

November 24, 2021

BSE Limited
Corporate Relationship Department
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 Analyst/Institutional Investor 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 Regulation(s), please note that the Company had participated in the Jefferies India CTO Summit held today at Mumbai.

Enclosed is the Analyst Presentation made by the Company at the said Summit.

You are requested to kindly take the same on record.

Yours sincerely,

BEEJAL DESAI

Senior Vice President

Corporate Affairs & Company Secretary (Group)

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

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SELEQTIONS

VIVANTA

GINGER

amã
STAYCARE

Gmin
GOLDEN MOUNTAIN



A TATA Enterprise

IHCL

JEFFERIES INDIA CTO SUMMIT

TECHNOLOGY-LED INNOVATION IN HOSPITALITY

24 NOVEMBER 2021



SELEQTIONS

VIVANTA

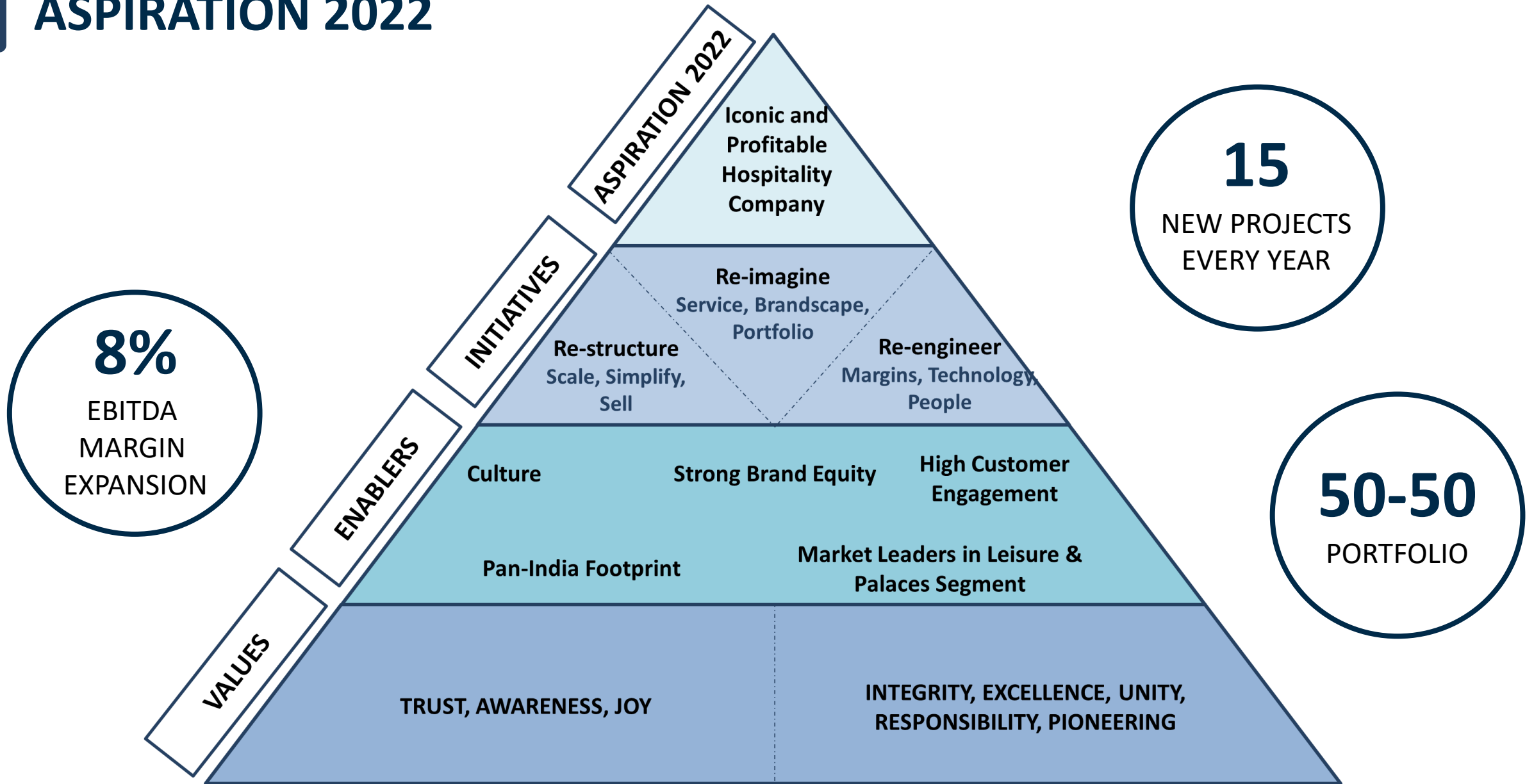
GINGER

amã
STAYS & TRAILS

Qmin
guaranteed quality cuisine



ASPIRATION 2022



WE PROMISED..

ICONIC

PROFITABLE

GROWTH

PORTFOLIO

BRANDSCAPE

Service, Excellence,
Stature

800 bps Margin
Expansion

15 New Signings
p.a.

50:50 Owned v/s
Managed

Hospitality
Ecosystem

.. AND DELIVERED ON ALL

COVID-19: AN UNPRECEDENTED CHALLENGE GLOBALLY

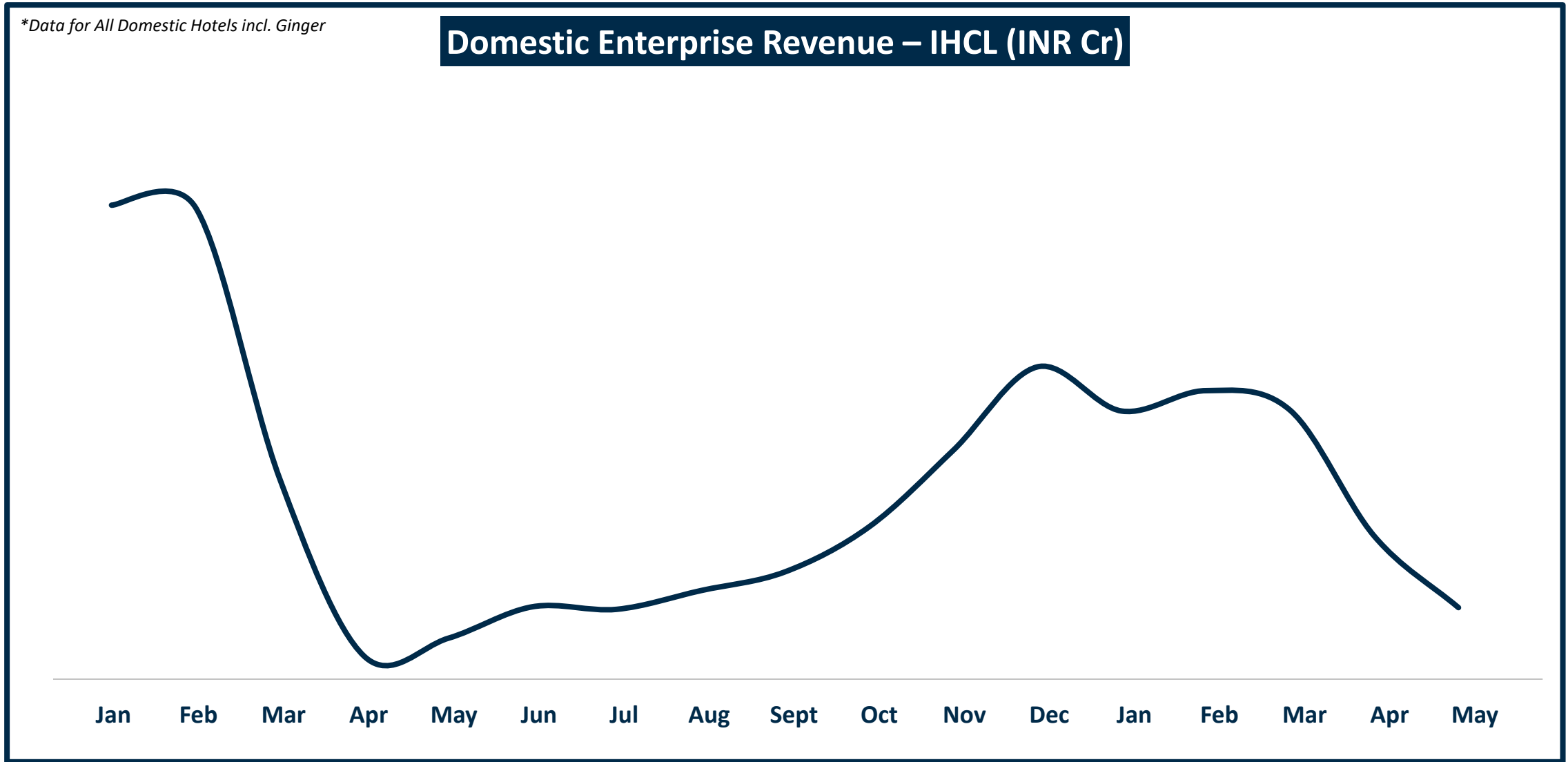


Source: World Travel & Tourism Council (WTTC)

THE PANDEMIC HAD A HUGE IMPACT ON OUR BUSINESS

*Data for All Domestic Hotels incl. Ginger

Domestic Enterprise Revenue – IHCL (INR Cr)



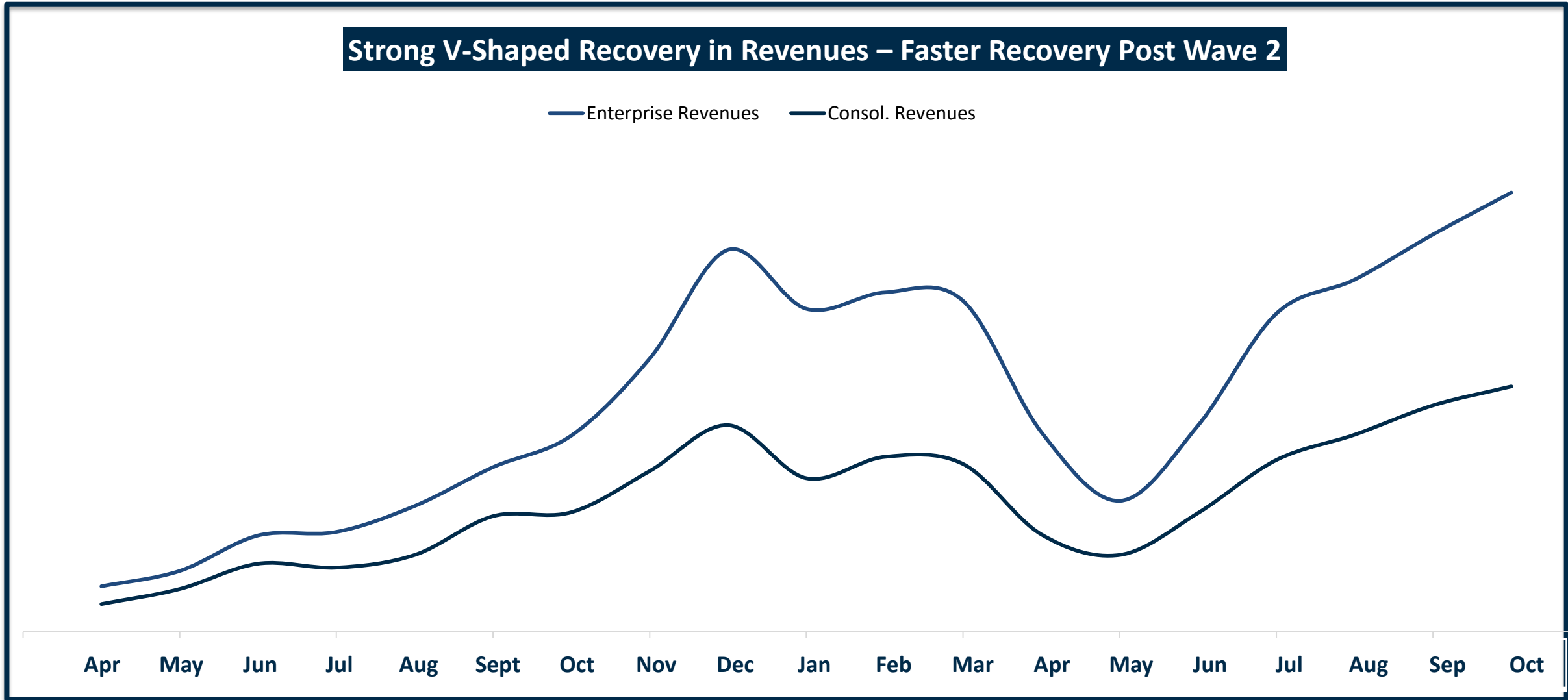
WE EMBRACED STRAGILITY AND LAUNCHED R.E.S.E.T 2020



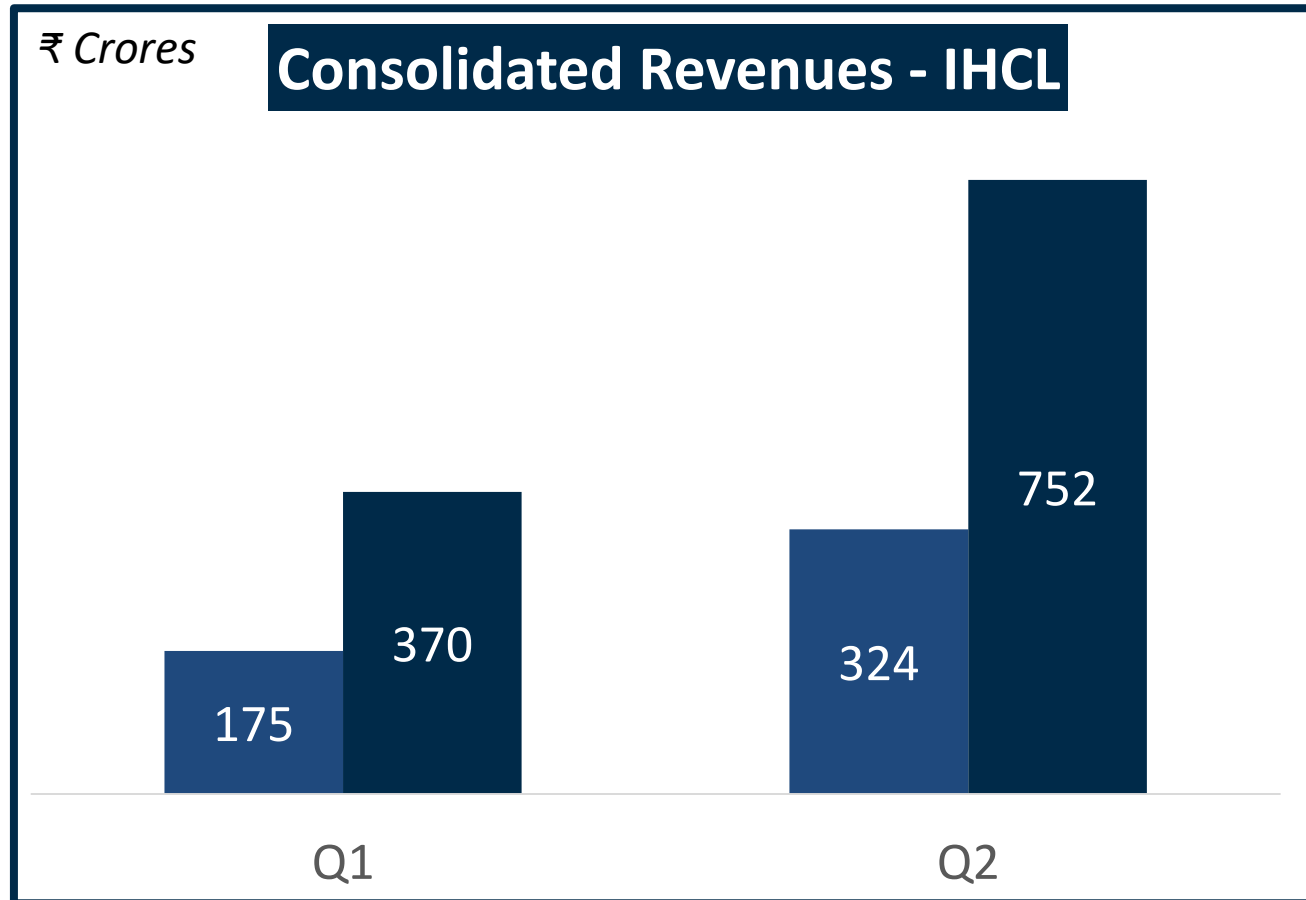
R.E.S.E.T 2020 HELPED IHCL NAVIGATE THROUGH THE CRISIS

Strong V-Shaped Recovery in Revenues – Faster Recovery Post Wave 2

— Enterprise Revenues — Consol. Revenues



STRONG REVENUE RECOVERY IN Q2 2021/22

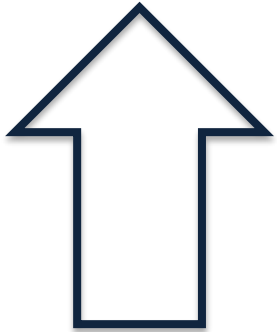


- ✓ +ve Consumer Sentiment for Travel
- ✓ Leisure Travel Driving Recovery
- ✓ The Rise of Right Here Right Now
- ✓ Resumption of Business Travel
- ✓ +ve Outlook: Weddings, MICE
- ✓ Trusted Brands Benefit More

▪ Above trend continues in Q3

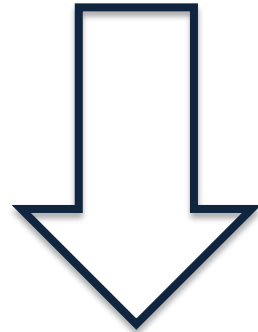
RESHAPING THE FINANCIALS

**HIGH MARGIN &
ASSET LIGHT
GROWTH**



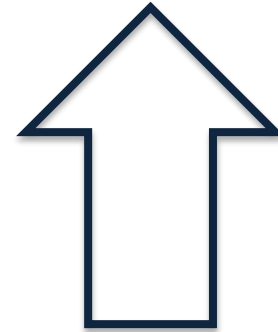
REVENUE

**OPTIMISATION OF
OPERATING
MODEL**



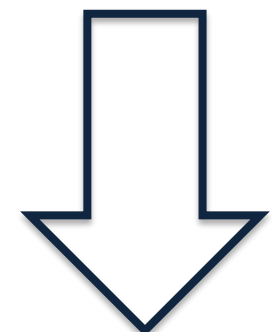
COSTS

PROFITABILITY



MARGINS

**BALANCE SHEET
SIZE**



**DEBT
REDUCTION,
MONETISATION**

KEY STRATEGIC IMPERATIVES FOR IHCL

REVENUE

- Revenue Recovery & Market Share
- Asset Light Growth
- Share of Direct To Customer
- Scaling up of New Businesses

COST

- Hotel Level Spend Optimization
- Enhanced Employee Productivity
- Effective Deployment of Resources
- Optimization of Corp. Overheads

EXCELLENCE

- Customer Centricity
- Employee Engagement
- 360° Stakeholder Management
- Governance & Compliances

EMBRACING DIGITAL TO DRIVE STRATEGIC IMPERATIVES

REVENUE

- Revenue Recovery & Market Share
- Asset Light Growth
- Share of Direct To Customer
- Scaling up of New Businesses

DIGITAL INTERVENTIONS

- ✓ Digital First Businesses: Qmin
- ✓ Loyalty Collaboration: Tata SuperApp
- ✓ Strengthening Direct Channels
- ✓ Re-imagined Digital Models for New Businesses: amã
- ✓ Revenue Management & Dynamic Pricing
- ✓ Analytics

EMBRACING DIGITAL TO DRIVE STRATEGIC IMPERATIVES

COST

- Hotel Level Spend Optimization
- Enhanced Employee Productivity
- Effective Deployment of Resources
- Optimization of Corp. Overheads

DIGITAL INTERVENTIONS

- ✓ Intelligent BOT
- ✓ Digital Reservation Transformation
- ✓ Fit-For-Purpose
- ✓ Cloud Adoption
- ✓ Rationalized IT Support Services

EMBRACING DIGITAL TO DRIVE STRATEGIC IMPERATIVES

EXCELLENCE

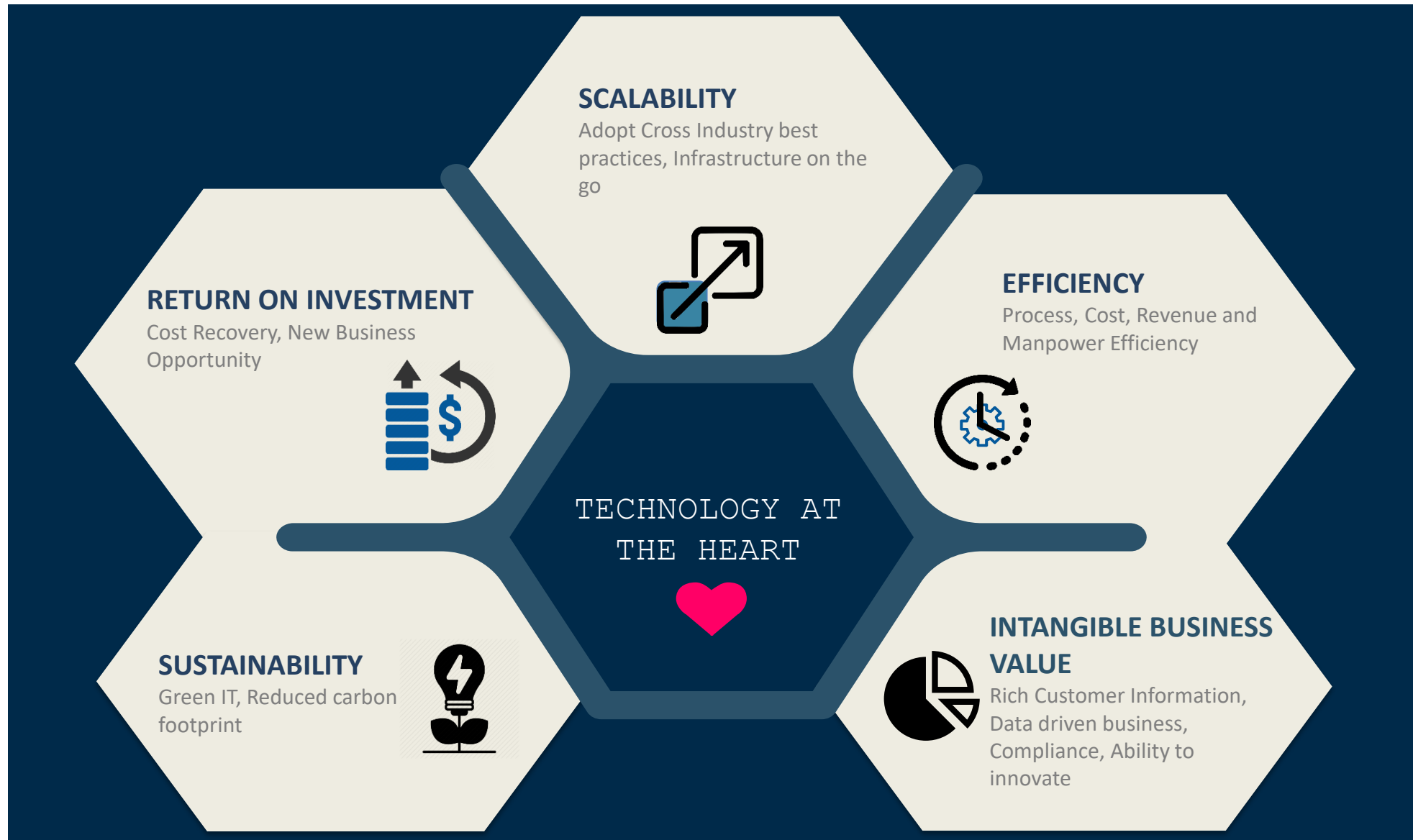
- Customer Centricity
- Employee Engagement
- 360° Stakeholder Management
- Governance & Compliances

DIGITAL INTERVENTIONS

- ✓ I-ZEST: Contact-less Service Experiences
- ✓ Employee Engagement through Employee App
- ✓ Technology driven process automation
- ✓ Data Security & Privacy measures

DIGITAL INTERVENTIONS

IHCL'S DIGITAL TRANSFORMATION PHILOSOPHY



EMBRACING DIGITAL TO DRIVE STRATEGIC IMPERATIVES

REVENUE

COST

EXCELLENCE

REVENUE



Qmin

Gourmet culinary and online food delivery

- **Digital native** end-to-end food delivery platform
- Expanding into **Qmin Trucks & Qmin Shop**
- Delivering in **20 cities from 80 restaurants**
- Enterprise Revenues **₹ 70 crores** in 18 months



Group Loyalty

Taj InnerCircle's coalition with Group Loyalty Program. Tata SuperApp

- Multi-brand **Digital marketplace** from Tata Group
- **Comprehensive Tech platform** with Loyalty, Personalization, Payments, Offers, Campaigns, etc
- Members reach expected at launch is **50 mn+**

REVENUE



IHCL App/Web

Digital customer interaction channels

- Revamp of Digital customer channels
- Localized In-Stay experience
- Super App of hospitality services by IHCL
- Launch planned for early next year



Amã

Branded HomeStays

- **Cloud-based Digital platform** to support scale, ease of operations
- Entire property IT setup, training in **2-3 weeks**
- **20+** Amã properties opened in **last 12 months**

REVENUE



Revenue Management

Pricing & Distribution

- Multi Channel Reservation Systems
- Partnership with third party sites
- Centralized Data Management, Pricing Insights



Analytics

Decisions fuelled by Data

- Integrated business reporting across key business & operations functions
- Key source for strategic decision making
- Cross Functional task force action quarterly forecasts, pricing strategy

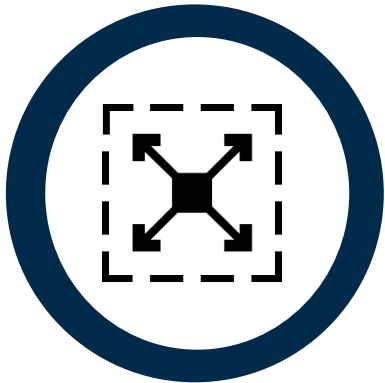
COST OPTIMIZATION



I-DOCS & IRA Bot

Omni Channel contact Centre and Intelligent conversation platform

- I-DOCS helps in **digitally transforming** entire reservation process
- IRA, serves as a digital partner for all guest needs, accessible via **website** and on **WhatsApp**
- Helped reduce rationalize and optimize agents



Fit for Purpose

Technology model for Managed properties

- A Lean, **cloud-based** model for **partner hotels**
- **Fit-for-purpose** achieved by selecting only the necessary and appropriate components in IT stack
- IT costs **reduced by 40%** compared to existing model

COST OPTIMIZATION



Cloud Adoption

- All new applications in **last 2 yrs** are **cloud native**
- Core IT systems like ERP, PMS would move to cloud by **mid of next year**
- Efficiency, scalability, access to tools, faster time to market



Support Services

- IT support services revamped and optimized during pandemic
- **Lean support** models introduced, and **Org structure changed** to create cluster roles
- All this resulted in **35%+ savings** in support costs

EXCELLENCE



I-ZEST

**Contactless Guest
Management Program**

- **Contactless** Front Desk Interactions
- **Digital:** Room Key, In-room ordering, payments
- Improved **guest satisfaction**, convenience
- Increased efficiency, optimized front office staff



myTAJ

**One stop HR self
service app**

- Employee App for end-to-end Lifecycle mgmt.
- Anytime, Anywhere access to employee services & privileges, HR Helpdesk
- Better employee productivity, efficiency, collaboration
- Improved HR:employee ratio

EXCELLENCE



Technology driven process automation

- Enabling shared Finance services across regions- Resources & System
- Automated GST e-Invoice filling for B2B and B2C
- Effective and optimized utilization of back-office staff



Data Security & Privacy measures

- State of the art security operations centre
- Stricter compliance to GDPR, privacy, consent management
- Adherence to latest Data Security protocols
- Periodic third-party audit and redressals

DIGITAL ROADMAP- WAY AHEAD

**In-stay
Experience**

**Smart
Restaurants &
Kitchens**

**Operations &
Planning**

**Advanced
Analytics**

**Ecosystem
Development**

**Supporting New
Businesses**

SUMMARY: DIGITAL TRANSFORMATION INITIATIVES

REVENUE	Revenue Mgmt & Dynamic Pricing	Digital First: Qmin	Direct to Customer Channels
	Data Analytics	Scale up: amã	Loyalty: Tata SuperApp
IRA	Cloud Adoption	Cluster Resources	COST
I-DOCS	Revamp Support Services	Vendor Optimization	
EXCELLENCE	I-ZEST	Process Automation	GDPR Compliance
	myTaj	Enabled Shared Services	Data Security

IHCL

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VIVANTA

GINGER

amã
STAYS & TRAILS

Qmin
guaranteed quality cuisine

