



May 8, 2021

MHRIL/SE/21-22/13

Listing Compliance
National Stock Exchange of India Limited
Exchange Plaza, Plot No. C/1, G Block
Bandra-Kurla Complex
Bandra E, Mumbai – 400 051
Scrip Code: MHRIL

Department of Corporate Services
BSE Limited
Floor 25, PJ Towers,
Dalal Street
Mumbai – 400 001
Scrip Code: 533088

Dear Sir/ Madam,

Sub: Presentation to be made to Investors / Analysts

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), please find enclosed a presentation to be made to the Investors / Analysts.

The aforesaid presentation is also being hosted on the website of the Company, www.clubmahindra.com in accordance with Regulation 46 of the SEBI Listing Regulations.

Kindly take the same on record.

Thanking you,

Yours faithfully,
For **Mahindra Holidays & Resorts India Limited**

Dhanraj Mulki
General Counsel & Company Secretary

Encl: As above

Mahindra Holidays & Resorts India Limited

Corporate Office: Mahindra Tower, 1st Floor, 'A' Wing, Dr. G.M. Bhosle Marg, P.K. Kurne Chowk, Worli, Mumbai - 400 018.
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e: memberrelations@clubmahindra.com / www.clubmahindra.com / CIN: L55101TN1996PLC036595



Mahindra Holidays & Resorts India Ltd.

Investor Presentation

8th May 2021



Club Mahindra Udaipur,
Rajasthan

Outline / Agenda



Executive Summary	03
Hospitality Industry	06
Vacation Ownership Industry	12
Our Unique and Resilient Business Model	16
Our FY21 Performance	22
A Strong & Consistent Performance Track Record	30
Long-Term Value Creation	40
Holiday Club Resorts	47

In a year impacted by a pandemic, we have emerged stronger



Expanding Member Base

12,031

Member additions

250,000+

Cumulative Member Base

Occupancy

85%

Occupancy in Q4 FY21;

72%

Occupancy in FY21

Operational Profit

EBITDA grows to

Rs. 286 Cr

(up 18% YoY)

Liquidity Position

Rs. 159 Cr

Cash generated

Rs. 940 Cr

Cash position

Balance Sheet

Rs. 5,081 Cr

Deferred Revenue

Zero

Debt

PBT

Rs. 169 Cr

growth of **37% YoY**

Resort Portfolio

79 Resorts

(9 resorts added this year)

New Greenfield Resort

Assonora, Goa

Launched

Room Inventory

4,197 Rooms

(465 rooms added this year)

Executive Summary



Industry Outlook

Well Poised to Drive Domestic Leisure Travel Demand

New and emerging consumer trends augur well for us:

- Leisure destinations to lead recovery
- Most of our resorts are at drivable distances from cities

Large and attractive addressable market for Vacation Ownership ('VO') in India

- VO penetration in India is at ~2% vs ~11% in U.S.

Our Key Differentiators

- Unique and resilient business model
- Large base of loyal and committed members
- Wide variety of marquee properties across India and abroad
- Preferred choice for unparalleled family vacationing experiences
- Part of the Mahindra group – a trusted brand and a market leader

A Strong Performance Track Record

- Multiple annuity revenue streams
- Enhanced operational efficiencies
- Growing profitability and margins
- Supported by a strong balance sheet and liquidity position

Long-Term Value Creation

Key Strategic Initiatives to Drive Consistent Growth:

- Expand our resort network at an accelerated pace
- Deliver Superlative Customer Experience
- Grow cumulative member base through Referral, Digital & Alliances
- Consistent and sustained profit growth
- Aligning our business objectives with ESG goals

Our Financial Metrics Demonstrate the Resilience of our Business Model



Predictable Revenue Streams

Built-in multiple income streams - Vacation Ownership Income, Annual Subscription Fee & Resort Income

1

Deferred Revenue pool of Rs. 5,081 Crs

A steady stream of income from a large pool of deferred revenue

2

PBT Growth of 37% YoY in FY21

Demonstrated consistent growth in profitability YoY

3

Rs. 940 Crs of Free Cash

Robust operating cash flows

4

Debt-free

Zero debt

5

Rs. 1,205 Crs of Receivables

Available for securitization

6

Hospitality Industry

KANHA
MADHYA PRADESH

Evidence of Green-Shoots of Recovery in the US Travel Industry Indicates Expected Strong Recovery in the Indian Market



Accelerated Leisure Travel Recovery

1

Easing of domestic travel restrictions and the faster-than-anticipated vaccine rollout in the US has helped accelerate leisure travel demand

Increased Confidence to Travel

2

US market has witnessed increased demand to fly to destinations, indicating not only increased demand for travel, but increased overall confidence to travel

Higher Propensity to Travel

3

Within leisure, timeshare owners are expected to be one of the first ones to start holidaying based on their high propensity to travel

Strong VO Recovery Expectations

4

US VO players are expecting recovery in 2021 and are expecting 2022 to witness close to 2019 levels.

Unique Timeshare Attributes

5

Increased appreciation of unique timeshare attributes such as extra space, large apartment sizes, kitchens, in-room laundry, and safety & hygiene initiatives give travelers the feeling of a second home during their stay

Higher Margin Levels

6

Players have witnessed margin expansion in Q1 CY21 to a level close to the first quarter of 2019

We are well-positioned to capture emerging trends in the Indian Hospitality Industry



The pandemic has led to certain trends emerging in the Indian Hospitality industry...



Revenge/ Reward Tourism due to pent-up demand for leisure travel after several months of lockdown



Easing up of restrictions will lead to travel and tourism players competing for and **capturing their wallet share**



The **45+ age group** are frequent travelers with a higher propensity to spend and travel

... which MHRIL is well placed to capitalize on



Bounce-back in occupancies post the easing of lockdown restrictions in Q3 FY21 (~75%) & Q4 FY21 (~85%). Going forward, we expect a similar rebound in occupancies after the second wave wanes



Large and committed base of 250,000+ members
Our **wide range of resorts** across India positions us well in the post pandemic era



A large proportion of our member base is of a similar age group and eligible for early vaccinations. Hence, we expect them to **lead the recovery**.

MHRIL has shown considerable resilience during the pandemic

We are well-positioned to capture emerging trends in the Indian Hospitality Industry continued..



The pandemic has led to certain trends emerging in the Indian Hospitality industry...



Restaurants, hotels, and recreation centers have created outdoor spaces conducive to social distancing



Accelerated technology transformation amongst hospitality players to accommodate contactless service in view of the heightened safety and hygiene expectations of travelers



Airlines have shrunk their capacities and have witnessed higher cost of operations, which has made long haul flights and international travel more expensive

... which MHRIL is well placed to capitalize on



Our resorts consist of large open spaces, outdoor dining, and spacious rooms that favorable for social distancing



Our resorts represent the highest standards in safety and are certified by Bureau Veritas. Further, we have taken a lead early on in contactless service interactions, not only through technology but also through training of our staff

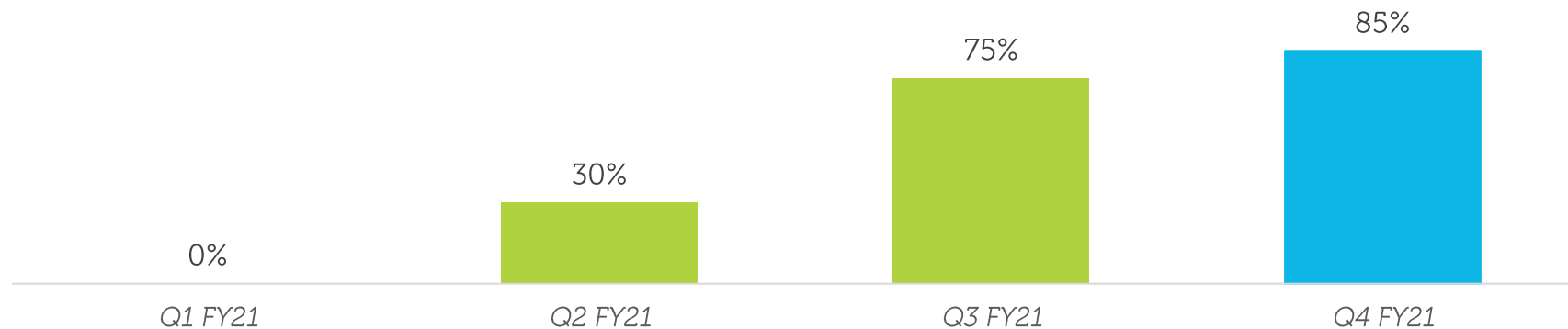


Growth in domestic travel is likely to benefit us given that most of our resorts are at drivable distances from key cities

MHRIL has shown considerable resilience during the pandemic

Sharp Recovery in Occupancies at our Resorts

Rebuilding Resort Occupancy
(Occupancies as a % of operational rooms)



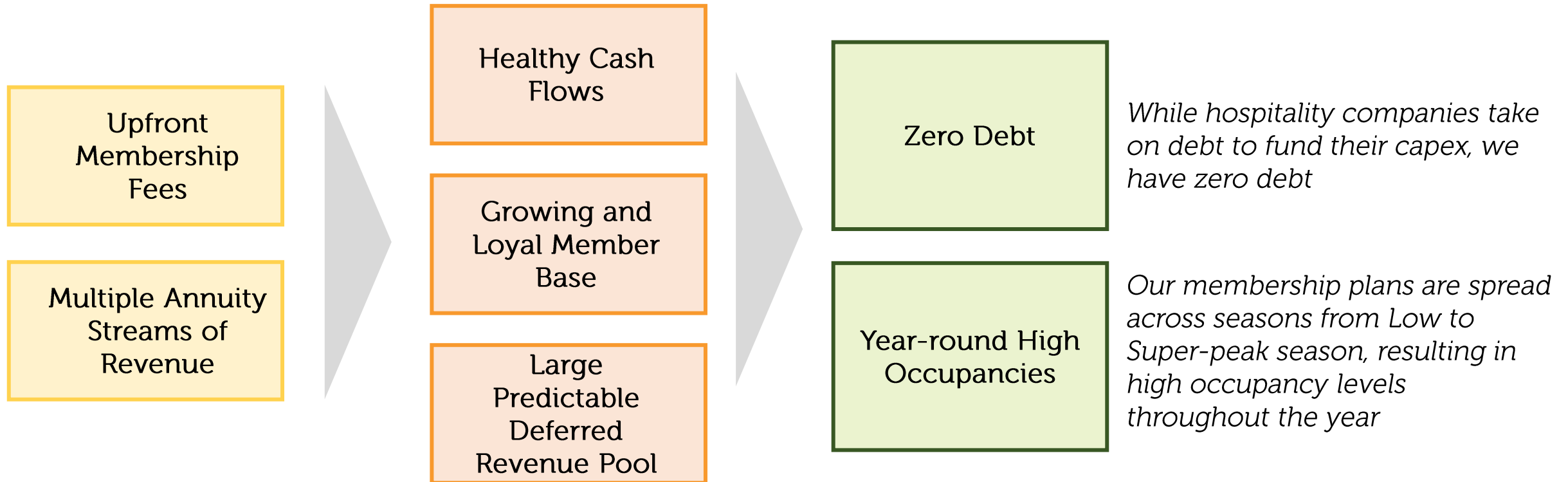
On easing of lockdown restrictions in end-June'20, we witnessed a **strong bounce back** in occupancy levels across our resorts

With our resorts at drivable distances from cities, **90% customers were driving down to our resorts***

Majority of members preferred to stay in the resorts due to safety concerns, leading to **higher spends on F&B and in-resort experiences**

During the year, we witnessed Q-o-Q improvement with occupancies reaching 85% in Q4FY21

We Differentiate ourselves from the Traditional Hospitality Players through High Occupancies and Zero Debt



We have successfully overcome the twin challenge of low occupancy and high debt faced by the hospitality industry at large

Vacation Ownership Industry

ASHTAMUDI
KERALA

Global Vacation Ownership Landscape



Globally there are 5,000 timeshare resorts in 121 countries

In the U.S. there are 1,500 timeshare resorts with over 9 Mn owners

VO industry: ~11% penetration of US households with income over \$50,000 (81 Mn households)

- U.S. timeshare industry sales witnessed a CAGR of ~7% from \$ 8.6 bn in 2016 to \$ 10.5 bn in 2019

VO Player	Market Cap* (\$Bn)	No. of Resorts [#]	Cumulative Member Base [#]
Marriot Vacation Worldwide	7.6	110	660,000
Wyndham Destinations (Travel & Leisure Co.)	5.3	245	867,000
Hilton Grand Vacations	3.2	62	328,000

*As on 31st March'21

#All figures for CY20, except for Cumulative Member base of Marriott Vacation Worldwide which is as on 31st Dec 2019

A Large & Attractive Market for Vacation Ownership in India



There is a huge potential target market for VO as household income grows...

- 01** ~3 Crs High-income Households
with an annual income > Rs. 27.5 lakhs expected by CY30
- 02** Rs. 55 Lakh Crs Annual Consumption
from high-income households by CY30
- 03** 2x Growth
expected in high-income households by CY30
- 04** VO penetration in India is ~2%
vs ~11% in US, demonstrating considerable scope for growth

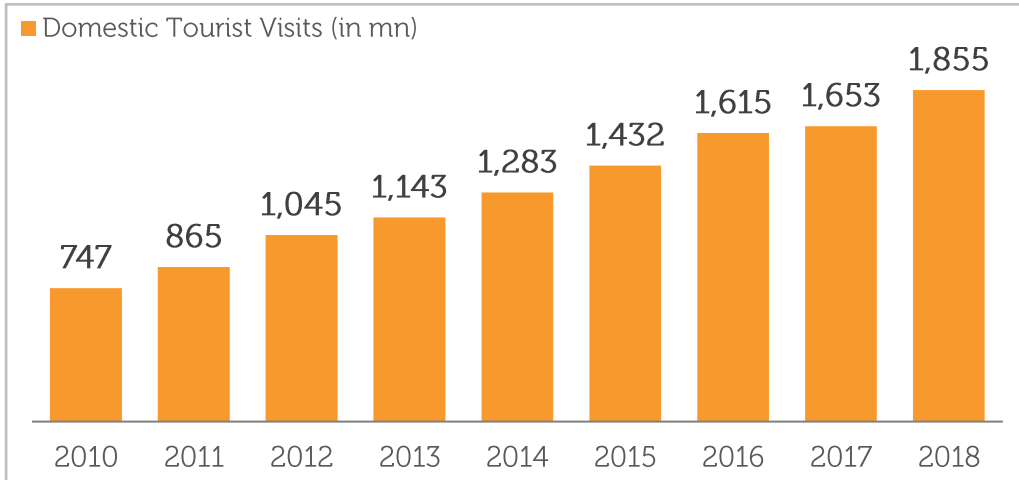
An expanding aspirational consumer segment and low penetration levels of VO provide significant headroom for the growth of the Vacation Ownership market in India

Growing Demand for Travel



India's Travel Trends

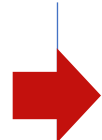
Domestic tourist trips have witnessed a CAGR of 12% during the 2010-2018 period



Tourism's contribution to GDP is increasing & the proportion of disposable income spent on vacationing has reached developed market levels

Travel and Tourism as a % of GDP*	9.4%	10.5%	11.0%	7.7%
% of Disposable Income spent - Travel/ Tourism*	11%	13%	13%	8%

*For 2017-2018



Market Trends

- Leisure to lead recovery
- Preference for domestic destinations to accelerate
- Rise of 'drivable leisure'
- Travel bubble with extended family
- Willingness to pay for flexibility
- Heightened safety and hygiene expectations

Leisure travel to domestic destinations is expected to do significantly well over the next few years

Our Unique and Resilient Business Model

Our Capabilities Built Over 25 years of Our Journey



Creation of marquee resorts in new and unexplored destinations

Choice of 69 Domestic Resorts, 10 resorts in South-East Asia, 9 Associate Resorts in U.S. and 33 Holiday Club Resorts in Europe

Manage fully serviced resorts with high standards of hospitality even at remote destinations

Offer unparalleled family holidaying experiences

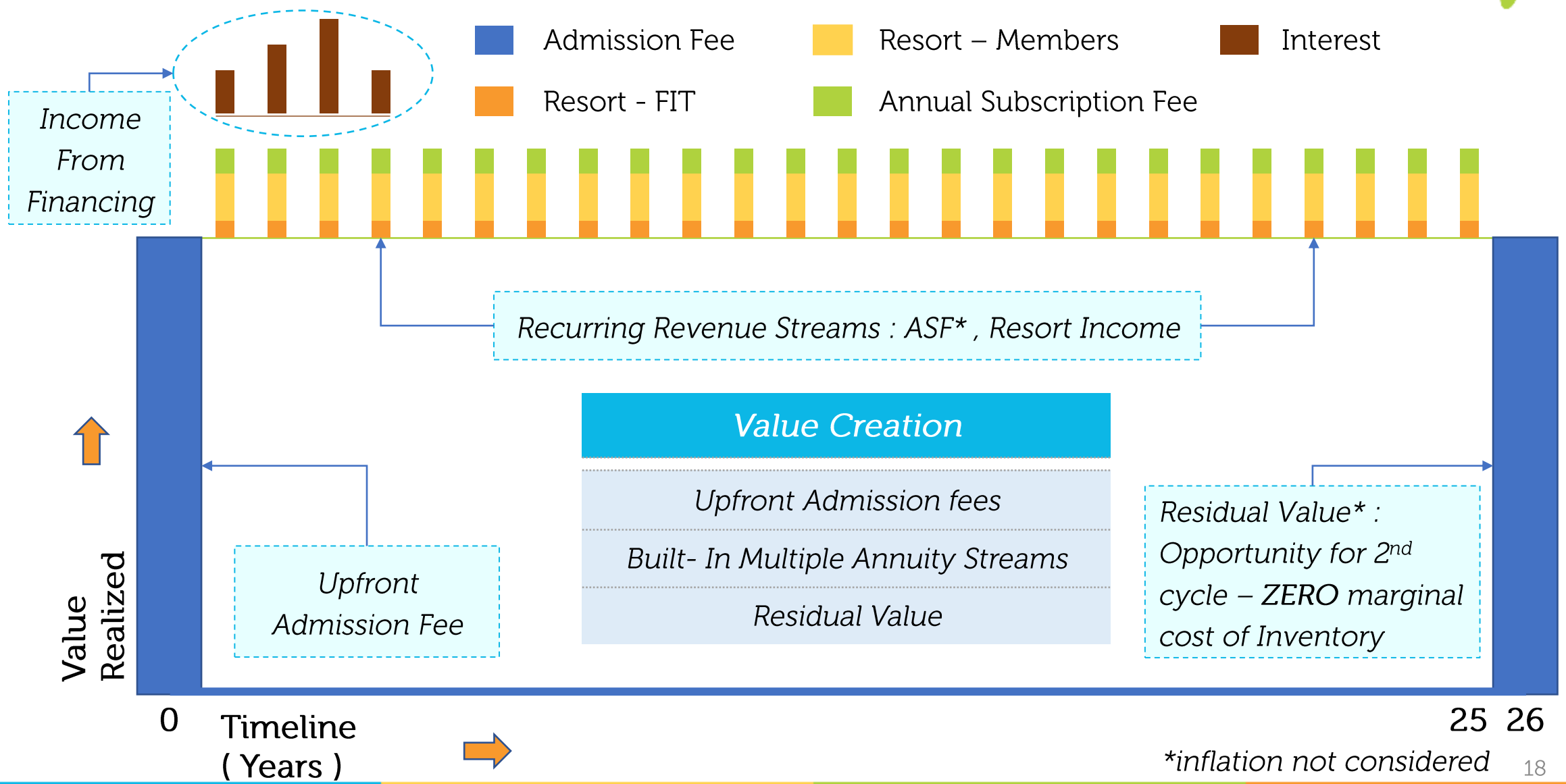
Service an ecosystem of 250,000+ members

Online and offline lead generation capability to create a funnel of prospects

Largest direct selling company sales force network in the hospitality industry

Club Mahindra Binsar

Unique and Resilient Business Model



Diverse set of products targeting multiple customer segments



CMH 25 – 25 years, 7 nights per year



Target Consumer

Couples with Young Children
Affluent, NCCS A,
30-40 years of age

Consumer Preferences

- Cautious explorers & comfort travelers
- Plan vacations in advance

Bliss - 10 Years, Points Based Membership



Empty Nesters
Affluent, NCCS A,
50-65 years of age,

- Financially secure & free from familial responsibilities
- Place a premium on comfort and convenience

GoZest! - 3 Years, Points Based Membership



Recently Married
Couples
NCCS A2-B1,
<30 years of age

- Social media influence & validation impacts choices
- Eager for new and exciting experiences, in the city or while traveling

Our Expanding Destination Network



69 Resorts in India + 10 in South-East Asia and 9 Associate Resorts in USA

Holiday  *Club*
33 Resorts in Europe

Holiday Exchange Program - Club Mahindra 'Horizon'
210+ Partner Hotels worldwide

RCI[®]
4,300 Resorts in 110 countries

We are leading the recovery in the sector..



We are completely focused on leisure travel and family experiences and are best positioned to benefit from the pent-up demand for leisure travel

01

With 69 resorts across India, we are poised to take advantage of consumer preferences for domestic travel over international destinations

02

Travelers are increasingly opting for short getaways, staycations, and outdoor experiences which augur well for our resorts, many of which are at drivable distances from cities

03

Our large base of 250,000+ committed members are prioritizing vacationing at our resorts which have witnessed occupancies of 85% in the last 3 months (Q4 FY21)

04

We have large room sizes, spacious resorts, & plenty of outdoor activities, which make our properties better suited for social distancing and holidaying with extended family & friends

05

We are the preferred and trusted leisure hospitality player with certified cleaning and safety protocols (by Bureau Veritas)

06

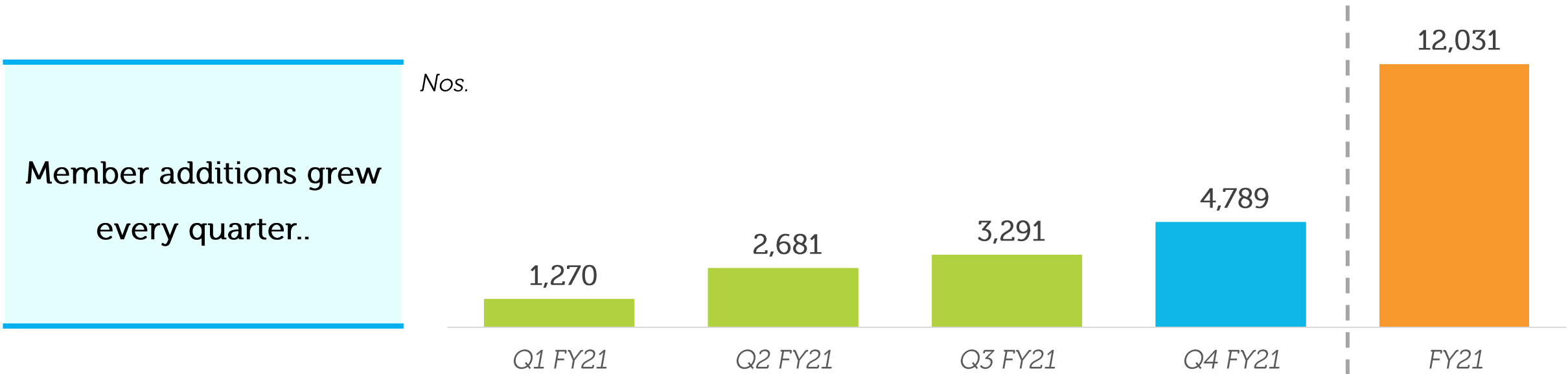


Club Mahindra Virajpet,
Karnataka

Our Performance

CHERAI
KERALA

Member Acquisitions



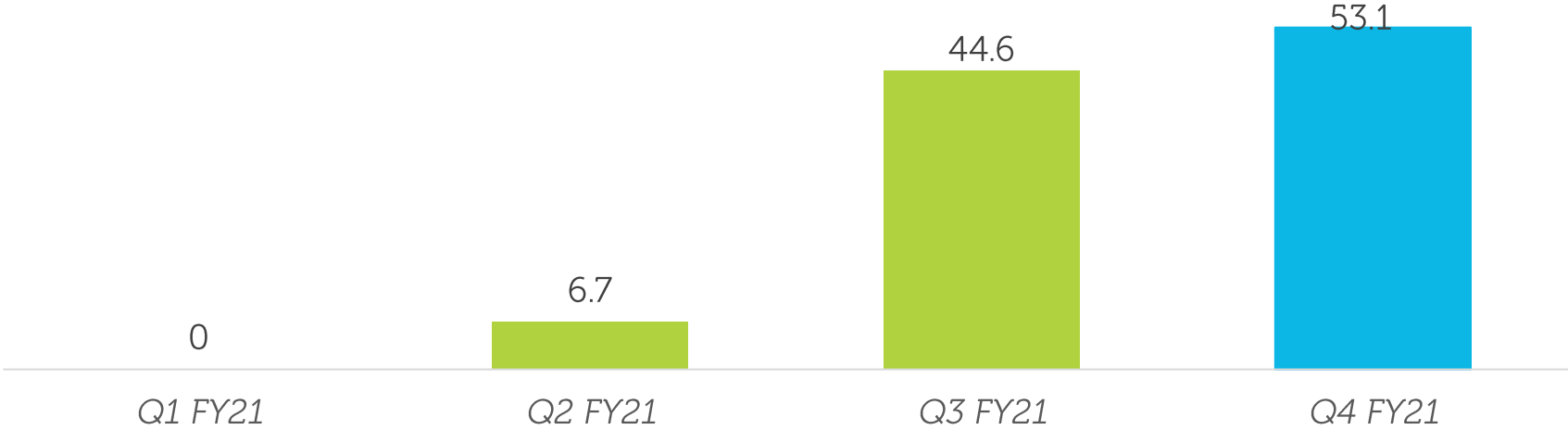
- From the start of the pandemic (Apr'20), the customer acquisition team moved to virtual selling
- Member engagement activity ('Heart to Heart') also moved from offline to digital
- Focus shifted towards higher referrals and quality member acquisition through digital routes
- Reduction in cost of acquisition

Member acquisitions through the Referral & Digital route at 55% in FY21

Resort Performance



Resort Income
(In Rs. Crs)

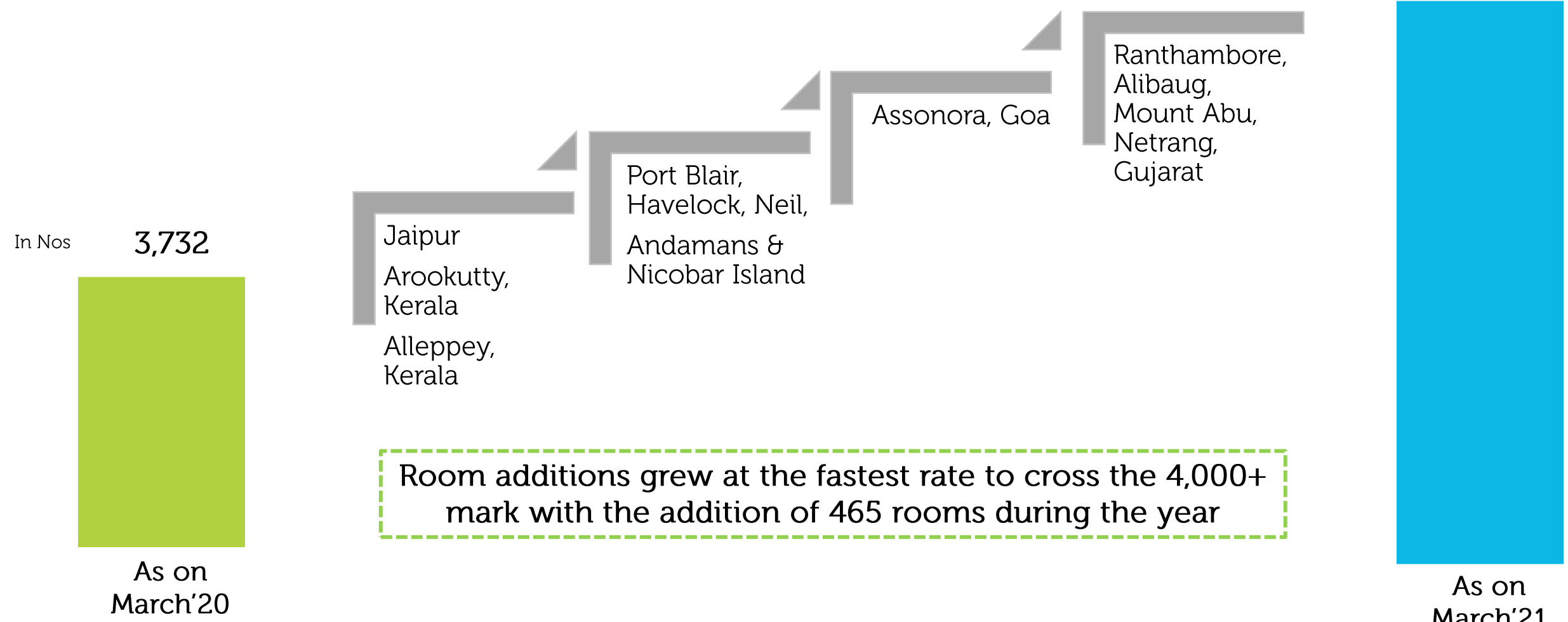


- Our resort performance has sharply recovered QoQ and has reached pre-pandemic levels both in terms of occupancies and resort revenues
- Our resort income of Rs. 53.1 Crs in Q4 FY21 was higher than our resort income for Q4 FY20 of Rs. 48.9 Crs

Expanding our Inventory Portfolio to 79 resorts



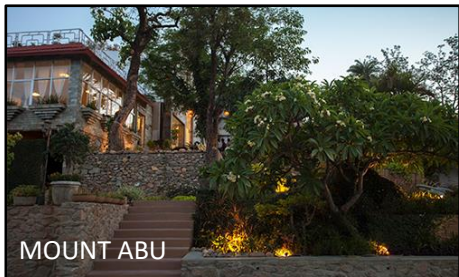
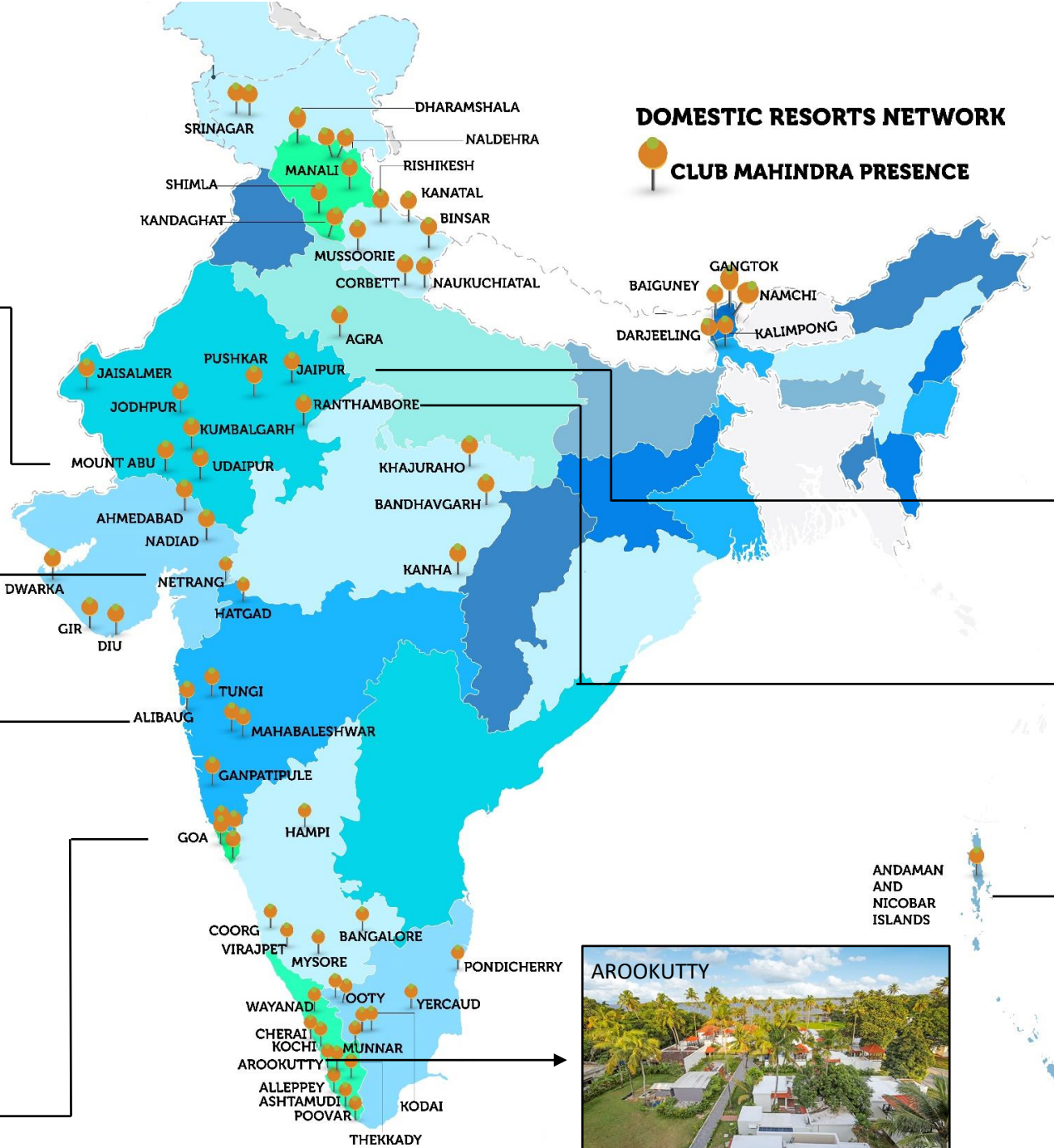
4,197



As on March '21

DOMESTIC RESORTS NETWORK

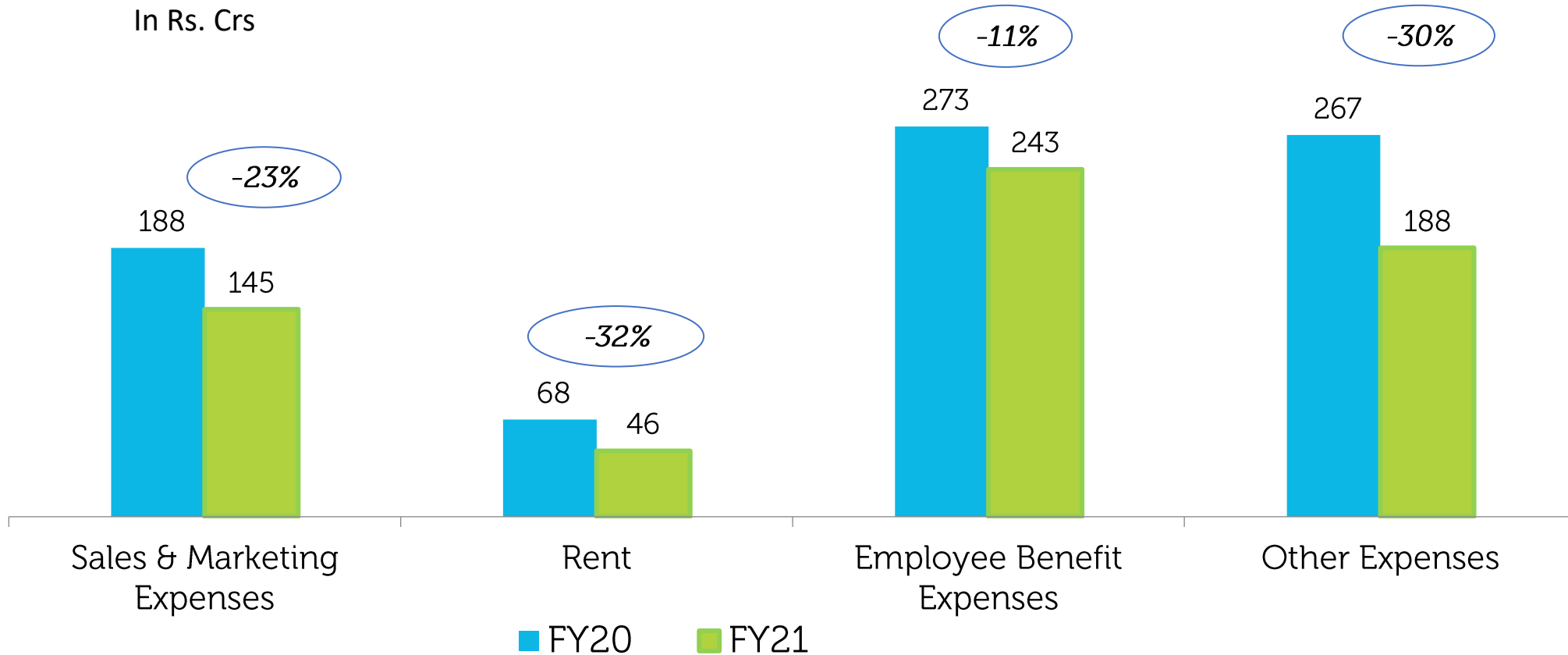
CLUB MAHINDRA PRESENCE



Enhanced Cost Efficiencies



In Rs. Crs

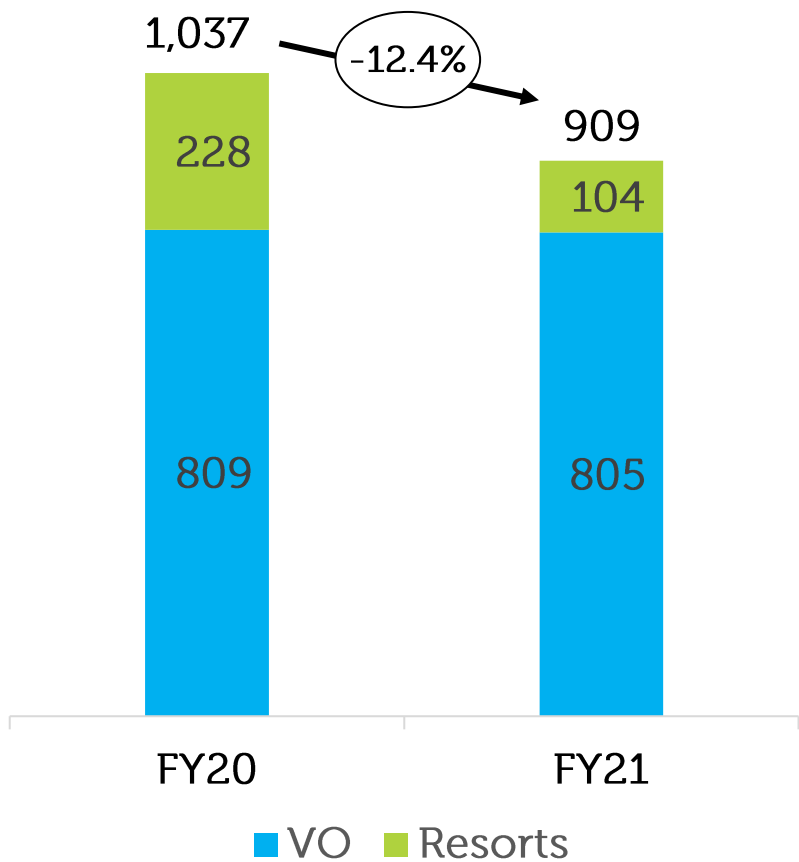


Significant cost saving measures have resulted in total cost reduction by 22% YoY

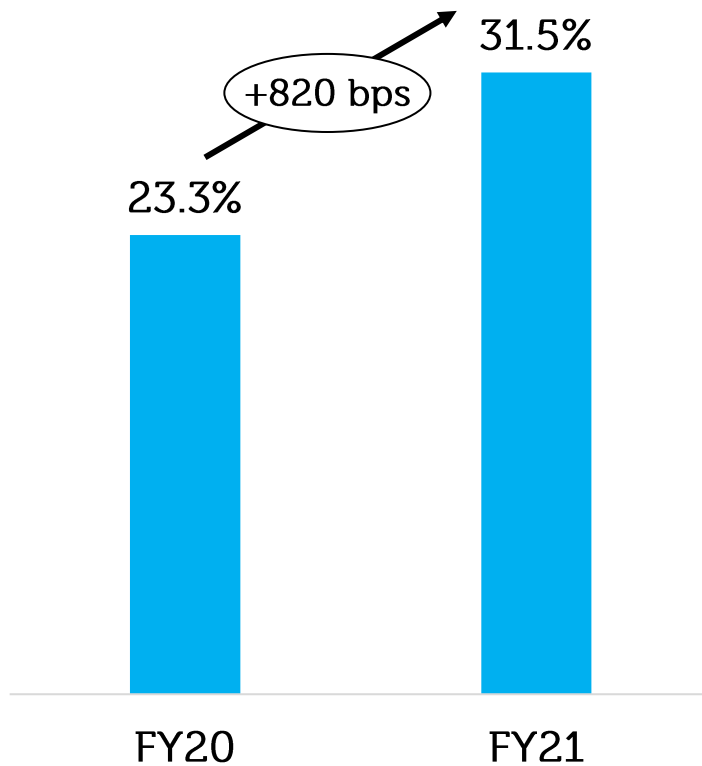
FY21 Performance Trend

Rs. Crs

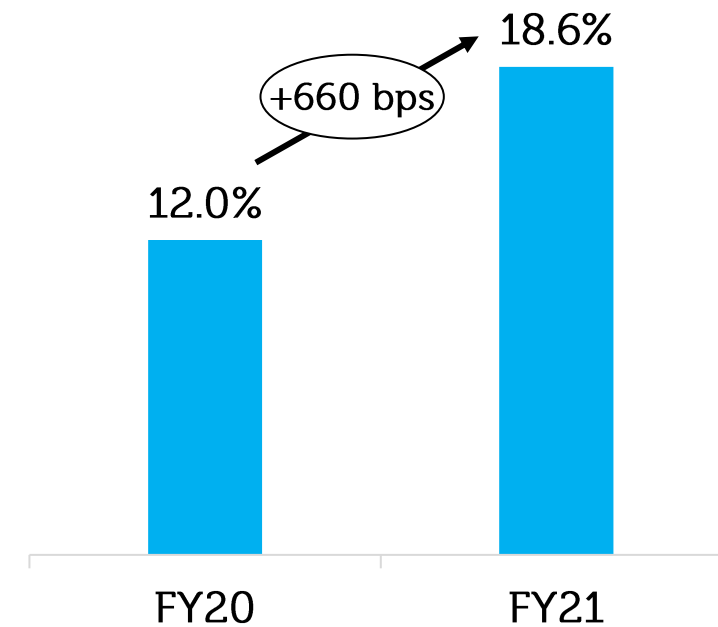
Total Income*



EBITDA Margin



PBT Margin

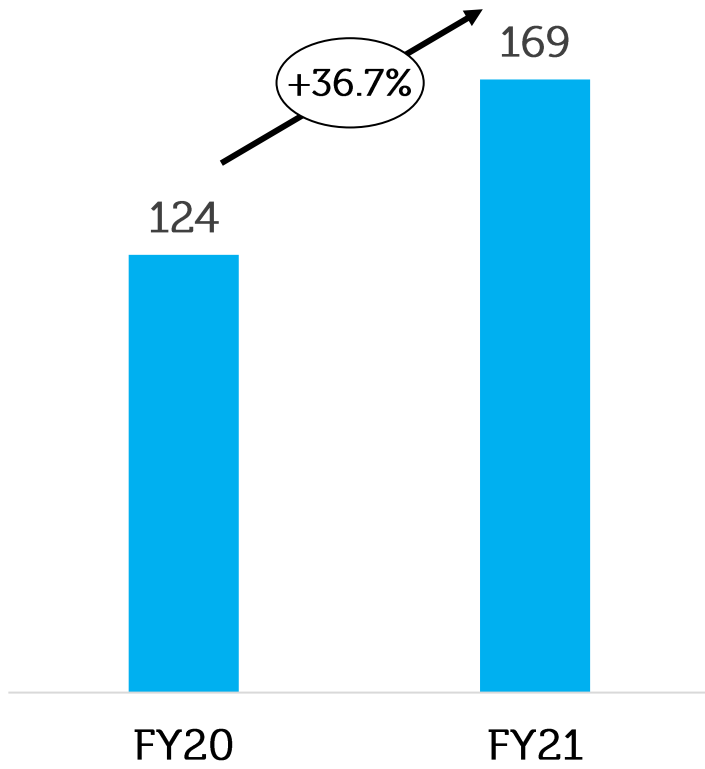


FY21 Profits



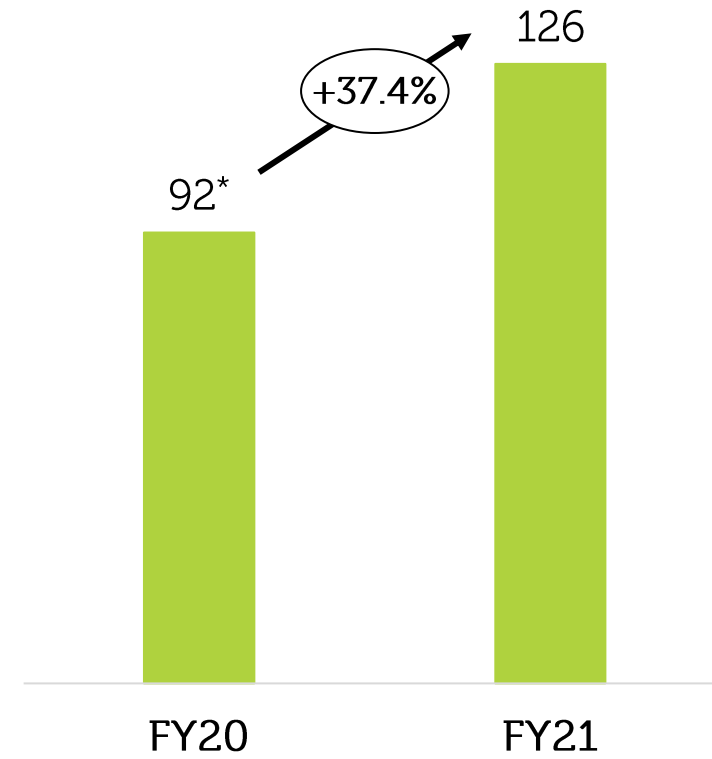
Rs. Crs

PBT



Rs. Crs

PAT



Note: *Before one-time impact due to change in corporate tax

A Strong & Consistent Performance Track Record

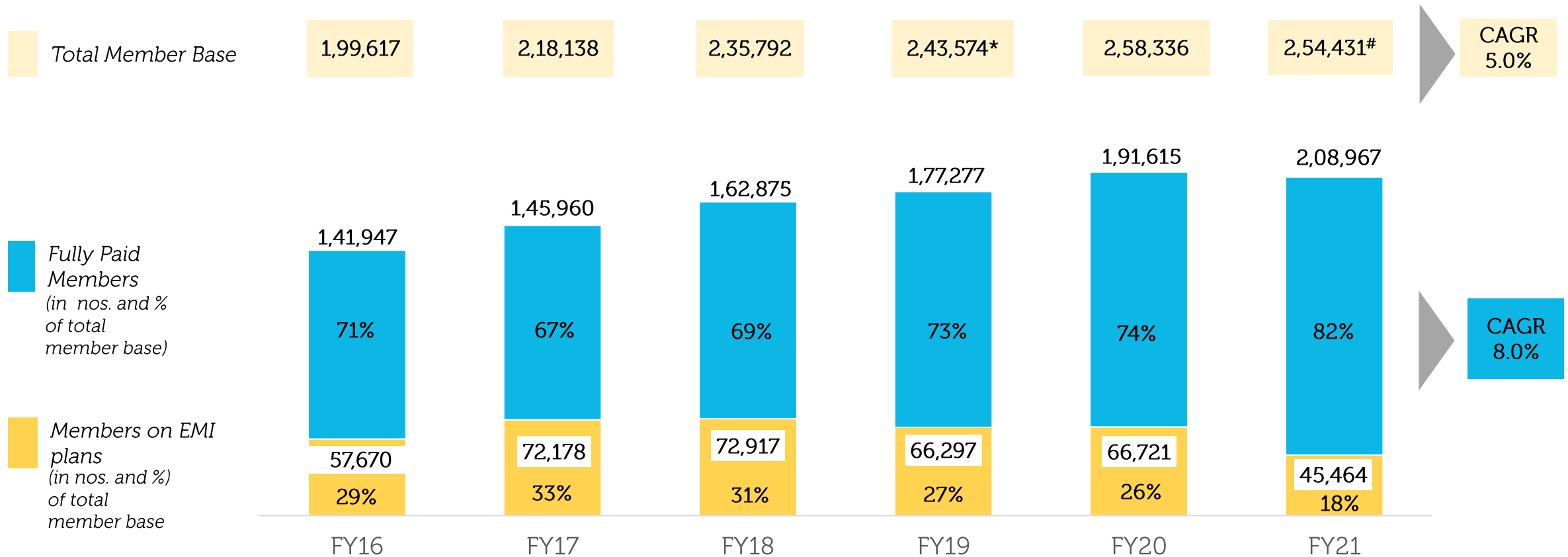


VARCA
GOA

Large base of loyal and committed members



Fully paid members crossed 200,000+ in FY21 (CAGR of 8% over the FY16-21 period)

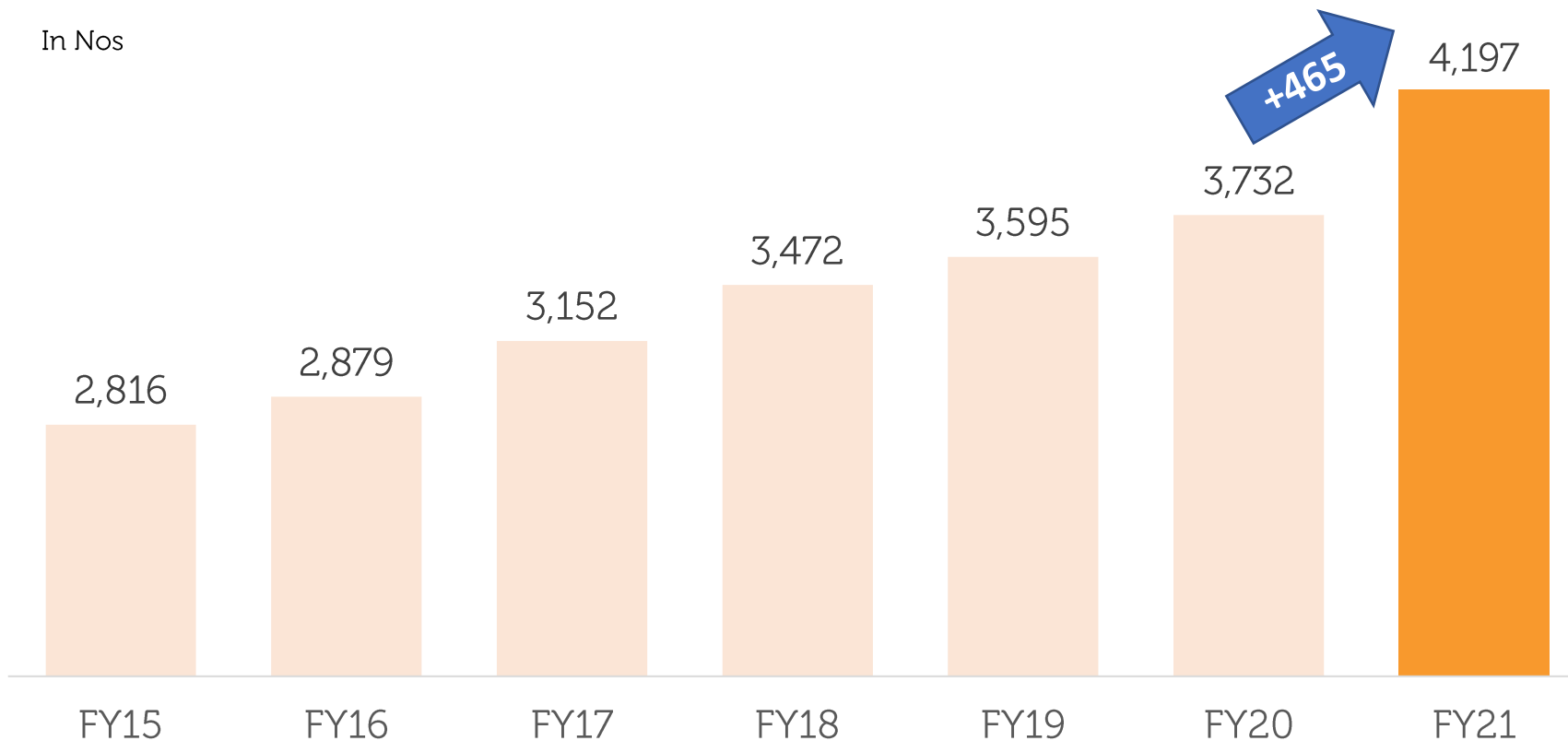


*Net of one-off cancellation of 9,556 members in FY19
 # Net of one-off cancellation of 14,782 members in FY21

A Strong and Consistent Performance Track Record



Room additions grew at the fastest rate to cross the 4,000+ mark in FY21

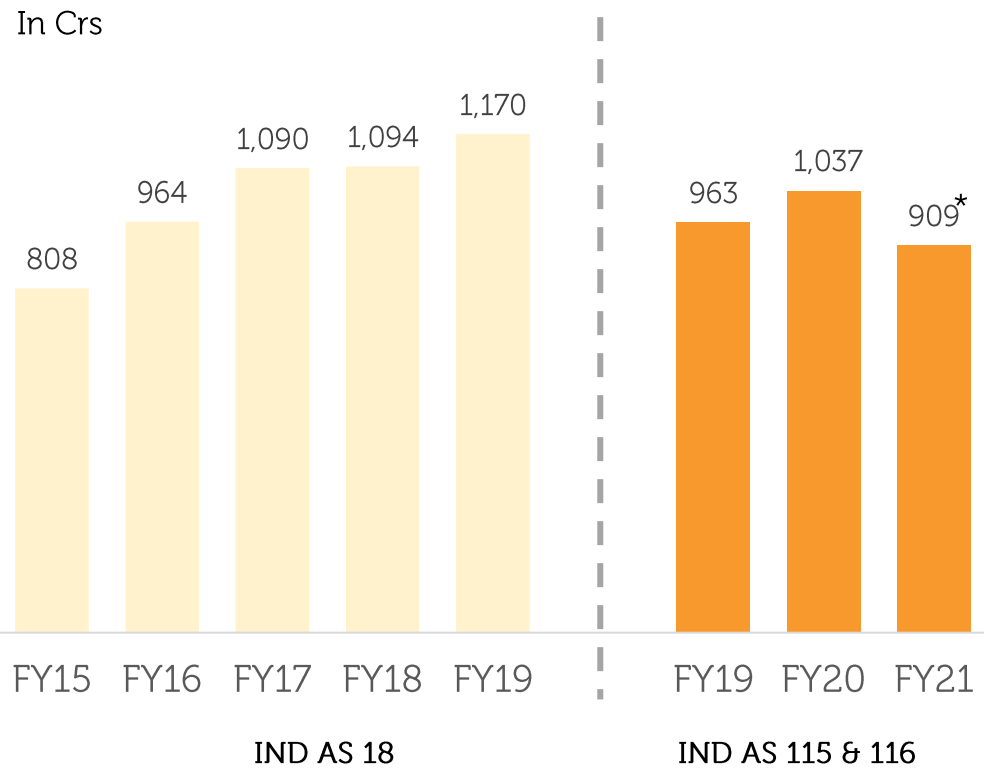


- Inventory addition of 465 room units in an otherwise challenging year has been the highest, taking our total room inventory to 4,197 rooms
- We have added 9 resorts across the country, the highest ever in a single year

A Strong and Consistent Performance Track Record

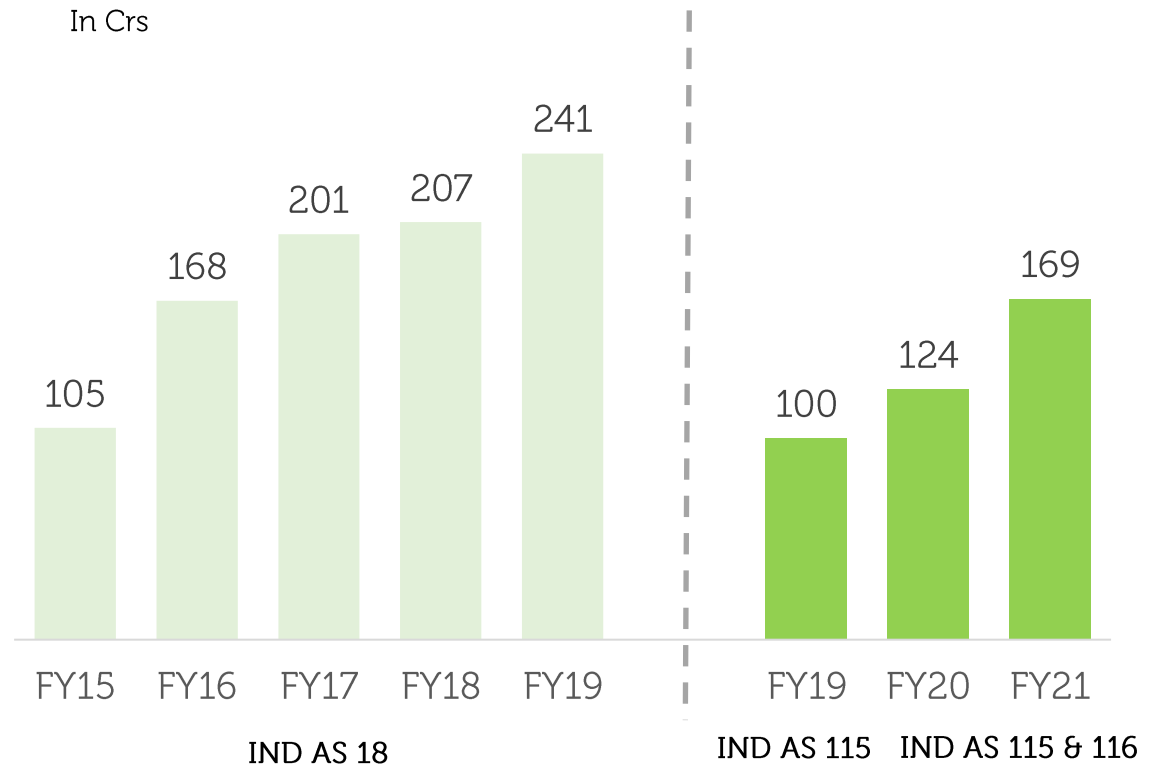


Total Revenue CAGR of 10% (FY15-19)



*Total Revenue was impacted by lower Resort Revenue due to Covid-19 lockdown restrictions

PBT CAGR of 23% (FY15-19)

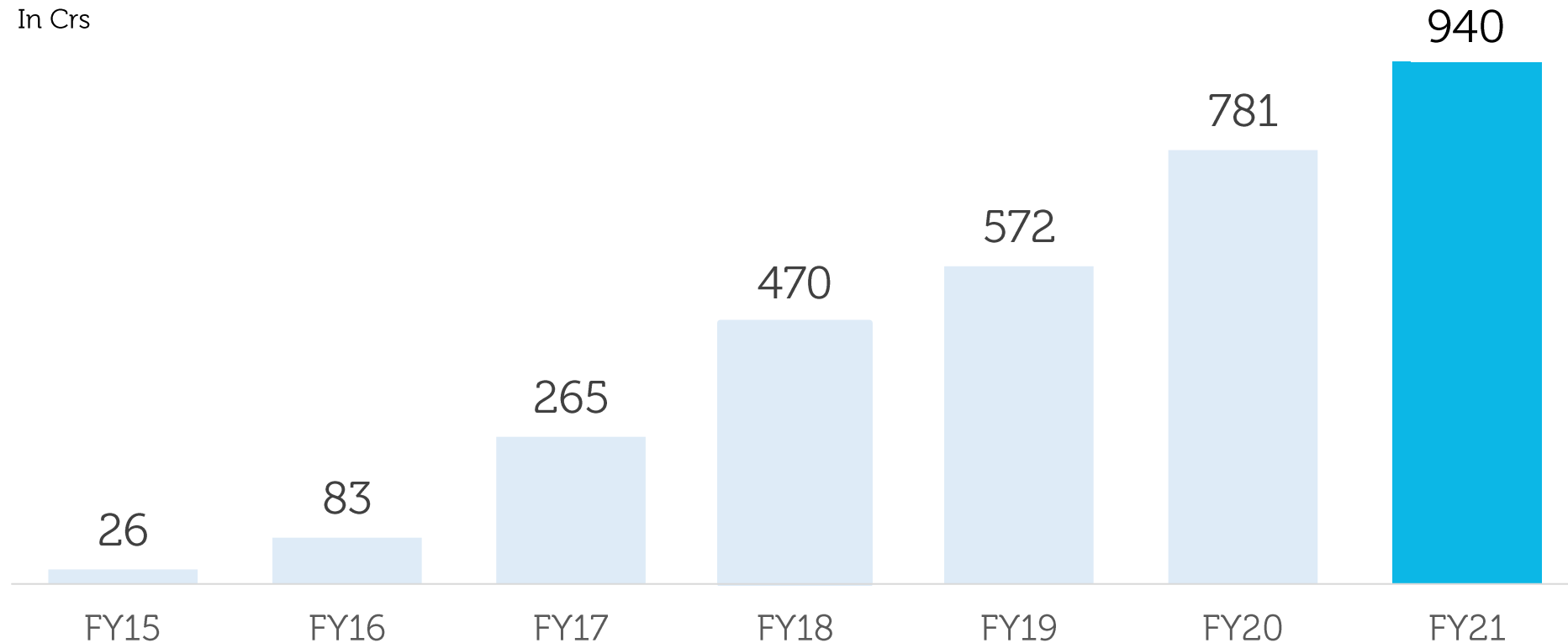


A Strong and Consistent Performance Track Record



Cash position has improved significantly

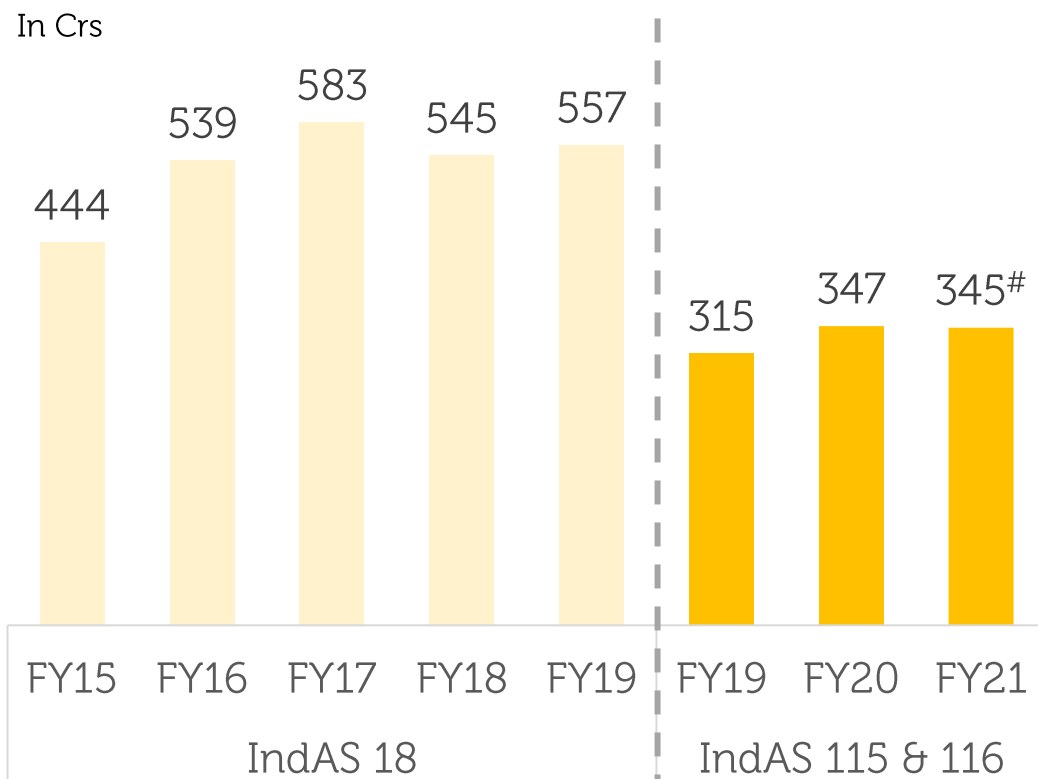
In Crs



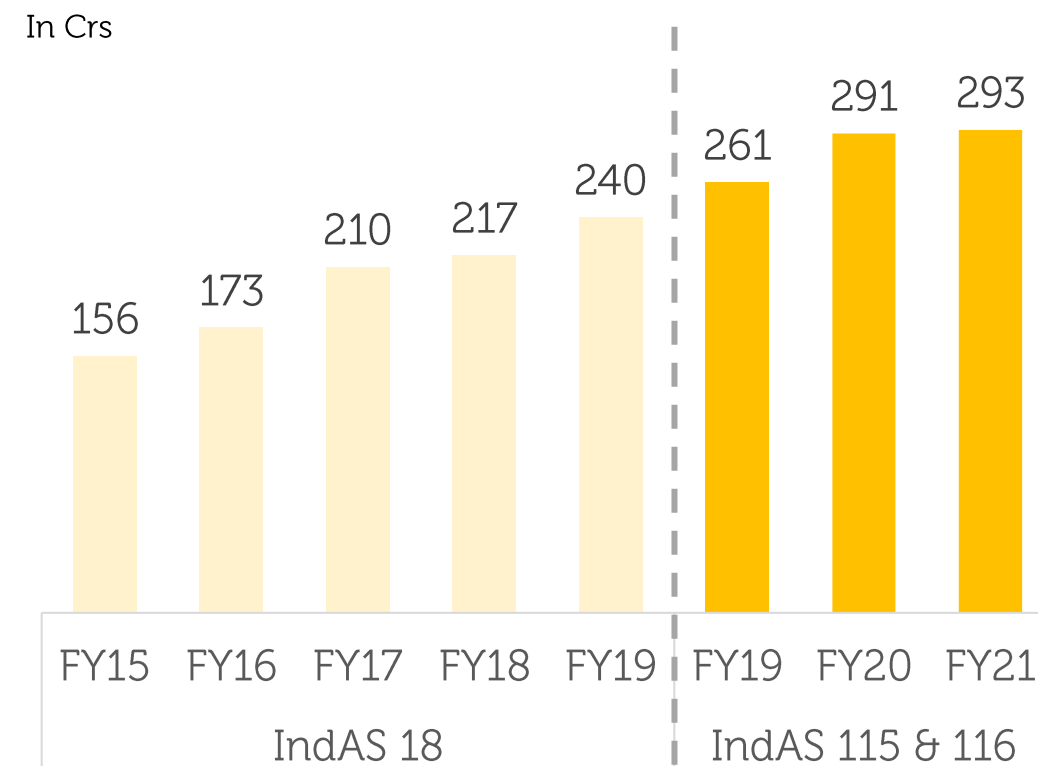
Despite a challenging environment and continuing capex plans, we have added Rs. 159 Crs in FY21 and Rs. 368 Crs over the last two years

Multiple Annuity Revenue Streams

VO Income* CAGR of ~6% (FY15-19)



ASF Income* CAGR of ~11% (FY15-19)



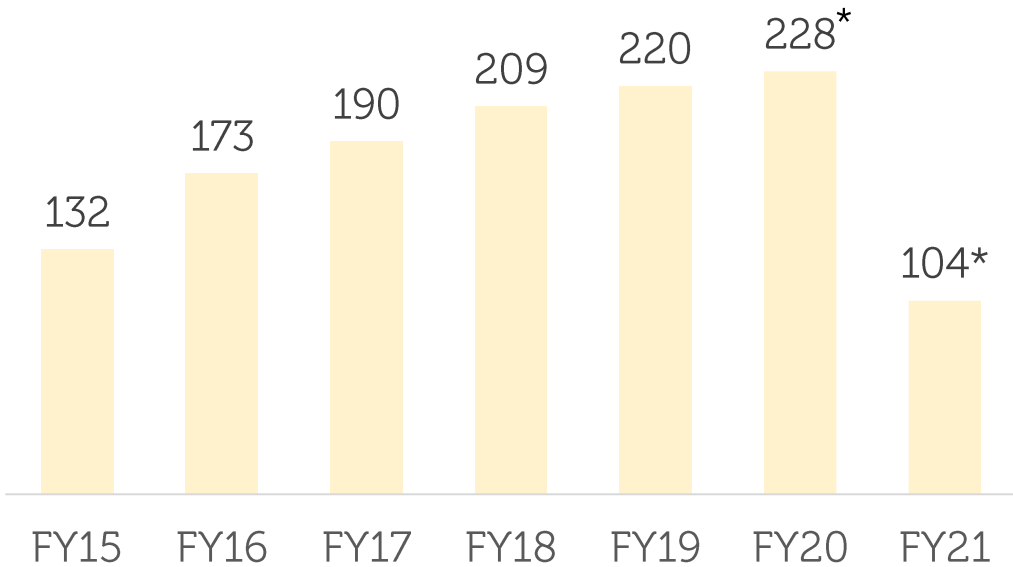
*VO Income and ASF Income was lower in FY21 due to one-off cancellations

Multiple Annuity Revenue Streams



Resort Income Resort Income CAGR of ~14% (FY15-19)

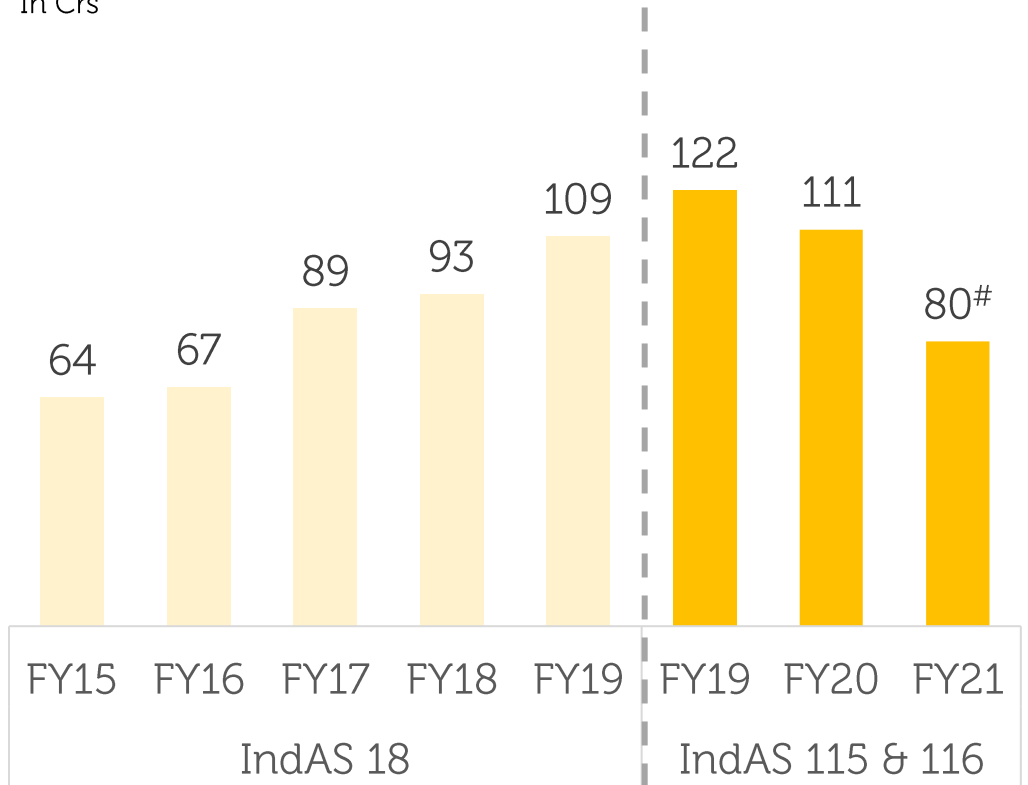
In Crs



*Resort Income was impacted due to Covid-19 in March 2020 and FY21. However, Q4FY21 resort income recovered sharply to pre-pandemic levels

Interest & Others CAGR of ~14% (FY15-19)

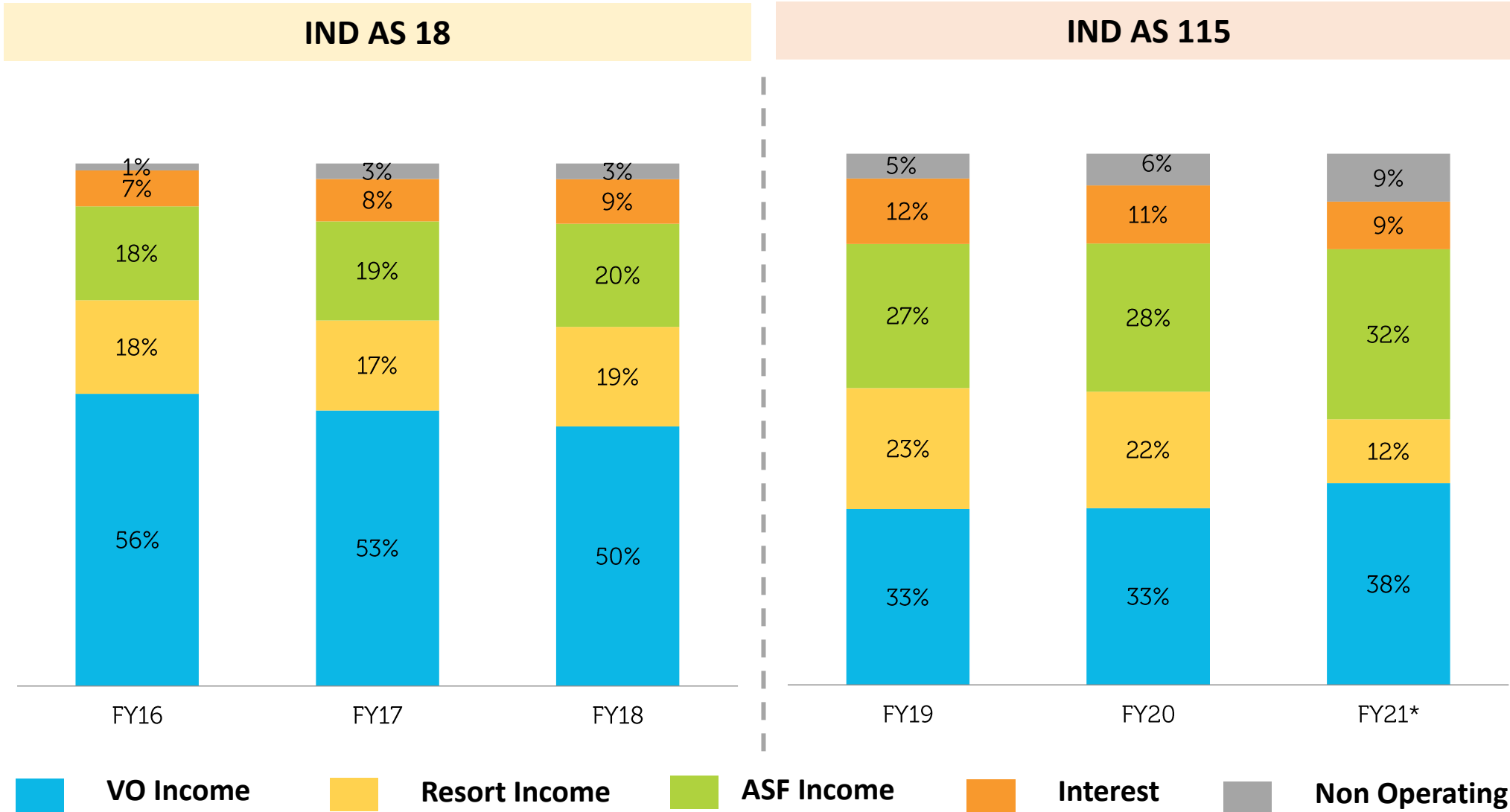
In Crs



Lower Interest Income due to:

- Our focus on quality member additions, higher down payment and lower EMI tenure
- One-off cancellations of overdue members

Revenue Mix



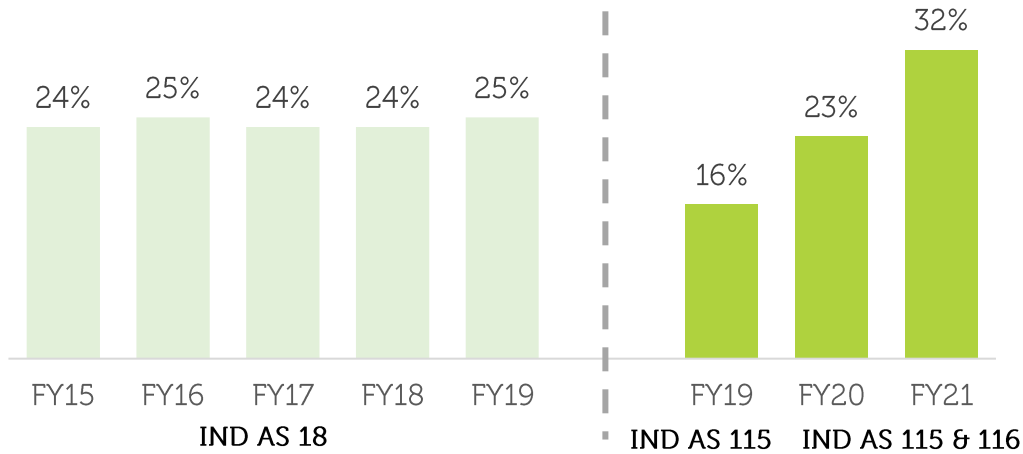
Our cumulative member base provides us with multiple revenue streams such as VO Income, ASF Income, Resort Income, and Interest Income which contributes to 91% of our Total Income

*Resort Income was impacted due to Covid-19 in March 2020 and FY21. However, Q4FY21 resort income recovered sharply to pre-pandemic levels

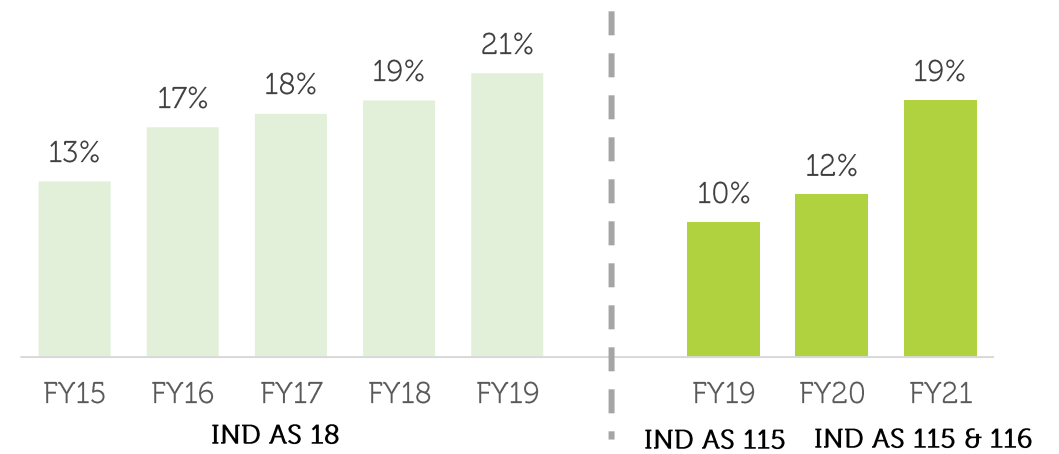
Growing Profit Margins



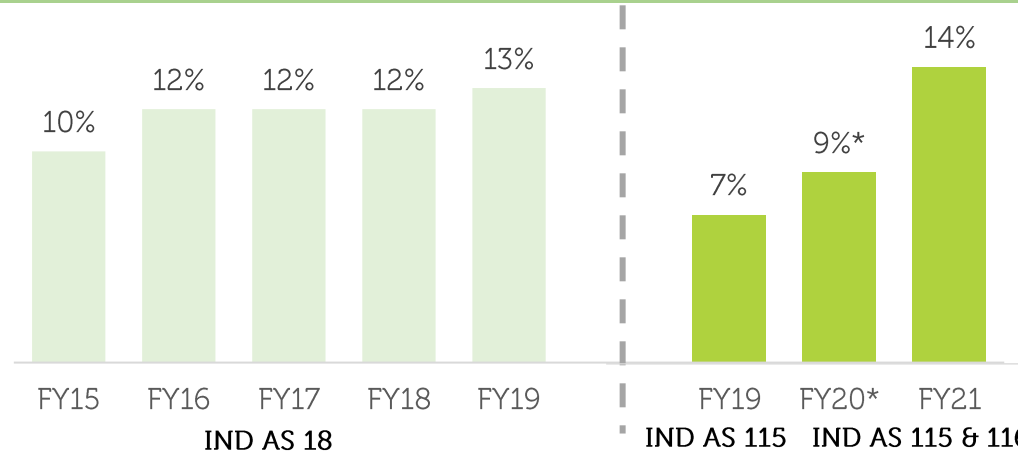
EBITDA Margin



PBT Margin



PAT Margin



Significant improvement in margins in FY21 on account of cost saving initiatives

* Prior to one-time transition impact of Rs. 199.7 Crs due to adoption of lower corporate tax rate in Q4FY20

Supported by a Strong Balance Sheet and Liquidity Position



Deferred Revenue

Rs. 5,081 Cr

Income earned and deferred as per IND AS 115, this will be recognized over the tenure of membership



Strong Cash Position

Rs. 940 Cr

This together with the Accounts Receivables book of Rs 1,205 Cr provides the company liquidity in excess of Rs 2,000 Cr



Debt

Zero debt



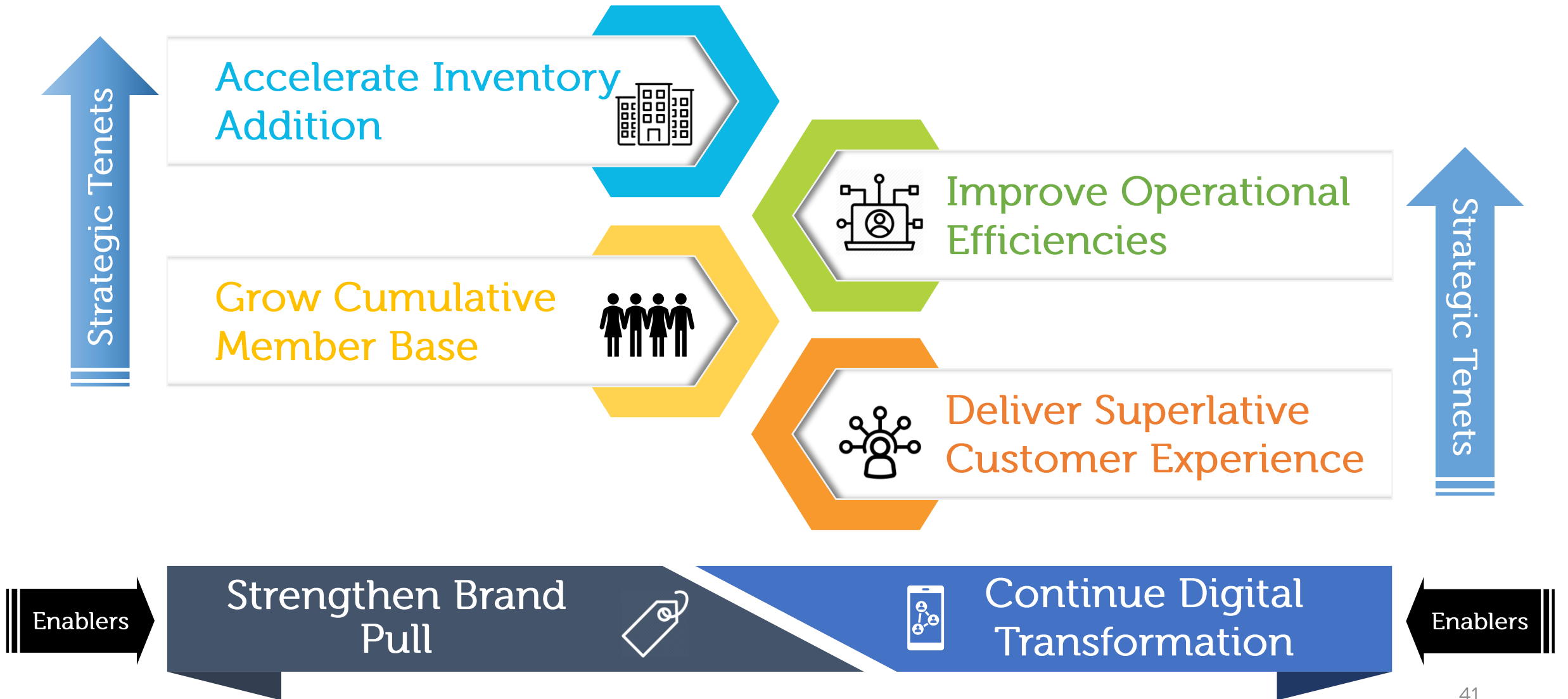
Strong Asset Base

Rs. 2,143 Cr

Includes Land Assets of Rs. 1,145 Cr and excludes IND AS 116 Right of Use Asset

Long-Term Value Creation

Strategy to Drive Consistent Growth

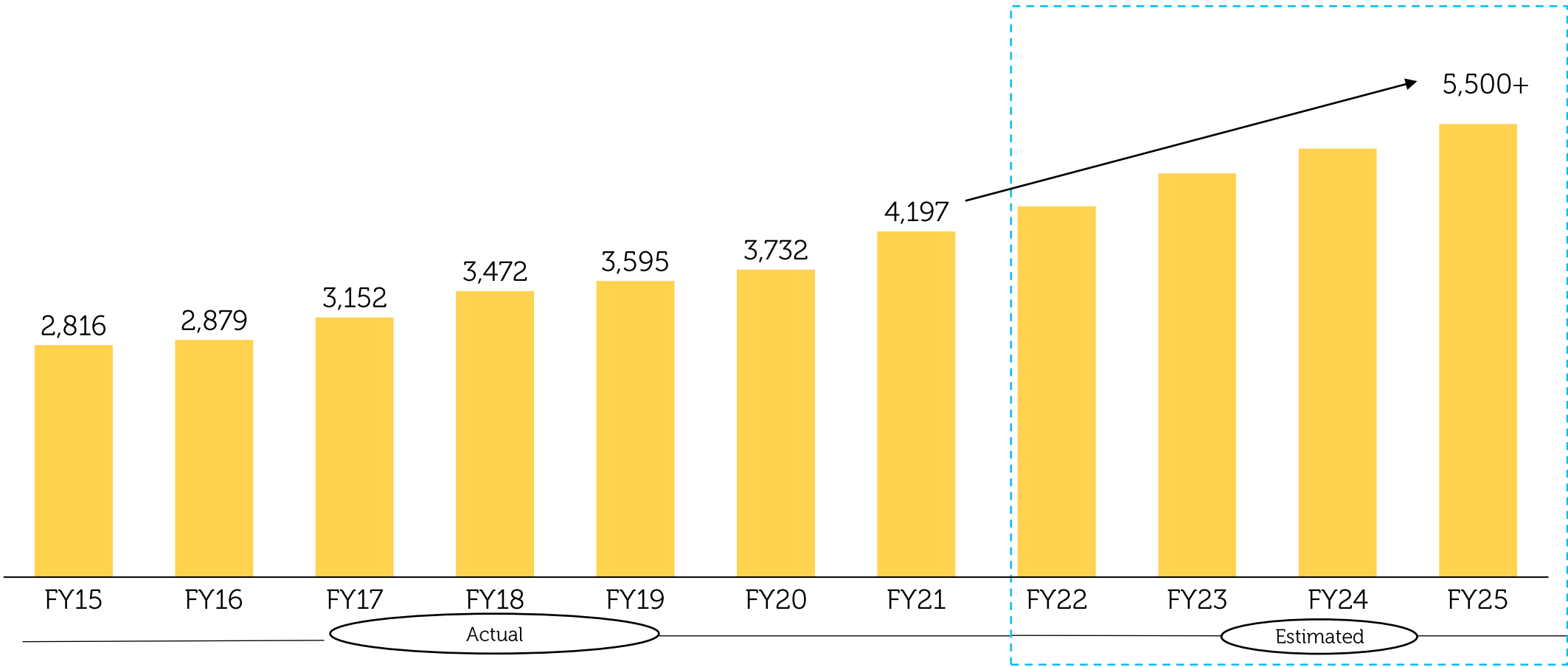


Robust Inventory Addition



Room Additions

in Nos



Room inventory additions are planned to achieve 5,500+ room units in the next 4 years

Accelerate Member Additions



1

Scale up Member acquisition through Referrals, Digital and Alliances

2

Use a multi-product portfolio to acquire members based on life-stage segmentation (Go Zest, CMH-25 and Bliss)

3

Scale up resort onsite sales teams to acquire new members and upgrade existing members

4

Accelerate customer acquisition by expanding the geographical reach in Tier 2 and Tier 3 cities

Delivering Superlative Customer Experience



In Resort Experiences



Kebab and Biryani Festival



Pottery Making



Rajasthani Theme



Kids Magic Show



Yoga Session

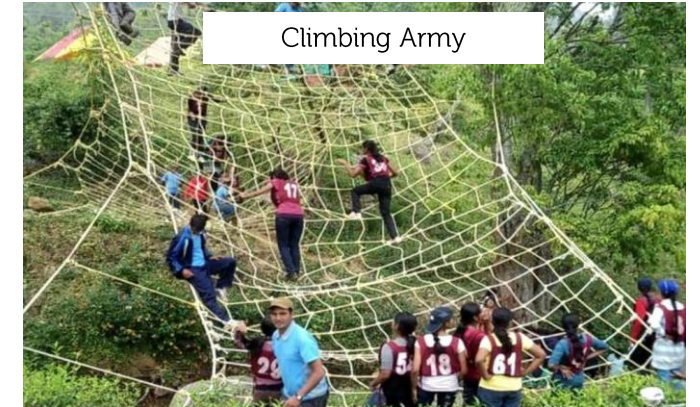
Outdoor Experiences



Wall Climbing



Trampoline Adventure



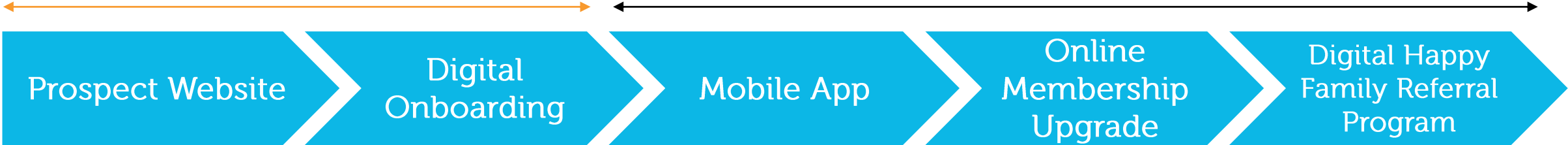
Climbing Army

Digitally Enabled Customer Journey



For Prospects

For Members



New prospect website generating higher organic traffic and better leads conversion



Faster membership set-up leading to quicker holidaying

Features: Chat Onboarding, Pre-purchase, Upgrade, Booking, Payment, Analytics, Social Interaction Album



Self & Assisted digital upgrade

Referral prompts at various touchpoints in the digital journey

Key Takeaways

- We see accelerated demand for domestic leisure travel over the next few years
- The VO space will grow faster, and we see potential of significant growth in this decade in an under-penetrated market
- We have a resilient business model which has emerged stronger during the pandemic
- We are aiming for accelerated inventory addition over the next 3-4 years supported by a strong balance sheet.
- Our member additions will grow faster aided by higher demand along with sharper and segmented targeting.
- We will continuously innovate our member experience inside the resorts and through other touch points to Maximise Customer Lifetime Value.
- Continuous investments in Brand, Digital & Analytics will enable growth



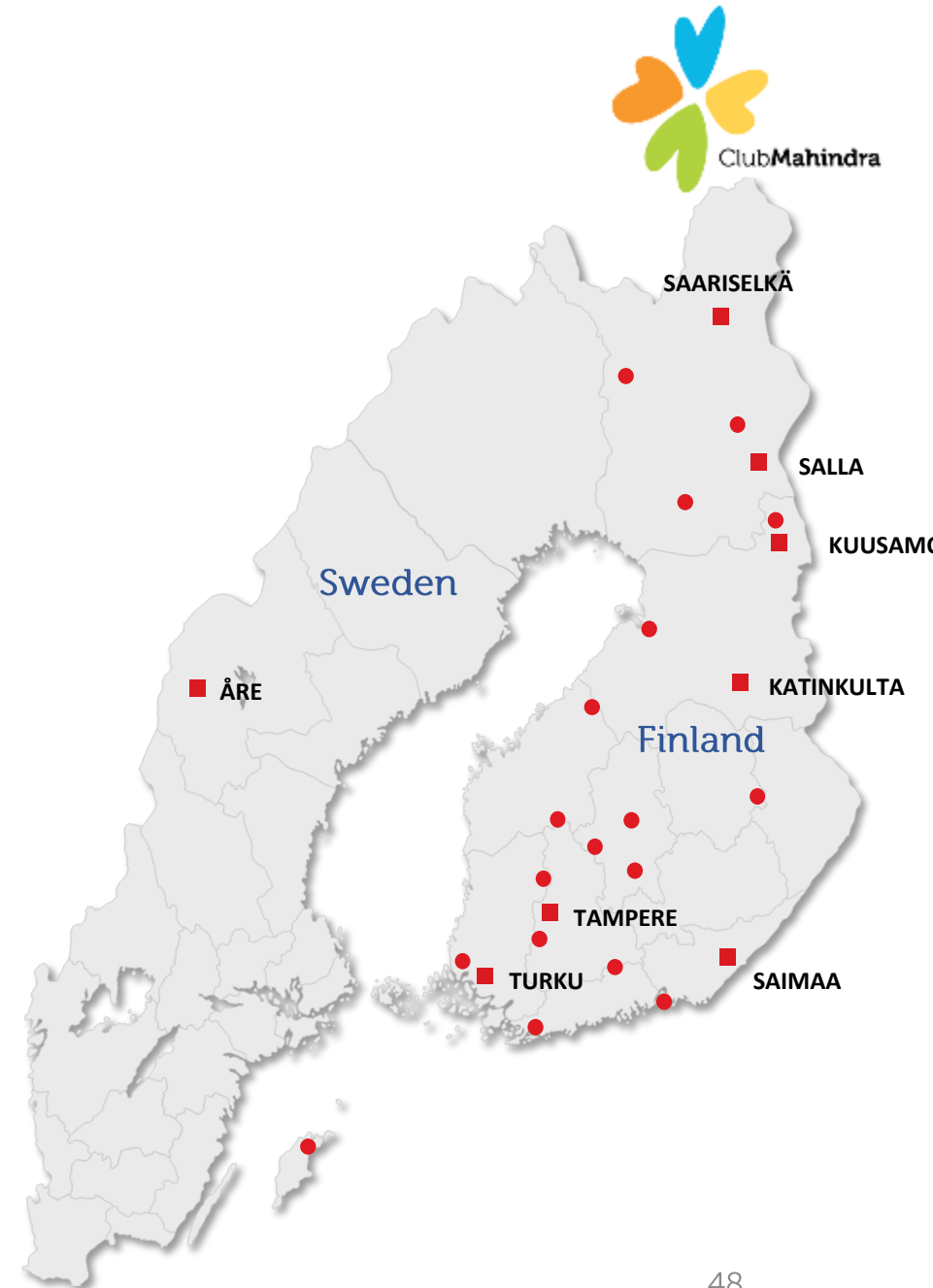
HCRO

We Create Dream Holidays



Business Model & Key Facts

- Holiday Club Resorts is the largest vacation ownership company in Europe and the leading leisure travel company in Finland
- Total of 33 resorts - 25 in Finland, 2 in Sweden, 6 in Spain (5 in Gran Canary, 1 in Costa del Sol)
- Principal Activity includes:
 - Sales of Timeshare weeks and Villas fractionals
 - Spa hotel accommodation and services
 - Holiday apartments renting
 - Property management services
- 60,000+ families and over 1,300 companies own HCR timeshare
- Over 1 million guests visit Holiday Club Spa hotels annually
- 56% timeshare related income, 44% Spa hotel related income
- Mahindra Holidays owns 100% of HCR Oy through its step-down subsidiaries



Revenue streams

- ❖ HCR has two major business units
 - Sale of Timeshare
 - Revenue is generated from timeshare sales either in the form of traditional timeshare weeks or fractional villa sales
 - Spa Hotel Operations
 - Revenue generated from Spa Hotels consists of room revenues, food & beverage services, spa facilities and golf courses
- ❖ Other revenue streams are:
 - Holiday Apartment Rentals
 - Property Management: The company provides Property Management services to timeshare owners

Key Highlights



- Holiday Club Resorts is one of the most respected timeshare brands in Scandinavia
- We have been able to significantly reduce the debt on HCR books from Euro 51.7 million as on September 2014, when we first invested in HCR, to Euro 26.0 million as on March 2021
- The management team is headed by Ms. Maisa Romanainen, a well-known business leader in Finland with wide ranging experience in consumer organizations
- Ms. Maisa Romanainen was appointed as the Managing Director of the company in July 2019
- She has been able to build a strong and competent management team in all areas of operations
- During the pandemic, HCR has taken several steps to reduce costs
- HCR has set out a detailed strategy for business transformation focusing on:
 - Next-gen Time Share product
 - Future resort concepts & network
 - Modern sales & Marketing model
 - Best-in-class operations

Outlook



- While Covid-19 has impacted the performance, HCR has successfully controlled costs.
- We believe that majority of the Finland population would be vaccinated by June'21.
- Domestic travel is estimated to recover by mid-June'21 around the holiday season, while international travel recovery will depend on local advisories.
- Onset of summer holiday season from mid-June onwards along with vaccination rollout will enable quick recovery of domestic travel. This will lead to higher occupancies at Spa Hotels and improved Timeshare sales at Holiday Club Resorts.



Thank You