



IHCL

Corporate Presentation

March, 2019




SELECTIONS

VIVANTA

GINGER

EXPRESSIONS





“Your Company is reimagining itself by leveraging its strong brand equity to multiply its portfolio while aligning to high-growth segments. This includes manoeuvring excellence and reinvigorating the portfolio across all brands.”

PUNEET CHHATWAL
Managing Director and Chief Executive Officer

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responsibly

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performance



KNOWING IHCL



DRAWING INSPIRATION FROM A STRONG PARENTAGE



“IN A FREE ENTERPRISE, THE COMMUNITY IS NOT JUST ANOTHER STAKEHOLDER IN THE BUSINESS, BUT IS IN FACT THE VERY PURPOSE OF ITS EXISTENCE.”

JAMSETJI TATA

Founder Of The Tata Group, Chairman (1868–1904)

—
**Legacy of
150+ years**

—
**Presence in
150+ countries**

—
**6,95,000+
employees**

—
**Group revenue of
~\$100 Billion**



LEADERSHIP POSITION IN MULTIPLE INDUSTRIES

TATA COMMUNICATIONS

Wholesale voice provider

TATA GLOBAL BEVERAGES

Tea company

TATA CONSULTANCY SERVICES

IT services company

TATA STEEL

Steel maker

TATA POWER

Integrated power,
renewable energy company

VOLTAS

In-room
air conditioners

IHCL

Largest hospitality
company

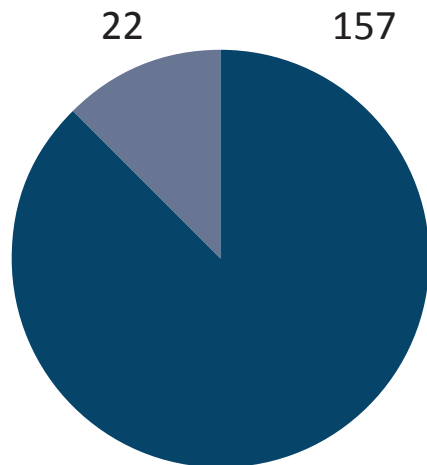


Manufacturer and retailer of
watches, jewellery & eyewear

SOUTH ASIA'S LARGEST HOSPITALITY COMPANY WITH A LEGACY OF 115 YEARS

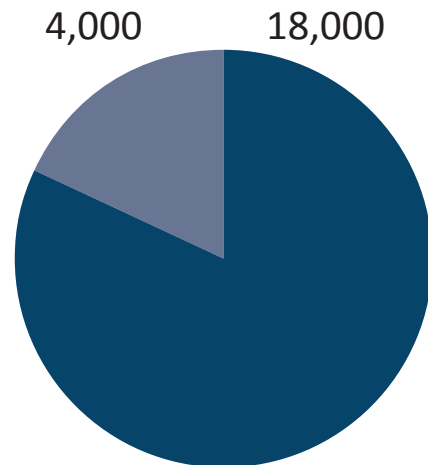
Our diversified portfolio

Geography (Hotels*)



● International

Geography (Keys*)



● Domestic

*Includes hotels under development

Pioneers in creating destinations

100+
Locations

4
Continents

Unique F&B concepts across

380
Restaurants and bars

Diversified with a global base of

32,000+
Employees

OUR PURPOSE

To create value by operating the best-in-class portfolio of hospitality brands in India and select overseas destinations.

₹ 4,595 Cr

Consolidated revenues

20%

Consolidated EBITDA margin

₹ 287 Cr

Profit After Tax*

*Attributable to Owners of the Company

OUR VALUES ARE INGRAINED IN EVERYTHING WE DO

Tajness is built on three broad pillars

TRUST



AWARENESS



JOY



OUR BRANDS COVER THE ENTIRE SPECTRUM OF THE HOSPITALITY VALUE CHAIN



REDEFINING HOSPITALITY OVER THE PAST 115 YEARS

• **1899**

THE INDIAN
HOTELS COMPANY
LIMITED (IHCL) IS
INCORPORATED

• **1903**

TAJ MAHAL PALACE IN
MUMBAI, INDIA

• **1970**

TAJ LAKE PALACE,
UDAIPUR AND
RAMBAGH
PALACE, JAIPUR

• **1982**

THE ST. JAMES'
COURT, LONDON

• **1974**

–FORT AGUADA,
THE FIRST FIVE-
STAR DELUXE
BEACH RESORT
IN GOA

–TAJ COROMANDEL,
CHENNAI

• **1998**

TAJ EXOTICA,
SRI LANKA

• **2001**

TAJ EXOTICA
RESORT & SPA,
MALDIVES

• **2010**

LAUNCHES A
NEW BRAND,
VIVANTA BY TAJ

• **2005**

FORAYS INTO
NEW YORK, USA

• **2015**

TAJ DUBAI
UNVEILS
'TAJNESS'

• **2019**

–TAJ ARAVALI
RESORT & SPA,
UDAIPUR

–TAJ THEOG
RESORT & SPA,
SHIMLA

–TAJ RISHIKESH
RESORT & SPA,
UTTARAKHAND

–VIVANTA,
KATHMANDU

• **2018**

–UNVEILS 'ASPIRATION
2022'

–TAJ EXOTICA RESORT
& SPA, ANDAMANS

–RESTRUCTURES
OVERALL BRAND
ARCHITECTURE

LED BY A BOARD WITH DIVERSE EXPERIENCE AND CAPABILITIES



M

N. CHANDRASEKARAN
Chairman



C

M

PUNEET CHHATWAL
Managing Director &
Chief Executive Officer



C

M

M

M

M

NADIR GODREJ
Non-executive
Independent Director



C

C

C

DEEPAK PAREKH
Non-executive
Independent Director



M

M

M

IREENA VITTAL
Non-executive
Independent Director



MEHERNOSH S. KAPADIA
Non-executive Director –
Corporate Affairs



M

VIBHA PAUL RISHI
Non-executive
Independent Director



GAUTAM BANERJEE
Non-executive
Independent Director



VENU SRINIVASAN
Non-executive
Independent Director

COMMITTEES



Nomination and Remuneration



Risk



Member



Corporate Social Responsibility
and Sustainability



Audit



Stakeholders Relationship



Chairman

A HIGHLY EXPERIENCED EXECUTIVE LEADERSHIP TEAM



PUNEET CHHATWAL
Managing Director &
Chief Executive Officer



**DR. P.V. RAMANA
MURTHY**
Executive Vice President &
Global Head –
Human Resources



GIRIDHAR SANJEEVI
Executive Vice President &
Chief Financial Officer



ROHIT KHOSLA
Executive Vice President –
Operations, North India &
West India



PRABHATH VERMA
Executive Vice President –
Operations, South India,
International & Ancillary
Businesses



SUMA VENKATESH
Executive Vice President –
Real Estate & Development



RAJENDRA MISRA
Executive Vice President &
General Counsel



RENU BASU
Senior Vice President –
Global Sales and Marketing



BEEJAL DESAI
Senior Vice President –
Legal & Company Secretary



S.Y. RAMAN
Vice President –
Group Internal Audit

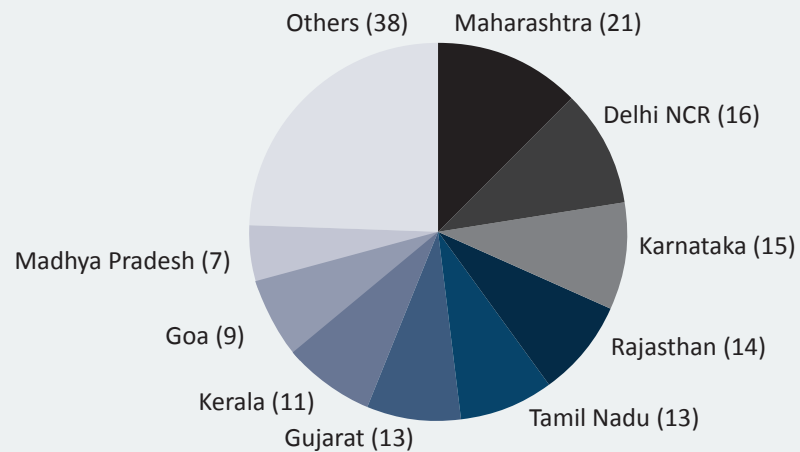
STRONG CUSTOMER CONNECT EMPOWERING US TO BECOME BETTER EVERY DAY

Strong brand equity

Taj hotels ranked 1st in India
for customer experience**

Strong presence in domestic market*

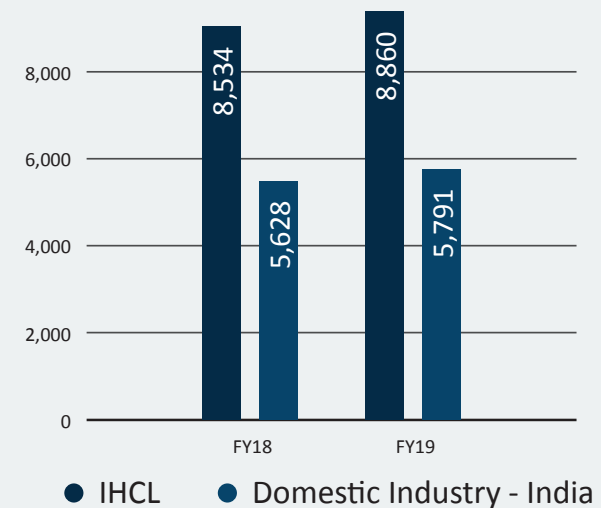
157 Hotels in India across 26 states/UTs



*Includes hotels under development

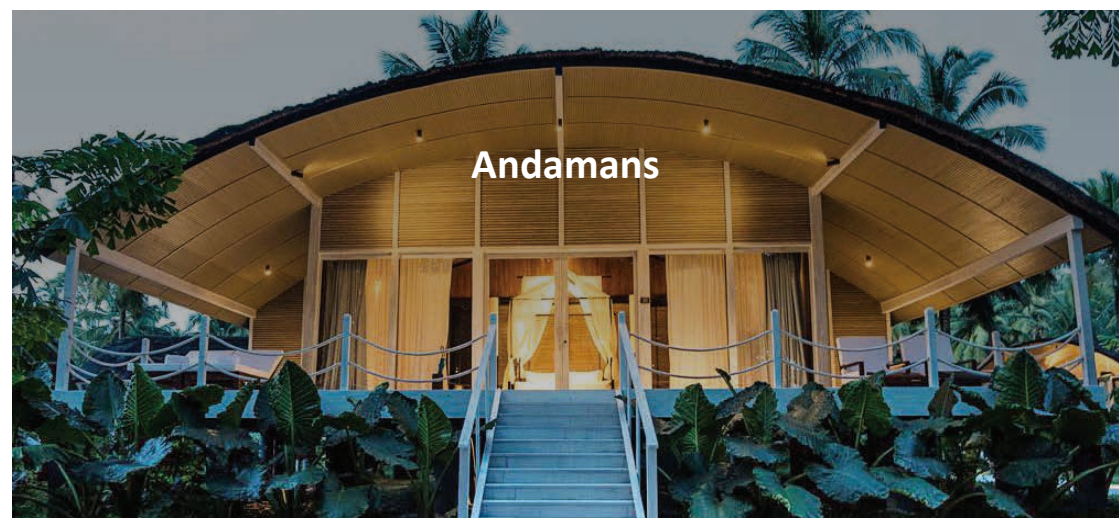
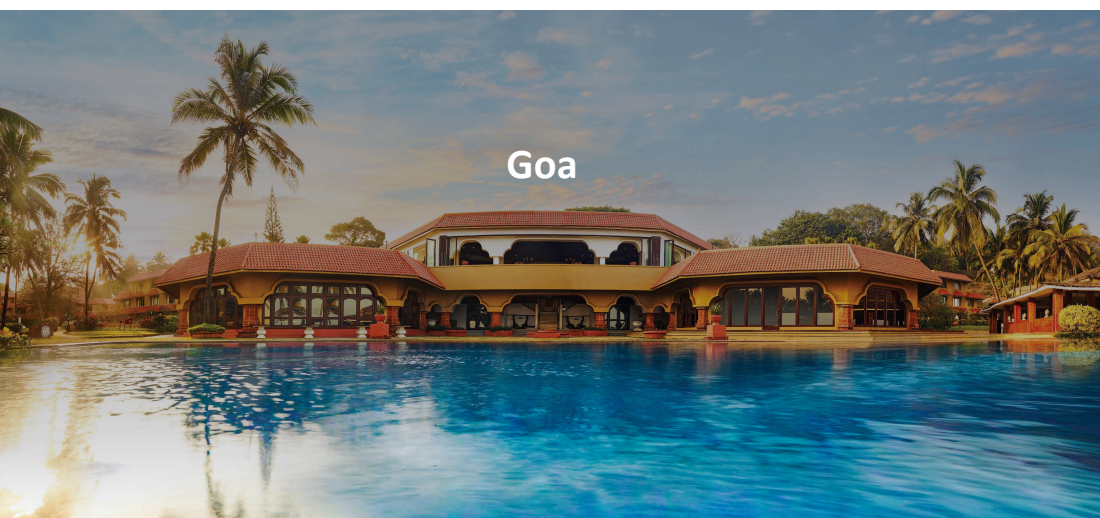
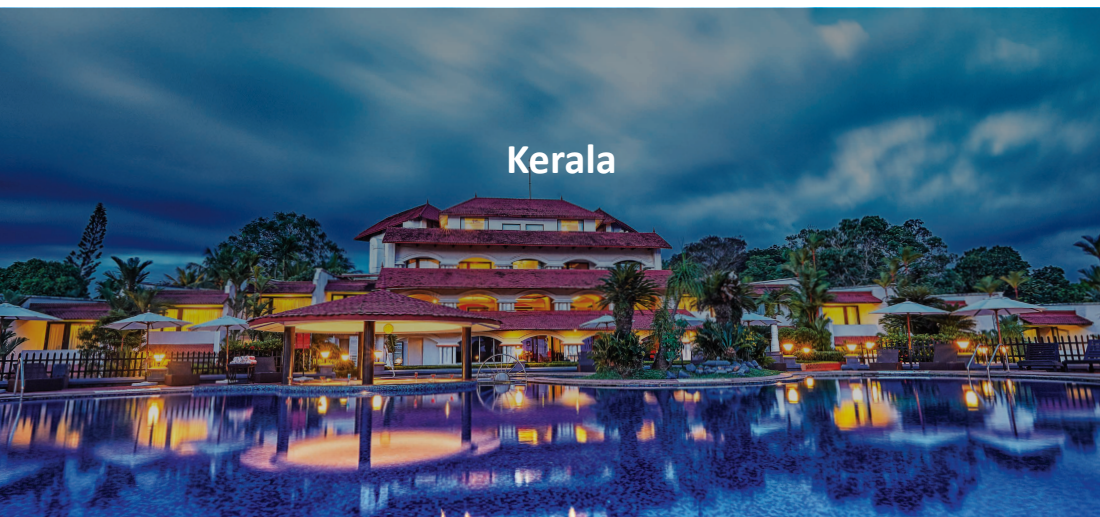
Strong pricing power

Average room rates (₹)



** KPMG Global Customer Experience Excellence Report 2018

PIONEERING DESTINATIONS



DELIGHTING CUSTOMERS ACROSS THE WORLD & ENTERING NEW MARKETS



Note: Map not to scale

OUR DISTRIBUTION NETWORK

OUR THRIVING SALES &
DISTRIBUTION NETWORK
SERVES NEW AND
EXISTING CUSTOMERS
WORLDWIDE

500+

Professionals on property

12

Global sales offices worldwide

OUR BRANDS

AUTHENTIC, ICONIC, TIMELESS



82

Hotels

12,000

Rooms

Inspired by its Indian **heritage** and **traditions**,
Taj delivers world-class hospitality
that is distinctively **noble**.

OUR PALACE PROPERTIES: PROVIDING ROYAL EXPERIENCES

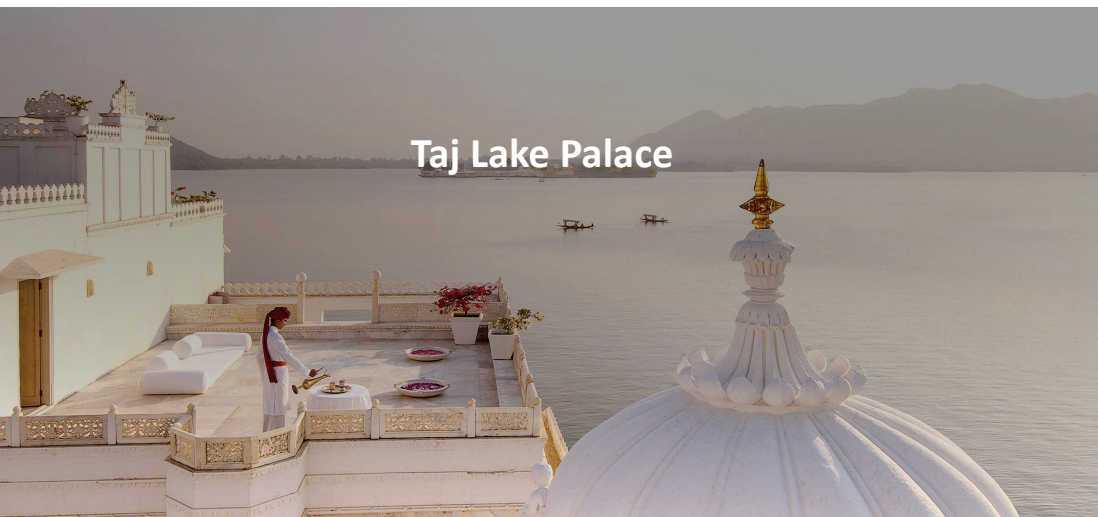
The Taj Mahal Palace



Umaid Bhavan Palace



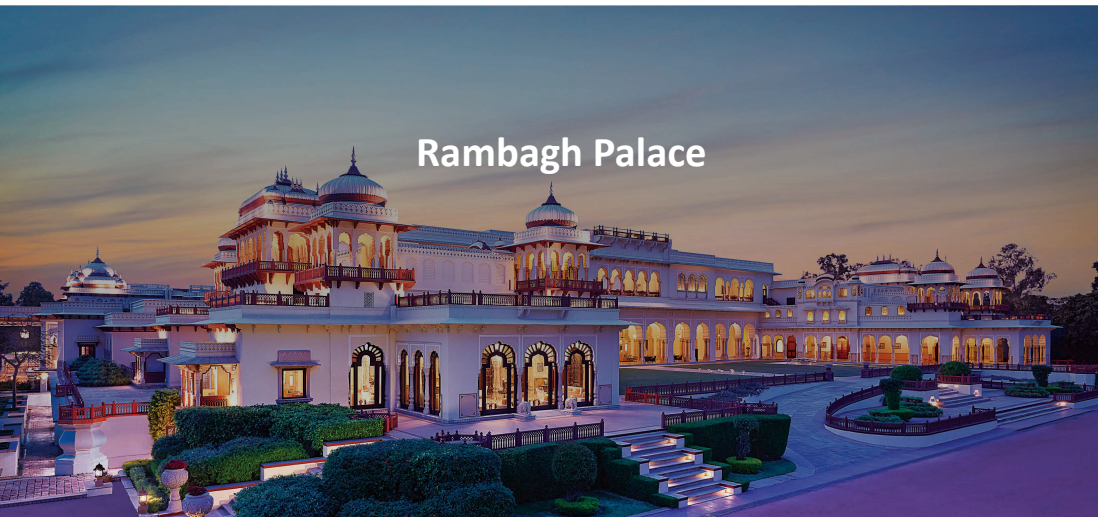
Taj Lake Palace



Taj Falaknuma Palace



OUR PALACE PROPERTIES: PROVIDING ROYAL EXPERIENCES



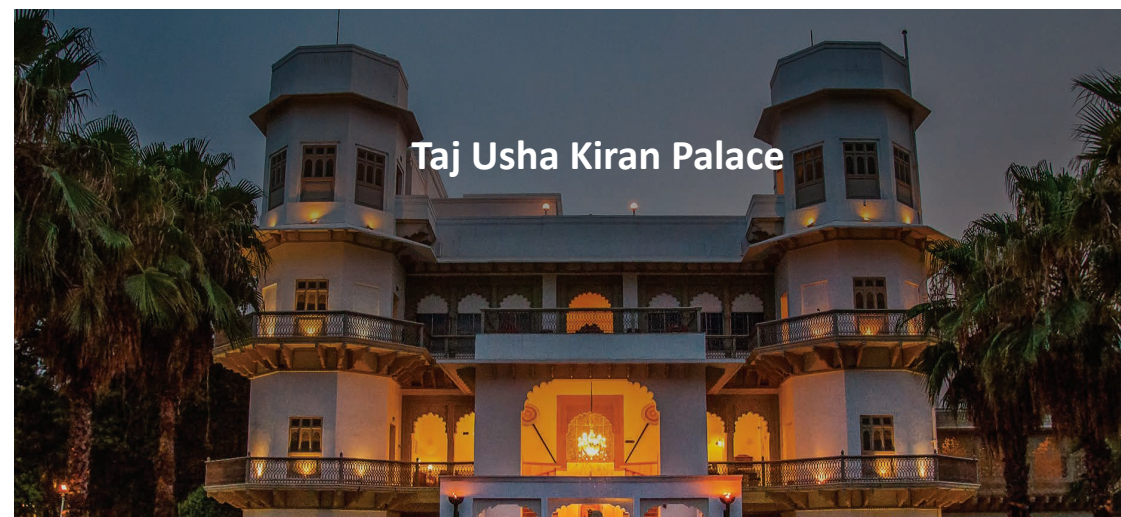
Rambagh Palace



Taj Nadesar Palace

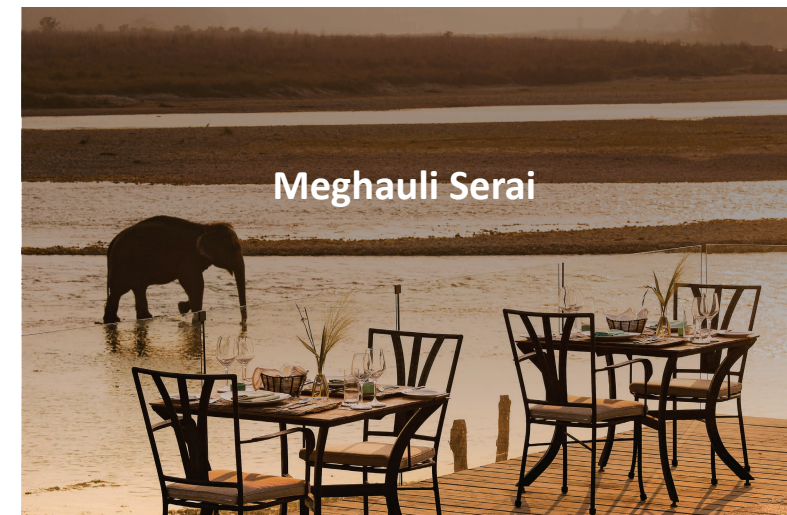
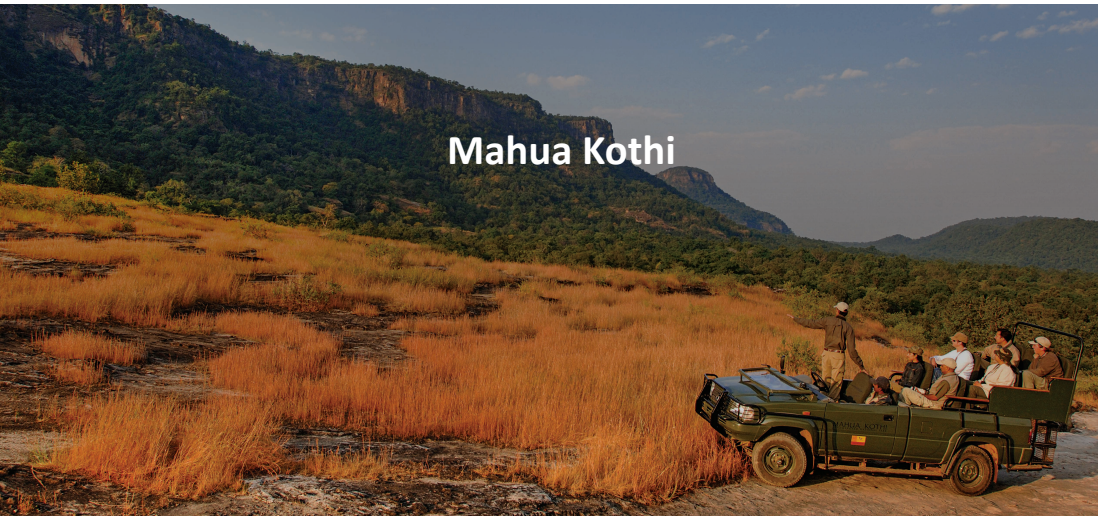


Taj Jai Mahal Palace



Taj Usha Kiran Palace

TAJ SAFARIS: BRINGING YOU CLOSER TO NATURE



CURATED, DISTINCT, HYPERLOCAL

SELEQTIONS

12

Hotels

1,200

Rooms

Having resounding, **storytelling legacies** with a **unique character** within the structure/location, encapsulating a theme or an idea that is central to its definition and **local experience**.

SPIRITED, AMBITIOUS, DYNAMIC

VIVANTA

27

Hotels

3,900

Rooms

Vivanta represents a collection of **sophisticated** upscale hotels and resorts that cater to both business and leisure travellers. It provides experiences that **celebrate individuality** through a blend of **exclusivity** and **agility**.

REFRESHING, LIBERATING, LIVELY

GINGER

58

Hotels

4,900

Rooms

Ginger Hotels, IHCL's **revolutionary concept** in hospitality, **defines** the lean luxe segment in India. These hotels are designed and modelled to provide refreshing, reviving and **seamless experiences** to guests.

LEVERAGING OUR BRANDS TO CAPTURE
OPPORTUNITIES BEYOND ACCOMMODATIONS

EXPRESSIONS

F&B

380+

Restaurants and bars

JIVA

66

Spas

KHAZANA

12

Boutiques

SALON

37

Salons


The Chambers

7

Clubs

amã
Trails & Stays

9

Properties

ELEVATING THE AIR CATERING EXPERIENCE



#1

Undisputed market leader in
Indian air-catering business

40%

Market share in India

6

Units

40+

Airlines handled
(domestic & international)



ROAD AHEAD

WELL POISED TO CAPITALISE ON EMERGING OPPORTUNITIES

TURNING CYCLE OF THE HOTELS INDUSTRY

Demand growth outpacing supply



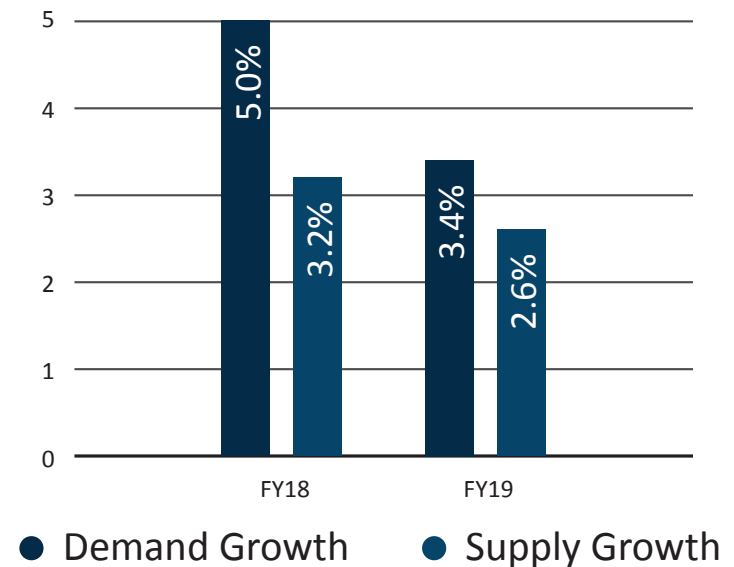
Rising occupancies & RevPARs



Enhanced real estate value

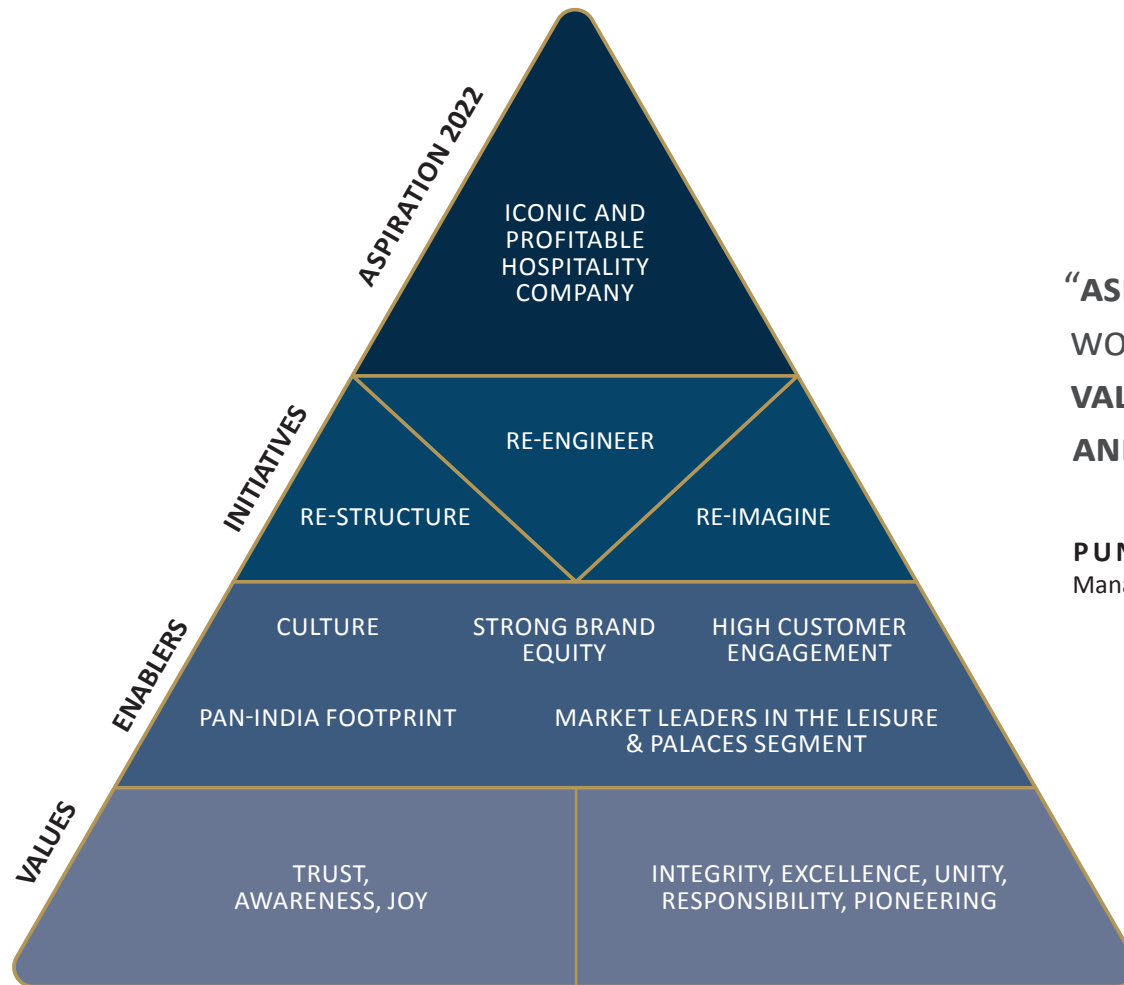
Favourable market dynamics

Demand for rooms outpaces supply of rooms



Source: HVS, Hotelivate, MOSL

OUR STRATEGY IS AIMED AT ACHIEVING HIGHER SCALE AND CONSISTENT PROFITABILITY



“**ASPIRATION 2022** IS BASED ON A PROMISE TO WORK TOGETHER TO CREATE **GREATER ENTERPRISE VALUE**, AND MAKE IHCL SOUTH ASIA'S **MOST ICONIC AND PROFITABLE HOSPITALITY COMPANY.**”

PUNEET CHHATWAL
Managing Director & CEO, IHCL

THE THREE 'R's DRIVING ASPIRATION 2022

RE-STRUCTURE

RE-ENGINEER

RE-IMAGINE

Scale

Margins

Brandscape

Sell

Technology

Portfolio

Simplify

People

Excellence

PARTNERING OUR CUSTOMERS IN THEIR DIGITAL JOURNEY

10 Mn+

Unique visitors to the website

2 Mn

Social media users

>95%

Customer engagement

100%

Increase in mobile
web revenue since 2016

ROBUST SIGNINGS REFLECT OUR SIZEABLE PROSPECTS

Taj Connemara, Chennai

FY 2018-19

22 new signings* (3,262 keys)



SELEQTIONS

VIVANTA

GINGER

Pawna Dam, Lonavala	145
Makkah, Saudi Arabia	340
Taj Bangalore Expansion	220
Deira Water Front, Dubai	200
Udaipur Expansion	80
Taj Lucknow	185
Taj Alwar	170
Taj at Cidade de Goa	299

Connaught Hotel, New Delhi	104
Cidade de Goa	207
Devi Ratn	143

Katra	80
Vadodara Expansion	60
Heathrow Airport	108
Jhamel, Kathmandu	111
Bhubaneswar	137
Jaipur	200

Vizag	56
Jhansi	76
Noida	119
Bharuch	55
Margao	47
Nashik	56
Srinagar	64

*Number of signings excludes Vadodara, Udaipur expansions

**9 bungalows (35 keys) of Ama Plantation Trails not considered here

WE HAVE A HEALTHY PIPELINE

Our approach towards new development

Re-imagining a smart approach

S
Strategic

M
Margin
Enhancement

A
Asset
Management

R
Relationships

T
Tracking

Taj Connemara, Chennai

New inventory pipeline (keys)

TAJ

SELEQ TIONS

2,600

450

VIVANTA

GINGER

450

900

Numbers are indicative

The background of the slide is a rich, textured golden-brown color featuring intricate, repeating scrollwork or damask patterns. In the center of the slide is a large, white rectangular area with rounded corners. The text is centered within this white area.

CREATING VALUE FOR ALL STAKEHOLDERS

BUILDING A REWARDING AND LONG-LASTING BOND WITH CUSTOMERS

Customer loyalty revenues up

29%

Membership base up

40%

Taj InnerCircle

Taj Experiences Gift Card

Warmer Welcomes

Timeless Weddings

FOSTERING ALL-ROUND DEVELOPMENT OF OUR PEOPLE

8th time Gallup
Great Workplace
Award winner

32,000+
People*

35.5
Average age of employees

7.8
Average years of experience

16.4%
Women employees

80%
Employee retention rate

1:1.9
Employee to room ratio

*Includes TajSATS and Roots Corporation

PARTNERING AHEAD, GROWING TOGETHER

Development support to partners

Pre-opening support

- To set up and launch the hotel

Central materials group

- Provides purchasing economies of scale

Technical services & development assistance

- At every stage, including design & construction

Owner privileges

- Exclusive post-inaugural benefits and opportunities

Non-development partners

Google 360

- Gives a total view of our web traffic across all our digital platforms

Shangri-La

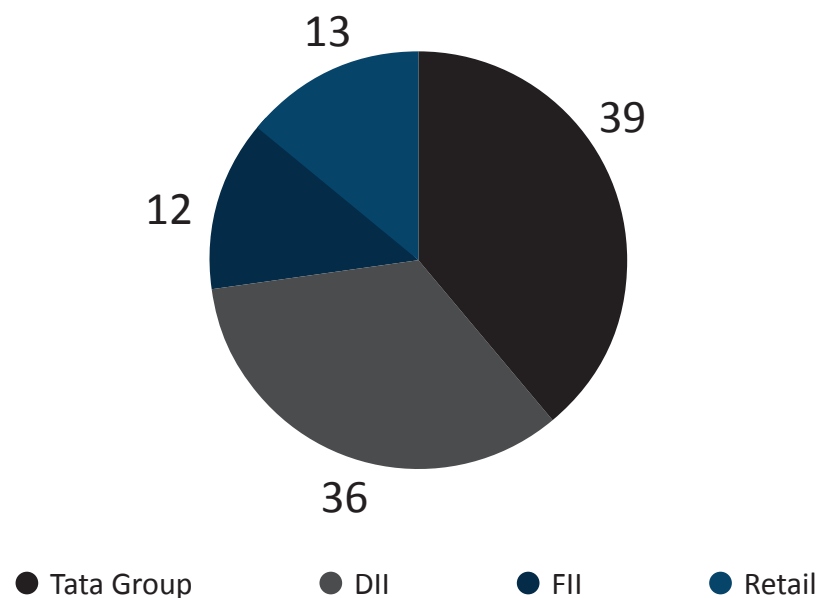
- Loyalty programme partnership called Warmer Welcomes

Sixt

- Loyalty programme partnership and synergising on mobility solution

TRUSTED BY INSTITUTIONAL INVESTORS

Shareholding pattern (%)*



*As of March 31, 2019

Top institutional investors*

Shareholder	% stake in IHCL
Reliance Capital Trustee Company Ltd	6.68
HDFC Trustee Company Ltd	5.26
Life Insurance Corporation of India	3.66
Government Pension Fund Global	3.57
ICICI Prudential Balanced Advantage Fund	2.42
Franklin Templeton Investment Funds	1.90
SBI Magnum Multicap Fund	1.89
Franklin Templeton Mutual Fund	1.54
ICICI Prudential Life Insurance Company Ltd	1.47
HDFC Standard Life Insurance Company Ltd	1.33
General Insurance Corporation of India	1.04



G R O W I N G R E S P O N S I B L Y



STRENGTHENING OUR COMMUNITY CONNECT FURTHER

VISION

Give back to target communities & geographies through CSR & volunteering

Promote livelihoods	Support neighbourhoods	Welfare	Environment stewardship
Upskill youth	Unique art, culture & heritage	Taj Public Service Welfare Trust	Energy Water
Inclusion through value chain	Beautification/maintenance of tourist sites	Local charity activities	Waste Biodiversity

CREATING MEASURABLE IMPACT ON OUR COMMUNITY



LIVELIHOODS

- Training **1,100+** youth annually at 14 Taj-Tata Strive Skill Training Centres
- Training **200** youth under the Golden Threshold programme with TISS



NEIGHBOURHOODS

- **3** heritage sites supported
- **4,000+** volunteers clocking in **10,000+** volunteering hours



WELFARE

- Contributed ₹ **1 crore+** for Kerala and Kodagu relief
- Raised ₹ **3 crore+** for Taj Public Service Welfare Trust

ENHANCING OUR SUSTAINABILITY QUOTIENT

33%

Water reused and recycled in 2018

22%

Share of renewable energy in total energy mix

10%

Reduction in specific GHG emissions since 2016-17

39

GHG emissions intensity (kg CO₂-e/guest night) in 2018

81

EarthCheck-certified hotels in 2019

MOMENTS WE TREASURE: RECOGNISED FOR OUR BEST PRACTICES ACROSS DOMAINS

Leading by example



People practices



The background of the slide is a complex, repeating geometric pattern in shades of blue, yellow, and black, characteristic of Islamic art. This pattern frames a central white rectangular area. The pattern consists of interlocking stars and polygons, creating a dense, intricate texture.

FINANCIAL PERFORMANCE

FY19: SCORING HIGH ON ALL PARAMETERS

19.87%

EBITDA Margin,
up 229 bps

₹ 4,595 cr

Revenues,
up 10% y-o-y

₹ 913 cr

EBITDA,
up 25% y-o-y

₹ 287 cr

PAT,
up 184% y-o-y*

₹ 7,230

RevPAR,
up 7% y-o-y**

₹ 10,854

ARR,
up 5.1% y-o-y**

66.6%

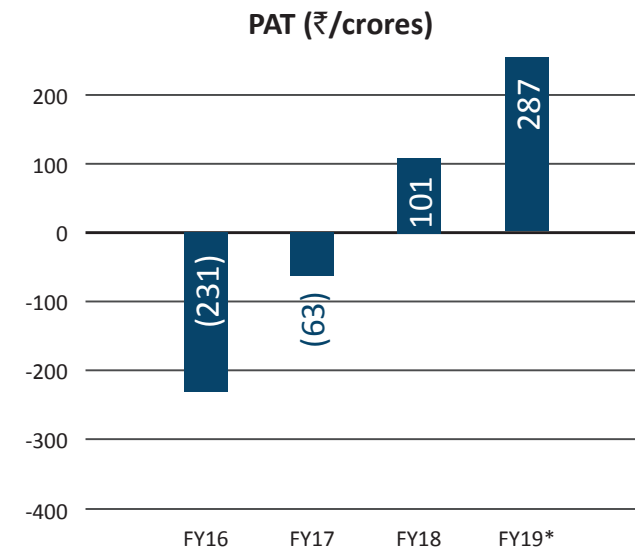
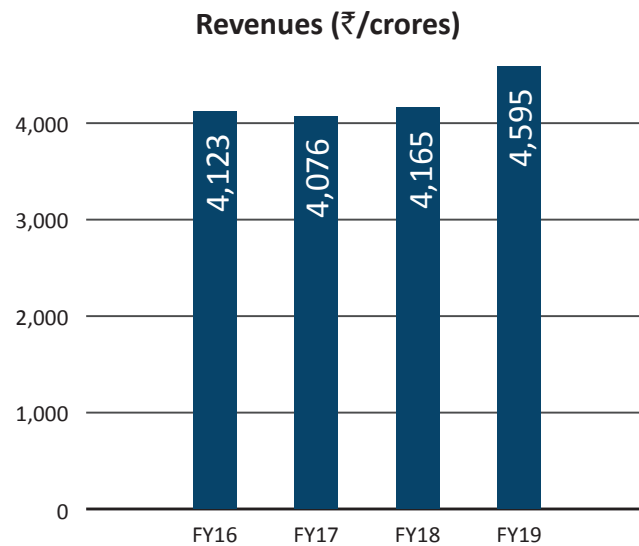
Average occupancy, up 1.2
percentage points y-o-y**

*Attributable to Owners of the Company

**Excludes RCL

IMPROVING TRAJECTORY OF CONSOLIDATED PERFORMANCE

Significant potential to scale up revenues and profitability

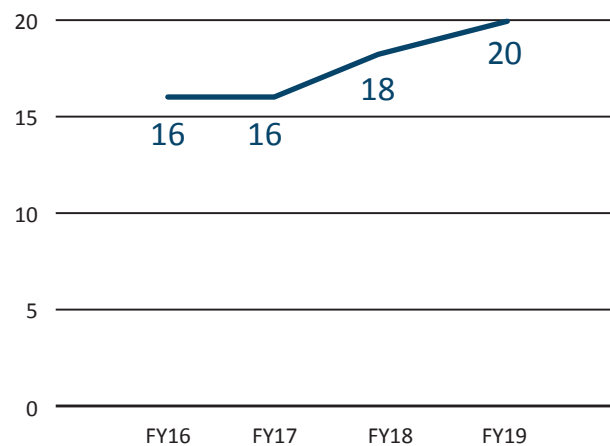


*Attributable to Owners of the Company

IMPROVING TRAJECTORY OF CONSOLIDATED PERFORMANCE

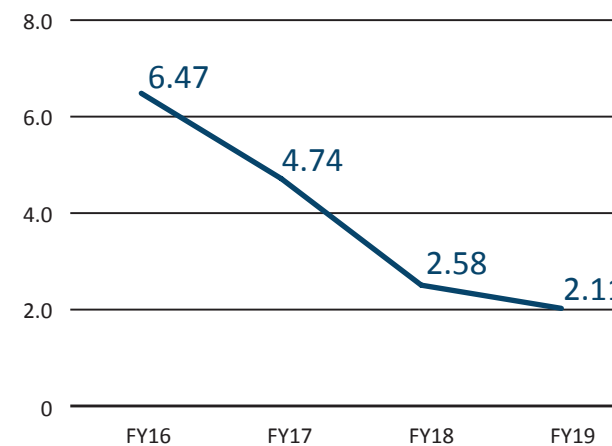
Focus on driving cost efficiencies

EBITDA margin (%)



Maintain optimal debt levels

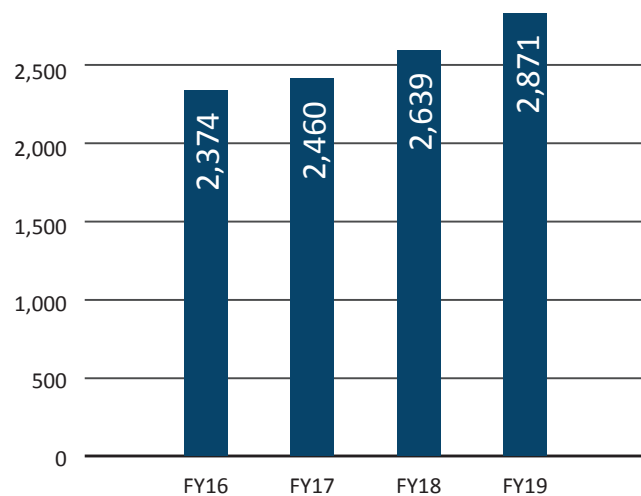
Net debt to EBITDA (x)



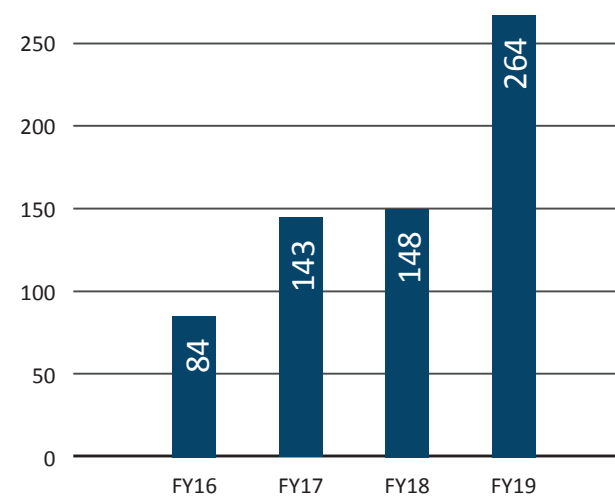
STEADY GROWTH IN STANDALONE FINANCIALS

Gradual improvement in revenue and bottom-line

Revenues (₹/crores)



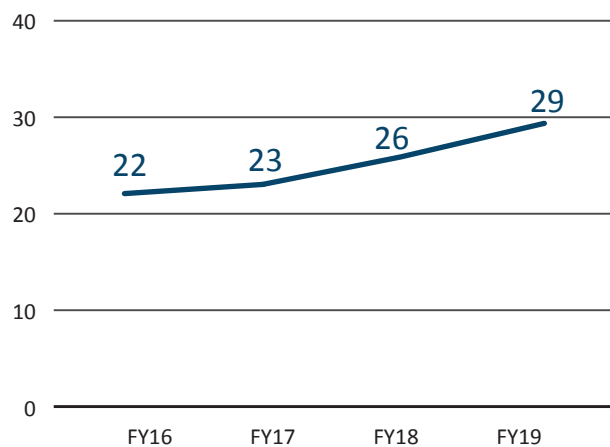
PAT (₹/crores)



STEADY GROWTH IN STANDALONE FINANCIALS

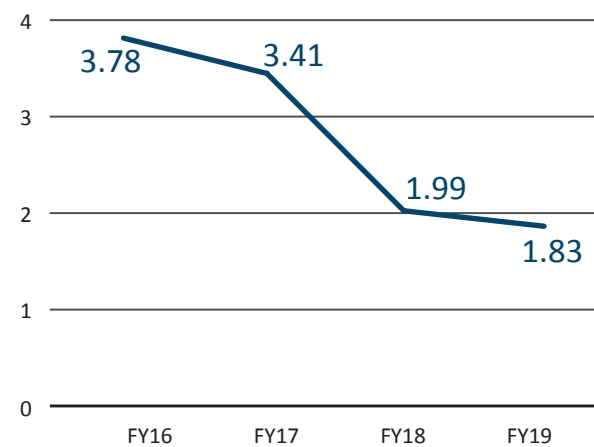
Resilient margins

EBITDA margin (%)



Keeping leverage at comfortable levels

Net debt to EBITDA (x)



DISCLAIMER

This presentation contains forward-looking statements within the meaning of applicable securities laws. Similarly, statements that describe our business strategy, outlook, objectives, plans, intentions or goals are also 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.

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IHCL
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SELEQIONS

VIVANTA

GINGER

EXPRESSIONS

