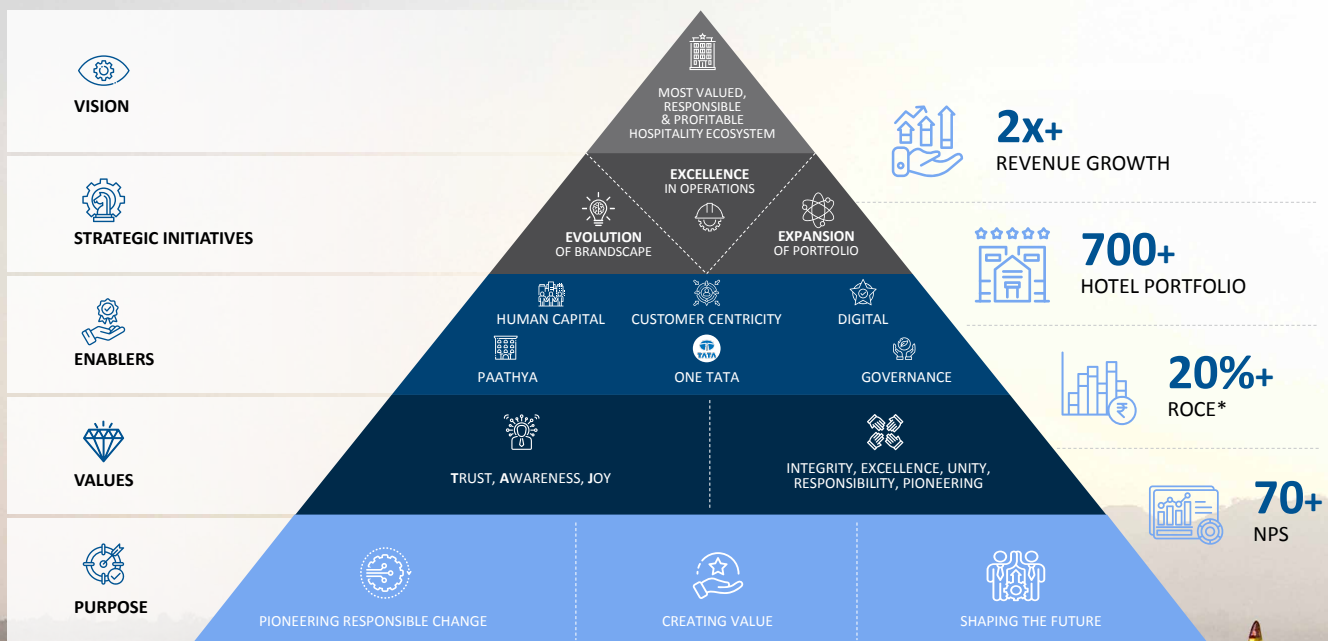


## ACCELERATE 2030

## Unveiling our Strategy

Under our comprehensive strategy 'Accelerate 2030', IHCL will expand its brandscape, deliver industry-leading margins, double its Consolidated revenue with a 20%+ return on capital employed and grow its portfolio to 700+ hotels while building on its world-renowned service ethos.



\* Excluding the impact of any future acquisitions and business combinations.













IHCL remains steadfast in its commitment to realise India's tourism potential with its vision of 'Accelerate 2030', of being the most valued, responsible and profitable hospitality eco-system in South Asia.

IHCL will expand its brandscape with the launch of new brands, tapping the heterogeneous market landscape and taking its portfolio to 700+ hotels by 2030. Doubling its Consolidated revenue to ₹15,000+ crores, scaling new and reimagined businesses to a 25%+ share of revenue and continuing to generate industry-leading margins and return on investment, while maintaining its renowned service excellence.






Under 'Accelerate 2030', the focus will be on driving top-line growth with 75% revenue contribution from traditional businesses and management fees and 25%+ from new and reimagined businesses by 2030.

Traditional businesses will be enabled by RevPAR leadership, asset management initiatives and inventory expansion. Management Fee is expected to cross ₹1,000 crores by 2030, led by not like-for-like growth and an increasing share of managed inventory. New Businesses, comprising of Ginger, Qmin, amã Stays & Trails and Tree of Life, will rapidly scale through a capital light route, delivering a revenue CAGR of 30%+, while the reimagined businesses of The Chambers and TajSATS will continue their growth momentum.

## STRATEGIC INITIATIVES

Expansion of Portfolio	Evolution of Brandscape	Excellence in Operations
 Leadership in the Indian Subcontinent	 Achieve Optimal Scale	 Service Excellence
 Presence in Key International Markets	 Maintain Premium Positioning	 Brand Standards
 Efficient Capital Deployment	 Launch New Concepts	 Asset Management
 Accretive Strategic Acquisitions	 Build Brand Equity	 Margin Expansion

## ACCELERATE 2030 BOLD VISION, CLEAR ROADMAP

	ACCELERATE 2030 TARGETS	FY 2024-25
 Consolidated Revenue	₹15,000+ crores	₹8,565 crores
 Portfolio	700+ Hotels	381 Hotels
 Return on Capital Employed	20%+*	17.3%
 Net Cash Positive	Sustain +ve Net Cash Position	₹2,849 crores
 NPS	70+	74.12

\*Excluding the impact of any future acquisitions and business combinations

OUR STRATEGIC PRIORITIES

Expansion of Portfolio

The portfolio expansion strategy focuses on strengthening IHCL’s domestic dominance in the Indian subcontinent while enhancing its international prominence by expanding into key international markets.

By efficiently deploying capital and pursuing strategic acquisitions, the Company optimised its portfolio mix, achieving a 63:37 split between capital-light and capital-heavy inventory to enhance flexibility and resilience.

Record Signings and Openings in FY 2024-25

74 New Signings	26 New Openings
GINGER 100+ Hotel Portfolio with Marquee Properties	amã STAYS & TRAILS 300+ Bungalows Portfolio
VIVANTA Milestone of 50+ Hotel Portfolio	100+ signings 2 <sup>nd</sup> consecutive year

Key Company Owned Projects, Making Progress

Bandstand 330 rooms 85 apartments	Lakshadweep Suheli: ~70 Keys Kadmat: ~110 Keys	Shiroda ~300 Keys	Aguada Plateau ~110 Keys	Ekta Nagar ~275 Keys	Goa MOPA ~280 Keys

Investing to Strengthen our Future

Renovation of existing assets	Room Renovations	Reimagined Chambers & Club Lounge	Restaurant, Spa & Public Areas
Digital Spends	ERP Upgrade	Brand Websites, Customer Relationship Management (CRM) & Martech	Data Lake & PMS







## Evolution of Brandscape

The evolution of IHCL's brandscape is central to achieving optimal scale and maintaining its premium positioning in the market. The Company focusses on launching new concepts that cater to emerging consumer trends while expanding and strengthening existing brands. This strategic approach allows IHCL to build lasting brand equity, ensuring that each brand resonates with its target audiences while delivering exceptional value and experiences.

### Achieve Optimal Scale

IHCL will achieve optimal scale in each of its brands to ensure they stay relevant while being best-in-class in their respective segments. The core brands (Taj, Claridges Collection, SeleQtions and Vivanta) will continue to grow at a steady pace, while the accelerated growth brands (Gateway, Ginger and Tree of Life) will showcase an accelerated growth trajectory.

Together, the achievement of optimal scale across these brands will enable the realisation of IHCL's goals under Accelerate 2030.

### Maintain Premium Positioning

IHCL maintains its premium positioning through exceptional service, unique experiences and the highest standards, ensuring lasting brand value.

### Launch New Concepts

IHCL's new businesses have thrived, demonstrating its boldness in reinventing itself and tapping into emerging market opportunities. The Company focuses on rapidly scaling new concepts by leveraging innovative business models, capital-light expansion strategies and partnerships. This approach enables IHCL to quickly enter new markets, cater to evolving customer needs and drive sustained growth across diverse segments.

### Build Brand Equity

Our iconic brand Taj being the World's strongest brand shall continue to be our crown jewel. We will continue to build on our brandscape with an increased share from new and re-imagined businesses.

IHCL builds brand equity by delivering consistent service, innovation and unique guest experiences. Through targeted marketing, strategic partnerships and the evolution of its brand promise, the Company strengthens customer loyalty, drives brand preference and creates long-term value.

### Latest Addition to our Brandscape

#### Brand License:

'The Claridges Collection' for India and Nepal: Opportunity in micro-markets for Boutique Luxury

#### Landmark Hotel in Lutyens' Delhi:

Opportunity to grow with a differentiated offering in luxury space

#### Investment to acquire Boutique Leisure Brand:

Majority stake in Tree of Life brand's Operating and Brand Holding Company, Rajscape Hotels Private Limited

#### Consolidation of Taj SATS:

Taj SATS is now consolidated into IHCL, further bolstering IHCL's growth in topline and bottomline

#### New Businesses Vertical:

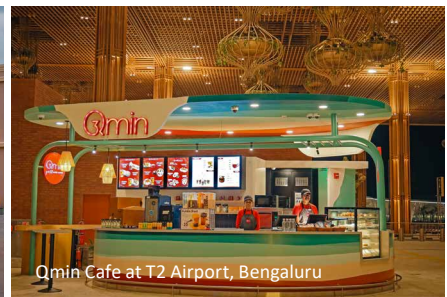
Created for focused expansion – comprises Ginger, Qmin, amã, Tree of Life. Showcased 40% Revenue Growth Y-o-Y



The Claridges, New Delhi



Tree Of Life Vantara Resort, Udaipur



Qmin Cafe at T2 Airport, Bengaluru



## Excellence in Operations

IHCL's commitment to excellence in operations is built on delivering outstanding service, maintaining brand standards and ensuring continuous margin expansion. By focusing on asset management and operational efficiency, the Company drives both profitability and long-term sustainability.

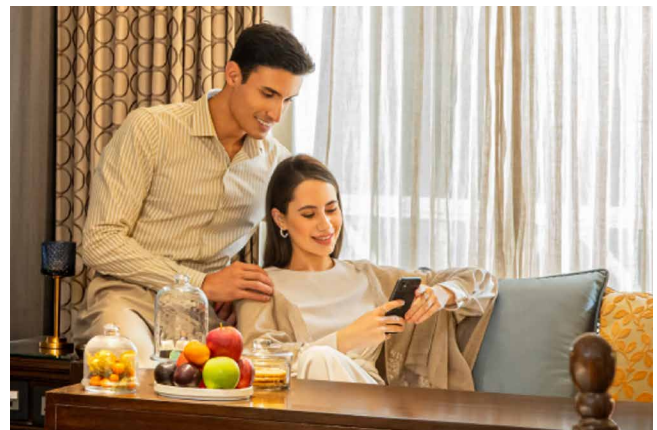
### Service Excellence

IHCL's dedication to superior customer satisfaction is reflected in a Net Promoter Score (NPS) of 74.12 across its brands. The Company ensures this by continually refining the guest experience and leveraging technology for seamless interactions.

### Leveraging Technology to Redefine Customer Experience

IHCL embraces technology as a powerful enabler of operational excellence and superior customer experiences. By integrating advanced technologies, it enhances both internal processes and guest interactions, ensuring seamless service and operational efficiency.

- » Robotics with AI
- » Point of Sale and Google Integration
- » Unifying Guest Entertainment Technology
- » Guest Service Fulfilment Solution
- » Dynamic Business Insights with I-LEAP
- » Streamlining HR Interactions with Gen AI
- » Digital Channels
- » Tata Neu Loyalty Platform



### Excellence in Food and Beverage

IHCL is committed to scaling up existing brands and nurturing new Food and Beverage (F&B) concepts and enhancing customer experiences by creating unique dining opportunities through innovation, strategic initiatives and partnerships.



### Key Initiatives to Drive F&B Business

-  Revenue Management Tools to Increase Footfalls
-  Digitisation - F&B Marketing and Dashboards
-  Expand Beverage Contribution
-  Culinary Chronicles/ Chef and Brand Collaborations
-  Weddings and Social Celebrations



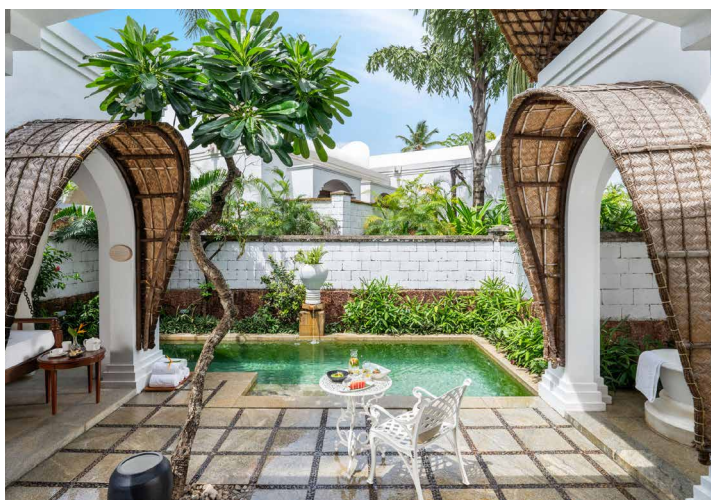
### Brand Standards

As part of IHCL's transformation into a House of Brands, the Brand Standards Quality Assurance (BSQA) is a multi-faceted process that strengthens the implementation of Brand Standards through execution excellence. Led by the Brand Custodian and supported by 60 cross-functional Brand Champions, BSQA fosters alignment with documented brand manuals, 650+ standards checklists and a 100-point scoring model. The transparent, collaborative process enhances guest experience delivery, supports hotel leadership and links BSQA scores with NPS — ensuring quality adherence and operational consistency at every guest touchpoint.



### Asset Management

IHCL focuses on optimising the value and performance of its existing properties. Through strategic initiatives like brownfield expansions, enhancing operational efficiency and increasing capital-light inventory, the Company maximises returns on assets. IHCL continually assesses and improves its asset portfolio, ensuring alignment with evolving market trends and customer preferences. By managing both owned and managed assets efficiently, the Company enhances profitability while maintaining the highest standards of service and brand integrity across all properties.



### Margin Expansion

Margin expansion is driven by optimising operational efficiencies, enhancing resource allocation and maximising profitability across our portfolio. IHCL leverages advanced revenue management tools, capital-light business models and strategic cost management to improve margins while maintaining the highest standards of service. The focus on scaling food and beverage offerings and increasing operational productivity ensures sustained financial growth and long-term value creation.

