

IHCL

ASPIRATION X EXECUTION = PERFORMANCE

Kotak Chasing Growth 2024



SELEQTIONS

VIVANTA

GINGER

amã
STAYS & TRAILS

3min
guaranteed quality cuisine

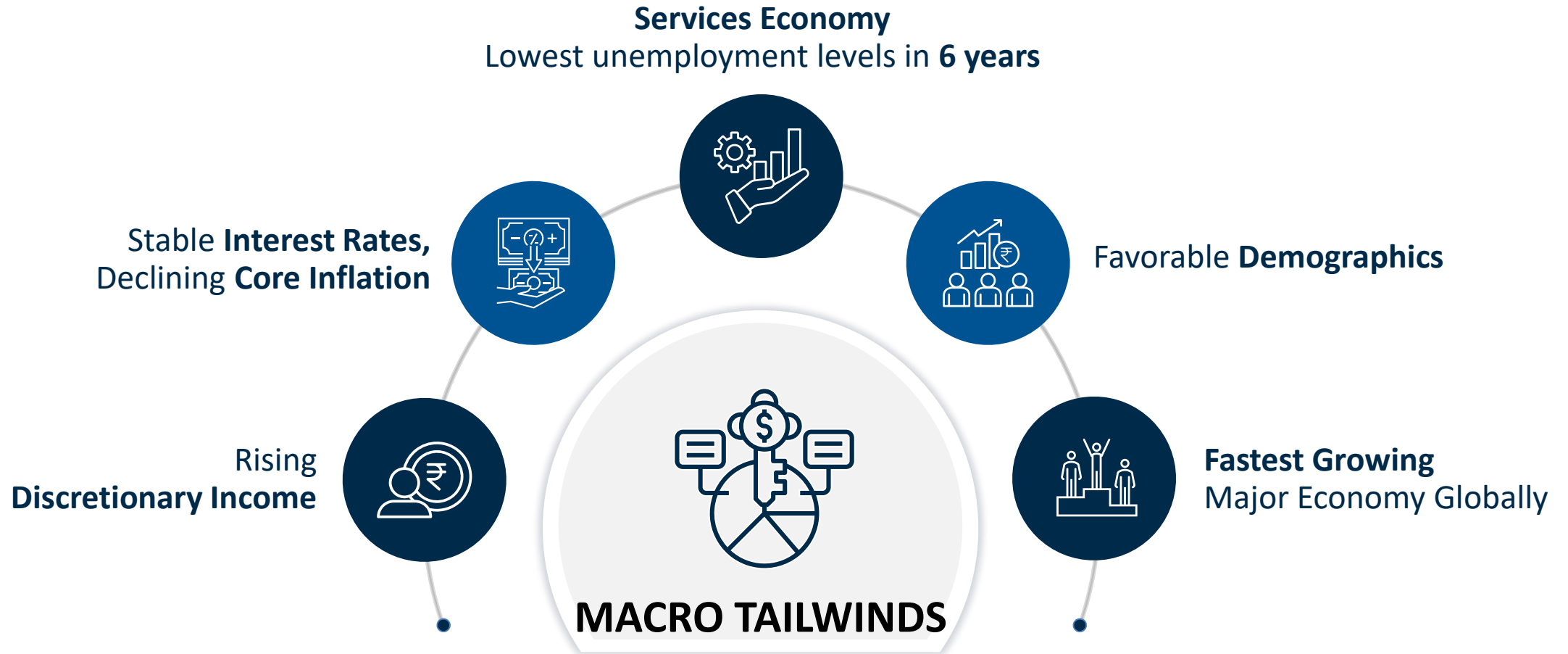



TAJ


120
YEARS



INDIA GROWTH STORY *FAVOURABLE MACRO-ECONOMIC TAILWINDS*



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

HOSPITALITY INDUSTRY *UPCYCLE TO CONTINUE*

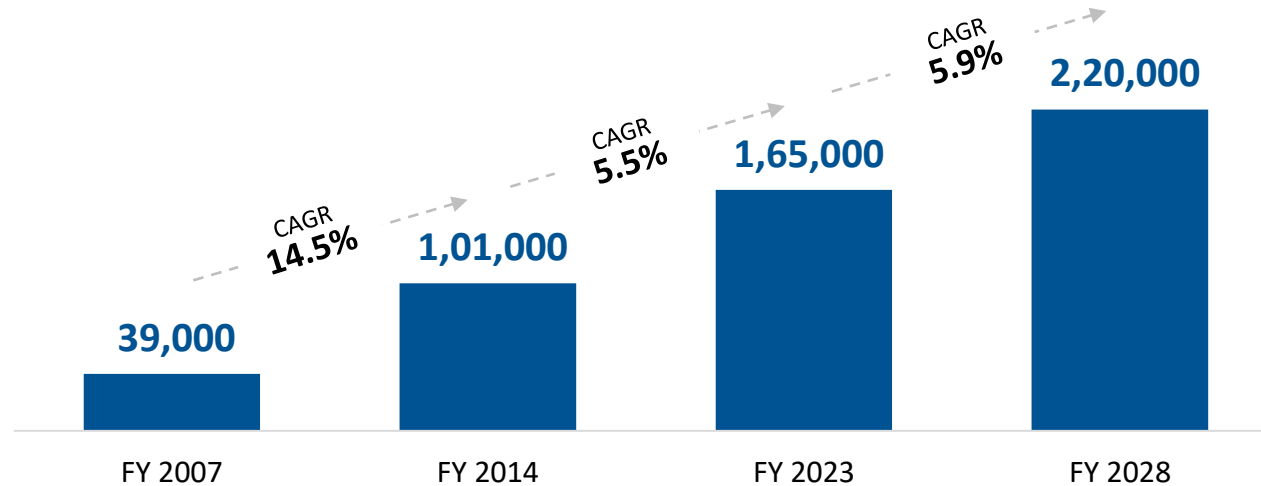
Hotel Supply to Grow at CAGR of
5-6%
In the next 5 years



Expected Rooms Demand CAGR of
8-10%
In the next 5 years



**BRANDED
SUPPLY**
(NO. OF ROOMS)

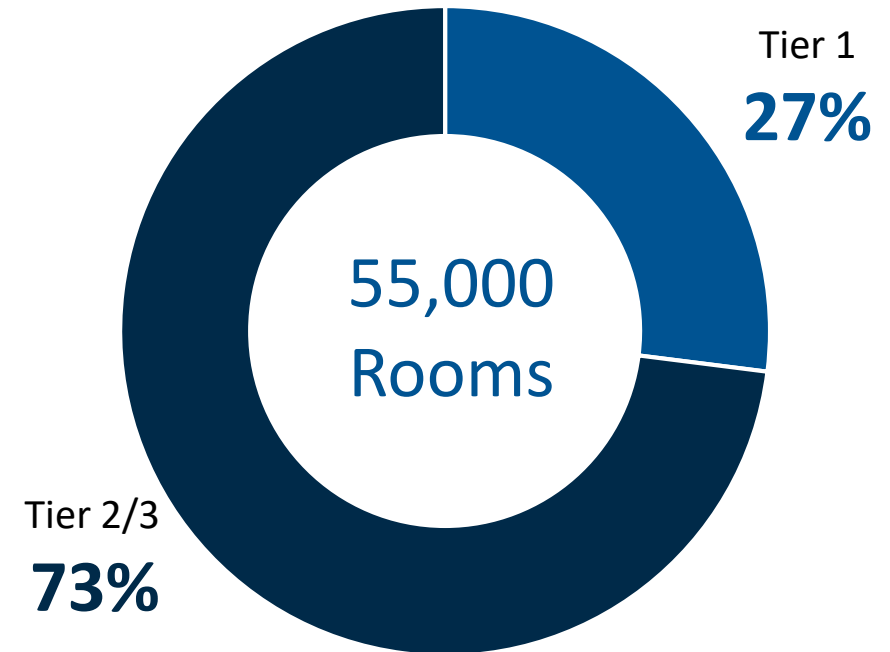
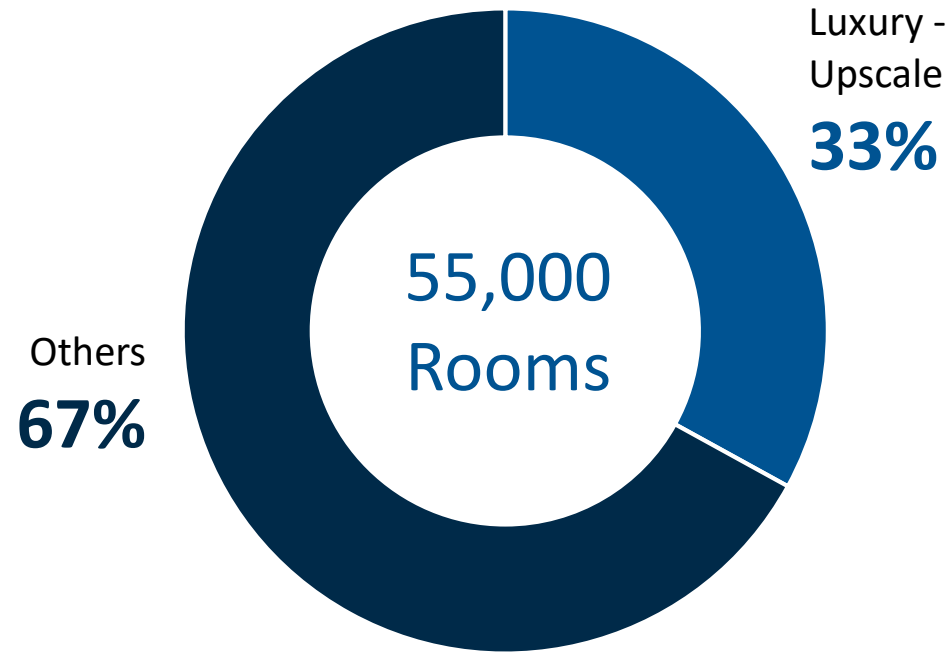


Source: Hotelivate



Demand Growth to
Continue Outpacing
Supply Growth

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



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



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

Source: Analyst Research Reports

BEHAVIOURAL SHIFT *CONSUMERS SPLURGING ON EXPERIENCES*

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



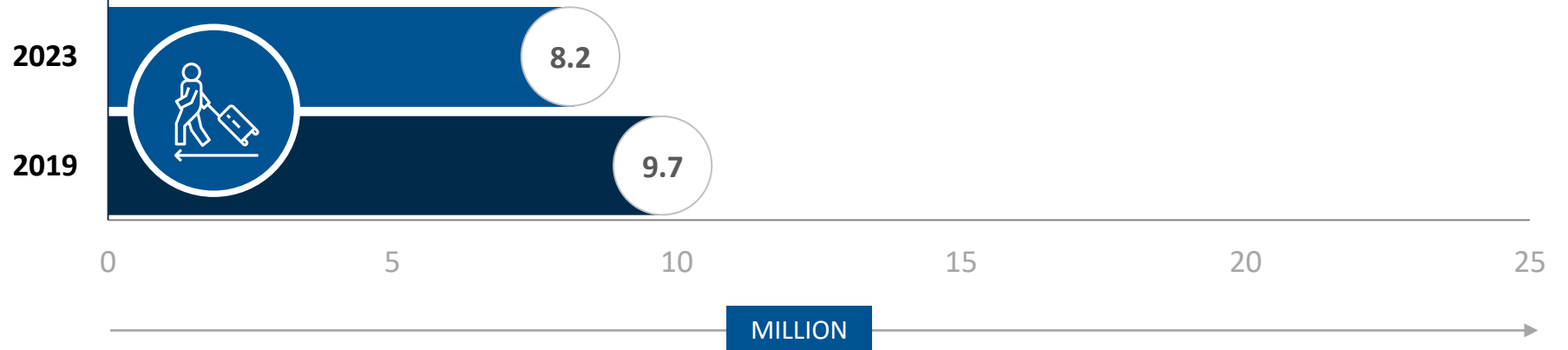
Source: McKinsey Consumerwise Global Sentiment Data cited from the report titled "The Promise of Travel in the Age of AI" by Skift + McKinsey & Company

FTA RECOVERY IN 2024 *TO FURTHER DRIVE DEMAND GROWTH*

While Outbound
Tourists reached
99%
of Pre Covid



Inbound Tourist
to India
Yet 85%
of Pre Covid



Source: Ministry of Tourism : Note: FTA data published till Nov 2023

IHCL WELL-PLACED TO BENEFIT FROM INDUSTRY & MACRO TAILWINDS



India Growth Story

Hospitality Upcycle, Strong Tailwinds

Industry leading

Brandscape, Portfolio, Pipeline, Profitability

IHCL A STORY OF ASPIRATION, EXECUTION & PERFORMANCE



**ASPIRATION TO
EXECUTION**



**CONSISTENT
PERFORMANCE**



**RESET DURING
COVID-19**



**EMERGING
STRONGER**



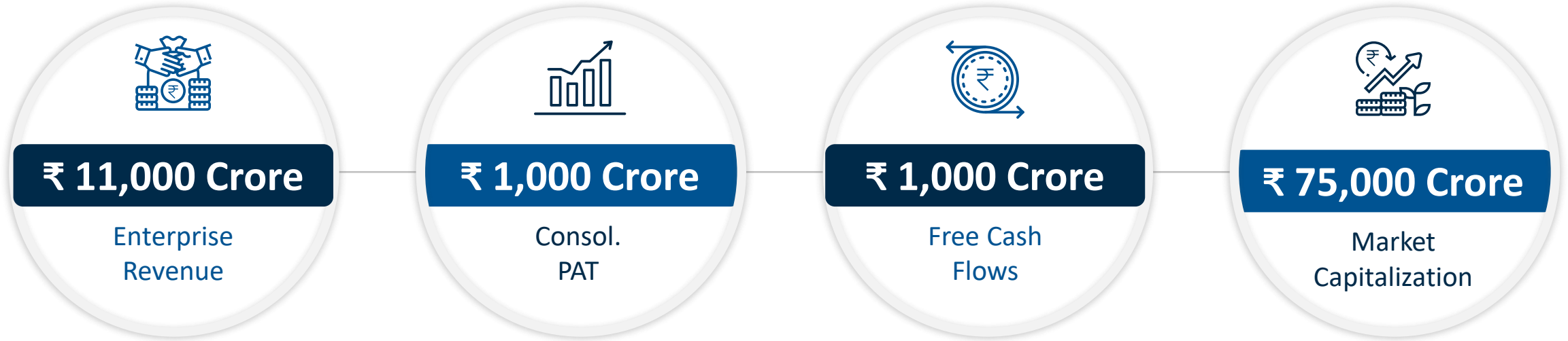
**SIGHTS ON THE
FUTURE**



**AHVAAN
2025**

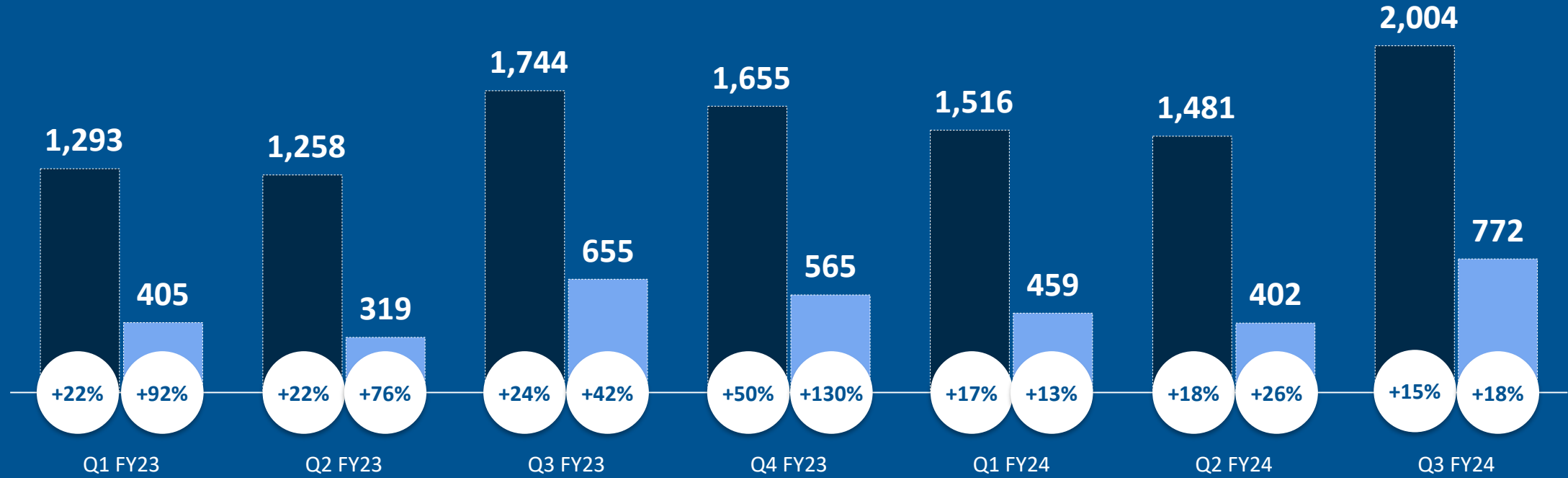
**WE PROMISED PROFITABILITY,
WE DELIVERED RECORD PERFORMANCE**

RECORD FINANCIAL PERFORMANCE *ACHIEVING KEY MILESTONES*



All figures for FY23, except Market Cap. which is as on 19th Feb. 24

7th CONSECUTIVE QUARTER OF *RECORD FINANCIAL PERFORMANCE*



■ Consol. Revenue ■ EBITDA

Please Note:

- % increase YoY
- For FY23, % increase compared to corresponding quarters in FY20 to eliminate effect of covid affected years

WHAT WE EXPECT AS WE GO INTO NEXT YEAR ?

DOUBLE DIGIT
CONSOLIDATED REVENUE GROWTH

NOT LIKE FOR LIKE GROWTH : +30%

ASSET MANAGEMENT
DRIVING PROFITABILITY

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

WE CONTINUED TO INVEST *STRONGLY* IN BRAND-BUILDING





Ranked Once Again as

INDIA'S STRONGEST BRAND 2020, 2022, 2023
&
INDIA'S 2nd STRONGEST BRAND 2021



Cherishing The Honour Of Being

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

RAMBAGH PALACE

RATED WORLD'S #1 HOTEL BY TRIPADVISOR



Source : 2023 Travellers' Choice Awards by TripAdvisor

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

SCALING-UP EXISTING BRANDS



House of Ming

Delhi, Bhopal, Jaipur



MACHAN

Delhi, Bhopal, Jaipur, Bangalore



BOMBAY
BRASSERIE

Cape Town, Dubai, London, S'Pore



SHAMIANA

Mumbai, Dubai, Kerala, Kolkata

INTRODUCING NEW CONCEPTS



HOUSE OF
Lomad
GASTRO BAR

Mumbai, Goa



ESTD. 2020
SEVEN
RIVERS
BREWING CO.

Goa, Bangalore



paper moon
Illustration of a group of people

Goa



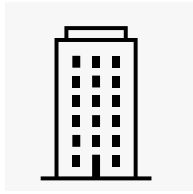
LOYA

Mumbai, Delhi, Bangalore

RE-IMAGINED GINGER *DELIVERING RESULTS*

* Figures for Enterprise

GINGER



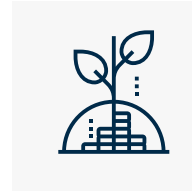
Operational
Hotels

FY 19-20

50

9M 23-24

62



Revenues

₹ 238 Cr

₹ 336 Cr



EBITDA

₹ 55 Cr

₹ 123 Cr

67% of the Portfolio is
now Lean Luxe

commanding

25%+ Rate Premium




NOW IN 34 HOTELS , YTD REVENUE ₹ 37 Cr AND GROWING

GINGER MUMBAI AIRPORT NOW OPEN

POTENTIAL : REVENUE ₹100 Cr, EBITDA MARGIN 50%+

Performance

 **₹ 7,000**
ARR

 **85%**
Occupancy (YTD)

 PBT Positive from
Month 1

 **No Cannibalization**
at the cost of other IHCL hotels



Success Drivers

 **Value Proposition**
– Lean Luxe

 **Location**

 **Strong F&B: 29% of Room Revenue Driven by Qmin**

QMIN SHOWCASING GROWTH *ACROSS FORMATS*



Asset Light Growth: Key Imperatives

Qminization of Ginger

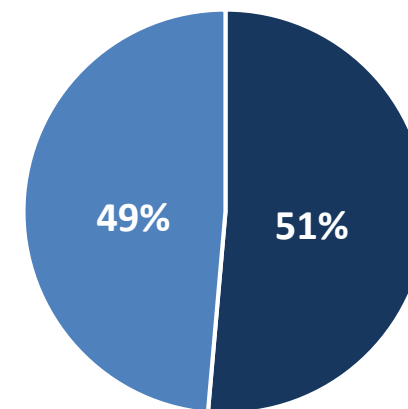
Strategic Alliances

Delivery: Online & Offline

Profitable Growth

₹ 72 Cr GMV
9M FY 23-24

Business Mix 9MFY24



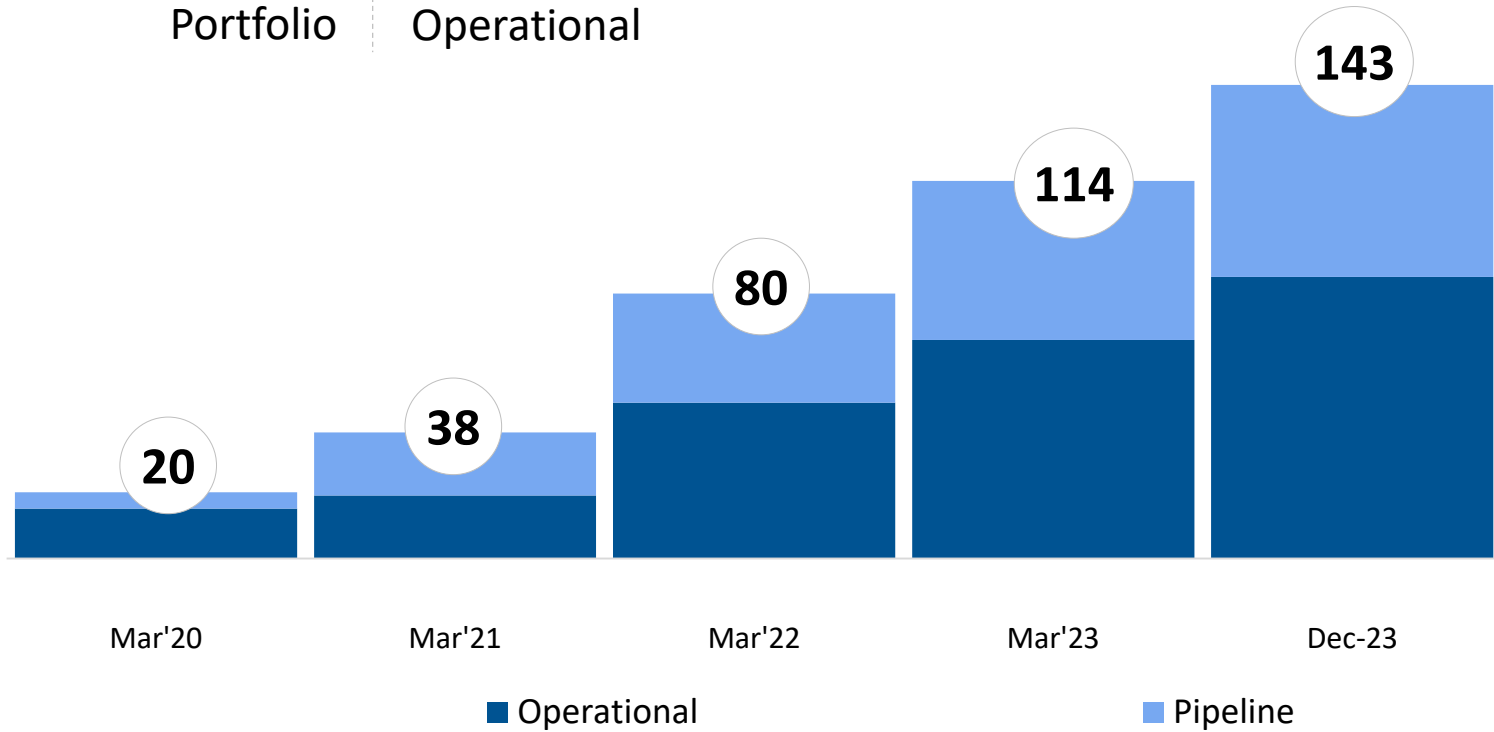
■ Qmin in Ginger Hotels ■ Delivery, Shops, QSR

amã ON A GROWTH JOURNEY

Poised to Hit

150+
Portfolio

100+
Operational



16 Signings
(Q3FY24)



11 Openings
(Q3FY24)



Operational + Pipeline



RE-IMAGINED TAJsATS RECORD PERFORMANCE CONTINUES

All figures for Q3 FY24



₹ 233 Cr
Revenues

Growth of
34% YoY



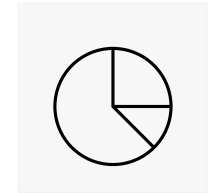
₹ 60 Cr
EBITDA

Growth of
68% YoY



26%
EBITDA Margin

5.1 pp
Margin Expansion



59%

Market Share



YTD FY24 Revenue (₹ 650 Crore), EBITDA (₹ 162 Crore) and PAT (₹ 111 Crore) surpassed previous Full Year FY23 Revenue (₹ 641 Crore), EBITDA (₹ 127 Crore) and PAT (₹ 80 Crore)

NEW BRANDS AND RE-IMAGINED BUSINESSES

GROWING AT 2x of CORE ENTERPRISE REVENUES

GINGER

Qmin
guaranteed quality cuisine

amã
STAYS & TRAILS

TAJ sats

The Chambers



New & Re-Imagined Businesses
Enterprise Revenue
9M Growth YoY

34 %

IHCL

Core Enterprise
9M Growth YoY

17 %

WHAT WE EXPECT AS WE GO INTO NEXT YEAR (NEW BUSINESSES)

CONSISTENT 30%+
GROWTH RATES

GINGER BRAND LEVEL REVENUE
LIKELY INR 600 Cr +

TAJ SATS REVENUE
LIKELY INR 1,000 Cr +

QMIN IN ALL GINGERS
QMIN GMV LIKELY INR 125 Cr +

amã : 2X REVENUES, OWN BUNGALOWS
COUNT TO CROSS 15

WE PROMISED GROWTH,
WE DELIVERED UNPRECEDENTED EXPANSION

PORTFOLIO GROWTH ACHIEVED 300+ HOTELS MILESTONE



FOCUS ON GLOBAL PROMINENCE, DOMESTIC DOMINANCE

200 HOTELS OPERATIONAL IN INDIA



Indian Sub-continent
Industry-leading expansion



Globally
Select strategic locations

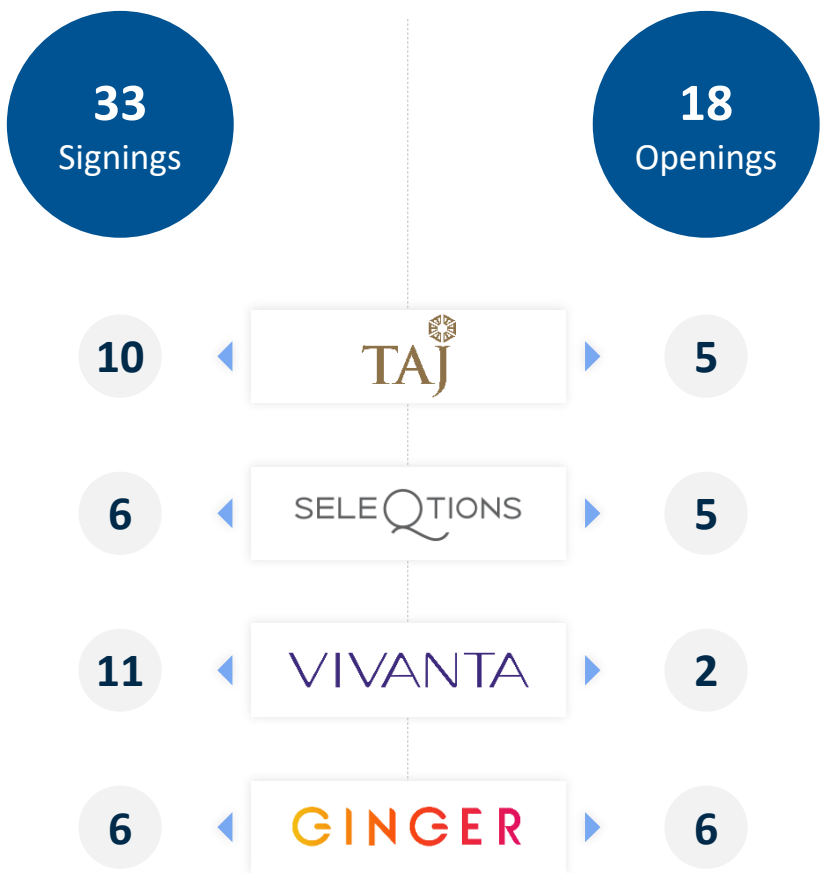


IHCL is now present in
13
countries

Including hotels in pipeline

HIGHEST-EVER OPENINGS AND SIGNINGS IN A YEAR

CY 2023

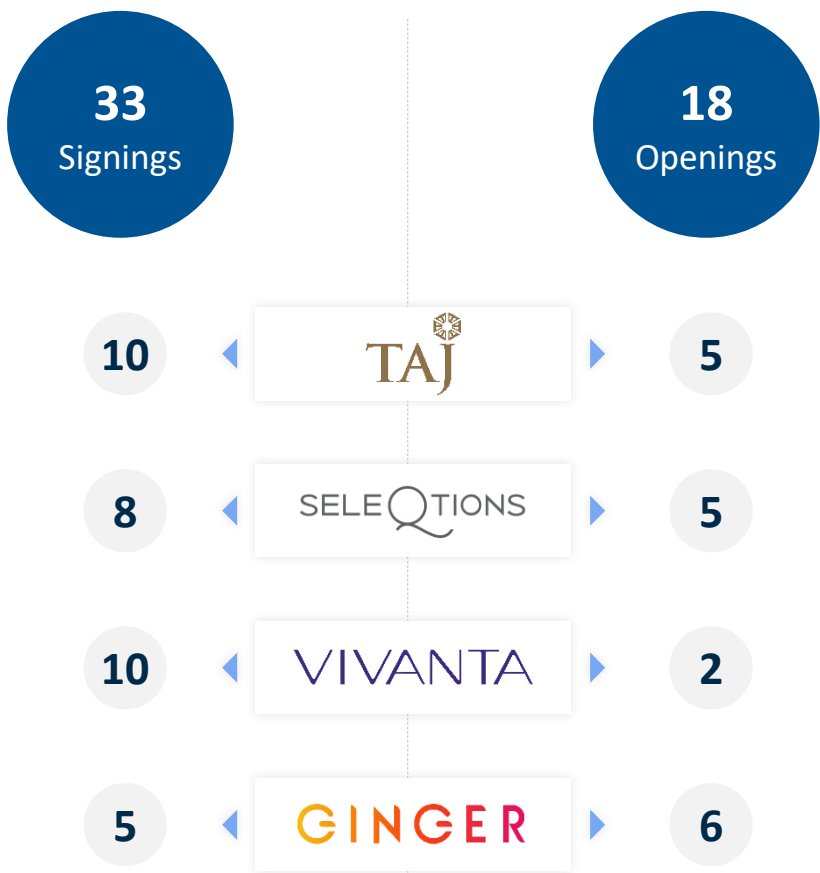


On Track for

20

Openings
in FY24

FY24 (YTD)

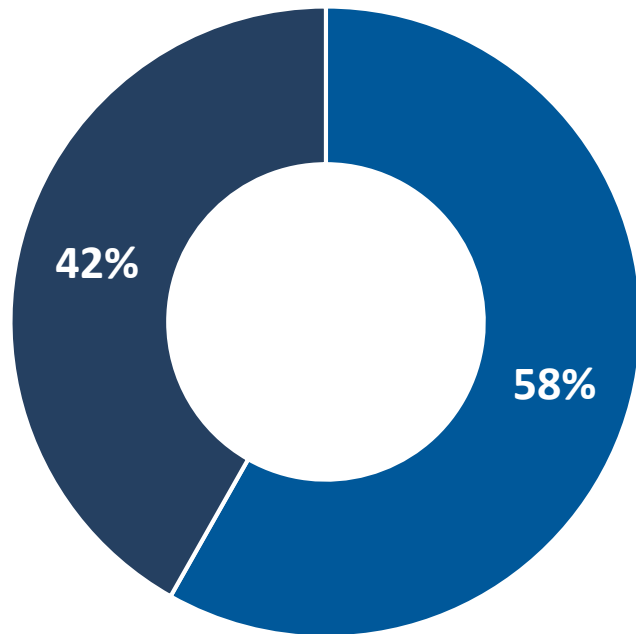


Excluding Tree of Life portfolio

PORTFOLIO GROWTH *PRIMARILY THROUGH MANAGEMENT CONTRACTS*



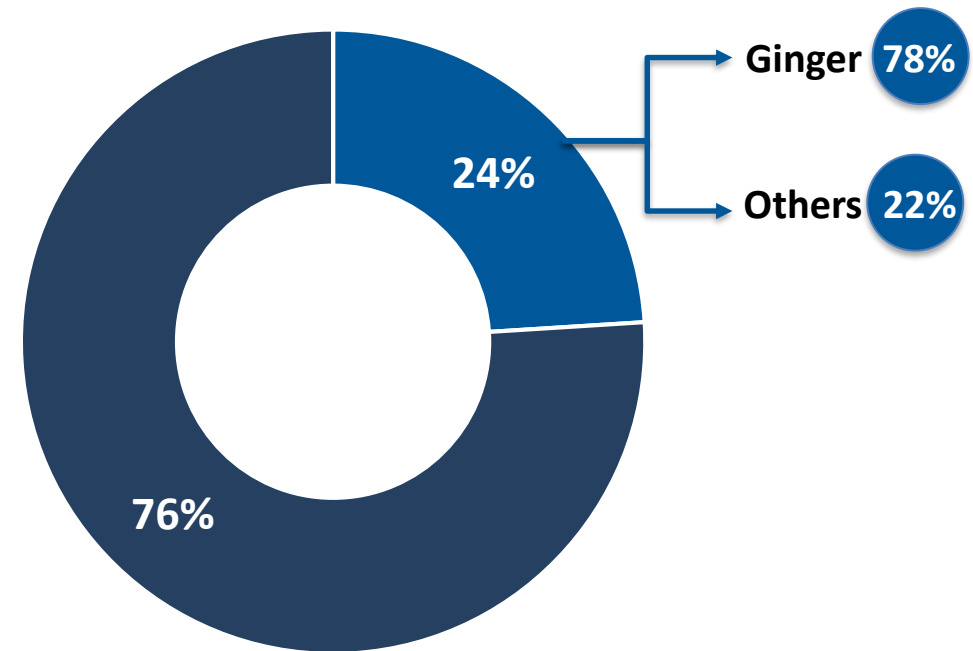
OPERATIONAL INVENTORY BY CONTRACT TYPE



■ Owned / Leased ■ Mgmt. Contract



PIPELINE BY CONTRACT TYPE



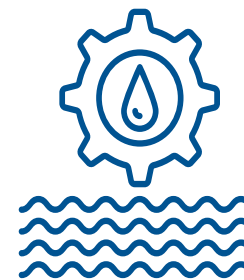
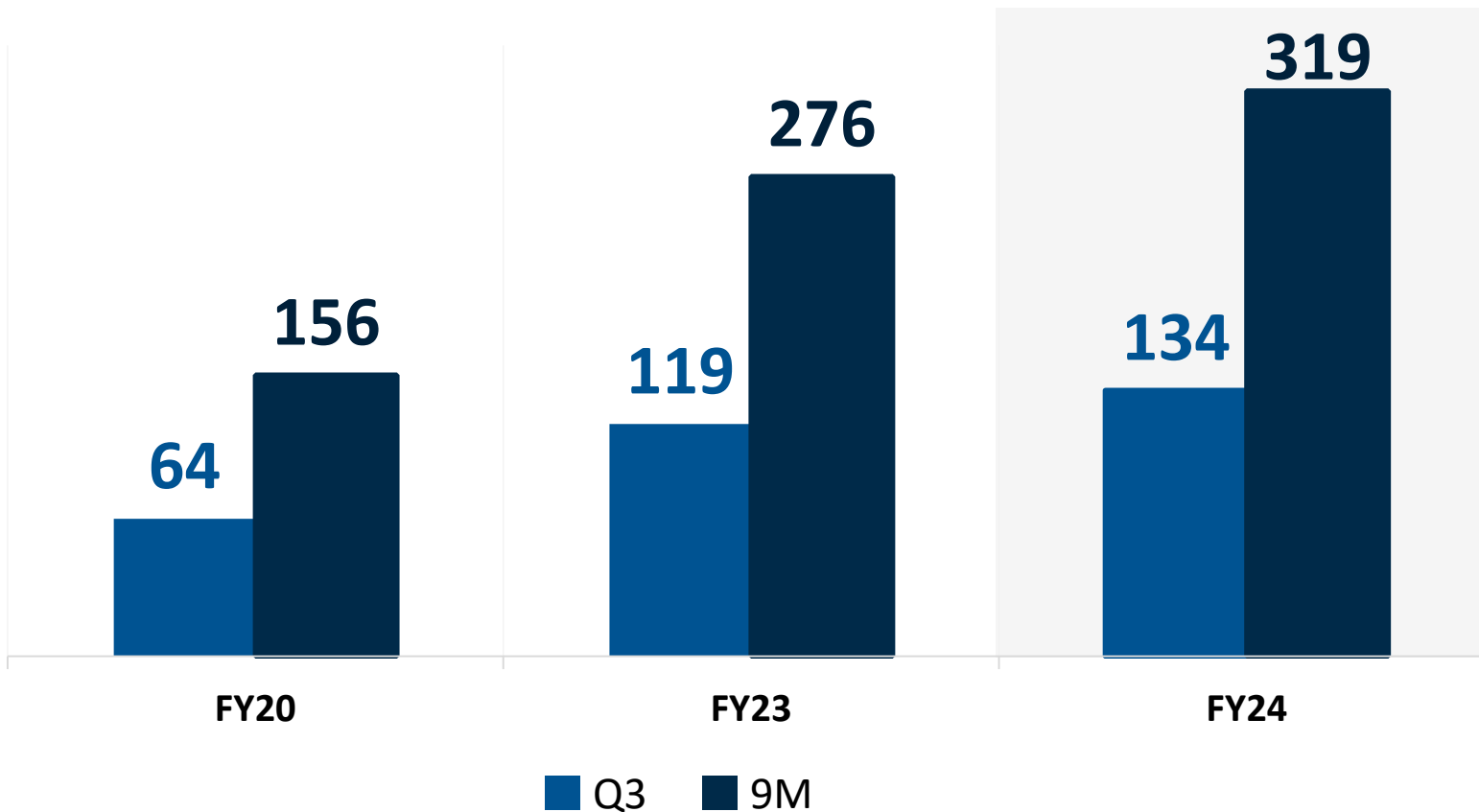
■ Owned / Leased ■ Mgmt. Contracts

As on 31st December 2023

MANAGEMENT FEES *INCREASE DUE TO ASSET LIGHT GROWTH*

2X (9M FY24 VS 9M FY20)

₹/ Crores



Increase in hotels under management to fuel **Management Fee Growth**

High Flow Through

Management Contract operational inventory increased 75% in FY24 from FY20

WHAT WE EXPECT AS WE GO INTO NEXT YEAR (ASSET MANAGEMENT)

OPEN 2+ HOTELS
A MONTH

STRATEGIC CASH RESERVE
CAPEX AND NEW BUSINESS SUPPORT

LAUNCH OF NEW HOTEL BRANDS TO
ACCELERATE GROWTH IN TIER 2 & TIER 3
CITIES

Q1/2025

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

SUPERIOR SERVICE EXCELLENCE, *RECOGNIZED GLOBALLY*



**World's Finest
Luxury Grand
Palaces**



Rambagh Palace
Favourite Indian Heritage Hotel

**Taj Madikeri Resort
& Spa, Coorg**
Best Hotels and Resorts in Asia

NeuPass
Best Loyalty Program

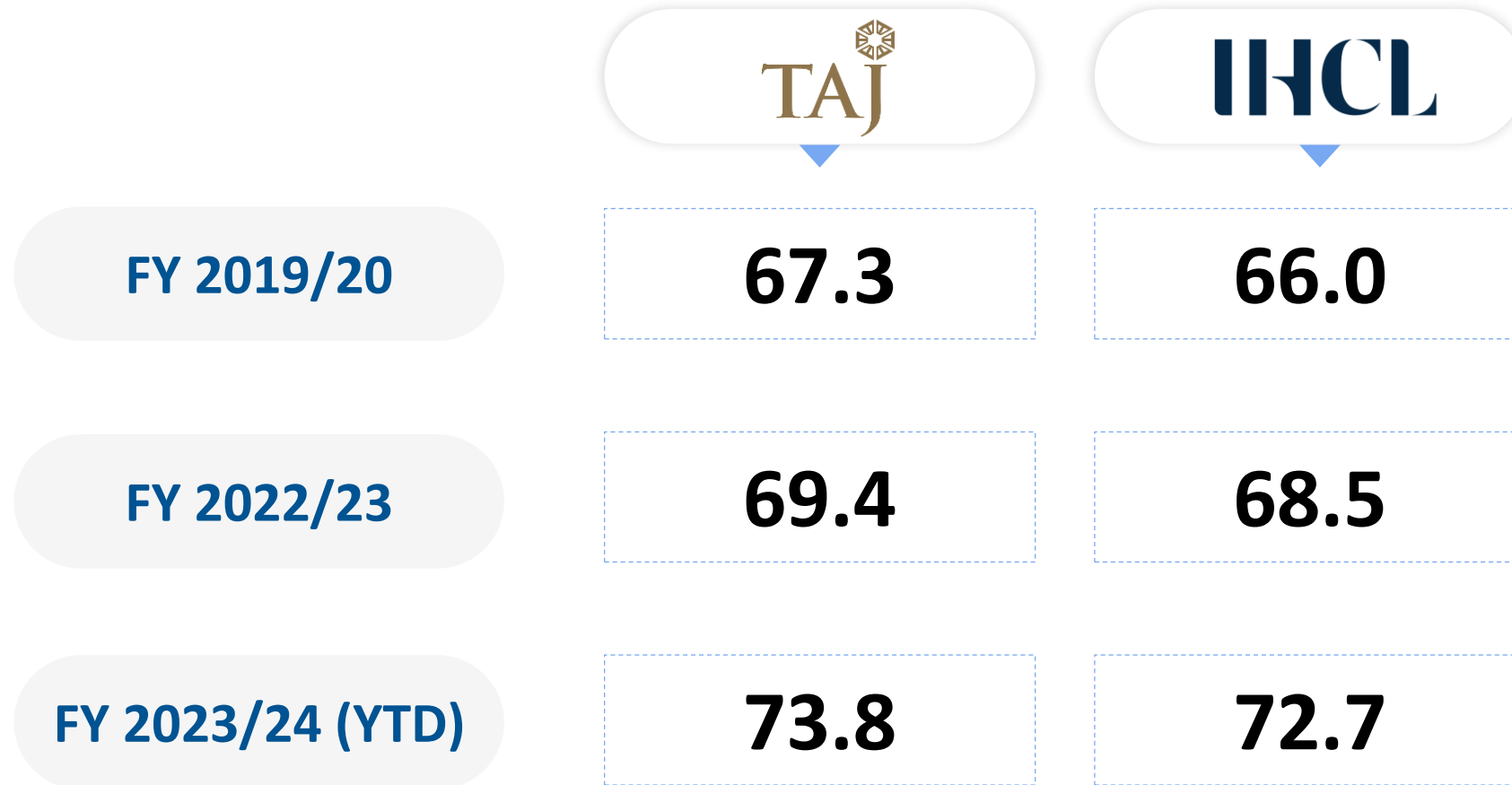


**Nominated in the
category of**

**“Best Hotel
Brands”**

TRAVEL + LEISURE
World's Best Awards 2024

UNPARALLELED CUSTOMER SATISFACTION *IMPROVING NPS SCORES*



Source: TrustYou

LOYALTY RE-IMAGINED *TATA NEU*



Total loyalty led revenue
₹ 840 Crore
+ 18% Growth vs. Q3FY23



Copper Silver Gold Platinum



Loyalty contribution to enterprise revenue
24%



Total Members
5.1 Mn.



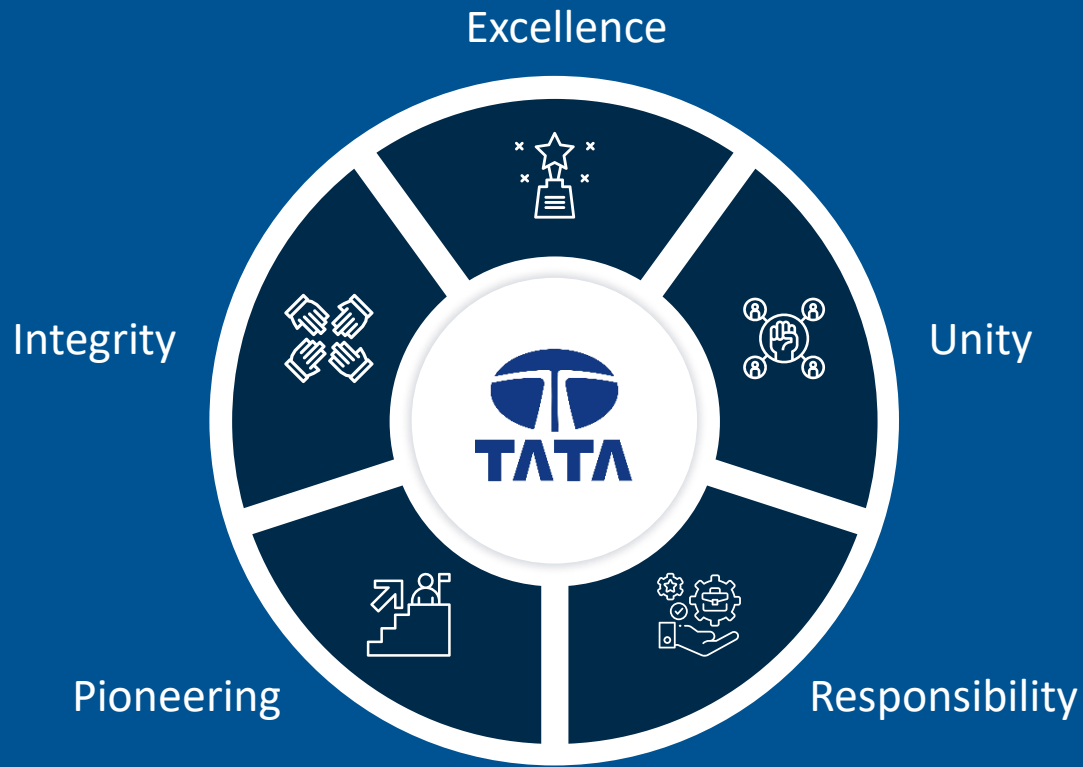
Transactions
~3,50,000

*"Loyalty Led Revenues is the revenue generated by Loyalty customers through all channels
Out of this ₹ 585 Cr was eligible for reward points."*

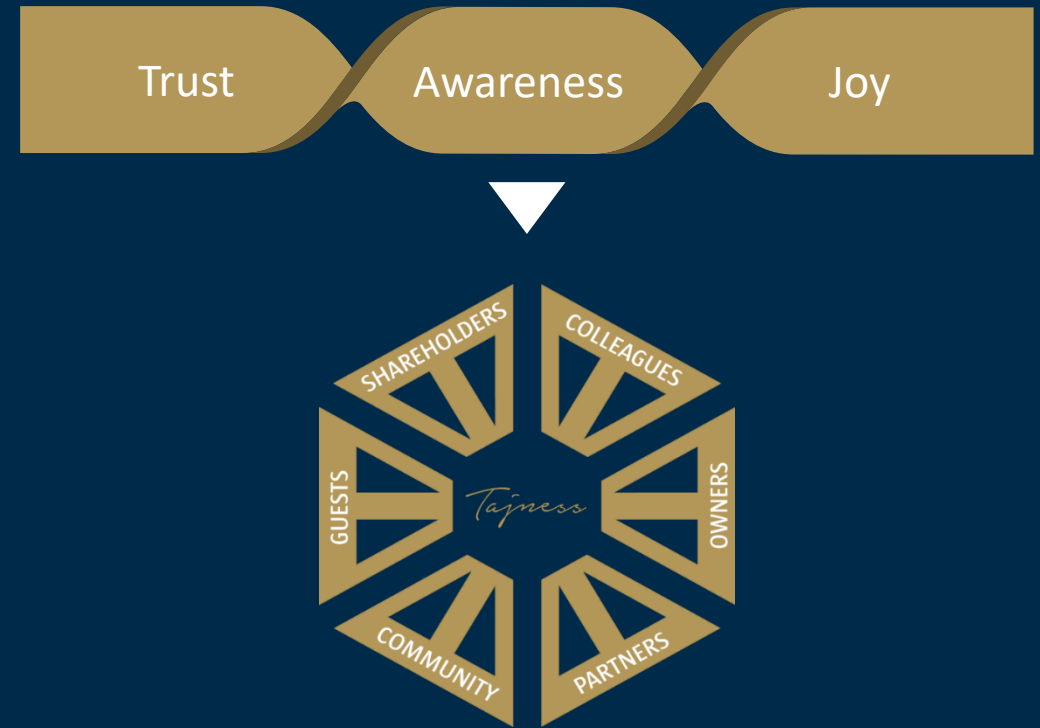
ENABLED BY FOCUS ON CULTURE & ESG

LIVING THE *IHCL VALUES*

TATA VALUES



IHCL VALUES



CULTURE OF CAMARADERIE *CELEBRATING SPIRIT OF TAJNESS*



OBJECTIVES



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



Resilience, Responsiveness and Resurgence



A day of gratitude



KEY ELEMENTS OF THE DAY



Leaders Speak



Memorial Service



Special Meals



Engaging Activities

CULTURE OF RESPONSIBLE BUSINESS

PRESERVE
Heritage & Brand

PROGRESS
Sustainable Growth

PARTNER
Transformation



PROMOTE
Environmental Stewardship

PROMISE
Social Responsibility

PRUDENT
Corporate Governance

PAATHYA GOALS

2030 GOALS



100%

Waste Water
Recycled / Reused



100,000

Youth
Skilled for Livelihood



50%

Energy from
Renewable Sources



EARTHCHECK

100%

Hotels
EarthCheck Certified



100%

Hotels go Beyond
Single-Use Plastic Free



100%

Adoption of UNESCO's Intangible
Cultural Heritage projects in
geographies IHCL operates in



100%

Business Meetings &
Conferences to go green –
Innergise Green Meetings

PAATHYA MILESTONES ACHIEVED



Waste
100% elimination of
single-use plastic



Waste
100% operating hotels will have an
organic waste management system



Water
100% water recycling



Energy
50% energy use to be
from renewables



All hotels to provide
EV charging stations

PROGRESS UPDATE



315 Tons of Plastic Saved through Glass Bottles,
Bio-degradable Bathroom Amenities, Paper Straws



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



47%
water recycled



39%
Renewable energy

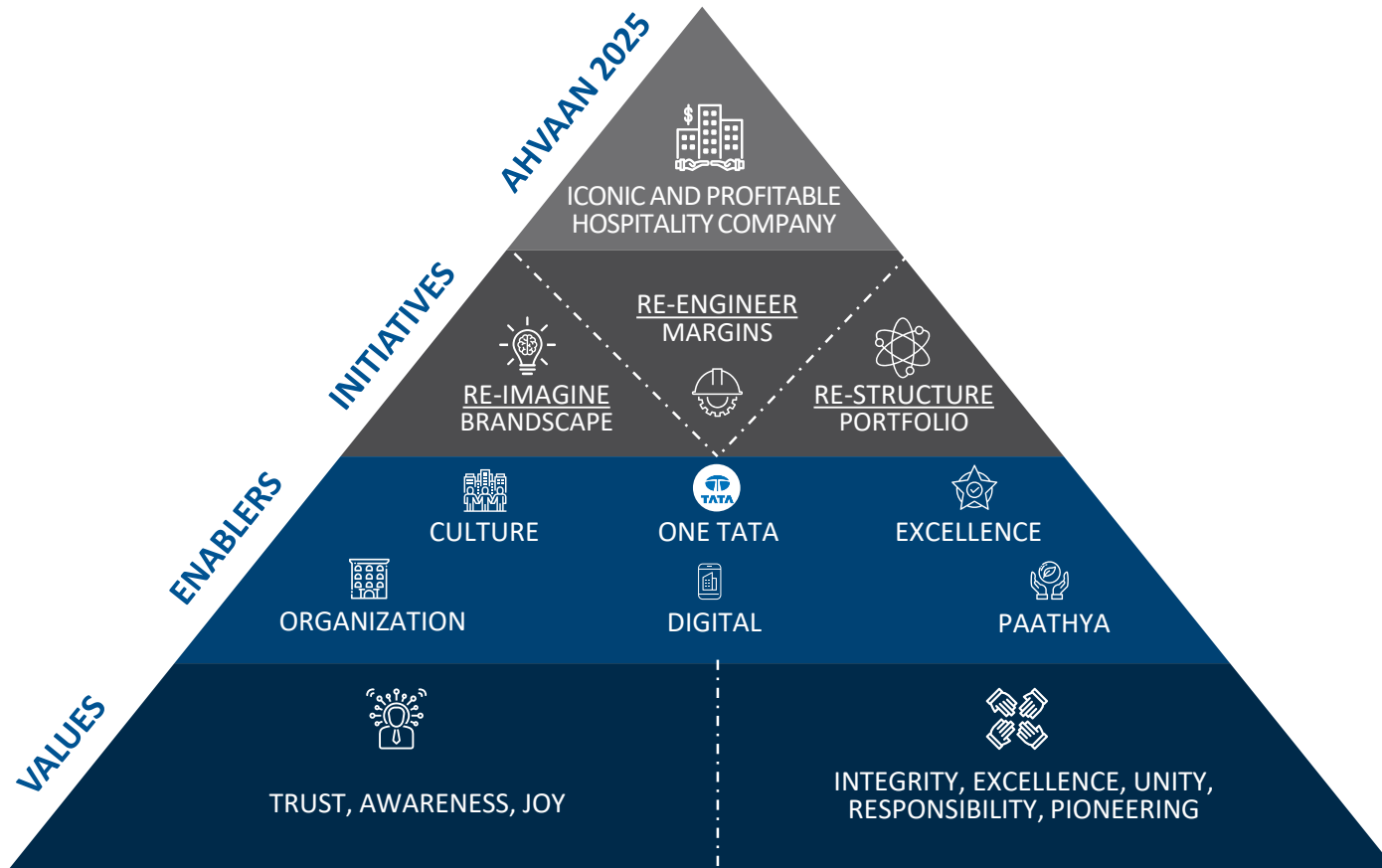


335 EV
charging stations across **142 locations** in India

IN SUMMARY WE WILL CONTINUE TO FOCUS ON :



WELL POISED TO ACHIEVE THE AHVAAN 2025 TARGETS



| | Ahvaan Target | Achieved Till Date |
|-----------|---------------|------------------------|
| Margin | 33% | 32.7%* |
| Net Debt | Zero | Net Cash ₹ 1548 Crs |
| Portfolio | 300+ | 304 |
| Mix | 50-50 | 53-47# |

On Track

*: 9M FY23/24

#: 53% managed (Operational + Pipeline)

WE PROMISE, AND
WE WILL DELIVER

IHCL

ASPIRATION X EXECUTION = PERFORMANCE

Kotak Chasing Growth 2024



SELEQTIONS

VIVANTA

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amã
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3min
guaranteed quality cuisine



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