporated in India during the year ended March 31, 2023.
- d) (i) The management of the Holding Company and its subsidiary companies, associate companies and joint venture companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiary companies, associate companies and joint venture

Independent Auditor's Report (Contd.)

To the Members of The Indian Hotels Company Limited

companies respectively that, to the best of their knowledge and belief, other than as disclosed in the Note 49 (c) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiary companies, associate companies and joint venture companies to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of such subsidiary companies, associate companies and joint venture companies ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management of the Holding Company and its subsidiary companies, associate companies and joint venture companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiary companies, associate companies and joint venture companies respectively that, to the best of their knowledge and belief, as disclosed in the Note 49 (d) to the consolidated financial statements, no funds have been received by the Holding Company or any of such subsidiary companies, associate companies and joint venture companies from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary companies, associate companies and joint venture companies shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiary companies, associate companies and joint venture companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other

auditors notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e) The final dividend paid by the Holding Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 51 to the consolidated financial statements, the Board of Directors of the Holding Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

f) As proviso to rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable for the Holding Company or any of such subsidiary companies, associate companies and joint venture companies only with effect from 1 April 2023, reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is not applicable.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us and based on the reports of the statutory auditors of such subsidiary companies, associate companies and joint venture companies incorporated in India which were not audited by us, the remuneration paid during the current year by the Holding Company and its subsidiary companies, associate companies and joint venture companies to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company and its subsidiary companies, associate companies and joint venture companies is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For B S R & Co. LLP

Chartered Accountants

Firm's Registration No. 101248W/W-100022

Tarun Kinger

Partner

Mumbai

April 27, 2023

Membership No. 105003

ICAI UDIN: 23105003BGYDKJ1391

Annexure A

to the Independent Auditor's Report on the Consolidated Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

In our opinion and according to the information and explanations given to us, following companies incorporated in India and included in the consolidated financial statements, have unfavourable remarks, qualification or adverse remarks given by the respective auditors in their reports under the Companies (Auditor's Report) Order, 2020 (CARO):

Sr. No.	Name of the entities	Corporate Identification Number	Holding Company/ Subsidiary/ JV/ Associate	Clause number of the CARO report which is unfavourable or qualified or adverse
1	The Indian Hotels Company Limited	L74999MH1902PLC000183	Holding/ Parent	(3)(i)(c)
2	KTC Hotels Limited	U55101KL1984PLC004105	Subsidiary	(3)(xi) (a)
3	Northern India Hotels Limited	U55101UP1971PLC003838	Subsidiary	(3)(i)(c)
4	Piem Hotels Limited	U55101MH1968PLC013960	Subsidiary	(3)(i)(c)
5	Roots Corporation Limited	U55100MH2003PLC143639	Subsidiary	(3)(i)(c)
6	Oriental Hotels Limited	L55101TN1970PLC005897	Associate	(3)(i)(c) and (3)(xi) (a)
7	Taj Kerala Hotels and Resorts Limited	U55101KL1991PLC006056	Joint Venture	(3)(i)(c)
8	Taj SATS Air Catering Limited	U55204MH2001PLC133177	Joint Venture	(3)(i)(c)
9	Taj Karnataka Hotels and Resorts Limited	U85110KA1995PLC017192	Joint Venture	(3)(i)(c)

The above does not include comments, if any, in respect of the following entities as the CARO report relating to them has not been issued by its auditor till the date of principal auditor's report.

Name of the entity	Corporate Identification Number	Subsidiary/ JV/ Associate
Taj GVK Hotels and Resorts Limited	L40109TG1995PLC019349	Joint Venture

For B S R & Co. LLP

Chartered Accountants

Firm's Registration No. 101248W/W-100022

Tarun Kinger

Partner

Mumbai

April 27, 2023

Membership No. 105003

ICAI UDIN: 23105003BGYDKJ1391

Annexure B

to the Independent Auditor's Report on the Consolidated Financial Statements of The Indian Hotels Company Limited for the year ended March 31, 2023

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of The Indian Hotels Company Limited (hereinafter referred to as "the Holding Company") as of and for the year ended March 31, 2023, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, its associate companies and joint venture companies, as of that date.

In our opinion and based on the consideration of reports of the other auditors on internal financial controls with reference to financial statements of subsidiary companies, associate companies and joint venture companies, as were audited by the other auditors, the Holding Company and such companies incorporated in India which are its subsidiary companies, its associate companies and joint venture companies, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at March 31, 2023, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors of the relevant subsidiary companies, associate companies and joint venture companies in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements

Annexure B (Contd.)

to the Independent Auditor's Report on the consolidated financial statements of The Indian Hotels Company Limited for the year ended March 31, 2023

include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of consolidated financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the consolidated financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements insofar as it relates to seventeen subsidiary companies, three associate companies and four joint venture companies, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India.

The internal financial controls with reference to financial statements insofar as it relates to one joint venture company, which is a company incorporated in India and included in these consolidated financial statements, have not been audited either by us or by other auditor. In our opinion and according to the information and explanations given to us by the Management, such unaudited joint venture company is not material to the Holding Company.

Our opinion is not modified in respect of this matter.

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No. 101248W/W-100022

Tarun Kinger
Partner

Mumbai
April 27, 2023

Membership No. 105003
ICAI UDIN: 23105003BGYDKJ1391

Consolidated Balance Sheet

as at March 31, 2023

	Note	March 31, 2023	March 31, 2022
(₹ crores)			
Assets			
Non-Current Assets			
Property, Plant and Equipment	3	5,736.36	5,725.93
Capital work-in-progress	3(i)	324.17	193.31
Right-of-Use assets	4	1,878.93	1,513.42
Goodwill	5	653.62	622.91
Intangible assets	6	549.62	553.08
Intangible assets under development	6(i)	7.88	0.23
Investments accounted using the equity method	7	651.10	547.72
Financial assets			
Investments	8(a)	482.61	516.61
Loans	9(a)	3.25	-
Other financial assets	10(a)	96.71	85.22
Deferred tax assets (net)	11(a)	158.18	158.00
Advance income tax (net)		202.21	199.53
Other non-current assets	12(a)	333.77	299.56
		11,078.41	10,415.52
Current Assets			
Inventories	13	109.21	100.83
Financial assets			
Investments	8(b)	757.33	902.47
Trade receivables	14	446.45	255.34
Cash and cash equivalents	15	736.39	783.53
Other balances with banks	16	317.04	404.28
Loans	9(b)	6.45	6.31
Other financial assets	10(b)	77.93	80.17
Other current assets	12(b)	138.85	140.12
		2,589.65	2,673.05
Assets classified as held for sale	3(vii)	0.69	1.05
		2,590.34	2,674.10
Total		13,668.75	13,089.62
Equity and Liabilities			
Equity			
Equity share capital	17	142.04	142.04
Other equity	18	7,839.92	6,920.21
Equity attributable to owners of the Company		7,981.96	7,062.25
Non-controlling interests		660.09	593.01
Total equity		8,642.05	7,655.26
Liabilities			
Non-Current Liabilities			
Financial liabilities			
Borrowings	19(a)	330.98	1,387.91
Lease liabilities	37	2,276.01	1,860.41
Other financial liabilities	21(a)	30.44	28.83
Provisions	22(a)	106.88	95.11
Deferred tax liabilities (net)	11(b)	156.71	87.58
Other non-current liabilities	23(a)	6.53	10.78
		2,907.55	3,470.62
Current Liabilities			
Financial liabilities			
Borrowings	19(b)	487.28	596.85
Lease liabilities	37	44.74	42.70
Trade payables	20	476.58	387.33
Other financial liabilities	21(b)	463.31	378.05
Provisions	22(b)	219.04	195.83
Current income tax liabilities (net)		28.58	34.70
Other current liabilities	23(b)	399.62	328.28
		2,119.15	1,963.74
Total		5,026.70	5,434.36
		13,668.75	13,089.62
The accompanying notes form an integral part of the consolidated financial statements	1-51		

As per our report of even date as attached
For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No. 101248W/W-100022

Tarun Kinger
Partner
Membership No. 105003

Mumbai, April 27, 2023

For and on behalf of the Board
N. Chandrasekaran
Chairman
DIN: 00121863

Nasser Munjee
Director
DIN: 00010180
Giridhar Sanjeevi
Executive Vice President &
Chief Financial Officer

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Consolidated Statement of Profit and Loss

for the year ended March 31, 2023

	Note	March 31, 2023	March 31, 2022
(₹ crores)			
Income			
Revenue from operations	24	5,809.91	3,056.22
Other income	25	138.90	155.16
Total Income		5,948.81	3,211.38
Expenses			
Food and beverages consumed		472.89	257.23
Employee benefit expenses and payment to contractors	26	1,582.25	1,150.24
Finance costs	27	236.05	427.66
Depreciation and amortisation expenses	28	416.06	406.05
Other operating and general expenses	29	1,950.21	1,244.00
		4,657.46	3,485.18
Total Expenses		4,657.46	3,485.18
Profit/ (Loss) before exceptional items, tax and share of profit of equity accounted investees		1,291.35	(273.80)
Exceptional items	30	3.29	15.62
Profit/ (Loss) before tax and share of profit of equity accounted investees		1,294.64	(258.18)
Tax Expense			
Current tax		248.27	2.51
Deferred tax expense/ (credit)		74.94	(38.29)
		323.21	(35.78)
Total Tax Expense		323.21	(35.78)
Profit/ (Loss) after tax before share of profit of equity accounted investees		971.43	(222.40)
Share of Profit/ (Loss) of associates and joint ventures (net of tax)		81.40	(42.57)
Profit/ (Loss) for the year		1,052.83	(264.97)
Other Comprehensive Income			
Items that will not be reclassified subsequently to profit or loss			
Remeasurement of defined benefit obligation		(18.99)	7.79
Change in fair value of equity instruments designated irrevocably as fair value through other comprehensive income		(34.00)	60.44
Share of other comprehensive income in associates and joint ventures (net of tax)		11.17	7.34
Add/ (Less): Income tax credit/ (expense) on the above		5.08	(6.32)
Net other comprehensive income not to be reclassified subsequently to profit or loss		(36.74)	69.25
Items that will be reclassified subsequently to profit or loss			
Exchange differences on translating the financial statement of foreign operations		56.81	36.16
Share of other comprehensive income in associates and joint ventures (net of tax)		11.56	4.87
Add/ (Less): Income tax credit/ (expense) on the above		-	-
Net other comprehensive income to be reclassified subsequently to profit or loss		68.37	41.03
Other comprehensive income for the year, net of tax		31.63	110.28
Total comprehensive income for the year		1,084.46	(154.69)
Profit/ (Loss) for the year attributable to:			
Owners of the Company		1,002.59	(247.72)
Non-controlling interests		50.24	(17.25)
		1,052.83	(264.97)
Total comprehensive Income for the year attributable to:			
Owners of the Company		1,030.92	(152.23)
Non-controlling interests		53.54	(2.46)
		1,084.46	(154.69)
Earnings per share:	47		
Basic and Diluted - (₹)		7.06	(1.97)
Face value per equity share - (₹)		1.00	1.00
The accompanying notes form an integral part of the consolidated financial statements	1-51		

As per our report of even date as attached
For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No. 101248W/W-100022

Tarun Kinger
Partner
Membership No. 105003

Mumbai, April 27, 2023

For and on behalf of the Board
N. Chandrasekaran
Chairman
DIN: 00121863

Nasser Munjee
Director
DIN: 00010180

Giridhar Sanjeevi
Executive Vice President &
Chief Financial Officer

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Consolidated Statement of Changes in Equity

for the year ended March 31, 2023

	B. Other Equity										Total Equity		
	Reserves and Surplus					Items of other Comprehensive Income							
	Equity Share Capital Subscribed	Capital Reserve	Capital Reserve on Consolidation	Securities Premium	General Reserve	Other Reserves	Retained Earnings	Instruments through Other Comprehensive Income	Equity differences on translating the financial statement of foreign operations	Exchange differences on translating the financial statement of foreign operations		Equity attributable to owners of the Company	Non- Controlling Interests
Balance as at April 01, 2021	118.93	43.91	111.57	2,702.05	724.95	161.91	(760.70)	284.26	261.56	3,529.51	3,648.44	634.57	4,283.01
Profit/ (Loss) for the year ended March 31, 2022	-	-	-	-	-	-	(247.72)	-	-	(247.72)	(247.72)	(17.25)	(264.97)
Other Comprehensive Income for the year ended March 31, 2022, net of taxes	-	-	-	-	-	-	7.37	45.29	42.83	95.49	95.49	14.79	110.28
Total Comprehensive Income for the year ended March 31, 2022	-	-	-	-	-	-	(240.35)	45.29	42.83	(152.23)	(152.23)	(2.46)	(154.69)
Adjustment on account of change in non-controlling interest (Refer Note 32 (a))	-	-	-	-	-	-	(0.04)	-	-	(0.04)	(0.04)	-	(0.04)
Dividend	-	-	-	-	-	-	(47.57)	-	-	(47.57)	(47.57)	(2.45)	(50.02)
Transfer from Debenture Redemption Reserve to General Reserve	-	-	-	-	103.20	(103.20)	-	-	-	-	-	-	-
Allocation of Shares on Rights basis (including share premium)	13.21	-	-	-	1,968.76	-	-	-	-	1,981.97	1,981.97	-	1,981.97
Allocation of Shares to Qualified Institutional Buyers (Including share premium)	9.90	-	-	-	1,990.10	-	-	-	-	1,990.10	2,000.00	-	2,000.00
Issue expenses written off against Securities Premium	-	-	-	(36.01)	-	-	-	-	-	(36.01)	(36.01)	-	(36.01)
Change in ownership interests in subsidiaries	-	-	-	-	-	(332.31)	-	-	-	(332.31)	(332.31)	(36.65)	(368.96)
Transfer of capital reserve on acquisition adjustment on account of change in non-controlling interest	-	-	(110.03)	-	-	110.03	-	-	-	-	-	-	-
Balance as at March 31, 2022	142.04	43.91	1.54	6,624.90	828.15	(163.57)	(1,048.66)	329.55	304.39	6,920.21	7,062.25	593.01	7,655.26
Profit/ (Loss) for the year ended March 31, 2023	-	-	-	-	-	-	1,002.59	-	-	1,002.59	1,002.59	50.24	1,052.83
Other Comprehensive Income for the year ended March 31, 2023, net of taxes	-	-	-	-	-	-	(15.04)	(21.15)	64.52	28.33	28.33	3.30	31.63
Total Comprehensive Income for the year ended March 31, 2023	-	-	-	-	-	-	987.55	(21.15)	64.52	1,030.92	1,030.92	53.54	1,084.46
Dividend	-	-	-	-	-	-	(56.82)	-	-	(56.82)	(56.82)	(8.01)	(64.83)
Transfer from Debenture Redemption Reserve to General Reserve	-	-	-	-	51.81	(51.81)	-	-	-	-	-	-	-
Allocation of Shares on Rights basis (including share premium)	-	-	-	0.01	-	-	-	-	-	0.01	0.01	-	0.01
Issue expenses written off against Securities Premium	-	-	-	(0.04)	-	-	-	-	-	(0.04)	(0.04)	-	(0.04)
Change in ownership interests in subsidiaries	-	-	-	-	-	(59.25)	-	-	4.89	(54.36)	(54.36)	21.55	(32.81)
Balance as at March 31, 2023	142.04	43.91	1.54	6,624.87	879.96	(274.63)	(117.93)	308.40	373.80	7,839.92	7,981.96	660.09	8,642.05

Loss of ₹(15.04) crores (Previous Year Gain of ₹7.37 crores) on remeasurement of defined employee benefit plans (net of tax) is recognised as part of retained earnings.

The accompanying notes form an integral part of the consolidated financial statements (Refer Note 1 - 51)

As per our report of even date as attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No. 101248W/W-100022

Tarun Kinger
Partner
Membership No. 105003

Mumbai, April 27, 2023

For and on behalf of the Board

N. Chandrasekaran
Chairman
DIN: 00121863

Nasser Munjee
Director
DIN: 00010180

Giridhar Sanjeevi
Executive Vice President &
Chief Financial Officer

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Consolidated Statement of Cash Flows

for the year ended March 31, 2023

	(₹ crores)	
	March 31, 2023	March 31, 2022
Cash Flow from Operating Activities		
Profit/ (Loss) before tax	1,294.64	(258.18)
Adjustments to reconcile net profit to net cash provided by operating activities:		
Depreciation and amortisation expenses on property, plant and equipment	345.04	341.84
Amortisation expenses on Right-of-Use assets	71.02	64.21
Profit on sale of current investments	(23.76)	(6.05)
Profit on sale of a hotel property	(12.02)	(7.12)
Profit on disposal of property, plant and equipment	(36.89)	(25.84)
Allowance for doubtful debts and advances	(0.18)	(1.72)
Dividend income	(5.23)	(4.97)
Interest income	(45.10)	(73.49)
Finance cost	68.48	269.10
Interest on lease liability	167.57	158.56
Exchange (Gain)/ Loss on long-term borrowing/ Assets (net)	9.01	(3.40)
Assets and claims written off	8.81	21.69
Provision no longer required written back	(0.06)	-
Provision for disputed claims	20.17	26.39
Provision for employee benefits	(4.18)	2.05
Gain on investments carried at fair value through statement of profit and loss	(12.00)	(1.46)
Fair valuation (Gain)/ Loss on derivative contracts	-	(6.29)
Cash Operating Profit before working capital changes	550.68	753.50
Cash Flow from Investing Activities		
Inventories	(8.38)	(7.95)
Other financial assets	(191.71)	25.34
Other financial liabilities	224.18	103.80
	24.09	121.19
Cash Generated from Operating Activities	1,869.41	616.51
Income taxes refund/ (paid)	(250.42)	55.12
Net Cash Generated From Operating Activities (A)	1,618.99	671.63
Cash Flow from Investing Activities		
Payments for purchase of property, plant & equipment	(470.59)	(318.02)
Proceeds from disposal of property, plant and equipment	43.00	32.94
Purchase of current investments	(2,069.07)	(2,339.39)
Proceeds from sale/ redemption of current investments	2,249.96	1,821.95
Purchase of minority stake in a subsidiary	(34.14)	(543.94)
Disposal of long-term investment	-	71.10
Option deposit against purchase of shares repaid	-	(71.10)
Interest received	29.81	11.70
Dividend received (includes dividend from joint ventures and associates)	5.23	7.58
Long-term deposits repaid by joint venture	-	9.58
Bank balances not considered as cash & cash equivalents	80.81	(344.92)
Long-term Deposits refunded/ (placed)	(3.25)	11.39
Proceeds from sale of hotel properties	24.60	16.00
Long-term deposits placed for hotel properties (net)	(18.75)	(1.50)
Deposits refunded by/ (placed with) associate company	(0.13)	-
Deposits refunded by/ (placed with) Other Companies	17.94	(5.84)
Net Cash Generated from/ (Used) In Investing Activities (B)	(144.58)	(1,642.47)

Consolidated Statement of Cash Flows (Contd.)

for the year ended March 31, 2023

	(₹ crores)	
	March 31, 2023	March 31, 2022
Cash Flow from Financing Activities		
Share issue and loan arrangement expenses	(0.04)	(35.81)
Proceeds from issue of ordinary shares	-	3,981.97
Proceeds from issue of ordinary shares to Non-controlling interest by a subsidiary	1.31	-
Interest and other borrowing costs paid	(82.77)	(280.57)
Payment of lease liabilities (including interest)	(187.37)	(150.76)
Proceeds from long-term borrowings	-	1,286.38
Repayment of long-term borrowings	(1,149.67)	(2,819.54)
Proceeds from short-term borrowings	58.94	234.12
Repayment of short-term borrowings	(102.92)	(356.74)
Dividend (including tax on dividend in previous period and unclaimed dividend)	(64.39)	(52.44)
Settlement of cross currency interest rate swap (net)	(0.94)	(147.83)
Net Cash Generated from/ (Used In) financing Activities (C)	(1,527.85)	1,658.78
Net Increase/ (Decrease) In Cash and Cash Equivalents (A + B + C)	(53.44)	687.94
Cash and Cash Equivalents - Opening	783.53	94.27
Exchange difference on translation of foreign currency cash and cash equivalents	6.30	1.32
Cash and Cash Equivalents - Closing	736.39	783.53
Refer Note 19 (viii) for movement in financing activities		
The accompanying notes form an integral part of the consolidated financial statements (Refer Note 1 - 51)		

As per our report of even date as attached

For and on behalf of the Board

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No. 101248W/W-100022

N. Chandrasekaran
Chairman
DIN: 00121863

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Tarun Kinger
Partner
Membership No. 105003

Nasser Munjee
Director
DIN: 00010180

Giridhar Sanjeevi
Executive Vice President &
Chief Financial Officer

Beejal Desai
Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Mumbai, April 27, 2023

Notes to Consolidated Financial Statements

for the year ended March 31, 2023

Note 1. Corporate Information

The Indian Hotels Company Limited ("IHCL" or the "Company"), and its subsidiaries (referred collectively as the "Group") is primarily engaged in the business of owning, operating & managing hotels, palaces and resorts. These consolidated financial statements of the Group also include the Group's interest in associates and joint ventures.

The Company is domiciled and incorporated in India in 1902 and has its registered office at Mandlik House, Mandlik Road, Mumbai – 400 001, India. It is promoted by Tata Sons Private Limited (Formerly Tata Sons Limited), which holds a significant stake in the Company.

These consolidated financial statements for the year ended March 31, 2023 were approved by the Board of Directors and authorised for issue on April 27, 2023.

Note 2. Basis of preparation, Principles of consolidation and equity accounting, Critical accounting estimates and judgements, Significant accounting policies and Recent accounting pronouncements

The consolidated financial statements have been prepared on the following basis:

(a) Statement of Compliance

These consolidated financial statements have been prepared in accordance with Ind AS as prescribed under Section 133 of the Companies Act, 2013 read with Companies (Indian Accounting Standards) Rules, 2015 and other provisions of the Companies Act, 2013 as amended from time to time.

(b) Basis of Preparation

The Consolidated financial statements have been prepared on the historical cost basis, except for certain financial instruments that are measured at fair value at the end of each reporting period. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities are classified as current and non-current as per company's normal operating cycle of 12 months, which is based on the nature of business of the Group. Current Assets do not include elements,

which are not expected to be realised within 1 year and Current Liabilities do not include items which are due after 1 year, the period of 1 year being reckoned from the reporting date.

(c) Principles of Consolidation and Equity Accounting

(i) Subsidiaries

Subsidiaries are entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of that entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group.

The Group combines the financial statements of the parent and its subsidiaries line by line adding together like items of assets, liabilities, equity, income and expenses. Intra-Group transactions, balances and unrealised gains on transactions between entities within the Group are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed, where necessary, to ensure consistency with the policies adopted by the Group. Non-controlling interests in the results and equity of subsidiaries are shown separately in the Consolidated Statement of Profit and Loss, Consolidated Statement of Changes in Equity and the Consolidated Balance Sheet respectively.

(ii) Joint Ventures, Associates and Equity Method Accounting

Joint ventures are joint arrangements, whereby the parties that have joint control of the arrangements have rights to the net assets and obligations for the liabilities, relating to the arrangement. Interests in joint ventures are accounted for using the equity method, after initially being recognised at cost in the Consolidated Balance sheet.

Associates are entities over which the Group has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

profits or losses of the investee in the Consolidated Statement of Profit and Loss, and the Group's share of Other Comprehensive Income of the investee in Other Comprehensive Income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment. When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity. Unrealised gains on transactions between the Group and its Associates and its Joint Ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group. The carrying amounts of equity accounted investments are tested for impairment.

The financial statements of subsidiaries, joint ventures and associates consolidated are drawn up to the same reporting date as that of the Company except one of the joint venture which has the reporting date of December 31, 2022.

(iii) Changes in Ownership Interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised within equity.

When the Group ceases to consolidate an equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is re-measured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in Other Comprehensive Income in respect of that entity

are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in Other Comprehensive Income are reclassified to the Statement of Profit and Loss. If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in Other Comprehensive Income are reclassified to the Statement of Profit and Loss, where appropriate.

(iv) Goodwill

- a) Goodwill comprises the portion of the purchase price for an acquisition that exceeds the Group's share in the identifiable assets, with deductions for liabilities, calculated on the date of acquisition.
- b) Goodwill arising from the acquisition of associates and joint ventures is included in the carrying value of the investment in associates and joint ventures.
- c) Goodwill is deemed to have an indefinite useful life and is reported at acquisition value with deduction for accumulated impairments. An impairment test of goodwill is conducted once every year or more often if there is an indication of a decrease in value. The impairment loss on goodwill is reported in the Consolidated Statement of Profit and Loss.
- d) Goodwill on acquisition of the foreign subsidiaries is restated at the rate prevailing at the end of the year.

(d) Critical Accounting Estimates and Judgements

The preparation of consolidated financial statements in conformity with the recognition and measurement principles of Ind AS requires management to make judgements, estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the years presented. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

In particular, information about significant areas of estimation, uncertainty and critical judgements

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements pertain to:

- **Useful lives of property, plant and equipment and intangible assets:** The Group has estimated useful life of each class of assets based on the nature of assets, the estimated usage of the asset, the operating condition of the asset, past history of replacement, anticipated technological changes, etc. The Group reviews the useful life of property, plant and equipment and Intangible assets as at the end of each reporting period. This reassessment may result in change in depreciation expense in future periods.
- **Impairment testing:** Property, plant and equipment, Right-of-Use assets and Intangible assets that are subject to amortisation/ depreciation are tested for impairment when events occur or changes in circumstances indicate that the recoverable amount of the cash generating unit is less than its carrying value. The recoverable amount of cash generating units is higher of value-in-use and fair value less cost to sell. The calculation involves use of significant estimates and assumptions, which includes turnover and earnings multiples, growth rates and net margins used to calculate projected future cash flows, risk-adjusted discount rate, future economic and market conditions.
- **Impairment of investments:** The Group reviews its carrying value of investments, carried at cost or amortised cost, annually or more frequently when there is an indication for impairment. If the recoverable amount is less than its carrying amount, the impairment loss is accounted for.
- **Income Taxes:** Deferred tax assets are recognised to the extent that it is regarded as probable that deductible temporary differences can be realised. The Group estimates deferred tax assets and liabilities based on current tax laws and rates and in certain cases, business plans, including management's expectations regarding the manner and timing of recovery of the related assets. Changes in these estimates may affect the amount of deferred tax liabilities or the valuation of deferred tax assets and thereby the tax charges in the Consolidated Statement of Profit and Loss.

Provision for tax liabilities require judgements on the interpretation of tax legislation, developments in case law and the potential outcomes of tax audits and appeals, which may be subject to significant uncertainty. Therefore, the actual results may vary from expectations resulting in adjustments to provisions, the valuation of deferred tax assets, cash tax settlements and the tax charge in the Consolidated Statement of Profit and Loss.

- **Loyalty programme:** The Group estimates the fair value of points awarded under the Loyalty programme by applying statistical techniques. Inputs include making assumptions about expected breakages, the mix of products that will be available for redemption in the future and customer preferences, redemption at own hotels and other participating hotels.

The group assessed whether the loyalty points provide a material right to the customer that needs to be accounted for as a separate performance obligation. The group determines that the loyalty points provide a material right that the customer would not exercise without entering into the contract.

- **Fair value measurement of derivative and other financial instruments:** The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. This involves significant judgements in the selection of a method in making assumptions that are mainly based on market conditions existing at the Balance Sheet Date and in identifying the most appropriate estimate of fair value when a wide range of fair value measurements are possible.
- **Litigation:** From time to time, the Group is subject to legal proceedings, the ultimate outcome of each being always subject to many uncertainties inherent in litigation. A provision for litigation is made when it is considered probable that a payment will be made and the amount of the loss can be reasonably estimated. Significant judgement is made when evaluating, among other factors, the probability of unfavourable outcome and the ability to make a reasonable estimate of the amount of potential loss. Litigation provisions are reviewed at each accounting period and revisions made for the changes in facts and circumstances.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

- **Defined benefit plans:** The cost of the defined benefit plans and the present value of the defined benefit obligation are based on actuarial valuation using the projected unit credit method. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each Balance Sheet Date.
- **Determination of control:** The group has exercised its judgement not to consolidate entities with majority holding where the group does not have any power or control over or exposure to entity and does not have any rights to variable returns from its involvement with the entity. Also, for all strategic investments in entities, where there is a contractual agreement in the form of joint venture agreement were classified as joint venture.
- **Recognition of deferred tax liability on undistributed profits:** The extent to which the group can control the timing of reversal of deferred tax liability on undistributed profit of its subsidiaries requires judgement.
- **Leases:**
Critical judgements in determining the lease term: Ind AS 116 requires lessees to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The group makes an assessment on the expected lease term on a lease-by-lease basis and there by assesses, whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the group considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to group's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

Critical judgements in determining the discount rate: The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

Significant accounting policies

(e) Revenue Recognition

Revenue is recognised at an amount that reflects the consideration to which the Group expects to be entitled in exchange for transferring the promised goods or services to a customer i.e. on transfer of control of the goods or service to the customer. Revenue from sales of goods or rendering of services is net of Indirect taxes, returns and variable consideration on account of discounts and schemes offered by the Group as part of contract.

Income from Operations

Rooms, Food and Beverage & Banquets: Revenue is recognised at the transaction price that is allocated to the performance obligation. Revenue includes room revenue, food and beverage sale and banquet services which is recognised once the rooms are occupied, food and beverages are sold and banquet services have been provided as per the contract with the customer.

Space and Shop Rentals: Rentals basically consist of rental revenue earned from letting of spaces for retails and office at the properties. These contracts for rentals are generally of short-term in nature. Revenue is recognised in the period in which services are being rendered.

Other Allied Services: In relation to the laundry income, communication income, health club income, airport transfers income and other allied services, the revenue has been recognised by reference to the time of service rendered.

Management and Operating Fees: Management fees earned from hotels managed by the Group are usually under long-term contracts with the hotel owner. Under Management and Operating Agreements, the Group's performance obligation is to provide hotel management services and a license to use the Company's trademark and other intellectual property.

Management and incentive fee is earned as a percentage of revenue and profit and are recognised, when earned in accordance with the terms of the contract based on the underlying revenue, when collectability is certain

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

and when the performance criteria are met. Both are treated as variable consideration.

Membership Fees: Membership fee income majorly consists of membership fees received from the loyalty programme and Chamber membership fees. In respect of performance obligations satisfied over a period of time, revenue is recognised at the allocated transaction price on a time-proportion basis.

Loyalty Programme: The Group is a co-partner in a loyalty programme, which is administered by a third party. This programme provides a material right to customers, in the form of award points, on eligible spends. The promise to provide the discount through award points to the customer is therefore a separate performance obligation. The points so earned by such customers are accumulated and have a fixed redemption price. The revenues related to award points pertaining to the Company is deferred and a contract liability is created at the time of initial sales basis the points awarded to the customer and the likelihood of redemption, as evidenced by the Company's historical experience. On redemption or expiry of such award points, revenue is recognised at pre-determined rates.

Contract Balances

a) Contract Assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

b) Contract Liabilities

A contract liability is the obligation to transfer services to a customer for which the Group has received consideration from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made. Contract liabilities are recognised as revenue when the Group performs under the contract.

Interest

Interest income is accrued on a time proportion basis using the effective interest rate method.

Dividend

Dividend income is recognised when the Group's right to receive the amount is established.

(f) Employee Benefits

i. Short-Term Employee Benefits

The costs of all short-term employee benefits (that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service) are recognised during the period in which the employee renders the related service. The accruals for employee entitlements to benefits such as salaries, bonuses and annual leave represent the amounts which the Group has a present obligation to pay as a result of the employee's services and the obligation can be measured reliably. The accruals have been calculated at undiscounted amounts based on current salary levels at the Balance Sheet date.

ii. Post-Employment Benefits:

Defined Contribution Plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts.

a) Provident and Family Pension Fund

The eligible employees of domestic components of the Group are entitled to receive post-retirement benefits in respect of provident fund and family pension fund a defined contribution plan, in which both employees and the Group make monthly contributions at a specified percentage of the covered employees' salary (currently 12% of employees' eligible salary). The contributions are made to the provident fund managed by the trust set up by the Group, or to the Regional Provident Fund Commissioner (RPFC), which are charged to the Statement of Profit and Loss as incurred.

Employee benefits arising out of contributions towards Provident Fund and Family Pension Scheme to Regional Provident Fund Commissioner or the Central Provident Commissioner and Social Security etc. paid/ payable during the year are recognised as expense in the Statement of Profit and Loss account in the period in which the employee renders services.

Eligible employees of some of the overseas components of the Group are members of defined

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

contribution plans. These plans, in addition to employee contribution, require the Group to make contributions equivalent to a pre-define percentage of each eligible participant's plan compensation for each year. The Group may also make a profit-sharing contribution of uniform percentage of eligible participant's plan compensation based on profit, as defined. The Group recognised such contribution as an expense in the year in which the employee renders service.

b) Superannuation

The Group has a defined contribution plan for eligible employees of its domestic components, wherein it annually contributes a sum equivalent to a defined percentage of the eligible employee's annual basic salary to a fund administered by the trustees. The Group recognises such contributions as an expense in the year in which the corresponding services are received from the employees.

c) Others

The Group also has separate funded and unfunded schemes, which guarantee a minimum pension to certain categories of employees. The Group accounts for the net present value of its obligation therein, based on independent external actuarial valuations carried out at the Balance Sheet date.

Certain international subsidiaries operate a defined contribution pension scheme and the pension charge represents the amounts paid/payable by them to the fund in the period in which the employee renders services.

Defined Benefit Plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets. The calculation of defined benefit obligation is performed annually by a qualified actuary using the projected unit credit method.

a) Gratuity

The Group accounts for the net present value of its obligations for gratuity benefits, based on independent actuarial valuations, determined on the basis of the projected unit credit method,

carried out as at the Balance Sheet date. The obligation determined as aforesaid less the fair value of the plan assets is reported as a liability or asset as of the reporting date. Actuarial gains and losses are recognised immediately in Other Comprehensive Income and reflected in retained earnings and will not be reclassified to the Statement of Profit and Loss.

In case of funded scheme, the Group makes annual contributions to gratuity funds administered by the trustees for amounts notified by the funds in respect of eligible employee in case of certain domestic components and the parent/ company.

b) Post-Retirement Pension Scheme and Medical Benefits

The net present value of the Group's obligation towards post retirement pension scheme for retired whole time directors and post-employment medical benefits to qualifying employees is actuarially determined, based on the projected unit credit method. Actuarial gains and losses are recognised immediately in the Other Comprehensive Income and reflected immediately in retained earnings and will not be reclassified to the Statement of Profit and Loss.

The Group also participates in an industry-wide defined benefit plan, which provides pension linked to final salaries in respect of employees of certain overseas hotel properties. The plan is funded in a manner such that contributions are set at a level that is expected to be sufficient to pay the benefits falling due in the same period. It is not practicable to determine the present values of the Group's obligations as the covered hotel properties have not received information from the plan's administrator. In the absence of sufficient information, the plan has been accounted as if it was a defined contribution plan.

The Group also has separate funded and unfunded schemes, which guarantee a minimum pension to certain categories of employees. The Group accounts for the net present value of its obligations therein, based on an independent external actuarial valuation, carried out as at the Balance Sheet date, which is determined on the basis of the projected unit credit method. Actuarial gains and losses are recognised immediately in Other Comprehensive

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Income and reflected in retained earnings and will not be reclassified to the Statement of Profit and Loss.

c) Provident Fund Trust

In respect of contribution to the trust set up by the Group, since the Group is obligated to meet interest shortfall, if any, with respect to covered employees, such employee benefit plan is classified as Defined Benefit Plan. Any obligation in this respect is measured on the basis of independent actuarial valuation.

Other Long-term Employee Benefits

The Group provides for encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits for future encashment/ availment. The Company makes provision for compensated absences based on an independent external actuarial valuation carried out at the end of the year. Actuarial gains and losses are recognised in the Statement of Profit and Loss.

(g) Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation (other than freehold land) and accumulated impairment losses, if any.

All property, plant and equipment are initially recorded at cost. Cost includes the acquisition cost or the cost of construction, including duties and non-refundable taxes, expenses directly related to bringing the asset to the location and condition necessary for making them operational for their intended use and in the case of qualifying assets, the attributable borrowing costs (refer Note No. 2(p) below). Initial estimate of costs of dismantling and removing the item and restoring the site on which it is located is also included if there is an obligation to restore it. First time issues of operating supplies for a new hotel property, consisting of linen and chinaware, glassware and silverware (CGS) are capitalised and depreciated over their estimated useful life.

Subsequent expenditure relating to property, plant and equipment is capitalised, only when it is probable that future economic benefits associated with these will flow to the Group and the cost of the item can be measured reliably.

An asset's carrying amount is written down immediately to its recoverable amount, if the asset's carrying amount is greater than its estimated recoverable amount.

Indian Entities

Depreciation is charged to Statement of Profit and Loss, so as to expense the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the straight-line method, as per the useful life prescribed in Schedule II to the Companies Act, 2013 except in respect of the following categories of assets, in whose case the life of the assets had been re-assessed as under based on technical evaluation, taking into account the nature of the asset, the estimated usage of the asset, the operating conditions of the asset, past history of replacement, anticipated technological changes, manufacturers' warranties and maintenance support, etc.

The estimated useful lives of the assets are as follows:

Class of Assets	Estimated Useful Life
Building	30 to 80 years
Plant and Equipment	5 to 20 years
Electrical Installation and Equipment	20 years
Hotel Wooden Furniture	15 years
End User devices – Computers, Laptops etc.	6 years
Operating supplies (issued on opening of a new hotel property)	2 to 3 years
Other miscellaneous hotel assets	4 years

In respect of buildings on leasehold land, depreciation is based on the tenure, which is lower of the life of the buildings or the expected lease period. Improvements to leasehold buildings are depreciated on the basis of their estimated useful lives or the expected lease period, whichever is lower.

Freehold land is not depreciated.

The assets' estimated useful lives, residual values and depreciation method are reviewed at the Balance Sheet date and the effects of any changes in estimates are accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Statement of Profit and Loss. Proportionate depreciation is charged for the addition and disposal made during the year.

For transition to Ind AS, the Group has elected to continue with the carrying value of all of its property, plant and equipment recognised as of April 01, 2015 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

Capital work-in-progress represents projects under which the property, plant and equipment's are not yet ready for their intended use and are carried at cost determined as aforesaid.

International Entities

Depreciation on assets is provided as Straight Line Method (SLM) based on the estimated useful life detailed below. In respect of improvements in the nature of structural changes and major refurbishment to buildings occupied on lease, depreciation is provided for over the period of the lease.

Class of Assets	Estimated Useful Life
Long-term lease hold property	Over the term of lease
Plant and Equipment	5 to 20 years
Electrical Installation and Equipment	20 years

In respect of Leasehold Buildings, depreciation on buildings on leased properties is based on the tenure, which is lower of the life of the buildings or the expected lease period. Improvements to buildings are depreciated on the basis of their estimated useful lives. Freehold land is not depreciated.

(h) Intangible Assets

Intangible assets include cost of acquired software and designs, cost incurred for development of the Company's website and certain contract acquisition costs including the lease rights acquisition costs. Intangible assets are initially measured at acquisition cost including any directly attributable costs of preparing the asset for its intended use and are carried at cost less accumulated amortisation and accumulated impairment losses.

Expenditure on projects, which are not yet ready for intended use, are carried as intangible assets under development.

Intangible assets with finite lives are amortised over their estimated useful economic life and assessed for impairment, whenever there is an indication that the intangible asset may be impaired. Intangible assets with indefinite useful lives are tested for impairment at least annually and whenever there is an indication that the asset may be impaired. The estimated useful life used for amortising for other intangible assets is as under:

Class of Assets	Estimated Useful Life
Website Development Cost	5 years
Software and Licences	6 years
Service and Operating Rights	10 years
Leasehold property rights	Over the term of lease

An intangible asset is derecognised on disposal or when no future economic benefits are expected to arise from the continued use of the asset. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Profit and Loss, when the asset is derecognised.

For transition to Ind AS, the Group has elected to continue with carrying value of all of its intangible assets recognised as of April 01, 2015 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

(i) Impairment of Assets

Goodwill, which has an indefinite useful life is not subject to amortisation and is tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment, whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset, for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Profit and Loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount, that would have been determined, had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the Statement of Profit and Loss.

(j) Foreign Currency Translation

Functional and Presentation Currency

The functional currency and presentation currency of the Company is Indian Rupee (₹).

Initial Recognition

On initial recognition, all foreign currency transactions are recorded by applying to the foreign currency amount, the exchange rate between the reporting currency and the foreign currency at the date of the transaction.

Subsequent Recognition

As at the reporting date, non-monetary items, which are carried at historical cost and denominated in a foreign currency are reported using the exchange rate at the date of the transaction. All non-monetary items which are carried at fair value denominated in a foreign currency are retranslated at the rates, prevailing at the date, when the fair value was determined. Foreign currency denominated monetary assets and liabilities are translated at the exchange rate prevailing on the Balance Sheet date and exchange gains and losses arising on settlement and restatement are recognised in the Statement of Profit and Loss. Income and expenses in foreign currencies are recorded at exchange rates prevailing on the date of the transaction.

Translation of Financial Statements of Foreign Operations

Assets and liabilities of foreign entities are translated into Indian Rupees on the basis of the closing exchange rates as at the end of the year. Income and expenditure and cash flow are generally translated using average exchange rates for the period unless those rates do not approximate the actual exchange rates at the dates of specific transactions, in which case the exchange

rates as at the dates of transaction are used. All resulting exchange differences are recognised in Other Comprehensive Income.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities are recognised in Other Comprehensive Income. When a foreign operation is sold, the associated exchange differences are reclassified to the Statement of Profit and Loss, as a part of gain or loss on sale.

(k) Lease

On inception of a contract, the Group assesses whether it contains a lease. A contract contains a lease, when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The right to use the asset and the obligation under the lease to make payments are recognised in the Group statement of financial position as a right-of-use asset and a lease liability.

Right of Use Assets

The right-of-use asset recognised at lease commencement includes the amount of lease liability recognised, initial direct costs incurred, and lease payments made at or before the commencement date, less any lease incentives received. Right-of-use assets are depreciated to a residual value over the shorter of the asset's estimated useful life and the lease term. Right-of-use assets are also adjusted for any re-measurement of lease liabilities and are subject to impairment testing. Residual value is reassessed annually.

Lease Liabilities

The lease liability is initially measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments (including 'in-substance fixed' payments) and variable lease payments that depend on an index or a rate, less any lease incentives receivable, and payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease. 'In-substance fixed' payments are payments that may, in form, contain variability but that, in substance, are unavoidable. In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

The lease term includes periods subject to extension options, which the Group is reasonably certain to

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

exercise and excludes the effect of early termination options, where the Group is reasonably certain that it will not exercise the option. Minimum lease payments include the exercise price of a purchase option, if the Group is reasonably certain it will purchase the underlying asset after the lease term.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the 'in-substance fixed' lease payments or as a result of a rent review or change in the relevant index or rate.

Variable Lease

Variable lease payments that do not depend on an index or a rate, are recognised as an expense in the period over which the event or condition that triggers the payment occurs.

Short-term Leases and Leases of Low-value Assets

The Group has opted not to apply the lease accounting model to intangible assets, leases of low-value assets or leases which have a term of less than 12 months. Costs associated with these leases are recognised as an expense on a straight-line basis over the lease term.

Presentation of Lease Payments in Cash Flow Statements:

Lease payments are presented as follows in the Group statement of cash flows:

- Short-term lease payments, payments for leases of low-value assets and variable lease payments that are not included in the measurement of the lease liabilities are presented within cash flows from operating activities;
- Payments for the interest element of recognised lease liabilities are included in 'interest paid' within cash flows from financing activities; and
- Payments for the principal element of recognised lease liabilities are presented within cash flows from financing activities.

(l) Inventories

Stock of food and beverages and stores and operating supplies are carried at the lower of cost (computed on a Weighted Average basis) or net realisable value. Net realisable value is the estimated selling price in the

ordinary course of business less the estimated costs of completion and selling expenses. Cost includes the cost of fair value of consideration paid including duties and taxes (other than those refundable), inward freight, and other expenditure directly attributable to the purchase. Trade discounts and rebates are deducted in determining the cost of purchase.

(m) Government Grants

Government grants are recognised in the period to which they relate when there is reasonable assurance that the grant will be received and that the Group will comply with the attached conditions.

Government grants are recognised in the Statement of Profit and Loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Government grants which are essentially in the nature of reimbursements are netted of against the related expenses.

Government grants related to assets are presented in the balance sheet by deducting the grant in calculating the carrying amount of the asset.

(n) Income Taxes

Income tax expense comprises of current tax expense and the net change in the deferred tax asset or liability during the year. Current and deferred tax are recognised in the Statement of Profit and Loss, except when they relate to items that are recognised in Other Comprehensive Income or directly in equity, in which case, the current and deferred tax are also recognised in Other Comprehensive Income or directly in equity, respectively.

Current Tax

Current Tax expenses are accounted in the same period to which the revenue and expenses relate. Provision for current income tax is made for the tax liability payable on taxable income after considering tax allowances, deductions and exemptions determined in accordance with the applicable tax rates at the end of the reporting period in the countries where the Company and its subsidiaries and its associates and joint ventures operate and generate taxable income.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle the asset and the liability on a net basis.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Deferred Tax

Deferred tax is recognised using the balance sheet approach. Deferred tax assets and liabilities are recognised for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount in financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of the goodwill. The deferred tax is also not accounted, if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting profit nor taxable profits/(taxable loss).

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised. Therefore, in case of a history of recent losses, the Group recognises a deferred tax asset only to the extent that it has sufficient taxable temporary differences or there is other convincing evidence that sufficient taxable profit will be available against which such deferred tax assets can be realised. Deferred tax assets positions are reviewed at each reporting date and are recognised/reduced to the extent that it is probable/ no longer probable respectively that the related tax benefit will be realised.

Deferred tax liabilities are generally recognised for all taxable temporary differences except in respect of taxable temporary differences between the carrying amount and the tax bases of investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Minimum Alternative Tax ("MAT") credit forming part of deferred tax asset is recognised as an asset only when and to the extent there is convincing evidence that the Company will pay normal income tax during the specified period. Such asset is reviewed at each Balance Sheet date and the carrying amount of the MAT credit asset is written down to the extent there is no longer a reasonable certainty to the effect that the Company will pay normal income tax during the specified period.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

(o) Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognised when the Group has a binding present obligation. This may be either legal because it derives from a contract, legislation or other operation of law, or constructive because the Group created valid expectations on the part of third parties by accepting certain responsibilities. To record such an obligation, it must be probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made for the amount of the obligation. The amount recognised as a provision and the indicated time range of the outflow of economic benefits are the best estimate (most probable outcome) of the expenditure required to settle the present obligation at the Balance Sheet date, taking into account, the risks and uncertainties surrounding the obligation. Non-current provisions are discounted, if the impact is material.

Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made.

A contingent asset is not recognised but disclosed in the financial statements, where an inflow of economic benefit is probable.

Provisions, contingent assets and contingent liabilities are reviewed at each balance sheet date.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

(p) Borrowing Costs

General and specific borrowing costs directly attributable to the acquisition or construction of qualifying assets that necessarily takes substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds.

Interest income earned on temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. Borrowing costs that are not directly attributable to a qualifying asset are recognised in the Statement of Profit and Loss using the effective interest rate method.

(q) Statement of Cash Flows

Cash flows are reported using the indirect method, whereby profit/ (loss) before tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments. Cash flows for the year are classified by operating, investing and financing activities.

(r) Earnings Per Share

Basic earnings per share is computed by dividing the profit/ (loss) after tax by the weighted average number of equity shares outstanding during the year adjusting the bonus element for all the reported period arising on account of issue of equity shares on rights and including potential equity shares on compulsory convertible debentures. Diluted earnings per share is computed by dividing the profit/ (loss) after tax as adjusted for dividend, interest and other charges to expense or income (net of any attributable taxes) relating to the dilutive potential equity shares, by the weighted average number of equity shares considered for deriving basic earnings per share.

(s) Exceptional Items

Exceptional items are disclosed separately in the financial statements where it is necessary to do so to provide further understanding of the financial performance of the Company. These items are identified by virtue of either their size or nature or incidence. Exceptional items include, but are not restricted to:

- (i) gains and losses on the disposal/ impairment of non-current investments, hotel property etc.
- (ii) exchange gain/ (loss) on long-term borrowings and derivative instruments.

(t) Financial Instruments

a) Financial Assets

Initial Recognition and Measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial assets at initial recognition.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the Statement of Profit and Loss. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Classification

- **Cash and Cash Equivalents** – Cash comprises cash on hand and demand deposits with banks. Cash equivalents are short-term balances (with an original maturity of three months or less from the date of acquisition), highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value.
- **Debt Instruments** – The Group classifies its debt instruments as subsequently measured at amortised cost, fair value through Other Comprehensive Income or fair value through profit or loss based on its business model for managing the financial assets and the contractual cash flow characteristics of the financial asset:

i. Financial Assets at Amortised Cost

Financial assets are subsequently measured at amortised cost if these financial assets are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest. Interest income from these financial assets is included as a part of the Group's income in the Statement of Profit and Loss using the effective interest rate method.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

ii. Financial Assets at Fair Value through Other Comprehensive Income ("FVOCI")

Financial assets are subsequently measured at fair value through Other Comprehensive Income, if these financial assets are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest. Movements in the carrying value are taken through Other Comprehensive Income, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains or losses, which are recognised in the Statement of Profit and Loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in Other Comprehensive Income is reclassified from Other Comprehensive Income to the Statement of Profit and Loss. Interest income on such financial assets is included as a part of the Company's income in the Statement of Profit and Loss using the effective interest rate method.

iii. Financial Assets at Fair Value through Statement of Profit and Loss ("FVTPL")

Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on such debt instrument that is subsequently measured at FVTPL and is not part of a hedging relationship as well as interest income is recognised in the Statement of Profit and Loss.

- **Equity Instruments** – The Group subsequently measures all equity investments (other than the investment in joint ventures and associates which are measured using equity method of accounting) at fair value. Where the Group has elected to present fair value gains and losses on equity investments in Other Comprehensive Income, there is no subsequent reclassification of fair value gains and losses to Statement of Profit and Loss. Dividends from such investments are recognised in the Statement of Profit and Loss as other income when the Group's right to receive payment is established.

The Group has made an irrevocable election to present in Other Comprehensive Income subsequent changes in the fair value of equity investments not held for trading.

When the equity investment is derecognised, the cumulative gain or loss previously recognised in Other

Comprehensive Income is reclassified from Other Comprehensive Income to the Retained Earnings directly.

De-recognition

A financial asset is derecognised only when the Group has transferred the rights to receive cash flows from the financial asset. Where the Group has transferred an asset, the Group evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognised. Where the Group has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised. Where the Group retains control of the financial asset, the asset is continued to be recognised to the extent of continuing involvement in the financial asset.

Impairment of Financial Assets

The Group assesses, at each reporting date, whether a financial asset or a group of financial assets is impaired. Ind AS-109 on Financial Instruments requires expected credit losses to be measured through a loss allowance. For trade receivables only, the Group recognises expected lifetime losses using the simplified approach permitted by Ind AS-109, from initial recognition of the receivables. For other financial assets (not being equity instruments or debt instruments measured subsequently at FVTPL) the expected credit losses are measured at the 12 month expected credit losses or an amount equal to the lifetime expected credit losses, if there has been a significant increase in credit risk since initial recognition.

b) Financial Liabilities

Initial Recognition and Measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent Measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest rate method. Gains and losses are

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

recognised in the Statement of Profit and Loss, when the liabilities are derecognised, and through the amortisation process.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in Statement of Profit and Loss.

Derivatives Contracts

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged and the type of hedge relationship designated. The fair value changes of derivatives which are not designated as a hedging instrument are accounted through Statement of Profit and Loss. During the years reported, no hedge relationship was designated.

Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

(u) Financial Guarantee Contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments, when due in accordance with the terms of a debt instrument.

Financial guarantee contract liabilities issued by the Company are measured initially at their fair values

and recognised as income in the Statement of Profit and Loss.

(v) Business Combination

The Group uses the "acquisition method" of accounting to account for its business combinations as per which the identifiable assets or liabilities (and contingent liabilities) assumed are recognised at their fair values (with limited exceptions). Goodwill is measured as the excess of the sum of the consideration transferred, the amount of non-controlling interests of the acquiree, and the fair value of the acquirer's previously held equity interests in the acquiree over the net of the acquisition date amounts of identifiable assets acquired and the liabilities assumed. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised in Other Comprehensive Income and accumulated in equity as Capital Reserve provided there is clear evidence of the underlying reasons for classifying the business combination as a bargain purchase. In other cases, the bargain purchase gain is recognised directly in equity as Capital Reserve.

Transaction costs incurred (other than debt / equity instrument related) in connection with a business combination, such as legal fees, due diligence fees and other professional and consulting fees are expensed, as incurred.

If the Group obtains control over one or more entities that are not businesses, then the bringing together of those entities are not business combinations. The cost of acquisition is allocated among the individual identifiable assets and liabilities of such entities, based on their relative fair values at the date of acquisition. Such transactions do not give rise to goodwill and no non-controlling interest is recognised.

In case of business combinations involving entities under common control, the above policy does not apply. Business combinations of entities under common control are accounted using the "pooling of interest" method and assets and liabilities are reflected at the predecessor carrying values and the only adjustments that are made are to harmonise accounting policies. The figures for the previous periods are restated, as if the business combination had occurred at the beginning of the preceding period irrespective of the actual date of the combination.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

(w) Recent Accounting Pronouncements

New and amended standards adopted by the Group:

The Group has applied the following amendments for the first time for their annual reporting period commencing April 01, 2022:

Ind AS 16 – Property Plant and equipment –

The amendment clarifies that excess of net sale proceeds of items produced over the cost of testing, if any, shall not be recognised in the profit or loss but deducted from the directly attributable costs considered as part of cost of an item of property, plant, and equipment.

Ind AS 37 – Provisions, Contingent Liabilities and Contingent Assets –

The amendment specifies that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'. Costs that related directly to a contract can either be incremental costs of fulfilling that contract (Examples would be direct labour, materials) or an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract).

The above amendments did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

New Standards/ Amendments notified but not yet effective:

Ministry of Corporate Affairs (MCA), on March 31, 2023, through the Companies (Indian Accounting Standards (Ind AS)) Amendment Rules, 2023 amended certain existing Ind ASs with effect from April 01, 2023. Following are few key amendments relevant to the Group:

- (i) Ind AS 1 – Presentation of Financial Statements and Ind AS 34 – Interim Financial Reporting –
Material accounting policy information (including focus on how an entity applied the requirements of Ind AS) shall be disclosed instead of significant accounting policies as part of financial statements.
- (ii) Ind AS 107 – Financial Instruments: Disclosures – Information about the measurement basis for financial instruments shall be disclosed as part of material accounting policy information.
- (iii) Ind AS 8 – Accounting policies, changes in accounting estimate and errors-Clarification on what constitutes an accounting estimate provided.
- (iv) Ind AS 12 – Income Taxes –
This amendment has narrowed the scope of the initial recognition exemption so that it does not apply to transactions that give rise to equal and offsetting temporary differences.

The Group does not expect the effect of this on the consolidated financial statements to be material, based on preliminary evaluation.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 3: Property, Plant and Equipment (Owned, unless otherwise stated)

	(₹ crores)						
	Freehold Land	Buildings (Refer Footnote ii and vii)	Plant and Machinery	Furniture & Fixtures (Refer Footnote iii)	Office Equipment (Refer Footnote iii)	Vehicles	Total
Cost							
Gross carrying value							
As at April 01, 2021	348.14	4,764.58	1,526.71	742.59	93.12	13.91	7,489.05
Translation adjustment (Refer Footnote iv)	7.21	40.20	1.61	3.89	0.65	-	53.56
Additions (Refer Footnote v)	0.85	187.24	52.00	47.87	8.47	1.48	297.91
Disposals (Refer Footnote vii)	3.60	11.13	12.80	2.80	1.39	0.64	32.36
At March 31, 2022	352.60	4,980.89	1,567.52	791.55	100.85	14.75	7,808.16
Translation adjustment (Refer Footnote iv)	1.48	57.18	(2.98)	7.51	0.84	-	64.03
Additions (Refer Footnote v)	-	123.60	131.24	61.41	7.40	0.95	324.60
Disposals (Refer Footnote vii)	4.04	29.58	21.47	4.96	3.50	1.60	65.15
At March 31, 2023	350.04	5,132.09	1,674.31	855.51	105.59	14.10	8,131.64
Accumulated Depreciation							
As at April 01, 2021	-	758.88	568.92	363.21	64.83	5.21	1,761.05
Translation adjustment (Refer Footnote iv)	-	7.45	1.20	3.29	0.48	-	12.42
Charge for the year	-	148.79	98.99	62.21	10.09	2.31	322.39
Disposals	-	2.50	7.63	1.72	1.32	0.46	13.63
At March 31, 2022	-	912.62	661.48	426.99	74.08	7.06	2,082.23
Translation adjustment (Refer Footnote iv)	-	17.49	(1.10)	5.87	0.55	-	22.81
Charge for the year	-	156.17	99.78	63.65	9.13	-	328.73
Disposals	-	16.63	14.79	3.36	3.38	0.33	38.49
At March 31, 2023	-	1,069.65	745.37	493.15	80.38	6.73	2,395.28
Net Block							
At March 31, 2022	352.60	4,068.27	906.04	364.56	26.77	7.69	5,725.93
At March 31, 2023	350.04	4,062.44	928.94	362.36	25.21	7.37	5,736.36

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 3: Property, Plant and Equipment (Owned, unless otherwise stated) (contd.)

Footnotes:

(i) Capital work-in-progress

	(₹ crores)	
	March 31, 2023	March 31, 2022
Capital work-in-progress	324.17	193.31

Capital work-in-progress ageing as given below:

	(₹ crores)				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	203.42	34.28	9.50	72.08	319.28
	<i>97.37</i>	<i>13.62</i>	<i>23.77</i>	<i>57.01</i>	<i>191.77</i>
Projects temporarily suspended	0.01	3.66	0.85	0.37	4.89
	<i>0.18</i>	<i>0.86</i>	<i>0.32</i>	<i>0.18</i>	<i>1.54</i>
	203.43	37.94	10.35	72.45	324.17
	<i>97.55</i>	<i>14.48</i>	<i>24.09</i>	<i>57.19</i>	<i>193.31</i>

Capital work-in-progress temporarily suspended ageing as given below:

	(₹ crores)				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Hotel Renovations	0.01	3.66	0.85	0.37	4.89
	<i>0.18</i>	<i>0.86</i>	<i>0.32</i>	<i>0.18</i>	<i>1.54</i>
	0.01	3.66	0.85	0.37	4.89
	<i>0.18</i>	<i>0.86</i>	<i>0.32</i>	<i>0.18</i>	<i>1.54</i>

Details of Capital work-in-progress whose completion is overdue (Refer Footnote (viii) below):

	(₹ crores)			
Capital work-in-progress	Less than 1 year	1-2 years	2-3 years	More than 3 years
Hotel Property in Mumbai	155.21	-	-	-
	-	-	-	-

* Figures in italics are of the previous year

- (ii) Cost includes improvements to buildings constructed on leasehold land ₹3526.63 crores; (Previous year ₹3,376.54 crores)
- (iii) Furniture, Fixtures and Office Equipment as at the year end include assets acquired on finance lease: Cost ₹5.33 crores (Previous year ₹5.24 crores), Accumulated Depreciation ₹4.12 crores (Previous year ₹3.16 crores), Depreciation for the year ₹0.87 crore (Previous year ₹0.92 crore) and carrying value as at the reporting date of ₹1.20 crores (Previous year ₹2.08 crores).
- (iv) Adjustment on account of foreign exchange translation difference on opening balance and depreciation charge for the year is reflected as "Translation Adjustment".
- (v) Addition includes ₹3.44 crores (Previous year ₹4.42 crores) on account of interest cost on borrowings capitalised on certain qualifying assets (Refer Note 27).
- (vi) For details of pledged assets refer Note 19 footnote (ii).
- (vii) Disposals include adjustment of ₹ Nil (Previous year ₹1.05 crores) comprising of residential flats, re-classified as held for sale.
- (viii) Represents a greenfield Project whose completion is delayed due to Covid, but has no cost implications, being a fixed price turnkey project awarded to third party.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 4: Right-of-Use assets

	(₹ crores)					
	Leased Land	Buildings	Plant and Machinery - Leased	Office Premises	Vehicles - Leased	Total
Cost						
Gross carrying value						
As at April 01, 2021 (Refer Note 37)	203.93	1,407.22	-	46.30	-	1,657.45
Translation adjustment (Refer Footnote iii)	-	6.21	-	0.03	-	6.24
Reassessment of leases	-	5.75	-	0.09	-	5.84
Additions	12.07	17.74	6.97	-	-	36.78
Disposals	-	-	-	-	-	-
At March 31, 2022	216.00	1,436.92	6.97	46.42	-	1,706.31
Translation adjustment (Refer Footnote iii)	0.16	20.04	(0.06)	(0.06)	-	20.08
Reassessment of leases	-	57.17	-	26.10	-	83.27
Additions	269.81	65.33	1.63	0.71	1.44	338.92
Disposals	-	5.58	-	-	-	5.58
At March 31, 2023	485.97	1,573.88	8.54	73.17	1.44	2,143.00
Accumulated Amortisation						
As at April 01, 2021 (Refer Note 37)	6.97	106.00	-	14.74	-	127.71
Translation adjustment (Refer Footnote iii)	-	0.85	-	0.01	-	0.86
Charge for the year (Refer Footnote i)	3.92	52.75	0.15	7.50	-	64.32
Disposals	-	-	-	-	-	-
At March 31, 2022	10.89	159.60	0.15	22.25	-	192.89
Translation adjustment (Refer Footnote iii)	(0.13)	2.64	-	(0.03)	-	2.48
Charge for the year (Refer Footnote i)	4.61	58.71	0.85	7.65	0.21	72.03
Disposals	-	3.33	-	-	-	3.33
At March 31, 2023	15.37	217.62	1.00	29.87	0.21	264.07
Net Block						
At March 31, 2022	205.11	1,277.32	6.82	24.17	-	1,513.42
At March 31, 2023	470.60	1,356.26	7.54	43.30	1.23	1,878.93

Footnotes:

- (i) Amortisation includes ₹1.01 crores (Previous year ₹0.11 crores) which is capitalised during the year.
- (ii) The Group's leased assets mainly comprise land and hotel properties and offices. Leases contain a wide range of different terms and conditions. The term of property leases ranges from 1 to 198 years. Many of the Group's property leases contain extension or early termination options, which are used for operational flexibility.
- One of the land lease agreement with the Government has expired and is in an advanced stage of renewal. In the absence of a definitive agreement and uncertainty about the timing of the cash flows, this lease is not included in the calculation of Right-of-Use Assets and corresponding Lease liabilities. The rental for this land continues to be provided as lease expense on a best estimate.
- (iii) Adjustment on account of foreign exchange translation difference on opening balance and depreciation charge for the year is reflected as "Translation adjustment".
- (iv) Variable lease payments are payable under certain of the Group's hotel leases and arise where the Group is committed to making additional lease payments that are contingent on the performance of the hotels. (Refer Note 37 (c))

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 5: Goodwill

	(₹ crores)	
	March 31, 2023	March 31, 2022
Opening Balance	622.91	610.97
Add: Foreign exchange fluctuation for the year	30.71	11.94
Closing Balance	653.62	622.91

Footnote:

Goodwill represents the cost of acquired business as established at the date of acquisition of the business in excess of the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities less accumulated impairment losses, if any

The Group tests goodwill for impairment at least annually, or more frequently if events or changes in circumstances indicate that it might be impaired. For the purpose of impairment testing, goodwill, which arose on acquisition of the assets/entities, is allocated to a cash generating unit "CGU" representing the lowest level with the Group at which goodwill is monitored for internal management reporting purposes.

The recoverable value of the CGU is determined on the basis of 'fair value less cost to sell'. The Group determined fair values using the market approach, when available and appropriate, or the income approach, or a combination of both. The Group assesses the valuation methodology based upon the relevance and availability of the data at the time the valuation is performed. If multiple valuation methodologies are used, the results are weighted appropriately.

Valuations using the market approach are derived from metrics of publicly traded companies or historically completed transactions of comparable businesses. The selection of comparable businesses is based on the markets in which the reporting units operate giving consideration to risk profiles, size, geography, and diversity of products and services.

Goodwill of ₹469.81 crores and ₹439.10 crores as at March 31, 2023 and March 31, 2022, respectively, has been allocated to the Group's property in London, United Kingdom. The estimated value-in-use of this CGU is based on the future cash flows using a 2% annual growth rate for periods subsequent to the forecast period of 5 years and pretax discount rate of 8%. An analysis of the sensitivity of the computation to a change in key parameters (operating margin, discount rates and long-term average growth rate), based on reasonable assumptions, did not identify any probable scenario in which the recoverable amount of the CGU would decrease below its carrying amount.

Goodwill of ₹130.99 crores and ₹130.99 crores as at March 31, 2023 and March 31, 2022, respectively, has been allocated to a component of domestic business pertaining to an entity in which erstwhile Searock Hotel was housed. Based on the ready reckoner rates and also prevailing market price of the real estate prevailing in that location, the recoverable amount for this CGU exceeded their carrying values.

The remaining amount of goodwill of ₹52.82 crores and ₹52.82 crores as at March 31, 2023 and March 31, 2022, respectively, (relating to different CGUs individually immaterial) has been evaluated based on the cash flow forecasts of the related CGUs and the recoverable amounts of these CGUs exceeded their carrying amounts.

Note 6: Other Intangible Assets

	(₹ crores)					
	Leasehold Property Rights (acquired) (Refer Footnote iv)	Website Development Cost	Softwares and Licences (Refer Footnote ii)	Service and Operating Rights	Brand	Total
Cost						
Gross Carrying Value						
As at April 01, 2021	640.51	23.11	60.47	3.92	-	728.01
Translation adjustment (Refer Footnote iii)	0.44	-	0.09	0.15	-	0.68
Additions	0.23	-	2.78	-	0.49	3.50
Disposals	-	-	0.02	-	-	0.02
At March 31, 2022	641.18	23.11	63.32	4.07	0.49	732.17
Translation adjustment (Refer Footnote iii)	1.00	-	(0.21)	0.34	-	1.13
Additions	10.10	-	3.13	-	-	13.23
Disposals	-	-	0.07	-	-	0.07
At March 31, 2023	652.28	23.11	66.17	4.41	0.49	746.46

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 6: Other Intangible Assets (contd.)

	(₹ crores)					
	Leasehold Property Rights (acquired) (Refer Footnote iv)	Website Development Cost	Softwares and Licences (Refer Footnote ii)	Service and Operating Rights	Brand	Total
Accumulated Amortisation						
As at April 01, 2021	85.25	21.38	48.47	3.92	-	159.02
Translation adjustment (Refer Footnote iii)	0.42	-	0.11	0.15	-	0.68
Charge for the year	13.87	0.83	4.68	-	0.02	19.40
Disposals	-	-	0.01	-	-	0.01
At March 31, 2022	99.54	22.21	53.25	4.07	0.02	179.09
Translation adjustment (Refer Footnote iii)	0.96	-	0.24	0.34	-	1.54
Charge for the year	12.46	0.64	3.16	-	0.05	16.31
Disposals	-	-	0.10	-	-	0.10
At March 31, 2023	112.96	22.85	56.55	4.41	0.07	196.84
Net Block						
At March 31, 2022	541.64	0.90	10.07	-	0.47	553.08
At March 31, 2023	539.32	0.26	9.62	-	0.42	549.62

Footnotes:

(i) Intangible assets under development

	(₹ crores)	
	March 31, 2023	March 31, 2022
Intangible assets under development	7.88	0.23

Ageing of Intangible assets under development is as given below :

	(₹ crores)				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	7.47	0.41	-	-	7.88
	0.23	-	-	-	0.23
At March 31, 2023	7.47	0.41	-	-	7.88
At March 31, 2022	0.23	-	-	-	0.23

(ii) Softwares includes Customer Reservation System and other licensed softwares.

(iii) Adjustment on account of foreign exchange translation difference on opening balance and depreciation charge for the year is reflected as "Translation Adjustment".

(iv) Leasehold property rights mainly consists of lease acquisition rights for the hotel property including land. Refer Note 2(h) for accounting policy.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 7: Investments Accounted using the Equity Method

Break up of investments in joint ventures and associate (carrying value determined using the equity method of accounting) as below:

	Face Value	March 31, 2023		March 31, 2022	
		Holdings As at	(₹ crores)	Holdings As at	(₹ crores)
(a) Equity Investments in Joint Venture Companies (Refer Note 38(c))					
Fully paid unquoted equity investments					
Taj Kerala Hotels & Resorts Ltd.	₹ 10	1,91,41,094	11.84	1,91,41,094	11.49
Taj SATS Air Catering Ltd.	₹ 10	88,74,000	61.84	88,74,000	22.34
Taj Karnataka Hotels & Resorts Ltd. (Refer footnote (iii))	₹ 10	13,98,740	-	13,98,740	-
Taj Safaris Ltd.	₹ 10	2,97,20,502	13.62	2,97,20,502	10.89
Kaveri Retreat & Resorts Ltd.	₹ 10	1,31,76,467	53.37	1,31,76,467	47.75
TAL Hotels and Resorts Ltd.	US \$ 1	49,46,282	101.21	49,46,282	97.48
Total Aggregate unquoted investments			241.88		189.95
Fully paid quoted equity investments					
Taj GVK Hotels & Resorts Ltd.	₹ 10	1,60,00,400	128.12	1,60,00,400	114.24
Total Aggregate quoted investments			128.12		114.24
Total Investments carrying value			370.00		304.19
(b) Equity Investments in Associate Companies (Refer Note 38(c))					
Fully paid unquoted equity investments					
Taj Madurai Ltd.	₹ 10	9,12,000	11.06	9,12,000	8.72
Taida Trading & Industries Ltd. (Refer Footnote (iv))	₹ 100	65,992	-	65,992	-
Zarrenstar Hospitality Private Ltd. (Refer Footnote (vi))	₹ 1	-	-	1	-
Lanka Island Resorts Ltd.	LKR 10	1,99,65,525	28.12	1,99,65,525	28.25
Bjets Pte. Ltd. (Refer footnote (v))	US \$ 1	-	-	2,00,00,000	-
Total Aggregate unquoted investments			39.18		36.97
Fully paid quoted equity investments					
Oriental Hotels Ltd.	₹ 10	6,61,66,530	241.92	6,61,66,530	206.56
TAL Lanka Hotels Plc (Refer footnote (iv))	LKR 10	3,43,75,640	-	3,43,75,640	-
Total Aggregate quoted investments			241.92		206.56
Total Investments carrying value			281.10		243.53
Total Investments in joint ventures and associates			651.10		547.72

Footnotes:

- (i) Aggregate carrying amount of Quoted Investments 370.04 320.80
Market value of Quoted Investments 835.86 675.89
Aggregate amount of impairment in value of investments - -
- (ii) Aggregate carrying amount of Unquoted Investments 281.06 226.92
- (iii) The carrying value of these investments is carried at nil value as the Group's interest using equity method in these entities are reduced to zero. The Group has also picked up additional losses under the equity method to the extent of the Group's other exposures in terms of loans/ other receivable outstanding. (Refer Note 21(b)).
- (iv) The carrying amount of these investments has been reported as nil, as the Group's share of losses exceeds the cost/ carrying value. (Refer Note 38(c))
- (v) BJETS Pte. Ltd. has been liquidated and ceased to exist with effect from September 05, 2022. The carrying amount of these investments has been reported as nil in previous year as the Group's share of losses exceeded the cost/carrying value.
- (vi) During the year, Skydeck Properties and Developers Private Ltd., a 100% subsidiary of the Company, purchased 1 share in Zarrenstar Hospitality Private Ltd. As a result, Zarrenstar Hospitality Private Ltd. has become a 100% subsidiary of the Company.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 8: Investments

	Face Value	March 31, 2023		March 31, 2022	
		Holdings As at	(₹ crores)	Holdings As at	(₹ crores)
(a) Non-Current					
Equity investments in other companies					
Carried at fair value through Other Comprehensive Income:					
Fully paid unquoted equity investments					
Tata Industries Ltd. (Refer Footnote (iv))	₹ 100	42,74,590	55.73	42,74,590	55.73
Tata International Ltd.	₹ 1000	12,000	81.86	12,000	59.53
Tata Sons Private Ltd. (Refer Footnote (iv))	₹ 1000	4,500	25.00	4,500	25.00
Kumarakruppa Frontier Hotels Private Ltd.	₹ 10	96,432	7.72	96,432	7.72
Taj Air Ltd.	₹ 10	2,22,40,200	7.62	2,22,40,200	6.46
TP Kirnali Solar Ltd. (Refer Footnote (iv))	₹ 10	40,63,410	4.06	40,63,410	4.06
Tata Services Ltd.	₹ 1000	421	0.04	421	0.04
MPOWER Information Systems Private Ltd. *	₹ 10	5,28,000	-	5,28,000	-
Smile and Care Products Private Ltd. *	₹ 10	49,800	-	49,800	-
Saraswat Co-operative Bank Ltd. *	₹ 10	2,000	-	2,000	-
Damania Airways Ltd. *	₹ 10	500	-	500	-
Bombay Mercantile Co-operative Bank Ltd. *	₹ 30	333	-	333	-
Hotels and Restaurant Co-op. Service Society Ltd. *	₹ 50	20	-	20	-
Hindustan Engineering & Industries Ltd. *	₹ 10	7	-	7	-
			182.03		158.54
Fully paid quoted equity investments:					
India Tourism Development Corporation Ltd.	₹ 10	67,50,275	199.17	67,50,275	255.87
Titan Company Ltd.	₹ 1	4,00,000	100.60	4,00,000	101.45
Tulip Star Hotels Ltd. *	₹ 10	35,800	-	35,800	-
HDFC Bank Ltd.	₹ 1	5,000	0.80	5,000	0.74
Graviss Hospitality Ltd.	₹ 2	4,500	0.01	4,500	0.01
EIH Ltd. *	₹ 2	37	-	37	-
Hotel Leela Venture Ltd. *	₹ 2	25	-	25	-
Asian Hotels (North) Ltd. *	₹ 10	2	-	2	-
Asian Hotels (East) Ltd. *	₹ 10	2	-	2	-
Asian Hotels (West) Ltd. *	₹ 10	2	-	2	-
			300.58		358.07
Investment in Preference Shares (carried at amortised costs)					
Central India Spinning Weaving & Manufacturing Company Ltd. * (10% unquoted Cumulative Preference Shares)	₹ 500	50	-	50	-
Investment in Others (carried at amortised costs)					
Hindusthan Engineering & Industries Ltd. *	₹ 10	7	-	7	-
National Savings Certificate *			-		-
			-		-
Total Investments carrying value			482.61		516.61

* Value of these investments individually is less than ₹50,000

Footnotes:

(i) Aggregate carrying amount of Quoted Investments	300.58	358.07
Market value of Quoted Investments	300.58	358.07
(ii) Aggregate carrying amount of Unquoted Investments and Others	182.03	158.54
(iii) The fair value hierarchy and classification are disclosed in Note 39(b).		

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 8: Investments (contd.)

(iv) For these investments, cost has been considered as an appropriate estimate of fair value because of a wide range of possible fair value measurements and cost represents the best estimate of fair value within that range.

	(₹ crores)	
	March 31, 2023	March 31, 2022
(b) Current		
Investments carried at fair value through profit and loss:		
Investments in mutual fund units (unquoted)	757.33	902.47
	757.33	902.47
Fully Paid Unquoted Equity Investments		
Investments carried at fair value through Other Comprehensive Income:		
Equity investments in other entities (unquoted)		
BAHC 5 Pte. Ltd. (Refer Footnote (ii))	-	-
1 (Previous year 1) equity share of US \$ 1 each (₹82 (Previous year ₹76))		
	-	-
Total Current Investments	757.33	902.47

Footnotes:

(i) Aggregate amount of Unquoted Investments:	757.33	902.47
(ii) This investment are temporarily held for disposal in near future (Refer Note 38(a)(ii)(b))		

Note 9: Loans

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-current (at amortised costs)		
(Unsecured)		
Loans to related parties (Refer Note 44)		
Considered good	3.25	-
Credit impaired	0.10	0.10
	3.35	0.10
Less: Allowance for credit impaired	0.10	0.10
	3.25	-
(b) Current (at amortised cost)		
(Unsecured, considered good unless stated otherwise)		
Loans		
Related parties (Refer Note 44)	5.83	3.83
Others	0.62	2.48
	6.45	6.31

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 10: Other Financial Assets

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-current		
Long-term security deposits placed for hotel properties at amortised costs		
Long-term security deposits placed for hotel properties at amortised costs	56.19	54.05
	56.19	54.05
Less: Allowance for doubtful deposits	2.00	2.00
	54.19	52.05
Deposits with Public Bodies and Others at amortised costs		
Related parties (Refer Note 44)	0.29	0.08
Public Bodies and Others	28.77	25.42
	29.06	25.50
Less: Allowance for doubtful deposits	0.02	0.02
	29.04	25.48
Deposits with banks (Refer Note 16)	11.88	6.45
Interest receivable	0.07	0.02
Others	1.53	1.22
	96.71	85.22
(b) Current		
Deposit with public bodies and others		
Public Bodies and Others	18.84	37.92
	18.84	37.92
Other advances		
Considered good	27.32	8.95
Considered doubtful	1.96	2.06
	29.28	11.01
Less: Allowance for doubtful advances	1.96	2.06
	27.32	8.95
Interest receivable		
Others	8.41	1.86
	8.41	1.86
Other receivable		
Related Parties (Refer Note 44)	4.45	3.66
Others	18.91	27.78
	23.36	31.44
	77.93	80.17

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 11: Deferred Tax (net)

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Deferred tax assets:		
Allowance for doubtful debts	0.40	0.46
Provision for employee benefits	2.04	2.34
Property, Plant and equipment & Intangible Assets	2.97	1.06
Right-of-use assets (net of Lease Liabilities)	9.69	6.86
Unused tax losses (Business)	141.83	158.63
MAT credit entitlement	34.70	20.42
Others	5.98	5.32
Total (A)	197.61	195.09
Deferred tax liabilities:		
Property, Plant and equipment & Intangible Assets	31.47	29.11
Unrealised gain on equity shares carried at fair value through Other Comprehensive Income	7.67	7.77
Others	0.29	0.21
Total (B)	39.43	37.09
Net Deferred tax assets (A-B) (Refer Footnote i)	158.18	158.00

Footnotes:

- (i) Deferred tax assets and deferred tax liabilities of entities within the group have been offset as they relate to the same governing taxation laws.
- (ii) For details in deferred tax balances, Refer Note 41.

	(₹ crores)	
	March 31, 2023	March 31, 2022
(b) Deferred tax liabilities:		
Property, Plant and equipment & Intangible Assets	288.60	294.42
Unamortised borrowing costs	0.13	0.62
Others	2.92	0.36
Total (A)	291.65	295.40
Deferred tax assets:		
Allowance for doubtful debts	5.05	7.93
Provision for employee benefits	23.59	19.24
Right-of-use assets (net of Lease Liabilities)	64.33	58.26
Unused tax losses (Business)	-	89.29
Reward Points	7.78	8.72
Provision for Contingencies	10.54	9.18
Others	23.65	15.20
Total (B)	134.94	207.82
Net Deferred tax liabilities (A-B) (Refer Footnote i)	156.71	87.58

Footnotes:

- (i) Deferred tax liabilities and deferred tax assets of entities within the group have been offset as they relate to the same governing taxation laws.
- (ii) For details in deferred tax balances, Refer Note 41.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 12: Other Assets

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-Current		
Capital advances	44.03	27.62
Prepaid expenses	151.46	140.78
Deposits with government authorities	129.05	121.75
Incentive receivables	4.46	7.04
Others	4.77	2.37
	333.77	299.56
(b) Current		
Prepaid expenses	72.87	66.47
Indirect tax recoverable	31.16	44.98
Advances to suppliers	29.14	20.47
Loans and advances to employee	2.31	1.95
Incentive receivables	1.78	4.47
Others	1.59	1.78
	138.85	140.12

Note 13: Inventories (At lower of cost or net realisable value)

	(₹ crores)	
	March 31, 2023	March 31, 2022
Food and Beverages	58.84	47.36
Stores and Operating Supplies	50.37	45.13
Apartment held for sale	-	8.34
	109.21	100.83

Note 14: Trade Receivables

	(₹ crores)	
	March 31, 2023	March 31, 2022
(Unsecured) (Refer Note 44 for Related Party Disclosures)		
Considered good	446.45	255.34
Credit impaired	27.22	38.25
	473.67	293.59
Less: Allowance for credit impaired	27.22	38.25
	446.45	255.34

Footnotes:

a) Allowance for credit impaired:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Opening balance	38.25	38.72
Add: Allowance during the year	(0.13)	2.47
	38.12	41.19
Less: Bad debts written off/ Reversal of allowance no longer required	(10.90)	(2.94)
Closing balance	27.22	38.25

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

b) Trade Receivables ageing schedule given below:

	Outstanding for following periods from transaction date					(₹ crores)
	Less than 6 months	6 months - 1 year	1- 2 years	2- 3 years	More than 3 years	Total
(i) Undisputed Trade receivables – considered good	384.31	43.31	4.22	5.27	9.34	446.45
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	206.95	20.18	11.16	8.82	7.90	255.01
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	-
(iv) Disputed Trade Receivables – considered good	0.39	0.09	8.96	5.27	10.85	25.56
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	0.74	8.56	9.17	16.64	35.11
(vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-
Total	384.71	43.92	13.56	10.88	20.60	473.67
	<i>206.95</i>	<i>21.02</i>	<i>20.01</i>	<i>18.69</i>	<i>26.92</i>	<i>293.59</i>
Allowance for Trade Receivables – credit impaired						27.22
						38.25
						27.22
						38.25
						446.45
						255.34

* Figure in italic are for previous year

Note 15: Cash and Cash Equivalents

	(₹ crores)	
	March 31, 2023	March 31, 2022
Cash on hand	3.64	3.04
Cheques, drafts on hands	0.93	0.75
Balances with banks in current account	179.42	159.91
Balances with bank in call and short-term deposit accounts (original maturity less than 3 months)	552.40	619.83
	736.39	783.53

Note 16: Other Balances with Banks

	(₹ crores)	
	March 31, 2023	March 31, 2022
Call and Short-term deposit accounts	311.97	396.36
Deposits pledged with others	0.63	0.96
Margin money deposits	7.47	6.40
Earmarked balances	8.85	7.01
	328.92	410.73
Less: Term deposit with banks maturing after 12 months from the Balance Sheet date and other earmarked/ margin money/ pledged deposits classified as non-current 'Other financial asset' (Refer Note 10(a))	11.88	6.45
	317.04	404.28

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 17: Equity Share capital

	(₹ crores)	
	March 31, 2023	March 31, 2022
Authorised share capital		
200,00,00,000 (Previous year 200,00,00,000) Equity Shares of ₹1 each	200.00	200.00
	200.00	200.00
Issued share capital		
142,04,57,199 (Previous year 142,04,57,199) Equity Shares of ₹1 each	142.05	142.05
	142.05	142.05
Subscribed and paid up		
142,04,00,342 (Previous year 142,03,99,602) Equity Shares of ₹1 each, Fully Paid	142.04	142.04
	142.04	142.04

Footnotes:

- (i) The Company has one class of equity shares having a par value of ₹1 per share. Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.
- (ii) Reconciliation of the shares outstanding at the beginning and at the end of the year

	March 31, 2023		March 31, 2022	
	No. of shares	(₹ crores)	No. of shares	(₹ crores)
As at the beginning of the year	142,03,99,602	142.04	118,92,58,445	118.93
Add: Shares issued on Rights basis (Refer Footnote (v))	740	-	13,21,31,257	13.21
Add: Shares issued to QIB	-	-	9,90,09,900	9.90
As at the end of the year	142,04,00,342	142.04	142,03,99,602	142.04

- (iii) Shareholders holding more than 5% shares in the Company :

	March 31, 2023		March 31, 2022	
	No. of shares	% of Holding	No. of shares	% of Holding
Equity share of ₹1 each fully paid				
Tata Sons Private Limited	50,76,55,313	35.74	50,76,55,313	35.74

- (iv) Disclosure of Shareholding of Promoters and Promoter Group:

	March 31, 2023		March 31, 2022		Change during the year (%)
	No. of shares	% of Holding	No. of shares	% of Holding	
Equity shares of ₹1 each fully paid					
Promoters					
Tata Sons Private Limited	50,76,55,313	35.74	50,76,55,313	35.74	-
Promoter Group					
Tata Investment Corporation Ltd	1,78,57,265	1.26	1,78,57,265	1.26	-
Tata Chemicals Limited	1,18,77,053	0.84	1,18,77,053	0.84	-
Ewart Investments Limited	21,27,705	0.15	21,27,705	0.15	-
Taj Madurai Limited	11,25,393	0.08	11,25,393	0.08	-
Oriental Hotels Limited	8,35,997	0.06	8,35,997	0.06	-
Tata Industries Limited	7,39,197	0.05	7,39,197	0.05	-
Taida Trading And Industries Limited	1,87,818	0.01	1,87,818	0.01	-
Tata Capital Ltd.	19,600	-	19,600	-	-

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 17: Equity Share capital (contd.)

	March 31, 2022		March 31, 2021		Change during the year (%)
	No. of shares	% of Holding	No. of shares	% of Holding	
Equity shares of ₹1 each fully paid					
Promoters					
Tata Sons Private Limited	50,76,55,313	35.74	45,30,05,131	38.09	(2.35)
Promoter Group					
Tata Investment Corporation Ltd.	1,78,57,265	1.26	1,60,71,539	1.35	(0.09)
Tata Chemicals Limited	1,18,77,053	0.84	1,06,89,348	0.90	(0.06)
Ewart Investments Limited	21,27,705	0.15	21,27,705	0.18	(0.03)
Taj Madurai Limited	11,25,393	0.08	11,25,393	0.09	(0.01)
Oriental Hotels Limited	8,35,997	0.06	7,52,398	0.06	-
Tata Industries Limited	7,39,197	0.05	6,65,278	0.06	(0.01)
Taida Trading And Industries Limited	1,87,818	0.01	1,87,818	0.02	(0.01)
Tata Capital Ltd.	19,600	-	17,640	-	-

- (v) 56,857 (Previous year 57,597) Equity Shares were issued but not subscribed to as at the end of the respective years and have been kept in abeyance pending resolution of legal dispute.

- (vi) Aggregate number and class of shares allotted as fully paid up pursuant to contract(s) without payment being received in cash, bonus shares and shares bought back for the period of 5 years immediately preceding the balance sheet date Nil (Previous year Nil)

- (vii) Equity Shares held by associates:

	March 31, 2023		March 31, 2022	
	No. of shares	% of Holding	No. of shares	% of Holding
Equity shares of ₹1 each fully paid				
Oriental Hotels Limited	8,35,997	0.06	8,35,997	0.06
Taida Trading and Industries Limited	1,87,818	0.01	1,87,818	0.01
Taj Madurai Limited	11,25,393	0.08	11,25,393	0.08

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 18: Other Equity

	(₹ crores)	
	March 31, 2023	March 31, 2022
a) Reserves and Surplus		
Capital Reserve (Refer Footnote (a) below)		
Opening and Closing Balance	43.91	43.91
Capital Reserve on Consolidation (Refer Footnote (b) below)		
Opening Balance	1.54	111.57
Less: Transferred to other reserve on acquisition of non-controlling interest in a subsidiary	-	(110.03)
Closing Balance	<u>1.54</u>	<u>1.54</u>
Securities Premium (Refer Footnote (c) below)		
Opening Balance	6,624.90	2,702.05
Add: Premium on allocation of shares on Rights basis	0.01	1,968.76
Add: Premium on allocation of shares to Qualified Institutional Buyers	-	1,990.10
Less: Issue expenses written off	(0.04)	(36.01)
Closing Balance	<u>6,624.87</u>	<u>6,624.90</u>
Other Reserves		
Capital Redemption Reserve (Refer Footnote (d) below)		
Opening and Closing Balance	10.79	10.79
Debenture Redemption Reserve (Refer Footnote (e) below)		
Opening Balance	51.81	155.01
Less: Transfer to General Reserve	(51.81)	(103.20)
Closing Balance	<u>-</u>	<u>51.81</u>
Non-Controlling Interest Reserve (Refer Footnote (f) below)		
Opening Balance	(222.28)	-
Add: Change in ownership in a Subsidiary	(59.25)	(332.31)
Add: Transferred from Capital Reserve on Consolidation on acquisition of a subsidiary	-	110.03
Closing Balance	<u>(281.53)</u>	<u>(222.28)</u>
Other Reserve (Refer Footnote (g) below)		
Opening and Closing Balance	(3.89)	(3.89)
	<u>(274.63)</u>	<u>(163.57)</u>
General Reserve (Refer Footnote (h) below)		
Opening Balance	828.15	724.95
Add: Transfer from Debenture Redemption Reserve	51.81	103.20
Closing Balance	<u>879.96</u>	<u>828.15</u>
Retained Earnings		
Opening Balance	(1,048.66)	(760.70)
Less: Adjustment on account of change in holding of Minority Interest (Refer Note 32 (a))	-	(0.04)
Add Profit/ (Loss) for the year	1,002.59	(247.72)
Less: Final Dividend	(56.82)	(47.57)
Less: Remeasurements of post employment benefit obligation (item of other comprehensive income recognised directly in retained earnings)	(19.92)	9.22
Add: Tax on remeasurements of post employment benefit obligation	4.88	(1.85)
Closing Balance	<u>(117.93)</u>	<u>(1,048.66)</u>
Total	<u>7,157.72</u>	<u>6,286.27</u>

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 18: Other Equity (contd.)

	(₹ crores)	
	March 31, 2023	March 31, 2022
b) Other Comprehensive Income (Refer Footnote (i) below)		
(Refer Statement of changes in equity for the reclassification adjustments to retained earnings)		
Equity Instruments fair valued through Other Comprehensive Income	308.40	329.55
Exchange differences on translating the financial statement of foreign operations	373.80	304.39
	<u>682.20</u>	<u>633.94</u>
	<u>7,839.92</u>	<u>6,920.21</u>

Footnotes:

Description of nature and purpose of each reserve :

- Capital Reserve:** Capital reserve mainly consists of reserves transferred on amalgamation of subsidiaries in earlier years.
- Capital Reserve on Consolidation:** In earlier years, during acquisition, the excess of net assets taken, over the cost of consideration paid is treated as capital reserve on account of acquisition.
- Securities Premium:** Securities premium represents the premium charged to the shareholders at the time of issuance of equity shares. The securities premium can be utilised based on the relevant requirements of the Companies Act, 2013.
- Capital Redemption Reserve:** Capital Redemption Reserve was created on redemption of Preference shares in earlier years.
- Debenture Redemption Reserve:** The Company created Debenture Redemption Reserve out of the profits which is available for the purpose of redemption of debentures. On redemption of debentures, the same will be transferred to General Reserve.
- Non-controlling Interest Reserve:** It represents the difference between the consideration paid and the carrying value of non-controlling interest acquired in subsidiaries. For the year the movement pertains to acquisition of non-controlling interest in a domestic subsidiary mainly Roots Corporation limited and St. James Court Hotel Limited (Refer (Note 32(b))).
- Other Reserve:** These expenses relates to share issue expenses incurred by one of its subsidiary company in accordance with IND AS 32: Financial Instruments Presentation
- General Reserve:** General reserve was created from time to time by way of transfer of profits from retained earnings for appropriation purposes based on the provisions of the Companies Act prior to its amendment.
- Other Comprehensive Income:** This represents the cumulative gains and losses arising on the revaluation of investments in equity instruments measured at fair value through other comprehensive income, under an irrevocable option, net of amounts reclassified to retained earnings when such investments are disposed off.

Note 19: Borrowings

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-Current		
Debentures		
Non-convertible debentures		
Secured (Refer Footnote ii)	-	495.01
Unsecured (Refer Footnote iii)	449.49	447.52
	<u>449.49</u>	<u>942.53</u>
Term loans		
From Banks		
Secured (Refer Footnote iv)	280.83	915.24
From Others		
Unsecured	53.18	52.19
	<u>334.01</u>	<u>967.43</u>
Others	1.29	2.19
Total	<u>784.79</u>	<u>1,912.15</u>
Less: Current maturities of Long-term borrowings (Refer Note 19 (b))	453.81	524.24
Total non-current borrowings	<u>330.98</u>	<u>1,387.91</u>

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 19: Borrowings (contd.)

	(₹ crores)	
	March 31, 2023	March 31, 2022
(b) Current		
Loans repayable on demand		
From Bank		
Secured (Refer Footnote vi)	-	6.70
Unsecured	0.59	-
	0.59	6.70
Current maturities of long-term borrowings (Refer Note 19 (a))		
Debentures	449.49	495.01
Term loan from banks	-	25.26
Term loan from others	3.46	3.05
Others	0.86	0.92
	453.81	524.24
Other short-term loans		
From Bank		
Secured (Refer Footnote vii(a))	-	10.00
Unsecured (Refer Footnote vii(b))	32.88	30.37
	32.88	40.37
From Related parties (Refer Note 44)		
Unsecured (Refer Footnote vii(c))	-	25.54
Total current borrowings	487.28	596.85

Footnotes:

(i) Details of borrowings as at:

	Effective Rate of Interest (%)	Maturity	(₹ crores)		(₹ crores)	
			March 31, 2023		March 31, 2022	
			Face value	Amortised cost	Face value	Amortised cost
Debentures						
Non-convertible debentures (NCDs)						
Secured						
7.85% Non-convertible debentures	7.85	April 15, 2022	-	-	495.00	495.01
Unsecured						
7.50% Non-Convertible Debentures	7.50	April 23, 2023	150.00	149.95	150.00	149.59
7.95% Non-Convertible Debentures	7.95	June 05, 2023	300.00	299.54	300.00	297.93
			450.00	449.49	450.00	447.52
			450.00	449.49	945.00	942.53
Term loan from banks						
Secured (Refer Footnote iv)				280.83		915.24
Term loans from other parties						
Unsecured (Refer Footnote v)				53.18		52.19
Others				1.29		2.19
				784.79		1,912.15
Short-term borrowings (Refer Footnote vi and vii)				33.47		72.61
Total Borrowings				818.26		1,984.76

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 19: Borrowings (contd.)

(ii) Non-convertible debentures – secured include:

- a) 4,950, 7.85% Secured Non-Convertible Debentures of ₹10 lakhs each aggregating ₹495 crores, allotted on January 20, 2017 are repayable at par after the end of 5 years and 3 months from the date of allotment i.e. on April 13, 2022. This has been classified under current maturities of long-term borrowings in the previous year. This is fully redeemed during the year.

All the Secured Non-convertible debentures are rated, listed and secured by a pari passu first charge created on a hotel property of the Company.

(iii) Non-convertible debentures – unsecured include:

- a) 1,500, 7.50% Unsecured Non-Convertible Debentures of ₹10 lakhs each aggregating ₹150 crores, allotted on April 23, 2020 are repayable at par on April 23, 2023 i.e. at the end of 3rd year from the date of allotment. This is re-classified under current maturities of long-term borrowings.
- b) 3,000, 7.95% Unsecured Non-Convertible Debentures of ₹10 lakhs each aggregating ₹300 crores, allotted on June 05, 2020 are repayable at par on June 05, 2023 i.e. at the end of 3rd year from the date of allotment. This is re-classified under current maturities of long-term borrowings.

(iv) Term Loan from Banks (Secured) include:

- a) Roots Corporation Limited, a wholly-owned subsidiary of the Company, had during the previous year obtained a secured loan facility from certain banks under ECLGS Schemes which carries variable interest rate of 1 Year MCLR + 50 to 60 bps, effective interest as at March 31, 2022 were 7.10% to 7.95% payable at monthly rests. Principal amount was repayable in 48 monthly instalments up to April 2026. The Company has fully prepaid the total outstanding loan of ₹44.60 crores during the year. Outstanding loan as at March 31, 2023 ₹ Nil (Previous year ₹44.60 crores)
- b) St. James Court Hotel Limited, an overseas subsidiary of the Company, had in the previous year refinanced outstanding loan with new Loan Facilities of £ 54m. The Company entered three facilities under the agreement;
- Facility A which was £ 52 million towards repaying the brought forward facilities which was fully utilised;
 - Facility B which is a revolving loan facility of £ 4 million for general corporate purposes, of which £ 1 million has been utilised;
 - Facility C which is loan facility of £ 4 million towards capital expenditure, of which £ 1 million has been utilised.

The interest payable on each facility is 2.5% + Sterling Over Night Index Average (SONIA).

During the year, St. James repaid £ 24 million of Facility A, £ 1 million of Facility B and £1 million of Facility C out of issue proceeds and internal accruals. The remaining balance of £ 28 million was refinanced in March 2023, with Standard Chartered Bank

- c) United Overseas Holdings Inc (UOH), a wholly-owned subsidiary of the Company, had availed long-term loan facility of \$ 30 million from Bank of Baroda for a tenor of six years till March 31, 2027. UOH had withdrawn \$ 20 million till March 31, 2022. The entire amount of loan was repaid in the month of August 2022. The Loan amount outstanding as at March 31, 2023 is Nil (Previous year \$19.58 million)
- d) Good Hopes Palace Hotels Pty Limited (GHPH), a wholly-owned subsidiary of the Company, had availed long-term loan facility of \$38 million from Standard Chartered Bank. The entire amount of loan was repaid in the month of July, 2022. The Loan amount outstanding as at March 31, 2023 is Nil (Previous year \$24 million)

(v) Term Loan from others (Unsecured) include:

United Overseas Holdings Inc (UOH), a wholly-owned subsidiary of the Company, had availed a loan amounting to \$ 7 million from a certain Corporate bearing interest rate of 4.5% per annum. This loan is repayable on a monthly installment from January 01, 2022 till December 31, 2034. The outstanding loan as at March 31, 2023 is \$ 6.48 million (Previous year \$ 6.87 million)

Short-Term Loans:

(vi) Loans repayable on demand

Loans repayable on demand from bank, consists of overdraft facility.

(vii) Other short-term loans include:

- a) Roots Corporation Limited (RCL), a wholly-owned subsidiary of the Company, had obtained a secured short-term loan facility from Axis Bank for ₹10 crores which carries variable interest rate of 6 month MCLR + 0.75 bps (effective interest as at March 31, 2022 8.2%) payable at monthly rests. Principal amount is repayable at the end of the tenure. RCL has repaid the total loan amount of ₹10 crores during the financial year. Outstanding loan as at March 31, 2023 ₹ Nil (previous year ₹10 crores).
- b) United Overseas Holdings Inc. (UOH), a wholly-owned subsidiary has availed \$ 15 million of renewable credit agreement from J.P. Morgan Bank which is valid up to December 23, 2023. The amount outstanding on this facility as of March 31, 2023 is \$ 4 million (Previous Year: \$ 4 million) The weighted average interest rate of the outstanding loans was approximately 7% and 4.10% for the year ending March 31, 2023 and March 31, 2022 respectively.
- c) Loan from related parties in the previous year consists of an inter-corporate deposits obtained by the Group which carries interest of 8% to 9% p.a. having a balance tenor of 3-6 months with an option of early repayment. This loan has been fully repaid during the year

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 19: Borrowings (contd.)

(viii) Disclosure of changes in liabilities arising from financing activities (read with cash flow statement)

This section sets out an analysis of net debt and the movement in net debt for each of the periods presented below:

	(₹ crores)	
	March 31, 2023	March 31, 2022
a) Net debt		
Cash and cash equivalents	736.39	783.53
Current investments	757.33	902.47
Other balances with banks (Call and Short-term deposit accounts)	311.97	396.36
Total Liquid investment (a)	1,805.69	2,082.36
Long-term borrowings (including current maturities)	784.79	1,912.15
Short-term borrowings	33.47	72.61
Gross Debt (b)	818.26	1,984.76
Net Debt/ (Net Cash)/((b) - (a))	(987.43)	(97.60)
b) Other financial liabilities		
Interest accrued but not due/ Unclaimed interest	30.60	43.38
Total Other financial liabilities	30.60	43.38
Total (Net)	(956.83)	(54.22)

(₹ crores)

	Liquid Assets			Gross Debt	Net Debt	Liabilities from Financing activities		Total
	Cash and cash equivalents	Current Investments	Bank Balance			Derivatives	Interest accrued but not due / Unclaimed interest	
	(a)	(b)	(c)	(d)	(e) = (d)-(a)-(b)-(c)	(f)	(g)	(h) = (e)+(f)+(g)
As at April 01, 2021	94.27	377.53	51.47	3,632.84	3,109.57	153.86	73.20	3,336.63
Cash flows	687.94	517.44	344.89	(1,655.78)	(3,206.05)	(147.83)	-	(3,353.88)
Interest expense	-	-	-	9.47	9.47	-	236.46	245.93
Interest paid	-	-	-	(12.34)	(12.34)	-	(268.23)	(280.57)
Fair value adjustments	-	7.50	-	-	(7.50)	(6.03)	-	(13.53)
Foreign Currency Translation Difference	1.32	-	-	10.57	9.25	-	1.95	11.20
Net Debt as at March 31, 2022	783.53	902.47	396.36	1,984.76	(97.60)	-	43.38	(54.22)
Cash flows	(53.44)	(180.89)	(84.39)	(1,193.65)	(874.93)	-	-	(874.93)
Interest expense	-	-	-	2.14	2.14	-	64.23	66.37
Interest paid	-	-	-	-	-	-	(82.77)	(82.77)
Interest Capitalised	-	-	-	-	-	-	3.44	3.44
Fair value adjustments	-	35.75	-	-	(35.75)	-	-	(35.75)
Foreign Currency Translation Difference	6.30	-	-	25.01	18.71	-	2.32	21.03
Net Debt as at March 31, 2023	736.39	757.33	311.97	818.26	(987.43)	-	30.60	(956.83)

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 20: Trade Payables (Refer Note 44 for Related Party Disclosures)

	(₹ crores)	
	March 31, 2023	March 31, 2022
Other		
Vendor payables	239.58	170.98
Accrued expenses and others	237.00	216.35
	476.58	387.33

Trade Payables ageing schedule given below:

	Outstanding for following periods from transaction date						Total
	Accrued Expenses	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Others	199.63	60.37	207.86	5.53	2.21	0.98	476.58
	168.17	55.21	156.43	4.32	2.16	0.95	387.24
(ii) Disputed dues - Others	-	-	-	-	-	-	-
	-	-	-	-	-	0.09	0.09
	199.63	60.37	207.86	5.53	2.21	0.98	476.58
	168.17	55.21	156.43	4.32	2.16	1.04	387.33

Note 21: Other Financial Liabilities

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Other Non-Current financial liabilities		
Deposits from others	5.04	8.61
Employee related liabilities	3.56	-
Other contractual liability	21.84	20.22
	30.44	28.83
(b) Other Current financial liabilities		
Deposits from others	30.37	23.22
Other payables		
From related parties (Refer Note 44)	0.91	2.47
From other parties	13.90	6.83
	14.81	9.30
Additional liability on account of loss in joint ventures to the extent of exposure (Refer Note 7(a)(iii))	0.68	1.16
Contract Liability towards loyalty programmes (Refer Note 33(iii) (b))	65.36	38.94
Interest accrued but not due on borrowings	30.60	43.38
Creditors for capital expenditure	64.59	45.24
Unclaimed dividends	1.72	1.60
Unclaimed matured debentures and interest accrued thereon ₹25,153 (Previous year ₹25,153)	-	-
Employee related liabilities	138.36	117.49
Other liabilities	116.82	97.72
	463.31	378.05

Footnote:

(i) The fair value hierarchy and classification are disclosed in Note 39.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 22: Provisions

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-current		
Provision for employee benefits (Refer Note 42)		
Compensated absences	60.49	54.72
Gratuity	19.56	12.42
Post-employment medical benefits	6.54	6.87
Post-retirement pension	20.29	21.10
	106.88	95.11
(b) Current		
Provision for employee benefits (Refer Note 42)		
Compensated absences	23.04	20.48
Gratuity	2.69	1.92
Post-employment medical benefits	0.52	0.50
Post-retirement pension	1.60	1.63
Other employee benefits	1.56	1.84
	29.41	26.37
Provision for others		
Provision for disputed claims (Refer Footnote i)	189.63	169.46
	219.04	195.83

Footnotes:

(i) Provision for disputed claims include provisions for the following:

	(₹ crores)		
	Opening Balance	Addition/ (Deletion) (Net)	Closing Balance
Disputed claims for taxes, levies and duties	166.88	20.17	187.05
	<i>140.49</i>	<i>26.39</i>	<i>166.88</i>
Dispute on contractual matters	0.41	-	0.41
	<i>0.41</i>	<i>-</i>	<i>0.41</i>
Dispute in respect of employee benefits	2.17	-	2.17
	<i>2.17</i>	<i>-</i>	<i>2.17</i>
Total	169.46	20.17	189.63
	<i>143.07</i>	<i>26.39</i>	<i>169.46</i>

a) The above matters are under litigation/ negotiation and the ultimate outcome and timing of the cash flows, if any cannot be currently determined.

b) Figures in italics are in respect of previous year.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 23: Other Current Liabilities

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Non-current		
Advances collected from customers (Refer Footnote (i))	6.53	10.78
	6.53	10.78
(b) Current		
Income received in advance (Refer Footnote (i))	51.22	48.19
Deferred Revenue (Refer Footnote (i))	30.97	34.67
Advances collected from customers (Refer Footnote (i))	224.01	182.88
Statutory dues (Refer Footnote (ii))	93.42	62.54
	399.62	328.28

Footnotes:

(i) Refer Note 33(iii) for detailed disclosure relating to Ind AS 115 - Revenue from contract with customers.

(ii) Statutory dues includes amount payable towards indirect taxes, tax deducted at source and employee related dues.

Note 24: Revenue from Operations (Refer Note 33(i), (ii))

	(₹ crores)	
	March 31, 2023	March 31, 2022
Rooms, restaurants and banquets income	4,988.16	2,536.89
Shop rentals	44.70	31.00
Membership fees	150.55	118.50
Management and operating fees	398.64	231.18
Other operating income	227.86	138.65
Total	5,809.91	3,056.22

Note 25: Other Income

	(₹ crores)	
	March 31, 2023	March 31, 2022
Interest Income from financial assets at amortised cost		
Inter-corporate deposits	0.30	0.88
Deposits with banks	33.08	9.20
Others	6.53	7.03
	39.91	17.11
Interest on income tax refunds	5.19	56.38
	45.10	73.49
Dividend Income from Investments		
from Investments that are fair valued through Other Comprehensive Income	5.23	4.97
Profit on disposal of Property, plant and equipment (Net)	36.89	25.84
Profit on sale of current investment	23.76	6.05
Gain on investments carried at fair value through profit and loss	12.00	1.46
Exchange gain (Net)	-	1.19
Others	15.92	42.16
Total	138.90	155.16

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 26: Employee benefit Expenses and Payment to Contractors

	(₹ crores)	
	March 31, 2023	March 31, 2022
Salaries, wages, bonus etc.	1,220.39	899.81
Company's contribution to provident and other funds (Refer Note 22, 42)	55.59	50.66
Reimbursement of expenses on personnel deputed to the Company	47.54	48.65
Payment to contractors	130.45	66.17
Staff welfare expenses	128.28	84.95
Total	1,582.25	1,150.24

Note 27: Finance Costs

	(₹ crores)	
	March 31, 2023	March 31, 2022
Interest expense		
Interest Expense at effective interest rate on borrowings which are measured at amortised cost	66.28	246.47
Add/ (Less): Settlements on interest rate swap contracts	0.09	(0.54)
	66.37	245.93
Interest on Lease liability	167.57	158.56
On income tax demand	0.45	12.39
Other borrowing costs	5.10	15.20
	239.49	432.08
Less: Interest capitalised (Refer Footnote)	3.44	4.42
Total	236.05	427.66

Footnote: The Group has capitalised the Interest Cost on Borrowings relating to qualifying assets including in Capital-Work-in-Progress.

Note 28: Depreciation and Amortisation Expenses

	(₹ crores)	
	March 31, 2023	March 31, 2022
Depreciation on Property, Plant and Equipment	328.73	322.39
Depreciation of Right-of-use Assets *	71.02	64.21
Amortisation on Intangible/ Contract Assets #	16.31	19.45
Total	416.06	406.05

* Amortisation of Right-of-use assets for the year includes ₹1.01 crores (Previous year ₹0.11 crore) which is capitalised during the year.

Amortisation on intangible assets for the year includes Nil (Previous year ₹0.05 crore) which is charged for contract assets.

Note 29: Operating and General Expenses

	(₹ crores)	
	March 31, 2023	March 31, 2022
(a) Operating expenses consist of the following:		
Linen and room supplies	92.94	50.77
Catering supplies	54.32	31.14
Other supplies	12.31	8.26
Fuel, power and light	303.09	224.79
Repairs to buildings	73.96	49.71
Repairs to machinery	94.78	71.65
Repairs to others	37.56	26.17
Linen and uniform washing and laundry expenses	32.23	21.77
Security charges and Others	47.42	31.26
Guest transportation	52.62	30.84
Travel agents' commission	135.58	70.39
Discount to collecting agents	66.85	32.19
Other operating expenses	143.14	66.04
Total	1,146.80	714.98

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 29: Operating and General Expenses (contd.)

	(₹ crores)	
	March 31, 2023	March 31, 2022
(b) General expense consist of the following:		
Rent (Refer Note 37)	53.47	37.91
Licence fees (Refer Note 37)	191.69	84.13
Rates and taxes	124.84	87.74
Insurance	31.71	26.75
Advertising and publicity	98.03	61.40
Printing and stationery	13.61	8.76
Passage and travelling	16.47	5.07
Allowance for doubtful debts and Bad debts written off	(0.13)	2.47
Expenditure on corporate social responsibility	0.66	2.01
Professional fees	56.41	49.02
Support services	80.32	46.52
Exchange loss (Net)	0.28	-
Payment made to statutory auditors (Refer Footnote below)	8.18	7.85
Directors' fees and commission	6.44	3.16
Other expenses	121.43	106.23
Total	803.41	529.02
	1,950.21	1,244.00

Footnote :

Payment made to statutory auditors: *

	(₹ crores)	
	March 31, 2023	March 31, 2022
As auditors	6.56	6.57
For other services (including tax audit and company law matters)	1.16	1.10
Expenses and incidentals	0.46	0.18
	8.18	7.85

* Excludes ₹ Nil (Previous year ₹2.37 crores) adjusted against Securities Premium Account.

Note 30: Exceptional Items

	(₹ crores)	
	March 31, 2023	March 31, 2022
Exceptional Items comprises of the following :		
Exchange Gain/ (Loss) on long-term borrowings/ assets (net)	(8.73)	2.21
Change in fair value of derivative contracts	-	6.29
Profit on sale of hotel property in a subsidiary	12.02	7.12
Total	3.29	15.62

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 31: Capital raised by the Company

During the previous year, the Company has issued shares to Qualified Institutional Buyers for an aggregate consideration of ₹2,000.00 crores. Out of which, the unutilised balance of ₹450.00 crores is temporarily invested in short-term liquid investments. The proceeds have been utilised as per the table below:

	(₹ crores)
Particulars	
Gross QIP Proceeds	2,000.00
Less: Issue Expenses	27.55
Net Proceeds	1,972.45
Utilisation:	
Prepayment of borrowings	357.00
Investment as ICD to a subsidiary Company	50.00
Repayment of 7.85% Secured Non-Convertible Debentures on maturity	495.00
Investment in a domestic subsidiary for repayment of external debts	65.00
Investment in an overseas subsidiary for repayment of external debts in step-down subsidiaries	555.45
Total Utilisation	1,522.45
Balance deposited with banks as short-term liquid investments	450.00

Note 32: Investments in Subsidiary

- During the year, the Company has completed the purchase of 26,14,379 shares (~ 2.78% of equity share capital of RCL) for ₹34.13 crores from Tata Investment Corporation Limited on April 26, 2022. This transaction has resulted in RCL becoming the wholly-owned subsidiary of the Company. Further during the year, the Company invested ₹65.00 crores, by subscribing to the Rights Issue of equity shares of RCL.
- During the year, the Company invested ₹9.11 crores in Ideal Ice Limited, its 100% subsidiary, by subscribing to its Rights Issue of equity shares.
- During the year, the Company invested ₹2.67 crores in Genness Hospitality Private Limited and ₹4.75 crores in Qurio Hospitality Private Limited, its 100% subsidiaries, by subscribing to their Rights Issue of equity shares. These companies were specifically incorporated during previous year to incubate two hotels – a 4 star hotel and a 3 star hotel in Kevadia, site of Statue of Unity, Gujarat for the development (including operations and maintenance). Currently, these projects are under development.
- During the year, the Company has won 2 bids for the development (including operation and maintenance) of a 5 star hotel in Kadmat island and Suheli island respectively in the union territory of Lakshadweep. As per the bid condition, the successful bidder is required to incorporate new companies to incubate these projects. Accordingly, the Company has incorporated 2 wholly-owned subsidiaries namely Kadisland Hospitality Private Limited and Suisland Hospitality Private Limited. Initial investment made in both the subsidiaries is of ₹0.10 crore and ₹0.07 crore respectively. Further during the year, the Company invested ₹4.90 crores and ₹3.63 crores respectively by subscribing to its Rights Issue of equity shares.
- Additional Disclosure under the regulatory requirement:
Investments made in the equity share capital of IHOCO B.V., a direct Wholly-Owned Subsidiary (WOS) in the Netherlands during the year:

Date	Amount (\$ Million)	Amount (₹ crores)
June 06, 2022	50.50	392.32
August 10, 2022	24.50	194.76
October 31, 2022	5.00	41.40
Total	80.00	628.48

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 32: Investments in Subsidiary (contd.)

The above investment by the Company is made based on the prior approval from the Reserve Bank of India in compliance with the relevant provisions of the Foreign Exchange Management Act, 1999 and the Companies Act, 2013.

Investments made by IHOCO B.V. during the year:

Investee Company	Relationship with IHCL	Nature of Investment	Date	Amount (\$ million)
St. James Court Hotel Ltd.	Subsidiary in UK	Equity	June 07, 2022	28.28
Good Hope Palace Hotels Pty. Ltd.	WOS in South Africa	Equity	June 07, 2022	24.75
Good Hope Palace Hotels Pty. Ltd.	WOS in South Africa	Equity	July 11, 2022	0.60
United Overseas Holdings Inc.	WOS in USA	Equity	August 11, 2022	22.00
United Overseas Holdings Inc.	WOS in USA	Equity	September 06, 2022	2.00
TAL Lanka Hotels PLC	Associate	Loan	March 27, 2023	0.39
Total				78.02

The balance money in IHOCO BV will be utilised for making investments in the underlying subsidiaries or for the general corporate purposes.

Note 33: Revenue from Contracts with Customers and Assets/Liabilities

The Group's revenue primarily comprises of Revenue from Hotel operations, Management and Operating Fee and Membership fees income as tabulated below.

- Details of revenue from contracts with customers recognised by the Group, net of indirect taxes in its statement of Profit and Loss:

	March 31, 2023	March 31, 2022
Revenue from Operations		
Revenue from Contract with Customers		
Room Revenue, Food & Beverages and Banquets	4,988.16	2,536.89
Shop rentals	44.70	31.00
Membership fees	150.55	118.50
Management & Operating fees	398.64	231.18
	5,582.05	2,917.57
Other Operating Revenue		
Other revenue	227.86	138.65
Total Revenue from Operations	5,809.91	3,056.22

ii) Disaggregate Revenue

The following table presents Group revenue disaggregated by type of revenue stream and by reportable segment:

	March 31, 2023	March 31, 2022
Revenue Based on Geography		
Revenue from Contract with Customers		
India	4,432.98	2,365.03
Overseas	1,149.07	552.54
	5,582.05	2,917.57
Other Operating Revenue		
India	198.66	120.98
Overseas	29.20	17.67
	227.86	138.65
	5,809.91	3,056.22

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 33: Revenue from Contracts with Customers and Assets/Liabilities (contd.)

	(₹ crores)	
	March 31, 2023	March 31, 2022
Revenue Based on Product and Services		
Revenue from Contract with Customers		
Room Revenue	2,853.34	1,477.54
Food & Beverages and Banquets	2,134.82	1,059.35
Shop rentals	44.70	31.00
Membership fees	150.55	118.50
Management & Operating fees	398.64	231.18
	5,582.05	2917.57
Other Operating Revenue		
Other revenue	227.86	138.65
	5,809.91	3,056.22

iii) Contract Balances

The contract liabilities primarily relate to the unredeemed customer loyalty points and the advance consideration received from customers for which revenue is recognised when the performance obligation is over/ services delivered.

- a) Advance Collections is recognised when payment is received before the related performance obligation is satisfied. This includes advances received from the customer towards rooms/restaurants/banquets. Revenue is recognised once the performance obligation is met i.e. on room stay/ sale of food and beverage/ provision of banquet services. It also includes membership fee received for Chambers Membership, Epicure membership and Spa and Health Club Memberships and disclosed as Income received in advance.
- b) Contract liability towards Loyalty programme represents the liability of the Group towards the points earned by the members.

	(₹ crores)	
	March 31, 2023	March 31, 2022
Contract Liabilities		
Income received in advance	51.22	48.19
Advance collected from customers	230.54	193.66
Deferred Revenue	30.97	34.67
Contract Liability towards loyalty programmes	65.36	38.94
	378.09	315.46

Footnote:

Considering the nature of business of the Group, the above contract liabilities are generally materialised as revenue within the same operating cycle.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 34: Contingent Liabilities (to the extent not provided for) and Contingent Assets

The Group is involved in a number of appellate, judicial and arbitration proceedings (including those described below) concerning matters arising in the course of conduct of the Group's businesses and is exposed to other contingencies arising from having issued guarantees to lenders of its subsidiaries and other entities. Some of these proceedings in respect of matters under litigation are in early stages, and in some other cases, the claims are indeterminate.

(a) On Account of Matters in Disputes:

Amounts in respect of claims (excluding interest and penalties) asserted by various revenue authorities on the Company and the Group, in respect of taxes, etc., which are in dispute, and not provided for, are as under:

Particulars	(₹ crores)	
	March 31, 2023	March 31, 2022
Income tax	167.47	160.23
Entertainment tax	0.01	2.23
Sales tax/ VAT	16.33	20.90
Property and Water tax	220.13	263.72
Service tax	24.85	22.65
Others	82.93	57.97

The Group is a defendant in various legal actions and a party to claims as above, plus interest thereon, which arose during the ordinary course of business. The Group's management believes based on the facts presently known, that the results of these actions will not have a material impact on the Company's financial statements. It is not practicable for the Group to estimate the timings of cash flows, if any, in respect of the above.

(b) On Account of Lease Agreements:

In respect of a plot of land, on which the Company has constructed a hotel, the lessor had made a claim during financial year ("FY") 2006-07 for the period September 01, 2006 to March 31, 2007, which exceeded the amount payable as per the lessor's own proposal by ₹13.97 crores. The said proposal of the lessor had been accepted by the Company in FY 2001-02, without prejudice to its rights under the lease deed that it had originally entered with the lessor. The claim of the lessor is also inconsistent with the decision of the Honourable Supreme Court of India ("SC") in 2004 which decided on the quantification of lease rent up to FY 2011-12. From FY 2006-07, the lessor has been raising excessive claims, which as of March 31, 2023, aggregate to ₹1,456 crores for periods commencing from September 01, 2006.

Based on legal advice, the Company has disputed the claims in a suit in the Honourable High Court of Judicature at Bombay ("Bombay HC"). The Bombay HC stayed the lessor's notices in FY 2018-19. Pending final disposal of the suit, the lessor has been restrained from disturbing or prejudicing the Company's possession of the plot/ operation thereon, subject to the Company paying lease rentals as per the lessor's proposal that was accepted by the Company. The Company continues to pay lease rentals on this basis and accounts for these payments in accordance with its Accounting Policy 2(h) which explains the accounting of the Company's leases. The amount and timing of outflow of economic resources would depend on the outcome of the litigation. .

(c) Other claims against the Group not acknowledged as debt :

- (i) Legal and statutory matters ₹4.98 crores (March 31, 2022 - ₹4.98 crores)
- (ii) Management is generally unable to reasonably estimate a range of possible loss for proceedings or disputes other than those included in the estimates above, including where:
 - a) plaintiffs / parties have not claimed an amount of money damages, unless management can otherwise determine an appropriate amount;
 - b) the proceedings are in early stages;
 - c) there is uncertainty as to the outcome of pending appeals or motions or negotiations;
 - d) there are significant factual issues to be resolved; and/or there are novel legal issues presented.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 34: Contingent Liabilities (to the extent not provided for) and Contingent Assets (contd.)

- (iii) In respect of one domestic subsidiary, for the proposed construction of a hotel on the plot of land, a Public Interest Litigation (PIL) has been filed against the Union of India and Others (including the Company/ Group), *inter alia*, challenging the various permissions/ approvals. The Group is contesting the PIL on merits, and the matter is pending. The Group has not commenced construction pending regulatory and other approvals.

The Group's Management does not believe, based on currently available information, that the outcomes of the above matters will have a material adverse effect on the Group's financial position, though the outcomes could be material to the Group's operating results for any particular period, depending, in part, upon the operating results for such period. It is not practicable for the Group to estimate the timings of cash flows, if any, in respect of the above.

(d) Claims filed by the Group:

The Company has filed claims for Government incentives in case of a new Greenfield project and an expansion hotel project. The claims are in initial stage of verification and in the absence of reasonable certainty at this stage, no income has been recognised in the financial statements.

Note 35: Capital Commitments

Commitments includes the amount of purchase order (net of advance) issued to parties for completion of assets. Estimated amount of contracts remaining to be executed on capital account (net of capital advances) and not provided for is ₹215.47 crores (March 31, 2022 - ₹232.04 crores).

Note 36: Guarantees and Undertakings given

Guarantees given by the Group and outstanding as on March 31, 2023 - ₹13.53 crores (March 31, 2022 - ₹13.31 crores). Also, refer to note 38(c)(ii) for Guarantees on behalf of certain joint ventures.

Note 37: Leases – Ind AS 116

The Group has taken land and immovable properties on lease which are generally long-term in nature with varying terms, escalation clauses and renewal rights expiring within five to one hundred and ninety eight years. On renewal, the terms of the leases are renegotiated.

a) Total Lease Liabilities are analysed as follows:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Denominated in the following currencies:		
Rupees	1,839.17	1,455.32
US dollars	320.50	288.90
Sterling	159.71	155.71
Others	1.37	3.17
Total	2,320.75	1,903.11
Analysed as:		
Current *	44.74	42.70
Non-current	2,276.01	1,860.41
Total	2,320.75	1,903.11

* The Current Portion of the lease liability is excluding the interest component on the lease liability. Actual Lease Payments (including notional interest as per Ind AS 116) would be ₹204.03 crores (Previous year ₹186.16 crores). Refer note (b) below for the Maturity Analysis of the Lease Payments.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 37: Leases – Ind AS 116 (contd.)

b) Exposure to Future Cash Flows:

The following are the undiscounted contractual cash flows of lease liabilities. The payment profile has been based on management's forecasts and could in reality be different from expectations:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Maturity Analysis:		
Less than 1 year	204.03	186.16
Between 1 and 2 years	205.01	187.53
Between 2 and 5 years	640.36	542.06
More than 5 years	16,068.25	9,031.95
Total	17,117.65	9,947.70

In addition, in certain circumstances the Group is committed to making additional lease payments that are contingent on the performance viz. gross operating profits, revenues etc. of the hotels that are being leased for which no lease liability has been recognised as it is contingent in nature.

c) Overall Lease Rentals (including provisions and amount adjusted against advances) for the year ended March 31, 2023 are as below:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Minimum Lease Payments/ Fixed Rentals	192.95	148.06
Contingent rents	189.38	89.67
Total	385.33	237.73

d) Amounts Recognised in Profit or Loss:

The following amounts were recognised as expense:

	(₹ crores)	
	March 31, 2023	March 31, 2022
Depreciation of Right-of-use Assets (excluding Depreciation transferred to Capital Work-In-Progress)	72.03	64.32
Expense relating to variable lease payments	189.38	89.67
Interest on lease liabilities	167.57	158.56
Total	428.98	312.55

Variable lease payments are payable in case of certain hotel leases of Group and arise where the Group is committed to make additional lease payments that are contingent on the performance of the hotels.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Interest in Other Entities

a) Subsidiaries

- i) The parent's subsidiaries as on March 31, 2023 are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held by the group and the effective ownership of the group is enumerated in the table below. The country of incorporation or registration is also their principal place of business.

	Country of Incorporation	Effective Ownership interest held by the Group		Ownership interest held by non-controlling interests	
		March 31, 2023 (%)	March 31, 2022 (%)	March 31, 2023 (%)	March 31, 2022 (%)
Domestic					
Benares Hotels Ltd.	India	51.68	51.68	48.32	48.32
ELEL Hotels & Investments Ltd.	India	100.00	100.00	-	-
Inditravel Ltd.	India	78.88	78.88	21.12	21.12
Ideal Ice Ltd.	India	100.00	100.00	-	-
KTC Hotels Ltd.	India	100.00	100.00	-	-
Luthria & Lalchandani Hotels and Properties Private Ltd.	India	100.00	100.00	-	-
Northern India Hotels Ltd.	India	48.56	48.56	51.44	51.44
Piem Hotels Ltd.	India	51.57	51.57	48.43	48.43
Roots Corporation Ltd.@	India	100.00	97.22	-	2.78
Sheena Investments Private Ltd.	India	100.00	100.00	-	-
Skydeck Properties & Developers Private Ltd.	India	100.00	100.00	-	-
Taj Enterprises Ltd.	India	93.40	93.40	6.60	6.60
Taj Trade & Transport Ltd.	India	73.03	73.03	26.97	26.97
United Hotels Ltd.	India	55.00	55.00	45.00	45.00
Genness Hospitality Private Ltd.	India	100.00	100.00	-	-
Qurio Hospitality Private Ltd.	India	100.00	100.00	-	-
Kadisland Hospitality Private Ltd.*	India	100.00	-	-	-
Suisland Hospitality Private Ltd.**	India	74.00	-	26.00	-
Zarrenstar Hospitality Private Ltd#	India	100.00	-	-	-
International					
IHOCO BV	Netherlands	100.00	100.00	-	-
IHMS Hotels (SA) Proprietary Ltd.	South Africa	100.00	100.00	-	-
Good Hope Palace Hotels Proprietary Ltd.	South Africa	100.00	100.00	-	-
Piem International (HK) Ltd.	Hong Kong	51.57	51.57	48.43	48.43
St. James Court Hotel Ltd.^	United Kingdom	76.86	72.25	23.14	27.75
Taj International Hotels (HK) Ltd.	Hong Kong	100.00	100.00	-	-
Taj International Hotels Ltd.	United Kingdom	100.00	100.00	-	-
United Overseas Holdings Inc.	United States of America	100.00	100.00	-	-

@ The Group has acquired balance stake of 2.78% in Roots Corporation Ltd. (RCL), consequently the Group's effective holding in RCL has increased to 100% from 97.22% on April 26, 2022.

* Incorporated on August 24, 2022 (Refer Note 32 (d)).

** Incorporated on August 22, 2022 (Refer Note 32 (d)).

The Group has acquired additional stake in Zarrenstar Hospitality Pvt. Ltd. from its associate company, whereby Group's effective holding has increased to 100% (earlier accounted as an associate).

^ During the year, the Group has further invested in St. James Court Hotel Ltd. by subscribing to 112,50,000 shares on right basis for an aggregate consideration of ₹232.43 crores (US\$ 28.28 million). Accordingly, the Group's effective holding has increased from 72.25% to 76.86%.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Interest in Other Entities (contd.)

ii) Significant judgements and assumptions:

- a) The management have concluded that the Group controls Northern India Hotels Limited, even though it holds less than half of the effective interest of this subsidiary. This is because the group is the largest shareholder and the direct ownership in this company is 94.15% through Piem Hotels Limited, a subsidiary in which the group holds 51.57%.
- b) The investment in BAHG 5, a company incorporated in Singapore in which the group holds 100% issued equity shares, is a temporary investment that is presently held for disposal. In the view of the management, the Group does not have any power or control over or exposure to this entity. It does not have any rights to variable returns from its involvement with this entity and thus the financial statements of this entity are not consolidated.
- c) The Group holds 51% of the equity share capital of Taj SATS Air Catering Ltd. However, as per the contractual arrangement in the form of joint venture agreement, the Group considers it has joint control over the net assets of this entity and has been reclassified as joint venture.
- d) The Group has not consolidated TP Kirnali Solar Limited as an "Associate" as Management believes that it does not have control nor have any power to participate in financial and operating policy decision of TP Kirnali Solar Limited. This investment is solely in order to obtain captive solar power supply for some of its hotels in Mumbai.

b) Non-Controlling Interests ('NCI')

- i) The summarised financial information for each subsidiary that has non-controlling interests that are material to the Group are set out below. The amounts disclosed for each subsidiary are before inter-company eliminations or other adjustments:

Summarised Balance Sheet	PIEM Hotels Limited		Roots Corp Limited		Benares Hotels Limited		St. James Court Hotel Limited	
	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
	Current Assets	126.75	60.26	64.36	38.34	38.82	10.28	62.78
Current Liabilities	99.85	116.56	75.21	136.97	10.92	7.58	66.83	53.47
Net Current Assets	26.90	(56.29)	(10.85)	(98.63)	27.90	2.70	(4.05)	(17.65)
Non-Current Assets	706.43	742.89	627.47	625.04	81.50	84.80	1,295.21	1,299.97
Non-Current Liabilities	82.67	80.60	368.68	414.76	9.63	9.66	424.20	667.57
Net Non-Current Assets	623.76	662.29	258.79	210.28	71.87	75.14	871.01	632.40
Net Assets	650.66	606.00	247.94	111.65	99.77	77.84	866.96	614.75
Accumulated NCI	315.11	293.48	-	3.10	48.21	37.61	200.61	170.59

(₹ crores)

Summarised Statement of Profit and Loss	PIEM Hotels Limited		Roots Corp Limited		Benares Hotels Limited		St. James Court Hotel Limited	
	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
	Revenue	504.16	266.27	306.68	179.15	94.83	49.94	418.27
Profit/ (Loss) for the year	61.15	(2.64)	71.14	(33.90)	23.83	5.65	13.34	(17.88)
Other Comprehensive Income	(1.25)	34.29	0.16	0.20	(0.14)	(0.05)	15.50	(6.90)
Total Comprehensive Income	59.90	31.64	71.30	(33.71)	23.24	5.60	28.84	(24.78)
Total Comprehensive Income allocated to NCI	29.01	15.32	(12.02)	(12.95)	11.23	2.71	6.68	(6.87)
Dividend paid to NCI	7.38	2.45	-	-	0.63	-	-	-

(₹ crores)

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Interest in Other Entities (contd.)

iii) Summarised Financial Information for associates and Joint Ventures

The summarised financial information for those joint ventures and associates that are material to the Group are set out below. The information disclosed reflects the amounts presented in the financial statements of the relevant associates and joint ventures and not of the Group's share of those amounts. They have amended to reflect adjustments made when using equity method for the differences in accounting policies.

(₹ crores)

Summarised Balance Sheet	Taj GVK Hotels and Resorts Limited		Taj SATS Air Catering Limited		TAL Hotels and Resorts Ltd.		Oriental Hotels Ltd.	
	December 31, 2022*	December 31, 2021*	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
Current Assets								
Cash and cash equivalents	12.13	27.38	45.34	4.55	51.82	34.82	13.97	24.46
Other assets	85.34	52.75	125.81	69.43	47.76	39.79	80.14	86.00
	97.48	80.13	171.15	73.98	99.58	74.61	94.11	110.46
Non-current Assets								
	739.86	642.78	269.81	243.14	657.79	655.00	733.85	675.42
Total Assets	837.33	722.91	440.96	317.12	757.38	729.61	827.96	785.88
Current Liabilities								
Financial liabilities	104.97	111.74	101.70	82.59	64.96	79.37	81.41	76.18
Other liabilities	125.94	8.37	38.67	22.13	19.40	22.61	14.48	16.36
	230.91	120.11	140.37	104.72	84.36	101.99	95.89	92.53
Non-current Liabilities								
Financial liabilities	121.62	176.68	6.56	7.85	360.12	73.09	187.21	235.50
Other liabilities	63.91	59.62	24.69	12.66	(9.35)	245.83	5.85	18.02
	185.53	236.31	31.24	20.52	350.76	318.93	193.06	253.52
Total Liabilities	416.44	356.42	171.62	125.23	435.13	420.91	288.95	346.05
Net Assets	420.90	366.49	269.34	191.89	322.25[#]	308.70[#]	539.01	439.83

Footnotes:

* The latest available financial statement of this entity is only up to December 31, 2022 (previous year December 31, 2021) and accordingly has been used for the purpose of the preparation of the consolidated financial statement of the Company.

This amount is net of underlying non-controlling interest and represents equity attributable to owners.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 38: Interest in Other Entities (contd.)

iv) Reconciliation of Carrying Amounts

(₹ crores)

	Taj GVK Hotels and Resorts Limited		Taj SATS Air Catering Limited		TAL Hotels and Resorts Ltd.		Oriental Hotels Ltd.	
	December 31, 2022*	December 31, 2021*	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
Net Assets	420.90	366.49	269.34	191.89	322.25	308.70	539.01	439.83
Group's Share	25.52%	25.52%	51.00%	51.00%	27.49%	27.49%	35.67%	35.67%
Share of Net assets	107.42	93.53	137.36	97.86	88.59	84.86	192.26	156.90
Goodwill	20.70	20.70	-	-	12.62	12.62	49.66	49.66
Unrealised Gain	-	-	(75.52) [#]	(75.52) [#]	-	-	-	-
Carrying Amount	128.12	114.24	61.84	22.34	101.21	97.48	241.92	206.56

Unrealised gain represents profit on sale of air catering business by the Group to Taj SATS on a slump sale basis on October 01, 2001 and sale of Group's investment in Taj Madras Flight Kitchen to Taj SATS.

v) Summary Statement of Profit and Loss

(₹ crores)

Summarised Statement of Profit and Loss	Taj GVK Hotels and Resorts Limited		Taj SATS Air Catering Limited		TAL Hotels and Resorts Ltd.		Oriental Hotels Ltd.	
	December 31, 2022*	December 31, 2021*	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
Revenue	346.32	209.37	640.96	288.51	284.96	209.38	405.28	226.24
Depreciation	14.72	15.89	17.57	17.06	31.88	36.28	22.65	26.26
Interest Income	0.99	0.17	0.91	0.55	0.55	1.01	3.36	3.41
Interest Expense	16.61	18.73	1.93	1.50	35.90	31.57	20.12	22.20
Income Tax Expense	30.86	6.18	27.42	(11.97)	5.87	3.37	24.82	(5.16)
Profit/(Loss) for the year	54.61	(5.87)	79.61	(39.98)	(7.38)	(40.62)	54.26	(20.25)
Other Comprehensive Income for the year	(0.20)	0.32	(2.16)	1.85	20.92	11.99	44.92	9.44
Total Comprehensive Income for the year	54.41	(5.55)	77.45	(38.13)	13.54	(28.64)	99.19	(10.81)
Dividend Received	-	-	-	-	-	-	-	-

* Refer Footnote of Note 38 (c)(iii) above

vi) Individually Immaterial Joint Ventures and Associates

(₹ crores)

	March 31, 2023	March 31, 2022
Aggregate carrying amount of individually immaterial	118.01	107.11

(₹ crores)

	March 31, 2023	March 31, 2022
Aggregate amount of the group's share of profit/ (loss)	9.53	(11.76)
Aggregate amount of the group's share of other comprehensive Income	2.10	4.52
Aggregate amount of the group's share of total comprehensive Income	11.64	(7.23)

Footnote:

The financial statements of joint ventures and associates consolidated are drawn up to the same reporting date as of the Company except in case of a joint venture where the financial statements have been drawn up to December 31, 2022.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 39: Financial Instruments Measurements and Disclosures

a) Financial Instruments by Category:

(₹ crores)

	FVTPL		FVOCI		Amortised cost		Total carrying value	
	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
Financial Assets:								
Measured at Fair Value								
Investments (Refer Footnote below):								
Equity shares	-	-	482.61	516.61	-	-	482.61	516.61
Mutual fund units	757.33	902.47	-	-	-	-	757.33	902.47
Total	757.33	902.47	482.61	516.61	-	-	1,239.94	1,419.08
Not Measured at Fair Value								
Trade receivables	-	-	-	-	446.45	255.34	446.45	255.34
Cash and cash equivalents	-	-	-	-	736.39	783.53	736.39	783.53
Other balances with banks	-	-	-	-	317.04	410.73	317.04	410.73
Loans	-	-	-	-	9.70	6.31	9.70	6.31
Other financial assets	-	-	-	-	174.64	158.95	174.64	158.95
Total	757.33	902.47	482.61	516.61	1,684.22	1,614.86	2,924.16	3,033.94
Financial Liabilities:								
Measured at Fair Value								
Derivative instruments	-	-	-	-	-	-	-	-
Not Measured at Fair Value								
Borrowings	-	-	-	-	818.26	1,984.76	818.26	1,984.76
Lease Liabilities	-	-	-	-	2,320.75	1,903.11	2,320.75	1,903.11
Trade payables	-	-	-	-	476.58	387.33	476.58	387.33
Other financial liabilities	-	-	-	-	493.75	406.88	493.75	406.88
Total	-	-	-	-	4,109.34	4,682.08	4,109.34	4,682.08

Footnotes:

- a) The above excludes investments in joint ventures and associates amounting to ₹651.10 crores (March 31, 2022 - ₹547.72 crores) which are accounted as per equity method.
- b) FVTPL = Fair Value Through Profit and Loss and FVOCI = Fair Value Through Other Comprehensive Income.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 39: Financial Instruments Measurements and Disclosures (contd.)

b) Fair Value Hierarchy

The following table presents the fair value hierarchy of assets and liabilities measured at fair value on a recurring basis, it also includes the financial instruments which are measured at amortised cost for which fair values are disclosed.

(₹ crores)

	Level 1		Level 2		Level 3		Total	
	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
Financial Assets:								
Measured at Fair Value								
Investments:								
Equity shares	300.58	358.07	-	-	182.03	158.54	482.61	516.61
Mutual fund units	757.33	902.47	-	-	-	-	757.33	902.47
Total	1,057.91	1,260.54	-	-	182.03	158.54	1,239.94	1,419.08
Financial Liabilities:								
Measured at Fair Value								
Derivative instruments	-	-	-	-	-	-	-	-
Not Measured at Fair Value (Refer Footnotes below)								
Borrowings								
Non-convertible debentures	-	-	449.59	955.54	-	-	449.59	955.54
Total	-	-	449.59	955.54	-	-	449.59	955.54

Footnotes:

- a) The Group has not disclosed the fair value of certain short-term financial instruments such as trade receivables, trade payables, short-term loans, deposits etc. as their carrying amounts are a reasonable approximation of fair value.
- b) The carrying amounts of the borrowings excluding non-convertible debentures that are not measured at fair value are reasonable approximation of fair value, as they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.
- c) The Investments measured at fair value and falling under fair value hierarchy level 3 are valued based on valuation reports provided by external valuers with the exception of two investments, where cost has been considered as an appropriate estimate of fair value because of a wide range of possible fair value measurements and cost represents the best estimate of fair values within that range. The investments other than those whose fair values approximate cost are individually immaterial.

c) Fair Value Hierarchy:

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consists of the following three levels:

- a) **Level 1:** Level 1 hierarchy includes financial instruments measured using quoted prices in an active market. This includes listed equity instruments, traded debentures and mutual funds that have quoted price/ declared NAV. The fair value of all equity instruments (including debentures) which are traded in the stock exchanges is valued using the closing price as at the reporting period.
- b) **Level 2:** Level 2 hierarchy includes financial instruments that are not traded in an active market (for example, traded bonds/debentures, over the counter derivatives). The fair value in this hierarchy is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.
- c) **Level 3:** If one or more of the significant Inputs is not based on observable market data, the instrument is included in level 3. Fair values are determined in whole or in part using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data. Financial instruments such as unlisted equity shares, loans are included in this hierarchy.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 39: Financial Instruments Measurements and Disclosures (contd.)

d) Valuation Technique used to determine Fair Value

Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices for the equity instruments
- the fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves
- the fair value of non-convertible debentures is valued using FIMMDA guidelines
- the fair value for the cross-currency swaps/principal swap is determined using forward exchange rates at the balance sheet date
- certain long-term unlisted shares have been considered at their respective cost as an appropriate estimate of fair value because of a wide range of possible fair value measurements and cost represents the best estimate of fair value within that range. All other unlisted shares are determined based on the income approach or the comparable market approach. These unquoted investments are categorised under Level 3.
- the fair value of the remaining financial instruments is determined using the discounted cash flow analysis.

e) Inter Level Transfers:

There are no transfers between levels 1 and 2 as also between levels 2 and 3 during the year.

f) Reconciliations of level 3 fair values

The following table shows reconciliation from the opening balances to closing balances for Level 3 fair values:

	(₹ crores)
	Equity instruments
Balance as at April 01, 2021	204.83
Addition/ (deletion) during the year	(71.10)
Net change in fair value (unrealised)	24.81
Balance as at March 31, 2022	158.54
Addition/ (deletion) during the year	-
Net change in fair value (unrealised)	23.49
Balance as at March 31, 2023	182.03

Note 40: Financial Risk Management

Risk Management Framework

The Company's Board of Directors has the overall responsibility for the establishment and oversight of the Company's risk management framework. The Board of Directors has established a Risk Management Committee, which is responsible for developing and monitoring the Group's risk management policies. The Committee reports regularly to the Board of Directors on its activities.

The Company's risk management policies are established to identify and analyse the risk faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Company's Audit Committee oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Audit Committee is assisted in its oversight role by the internal audit team. The Internal audit team undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 40: Financial Risk Management (contd.)

The Group has exposure to the following risks arising from financial instruments:

- Credit risk;
- Liquidity risk;
- Market risk

a) Credit Risk

Credit risk arises from the possibility that customers or counterparty to financial instruments may not be able to meet their obligations. To manage this, the Group periodically assesses the financial reliability of customers, taking into account the financial condition, current economic trends, analysis of historical bad debts and ageing of accounts receivable. Credit risks arises from cash and cash equivalents, deposits with banks, financial institutions and others, as well as credit exposures to customers, including outstanding receivables.

The Group's policy is to place cash and cash equivalents and short-term deposits with reputable banks and financial institutions.

The Company has established a credit policy under which each new customer is analysed individually for creditworthiness before entering into contract. Sale limits are established for each customer, reviewed regularly and any sales exceeding those limits require approval from the appropriate authority. There are no significant concentrations of credit risk within the Group.

b) Liquidity Risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to Group's reputation.

Management monitors rolling forecasts of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows to ensure it has sufficient cash to meet operational needs while maintaining sufficient headroom on its undrawn committed borrowing facilities at all times so that the Company does not breach borrowing limits or covenants on any of its borrowing facilities. Such forecasting takes into consideration the Company's debt financing plans, covenant compliance and compliance with internal statement of financial position ratio targets.

i) Financing Arrangements

The Group had access to certain undrawn borrowing facilities at the end of the reporting period. Major facilities are listed below:

	(₹ crores)	
Particulars	March 31, 2023	March 31, 2022
Expiring within one year:		
Bank overdraft	280.42	180.40
Short-term bank loans	-	20.00
Long-term bank loans	40.55	219.30
Expiring beyond one year	-	-
Total	320.97	419.70

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 40: Financial Risk Management (contd.)

The bank overdraft facilities may be drawn at any time by the respective companies in the Group.

The Group continues to engage with the banks and financial institutions and evaluating options to raise money for future operation needs.

ii) Maturities of Financial Liabilities

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross, undiscounted and exclude future contractual interest payments.

	Carrying value as at March	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	Total
(₹ crores)						
Non-Derivative Financial Liabilities:						
Borrowings	818.26	487.29	284.88	11.76	34.34	818.26
(including redemption premium)	1,984.76	593.54	704.72	651.09	35.41	1,984.76
Lease liability	2,320.75	204.03	205.01	640.36	16,068.25	17,117.65
	1,903.11	186.16	187.53	542.06	9,031.95	9,947.70
Trade and other payables	476.58	476.58	-	-	-	476.58
	387.33	387.33	-	-	-	387.33
Interest Accrued on borrowings	30.60	30.60	-	-	-	30.60
	43.38	38.15	4.93	-	-	43.08
Other Financial liabilities	463.15	432.40	8.91	21.84	-	463.15
	363.50	334.47	8.81	20.22	-	363.50
Total Financial Liabilities	4,109.34	1,630.90	498.80	673.96	16,102.58	18,906.24
	4,682.08	1,539.65	905.99	1,213.37	9,067.36	12,726.37

Figures in italics are of the previous year.

The Group management periodically monitors its Interest Service Cover Ratio to manage the liquidity risk towards the repayment of the interest liability. The interest service cover ratio for the Group for the year ending March 31, 2023 and March 31, 2022 was 74.19 and 1.76 respectively.

The formula used for the calculation of Interest Service Cover ratio (which has been computed on a trailing twelve-month basis) is as below:

Interest Service Coverage Ratio = (Profit before tax + Interest on borrowings (Net) + Provision for diminution in long-term investment + Depreciation and amortisation expenses)/Interest on borrowings (Net)

iii) Capital Risk Management

The Group manages its capital to ensure that it will be able to continue as a going concern. The structure is managed to maintain an investment grade credit rating, to provide ongoing returns to shareholders and to service debt obligations, whilst maintaining maximum operational flexibility.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 40: Financial Risk Management (contd.)

Consistent with others in the industry, the Group monitors capital on the basis of the gearing ratio. This ratio is calculated as Net Debt divided by Equity. Net debt is calculated as total borrowings (including 'current and non-current term loans' as shown in the balance sheet) less cash and cash equivalents and current investments.

Particulars	Note	March 31, 2023	March 31, 2022
Borrowings	19	818.26	1,984.76
Less: Cash and cash equivalents	15	736.39	783.53
Less: Other balances with banks (Call and Short-term deposit accounts)	16	311.97	396.36
Less: Current investments	8(b)	757.33	902.47
Net debt/(Net cash)		(987.43)	(97.60)
Total Equity	17/18	8,642.05	7,655.26
Gearing ratio		-	-

The Company had issued equity during the previous year by way of Rights Issue and QIP and raised around ₹4,000 crores which was used mainly to retire debt. Consequently, the Group has become net debt cash positive.

c) Market Risk

Market risk is the risk that the changes in market prices such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

The Company uses derivatives to manage its exposure to foreign currency risk and interest rate risk. All such transactions are carried out within the guidelines set by the risk management committee.

i) Foreign Currency Risk

The predominant currency of the Group's revenue and operating cash flows is Indian Rupees (₹). Movements in foreign currency exchange rates can affect the Company's reported profits and net assets.

The Group uses forward exchange contracts, interest rate swaps, currency swaps and options to hedge its exposure in foreign currency and interest rates. However, there are no such instruments outstanding as at Balance sheet date.

Un-Hedged Foreign currency exposure payable:

Currency	March 31, 2023	March 31, 2022
United States Dollar (Million)	0.62	0.62

Sensitivity

For the year ended March 31, 2023 and March 31, 2022, every 3% depreciation/ appreciation in the exchange rate between the Indian rupee and US dollar, shall affect the Company's profit before tax by approximately (0.01)% and 0.05 % respectively.

ii) Interest Rate Risk

The Group adopts a policy to hedge the interest rate movement in order to mitigate the risk with regards to floating rate linked loans based on the market outlook on interest rates. This is achieved partly by entering into fixed rate instruments and partly by borrowing at a floating rate and using interest rate swaps as hedges of the variability in cash flows attributable to interest rate risk.

The total borrowing at variable rate was ₹314.91 crores as at March 31, 2023 (March 31, 2022 - ₹1,017.22 crores). The carrying value of the long-term debt approximates fair value since the current interest rate approximates the market rate.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 40: Financial Risk Management (contd.)

iii) Other Market Price Risks

The Group's exposure to equity securities' price risk arises from investments held by the Group and classified in the balance sheet as fair value through Other Comprehensive Income. If the equity prices of quoted investments are 3% higher/ lower, the equity would increase/ decrease by ₹9.02 crores and ₹10.74 crores for the year ended March 31, 2023 and March 31, 2022 respectively.

Note 41: Income Tax Disclosure

i) Income Tax recognised in the Statement of Profit and Loss:

Particulars	(₹ crores)	
	March 31, 2023	March 31, 2022
Current Tax		
In respect of the current year	254.75	0.99
In respect of earlier years	(6.48)	1.52
	248.27	2.51
Deferred Tax		
In respect of the current year		
MAT credit	(14.31)	-
Other items	81.70	(12.91)
Adjustment to deferred tax attributable to changes in tax rates and laws	2.43	(25.38)
In respect of earlier years	5.12	-
	74.94	(38.29)
Total tax expense recognised in the statement of Profit and Loss	323.21	(35.78)

The Group reviews its income tax treatments in order to determine its impact on the financial statements. As a practice, where the interpretation of income tax law is not clear, management relies on the some or all of the following factors to determine the probability of its acceptance by the tax authority:

- Strength of technical and judicial argument and clarity of the legislation;
- Past experience related to similar tax treatments in its own case;
- Legal and professional advice or case law related to other entities.

After analysing above factors for each of such uncertain tax treatments, where the Company expects that the probability to sustain its position on ultimate resolution of such uncertain tax treatment is remote, the Company ensures that such uncertain tax positions are adequately provided for in the Company's financial Statements.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 41: Income Tax Disclosure (contd.)

ii) A reconciliation of the income tax provision to the amount computed by applying the statutory income tax rate to the profit before tax is summarised below:

Particulars	(₹ crores)	
	March 31, 2023	March 31, 2022
Profit/ (Loss) before tax (a)	1294.64	(258.18)
Income tax rate as applicable in India (b)	25.17%	25.17%
Calculated taxes based on above, without any adjustments for deductions [(a) x (b)]	325.86	(64.98)
Permanent tax differences due to:		
Effect of income that is exempt from taxation	(4.28)	-
Income considered to be capital in nature under tax and tax provisions	(0.18)	-
Effect of expenses that are not deductible in determining taxable profit	3.22	8.57
Expense considered to be capital in nature under tax and tax provisions	5.48	5.59
Income subject to lower rate of income tax	(0.78)	-
Deferred tax asset not recognised in Statement of Profit and Loss	21.65	28.51
Effect on deferred tax balances due to the change in income tax rate	2.43	(25.38)
Effect of previously unrecognised and unused tax losses and deductible temporary differences now recognised as deferred tax assets	(24.16)	(0.77)
Difference (net) in tax rates between the Company and components/ Jurisdiction	4.46	6.01
Others items, individually not material	(9.13)	5.15
	324.57	(37.30)
Prior year taxes as shown above	(1.36)	1.52
Income tax expense recognised in the Statement of Profit and Loss	323.21	(35.78)

iii) Income tax recognised in Other Comprehensive Income:

Particulars	(₹ crores)	
	March 31, 2023	March 31, 2022
Current Tax		
Tax impact on profit on sale of investment in equity shares at fair value through Other Comprehensive Income	-	-
Deferred tax		
Arising on income and expenses recognised in Other Comprehensive Income:		
Net fair value gain on investments in equity shares at fair value through Other Comprehensive Income	(0.10)	4.56
Remeasurement of defined benefit obligation	(4.98)	1.76
Total income tax recognised in Other Comprehensive Income	(5.08)	6.32
Bifurcation of the income tax recognised in Other Comprehensive Income into:		
Items that will not be reclassified to profit or loss	(5.08)	6.32
	(5.08)	6.32

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 41: Income Tax Disclosure (contd.)

iv) The following is the analysis of deferred tax assets/ (liabilities) presented in the balance sheet:

Particulars	(₹ crores)	
	March 31, 2023	March 31, 2022
Deferred Tax assets (net)	158.18	158.00
Deferred Tax liabilities (net)	(156.71)	(87.58)
Net Deferred Tax (Liabilities)/ Assets	1.47	70.42

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2023 are as follows:

Particulars	Opening Balance	Recognised in the Statement of Profit and Loss (net)		Recognised in Other Comprehensive Income (net)	MAT credit utilised	Exchange difference (net)	Closing Balance
		Impact of change in Income Tax Rate	Others				
Deferred Tax (liabilities)/ assets:							
Property, Plant and equipment & Intangible Assets	(323.53)	(1.30)	7.78	-	-	(0.05)	(317.10)
	(328.43)	(0.23)	5.13	-	-	-	(323.53)
Right-of-Use Assets Net of Lease Liability	65.12	0.27	8.67	-	-	(0.04)	74.02
	60.71	-	4.81	-	-	(0.40)	65.12
Unamortised borrowing cost	(0.62)	-	0.49	-	-	-	(0.13)
	(2.20)	-	1.58	-	-	-	(0.62)
Provision for Employee Benefits	21.57	0.08	(1.00)	4.98	-	-	25.63
	21.96	-	1.37	(1.76)	-	-	21.57
Fair valuation changes of derivative contracts	-	-	-	-	-	-	-
	(0.27)	-	0.27	-	-	-	-
Unrealised gain on equity shares carried at fair value through Other Comprehensive Income	(7.77)	-	-	0.10	-	-	(7.67)
	(3.21)	-	-	(4.56)	-	-	(7.77)
MAT Credit Entitlement	20.42	-	14.31	-	(0.03)	-	34.70
	20.43	-	0.05	-	(0.06)	-	20.42
Unused tax losses (Business) (net)	248.72	(1.76)	(106.59)	-	-	1.05	141.83
	224.62	25.61	(0.25)	-	-	(1.26)	248.72
Allowance for doubtful debts	8.41	0.02	(2.96)	-	-	(0.02)	5.45
	8.99	-	(0.58)	-	-	-	8.41
Reward Points	8.72	-	(0.94)	-	-	-	7.78
	11.90	-	(3.18)	-	-	-	8.72
Provision for Contingencies	9.18	-	1.36	-	-	-	10.54
	4.77	-	4.41	-	-	-	9.18
Others	20.20	(0.15)	6.37	-	-	-	26.42
	20.66	-	(0.70)	-	-	0.24	20.20
Total Deferred Tax (liabilities)/ assets	70.42	(2.43)	(72.51)	5.08	(0.03)	0.94	1.47
	39.93	25.38	12.91	(6.32)	(0.06)	(1.42)	70.42

Figures in italics are of the previous year.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 41: Income Tax Disclosure (contd.)

- v) Deferred tax asset of ₹141.83 crores (previous year ₹248.72 crores) has been created by the Company for the unused tax losses. These tax losses essentially represent business losses and unabsorbed depreciation.

The recoverability of the deferred tax assets has been assessed based on:

- Internal budgets, profit forecasts prepared by management,
- applying tax principles to those forecasts; and
- following the methodology required by Ind AS 12 – Income Taxes.

Based on the assessments as above, the management determines that deferred tax assets created on unused tax losses (business losses and unabsorbed depreciation) should reverse well within the statutory time limit. These losses can be fully set-off against future taxable profits earned by the respective companies in the Group, and accordingly based on the reasonable certainty that sufficient future taxable income would be generated considering the size of the Company, its growth trajectory and past performance history during normal times, appropriate amount of deferred tax asset has been created during the year. The management will continue to monitor and review these assets based on the profit forecasts in future.

- vi) Deferred tax asset amounting to ₹750.15 crores and ₹753.47 crores as at March 31, 2023 and March 31, 2022 respectively in respect of unused tax losses have not been recognised by the Group. The tax loss carry-forwards of ₹3,548.90 crores and ₹3,501.84 crores as at March 31, 2023 and March 31, 2022, respectively, relates to certain subsidiaries on which deferred tax asset has not been recognised by the Group, because there is a lack of reasonable certainty that these subsidiaries may generate future taxable profits. Approximately, ₹657.12 crores and ₹831.92 crores as at March 31, 2023 and March 31, 2022 respectively of these tax losses has carry-forwards is not currently subject to expiration dates. The remaining tax loss carry-forwards of approximately ₹2,891.79 crores and ₹2,669.92 crores as at March 31, 2023 and March 31, 2022 respectively, expires in various years through fiscal 2038. Deferred tax assets on unused tax losses have been recognised by certain subsidiaries to the extent of profits arising from the reversal of existing taxable temporary differences.
- vii) Deferred income tax liabilities are recognised for all taxable temporary differences except in respect of taxable temporary differences associated with investments in subsidiaries where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future. Accordingly, deferred income tax liabilities on cumulative earnings of subsidiaries amounting to ₹1,507.96 crores and ₹1,363.35 crores as at March 31, 2023 and March 31, 2022, respectively has not been recognised. Further, it is not practicable to estimate the amount of the unrecognised deferred tax liabilities for these undistributed earnings.

Note 42: Employee Benefits

- (a) The Group has recognised the following expenses as defined contribution plan under the head “Company’s Contribution to Provident Fund and Other Funds” (net of recoveries):

	(₹ crores)	
	March 31, 2023	March 31, 2022
Provident Fund	25.90	23.66
Superannuation Fund	4.05	3.69
Total	29.95	27.35

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

Multi-Employer Benefit Plans

One of the international subsidiaries, United Overseas Holdings Inc., along with its LLP's namely "The New York LLC" is a party to the Industrywide Collective Bargaining Agreement between the New York Hotel Trades Council ("NYC Union") and the Hotel Association of New York City, Inc. The collective bargaining agreement provides for union sponsored multi-employer defined benefit plans (the "Plans") to which the New York LLC makes contributions for the benefit of their employees covered by the collective bargaining agreements. The New York LLC has not received information from the Plans' administrators to determine their share of unfunded benefit obligations, if any. The New York LLC has not undertaken to terminate, withdraw or partially withdraw from the Plans. The risks of participating in the multi-employer plan are different from a single-employer plan in the following aspects:

- Assets contributed to the multi-employer plan by one employer may be used to provide benefits to employees of other participating employers.
- If a participating employer stops contributing to the plan, the unfunded obligations of the plan may be borne by the remaining participating employers.
- If an employer chooses to stop participating in some of its multi-employer plans, the employer may be required to pay those plans an amount based on the underfunded status of the plan, referred to as a withdrawal liability.

The New York LLC's participation in the Plans for the year ended December 31, 2022 and 2021 is outlined in the table below. The "EIN Number" column provides the Employer Identification Number (EIN). The most recent Pension Protection Act (PPA) zone status available is for the Plans' year-end at December 31, 2022 and 2021.

The zone status is based on information that the New York LLC received from the Plans and is certified by the actuaries of the Plans. Among other factors, pension plans in the red zone are generally less than 65% funded, pension plans in the yellow zone are less than 80% funded, and pension plans in the green zone are at least 80% funded. The "FIP/RP Status Pending/Implemented" column indicates pension plans for which a financial improvement plan (FIP) or a rehabilitation plan (RP) is pending or has been implemented. The New York LLC's contributions to its respective Plans did not exceed more than 5% of the total contributions to the Plans by all participating employers. The following is a summary of the Plans to which the New York LLC make contributions for the benefit of their employees covered by the collective bargaining agreements.

Plans	EIN Number	Plan Number	Pension Protection Act Zone Status		FIP/RP Status Pending/Implemented	Contribution by the Company for the year ended	
			2022	2021		December 31, 2022 US \$	December 31, 2021 US \$
New York LLC							
Pension Fund (i)	13-1764242	001	Green	Green	Yes	2,975,613	1,571,580
Health Benefits Fund (ii)	13-6126923	501	NA	NA	Yes	6,485,974	2,963,787
Prepaid Legal Services Fund (iii)	13-3418414	508	NA	NA	Yes	58,567	29,004
Total - New York LLC						9,520,154	4,564,371

- New York Hotel Trades Council and Hotel Association of New York City, Inc. Pension Fund
- New York Hotel Trades Council and Hotel Association of New York City, Inc. Health Benefits Fund
- New York Hotel Trades Council and Hotel Association of New York City, Inc. Prepaid Legal Services Fund

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

Defined Contribution 401(k) Plans

United Overseas Holdings Inc. and its LLC's, wholly-owned subsidiaries in the United States of America, have defined contribution plans for the benefit of their eligible employees pursuant to Section 401(k) of the Internal Revenue Code. In addition to employee 401(k) contributions, the plans require employer contributions of 3% of each eligible participant's plan compensation for each year. The employer may also make a profit-sharing contribution of a uniform percentage of eligible participants' plan compensation based on profits as defined. The employer contributions charged to the Company's and the Subsidiaries' operations for the years ended March 31, 2023 and 2022 are as follows:

	US \$	
	March 31, 2023	March 31, 2022
San Francisco LLC	78,859	62,827
New York LLC	143,963	123,861
Company	24,031	22,763
Total Employer Contributions	246,853	209,451

(b) The Group operates post retirement defined benefit plans as follows :-

(i) Funded:

- Provident Fund
- Post Retirement Gratuity
- Pension to Employees – Post retirement minimum guaranteed pension scheme for certain categories of employees, which is funded by the Company and the employees.

(ii) Unfunded:

- Post Retirement Gratuity
- Pension to Executive Directors and Employees – Post retirement minimum guaranteed pension scheme for select existing and retired executive directors and certain categories of employees, which is unfunded.
- Post-Employment Medical Benefits to qualifying employees

(c) Provident Fund:

The Company operates Provident Fund Scheme through a trust – 'The Indian Hotels Company Limited Employees Provident Fund' ('the Plan'), set up by the Company and for certain categories contributions are made to State Plan.

The Plan guarantees minimum interest at the rate notified by the Provident Fund Authorities. The contribution by the employer and employee together with the interest accumulated thereon are payable to employees at the time of separation from the Company or retirement, whichever is earlier. The benefit vests immediately on rendering of the services by the employee. In terms of the guidance note issued by the Institute of Actuaries of India for measurement of provident fund liabilities, the actuary has provided a valuation of provident fund liability and based on the assumptions provided below, there is no shortfall as at March 31, 2023 and March 31, 2022.

The details of fund and plan asset position are given below:

	₹ crores	
	March 31, 2023	March 31, 2022
Plan Assets as at period end	761.41	743.61
Present Value of Funded Obligation at period end	748.47	702.70
Amount recognised in the Balance Sheet	-	-
Amount not recognised due to asset ceiling	12.94	40.91

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

Assumptions used in determining the present value obligation of the interest rate guarantee under the Deterministic Approach:

	March 31, 2023	March 31, 2022
Guaranteed Rate of Return	8.15%	8.10%
Discounted Rate for remaining term to Maturity of Investment	7.45%	6.80%
Expected Rate of Return on Investment	8.50%	8.45%

The Company contributed ₹13.94 crores and ₹11.30 crores towards provident fund during the year ended March 31, 2023 and March 31, 2022 respectively and the same has been recognised in the statement of profit and loss.

In light of the Supreme Court judgement dated February 28, 2019 regarding the definition of wages for calculation of Provident fund contribution, the Company as advised, on a prudent basis, has provided for the liability prospectively from date of judgement.

(d) Pension Scheme for Employees:

The Group has formulated a funded pension scheme for certain employees. The actuarial liability arising on the above, after allowing for employees' contribution is determined as at the year end, on the basis of uniform accrual benefit, with demographic assumptions taken as Nil.

(e) The above defined benefit plans typically expose the Group to actuarial risks such as: investment risk, interest rate risk, longevity risk and salary risk.

a) Investment Risk

The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to government security yields prevailing as at the Balance Sheet date. If the return on plan asset is below this rate, it will create a plan deficit. The current plan has a relatively balanced mix of investments in equity, government securities, bonds and other debt instruments. Due to the long-term nature of the plan liabilities, the Trustees of the Fund consider it appropriate that a reasonable portion of the plan assets should be invested in equity securities to leverage the return generated by the Fund.

b) Interest Risk

A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan's debt investments.

c) Longevity Risk

The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

d) Salary Risk

The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

(f) Defined Benefit Plans – As per Actuarial Valuation on March 31, 2023 :-

(i) Amount to be recognised in Balance Sheet and movement in net liability

	Gratuity	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Present Value of Funded Obligations	233.22	-	-	-	7.61
	223.87	-	-	-	8.05
Present Value of Unfunded Obligations	2.31	7.06	2.69	19.20	-
	2.81	7.37	2.56	20.17	-
Fair Value of Plan Assets	(213.28)	-	-	-	(11.62)
	(212.38)	-	-	-	(11.33)
Amount not recognised due to asset limit	-	-	-	-	1.36
	-	-	-	-	1.11
Net (Asset)/ Liability	22.25	7.06	2.69	19.20	(2.65)
	14.30	7.37	2.56	20.17	(2.16)

(ii) Expenses recognised in the Statement of Profit and Loss

	Gratuity	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Current Service Cost	12.75	0.10	0.12	-	0.15
	13.09	0.10	0.14	-	0.15
Past service Cost	(0.87)	-	-	-	-
	-	-	-	1.31	-
Interest Cost	0.40	0.48	0.17	1.32	(0.14)
	0.07	0.48	0.20	1.24	(0.14)
Total	12.28	0.58	0.29	1.32	0.01
	13.15	0.58	0.34	2.55	0.01

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

(iii) Expenses recognised in Other Comprehensive Income (OCI)

	(₹ crores)				
	Gratuity	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Remeasurements during the period due to:					
Changes in financial assumptions	(9.84)	(0.43)	(0.21)	(1.06)	(0.35)
Changes in demographic assumptions	-	-	-	-	-
Experience adjustments	25.74	(0.01)	0.81	0.35	(0.03)
Actual return on plan assets less interest on plan assets	(4.98)	(0.17)	0.42	0.72	(0.03)
Adjustment to recognise the effect of asset ceiling	3.96	-	-	-	(0.13)
	(2.88)	-	-	-	-
	-	-	-	-	0.17
	-	-	-	-	0.01
Expenses Recognised	19.86	(0.44)	0.60	(0.69)	(0.34)
	(7.86)	(0.17)	0.42	0.72	(0.04)

(iv) Reconciliation of Defined Benefit Obligation

	(₹ crores)				
	Gratuity	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Opening Defined Benefit Obligation	226.68	7.37	2.56	20.17	8.05
	228.81	7.30	2.96	18.44	8.08
Current Service Cost	12.75	0.10	0.12	-	0.15
Past Service Cost	13.09	0.10	0.14	-	0.15
Interest Cost	(0.87)	-	-	1.31	-
	13.91	0.48	0.17	1.32	0.52
	13.95	0.48	0.20	1.24	0.52
Remeasurements due to actuarial loss/ (gain) arising from:					
Changes in financial assumptions	(9.84)	(0.43)	(0.21)	(1.06)	(0.35)
Changes in demographic assumptions	-	-	-	-	-
Experience adjustments	25.74	(0.01)	0.81	0.36	(0.03)
Benefits Paid	(4.98)	(0.17)	(0.42)	0.72	(0.03)
Liabilities assumed	(33.31)	(0.45)	(0.77)	(1.59)	(0.74)
	(24.60)	(0.34)	(0.32)	(1.54)	(0.68)
	0.47	-	-	-	-
	0.42	-	-	-	-
Closing Defined Benefit Obligation	235.53	7.06	2.69	19.20	7.61
	226.68	7.37	2.56	20.17	8.05

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

(v) Reconciliation of Fair Value of Plan Assets

	(₹ crores)				
	Gratuity	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Opening Fair Value of Plan Assets	212.38	-	-	-	11.33
	219.69	-	-	-	11.18
Interest on Plan Assets	13.51	-	-	-	0.74
	13.88	-	-	-	0.73
Remeasurements due to:					
Actual return on plan assets less interest on plan assets	(3.96)	-	-	-	0.13
Contribution by Employer	2.88	-	-	-	-
	23.27	0.45	0.77	1.59	0.15
	0.53	0.34	0.32	1.54	0.09
Benefits Paid	(33.31)	(0.45)	(0.77)	(1.59)	(0.74)
	(24.60)	(0.34)	(0.32)	(1.54)	(0.68)
Assets acquired	1.39	-	-	-	-
	-	-	-	-	-
Closing Fair Value of Plan Assets	213.28	-	-	-	11.62
	212.38	-	-	-	11.33
Expected Employer's contribution/ outflow next year	16.89	-	-	-	-
	16.96	-	-	-	-

(vi) Actuarial Assumptions

	Gratuity	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff Funded
Discount rate (p.a.) in %	7.45%	7.45%	7.45%	7.45%	7.45%
	6.80%	6.80%	6.80%	6.80%	6.80%
Salary Escalation Rate (p.a.) in %	4.00-5.00%	-	4.00%	-	-
	4.00-5.00%	-	4.00%	-	-
Pension Escalation Rate (p.a.) in %	-	-	-	4.00%	-
	-	-	-	4.00%	-
Annual increase in healthcare costs (p.a.) in %	-	6.00%	-	-	-
	-	6.00%	-	-	-
Mortality Table *					
Mortality table in service (LIC)	Table 1	Table 1	Table 1	NA	NA
	Table 1	Table 1	Table 1	NA	NA
Mortality table in retirement (LIC)	NA	Table 2	Table 2	Table 2	Table 2
	NA	Table 2	Table 2	Table 2	Table 2

* Table 1 – Indian Assured Lives Mortality (2012-14) Ult table
Table 2 – UK Published S1PA Mortality rate

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

(vii) Disaggregation of Plan Assets (Managed by an Insurance Company)

a) Gratuity Funded

	March 31, 2023				March 31, 2022			
	Quoted (₹ crores)	Unquoted (₹ crores)	Total (₹ crores)	%	Quoted (₹ crores)	Unquoted (₹ crores)	Total (₹ crores)	%
Government Debt Instruments	100.16	-	100.16	47%	72.83	-	72.83	34%
Other Debt Instruments	44.47	0.71	45.18	21%	48.80	0.09	48.89	23%
Property	-	-	-	-	-	-	-	-
Other Equity Instruments	31.25	-	31.25	15%	35.92	-	35.92	17%
Insurer managed funds	-	23.31	23.31	11%	-	24.06	24.06	11%
Others	10.29	3.07	13.36	6%	27.48	3.21	30.68	14%
Total	186.17	27.10	213.27	100%	185.03	27.62	212.38	100%

b) Pension Staff Funded

	March 31, 2023				March 31, 2022			
	Quoted (₹ crores)	Unquoted (₹ crores)	Total (₹ crores)	%	Quoted (₹ crores)	Unquoted (₹ crores)	Total (₹ crores)	%
Government Debt Instruments	6.18	-	6.18	53%	6.63	-	6.63	59%
Other Debt Instruments	3.16	-	3.16	27%	3.26	-	3.26	29%
Other Equity Instruments	0.45	-	0.45	4%	0.98	-	0.98	8%
Others	-	1.83	1.83	16%	-	0.46	0.46	4%
Total	9.79	1.83	11.62	100%	10.87	0.46	11.33	100%

(viii) Sensitivity Analysis (for each defined benefit plan)

	Gratuity				Pension Top up			
	March 31, 2023		March 31, 2022		March 31, 2023		March 31, 2022	
	Discount rate (%)	Salary Escalation rate (%)	Discount rate (%)	Salary Escalation rate (%)	Discount rate (%)	Life Expectancy (%)	Discount rate (%)	Life Expectancy (%)
Impact of increase in 50 bps on DBO	(3.01)	3.25	(2.95)	3.48	(5.41)	-	(5.81)	-
Impact of decrease in 50 bps on DBO	3.19	(3.10)	3.43	(3.02)	5.88	-	6.35	-
Impact of life expectancy 1 year decrease	-	-	-	-	-	(1.79)	-	(1.90)
Impact of life expectancy 1 year Increase	-	-	-	-	-	1.71	-	1.82

Pension Staff Funded

	March 31, 2023			March 31, 2022		
	Discount rate (%)	Life Expectancy (%)	Pension rate (%)	Discount rate (%)	Life Expectancy (%)	Pension rate (%)
Impact of increase in 50 bps on DBO	(3.26)	-	-	(3.47)	-	-
Impact of decrease in 50 bps on DBO	3.50	-	-	3.73	-	-

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

	Post-Employment Medical Benefits Unfunded					
	March 31, 2023			March 31, 2022		
	Discount rate (%)	Life Expectancy (%)	Health care Cost (%)	Discount rate (%)	Life Expectancy (%)	Health care Cost (%)
Impact of increase in 50 bps on DBO	(4.28)	-	-	(4.58)	-	-
Impact of decrease in 50 bps on DBO	4.63	-	-	4.98	-	-
Impact of life expectancy 1 year decrease	-	(3.75)	-	-	(3.74)	-
Impact of life expectancy 1 year Increase	-	3.55	-	-	3.55	-
Defined benefit obligation on healthcare costs rate minus 100 bps	-	-	(4.19)	-	-	(4.32)
Defined benefit obligation on healthcare costs rate plus 100 bps	-	-	4.86	-	-	5.05

Pension Director Unfunded

	March 31, 2023			March 31, 2022		
	Discount rate (%)	Life Expectancy (%)	Pension rate (%)	Discount rate (%)	Life Expectancy (%)	Pension rate (%)
Impact of increase in 50 bps on DBO	(3.90)	-	-	(4.04)	-	-
Impact of decrease in 50 bps on DBO	4.19	-	-	4.36	-	-
Impact of life expectancy 1 year decrease	-	(5.15)	-	-	(5.47)	-
Impact of life expectancy 1 year Increase	-	4.92	-	-	5.26	-
Defined benefit obligation on pension increase rate minus 100 bps	-	-	(7.83)	-	-	(8.07)
Defined benefit obligation on pension increase rate plus 100 bps	-	-	8.92	-	-	9.24

(ix) Movement in Asset Ceiling

	₹ crores	
	March 31, 2023	March 31, 2022
Opening Value of asset ceiling	1.11	1.05
Interest on Opening balance of asset ceiling	0.08	0.07
Remeasurement due to:		
change in Surplus/(deficit)	0.17	0.01
Closing value of asset ceiling	1.36	1.11

Footnote: Figures in italics under (i) to (vi) are of the previous year.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 42: Employee Benefits (contd.)

(x) Expected Future Benefit Payments:

	(₹ crores)				
	Gratuity	Post Employment Medical Benefits Unfunded	Pension Top-up Unfunded	Pension Director Unfunded	Pension Staff funded
Within one year	48.10	0.52	0.09	1.60	0.89
	44.34	0.50	0.05	1.63	0.85
Between one and five years	93.45	2.16	2.14	6.31	3.30
	88.41	2.11	2.08	6.44	3.22
After five years	275.23	14.24	1.38	33.64	10.73
	252.12	14.57	1.36	33.53	11.07
Weighted average duration of the Defined Benefit Obligation (in years)	6.39	8.90	3.38	8.08	6.42
	6.44	9.54	3.92	8.40	6.84

Due to the restrictions in the type of investments that can be held by the gratuity and pension fund as per the prevalent regulations, it is not possible to explicitly follow an asset-liability matching strategy to manage risk actively

The estimate of future salary increases, considered in actuarial valuation, takes into account inflation, seniority, promotions and other relevant factors. The above information has been certified by the actuary and has been relied upon by the Auditors.

Note 43: Other Regulatory Matters

The Company, on a review of its foreign operations had, in the past, made voluntary disclosures to the appropriate regulator, of what it considered to be possible irregularities, in relation to foreign exchange transactions relating to the period prior to 1998. Arising out of such disclosures, the Company received show cause notices and the Company had replied to the notices. Prior to 2018, the Company has received adjudication cum demand of ₹10.89 crores on certain matters which has been disputed by the Company. This has been disclosed as Contingent Liability. The Company has filed appeal against the adjudication cum demand, and the appeal is pending. During the financial year 2018-19, the Company received adjudication cum demand aggregating ₹1.12 crore on three other matters being contested. The Company has filed appeals against these adjudication cum demand orders and the same are pending. For the balance Show Cause Notices, adjudication proceedings are pending.

Note 44: Related Party Disclosures

(a) The names of related parties of the Group are as under:

(i) Company having Substantial Interest

Tata Sons Private Ltd. (including its subsidiaries and joint ventures)

(ii) Associates and Joint Ventures

The names of all the associates and joint ventures are given in Note 36 (c)

(iii) Key Management Personnel

Key management personnel comprise the whole-time directors of the Company, who have the authority and responsibility for planning, directing and controlling the activities of the Company and the Group.

Following are the Key Management Personnel:

Personnel	Relation
Puneet Chhatwal	Managing Director & CEO

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 44: Related Party Disclosures (contd.)

(iv) Post Employment Benefit Plans

The Indian Hotels Company Limited Employees Provident Fund

The Indian Hotels Company Limited Superannuation Scheme

The Indian Hotels Employees Gratuity Trust

Taj Residency Employees Provident Fund Trust (Bangalore unit)

Piem Hotel Employees Gratuity Trust

Taj Residency Hotel Employees Gratuity Trust

(b) The details of related party transactions during the year ended March 31, 2023 and March 31, 2022 are as follows:

	(₹ crores)			
	Company having significant influence*	Key Management Personnel	Associates and Joint Ventures#	Post Retirement benefit plans
Interest expense	0.98	-	-	-
	4.31	-	0.01	-
Interest income	-	-	0.45	-
	-	-	1.38	-
Dividend Paid	21.14	-	0.09	-
	18.88	-	0.08	-
Dividend income	4.80	-	0.27	-
	4.65	-	-	-
Management/ Operating fees income	1.77	-	65.25	-
	0.75	-	40.05	-
Purchase of goods and services	125.66	-	4.44	-
	57.24	-	4.50	-
Sale of goods and services	105.75	-	1.39	-
	60.48	-	1.09	-
Purchase of shares	34.13	-	-	-
	29.86	-	-	-
Deputed staff reimbursements	0.03	-	9.30	-
	0.03	-	8.55	-
Deputed staff out	1.06	-	27.64	-
	0.69	-	24.82	-
Other cost reimbursements	21.97	-	17.65	-
	1.12	-	0.64	-
Loyalty expense (Net of redemption credit)	0.26	-	4.72	-
	0.01	-	1.55	-
Contribution to funds	-	-	-	41.99
	-	-	-	17.45
ICD Repaid	25.00	-	-	-
	30.00	-	-	-

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 44: Related Party Disclosures (contd.)

	(₹ crores)			
	Company having significant influence*	Key Management Personnel	Associates and Joint Ventures [#]	Post Retirement benefit plans
ICD Encashed	-	-	5.61	-
	-	-	9.58	-
Issue of Shares	-	-	1.30	-
	847.68	-	1.25	-
Remuneration paid / payable (Refer Footnote (ii))	-	18.23	-	-
	-	8.08	-	-

The details of amounts due to or from related parties as at March 31, 2023 and March 31, 2022 are as follows:

	(₹ crores)			
	Company having significant influence*	Key Management Personnel	Associates and Joint Ventures [#]	Post Retirement benefit plans
Trade receivables (Refer Note 14)	16.53	-	42.17	-
	7.20	-	36.88	-
Trade payables (Refer Note 20)	22.65	-	2.35	-
	7.19	-	1.40	-
Other Receivable/ (Other Payable) (Refer Note 10 and 21)	0.75	-	2.95	-
	0.70	-	0.15	-
Interest Payable (Refer Note 21)	-	-	-	-
	0.10	-	-	-
Loan Receivable (Refer Note 9)	-	-	3.25	-
	-	-	-	-
Deposits Payable (Refer Note 19)	0.02	-	-	-
	25.10	-	0.54	-
Deposits Receivable (Refer Note 10)	0.29	-	5.83	-
	0.08	-	3.83	-

* Including its subsidiaries and joint ventures

Including its subsidiaries

Footnotes:

- (i) Figures in italics are of the previous period.
- (ii) Managerial remuneration excludes provision for gratuity and compensated absences, since these are provided on the basis of an actuarial valuation for the Company's liability to all its employees.
- (iii) From time to time key management personnel of the group including directors of entities, which they have control or significant influence, may purchase services from the group, those purchase are on the same terms and conditions as those entered into with other group employees or customers.
- (iv) The above does not include claim from a related party of ₹25 crores which is not acknowledged as debt.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 44: Related Party Disclosures (contd.)

(c) Statement of Material Transactions

	(₹ crores)	
Company Name	March 31, 2023	March 31, 2022
Company having substantial interest and its subsidiaries and joint ventures		
Tata Sons Private Limited		
Dividend income	4.50	4.50
Dividend paid	20.31	18.12
Trade Payables	5.02	-
Issue of shares	-	819.75
Tata SIA Airlines Limited		
Sale of goods and services	22.13	13.78
Tata AIG General Insurance Company Limited		
Purchase of goods and services	16.52	15.21
Tata AIA Life Insurance Company Limited		
Trade Payables	5.61	-
Tata Capital Limited		
Purchase of shares	-	29.86
Tata Consultancy Services Limited		
Purchase of goods and services	25.25	24.41
Sale of goods and services	21.42	31.21
Trade receivables	6.00	-
Trade payables	4.72	4.74
Tata Investments Corporation Limited		
Purchase of Shares	34.13	-
Tata International Limited		
Interest expense	-	1.19
ICD Repaid	-	15.00
Tata Digital Limited		
Purchase of goods and services	25.32	-
Other cost reimbursements	21.11	-
Supermarket Grocery Supplies Private Limited		
Purchase of goods and services	35.60	-
Trade Payables	3.57	-
Air India Limited		
Sale of goods and services	19.53	-

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 44: Related Party Disclosures (contd.)

Company Name	(₹ crores)	
	March 31, 2023	March 31, 2022
Taj Air Limited		
Interest expense	0.98	2.90
ICD Repaid	25.00	15.00
Interest Payable	-	0.10
Deposit outstanding	-	25.00
Pamodzi Hotels Plc		
Other Cost Reimbursement	-	1.12
Remuneration to Key Management Personnel		
Puneet Chhatwal	18.23	8.08
Associates		
Oriental Hotels Ltd.		
Management/ Operating fees income	31.96	18.38
Deputed staff reimbursement	4.49	3.76
Deputed staff out	14.09	12.57
Loyalty expense (Net of redemption credit)	2.27	0.64
Other cost reimbursements	6.75	0.23
Trade receivables	11.20	6.87
Other Receivable/ (Payable)	(0.43)	(0.08)
Taida Trading & Industries Ltd.		
Interest income	0.45	0.69
ICD Encashed	5.61	4.53
Loan Receivable	5.75	3.75
Joint Ventures		
Taj GVK Hotels & Resorts Ltd.		
Management/ Operating fees income	17.27	11.29
Deputed staff reimbursement	3.54	3.24
Deputed staff out	7.45	6.24
Other cost reimbursements	5.04	0.28
Trade Receivables	24.01	21.37
Other Receivable/ (Payable)	0.66	(1.45)
Taj Kerala Hotels & Resorts Ltd.		
Other Receivable/ (Payable)	-	0.84
Taj Karnataka Hotels & Resorts Ltd.		
Interest income	-	0.43
ICD Encashed	-	5.05

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 44: Related Party Disclosures (contd.)

Company Name	(₹ crores)	
	March 31, 2023	March 31, 2022
Taj Safaris Ltd.		
Other Receivable/ (Payable)	1.27	-
Loyalty expense (Net of redemption credit)	-	0.30
Kaveri Retreat & Resorts Limited		
Issue of Shares by a subsidiary company	1.30	-
Other receivable/ (Other payable)	(0.47)	(0.53)
TAL Hotels & Resorts Ltd.		
Interest income	-	0.27
Other receivable/ (Other payable)	0.90	-
Loyalty expense (Net of redemption credit)	1.63	0.95
TAL Lanka Hotels Plc		
Loan Receivable	3.25	-
Post-employment benefits plans		
Contribution to superannuation fund	4.63	4.56
Contribution to provident fund	13.94	11.30
Contribution to Gratuity Fund	21.00	-

Note 45: Segment Information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The Managing Director and Chief Executive Officer of the Company who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the chief operating decision-maker. From the internal organisation of the Group's activities and consistent with the internal reporting provided to the chief operating decision-maker and after considering the nature of its services, the ultimate customer availing those services and the methods used by it to provide those services, "Hotel Services" has been identified to be the Group's sole operating segment. Hotel Services include "Revenue from Operations" including Management and Operating Fees where hotels are not owned or leased by the Group. The organisation is largely managed separately by property based on centrally driven policies and the results and cash flows of the period, financial position as of each reporting date aggregated for the assessment by the Managing Director and Chief Executive Officer. The Group's management reporting and controlling systems principally use accounting policies that are the same as those described in Note 2 in the summary of significant accounting policies under Ind AS. As the Group is engaged in a single operating segment, segment information that has been tabulated below is Group-wide:

Country	(₹ crores)			
	Revenue from Hotel Services by location of operations		Non-current assets (see footnote below)	
	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
India	4,631.64	2,486.01	6,199.32	5,695.50
U.S.A.	648.84	308.13	1,217.27	1,132.90
U.K.	467.40	236.49	1,218.29	1,212.59
Other Overseas locations	62.03	25.59	398.06	444.07
Total	5,809.91	3,056.22	9,032.94	8,485.06

Footnote: Non-current assets exclude financial assets, investment in joint ventures and associates, deferred tax assets and goodwill. No single customer contributes more than 10% or more of the Group's total revenue for the years ended March 31, 2023 and March 31, 2022.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 46: Additional information as required under Schedule III to the Companies Act, 2013, of enterprises consolidated as subsidiaries/ associates/ joint ventures

Name of the entity of the Group	Net Assets, i.e. total assets minus total liabilities		Share in Profit or Loss		Share in Other Comprehensive Income		Share in Total Comprehensive Income	
	As % of consolidated net assets	₹ crores	As % of consolidated profit or loss	₹ crores	As % of consolidated Other Comprehensive Income	₹ crores	As % of consolidated Other Comprehensive Income	₹ crores
Parent								
The Indian Hotels Company Ltd.	99.53%	8,601.18	84.09%	843.03	(165.80)%	(46.97)	77.22%	796.06
Subsidiaries								
Indian								
Piem Hotels Ltd.	7.44%	643.06	6.10%	61.15	(4.41)%	(1.25)	5.81%	59.90
Benares Hotels Ltd.	1.15%	99.77	2.33%	23.38	(0.49)%	(0.14)	2.25%	23.24
United Hotels Ltd.	0.28%	23.88	0.76%	7.60	0.01%	0.30	0.77%	7.90
Roots Corporation Ltd.	2.87%	247.94	7.10%	71.14	0.53%	0.15	6.92%	71.29
Inditravel Ltd.	0.06%	5.10	(0.03)%	(0.33)	(0.04)%	(0.01)	(0.03)%	(0.34)
Taj Trade & Transport Company Ltd.	0.07%	6.31	0.10%	1.03	0.21%	0.06	0.11%	1.09
KTC Hotels Ltd.	0.03%	2.50	(0.06)%	(0.56)	-	-	(0.05)%	(0.56)
Northern India Hotels Ltd.	0.41%	35.79	0.09%	0.95	-	-	0.09%	0.95
Taj Enterprises Ltd.	0.45%	38.53	3.34%	33.48	(0.14)%	(0.04)	3.24%	33.44
Ideal Ice Ltd.	0.09%	7.68	(0.52)%	(5.18)	-	-	(0.50)%	(5.18)
Skydeck Properties and Developers Private Ltd.	6.13%	529.74	0.01%	0.12	-	-	0.01%	0.12
Sheena Investments Private Ltd.	0.04%	3.07	0.01%	0.08	-	-	0.01%	0.08
ELEL Hotels and Investments Ltd.	6.18%	534.16	(0.72)%	(7.19)	-	-	(0.70)%	(7.19)
Luthria and Lalchandani Hotel and Properties Private Ltd.	0.00%	(0.05)	-	(0.01)	-	-	0.00%	(0.01)
Genness Hospitality Private Limited	0.10%	9.06	(0.07)%	(0.75)	-	-	(0.07)%	(0.75)
Qurio Hospitality Private Limited	0.11%	9.77	(0.01)%	(0.06)	-	-	(0.01)%	(0.06)
Kadisland Hospitality Private Limited	0.06%	4.87	(0.01)%	(0.13)	-	-	(0.01)%	(0.13)
Suisland Hospitality Private Limited	0.06%	4.87	(0.01)%	(0.13)	-	-	(0.01)%	(0.13)
Zarrenstar Hospitality Private Limited	(0.01)%	(0.66)	(0.01)%	(0.13)	-	-	(0.01)%	(0.13)
Foreign								
United Overseas Holdings Inc.	7.46%	644.54	(7.05)%	(70.73)	-	-	(6.86)%	(70.73)
St. James Court Hotel Ltd.	10.03%	866.96	1.33%	13.34	-	-	1.29%	13.34
Taj International Hotels Ltd.	0.01%	1.28	0.16%	1.62	-	-	0.16%	1.62
Good Hope Palace Hotels Proprietary Limited	2.86%	246.83	(0.76)%	(7.60)	-	-	(0.74)%	(7.60)
IHMS Hotels (SA) Proprietary Ltd.	0.87%	75.51	0.00%	(0.01)	-	-	0.00%	(0.01)
Taj International Hotels (H.K.) Ltd.	1.69%	146.10	(0.21)%	(2.09)	-	-	(0.20)%	(2.09)
Piem International (HK) Ltd.	1.80%	155.30	4.16%	41.71	-	-	4.05%	41.71
IHOCO BV.	34.60%	2,990.43	(2.22)%	(22.30)	-	-	(2.16)%	(22.30)

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Name of the entity of the Group	Net Assets, i.e. total assets minus total liabilities		Share in Profit or Loss		Share in Other Comprehensive Income		Share in Total Comprehensive Income	
	As % of consolidated net assets	₹ crores	As % of consolidated profit or loss	₹ crores	As % of consolidated Other Comprehensive Income	₹ crores	As % of consolidated Other Comprehensive Income	₹ crores
Non-controlling interests in all subsidiaries		660.09		(50.24)		(3.30)		(53.54)
Associates (Investment as per the equity method)								
Indian								
Oriental Hotels Ltd.	2.80%	241.92	1.93%	19.36	34.63%	9.81	2.83%	29.17
Taj Madurai Ltd.	0.13%	11.06	0.04%	0.39	7.80%	2.21	0.25%	2.60
Taida Trading & Industries Ltd. (Refer Footnote i)	-	-	-	-	-	-	-	-
Foreign								
Lanka Island Resorts Ltd.	0.33%	28.12	0.00%	(0.02)	0.14%	0.04	0.00%	0.02
TAL Lanka Hotels Plc (Refer Footnote i)	-	-	-	-	-	-	-	-
Bjets Pte. Ltd. (Refer Footnote ii)	-	-	-	-	-	-	-	-
Joint Ventures (Investment as per the equity method)								
Indian								
Taj GVK Hotels and Resorts Ltd.	1.48%	128.12	1.39%	13.94	(0.18)%	(0.05)	1.35%	13.89
Taj Kerala Hotels and Resorts Ltd.	0.14%	11.84	0.03%	0.35	-	-	0.03%	0.35
Taj Karnataka Hotels and Resorts Ltd.	-	-	0.05%	0.48	-	-	0.05%	0.48
Taj SATS Air Catering Ltd.	0.72%	61.84	4.05%	40.60	(3.88)%	(1.10)	3.83%	39.50
Taj Safaris Ltd.	0.16%	13.62	0.27%	2.71	0.04%	0.01	0.26%	2.72
Kaveri Retreat & Resorts Ltd.	0.62%	53.37	0.56%	5.62	-	-	0.55%	5.62
Foreign								
TAL Hotels & Resorts Ltd.	1.17%	101.21	(0.20)%	(2.03)	0.88%	0.25	(0.17)%	(1.78)
Consolidation Adjustments/ Eliminations	(99.54)%	(8,602.66)	(1.00)%	(10.00)	241.30%	68.36	5.66%	58.36
TOTAL	100.00%	8,642.05	100.00%	1,002.59	100.00%	28.33	100.00%	1,030.92

Footnotes:

- The carrying value of these investments in Associates has been reported as Nil, as the Group's share of losses exceeds the cost of investments.
- BJETS Pte. Ltd. has been liquidated and ceased to exist with effect from September 05, 2022. The carrying amount of these investments has been reported as nil in previous year as the Group's share of losses exceeded the cost/carrying value.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 47: Earnings Per Share (EPS)

Earnings Per Share is calculated in accordance with Ind AS 33 – ‘Earnings Per Share’.

Particulars	March 31, 2023	March 31, 2022
Profit/ (Loss) after tax (₹ crores)	1002.59	(247.72)
Opening balance of fully subscribed shares	142,03,99,602	118,92,58,445
Effect of Shares kept in abeyance issued during the year	187	-
Effect of fresh issue of shares for cash on Rights basis	-	6,50,26,272
Effect of issue of shares to Qualified Institutional Buyers	-	16,27,560
Weighted average number of Equity Shares	142,03,99,789	125,59,12,277
Earnings Per Share:		
Basic and Diluted (₹)	7.06	(1.97)
Face Value per Equity Share (₹)	1.00	1.00

Note 48: Government Grants

a) Government grants for the purpose of supporting businesses during the COVID-19 pandemic:

i. Corona Virus Job Retention Scheme in the United Kingdom (UK):

St. James Court Hotel Limited (SJCHL) and Taj International Hotels Limited (TIHL), subsidiaries of the Group in UK, had received grants of Nil (previous year ₹7.19 crores) and Nil (previous year ₹1.95 crores) under the Government's furlough scheme during the previous year. These grants are given for specified staff over a specified period of time during which they are not permitted to work for the Company due to the pandemic. The grant is not repayable provided the conditions of grant have been met. The Group believes it has met all the required conditions.

ii. Business Rates Relief Scheme (UK):

Under this scheme, property taxes were levied at nil rate for the eligible business. St. James Court Hotel Limited had received benefits under the Business Rates holiday from the government, amounting to Nil (previous year ₹20.12 crores)

iii. Employee Retention Card Scheme in the United States of America (USA):

During the previous year, United Overseas Holdings Inc. (UOH), wholly-owned subsidiary, availed benefits under the furlough scheme given by the Federal government under the COVID-19 stimulus package which allows businesses to take credit of the wages paid to employees on furlough and not working. UOH has accrued Nil (previous year ₹4.04 crores) for the scheme. The amounts reimbursed to the companies for the furloughed staff are netted off against the Company's payroll cost.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 49: Additional disclosure under the regulatory requirements

a) Transaction with Struck off Companies:

The Group has reviewed transactions to identify if there are any transactions with struck off companies. To the extent information is available on struck off companies, there are only 5 transactions with struck off companies.

b) There are no borrowings from banks or financial institutions on the basis of security of current assets of the Group.

c) To the best of our knowledge and belief, the Group has not advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) any funds other than as disclosed in the Note 32 (e) to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:

- directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Group or
- provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

d) The Group has not received any funds from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Group shall:

- directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Funding Party or
- provide any guarantee, security or the like from or on behalf of the Ultimate Beneficiaries.

Note 50: Update on COVID-19

The business for the first quarter of previous year was impacted due to the outbreak of third wave of COVID-19. During the current year, the Group saw strong rebound in the business aided by leisure travel and gradual pickup in business travel. The Group will continue to closely monitor any material changes to future economic conditions on account of COVID-19 to assess any possible impact on the Group.

Notes to Consolidated Financial Statements (Contd.)

for the year ended March 31, 2023

Note 51: Dividends

Dividends paid during the year ended March 31, 2023 out of Retained Earnings was ₹0.40 per equity share for the year ended March 31, 2022, aggregating to ₹56.82 crores.

The dividends declared by the Company are based on the profits available for distribution as reported in the standalone financial statements of the Company. Accordingly, the retained earnings reported in these financial statements may not be fully distributable. As of March 31, 2023, retained earnings not transferred to reserves available for distribution was ₹947.38 crores.

On April 27, 2023, the Board of Directors of the Company have proposed a final dividend of ₹1.00 per equity share in respect of the year ended March 31, 2023, subject to the approval of shareholders at the Annual General Meeting. If approved, the dividend would result in a cash outflow of ₹142.04 crores.

As per our report of even date as attached

For and on behalf of the Board

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No. 101248W/W-100022

N. Chandrasekaran

Chairman

DIN: 00121863

Puneet Chhatwal

Managing Director & CEO

DIN: 07624616

Tarun Kinger

Partner

Membership No. 105003

Nasser Munjee

Director

DIN: 00010180

Giridhar Sanjeev

Executive Vice President &

Chief Financial Officer

Beejal Desai

Senior Vice President - Corporate Affairs
& Company Secretary (Group)

Mumbai, April 27, 2023

Form AOC - I

(Pursuant to first provision to sub-section (3) of Section 129 of the Companies Act, 2013, read with rule 5 of Companies (Accounts) Rules, 2014) Statement containing salient features of the financial statement of subsidiaries/ associate companies/ joint ventures

Part "A": Subsidiaries

Sr. No.	Name of Subsidiary Company	The date since when subsidiary was acquired	Reporting Currency	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Total Investments	Total Income	Profit/ (Loss) before taxation	Provision for taxation	Profit/ (Loss) after taxation	Proposed Dividend	Effective Shareholding (%)
Indian														
1	Piem Hotels Ltd.	March 13, 1968	INR	3.81	646.84	833.18	182.53	187.91	504.16	83.38	22.23	61.15	3.81	51.57%
2	Benares Hotels Ltd.	November 03, 1971	INR	1.30	98.47	120.32	20.55	-	94.83	31.28	7.90	23.38	2.60	51.68%
3	United Hotels Ltd.	November 07, 1950	INR	8.40	15.48	48.92	25.04	2.15	48.78	9.88	2.28	7.60	0.84	55.00%
4	Roots Corporation Ltd.	December 24, 2003	INR	99.02	148.92	691.83	443.89	7.31	306.68	47.58	(23.56)	71.14	-	100.00%
5	Inditravel Ltd.	February 19, 1981	INR	0.72	15.55	16.67	0.40	7.00	0.69	(0.34)	-	(0.34)	-	78.88%
6	Taj Trade & Transport Co Ltd.	November 02, 1977	INR	3.47	4.71	19.41	11.23	2.60	23.58	1.54	0.51	1.03	-	73.03%
7	KTC Hotels Ltd.	December 22, 1984	INR	0.60	1.90	5.17	2.67	-	0.40	(0.51)	0.05	(0.56)	-	100.00%
8	Northern India Hotels Ltd.	August 18, 1971	INR	0.44	35.35	38.61	2.82	0.10	2.38	1.28	0.33	0.95	-	48.56%
9	Taj Enterprises Ltd.	July 18, 1979	INR	0.50	38.03	42.90	4.37	0.07	64.97	43.43	9.95	33.48	-	93.40%
10	Ideal Ice & Cold Storage Company Ltd.	March 19, 2021	INR	14.99	(7.38)	42.97	35.36	-	24.72	(6.50)	(1.32)	(5.18)	-	100.00%
11	Skydeck Properties and Developers Private Ltd.	May 13, 1998	INR	972.98	(443.25)	529.84	0.11	528.61	1.13	0.16	0.04	0.12	-	100.00%
12	Sheena Investments Private Ltd.	February 12, 1990	INR	1.00	2.07	3.08	0.01	0.40	0.13	0.11	0.03	0.08	-	100.00%
13	ELEL Hotels and Investments Ltd.	July 09, 1979	INR	2.82	531.34	591.79	57.63	0.01	0.17	(14.19)	(7.00)	(7.19)	-	100.00%
14	Luthria and Laichandani Hotel and Properties Private Ltd.	February 18, 2008	INR	0.01	(0.06)	0.01	0.06	-	-	(0.01)	-	(0.01)	-	100.00%
15	Genness Hospitality Private Limited	February 01, 2022	INR	9.90	(0.84)	9.10	0.04	-	0.01	(0.75)	-	(0.75)	-	100.00%
16	Curio Hospitality Private Limited	February 02, 2022	INR	9.90	(0.13)	9.81	0.04	-	0.05	(0.05)	0.01	(0.06)	-	100.00%
17	Kadisland Hospitality Private Limited	August 24, 2022	INR	5.00	(0.13)	138.53	133.66	-	0.05	(0.13)	-	(0.13)	-	100.00%
18	Suisland Hospitality Private Limited	August 22, 2022	INR	5.00	(0.13)	146.23	141.36	-	0.05	(0.13)	-	(0.13)	-	74.00%
19	Zarrenstar Hospitality Private Limited	March 10, 2023	INR	-	(0.66)	5.34	6.00	-	-	(0.13)	-	(0.13)	-	100.00%
Foreign														
20	United Overseas Holdings Inc.	August 24, 2015	USD	2,007.28	(1,362.73)	1,246.27	601.72	-	657.69	(70.36)	0.37	(70.73)	-	100.00%
21	St. James Court Hotel Ltd.	February 17, 2000	GBP	687.13	179.83	1,357.99	491.03	-	418.27	28.39	15.05	13.34	-	76.86%
22	Taj International Hotels Ltd.	July 05, 1995	GBP	-	1.28	29.66	28.38	-	53.80	2.06	0.44	1.62	-	100.00%
23	Good Hope Palace Hotels Proprietary Ltd.	July 01, 2020	ZAR	327.08	(350.55)	145.01	168.48	-	62.68	(7.64)	(0.04)	(7.60)	-	100.00%
24	IHMS Hotels (SA) (Proprietary) Ltd.	July 01, 2020	ZAR	80.15	(4.64)	75.52	0.01	-	-	(0.01)	-	(0.01)	-	100.00%
25	Taj International Hotels (H.K.) Ltd.	December 02, 1980	USD	1,890.37	(1,744.27)	146.18	0.08	-	0.20	(2.09)	-	(2.09)	-	100.00%
26	Piem International (HK) Ltd.	September 08, 1994	USD	65.75	198.47	264.29	0.07	262.14	-	31.00	-	31.00	-	51.57%
27	IHOCO BV	December 18, 1997	USD	296.76	2,521.41	2,818.36	0.19	2,739.70	0.17	(22.30)	-	(22.30)	-	100.00%

Footnotes:

- The financial statements of all subsidiaries are drawn up to the same reporting date as that of the Parent Company, i.e. March 31, 2023.
- Names of subsidiaries which are yet to commence operations - 1) Genness Hospitality Private Limited, 2) Curio Hospitality Private Limited, 3) Kadisland Hospitality Private Limited, 4) Suisland Hospitality Private Limited, 5) Zarrenstar Hospitality Private Limited.
- Exchange rates as at March 31, 2023: 1 USD = ₹82.19; 1 GBP = ₹101.38; 1 ZAR = ₹4.62
- Average exchange rates for the year (for Profit & Loss items): 1 USD = ₹80.2213; 1 GBP = ₹96.6482; 1 ZAR = ₹4.7268

Part "B": Associates and Joint Ventures

Sr. No.	Name of Associates/ Joint Ventures	Latest Audited Balance sheet date	Date on which the Associate or Joint Venture was associated or acquired	Shares held by the Company on the year end		Profit/ (loss) for the year		Reason why the associate/ joint venture is not consolidated		
				No. of shares (Refer Note vi)	Amount of Investment (₹ crores)	Extent of Holding %	Network attributable to shareholding as per latest audited Balance Sheet (₹ crores)		Considered in Consolidation of Group's effective shareholding (₹ crores)	Description of how there is significant influence
Associates										
Indian										
1	Oriental Hotels Ltd.	March 31, 2023	September 18, 1970	6,61,66,530	130.07	35.67%	192.27	19.36	Note (iii)	-
2	Taj Madurai Ltd.	March 31, 2023	March 16, 1990	9,12,000	0.95	26.00%	11.02	0.39	Note (iii)	-
3	Taida Trading & Industries Ltd. (Refer note (v))	March 31, 2023	July 09, 1959	65,992	0.62	34.78%	-	-	Note (iii)	-
Foreign										
4	Lanka Island Resorts Ltd.	March 31, 2023	May 26, 1995	1,99,65,525	44.51	24.66%	6.40	(0.02)	Note (iii)	-
5	TAL Lanka Hotels Plc (Refer note (v))	March 31, 2023	June 14, 1980	3,43,75,640	18.72	24.62%	-	-	Note (iii)	-
Joint Ventures										
Indian										
6	Taj GVK Hotels and Resorts Ltd.	December 31, 2022	February 02, 1995	1,60,00,400	40.34	25.52%	107.41	13.94	Note (iv)	-
7	Taj Kerala Hotels and Resorts Ltd.	March 31, 2023	May 07, 1991	1,91,41,094	20.66	28.78%	10.08	0.35	Note (iv)	-
8	Taj Karnataka Hotels and Resorts Ltd.	March 31, 2023	February 15, 1995	13,98,740	1.40	44.27%	(0.72)	0.48	Note (iv)	-
9	Taj SATS Air Catering Ltd.	March 31, 2023	August 28, 2001	88,74,000	61.82	51.00%	137.36	40.60	-	-
10	Taj Safaris Ltd.	March 31, 2023	October 07, 2004	2,97,20,502	28.93	41.81%	11.48	2.71	Note (iv)	-
11	Kaveri Retreat & Resorts Ltd	March 31, 2023	October 25, 2005	1,31,76,467	44.80	50.00%	43.87	5.62	Note (iv)	-
Foreign										
12	TAL Hotels & Resorts Ltd.	March 31, 2023	March 16, 2001	49,46,282	38.03	27.49%	88.59	(2.03)	Note (iv)	-

Notes:

- i) Names of Associates/ Joint Ventures which are yet to commence operations. - Nil
- ii) Names of Associates/ Joint Ventures which have been liquidated or sold during the year - Nil
- iii) There is significant influence due to percentage(%) of share holding (more than 20%).
- iv) These are joint ventures.
- v) The carrying value of these investments in Associates has been reported as Nil, as the Group's share of losses exceeds the cost of investments.
- vi) Number of shares includes shares held directly by Parent or through its subsidiaries.
- vii) Exchange rates as at 31.03.2023: 1 USD = ₹82.19; 1 LKR = ₹0.2489
- viii) Average exchange rates for the year (for Profit & Loss items): 1 USD = ₹80.2213; 1 LKR = ₹0.2234

For and on behalf of the Board

N. Chandrasekaran
Chairman
DIN: 00121863

Nasser Munjee
Director
DIN: 00010180

Giridhar Sanjeevi
Executive Vice President & Chief Financial Officer
Mumbai, April 27, 2023

Puneet Chhatwal
Managing Director & CEO
DIN: 07624616

Beejal Desai
Senior Vice President - Corporate Affairs & Company Secretary (Group)

Consolidated Financial Statistics

Year	Capital Accounts				Revenue Accounts				Net Profit/ (Loss) for the year @	Tax Expenses	Profit/ (Loss) before Tax	Depreciation	Expenditure (including Interest)	Gross Revenue	Investments	Net Block	Reserves and Surplus (Other Equity)	Earning Per Share (Basic) *	Earning Per Share (Diluted) *
	Share Capital	Borrowings	Gross Block	Net Block	Other Comprehensive Income @	Total Comprehensive Income @	Net Transfer to General Reserves	Net Profit/ (Loss) for the year @											
2001-02	45.12	981.09	1436.65	1934.43	1538.47	404.47	826.97	825.41	78.85	30.99	17.67	21.80	21.80	10.60	10.60	10.60	4.83	4.83	
2002-03	45.12	1023.08	1374.91	2002.40	1569.72	390.22	894.74	887.51	75.65	26.96	18.03	28.07	28.07	5.95	5.95	5.95	6.22	6.22	
2003-04	45.12	1025.40	2074.97	2158.55	1646.08	432.12	1039.76	1004.41	87.83	80.51	28.34	71.99	71.99	6.07	6.07	6.07	15.47	15.47	
2004-05	₹ 50.25	1269.92	1969.33	2950.18	2263.48	457.06	1337.94	1198.53	111.73	139.67	60.23	128.50	128.50	11.00	11.00	11.00	22.47	22.47	
2005-06	₹ 58.41	1873.73	1500.95	3160.73	2334.34	581.93	1874.73	1570.19	127.35	314.07	90.35	248.74	248.74	20.00	20.00	20.00	42.41	42.41	
2006-07	₹ 60.29	2036.33	2055.14	4416.09	3382.08	514.27	2601.13	2076.87	160.67	532.55	196.52	370.31	370.31	35.00	35.00	35.00	6.14	6.14	
2007-08	60.29	2188.83	3466.83	4646.45	3514.37	1541.94	3012.62	2416.84	167.62	560.52	246.98	354.98	354.98	38.00	38.00	38.00	5.43	5.43	
2008-09	₹ 72.34	3105.55	4646.88	5376.11	4072.03	2407.68	2756.63	2615.91	188.53	158.51	155.77	12.46	12.46	35.09	35.09	35.09	0.15	0.15	
2009-10	₹ 72.35	2352.80	4460.69	5814.15	4373.49	1905.42	2562.53	2659.71	218.54	(33.69)	84.71	(136.88)	(136.88)	18.94	18.94	18.94	(1.99)	(1.99)	
2010-11	₹ 75.95	2570.13	4243.01	6120.25	4529.51	2505.81	2932.20	2920.9	227.89	23.23	92.10	(87.26)	(87.26)	16.67	16.67	16.67	(1.19)	(1.19)	
2011-12	₹ 75.61	2893.72	3803.28	7276.94	5216.09	1903.90	3514.90	3365.81	255.07	147.57	121.75	3.06	3.06	26.75	26.75	26.75	0.04	0.04	
2012-13	₹ 80.75	2898.53	3817.64	7736.01	5382.94	1563.30	3803.52	3664.88	288.42	(291.79)	98.96	(430.24)	(430.24)	5.28	5.28	5.28	(5.40)	(5.40)	
2013-14	80.75	2555.71	4252.01	8357.90	5634.70	1427.21	4125.94	3983.26	308.13	(412.16)	110.95	(553.85)	(553.85)	3.45	3.45	3.45	(6.86)	(6.86)	
2014-15	80.75	2146.47	5074.48	8693.44	5820.74	1586.90	4287.35	4166.92	291.29	(232.48)	114.60	(378.10)	(378.10)	1.65	1.65	1.65	(4.68)	(4.68)	
2015-16	₹ 98.93	2481.32	4526.09	6475.09	6187.97	1515.24	4122.78	3846.45	284.82	(91.17)	90.63	(231.08)	(231.08)	-	-	-	(2.34)	(2.34)	
2016-17	98.93	2418.76	3382.98	5792.33	5259.83	1243.71	4075.51	3734.78	299.37	30.58	113.74	(63.20)	(63.20)	-	-	-	(0.60)	(0.60)	
2017-18	₹ 118.93	4062.17	2427.43	6415.82	5597.11	1511.42	4165.28	3702.24	301.20	184.29	121.06	100.87	100.87	-	-	-	0.91	0.91	
2018-19	118.93	4229.07	2325.98	6980.35	5838.78	1335.14	4595.38	3872.40	327.85	401.71	157.12	286.82	286.82	-	-	-	2.41	2.41	
2019-20	118.93	4237.88	2602.07	8993.94	7444.27	1426.59	4595.56	3836.73	404.24	395.54	44.77	354.42	354.42	130.58	130.58	130.58	2.98	2.98	
2020-21	118.93	3529.51	3632.84	9874.51	7826.73	1483.17	1739.88	2339.74	409.63	(849.54)	(155.33)	(720.11)	(720.11)	32.39	32.39	32.39	(5.87)	(5.87)	
2021-22	₹ 142.04	6920.21	1984.76	10246.64	7792.43	1966.80	3211.38	3079.13	406.05	(258.18)	(35.78)	(247.72)	(247.72)	103.20	103.20	103.20	(1.97)	(1.97)	
2022-23	142.04	7839.92	818.26	11021.10	8164.91	1891.04	5948.81	4241.40	416.06	1,294.64	323.21	1,002.59	1,002.59	51.81	51.81	51.81	7.06	7.06	

₹ Conversion of foreign currency bonds into share capital.

▲ Split of Shares of face value ₹ 10/- each to share of Face value ₹ 1/- each

Ω After Right issue of Shares in the Ratio of 1:5

Issue of Equity Shares, being warrants exercised pursuant to Rights Issue of Equity shares

& Allotment of Shares on Preferential basis to Promoters

α Reduction due to Equity Shares owned by entities prior to their becoming subsidiaries

§ Conversion of Warrants into Equity Shares on exercise of warrants

₤ After conversion of 18,18,01,228 Compulsorily Convertible Debentures into Equity Shares at a premium of ₹ 54 per share

@ Attributable to owners of the company

* Earning Per Share is after extraordinary item

₤ After Right issue of Shares in the Ratio of 1:9 and Qualified Institutional Placement (QIP) of 9,90,09,900 shares

Notice

NOTICE is hereby given that the Hundred and Twenty Second (122nd) Annual General Meeting of The Indian Hotels Company Limited will be held on Friday, June 16, 2023 at 3.00 p.m. IST through Video Conferencing/ Other Audio-Visual Means, to transact the following business:

ORDINARY BUSINESS:

- To receive, consider and adopt the Audited Financial Statements of the Company for the financial year ended March 31, 2023, together with the Reports of the Board of Directors and the Auditors thereon.
- To receive, consider and adopt the Audited Consolidated Financial Statements of the Company for the financial year ended March 31, 2023, together with the Report of the Auditors thereon.
- To declare a dividend on Equity Shares for the financial year ended March 31, 2023.
- To appoint a Director in place of Mr. N. Chandrasekaran (DIN: 00121863) who retires by rotation and, being eligible, offers himself for re-appointment.

SPECIAL BUSINESS:

5. Change in place of keeping Registers and Records

To consider and if thought fit, to pass the following Resolution as a Special Resolution:

“RESOLVED THAT pursuant to the provisions of Section 94 and other applicable provisions, if any, of the Companies Act, 2013 (the Act) [including any statutory modification(s) or re-enactment(s) thereof for the time being in force] read with the Companies (Management and Administration) Rules, 2014, as amended from time to time, approval of the Members of the Company be and is hereby accorded to keep and maintain the Registers as prescribed under Section 88 of the Act and copies of all Annual Returns as required under Section 92 of the Act, together with the copies of certificates and documents required to be annexed thereto or any other documents, as may be required, at the Registered Office of the Company and/ or at the office of Link Intime India Private Limited, the Registrar and Share Transfer Agent (RTA) of the Company at C-101, 247 Park, L.B.S. Marg, Vikhroli West, Mumbai – 400 083 and/ or at such other place where the RTA may shift its office from time to time;

RESOLVED FURTHER THAT the Board of Directors of the Company and/ or any person authorised by the Board of Directors, be and is hereby authorised to do all such acts, deeds, matters and things as may be necessary, expedient and desirable for the purpose of giving effect to this resolution.”

NOTES:

- The Ministry of Corporate Affairs (MCA) vide its General Circulars dated April 8, 2020, April 13, 2020, May 5, 2020, January 13, 2021, December 14, 2021 and December 28, 2022 (collectively referred to as MCA Circulars) has permitted the holding of the Annual General Meeting (AGM) through Video Conferencing (VC)/ Other Audio-Visual Means (OAVM), without the physical presence of the Members at a common venue. Further, the Securities and Exchange Board of India (SEBI) vide its circulars dated May 12, 2020, January 15, 2021, May 13, 2022 and January 5, 2023 (SEBI Circulars) has provided certain relaxations from compliance with certain provisions of the SEBI (Listing Obligations and Disclosure Requirements Regulations, 2015 (SEBI Listing Regulations)).
- In compliance with the applicable provisions of the Companies Act, 2013 (the Act), the SEBI Listing Regulations and the MCA Circulars, the 122nd AGM of the Company is being held through VC / OAVM on Friday, June 16, 2023 at 3.00 P.M. (IST). The deemed venue of the proceedings of the 122nd AGM shall be the Registered Office of the Company at Mandlik House, Mandlik Road, Colaba, Mumbai – 400 001.
- PURSUANT TO THE PROVISIONS OF THE ACT, A MEMBER ENTITLED TO ATTEND AND VOTE AT THE AGM IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE ON HIS / HER BEHALF AND THE PROXY NEED NOT BE A MEMBER OF THE COMPANY. SINCE THIS AGM IS BEING HELD PURSUANT TO THE MCA CIRCULARS THROUGH VC OR OAVM, THE REQUIREMENT OF PHYSICAL ATTENDANCE OF MEMBERS HAS BEEN DISPENSED WITH. ACCORDINGLY, THE FACILITY FOR APPOINTMENT OF PROXIES BY THE MEMBERS WILL NOT BE AVAILABLE FOR THIS AGM AND HENCE THE PROXY FORM, ATTENDANCE SLIP AND ROUTE MAP OF AGM ARE NOT ANNEXED TO THIS NOTICE.**

- Corporate Members and Institutional Investors intending to appoint their authorised representatives pursuant to Section 113 of the Act to attend the AGM through VC/OAVM or to vote through remote e-Voting are requested to send a certified copy of the Board Resolution to the Scrutiniser by e-mail at kkdlegal@gmail.com with a copy marked to evoting@nsdl.co.in and investorrelations@ihcltata.com.
- In case of joint holders, the Member whose name appears as the first holder in the order of names as per the Register of Members of the Company will be entitled to vote at the AGM.
- The attendance of the Members attending the AGM through VC / OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.
- As per the provisions of Clause 3.A.II. of the General Circular No. 20/2020 dated May 5, 2020, the matter of Special Business as appearing at Item No. 5 of the accompanying Notice, are considered to be unavoidable by the Board and hence, forming part of this Notice.
- The relative Explanatory Statement pursuant to Section 102 of the Act setting out the material facts in respect to the business under Item No. 5 of the Notice is annexed hereto. The relevant details, pursuant to Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard – 2 on General Meetings issued by the Institute of Company Secretaries of India (SS-2), in respect of the Director seeking re-appointment at this AGM are also annexed. Requisite declarations have been received from the Director seeking re-appointment.
- The Members can join the AGM in the VC / OAVM mode 30 minutes before and 15 minutes after the scheduled time of the commencement of the Meeting by following the procedure mentioned in this Notice. The Members will be able to view the live proceedings on National Securities Depository Limited's (NSDL) e-Voting website at www.evoting.nsdl.com. The facility of participation at the AGM through VC / OAVM will be made available to at least 1,000 Members on a first come first served basis as per the MCA Circulars. The large shareholders (i.e. shareholders holding 2% or more shareholding), promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, the Nomination and Remuneration Committee and the Stakeholders' Relationship Committee, the Auditors, etc. may be allowed to attend the meeting without any restrictions on first come first served basis.
- Pursuant to the MCA and SEBI Circulars, the Integrated Annual Report including the Notice of the AGM for FY 2022-23 is being sent by electronic mode to all the Members whose e-mail addresses are registered with the Company/ Depository Participants (DPs). The Company shall send a physical copy of the Integrated Annual Report to those Members who specifically request for the same at investorrelations@ihcltata.com mentioning their Folio No./ DP ID and Client ID. The Notice convening the 122nd AGM has been uploaded on the website of the Company at <https://investor.ihcltata.com/AGM-FY2023> and may also be accessed from the relevant section of the websites of the Stock Exchanges i.e. BSE Limited and the National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and the website of NSDL at www.evoting.nsdl.com.
- Book Closure and Dividend:**

The Register of Members and the Share Transfer Books of the Company will remain closed from Saturday, June 10, 2023 to Friday, June 16, 2023; (both days inclusive) for the purpose of reckoning the entitlement of dividend for the Financial Year ended March 31, 2023 and the 122nd AGM. The dividend of ₹1 per equity share of ₹1 each (100 %), if declared at the AGM, will be paid subject to deduction of tax at source (TDS) on or after Friday, June 23, 2023 as under:

 - For shares held in electronic form:** To all the Beneficial Owners as of close of the business hours on Friday, June 9, 2023 as per the list of beneficial owners to be furnished by the NSDL and Central Depository Services (India) Limited (CDSL) and
 - For shares held in physical form:** To all Members whose names appear in the Company's Register of Members, after giving effect to valid transmission and transposition in respect of valid requests lodged with the Company on or before the close of business hours on Friday, June 9, 2023.
- Pursuant to the Finance Act, 2020, dividend income is taxable in the hands of the Shareholders w.e.f. April 1, 2020 and the Company is required to deduct TDS from dividend paid to the Members at prescribed rates in the Income Tax Act, 1961 (the IT Act). In general, to enable compliance with TDS requirements, Members are requested to complete and/ or update their Residential Status, Permanent Account Number (PAN), Category as per the IT Act with their DPs or in case shares are held in physical form, with the Company/

Notice

Link Intime India Private Limited by sending documents at its e-mail ID ihcldivtax@linkintime.co.in or update the same by visiting the link: <https://linkintime.co.in/formsreg/submission-of-form-15g-15h.html> on or before Monday, June 5, 2023 in order to enable the Company to determine and deduct appropriate TDS/withholding tax rate. No communication/ documents on the tax determination/ deduction shall be considered post 11:59 p.m. (IST) of Monday, June 5, 2023. For the detailed process, please click here: <https://investor.ihcltata.com/agm-fy2023-tds-on-dividend>.

A communication providing information and detailed instructions with respect to tax on the dividend for the financial year ended March 31, 2023 is also being sent separately to the Members of the Company whose e-mail addresses are registered with the Company/DPs.

13. Updation of mandate for receiving dividend directly in bank account through Electronic Clearing System or any other means in a timely manner:

Shares held in Physical form: Further, in order to receive the dividend in a timely manner, Members holding shares in physical form who have not updated their mandate for receiving the dividends directly in their bank accounts through Electronic Clearing Service or any other means, are requested to follow the below instructions and send the following documents in original to the RTA, latest by Monday, June 5, 2023:

- a) Form ISR-1 along with supporting documents. The said form is available on the website of the Company at <https://investor.ihcltata.com/FAQs> and on the website of the RTA at <https://linkintime.co.in/downloads.html>.
- b) Cancelled cheque in original, bearing the name of the Member or first holder, in case shares are held jointly. In case name of the holder is not available on the cheque, kindly submit the following documents:
 - i) Cancelled cheque in original
 - ii) Bank attested legible copy of the first page of the Bank Passbook/ Bank Statement bearing the names of the account holders, address, same bank account number and type as on the cheque leaf and full address of the bank branch.
- c) Self-attested photocopy of the PAN Card of all the holders; and
- d) Self-attested photocopy of any document (such as Aadhaar Card, Driving License, Election Identity Card, Passport) in support of the address of the first holder as registered with the Company.

Shares held in electronic form: Members may please note that their bank details as furnished by the respective Depositories to the Company will be considered for remittance of dividend as per the applicable regulations of the Depositories and the Company will not entertain any direct request from such Members for change/ addition/ deletion in such bank details. Accordingly, the Members holding shares in electronic form are requested to update their Electronic Bank Mandate with their respective DPs by Monday, June 5, 2023.

Further, please note that instructions, if any, already given by Members in respect of shares held in physical form, will not be automatically applicable to the dividend paid on shares held in electronic form.

The Members who are unable to receive the dividend directly in their bank accounts through Electronic Clearing Service or any other means, due to non-registration of the Electronic Bank Mandate, the Company shall dispatch the dividend warrant/ Bankers' cheque/ demand draft to such Members, as soon as possible.

14. Members are requested to note that dividends, if not encashed for a consecutive period of seven years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund (IEPF). The shares in respect of such unclaimed dividends are also liable to be transferred to the demat account of the IEPF Authority. In view of this, Members/ Claimants are requested to claim their dividends from the Company, within the stipulated timeline. The Members, whose unclaimed dividends/ shares have been transferred to IEPF, may claim the same by making an application to the IEPF Authority, in Form No. IEPF-5 available on www.iepf.gov.in. The Members/ Claimants can file only one consolidated claim in a financial year as per the IEPF Rules. For details, please refer to the Report on Corporate governance which is a part of the Annual Report.

15. Updation of PAN and other details:

SEBI vide its Circular dated March 16, 2023, mandated furnishing of PAN, KYC details (i.e. Postal Address with Pin Code, mobile number, bank account details) and Nomination by holders of physical securities through Form ISR-1, Form ISR-2, Form ISR-3, Form SH-13 and Form SH-14 (as applicable). Moreover, shareholders are encouraged to register their e-mail IDs to avail online services. The said forms are available on the Company's website at <https://investor.ihcltata.com/FAQs> and on the website of the RTA at <https://linkintime.co.in/downloads.html>.

In terms of above Circular, folios of physical shareholders wherein any one of the said details such as PAN, KYC details and nomination are not available, shall be frozen with effect from October 1, 2023 and such physical shareholders will not be eligible to lodge grievances or avail service requests from the RTA of the Company and will not be eligible for receipt of dividend in physical mode until the said details are furnished.

Further, Shareholders holding shares in physical mode are requested to ensure that their PAN is linked to Aadhaar by June 30, 2023 or any other date as specified by the Central Board of Direct Taxes to avoid freezing of folio.

Further, as per the above SEBI circular, the frozen folios shall be referred by RTA/ Company to the administering authority under the Benami Transactions (Prohibitions) Act, 1988 and Prevention of Money Laundering Act, 2002, after December 31, 2025.

Accordingly, the Company has sent individual letters to all the Members holding shares of the Company in physical form for furnishing their PAN, KYC details and Nomination. In view of the above, Members holding shares of the Company in physical form are requested to go through the requirements on the website of the Company at <https://investor.ihcltata.com/FAQs> to furnish the requisite details.

16. Members are also requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/ mobile numbers, PAN, registration of nomination, power of attorney registration, Bank Mandate details, etc. to their DPs in case the shares are held in electronic form and to the Registrar at rnt.helpdesk@linkintime.co.in in case the shares are held in physical form, quoting their folio number. Changes intimated to the DP will then be automatically reflected in the Company's records.
17. Members may please note that SEBI vide its Circular dated January 25, 2022 has mandated the Listed Companies to issue securities in dematerialised form only while processing service requests viz. Issue of duplicate securities certificate; claim from Unclaimed Suspense Account; Renewal/ Exchange of securities certificate; Endorsement; Sub-division/ Splitting of securities certificate; Consolidation of securities certificates/ folios; Transmission and Transposition.

18. Accordingly, Shareholders are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the website of the Company at <https://investor.ihcltata.com/FAQs> and on the website of the RTA at <https://linkintime.co.in/downloads.html>. It may be noted that any service request can be processed only after the folio is KYC Compliant.

19. In accordance with Regulation 40 of the SEBI Listing Regulations, as amended, all requests for transfer of securities including transmission and transposition requests shall be processed only in dematerialised form. In view of the same and to get inherent benefits of dematerialisation, Members holding shares of the Company in physical form, are requested to kindly get their shares converted into dematerialised form. Members can contact Company's RTA at rnt.helpdesk@linkintime.co.in for assistance in this regard. Members may also refer to Frequently Asked Questions (FAQs) on the Company's website <https://investor.ihcltata.com/FAQs>.

20. As per the provisions of Section 72 of the Act, the facility for making nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13. If a Member desires to opt out or cancel the earlier nomination and record fresh nomination, he/she may submit the same in Form ISR-3 or Form SH-14, as applicable. The said forms can be downloaded from the Company's website at <https://investor.ihcltata.com/FAQs> and from the website of the RTA at <https://linkintime.co.in/downloads.html>. Members are requested to submit the said form to their DP in case the shares are held by them in electronic form and to the RTA at rnt.helpdesk@linkintime.co.in in case the shares are held in physical form, quoting their folio no.

21. Members holding shares in physical form, in identical order of names, in more than one folio are requested to send to the Company or RTA, the details of such folios together with the share certificates for consolidating their holdings in one folio. A consolidated share certificate will be issued to such Members after making requisite changes.

Notice

22. To prevent fraudulent transactions, Members are advised to exercise due diligence and notify the Company of any change in address or demise of any Member as soon as possible. Members are also advised to not leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned DP and holdings should be verified from time to time.

23. During the 122nd AGM, Members may access the electronic copy of Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act; the Register of Contracts and Arrangements in which Directors are interested maintained under Section 189 of the Act and the other relevant documents and explanatory statement, by writing in advance to the Company on investorrelations@ihcltata.com stating their DP/ Client ID or Folio Nos.

24. **Process for registering e-mail addresses to receive the Notice of AGM and the Integrated Annual Report for FY 2022-23 electronically and cast votes electronically:**

I. Registration of e-mail addresses with RTA:

The Company has made special arrangements with the RTA for registration of e-mail addresses of those Members (holding shares either in electronic or physical form) who wish to receive this Notice electronically and cast votes electronically. Eligible Members whose e-mail addresses are not registered with the Company/ DPs are required to provide the same to the RTA on or before 5:00 p.m. IST on Monday, June 5, 2023.

Process to be followed for registration of e-mail address is as follows:

- a) Visit the link: https://linkintime.co.in/emailreg/email_register.html
- b) Select the Company name viz. **The Indian Hotels Company Limited;**
- c) Enter the DP ID & Client ID/ Physical Folio Number and PAN number. In the event the PAN details are not available on record for Physical Folio, Member to enter one of the Share Certificate numbers;
- d) Upload a self-attested copy of PAN card for authentication. If PAN details are not available in the system, the system will prompt the Member to upload a self-attested copy of the PAN card for updation;
- e) Enter your e-mail address and mobile number;
- f) The system will then confirm the e-mail address for receiving this AGM Notice.

After successful submission of the e-mail address, NSDL will e-mail a copy of this AGM Notice and Integrated Annual Report for FY 2022-23 along with the e-Voting user ID and password on the e-mail ID registered by the Member. In case of any queries, Members may write to rnt.helpdesk@linkintime.co.in or evoting@nsdl.co.in.

II. Registration of e-mail address permanently with Company/ DP:

To support the Green Initiative, Members are requested to register their e-mail address with their concerned DPs, in respect of electronic holding and with the RTA, in respect of physical holding, by submitting Form ISR-1 duly filled and signed by the holders. Further, those Members who have already registered their e-mail addresses are requested to keep their e-mail addresses validated/ updated with their DPs/ RTA to enable servicing of notices/ documents/ Annual Reports and other communications electronically to their e-mail address in future.

III. Alternatively, those Shareholders who have not registered their e-mail addresses are required to send an e-mail request to evoting@nsdl.co.in along with the following documents for procuring user id and password for remote e-Voting for the resolutions set out in this Notice:

- In case shares are held in **physical mode**, please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), self-attested scanned copy of PAN card, self-attested scanned copy of Aadhar Card.
- In case shares are held in **electronic mode**, please provide DP ID-Client ID (8 digit DP ID + 8 digit Client ID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, self-attested scanned copy of PAN card, self-attested scanned copy of Aadhar Card. If you are an Individual shareholder holding securities in electronic mode, you are requested to refer to the login method explained at para X below under **step 1 (A)** i.e. Login method for remote e-Voting and joining virtual meeting for Individual shareholders holding securities in electronic mode.

25. Process and manner for remote e-voting before/ during the AGM:

- I. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended, SS-2 and Regulation 44 of the SEBI Listing Regulations (as amended) read with the MCA Circulars, the Company is providing facility of only remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has engaged the services of NSDL for facilitating remote e-voting before as well as during the AGM to enable the Members to cast their votes electronically.
- II. Members of the Company holding shares either in physical form or in electronic form as on the cut-off date of **Friday, June 9, 2023** may cast their vote by remote e-Voting. A person whose name is recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the cut-off date only shall be entitled to avail the facility of remote e-Voting, before as well as during the AGM. A person who is not a member as on the cut-off date should treat this Notice for information purpose only.
- III. The remote e-Voting period commences on **Tuesday, June 13, 2023 at 9.00 a.m. (IST)** and ends on **Thursday, June 15, 2023 at 5.00 p.m. (IST)**. The remote e-Voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently. The voting rights of the Members (for voting through remote e-Voting before and during the AGM) shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date of Friday, June 9, 2023.
- IV. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after the after the despatch of the notice and holding shares as on the cut-off date, i.e. Friday, June 9, 2023 may obtain the Login ID and password by sending a request at evoting@nsdl.co.in. However, if you are already registered with NSDL for remote e-voting, then you can use your existing user ID and password for casting your

vote. If you forgot your password, you can reset your password by using “Forgot User Details/ Password” or “Physical User Reset Password” option available on www.evoting.nsdl.com or call on 022 - 4886 7000 and 022 - 2499 7000. In case of Individual Shareholders holding securities in demat mode who acquires shares of the Company and becomes a Member of the Company after the despatch of the Notice and holding shares as of the cut-off date i.e. Friday, June 9, 2023 may follow steps mentioned in the Notice of the AGM under “Access to NSDL e-Voting system”.

- V. Members will be provided with the facility for voting through remote e-voting system during the video conferencing proceedings at the AGM and Members participating at the AGM, who have not already cast their vote by remote e-Voting, and are otherwise not barred from doing so, will be eligible to exercise their right to vote at the end of discussion on such resolutions upon announcement by the Chairman. The remote e-voting module during the AGM shall be disabled by NSDL for voting 15 minutes after the conclusion of the meeting. Members who have cast their vote by remote e-Voting prior to the AGM will also be eligible to participate at the AGM but shall not be entitled to cast their vote again on such resolution(s) for which the member has already cast the vote through remote e-Voting.
- VI. Mr. Khushroo K. Driver – Advocate High Court (Reg. No. OS-811) has been appointed as the Scrutiniser by the Board of Directors of the Company to scrutinise the remote e-Voting process before and during the AGM in a fair and transparent manner.
- VII. The Scrutiniser shall, after the conclusion of voting at the AGM, first count the votes cast during the Meeting and, thereafter, unblock the votes cast through remote e-Voting, in the presence of at least two witnesses not in the employment of the Company and shall make, not later than two working days from the conclusion of the AGM, a Scrutiniser’s Report of the total votes cast in favor or against, if any, to the Chairman or a person authorised by him in writing, who shall countersign the same and declare the result of the voting forthwith.

Notice

VIII. The Results declared, along with the Scrutiniser's Report, shall be placed on the Company's website at <https://www.ihcltata.com/investors/> and on the website of NSDL at www.evoting.nsdl.com, immediately after the declaration of the result by the Chairman or a person authorised by him in writing. The results shall also be immediately forwarded to the Stock Exchanges where the Company's Equity Shares are listed viz. BSE and NSE and be made available on their respective websites viz. www.bseindia.com and www.nseindia.com. The Result will also be displayed at the Registered Office of the Company.

IX. The instructions for members for attending the AGM through VC / OAVM are as under:

i. The Members will be provided with a facility to attend the AGM through VC / OAVM or view the live webcast through the NSDL e-Voting system. Members may access the same by following the steps mentioned below for 'Access to NSDL e-Voting system'. The link for VC / OAVM will be available in 'Member login' where the E-voting Event Number (EVEN) of Company will be displayed. After successful login, the Members will be able to see the link of 'VC / OAVM link' placed under the tab 'Join Annual General Meeting' against the name of the Company. On clicking this link, the Members will be able to attend and participate in the proceedings of the AGM through a live webcast of the meeting and submit votes on announcement by the Chairman.

ii. Members may join the Meeting through Laptops, Smartphones, Tablets and iPads for better experience. Further, Members will be required to use Internet with a good speed to avoid any disturbance during the Meeting. Members will need the latest version of Chrome, Safari, Internet Explorer 11, MS Edge or Firefox. Please note that participants connecting from Mobile Devices or Tablets or through Laptops connecting via mobile hotspot may experience Audio/ Video loss due to fluctuation in their respective network. It is therefore recommended to use stable Wi-Fi or LAN connection to mitigate any glitches.

iii. Members are encouraged to submit their questions in advance with regard to the financial statements or any other matter to be placed at this AGM, from their registered e-mail address, mentioning their name, DP ID and Client ID number/ folio number and mobile number, to reach the Company's e-mail address at investorrelations@ihcltata.com before 5.00 p.m. (IST) on Tuesday, June 13, 2023. Such queries will be appropriately responded by the Company.

iv. Members who would like to express their views/ ask questions as a speaker at the Meeting may pre-register themselves by sending a request from their registered e-mail address mentioning their names, DP ID and Client ID/ folio number, PAN and mobile number at investorrelations@ihcltata.com between **Monday, June 12, 2023 (9:00 a.m. IST)** and **Wednesday, June 14, 2023 (5:00 p.m. IST)**.

v. Members who need assistance before or during the AGM, can contact NSDL on evoting@nsdl.co.in or call on toll free nos.: 022 - 4886 7000 and 022 - 2499 7000 or send a request to Mr. Amit Vishal, Asst. Vice President – NSDL or Ms. Pallavi Mhatre, Senior Manager, NSDL at evoting@nsdl.co.in.

X. The instructions for remote e-voting before/ during the AGM are as under:




The way to vote electronically on NSDL e-Voting system consists of 'Two Steps' which are mentioned below:

Step 1: Access to NSDL e-Voting system at <https://www.evoting.nsdl.com/>

A. Login method for remote e-Voting and joining virtual meeting for Individual shareholders holding securities in electronic mode

In terms of the Circular issued by the SEBI dated December 9, 2020, in relation to e-Voting facility provided by Listed Companies, Individual shareholders holding securities in electronic mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and e-mail ID in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in electronic mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in electronic mode with NSDL.	<ol style="list-style-type: none"> Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting and voting during the meeting. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS Portal" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password/ OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting and voting during the meeting. Shareholders/Members can also download NSDL Mobile App "NSDL Speede" facility by scanning the QR code mentioned below for seamless voting experience. <div style="text-align: center;"> <p>NSDL Mobile App is available on</p>    </div>
Individual Shareholders holding securities in electronic mode with CDSL	<ol style="list-style-type: none"> Users who have opted for CDSL Easi/ Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi/ Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing my easi username & password. After successful login of Easi/ Easiest, the user will be able to see the e-Voting option for eligible companies where the e-Voting is in progress as per the information provided by company. On clicking the e-Voting option, the user will be able to see e-Voting page of the e-Voting service provider for casting their vote during the remote e-Voting period. Additionally, there are also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. If the user is not registered for Easi/ Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. Alternatively, the user can directly access e-Voting page by providing demat Account Number and PAN No. from an e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & E-mail as recorded in the demat Account. After successful authentication, user will be able to see the e-Voting option i.e. NSDL where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in electronic mode) login through their depository participants	<p>You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL / CDSL for e-Voting facility upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL / CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.</p>

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at above mentioned website.

Notice

Helpdesk for Individual Shareholders holding securities in electronic mode for any technical issues related to login through Depository i.e. NSDL and CDSL:

Login Method	Helpdesk details
Individual Shareholders holding securities in electronic mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 022 - 4886 7000 and 022 - 2499 7000
Individual Shareholders holding securities in electronic mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk. evoting@cdslindia.com or contact at 022 - 4886 7000 and 022 - 2499 7000

B. Log-in method for e-Voting and joining virtual meeting for the Members other than Individual Members holding securities in electronic mode and Members holding securities in physical mode

How to Log-in to NSDL e-voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following: <https://www.evoting.nsdl.com/> either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon 'Login' which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, your Password and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
i) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****
ii) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****
iii) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the Company. For example if Folio Number is 001*** and EVEN is 123929 then user ID is 123929001***

5. Password details for shareholders other than individual shareholders are given below:

- a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
- b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
- c) How to retrieve your 'initial password'?
 - If your e-mail ID is registered in your demat account or with the Company, your 'initial password' is communicated to you on your e-mail ID. Trace the e-mail sent to you from NSDL from your mailbox. Open the

e-mail and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8-digit Client ID for NSDL account, last 8 digits of Client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

- If your e-mail ID is not registered, please follow steps mentioned below in **process for those shareholders whose e-mail IDs are not registered.**
6. If you are unable to retrieve or have not received the 'initial password' or have forgotten your password:
 - a) Click on 'Forgot User Details/ Password?' (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.)
 - b) 'Physical User Reset Password?' (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
 - c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.co.in mentioning your demat account number/ folio number, your PAN, your name and your registered address.
 - d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
 7. After entering your password, tick on Agree to 'Terms and Conditions' by selecting on the check box.
 8. Now, you will have to click on 'Login' button.
 9. After you click on the 'Login' button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join the AGM on NSDL e-Voting system.

How to cast your vote electronically and join the AGM on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies 'EVEN' in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select 'EVEN' of company for which you wish to cast your vote during the remote eVoting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on 'VC / OAVM' link placed under 'Join Meeting'.
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/ modify the number of shares for which you wish to cast your vote and click on 'Submit' and also 'Confirm' when prompted.
5. Upon confirmation, the message 'Vote cast successfully' will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for Members

- i. Institutional/ Corporate Shareholders (i.e. other than individuals, HUF, NRIs, etc.) are required to send scanned copy (PDF / JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorised signatory(ies) who are authorised to vote, to the Scrutiniser by e-mail to kkdlegal@gmail.com, with a copy marked to evoting@nsdl.co.in. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution/ Power of Attorney/ Authority Letter etc. by clicking on "Upload Board Resolution/ Authority Letter" displayed under "e-Voting" tab in their login.

Notice

- ii. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-Voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the 'Forgot User Details/Password?' or 'Physical User Reset Password?' option available on www.evoting.nsdl.com to reset the password.
- iii. In case of any queries/ grievances pertaining to remote e-Voting (before the AGM and during the AGM), you may refer to the FAQs for shareholders

and e-Voting user manual for shareholders available in the download section of www.evoting.nsdl.com or call on the toll-free numbers: 022 - 4886 7000 and 022 - 2499 7000 or send a request at evoting@nsdl.co.in. In case of any grievances connected with facility for e-Voting, please contact Ms. Pallavi Mhatre, Senior Manager, NSDL, 4th Floor, 'A' Wing, Trade World, Kamala Mills Compound, Senapati Bapat Marg, Lower Parel, Mumbai – 400 013. E-mail: evoting@nsdl.co.in.

By Order of the Board of Directors

Beejal Desai

Executive Vice President
Corporate Affairs & Company Secretary (Group)
F.C.S No.: 3320

Mumbai, April 27, 2023

Registered Office:

Mandlik House,
Mandlik Road,
Mumbai – 400 001.

CIN: L74999MH1902PLC000183

Tel.: 022 61371637 Fax: 022 22027442

E-mail: investorrelations@ihcltata.com

Website: www.ihcltata.com

EXPLANATORY STATEMENT

The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 (the Act), given hereunder sets out all material facts relating to the resolution mentioned at Item No. 5 of the accompanying Notice dated April 27, 2023.

Item No. 5

Pursuant to Section 94 and other applicable provisions, if any, of the Act read with the Companies (Management and Administration) Rules, 2014, as amended, certain documents such as the Registers prescribed under Section 88 of the Act and copies of Annual Returns as required under Section 92 of the Act together with the copies of certain other registers, certificates, documents, etc. are required to be kept and maintained at the Registered Office of the Company. However, these registers and documents can be kept at any other place in India in which more than one-tenth of the total members entered in the Register of Members reside, if approved by a Special Resolution passed at a general meeting of the Company.

Mumbai, April 27, 2023

Registered Office:

Mandlik House,
Mandlik Road,
Mumbai – 400 001.

CIN: L74999MH1902PLC000183

Tel.: 022 61371637 Fax: 022 22027442

E-mail: investorrelations@ihcltata.com

Website: www.ihcltata.com

In view of the above, approval of the Members is sought by way of a Special Resolution for keeping and maintaining the Registers as mentioned above together with the copies of certificates and documents required to be annexed thereto or any other documents as may be required, at the Registered Office of the Company and/ or at the office of Link Intime India Private Limited, the Registrar and Share Transfer Agent (RTA) of the Company at C-101, 247 Park, L.B.S. Marg, Vikhroli West, Mumbai – 400 083 and/ or at such other place where the RTA may shift its office from time to time.

The Board commends the Special Resolution set out at Item No. 5 of the accompanying Notice for approval of the Members of the Company.

None of the Directors or Key Managerial Personnel of the Company and their respective relatives are, in any way, concerned or interested, in the Resolution set out at Item No. 5 of the accompanying Notice.

By Order of the Board of Directors

Beejal Desai

Executive Vice President
Corporate Affairs & Company Secretary (Group)
F.C.S No.: 3320

Notice

DETAILS OF DIRECTOR SEEKING RE-APPOINTMENT AT THE 122ND AGM OF THE COMPANY

[Pursuant to the Regulation 36 (3) of the SEBI Listing Regulations and SS - 2 on General Meetings]

Name of Director	Mr. N. Chandrasekaran
DIN	00121863
Designation	Chairman & Non-Executive (Non-Independent) Director
Date of Birth and Age	June 2, 1963 (59 years)
Date of First Appointment on the Board	January 27, 2017
Experience & Expertise in specific functional areas/ brief resume	<ul style="list-style-type: none"> Mr. N. Chandrasekaran is the Chairman of Tata Sons Private Limited, the holding company and promoter of all Tata Group companies. Mr. Chandrasekaran joined the Board of Tata Sons in October 2016 and was appointed Chairman in January 2017. He also chairs the Boards of several other group operating companies, including Tata Steel, Tata Motors, Tata Power, Air India, Tata Chemicals, Tata Consumer Products, and Tata Consultancy Services (TCS) – of which he was the Chief Executive Officer from 2009-17. His appointment as Chairman of Tata Sons, followed a 30-year business career at TCS, which he joined from university. Mr. Chandrasekaran rose through the ranks at TCS to become the CEO and Managing Director of the leading global IT solution and consulting firm. Under his leadership, TCS generated total revenues of US \$16.5 billion in 2015-16 and consolidated its position as the largest private sector employer in India and the country's most valuable company. Since he has taken over as Chairman, Mr. Chandrasekaran has been driving transformation of the group towards digital, sustainability and supply chain resilience. The group has forayed into new businesses including electronics manufacturing, consumer internet platform and mobile technology for 5G in India. The Tata group has expanded its aviation presence with the acquisition of Air India and is building a large global airline. The group's turnover stood at over US\$125 billion with a market cap of US\$311 billion as on March 31, 2022. In addition to his professional career at Tata, Mr. Chandrasekaran is on the International Advisory Council of Singapore's Economic Development Board. He is the Chairman of Indian Institute of Management, Lucknow as well as the President of the Court at Indian Institute of Science, Bengaluru. He is the member of the Mitsubishi's International Advisory Committee and the Co-Chair of the India US CEO Forum. He is also on the Board of Governors of New York Academy of Sciences and has been elected as an international member of the United States National Academy of Engineering (NAE). Mr. Chandrasekaran was conferred with the Padma Bhushan, one of the highest civilian awards in India, in the field of trade and industry in 2022. He has also been conferred the President Eisenhower Global Award for Leadership by the Business Council for International Understanding (BCIU). Mr. Chandrasekaran has been awarded several honorary doctorates by leading Universities in India and internationally, including an honorary Doctor of Letters from Macquarie University, Australia, Doctor Honoris Causa by Nyenrode University, The Netherlands, honorary Doctor of Science by the Aligarh Muslim University, and Doctor of Letters from the Regional Engineering College, Trichy, Tamil Nadu, where he completed a Masters Degree in Computer Applications, before joining TCS in 1987.
Qualifications	<ul style="list-style-type: none"> Bachelor's degree in Applied Science Masters in Computer Applications from Regional Engineering College, Trichy, Tamil Nadu
Terms and Conditions of re-appointment	Director liable to retire by rotation
Details of Remuneration sought to be paid*	Sitting Fees for attending meetings of the Board or Committees thereof and reimbursement of expenses for participating in the Board and other meetings
Listed entities in which the director has resigned in the past three years	Nil

Name of Director	Mr. N. Chandrasekaran
Directorships held in other companies (excluding Foreign Companies)	<ul style="list-style-type: none"> Tata Consumer Products Limited Tata Consultancy Services Limited Tata Chemicals Limited Tata Steel Limited The Tata Power Company Limited Tata Motors Limited Air India Limited Tata Sons Private Limited Tata Digital Private Limited TCS Foundation
Membership/ Chairpersonship of Committees in other companies	<p>Nomination and Remuneration Committee <u>Member</u></p> <ul style="list-style-type: none"> Tata Sons Private Limited Tata Consultancy Services Limited Tata Steel Limited Tata Motors Limited Tata Consumer Products Limited The Tata Power Company Limited Air India Limited <p>Corporate Social Responsibility/ ESG/ Sustainability Committee <u>Chairperson</u></p> <ul style="list-style-type: none"> Tata Sons Private Limited Tata Consultancy Services Limited Air India Limited <p>Risk Management Committee <u>Chairperson</u> Tata Sons Private Limited</p> <p>Executive Committee of the Board <u>Chairperson</u></p> <ul style="list-style-type: none"> Tata Steel Limited The Tata Power Company Limited Tata Consultancy Services Limited

*As a policy, Mr. N. Chandrasekaran, Chairman of the Board has abstained from receiving commission from the Company.

Note: For other details such as number of meetings of the board attended during the year, remuneration last drawn and relationship with other directors & key managerial personnel in respect of above director, Shareholding in the listed entity, including shareholding as a beneficial owner, please refer to the Corporate Governance Report which is a part of the Annual Report for FY 2022-23.

THE INDIAN HOTELS COMPANY LIMITED

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