

## A FULL SUITE OF HOSPITALITY OFFERINGS





## ABOUT US

We, The Indian Hotels Company Limited (IHCL), are among South Asia's largest hospitality companies by market capitalisation. Incorporated in 1902, we have nurtured a rich legacy with an ensemble of warm Indian hospitality and world-class services. With hotels spanning iconic locations, living palaces, homestays, trails, exotic resorts, affordable luxury and scenic safaris, we deliver unforgettable experiences and cherished memories for patrons globally. Our hotel

brands include Taj, SeleQtions, Vivanta and Ginger. We offer a wide range of services across food and beverages (F&B), spas and boutiques under the brand Expressions. Our elite corporate club – The Chambers caters to distinguished luminaries in India Inc. Our volume catering brand TajSATS enjoys a dominant positioning in the domestic market. Our brands span the entire hospitality value chain across accommodations and ancillary segments.

### Inspiring parentage

We are part of the renowned Tata group, a global enterprise comprising 100+ companies under its grand umbrella. A time-tested legacy of over 150 years, group revenues in excess of ~\$100 billion and presence in 150+ countries are some of the group's strengths. The Tata group's core values (Integrity, Responsibility, Excellence, Pioneering and Unity) are deeply ingrained in every aspect of our business.



“In a free enterprise, the community is not just another stakeholder in the business, but is in fact the very purpose of its existence.”

#### JAMSETJI TATA

Founder of the Tata group,  
Chairman (1868–1904)

## A FULL SUITE OF HOSPITALITY OFFERINGS

Our overarching purpose is to offer the world iconic Indian hospitality, with all our heart in every process.

We continue to refine our hospitality offerings to elevate the promise of our brands. We have a strong portfolio of iconic and diverse brands which cater to the aspirations of customers across segments of luxury, upscale, affordable luxury and niche, curated experiences. We are strengthening individual service brands in the areas of exclusive business club, food and beverages, boutique and spa to offer a wide spectrum of hospitality services in accommodations and beyond.

With an impressive portfolio of compelling propositions, we are on a journey to make the most of opportunities in hospitality in India and other parts of the world. We are an aspiring enterprise that continuously challenges the status quo to offer curated experiences

to patrons across geographies. This entails re-structuring, re-engineering and re-imagining the Company's portfolio in tune with changing times. Our pivotal five-year programme, Aspiration 2022 aims to accomplish this purpose to fortify our leadership in the markets in which we operate. We aspire to become the most iconic and profitable hospitality Company in South Asia; and have made considerable progress in the first full year of implementation of this strategy in FY 2018-19.

With brands and businesses gaining market traction and expansion in select global markets, we are going places. We provide a full suite of hospitality offerings that caters to all existing and emerging needs of consumers.

### Performance highlights FY 2018-19

**66.6%**

Occupancy v/s  
65.4% in FY 2017-18

**₹4,595 Crores**

Revenue  
↑10%

**₹913 Crores**

EBITDA  
↑25%

**₹287 Crores**

Profit after tax  
↑184%

Consolidated figures    ↑ y-o-y growth





INSIDE THIS REPORT

Corporate Overview

Our Business

- 1 A full suite of hospitality offerings
- 2 About this report
- 4 Introducing our capitals
- 6 IHCL at a glance
- 10 Our brand portfolio
- 14 Our presence

Our Performance & Strategy

- 16 Business model
- 18 Managing capital trade-offs
- 20 MD & CEO’s message
- 22 Stakeholder engagement
- 26 Materiality
- 28 Our external environment
- 30 Strategic framework
- 32 Operational highlights
- 36 Key Performance Indicators

Our Brand wise Performance

- 40 Taj
- 44 Vivanta
- 46 Ginger
- 48 SeleQtions
- 49 Expressions
- 52 TajSATS

Governance

- 56 Risks
- 58 People
- 60 CSR and Sustainability
- 64 Customer initiatives
- 66 Governance
- 68 Board of Directors
- 70 Senior Management
- 72 Awards and Accolades

Statutory Reports

- 74 Management Discussion and Analysis
- 95 Financial Highlights
- 96 Board's Report
- 128 Report on Corporate Governance
- 149 Business Responsibility Report

Financial Statements

- 159 Standalone
- 231 Consolidated

312 Notice

About this report

REPORTING SCOPE & BOUNDARY

The Indian Hotels Company Limited (IHCL) has embarked on the journey of adopting the Integrated Reporting Framework prescribed by the International Integrated Reporting Council (IIRC). Through this Report, we aspire to provide our stakeholders an all-inclusive depiction of the organisation’s financial and non-financial performance. This Report strives to provides insights into our key strategies, operating environment, the operating risks and opportunities, governance structure and the Company’s approach towards long-term sustainability. This Report covers all the businesses of the IHCL group, including subsidiaries, joint ventures and other collaborations. In line with our ambition and value creation, this Report is structured around our stakeholders and reflects our transition, successes and future aspirations. It is in line with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the SEBI circular on voluntary adoption of Integrated Reporting, dated February 6, 2017.

REPORTING PRINCIPLE

We have provided Consolidated and Standalone financial statements in this Report. The financial and statutory data presented is in accordance with the Companies Act, 2013 (and rules made thereunder), Indian Accounting Standards, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulation 2015 and Secretarial Standards issued by the Institute of Company Secretaries of India. The Standalone and Consolidated Financial Statements have been audited by BSR & Co. LLP who have expressed an unmodified opinion and is included in the Indepedent Auditor Report.

APPROACH TO MATERIALITY

This Report includes information that is material to our stakeholders and it presents an overview of our businesses and associated activities that help in short-term, medium-term and long-term value creation. We have also presented information around our strategic approach towards the material issues.

RESPONSIBILITY

The Management believes that this Report addresses all material issues and presents the integrated performance of the Company and its impact in a fair manner, in order to optimise governance oversight, risk management and controls. This report is presented in accordance with IIRC Framework.

FORWARD-LOOKING STATEMENTS

Certain statements in this document constitute ‘forward-looking statements, which involve known and unknown risks and opportunities, other uncertainties and important factors that could turn out to be materially different following the publication of actual results. These forward-looking statements speak only as of the date of this document. The Company undertakes no obligation to update publicly, or release any revisions, to these forward-looking statements, to reflect events or circumstances after the date of this document, or to reflect the occurrence of anticipated events.

Our Brands

Pg. 40 Taj



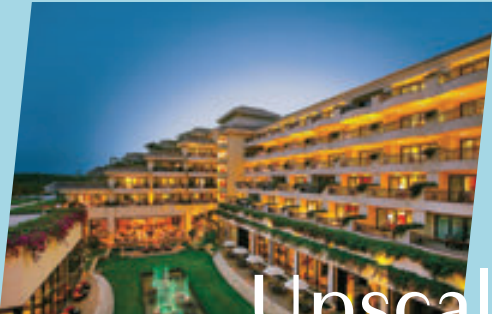
Luxury

Pg. 48 SeleQtions



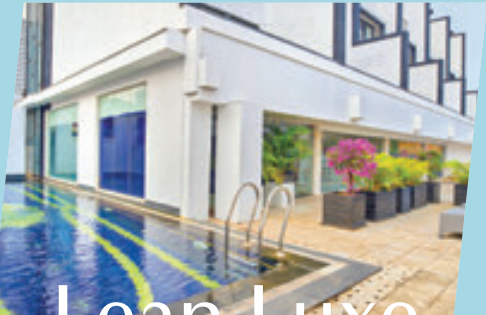
Select Hotels

Pg. 44 Vivanta



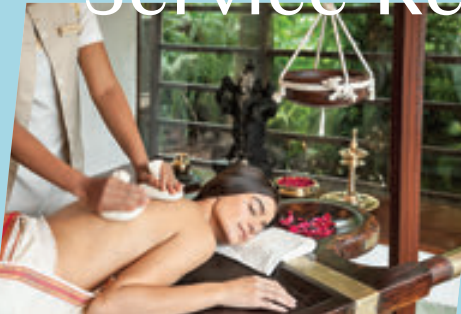
Upscale

Pg. 46 Ginger



Lean Luxe

Pg. 49 Expressions



Service Retail

Pg. 52 TajSATS



Volume Catering



Read the Full Report Online  
[www.ihcltata.com/investors/](http://www.ihcltata.com/investors/)

INTRODUCING OUR CAPITALS

The key enablers of  
our business

We, at IHCL, deploy various resources and nurture relationships towards meeting our organisational objectives. Through our operations, we focus on enhancing the value we create for all our stakeholders and managing these resources and relationships optimally.



Financial Capital  
Our financial resources

Our key financial resources primarily include equity, internal accruals and debt. The objective is to steadily strengthen our balance sheet, enhance profitability and cash flows, and emerge as the most profitable hospitality company in South Asia.

**₹7,474 Crores**  
Capital Employed\*

**₹711 Crores**      **2.11**  
Operating Cash Flow\*      Net Debt to EBITDA\*



Manufactured Capital  
Our assets

The hotels and properties we own or manage, as well as our offices represent the physical infrastructure our business depends on. We invest regularly in these assets and are focussed on improving efficiencies across all of them.

**179**      **149**      **22,000+**  
Hotels#      Hotels#      Rooms#  
(including pipeline)      (operational)      (including pipeline)

**17,888**      **12,781**      **5,107**  
Rooms#      Rooms#      Rooms#  
(Operational)      (Owned)      (Managed)



Intellectual Capital  
Our know-how and expertise

Our collective capabilities and insight help us craft unique experiences for our guests. Our signature services, brands, standard operating procedures and trademarks represent our intangible assets. We continue to enrich these intangible assets to sustain and enhance our competitive advantage.

**686**      **128**  
Trademarks      Trademarks  
registered#      applied#



Human Capital  
Our people

Our teams are integral to our business. We have embraced a culture of excellence and meritocracy to nurture our people. We believe in selecting the right talent, training them and instilling in them the spirit of entrepreneurship.

**32,670**      **84%**  
Employees\*      Frontline  
retention\*



Social & Relationship Capital  
Our relationships

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 them.

**₹8.54 Crores**  
CSR expenditure\*  
(including group companies)



Natural Capital  
Our natural resources

Our operations rely on natural resources and we recognise the impact of our operations on the natural ecosystem. We focus on utilising the scarce natural resources in an optimal manner. From embracing renewable energy to curtailing waste, we adopt a 360-degree approach to managing our ecological footprint.

**971.5**      **38.6 kg**  
Specific water      Specific Green  
consumption\*      House Gas (GHG)  
(Litre/Guest      emissions\*  
Night)      (CO<sub>2</sub>/Guest Night)

\* For FY 2018-19      # As on April 30, 2019



IHCL AT A GLANCE

# Taking Indian hospitality places

In our journey spanning over 118 years, we have grown our portfolio to cater to different segments of hospitality and luxury; and services ranging from volume catering, food and beverages to salon, wellness, boutiques and clubs. Our brands offer our patrons an unmatched blend of warm Indian hospitality and world-class service.

With a sharp focus on improving guest experiences, driving efficiencies and adopting swiftly to emerging trends, we continue to sustain long-lasting associations with our customers, employees, suppliers and other stakeholders. We are present in carefully selected, high-potential markets globally and will continue to expand in the future. Given our prominent industry position and unwavering focus on refreshing and realigning our portfolio in sync with changing guest preferences, we are well poised to take Indian hospitality places.

OUR SCALE

**149**  
Hotels<sup>#</sup>

**82**  
Locations  
in India

**17,888**  
Rooms<sup>#</sup>

**32,670**  
Employees<sup>\*</sup>

<sup>\*</sup> For FY 2018-19    <sup>#</sup> As on April 30, 2019





IHCL AT A GLANCE



Our purpose

To create value by operating the best-in-class portfolio of hospitality brands in India and select overseas destinations.

Our values

Tajness is the soul of our culture. It is an implicit trust in people to forge invaluable relationships by creating an emotional connect with our various stakeholders. It intrinsically guides all our behaviours. Tajness is the way we do what we do. It is based on the three broad pillars of Trust, Awareness and Joy.

TRUST	AWARENESS	JOY
<ul style="list-style-type: none"><li>Fairness with all stakeholders</li><li>Openness and transparency in what we do</li><li>Free flow of information</li><li>Alignment of all stakeholders</li><li>Build and strengthen long-term relationships</li></ul>	<ul style="list-style-type: none"><li>Enhance awareness around our plans, strategies, tactics, processes</li><li>Work together to create greater enterprise value</li><li>Participative in our decision making</li><li>Imbibe a sense of belonging across all stakeholders</li></ul>	<ul style="list-style-type: none"><li>Derive joy and happiness from what we do and how we do it</li><li>Serve all stakeholders with joy and utmost dedication</li><li>Create and maintain an environment where there is joy and happiness, where people are respected, and diversity is celebrated</li><li>Share our success with all stakeholders</li></ul>

IHCL AT A GLANCE

Unlocking potential

It is our constant endeavour to maximise the potential of every brand under the IHCL umbrella.

IHCL



READ MORE ON PAGES 40-53



OUR BRAND PORTFOLIO

# Hotels



SELEQTIONS

**70**  
Hotels#

**9,504**  
Rooms#

**LOCATIONS**  
Cities, Authentic Palaces, Resorts, and Safari locations across the globe

**TARGET AUDIENCE**  
Luxury business and leisure world traveller

**NATURE OF ARRANGEMENTS**  
Owned, leased and management contracts

**10**  
Hotels#

**1,003**  
Rooms#

**LOCATIONS**  
Cities and Resort destinations in India

**TARGET AUDIENCE**  
Discerning business and leisure traveller

**NATURE OF ARRANGEMENTS**  
Owned, leased and management contracts

VIVANTA



**24**  
Hotels#

**3,396**  
Rooms#

**LOCATIONS**  
Cities and Resort destinations across the globe

**TARGET AUDIENCE**  
Contemporary business and leisure traveller

**NATURE OF ARRANGEMENTS**  
Owned, leased and management contracts

GINGER



**45**  
Hotels#

**3,985**  
Rooms#

**LOCATIONS**  
Unique cities

**TARGET AUDIENCE**  
Young, millennial, business and leisure traveller

**NATURE OF ARRANGEMENTS**  
Owned, leased and management contracts

amã  
Trails & Stays



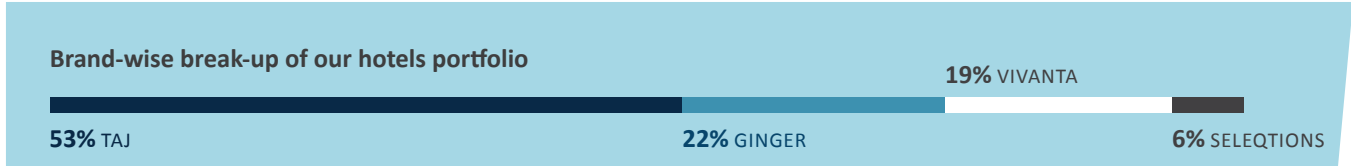
**9**  
Properties#

**35**  
Rooms#

**LOCATIONS**  
Offbeat locations across India

**TARGET AUDIENCE**  
Discerning leisure traveller

**NATURE OF ARRANGEMENTS**  
Management contracts



# As on April 30, 2019



OUR BRAND PORTFOLIO

Beyond hotels



7 Clubs# ~2,000 Ultra HNI exclusive members#

**LOCATIONS**  
Cities across India and the UAE (Dubai)

**TARGET AUDIENCE**  
Distinguished achievers, corporate leaders and the power elite of India

**NATURE OF ARRANGEMENTS**  
Owned

50 Spas#

**LOCATIONS**  
Landmark cities and Resort destinations across the globe

**BRAND STYLE**  
Indian wellness therapies and spa experiences

**TARGET AUDIENCE**  
Wellness seekers

**NATURE OF ARRANGEMENTS**  
Owned

380+ Bars and Restaurants#

**LOCATIONS**  
Landmark cities and Resort destinations across the globe

**BRAND STYLE**  
Timeless fine dining, high-energy bars, welcoming all-day dining and patisseries

**NATURE OF ARRANGEMENTS**  
Owned

14 Boutiques#

**LOCATIONS**  
Landmark cities and Resort destinations across the globe

**BRAND STYLE**  
Indian luxury lifestyle retail showcasing regional art forms, and Indian heritage

**TARGET AUDIENCE**  
Discerning shopper and world traveller

**NATURE OF ARRANGEMENTS**  
Owned multi-product retail outlets

39 Salons#

**LOCATIONS**  
Cities and Resorts across India

**BRAND STYLE**  
Urban contemporary beauty and grooming services

**TARGET AUDIENCE**  
Discerning luxury customers seeking personalisation and high-end grooming services, beauty seeker

**NATURE OF ARRANGEMENTS**  
Owned

6 Units#

**LOCATIONS**  
Cities across India

**BRAND STYLE**  
Contemporary and progressive

**SERVICES OFFERED**  
In-flight catering, Airline lounge management

**NON-AIRLINE SERVICES**  
Institutional catering, Outdoor catering, Corporate gifting

**NATURE OF ARRANGEMENTS**  
Joint venture

# As on April 30, 2019



OUR PRESENCE

Delighting customers across the world and entering new markets

We are a leading player across major cities in India and have also forayed into select high-potential markets globally. Going forward, we continue to expand our presence in these geographies while exploring entry in newer markets.

India

- |                  |                |                 |
|------------------|----------------|-----------------|
| 1) Agartala      | 28) Gondia     | 56) Ooty        |
| 2) Agra          | 29) Gurgaon    | 57) Panna       |
| 3) Ahmedabad     | 30) Guwahati   | 58) Pantnagar   |
| 4) Ajmer         | 31) Gwalior    | 59) Patna       |
| 5) Alwar         | 32) Havelock   | 60) Pench       |
| 6) Amritsar      | 33) Hyderabad  | 61) Pondicherry |
| 7) Aurangabad    | 34) Indore     | 62) Pune        |
| 8) Bandhavgarh   | 35) Jaipur     | 63) Rajasthan   |
| 9) Bangalore     | 36) Jamshedpur | 64) Ranthambore |
| 10) Bekal        | 37) Jhansi     | 65) Rishikesh   |
| 11) Belgaum      | 38) Jodhpur    | 66) Sanand      |
| 12) Bharuch      | 39) Junagadh   | 67) Shimla      |
| 13) Bhopal       | 40) Kanha      | 68) Srinagar    |
| 14) Bhubaneshwar | 41) Karad      | 69) Surajkund   |
| 15) Calicut      | 42) Katra      | 70) Surat       |
| 16) Chandigarh   | 43) Kolkata    | 71) Thane       |
| 17) Chennai      | 44) Kovalam    | 72) Tirupati    |
| 18) Chikmagalur  | 45) Kumarakom  | 73) Tirupur     |
| 19) Cochin       | 46) Lonavala   | 74) Trivandrum  |
| 20) Coimbatore   | 47) Lucknow    | 75) Udaipur     |
| 21) Coonoor      | 48) Madurai    | 76) Vadodara    |
| 22) Coorg        | 49) Mangalore  | 77) Vapi        |
| 23) Corbett      | 50) Margaon    | 78) Varanasi    |
| 24) Dwarka       | 51) Mumbai     | 79) Varkala     |
| 25) Ernakulam    | 52) Mysore     | 80) Vijayawada  |
| 26) Faridabad    | 53) Nashik     | 81) Vizag       |
| 27) Goa          | 54) New Delhi  | 82) Wayanad     |
|                  | 55) Noida      |                 |



Note: Map not to scale



USA

- 1) San Francisco
- 2) Boston
- 3) New York



Middle East

- 1) Dubai
- 2) Makkah

Asia

- 1) Meghavli
- 2) Kathmandu
- 3) Thimpu
- 4) Langkawi
- 5) Colombo
- 6) Bentota
- 7) Maldives



Africa

- 1) Lusaka
- 2) Cape Town



UK

- 1) London



