

June 6, 2023

BSE Limited
Corporate Relationship Department
1st 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
Scrip Code: INDHOTEL

Sub: Intimation of Schedule of Analysts / Institutional Investors Meetings under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Dear Sir,

This has reference to Regulation 30(6) read with Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 (the 'Regulations').

In accordance with the said Regulations, please find below the details of the scheduled meetings:

Sr. No.	Name of Conference / Analysts / Investors	Mode	Type of Meeting	Time of Meeting (IST)
1.	Morgan Stanley's India Investor Forum	Conference	One to One / Group	10:00 AM – 06:30 PM
2.	Stewart Investors	Physical	One to One	01:00 PM – 02:00 PM

Note: The schedule of the aforesaid meetings is subject to change. The changes may happen due to exigencies on the part of Investors/Analysts/Company.

A copy of the presentation is enclosed herewith.

You are requested to kindly take the same on record.

Yours sincerely,

BEEJAL DESAI
Executive Vice President
Corporate Affairs & Company Secretary (Group)

Encl: a/a

THE INDIAN HOTELS COMPANY LIMITED

CORP Office: 9th Floor, Express Towers, Barrister Rajni Patel Marg, Nariman Point, Mumbai 400 021, Maharashtra, India
REGD Office: Mandlik House, Mandlik Road, Mumbai 400 001, Maharashtra, India
www.ihcltata.com

CIN L74999MH1902PLC000183

T +91 22 6137 1637, F +91 22 6137 1919
T +91 22 6639 5515, F +91 22 2202 7442

IHCL

ASPIRATION X EXECUTION = PERFORMANCE

MORGAN STANLEY INDIA INVESTOR FORUM | 6th June 2023



SELEQTIONS

VIVANTA

GINGER

amã
STAYS & TRAILS

3min
guaranteed quality cuisine



IHCL A STORY OF ASPIRATION, EXECUTION & PERFORMANCE



**ASPIRATION TO
EXECUTION**

**CONSISTENT
PERFORMANCE**



**RESET DURING
COVID-19**

**EMERGING
STRONGER**

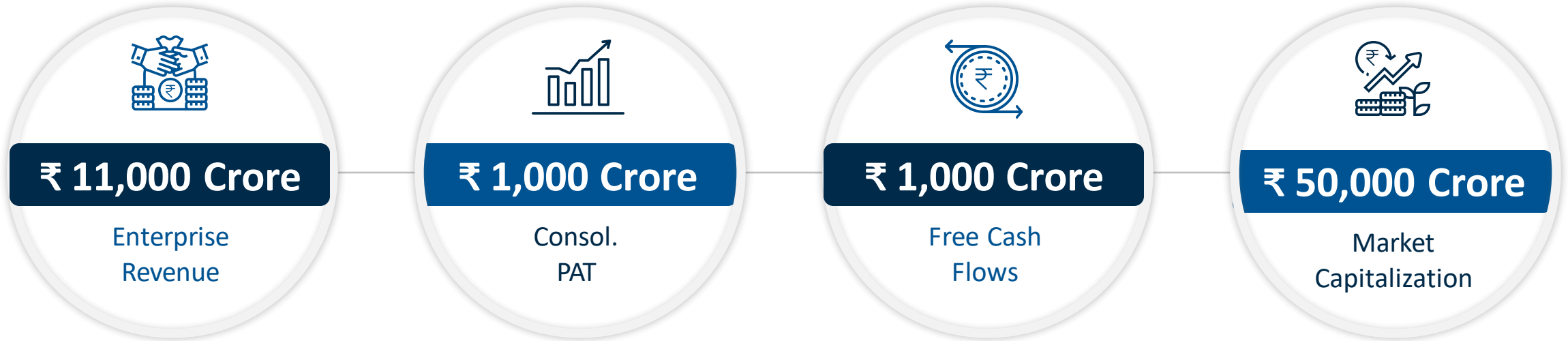


**SIGHTS ON THE
FUTURE**

**AHVAAN
2025**

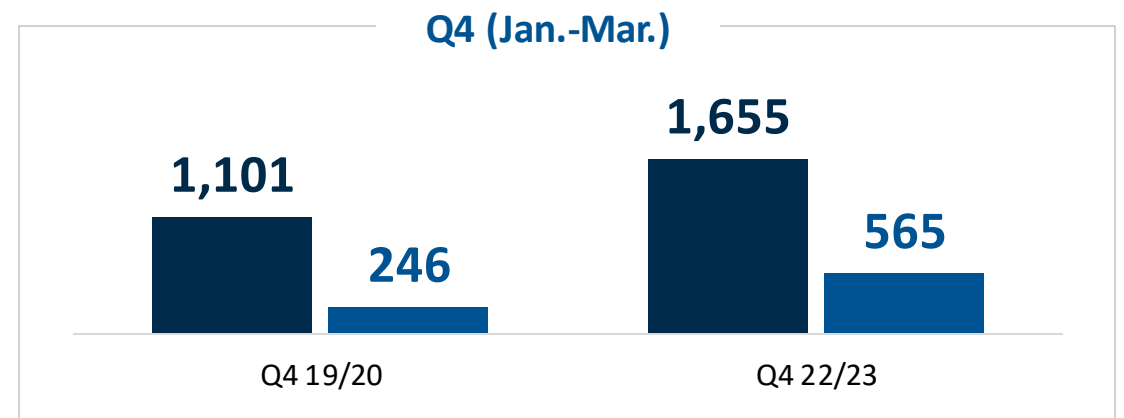
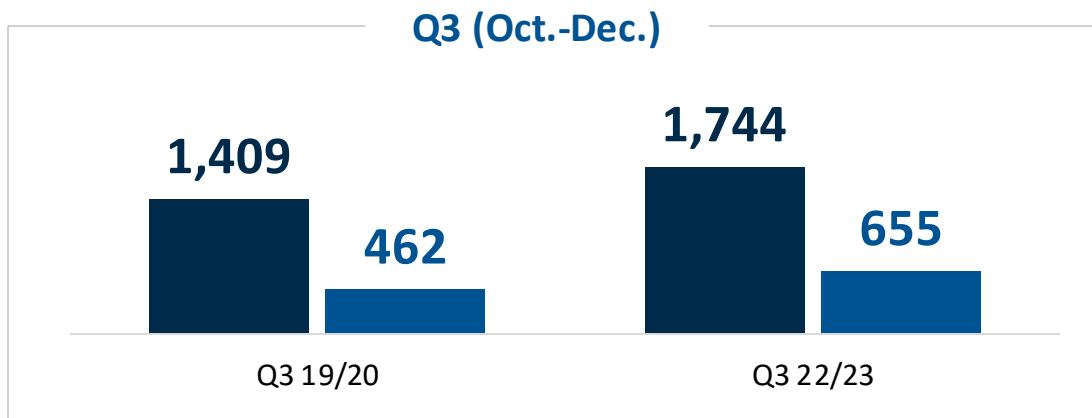
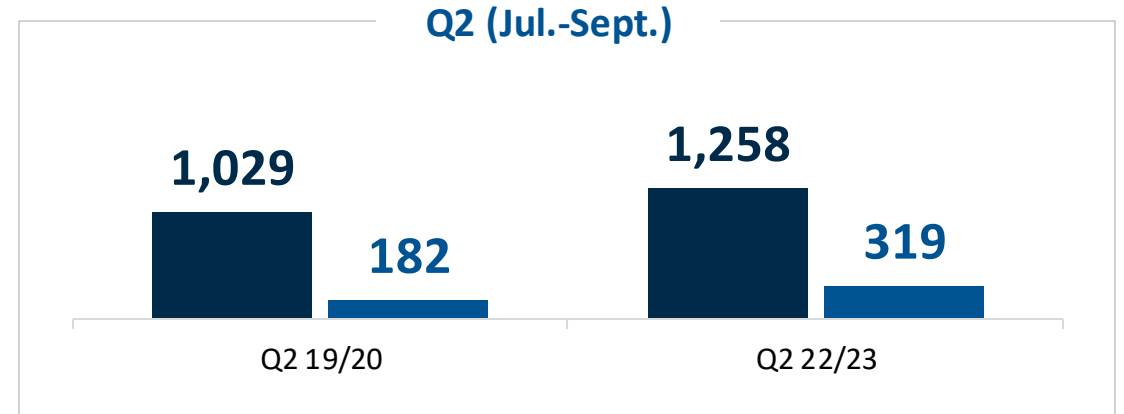
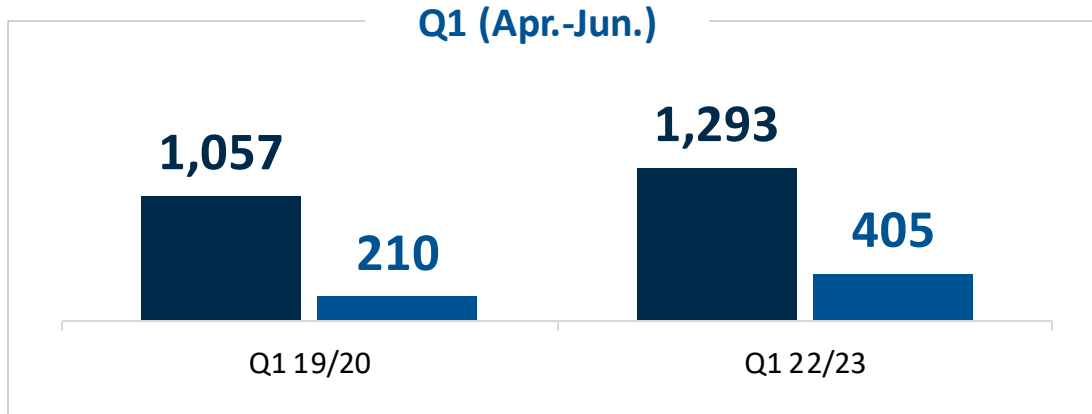
**WE PROMISED PROFITABILITY,
WE DELIVERED RECORD PERFORMANCE**

RECORD FINANCIAL PERFORMANCE *Achieving Key Milestones*



RECORD PERFORMANCE *In Every Single Quarter of FY 2022/23*

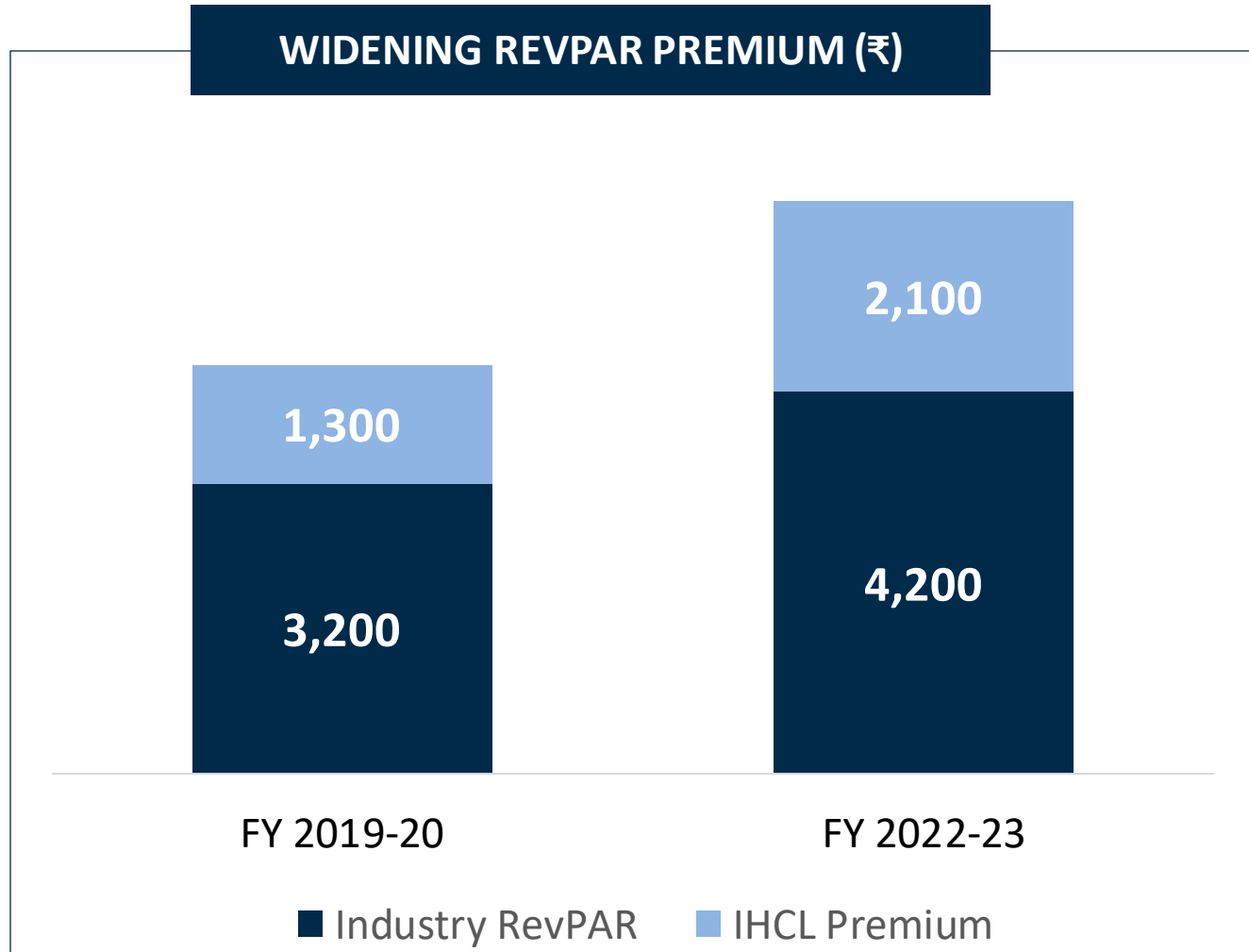
₹ Crores



■ Revenue ■ EBITDA

CONSISTENT OUTPERFORMANCE

POSITIONED TO WIN *In RevPAR Growth*



Premiumizing Our Portfolio



Strong Brand Equity



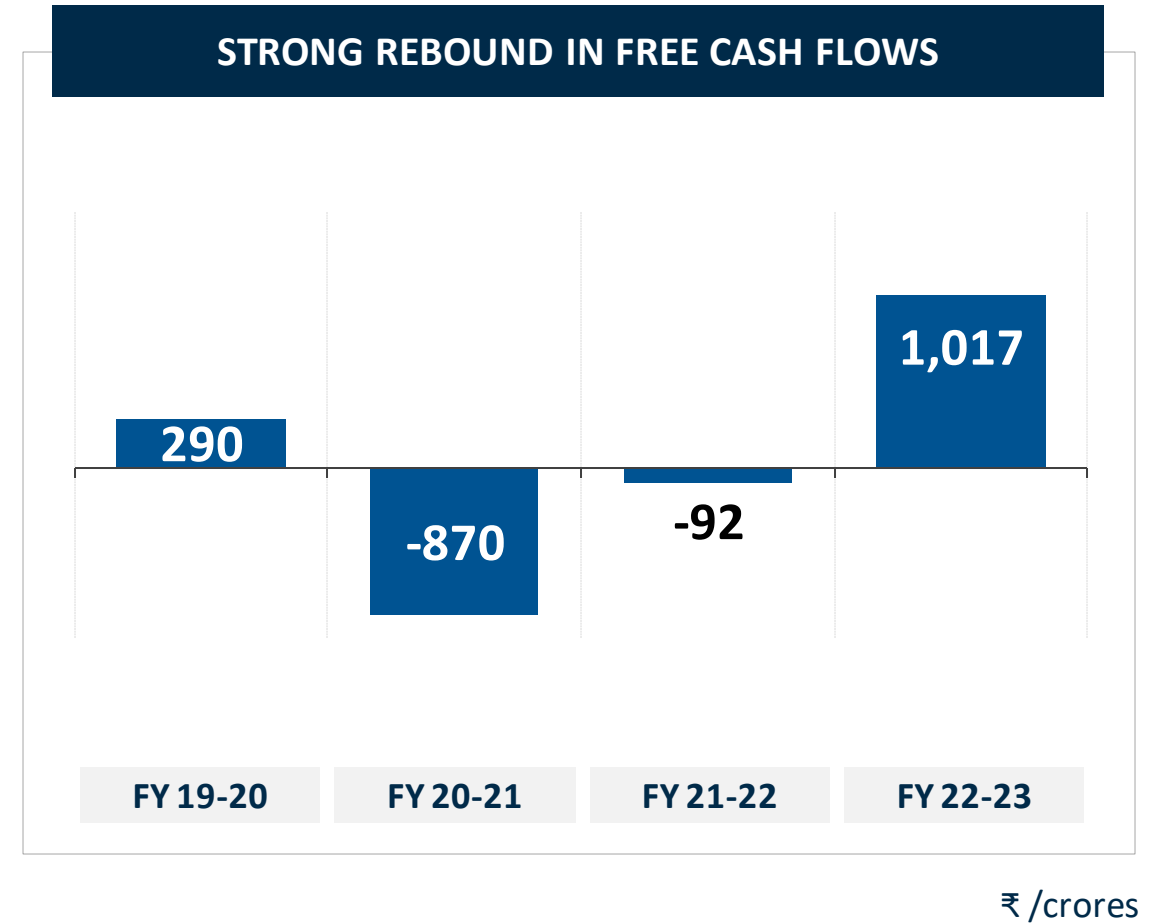
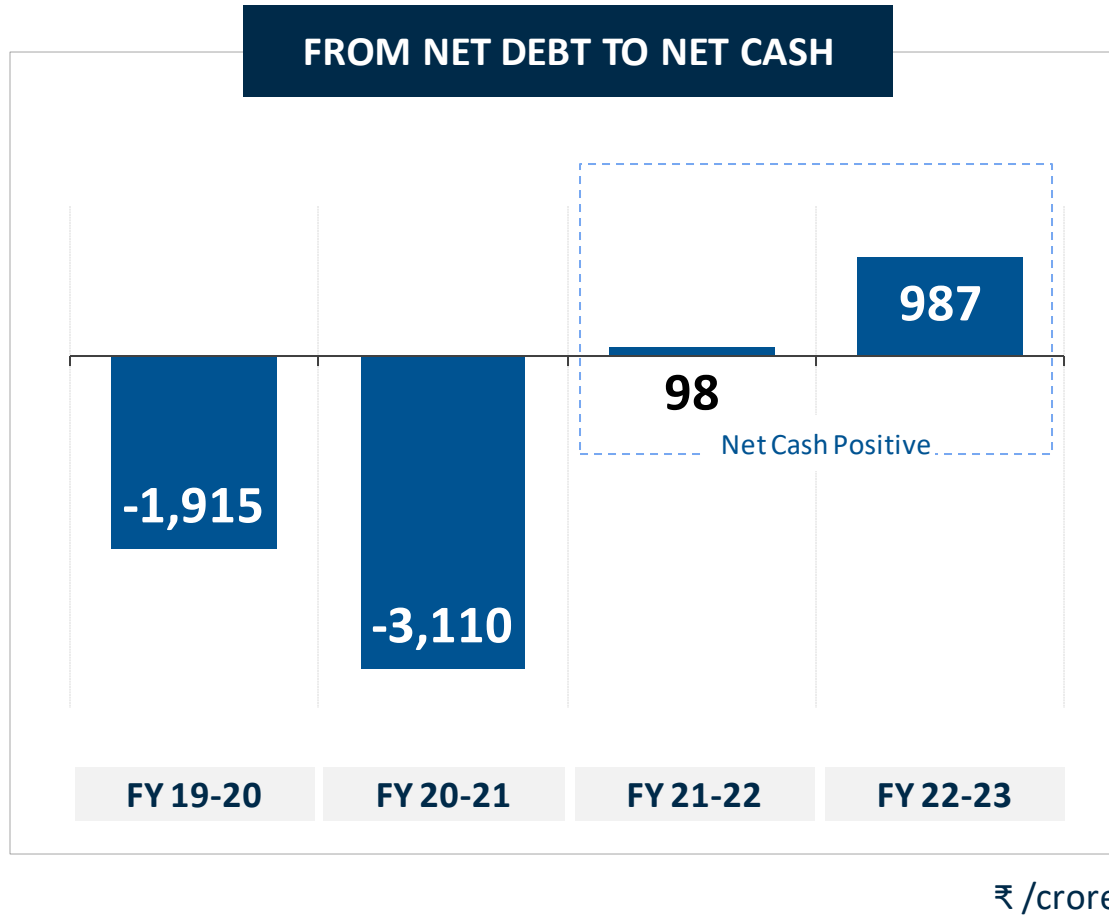
Quality Market Share Gains



Smart Renovations

Source: STR, Company Data

UNDERPINNED BY *Resilient Balance Sheet, Strong FCF*



**WE PROMISED A RE-IMAGINED BRANDSCAPE,
WE DELIVERED PERFORMANCE ACROSS BRANDS**

WE CONTINUED TO INVEST *Strongly in BRAND-BUILDING*



FOCUS ON F&B *Scaling-up Brands, Introducing New Concepts*

SCALING-UP EXISTING BRANDS



House of Ming

Delhi, Bhopal, Jaipur



MACHAN

Delhi, Bhopal, Jaipur, Bangalore



BOMBAY
BRASSERIE

Cape Town, Dubai, London



SHAMIANA

Mumbai, Dubai, Kerala, Kolkata

INTRODUCING NEW CONCEPTS



HOUSE OF
Lomad
GASTRO BAR

Mumbai, Goa



ESTD. 2020
SEVEN
RIVERS
BREWING CO.

Goa, Bangalore



paper moon
Illustration of a group of people

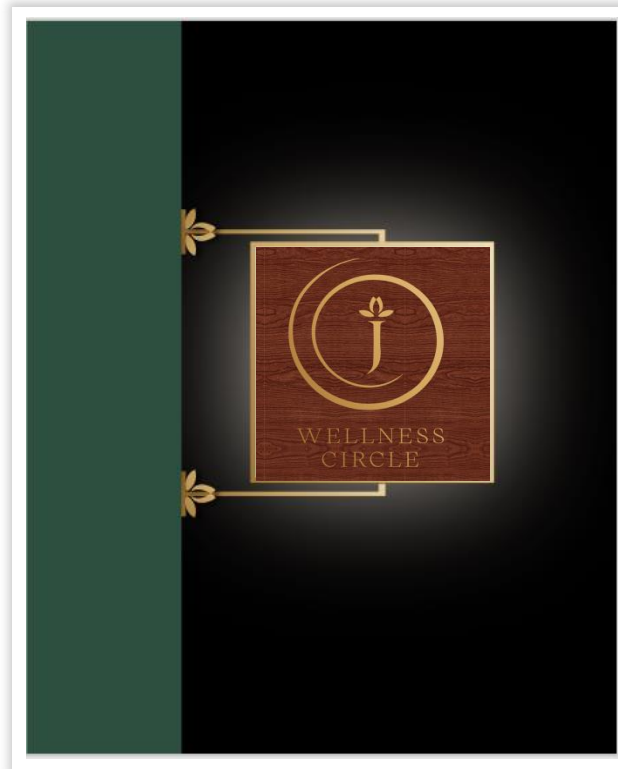
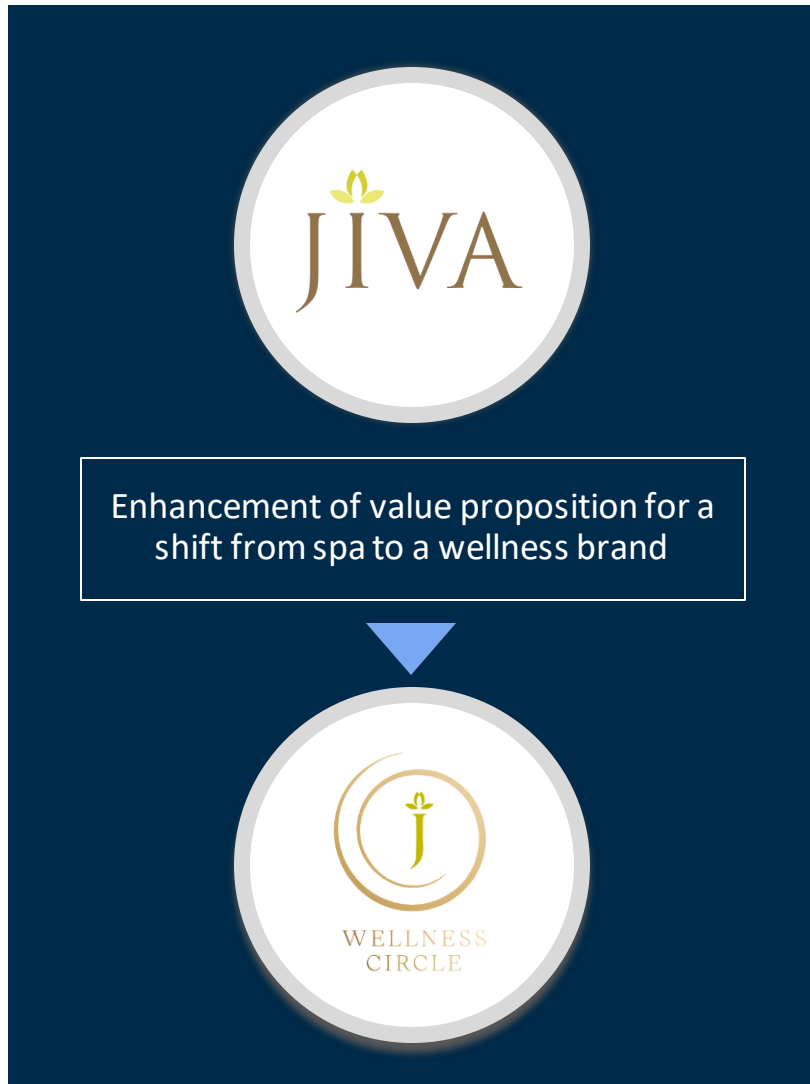
Goa



LOYA

Mumbai, Delhi, Bangalore

RE-IMAGINED WELLNESS *J Wellness Circle Evolving to 50+ Hotels*



FAÇADE SIGNAGE



COASTER



WELLNESS RETAIL PRODUCTS

NEW BUSINESSES *Creating Brand Value*



Qmin QSR | Qmin Food-trucks | Qmin Airport | Delivery

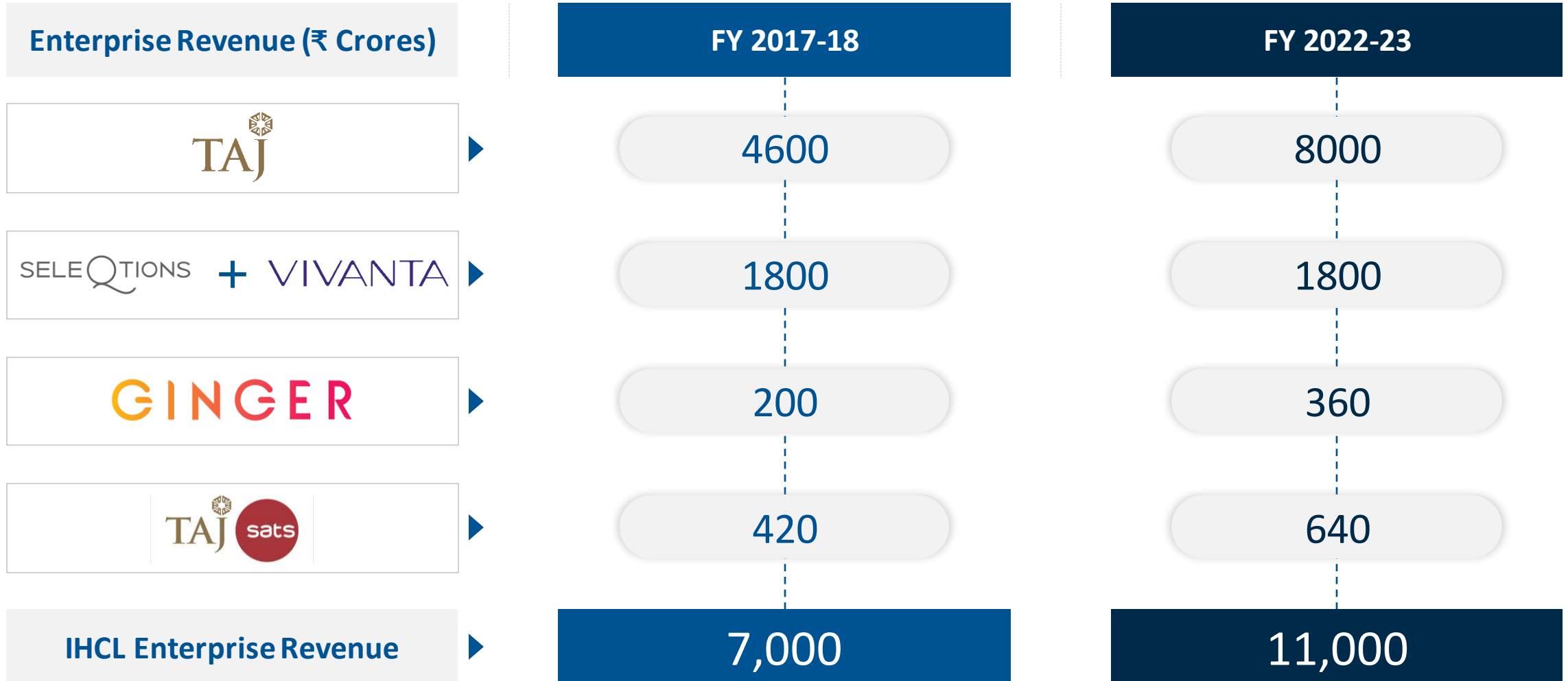
₹ 150 Crore GMV since inception



Experiential escapes

120+ properties across 50+ Locations

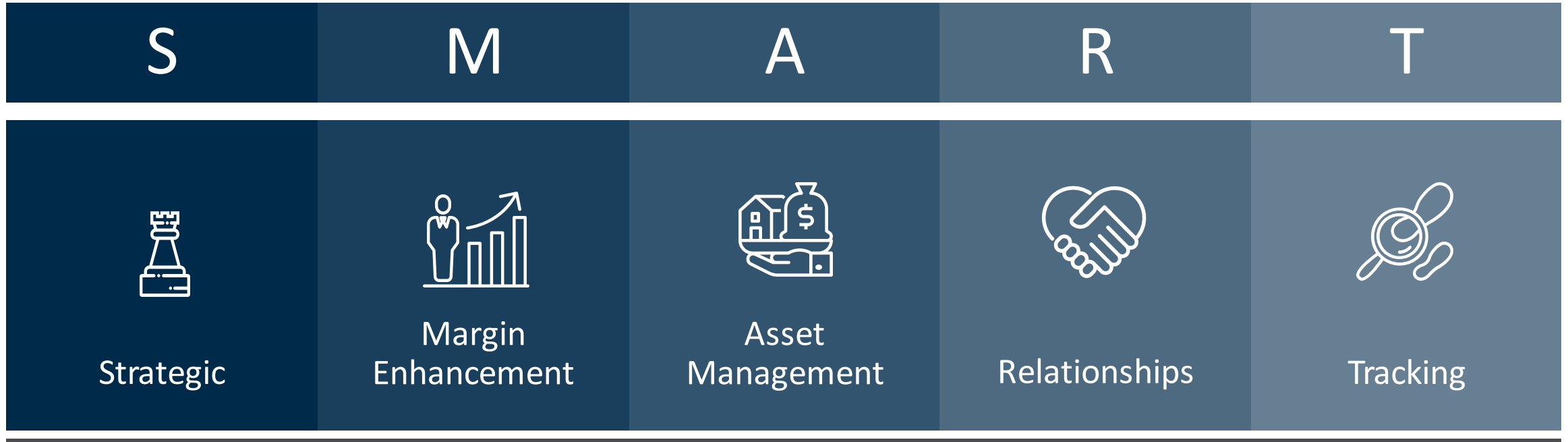
UNLEASHING THE *Power of All Brands*



Note: Rounded off-values

WE PROMISED GROWTH,
WE DELIVERED UNPRECEDENTED EXPANSION

DEVELOPMENT STRATEGY *ASSET SMART*



INDUSTRY LEADING *Growth In Portfolio*



PORTFOLIO OF HOTELS

189
Operational



81
Pipeline



270

102



83

VIVANTA
SELEQIONS

85

GINGER

SHIFT IN
PORTFOLIO MIX

50:50

Owned

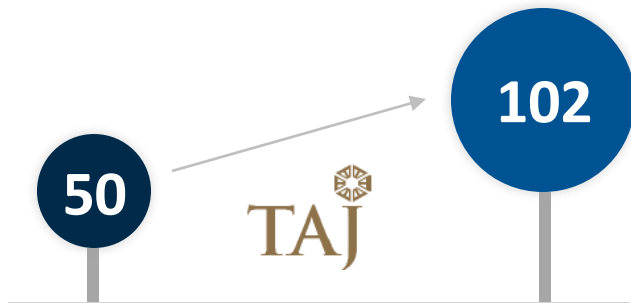
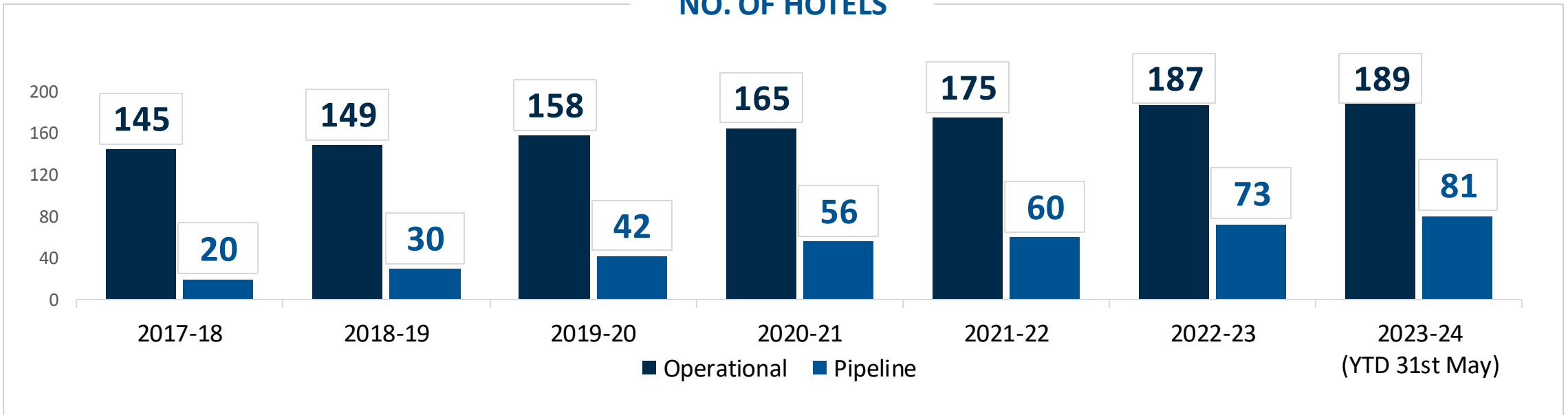
v/s

Managed

As on 31st May 2023

PORTFOLIO GROWTH

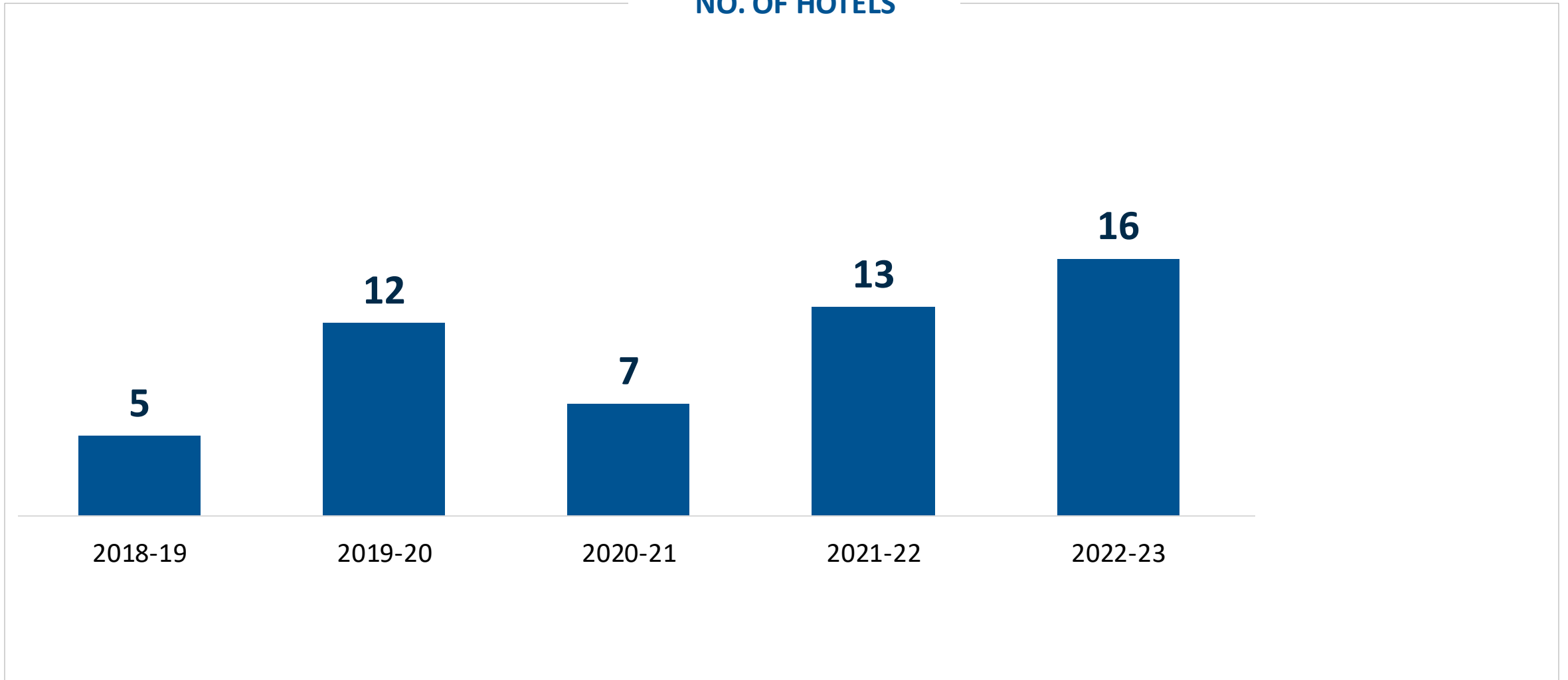
NO. OF HOTELS



Note: Including pipeline

NEW OPENINGS

NO. OF HOTELS



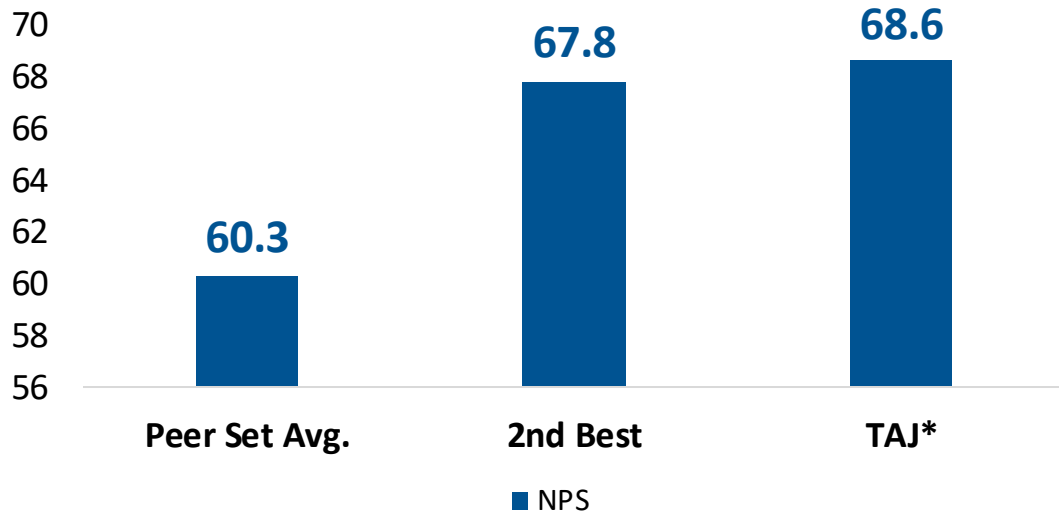


TAJ WAYANAD RESORT & SPA, KERALA

WE PROMISED ICONIC HOSPITALITY,
WE DELIVERED WORLD-CLASS CUSTOMER CENTRICITY

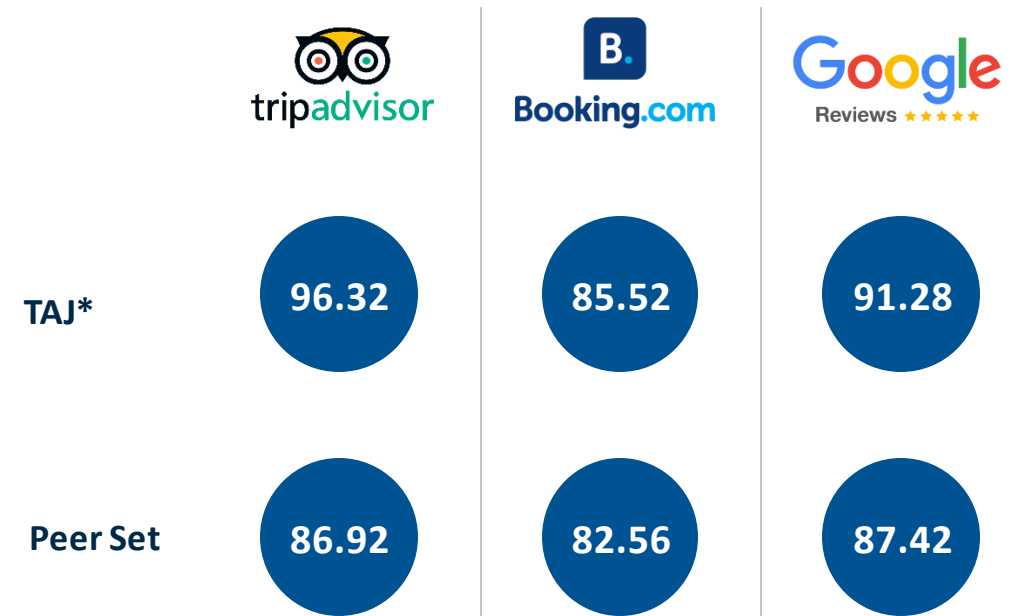
EXCELLENCE - BEST NPS SCORES & REVIEWS GLOBALLY

NPS



Brands in the NPS subscriber base: Mandarin Oriental, Fairmont, Pullman, Sofitel, Grand Mercure, Aman, Movenpick, Oakwood Luxury & Resorts, Swisshotel, MGallery

Online Ratings



Peer Set for online ratings comprises of Hyatt, Marriott, Oberoi

Source : Trust You NPS, Comp Index

*Taj reported here includes Taj, Vivanta, IHCL SeleQtions, excludes Ginger

RAMBAGH PALACE

RATED WORLD'S #1 HOTEL



Source : 2023 Travellers' Choice Awards by TripAdvisor

LOYALTY REIMAGINED *TATA NEU*



Award-winning
Signature loyalty
program of IHCL



Enhanced Scale,
Efficiency and Customer
Engagement

4.2 Mn
Total Members
(↑ 110% Vs FY19-20)

₹ 2200 Cr+
Loyalty Led Revenues
(↑ 83% Vs FY19-20)

20%
contribution to
IHCL Enterprise Revenues



cromā



IHCL



WESTSIDE



SELEQTIONS

VIVANTA

GINGER

amā
STAYS & TRAILS



IHCL

ENABLED BY FOCUS ON CULTURE & ESG

LIVING THE *IHCL Values*



IHCL's core values serve as
guiding principles for its
culture, work environment



TRUST



AWARENESS



JOY

CULTURE OF RESPONSIBLE BUSINESS



PRESERVE
Heritage & Brand

PROGRESS
Sustainable Growth

PARTNER
Transformation



PROMOTE
Environmental Stewardship

PROMISE
Social Responsibility

PRUDENT
Corporate Governance

CULTURE OF RESPONSIBLE BUSINESS

paathya

PAATHYA 2030 TARGETS



Waste

100% elimination of **single-use plastic**



Waste

100% operating hotels will have an organic waste management system



Water

100% water recycling



Energy

50% energy use to be from renewables



All hotels to provide **EV charging stations**



Green Meetings

100% business meetings & conferences to go green

FY 22/23 UPDATE



100% elimination of plastic straws, avoiding **2 million plastic straws** (equivalent to ~5,000 kg CO₂)



20 hotels have bottling plants to eliminate use of single-use plastic bottles



42% water recycled, ahead of stated target of 35% by 2025



35% Renewable energy



310 EV charging stations across **129 locations** in India



8 hotels **Innergise – Green Meetings** Target launch in June 2023





TAJ MAHAL PALACE, MUMBAI

100% GREEN



THE RESULT: DELIVERING RESPONSIBLE PROFITABLE GROWTH

JOURNEY OF FINANCIAL TURNAROUND – CONSOLIDATED P&L

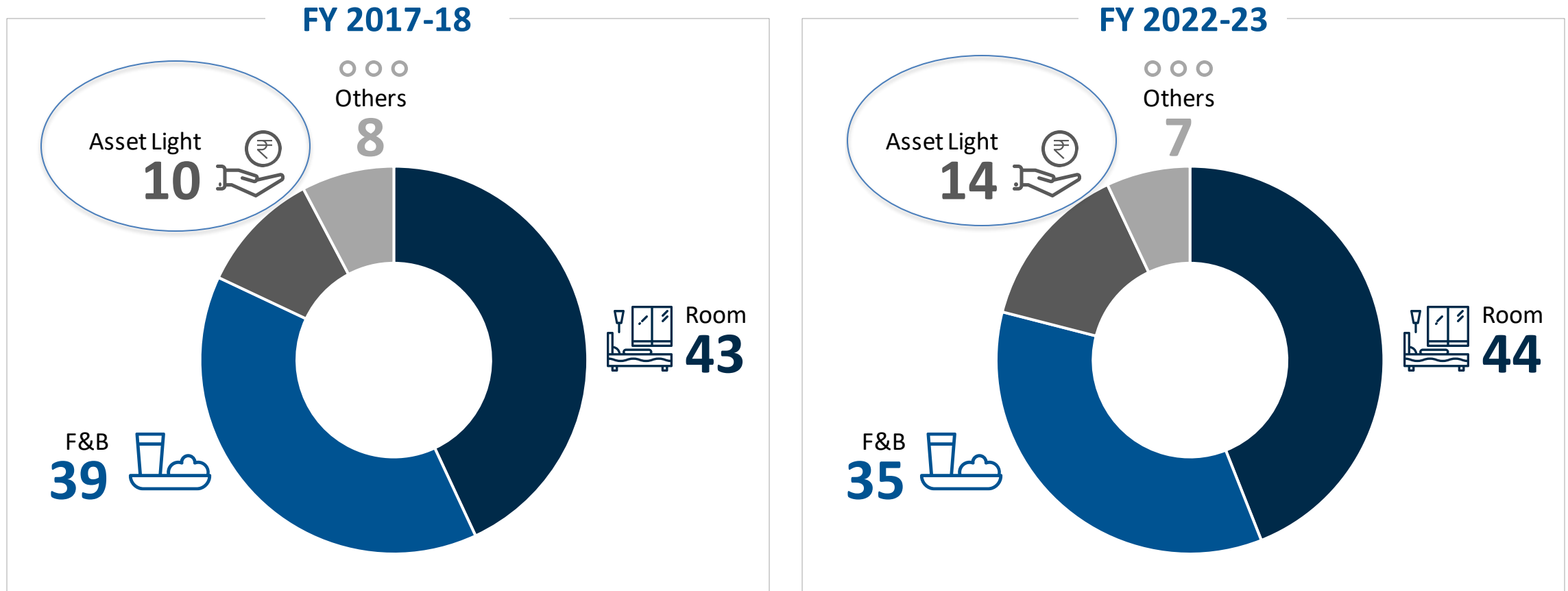
PARTICULARS (₹ Crores)	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
 REVENUE	4,076	4,165	4,595	4,596	1,740	3,211	5,949
 EBITDA	665	732	913	1100	(197)	560	1,943
 EBITDA (%)	16.3%	17.6%	19.9%	23.9%	-	17.4%	32.7%
 PAT	(63)	101	287	354	(720)	(248)	1,003

PERFORMANCE DRIVERS

REVENUE	MARGIN	BALANCE SHEET
		
Strong Indian Consumption Story	Sweating Existing Assets	Simplification
Hospitality Demand Supply	↑ Share of High Margin Businesses	Focus on ROCE
Not Like For Like Growth	Enhanced Productivity	Strong Free Cash Flows
Asset Light Growth	Zero Interest Cost	Robust Cash Reserves

DIVERSIFICATION OF TOP LINE AT THE CORE OF OUR STRATEGY

Asset Heavy business driving Leverage; Asset light ensuring Resilience



% Share of Consolidated Revenue

WELL POSITIONED FOR THE FUTURE

INDIAN HOSPITALITY *A Market Penetration Story*



Hotel Demand Grew By

11.1%

(vs. FY20) IN FY23,
Growth In All Key
Markets



Rooms Supply Grew By

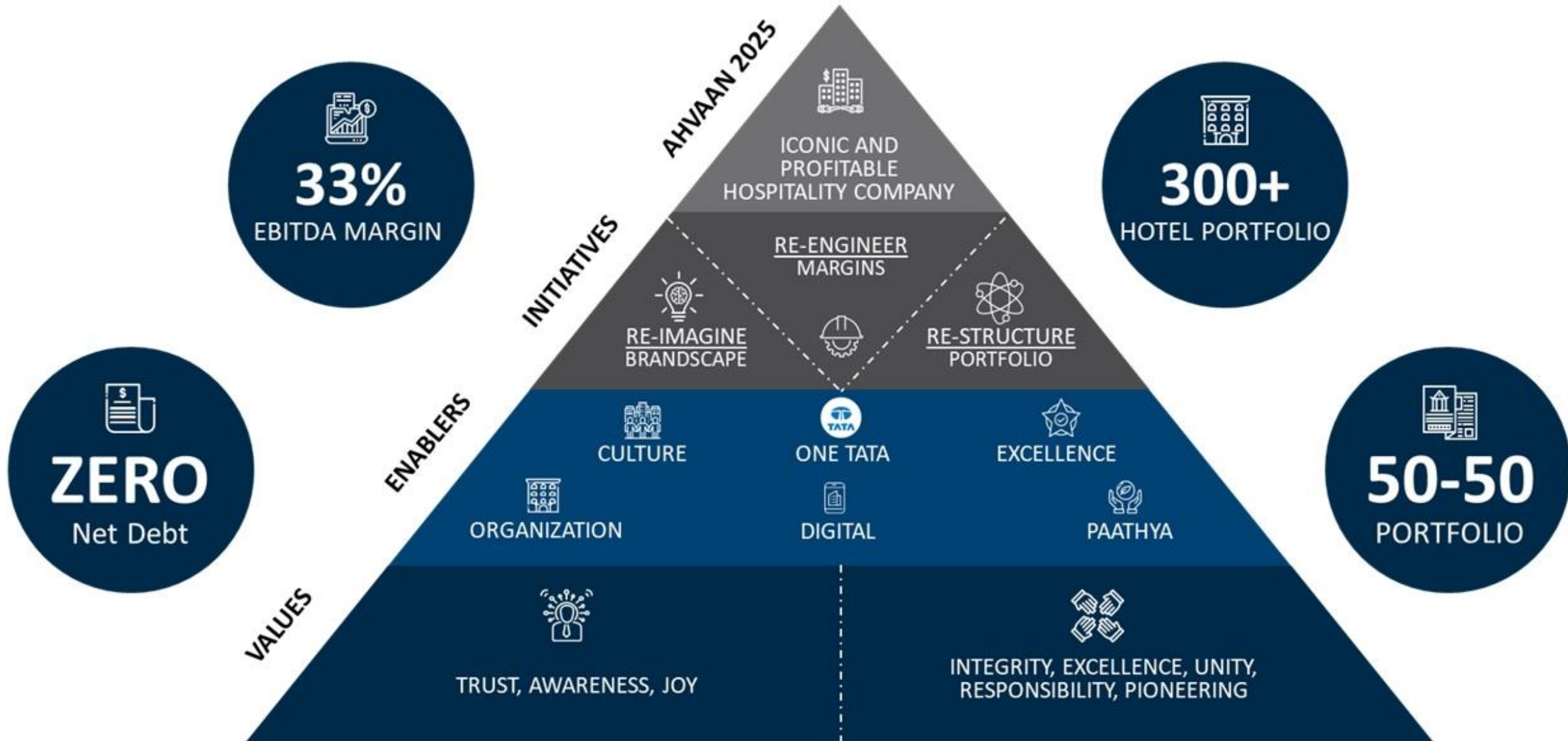
4.5%

(vs. FY20) IN FY23,
Supply Growth To Remain
Tepid

DEMAND GROWTH CONTINUES TO OUTPACE SUPPLY

Source: STR

AHVAAN 2025



CLEAR *ASPIRATIONS*, ROBUST *STRATEGY* & POWERFUL *EXECUTION* ENGINE

Confident in our
strategy and ability
to deliver

Responsible
Profitable Growth

- 1] *Strong tailwinds for Indian economy & hospitality sector*
- 2] *IHCL has an advantaged portfolio and footprint*
- 3] *Our culture and capabilities are our competitive advantages*
- 4] *We invest for the long-term and are focused on ROCE*
- 5] *We do business the right and responsible way*

IHCL

ASPIRATION X EXECUTION = PERFORMANCE

MORGAN STANLEY INDIA INVESTOR FORUM | 6th June 2023



SELEQTIONS

VIVANTA

GINGER

amã
STAYS & TRAILS

3min
guaranteed quality cuisine



Disclaimer

This presentation contains selected information about the activities of the Company and the Group as at the date of this presentation. The information in this document have been collected with the purpose to provide interested parties with information about the Group including but not limited to its operations. This presentation does not purport to present a comprehensive overview of the Group or contain all the information necessary to evaluate an investment in the Company. This presentation should be read in conjunction with the Company's other periodic and continuous disclosure announcements, which are available at www.ihcltata.com. This presentation is for information purposes only and is not a prospectus, disclosure document or other offering document under any law, nor does it form part of, and should not be construed as, any present or future invitation, recommendation or offer to purchase or sell, or any solicitation of any offer to purchase or subscribe for securities of the Group or an inducement to enter into investment activity in any jurisdiction. No part of this presentation nor the fact of its distribution should form the basis of, or be relied on in connection with, any contract or commitment to purchase or subscribe for any securities or make any investment decisions whatsoever. If there is any subsequent offering of any security of the Company, it will be made pursuant to separate and distinct offering documentation, and in such case the information in this presentation will be superseded in its entirety by any such offering documentation in final form. In addition, as this presentation only contains general, summary and selected information about the Group, it may omit material information about the Group and is not a complete description of the Group's business and the risks relating to it. Therefore, this presentation should not form the basis of any investment decision to purchase or sell the Group's securities. Any decision to purchase securities in the context of an offering of securities (if any) should be made solely on the basis of information contained in the offering documentation published in relation to such offering. This presentation is being communicated to selected persons who have professional experience in matters relating to investments for information purposes only and does not constitute a recommendation regarding any securities of the Group. Other persons should not rely or act upon this presentation or any of its contents.

Certain statements made in this presentation may not be based on historical information or facts and may be "forward-looking statements" by reason of context, including those relating to the Company's general business plans, planned projects and strategy, future financial condition and growth prospects, future developments in industry and competitive and regulatory environment. All forward-looking statements are based on judgments derived from the information available to the company at this time. Forward-looking statements can be identified by terminology such as such as "potential," "opportunity," "expected," "will," "planned," "estimated", "targeted", "continue", "on-going" or similar terms.

Forward looking statements are based on the current beliefs and expectations of the Company regarding future events, and are subject to various risks and uncertainties, many of which are difficult to predict. Actual results may differ materially from anticipated results due to factors beyond the Company's control. Such risks and uncertainties include, but are not limited to, challenges to intellectual property, competition from other products, difficulties inherent in the research and development process, adverse litigation or government action, and changes to laws and regulations applicable to our industry. This presentation also contains certain financial and operational information relating to the Group that is based on management estimates. These estimates are based on management's past experience and subjective judgment, and the manner in which such estimates are determined may vary from that used for the preparation and presentation of similar information provided by other companies engaged in the real estate industry in India and globally. Neither the Company nor its affiliates or advisors or representatives nor any of their respective affiliates or any such person's officers or employees guarantees that the assumptions underlying such forward-looking statements or management estimates are free from errors nor does either accept any responsibility for the future accuracy of the forward-looking statements contained in this presentation or the actual occurrence of the forecasted developments. Forward-looking statements speak only as of the date of this presentation and are not guarantees of future performance. As a result, the Company expressly disclaims any obligation or undertaking to release any update or revisions to any forward-looking statements in this presentation as a result of any change in expectations or any change in events, conditions, assumptions or circumstances on which these forward looking statements are based. Given these uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward-looking statements and management estimates. Certain numbers in these presentations and materials have been subject to routine rounding off and accordingly figures shown as total in tables and diagrams may not be an arithmetic aggregation of the figures that precede them.

The contents of this presentation are strictly confidential. This presentation is being provided solely for the information of the attendees and may not be copied or disseminated, reproduced, re-circulated, published, advertised or redistributed, in whole or in part, to any other person or in any media, website or otherwise in any manner without the Company's written consent. The distribution of this presentation in certain jurisdictions may be restricted by law and recipients by law and recipients should inform themselves about and observe any such restrictions.

This presentation is not a prospectus, a statement in lieu of a prospectus, an offering circular, an advertisement or an offer document under the Companies Act, 2013, and the rules made thereunder, as amended, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended, or any other applicable law in India. This presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company does not make any representation or warranty, express or implied, as to and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information contained herein or any statement made and nothing in this presentation shall be relied upon as a promise or representation in this respect, whether as to the past or the future. The presentation has not been independently verified. The Company, each member of the Group and their respective affiliates, directors, employees, advisers and representatives do not accept any liability for any facts made in or omitted from this presentation. To the maximum extent permitted by law, the Company, each member of the Group and their respective affiliates, directors, employees, advisers and representatives disclaim all liability and responsibility (including without limitation any liability arising from negligence or otherwise) for any direct or indirect loss or damage, howsoever arising, which may be suffered by any recipient through use of or reliance on anything contained in or omitted from or otherwise arising in connection with this presentation.

Information in this presentation includes information from publicly available information as well as industry publications and other sources. The information contained in, and the statements made in, this presentation should be considered in the context of the circumstances prevailing at the time. There is no obligation to update, modify or amend such information or statements or to otherwise notify any recipient if any information or statement set forth herein, changes or subsequently becomes inaccurate or outdated. The information contained in this document is provided as at the date of this document and is subject to change without notice. Any investor that intends to deal in any existing or prospective securities of the Company is required to make its own independent investigation and appraisal of the business and financial condition of the Group and the nature of the securities at the time of such dealing. Attendees are deemed to represent that they possess, either individually or through their advisors, sufficient investment expertise to understand the risks involved in dealing in any such securities. No one has been authorised to give any information or to make any representations other than those contained in this presentation, and if given or made, such information or representations must not be relied upon as having been authorised by the Company or their respective affiliates. The information in this presentation does not constitute financial advice (nor investment, tax, accounting or legal advice) and does not take into account an investor's individual investment objectives, including the merits and risks involved in an investment in the Company or its securities, or an investor's financial situation, tax position or particular needs. Past performance information in this presentation should not be relied upon as an indication of (and is not an indicator of) future performance.

The securities of the Company have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "Securities Act"), or the securities laws of any jurisdiction outside India, and these materials do not constitute or form a part of any offer to sell or solicitation of an offer to purchase or subscribe for securities in the United States or elsewhere in which such offer, solicitation or sale would be unlawful prior to registration under the Securities Act or the securities laws of any such jurisdiction. No securities of the Company may be offered or sold in the United States absent registration or an applicable exemption from, or in a transaction not subject to, registration requirements under the Securities Act and in compliance with any applicable state or local securities laws. The Company does not intend to make any public offering of securities in the United States. This presentation is directed only at persons which, and by participating in or accessing this presentation are deemed to represent that they and any customer they represent, are either (a) qualified institutional buyers (within the meaning of Rule 144A under the Securities Act) or (b) outside the United States (within the meaning of Regulation S under the Securities Act), and are sophisticated investors who possess sufficient investment expertise to understand the risks involved in the offering, and in each case are able to lawfully receive this document under the laws of the jurisdictions in which they are located or other applicable laws. Any failure to comply with these restrictions may constitute a violation of the securities laws of the United States or other applicable securities laws. The distribution of this presentation in certain jurisdictions may be restricted by law and persons into whose possession this presentation comes should inform themselves about, and observe, any such restrictions.