

*EIH Limited*  
A MEMBER OF THE OBEROI GROUP

Dare to *dream*



**EIH Limited**  
Integrated Annual Report 2020-21

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The Oberoi, New Delhi

## FY21 Highlights\*

### Strong Asset Base

₹ 34,251 million  
Gross block

### People

8,086  
No. of employees

### Sustainable Net Worth

₹ 31,988 million  
Net Worth

### Operational Strength

30  
Hotels

### Optimally leveraged

0.1:1.0  
Debt equity ratio

4,567  
Rooms

### Strong Recovery

₹ 5,550 million  
Revenue

### Highest Rating Safety Standards

Platinum in Bureau  
Veritas

\*Numbers are consolidated



# *Dare to dream*

*Our business is just as much about enabling more people and the community to dream bigger, as it is about our expanding ambitions of delivering world-class hospitality services to a wide domestic and international customer base. Our resilience and our values have seen us through every business cycle and changing times. They lend us the courage to keep going, always improve and outdo ourselves even when times are uncertain.*

*In short, to continue to dream big.*

For us, sustainable value creation is paramount. We believe it provides us with a solid foundation to reach for new pinnacles of success. At EIH, we move closer to this soaring vision through discipline, practice and a sense of purpose that everyone in the company holds dear. We are always proactively finding ways to redefine excellence in hospitality and help create lifelong memories for our guests. We are constantly evolving in anticipation of new customer demands; setting our standards to exceed expectations every time.

Through a very challenging time, our proudest achievement was to never lose hope, to come together stronger than ever as a team, and to do our best in the face of adverse conditions. It is in knowing that we dare to dream of better, more prosperous times and that we inspire a wide spectrum of people to do the same, that we believe to have truly emerged out of the crisis, victorious.

Wildflower Hall, An Oberoi Resort





*Approach to Reporting*

# About this Report

This is EIH Limited's first Integrated Annual Report, prepared to share a concise, complete and transparent assessment of our ability to create long-standing value for our stakeholders. It provides an in-depth view of the company's holistic approach to multi-dimensional value creation, covering both tangible and intangible, financial and non-financial aspects of the business.

## Basis of preparation

The non-statutory section of this report is based on the principles contained in the International Integrated Reporting Framework (the International <IR> Framework) published by the International Integrated Reporting Council (IIRC). This report seeks to provide a balanced and transparent assessment of how we create value, considering both qualitative and quantitative matters that are material to our operations and strategic objectives, which may influence our stakeholders' decision-making.

Other statutory reports, including the Directors' Report, its annexures, the Management Discussion and Analysis (MDA), and the Corporate Governance Report, are as per the Companies Act, 2013 (including the Rules framed thereunder), Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the revised Secretarial Standards issued by The Institute of Company Secretaries of India. The financial statements are in accordance with the Indian Accounting Standards.

## Reporting period

The EIH Integrated Report provides material information relating to our strategy and business model, operating context, risks, performance, prospects and governance, covering the financial year between April 1, 2020 and March 31, 2021.

## Our capitals

Our relevance in the hospitality industry today and in the future, and our ability to create long-term value are interrelated and fundamentally dependent on the forms of capital available to us (inputs), how we use them (value adding activities), our impact on them and the value we deliver (outputs and outcomes).



Financial Capital



Manufactured Capital



Intellectual Capital



Human Capital



Social & Relationship Capital



Natural Capital

## Feedback

We will request our stakeholders to review this report and provide feedback by [invcom@oberoigroup.com](mailto:invcom@oberoigroup.com)




Capital-wise Highlights

Facets that our business depends on

A business runs on various forms of enablers that give it the courage to spread its wings and achieve greater ambitions. We understand that sustainable businesses with long-term viability must use the six capitals to their disposal to generate and sustain value for our stakeholders.



 <h3>Financial Capital</h3> <p>Our key financial resources include equity, internal accruals and debt. Our strong Balance Sheet is the foundation on which we dare to dream of realising our mission of creating exceptional value for our stakeholders.</p> <p><b>₹ 35,401 million</b> Capital Employed (Consolidated)</p> <p><b>0.11:1</b> Debt to Equity Ratio (Consolidated)</p> <p> Page 24</p>	 <h3>Manufactured Capital</h3> <p>The hotels and properties we own or manage, as well as our offices, represent the physical assets. We continue to invest in our existing assets sustainably to ensure their longevity, on which our ability to generate future profitable returns rest.</p> <p><b>39</b> No. of operating units (Owned + Managed)</p> <p><b>₹ 34,251 million</b> Total Gross Asset Base (Consolidated)</p> <p> Page 16</p>	 <h3>Intellectual Capital</h3> <p>Our collective capabilities are our inherent strength which differentiates us as an organisation to craft unique experiences for our guests. Our signature services, brands, standard operating procedures, OCLD (Oberoi Centre of Learning and Development), TOCE (The Oberoi Centre of Excellence), OCC (Oberoi Contact Centre) and our trademarks represent our intellectual assets. We continue to enrich these intellectual assets to sustain and enhance our competitive advantage.</p> <p><b>38</b> Trademarks registered</p> <p>Our unique intellectual properties in OCLD, TOCE and OCC</p> <p> Page 34</p>	 <h3>Human Capital</h3> <p>We have embraced a culture of excellence to nurture our people, who are integral to our success. We believe in selecting the right talent, training them and instilling them with the spirit of entrepreneurship.</p> <p><b>8,086</b> Employees</p> <p><b>61,140</b> No. of training days</p> <p> Page 52</p>	 <h3>Social &amp; Relationship Capital</h3> <p>We conduct our business in a responsible manner and engage with all stakeholders, including customers, regulators, governments, suppliers and contractors, communities, and the society at large. We create long term value for all our stakeholders.</p> <p><b>1,24,842</b> No. of new guests</p> <p><b>₹ 40.14 million</b> CSR expenditure (Consolidated)</p> <p> Page 56</p>	 <h3>Natural Capital</h3> <p>Our operations rely on natural resources, and we recognise the impact of our business on ecosystems. We believe in conserving natural resources and focus on utilising them in an optimal manner. From embracing renewable energy to reducing waste, we adopt a 360-degree approach to improve our ecological footprint.</p> <p><b>34%</b> Reduction in total energy consumption over FY20</p> <p><b>39%</b> Co<sub>2</sub> emission reduction</p> <p> Page 58</p>
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World-class hospitality standards. Seeded through *one single dream*.

## Who we are

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- Our Hotels 14
- Our Footprint 16
- History 18

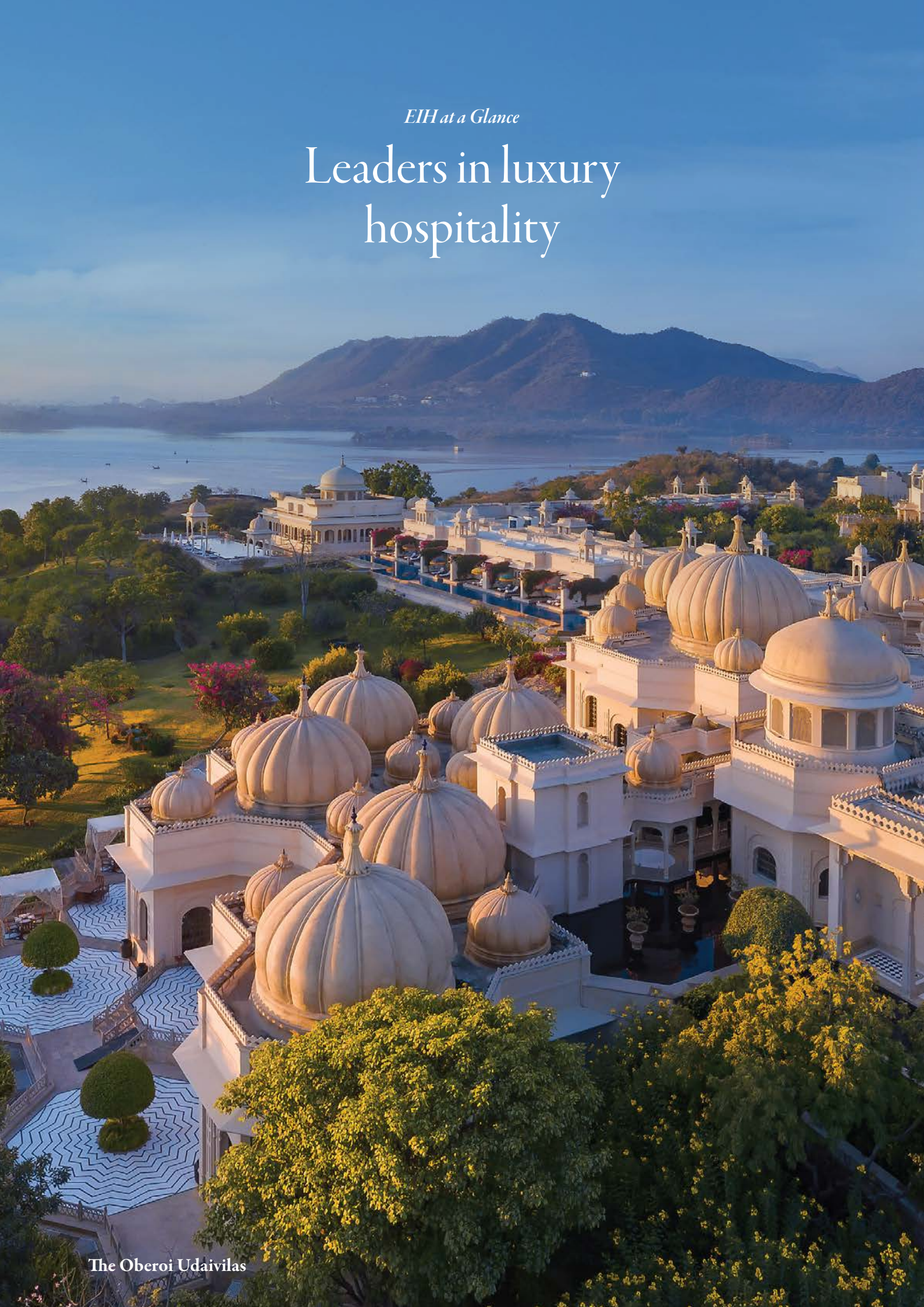


The Oberoi Beach Resort, Al Zorah



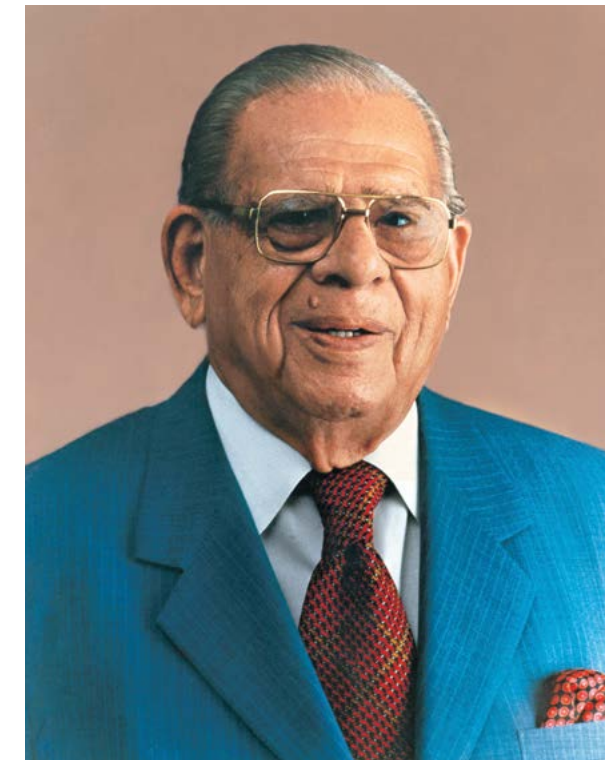
*EIH at a Glance*

# Leaders in luxury hospitality



The Oberoi Udaivilas

Operating under the aegis of The Oberoi Group, EIH Limited is the realisation of an earnest and hard-working visionary, The late Rai Bahadur M.S. Oberoi.



## The Oberoi Group

The late Rai Bahadur M.S. Oberoi founded The Oberoi Group in 1934. Since then, the group has come a long way and today owns and manages 20 extraordinary hotels under the luxury Oberoi Hotels & Resorts brand and 10 five-star properties under the Trident Hotels brand. The group also owns and manages Clarkes Hotel, Shimla and Maidens Hotel, New Delhi. It owns and/or operates a luxury motor vessel in Kerala and two luxury River Nile cruisers in Egypt. The group employs the best environmental and ecological practices in technology, equipment and operational processes, with a keen focus on the conservation of nature and cultural heritage, whilst also supporting philanthropic activities.

Our services also extend to flight catering, airport lounges, travel and tours, car rentals, project management services and corporate air charters. Our unwavering focus on excellence, attention to detail and personalised services have always been our biggest differentiation in the line of business. We are proud to carry forward our founder's glorious legacy of leadership and entrepreneurship, and always strive to bring novelty to hospitality.

Our unyielding commitment to excellence has won us loyal customers and recognitions from the global hospitality industry.



## ElH at a Glance



### Oberoï Dharma

Members of the Oberoi Group apply the Oberoi Dharma to all aspects of our business. From decision making to organisational and individual behaviour.

#### We are committed to demonstrate conduct that:

Is of the highest ethical standards – intellectual, financial and moral – and that reflects the highest levels of courtesy and consideration for others

Builds and maintains teamwork, with mutual trust as the basis of all working relationships

Puts the customer first, the company second and the self last

Exemplifies care for the customer through anticipation of need - attention to detail, excellence, aesthetics and style - and respect for privacy, along with warmth and concern

Demonstrates two-way communication, accepting constructive debate and dissent while acting fearlessly with conviction

Considers people as our key asset, through respect for every employee, and leads from the front regarding performance achievement as well as individual development

Safeguards the security, health and environment of the guests, employees and assets of the company at all times

Eschews the short-term quick-fix for the long-term establishment of a healthy precedent



### The Oberoi Group Mission



#### Our Guests

We are committed to meeting and exceeding the expectations of our guests through our unremitting dedication to perfection to every aspect of service.



#### Our People

We realise that our people are our truest asset. We are totally committed to their growth, development and welfare.



#### Our Distinctiveness

Together we shall continue the Oberoi tradition of pioneering in the hospitality industry, striving for unsurpassed excellence in high potential locations all the way from the Middle East to Asia-Pacific.



#### Our Shareholders

We believe it is our responsibility and duty to create extraordinary value for our shareholders. They have reposed their trust in us and our abilities.



## Our Hotels

# Exclusive properties that define service excellence

Oberoi Hotels & Resorts offers exquisite dining experiences, bespoke opulence and stays to remember. With elegant interiors and spectacular views, each room is intricately crafted to provide a luxury experience for our guests. Trident Hotels are contemporary and chic; perfect for travellers on business or leisure. Maidens Hotel offers a heritage experience with traditional Indian hospitality.



## Oberoi Hotels & Resorts

The late Rai Bahadur M.S. Oberoi introduced luxury hospitality to India in 1934 with one simple philosophy: The guest is everything. Each one of us at Oberoi Hotels & Resorts upholds this philosophy. Our guests are valued as individuals, akin to family members who have come to stay with us. Synonymous with luxury, grandeur and personalised service, our hotels deliver the richest experiences and the fondest memories.

Over the years, we have grown and reached new Destinations; assuring our guests that wherever they travel, we will be there to take care of them.

19

Hotels

01

Cruises

01

Motor Vessel

07

Countries



## Trident Hotels

With a reputation for premium quality service, Trident Hotels are an ideal choice for business and leisure travellers. Our hotels offer a perfect amalgamation of modern facilities and customised, dependable service, ensuring that every stay experience is a comfortable and convenient one.

10

Hotels

09

Cities



## Our Presence

# Expanding hospitality outreach

We have a balanced room portfolio across key business and leisure destinations in India.



30

Hotels and Resorts in  
7 countries

1

Cruise

1

Motor Vessel

### OBEROI HOTELS & RESORTS

1. Wildflower Hall, An Oberoi Resort
2. The Oberoi Cecil, Shimla
3. The Oberoi Sukhvilas Spa Resort, New Chandigarh
4. The Oberoi, Gurgaon
5. The Oberoi, New Delhi
6. The Oberoi Amarvilas, Agra
7. The Oberoi Rajvilas, Jaipur
8. The Oberoi Vanyavilas, Wildlife Resort, Ranthambhore
9. The Oberoi Udaivilas, Udaipur
10. The Oberoi Grand, Kolkata
11. The Oberoi, Mumbai
12. The Oberoi, Bengaluru
13. The Motor Vessel Vrinda, Luxury Kerala Cruiser

### TRIDENT HOTELS

1. Trident, Gurgaon
2. Trident, Agra
3. Trident, Jaipur
4. Trident, Udaipur
5. Trident, Bandra Kurla, Mumbai
6. Trident, Nariman Point, Mumbai
7. Trident, Bhubaneshwar
8. Trident, Hyderabad
9. Trident, Chennai
10. Trident, Cochin

### MAIDENS HOTEL

1. Maidens Hotel, Delhi

### OBEROI HOTELS & RESORTS

1. The Oberoi, Marrakech
2. The Oberoi Zahra, Luxury Nile Cruiser
3. The Oberoi Beach Resort, Sahl Hasheesh, Egypt
4. The Oberoi Beach Resort, Al Zorah
5. The Oberoi, Dubai
6. The Oberoi Beach Resort, Mauritius
7. The Oberoi Beach Resort, Bali
8. The Oberoi Beach Resort, Lombok



Note: Map not to scale