

July 7, 2021

BSE Limited
Corporate Relationship Department
1st Floor, New Trading Ring,
Rotunda Building, P. J. Towers,
Dalal Street, Fort,
Mumbai – 400 001.
Scrip Code: 500850

National Stock Exchange of India Limited
Exchange Plaza
Bandra Kurla Complex
Bandra (E)
Mumbai 400 051.
Scrip Code: INDHOTEL

Dear Sir / Madam

Sub: Analyst / Investor Presentation

Further to our letter dated July 6, 2021, please find attached the presentation that the Company will be making today to the Investors / Analysts at the Institutional Investor Conference being held today.

Request you to kindly take the same on record.

Yours sincerely,



BEEJAL DESAI
Senior Vice President
Corporate Affairs & Company Secretary (Group)

IHCL

CREATING VALUE AND SHAPING THE FUTURE

INVESTORS MEET | 7th JULY 2021



SELEQTIONS

VIVANTA

GINGER

amã
STAYS & TRAILS

Qmin
guaranteed quality cuisine



DISCLAIMER

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

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

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

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

AGENDA

1 Aspiration to Execution

2 COVID-19 Impact and R.E.S.E.T 2020

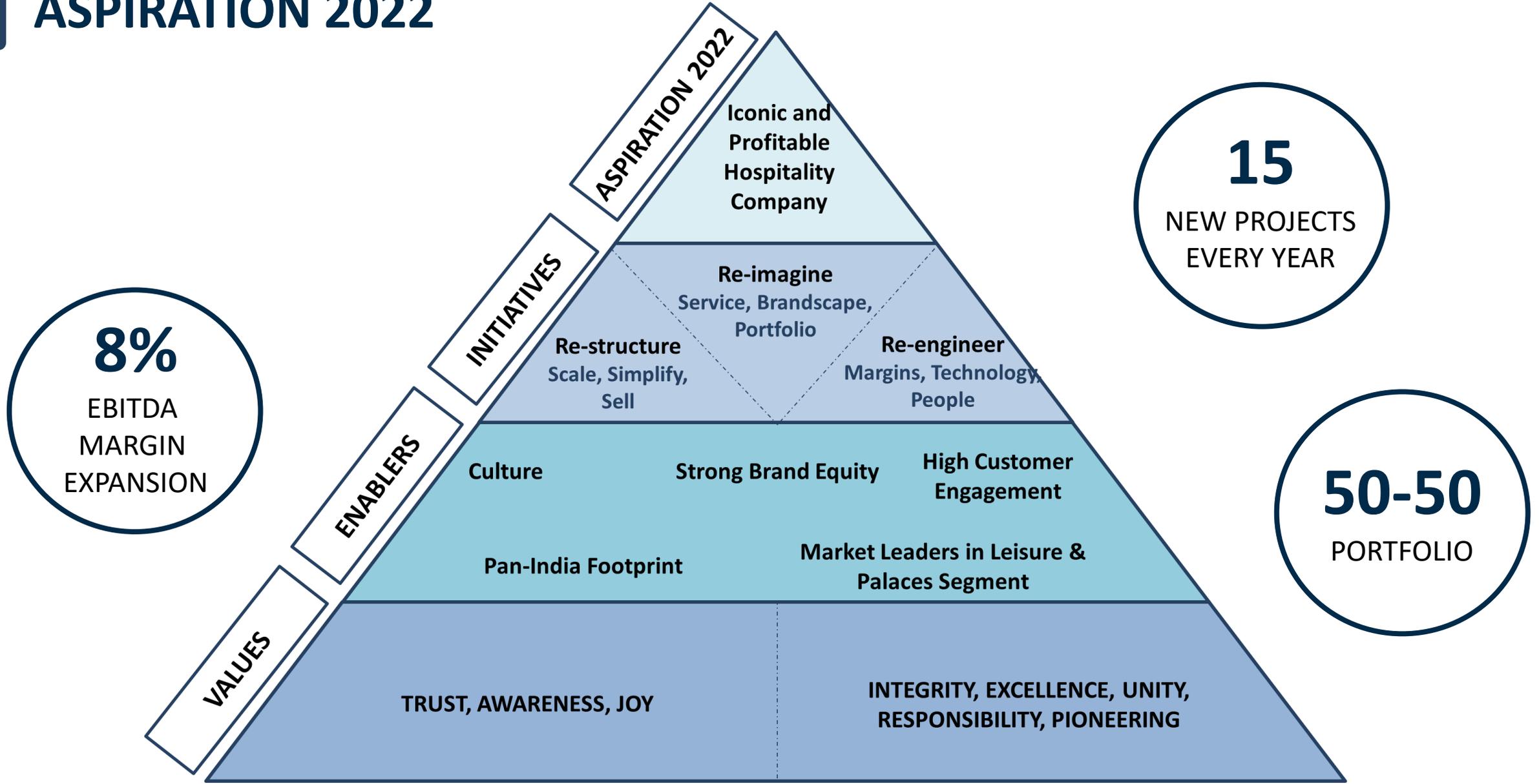
3 Creating Value & Shaping the Future

4 Investment Thesis

WE STARTED ON THE JOURNEY OF RE-IMAGINATION IN 2018

WHAT IF?

ASPIRATION 2022



WE PROMISED..

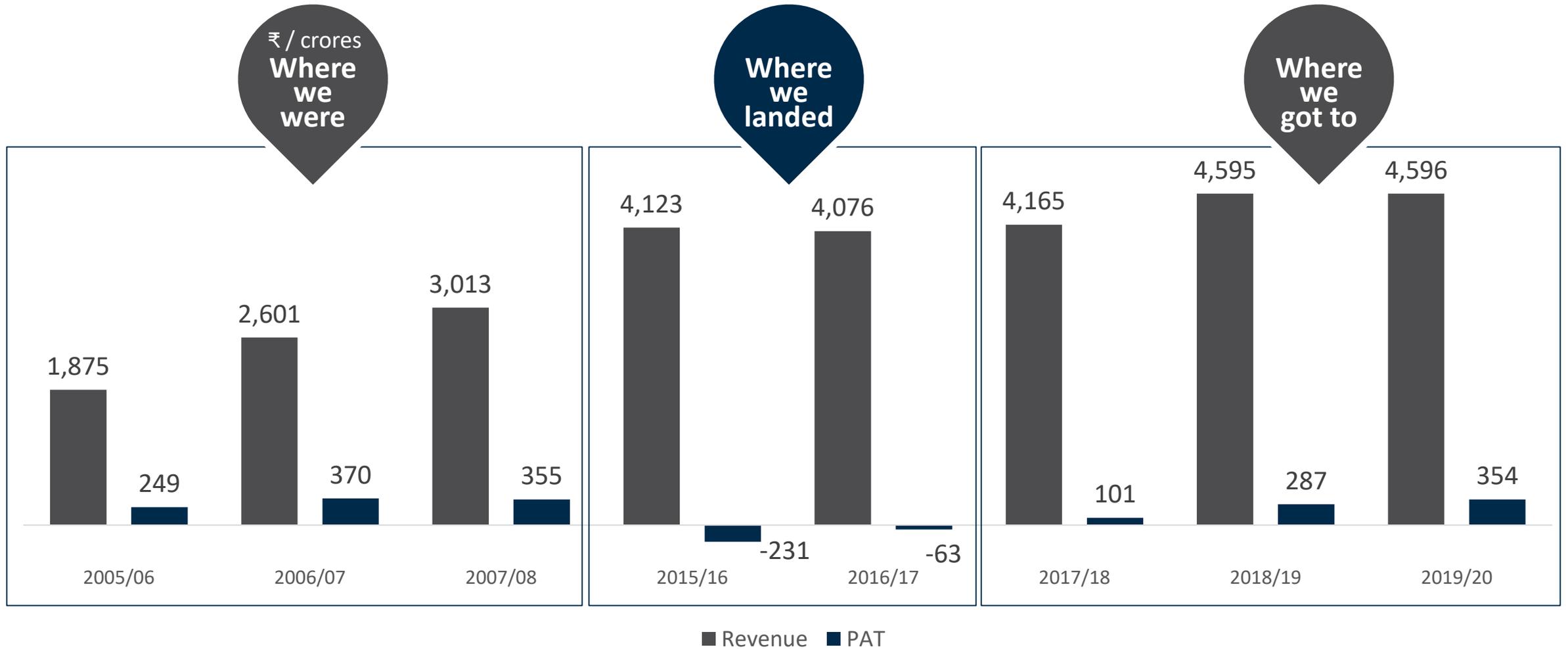
ICONIC	PROFITABLE	GROWTH	PORTFOLIO	BRANDSCAPE
Service, Excellence, Stature	800 bps Margin Expansion	15 New Signings p.a.	50:50 Owned v/s Managed	Hospitality Ecosystem

WE DELIVERED: ICONIC

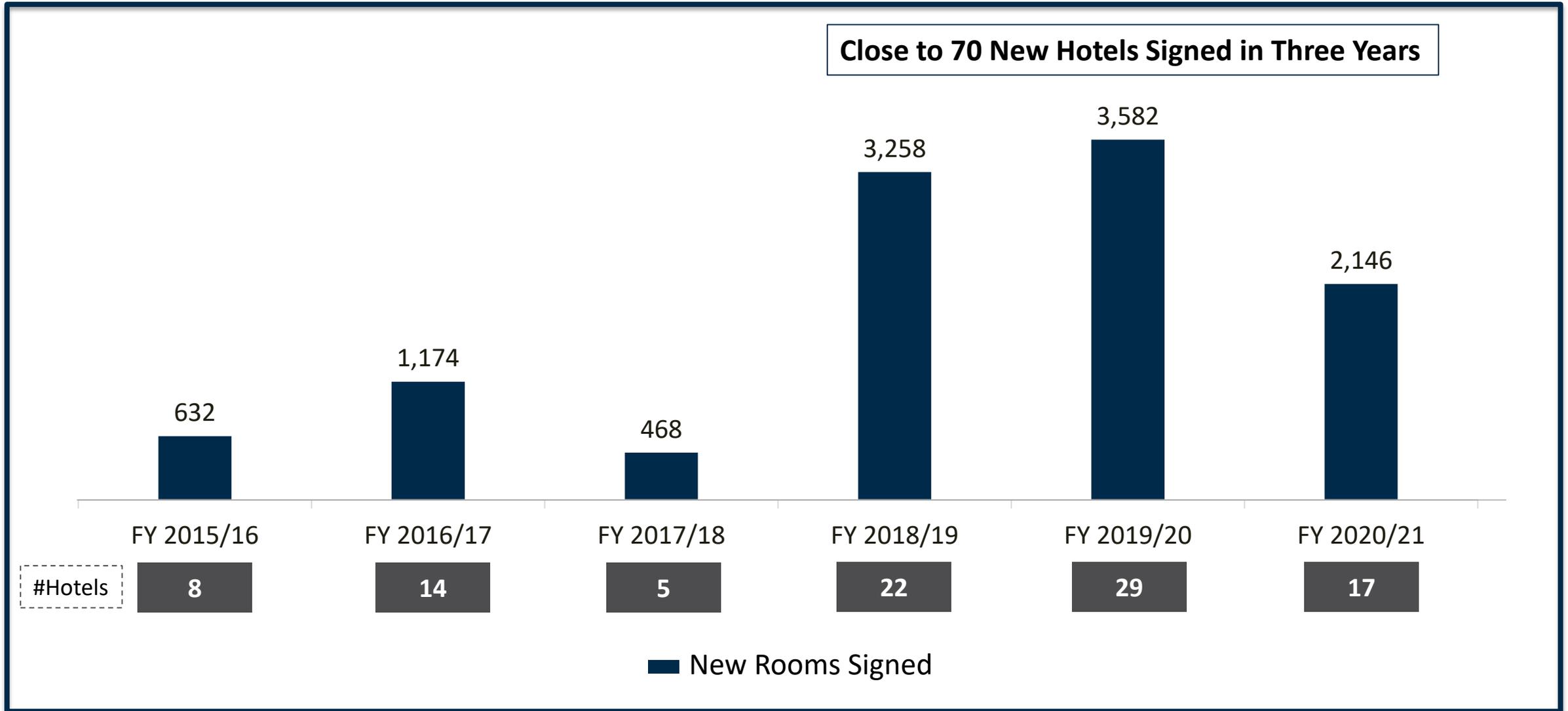
WORLD'S
STRONGEST
TAJ HOTEL
BRAND



WE DELIVERED: PROFITABLE

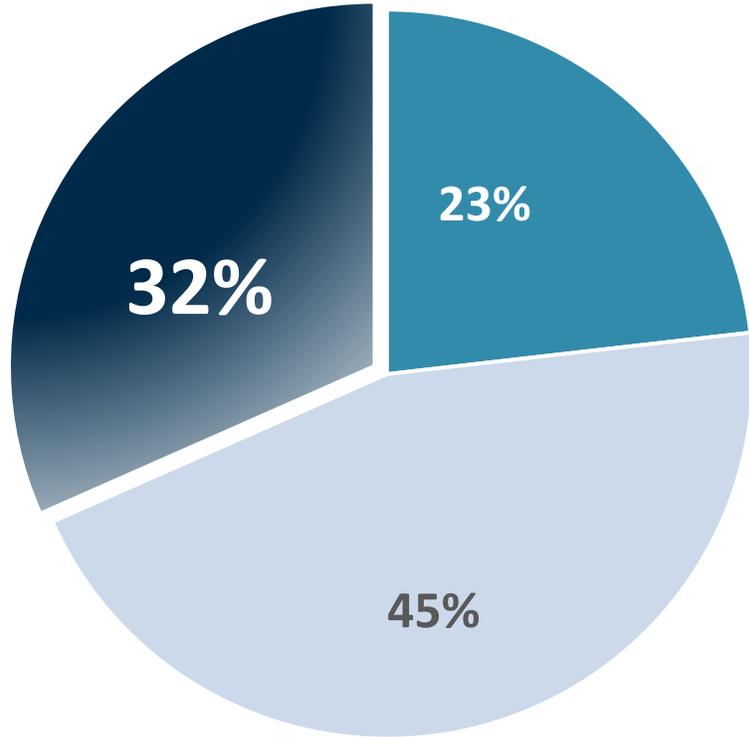


WE DELIVERED: GROWTH



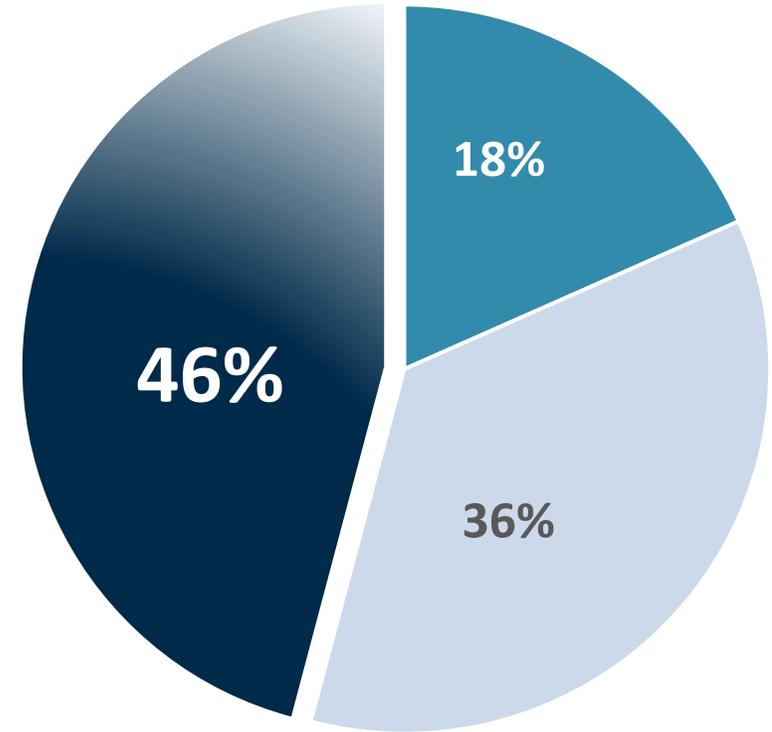
WE DELIVERED: PORTFOLIO

FY 2017-18



■ HoldCo ■ Group Companies ■ Mgmt Contracts

FY 2020-21



■ HoldCo ■ Group Companies ■ Mgmt Contracts



**Portfolio includes hotels under various stages of development*

WE DELIVERED: BRANDSCAPE

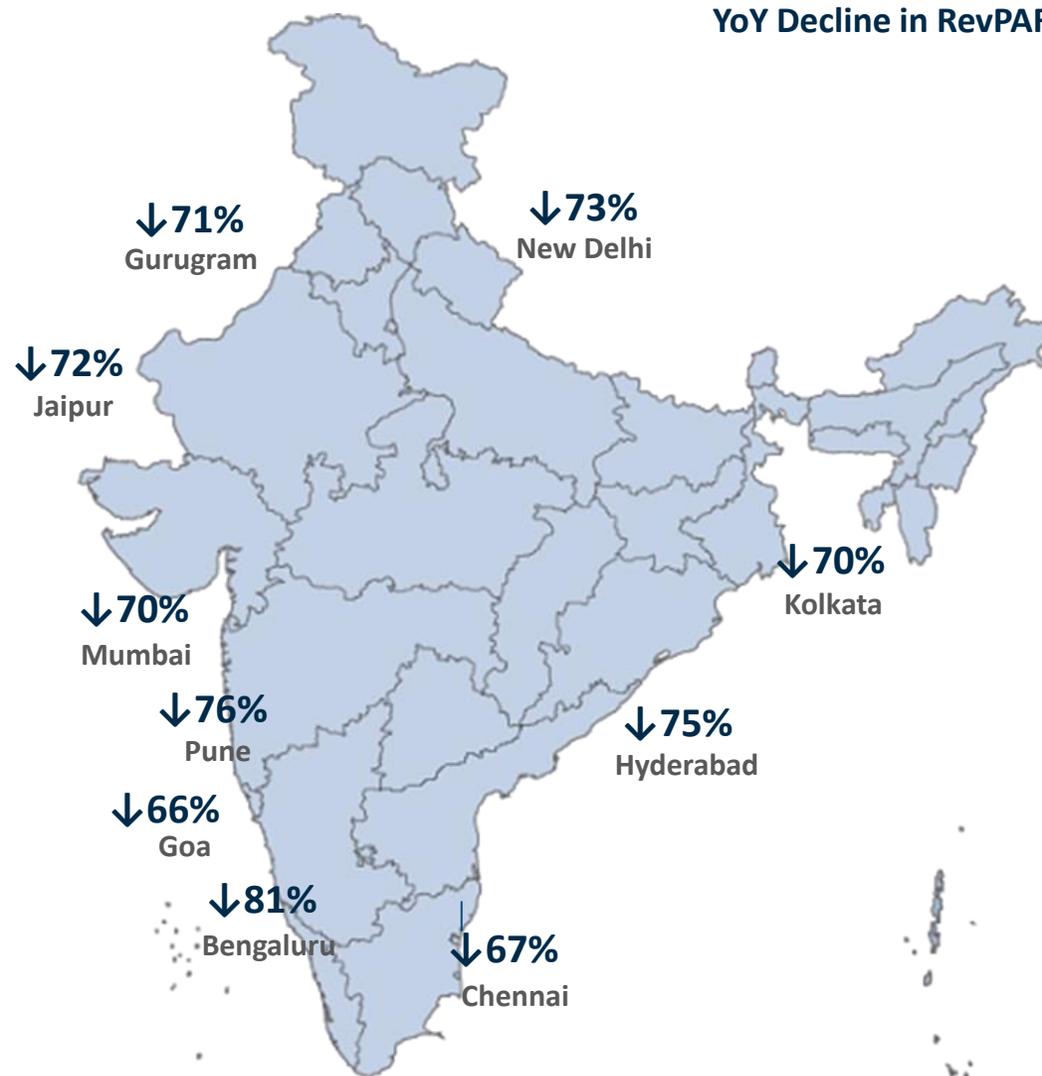


COVID-19: AN UNPRECEDENTED CHALLENGE



Source: World Travel & Tourism Council (WTTC)

SIGNIFICANT IMPACT ON THE INDIAN HOSPITALITY SECTOR



INDIA ESTIMATES

₹ 90,000 cr. revenue loss

31 – 33 bps drop in occupancy

18% – 20% drop in ADR

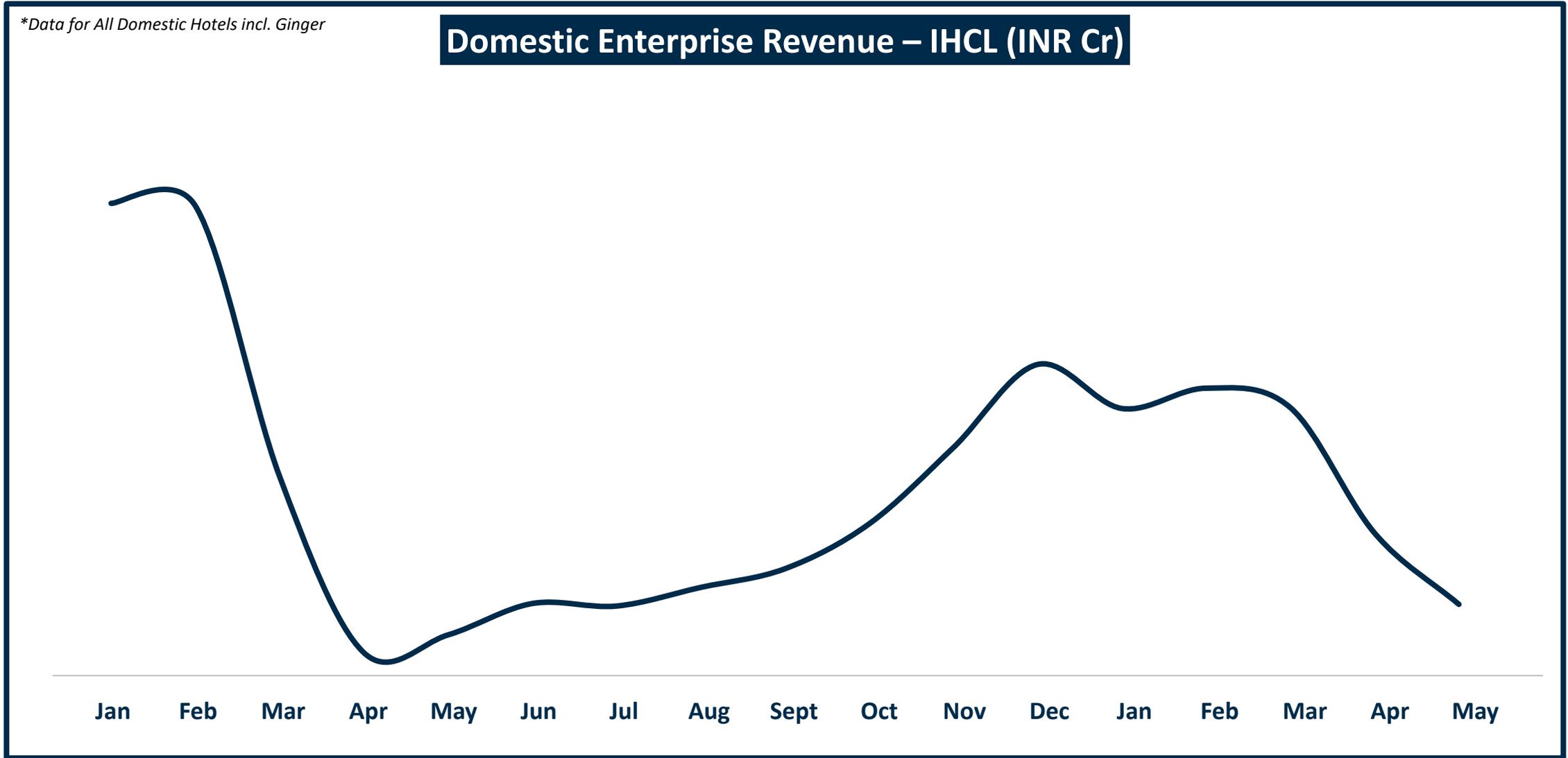
57% - 59% drop in RevPAR

Source: *Indian Hospitality The Stats & Pulse Report – Hotelivate, #Indian Hospitality Industry Overview 2020 - HVS Anarock

THE PANDEMIC HAD A HUGE IMPACT ON OUR BUSINESS

*Data for All Domestic Hotels incl. Ginger

Domestic Enterprise Revenue – IHCL (INR Cr)



Hope is not a strategy
– *perseverance and resilience is*

WE EMBRACED STRAGILITY AND LAUNCHED R.E.S.E.T 2020



A SHORT FILM ON R.E.S.E.T 2020

R.E.S.E.T 2020: IMPACT



₹ 264 crores



₹ 420 crores

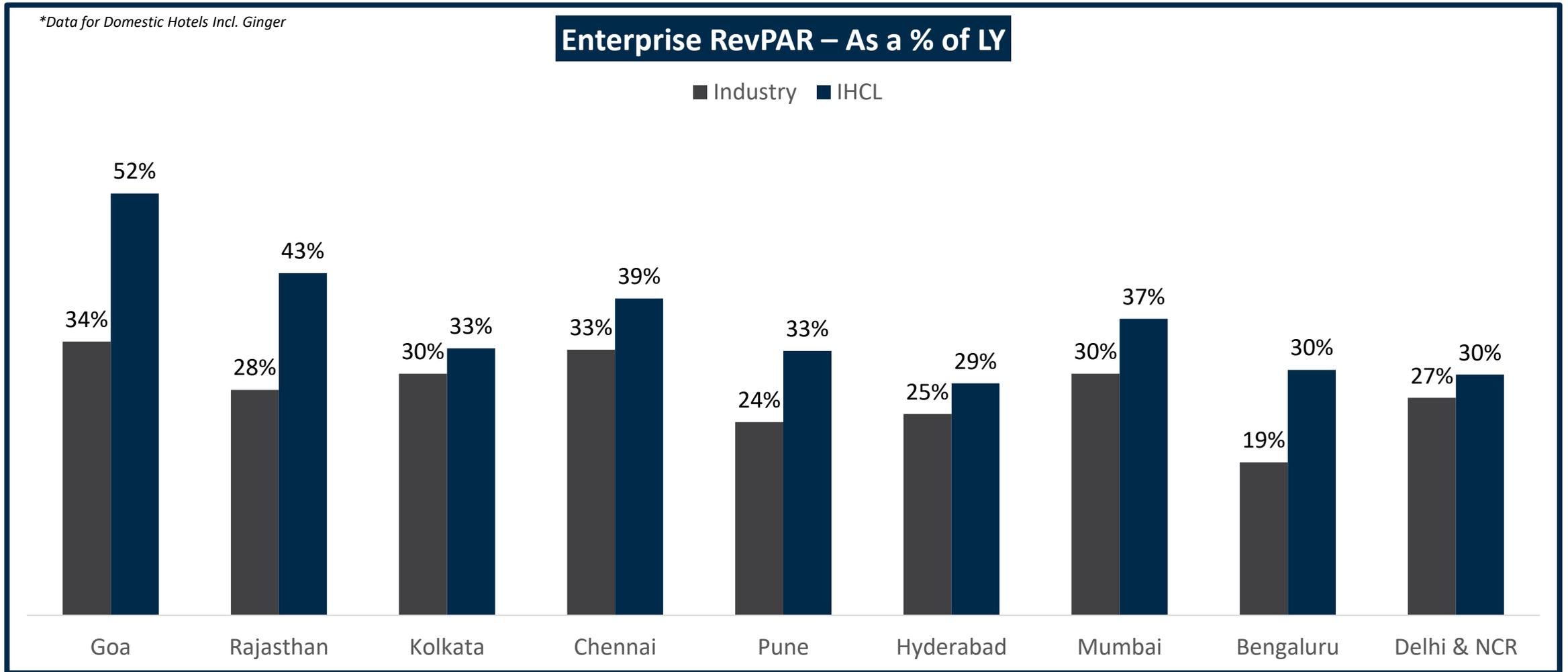


₹ 70 crores



₹ 135 crores

AGILITY AND FOCUS ON EXECUTION HELPED US OUTPERFORM



Source for Industry RevPAR for FY 2020/21: Indian Hospitality The Stats & Pulse Report – Hotelivate

#Jaipur used as proxy for Rajasthan industry RevPAR

CREATING VALUE & SHAPING THE FUTURE: KEY STRATEGIC IMPERATIVES



SELECTIONS

VIVANTA

GINGER

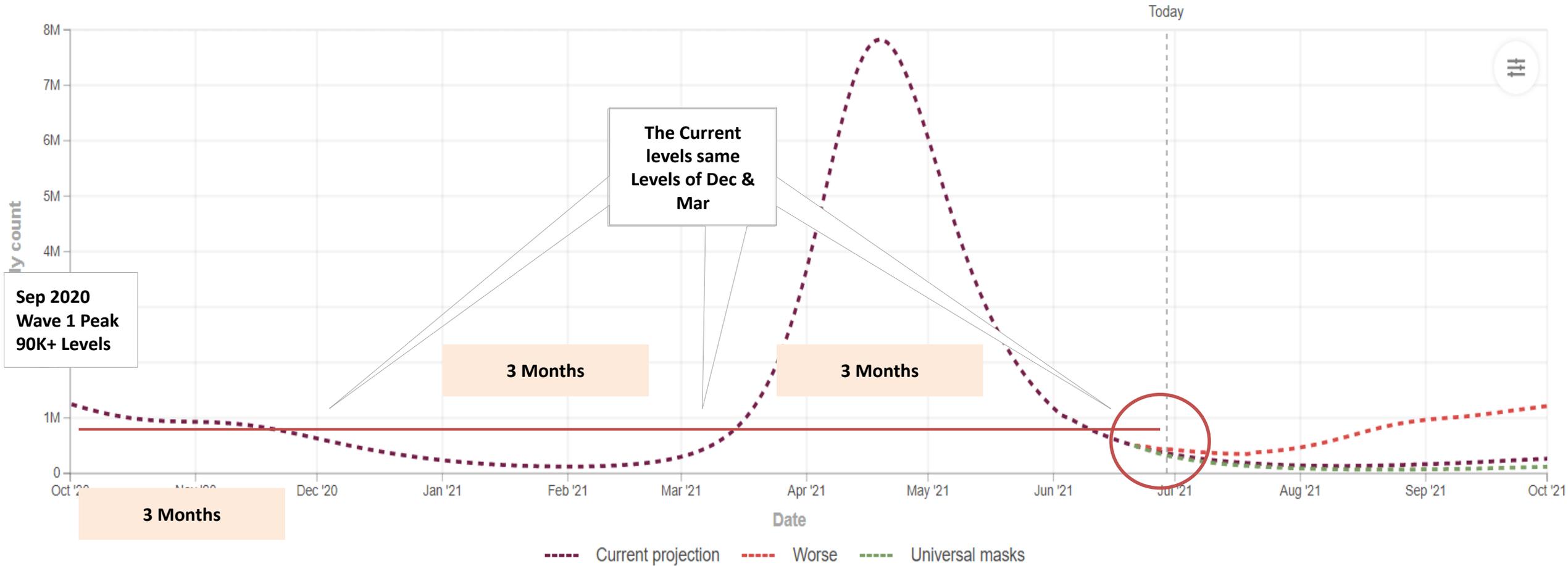
amã
STAYS & TRAILS

Qmin
guaranteed quality cuisine



CAPITALIZE ON BUSINESS RECOVERY

COVID-19 FORECAST: CASES TAPER DOWN SINCE MID-MAY



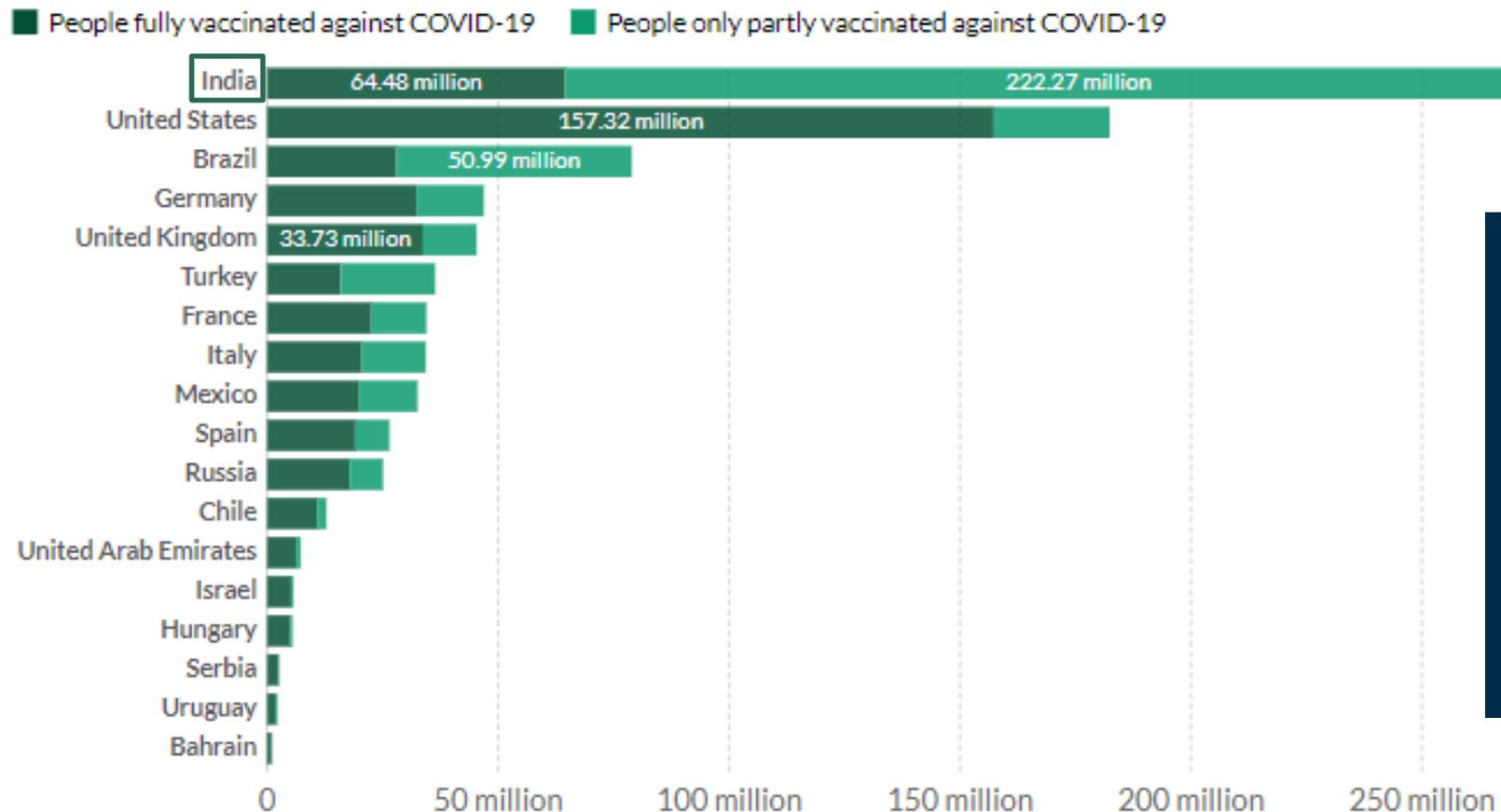
Source : Institute for Health Metrics and Evaluation

STRONG VACCINATION DRIVE – HOPE OF REVIVAL

Number of people vaccinated against COVID-19, Jul 5, 2021

This data is only available for countries which report the breakdown of doses administered by first and second doses.

Source: Our World in Data



**India Leads the Total
Vaccination count Globally**

**Over 20% of Total Population
Partly / Fully Vaccinated**

**85% of IHCL's Workforce has
been at least partly vaccinated**

HOW WE SEE THE SECTOR RECOVERING?

SHORT TERM

- ↔ Lockdowns, Restrictions
- ↔ Corporate demand
- ↔ International travel
- ↑ Domestic leisure
- ↑ Vaccinations coverage
- ↑ Consolidation, M&A

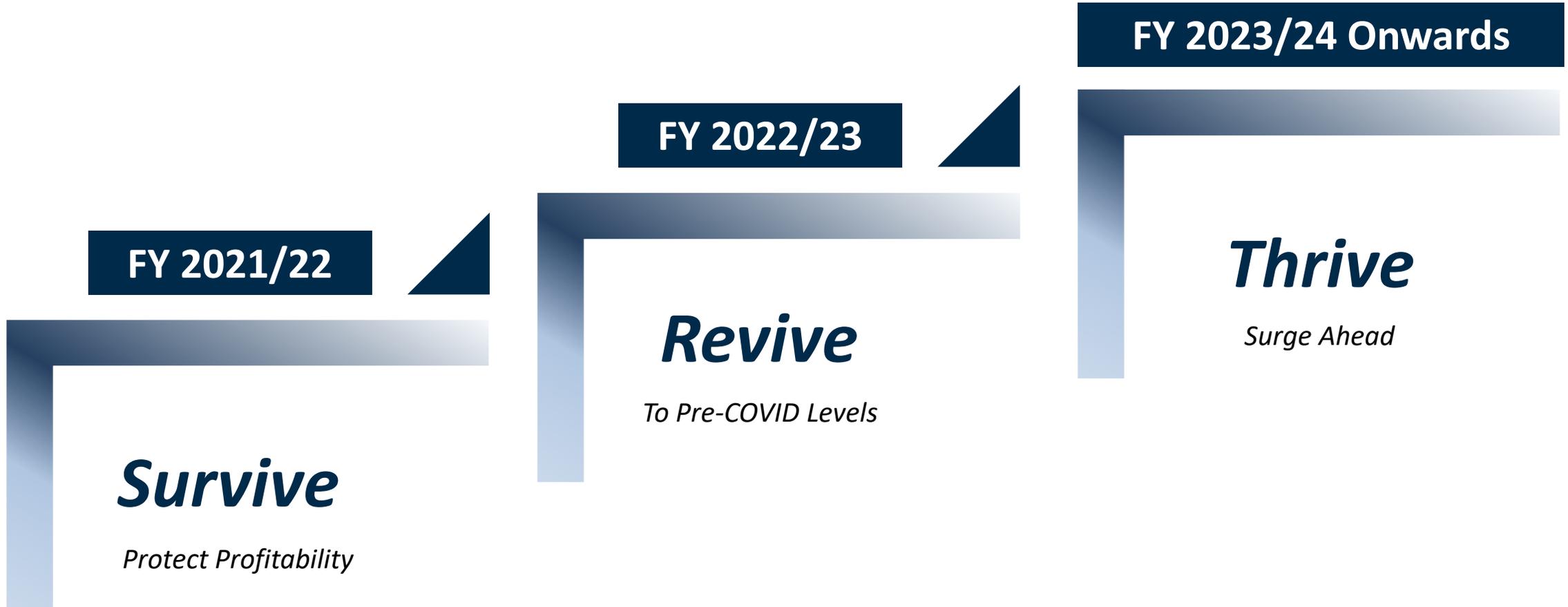
MEDIUM TERM

- ↑ Domestic travel rebound
- ↑ Int^{nl} hotel performance
- ↑ Corporate demand, MICE
- ↑ Re-brandings, Conversions
- ↑ Recovery in occupancies
- ↔ Rates under pressure

LONG TERM

- ↑ Rates, RevPARs rebound
- ↑ Improved Profitability
- ↑ Homestays, a big business
- ↑ Focus on Sustainability
- ↔ Digital, a new way of life
- ↔ Corporate, a new normal

IHCL IS WELL POSITIONED TO EMERGE FASTER AND STRONGER



FOCUS ON NEW BRANDS AND BUSINESSES

UNLOCK THE POTENTIAL IN OUR RE-IMAGINED & NEW BRANDS

RE-IMAGINED

GINGER

TAJ sats

The Chambers

JIVA

KHAZANA

NEW

3min
guaranteed quality cuisine

amã
STAYS & TRAILS

7RIVERS
BREWING CO.

niu&nau

anuka

THE RE-IMAGINED GINGER



**FY21 Revenue @
63% of Pre-COVID**

**Doubling F&B
Revenue**

**+ve EBITDA
in FY21**

**78 Hotels Now,
36% Lean Luxe**

**Strong Potential –
100 Hotels Soon**

INDIA'S FINEST FOOD SOLUTIONS PARTNER

SERVING YOU THE BEST IN THE SKIES

50%+ Market
Share in Q4 FY21

New Airline
Customers Added

Flights:
Mar '21 > Mar '20

Focus on Non-
Aviation Business

Anuka Brand
Launched

THE CHAMBERS – NEW AVATAR



**7 Chambers,
2 Upcoming**

**Revenue
Accretive
High Margin**

**Over 2,200
Members Today**

**Potential:
4,000+ Members**

**Potential to
become a
₹ 150 Cr Business**

QMIN – FOOD DELIVERY PLATFORM (APP), FOOD TRUCKS, SHOPS



3 Lakh+
App Downloads



1 Lakh+ Orders
Since Launch

Now in 15 cities,
Target 25+ Cities

High APC, High
Margin Business

GMV Potential –
₹ 500 Crores



amã STAYS & TRAILS – INDIA'S 1st BRANDED HOMESTAY BUSINESS



The Bungalow is Yours

Portfolio: 44 Now
Potential: 500

Hub-and-spoke
model (synergize)

Asset Light
Growth

80% EBITDA
Flowthrough
(Mgmt. Fees)

Revenue
Potential:
₹ 500 Crores

SIGNIFICANT VALUE CREATION POSSIBLE FROM NEW BRANDS

2017-18

- Ginger: 52 Hotel Portfolio
- The Chambers: 1.9K Members

TODAY

- Ginger: 78 Hotel Portfolio
- The Chambers: 2.2K Members
- Qmin: ₹ 50 Cr GMV
- amã: 44 Properties
- 7Rivers: 1 Brewpub

TOMORROW

- Ginger: 100-150 Hotels
- The Chambers: 4K Members
- Qmin: ₹ 500 Cr GMV
- amã: 500 Properties
- 7Rivers: 15 Brewpubs

ASSET LIGHT GROWTH

INDUSTRY LEADING PIPELINE, HIGHEST SIGNINGS, HIGHEST OPENINGS

2020 Brand Signings*:



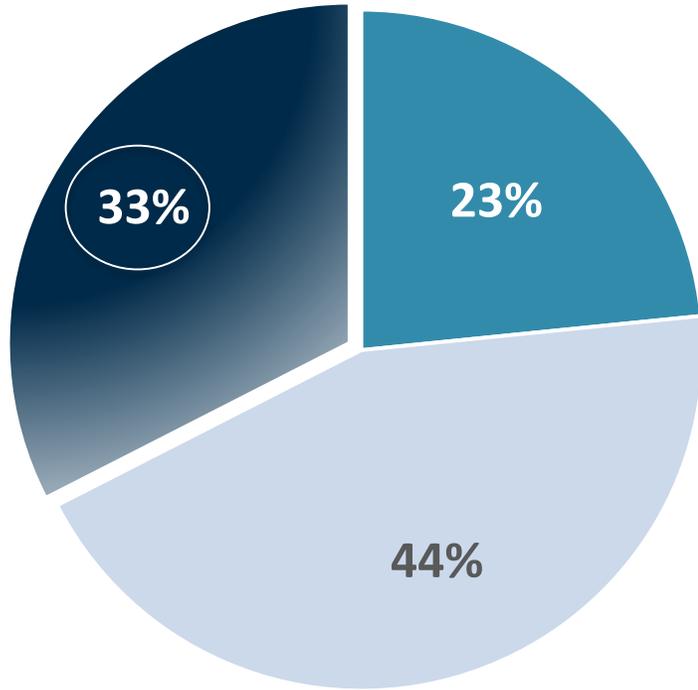
2020 Brand Openings*:



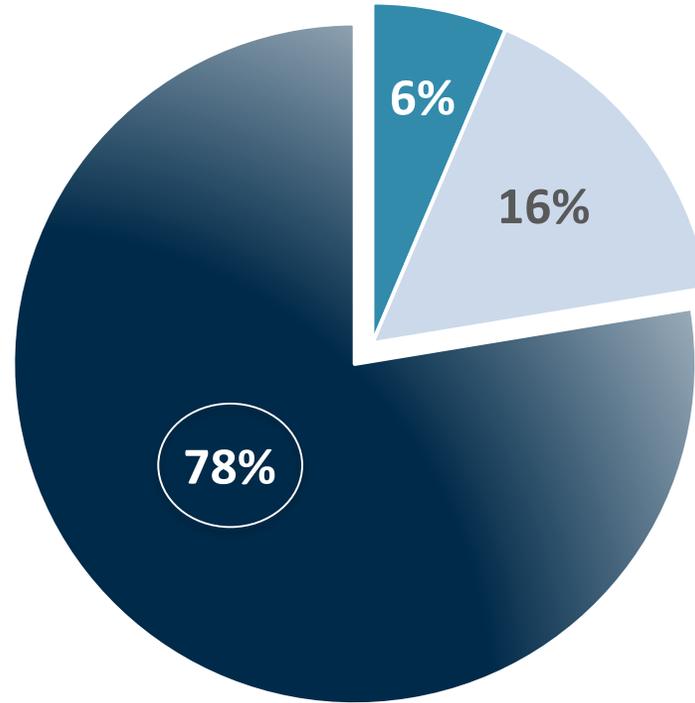
* Source: Indian Hospitality Industry Overview 2020, HVS Anarock

ASSET LIGHT PIPELINE

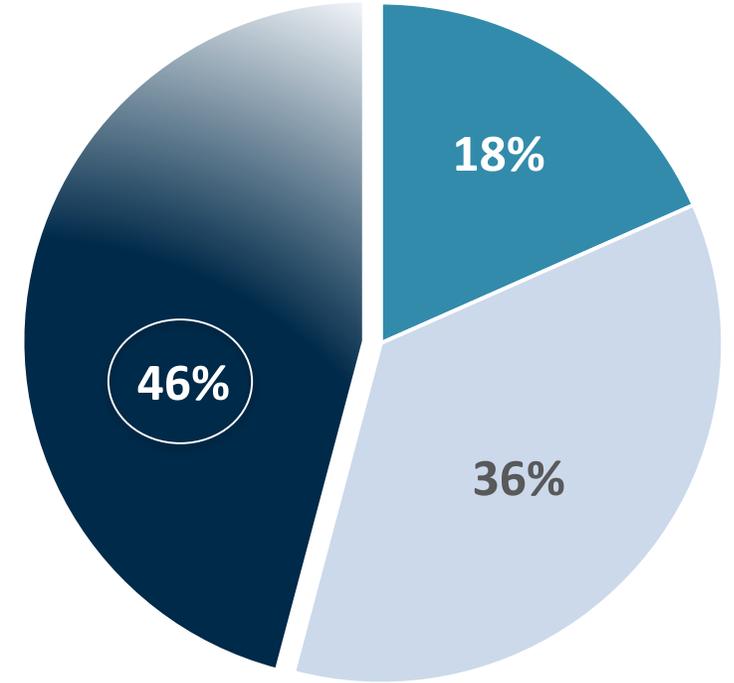
OPERATIONAL



PIPELINE



TOTAL



■ HoldCo ■ Group Companies ■ Mgmt Contracts

■ HoldCo ■ Group Companies ■ Mgmt Contracts

■ HoldCo ■ Group Companies ■ Mgmt Contracts

*Portfolio figures are as of March 2021, includes hotels in various stages of development

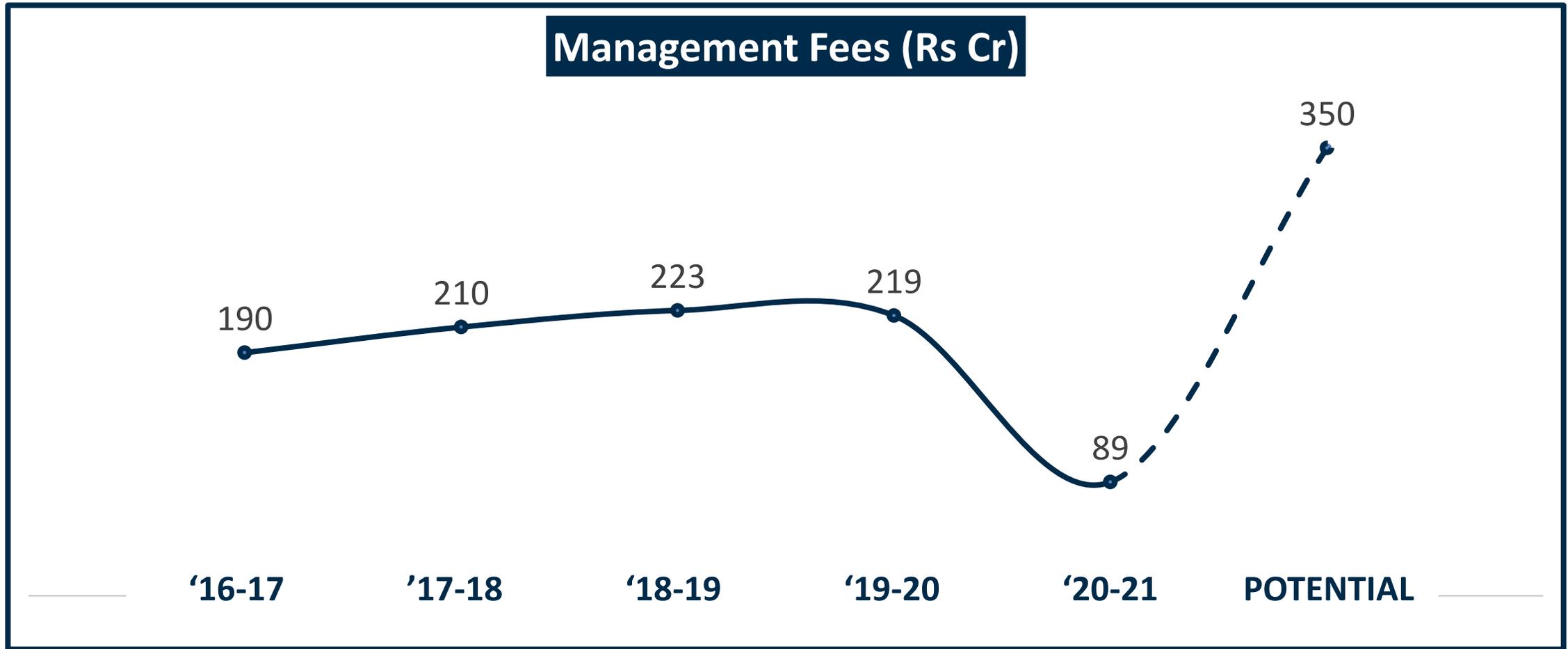
KEY MILESTONE: 200 HOTEL PORTFOLIO IN INDIA

No. Of Hotels In India	TAJ	SELEQTIONS	VIVANTA	GINGER	DOMESTIC PORTFOLIO
OPERATIONAL	63	13	20	54	150*
PIPELINE	12	3	11	24	50
TOTAL	75	16	31	78	200

The TOTAL PORTFOLIO including international hotels stands at 221 HOTELS

**with the launch of Taj Wellington Mews expected to open soon*

SIGNIFICANT GROWTH ENVISAGED IN MANAGEMENT FEES



96 Managed Hotels (Portfolio)

46% Today → 50% Tomorrow

70 – 80% EBITDA Flowthrough

CREATING VALUE THROUGH ASSET LIGHT GROWTH

2017-18

- Hotel Portfolio: 158
- Managed Portfolio Mix: 32%
- Management Fees: ₹ 210 Cr

TODAY

- Hotel Portfolio: 221
- Managed Portfolio Mix: 46%
- Management Fees: ₹ 219 Cr*

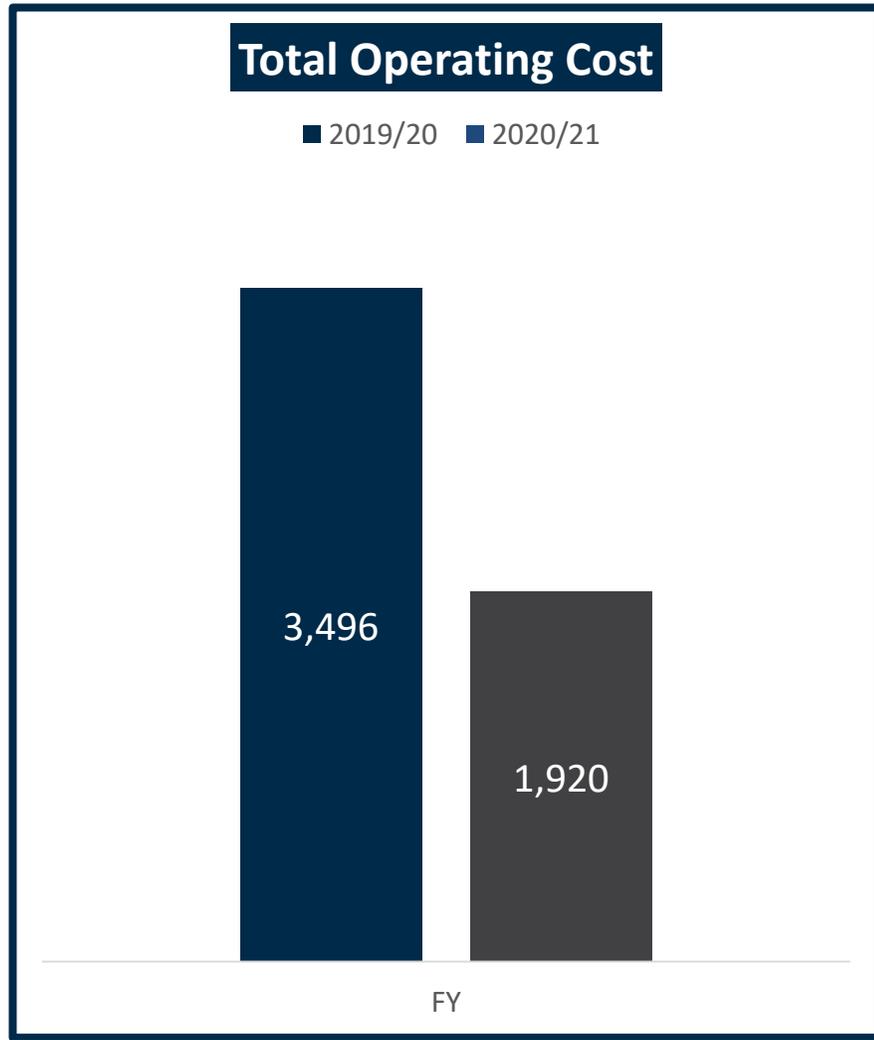
**Pre-COVID: FY 2019-20 Figure*

TOMORROW

- Hotel Portfolio: 300
- Managed Portfolio Mix: 50%
- Management Fees: ₹ 350 Cr

CONTINUED SPEND OPTIMIZATION

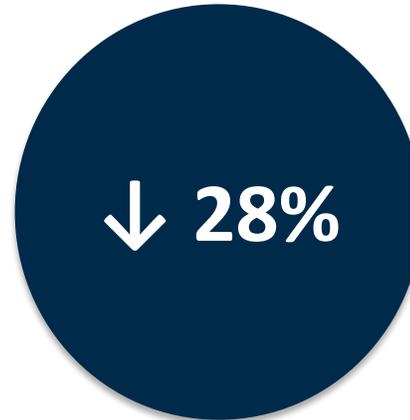
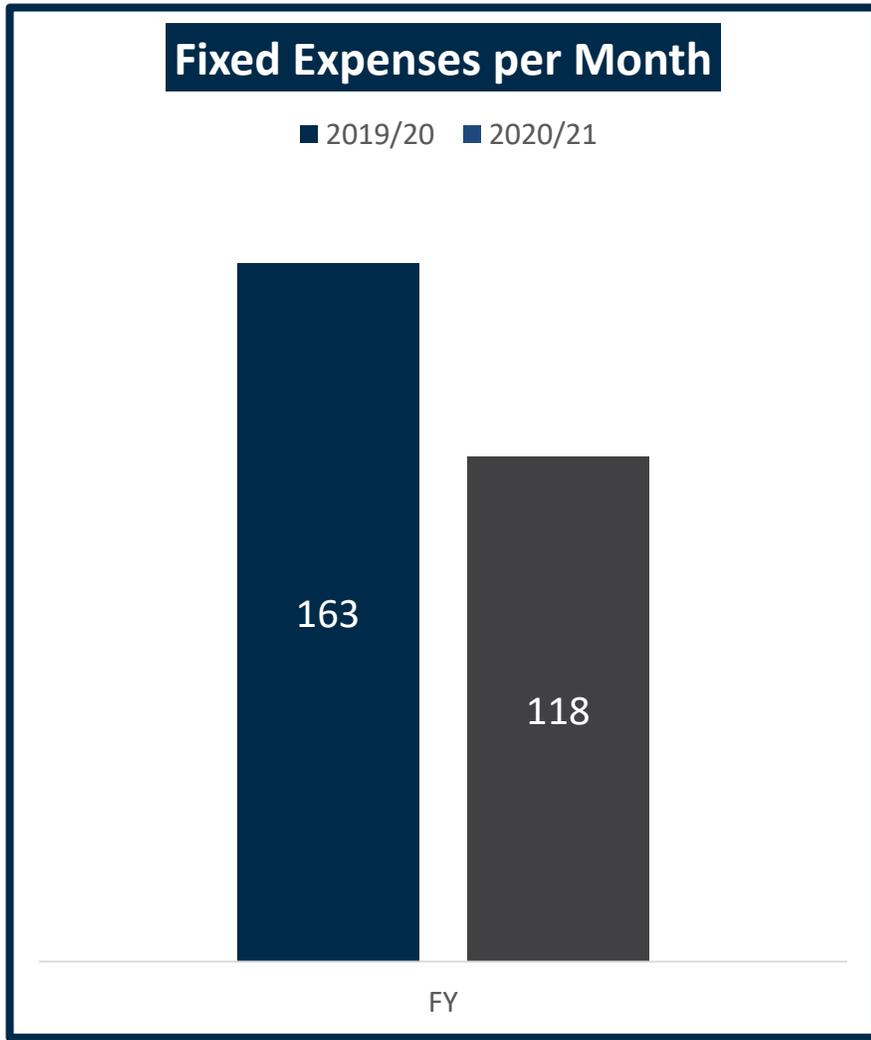
OPTIMIZATION OF OPERATING COSTS



**Decline in Total Operating Cost
in 2020/21**

*All Numbers Include Fixed Lease Costs

SUSTAINED OPTIMIZATION OF FIXED COSTS

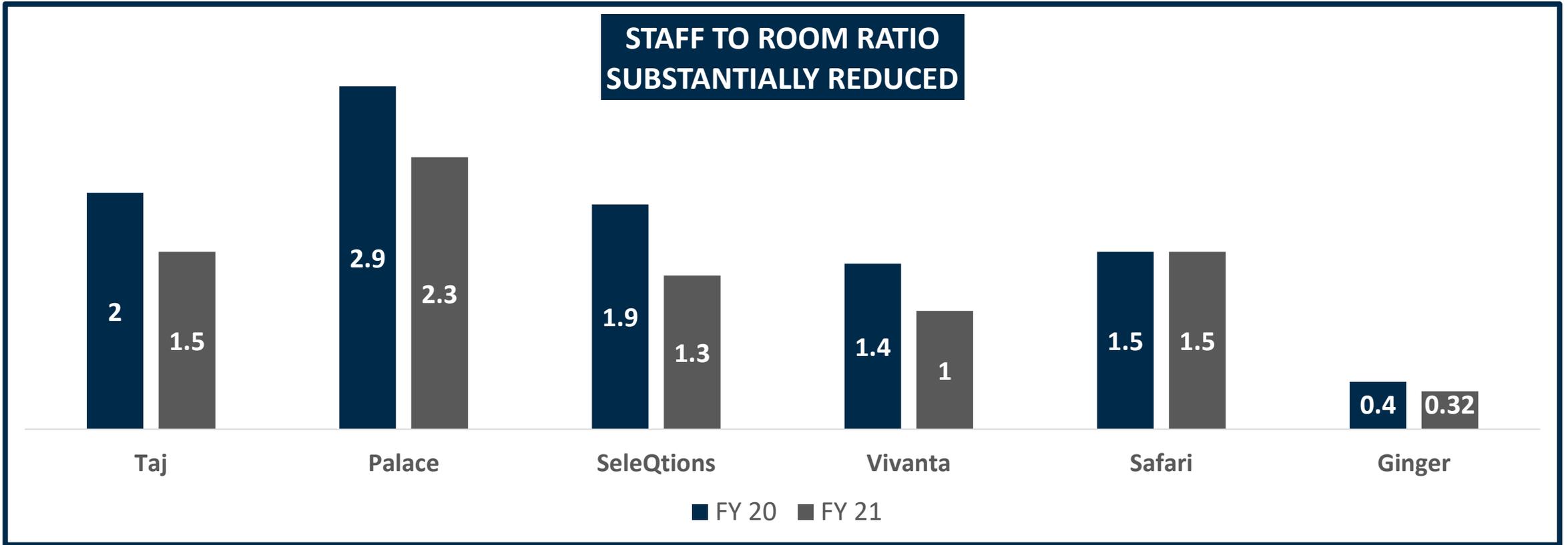


**Decline in Fixed Costs Per Month
in FY 2020/21**

*All Numbers Include Fixed Lease Costs

MANPOWER OPTIMIZATION

STAFF TO ROOM RATIO
SUBSTANTIALLY REDUCED

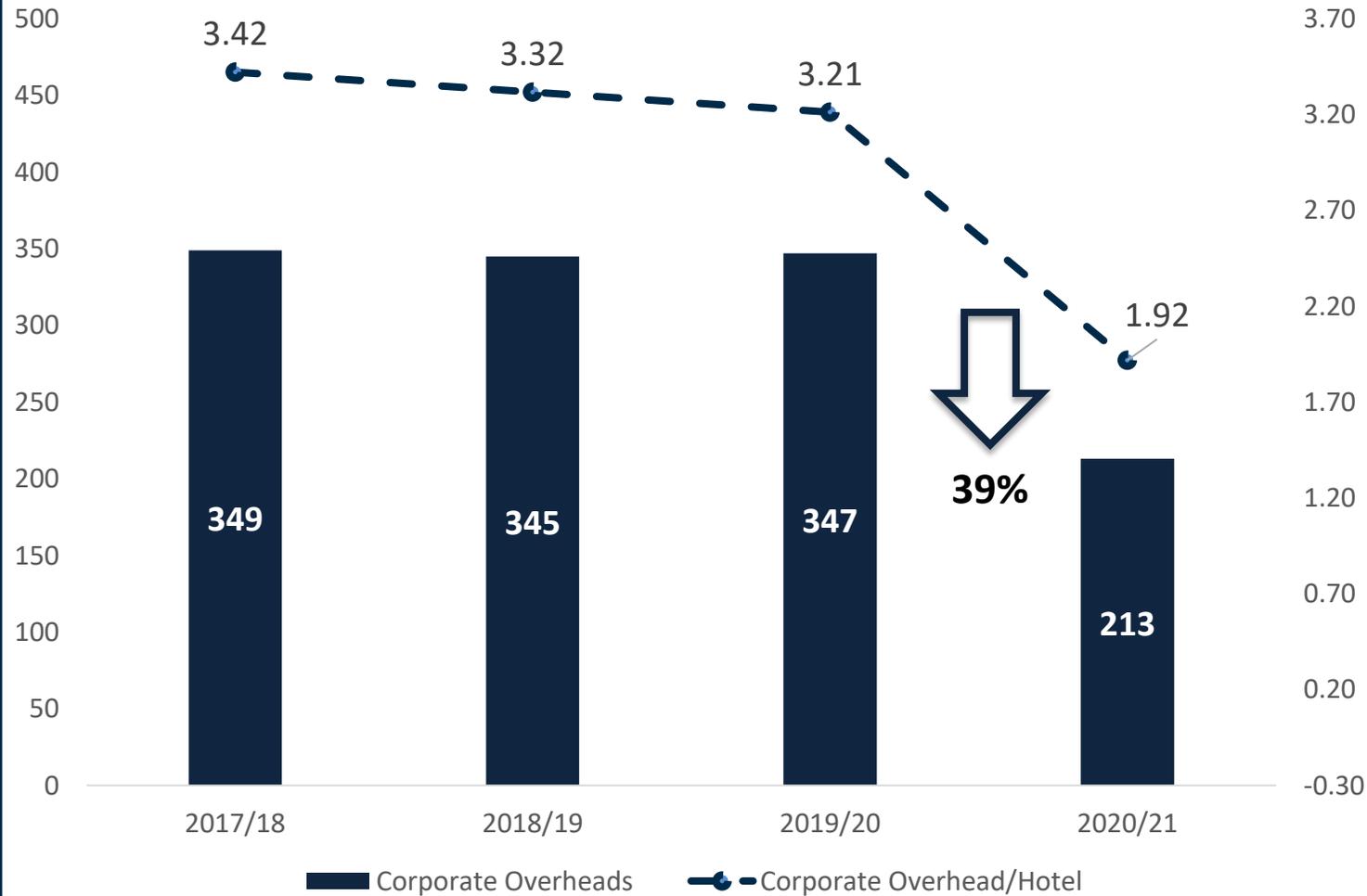


Manpower Rationalization Through:

- Redeployments – 206 Associates
- Reimagine ways of working - Multiskilling, Cluster Approach, Shared Services

SIGNIFICANT REDUCTION IN CORPORATE OVERHEADS

Corporate Overheads – INR Crs



- Redeployments & re-structuring
- Prudence in resource allocation
- Synergies - One IHCL

Excluding Ginger Hotels

THE PIERRE COST RATIONALIZATION

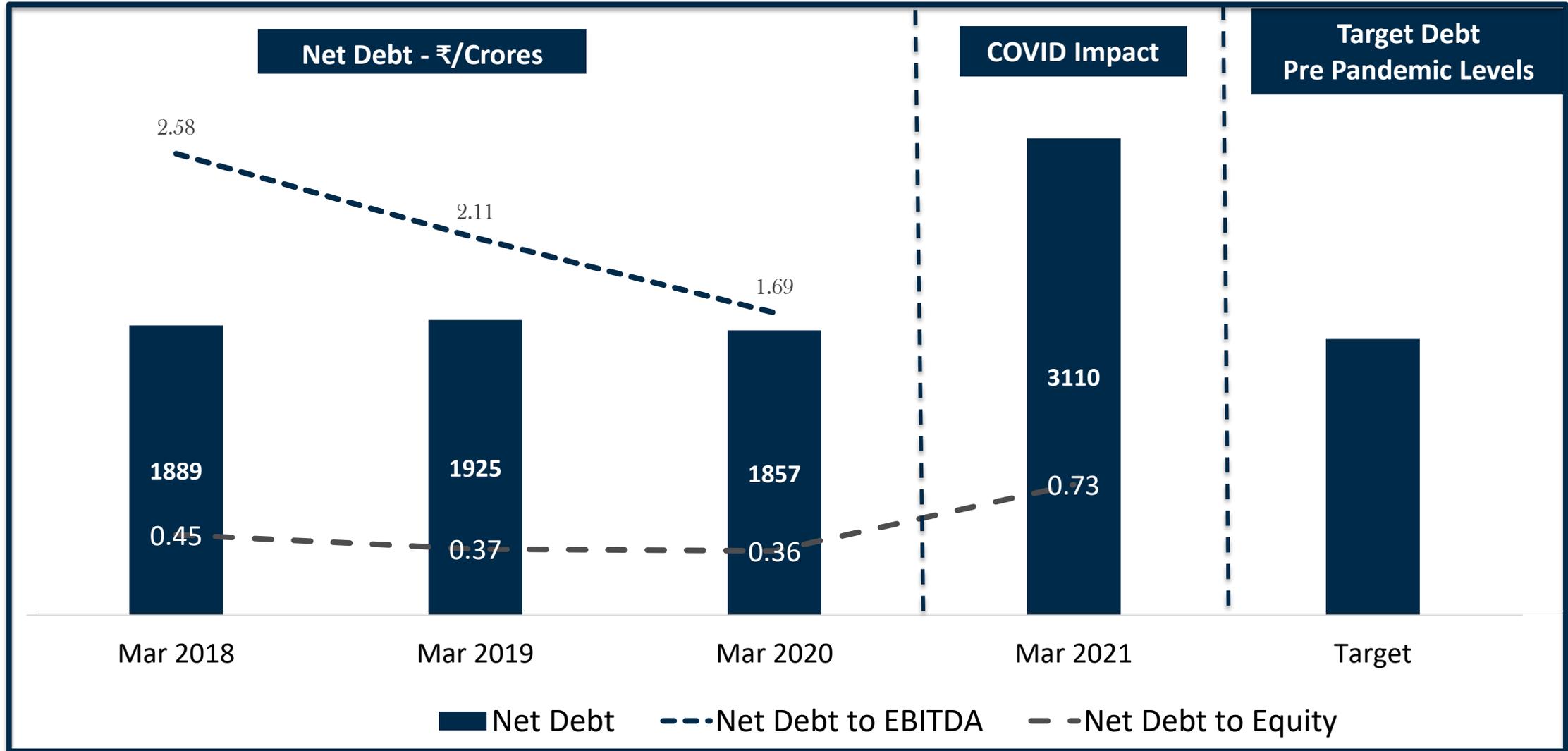


- Manpower Rationalization
- Lease Renegotiation
- Surrender of leased Ball Room

Resultant Permanent Annual Savings
~ \$ 5 Million

STRENGTHENING THE BALANCE SHEET WITH FOCUS ON ROCE

COMMITTED TO BRING DOWN DEBT TO PRE- PANDEMIC LEVEL



*Trailing Twelve Months Basis | **Net Debt, EBITDA on Pre IND AS basis

SELECTIVE CAPEX FOCUS

➤ Flagship Ginger Hotel in Santa Cruz - ₹ 200 crs



➤ Taj Mahal, New Delhi Renovation
➤ Spent ₹ 105 crs Committed ₹ 70 crs



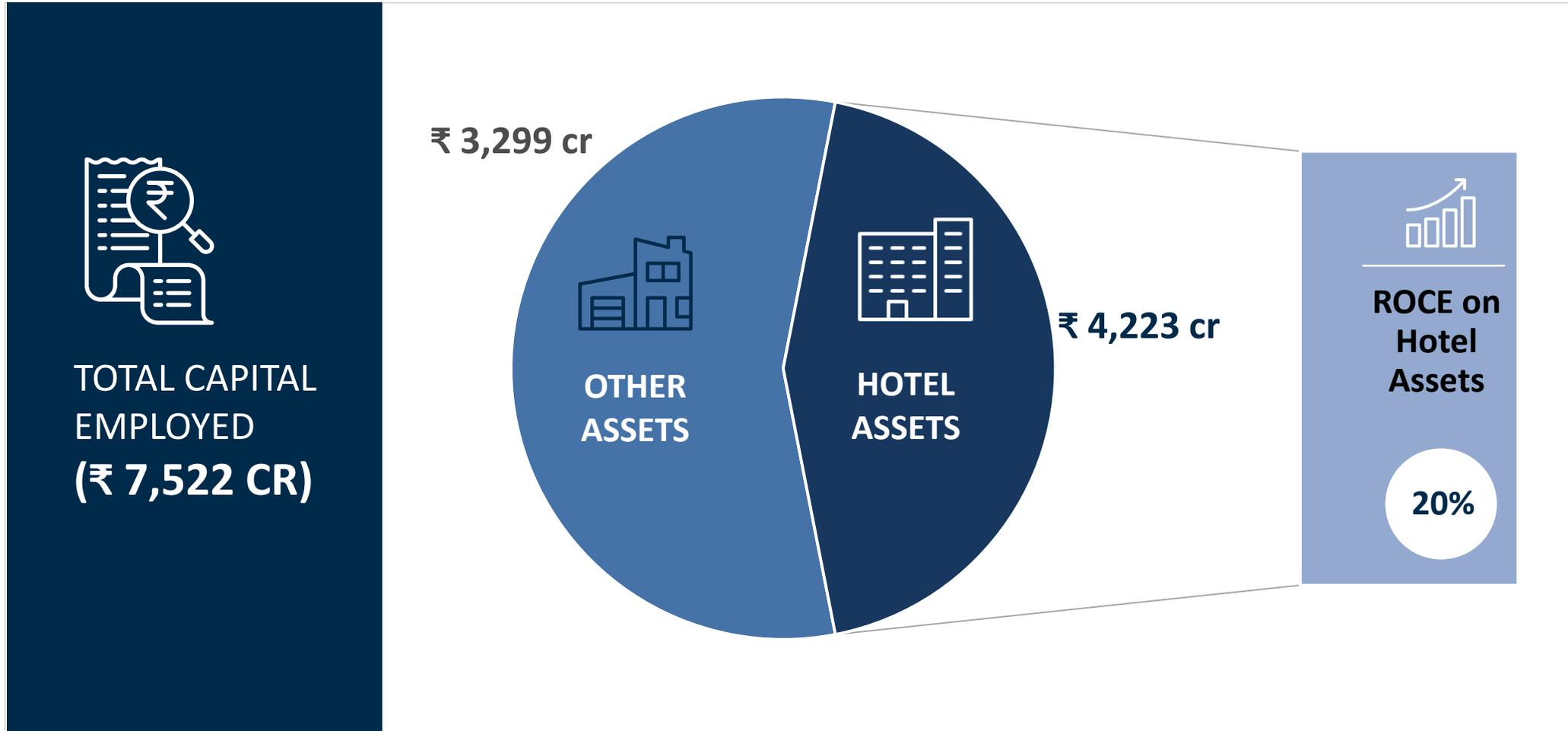
■ St James Court London
■ Chambers & New Coffee Shop - GBP 7 Mn



The Pierre, NY – Ballroom Renovation (net) \$ 6 Mn

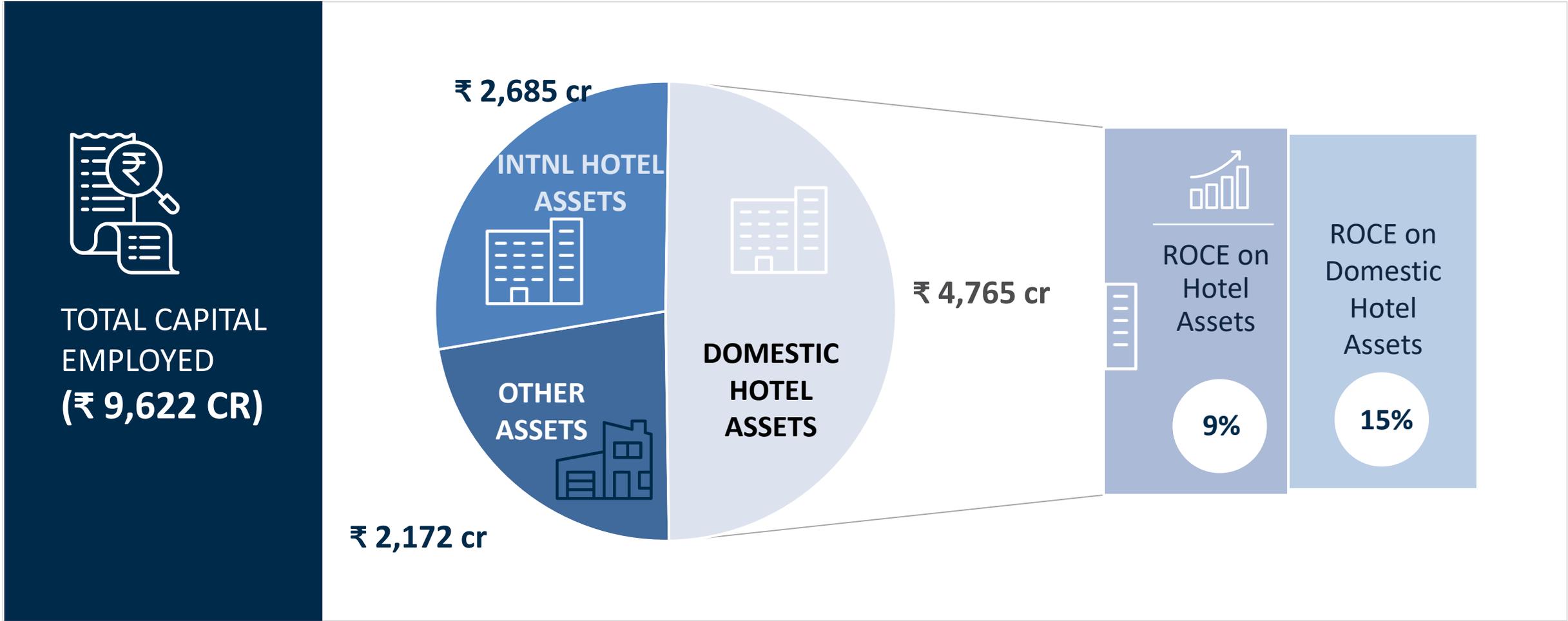


RETURN ON CAPITAL EMPLOYED – IHCL STANDALONE



*Figures as of FY 20. Detailed Workings in Annexure

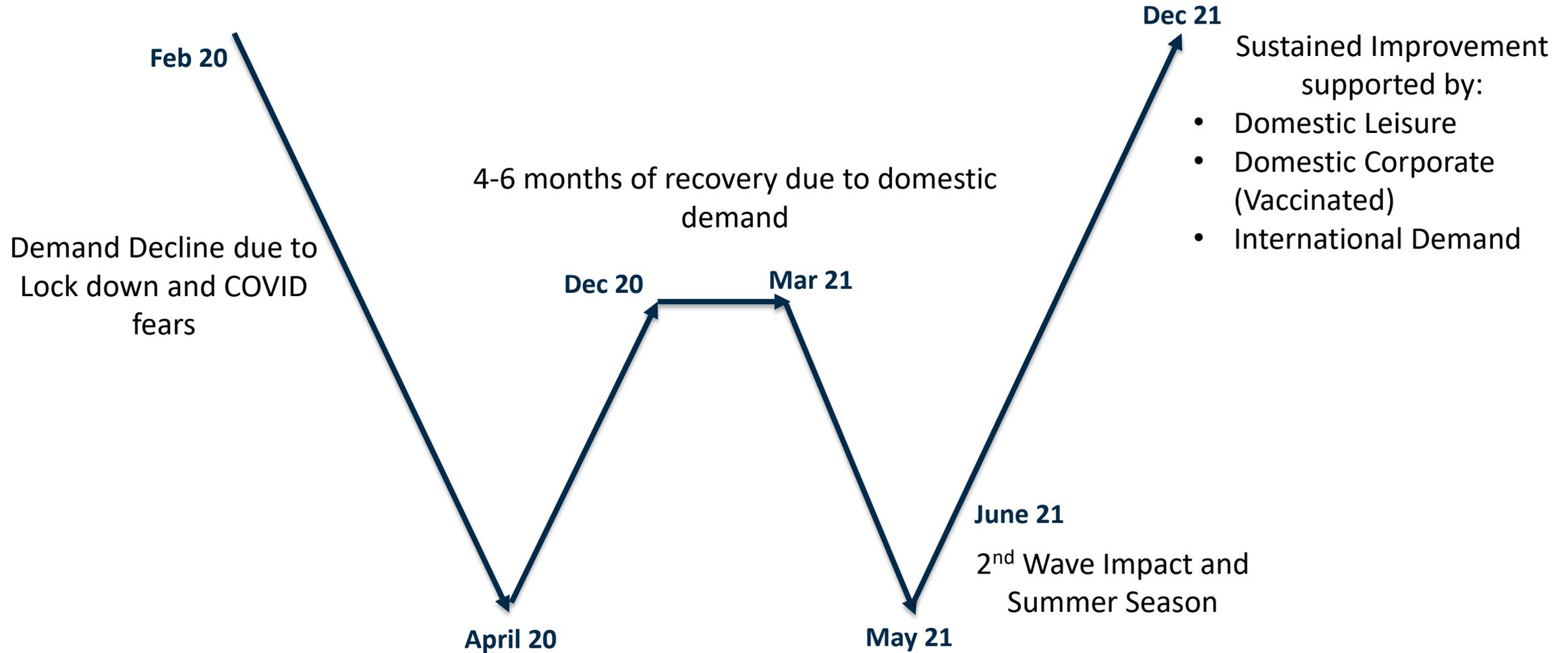
RETURN ON CAPITAL EMPLOYED – CONSOLIDATED



*Figures as of FY 20. Detailed workings in Annexure

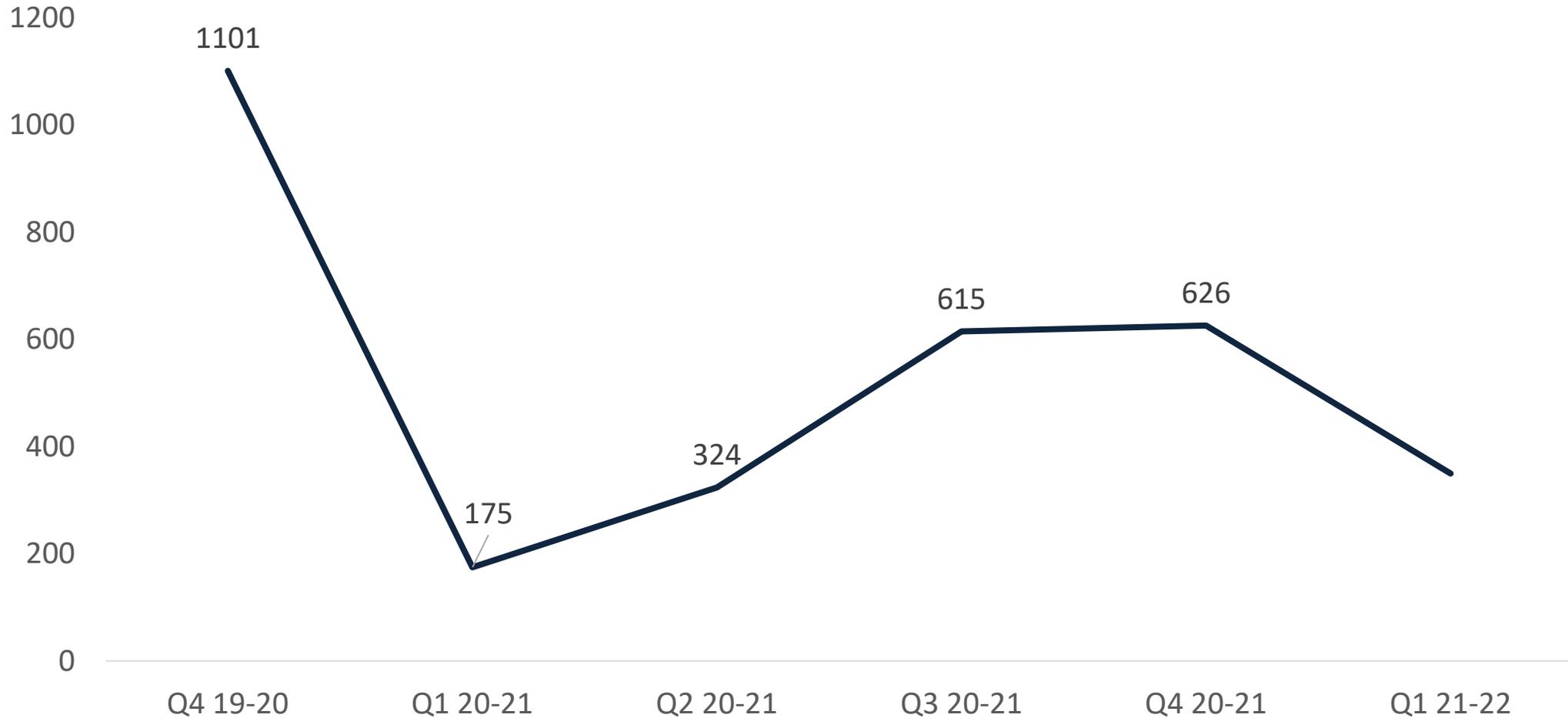
RESHAPING THE FINANCIALS

REVENUE RECOVERY | WHAT IS EXPECTED?



Q1 21-22 TURNOVER EXPECTED TO BE IN LINE WITH Q2 20-21

Consolidated Turnover - ₹/Crores



SPEND OPTIMISATION

Manpower



Redeployment & Multitasking

Corporate Overheads



Prudent Resource Allocation

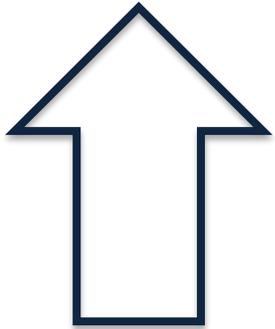
Hotel Overheads



Cluster Approach, Shared Services, Digitization

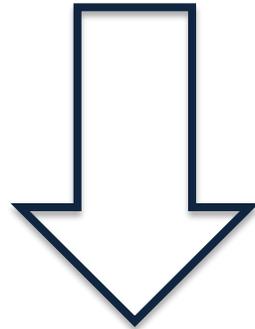
RESHAPING THE FINANCIALS

**HIGH MARGIN &
ASSET LIGHT
GROWTH**



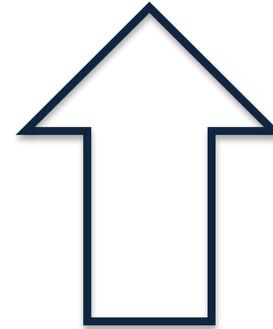
REVENUE

**OPTIMISATION OF
OPERATING
MODEL**



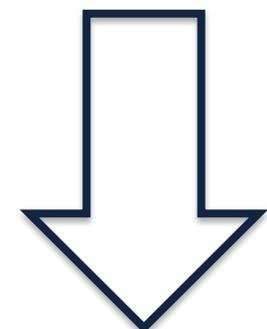
COSTS

PROFITABILITY



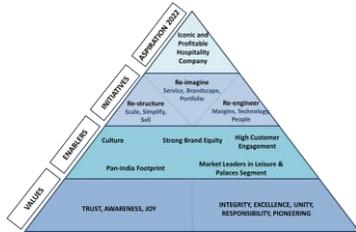
MARGINS

**BALANCE SHEET
SIZE**



**DEBT
REDUCTION,
MONETISATION**

Leading Possibilities, Managing Probabilities & Delivering Certainty



FINANCIAL
TURNAROUND

GINGER

3min
guaranteed quality cuisine

#MEALSTOSMILES

1 MARKET
LEADERSHIP



~70 New Hotels
Signed

The Chambers

amã
STAYS & TRAILS



Tajness

TAKING ORGANIZATIONAL CULTURE TO THE NEXT LEVEL

CULTURE

“EATS STRATEGY FOR BREAKFAST,
OPERATIONAL EXCELLENCE FOR LUNCH,
AND EVERYTHING ELSE FOR DINNER!”

CULTURE ROOTED IN OUR CORE VALUES

TATA VALUES

INTEGRITY

UNITY

EXCELLENCE

RESPONSIBILITY

PIONEERING

IHCL VALUES

TRUST

AWARENESS

JOY



FOSTERING A CULTURE OF SERVICE, GROWTH AND PERFORMANCE

*Rewarding
Performance*

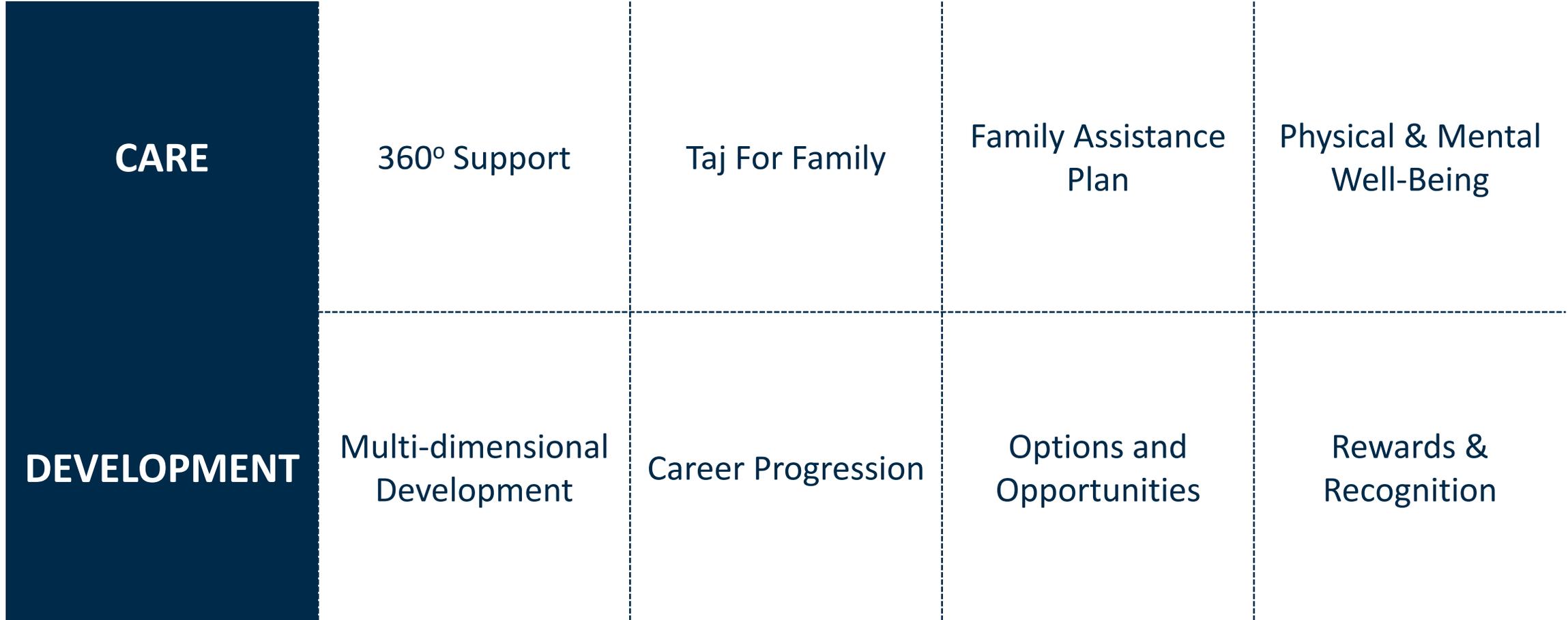
*Stimulating
Collaboration*

*Encouraging
Innovation*

*Empowerment
& Agility*

*Retaining
Tajness*

CONTINUED FOCUS ON OUR EMPLOYEES



BUILDING THE ORGANIZATION OF THE FUTURE

FOCUS ON ORGANIZATIONAL OPTIMIZATION

New Ways of Working e.g. A1, Digital

Dual Roles & Additional Responsibilities

Shared Services & Clusters

One IHCL - Operational Synergies

Cross-Functional Projects

FOCUS ON ESG: A KEY PILLAR OF OUR JOURNEY FORWARD



Water conservation

907,021 KL of water recycled
= 363 standard Olympic-sized swimming pools



Greenhouse emission

34,832 TCO₂eq emission reduced = Taking 11,688 cars off the road



Recycling waste

1,397 tonnes of organic waste composed = 42 standard 20 feet shipping containers



Renewable energy

27 IHCL hotels powered by renewable energy



Single-use plastic

Avoided use of PET bottles by installing RO bottling plant in 15 hotels



EARTHCHECK

Highest number of EarthCheck Platinum certified hotels globally – 47 hotels

Total number of EarthCheck certified hotels is 78

SUMMARY: CREATING VALUE AND SHAPING THE FUTURE

Capitalize on Business Recovery

Focus on New Brands & Businesses

Pursue Asset Light Growth

Sustain Spend Optimization

Strengthen the Balance Sheet

Focus on ROCE

Re-shape The Financials

Take Org. Culture To The Next Level

Build Organization Of The Future



INVESTMENT THESIS

SUSTAINED VALUE CREATION: ONWARDS & UPWARDS

ICONIC
BRAND



OPERATIONAL
EXCELLENCE



PORTFOLIO
GROWTH



FOCUS ON
ESG



*“Driven by cost optimization, increase in new hotel signings under management contracts, and new destinations enveloping India, IHCL aspires to continue to dominate **market share** in South Asia and to become the most **iconic** and **profitable** hospitality company”*

IHCL

CREATING VALUE AND SHAPING THE FUTURE

INVESTORS MEET | 7th JULY 2021



SELEQTIONS

VIVANTA

GINGER

amã
STAYS & TRAILS

Qmin
guaranteed quality cuisine



RETURN ON CAPITAL EMPLOYED – CALCULATION

FY 2019-20

₹/Crores

Details	Standalone	Consolidated
Reported Capital Employed	7,522	9,622
Less: Investments	3,743	1,692
Deployed Assets	3,779	7,930
Less: Corporate Assets	480	480
Hotel Assets	3,299	7,450
Less: International	-	2,685
Domestic hotels	3,299	4,765
Reported EBIT	691	696
Less: Corporate EBIT	33	19
Hotel EBIT	658	677
Less: International	-	(23)
Domestic EBIT	658	700
Derived IHCL ROCE	9%	7%
Hotel Assets - ROCE	20%	9%
Domestic Hotel - ROCE	-	15%