



Investor Presentation















Disclaimer



The information contained in this section pertains to the Hotels Business of ITC Limited (Company), which will be demerged to ITC Hotels Limited on the Effective Date in accordance with the provisions of the Scheme of Arrangement sanctioned by the NCLT, Kolkata bench.

This section also contains certain forward-looking statements including those describing the strategies, strategic direction, objectives, future prospects, estimates etc. Investors are cautioned that "forward looking statements" are based on certain assumptions of future events over which the Company exercises no control. Therefore there can be no quarantee as to their accuracy and readers are advised not to place any undue reliance on these forward looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. These statements involve a number of risks, uncertainties and other factors that could cause actual results or positions to differ materially from those that may be projected or implied by these forward looking statements. Such risks and uncertainties include, but are not limited to: growth, competition, acquisitions, domestic and international economic conditions affecting demand, supply and price conditions in the business, changes in Government regulations, tax regimes and other statutes, and the ability to attract and retain high quality human resource.



ITC Hotels





Launched in 1975, ITC Hotels is India's Pre-eminent Hospitality Chain, embodying the essence of Indian Hospitality & Sustainability





140 Hotels



~13,000 Keys



Iconic F&B Cuisine and Brands



Greenest Hotel Chain in the World



90+ Destination



6 Distinct Hotel Brands



Strong partnerships



Robust operational performance



India's Pre-eminent Hospitality Chain



Luxury

Upper Upscale

Boutique

Mid to Upscale

Heritage

















HOTELS THAT DEFINE THE DESTINATIONS

Pan India Presence



Current Operating Footprint

140 Hotels

~13,000 Keys

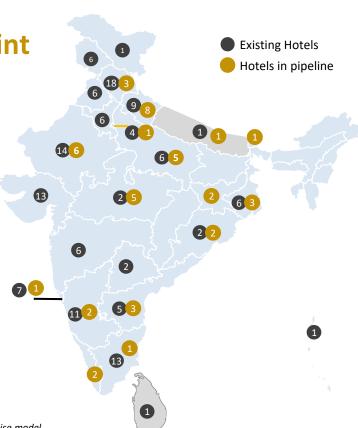
(Owned / Managed Mix By % Keys: 45% / 55%)

By 2030

200+ Hotels

18,000+ Keys

(Owned / Managed Mix By % Keys : 35% / 65%)







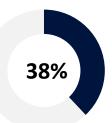


Well Balanced Brand Portfolio





MEMENTOS BY ITC HOTELS



18 Hotels, 4900 Keys

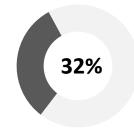






32 Hotels, 3000 Keys





55 Hotels, 4100 Keys





35 Hotels, 1000 Keys

Iconic Hotels

















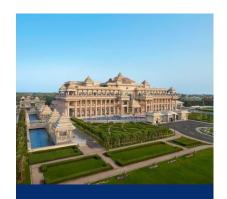


Representing India's Heritage and Culture





ITC Hotels are an archetype of the culture and ethos of each destination offering unique value propositions and indigenous experiences



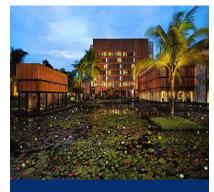
ITC Grand Bharat Gurugram

Symbolizes the concept of "Bharatvarsh" with influences from Mauryan and Gupta eras



ITC Maratha Mumbai

Ethos drawn from the glorious history and culture of the Maratha dynasty



ITC Sonar Kolkata

Evokes the beautiful gardenscapes of rural Bengal



ITC Grand Chola Chennai

Uniquely reflects the traditiona temple architecture of the Chola Dynasty

One Unifying Symbol Embodying Indian Hospitality





Signature Cuisine Brands



























BUKHARA











Timeless Dedication to Authenticity



BUKHARA PESHAWRI



Bukhara, a global award-winning restaurant at ITC Maurya, New Delhi, an icon of culinary heritage celebrates 45 glorious years of timeless flavours and cherished memories











A first-of-its-kind open kitchen that culminates in an exclusive blend of South Indian delicacies that are both traditional and progressive, and served in a sophisticated ambience





Outlets at Chennai, Kolkata, Mumbai, New Delhi and Colombo

Showcasing India's culinary heritage



Official F&B partner for G20 Summit in 2023





HONOURED TO HAVE CURATED AND SERVED
FROM THE BEST OF INDIA'S CULINARY HERITAGE
AT THE G20 SUMMIT,
BHARAT MANDAPAM, NEW DELHI.

Largest and most exclusive catering in the history of Indian Hospitality







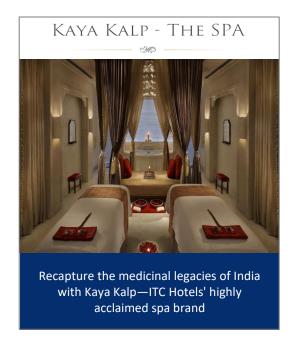


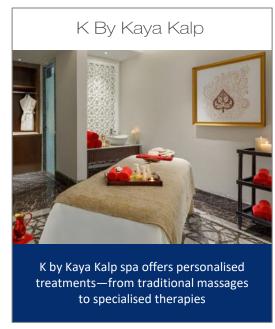
Globally Acclaimed Wellness Experiences





ITC Hotels Highly Acclaimed Spa Brand Home to India's Rich Therapeutic Legacies











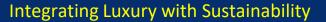


The Global Spa Awards



Hospitality India
Awards

Global Exemplar in Responsible Luxury







All Owned Hotels certified LEED Platinum®

Largest chain in the world to achieve this feat



World's first 12 Hotels to receive LEED® Zero Carbon Certification



World's first 5 Hotels to receive LEED® Zero Water Certification



USGBC Leadership Award for Organizational Excellence 2024



Surpassed 2030 GHG sectoral emission targets set as per COP 21







Leveraging Institutional Synergies



Leveraging ITC's Institutional Strengths for Competitive Advantage

Corporate Brand Reputation

Robust Governance, Systems & Processes

High Quality Talent Pool







Globally Acclaimed
Sustainability Credentials

Digital Capabilities









ITC HOTELS

New Opportunities Blending R&D + FMCG Capabilities











Foods, Agri, Personal Care

Competitive Advantage for ITC FMCG Businesses

Cuisine Knowledge: Packaged Foods & Food Tech



High Quality Consumer Engagement + Brand Visibility



Winner of Several Marquee Awards





Condé Nast Traveler



Travel + Leisure
Delicious Dining Awards

Other

notable

awards



Condé Nast Traveler TOP Restaurant Awards





Asia's 50 Best Restaurants





LEED CERTIFICATION





LEED CERTIFICATION



Travel + Leisure India's Best Awards

CII National Energy Efficiency Circle Competition

ITC Royal Bengal
Best Energy Efficient Commercial
Buildings/ Hotels, 2024

Culinary Culture Ultimate Restaurant Ratings 2024

Avartana (Chennai & Kolkata) Bukhara & Dum Pukht (Delhi) also included

HVS ANAROCK-Saint-Gobain HOPE awards

ITC Hotels Sustainability Champion of the Year, 2023

Travel + Leisure India's Best Awards

ITC Grand Goa

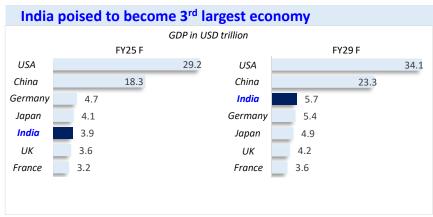
Best wedding hotel/ resort for weddings, 2023

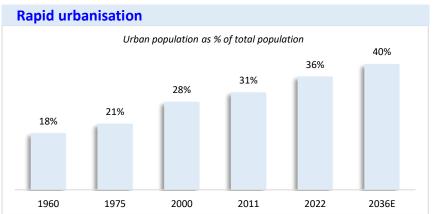


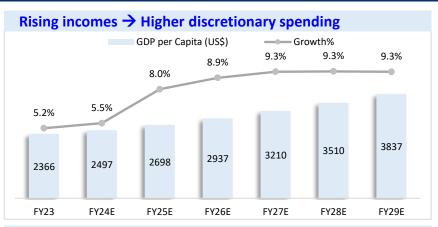
India's Decade of Outperformance









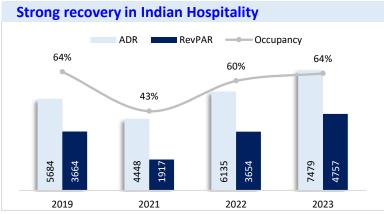


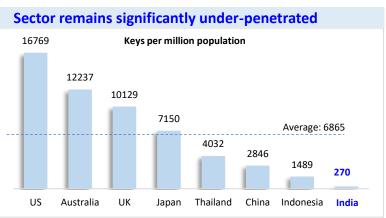


Hospitality Industry in a Strong Upcycle



22







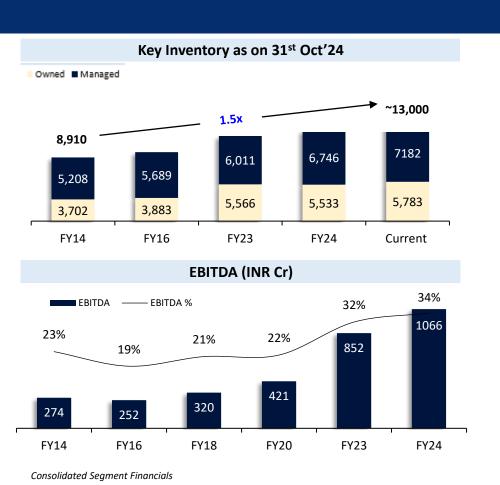


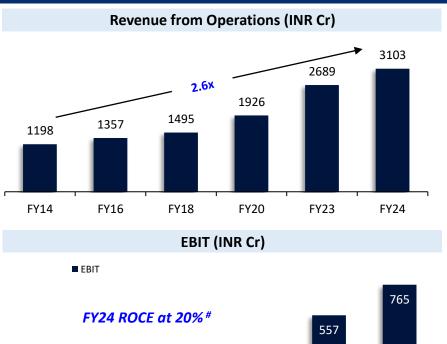
Source: Horwath HTL, Analyst Reports



Robust Financial Performance Track Record







154

FY20

FY23

145

FY18

62 FY16

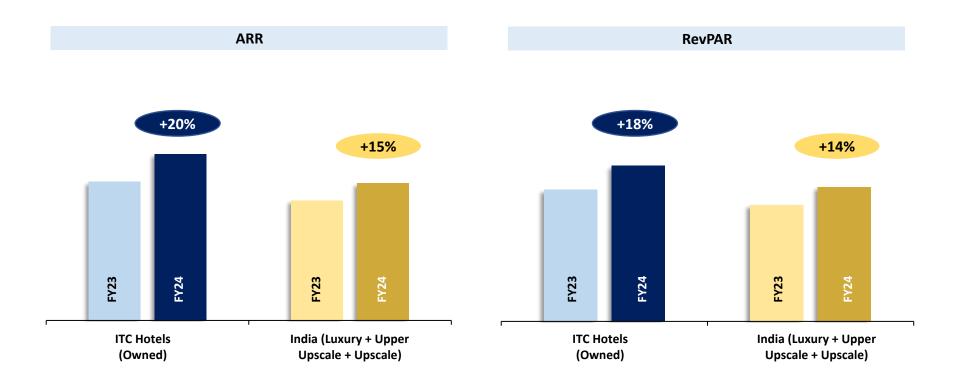
146

FY14

FY24

Superior Competitive Performance

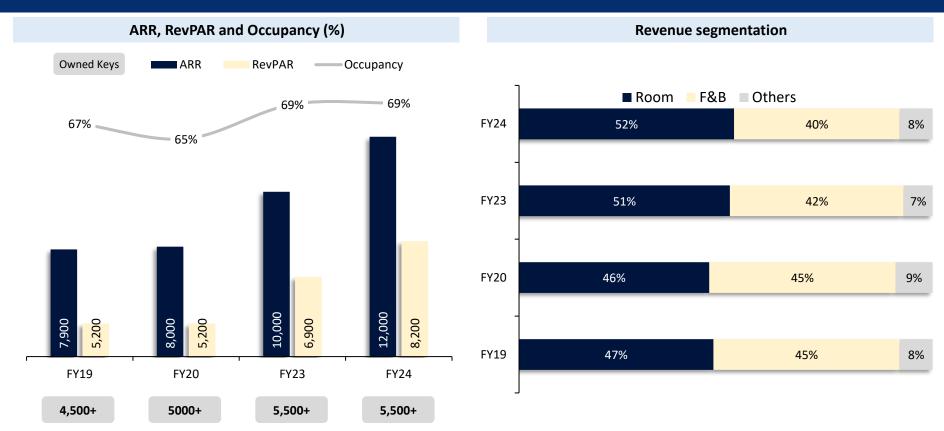




Source: CoStar

Performance Metrics: Owned Hotels









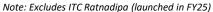




H1 FY25: Strong Performance on a High Base







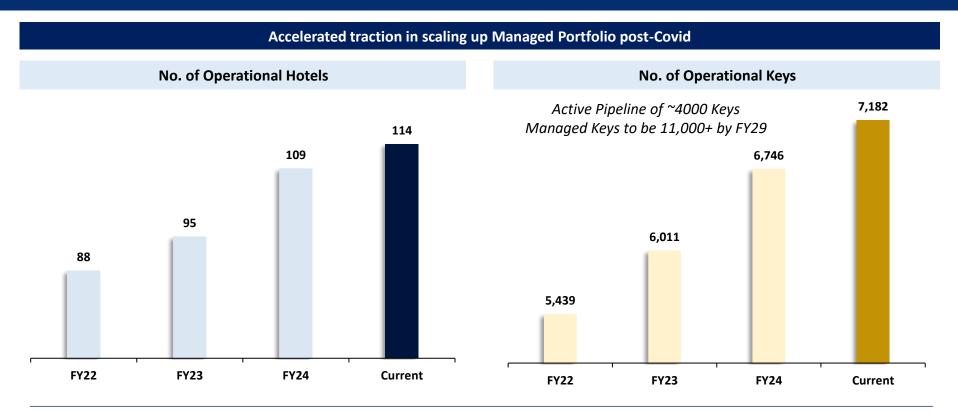




Strong Ramp-up of Managed PortfolioSharpened Focus | Dedicated Teams

28 Managed Hotels Opened in Last 24 Months





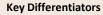
Management Fee growth @ 21% CAGR over last 5 years



Strategy Pillars







- Indigenous Experiences
- Signature cuisines
- Responsible Luxury
- World Class Loyalty Programs – Club ITC & Club ITC Culinaire



- Bouquet of brands catering to relevant need spaces
- Target to achieve 2/3rd
 Managed portfolio share in next 5 years



- Smart Revenue Management
- Customer intimacy
- Productivity and efficiency



- Sweating existing assets
- Augment new revenue streams
- Extreme Cost and Margin focus



- Strong Talent Pool
- Robust L&D programmes
- D & I amongst best in industry

Strong Growth Enablers in Place





Strong Zero Debt Balance Sheet & Cash Generation to accelerate growth



Capital Investments → Renovations | on-going Projects | new Greenfields & others

Estimated at c.8-10% of Revenue cumulatively



Well positioned to execute selective Inorganic Opportunities

- Value accretive M&A | Alliances















Driving Capital Efficient Growth



Owned Hotels

- Significant headroom to drive RevPar growth
- ► About 20% Inventory < 5 years old, operating at 75% of potential Occupancy levels
- ► ITC Ratnadipa, Colombo → significant contributor to Revenue & EBITDA going forward

Upcoming projects

- ▶ 300+ rooms# being planned under Owned Hotels
- Greenfield project at Puri; Expansion at Bhubaneshwar
- ► Leverage strategic Land Bank

including 102 rooms at ITC Ratnadipa, Colombo

Managed Hotels

- Increased interest among Asset Owners
- Robust pipeline of 45 Managed Hotels with about 4000 Keys
- 2.5x growth targeted in Management Fees by FY30



118 Keys by FY28



100+ Keys 12k sqft. banquets expansion











Robust Growth Pipeline: 46 Hotels with ~4300 Keys





1 Hotel 223 Keys[#]



13 Hotels 1796 Keys



10 Hotels 578 Keys



18 Hotels 1439 Keys



4 Hotels 162 Keys

- Opened 28 Managed Hotels in the past 24 months (Nov 2022 Oct 2024)
- ► High Quality of signed pipeline; High salience of Brownfield Assets
 - > 1 Hotel opening per month for next 24 months
 - Leverage momentum to accelerate further
- ► Targeting **200**+ hotels with **18000**+ keys over **5 years**, with 2/3rd salience of Managed Portfolio

Unlocking Full Potential of Recent Launches











Significant headroom for growth
About 20% Inventory operating at 75% of potential Occupancy levels

Significant contributor to **Revenue & EBITDA** in the years ahead

ITC Ratnadipa, Colombo A Jewel in Colombo's Skyline

One of its Kind Mixed Use Development 352 Hotel Keys + 132 Luxury Apartments





9
Signature Dining
Destinations

71,000 sqft.
Retail & Office Spaces
40,000 sqft.
Banqueting Spaces

Investment Outlay

Substantially

Completed

Sale of

Sapphire Residences#

underway

(7.3 lakh sqft.)

Sapphire Residences, Colombo





Unique luxury apartments with interiors designed by Philippe Starck (YOO)

Most Exclusive and Spacious Elevated living experience in Sri Lanka

Located at epicentre of Galle Face Oceanfront













Strategic Levers Our Right to Win



5 Decades of Hospitality Expertise Bouquet of Brands across Segments

Sustainability Leadership

Food & Beverage Supremacy

Smart Revenue Management Strong Loyalty & Distribution

Robust Processes & Brand Standards

World Class Digital Infrastructure

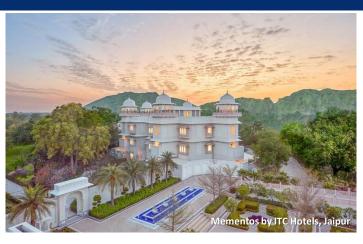
Strong Partner Ecosystem
Network Effects





MEMENTOS







BY ITC HOTELS

MEMORIES AVAILABLE







WELCOMHOTEL



























EVERY STAY IS A NEW STORY



















WELCOMHERITAGE



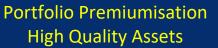




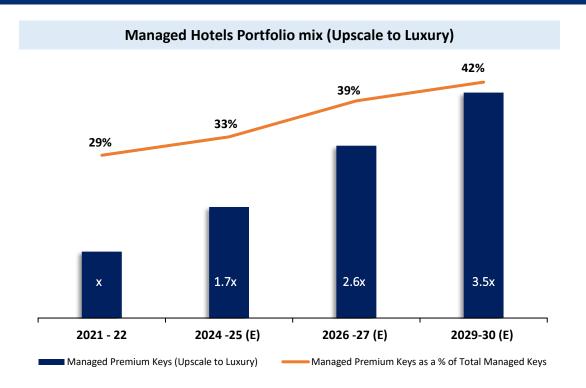












Managed keys in the premium segment

In the next **5 years**the premium hotel keys would constitute **42%** of the total managed portfolio
up from 30% today

Welcomhotel Chennai 2x RevPar uplift post makeover





An Iconic Address, Rejuvenated The Madras of Old, as good as New!

The first prominent hotel of the region

The trademark "Chola" Warmth & Legacy

Unique Boutique Hotel Experience 47 Years of Iconic Service to the City of Chennai

Re-opened in Jan-2024



All rooms renovated



Launch of a Speciality Restaurant



Refurbished Banquet space



Wellness & Fitness Center





ITC Grand Goa - Fully Renovated

- Country's first LEED® Platinum resort
- Best Wedding Resort at Travel + Leisure India's Awards 2023

ITC Kakatiya – Renovation Underway | Completion by FY26

- Most rooms renovated to contemporary design
- Renovation of public areas underway





ITC Windsor – Manor Block Renovation Completed

- 60% of the inventory completely renovated to bring back the old-world charm
- Re-positioned in the Bengaluru market as a Premium Luxury product





Restaurants Portfolio Refreshed

- Avartana added at ITC Maratha & ITC Maurya
- Revenue Uplift 2x

Space Optimisation

- Peshawri Restaurant launched at ITC Kohenur
- Efficient utilization of available revenue generating area





Cuisine Refresh

- Dakshin added at ITC Grand Central; Revenue Uplift 2x
- Cajsa added at ITC Gardenia





ITC Kohenur - 274 Keys

- Revenue leader in market within2 years of Launch
- EBITDA Positive in Year 1
- ▶ **PBT Positive** in Year 2



WH Bhubaneshwar - 107 Keys

- Revenue leader in market within2 years of Launch
- **EBITDA positive** in Year 1
- ▶ **PBT Positive** in Year 2#



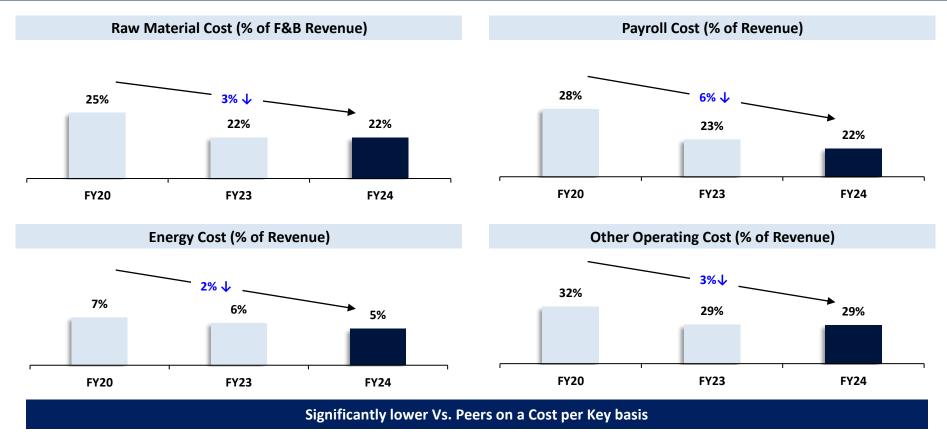
ITC Narmada - 291 Keys

- ARR leader in market within1 year of launch
- **EBITDA Positive** in Year 1
- **PBT Positive** in Year 2

Operational Excellence

Driving Margin Expansion Productivity | Efficiency







Superior Guest Experience

One of the Best NPS scores in the Industry



High Customer Satisfaction Rating

> 80

(Global Average 58)

Listen & Respond

Active feedback monitoring







Response Rate

98.5%

Online Ratings

Leadership position maintained



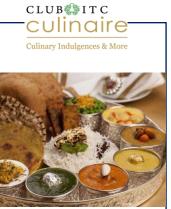
High Customer Satisfaction Rating

4.73

Augmenting Revenue Streams













The Perfect Wedding Destination



App based Online Food Delivery/ Takeaway

Delivering signature cuisines from celebrated kitchens

Luxury **Dining Program**

Exclusive access across 140 hotels

Sleep **Products & Amenities**

> Exquisite offerings, curated for comfort

Memorable **Destination Weddings**

Beach resorts | Palaces | Mountain getaways

Members only Business Club

Business Meetings | Private Dining | Events

Transparent, Flexible & Easy-to-use Loyalty Program





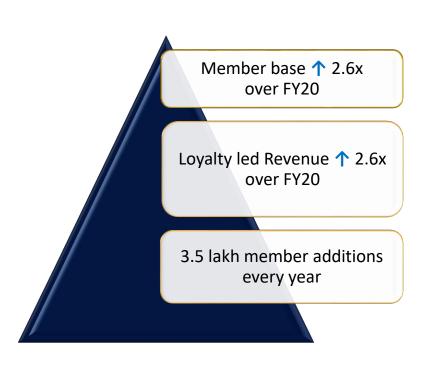


One of India's most transparent, flexible and easy-to-use loyalty programmes

Strong
Partnerships
& Alliances

100% Digital Interface

Earn Green Points Beyond Stays







Best in Class Mobile App

- Industry Leading Features
- Single window for hotel services



NextGen CRM

- Integrated Sales | Marketing | Service
- Personalized Marketing



State of the art Brand Website

- Contemporary design and technology
- Unified brand access drives conversion



Superior Loyalty Platform

- Instant Gratification
- Pan ITC Redemption Options



Frictionless Guest Experience

- In-Room Automation
- Seamlessly Integrated Online Offline Journey



Progressive Cloud Application Stack

- Quick On-Boarding New Hotels | Reduced IT Capex
- Standardization for Consistent Guest Experience



Advanced Distribution Platform

- Seamlessly Distributing Across All Global Channels
- Own GDS Code



World-Class Marketing Command Centre

- Cutting Edge Social Media Tools & Analytics Platform
- Sixth Sense Enabling Targeted Customer Engagement

World Class Engaged and Committed Talent





+

Engaged



Committed

Talent Management processes enmeshed with Business imperatives

Strong Upstream & Downstream Communication Mechanisms

Customer at the Centre of all that We Do

Engaged Workforce - High Pride & Advocacy

Competitively Benchmarked Compensation

Culture of **Celebrating Excellence** & Innovation

Building Capabilities for **Future Career Growth** Oppportunities at each level

Purpose Driven Enterprise
- Triple Bottom Line

Superlative **Customer Experience**

Personalized and Anticipatory service

Innovative Cuisine Offerings

Empowered Workforce → Customer Delight

2800+

Applicants from **Top Hospitality Institutes**for ITC HMI

86%

Employees are engaged
7 pts higher than
Industry

98%

Proud to be with ITC Hotels

26%

vianageria Gender **Diversity** 85%

of **Leaders** Grown **Internally**

Talent Management



Talent Strategy Acquiring, Creating & Developing best in class talent

ATTRACTING THE RIGHT TALENT



Managing talent pipeline in a competitive landscape through innovative sourcing initiatives & diverse workforce

BUILDING CAPABILITY



ITC HMI creating leaders through bespoke training & mentorship for nearly 5 decades

FUTURE READY TALENT



Building skills and capability for next level roles

Talent Management



Culture craft Celebrating Diversity, Team work & Innovation







Creating lasting value for our people and fostering a culture of recognition by acknowledging employees' acts of excellence









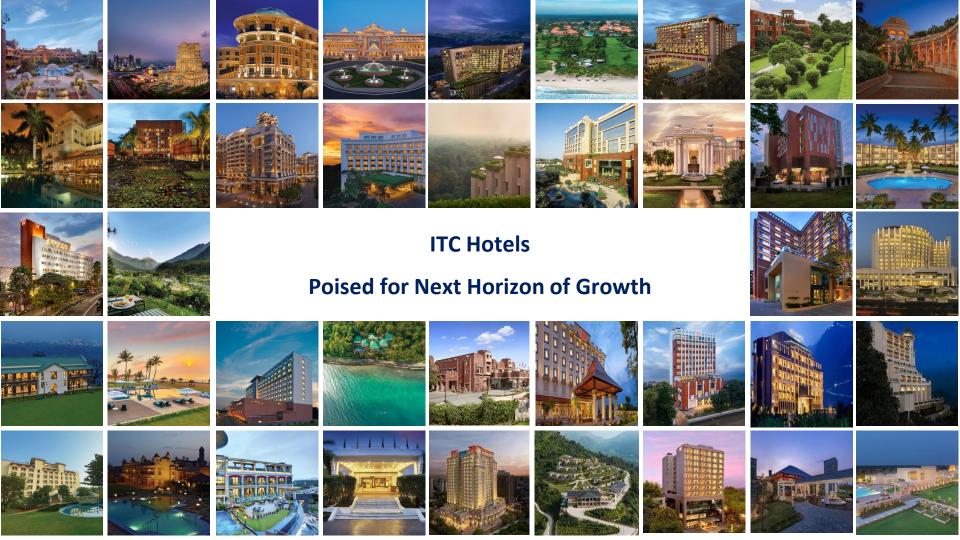
ITC Hotels Poised For Next Horizon Of Growth

Active Asset Management

Committed to Long-term Value Creation



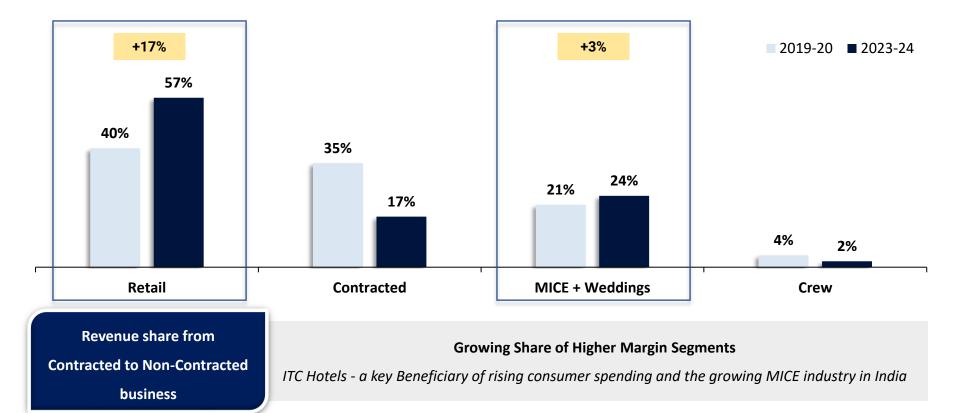






Annexures





Strong Multi-channel Distribution Network

Driving demand through focus on own website and channels





Unit Reservations (33%)



Website and App (19%)



Online Travel Agents (18%)



Guest Call Centre (16%)



GDS (14%)

Brand landscape



Brands	Operational Hotels Keys	Pipeline for next 4 years Hotels Keys	Total Hotels Keys
ITC HOTELS RESPONSIBLE LUXURY	16 4687	- 102	16 4789
MEMENTOS BY ITC HOTELS	2 181	1 223	3 404
WELCOMHOTEL BY ITC HOTELS	26 2848	13 1796	39 4644
STOR PI	6 149	10 578	16 727
FERTUNE Member ITC's hotel group	55 4099	18 1439	73 5538
WelcomHeritage Palaces • Forts • Havelis • Resorts	35 1001	4 162	39 1163
Total	140 12965	46 4300	186 17265

As on 31st Oct' 24

Recent openings in Managed Hotels



S. No	Hotel Name	City	Brand	Keys
1	Welcomhotel Jim Corbett	Jim Corbett	Welcomhotel	62
2	Fortune Inn Walkway Mall Haldwani	Haldwani	Fortune	58
3	WelcomHeritage Parv Vilas	Solan	WelcomHeritage	55
4	Mementos Udaipur	Udaipur	Mementos	117
5	Fortune Resort Kalimpong	Kalimpong	Fortune	42
6	WelcomHeritage Ayatana	Ooty	WelcomHeritage	30
7	Fortune	Khajjiar	Fortune	35
8	WelcomHeritage Grand Srinagar	Srinagar	WelcomHeritage	28
9	Storii Moira Goa	Moira	Storii	18
10	Fortune Heritage Walk	Amritsar	Fortune	50
11	Welcomhotel Manali	Manali	Welcomhotel	46
12	Fortune Park Hoshiarpur	Hoshiarpur	Fortune	57
13	Fortune Ranjit Vihar	Amritsar	Fortune	54
14	WelcomHeritage Santa Roza	Kasauli	WelcomHeritage	35
15	Fortune Park	Aligarh	Fortune	66
16	Fortune Park Tirupur	Tirupur	Fortune	62
17	Fortune Park	Vivek Vihar	Fortune	70
18	Fortune Park	Hosur	Fortune	107
19	Storii by ITC Hotels, Kaba Retreat, Solan	Solan	Storii	28
20	Mementos Jaipur	Jaipur	Mementos	64
21	Storii by ITC Hotels, Urvashi's Retreat	Manali	Storii	22
22	Fortune Resort & Wellness Spa Bhaktapur	Bhaktapur	Fortune	66
23	Fortune, Statue of Unity, Kevadia	Kevadia	Fortune	144
24	Fortune palampur	Palampur	Fortune	43
25	Storii Devasom	Kolkata	Storii	24
26	Fortune Candolim	Candolim	Fortune	103
27	Fortune Chennai	Chennai	Fortune	40
28	Welcomhotel Belagavi	Belagavi	Fortune	116
	Total for last 24 months			1642







THANK YOU