

August 09, 2021

BSE Limited  
Corporate Relationship Department  
1<sup>st</sup> 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,

**Re: Analyst Presentation**

Further to our letter of date, intimating the Financial Results of the Company for the quarter ended June 30, 2021, enclosed is a copy of the investors / analyst presentation on the performance of the Company for the said period for your records being made to the analysts at the call today.

Kindly acknowledge receipt.

Yours sincerely,



**BEEJAL DESAI (F3320)**  
**Senior Vice President – Corporate Affairs & Company Secretary (Group)**

Encl : a/a

# IHCL

## GLOBAL CONFERENCE CALL

Q1 2021/22 RESULTS | 9<sup>th</sup> AUGUST, 2021



SELEQTIONS

VIVANTA

GINGER

amã  
STAYS & TRAILS

3min  
guaranteed quality cuisine



WORLD'S  
STRONGEST  
TAJ HOTEL  
BRAND



# LIGHT AFTER DARKNESS



**5.6%**

Projected growth for global economy in 2021



**H2 2021**

Projected acceleration in global employment recovery



**9.5%**

India's estimated economic growth forecast



**9.2%**

India's unemployment rate declined from 11.9%

**GLOBAL**

**INDIA**

Sources: World Bank, International Monetary Fund, International Labour Organization, Reserve Bank of India



# INDIAN HOSPITALITY SECTOR WITNESSING STEADY RECOVERY

## Hotels Sector

Key Stats (India Average)



	Jun 2021	M-o-M	Y-o-Y	Jun 2021	May 2021	Apr 2021	Mar 2021
ADR ₹3,600 - ₹3,800	↑ 14-16%	ADR	↑ 17-19%	↓ 2-4%	↓ 4-6%	↓ 22-24%	
Occupancy 30% - 32%	↑ 12-14pp <sup>1</sup>	Occupancy	↑ 10-12pp	↑ 3-5pp	↑ 18-20pp	↑ 17-19pp	
RevPAR ₹1,080 - ₹1,250	↑ 93-95%	RevPAR	↑ 78-80%	↑ 22-24%	↑ 149-151%	↑ 21-23%	

Increase in Domestic Air Traffic by 47% in June

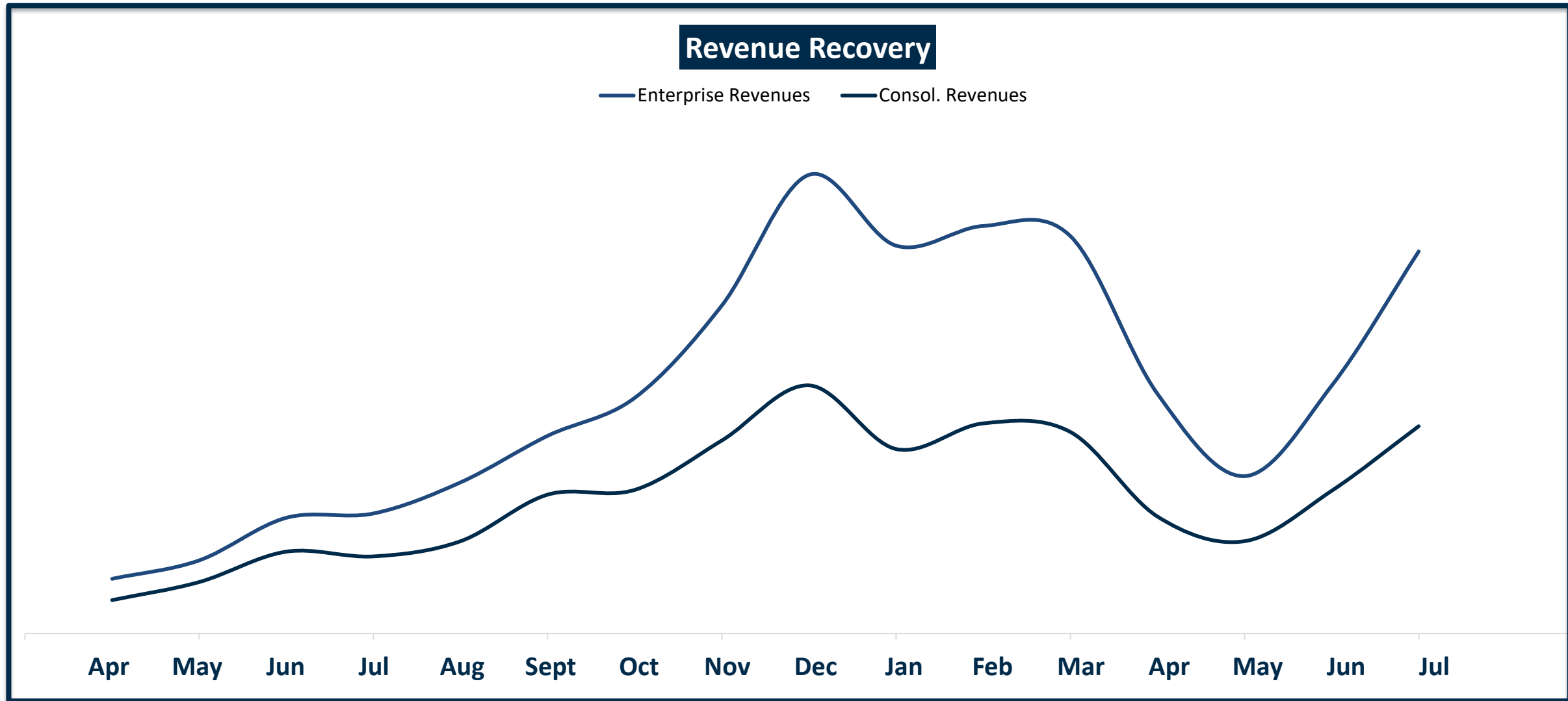
M-o-M increase across all parameters

Q1 RevPAR recovery stronger than last year

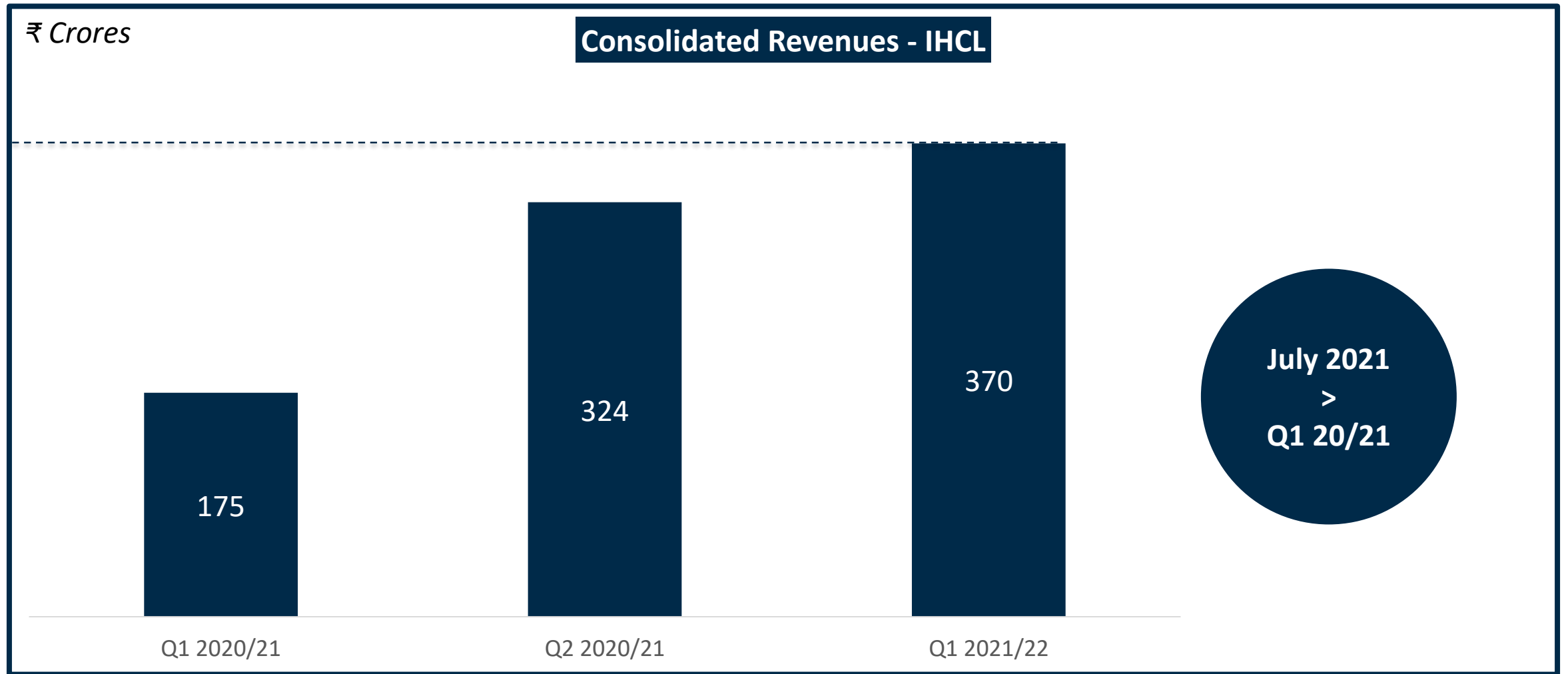
Source: Hotels & Hospitality Overview India, HVS Anarock – July 2021

# IHCL PERFORMANCE KEY HIGHLIGHTS

# WITNESSING A SHARP V-SHAPED REBOUND IN REVENUES

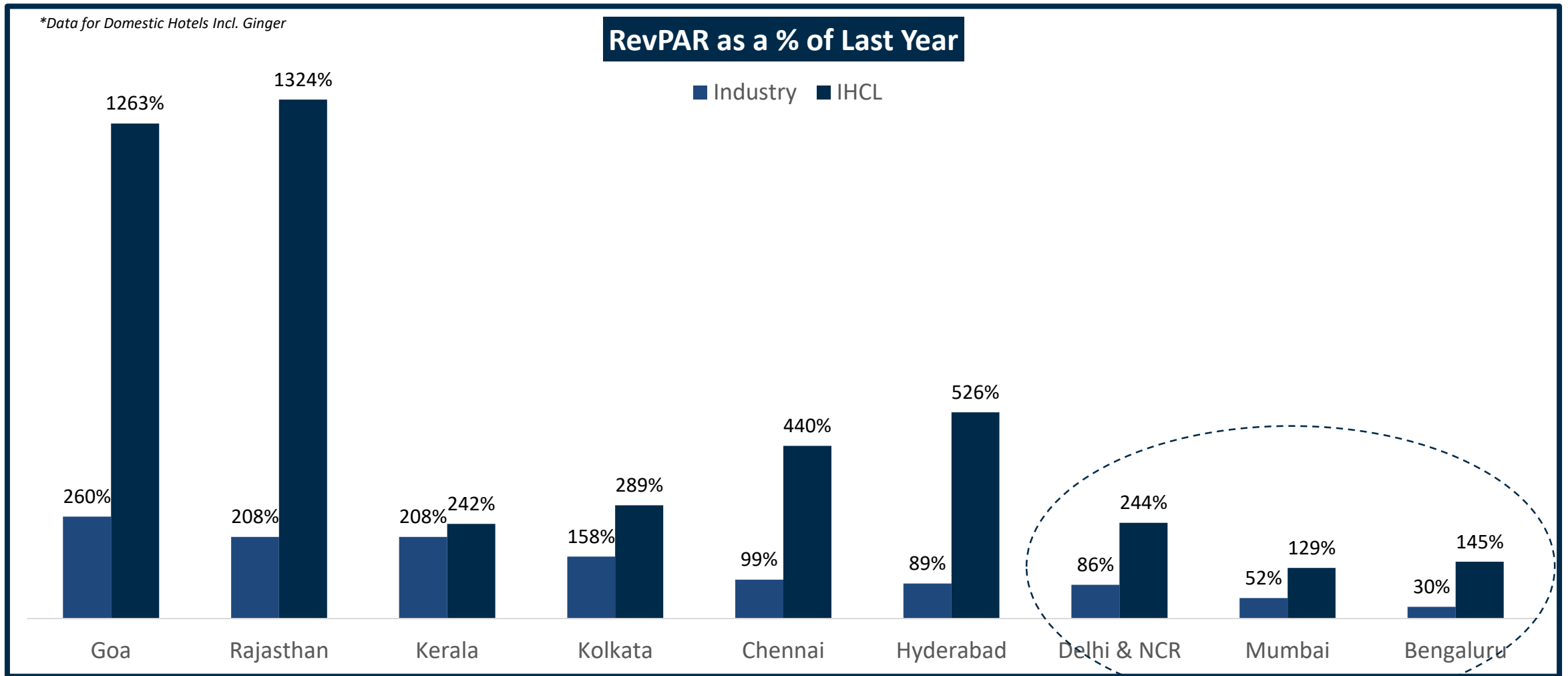


# ENCOURAGING REVENUE TREND v/s LAST YEAR



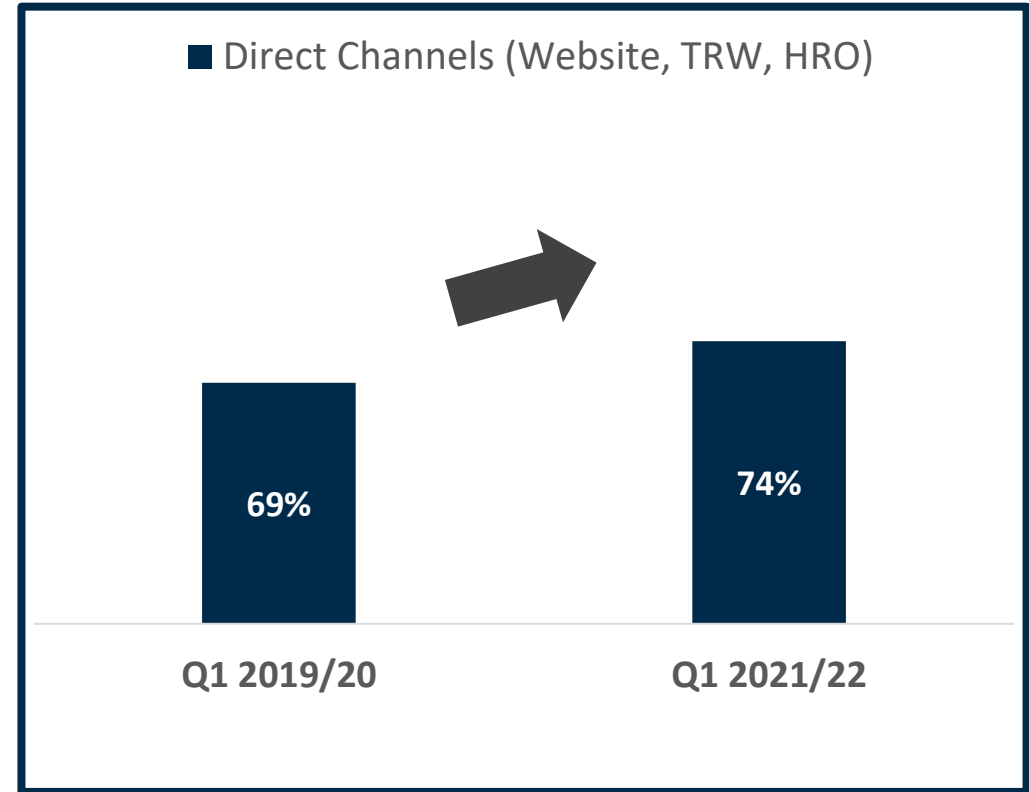
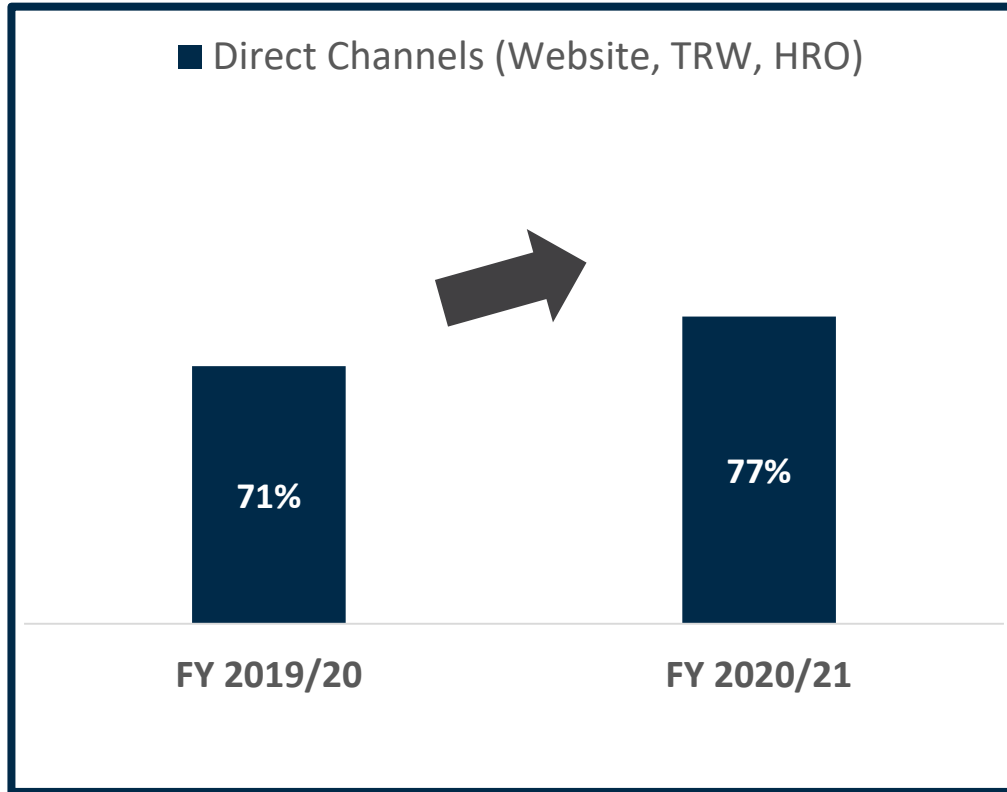


# IHCL HAS OUTPERFORMED THE INDUSTRY IN ALL KEY CITIES



Source for Industry RevPAR: STR Global

# GROWING DIRECT TO CONSUMER (NON-OTA)



✓ Cherishing Togetherness

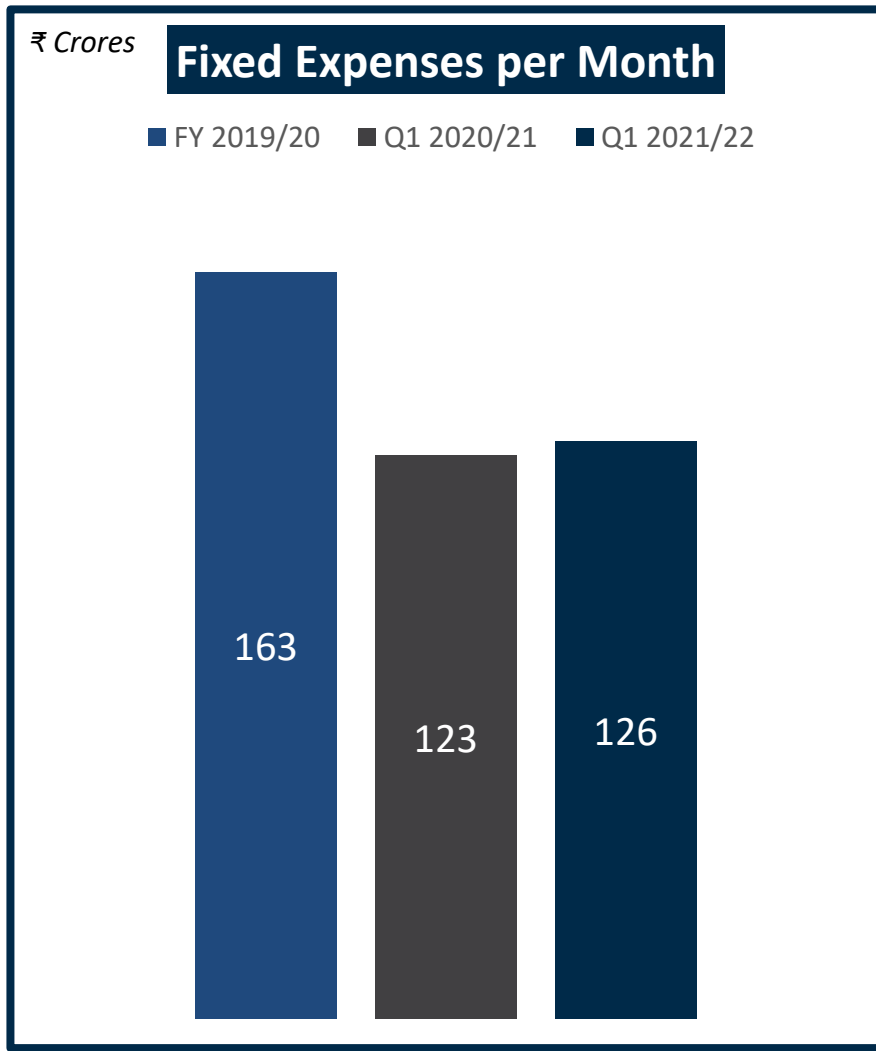
✓ IHCL WOP

✓ Qmin

✓ amã

✓ Loyalty

# CONTAINING FIXED EXPENSES DESPITE GROWTH IN REVENUES

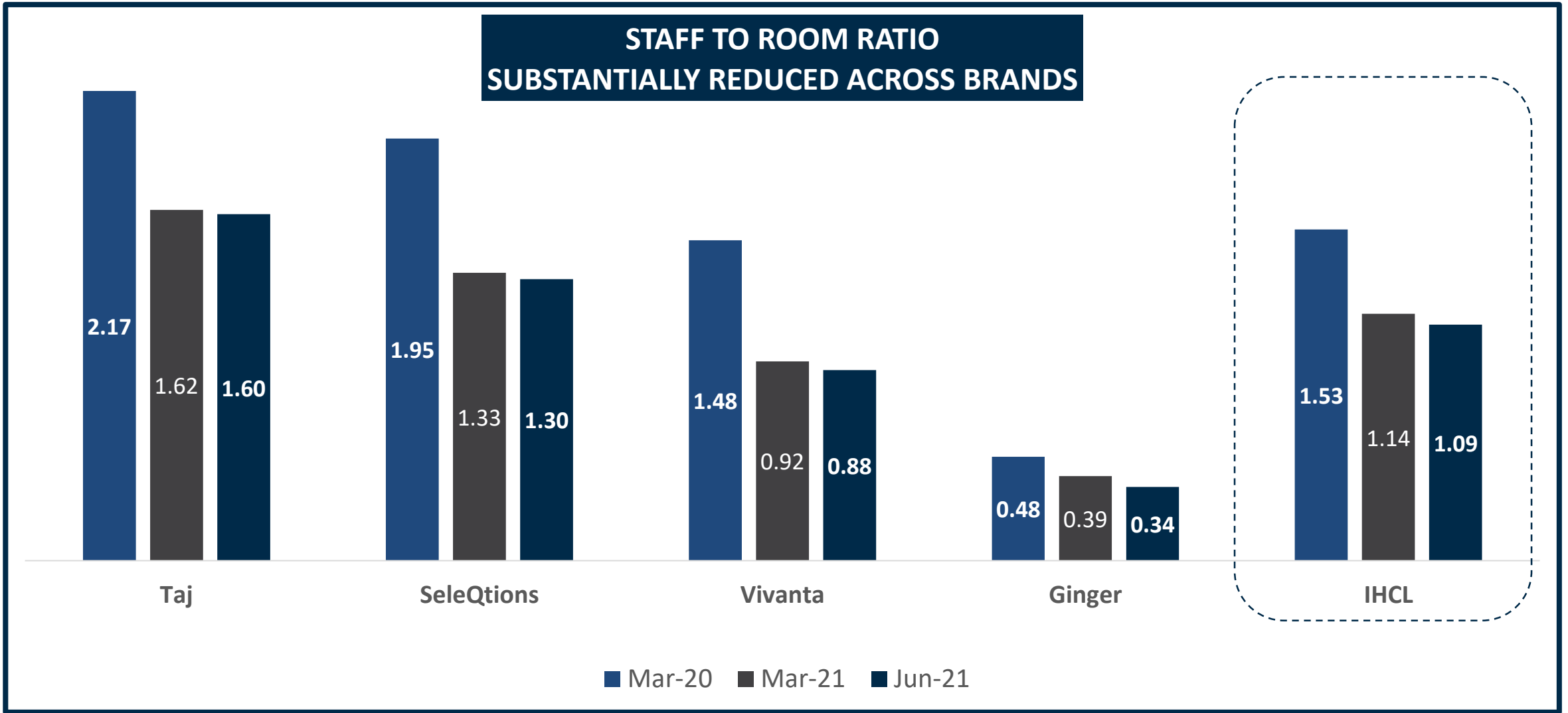


**Minimal Creep Back in Fixed Expenses  
Despite 2X Growth in Business**

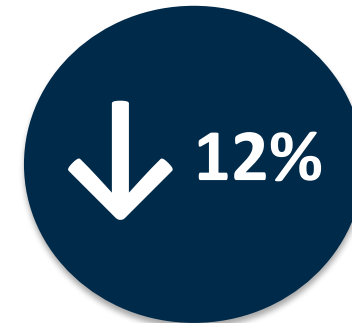
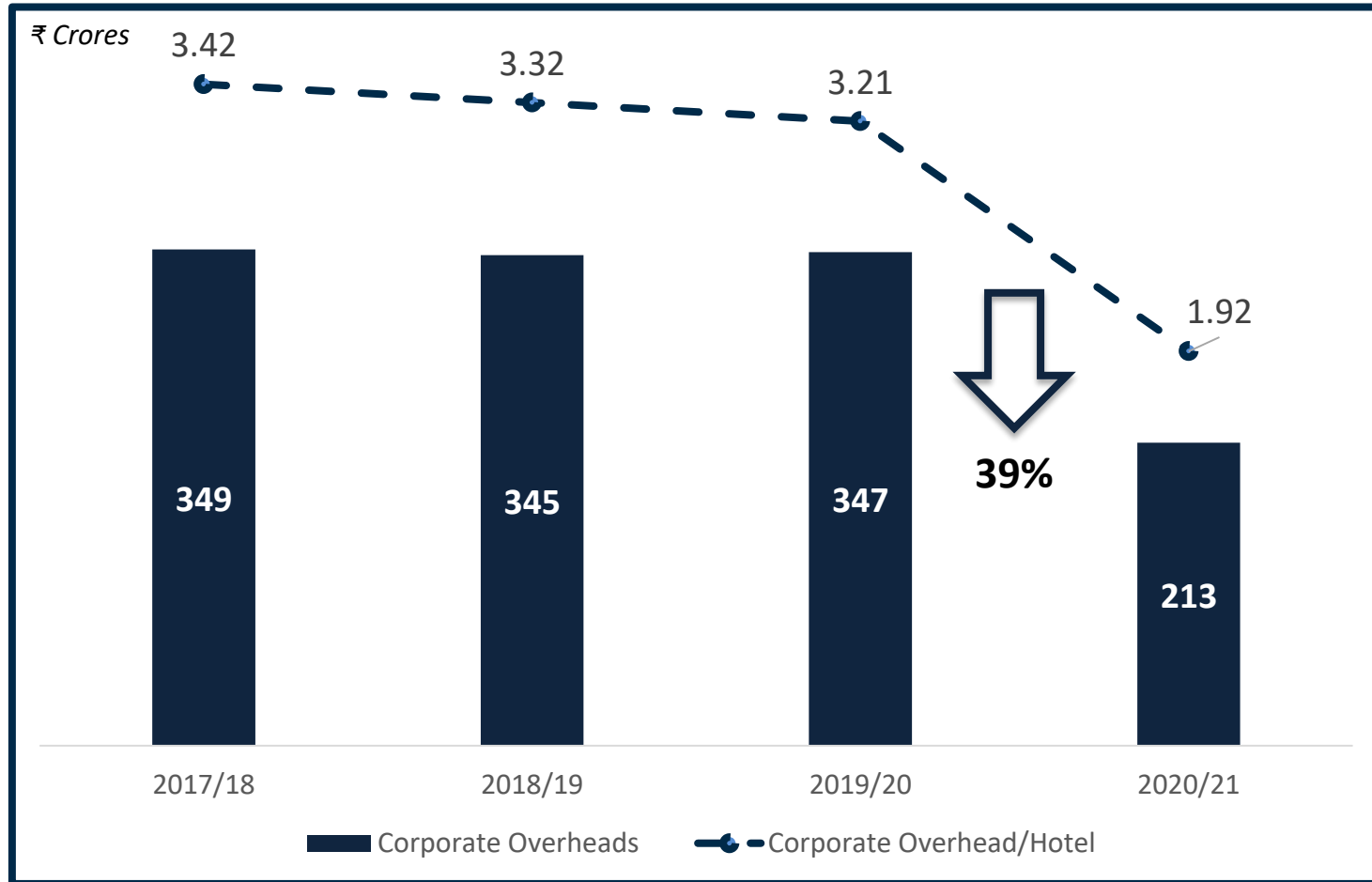
\*All Numbers Include Fixed Lease Costs

# MANPOWER OPTIMIZATION CONTINUES ACROSS BRANDS

STAFF TO ROOM RATIO  
SUBSTANTIALLY REDUCED ACROSS BRANDS



# CORPORATE OVERHEADS FURTHER REDUCED



Q1 2021/22  
v/s  
Q1 2020/21

\*Excluding Ginger Hotels

# UNLOCKING VALUE IN NEW BRANDS & BUSINESSES



# RE-IMAGINED GINGER DELIVERS CONSISTENT PERFORMANCE

GINGER



60% of pre-COVID

Q1 revenue

3X

Growth in F&B revenue

85%↓

Q1 EBITDA losses



Tripadvisor

4.87/5

Q1 Guest satisfaction score



Ginger Mysore

Sale and manage back

# RE-IMAGINED GINGER DELIVERS CONSISTENT PERFORMANCE

GINGER

60% of pre-COVID

Q1 revenue

3X

Growth in F&B revenue

85%↓

Q1 EBITDA losses



# QMIN CELEBRATED ONE YEAR ANNIVERSARY



Launched on  
**25<sup>th</sup> June 2020**



Available in India across

**18 cities**

**70+ restaurants**

**35 IHCL hotels**



**1.25+ million**

happy customers



**~₹ 30+ crores**

enterprise revenues

Guests ordering from

**INDIA**

**USA**

**UK**

**SINGAPORE**

**UAE**

**AUSTRALIA**

**GERMANY**

**CANADA**

## QMIN FOOTPRINT

**11 ONLINE CITIES**

**07 OFFLINE CITIES**

**01 QMIN SHOP**

**01 QMIN TRUCK**



**3+ lac**

app downloads & counting

# QMIN CELEBRATED ONE YEAR ANNIVERSARY



Launched on  
25<sup>th</sup> June 2020



Available in India across  
18 cities 70+ restaurants 35 IHCL hotels



Qmin Food Truck



# QMIN CELEBRATED ONE YEAR ANNIVERSARY



Launched on  
25<sup>th</sup> June 2020



Available in India across  
18 cities 70+ restaurants 35 IHCL hotels



# amã STAYS & TRAILS: UNLOCKING GROWTH POTENTIAL

amã  
STAYS & TRAILS

44

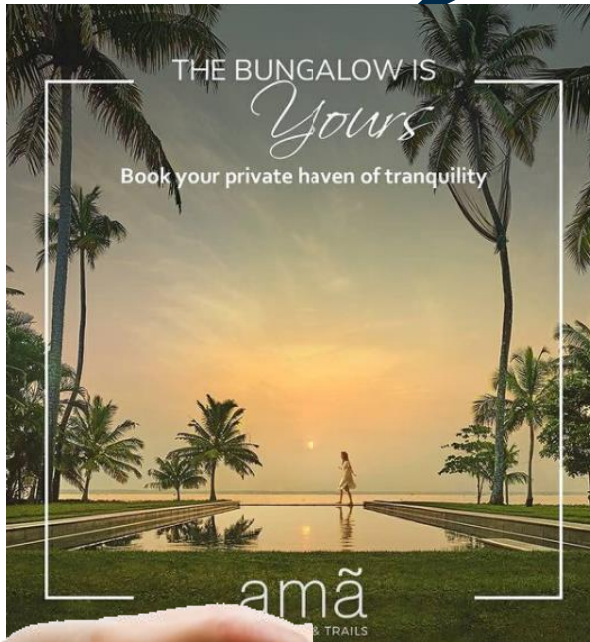
bungalows

Current portfolio includes presence across

11 destinations

5 states

14 in pipeline



Cliffs Edge Sangrun, Khadakvasla



# amã STAYS & TRAILS: UNLOCKING GROWTH POTENTIAL

amã  
STAYS & TRAILS

44

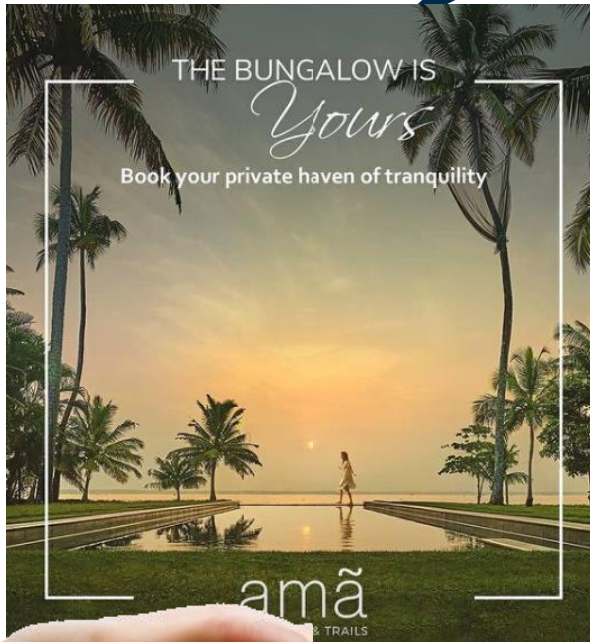
bungalows

Current portfolio includes presence across

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Nine Palms, Alibag



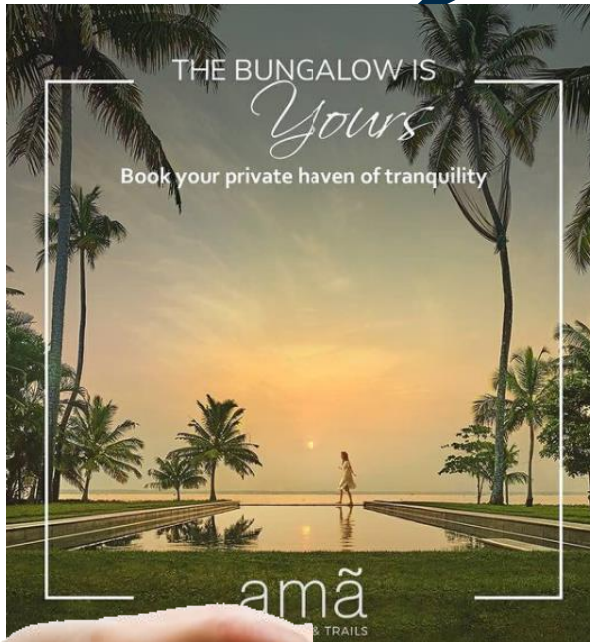
# amã STAYS & TRAILS: UNLOCKING GROWTH POTENTIAL

amã  
STAYS & TRAILS

44  
bungalows

Current portfolio includes presence across

11 destinations 5 states 14 in pipeline



Tea Planters' Estates, Munnar

# CONTINUED FOCUS ON STRENGTHENING KEY ENABLERS

# FOSTERING THE CULTURE OF TAJNESS



**Employee Vaccination Drive**

RESPONSIBILITY | RELIABILITY | RESILIENCE

**Employee Videos**

PREVENT | PROTECT | PROVIDE | PERSEVERE

**COVID Care**

**#MealsToSmiles**

**Quarantine Facilities**

**TAJ**  
*for family*

**Employee Assistance**



# FOSTERING THE CULTURE OF TAJNESS





# FOSTERING THE CULTURE OF TAJNESS



**IHCL**

CONTINUES TO STAND BY THE COMMUNITY IN OUR FIGHT AGAINST THE PANDEMIC

- Quarantine facilities:** Select IHCL hotels across India have been converted into quarantine facilities with partner hospitals.
- Medical Care:** The hospital partner will provide an on-site doctor and nurse to monitor vital parameters.
- Patients:** Quarantine rooms are for asymptomatic and mildly symptomatic Covid-19 patients, offered at the sole discretion of partner hospital.
- Contact Details:** Please refer to the link for partner hospital helpline numbers. <https://www.tajhotels.com/en-in/covid-care/>

TAJ SELEQTIONS VIVANTA GINGER EXPRESSIONS TAJ sats





# FOSTERING THE CULTURE OF TAJNESS



### RECOGNISING OUR COVID WARRIORS

RESPONSIBILITY | RELIABILITY | RESILIENCE

**MR. SARATH HL - TEAM MEMBER - FOOD & BEVERAGE  
Taj Yeshwantpur, Bengaluru**

During the pandemic, many employees of Taj Yeshwantpur, Bengaluru became ill with COVID-19. Despite the reduced workforce, Mr. Sarath HL from the Food & Beverage team competently handled the increased responsibilities.

With the hotel functioning as a private Covid Care Centre, Sarath coordinated with the Housekeeping team to see that operations continued smoothly. He ensured that guest services were completed in a timely manner without compromising on the quality.

[Read Now](#)

IHCL | TAJ | SELECTIONS | VIVANTA | GINGER | EXPRESSOS | TAJ

### RECOGNISING OUR COVID WARRIORS

RESPONSIBILITY | RELIABILITY | RESILIENCE

**MR. ANSON GEORGE - TEAM LEADER, SECURITY -  
Taj Bekal Resort & Spa, Kerala**

The COVID-19 pandemic had rapidly affected business and interrupted trade and free movement across the globe early last year.

One of the early COVID cases was reported in the Kollam District of Northern Kerala during the first wave of the pandemic. Thereafter, the number of positive cases increased rapidly in the district. Subsequently, the local authorities imposed strict restrictions followed by the nation-wide lock down. Shop selling essential commodities were closed and the public transport system was completely shut - there was absolutely no movement allowed.

[Read Now](#)

IHCL | TAJ | SELECTIONS | VIVANTA | GINGER | EXPRESSOS | TAJ

### RECOGNISING OUR COVID WARRIORS

RESPONSIBILITY | RELIABILITY | RESILIENCE

**MR. ANIL HALEBAND, ASSISTANT MANAGER -  
FINANCE, Taj MG Road, Bengaluru**

The second wave of the COVID 19 pandemic wreaked havoc in the lives of many. With a surge in cases all over the country, we witnessed a scarcity of doctors, hospital beds, oxygen cylinders and medicines. In this chaotic situation one person rose as a rescuer to save many lives.

Mr. Anil Haleband, Assistant Manager - Finance at Taj MG Road, Bengaluru looks after the raising activities for the Hotel and is in constant touch with officials of all public institutions. During the peak of the second COVID wave in April and May 2021, Anil felt that he needed to contribute to the society and help those in need.

[Read More](#)

IHCL | TAJ | SELECTIONS | VIVANTA | GINGER | EXPRESSOS | TAJ

### RECOGNISING OUR COVID WARRIORS

RESPONSIBILITY | RELIABILITY | RESILIENCE

**MS. MANPREET CHABRA,  
ASSISTANT DIRECTOR OF FOOD & BEVERAGE  
THE TAJ MAHAL, HOTEL, NEW DELHI**

Never before have the words of author Albert Pile rung so true - "What we do for ourselves dies with us, what we do for others remains immortal".

As a time when most were concerned with ensuring the safety and security of close family, Ms. Manpreet Chhabra took the initiative towards the health and wellness of the community. While New Delhi and other metros enjoyed much support from local groups, rural India was not so lucky. As Covid spread to rural India, villages didn't receive the same attention due to which many lives have been needlessly lost. This warranted the need for community initiatives at the rural level as well. This is precisely what Manpreet did along with her brother.

[Read More](#)

IHCL | TAJ | SELECTIONS | VIVANTA | GINGER | EXPRESSOS | TAJ

### RECOGNISING OUR COVID WARRIORS

RESPONSIBILITY | RELIABILITY | RESILIENCE

**MR. ANIL MITTAL - SECURITY SUPERVISOR, MR. SHANMUKH ANANDARAM - SECURITY SUPERVISOR, MR. AJIT KUMAR - Duty Manager, Mr. Rishabh Singh - Duty Manager, Mr. Anil Mishra - Senior Officer Housekeeping, Mr. Ajay Mahale - Duty Manager and Mr. Hemant Gungawar - Security Officer banded together to take over operations at Rishabh.**

Owing to the unprecedented surge of COVID-19 in the second wave, Taj Rishabh Resort & Spa, Uttarakhand witnessed 78 employees testing positive simultaneously. In order to support the guests that remained in-house, it was imperative that a task force be dispatched immediately. One thing was certain - even a pandemic was not an excuse to compromise on the exemplary service standards that our brand is synonymous with.

Four associates from Taj City Centre, Guwahati, unhesitatingly volunteered to form this task force. Mr. Anil (Senior Front Office) - Operations Manager, Mr. Anil Mishra - Senior Officer Housekeeping, Mr. Ajay Mahale - Duty Manager and Mr. Hemant Gungawar - Security Officer banded together to take over operations at Rishabh.

[Read More](#)

IHCL | TAJ | SELECTIONS | VIVANTA | GINGER | EXPRESSOS | TAJ

### RECOGNISING OUR COVID WARRIORS

RESPONSIBILITY | RELIABILITY | RESILIENCE

**MR. RAJENDRA PATIL, MR. PRASAD SHINDE AND  
MR. PRASAD SHINDE (L to R) - AGENTS**

"A warrior never worries about his fear"  
- Carlos Castaneda

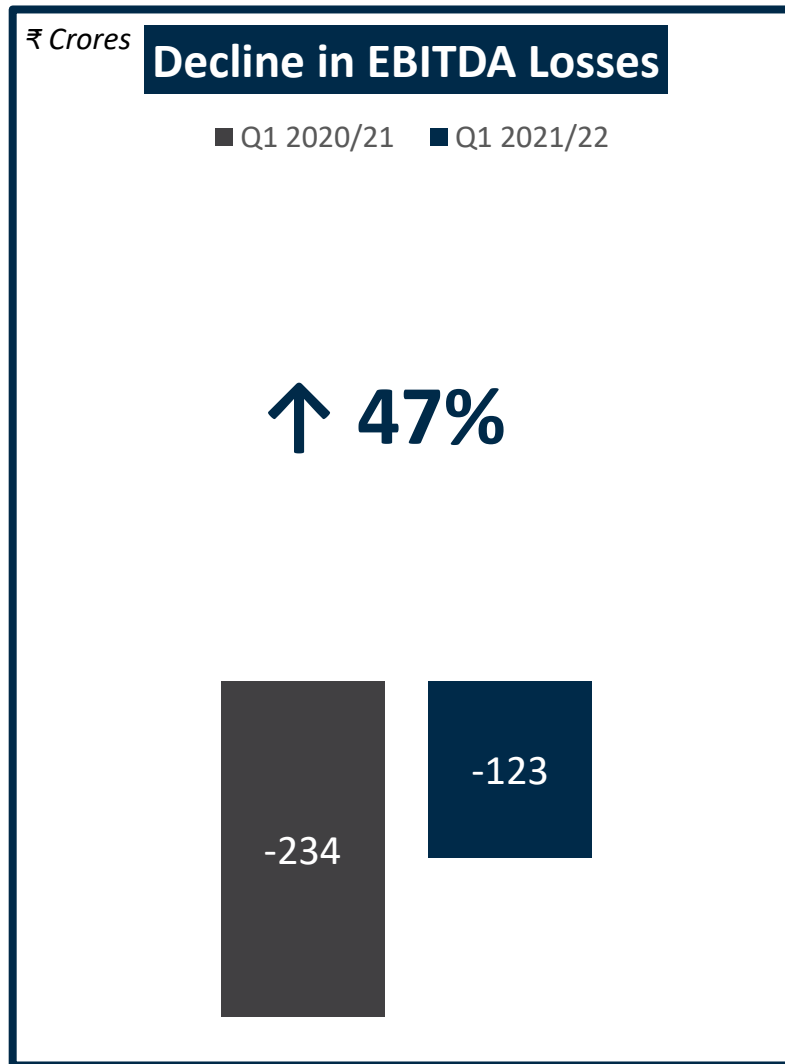
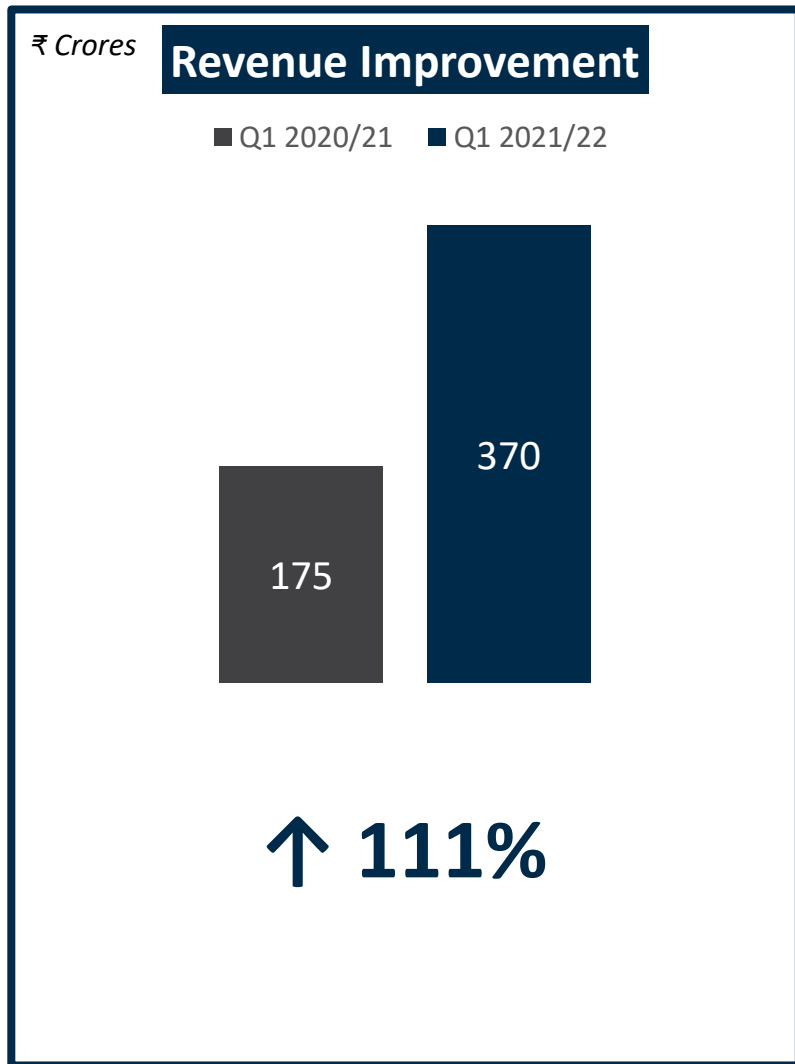
Mr. Rajendra Koyande, Euly Manager at TajDAYS Mumbai was not keeping well during the first week of April 2021. Although his reports for COVID 19 were negative, his condition continued to deteriorate. One night soon after, the senior management received distress calls from Mrs. Koyande mentioning that her husband was having difficulty in breathing and she was unable to get any professional medical help. The senior management at TajDAYS sprang into action to load a bed in one of the COVID hospitals nearby. It was the worst time for entire city and most of the hospitals were running on full capacity. It was nearly impossible to find an ambulance for Mr. Koyande. Upon learning of the situation Mr. Taraji Bhargadga, the security supervisor who was on shift at that time and driver Mr. Prasad Shinde, stepped up and decided to personally take Rajendra from his house to all nearby hospitals until they found him a bed.

[Read More](#)

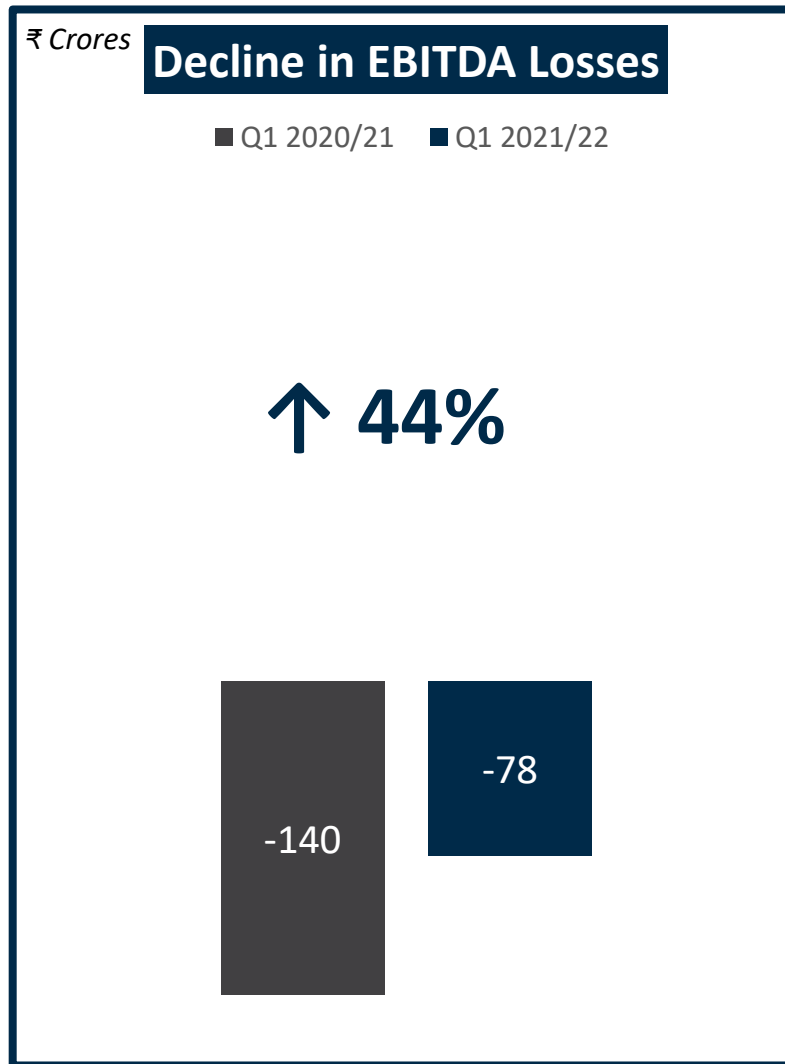
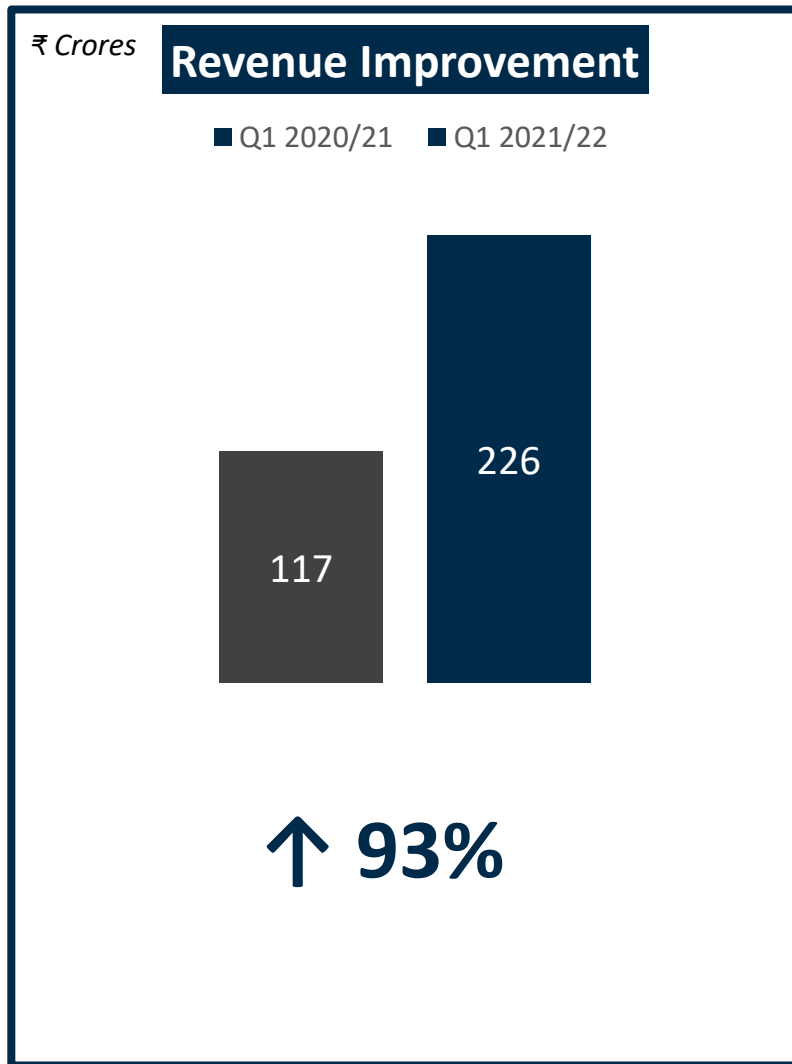
IHCL | TAJ | SELECTIONS | VIVANTA | GINGER | EXPRESSOS | TAJ

# FINANCIAL PERFORMANCE – Q1 2021/22

# REVENUE & EBITDA SNAPSHOT: IHCL CONSOLIDATED



# REVENUE & EBITDA SNAPSHOT: IHCL STANDALONE





# IHCL CONSOLIDATED FINANCIAL PERFORMANCE (Q1 2021/22)

GIRIDHAR SANJEEVI,  
EVP & CHIEF FINANCIAL OFFICER



SELEQTIONS

VIVANTA

GINGER

amã  
STAYS & TRAILS

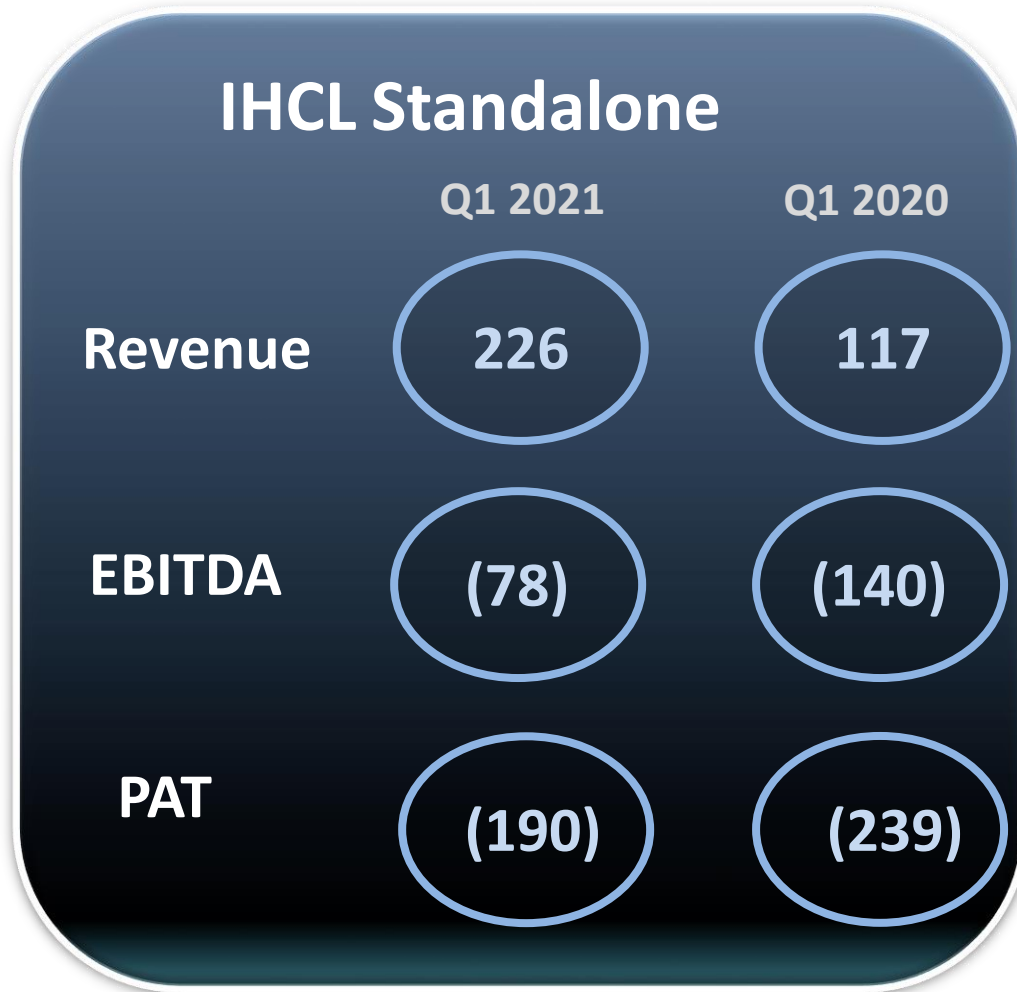
Qmin  
guaranteed quality cuisine



# FINANCIAL SNAPSHOT

IHCL Consolidated revenues was more than 2x the previous year, with EBITDA Loss almost half of previous year

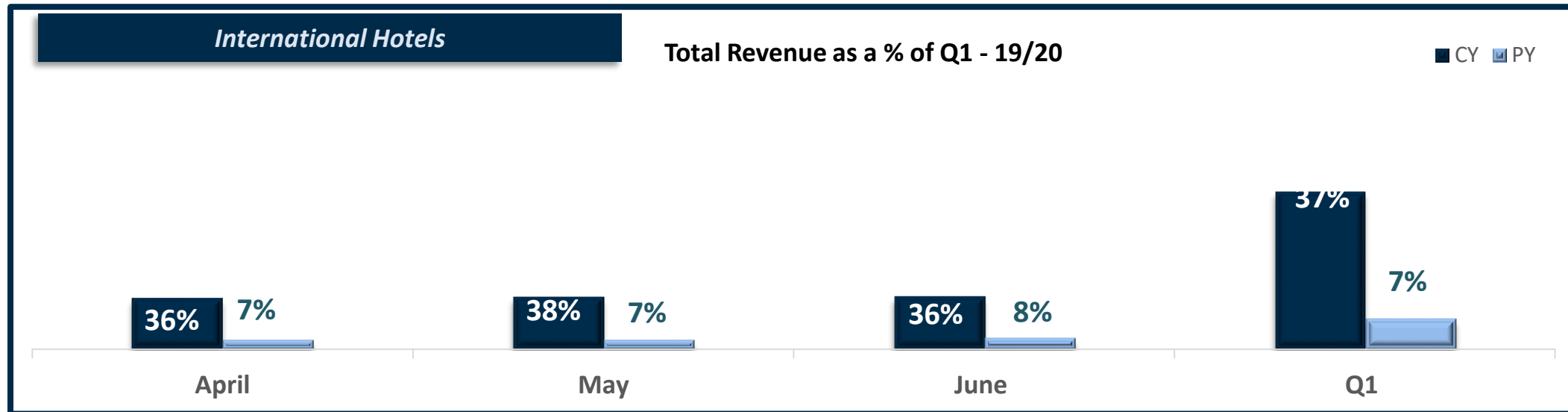
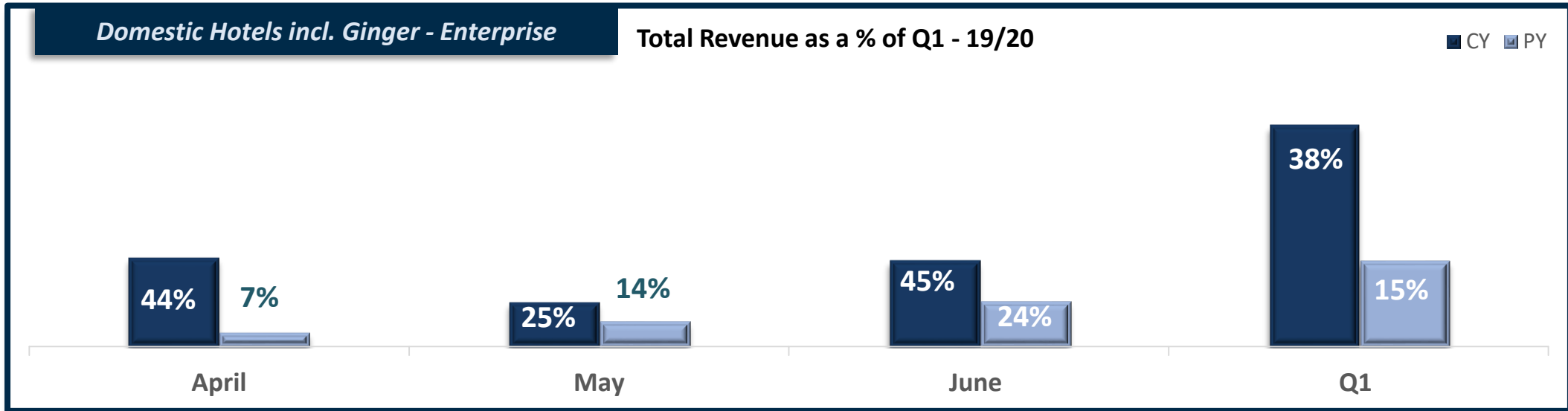
₹ /crores



★ PAT for Q1 2020 included ₹ 82 crores, profit on acquisition of Taj Cape Town, South Africa

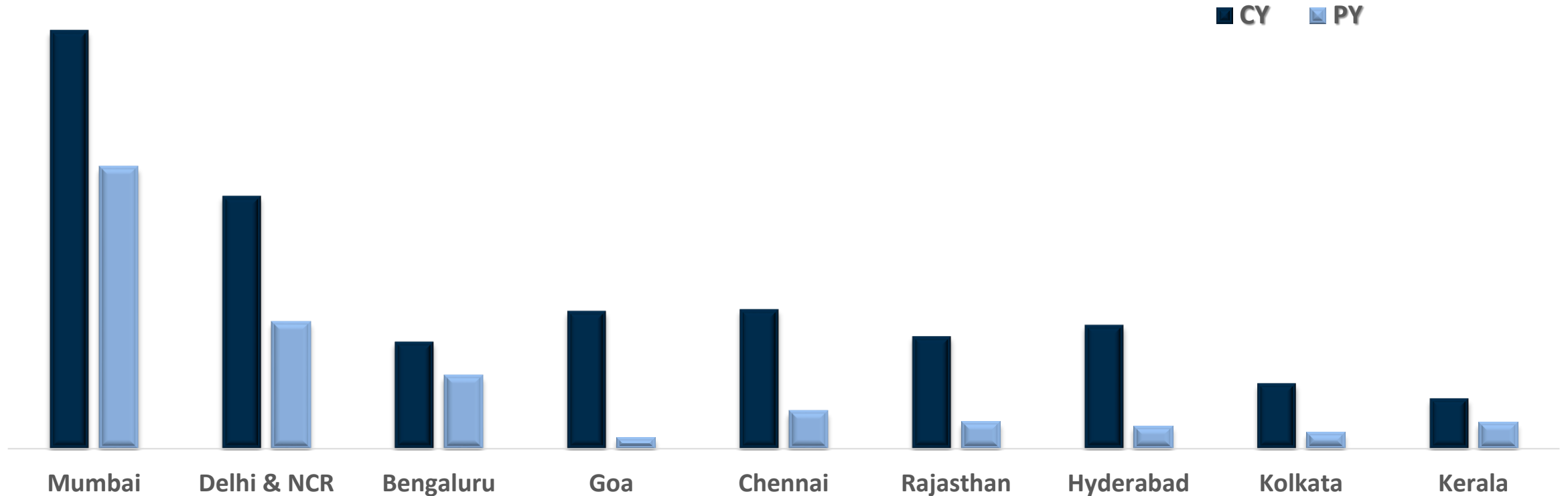
# REVENUE RECOVERY – Q1 2021/22

Q1 2021/22 Revenue Recovery @38% vs 19/20, Better than last year



# REVENUE RECOVERY IN KEY CITIES Q1 2021/22

## DOMESTIC HOTELS (INCL. GINGER)



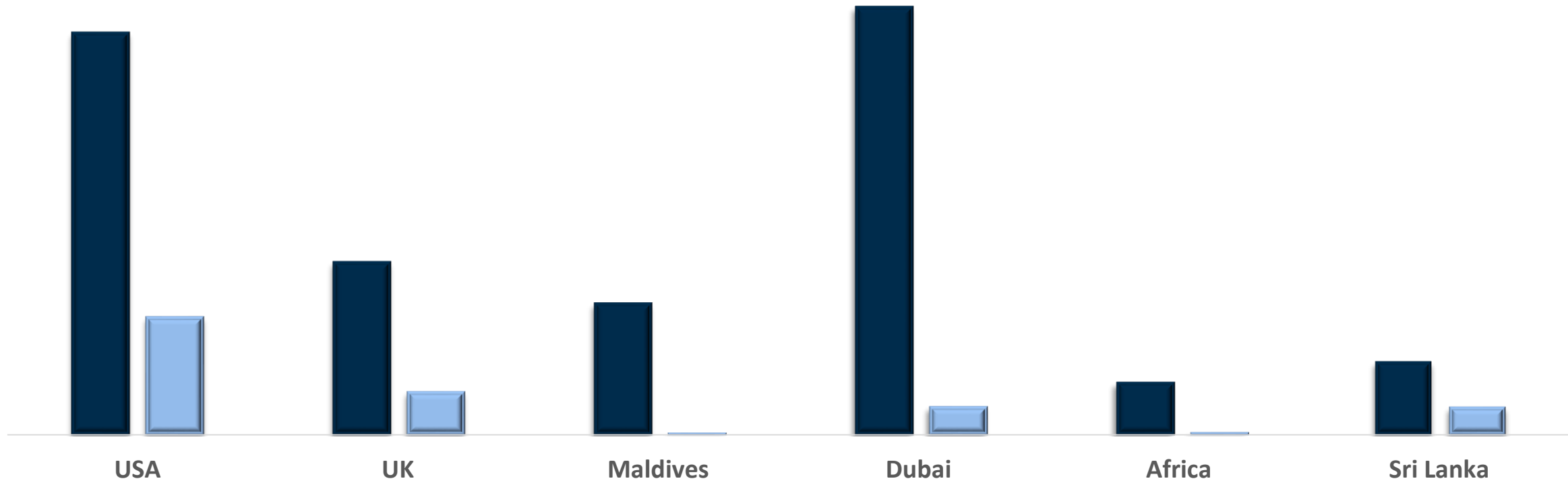
Q1 21/22 vs 19/20	35%	33%	22%	37%	43%	45%	44%	38%	31%
Q1 20/21 vs 19/20	24%	17%	15%	3%	12%	11%	8%	10%	16%



# REVENUE RECOVERY IN KEY CITIES Q1 2021/22

## INTERNATIONAL HOTELS

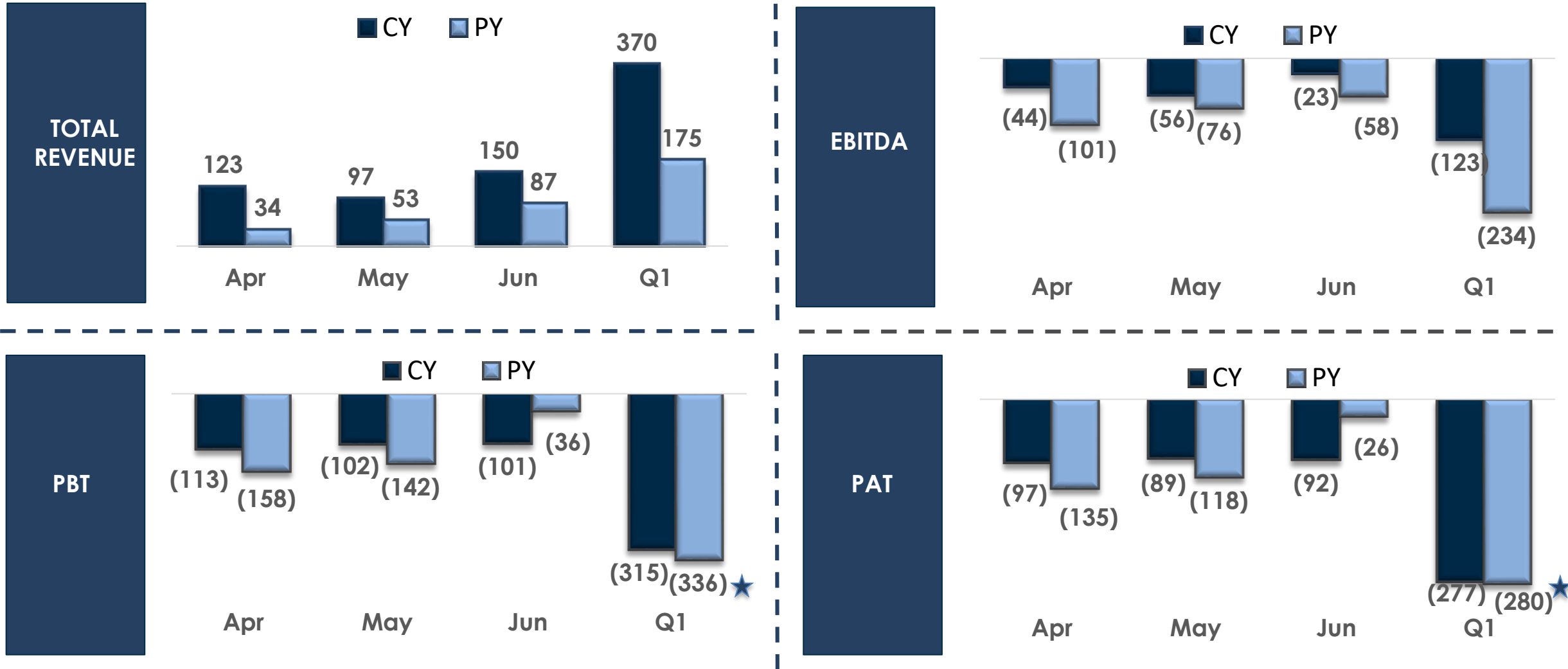
■ CY ■ PY



Q1 21/22 vs 19/20	28%	21%	43%	123%	28%	31%
Q1 20/21 vs 19/20	8%	5%	1%	8%	2%	12%

# IHCL CONSOLIDATED – PERFORMANCE TREND

₹/crores

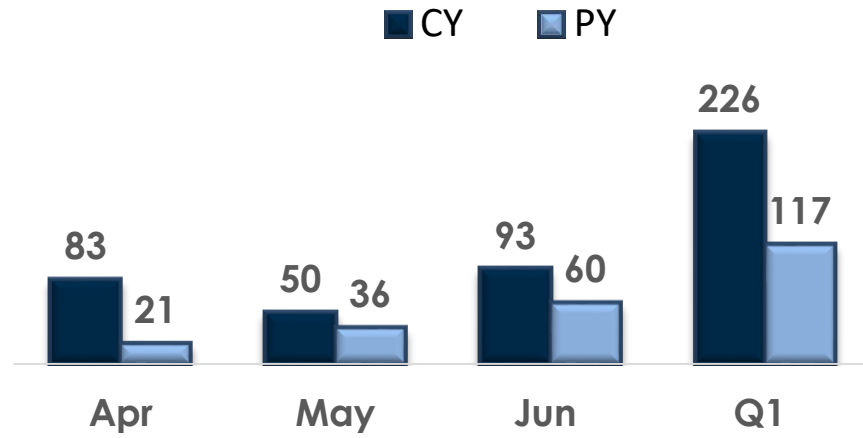


★ PBT & PAT for June 2020 included ₹ 82 crores, profit on acquisition of Taj Cape Town, South Africa

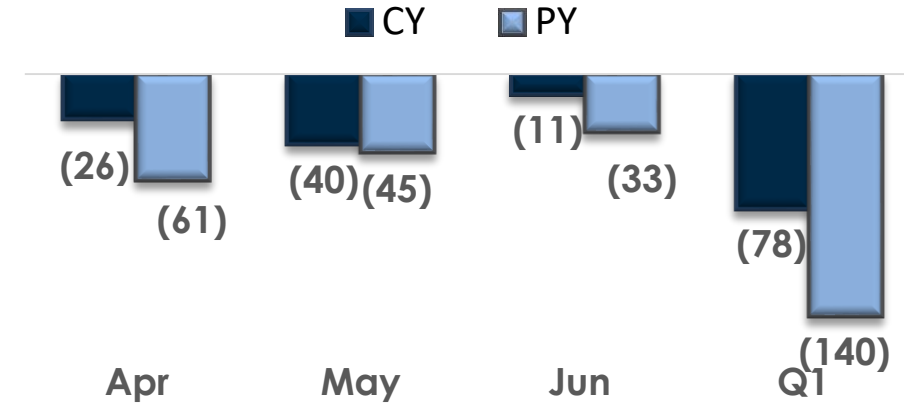
# IHCL STANDALONE – PERFORMANCE TREND

₹ /crores

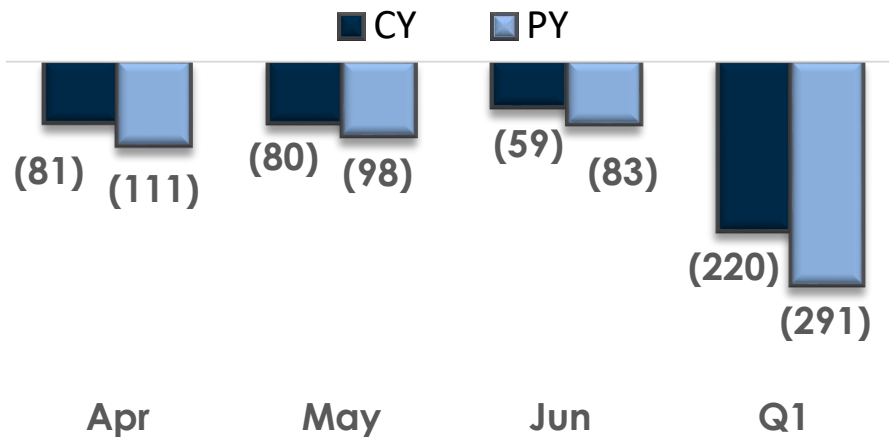
**TOTAL REVENUE**



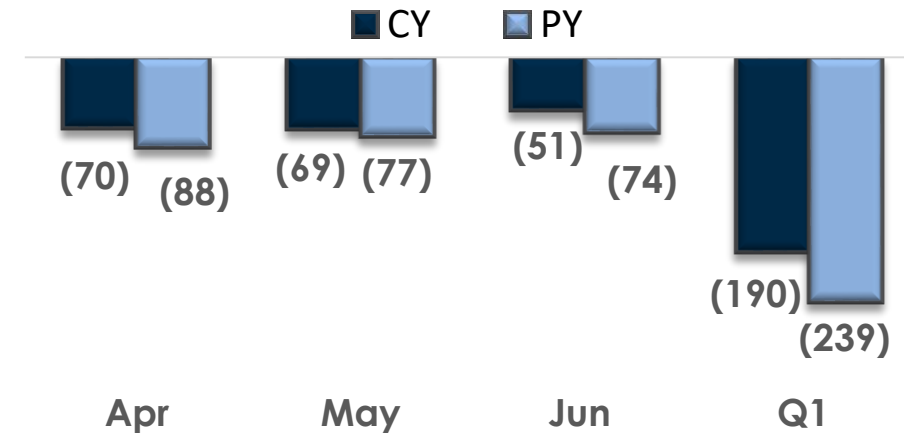
**EBITDA**



**PBT**



**PAT**



# REVENUE DRIVERS

## Revenue Recovery

- **Occupancy** - 28.5% (+ 7 PP)
- **ADR** - ₹ 7024 (+ 45%)
- **RevPAR** - ₹ 1992 (+101%)

\*IHCL Standalone

## Asset Light Growth

- **Portfolio** - 221 Hotels, 27500+ Rooms incl. pipeline
- **New Openings** - 10+ Expected in 2021/22
- **Management Fee** - ₹ 30 crores (+58%)

## New & Reimagined Business

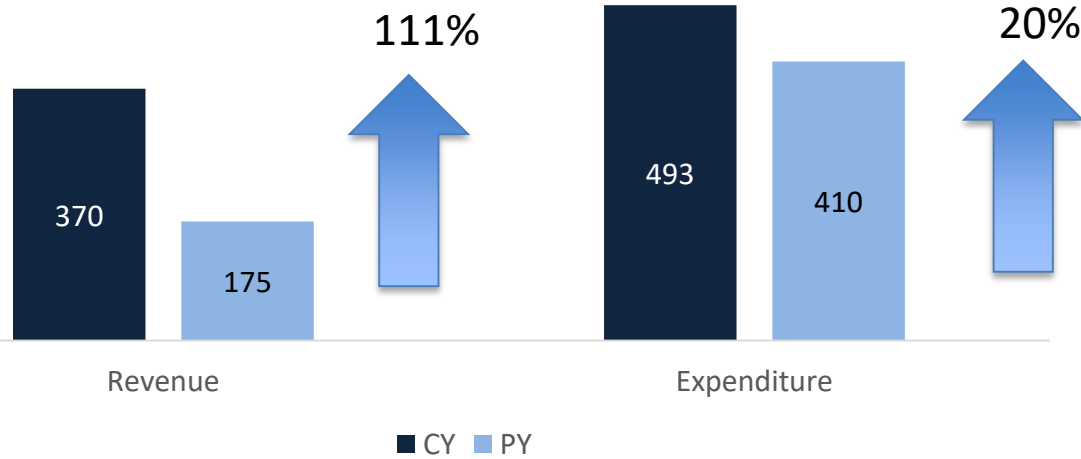
- **Ginger** – 54 Operational Hotels
- **Qmin** - 18 Cities, 35 Hotels, 70+Restaurants
- **amã** – 44 Bungalows



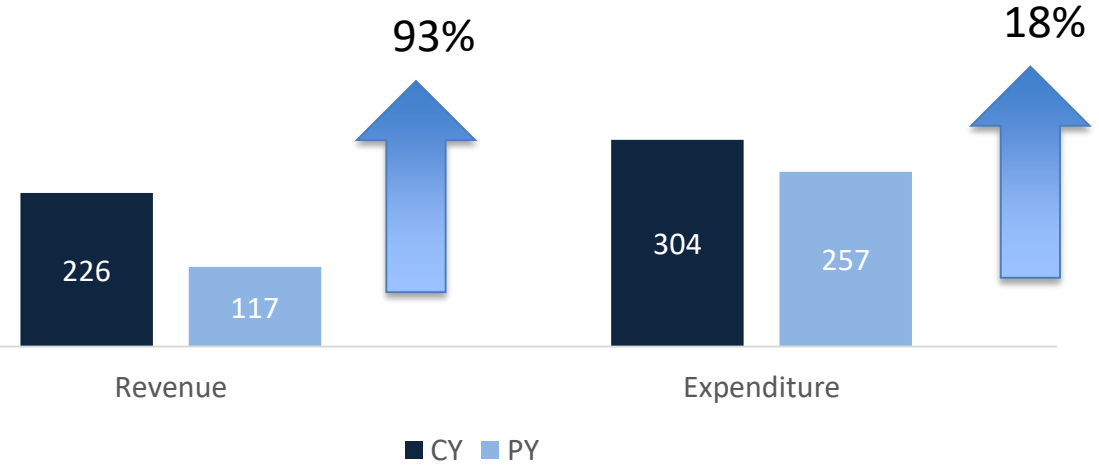
# COST MANAGEMENT: DRIVING OPERATING LEVERAGE

₹/crores

## Consolidated



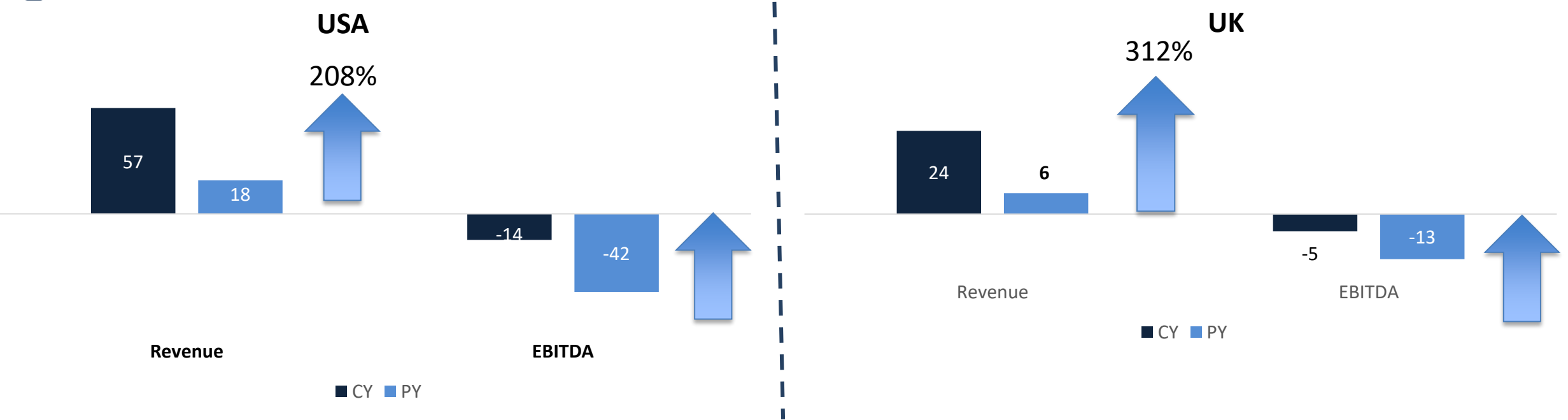
## Standalone



- Corporate Overheads at ₹ 54 crores ( Q1 20/21 ₹ 62 crores)
- Fixed Cost/Month - ₹ 126 crores (Q1 20/21 ₹ 123 crores)
- Manpower rationalisation through redeployments & reskilling (254 people redeployed till July, 2021)
- Lease rental waivers of ₹ 15 crores achieved during the quarter (excluding USA)

# INTERNATIONAL HOTELS: USA & UK SHOWING IMPROVEMENT

₹/crores



- Cost Rationalisation at The Pierre, includes:
  - Manpower Rationalization
  - Lease Renegotiation
  - Surrender of leased Ball Room

**Resultant Permanent Cost Savings of ~ \$ 5 Million per annum**

# EXCEPTIONAL ITEMS REDUCING - CONSOLIDATED

## Exceptional Items

₹ /crores

Particulars	Q1		
	2021/22	2020/21	Var.
Change in fair value of derivative contracts	6	4	2
Exchange Gain / (Loss) - IHMS SA	7	-	7
Profit on acquisition of JV	-	82	(82)
Gain on Sale of Property – Ginger Mysore	7	-	7
<b>Total</b>	<b>20</b>	<b>86</b>	<b>(66)</b>

## Operating & Non Operating Revenue includes:

Gain on Sale of Residential Flats	-	3	(3)
Lease Rent Concessions	15	17	(2)
Foreign currency gain on restatement of loan given to a subsidiary	3	-	3

# EXCEPTIONAL ITEMS REDUCING - STANDALONE

## Exceptional Items

₹ /crores

Particulars	Q1		
	2021/22	2020/21	Var.
Gain / (Loss) on Change in fair value of derivative contracts	6	4	2
Provision for Pierre Cash Loss funding	(13)	(42)	29
Provision for Taj Cape Town Cash Loss finding	(4)		(4)
<b>Total</b>	<b>(11)</b>	<b>(38)</b>	<b>27</b>

## Operating & Non-Operating Revenue includes:

Gain on Sale of Residential Flats	-	3	(3)
Lease Rent Concessions	13	12	1



# Q1 2021 / 22 - PERFORMANCE OF KEY SUBSIDIARIES

₹ /crores

Legal Entity	Revenue	EBITDA
UOH Inc. - USA	57	(14)
St. James Court - UK	17	(6)
PIEM Hotels Ltd.	25	(20)
Roots Corporation Ltd	30	(1)

# 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



\*Pierre Ballroom capex of \$ 13 Mn of which \$ 7 Mn financed by long term loan from lessor

# MANAGEMENT OF LIQUIDITY & BORROWINGS

## Liquidity

- Cash & Lines exceeding ₹ 1,000 crores.

## Borrowings

### Q1 - 2021/22

- Repaid Cross Currency Swaps ₹ 146 crores. No more exchange fluctuation on this account.
- Maximised ECLGS - ₹ 144 crores at attractive interest rates.

### July, 2021

- Replaced high cost 9.95% NCDs of ₹ 250 crores (secured) with 6.70% NCDs (unsecured).

**Total unsecured borrowings (including unutilised) - ₹ 1,000 crores**

# DEBT POSITION

₹ /crores

Particulars	Standalone		Consolidated	
	Jun 30, 2021	Mar 31, 2021	Jun 30, 2021	Mar 31, 2021
Gross Debt	2,886	2,592	4,042	3,633
Liquidity	(271)	(413)	(430)	(523)
<b>Net Debt</b>	<b>2,615</b>	<b>2,179</b>	<b>3,612</b>	<b>3,110</b>
Weighted cost of Debt (%)	8.3	7.8	6.9	6.5
Net Debt to Equity	0.66	0.52	0.91	0.73



# SUMMARISED FINANCIALS



SELEQTIONS

VIVANTA

GINGER

amã  
STAYS & TRAILS

Qmin  
guaranteed quality cuisine



# IHCL CONSOLIDATED - P&L

₹ /crores

Particulars	Q1		
	2021/22	2020/21	Var%
Revenue from Operations	345	144	140%
Non-Operating Revenue	26	32	-19%
<b>Total Revenue</b>	<b>370</b>	<b>175</b>	<b>111%</b>
Raw Material Cost	28	9	206%
Employee Benefits	249	240	4%
Fuel, Power and Light	44	31	44%
Admin Expenses	77	55	40%
Other Expenditure	95	75	28%
<b>Total Expenditure</b>	<b>493</b>	<b>410</b>	<b>20%</b>
<b>EBITDA</b>	<b>(123)</b>	<b>(234)</b>	<b>+</b>
Depreciation and Amortization Expense	103	100	2%
Finance Costs	110	88	25%
<b>Profit Before exceptional Items &amp; Tax</b>	<b>(335)</b>	<b>(422)</b>	<b>+</b>
Exceptional items Gain/(Loss)	20	86	-
<b>Profit/ (Loss) before tax</b>	<b>(315)</b>	<b>(336)</b>	<b>+</b>
<b>Profit/ (Loss) After Tax</b>	<b>(270)</b>	<b>(267)</b>	<b>-</b>
Add: Share of Profit/(Loss) in Assoc. & JV's	(32)	(46)	+
Less : Profit / (Loss due to Non Contr. interest)	24	33	-
<b>Profit / (Loss) after Non contr. Int., share of assoc. &amp; JV</b>	<b>(277)</b>	<b>(280)</b>	<b>+</b>

# IHCL STANDALONE - P&L

₹ /crores

Particulars	Q1		
	2021/22	2020/21	Var%
Revenue from Operations	207	95	118%
Non Operating Revenue	19	22	-14%
<b>Total Revenue</b>	<b>226</b>	<b>117</b>	<b>93%</b>
Raw Material Cost	18	6	180%
Employee Benefits	147	154	-4%
Fuel, Power and Light	30	19	59%
Admin Expenses	47	34	38%
Other Expenditure	62	44	41%
<b>Total Expenditure</b>	<b>304</b>	<b>257</b>	<b>18%</b>
<b>EBITDA</b>	<b>(78)</b>	<b>(140)</b>	<b>+</b>
Depreciation and Amortization Expense	51	50	+
Finance Costs	81	63	+
<b>Profit Before exceptional Items &amp; Tax</b>	<b>(210)</b>	<b>(253)</b>	<b>+</b>
Exceptional items Gain/(Loss)	(11)	(38)	+
<b>Profit/ (Loss) before tax</b>	<b>(220)</b>	<b>(291)</b>	<b>+</b>
<b>Profit/ (Loss) After Tax</b>	<b>(190)</b>	<b>(239)</b>	<b>+</b>

# Q & A

# 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](http://www.ihcltata.com) for previous investor communications.

# Q1 2021/22 – IHCL STANDALONE REVENUE METRICS

Particulars	Apr	May	Jun	Q1	Q1 LY
Occupancy %	33.8	19.3	32.3	28.4	20.5
ARR in ₹	7,503	6,338	6,945	7,024	4,848
RevPAR in ₹	2,535	1,223	2,242	1,992	992
(₹/ crores)					
Room Revenue	34	17	30	82	40
F & B Revenue	27	12	27	65	20
Other Revenue*	22	21	36	79	57
<b>Total Revenue</b>	<b>83</b>	<b>50</b>	<b>93</b>	<b>226</b>	<b>117</b>

\*Incl. Non-Operating



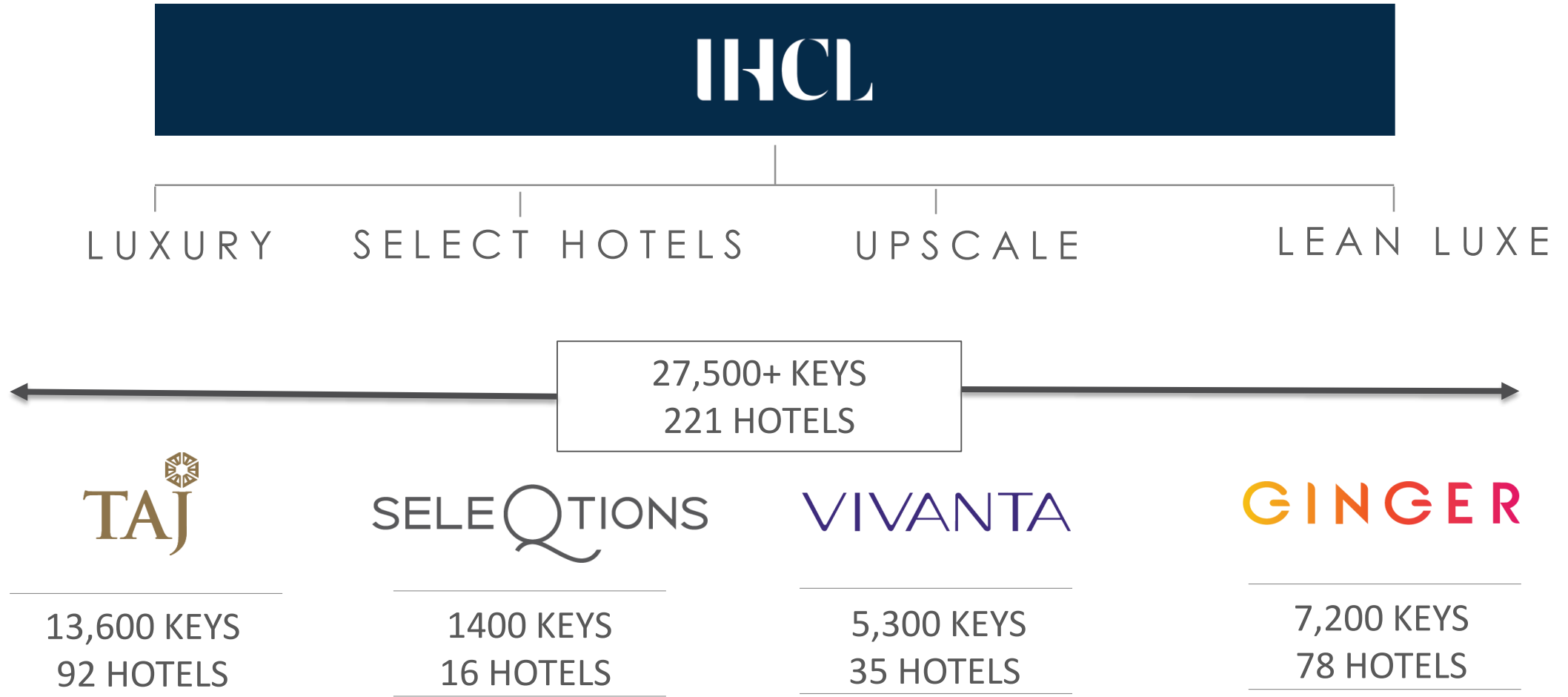
# Q1 2021/22 – DOMESTIC NETWORK REVENUE METRICS

Particulars	Apr	May	Jun	Q1	Q1 LY
Occupancy %	32.9	20.9	32.3	28.6	15.3
ARR in ₹	5,236	3,638	4,749	4,656	3,349
RevPAR in ₹	1,722	761	1,532	1,331	513
(₹/ crores)					
Room Revenue	85	39	76	201	75
F & B Revenue	62	26	61	149	31
Other Revenue*	21	19	26	65	55
<b>Total Revenue#</b>	<b>168</b>	<b>84</b>	<b>163</b>	<b>415</b>	<b>161</b>

\*Incl. Non-Operating

#Total Revenue is the summation of all Domestic Hotels across IHCL network

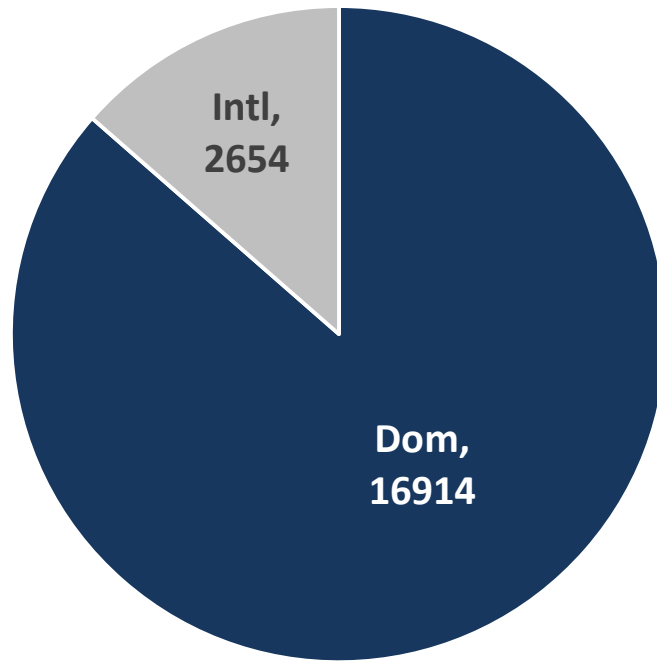
# BRANDSCAPE



\*Portfolio figures include hotels under various stages of development

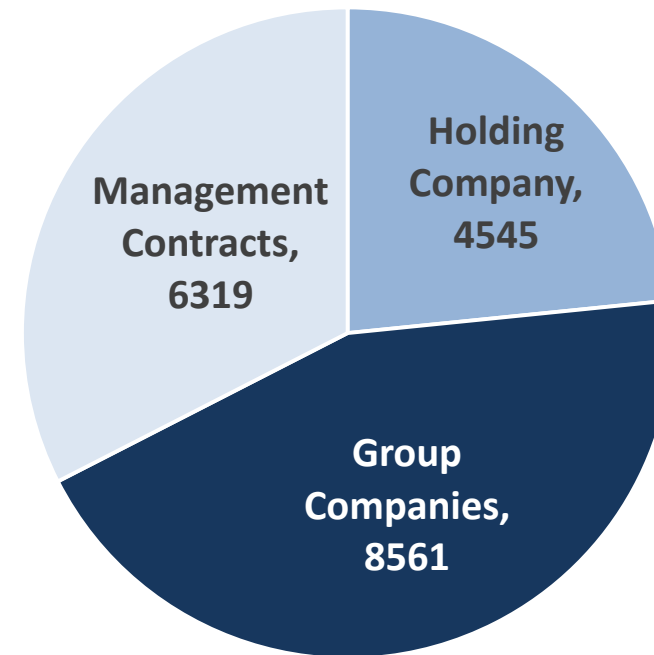
# OPERATING PORTFOLIO

## Inventory by Geography



■ Dom ■ Intl

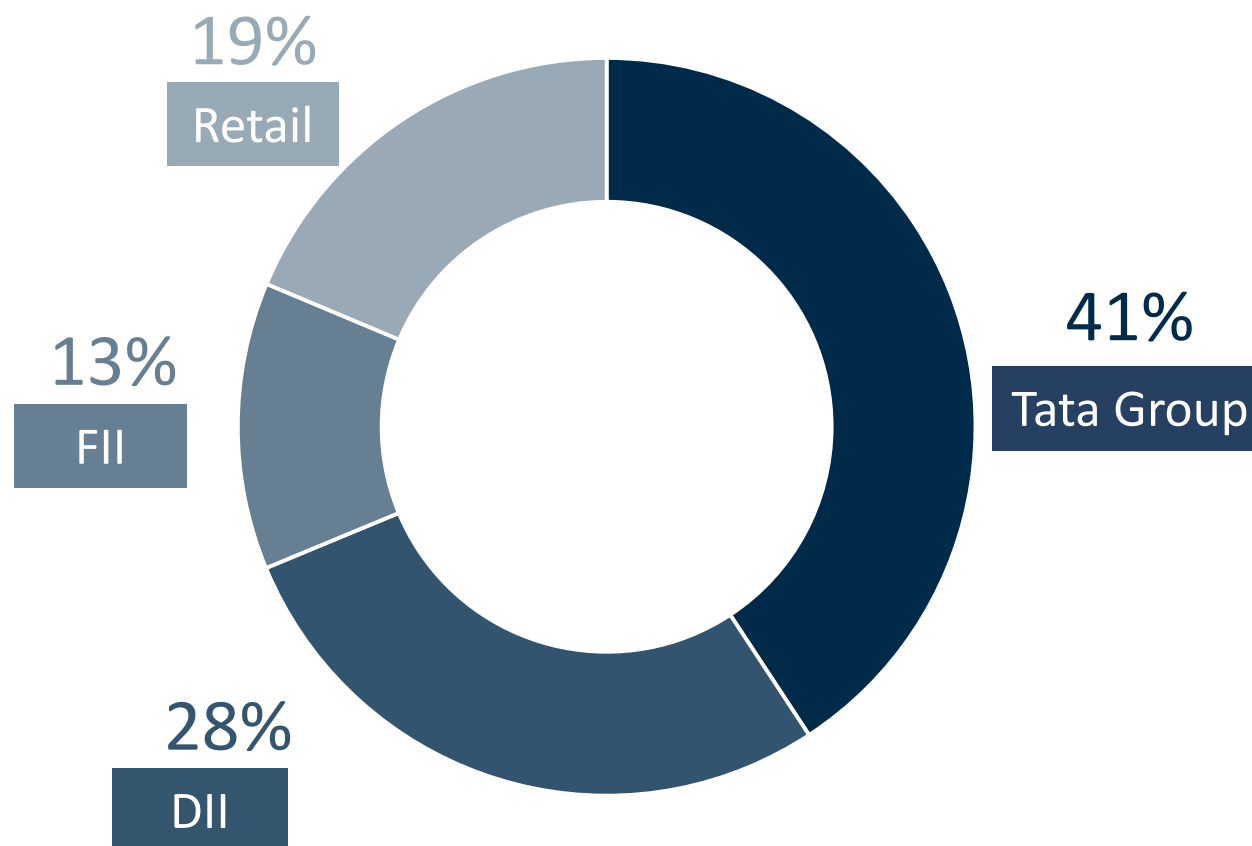
## Inventory by Contract Type



■ Holding Company ■ Group Companies ■ Management Contracts

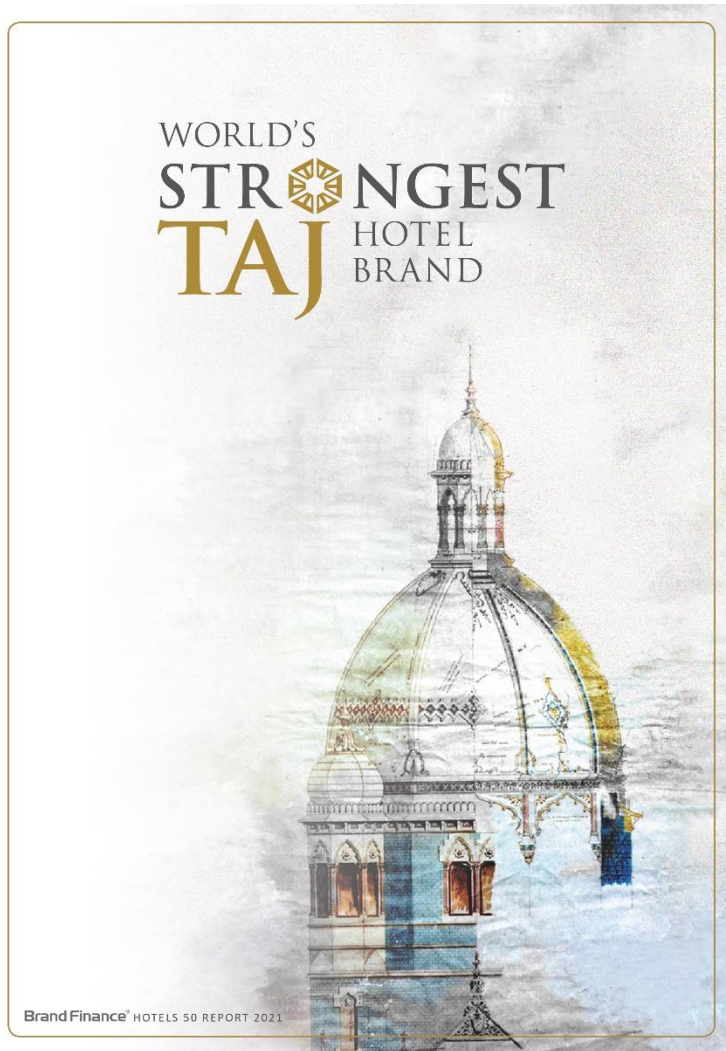
As of 31<sup>st</sup> July 2021, IHCL has **167 hotels operational** with **19,568 Rooms**

# SHAREHOLDING PATTERN



\* As on 30<sup>th</sup> Jun 2021

# AWARDS AND ACCOLADES



# IHCL

## GLOBAL CONFERENCE CALL

Q1 2021/22 RESULTS | 9<sup>th</sup> AUGUST, 2021



SELECTIONS

VIVANTA

GINGER

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STAYS & TRAILS

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