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# ***ASPIRATION TO ACCELERATION***

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MOTILAL OSWAL ANNUAL GLOBAL INVESTOR CONFERENCE

*2<sup>nd</sup> September 2025*




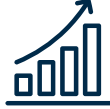





**WE PROMISED**

**WE DELIVERED**

**WE TRANSFORMED**

# IHCL's STORY OF TRANSFORMATION 2017-2025

					
	P&L	BALANCE SHEET	BRANDSCAPE	GROWTH	MARKET CAP.
Where We Were in 2017	Rev. ₹ 4,000 Cr EBITDA 16% PAT (₹ 63 Cr)	Net Debt ₹ 3,000+ Cr ROCE 5%		# Portfolio 150 # Operational 140 # Pipeline 10	₹ 13,000 Cr #Shareholders 1.4L Instl. Holding 40%
Where We Are Today in 2025	Rev. ₹ 8,500+ Cr EBITDA 35% <sup>[1]</sup> PAT ₹ 1,900+ <sup>[1]</sup> Cr	Cash Reserves ₹ 3,000+ Cr ROCE 17%		# Portfolio 565+ # Operational 250 # Pipeline 315+	₹ 1,00,000+ Cr #Shareholders 5.5L Instl. Holding 45%

(1) PAT includes one off exceptional item of ₹ 305 crs (net) in FY25

(Portfolio as on 31<sup>st</sup> Aug 2025, Market Cap as on date)



# AN ICON OF GLOBAL HOSPITALITY

WORLD'S  
STRONGEST  
HOTEL BRAND 2025

2024 • 2022 • 2021



INDIA'S  
STRONGEST  
BRAND 2025

2024 • 2023 • 2022 • 2020

\* Brand Finance





WE STARTED THIS JOURNEY BY ASKING OURSELVES “WHAT IF?”

WE NOW ASK OURSELVES “WHAT NEXT?”

# WHAT NEXT? *WHY? WHERE? HOW?*



What

## What Next?

Bright Future Ahead  
for industry, IHCL  
Well Positioned



Why

## Why We Exist:

Defining our  
Purpose &  
Vision



Where

## Where To Play:

Brand &  
Growth  
Strategy



How

## How to Win:

Unveiling the  
Execution Strategy  
and Goals for 2030

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# THE FUTURE IS BRIGHT *LONG-TERM STRUCTURAL TAILWINDS*



India's Economic Growth

**\$7 Tn**

3rd Largest Economy

(Source: Figure for 2030, Chief Economic Advisor, Govt. of India)

Growing Middle Class

**31% → 38%**

of popn. from '24 to '30

(Source: Skift Research)

Rising Disposable Incomes

**↑50%**

Disp. Income ('24->'30)

(Source: Trading Economics)

Strong Demand Growth

**9-11%**

Future CAGR

(Source: Horwath)

FTA Recovery & Growth

**25 Mn**

from 10.9 Mn (2019)

(Source: Trading Economics)



India is Underpenetrated

**0.2 Mn**

Hotel rooms (4% of US)

(Source: Hotelivate)

Govt. Focus on Infra Sector

**\$2 Tn**

Govt. spend (2024-30)

(Source: CRISIL)

New Destinations

**75%**

New hotels in Tier 2/3/4

(Source: Hotelivate)

Lower Supply Growth

**6-8%**

Future CAGR

(Source: Hotelivate)

Focus on MICE, Conventions

**18%**

CAGR till 2030

(Source: Coherent Market Insights)



# UNION BUDGET 25-26 *MULTI-PRONGED BOOST TO TOURISM*

## **50 Destinations**

Infrastructure Status Accorded

## **120 Destinations**

Added in UDAN scheme

## **Medical & Spiritual**

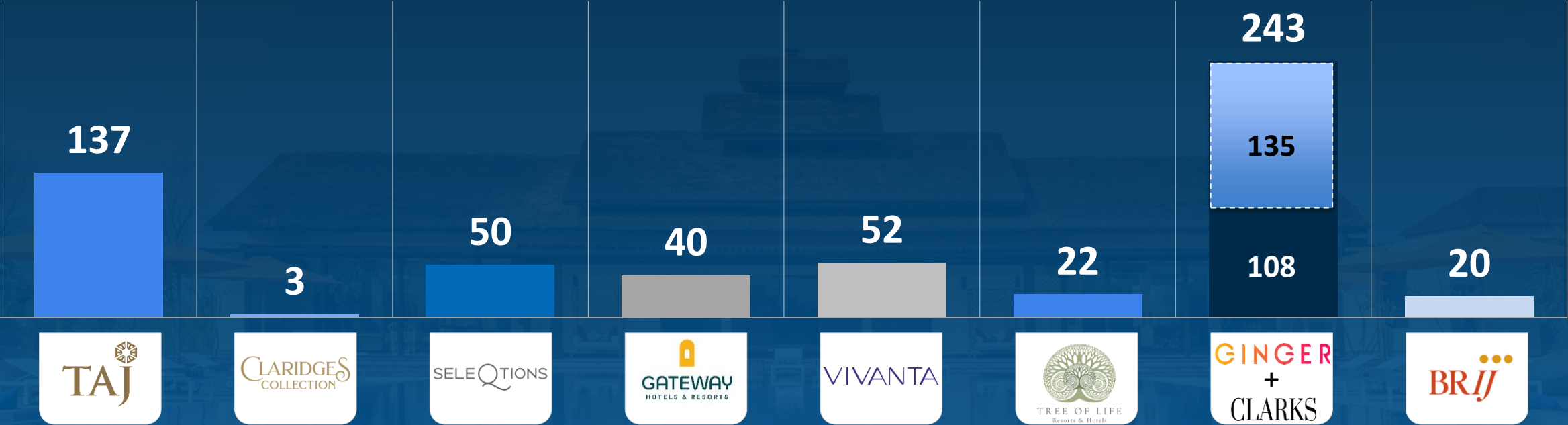
Tourism in focus

## **MSME Loans**

Including homestays

- ✓ **Infrastructure Creation**
- ✓ **Improved Connectivity**
- ✓ **Ease of Financing**

# IHCL TODAY *Industry Leader in India*



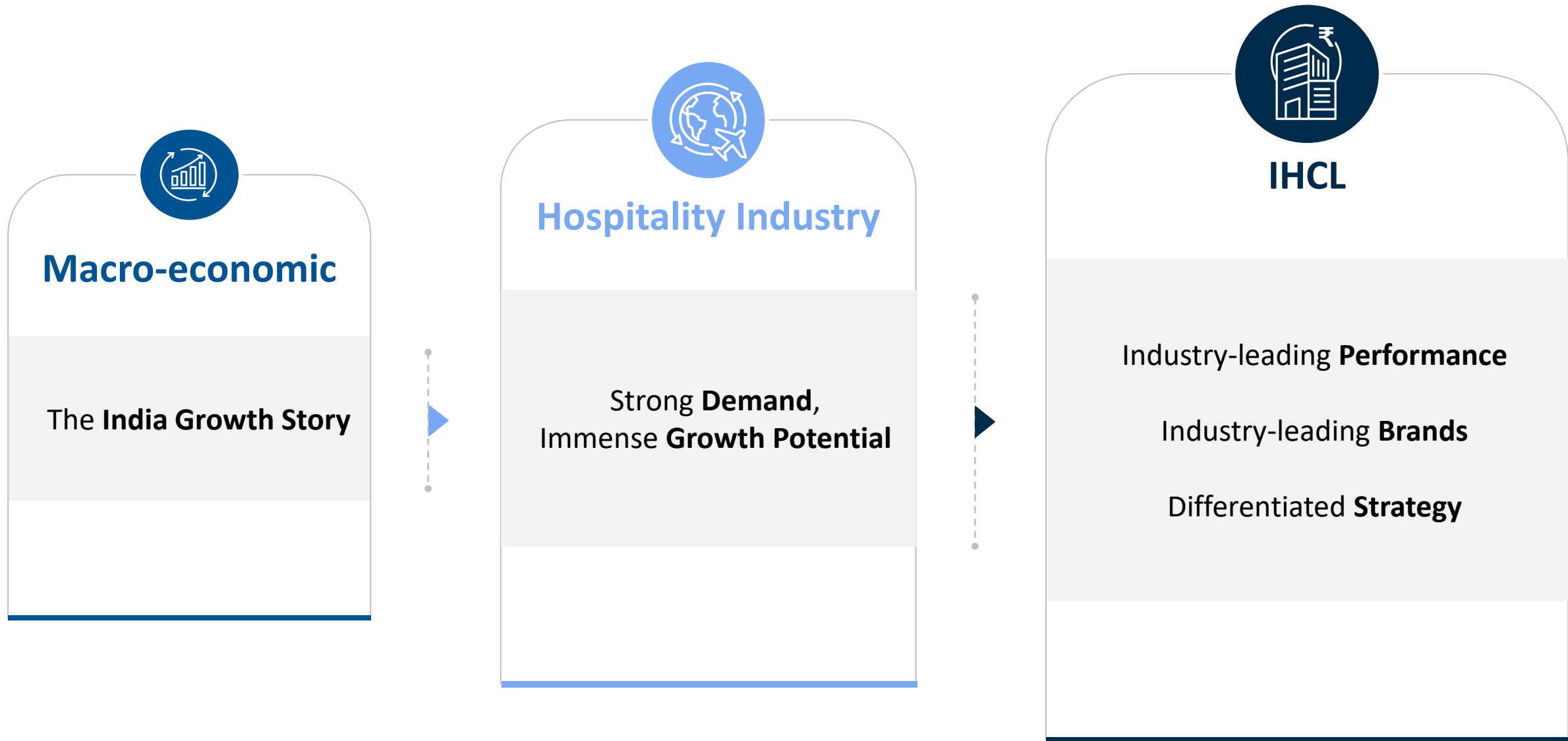
**565+**  
Hotels

**56,000+**  
Keys

**200+**  
Locations

As on 31<sup>st</sup> Aug 2025

# IHCL WELL POSITIONED *TO SHAPE THE FUTURE*





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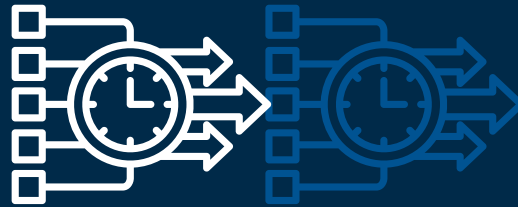


How

## How to Win:

Unveiling the  
Execution Strategy  
and Goals for 2030

# THE WHY *DEFINING OUR PURPOSE*



***Pioneering Responsible Change,  
Creating Value & Shaping the Future***

## **PIONEERING RESPONSIBLE CHANGE:**

- Custodians of Indian Hospitality
- Pioneering with Responsibility

## **CREATING VALUE:**

- Sustained Value Creation
- Focus on All Stakeholders

## **SHAPING THE FUTURE:**

- Setting Global Benchmarks
- Fostering an Innovative Spirit

# ELEVATING OUR VISION, *ALIGNED WITH OUR PURPOSE*

**IHCL**

**VALUED, RESPONSIBLE**

**ECOSYSTEM**

**MOST ~~ICONIC~~ & PROFITABLE HOSPITALITY COMPANY<sup>^</sup> IN SOUTH ASIA**



# WHAT NEXT? *WHY? WHERE? HOW?*



What

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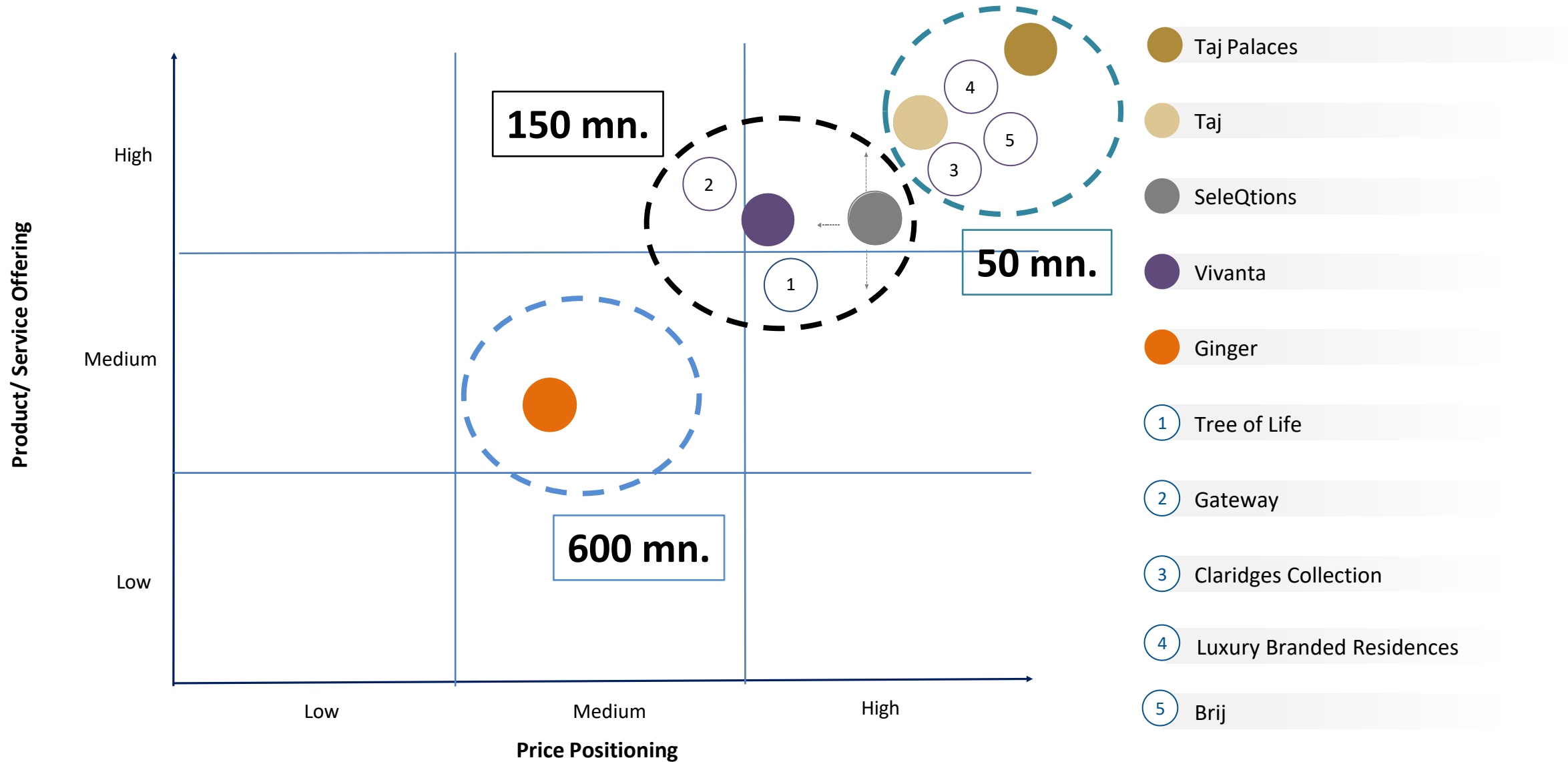


How

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# WHERE TO PLAY *CONTINUOUSLY REIMAGINING OUR BRANDSCAPE*



# IHCL BRANDSCAPE *BY SEGMENTS & THEMES*



Luxury



Boutique Luxury



GATEWAY

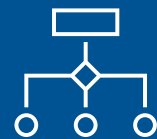
Upscale – Full Service

VIVANTA

Upscale – Lifestyle

GINGER

Midscale



BY SEGMENTS



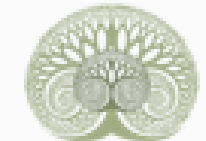
BY THEMES

SELEQCTIONS®

Platform / Collections



Boutique Leisure



TREE OF LIFE  
Resorts & Hotels

Boutique Leisure



Wildlife / Adventure

amã  
STAYS & TRAILS

Homestays



# WHERE TO PLAY *DOMESTIC MARKETS*

LEADERSHIP IN THE INDIAN SUBCONTINENT ACROSS ALL SEGMENTS					
BRANDS	KEY MARKETS*	TIER 2 / 3 CITIES	DRIVABLE DESTINATIONS	DISTRICT HEADQUARTERS	LEISURE LOCATIONS
	✓				✓
SELEQTIONS®	✓	✓	✓		✓
VIVANTA	✓	✓			
 GATEWAY	✓	✓	✓		✓
GINGER	✓	✓		✓	
 TREE OF LIFE	✓	✓	✓		✓

Efficient Capital Deployment to Cover White Spaces in Brandscape, Themes & Destinations Domestically

\*Top 10 cities, state and commercial capitals

# WHERE TO PLAY *INTERNATIONAL MARKETS*

ROUTE TO INTERNATIONAL GROWTH				
BRANDS	MIDDLE EAST	S.E.A & SOUTH ASIA	WESTERN HEMISPHERE	REST OF THE WORLD
	Deepen presence in the region	Build Destination Itineraries	Presence in key gateway destinations	Opportunity based
	e.g. Dubai, Bahrain, KSA	e.g. Singapore, Thailand	e.g. Paris, Berlin, Switzerland, UK	

Growth Primarily Through Capital Light Model

# HOW TO WIN? *STRATEGY*



**Expansion**  
of Portfolio



**Evolution**  
of Brandscape



**Excellence**  
in Operations

# EXPANSION *OF PORTFOLIO*



**Leadership  
in the Indian  
Subcontinent**



**Presence in Key  
International  
Markets**



**Efficient  
Capital  
Deployment**



**Accretive  
Strategic  
Acquisitions**

# EXPANSION OF PORTFOLIO *VIA STRATEGIC PARTNERSHIPS*

**AmbujaNeotia**

**15**  
HOTELS

THE CLARKS  
HOTELS & RESORTS

**BRIJ**

**155+**  
HOTELS

**madison**

REIMAGINING HOSPITALITY INVESTMENTS

**10**  
HOTELS



# A NEW CHAPTER IN *TAJ'S ICONIC LEGACY*

**TAJ**  
BANDSTAND  
MUMBAI

**330**  
Keys

**85**  
Apartments

**2**  
Acres

**IOD**  
Received





# KEY COMPANY OWNED PROJECTS *MAKING PROGRESS*



**Taj Bandstand**  
330 Keys  
85 Apartments



FSI crystallized & received  
IOD approval;  
  
Bhoomi Pujan done



**Lakshadweep**  
Suheli - 70 Keys  
Kadmat - 110 Keys



Plans submitted for  
approvals



**Shiroda**  
300 Keys



Bhoomi Poojan done;  
Approvals awaited



**Aguada Plateau**  
110 Keys



Supplemental lease deed  
signed with Govt. of Goa,  
& approvals applied for



**Ekta Nagar**  
275 Keys



Construction Work in final  
phase;  
  
Target to open in Oct'25;



**Goa MOPA**  
300 Keys



Excavation commenced;  
  
Likely Completion in 2027

# EVOLUTION OF BRANDSCAPE



**Achieve  
Optimal  
Scale**



**Maintain  
Premium  
Positioning**



**Launch  
New  
Concepts**



**Build  
Brand  
Equity**

# EXCELLENCE *IN OPERATIONS*



**Service  
Excellence**



**Brand  
Standards**



**Asset  
Management**



**Margin  
Expansion**

# EXCELLENCE IN FOOD & BEVERAGE



## SCALING UP EXISTING BRANDS AND NURTURING NEW CONCEPTS

LOYA



HOUSE OF Ming

Qmin  
guaranteed quality cuisine



CAPTAIN'S  
CELLAR

HOUSE OF  
**lomad**  
GASTRO BAR



## KEY INITIATIVES TO DRIVE F&B BUSINESS



Revenue Management Tools to Increase Footfalls



Digitisation - F&B Marketing and Dashboards



Expand Beverage Contribution



Culinary Chronicles/ Chef and Brand Collaborations



Weddings and Social Celebrations





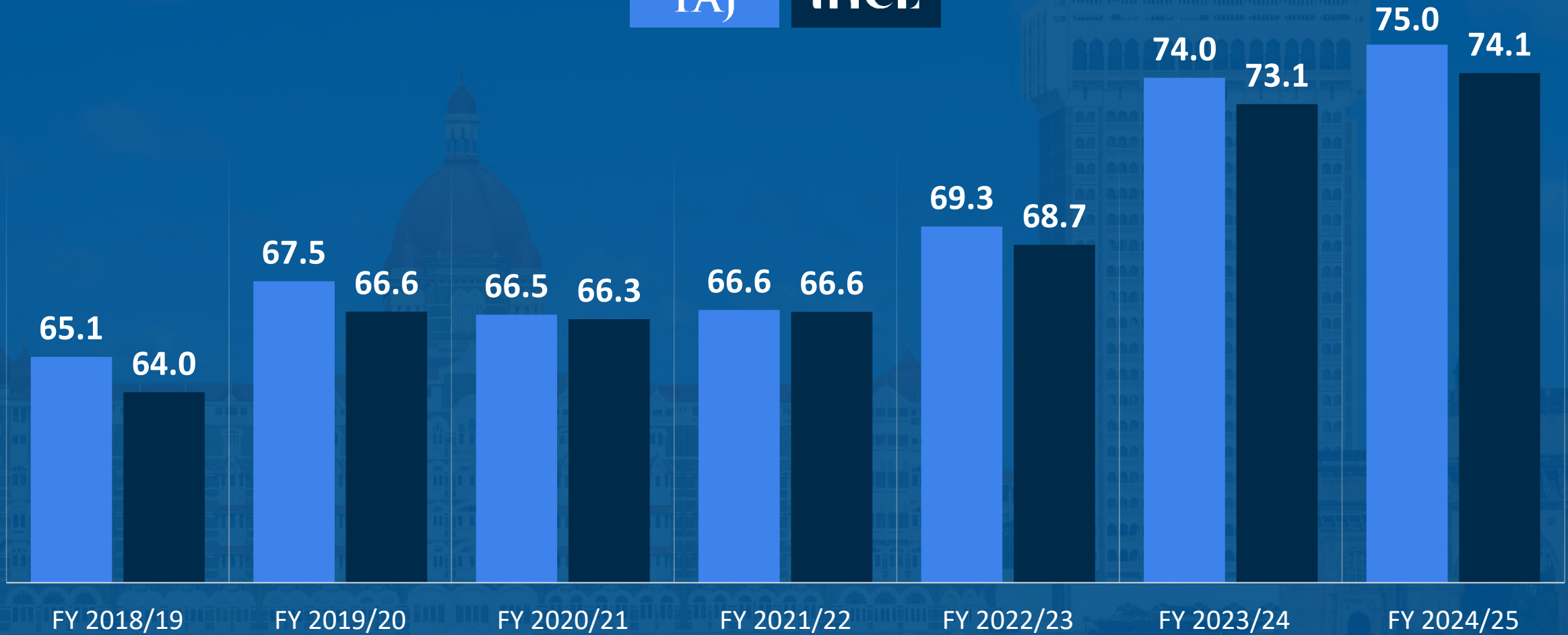
**LOYA – NOW OPEN IN TAJ MAHAL PALACE, MUMBAI**



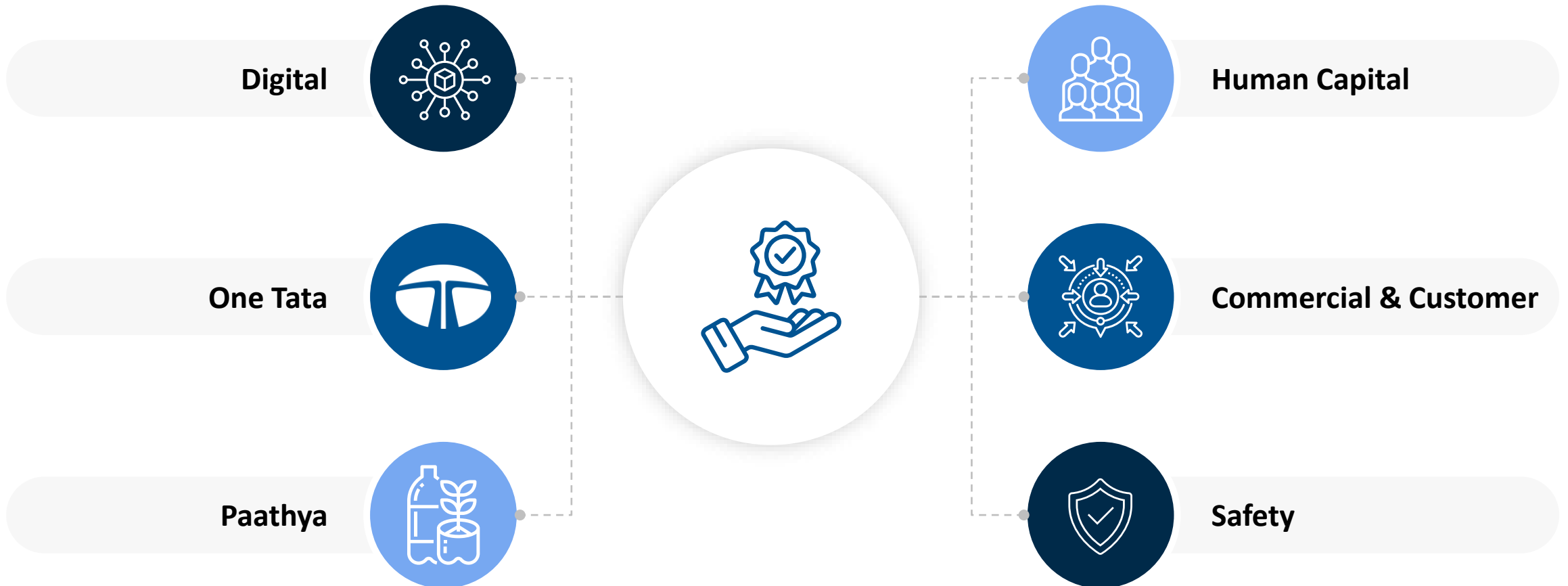
# EXCELLENCE IN DRIVING SUPERIOR NPS SCORES

TAJ

IHCL



# KEY ENABLERS



# PAATHYA DOING BUSINESS THE RESPONSIBLE WAY

## paathyā 2030 Goals



### 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**

## FY 24/25 UPDATE



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



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



**50%**  
**water** recycled



**39%**  
Renewable energy



**371 EV**  
charging stations across **163 locations** in India



## GOALS FOR 2030



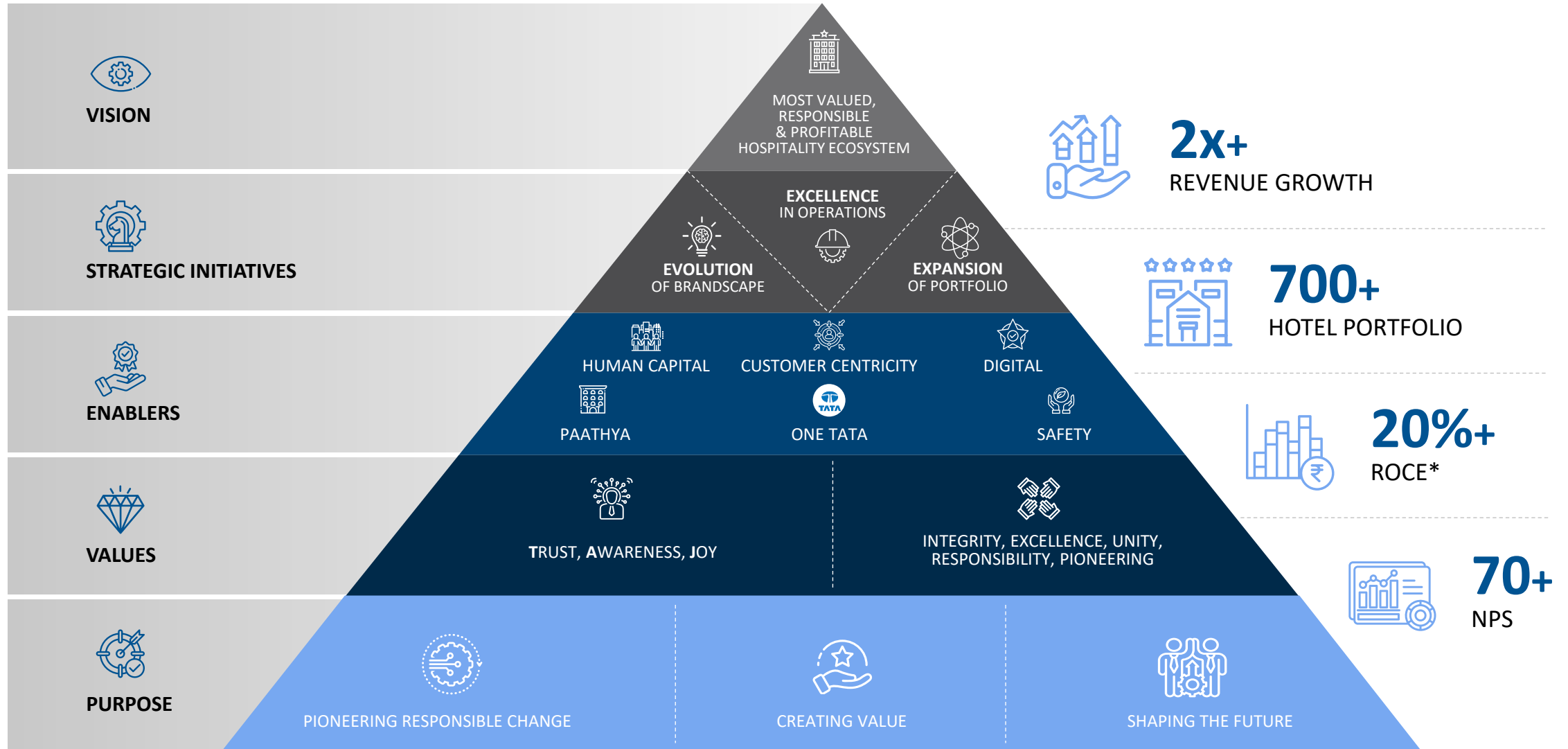
# 2030 GOALS *TARGET TO ACHIEVE 700+ HOTELS PORTFOLIO*



Note: All portfolio figures as on 31<sup>st</sup> Aug 2025 and financial figures for FY 2024-25

\*Excluding the impact of any future acquisitions and business combinations

# ACCELERATE 2030



*\*Excluding the impact of any future acquisitions and business combinations*

# IHCL

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