

August 12, 2025

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: Investor / Analyst Presentation

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 furtherance to our letter dated August 11, 2025, enclosed is a copy of the investors / analyst presentation of the Company to be made to the analysts at the IHCL Conference Call to be held today at 7:30 p.m.

You are requested to kindly take the same on record.

Yours sincerely,

BEEJAL DESAI (F3320)
Executive Vice President
Corporate Affairs & Company Secretary (Group)

THE INDIAN HOTELS COMPANY LIMITED

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IHCL STRATEGIC PARTNERSHIP WITH ANK, PRIDE AND BRIJ HOSPITALITY

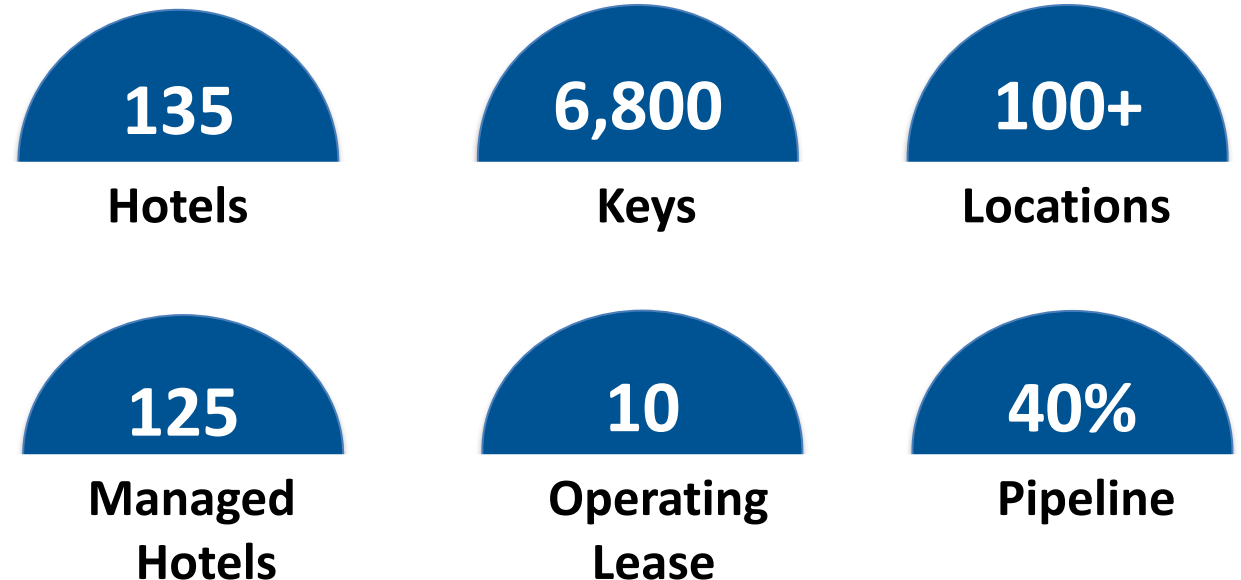
INVESTOR UPDATE | 12th AUGUST 2025

CREATION OF WIN-WIN ENGAGEMENT

- IHCL to acquire 51% stake in ANK Hotels Pvt Ltd and Pride Hospitality Pvt Ltd
- Onboards a partner with shared purpose and legacy to unlock India's tourism potential
- Continuity of existing management team to enable business stability & future growth
- Doubles presence in the midscale segment to 240+ hotels reinforcing leadership position

THE CLARKS HOTELS & RESORTS

Midscale hotels under ANK Pvt Ltd and Pride Hospitality Ltd



Data at Portfolio level including Pipeline

STRATEGIC RATIONALE

In line with IHCL's stated target of reaching 700 hotel portfolio by 2030

Accelerate 2030 Goals



Leadership in Midscale segment



Strengthens IHCL's leadership in the midscale segment with strategic addition of 135 new properties

Significant not like for like growth with further strengthening of industry leading pipeline

Not Like for Like Growth

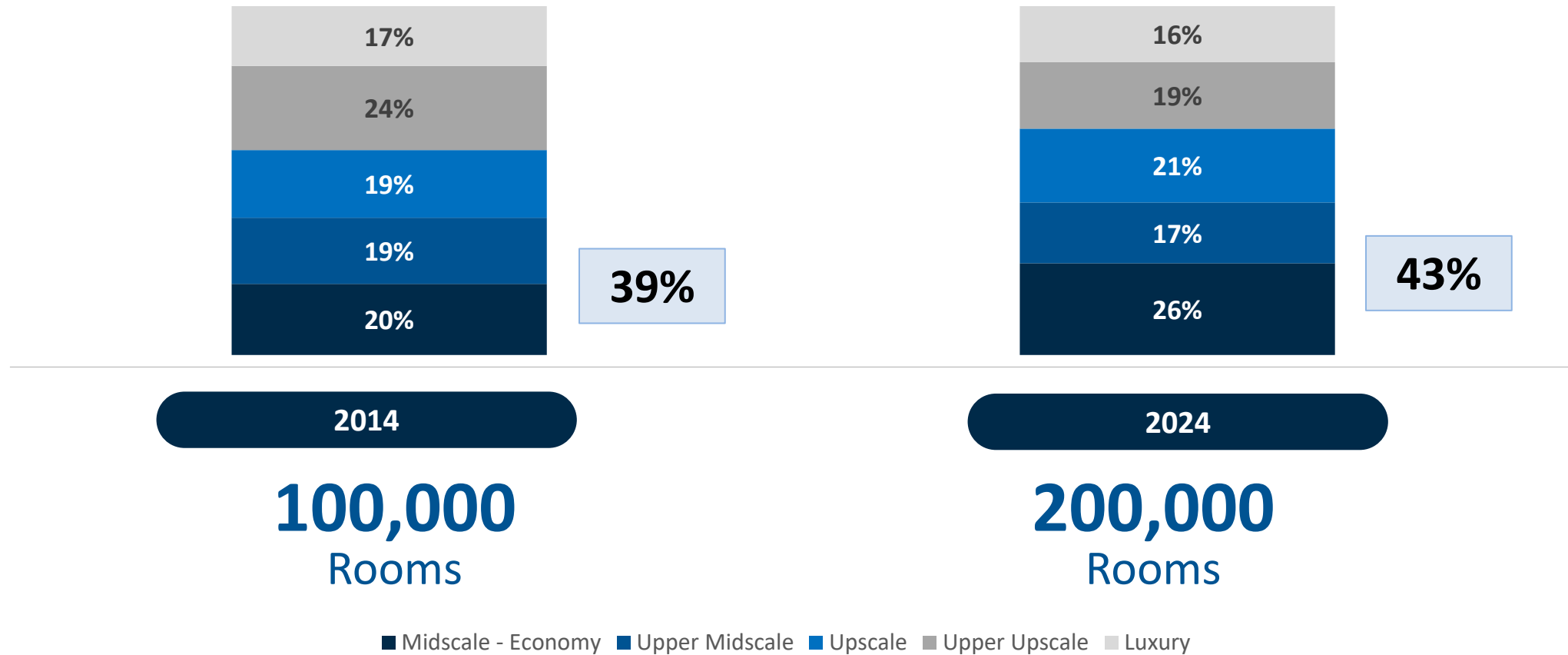


Ginger Brand Equity Amplification



Addition of 70% hotels in new geographies in India driving Ginger brand equity

MIDSCALE SEGMENT *Fastest Growing Segment*



Sources: Horwath HTL

UNLOCKING SYNERGIES



Migration to Ginger brand



Conversions to Revenue Share from Management Contracts



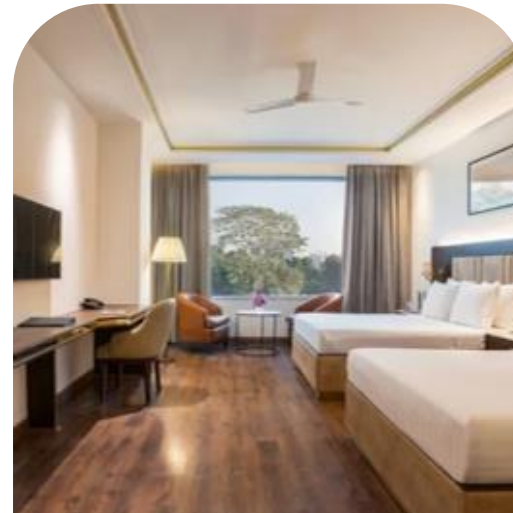
Customer overlap – amplified marketing



Market overlap ~ 30% – unlock city synergies



Lean and efficient operations






KEY PERFORMANCE AND SYNERGY DRIVERS

IHCL's Sales & Distribution Backbone	Tata Neu Loyalty	Ginger's Brand Equity
Operational Synergies within 1 city	IHCL's Procurement Strength	Shared Services


PORTFOLIO - GROWTH TRAJECTORY

ANK & Pride, have a portfolio of **135** hotels with 6,800 Keys in the midscale segment spread across **100+** locations in near future

	Operation	Pipeline*	Portfolio	Implied CAGR
 HOTELS	80	55	135	20%+
 KEYS	~3,100	~3,700	~6,800	31%+

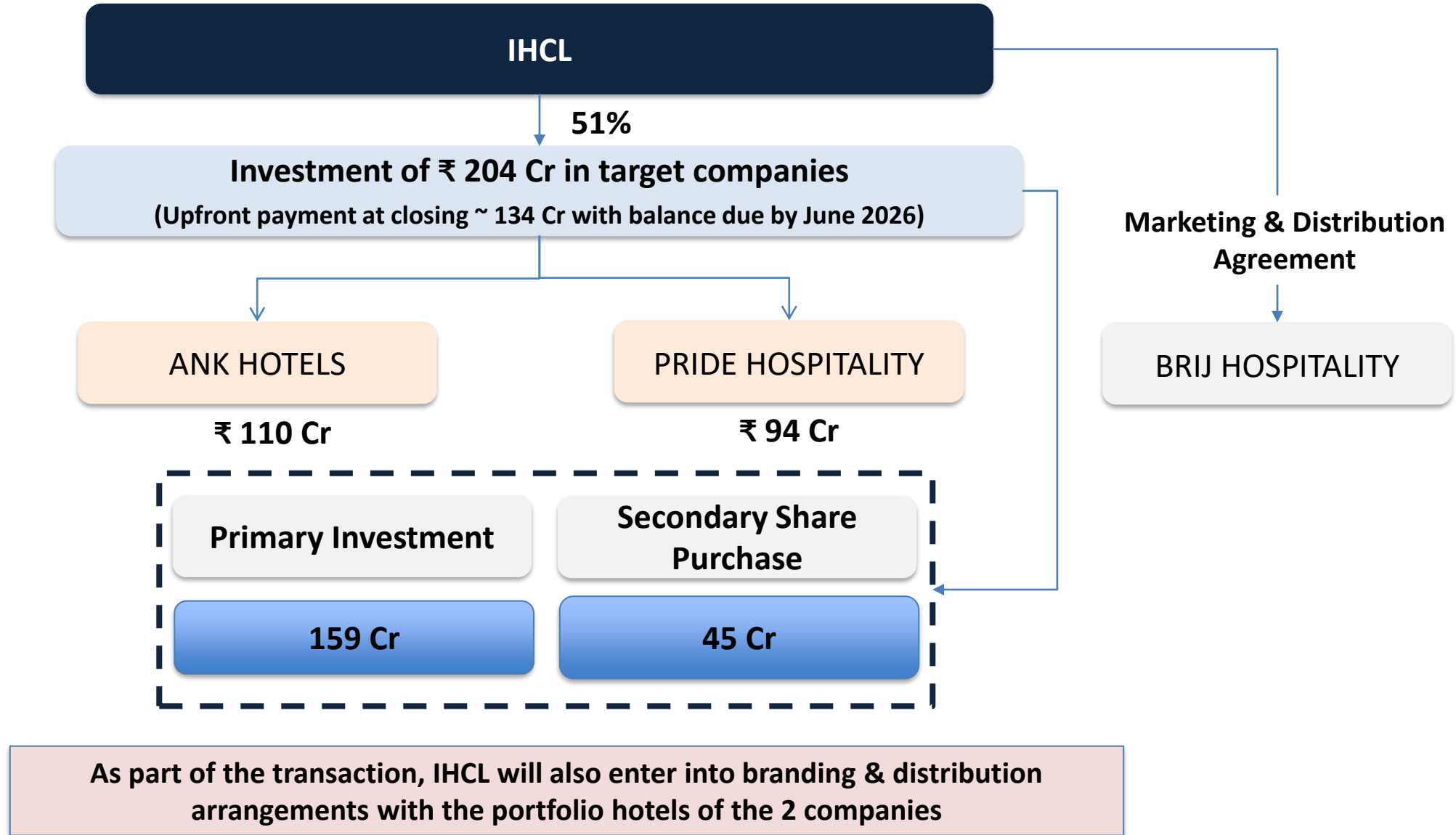


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* Pipeline includes only signed agreements which are expected to be operational in mid term

TRANSACTION STRUCTURE



SUMMARY FINANCIALS OF TARGET COMPANIES

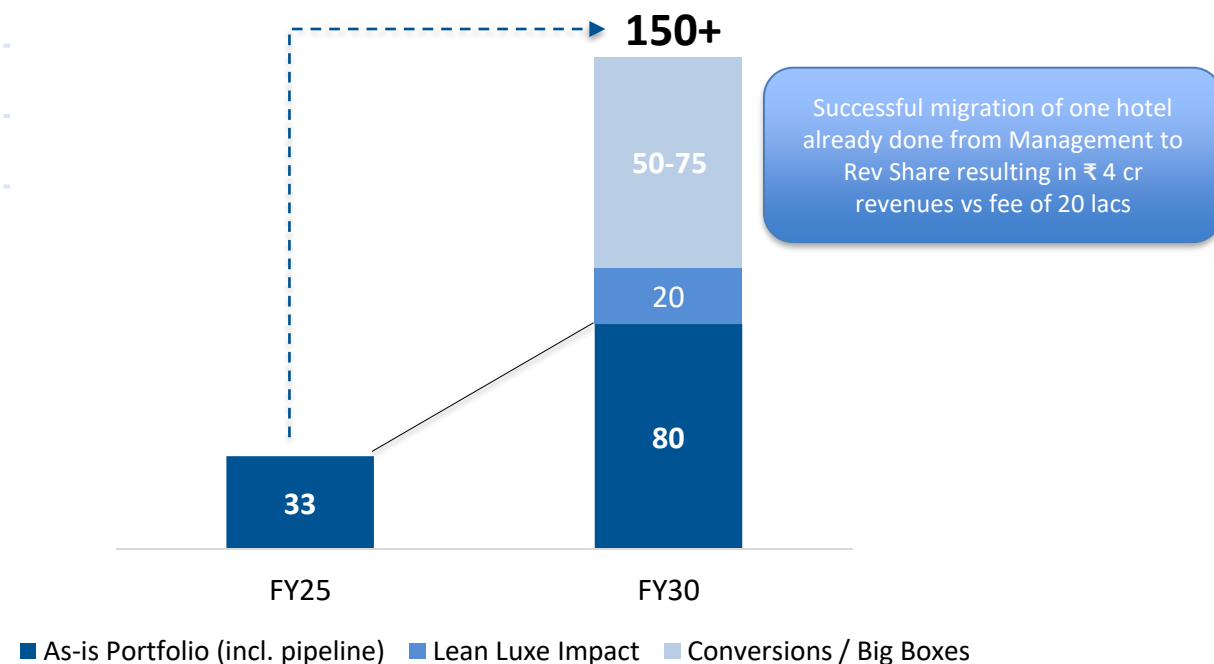
Robust growth outlook, with revenues projected to scale in line with the rapid portfolio expansion

Clarks Enterprise Performa P&L	FY25
Operating Portfolio Keys	80* ~3,100*
<i>Owned Portfolio* Keys</i>	<i>8 365</i>
ADR	₹ 3,400
RevPAR	₹ 1,900

	FY25 (₹ Cr)
Enterprise Total Revenue	₹ 290+
Management Fees Revenue	16
Owned Hotel Revenue	17
Total Revenue	33
EBITDAR	7
EBITDA	3

* Number of portfolio and keys are as on date

Unlocking Revenue Growth Potential in ANK & Pride



PROJECTED FINANCIALS OF TARGET COMPANIES

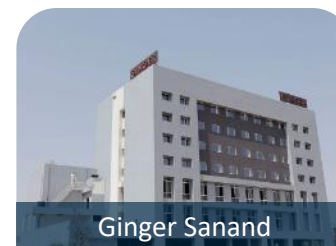
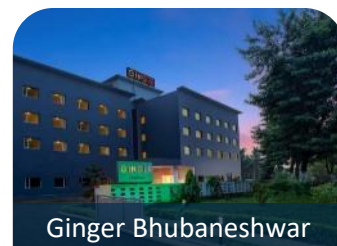
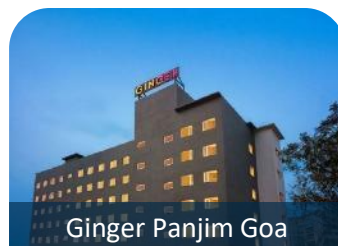
On Back of Strong Not Like for Like Growth & Lean Luxe Positioning to Drive Accelerated Financial Growth

All Figures in ₹ Cr	FY27	FY28	FY30	5 Yr. CAGR
Total Revenue	60	75	100	25%
EBITDAR	19	30	50	50%
<i>EBITDAR Margin</i>	<i>30%</i>	<i>38%</i>	<i>50%</i>	<i>+30pp</i>
EBITDA	10	20	40	68%
<i>EBITDA Margin</i>	<i>17%</i>	<i>25%</i>	<i>40%</i>	<i>+31pp</i>
Incremental Fee to IHCL	10	15	20	32%*
IHCL Consolidated EBITDA Impact	20	35	60	60

Additionally, significant opportunity to mine the portfolio for conversion to Revenue Share Model from Management Contracts

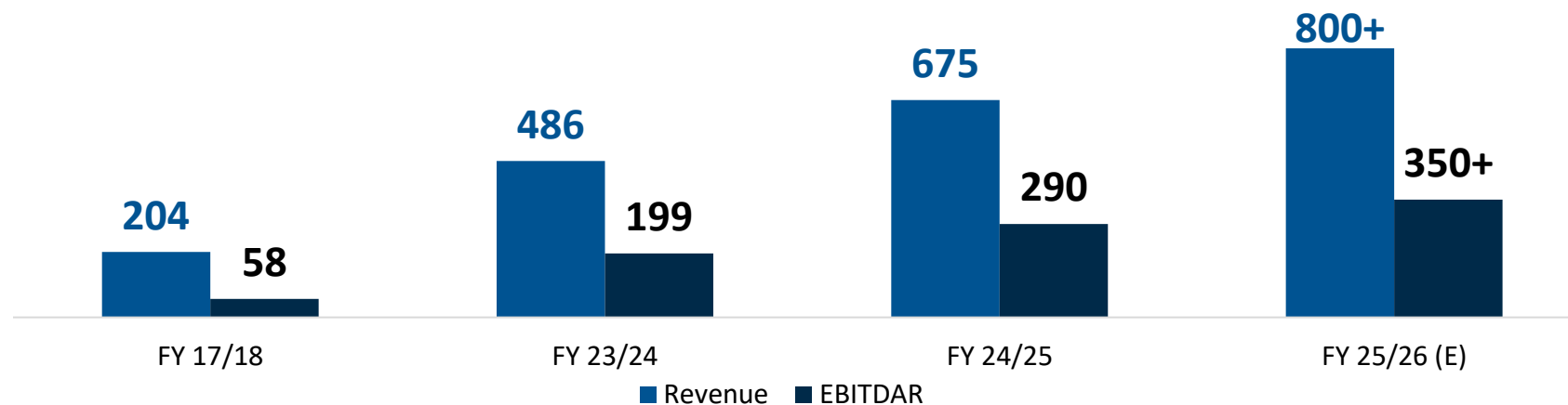
* CAGR in IHCL Fee based on proforma ₹ 5 cr fee for FY25

GINGER - PROVEN UNIT ECONOMICS ACROSS MARKETS *Primed for Scale*



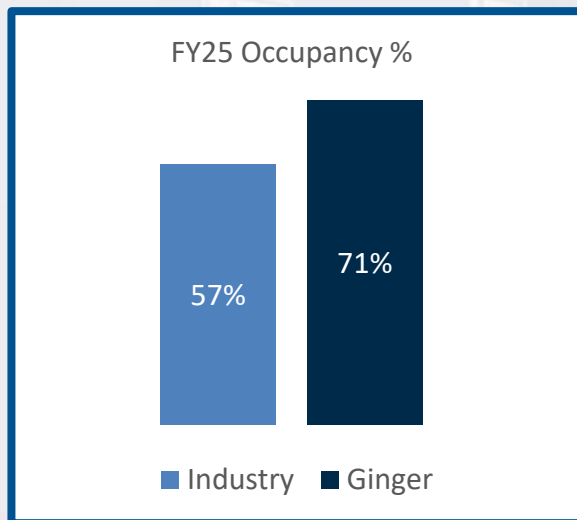
Market Type	Metro	Leisure	State Capital	Commercial Centre	Industrial Township	Emerging Market
EBITDAR %	55%	54%	54%	55%	53%	51%

RESULTING IN STRONG GROWTH IN BRAND PERFORMANCE

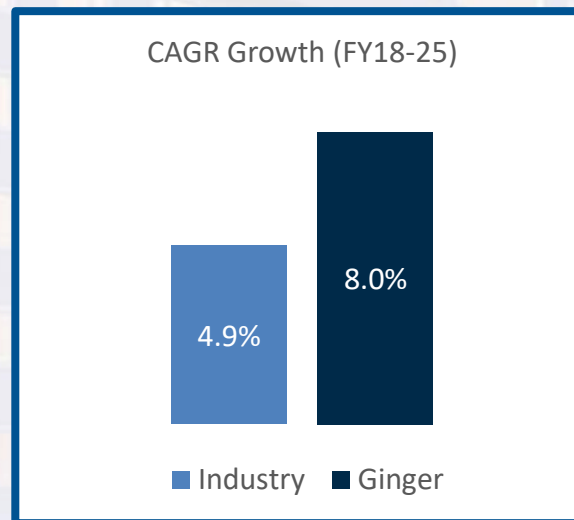


GINGER - LEAN LUXE TRANSFORMATION *PLAYBOOK IN PLACE*

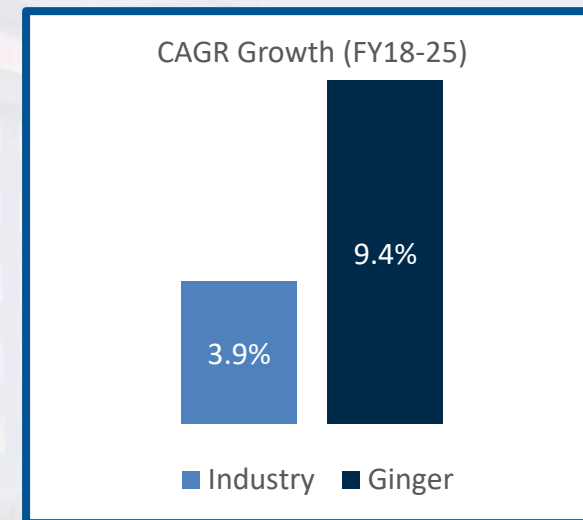
Higher Occupancies



Average Rate Expansion



RevPAR Growth



Note: Industry considered is Midscale & Economy. Source: STR. Ginger's lean luxe metrics considered.

DISTRIBUTION ARRANGEMENT *For Brij Hotels*



19 Portfolio



10 Operational

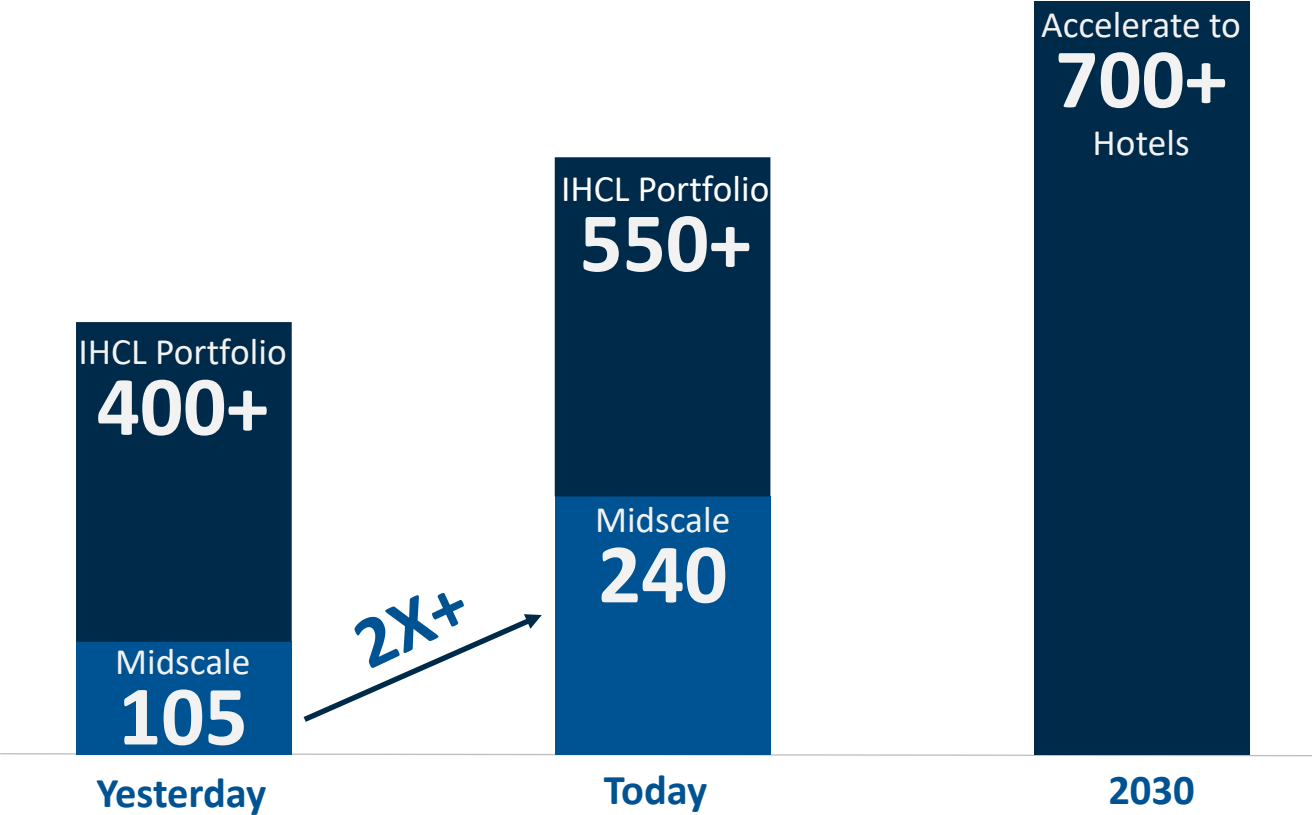
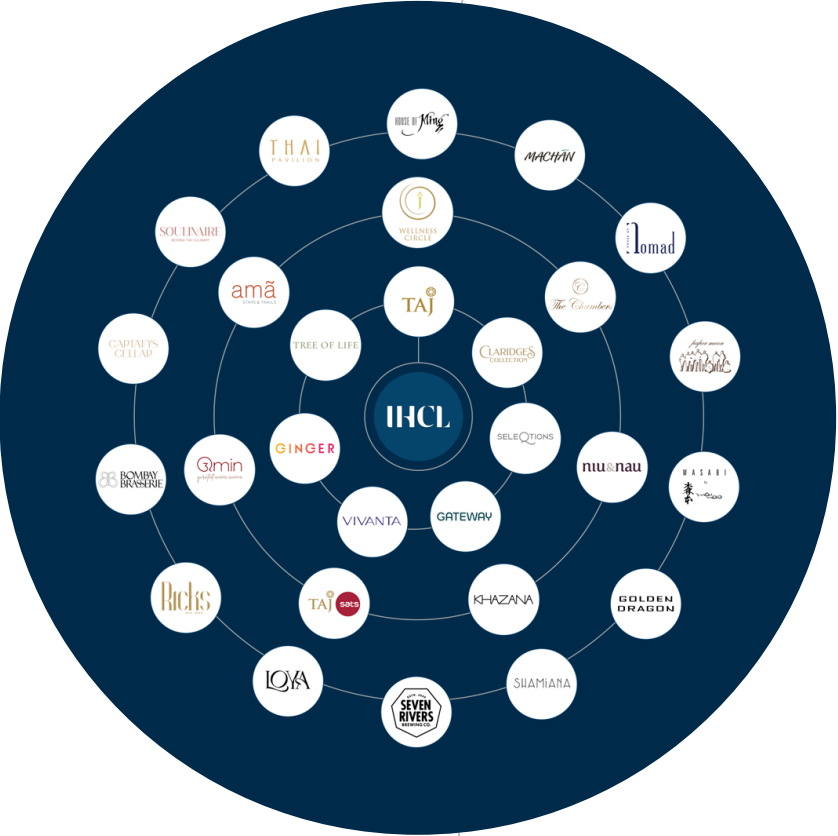


9 Pipeline

IHCL has also entered into a distribution & marketing agreement with BRIJ Hospitality (*Boutique hospitality company of the same promoter group with 19 hotels in the portfolio*)

IHCL NOW AT 550+ HOTELS,

Well Placed to Achieve 700+ by 2030



DISCLAIMER

These presentations may contain forward-looking statements within the meaning of applicable securities laws. Similarly, statements that describe our business strategy, outlook, objectives, plans, intentions or goals also are forward-looking statements.

Forward-looking statements are not guarantees of future performance and involve risks and uncertainties and other factors that may cause actual results to differ materially from those anticipated at the time the forward-looking statements are made. Future results, performance and achievements may be affected by general economic conditions, regulatory environment, business and financing conditions, foreign exchange fluctuations, cyclicity and operating risks associated with the hospitality industry and other circumstances and uncertainties.

Although we believe the expectations reflected in such forward looking statements are based upon reasonable assumptions, we can give no assurance that our expectations will be attained or that results will not materially differ. We undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

Please visit our corporate website **www.ihcltata.com** for previous investor communications.