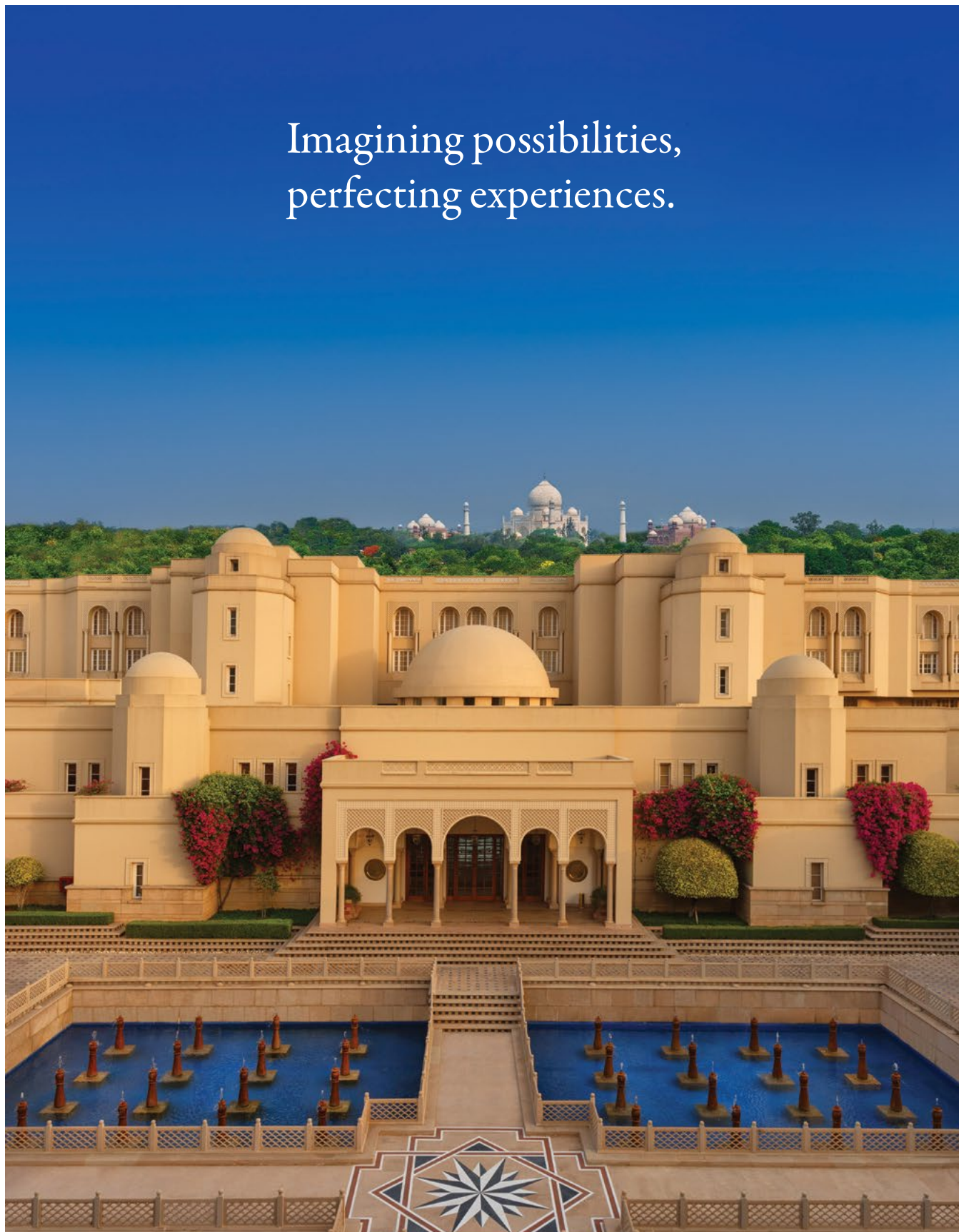


Imagining possibilities,  
perfecting experiences.





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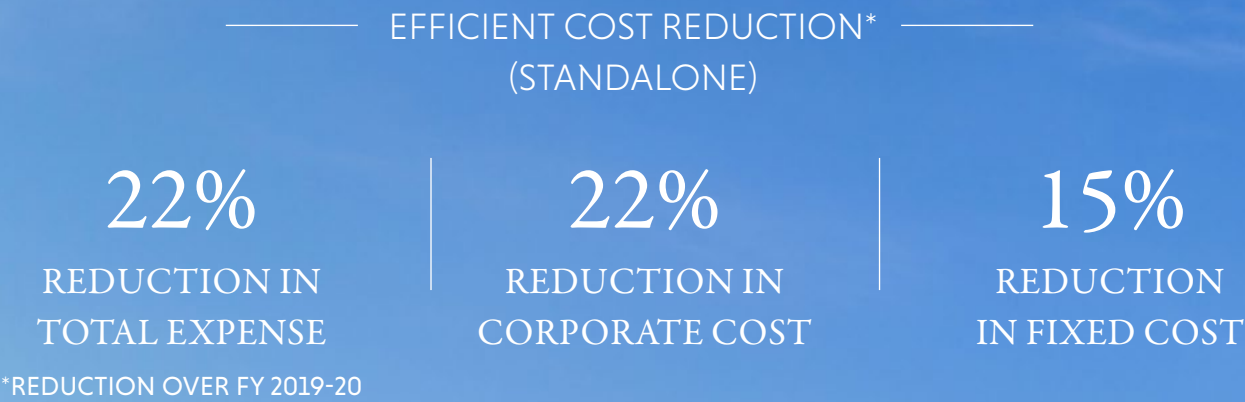
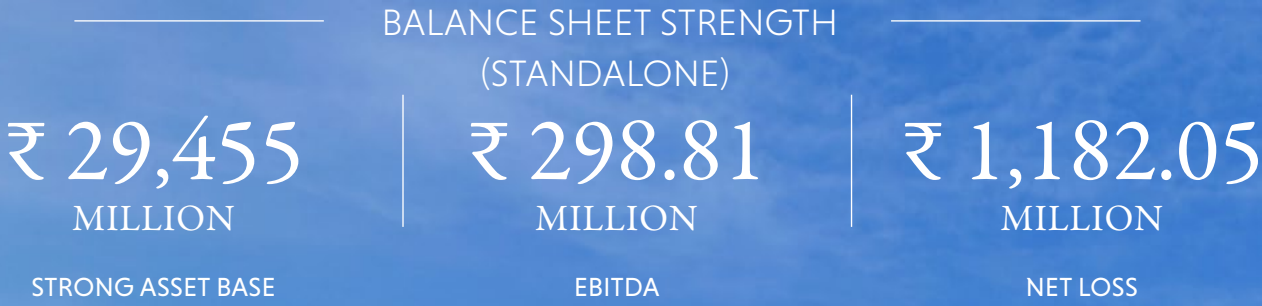
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# Key highlights FY22



#TEAM SIZE OF EIH LTD.,  
ITS SUBSIDIARIES, ASSOCIATES,  
JVS AND AFFILIATES IS 9,105







## Tribute to the late Rai Bahadur M.S. Oberoi

Operating under the aegis of The Oberoi Group, EIH Limited is the realisation of the bold and unflinching aspirations of a visionary leader, the late Rai Bahadur M.S. Oberoi, who pioneered the concept of luxury hospitality in India.





# With gratitude to a pioneer and a visionary



## Mr. Prithvi Raj Singh Oberoi

Under the visionary leadership of **Mr. Prithvi Raj Singh Oberoi (P.R.S Oberoi) as Executive Chairman, EIH Limited** is considered amongst the most respected hotel operators in the world. Mr. Oberoi's vision in developing exceptional hotels and his passion for perfection in all aspects of hotel operations has set the standard for luxury hotels. Mr. Oberoi is credited with the opening of several iconic hotels that redefined luxury and service globally. Under his leadership, the Company's portfolio expanded from 13 properties to 30 hotels and a Nile cruisers. Oberoi Hotels & Resorts is widely recognised today amongst the best in the world.

In keeping with Mr. Oberoi's belief that people are the most valuable asset to an organisation, Mr. Oberoi established 'The Oberoi Centre of Learning and Development' in 1967. 'The Oberoi Centre of Learning and Development' is considered amongst the best in Asia – Many of India's finest and most respected hoteliers are graduates of this fine institute.

Mr. Oberoi has received numerous awards and accolades for his significant contribution to hospitality and to business in India. Mr. Oberoi received India's second highest civilian honour, the '**Padma Vibhushan**' in 2008; '**Corporate Hotelier of the World**' by HOTELS magazine in 2010; the '**Forbes India Lifetime Achievement Award**' in 2014 and the '**CNBC TV18's Top 15 Indian Business Icons**' in 2015 to name just a few.

The Board of Directors wish to place on record Mr. Oberoi's exemplary dedication, passion, commitment and contribution to the Company, its guests, shareholders and employees. The Board of Directors of EIH Limited, have bestowed the position of **Chairman Emeritus** on Mr. Oberoi.

Mr. Oberoi has received numerous awards and accolades for his significant contribution to hospitality and to business in India.



## APPROACH TO REPORTING

# About this Report

The EIH Limited Integrated Annual Report is a concise, comprehensive, and transparent assessment of our ability to create sustained value for our stakeholders. It provides an in-depth view of our 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 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), the 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 Limited Integrated Report provides material information on our strategy and business model, operating context, risks, performance, prospects, and governance, covering the financial year between April 1, 2021, and March 31, 2022.

## 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 leverage them, our impact on them and the value we deliver (outputs and outcomes).

## Feedback

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

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





# Imagining possibilities. Perfecting experiences.

For a world that is increasingly placing greater value on quality experiences and memorable moments, there has never been a better time for niche luxury. EIH Limited is at the forefront of offering such experiences to esteemed guests.

As uncertainties and limitations surrounding the pandemic steadily subside, there is optimism to pursue the strategic aspirations of the company. This is being driven by our passionate teams at Hotels and Resorts to take care of our discerning guests with even more exclusivity and personalisation.

As we bounce back and navigate the changed order, our eye will remain on sustaining leadership and excellence through the loyalty of customers. We will continue to refine the experiences we offer to our guests, with specialised, sophisticated and targeted services. Innovations in new opportunities in

different aspects, such as Food & Beverage, staycations, among others are showing increasing promise, and such areas will continue to be strengthened at our properties. There will be focus on market penetration, increased recognition of our existing customers and emphasis on tech-based, contactless interactions.



## CAPITAL-WISE HIGHLIGHTS

# Drivers of aspiration and growth

Enterprises rely on diverse enablers that propel the realisation of corporate ambitions and strategic goals. To create and sustain enhanced value for our stakeholders, we deploy six capitals to generate the desired outcomes.



## Financial Capital

Equity, internal accruals, and debt are three of our most important financial resources. Our ability to optimally manage the three pillars of financial capital allows us to optimize our cost of capital and financial risk appropriately, and lends us the strength to realise our organisational purpose of producing outstanding value for our stakeholders.



# 7%

WEIGHTED  
AVERAGE  
COST OF DEBT  
(STANDALONE)

## Manufactured Capital

The physical assets are the hotels and properties we own or manage, as well as our offices and establishments. We will continue to invest sustainably in our existing assets to perpetuate their long-term viability, which is critical to our capacity to offer lucrative returns in the future.



# 30

HOTELS  
(OWNED +  
MANAGED)

## Intellectual Capital

Our fundamental strength is our aggregate competencies, which distinguishes us as an organisation in our ability to create unique experiences for our guests. Our intellectual assets include 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 trademarks. To maintain and improve our competitive advantage, we continue to enrich these intellectual assets.



# 39

TRADEMARKS  
REGISTERED

## Human Capital

To nurture our employees, who are critical to our success, we foster a culture of excellence and merit. We believe in finding the appropriate people, educating them, and fostering an entrepreneurial spirit in them.



# 6,116

HOURS  
TOTAL TRAINING  
HOURS CONDUCTED

## Social & Relationship Capital

We interact and help uplift the lives and livelihoods of our stakeholders, including customers, suppliers and contractors, communities, and the public. For all our stakeholders, we produce long-term value.



# 24,000

CHILDREN REACHED  
THROUGH DEVELOPMENT  
PROGRAMMES

## Natural Capital

Our operations rely on natural resources, and we are cognisant of the ways in which they impact the environment around us. We believe in resource conservation and efficiency. We take a 360-degree approach to improving our environmental footprint, from adopting renewable energy to decreasing waste.



# 21

MILLION KWH  
REDUCTION IN TOTAL ENERGY  
CONSUMPTION OVER FY21



## WHO WE ARE

# Pioneering luxury hospitality. Since 1934.

Founded by the late Rai Bahadur M.S. Oberoi, The Oberoi Group has long been a symbol of luxury and perfection in India. Our continuous commitment to excellence, unyielding attention to detail, and personalised services are our biggest differentiators. We are advocates of best-in-class standards of ecological practises in technology, equipment, and operating processes, with a strong emphasis on environmental and cultural heritage conservation, as well as philanthropic efforts.

We own and operate nineteen impeccable hotels under the Oberoi Hotels & Resorts brand, as well as ten five-star facilities under the Trident Hotels brand. Maidens Hotel in New Delhi is also owned and managed by the Company. The Company also owns and/or manages one luxury River Nile cruiser in Egypt, as well as a luxury motor vessel in Kerala.

Our services include flight catering, airport lounges, travel and excursions, vehicle rentals, project management services, and corporate air charters. We are honoured to act as the custodians of our founder's illustrious tradition of leadership and entrepreneurship. Our unwavering commitment to quality has earned us loyal customers and accolades from the international hotel industry.

## Oberoi 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 demonstrating 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.



30  
HOTELS  
(OWNED + MANAGED)

4,499  
ROOMS  
(STANDALONE)

## 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 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 People

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



### 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.



World-class hospitality  
standards. Seeded through  
one single dream.



## EIH Limited at a glance

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- Presence **20**



## HISTORY

# Making a mark in luxury hospitality

Throughout our journey, we have always chosen to take bold strides and growth-oriented actions. We have redefined how niche luxury experiences should be and introduced innovative and world-class infrastructure and processes to continuously better the proposition.

