



IHCL

Corporate Presentation

March 2020




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

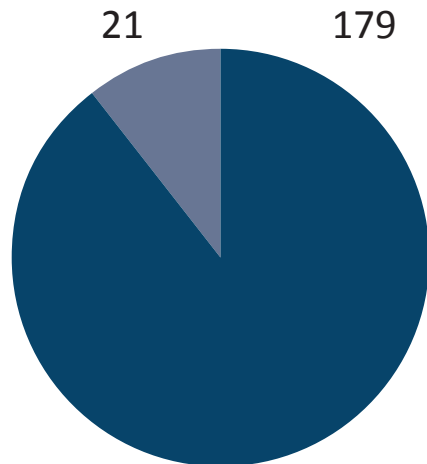


Manufacturer & retailer of
watches, jewellery, eyewear

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

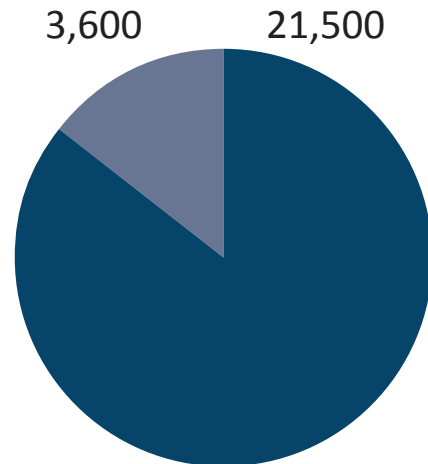
Our diversified portfolio

Geography (Hotels*)



● International

Geography (Keys*)



● Domestic

*Includes hotels under development

Pioneers in creating destinations

100+
Locations

4
Continents

Unique F&B concepts across

400+
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

PUNEET CHHATWAL

Managing Director and Chief Executive Officer

₹ **4,596 cr**

Consolidated revenues

24%

Consolidated EBITDA margin

₹ **354 cr**

Profit After Tax

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 116 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'

• **2018**

–UNVEILS 'ASPIRATION
2022'

–TAJ EXOTICA RESORT
& SPA, ANDAMANS

–RESTRUCTURES
OVERALL BRAND
ARCHITECTURE

• **2019**

–TAJ ARAVALI
RESORT & SPA,
UDAIPUR

–TAJ THEOG
RESORT & SPA,
SHIMLA

–TAJ RISHIKESH
RESORT & SPA,
UTTARAKHAND

–VIVANTA,
KATHMANDU

LED BY A BOARD WITH DIVERSE EXPERIENCE AND CAPABILITIES



M

N. CHANDRASEKARAN
Chairman



C

M

PUNEET CHHATWAL
Managing Director &
Chief Executive Officer



C

C

M

NASSER MUNJEE
Non-executive
Independent Director



M

M

M

**VENKATARAMANAN
ANANTHARAMAN**
Non-executive
Independent Director



M

MEHERNOSH S. KAPADIA
Non-executive Director –
Corporate Affairs



C

M

M

VIBHA PAUL RISHI
Non-executive
Independent Director



C

M

M

HEMA RAVICHANDAR
Non-executive
Independent Director



venu SRINIVASAN
Non-executive
Independent Director

COMMITTEES

● Nomination and Remuneration

● Audit

● Risk

● Stakeholders Relationship

Ⓜ Member

Ⓒ Chairman

● Corporate Social Responsibility
and Sustainability

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

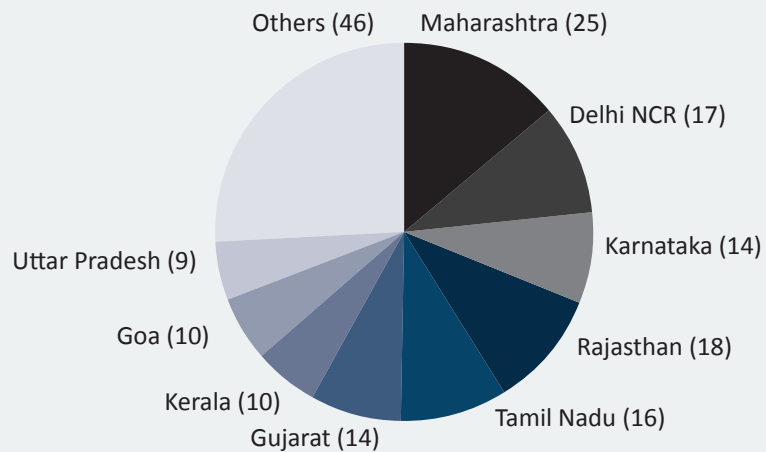
STRONG CUSTOMER CONNECT EMPOWERING US TO BECOME BETTER EVERY DAY

Strong brand equity

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

Strong presence in domestic market*

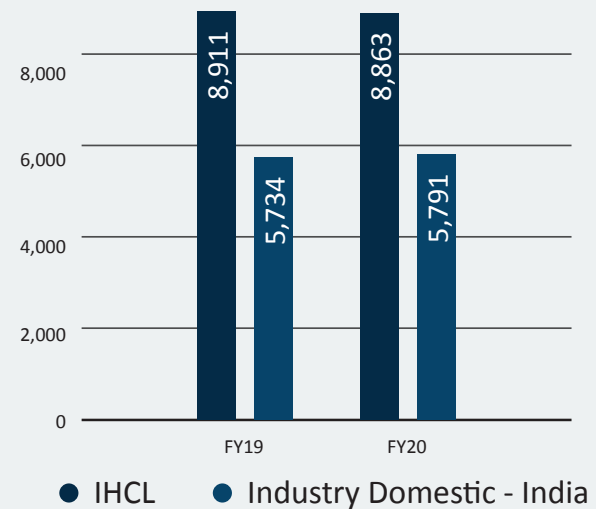
179 Hotels in India across 26 states/UTs



*Includes hotels under development

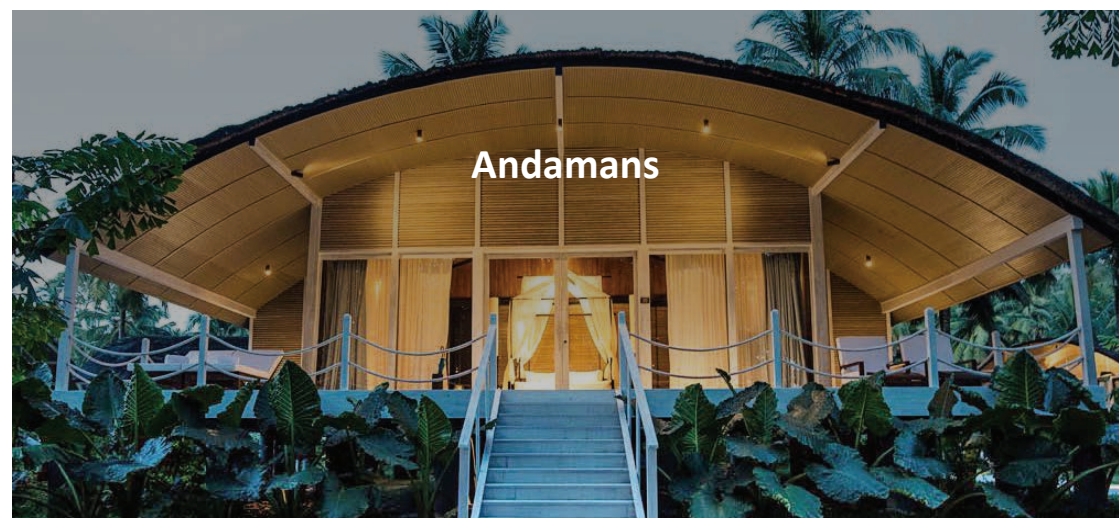
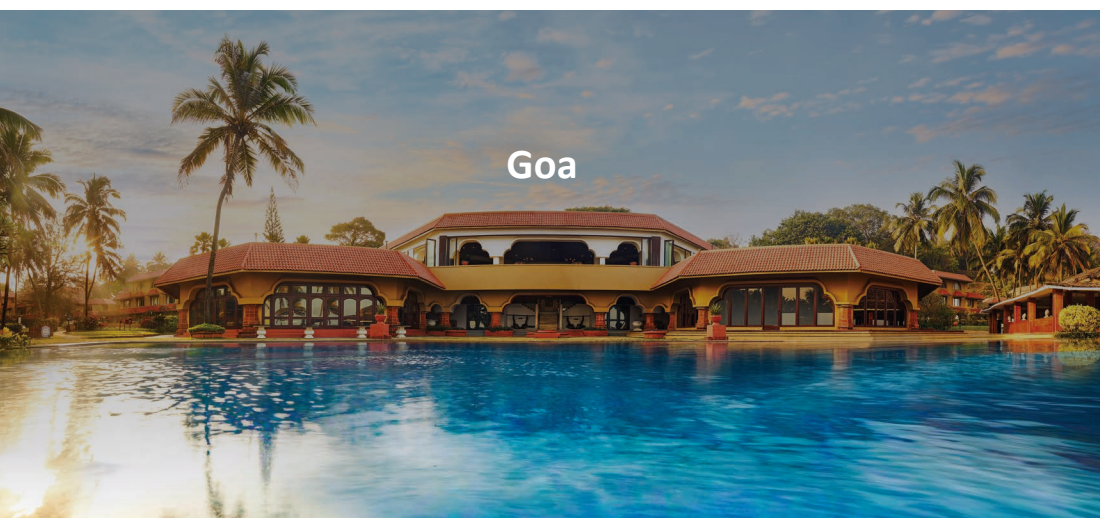
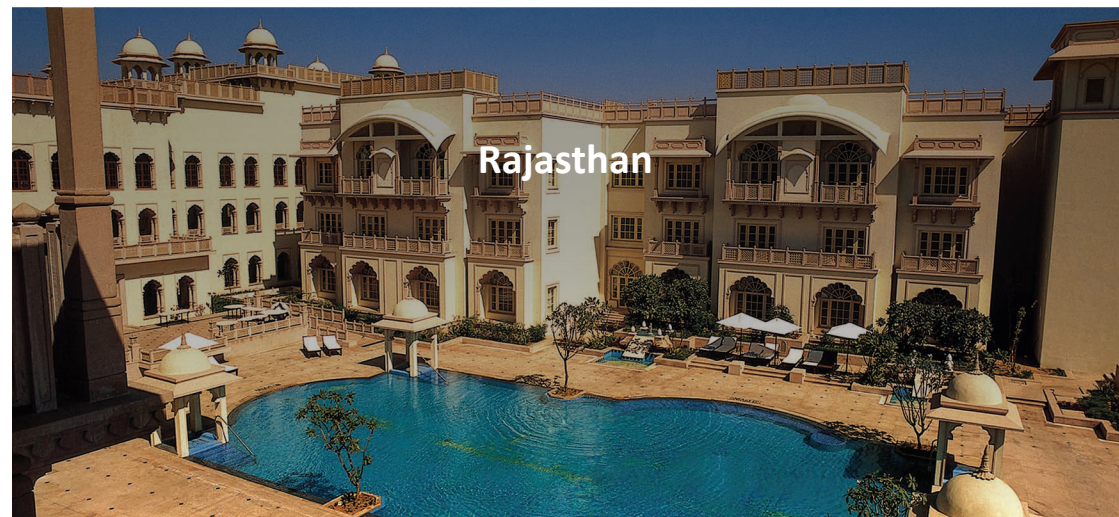
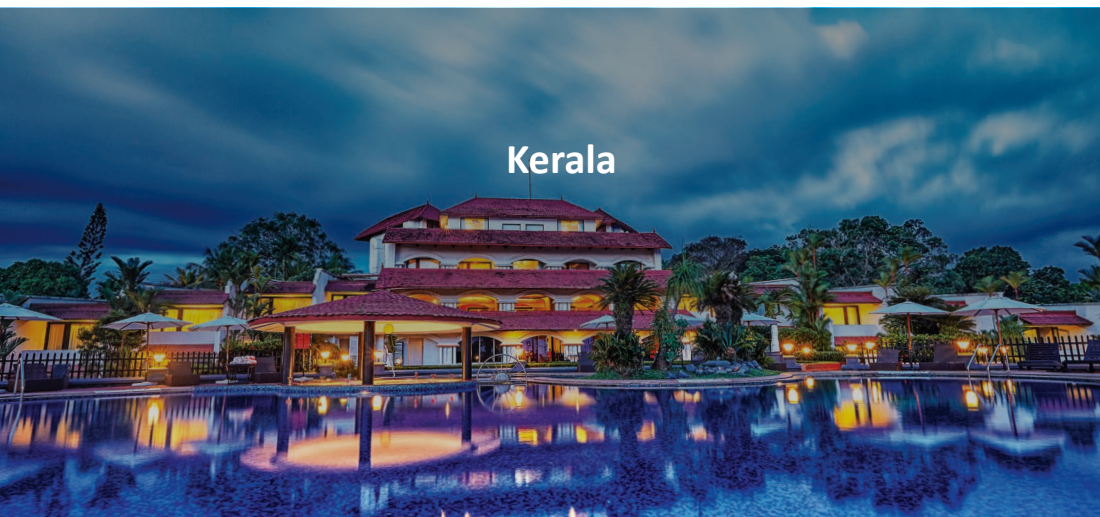
Strong pricing power

Average room rates (₹)



** KPMG Global Customer Experience Excellence report 2018

PIONEERING DESTINATIONS



DELIGHTING CUSTOMERS ACROSS THE WORLD & ENTERING NEW MARKETS



OUR DISTRIBUTION NETWORK

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

500+

Professionals on property

12

Global sales offices worldwide*

O U R B R A N D S

AUTHENTIC, ICONIC, TIMELESS



85

Hotels

12,800

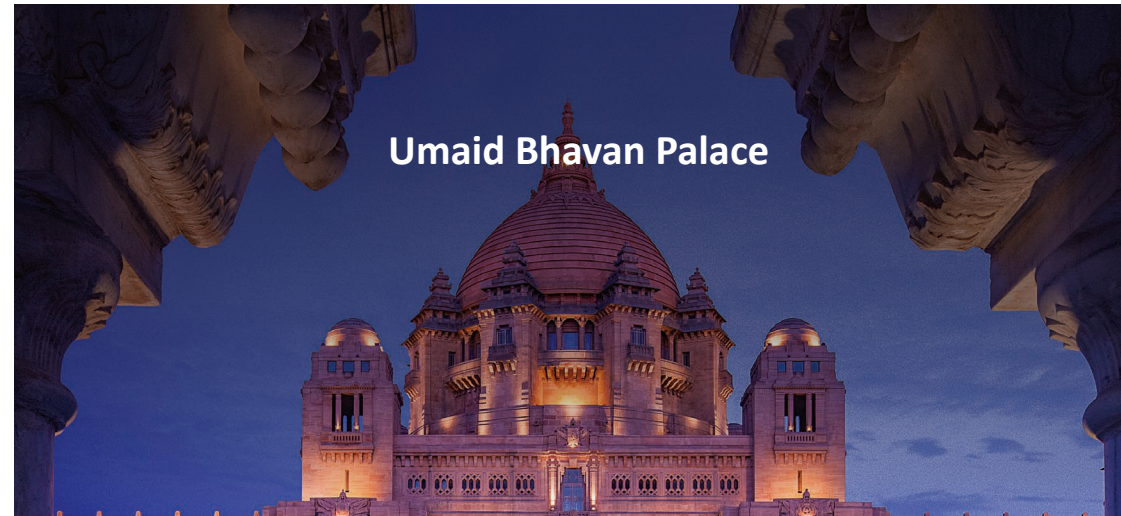
Rooms

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

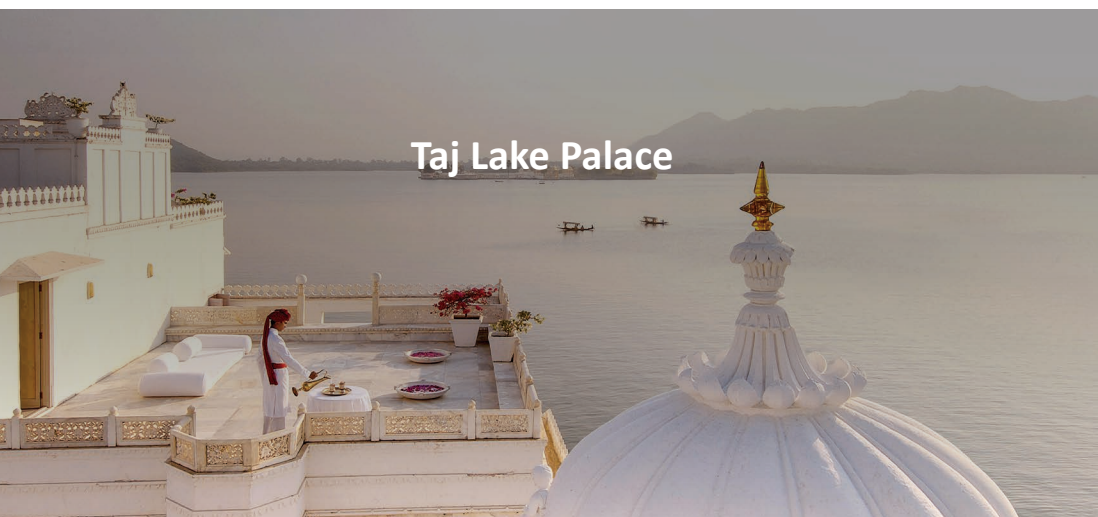
OUR PALACE PROPERTIES: PROVIDING ROYAL EXPERIENCES



The Taj Mahal Palace



Umaid Bhavan Palace



Taj Lake Palace



Taj Falaknuma Palace

OUR PALACE PROPERTIES: PROVIDING ROYAL EXPERIENCES



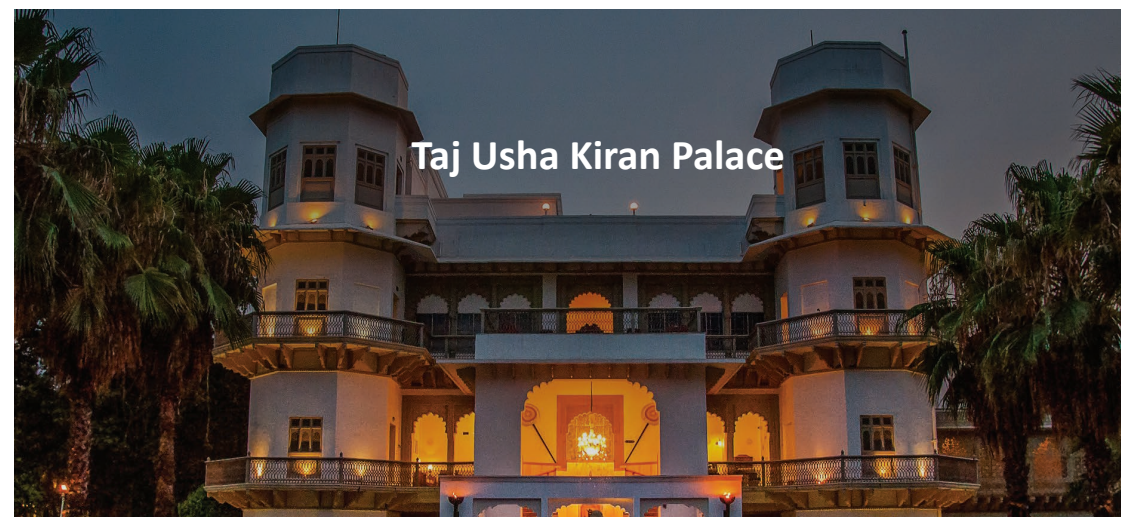
Rambagh Palace



Taj Nadesar Palace

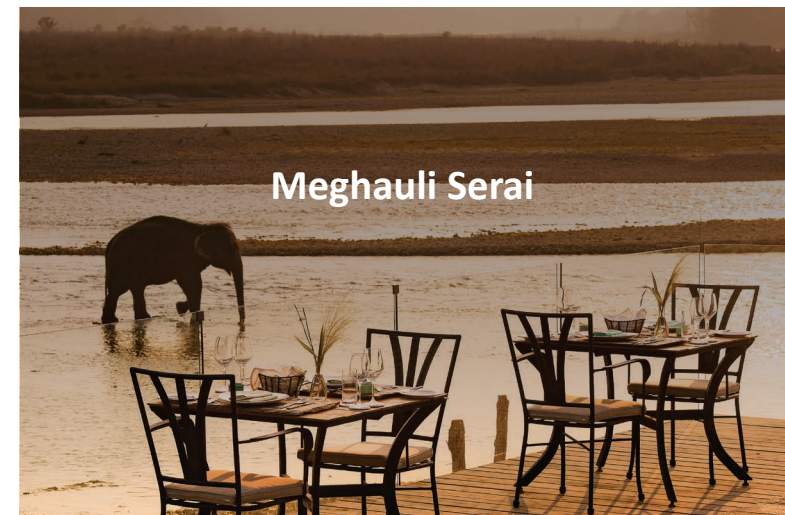
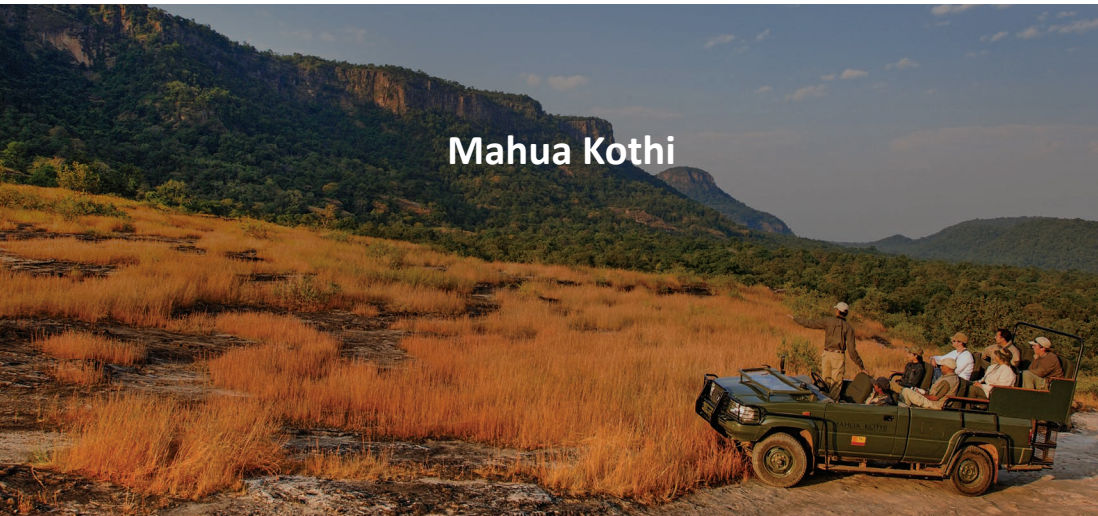


Taj Jai Mahal Palace



Taj Usha Kiran Palace

TAJ SAFARIS: BRINGING YOU CLOSER TO NATURE



OUR BRANDS

CURATED, DISTINCT, HYPERLOCAL

SELECTIONS

21

15

Hotels

1,400

Rooms

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

SPIRITED, AMBITIOUS, DYNAMIC

VIVANTA

30

Hotels

4,400

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

70

Hotels

6,500

Rooms

Ginger Hotels, IHCL's **revolutionary concept** in hospitality, **defining** 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

400+

Bars & restaurants

JIVA

72

Spas

KHAZANA

17

Boutiques

niu&nau

48

Salons*

The Chambers

7

Clubs

amã
STAYS & TRAILS

20

Properties**

* Including Taj salons ** Including pipeline

OUR BRANDS

25

WALK THE ROAD LESS TRAVELLED

amã
STAYS & TRAILS

20

Bungalows

14

Operational
Bungalows

4

Locations

OUR F&B INNOVATION

Gmin
grated quality cuisine



Bringing **the best** from our kitchens to **your home**.

Signature dishes
and best sellers

Easy to
order

Sustainable
packaging

Safety and
hygiene ensured

ELEVATING THE AIR CATERING EXPERIENCE



#1

Undisputed market leader in
Indian air catering business

34%

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

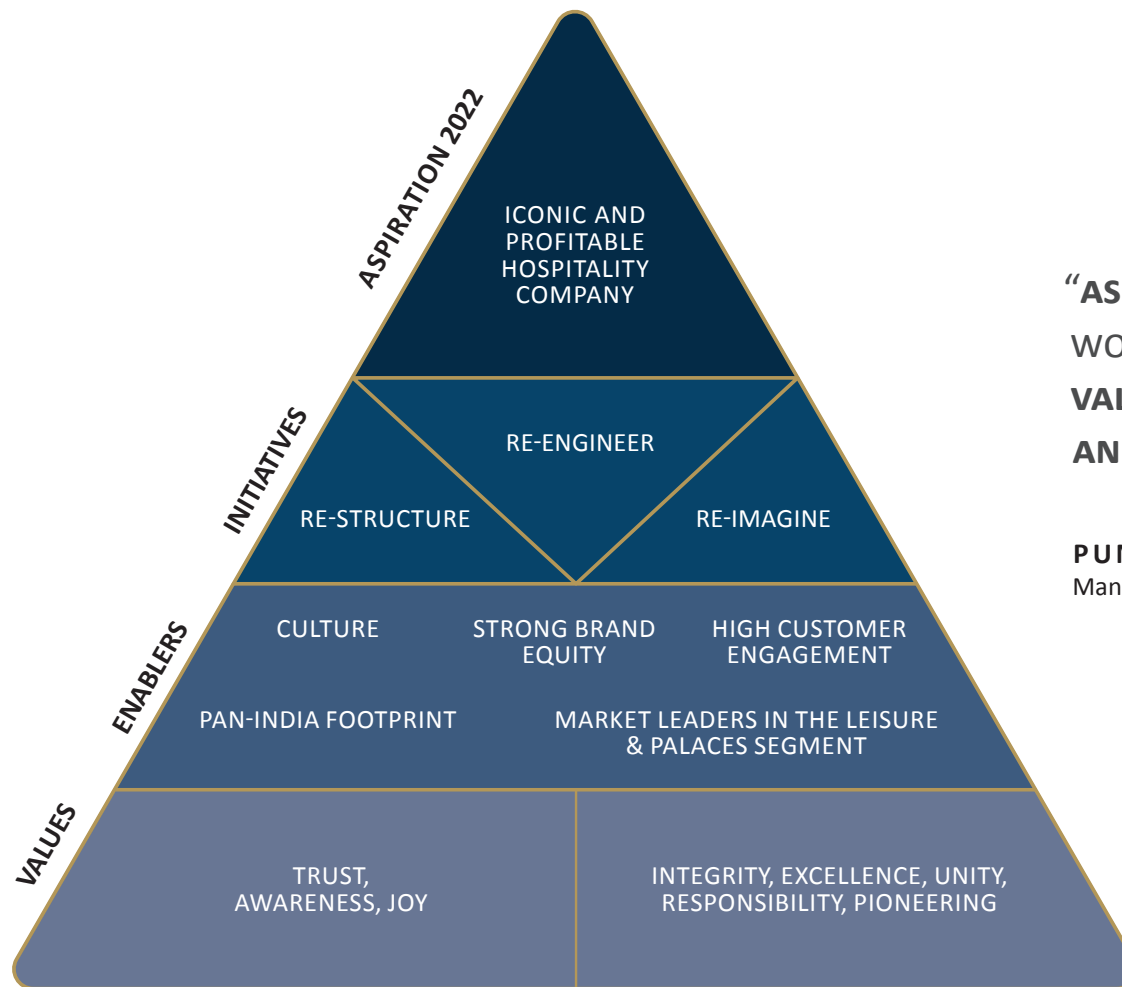


Rising
occupancies
& RevPARs



Enhanced
real estate
value

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 2019-20:

29 New signings* (3,736 keys)

TAJ

Taj: Agra	239
Udaipur	65
Ahmedabad	315
Jaipur	250
Dehradun	88

SELEQTIONS

Jaipur	119
Haridwar	35

VIVANTA

Shillong	100
Noida	261
Gorakhpur	110
Trivandrum	108
Manipal	100
Dharamshala	100
Miramar	79
Tawang	88
Gangtok	50

GINGER

Dwarka	98
Mumbai	371
Kalinganagar	93
Amravati	125
Goa	125
Nagpur	90
Udaipur	96
Varanasi	65
Amritsar	130
Patna	95
Kolkata	125
Chennai	108, 99

*Taj Bekal expansion not counted as signing

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

350

VIVANTA

GINGER

1,200

2,100

* Numbers are indicative

The background of the slide is a rich, golden-brown color with a complex, repeating pattern of ornate, carved scrollwork and floral motifs. 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%

Taj InnerCircle

Warmer Welcomes

Membership base up

40%

Taj Experiences Gift Card

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

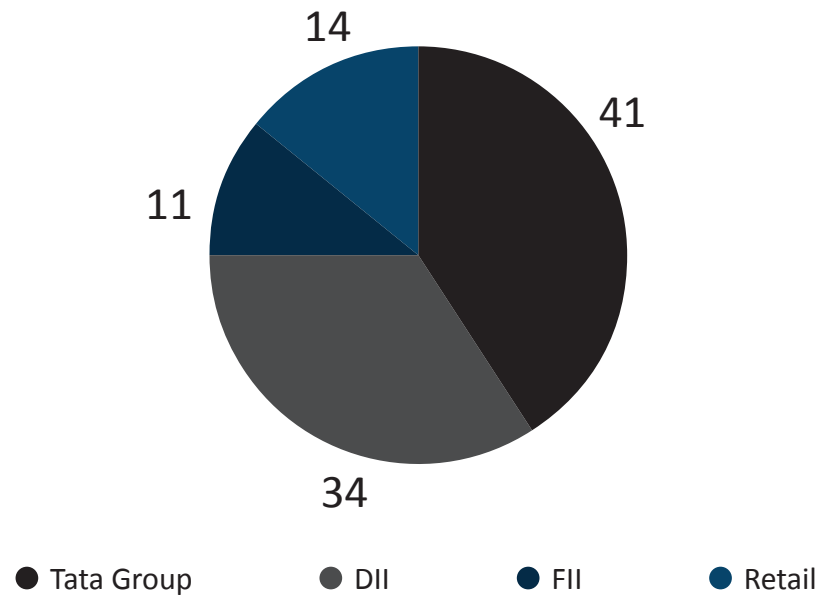
- Loyalty programme partnership called Warmer Welcomes

Sixt

- Loyalty programme partnership and synergizing on mobility solution

TRUSTED BY INSTITUTIONAL INVESTORS

Shareholding pattern(%)*



*As of 31st March 2020





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 neighborhoods	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 Centers
- 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

8.79 Mn kL

Water recycled in 2019-20

25%

Share of renewable
energy mix

30.97

CHG emissions intensity
(kg CO₂-e/guest night) in 2019-20

78

EarthCheck certified
hotels in 2019-20

MOMENTS WE TREASURE: RECOGNISED FOR OUR BEST PRACTICES ACROSS DOMAINS

Leading by example



People practices



Making a difference



The image features a complex, colorful geometric pattern in the corners, characteristic of Islamic art. The pattern consists of interlocking stars and polygons in shades of blue, yellow, red, and black, set against a white background. The central area is a solid white rectangle where the text is located.

FINANCIAL PERFORMANCE

FY20: SCORING HIGH ON ALL PARAMETERS

23.9%

EBITDA Margin,
up 406 bps

₹4,596cr

Revenues,
up 0% y-o-y

₹1,100cr

EBITDA,
up 20% y-o-y

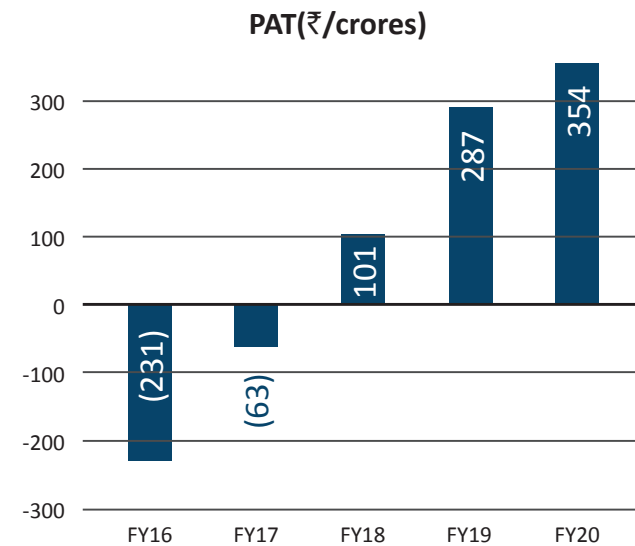
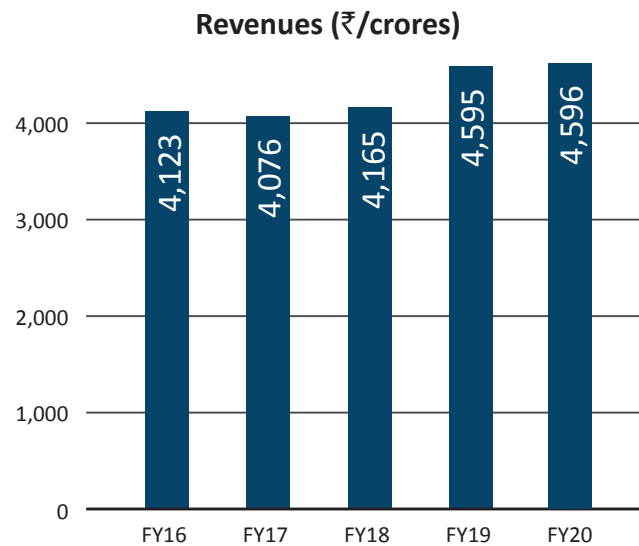
₹354cr

PAT,
up 24% y-o-y

**Excludes RCL

IMPROVING TRAJECTORY OF CONSOLIDATED PERFORMANCE

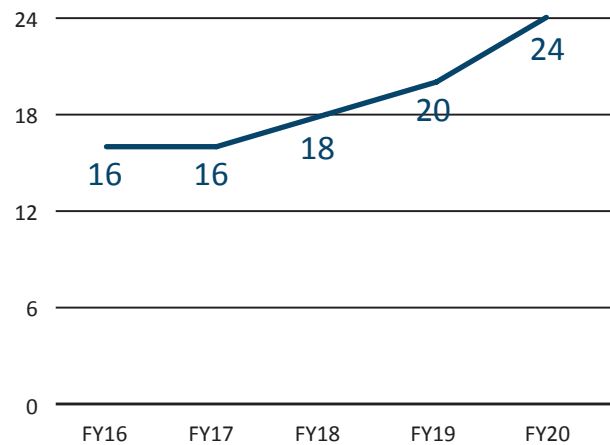
Significant potential to scale up revenues and profitability



IMPROVING TRAJECTORY OF CONSOLIDATED PERFORMANCE

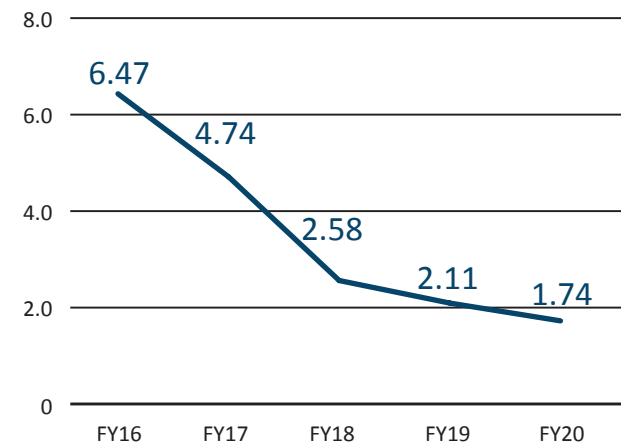
Focus on driving cost efficiencies

EBITDA margin (%)



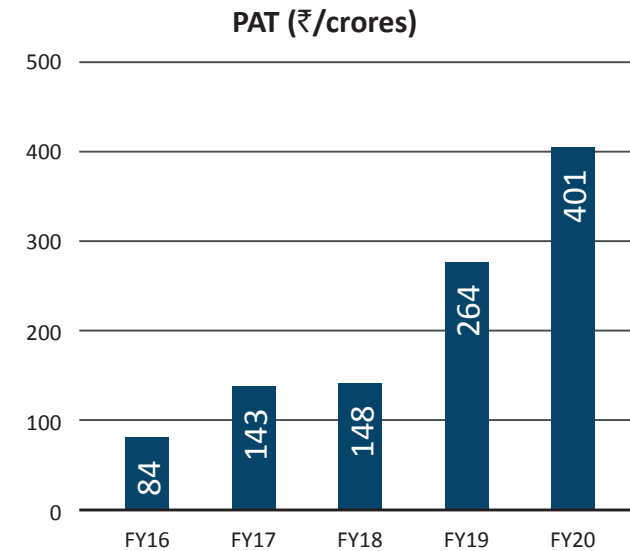
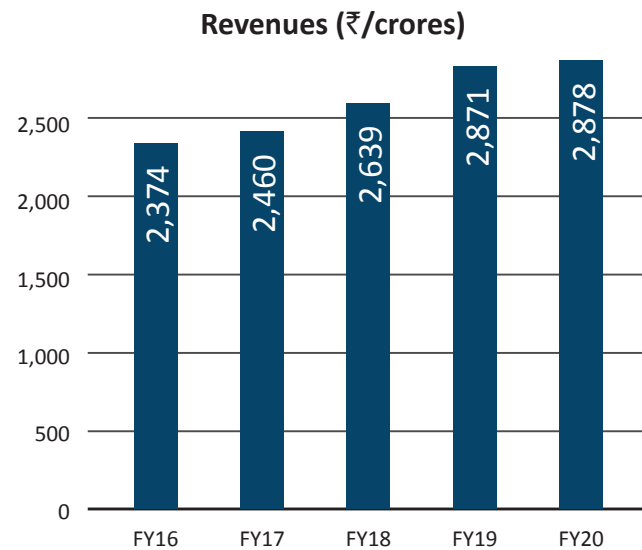
Maintain optimal debt levels

Net debt to EBITDA (x)



STEADY GROWTH IN STANDALONE FINANCIALS

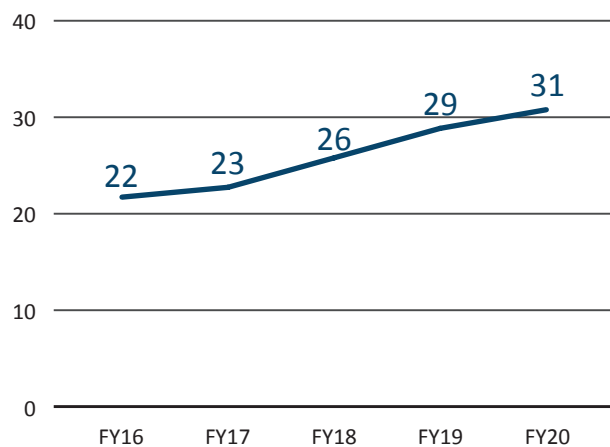
Gradual improvement in revenue and bottom-line



STEADY GROWTH IN STANDALONE FINANCIALS

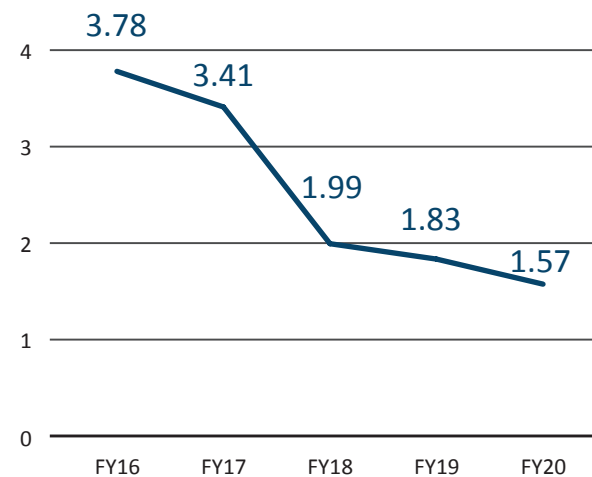
Resilient margins

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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SELEQIONS

VIVANTA

GINGER

EXPRESSIONS

