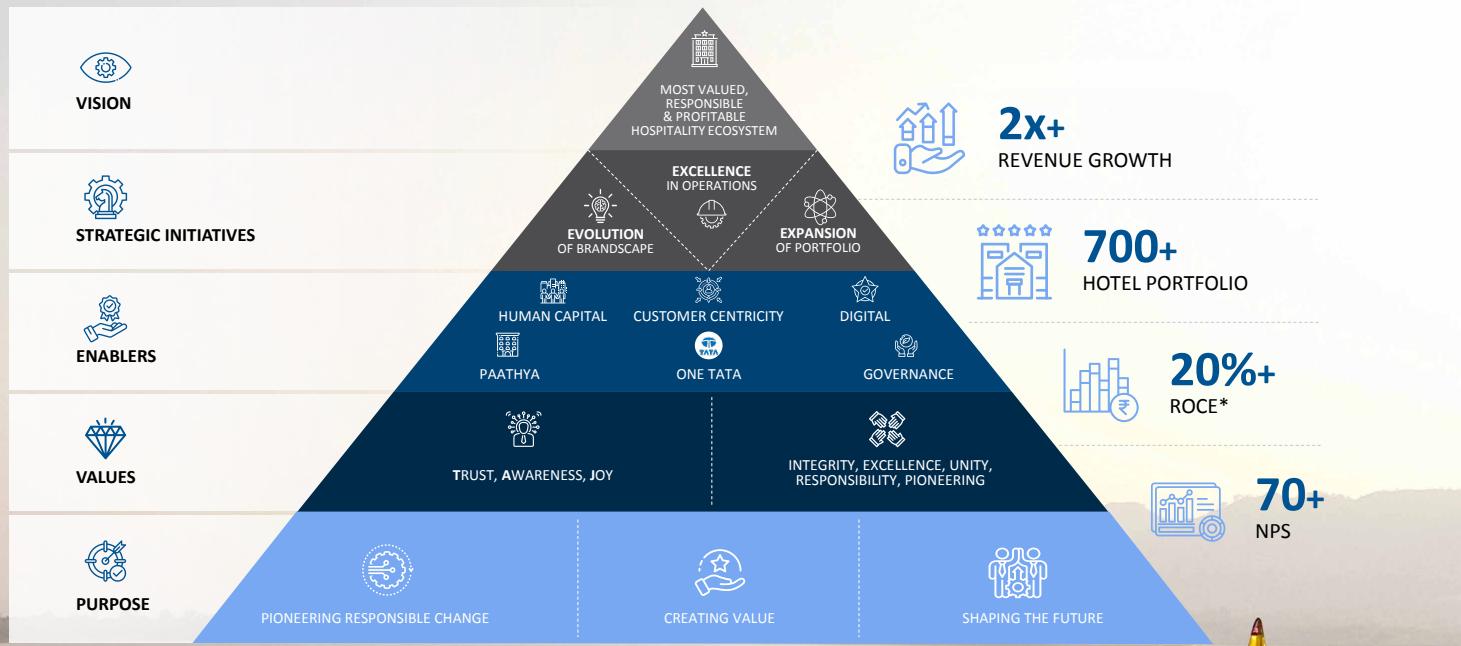


ACCELERATE 2030

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, amā 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  Presence in Key International Markets  Efficient Capital Deployment  Accretive Strategic Acquisitions	 Achieve Optimal Scale  Maintain Premium Positioning  Launch New Concepts  Build Brand Equity	 Service Excellence  Brand Standards  Asset Management  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

GINGER
100+ Hotel Portfolio
with Marquee Properties

VIVANTA
Milestone of 50+
Hotel Portfolio

26
New Openings

amā
STAYS & TRAILS

300+ Bungalows
Portfolio

100+ signings
2nd consecutive
year

Key Company Owned Projects, Making Progress



Bandstand
330 rooms
85 apartments



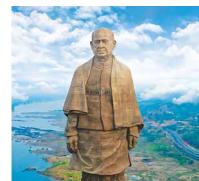
Lakshadweep
Suheli: ~70 Keys
Kadmat: ~110 Keys



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



Ginger Ahmedabad, Changodar



Raven's Nest, Kotagiri



Vivanta Navi Mumbai, Turbhe





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.

Latest Addition to our Brandscape

Brand License:	Landmark Hotel in Lutyens' Delhi:	Investment to acquire Boutique Leisure Brand:	Consolidation of Taj SATS:	New Businesses Vertical:
'The Claridges Collection' for India and Nepal: Opportunity in micro-markets for Boutique Luxury	Opportunity to grow with a differentiated offering in luxury space	Majority stake in Tree of Life brand's Operating and Brand Holding Company, Rajscape Hotels Private Limited	Taj SATS is now consolidated into IHCL, further bolstering IHCL's growth in topline and bottomline	Created for focused expansion – comprises Ginger, Qmin, amā, 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.

