

May 1, 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  
Symbol: INDHOTEL

Kind Attn: **Mr. S. Subramanian**  
**DCS- CRD**

Dear Sirs,

Further to our letter dated April 30, 2021, intimating the Financial Results of the Company for the financial year ended March 31, 2021, enclosed is a copy of the investors / analyst presentation on the performance of the Company for the said period for your records.

Kindly acknowledge receipt.



Yours sincerely,

**BEEJAL DESAI**

**Senior Vice President – Corporate Affairs and Company Secretary (Group)**

Encl : a/a

**THE INDIAN HOTELS COMPANY LIMITED**

CIN L74999MH1902PLC000183

CORP Office: 9th Floor, Express Towers, Barrister Rajni Patel Marg, Nariman Point, Mumbai 400 021, Maharashtra, India T +91 22 6137 1637, F +91 22 6137 1919

REGD Office: Mandlik House, Mandlik Road, Mumbai 400 001, Maharashtra, India

[www.tajhotels.com](http://www.tajhotels.com) T +91 22 6639 5515, F +91 22 2202 7442

# IHCL

## GLOBAL CONFERENCE CALL

Q4, FY 2020/21 RESULTS | 1<sup>st</sup> MAY, 2021



SELEQIONS

VIVANTA

GINGER

EXPRESSIONS



# THE RE-IMAGINED CHAMBERS LAUNCHED AT TAJ MAHAL DELHI



# LAUNCHING SOUTH-EAST ASIA'S FIRST ALL WOMEN MANAGED LUXURY SERVICE RESIDENCES



Jaideep Oberoi Photography



Jaideep Oberoi Photography

# KEY MILESTONE: 200 HOTEL PORTFOLIO IN INDIA

| No. Of Hotels In India | TAJ       | SELEQTIONS | VIVANTA   | GINGER    | DOMESTIC PORTFOLIO |
|------------------------|-----------|------------|-----------|-----------|--------------------|
| OPERATIONAL            | 63        | 13         | 20        | 54        | 150*               |
| PIPELINE               | 12        | 3          | 11        | 24        | 50                 |
| <b>TOTAL</b>           | <b>75</b> | <b>16</b>  | <b>31</b> | <b>78</b> | <b>200</b>         |

The TOTAL PORTFOLIO including international hotels stands at 221 HOTELS

\*with the launch of Taj Wellington Mews

# INDUSTRY LEADING PIPELINE, HIGHEST SIGNINGS, HIGHEST OPENINGS

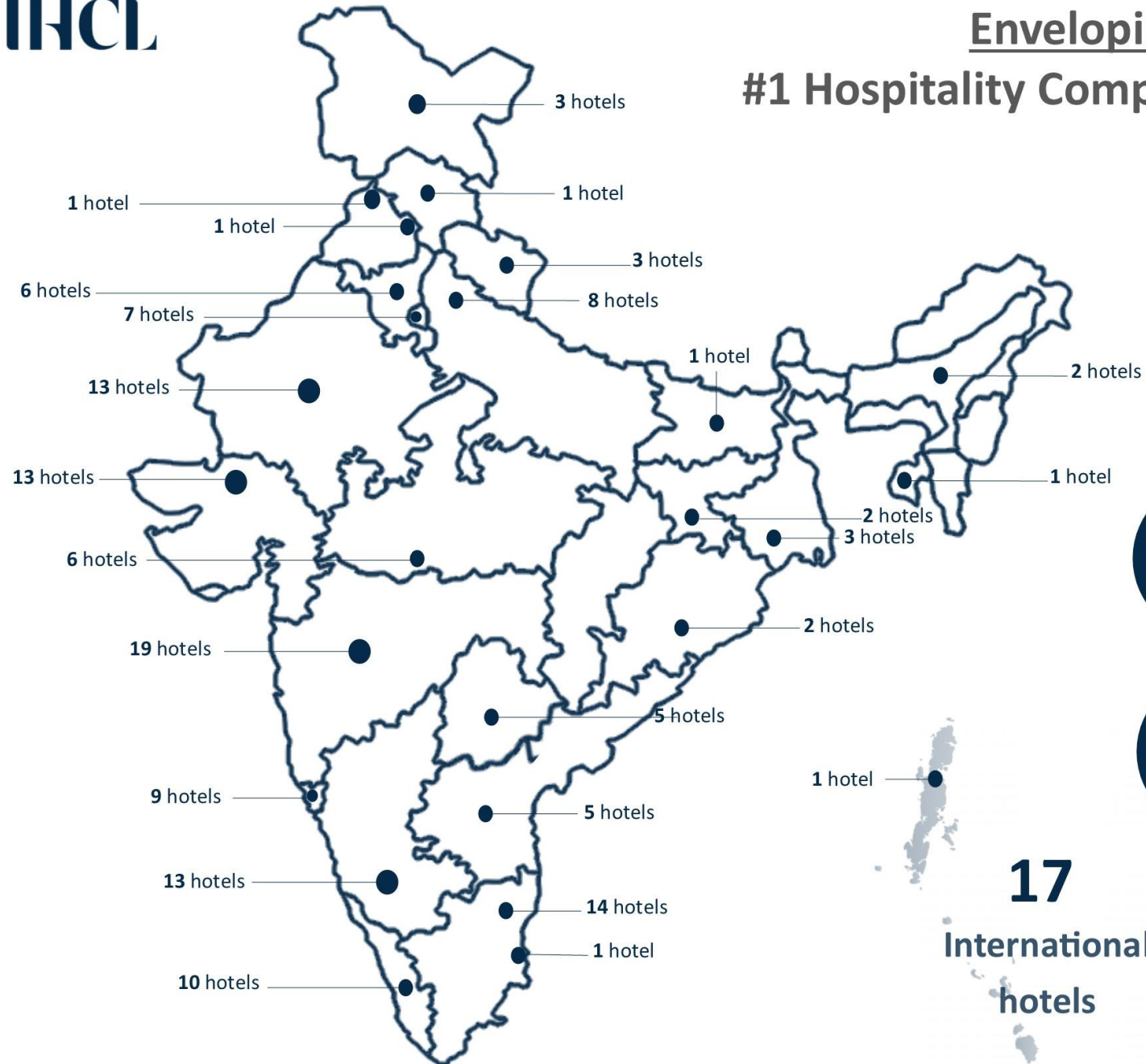
## 2020 Brand Signings\*



## 2020 Brand Openings\*



\* Source: Indian Hospitality Industry Overview 2020, HVS Anarock



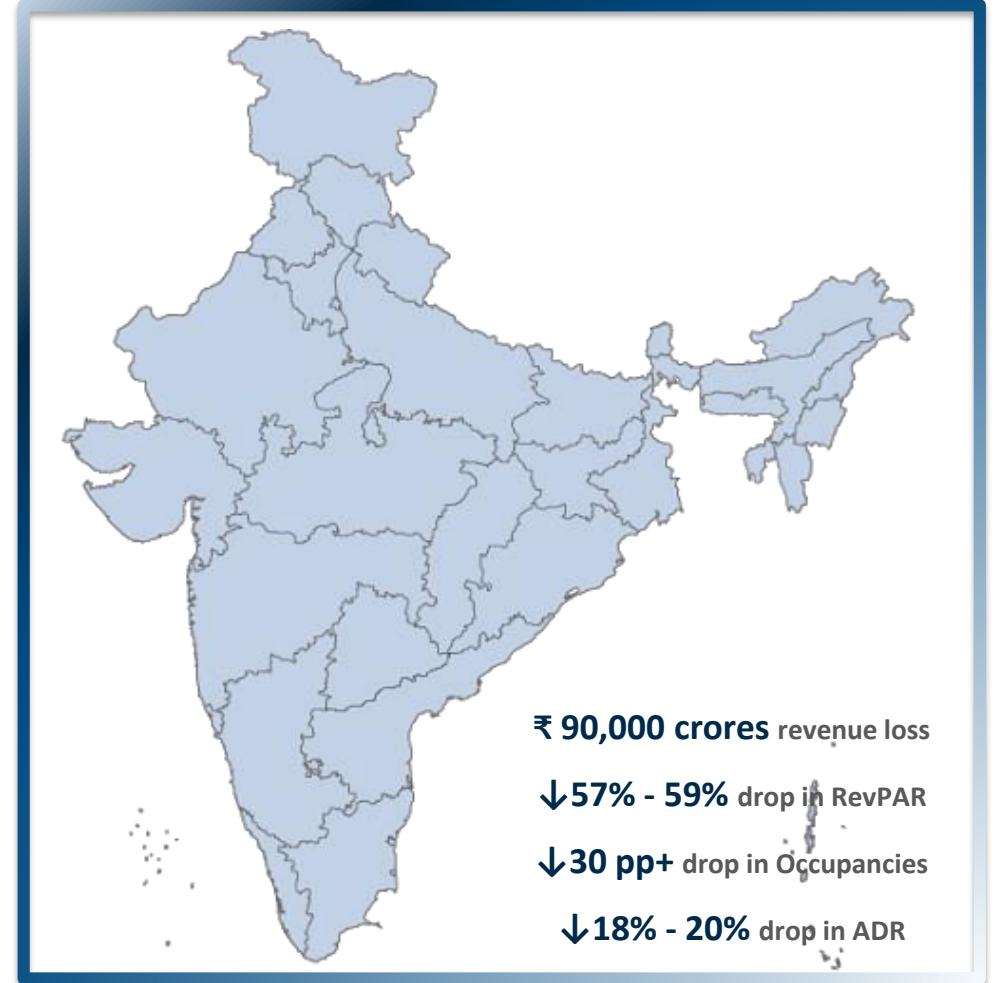
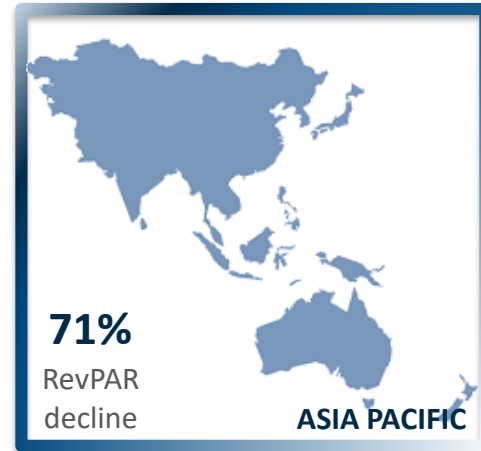
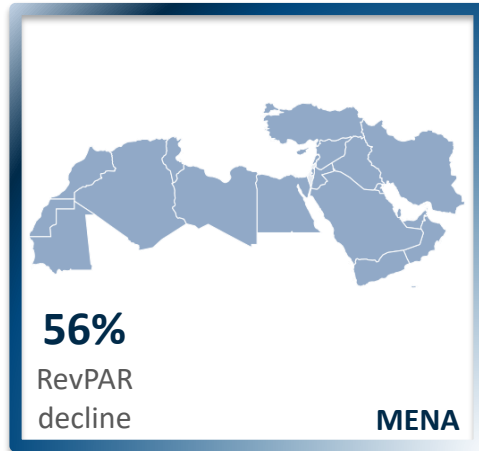
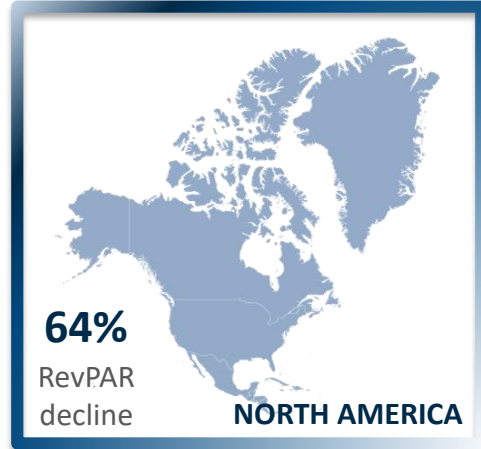
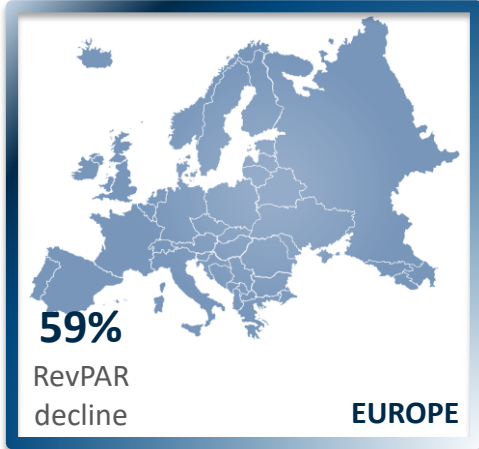
**90+** locations  
in India



**100+** locations  
globally

**17**  
International  
hotels

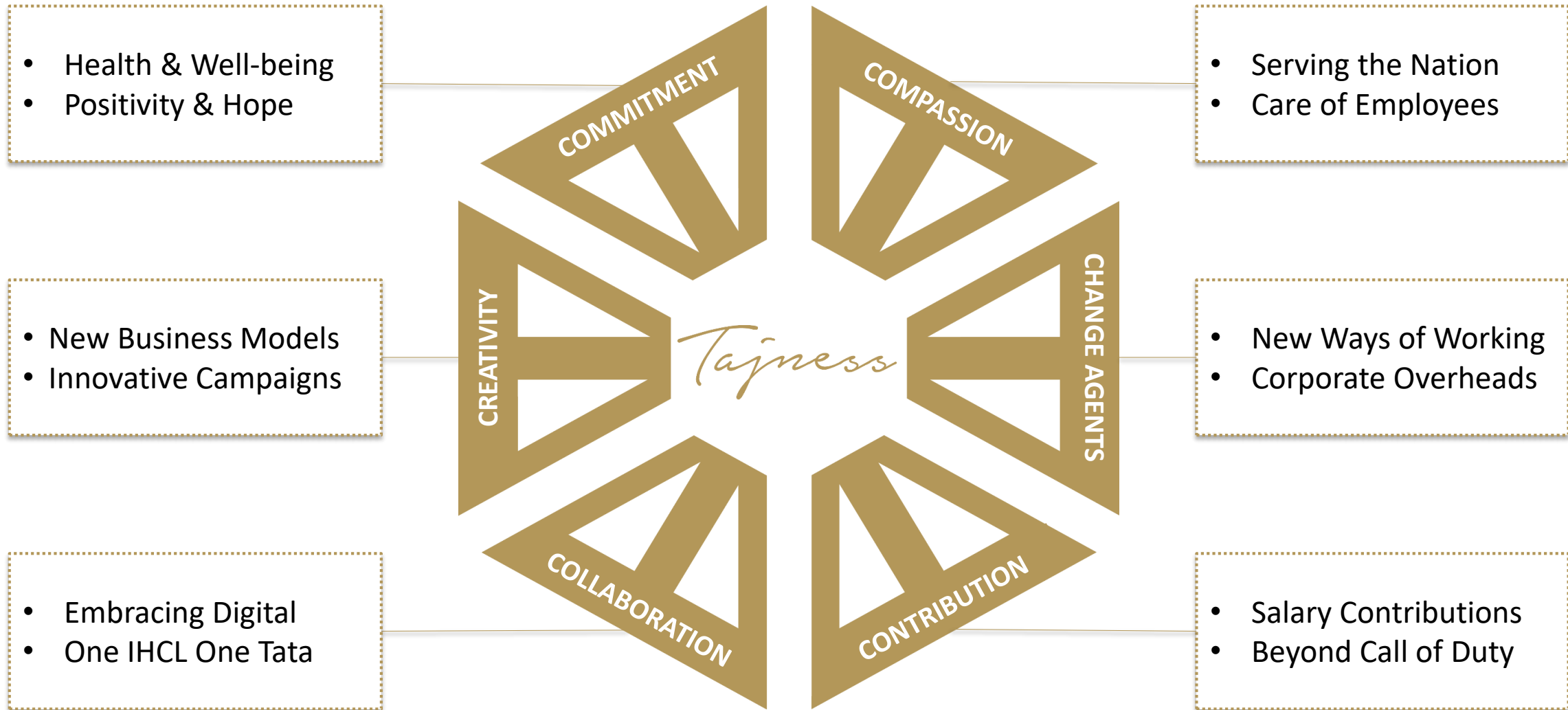
# COVID-19: AN UNPRECEDENTED CHALLENGE



Source: \*Indian Hospitality The Stats & Pulse Report – Hotelivate, #Indian Hospitality Industry Overview 2020 - HVS Anarock



# RISING TO THE OCCASSION



# PRESSED THE RESET BUTTON TO NAVIGATE THROUGH THE CRISIS



# R.E.S.E.T 2020 INITIATIVES

## REVENUE

1. Promotions & focus on domestic tourism
2. F&B innovations
3. Quarantine, medical & BCP business
4. Focus on new brands & businesses
5. Re-imagination of existing brands

₹ 264 Cr

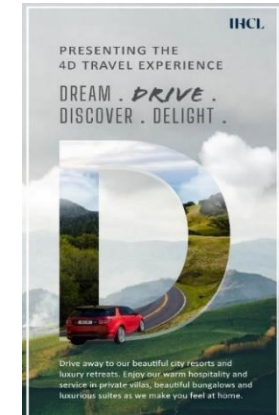
**Qmin**  
guaranteed quality cuisine

**amã**  
STAYS & TRAILS

**anuka**<sup>®</sup>

**7RIVERS**  
BREWING CO.

**TAJ**  
HOSPITALITY@HOME



**IHCL**  
WORLD OF PRIVILEGES

  
*The Chambers*

  
EPICURE

# R.E.S.E.T 2020 INITIATIVES

## EXCELLENCE

1. Tajness, A Commitment Restrengthened
2. Service to the nation: 3 Mn+ Meals, Hosting Doctors
3. I-ZEST: Embracing digital
4. Taj For Family
5. Employee-focused initiatives (Health & Safety, L&D)

*Tajness*

A COMMITMENT RESTRENGTHENED

I-ZEST: IHCL'S ZERO-TOUCH  
SERVICE TRANSFORMATION

**#MealsToSmiles**

**TAJ**  
*for family*

# R.E.S.E.T 2020 INITIATIVES

## SPEND OPTIMIZATION

1. Hotel closures and phased re-opening
2. Payroll optimization
3. Reduction of hotel costs
4. New ways of working (A1, Cluster operations)
5. Leveraging partnerships, e.g Tata Power solar energy

₹ 420 Cr



# R.E.S.E.T 2020 INITIATIVES

## EFFECTIVE ASSET MANAGEMENT

1. Lease rental waivers and lease re-negotiations
2. Sale of non-core assets
3. Sale & manage back of Ginger hotel
4. Restructured holding of Taj Cape Town
5. Agreement to acquire 100% holding in ELEL

₹ 70 Cr



# R.E.S.E.T 2020 INITIATIVES

## THRIFT & FINANCIAL PRUDENCE

1. Optimization of corporate overheads
2. Deferment of renovations
3. Prudence in resource allocation
4. Securing funding tie-ups
5. Liquidity / cash flow management

₹ 135 Cr



# R.E.S.E.T 2020 INITIATIVES: SUMMARY

## REVENUE

1. **Promotions & focus** on domestic tourism
2. **F&B innovations**
3. **Quarantine, medical & BCP business**
4. Focus on **new brands & businesses**
5. **Re-imagination of** existing brands

## EXCELLENCE

1. **Tajness, A** Commitment Restrengthened
2. **Service to the nation** – meals and rooms
3. **I-ZEST**
4. **Taj For Family**
5. **Employee-focused** initiatives

## SPEND OPTIMIZATION

1. Hotel **closures** and phased **re-opening**
2. **Payroll** optimization
3. Reduction of **hotel operating costs**
4. New **ways of working**
5. **Leveraging partnerships** - Tata Power solar energy

## EFFECTIVE ASSET MANAGEMENT

1. **Lease rental waivers** and **re-negotiations**
2. **Sale of non-core** assets
3. **Sale & manage back**
4. **Restructuring of Taj** Cape Town
5. **Agreement to acquire 100% in ELEL**

## THRIFT & FINANCIAL PRUDENCE

1. Optimization of **corporate overheads**
2. **Deferment of** renovations
3. **Prudence** in resource allocation
4. **Funding tie-ups**
5. **Liquidity / cash flow** management



# R.E.S.E.T 2020 CONTRIBUTION AT CONSOLIDATED LEVEL



₹ 264 crores



₹ 420 crores



₹ 70 crores



₹ 135 crores

# R.E.S.E.T 2020: KEY ACHIEVEMENTS

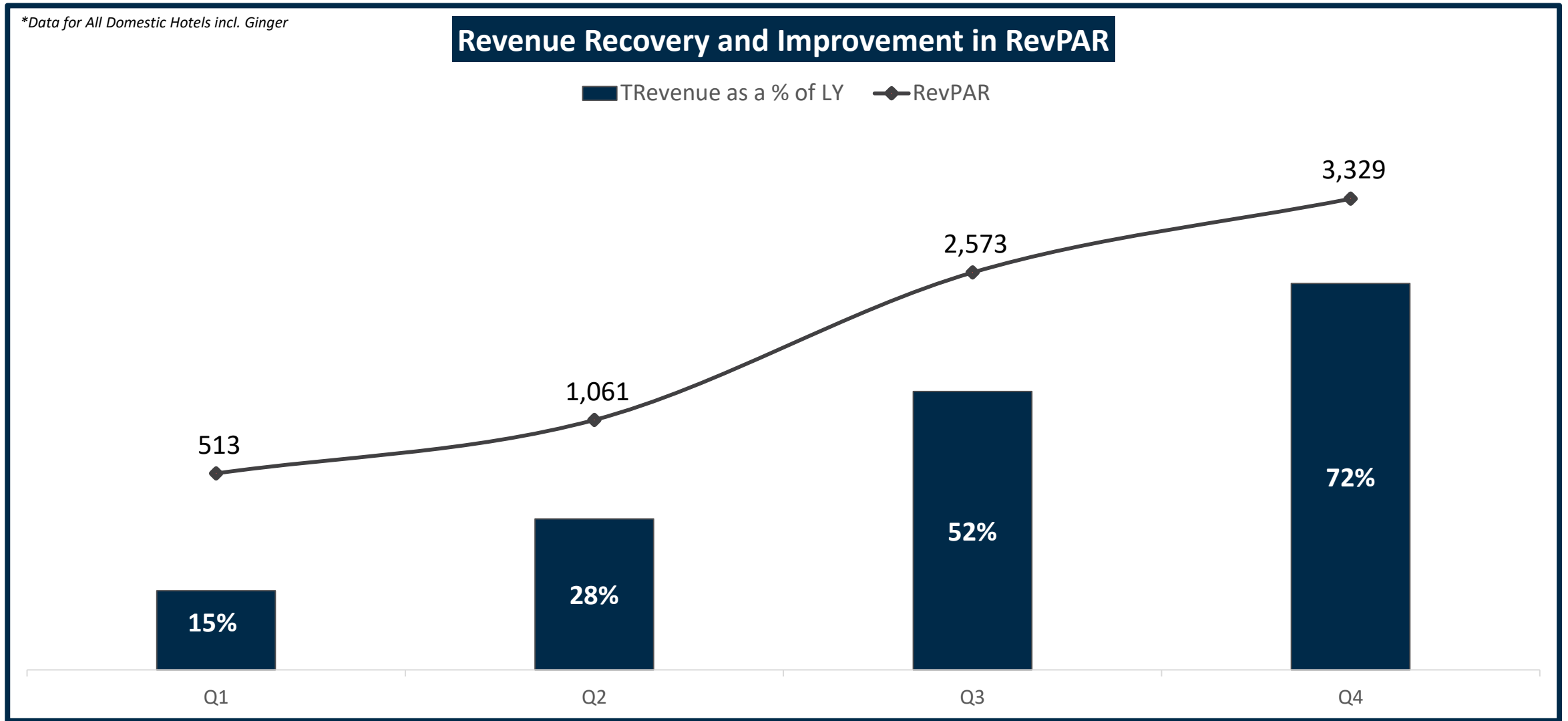
# R.E.S.E.T HELPED IN BUSINESS RECOVERY



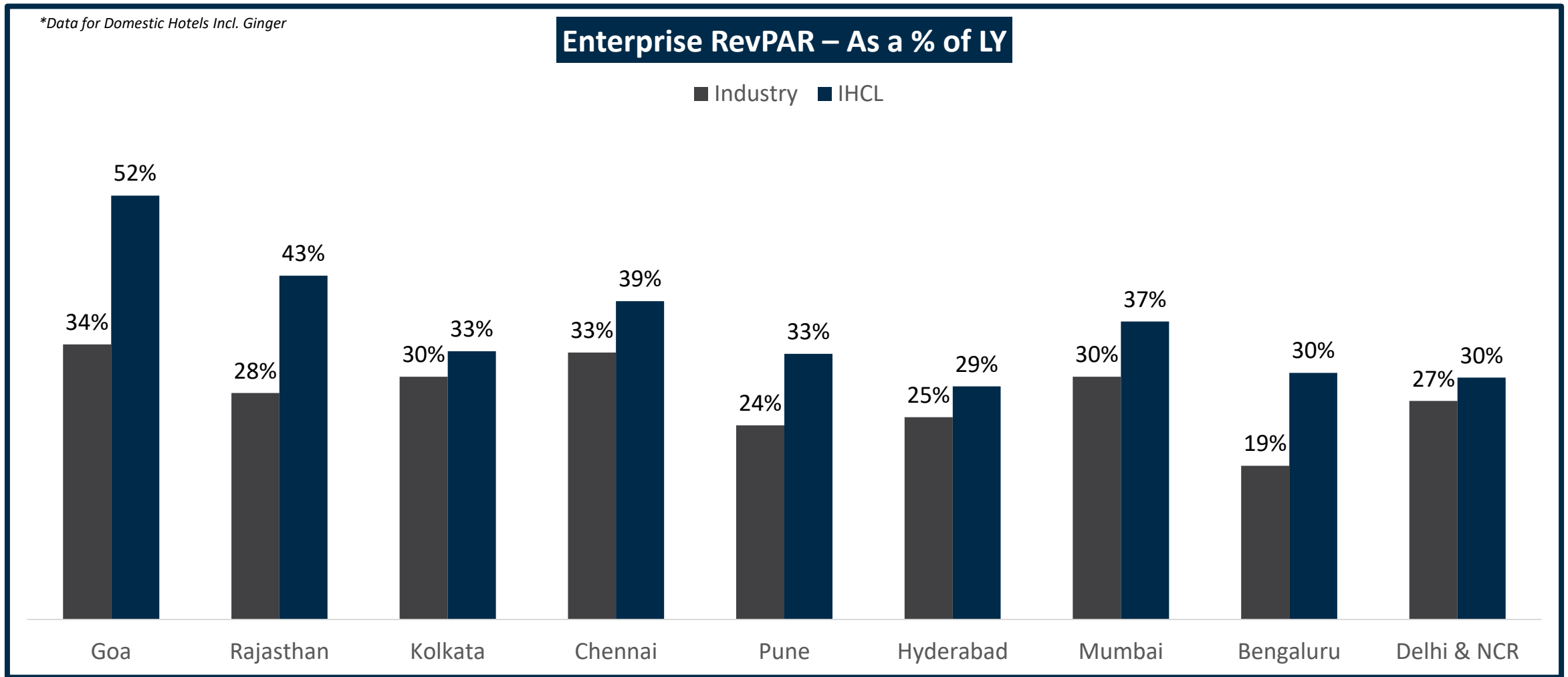
\*Data for All Domestic Hotels incl. Ginger

## Revenue Recovery and Improvement in RevPAR

■ TRevenue as a % of LY    ◆ RevPAR



# IHCL OUTPERFORMED ACROSS KEY CITIES



Source for Industry RevPAR for FY 2020/21: Indian Hospitality The Stats & Pulse Report – Hotelivate

#Jaipur used as proxy for Rajasthan industry RevPAR

# GINGER, TAJ SATS: ROBUST REVENUE RECOVERY

## GINGER



- Revenue for FY 2020/21 at 63% Pre-Covid Level
- F&B Revenue doubled with focused efforts
- 78 Hotel portfolio
- EBITDA +ve for FY21

- Over 50% market share in Q4 2020/21
- New airline customers added during pandemic
- Number of flights catered: Mar '21 > Mar '20
- Focus continues on non-aviation business

# FOCUS ON SCALING UP OUR EXPRESSIONS BRANDS

**Qmin**  
*curated quality cuisine*

**amã**  
STAYS & TRAILS

  
*The Chambers*

**7RIVERS**  
BREWING CO.

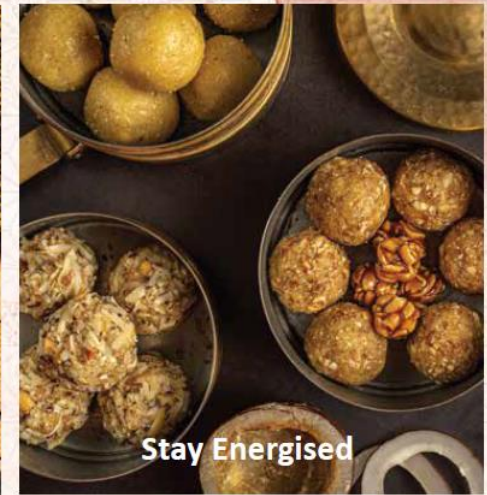
**JIVA**

**niu&nau**

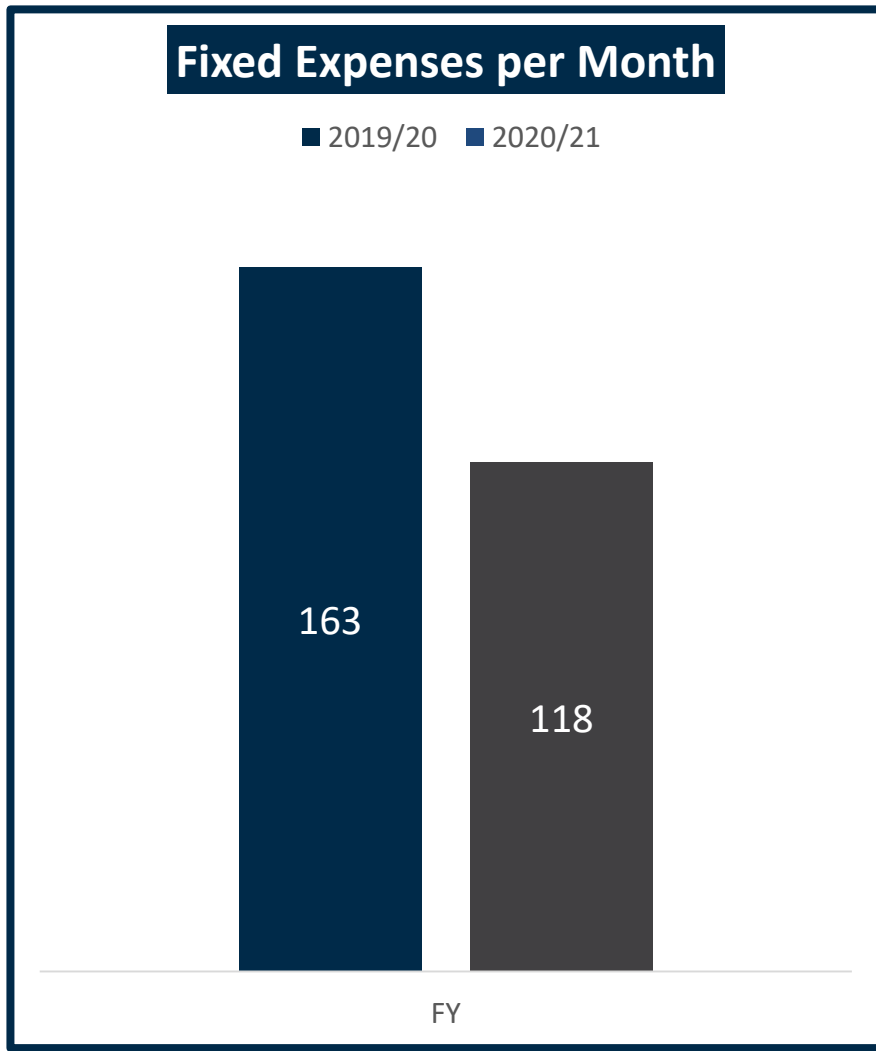
**KHAZANA**

**anuka**

# CONTINUED FOCUS ON EXCELLENCE & WELL-BEING



# SUSTAINED COST OPTIMIZATION



↓ 28%

Decline in Fixed Costs

↓ 45%

Decline in Total Costs

\*All Numbers Include Fixed Lease Costs and Fixed Corporate Overheads



# NEW WAYS OF WORKING HELP OPTIMIZE MANNING

1.53

Staff to Room Ratio – Apr 2020



1.14

Staff to Room Ratio – Mar 2021

Redeployments  
Multiskilling  
New Ways of Working

*\*Figures are for All Hotels At Enterprise Level Excluding the Managed Hotels*

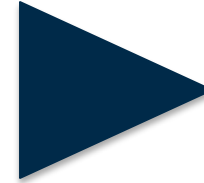
# ASSET MANAGEMENT HELPS BOTTOMLINE

## CONTRIBUTION TO CONSOLIDATED PROFITABILITY – FY 2020/21



# SIGNIFICANT REDUCTION IN CORPORATE OVERHEADS

- Prudence in All Corporate Expenditure
- Redeployments & Re-structuring

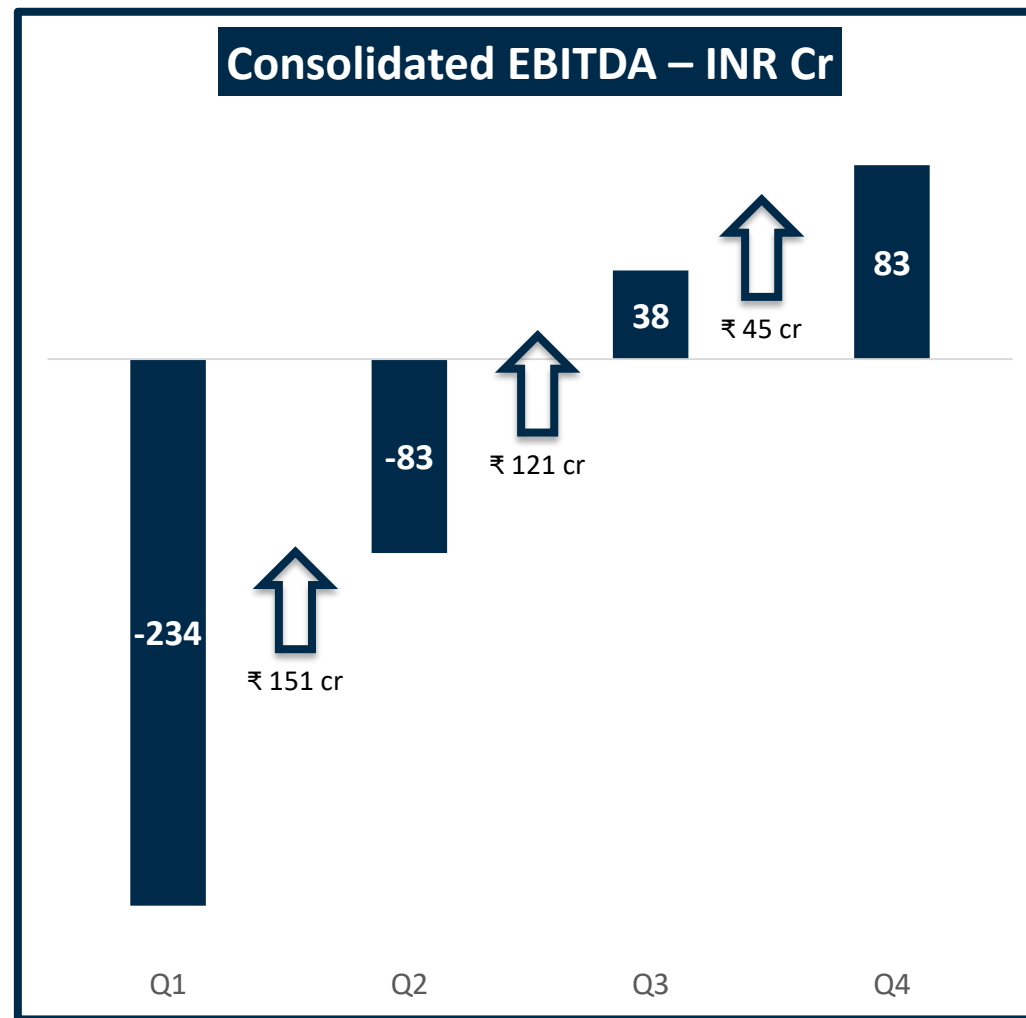
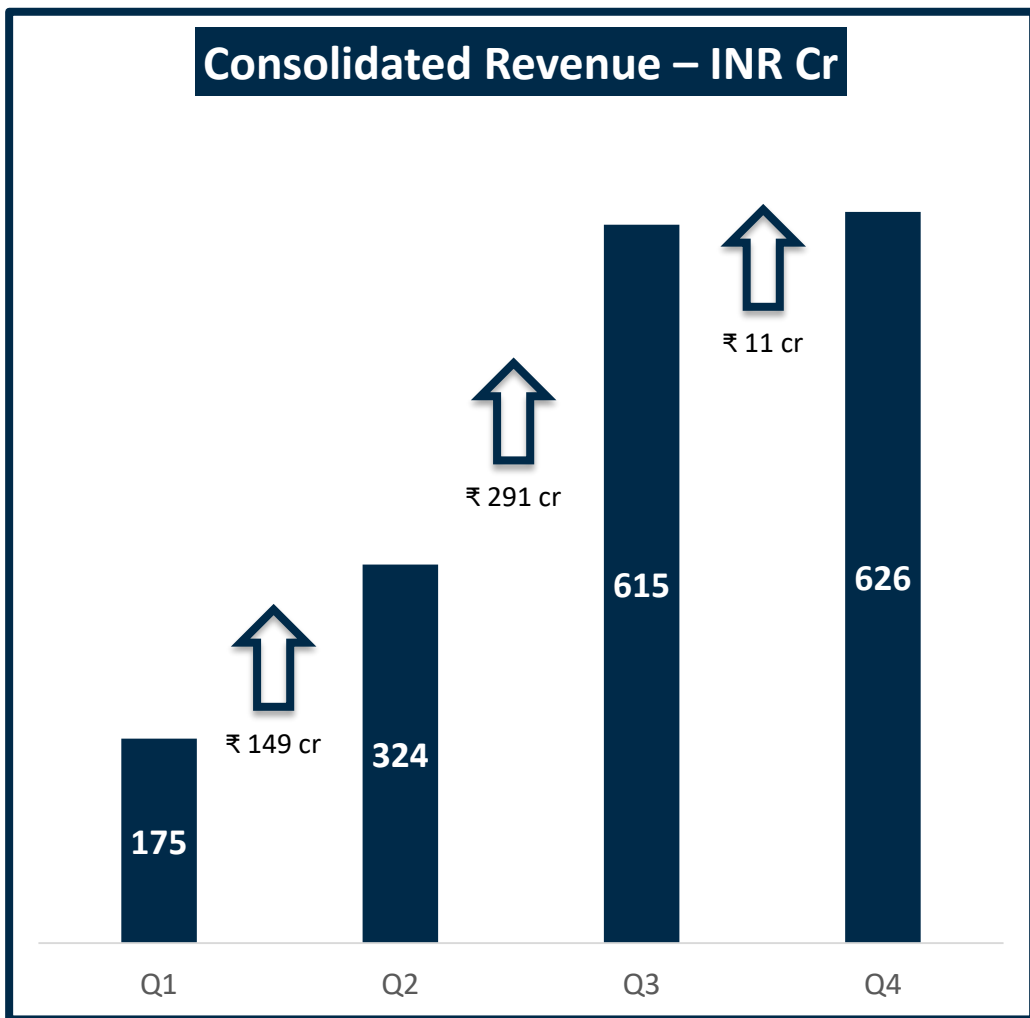


↓ 39 %

Savings of ₹ 135 Crores  
in FY 2020/21

# Q4 & FY 2020/21 PERFORMANCE HIGHLIGHTS

# Q-o-Q BUSINESS RECOVERY



# CONSOLIDATED FINANCIAL PERFORMANCE

₹ /crores

| Particulars             | Q4      |         |          | FY      |         |          |
|-------------------------|---------|---------|----------|---------|---------|----------|
|                         | 2020/21 | 2019/20 | Variance | 2020/21 | 2019/20 | Variance |
| <b>Total Revenue</b>    | 626     | 1,101   | (43%)    | 1,740   | 4,596   | (62%)    |
| <b>EBITDA</b>           | 83      | 246     | (66%)    | (197)   | 1,100   | (118%)   |
| <b>Profit After Tax</b> | (91)    | 74      | (223%)   | (720)   | 354     | (303%)   |

\* (After Share of Profit of Associates and JV's)

# STANDALONE FINANCIAL PERFORMANCE

Despite a tough year, IHCL achieved EBITDA break-even in FY 2020/21

₹ /crores

| Particulars      | Q4      |         |          | FY      |         |          |
|------------------|---------|---------|----------|---------|---------|----------|
|                  | 2020/21 | 2019/20 | Variance | 2020/21 | 2019/20 | Variance |
| Total Revenue    | 478     | 754     | (37%)    | 1,244   | 2,878   | (57%)    |
| EBITDA           | 118     | 249     | (53%)    | 14      | 895     | (98%)    |
| Profit After Tax | (50)    | 92      | (154%)   | (525)   | 401     | (231%)   |

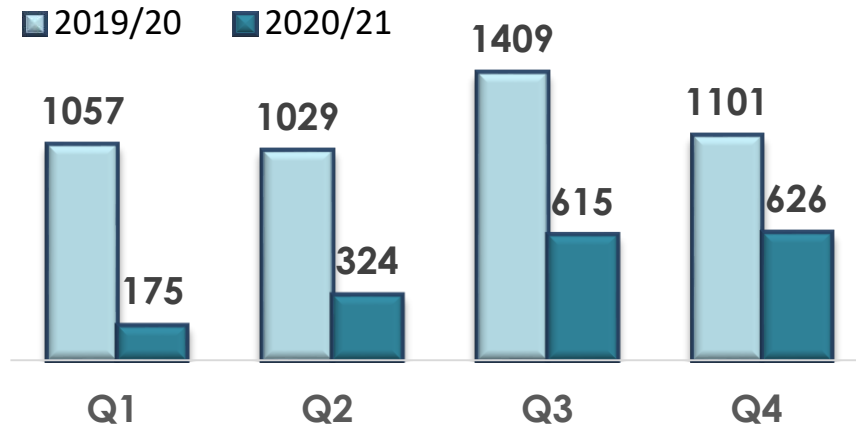
# IHCL CONSOLIDATED FINANCIAL PERFORMANCE (Q4 & FY 2020/21)

**GIRIDHAR SANJEEVI,  
EVP & CHIEF FINANCIAL OFFICER**

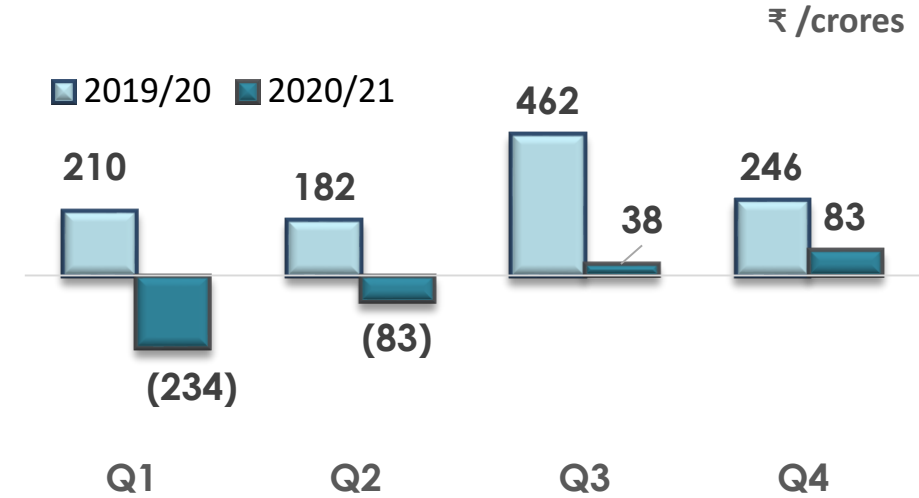


# IHCL CONSOLIDATED QUARTERLY TREND 2020/21

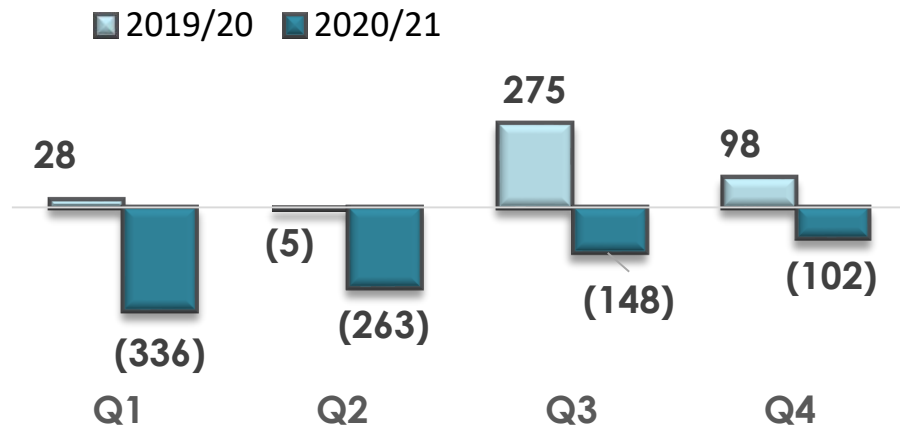
## TOTAL REVENUE



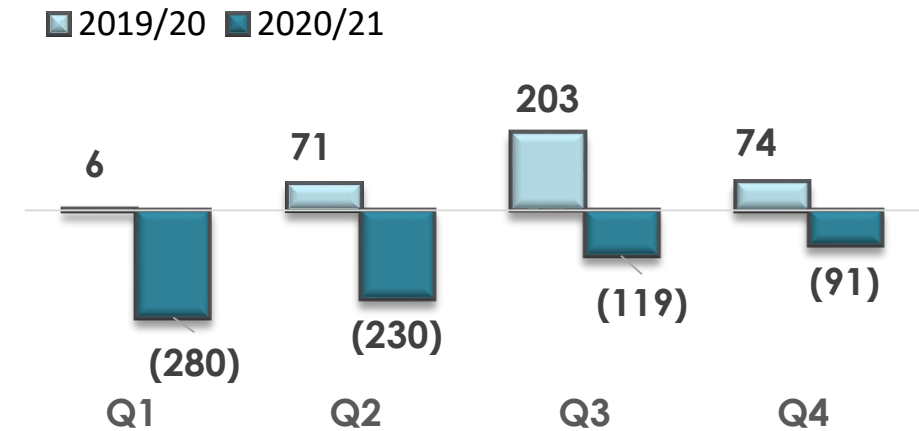
## EBITDA



## PBT



## PAT



Q1 PAT Includes profit on acquisition of Taj Cape Town, South Africa ` 82 crs

# IHCL CONSOLIDATED - REPORTED P&L

₹ /crores

| Particulars  | Q4           |              |             | FY            |              |             |
|--|--------------|--------------|-------------|---------------|--------------|-------------|
|  | 2020/21      | 2019/20      | Var %       | 2020/21       | 2019/20      | Var %       |
| Revenue from Operations  | 615          | 1,063        | -42%        | 1,575         | 4,463        | -65%        |
| Non Operating Revenue  | 11           | 38           | -70%        | 165           | 132          | 24%         |
| <b>Total Revenue</b>   | <b>626</b>   | <b>1,101</b> | <b>-43%</b> | <b>1,740</b>  | <b>4,596</b> | <b>-62%</b> |
| Raw Material Cost  | 57           | 84           | -32%        | 144           | 371          | -61%        |
| Employee Benefits  | 208          | 369          | -44%        | 894           | 1,495        | -40%        |
| Fuel, Power and Light  | 51           | 59           | -14%        | 173           | 270          | -36%        |
| Admin Expenses   | 98           | 144          | -32%        | 331           | 640          | -48%        |
| Other Expenditure  | 130          | 200          | -35%        | 396           | 720          | -45%        |
| <b>Total Expenditure</b>   | <b>544</b>   | <b>855</b>   | <b>-36%</b> | <b>1,937</b>  | <b>3,496</b> | <b>-45%</b> |
| <b>EBITDA</b>  | <b>83</b>    | <b>246</b>   | <b>-66%</b> | <b>(197)</b>  | <b>1,100</b> | <b>-</b>    |
| Depreciation and Amortization Expense                                  | 104          | 103          | 1%          | 410           | 404          | 1%          |
| Finance Costs  | 106          | 85           | 25%         | 403           | 341          | 18%         |
| <b>Profit Before exceptional Items &amp; Tax</b>                       | <b>(128)</b> | <b>58</b>    | <b>-</b>    | <b>(1009)</b> | <b>355</b>   | <b>-</b>    |
| Exceptional items Gain/(Loss)  | 25           | 40           | -           | 160           | 41           | +           |
| <b>Profit/ (Loss) before tax</b>                                       | <b>(102)</b> | <b>98</b>    | <b>-</b>    | <b>(850)</b>  | <b>396</b>   | <b>-</b>    |
| <b>Profit/ (Loss) After Tax</b>  | <b>(90)</b>  | <b>67</b>    | <b>-</b>    | <b>(694)</b>  | <b>351</b>   | <b>-</b>    |
| Add: Share of Profit/(Loss) in Assoc. & JV's                           | (8)          | 9            | -           | (101)         | 13           | -           |
| Less : Profit / (Loss) due to Non Contr. interest)                     | 6            | (2)          | +           | 76            | (9)          | +           |
| <b>Profit / (Loss) after Non contr. Int., share of assoc. &amp; JV</b> | <b>(91)</b>  | <b>74</b>    | <b>-</b>    | <b>(720)</b>  | <b>354</b>   | <b>-</b>    |

# Q4, FY 2020/21 – IHCL CONSOLIDATED

## Exceptional Items

₹ /crores

| Particulars   | Q4        |           |             | FY         |           |            |
|---|-----------|-----------|-------------|------------|-----------|------------|
|   | 2020/21   | 2019/20   | Var.        | 2020/21    | 2019/20   | Var.       |
| Change in fair value of derivative contracts        | 2         | (20)      | 22          | 25         | (22)      | 47         |
| Exchange Gain / (Loss) - IHMS SA                    | (1)       | -         | (1)         | 29         | -         | 29         |
| Profit on acquisition of Taj Capetown, South Africa | -         | -         | -           | 82         | -         | 82         |
| Gain on Sale of Land & Building                     |           | 54        | (54)        |            | 54        | (54)       |
| Gain on Sale of Property – Ginger Bangalore         | 24        | 6         | 18          | 24         | 6         | 18         |
| Profit on sale of TMFK Investment                   | -         | -         | -           | -          | 2         | (2)        |
| <b>Total</b>  | <b>25</b> | <b>40</b> | <b>(15)</b> | <b>160</b> | <b>41</b> | <b>119</b> |

## Operating & Non Operating Revenue includes:

|  |     |    |      |    |    |      |
|--|-----|----|------|----|----|------|
| Gain on Sale of Residential Flats  | 6   | 25 | (19) | 21 | 87 | (66) |
| Lease Rent Concessions   | 1   | -  | 1    | 35 | -  | 35   |
| Mega Claim Indirect Tax Subsidy accrued (Vivanta Guwahati)                           | 0   | -  | 0    | 13 | -  | 13   |
| Foreign currency gain on restatement of loan given to a subsidiary                   | (3) | -  | (3)  | 25 |    | 25   |
| Gain on fair valuation of financial liability created for acquisition of ELEL shares | -   | -  |      | 23 | -  | 23   |

# IHCL STANDALONE - REPORTED P&L

₹ /crores

| Particulars                                      | Q4          |            |             | FY           |              |             |
|--|-------------|------------|-------------|--------------|--------------|-------------|
|  | 2020/21     | 2019/20    | Var %       | 2020/21      | 2019/20      | Var %       |
| Revenue from Operations                          | 464         | 718        | -35%        | 1,133        | 2,743        | -59%        |
| Non Operating Revenue                            | 14          | 36         | -62%        | 111          | 134          | -18%        |
| <b>Total Revenue</b>                             | <b>478</b>  | <b>754</b> | <b>-37%</b> | <b>1,244</b> | <b>2,878</b> | <b>-57%</b> |
| Raw Material Cost                                | 44          | 56         | -21%        | 108          | 236          | -54%        |
| Employee Benefits                                | 129         | 189        | -32%        | 539          | 725          | -26%        |
| Fuel, Power and Light                            | 34          | 37         | -9%         | 109          | 175          | -37%        |
| Admin Expenses                                   | 68          | 104        | -34%        | 218          | 397          | -45%        |
| Other Expenditure                                | 84          | 119        | -29%        | 256          | 450          | -43%        |
| <b>Total Expenditure</b>                         | <b>359</b>  | <b>505</b> | <b>-29%</b> | <b>1,230</b> | <b>1,982</b> | <b>-38%</b> |
| <b>EBITDA</b>                                    | <b>118</b>  | <b>249</b> | <b>-53%</b> | <b>14</b>    | <b>895</b>   | <b>-98%</b> |
| Depreciation and Amortization Expense            | 52          | 51         | 1%          | 204          | 204          | 0%          |
| Finance Costs                                    | 79          | 60         | 32%         | 295          | 238          | 24%         |
| <b>Profit Before exceptional Items &amp; Tax</b> | <b>(13)</b> | <b>138</b> | <b>-</b>    | <b>(485)</b> | <b>454</b>   | <b>-</b>    |
| Exceptional items Gain/(Loss)                    | (45)        | (10)       | -           | (155)        | (16)         | -           |
| <b>Profit/ (Loss) before tax</b>                 | <b>(58)</b> | <b>128</b> | <b>-</b>    | <b>(640)</b> | <b>438</b>   | <b>-</b>    |
| <b>Profit/ (Loss) After Tax</b>                  | <b>(50)</b> | <b>92</b>  | <b>-</b>    | <b>(525)</b> | <b>401</b>   | <b>-</b>    |

# Q4, FY 2020/21 – IHCL STANDALONE

## Exceptional Items

₹ /crores

| Particulars   | Q4          |             |             | FY           |             |              |
|---|-------------|-------------|-------------|--------------|-------------|--------------|
|   | 2020/21     | 2019/20     | Var.        | 2020/21      | 2019/20     | Var.         |
| Gain / (Loss) on Change in fair value of derivative contracts | 2           | (20)        | 23          | 25           | (22)        | 47           |
| Provision for Pierre Cash Loss funding                        | (32)        | (42)        | 10          | (164)        | (69)        | (95)         |
| Provision for impairment of investment in Taj Safaris         | (1)         | (1)         | 0           | (1)          | (1)         | 0            |
| Provision for Cash Loss funding in Taj Cape Town              | (15)        | -           | (15)        | (15)         | -           | (15)         |
| Profit on sale of Padma Vilas Land and Building               | -           | 54          | (54)        | -            | 54          | (54)         |
| Profit on sale of TMFK shares                                 | -           | -           | -           | -            | 21          | (21)         |
| <b>Total</b>  | <b>(45)</b> | <b>(10)</b> | <b>(35)</b> | <b>(155)</b> | <b>(16)</b> | <b>(139)</b> |

## Operating & Non Operating Revenue includes:

|  |   |    |      |    |    |      |
|--|---|----|------|----|----|------|
| Gain on Sale of Residential Flats  | 6 | 25 | (19) | 21 | 87 | (66) |
| Lease Rent Concessions   | - | -  | -    | 27 | -  | 27   |
| Mega Claim Indirect Tax Subsidy accrued (Vivanta Guwahati)                           | 0 | -  | 0    | 13 | -  | 13   |
| Gain on fair valuation of financial liability created for acquisition of ELEL shares | - | -  | -    | 23 | -  | 23   |

# Q4 2020/21 – IHCL STANDALONE REVENUE METRICS

| Particulars          | Jan        | Feb        | Mar        | Q4         | Q3         | Q2         |
|----------------------|------------|------------|------------|------------|------------|------------|
| Occupancy %          | 56.0       | 61.8       | 54.0       | 57.1       | 47.4       | 32.3       |
| ARR in ₹             | 8,453      | 8,700      | 8,457      | 8,537      | 8,300      | 5,424      |
| RevPAR in ₹          | 4,733      | 5,379      | 4,567      | 4,877      | 3,936      | 1,751      |
| (₹/ crores)          |            |            |            |            |            |            |
| Room Revenue         | 66         | 68         | 67         | 201        | 160        | 71         |
| F & B Revenue        | 54         | 62         | 57         | 173        | 161        | 48         |
| Other Revenue        | 31         | 36         | 37         | 104        | 113        | 96         |
| <b>Total Revenue</b> | <b>151</b> | <b>166</b> | <b>161</b> | <b>478</b> | <b>434</b> | <b>215</b> |

# Q4 2020/21 – DOMESTIC NETWORK REVENUE METRICS

| Particulars           | Jan        | Feb        | Mar        | Q4         | Q3         | Q2         |
|-----------------------|------------|------------|------------|------------|------------|------------|
| Occupancy %           | 54.4       | 60.7       | 53.2       | 55.9       | 45.6       | 28.2       |
| ARR in ₹              | 5,851      | 6,094      | 5,912      | 5,953      | 5,643      | 3,759      |
| RevPAR in ₹           | 3,181      | 3,701      | 3,144      | 3,329      | 2,573      | 1,061      |
| (₹/ crores)           |            |            |            |            |            |            |
| Room Revenue          | 162        | 169        | 159        | 491        | 384        | 154        |
| F & B Revenue         | 126        | 143        | 125        | 394        | 353        | 106        |
| Other Revenue         | 27         | 26         | 32         | 85         | 78         | 52         |
| <b>Total Revenue*</b> | <b>315</b> | <b>339</b> | <b>316</b> | <b>970</b> | <b>815</b> | <b>312</b> |

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

# DEBT POSITION

₹ /crores

| Particulars                                | Standalone   |              | Consolidated |              |
|--|--------------|--------------|--------------|--------------|
|  | Mar 31, 2021 | Mar 31, 2020 | Mar 31, 2021 | Mar 31, 2020 |
| Gross Debt                                 | 2,592        | 1,943        | 3,633        | 2,602        |
| Liquidity                                  | (413)        | (555)        | (523)        | (745)        |
| <b>Net Debt</b>                            | <b>2,179</b> | <b>1,388</b> | <b>3,110</b> | <b>1,857</b> |
| Weighted cost of Debt (%)                  | 7.8          | 8.1          | 6.5          | 7.0          |
| Net Debt to Equity                         | 0.52         | 0.30         | 0.73         | 0.36         |
| Net Debt to EBITDA<br>(12 months trailing) | -            | 1.55         | -            | 1.69         |

Note : Taj Cape Town Debt Consolidated from 1<sup>st</sup> July 2020



# LEADING POSSIBILITIES, MANAGING PROBABILITIES

CONTINUE TO FOCUS ON

Growth

Fitness

Portfolio

Safety

Excellence

RE-INFORCING LEADERSHIP WITH TRUST

INDIA'S  
**STRONGEST**  
**TAJ** BRAND IN 2020

# Q & A

# DISCLAIMER

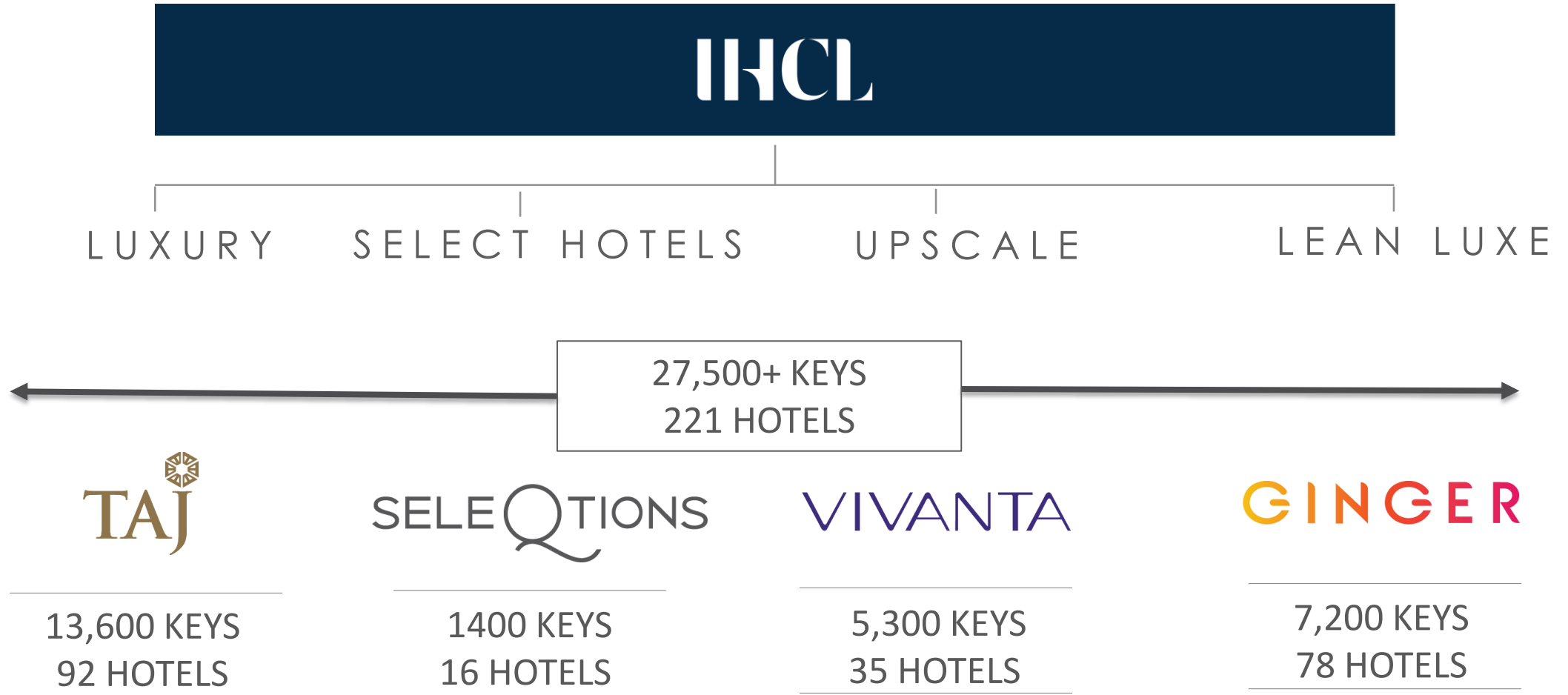
These presentations may contain forward-looking statements within the meaning of applicable securities laws. Similarly, statements that describe our business strategy, outlook, objectives, plans, intentions or goals also are forward-looking statements.

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.

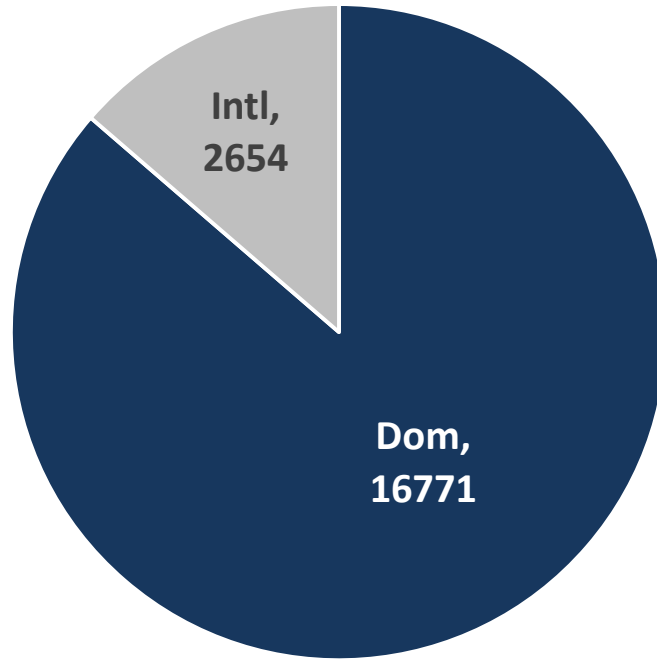
# BRANDSCAPE



\*Portfolio figures include hotels under various stages of development

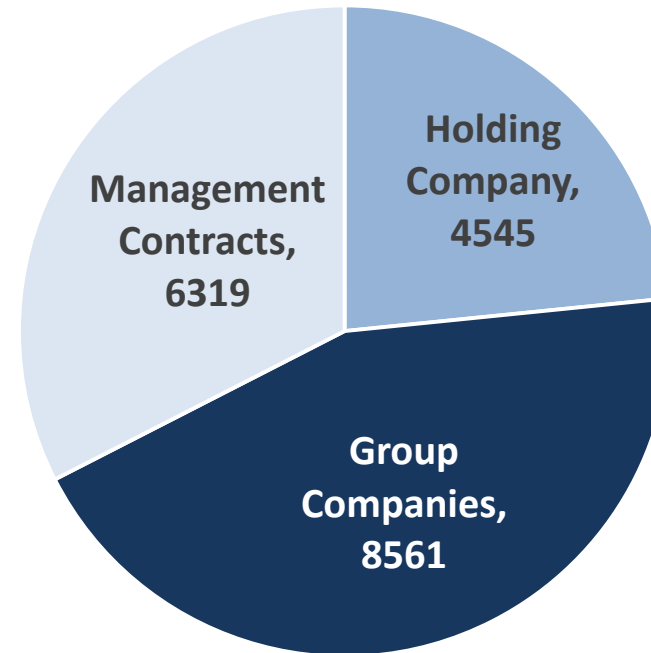
# OPERATING PORTFOLIO

## Inventory by Geography



■ Dom ■ Intl

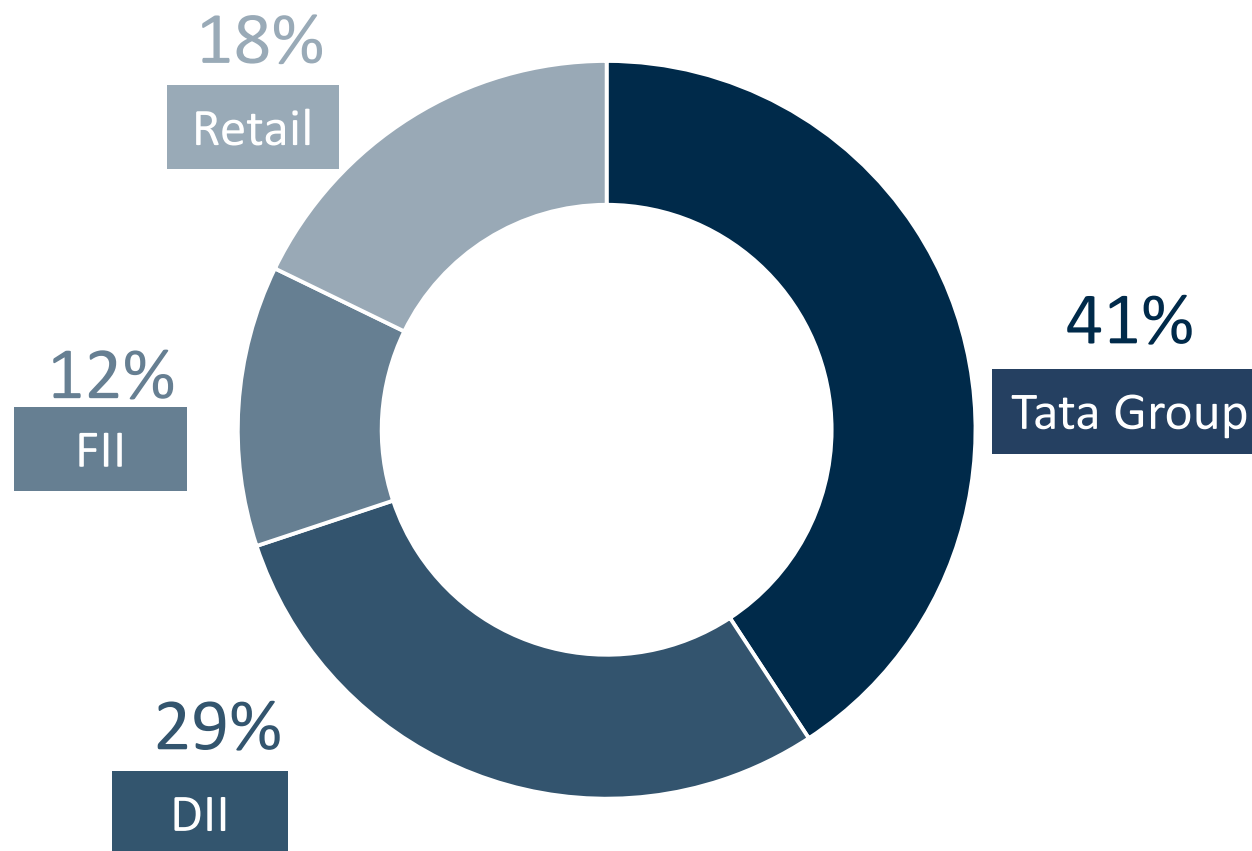
## Inventory by Contract Type



■ Holding Company ■ Group Companies ■ Management Contracts

As of 31<sup>st</sup> Mar 2021, IHCL has **165 hotels operational** with **19,425 Rooms**

# SHAREHOLDING PATTERN



\* As on 31<sup>st</sup> Mar 2021

# AWARDS AND ACCOLADES

Brand Finance®



**India  
100  
2020**



EARTHCHECK

**A W A R D S**  
34th Cycle winners



**TRUSTYOU**



# IHCL

## GLOBAL CONFERENCE CALL

Q4, FY 2020/21 RESULTS | 1<sup>st</sup> MAY, 2021



SELEQTIONS

VIVANTA

GINGER

EXPRESSIONS

