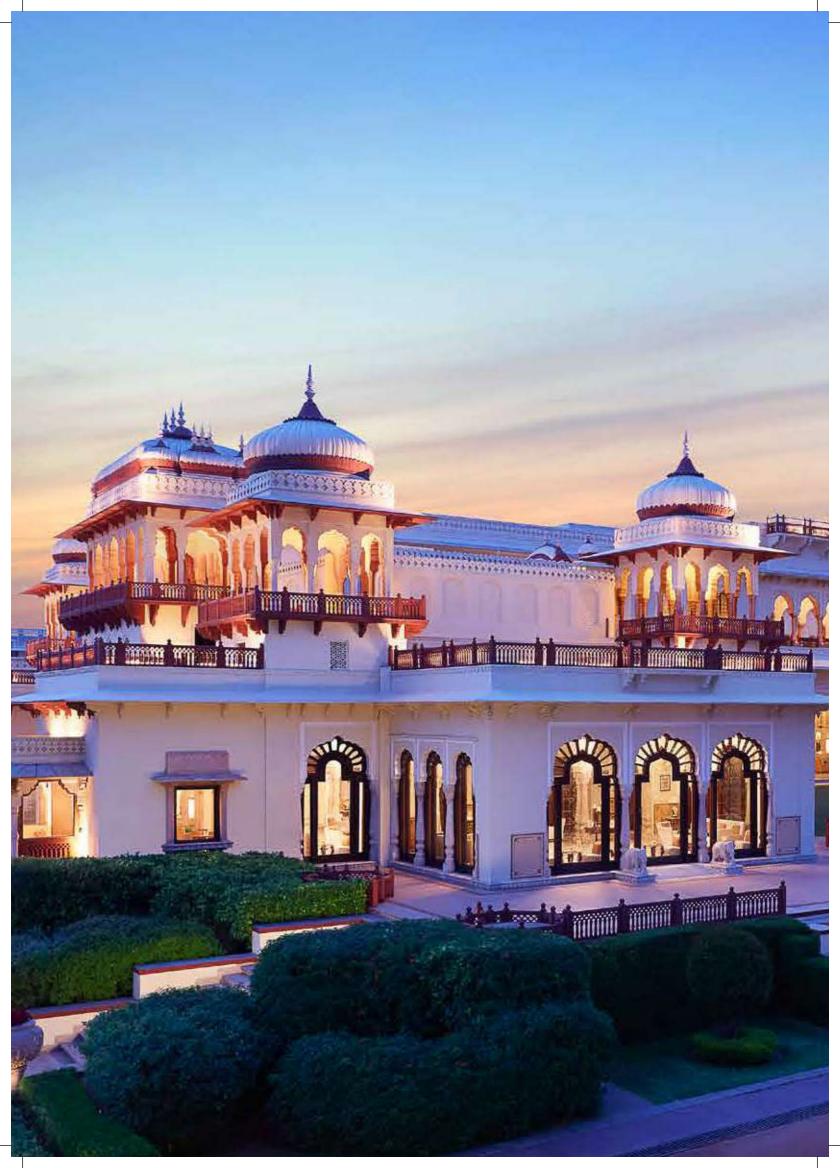
THE INDIAN HOTELS COMPANY LIMITED

IHCL

THE FUTURE CHECKS IN

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INDEX

- INTRODUCTION
- IHCL OVERVIEW
- TATA GROUP
- IHCL PORTFOLIO
- OUR DIFFERENTIATORS
- SALES, MARKETING & DISTRIBUTION
- DEVELOPMENT SUPPORT TO PARTNERS

VIVANTA GINGER

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- DEVELOPMENT SUPPORT TEAM
- OUR OFFICES

TAJ

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SELEOTIONS

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A rallying call to action, Ahvaan 2025 will see us re-engineer our margins, re-imagine our brandscape and re-structure our portfolio to be the most iconic and profitable hospitality company.

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Welcome to our world of opportunities

For close to 120 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.

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Puneet Chhatwal Managing Director & Chief Executive Officer The Indian Hotels Company Limited

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IHCL OVERVIEW

South Asia's largest hospitality brand

For close to 120 years legacy of iconic hospitality and unparalleled service, uniquely positions us to engage with discerning travellers. Defined by our values of being visionary, authentic and passionate, we succeed in crafting delight across our diverse portfolio.

Pioneers in creating destinations

Over the years, we have created destinations such as Goa, Kerala, Rajasthan and the Andamans, establishing them on the global map as major leisure attractions.

100 + Locations across 4 Continents
242 + Hotels in 12 Countries
80 + Spas
28,000+ Keys

San Francisco

New York

Unique F&B Concepts Introduced gourmet cuisine in India

A repertoire of over

430 + Restaurants02 Michelin Restaurants

Recent Openings in

Dubai, Navi Mumbai, Goa, Haridwar, Bhopal, Bhubaneshwar, Pakyong, Kochi, Noida, Kolkata, Chennai

Upcoming Hotels

Will be opening 60+ hotels in the next 5 years





Leadership with Trust



TOP CORPORATES

IN THE WORLD

Pioneering Spirit

1^s

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

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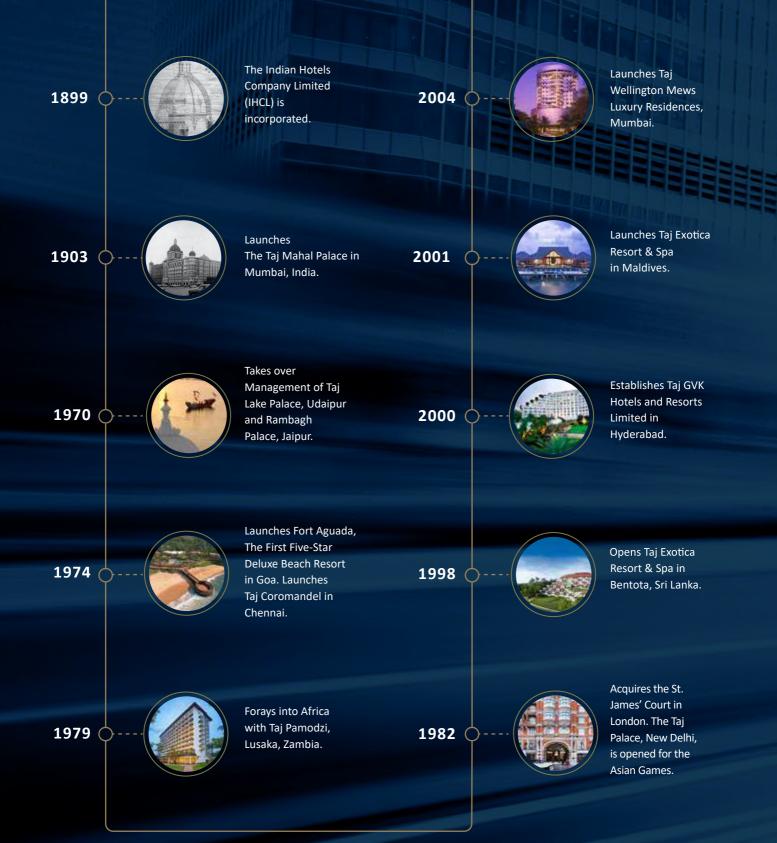




TATA MOTORS

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TIMELINE A HISTORY OF MILESTONES







THE INDIAN HOTELS COMPANY LIMITED (IHCL)

South Asia's Largest Hospitality Company

Since the opening of the iconic The Taj Mahal Palace in Bombay in 1903, IHCL has welcomed guests with world-class refinement and warmth, while remaining deeply rooted in local heritage and strong global values. From living grand palaces to jungle safaris, landmark hotels to idyllic resorts, from contemporary residences to exquisite epicurean experiences and more – IHCL invites you to explore its world of unforgettable hospitality.

12+	100+	240+	400+	25,000+
Countries	Locations	Hotels	Restaurants	Employees

28,000+ Rooms





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 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

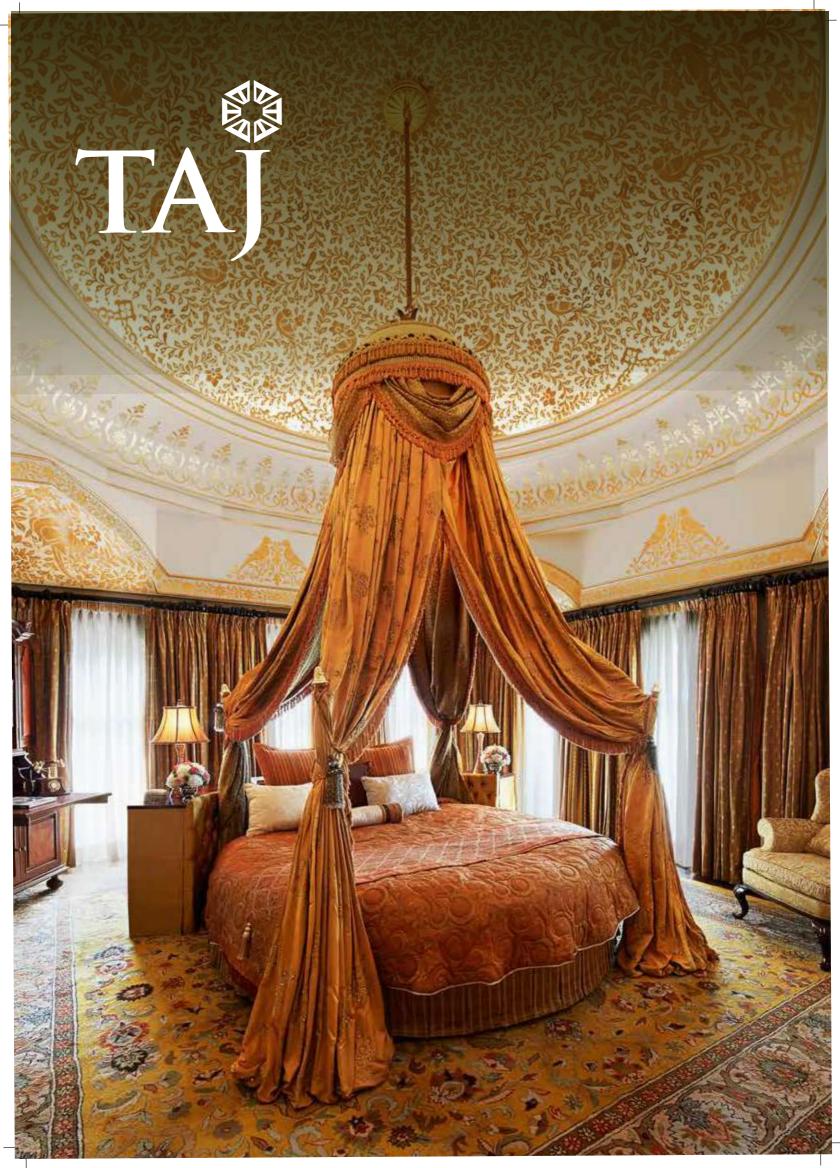
Ginger is India's first hospitality brand for the lean luxe segment. Reflecting the rising aspiration of India, it facilitates the never-stop lifestyle of its guests via refreshing and reviving experiences. A tribute to their spirit, the brand represents the seamless ease with which they switch between work and relaxation, individualism and the collective and local and global influences. A PORTFOLIO OF BRANDS DELIVERING **MEMORABLE EXPERIENCES**

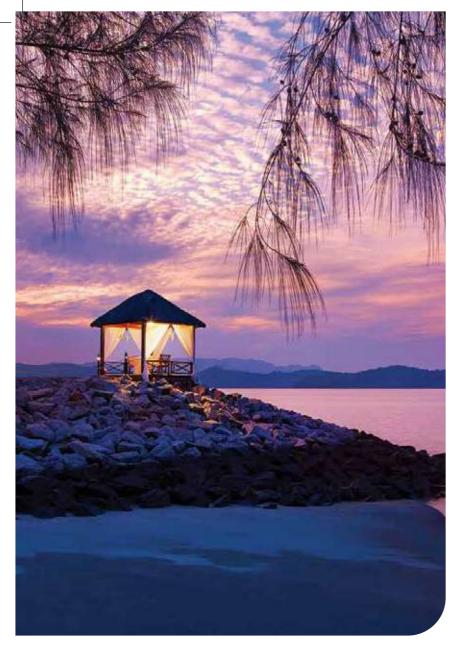




Is a distinctive branded offering by IHCL, which comprises of untouched experiential escapes ranging from charming to mesmerizing trails in unique locations.

Just like a home, amã Stays & Trails residences are serene, wholesome, understated and elegant. With a warm and welcoming personality and a feeling of simplicity that is comforting and familiar, they truly put one at ease.



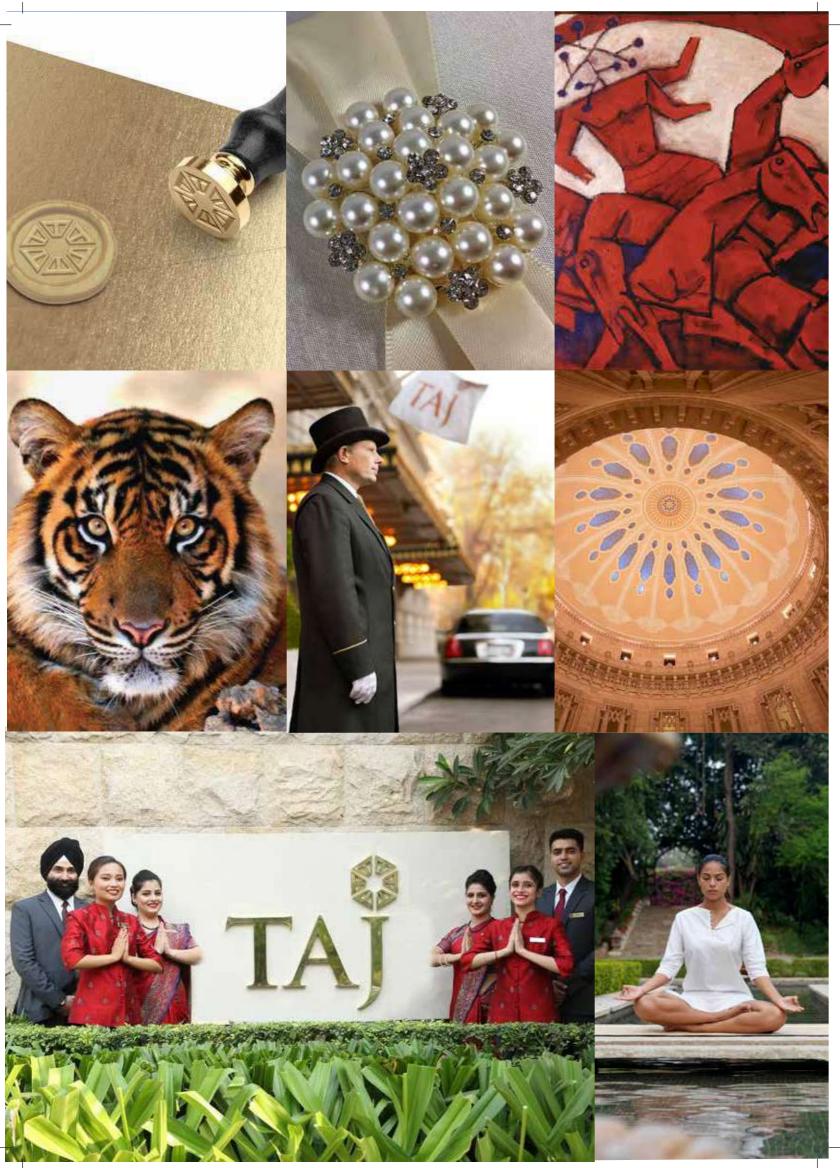


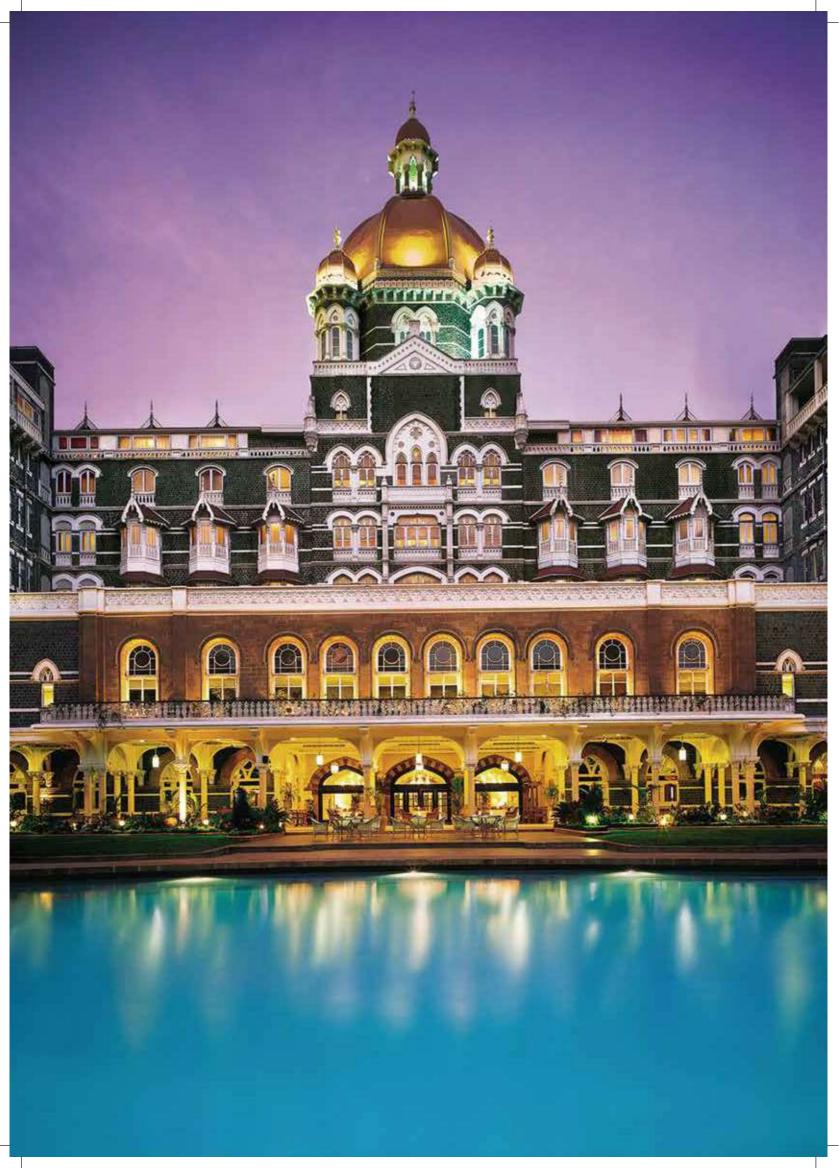


AUTHENTIC ICONIC

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







TAJ HOTELS



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 Minimum 1 Specialty restaurant Bar Main Ball Room: 400-600 sqm Conference Hall: 100 sqm

Iconic, Authentic, Timeless

Discerning, World Traveller

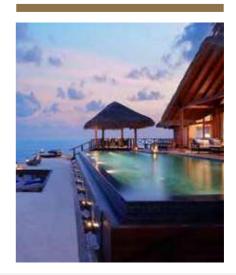
Luxury

(To be finalized as per market requirement)

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

Meeting Rooms: 40 sqm

TAJ RESORTS



Iconic, Authentic, Timeless Luxury Discerning, World Traveller

34-40 sqm 100 keys >= 4 All Day Dining restaurant Minimum 1 Specialty restaurant Bar 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 (2022, India, excl. land)

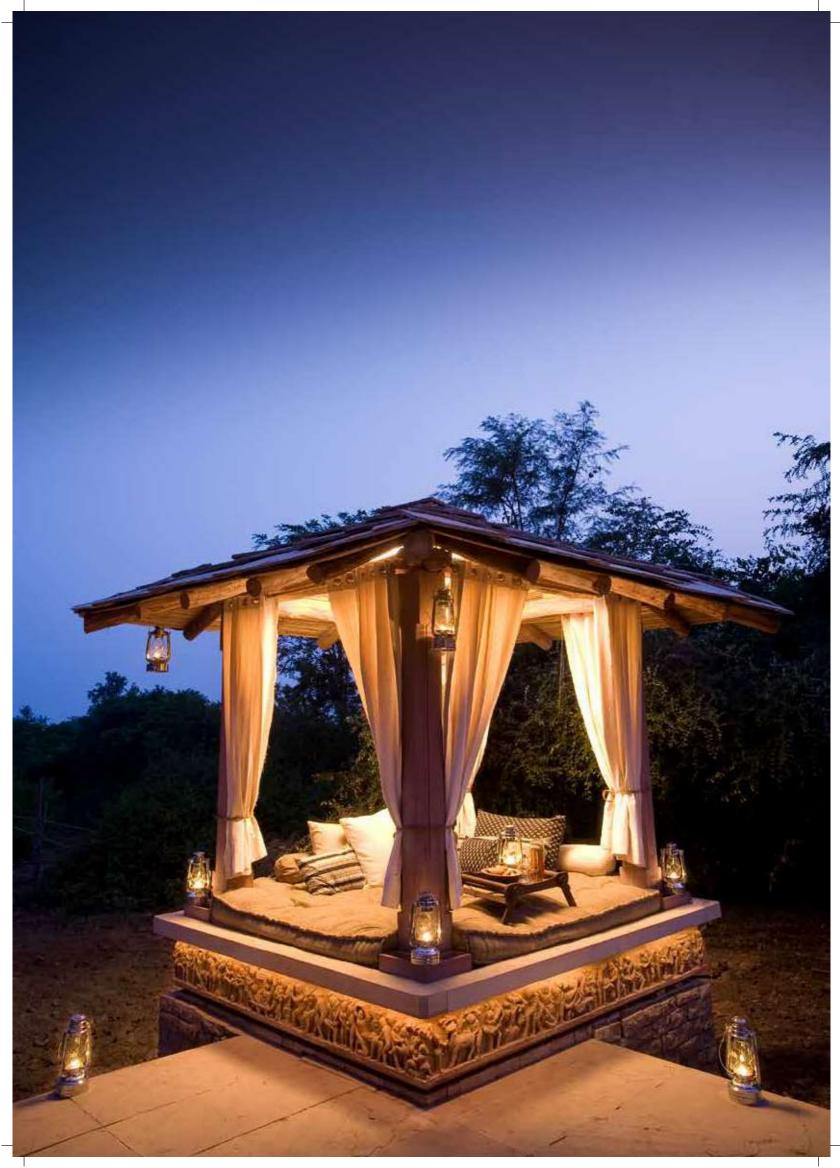
Business Model

Management Contract/ Ownership

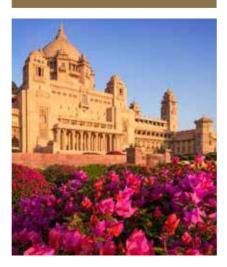
~ 40,000 sqm 110-120 sqm 53% 26% 21% Approx. 15%-20% higher than city hotels (will vary basis location, topography, regulations)

Management Contract/ Ownership

*excl. parking and MEP areas



TAJ PALACES



TAJ SAFARIS



Brand Style Positioning Target Audience

BRAND

CHARACTERISTICS

PROGRAM OVERVIEW

Room Size Min. Inventory Bathroom Fixtures F&B Outlets

Meeting Facilities

Wellness Areas

DEVELOPMENT ESSENTIALS

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

Business Model

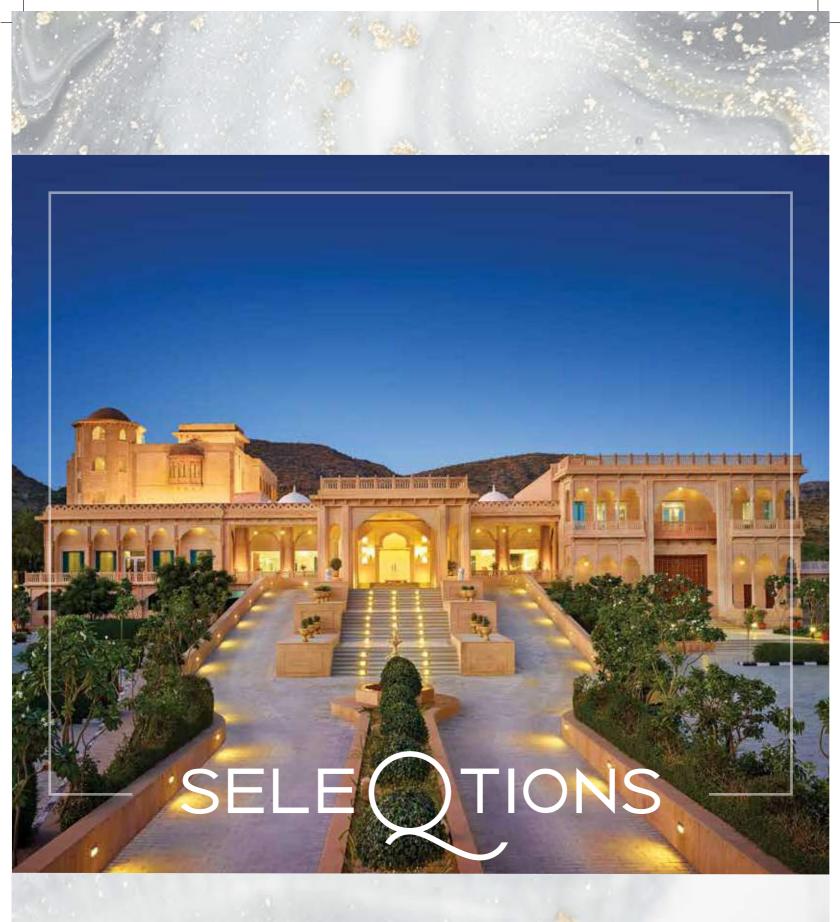
Iconic, Authentic, Heritage Luxury Discerning, World Traveller

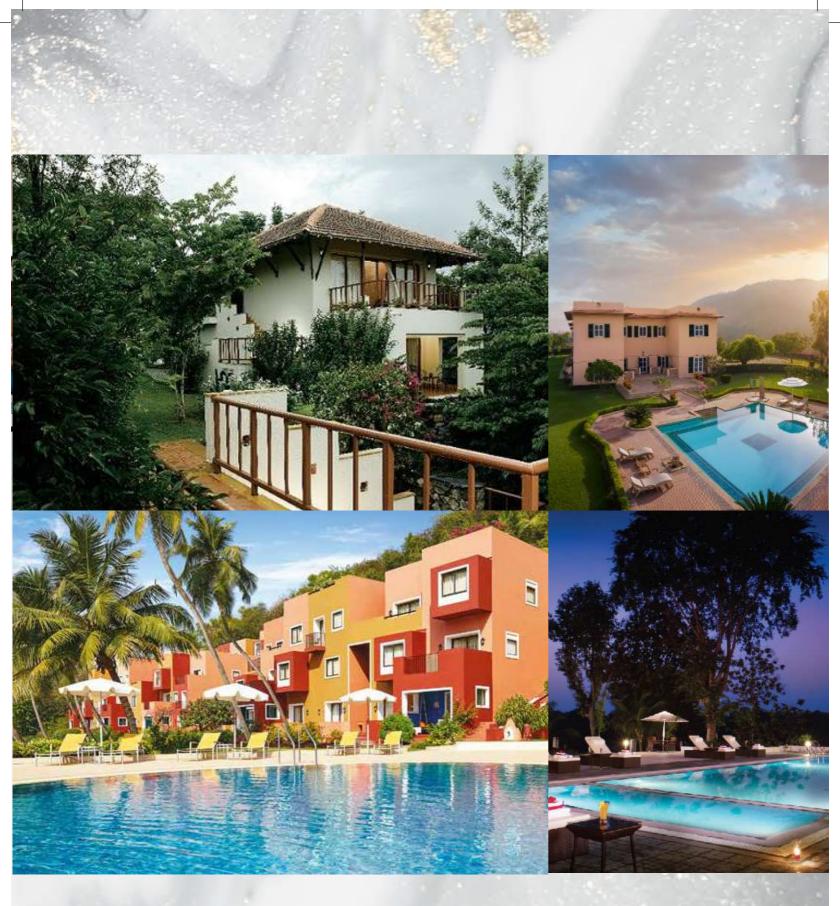
Specific to the subject Palace

Wilderness, Nature and Conservation Luxury Discerning, World Traveller

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)

~ 60,000 sqm
 160-170 sqm
 40%
 14%
 46%
 Rs. 80-90 Lakhs/key
 (2022, India, excl. land)
 Management Contract/ Ownership



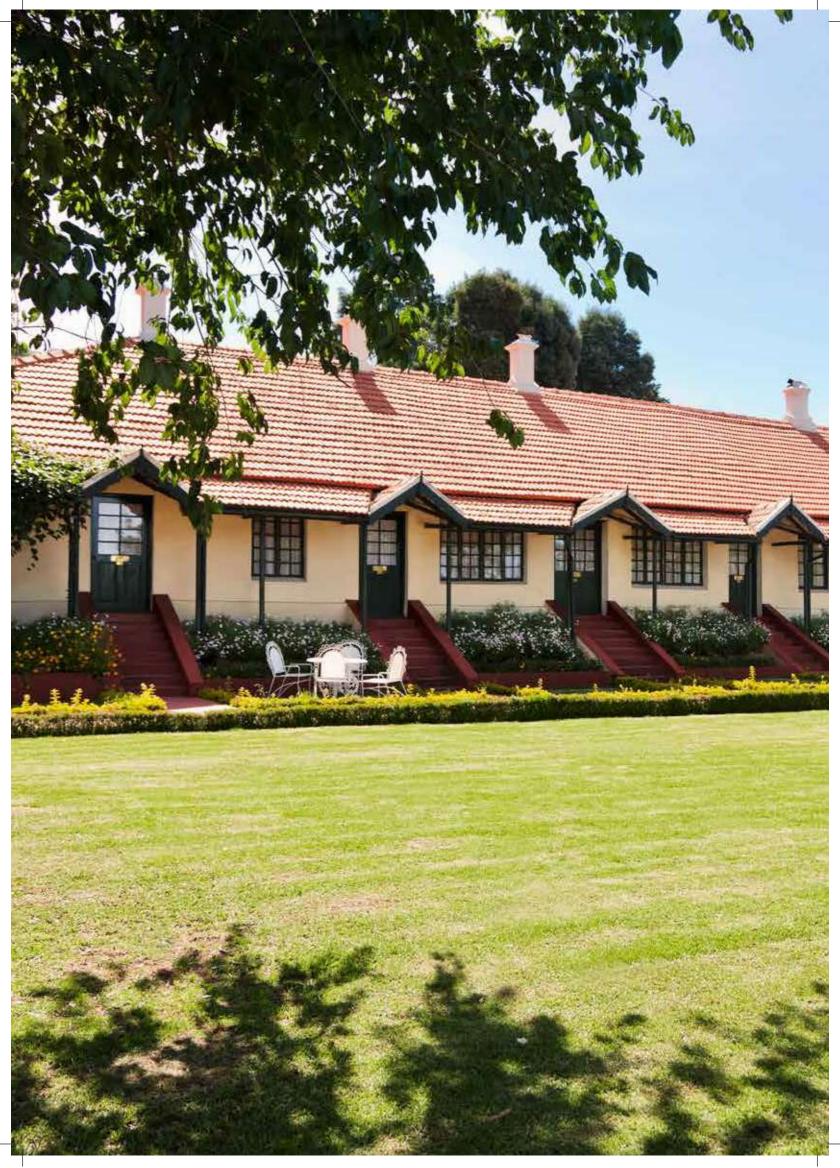


A NAMED COLLECTION

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	>= 3	
F&B Outlets	Minimum 2: All Day Dining and Bar	
Meeting Facilities	As per location	
Wellness Areas	Fitness Centre (City Hotels only) Lounge/Reception/Drawing Room	

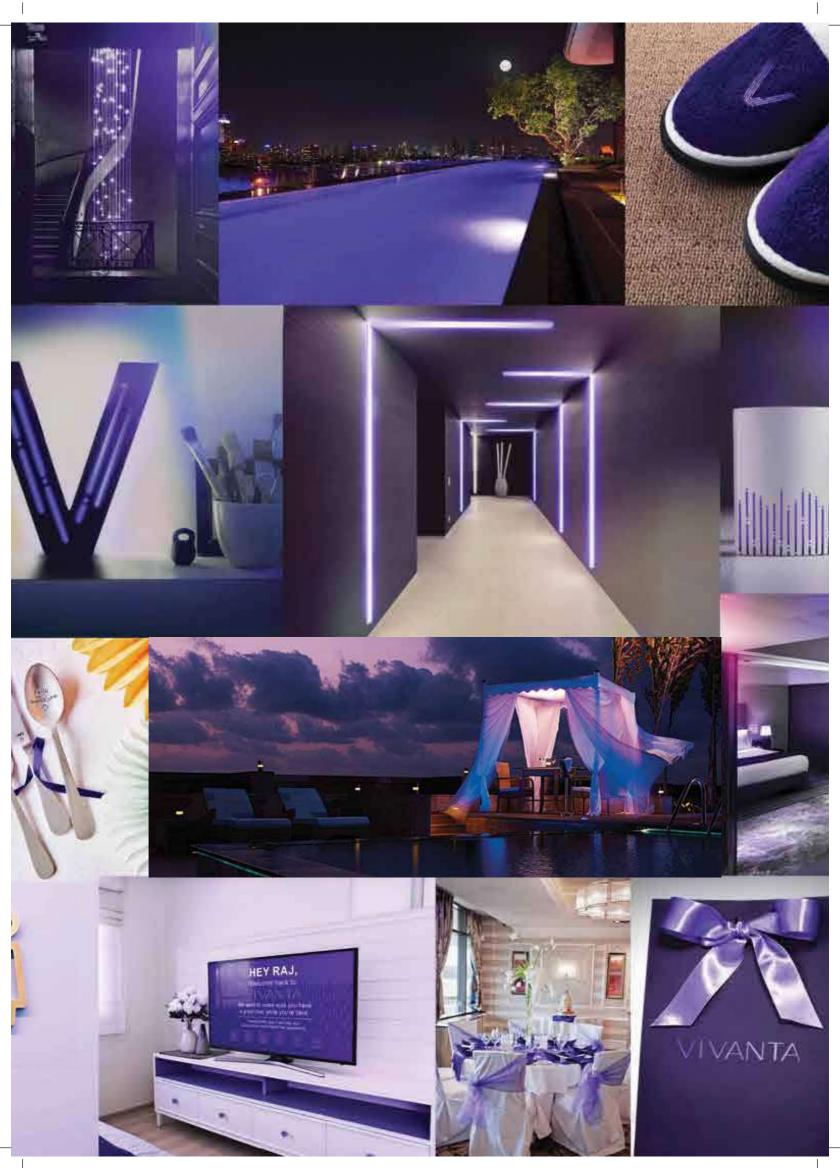
DEVELOPMENT ESSENTIALS				
Back of House Areas	Min 14%			
Business Model	Management Contract / Ownership / Franchise			
Unique Characteristics	Storied Architecture / Legacy / Sense Of Place / Distinctly Thematic			

VIVANTA

DASH OF UNIQUE

Experience for **SMART** travelers with a dash of **UNIQUENESS** Celebrating individuality with a unique **STYLE** and distinct **PERSONA**







VIVANTA CITY



VIVANTA LEISURE



Brand Style Positioning Target Audience

BRAND

CHARACTERISTICS

PROGRAM OVERVIEW

Room Size Min. Inventory Bathroom Fixtures F&B Outlets

Meeting Facilities

Wellness Areas

24-28 sqm 100 keys >= 3 All Day Dining restaurant Bar Main Ball Room: 250 sqm Conference Hall: 100 sqm Meeting Rooms: 40 sqm

Spirited, Ambitious, Dynamic

Contemporary Business and Leisure Traveller

Upscale

Swimming Pool Gymnasium Spirited, Ambitious, Dynamic Upscale Contemporary Business and Leisure Traveller

26-30 sqm 100 keys >= 3 All Day Dining restaurant Bar Main Ball Room: 250 sqm Meeting Rooms: 100 sqm

Swimming Pool Gymnasium 2 treatment rooms (Optional) Salon (Optional)

~ 15,000 sqm

DEVELOPMENT ESSENTIALS

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

Business Model

~ 4,000 sqm 60-70 sqm 60% 29% 20% Rs.70-80 Lakhs/key (2022, India, excl. land)

Management Contract/ Ownership

60-70 sqm 50% 28% 22% Approx. 15%-20% higher than city hotels. (will vary basis location, topography, regulations)

Management Contract/ Ownership

*excl. parking and MEP areas



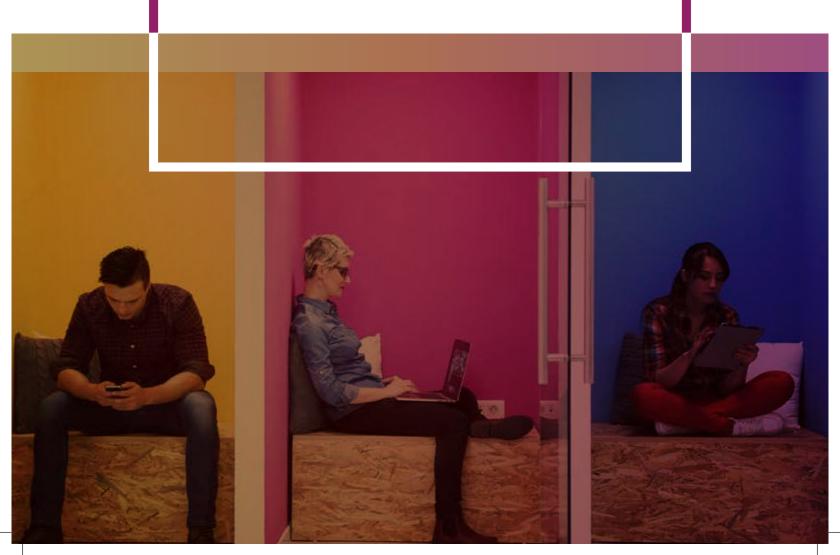
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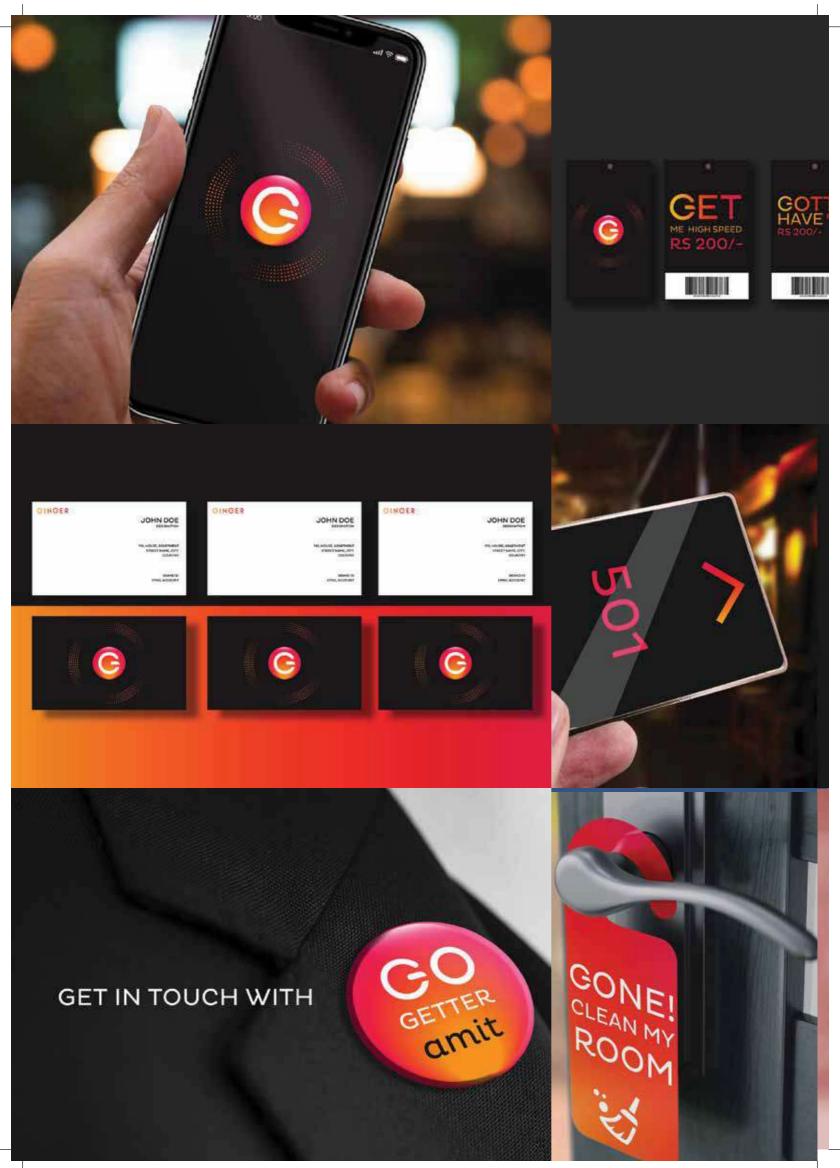
GINGER

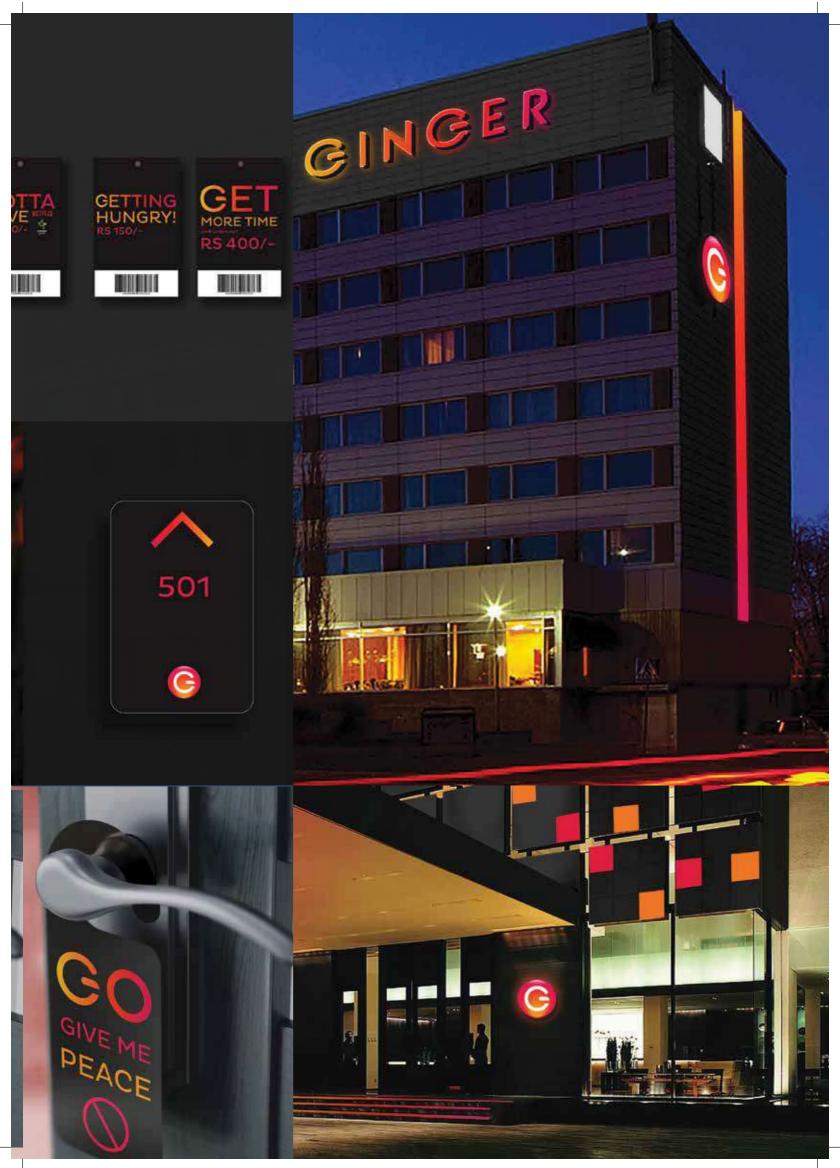


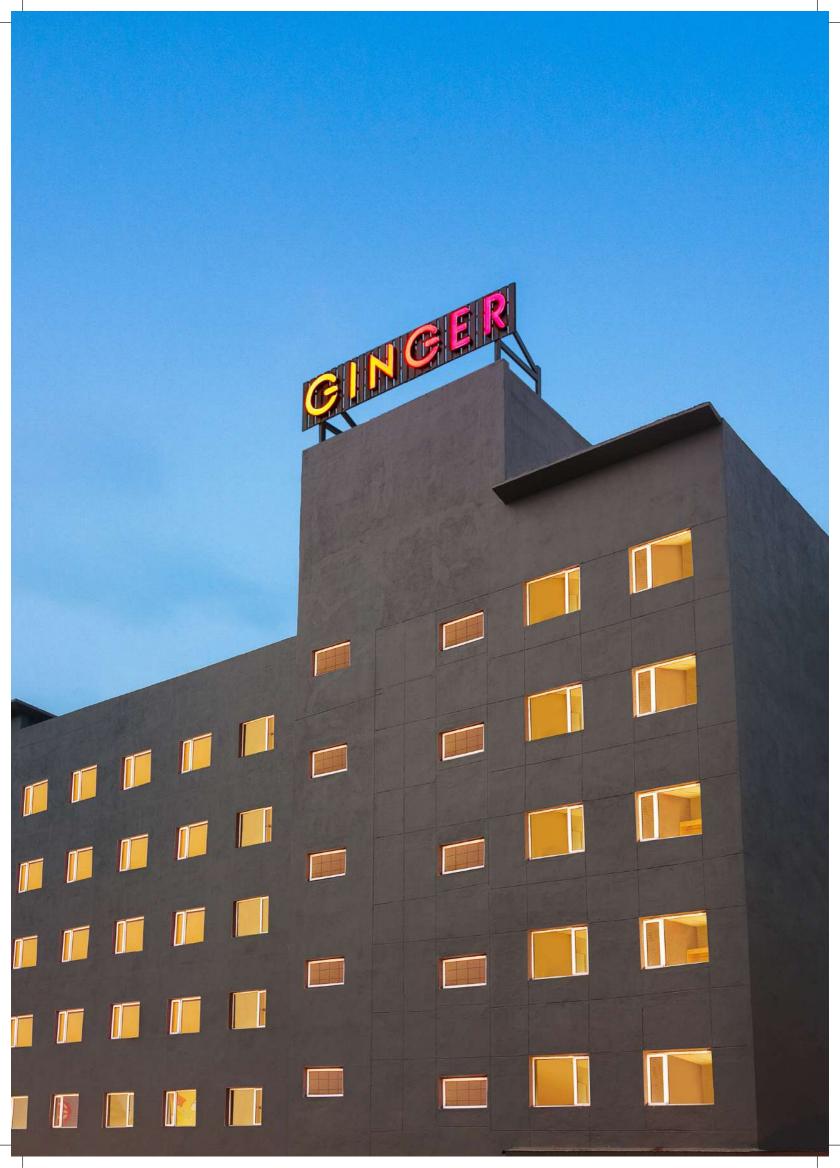
SEAMLESS

Where the boundaries of **WORK** and **PLAY** are blurred. Where **LOCAL** merges with **GLOBAL**. WHERE CONTRASTS COME TOGETHER, SEAMLESSLY.











BRAND CHARACTERISTICS

HOTELS



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

Business Model

~ 2000 sqm 35-40 sqm 60% 30% 10% Rs. 35-40 Lakhs (2022, India, excl. land)

Operating Leases Fully-fitted leases, Management Contracts

amã Stays & trails





amã STAYS & TRAILS

BRAND

Access

Business Model

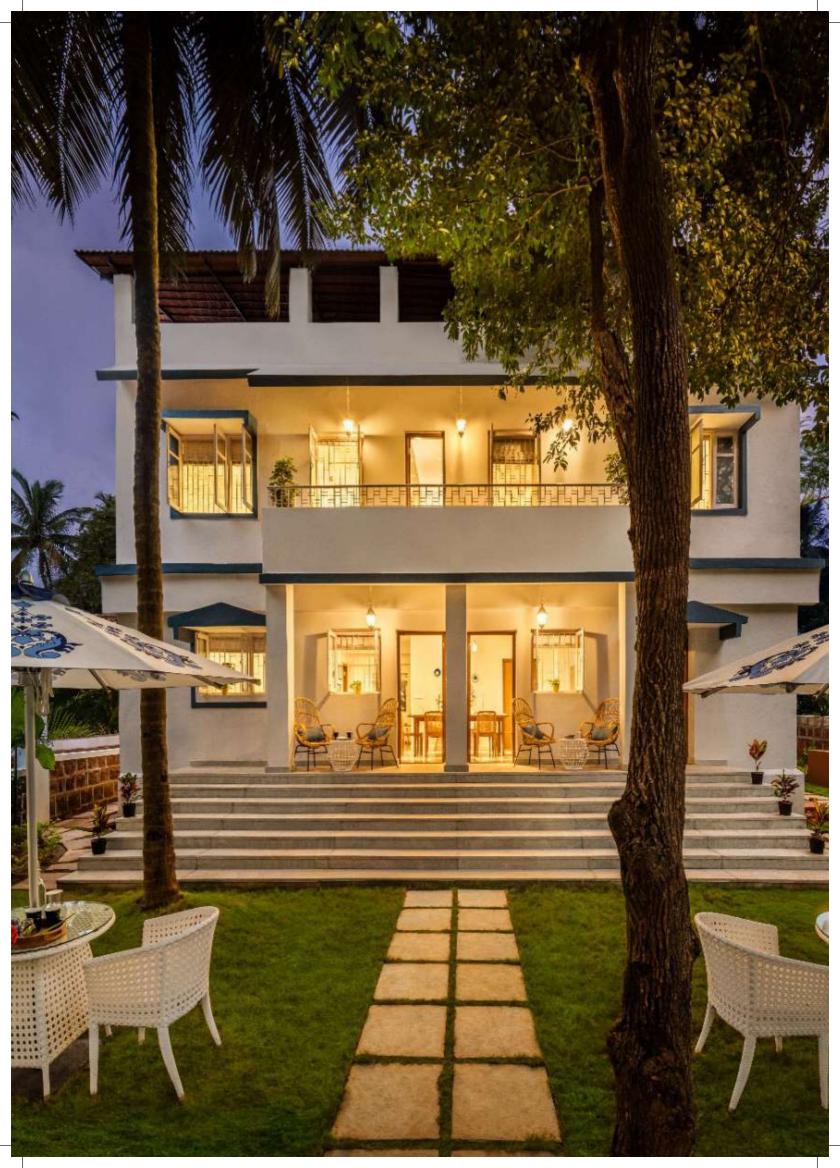
CHARACTERISTICS



Brand Style	Authentic, local, immersive experiences
Positioning	A collection of untouched experiential escapes that range from charming homes to mesmerising trails across unique locations in India offering warm & intuitive personalised service and inclusive of all meals.
Target Audience	Discerning leisure traveller who seeks truly immersive experiences and has a zest for wanderlust.
PROGRAM OVERVIEW	One Transaction. One Key. All Meals inclusive (local/regional homestyle cuisine) Pet Friendly
Number of rooms Other areas	2-8 rooms, Living room, Dining Area, Kitchen, Pantry/Storeroom, Recreation room, Accommodation for staff
Outdoor & Wellness Areas	 Swimming Pool (preferred) Garden/outdoor private spaces Access to a variety of outdoor activities and authentic experiences rooted in local traditions
DEVELOPMENT ESSENTIALS	
Location	Located within 2-hour driving distance from any IHCL (Taj, Vivanta, SeleQtions) Hotel across the country

Last mile motorability

Management Contracts



EXPRESSIONS SERVICE RETAIL BRANDS



The Chambers nuenau

сосатіоня Cities across India & Global Destinations

BRAND STYLE Luxury business club

target audience Industry thought leaders

nature of arrangements Owned

NUMBER OF CLUBS

LOCATIONS Cities across India

BRAND STYLE Urban contemporary beauty and grooming services

target audience Wellness & grooming seekers

nature of arrangements Owned

NUMBER OF SALONS

niu&nau 6 Cities and Resorts across India

BRAND STYLE Ancient Indian wellness

target audience Wellness seekers

nature of arrangements Owned

NUMBER OF SPAS



Offbeat location across India

brand style Authentic, Immersive

target audience Discerning leisure traveller

nature of arrangements Management contracts

number of bungalows 98

коомs 150+



KHAZANA



locations Bengaluru

brand style Curious, Confident, Inclusive

TARGET AUDIENCE For everyone who wants to explore, who want to add some flavours to their lives.

nature of arrangements Owned (Group Company)

NUMBER OF CITIES

NUMBER OF HOTELS

NUMBER OF OUTLETS



Cities and Resorts across India

BRAND STYLE Indian luxury

TARGET AUDIENCE Global traveller

nature of arrangements Multi-product retail outlet

NUMBER OF BOUTIQUES



Cities and Resorts across India and global destinations

RESTAURANTS

BRAND STYLE Speciality cuisine flavoured with tradition and innovation

signature Brands Bombay Brasserie, Golden Dragon, Wasabi, Thai Pavilion and House of Ming

NATURE OF ARRANGEMENTS

NUMBER OF RESTAURANTS



LOCATIONS Across India - 20 Cities, 40 Hotels

BRAND STYLE Qurated, Quality, Quisine

TARGET AUDIENCE Something for everyone

NATURE OF ARRANGEMENTS Mixed Model

NUMBER OF CITIES 20

NUMBER OF HOTELS 40

NUMBER OF SHOPS 18

NUMBER OF FOOD TRUCKS 4

Hello

Nariman Point ~







OUR DIFFERENTIATORS



Owner and Operator Experience Our group owns more than half its portfolio ei

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.







Iconic 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.

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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.



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.



Enhanced Safety and Security

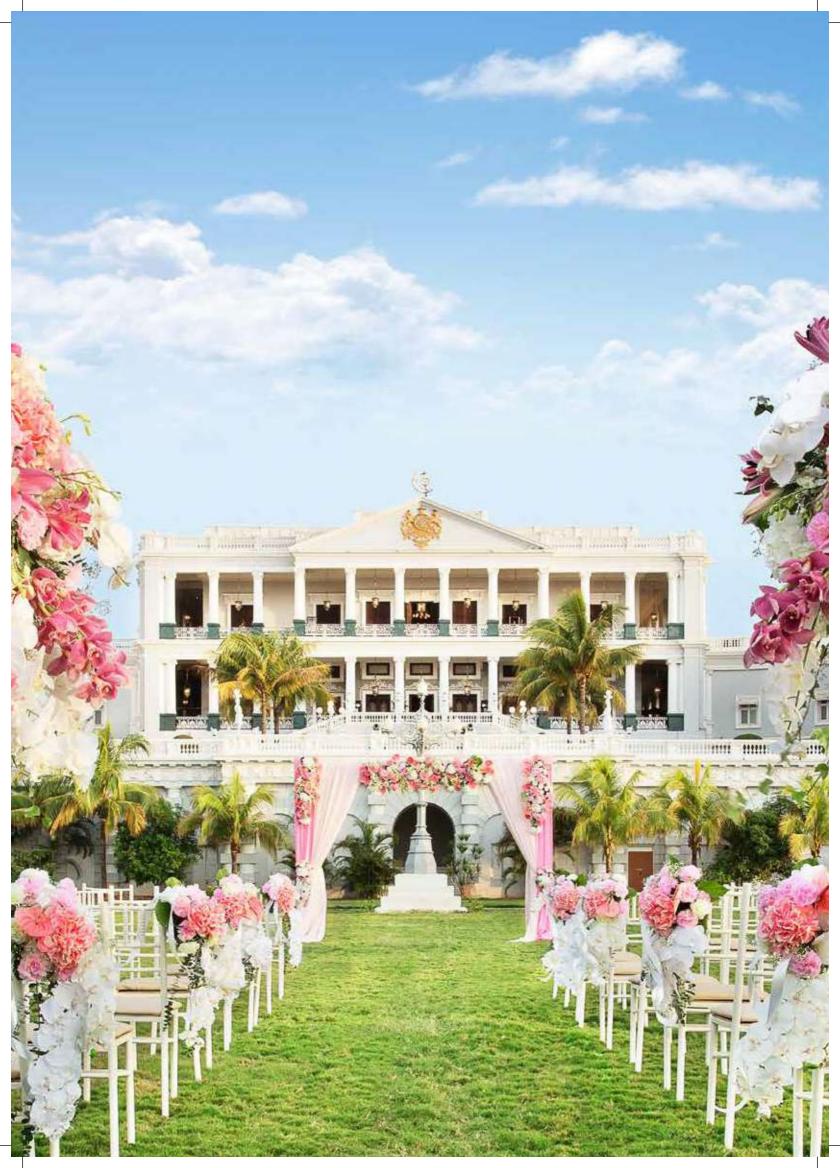
IHCL is committed to providing a safe and secure environment for its guests, employees and all stakeholders and adopts a three-pronged approach- Fire and Life Safety, Food Safety & Hygiene and Security. The company continuously strives to go beyond mere compliance and all of its efforts are geared towards making Safety a culture in the organization. Safety management is an integral part of the senior management's duty and is also the responsibility of all employees. A systematic emergency response mechanism is in place, after emerging stronger from various crisis's such as the tsunami, terror attacks and the pandemic.

IHCL's Safety policy was recast as an integrated Safety and Security Policy, in line with the Tata Group Safety Policy.



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**

1



Loyalty and CRM

- Taj InnerCircle program, one of the most rewarding and awarded loyalty programs, has now migrated into Tata Neu
- An exciting platform that brings together multiple Tata brands into one powerful app
- Universal program, Single currency, Enhanced value to customer & Digital First Interface –Super App
- Enhanced customer acquisition and brand visibility
- Earn & Redeem across multiple brands
- Signature experiences with complimentary upgrades, priority check-ins and special benefits and privileges.
- A large member base in NeuPass Loyalty with significant contribution to total revenues
- Popular Dining subscription programme, Epicure A lifestyle membership card with a world of benefits

designed to indulged with access to rarefied spaces and best-in-class renewal rates

- Robust targeted CRM campaigns
- Partnerships and Alliances with Banking partners, Multinational groups and Networks

Sales, PR & Marketing Network

Over 100+ highly engaged sales experts across 08 Sales offices in India and 5 in International locations

- Strong segment focus with dedicated teams.
- Strong company's market and brand leadership position
- Strategic advantage of Relationship Building leading to optimal market share from all key sources
- Robust Sales Force Automation Tools 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
- Global Corporate Communications & PR team in
 India

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
- Enterprise data lake for consolidation and cross integration of data

A

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
- Strategic partnership with over 30+ online travel agencies with preferred commercial agreements
- Regional Reservation Offices in Key Cities to optimize demand
- Incorporation of new age booking channels such as bots, WhatsApp for reservations

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.



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.



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.



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 2022 and India's Strongest Brand 2022 across sectors 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



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James Zhan President, China- Tata Sons Ltd. jhzhan@tata.com



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Sudhir Nagpal Joint Managing Director, **PIEM Hotels Limited** sudhir.nagpal@tajhotels.com



Rajesh Nagpal Joint Managing Director, **PIEM Hotels Limited** rajesh.nagpal@tajhotels.com

Regional Support Team



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



UAE **Ranjit Phillipose** Area Director -

Middle East & General Manager, Taj Exotica Resort and Spa The Palm, Dubai ranjit.phillipose@tajhotels.com



Maldives & Sri Lanka

Area Director – Maldives & Sri Lanka, General Manager Taj Exotica Resort & Spa, Maldives samrat.datta@tajhotels.com



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South Africa **Mark Wernich**

Cluster General Manager -Taj Cape Town, SA & Taj Pamodzi, Lusaka mark.wernich@tajhotels.com



Government & Public -**Private Initiatives Dinesh Chadha**

Vice President -Corporate Affairs, IHCL & TajSATS dinesh.chadha@ihcltata.com





Samrat Datta



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Preeti Mistry Executive Secretary to EVP - Real Estate & Development preeti.mistry@ihcltata.com

OUR OFFICES

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