

ITC Limited Virginia House 37 J. L. Nehru Road Kolkata 700 071, India Tel. : 91 33 2288 9371 Fax : 91 33 2288 4016 / 1256 / 2259 / 2260

25th November, 2024

The Manager Listing Department National Stock Exchange of India Ltd. Exchange Plaza Plot No. C-1, G Block Bandra-Kurla Complex Bandra (East) Mumbai 400 051 The General Manager Dept. of Corporate Services BSE Ltd. P. J. Towers Dalal Street <u>Mumbai 400 001</u> The Secretary The Calcutta Stock Exchange Ltd. 7, Lyons Range Kolkata 700 001

Dear Sirs,

Presentation on ITC Hotels

We enclose a copy of the presentation on the Company's Hotels Business (to be demerged into ITC Hotels Limited) which could be used by the Company's representatives during various analyst / investor meets.

Copy of the said presentation is also being hosted on the Company's corporate website **www.itcportal.com**.

Yours faithfully, ITC Limited

(R. K. Singhi) Executive Vice President & Company Secretary

Encl: as above



- cc: Securities Exchange Commission Division of Corporate Finance Office of International Corporate Finance Mail Stop 3-9 450 Fifth Street Washington DC 20549 <u>U.S.A.</u>
- cc: Societe de la Bourse de Luxembourg 35A Boulevard Joseph II <u>L-1840 Luxembourg</u>





Investor Presentation





The information contained in this section pertains to the Hotels Business of ITC Limited (Company), which will be demerged to ITC Hotels Limited on the Effective Date in accordance with the provisions of the Scheme of Arrangement sanctioned by the NCLT, Kolkata bench.

This section also contains certain forward-looking statements including those describing the strategies, strategic direction, objectives, future prospects, estimates etc. Investors are cautioned that "forward looking statements" are based on certain assumptions of future events over which the Company exercises no control. Therefore there can be no quarantee as to their accuracy and readers are advised not to place any undue reliance on these forward looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. These statements involve a number of risks, uncertainties and other factors that could cause actual results or positions to differ materially from those that may be projected or implied by these forward looking statements. Such risks and uncertainties include, but are not limited to: growth, competition, acquisitions, domestic and international economic conditions affecting demand, supply and price conditions in the business, changes in Government regulations, tax regimes and other statutes, and the ability to attract and retain high quality human resource.

Who We Are

ITC Hotels





Launched in 1975, ITC Hotels is India's Pre-eminent Hospitality Chain, embodying the essence of Indian Hospitality & Sustainability





140



Destinations

~13,000 Keys

6 Distinct Hotel Brands



(Later I)

partnerships

Iconic F&B Cuisine and Brands





Greenest Hotel Chain in the World

Robust operational performance



ITC Hotels

India's Pre-eminent Hospitality Chain



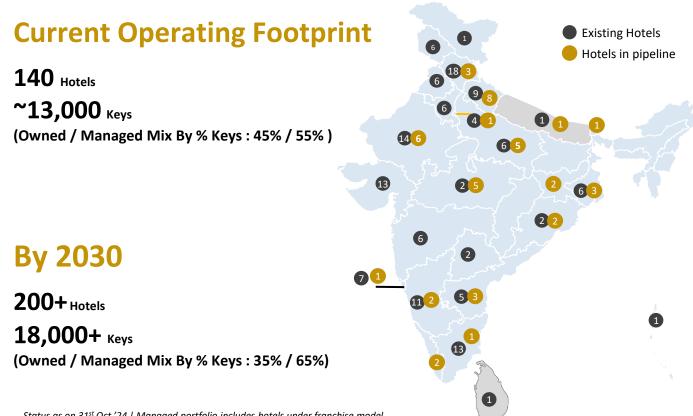




HOTELS THAT DEFINE THE DESTINATIONS

Pan India Presence

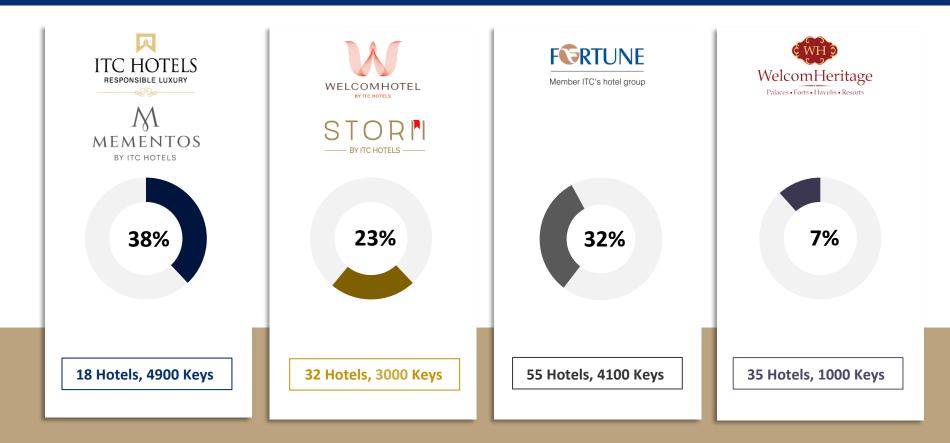






Well Balanced Brand Portfolio





Status as on 31st Oct '24 | Figures rounded off to nearest 100

Iconic Hotels





Representing India's Heritage and Culture





ITC Hotels are an archetype of the culture and ethos of each destination offering unique value propositions and indigenous experiences



ITC Grand Bharat Gurugram

Symbolizes the concept of "Bharatvarsh" with influences from Mauryan and Gupta eras



ITC Maratha Mumbai

Ethos drawn from the glorious history and culture of the Maratha dynasty



ITC Sonar Kolkata

Evokes the beautiful gardenscapes of rural Bengal



ITC Grand Chola Chennai

Uniquely reflects the traditional temple architecture of the Chola Dynasty

One Unifying Symbol Embodying Indian Hospitality





Signature Cuisine Brands





Signature Cuisine Brands

Timeless Dedication to Authenticity





Bukhara, a global award-winning restaurant at ITC Maurya, New Delhi, an icon of culinary heritage celebrates 45 glorious years of timeless flavours and cherished memories





Peshawri outlets at Kolkata, Mumbai, Chennai, Ahmedabad, Hyderabad, Agra, Jaipur, Vadodara, Bhubaneswar and Colombo

Signature Cuisine Brands

Progressive & Reimagined Tastes





A first-of-its-kind open kitchen that culminates in an exclusive blend of South Indian delicacies that are both traditional and progressive, and served in a sophisticated ambience





Outlets at Chennai, Kolkata, Mumbai, New Delhi and Colombo

Showcasing India's culinary heritage





Largest and most exclusive catering in the history of Indian Hospitality



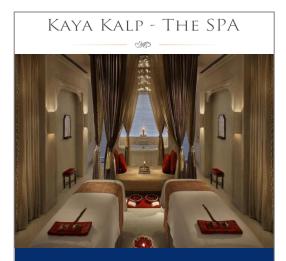
Globally Acclaimed Wellness Experiences





ITC Hotels Highly Acclaimed Spa Brand

Home to India's Rich Therapeutic Legacies



Recapture the medicinal legacies of India with Kaya Kalp—ITC Hotels' highly acclaimed spa brand



K by Kaya Kalp spa offers personalised treatments—from traditional massages to specialised therapies



Global Exemplar in Responsible Luxury

Integrating Luxury with Sustainability





All Owned Hotels certified LEED Platinum® Largest chain in the world to achieve this feat

LEED Zero

World's first 12 Hotels to receive LEED[®] *Zero Carbon Certification*

LEED Zero

Water

World's first 5 Hotels to receive LEED[®] Zero *Water Certification*



USGBC Leadership Award for Organizational Excellence 2024



Surpassed 2030 GHG sectoral emission targets set as per COP 21

More than 50% electricity consumption through renewable sources

Sustainability 2.0 Agenda

2030 Sustainability Goals



Net Zero Carbon Goal NET ZERO LEED[®] Zero Carbon status for all Owned Hotels To exceed 2050 GHG sectoral emissions targets set as per COP 21 Waste Reduction Solid waste reuse / recycling > 99% Water Efficiency LEED[®] Zero Water Status for > 50% of Owned Hotels **40% reduction** in fresh-water consumption (Baseline 2018)

Leveraging Institutional Synergies





Foods, Agri, Personal Care

Competitive Advantage for ITC FMCG Businesses

Cuisine Knowledge: Packaged Foods & Food Tech



High Quality Consumer Engagement + Brand Visibility



Winner of Several Marquee Awards



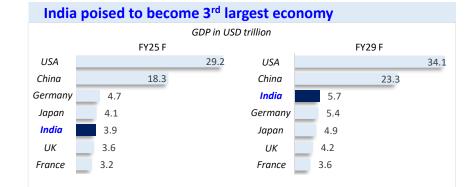


THE ALE **Hospitality Sector Poised for Growth**

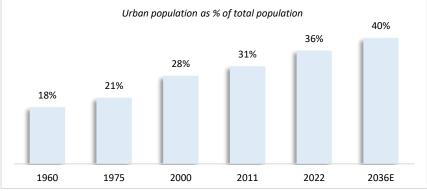
India's Decade of Outperformance

Growing Affluence & Societal Aspirations

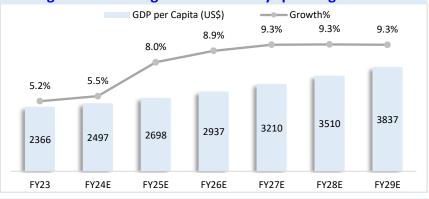




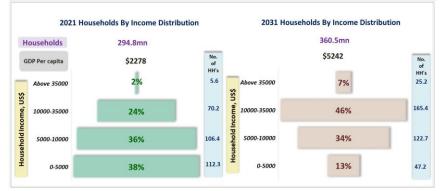
Rapid urbanisation



Rising incomes \rightarrow Higher discretionary spending



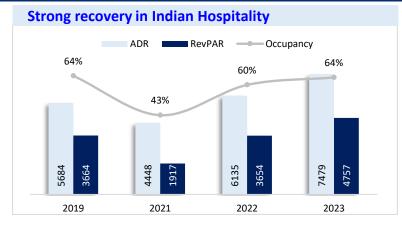
Affluent Households to grow 2.5x



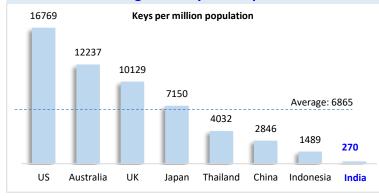
Source: Horwath HTL, Analyst Reports

Hospitality Industry in a Strong Upcycle

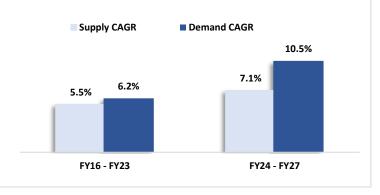




Sector remains significantly under-penetrated



Demand expected to remain well-ahead of supply

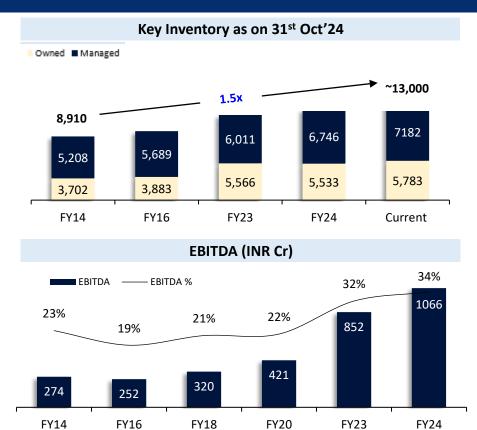




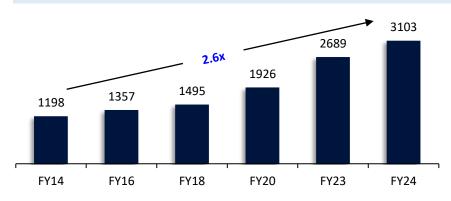
Key performance highlights

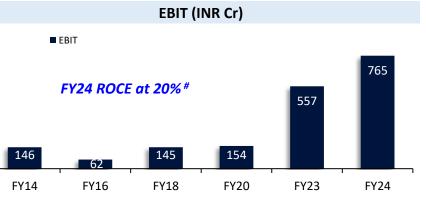
Robust Financial Performance Track Record





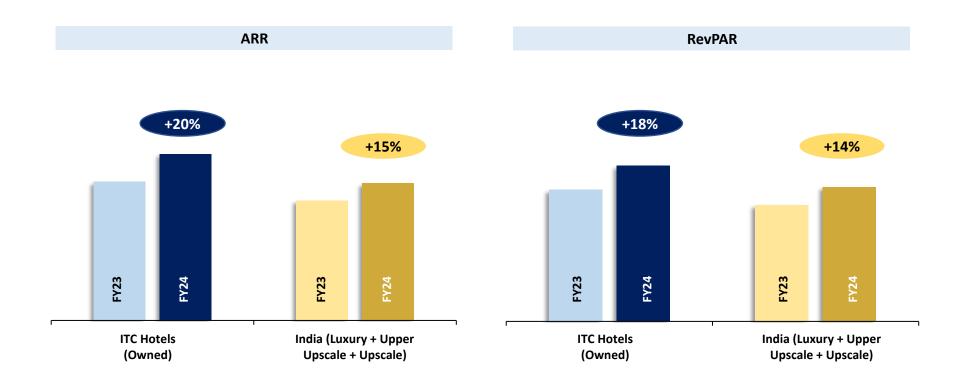
Revenue from Operations (INR Cr)





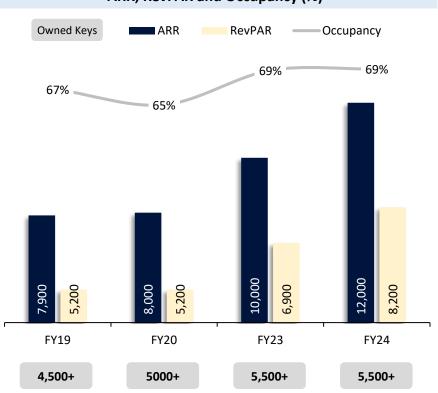
Properties with at least 5 years of operations



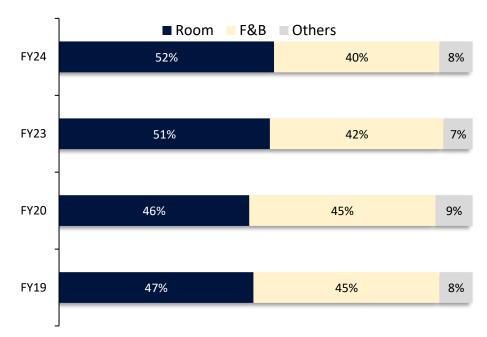


Performance Metrics: Owned Hotels





ARR, RevPAR and Occupancy (%)



Revenue segmentation

FY24: Stellar Performance

Record High Revenue & Profits





H1 FY25: Strong Performance on a High Base





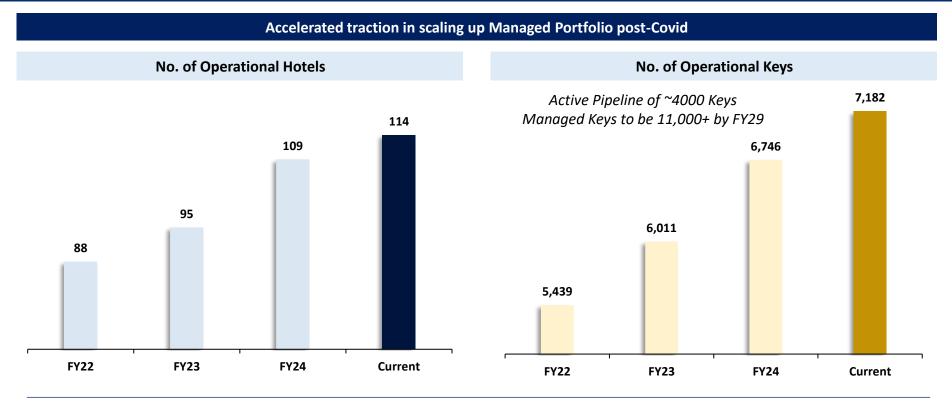
Note: Excludes ITC Ratnadipa (launched in FY25)

Welcomhotel Bay Island, Port Blair

Strong Ramp-up of Managed Portfolio Sharpened Focus | Dedicated Teams

28 Managed Hotels Opened in Last 24 Months





Management Fee growth @ 21% CAGR over last 5 years

Next Horizon of Growth

Strategy Pillars





Strong Growth Enablers in Place





Strong Zero Debt Balance Sheet & Cash Generation to accelerate growth



Capital Investments → Renovations | on-going Projects | new Greenfields & others

- Estimated at c.8-10% of Revenue cumulatively



Well positioned to execute selective Inorganic Opportunities

- Value accretive M&A | Alliances



Driving Capital Efficient Growth



Owned Hotels

- Significant headroom to drive RevPar growth
- About 20% Inventory < 5 years old, operating at 75% of potential Occupancy levels
- ► ITC Ratnadipa, Colombo → significant contributor to Revenue & EBITDA going forward

Upcoming projects

- ▶ 300+ rooms[#] being planned under Owned Hotels
- Greenfield project at Puri; Expansion at Bhubaneshwar
- Leverage strategic Land Bank

including 102 rooms at ITC Ratnadipa, Colombo

Velcomhotel Puri

118 Keys by FY28



100+ Keys 12k sqft. banquets expansion



Managed Hotels

- Increased interest among Asset Owners
- Robust pipeline of 45 Managed Hotels with about 4000 Keys
- 2.5x growth targeted in Management Fees by FY30

Robust Growth Pipeline: 46 Hotels with ~4300 Keys





- Opened 28 Managed Hotels in the past 24 months (Nov 2022 Oct 2024)
- ► High Quality of signed pipeline; High salience of Brownfield Assets
 - > 1 Hotel opening per month for next 24 months
 - Leverage momentum to accelerate further
- ► Targeting **200+** hotels with **18000+** keys over **5 years**, with 2/3rd salience of Managed Portfolio

Unlocking Full Potential of Recent Launches





Significant headroom for growth About 20% Inventory operating at 75% of potential Occupancy levels Significant contributor to Revenue & EBITDA in the years ahead

ITC Ratnadipa, Colombo A Jewel in Colombo's Skyline

One of its Kind Mixed Use Development 352 Hotel Keys + 132 Luxury Apartments





Deliveries to commence in 2025

Sapphire Residences, Colombo





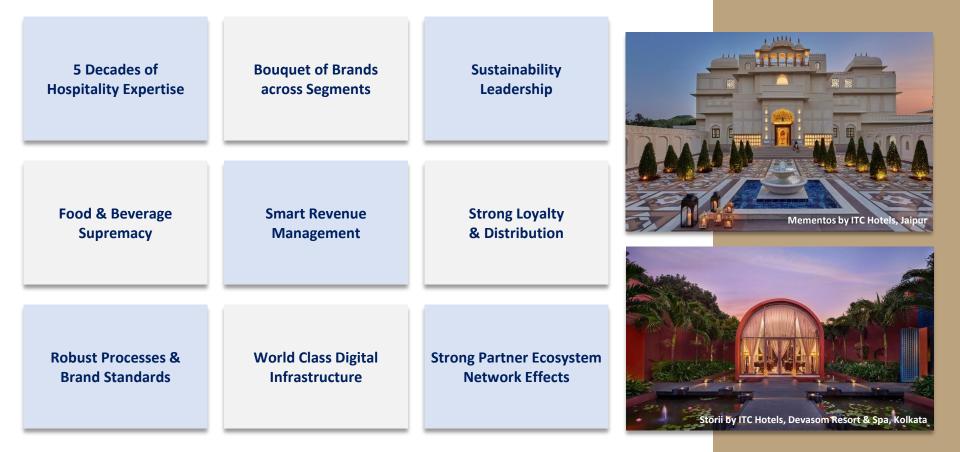
Unique luxury apartments with interiors designed by Philippe Starck (YOO) Most Exclusive and Spacious Elevated living experience in Sri Lanka Located at epicentre of Galle Face Oceanfront





Strategic Levers Our Right to Win





MEMENTOS







BY ITC HOTELS

MEMORIES AVAILABLE







WELCOMHOTEL









ENRICHING EXPERIENCES AWAIT





STORII















Storii by ITC Hotels, Devasom Resort & Spa, Kolkata

FORTUNE







Member ITC's hotel group

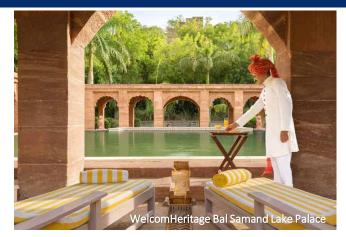






WELCOMHERITAGE









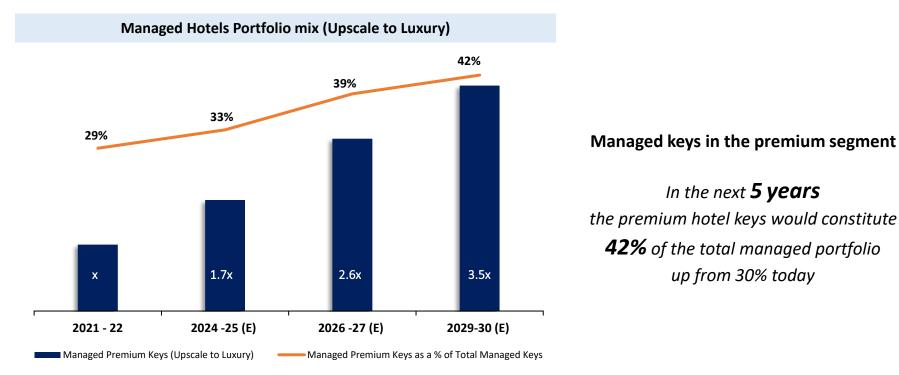




WelcomHeritage Tadoba Vanya Villas Resort & Spa

Portfolio Premiumisation High Quality Assets





Active Asset Management





An Iconic Address, Rejuvenated The Madras of Old, as good as New!

The first prominent hotel of the region	The trademark "Chola" Warmth & Legacy	Unique Boutique Hotel Experience	47 Years of Iconic Service to the City of Chennai
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Re-opened in Jan-2024



All rooms renovated



Launch of a Speciality Restaurant

Refurbished Banquet space



Wellness & Fitness Center

Active Asset Management





ITC Grand Goa – Fully Renovated

- Country's first LEED[®] Platinum resort
- Best Wedding Resort at Travel + Leisure India's Awards 2023

ITC Kakatiya – Renovation Underway | Completion by FY26

- Most rooms renovated to contemporary design
- Renovation of public areas underway





ITC Windsor – Manor Block Renovation Completed

- 60% of the inventory completely renovated to bring back the old-world charm
- Re-positioned in the Bengaluru market as a Premium Luxury product

Active Asset Management





Restaurants Portfolio Refreshed

- Avartana added at ITC Maratha & ITC Maurya
- Revenue Uplift 2x

Space Optimisation

- Peshawri Restaurant launched at ITC Kohenur
- Efficient utilization of available revenue generating area





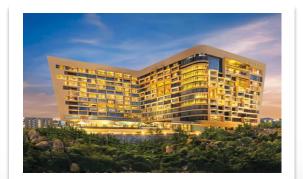
Cuisine Refresh

- Dakshin added at ITC Grand Central; Revenue Uplift 2x
- Cajsa added at ITC Gardenia

Operational Excellence

Accelerating Path to Profitability





ITC Kohenur - 274 Keys

- Revenue leader in market within
 2 years of Launch
- EBITDA Positive in Year 1
- **PBT Positive** in Year 2



WH Bhubaneshwar - 107 Keys

- Revenue leader in market within
 2 years of Launch
- **EBITDA positive** in Year 1
- PBT Positive in Year 2[#]



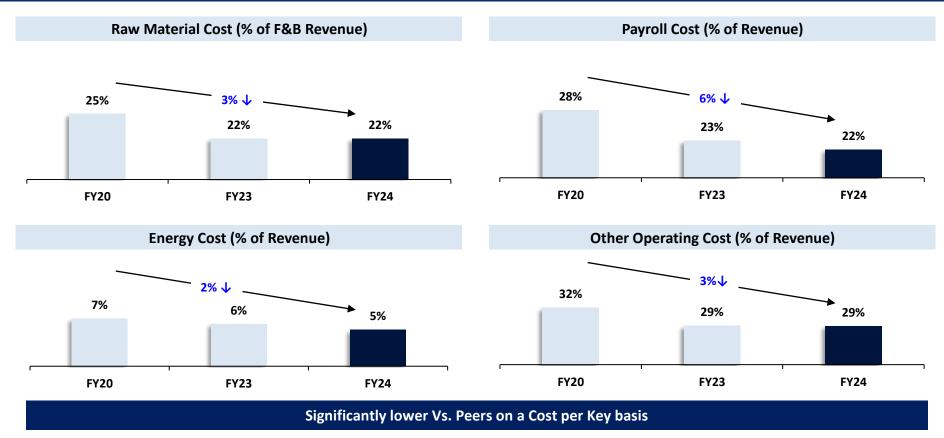
ITC Narmada - 291 Keys

- ARR leader in market within 1 year of launch
- **EBITDA Positive** in Year 1
- **PBT Positive** in Year 2

Operational Excellence

Driving Margin Expansion Productivity | Efficiency



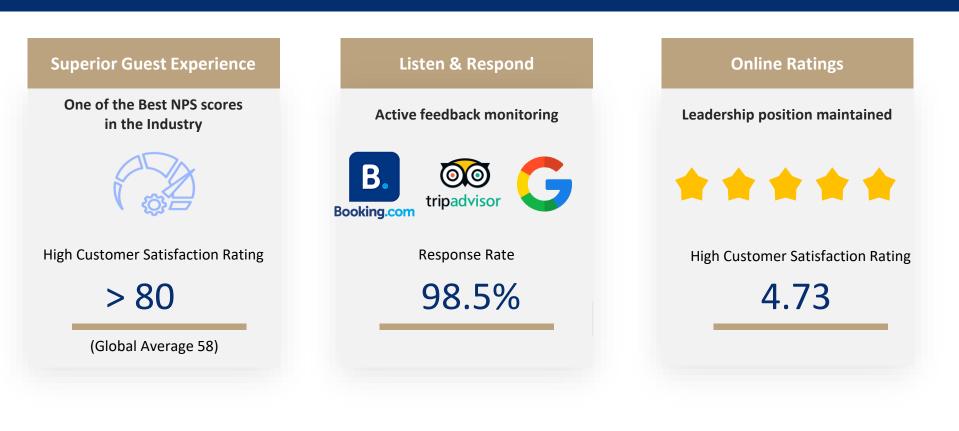


Standalone financial statements

Operational Excellence

High NPS Score & Response Rate





Augmenting Revenue Streams





Loyalty & Distribution

Transparent, Flexible & Easy-to-use Loyalty Program



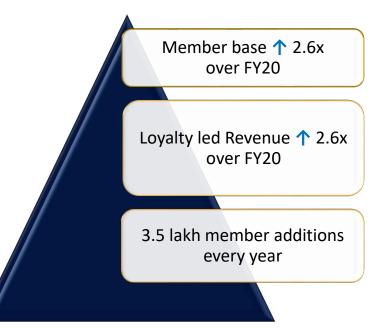




Culinary Indulgences & More

One of India's most transparent, flexible and easy-to-use loyalty programmes

Strong Partnerships & Alliances 100% Digital Interface Earn Green Points Beyond Stays



Digitization





Best in Class Mobile App

- Industry Leading Features
- Single window for hotel services



NextGen CRM

- Integrated Sales | Marketing | Service
- Personalized Marketing

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State of the art Brand Website

- Contemporary design and technology
- Unified brand access drives conversion



Superior Loyalty Platform

- Instant Gratification
- Pan ITC Redemption Options



Frictionless Guest Experience

- In-Room Automation
- Seamlessly Integrated Online Offline Journey



Progressive Cloud Application Stack

- Quick On-Boarding New Hotels | Reduced IT Capex
- Standardization for Consistent Guest Experience



Advanced Distribution Platform

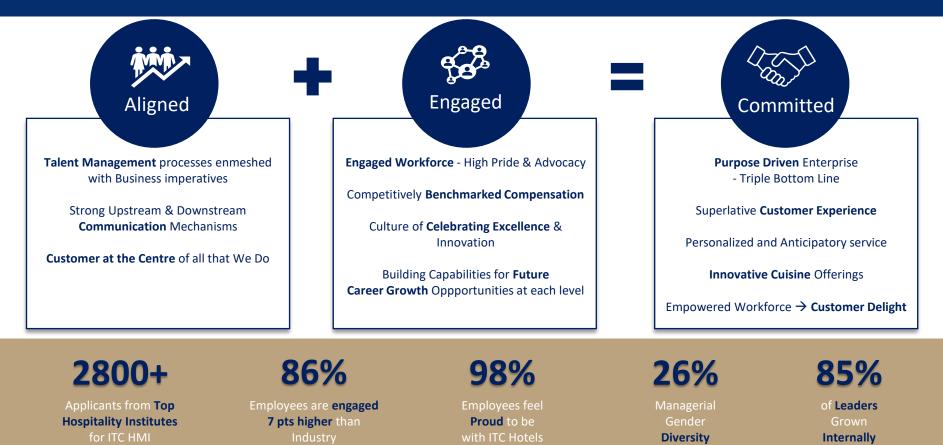
- Seamlessly Distributing Across All Global Channels
- Own GDS Code



- Cutting Edge Social Media Tools & Analytics Platform
- Sixth Sense Enabling Targeted Customer Engagement

World Class Engaged and Committed Talent





Talent Management



Talent StrategyAcquiring, Creating & Developing best in class talent



Managing talent pipeline in a competitive landscape through innovative sourcing initiatives & diverse workforce ITC HMI creating leaders through bespoke training & mentorship for nearly 5 decades

Building skills and capability for next level roles

Talent Management



Culture craft Celebrating Diversity, Team work & Innovation

N



Recognized



Diverse



Creating lasting value for our people and fostering a culture of recognition by acknowledging employees' acts of excellence





Guest Focused



Engaged

ITC Hotels Poised For Next Horizon Of Growth

Committed to Long-term Value Creation





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ITC Hotels

Poised for Next Horizon of Growth



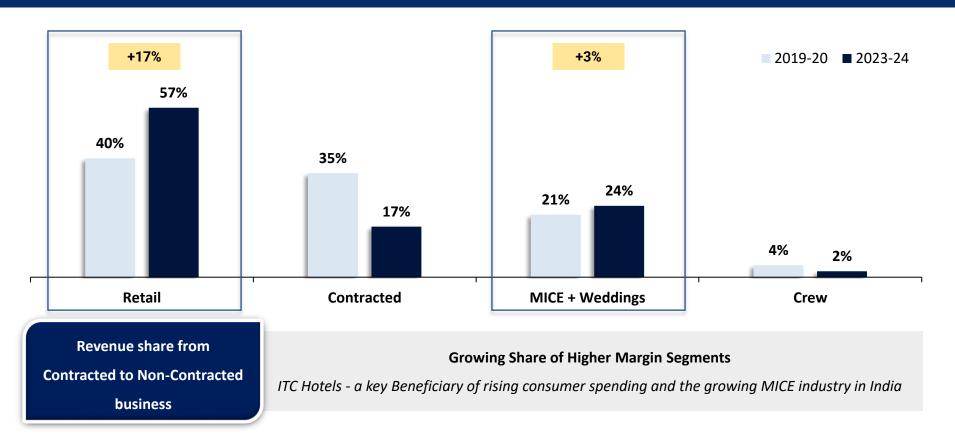


Annexures

Diversified Customer Base

High Retail salience in Revenue mix

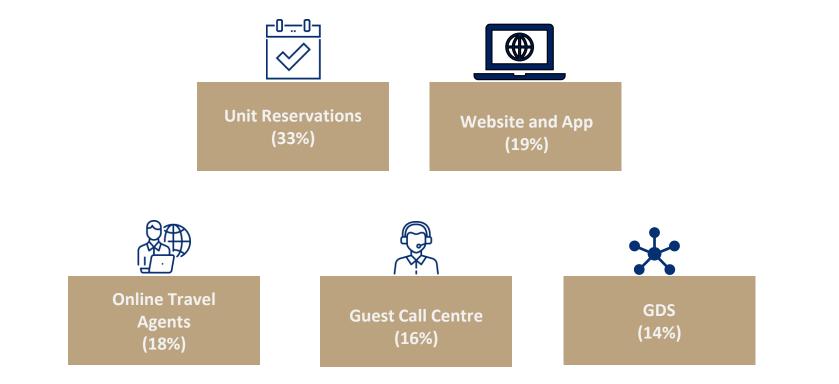




Strong Multi-channel Distribution Network

Driving demand through focus on own website and channels





Brand landscape



Brands	Operational Hotels Keys	Pipeline for next 4 years Hotels Keys	Total Hotels Keys
	16 4687	- 102	16 4789
MEMENTOS BY ITC HOTELS	2 181	1 223	3 404
WELCOMHOTEL	26 2848	13 1796	40 4644
	6 149	10 578	16 727
Member ITC's hotel group	55 4099	18 1439	73 5538
WH D WelcomHeritage Palaces + Forts - Havelis - Resorts	35 1001	4 162	39 1163
Total	140 12965	46 4300	186 17265

Recent openings in Managed Hotels



S.	No Hotel Name	City	Brand	Keys
1	Welcomhotel Jim Corbett	Jim Corbett	Welcomhotel	62
2	Fortune Inn Walkway Mall Haldwani	Haldwani	Fortune	58
3	WelcomHeritage Parv Vilas	Solan	WelcomHeritage	55
4	Mementos Udaipur	Udaipur	Mementos	117
5	Fortune Resort Kalimpong	Kalimpong	Fortune	42
E	WelcomHeritage Ayatana	Ooty	WelcomHeritage	30
7	Fortune	Khajjiar	Fortune	35
8	WelcomHeritage Grand Srinagar	Srinagar	WelcomHeritage	28
9	Storii Moira Goa	Moira	Storii	18
1	0 Fortune Heritage Walk	Amritsar	Fortune	50
1	1 Welcomhotel Manali	Manali	Welcomhotel	46
1	2 Fortune Park Hoshiarpur	Hoshiarpur	Fortune	57
1	3 Fortune Ranjit Vihar	Amritsar	Fortune	54
1	4 WelcomHeritage Santa Roza	Kasauli	WelcomHeritage	35
1	5 Fortune Park	Aligarh	Fortune	66
1	6 Fortune Park Tirupur	Tirupur	Fortune	62
1	7 Fortune Park	Vivek Vihar	Fortune	70
1	8 Fortune Park	Hosur	Fortune	107
1	9 Storii by ITC Hotels, Kaba Retreat, Solan	Solan	Storii	28
2	0 Mementos Jaipur	Jaipur	Mementos	64
2	1 Storii by ITC Hotels, Urvashi's Retreat	Manali	Storii	22
2	2 Fortune Resort & Wellness Spa Bhaktapur	Bhaktapur	Fortune	66
2	3 Fortune, Statue of Unity, Kevadia	Kevadia	Fortune	144
2	4 Fortune palampur	Palampur	Fortune	43
2	5 Storii Devasom	Kolkata	Storii	24
2	6 Fortune Candolim	Candolim	Fortune	103
2	7 Fortune Chennai	Chennai	Fortune	40
2	8 Welcomhotel Belagavi	Belagavi	Fortune	116
	Total for last 24 months			1642







THANK YOU