

IHCL

15th December, 2020



SELEQIONS

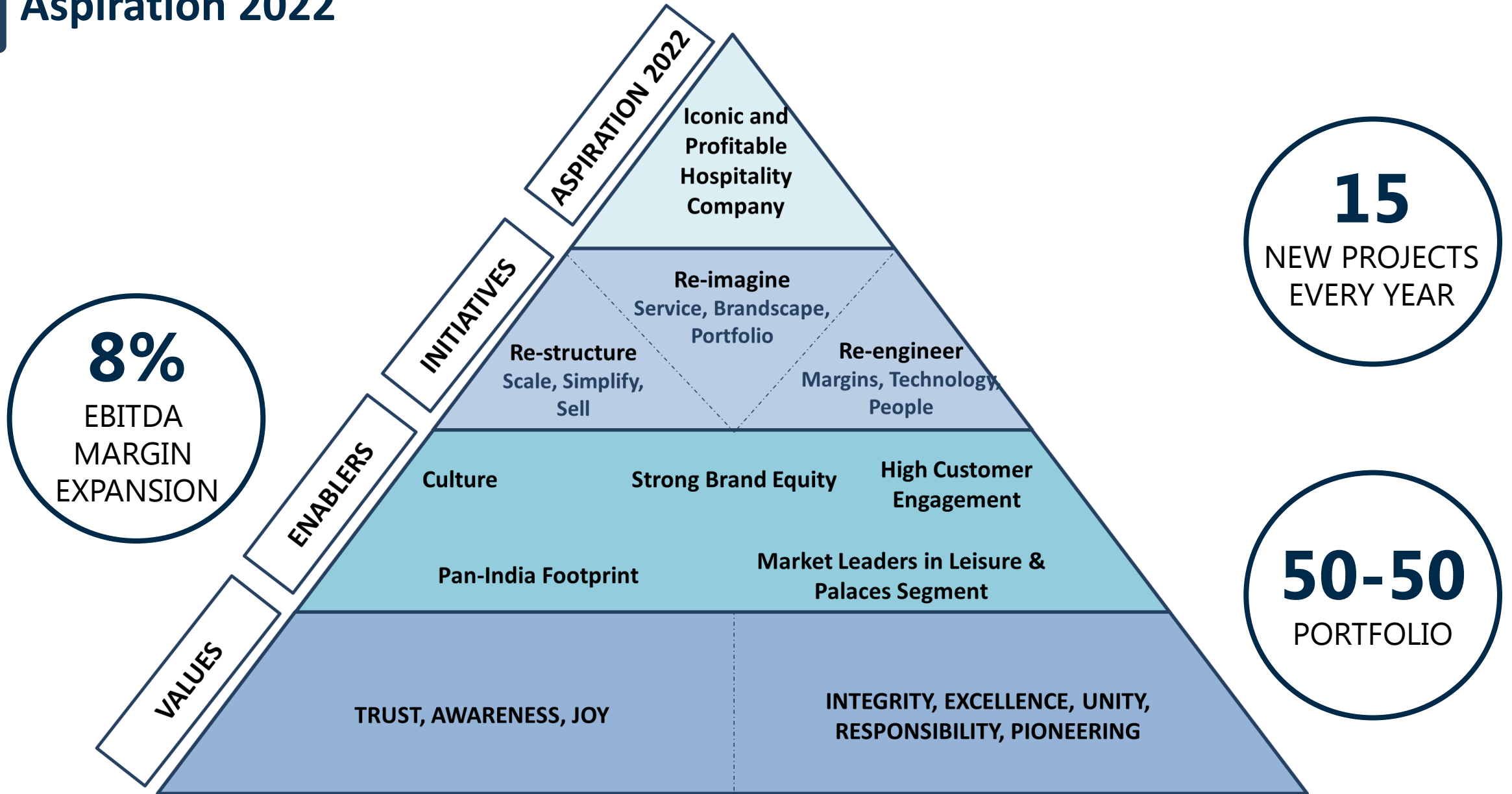
VIVANTA

GINGER

EXPRESSIONS



Aspiration 2022



Re-structuring Portfolio: Journey So Far



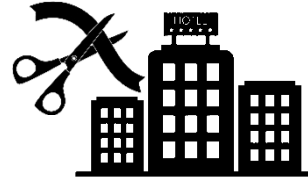
200

Hotels Portfolio
(158 Hotels Operational)



50

New Hotels Signed
in the Last Two Years



17

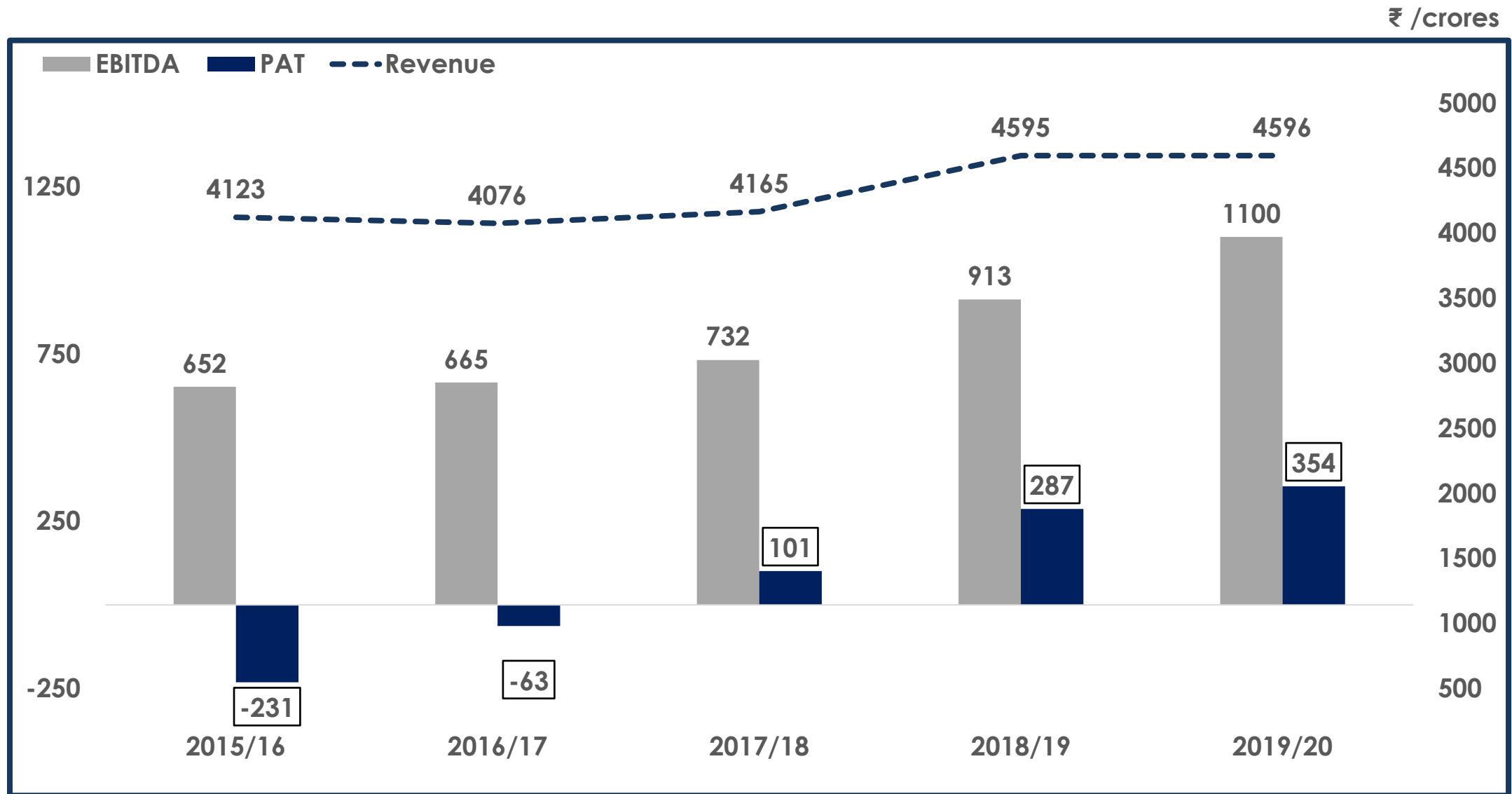
New Hotels Opened
in the Last Two Years



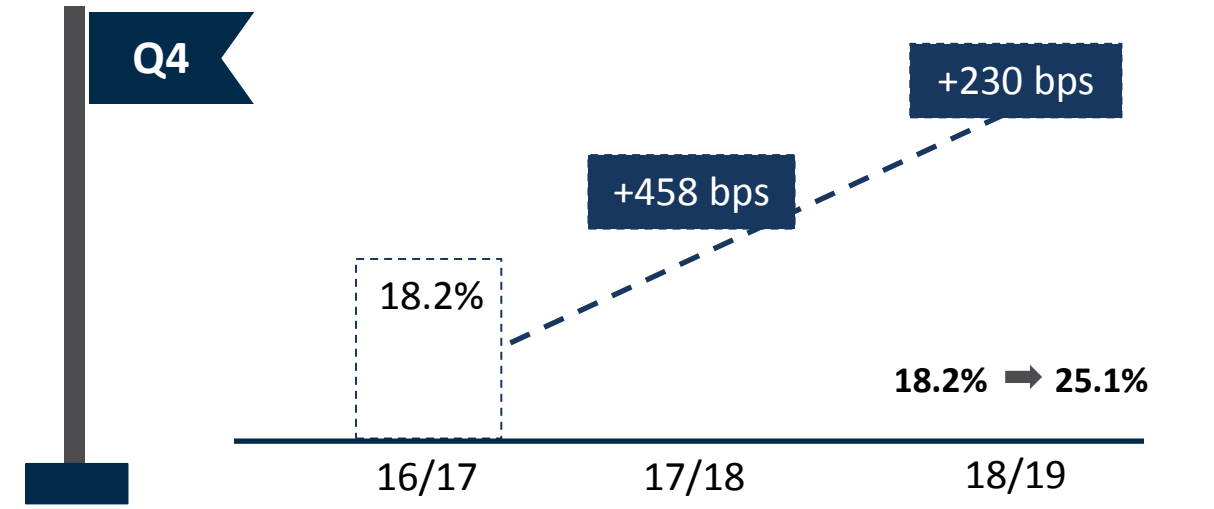
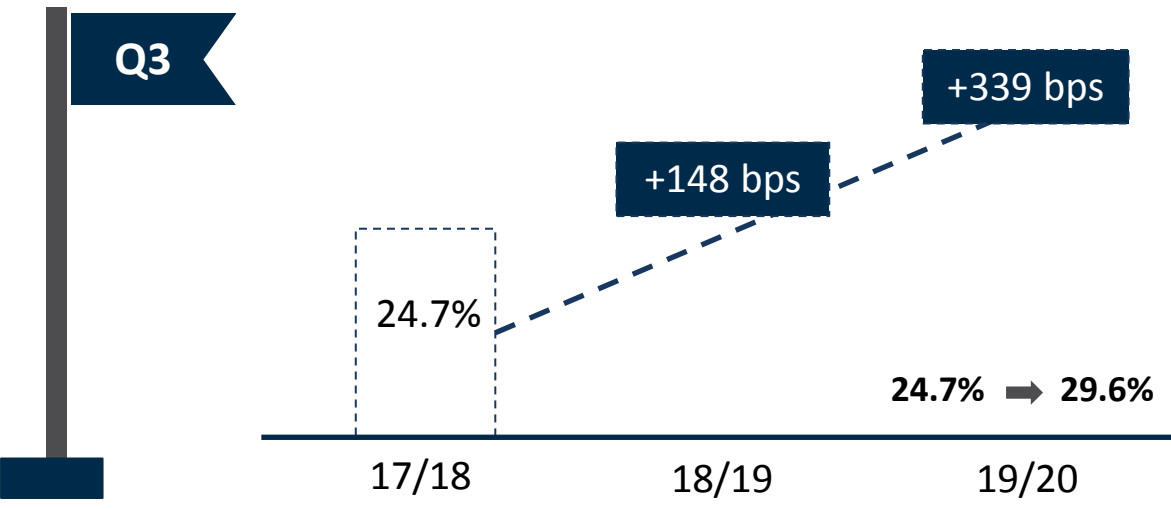
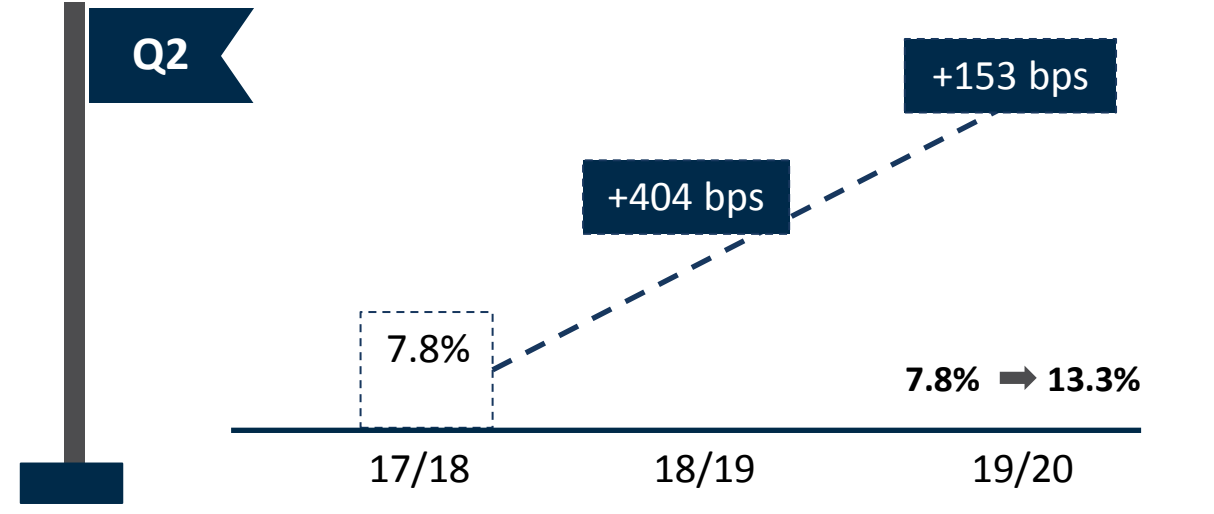
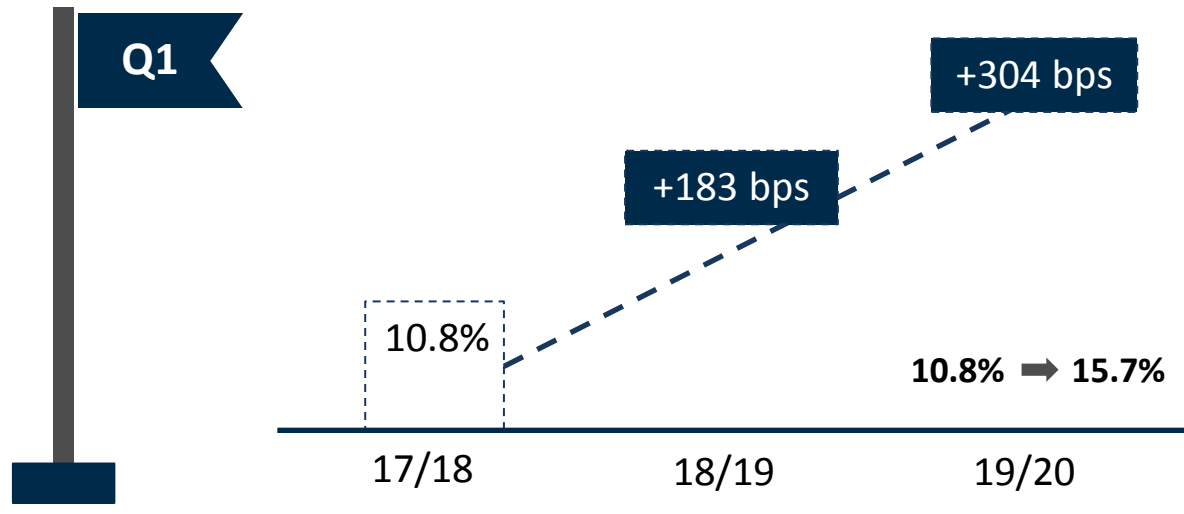
42%

Mgmt Contract Mix
vs Owned in Portfolio

Continuous Performance Improvement

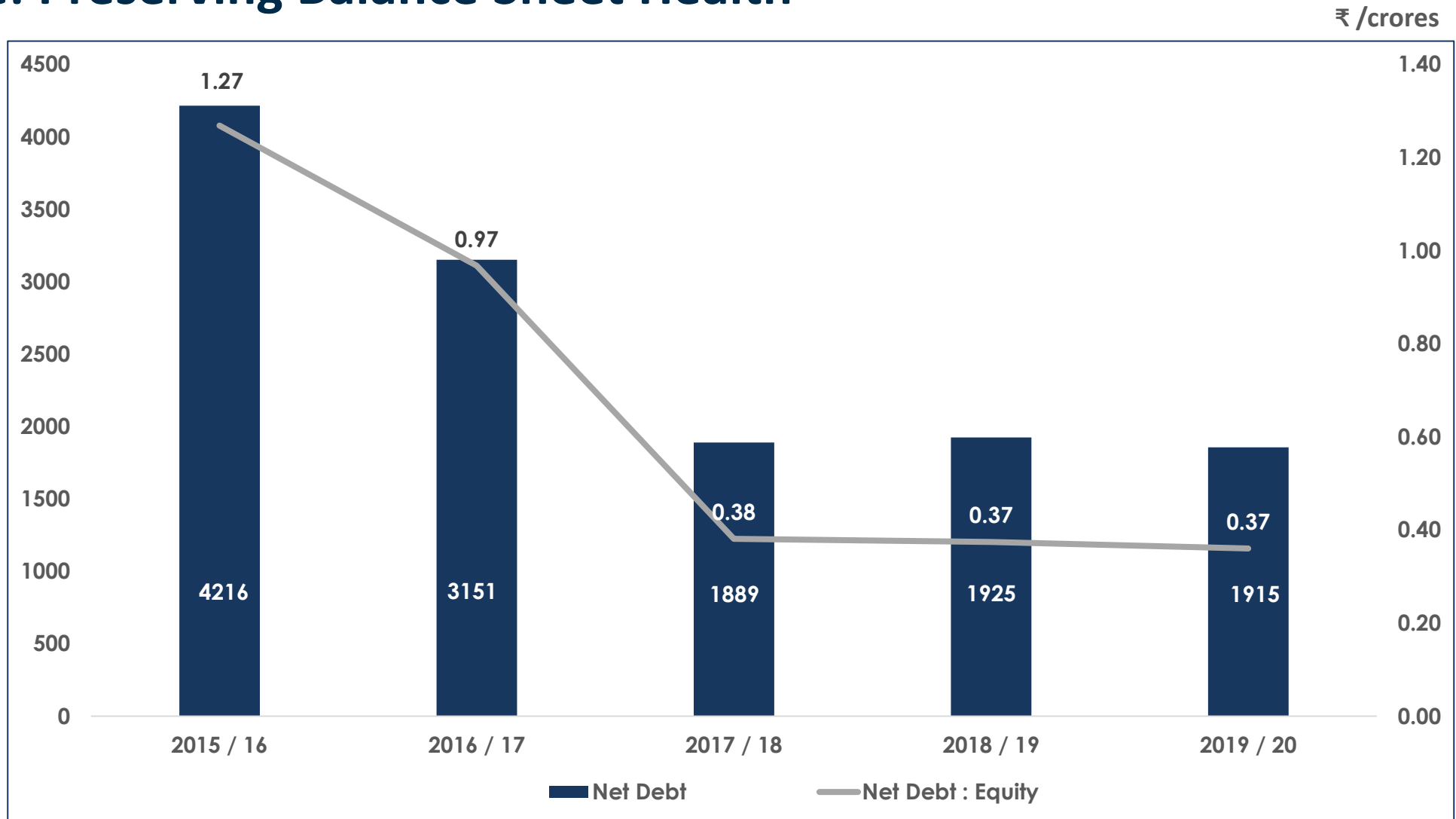


Consistent EBITDA Margin Expansion (Q-o-Q)



*EBITDA for 19/20 is Pre Ind AS

Leverage: Preserving Balance Sheet Health



Net Debt : EBITDA

6.47

4.74

2.58

2.11

1.74



Top 10 Strongest Brands

	1 – NEW		2020: 90.5 AAA+ 2019: –	NEW
	2 ↓ 1		2020: 88.7 AAA 2019: 87.0 AAA	+1.7
	3 ↑ 12		2020: 82.8 AAA- 2019: 80.1 AAA-	+2.7
	4 ← 4		2020: 82.4 AAA- 2019: 84.4 AAA-	-2.1
	5 ↓ 2		2020: 82.3 AAA- 2019: 86.5 AAA	-4.2
	6 ↓ 5		2020: 81.6 AAA- 2019: 83.4 AAA-	-1.8
	7 ↓ 3		2020: 81.3 AAA- 2019: 84.6 AAA	-3.3
	8 ↓ 7		2020: 80.4 AAA- 2019: 82.4 AAA-	-2.0
	9 ← 9		2020: 80.0 AAA- 2019: 80.6 AAA-	-0.6
	10 ← 10		2020: 79.8 AAA- 2019: 80.4 AAA-	-0.7

R.E.S.E.T 2020: A 5-prong strategy



Revenue: IHCL's F&B innovations are yielding results



Qmin

34,000+ orders till date

₹ 10 cr enterprise revenues in H1



1st Qmin Shop

launched at **President** –

IHCL SeleQtions



Qmin Food Truck

To launch in **3** cities in

December



Hospitality@Home 2.0

₹ 14 cr enterprise revenues

in H1 2020/21



7Rivers Brewpub

₹ 60L+ in revenue since launch

on 25th Sept. at **Taj MG Road**

R.E.S.E.T 2020: Revenue / Cost Impact – H1 2020/21



₹ 135 crores



₹ 149 crores

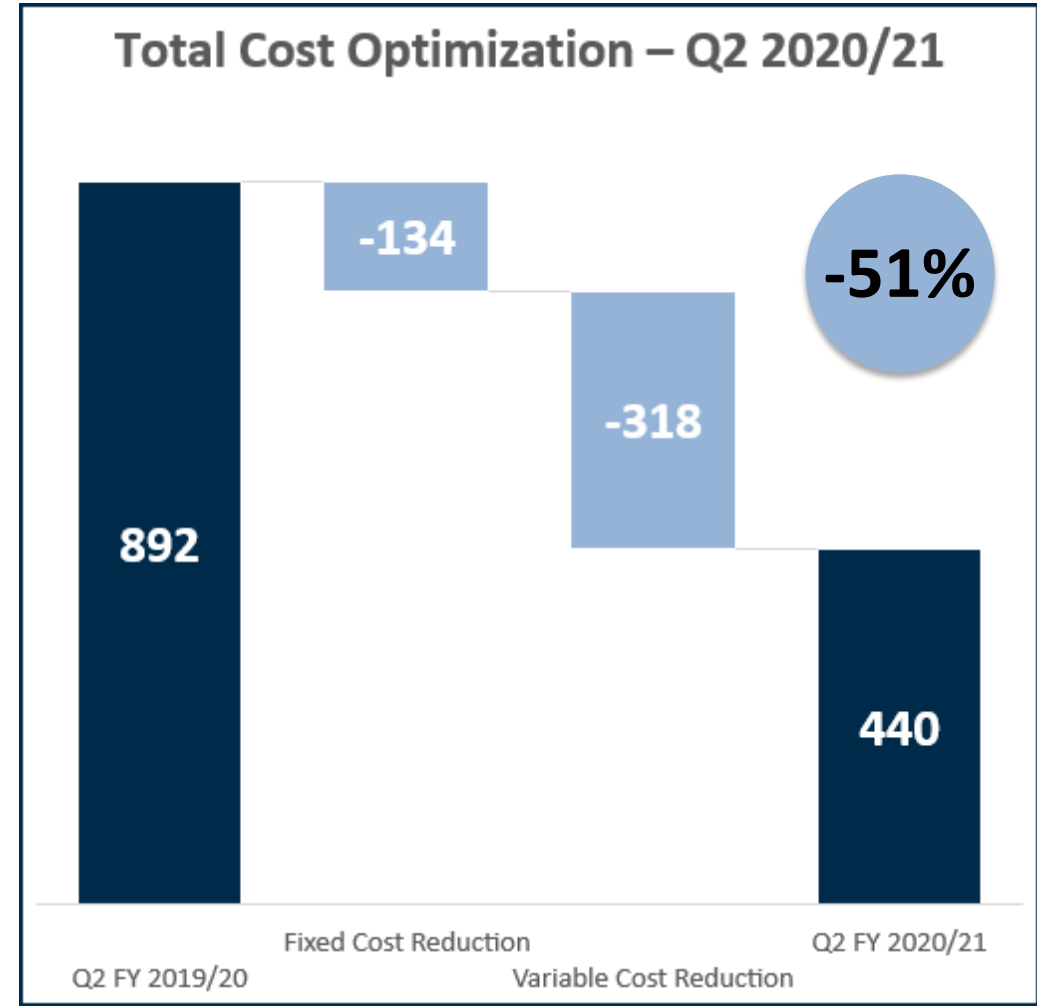
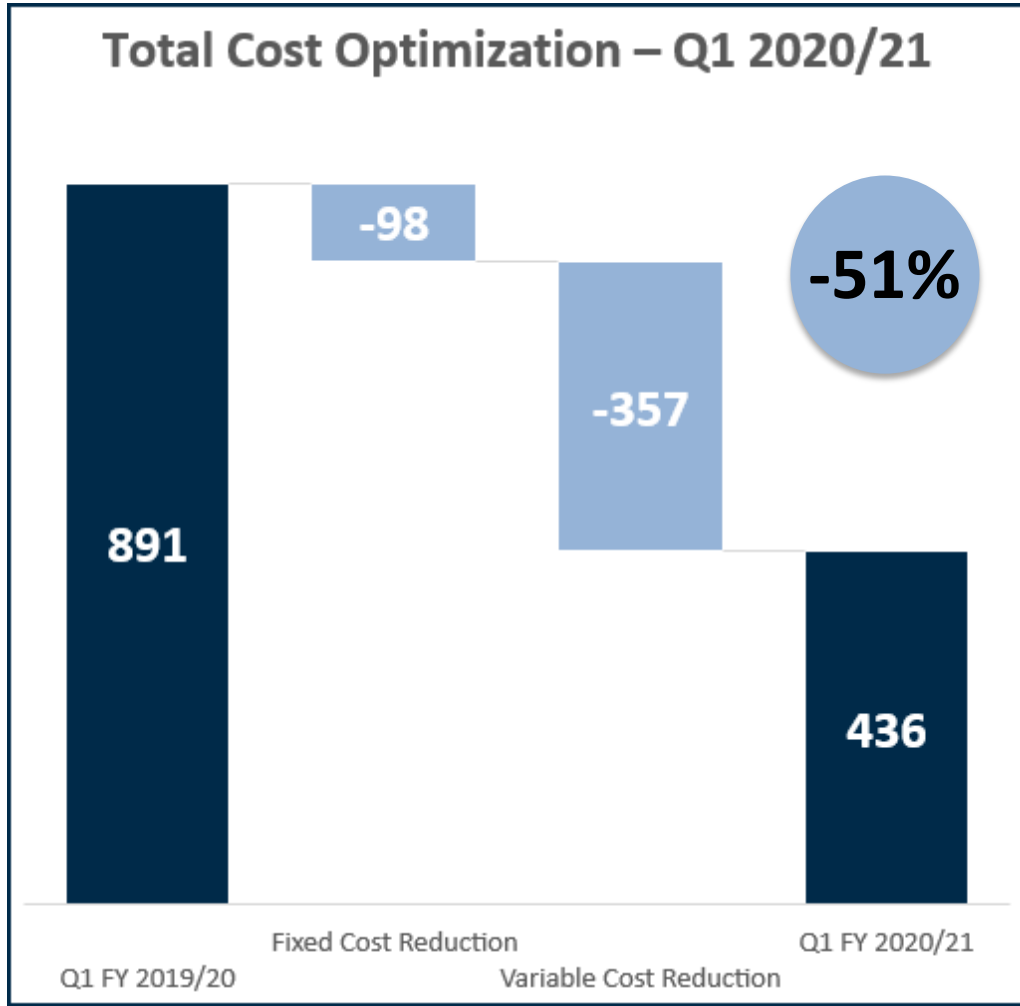


₹ 46 crores



₹ 43 crores

Spend Optimisation: Continued cost optimization in Q2

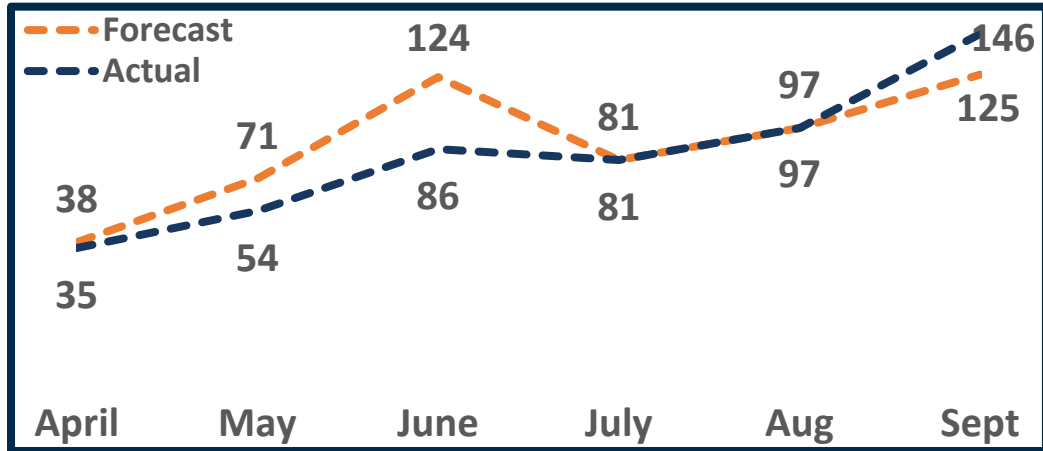


*All Numbers Include Fixed Lease Costs

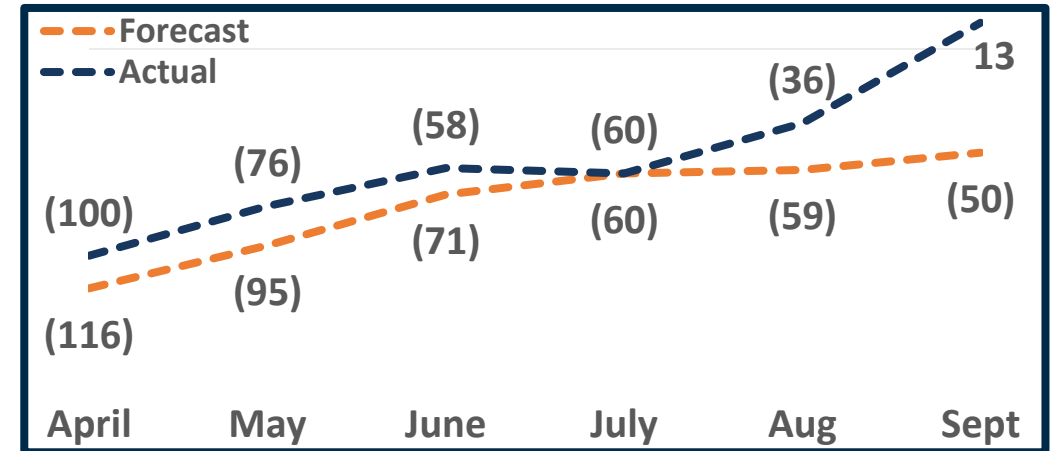
Month-on-month Improvement – H1 2020/21

₹ /crores

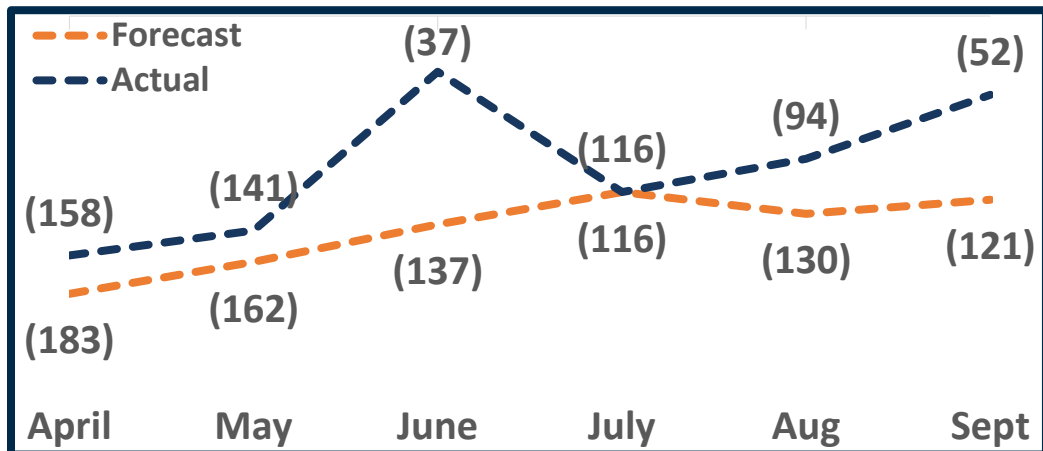
Revenue



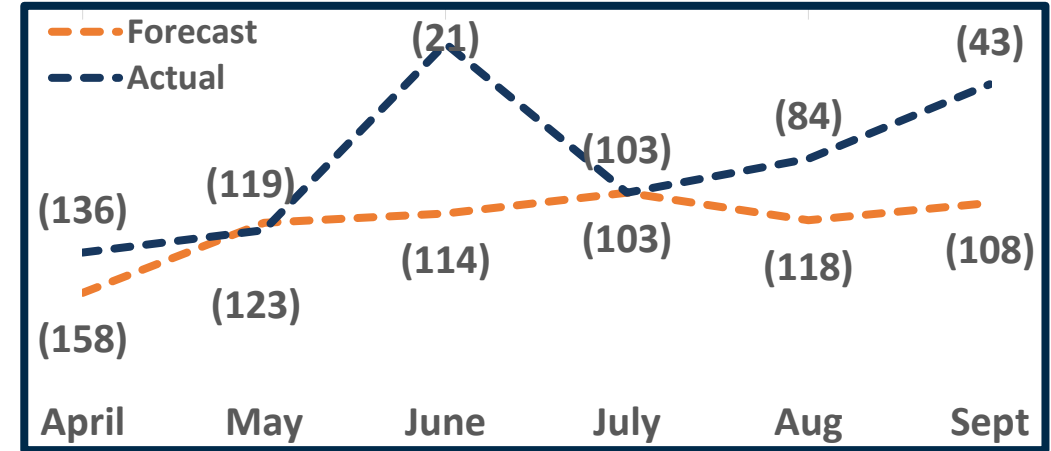
EBITDA



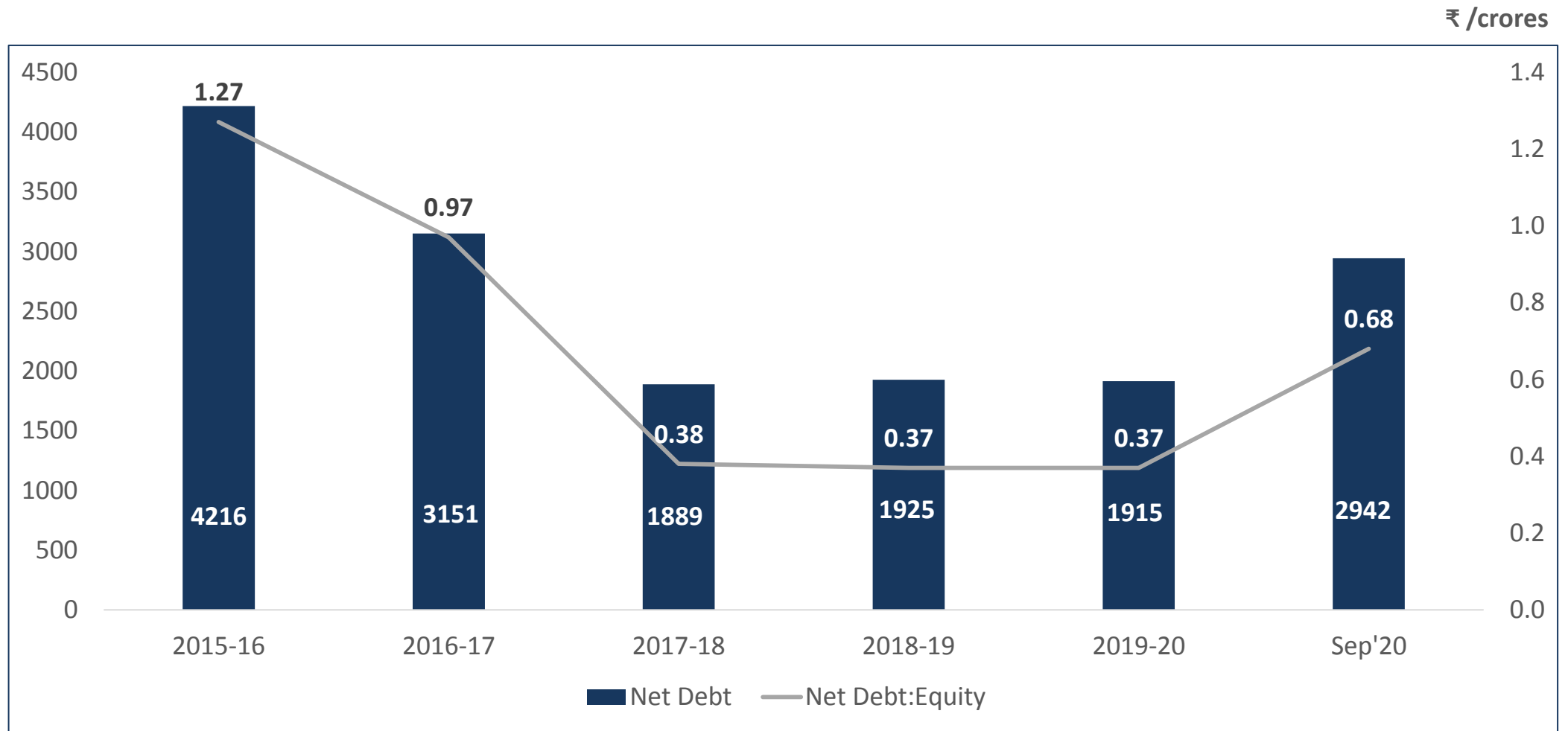
PBT



PAT



Debt Position



Net Debt :
EBITDA

6.47

4.74

2.58

2.11

1.74

7.54

Performance vis-à-vis Competition

Q2

Particulars	Chalet			ITC			Lemon Tree			Ginger			EIH			IHCL		
	Q2 FY 21	Q2 FY 20	Var %	Q2 FY 21	Q2 FY 20	Var %	Q2 FY 21	Q2 FY 20	Var %	Q2 FY 21	Q2 FY 20	Var %	Q2 FY 21	Q2 FY 20	Var %	Q2 FY 21	Q2 FY 20	Var %
Revenue	36	205	-82%	88	446	-80%	54	154	-65%	33	51	-35%	85	351	-76%	324	1029	-69%
EBITDA	-11	75	-114%	-194	17	-1240%	14	49	-71%	3	10	-70%	-87	35	-348%	-83	182	-146%
PBT							-60	-3	-	-18	-10	-	-137	-16	-	-263	-5	-

H1

Particulars	Chalet			ITC			Lemon Tree			Ginger			EIH			IHCL		
	H1 FY 21	H1 FY 20	Var %	H1 FY 21	H1 FY 20	Var %	H1 FY 21	H1 FY 20	Var %	H1 FY 21	H1 FY 20	Var %	H1 FY 21	H1 FY 20	Var %	H1 FY 21	H1 FY 20	Var %
Revenue	67	424	-84%	113	857	-87%	97	296	-67%	54	101	-47%	129	709	-82%	499	2086	-76%
EBITDA	-25	160	-116%	-451	27	-1782%	22	95	-77%	-3	22	-112%	-213	85	-351%	-318	392	-181%
PBT							-127	-4	-	-44	-17	-	-310	-16	-	-599	22	-

Share Price Movement



Thank You