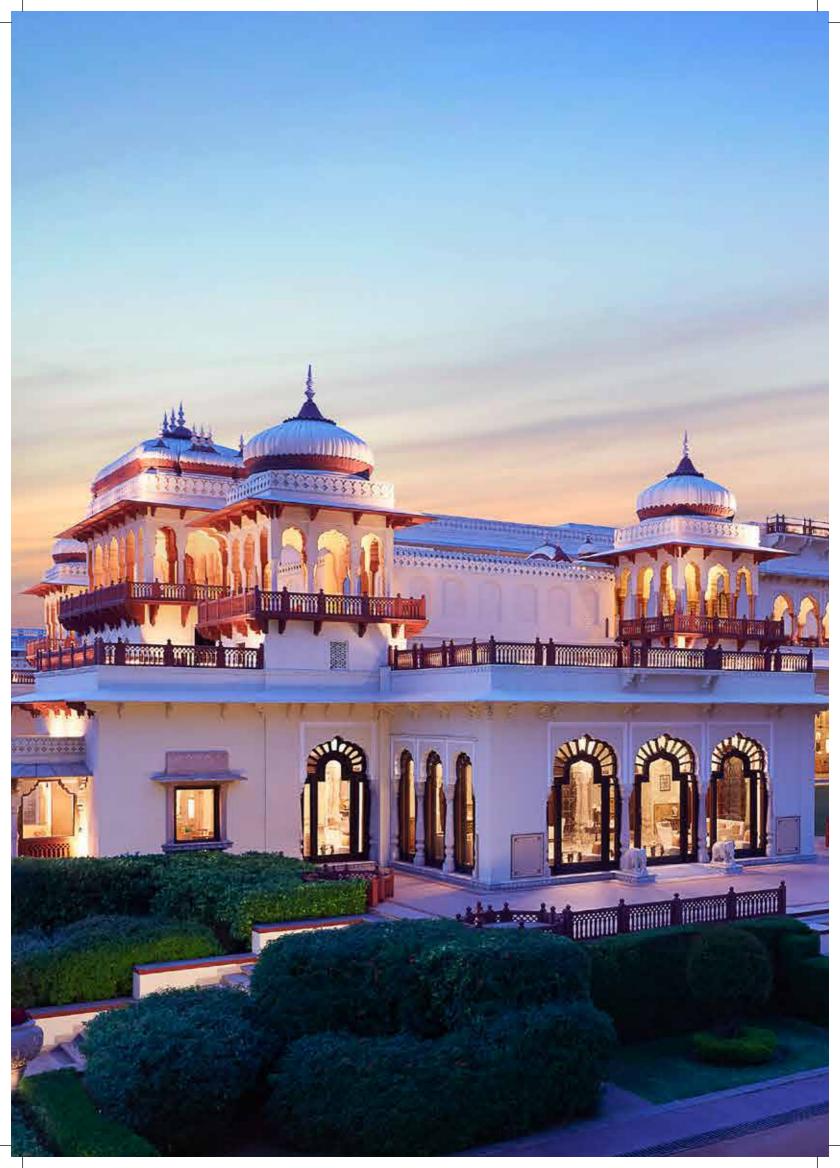
IHCL

THE FUTURE CHECKS IN

VIVANTA GINGER AMÃ



INDEX • INTRODUCTION • IHCL OVERVIEW • TATA GROUP • IHCL PORTFOLIO • OUR DIFFERENTIATORS • SALES, MARKETING & DISTRIBUTION • DEVELOPMENT SUPPORT TO PARTNERS • DEVELOPMENT SUPPORT TEAM • OUR OFFICES PROGRAMME HIRE SELEQTIONS VIVANTA GINGER AMÃ



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.



Welcome to our world of opportunities

For over 116 years, The Indian Hotels Company Limited has built a reputation of unrivalled leadership, offering a fusion of warm Indian hospitality and world class service. This strong foundation of our rich experiences has uniquely established us as South Asia's most reputable hospitality company.

We offer a powerful portfolio of compelling and well defined hotel brands- Taj, SeleQtions, Vivanta and Ginger. These brands ensure opportunities are optimised across different segments and geographies, fuelling our growth story. Our depth of expertise across all business models and key segments, backed by a strong development team, ensures we create partnerships that are driven by a mutual focus on maximising results.

Our invaluable relationships with all our partners are built on the bedrock of trust, awareness and joy, which allow us to have engaging and meaningful alliances that stand the test of time.

We look forward to crossing many exciting milestones ahead, together. Join us in this journey of success.

Puneet Chhatwal

Managing Director & Chief Executive Officer The Indian Hotels Company Limited







Leadership with Trust

GLOBAL BUSINESS GROUP WITH

100+
OPERATING
COMPANIES

700,000 EMPLOYEES

OPERATIONS IN OVER

150

GROUP REVENUE OF

 $_{\text{US}}^{\text{OVER}}\mathbf{100}_{\text{M}}$

60%

REVENUES FROM OUTSIDE INDIA MARKET CAP:

us\$ 130 Z

TOP CORPORATES IN THE WORLD

Pioneering Spirit

ST STEEL PLANT
AIRLINE
FULLY INDIGENOUS
PASSENGER CAR
LUXURY HOTEL

Nation Building

The Tata Trusts have helped set up the Indian Institute of Science, Tata Institute of Fundamental Research, Tata Institute of Social Sciences and health care facilities such as the Tata Memorial Hospital and Tata Medical Centre.

Global Leaders

TATA CONSULTANCY SERVICES

W TITAN







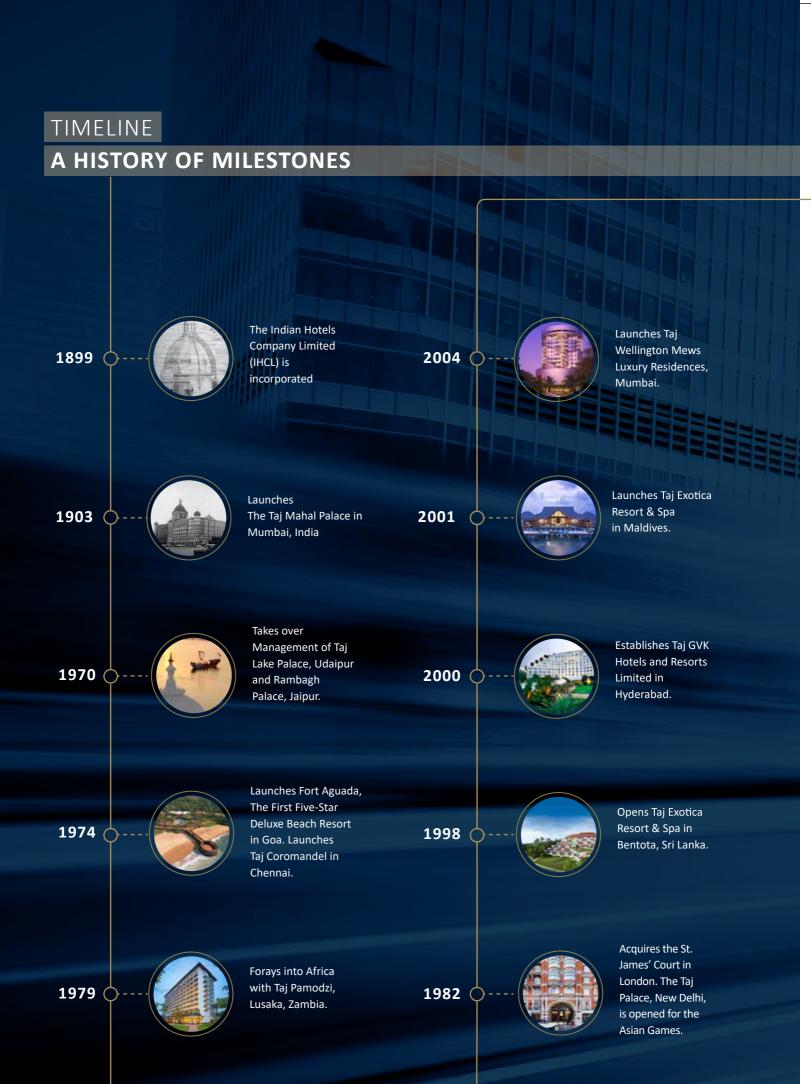


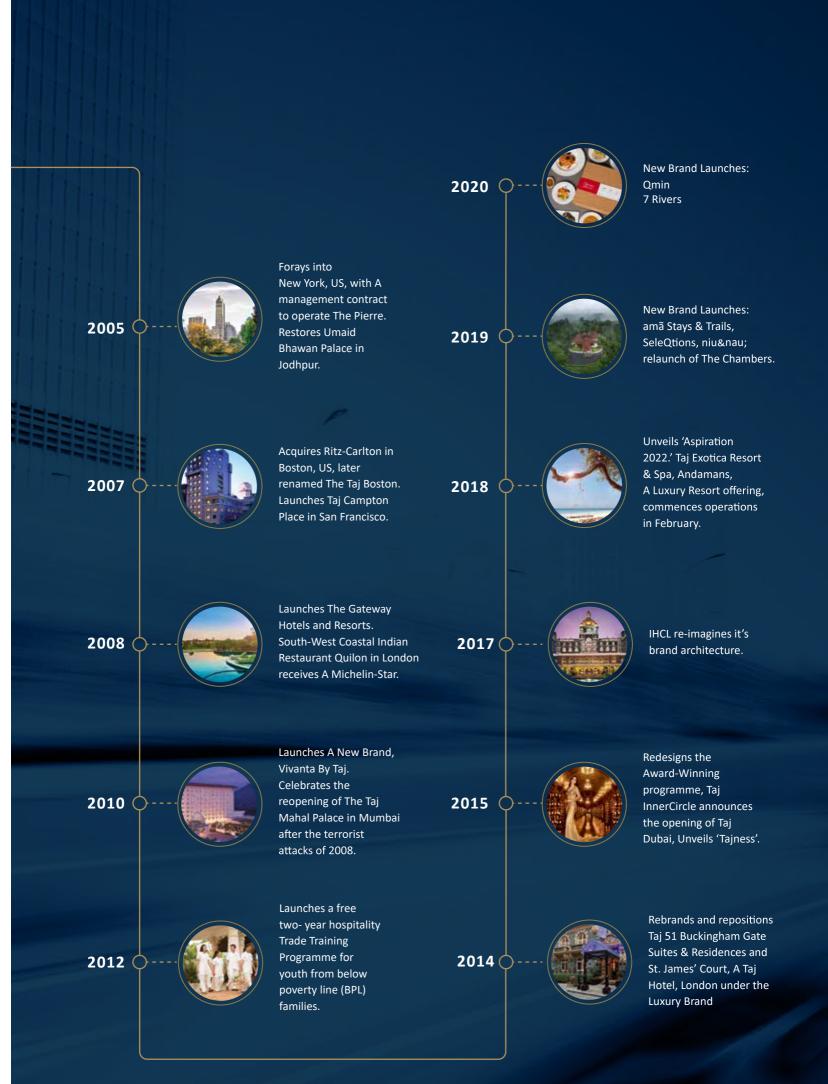


TATA MOTORS













The TAJ brand is the hallmark of iconic luxury hospitality across the globe. With authentic living palaces, landmark hotels, idyllic resorts and wildlife safaris, the brand targets the luxury leisure and business traveller. The brand is recognised for its warm and intuitive service and remains the undisputed leader in Indian hospitality.

SELEQTIONS

SeleQtions is a named collection of properties with a distinct character.

Celebrating legacy of time, a sense of place or a specific theme, these properties enjoy a strong equity and bring to life experiences through their location, décor, service, cuisine and more. The brand serves multiple customer segments and caters to their specific travel needs.

VIVANTA

The brand Vivanta is dynamic, spirited and distinct and represents a collection of sophisticated upscale hotels. The brand, delivering experiences with a dash of uniqueness and an unexpected twist, caters to contemporary travellers.

GINGER

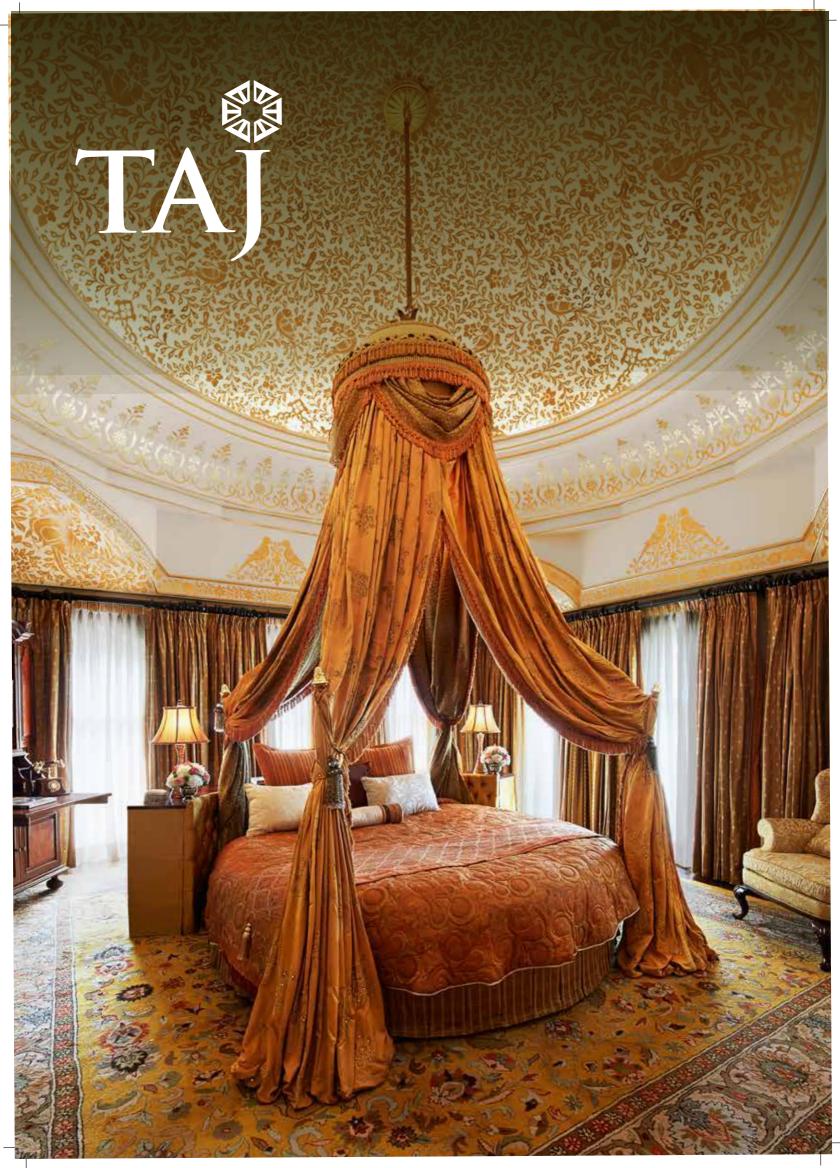
Ginger is India's first hospitality brand for the lean luxe segment.

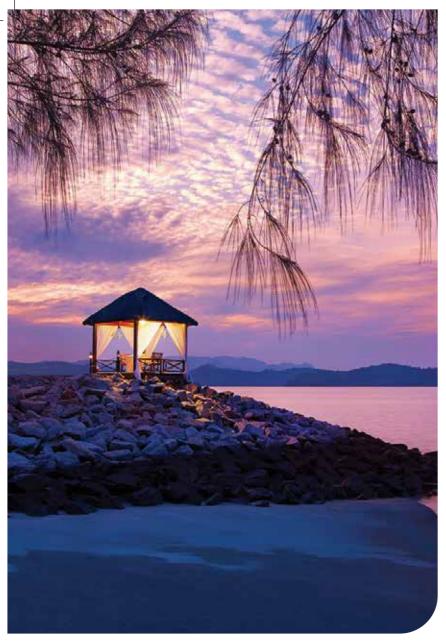
Reflecting the rising aspiration of India, it facilitates the never-stop lifestyle of its guests via refreshing and reviving experiences. A tribute to their spirit, the brand represents the seamless ease with which they switch between work and relaxation, individualism and the collective and local and global influences.









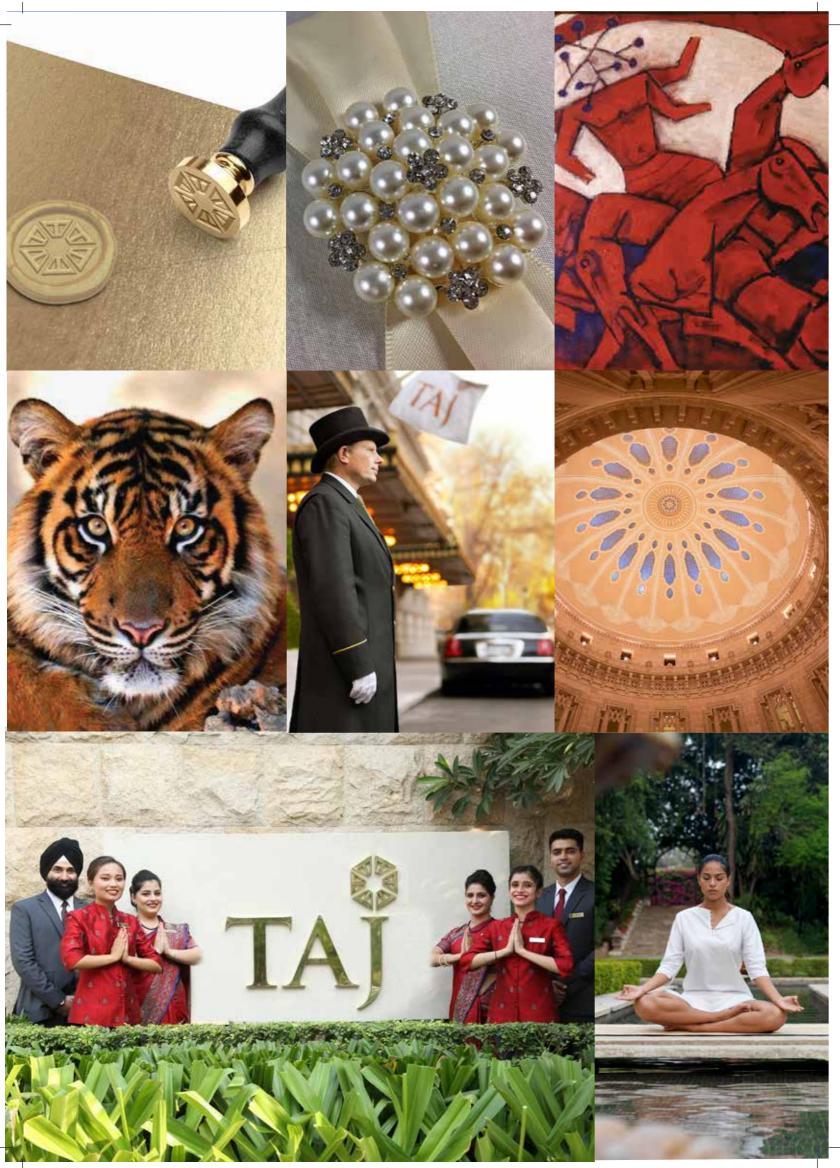


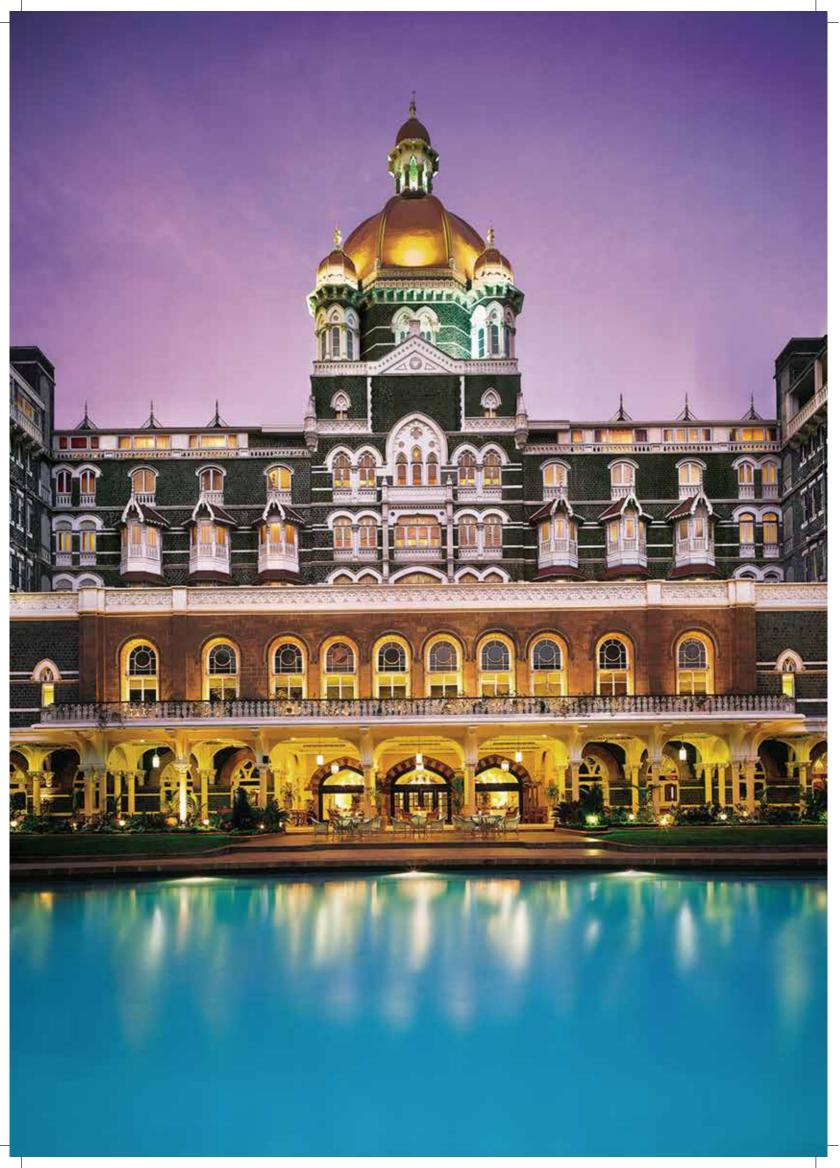


AUTHENTIC ICONIC

Inspired by its INDIAN **HERITAGE** and **TRADITIONS**, Taj delivers world class hospitality that is distinctively **NOBLE**.







TAJ HOTELS



Iconic, Authentic, Timeless Luxury Discerning, World Traveller

TAJ RESORTS



Iconic, Authentic, Timeless Luxury Discerning, World Traveller

Brand Style Positioning Target Audience

BRAND

CHARACTERISTICS

PROGRAM OVERVIEW

Room Size Min. Inventory **Bathroom Fixtures**

F&B Outlets

Meeting Facilities

Wellness Areas

32-36 sqm 150 keys

>= 4

All Day Dining restaurant 1 Specialty restaurant

Main Ball Room: 400-600 sqm Conference Hall: 100 sqm Meeting Rooms: 40 sqm

(To be finalized as per market requirement)

Heated Swimming Pool Jiva Spa(>=4 treatment rooms)

Gymnasium Salon

34-40 sqm 100 keys >= 4

All Day Dining restaurant 1 Specialty restaurant

Main Ball Room: 400 sqm Conference Hall: 100 sqm Meeting Rooms: 40 sqm

Outdoor Venues

(To be finalized as per market requirement)

Heated Swimming Pool Jiva Spa (>= 4 treatment rooms)

Gymnasium Salon

DEVELOPMENT ESSENTIALS

Min. Land Area Built-up Area*/Key Accommodation Area Public and F&B Areas Back of House Areas **Development Cost**

~ 8,000 sqm 90-100 sqm 55% 28%

17% Rs.125-135 Lakhs/key

(2020, India, excl. land)

Business Model Management Contract/ Ownership ~ 40,000 sqm 110-120 sqm

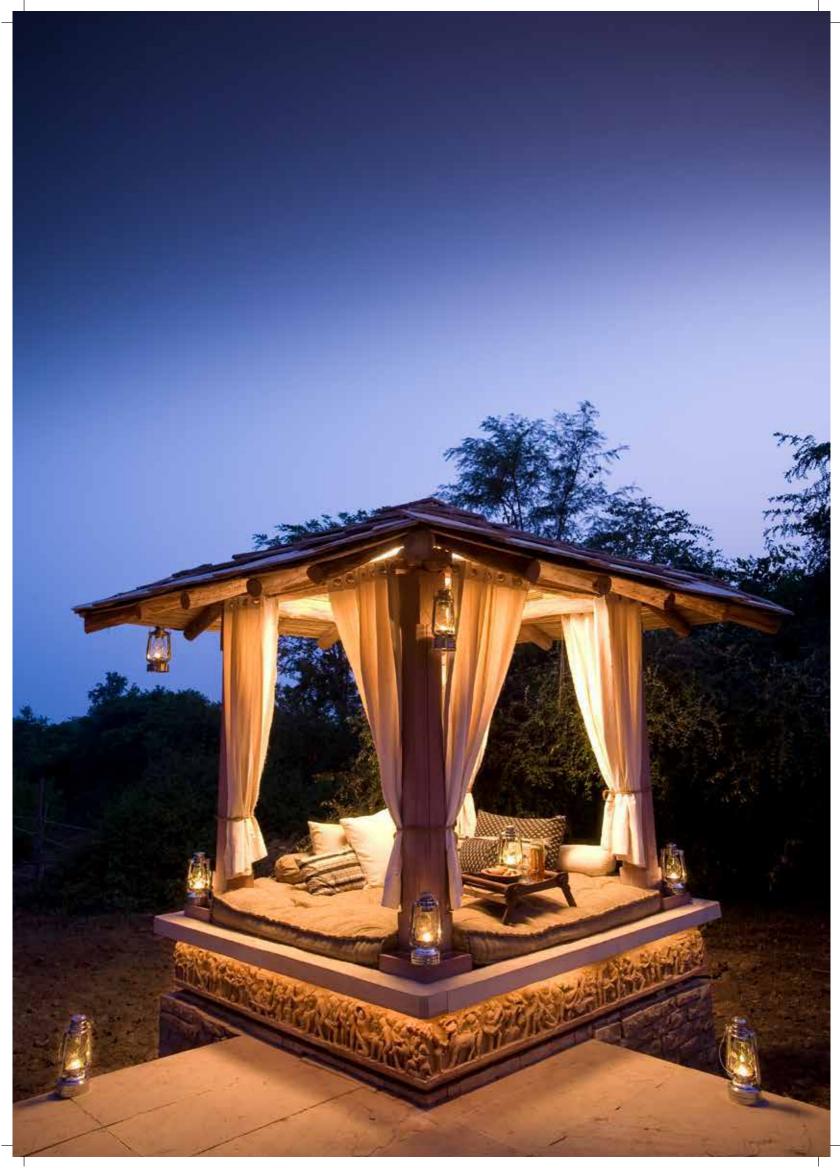
53% 26% 21%

Approx. 15%-20% higher than city hotels (will vary basis location, topography,

regulations)

Management Contract/ Ownership

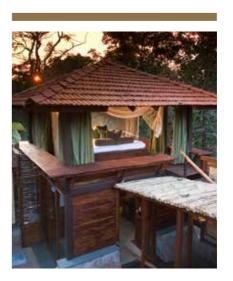
*excl. parking and MEP areas



TAJ PALACES



TAJ SAFARIS



CHARACTERISTICS

BRAND

Iconic, Authentic, Heritage Luxury Discerning, World Traveller Wilderness, Nature and Conservation Luxury Discerning, World Traveller

PROGRAM OVERVIEW

Room Size Min. Inventory Bathroom Fixtures F&B Outlets

Brand Style

Positioning Target Audience

Meeting Facilities

Wellness Areas

Specific to the subject Palace

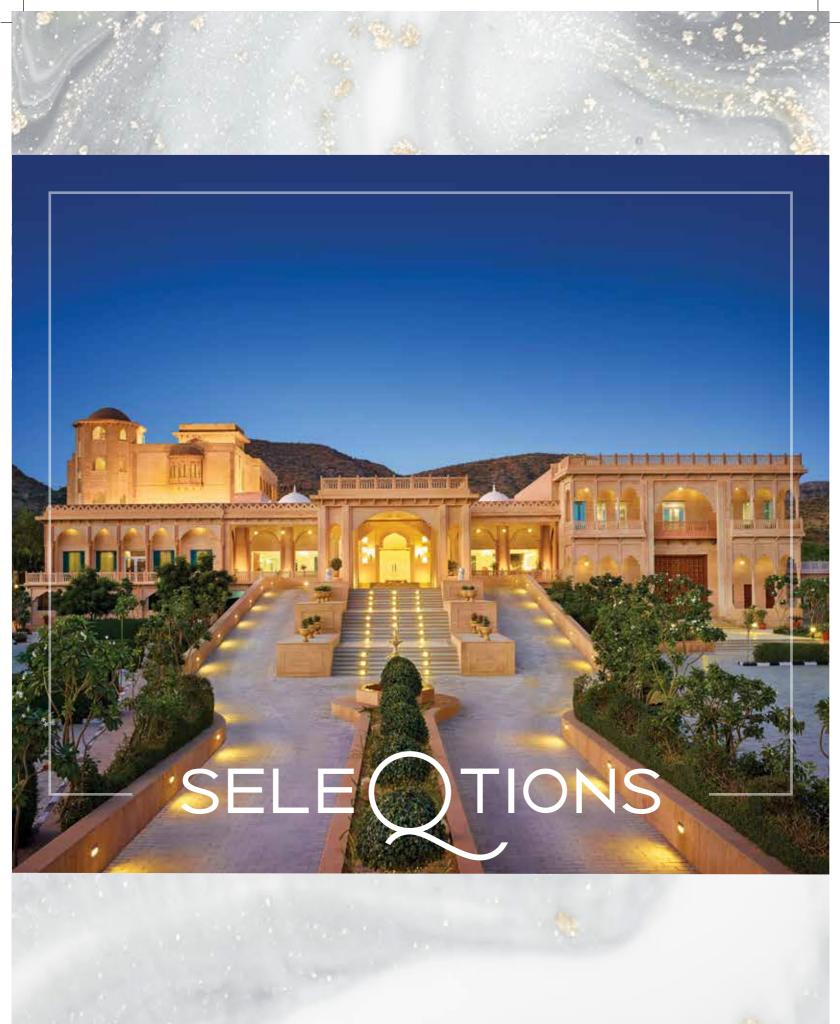
40-45 sqm
30 keys
>= 3
All Day Dining restaurant
Outdoor Dining Pavilions
Conference Hall: 80-90 sqm
(To be finalized as per market requirement)
Heated Swimming Pool
Jiva Spa (>= 2 treatment rooms)

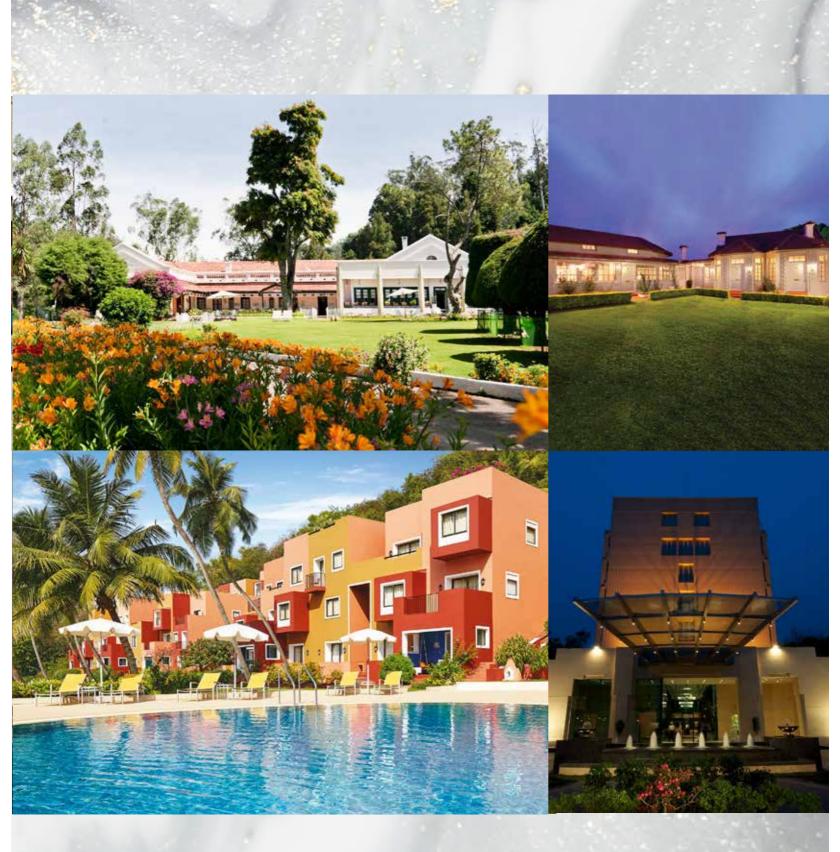
DEVELOPMENT ESSENTIALS

Min. Land Area Built-up Area/Key Accommodation Area Public and F&B Areas Back of House Areas Development Cost

Business Model

~ 60,000 sqm 160-170 sqm 40% 14% 46% Rs.80-90 Lakhs/key (2020, India, excl. land) Management Contract/ Ownership



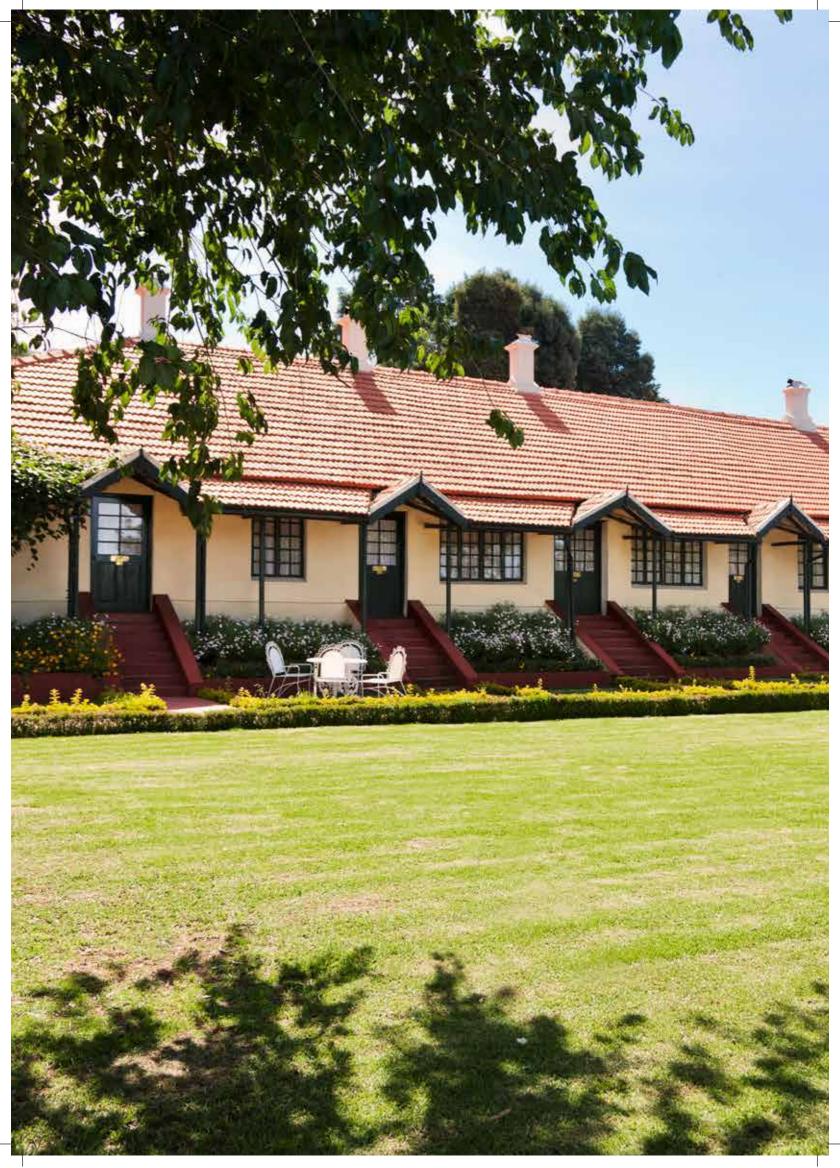


A NAMED COLLECTION

Spanning signature city hotels and extraordinary leisure resorts, SeleQtions provides **DISTINCT EXPERIENCES** for travellers seeking unforgettable stories.







SELEQTIONS





Brand Style Target Audience

A Named Collection, Distinct, Hyperlocal Discerning Business and Leisure Traveller

PROGRAM OVERVIEW

Bathroom Fixtures

F&B Outlets

Meeting Facilities

Wellness Areas

>= 3

Minimum 1

As per location

Fitness Centre (City Hotels only) Lounge/Reception/Drawing Room

DEVELOPMENT ESSENTIALS

Back of House Areas

Min 14%

Business Model

Management Contract / Ownership / Franchise

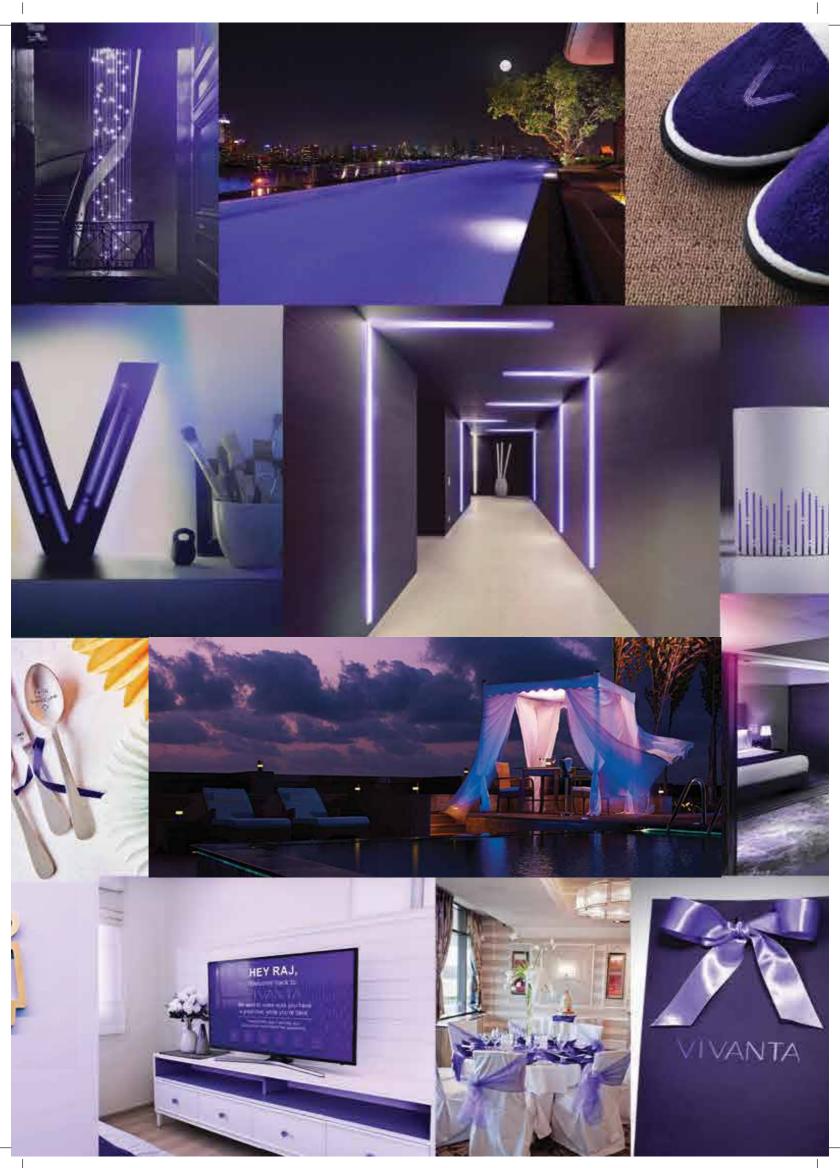
Unique Characteristics

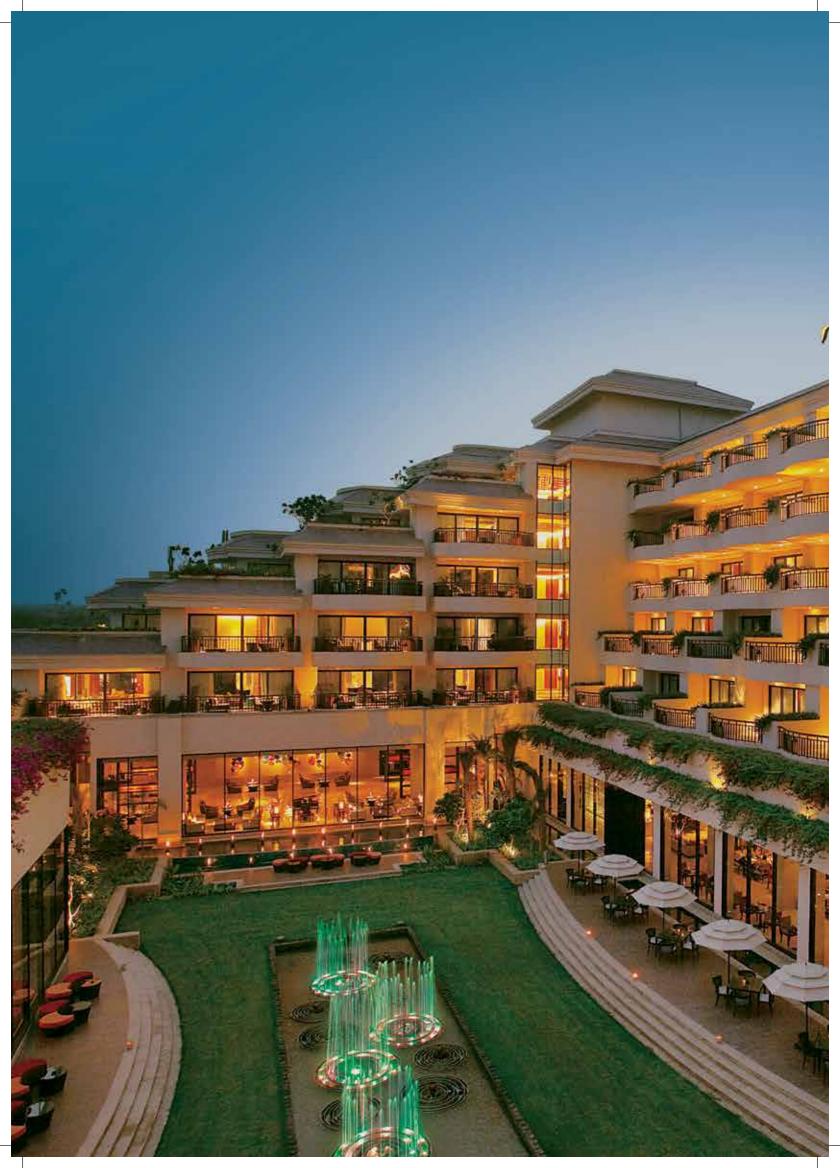
Storied Architecture / Legacy / Sense Of Place / Distinctly Thematic











VIVANTA CITY



VIVANTA LEISURE



BRAND CHARACTERISTICS

Brand Style Positioning **Target Audience** Spirited, Ambitious, Dynamic Upscale Contemporary Business and Leisure Traveller Spirited, Ambitious, Dynamic Upscale Contemporary Business and Leisure Traveller

PROGRAM OVERVIEW

Room Size Min. Inventory **Bathroom Fixtures**

F&B Outlets

Meeting Facilities

24-28 sqm 100 keys

All Day Dining restaurant

Main Ball Room: 250 sqm Conference Hall: 100 sqm Meeting Rooms: 40 sqm

Wellness Areas

Swimming Pool Gymnasium

2 treatment rooms (Optional)

Salon (Optional)

26-30 sqm 100 keys >= 3

All Day Dining restaurant

Main Ball Room: 250 sqm Meeting Rooms: 100 sqm

Swimming Pool Gymnasium 2 treatment rooms Salon (Optional)

DEVELOPMENT ESSENTIALS

Min. Land Area Built-up Area*/Key Accommodation Area Public and F&B Areas Back of House Areas **Development Cost**

~ 4,000 sqm 65-75 sqm 60% 24% 16%

Rs.70-80 Lakhs/key (2020, India, excl. land)

~ 15,000 sqm 65-75 sqm 50% 26%

Approx. 15%-20% higher than city hotels. (will vary basis location, topography,

regulations)

Business Model

Management Contract/ Ownership

Management Contract/ Ownership

*excl. parking and MEP areas



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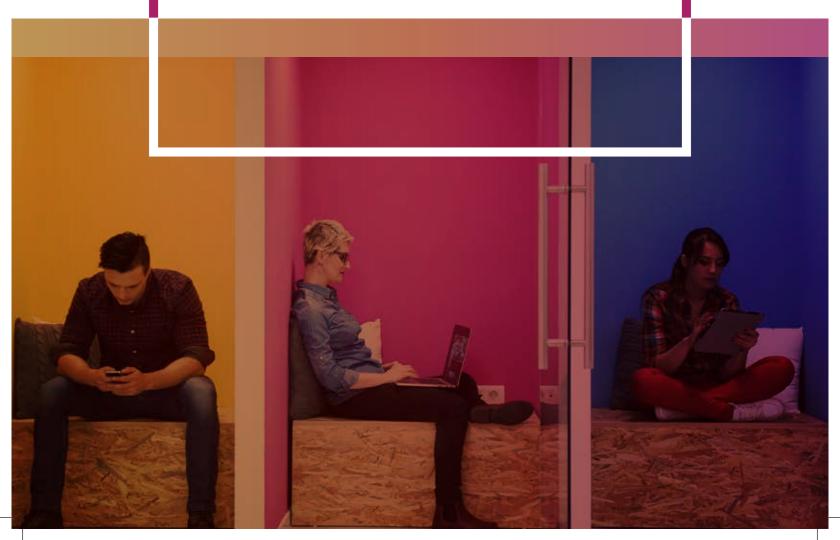
GINGER

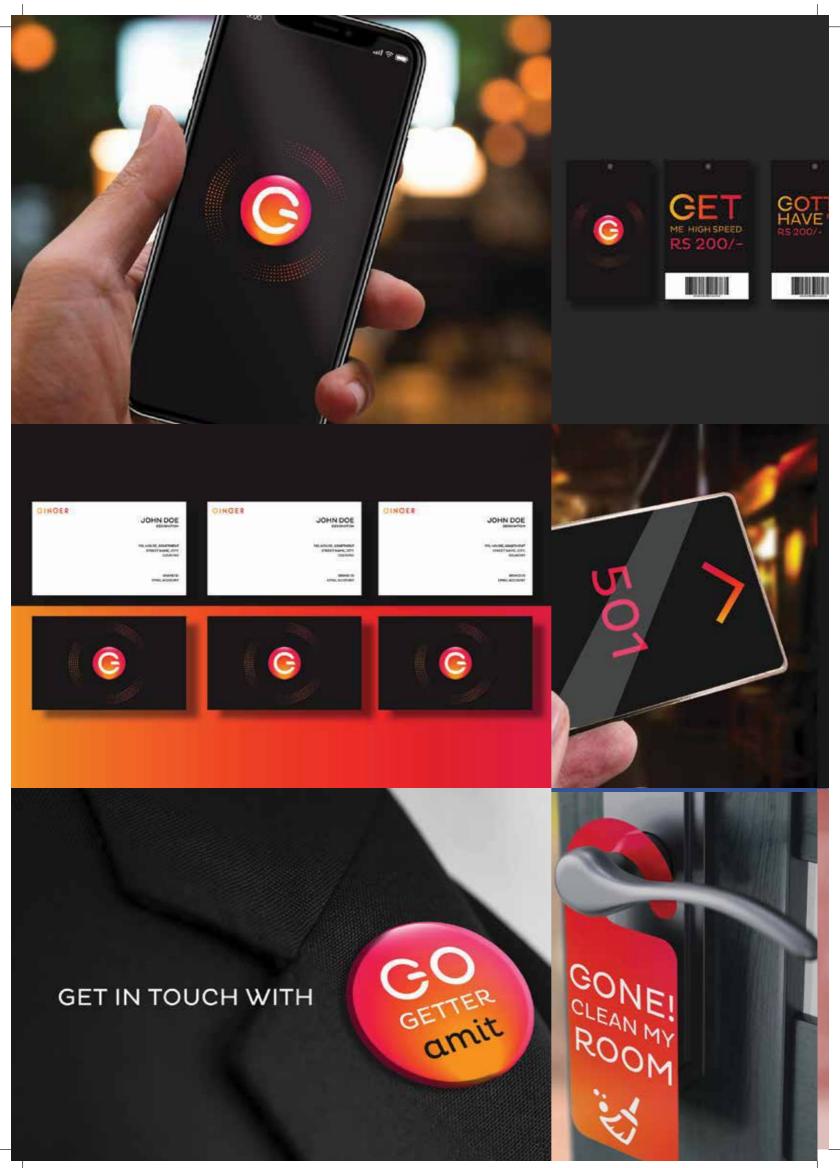
SEAMLESS

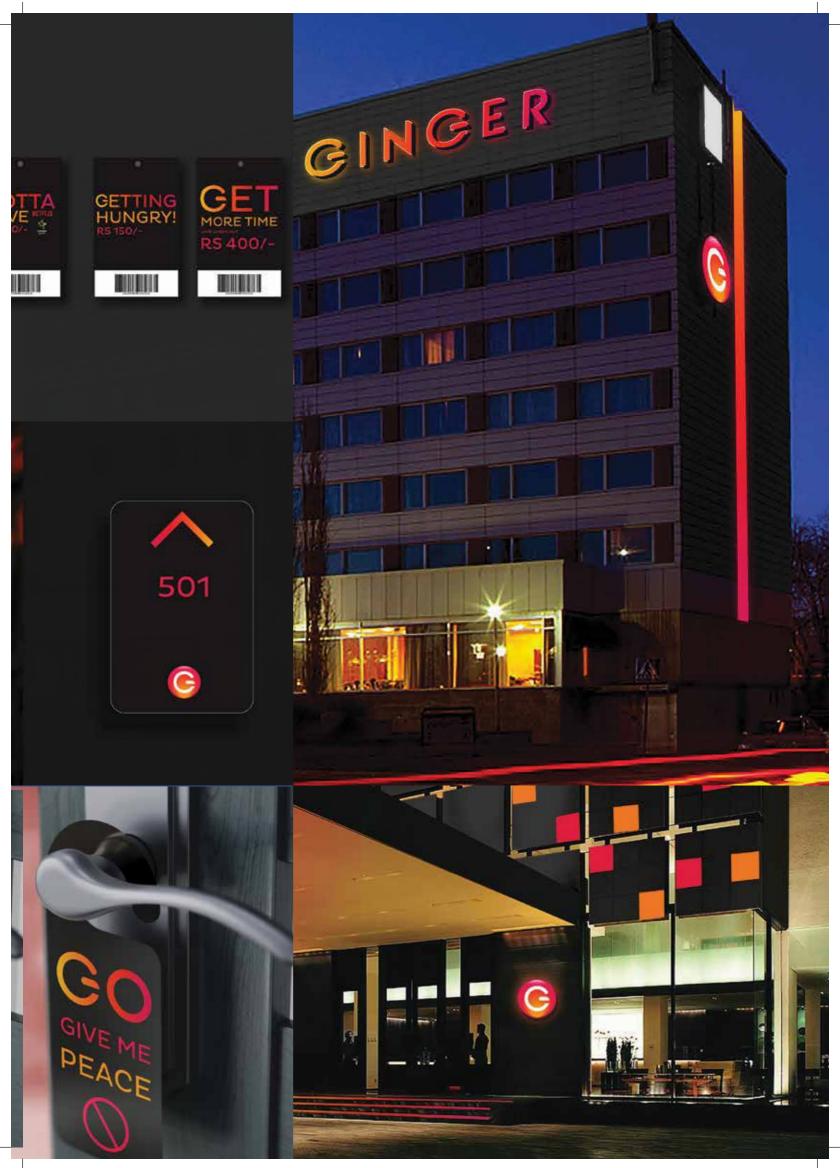
Where the boundaries of \boldsymbol{WORK} and \boldsymbol{PLAY} are blurred.

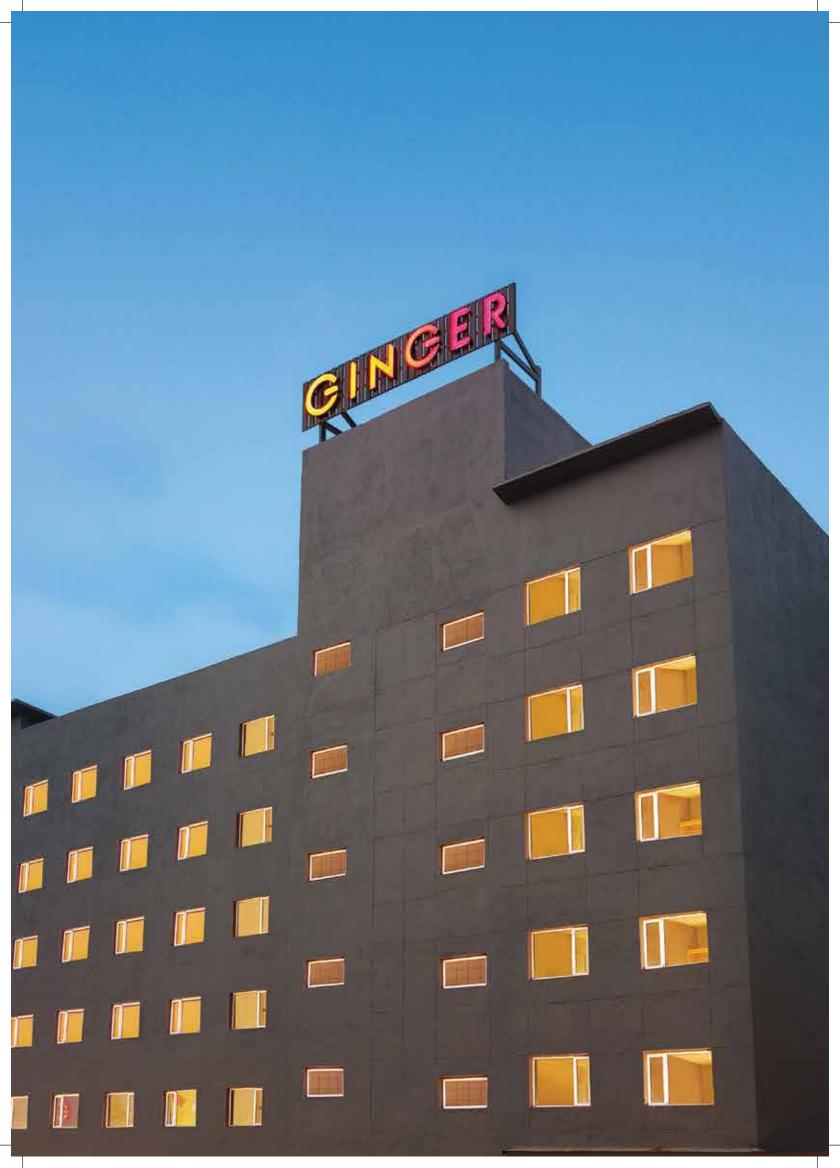
Where **LOCAL** merges with **GLOBAL**.

WHERE CONTRASTS COME TOGETHER, SEAMLESSLY.











HOTELS

BRANDCHARACTERISTICS



Brand Style Positioning Target Audience Refreshing, Liberating, Lively Lean Luxe Young, Millenial, Business and Leisure Traveller

PROGRAM OVERVIEW

Room Size Min. Inventory Bathroom Fixtures F&B Outlets Meeting Facilities Wellness Areas 16-20 sqm 100 keys (metros), 80 keys (non-metros) 3 (no bathtubs) All Day Diner cum Bar (optional) 1-2 Meeting Rooms Gymnasium

DEVELOPMENT ESSENTIALS

Min. Land Area Built-up Area/Key Accommodation Area Public and F&B Areas Back of House Areas Development Cost

35-40 sqm 60% 30% 10% Rs.30-32 Lakhs/key (2020, India, excl. land)

~ 2000 sqm

Business Model

Operating Leases Fully-fitted leases, Management Contracts





The Chambers niuenau

LOCATIONS Cities across India and the UAE (Dubai)

BRAND STYLE Luxury business club

TARGET AUDIENCE Industry thought leaders

NATURE OF ARRANGEMENTS Owned

NUMBER OF CLUBS

LOCATIONS Cities and Resorts across India

BRAND STYLE Urban contemporary beauty and grooming services

TARGET AUDIENCE Wellness & grooming seekers

NATURE OF ARRANGEMENTS Owned

NUMBER OF SALONS 54

LOCATIONS Cities and Resorts across India

BRAND STYLE Ancient Indian wellness

TARGET AUDIENCE Wellness seekers

NATURE OF ARRANGEMENTS Owned

NUMBER OF SPAS 61

NIU&NAU



for passionate living

NATURE OF ARRANGEMENTS Owned (Group Company)

NUMBER OF CITIES

NUMBER OF HOTELS

NUMBER OF OUTLETS

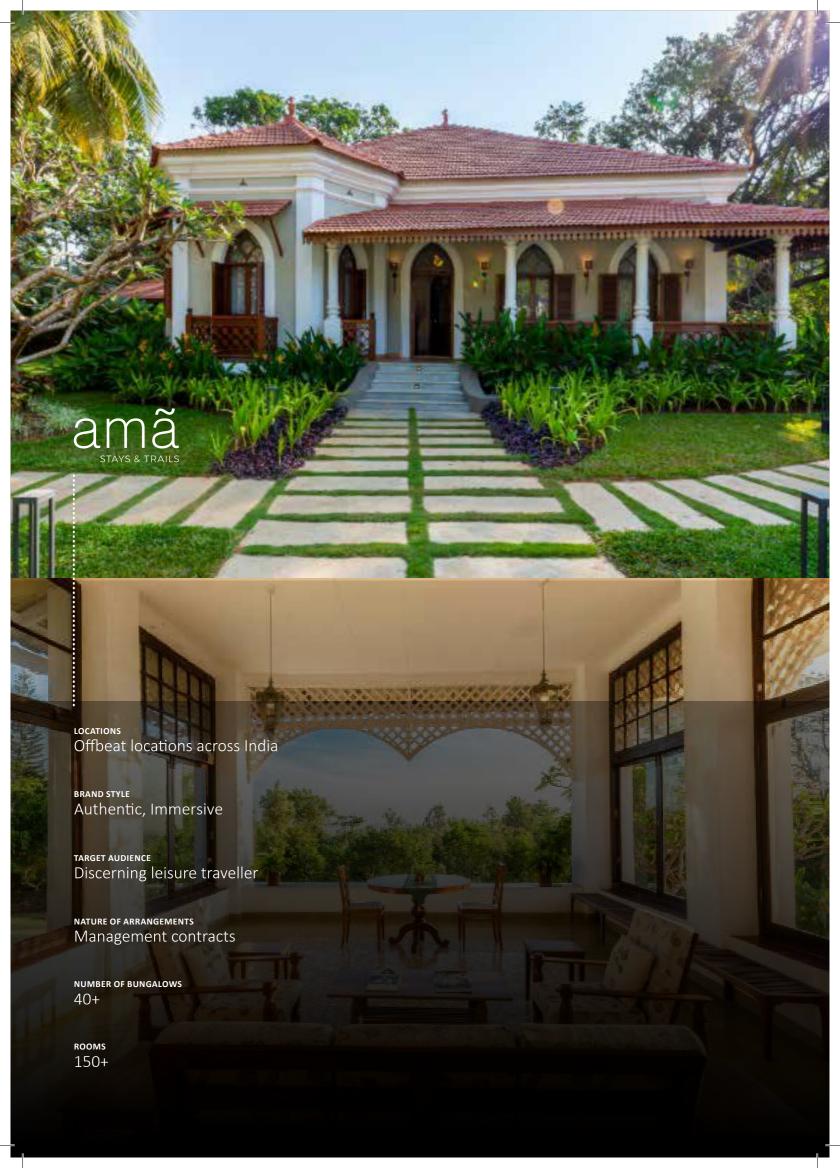
Multi-product retail outlet

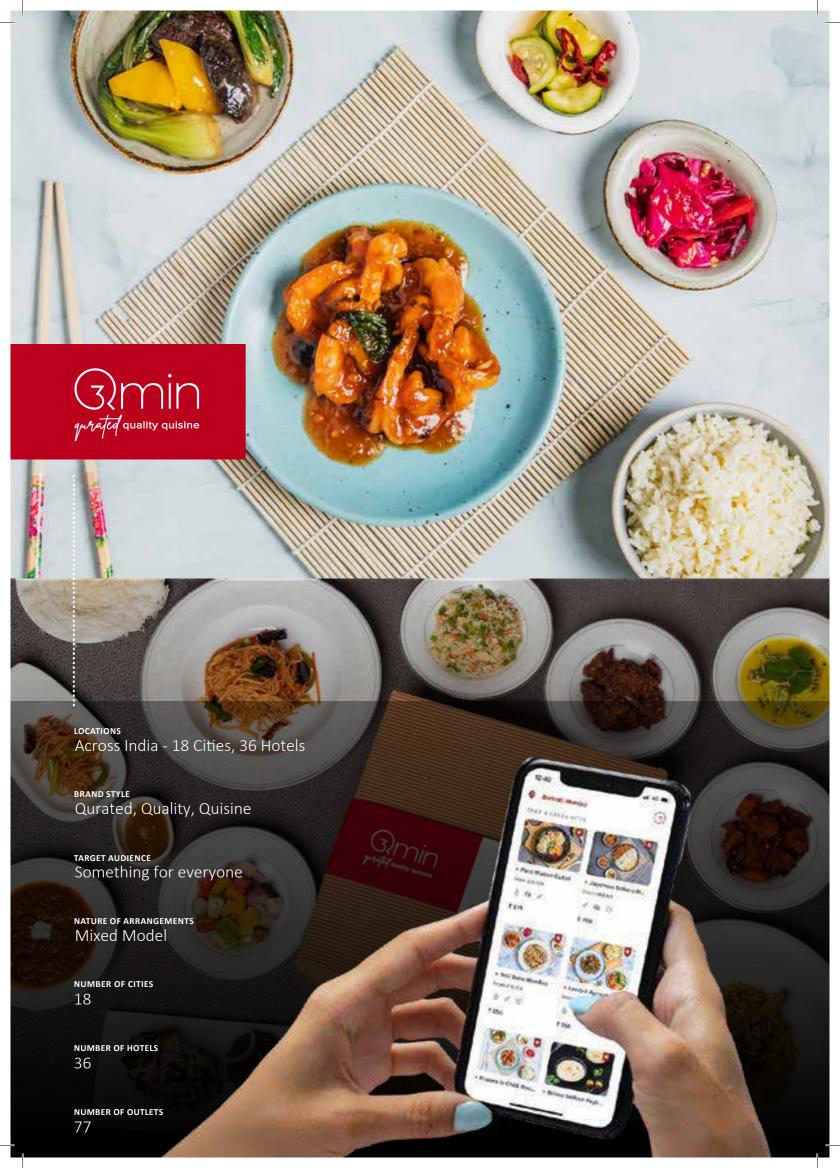
NUMBER OF BOUTIQUES

Dragon, Wasabi, Thai Pavilion and House of Ming

NATURE OF ARRANGEMENTS Owned

NUMBER OF RESTAURANTS 400+





OUR DIFFERENTIATORS



Owner and Operator Experience
Operator Experience
Operator Experience
Operator Experience
Operator Experience
Operator Experience Our group owns more than half its portfolio either directly or through joint ventures and lease arrangements, which gives us the experience and unique ability to approach challenges in design, development, approvals, operations and renovations of hotels from the ownership perspective as well.

Our Internal Asset Management Team further improves business value by ensuring streamlined operations.









lconic Portfolio

Our strength lies in the transformation of undiscovered locations into landmark leisure destinations. Our success stories include being the first luxury resort in Goa, built on the historic Fort Aguada, and the opening up of Kerala, Rajasthan and the Andamans as prized global destinations. We are the only hospitality brand in India with living palaces, operationalised with strong restorative ethics and spectacular recreation of the Palaces' history by way of themed suites and signature experiences.

Our award winning palaces and resorts, have earned us the position of India's top Breakaway Brands across categories, with an enviable brand recall and equity.



Jiva Spa

Award-winning Indian and all-natural spas, have signature wellness treatments & therapies.

These are result-oriented holistic services designed to introduce guests to Ayurveda, Naturopathy and Yoga.

An array of experiences lead to longer stays and more spend per guest.

OUR DIFFERENTIATORS



Tailor made products for different customer segments

Timeless Weddings

From opulent to the intimate, our in-house specialists bring dream weddings to life with an extraordinary array of venues, rituals and cuisines.

Taj Holidays

Taj offers the widest selection of distinct holiday packages that cater to various customer segments.



Robust Talent Pipeline

IHCL pioneered the cause of world-class hospitality education in India by establishing the Institute of Hotel Management, Aurangabad in partnership with University of Huddersfield, UK.

Training programs such as TajLEAD & OLMS learning modules foster an environment for cutting-edge online platforms.

American Hotel and Lodging Educational Institute certified supervisors & junior managers are our domain experts associates.

Individual General Manager Development Plans are aimed at result focussed coherent growth.



Operational Excellence

Leaders in revpar, guest engagement, employee engagement and online reputation in most markets.

Robust certification and process compliance programs deliver consistency and quality such as TPAM audits and TBEM assessments.



Enhanced Safety and Security

A systematic emergency response mechanism is in place, after emerging stronger from Indian Ocean Tsunami in 2004 in Sri Lanka and Maldives and the Terror Attacks in Mumbai.

We are guided by Tata Group and local legislation safety standards to cover Occupational Health and Safety.



Promise of Sustainability

Our Earth Check certified hotels are conscious of their carbon footprints and promote green initiatives with a number of safe environment practices.

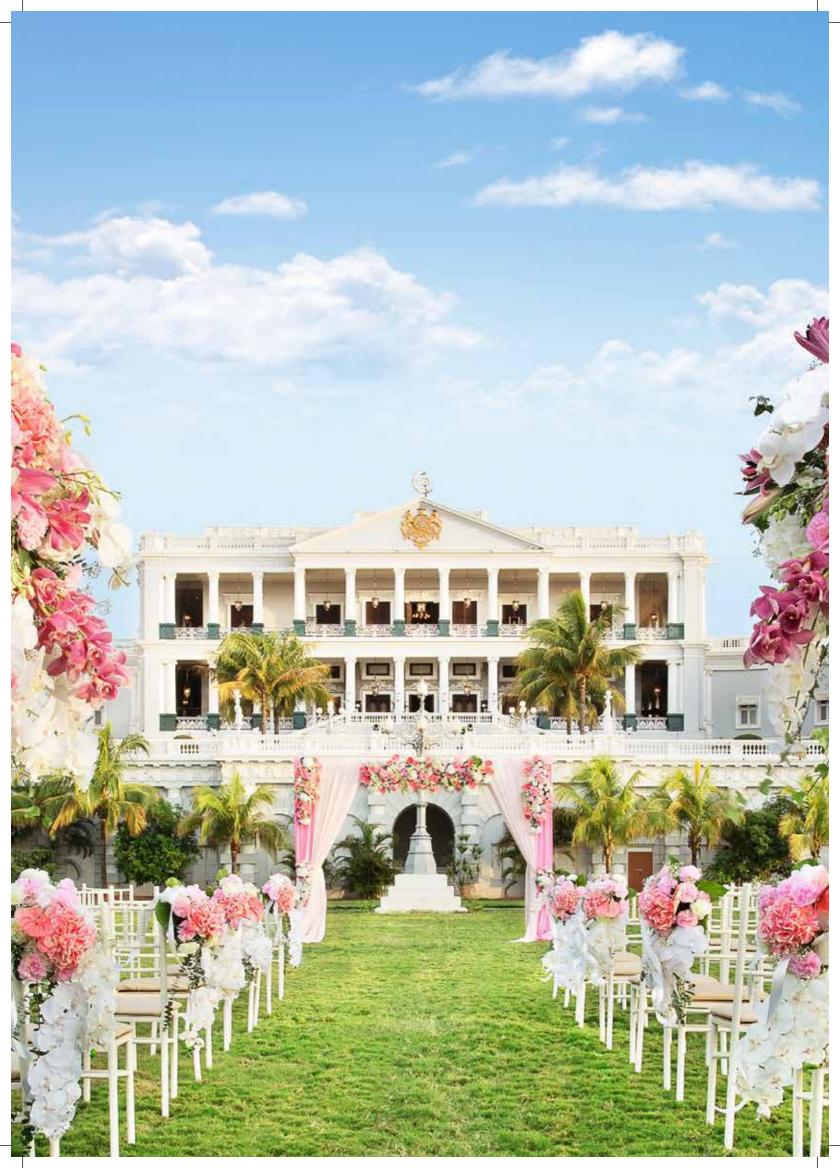
Our hotels operate under Earth Check Certification Systems.

We engage in community participation through philanthropic activities and the Taj Service Welfare Public Trust.



Technology at the heart of progress

IHCL drives operational excellence through digitization and adoption of mobility to provide anytime, anywhere service. The hotel chain works with world-class partners to ensure delivery of optimal solutions that are cost effective and fit the Business needs. We leverage Taj Central Procurement as well as Tata Group Procurement in IT to get the best benefits from our vendors. We are members in bodies like "Hospitality Technology Next Generation" HTNG and HFTP from where we adopt and contribute towards Global standards in Hotel technology. Our recommended GPON based technology infrastructure ensures scalability and enhancement of seamless guest experiences in our hotel. Our world class IT outsourcing partners enable our Hotels to adhere to stringent IT standards of security, uptimes & statutory regulations like GDPR, GST etc.



SALES, MARKETING & **DISTRIBUTION**





Loyalty and CRM

Taj InnerCircle programme – Signature experiences with complimentary upgrades, priority check-ins and special benefits.

- Large member base in Taj InnerCircle with a significant contribution to total revenues
- Popular Dining subscription programme, Epicure with best-in-class renewal rates
- Warmer Welcomes Alliance with Shangri-La:

Over 147 hotels in over 35 countries

- Robust targeted CRM campaigns
- Partnerships and Alliances with Banking Partners and Networks



Digital Platforms

Robust tools to improve customer engagement and drive revenue generation:

- Dedicated mobile responsive web-sites for each brand Taj, SeleQtions, Vivanta and Ginger.
- Multi-lingual websites to serve international audience
- Own channels remain the fastest growing channels for revenue generation
- Dedicated Online Reputation Management (ORM) platform and team
- Largest social media presence in this industry



Analytics and Business Intelligence

Intelligent customer segmentation leading to higher revenues

- Customer 360 for deeper business insights
- Hyper personalisation for superior guest experience and revenue predictions
- Industry best technology partners and platforms



Sales, PR & Marketing Network

Over 100+ highly engaged sales experts across 8 sales offices in India and 5 in international markets.

- Strong segment focus with dedicated teams for corporate, MICE, Weddings, Leisure
- Robust Sales Force Automation Tools facilitate sharp account management and tracking
- Corporate Marketing drives a range of dynamic, innovative and market specific initiatives including strategic customer and B2B advertising, omni channel media outreach and strong marketing products
- 1 Corporate Communications and PR Team in India with 47% share of voice contribution

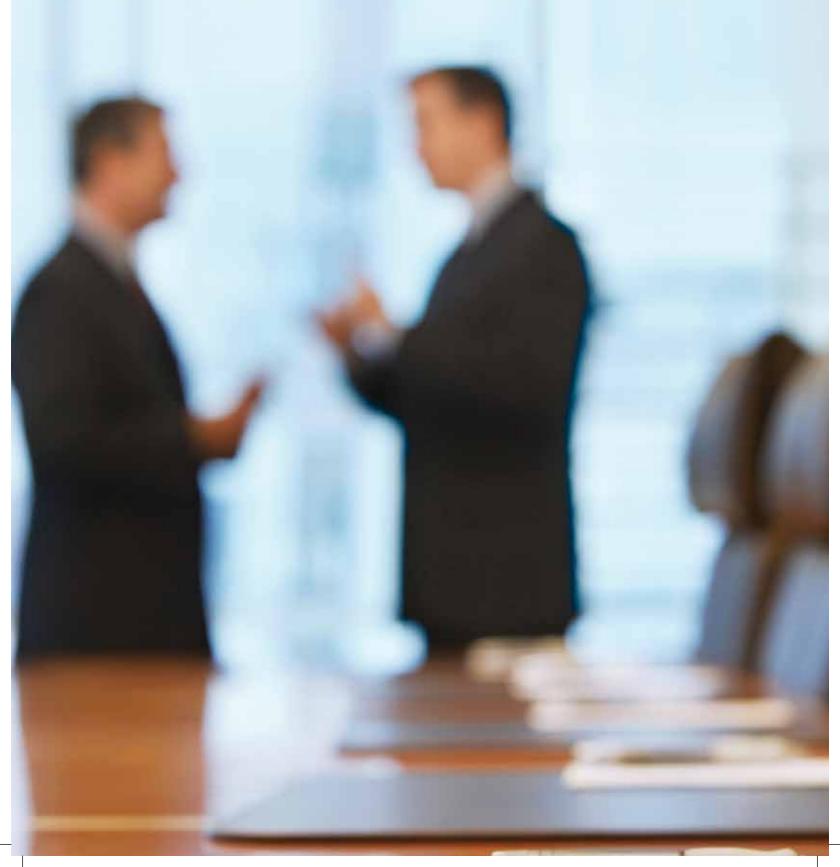


Revenue Management and Distribution

Robust Revenue Management systems and Distribution connectivity ensuring omni channel revenue maximisation

- Trained on site and cluster revenue management associates to drive and optimise revenues
- Centre of Revenue Excellence (CORE) for focused revenue management for cluster hotels
- Industry best central reservation systems and automated revenue management systems
- Dedicated chain codes for GDS with TJ and YX to reach over 600,000 travel agents, counselors and travel management companies worldwide
- 24 x 7 Contact Centre via toll free numbers with 150 reservation agents
- Strategic partnership with over 30+ online travel agencies with preferred commercial agreements

DEVELOPMENT SUPPORT TO **PARTNERS**What we provide when you partner with us





Technical Services and Development Assistance

An in-house team of experts with experience in handling greenfield, brownfield and conversion projects hand-hold our partners through every stage of the development process including design and construction.



Pre-opening Support

A dedicated cross-functional pre-opening team comprising both corporate and on-site staff help to set up and launch the hotel.



Central Materials Group

A central sourcing team provides purchasing economies of scale to all our partners enabling swift, easy and economical procurement of capital goods and operating supplies.



Owner Privileges

Exclusive post-inaugural benefits and opportunities await our partners across the portfolio as a gesture of our commitment to add value to our partnership.





"When you become a part of the IHCL world, you become a part of South Asia's largest hospitality company with a robust portfolio of multiple brands, including the iconic luxury brand Taj, which has been rated as the World's Strongest Hotel Brand 2021 by Brand Finance. Our varied portfolio of key hotel brands, aided by our supporting brands has created a hospitality ecosystem that has something for everyone! You also have access to world-class service, an expansive sales & marketing team, established loyalty program and an extensive distribution network."

Suma Venkatesh

Executive Vice President, Real Estate & Development suma.venkatesh@ihcltata.com

DEVELOPMENT SUPPORT TEAM

Regional Support Team





USA Karambir Singh Kang Area Director, Americas karambir.kang@tajhotels.com



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