July 21, 2026

The Secretary, Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai – 400 001
Scrip Code: 500850

The Manager, Listing Department
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor, Plot No. C/1,
Bandra Kurla Complex, Bandra (E)
Mumbai 400 051
Scrip Code: INDHOTEL

Sub: Analyst / Investor Presentation

Dear Madam, Sir,

Pursuant to Regulation 30 of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith a copy of the Analysts/Investors meet presentation to be made to Analysts/Investors on the Un-audited (Reviewed) Standalone and Consolidated Financial Results of the Company for the quarter ended June 30, 2026 at the IHCL Global Conference Call to be held today.

The above information is also being made available on the Company's website at https://www.ihcltata.com/.

This is for your information and records.

Yours Sincerely,
For **The Indian Hotels Company Limited**

Melisa Alva
Digitally signed by Melisa Alva
Date: 2026.07.21 18:37:48 +05'30'

Melisa Alva
Senior Vice President & Company Secretary
Mem No: A34774

Place: Mumbai

DIVERSIFIED BY DESIGN, BUILT TO COMPOUND

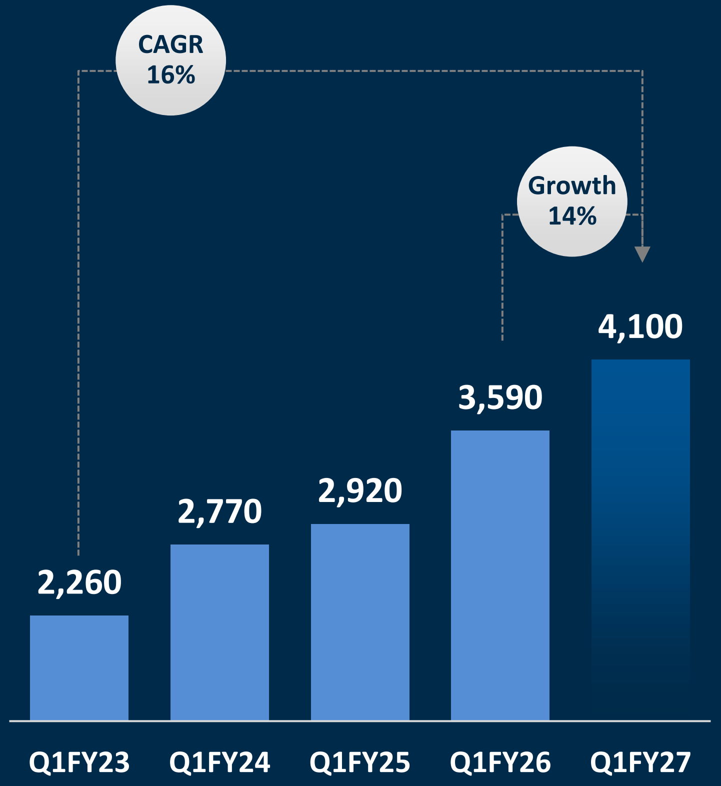
GLOBAL CONFERENCE CALL Q1FY27

21st July 2026

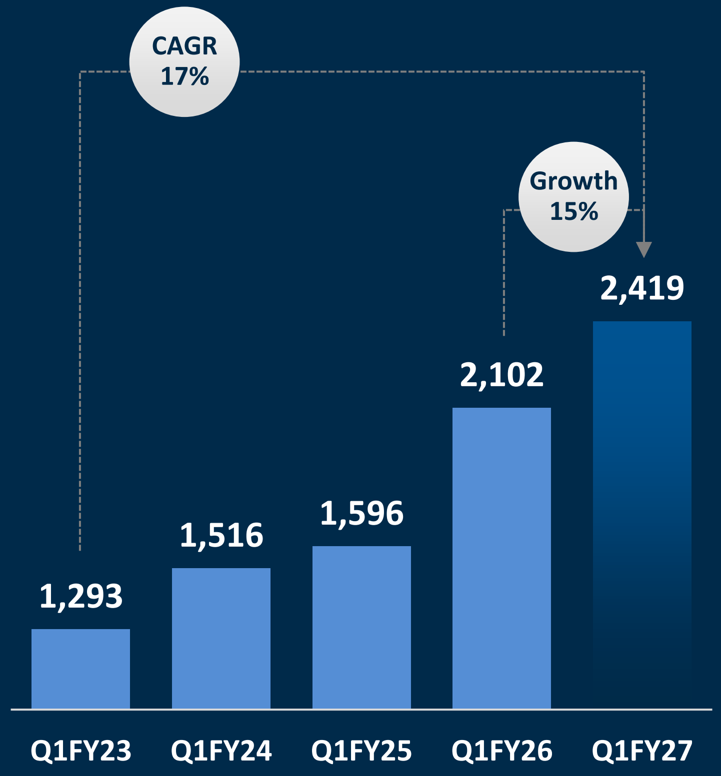

TAJ
CROWNED INDIA'S STRONGEST BRAND 2026
Five Consecutive Wins
A Century-old Bond That Continues To Grow Stronger
2026 | 2025 | 2024 | 2023 | 2022 | 2020
Report by Brand Finance®

17th CONSECUTIVE BEST EVER QUARTER *CONSISTENT GROWTH IN REVENUES*

ENTERPRISE REVENUE (₹ Cr)



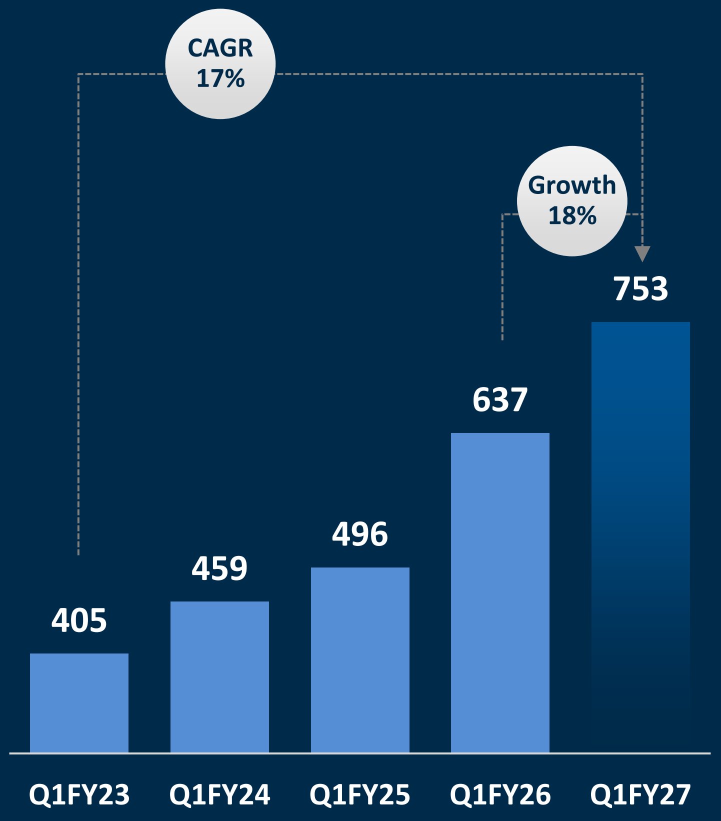
CONSOL REVENUE (₹ Cr)



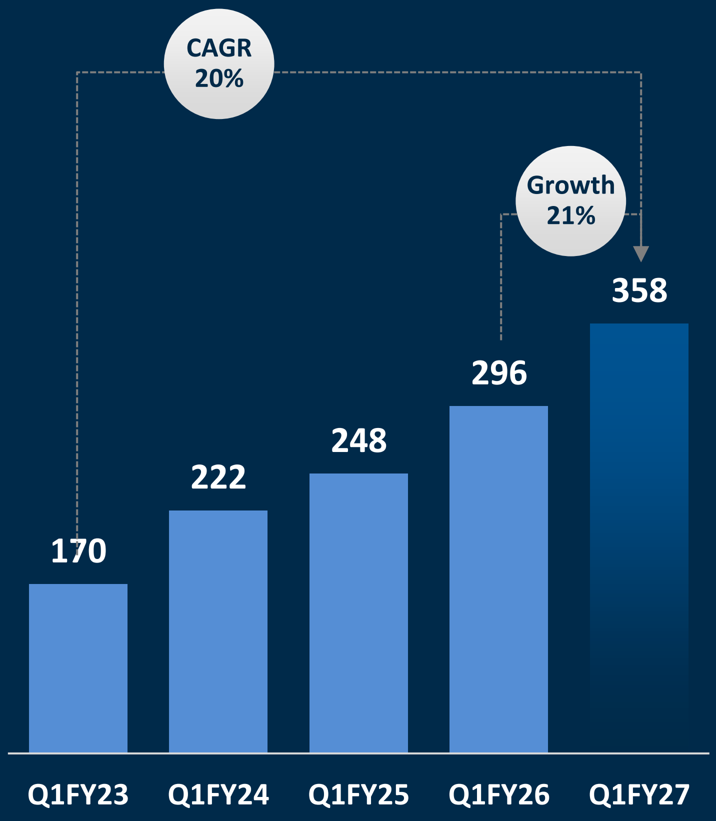
Strong Momentum Across Enterprise & Consolidated Business backed by Balanced Business Model & Strong Brandscape

CONVERTING REVENUE TO *EBITDA & PAT*

CONSOL EBITDA (₹ Cr)



CONSOL PAT (₹ Cr)

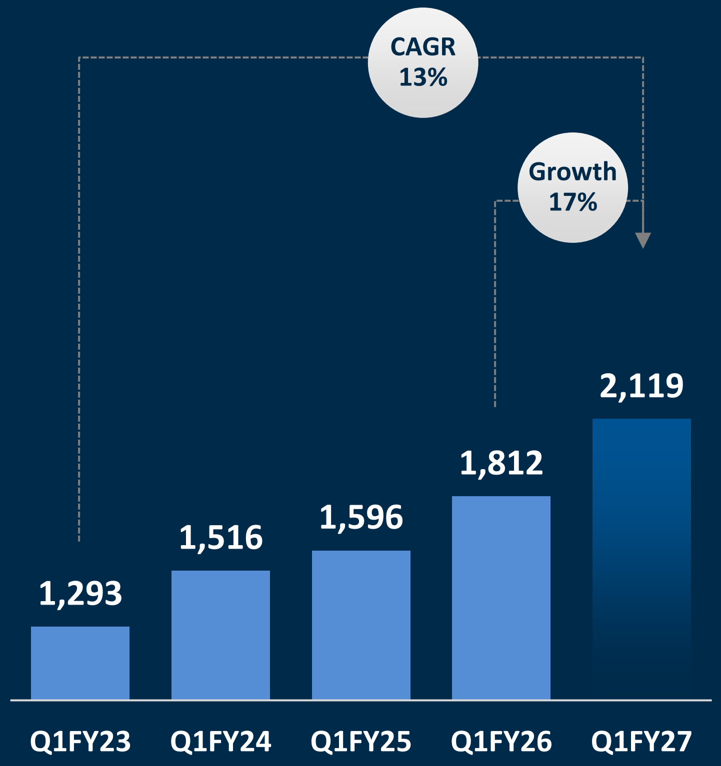


Strong Revenue Growth Converting into Superior Earnings backed by Execution Excellence

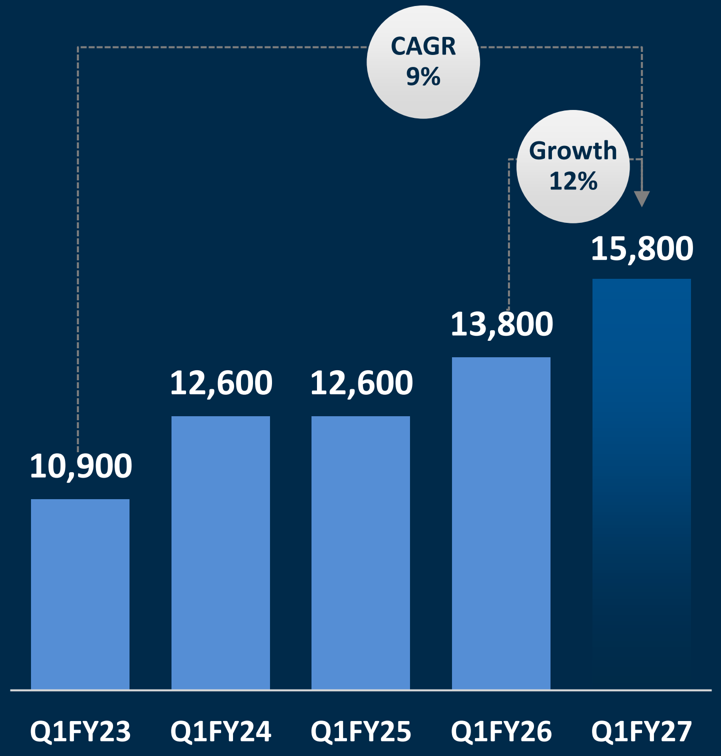
TAJ CLARIDGES COLLECTION ātmantan BRIJ SELEQTIONS CLARKS GATEWAY VIVANTA GINGER TREE OF LIFE amã 7min SOULINAIRE TAJ sats IHCL

GROWING ACROSS ALL *HOTEL SEGMENT METRICES*

CONSOL HOTEL REVENUE (₹ Cr)



CONSOL TREVPAR (₹ / Night)



CONSOL REVPAR (₹ / Night)

Revenue CAGR higher than TRevPAR CAGR , demonstrating power of IHCL's Expansion strategy

Statistical data for 64 domestic Consol comparable hotels from Q1FY23 to Q1FY27

FINANCIALS FOR THE QUARTER *WITH SEGMENT PERFORMANCE*

Q1 IHCL Consol. Financials & Growth YoY	REVENUE	EBITDA & *MARGIN%*	OP. REVENUE	OP. EBITDA & *MARGIN%*	PAT & *MARGIN%*
CONSOLIDATED	₹ 2,419 Cr ↑ 15%	₹ 753 Cr ↑ 18% *31.1%*	₹ 2,339 Cr ↑ 15%	₹ 673 Cr ↑ 17% *28.8%*	₹ 358 Cr ↑ 21% *14.8%*
STANDALONE	₹ 1,298 Cr ↑ 18%	₹ 542 Cr ↑ 30% *41.8%*	₹ 1,232 Cr ↑ 18%	₹ 477 Cr ↑ 31% *38.7%*	₹ 337 Cr ↑ 38% *26.0%*
HOTEL SEGMENT	₹ 2,121 Cr ↑17%	₹ 691 Cr ↑ 21% *32.6%*	₹ 2,045 Cr ↑17%	₹ 615 Cr ↑ 21% *30.1%*	Strong Growth Momentum continues despite geopolitical impact
AIR CATERING	₹ 300 Cr ↑ 3%	₹ 62 Cr ↓ 10% *20.6%*	₹ 296 Cr ↑ 3%	₹ 57 Cr ↓ 13% *19.5%*	Performance impacted by weak air traffic

FY27 CONFIDENT ON DELIVERING *DOUBLE DIGIT GROWTH*

Resilient Domestic Demand Limited Supply in Key Cities

Renovated Inventory to create Upside

60+ Hotels to open in FY27
(~800 Leased Keys & ~4,200 Managed Keys)

~ ₹ 250 Cr Revenue from new Acquisitions

MULTIPLE MICE EVENTS

BRICS INDIA 2026

BRICS INDIA 2026
New Delhi | Sep-26
(Multiple meetings in Q2)

Vibrant GUJARAT

VIBRANT GUJARAT GLOBAL SUMMIT 2027
Gujarat | Jan-27

AERO INDIA

AERO INDIA 2027
Bengaluru | Feb-27

40+ Auspicious Wedding Dates in remaining 9 months

Q1 Growth Momentum to continue in Q2

QUARTER IN SUMMARY

KEY HIGHLIGHTS

1. STRONG DOMESTIC DEMAND DRIVING REVPAR GROWTH
2. RENOVATED ASSETS PRICING POWER
3. NOT LIKE FOR LIKE GROWTH MOMENTUM
4. RECENT ACQUISITIONS PERFORMING WELL

Diversified Earning Engines offsetting Localised Headwinds

TEMPORARY HEADWINDS

- West Asia Conflict
- Airline Capacity Reduction
- Higher Fuel cost

One off Launch & Initial costs ~ ₹ 12 Cr related to New Asset in Frankfurt & New Kitchen in Noida

REVPAR GROWTH ACROSS ALL BRANDS *STRONG DOMESTIC DEMAND*

STANDALONE
RevPAR (₹/Night)

76% Occupancy

82% Occupancy

Standalone Statistics include Ginger Mumbai Airport in both years on comparable basis

DOMESTIC BY BRAND
RevPAR (₹/Night)

Data for Domestic Consol LFL Hotels

All data for LFL Hotels – Excluding New hotels opened after 1st April 2025 and assets under major renovation CY & PY

Rounded off numbers

ASSET MANAGEMENT DRIVING GROWTH *300+ RENOVATED KEYS*

TAJ PALACE NEW DELHI

ROOM REVENUE
+32% Growth YoY

TOTAL REVENUE
+24% Growth YoY

TAJ FORT AGUADA RESORT & SPA GOA

ROOM REVENUE
+45% Growth YoY

TOTAL REVENUE
+42% Growth YoY

TAJ LAKE PALACE UDAIPUR

ROOM REVENUE
+24% Growth YoY

TOTAL REVENUE
+9% Growth YoY

TAJ WEST END BENGALURU

ROOM REVENUE
+24% Growth YoY

TOTAL REVENUE
+40% Growth YoY

PRESIDENT IHCL SELEQTIONS

ROOM REVENUE
+28% Growth YoY

TOTAL REVENUE
+25% Growth YoY

Driving Pricing Power in Key Cities

Momentum Continuing in Q2

Q1FY27 Performance

100 NEW KEYS AT TAJ GANGES VARANASI

Opened in Mar-26
Not Like for Like Growth

Q1 Turnover

₹ 30 Cr

44% Growth YoY

EBITDA MARGIN

40%

New Tower PBT Positive from 1st Quarter

Above data is for Taj Ganges, Varanasi (230 keys post Expansion)

Opened in Jun-26
(Leased Property on Balance Sheet)

TAJ HESSISCHER HOF, FRANKFURT (126 KEYS)

Leased

INDUSTRY LEADING PORTFOLIO *CONTINUED MOMENTUM OF SIGNINGS & OPENINGS*

20 Signings	**11** Openings	**382** Operational Hotels	**263+** Pipeline Hotels

IHCL

Indias Largest Hospitality Network with a portfolio of 645+ Hotels & 382 ama Bungalows

TAJ	CLARIDGES COLLECTION	ātmantan	BRIJ	SELEQTIONS	GATEWAY	VIVANTA	GINGER	TREE OF LIFE Resorts & Hotels	amã STAYS & TRAILS
150	4	2	22	56	55	54	262	41	382

FULL SERVICE BUSINESS (CORE BRANDS)

SELECT SERVICE BUSINESS (GROWTH BRANDS)

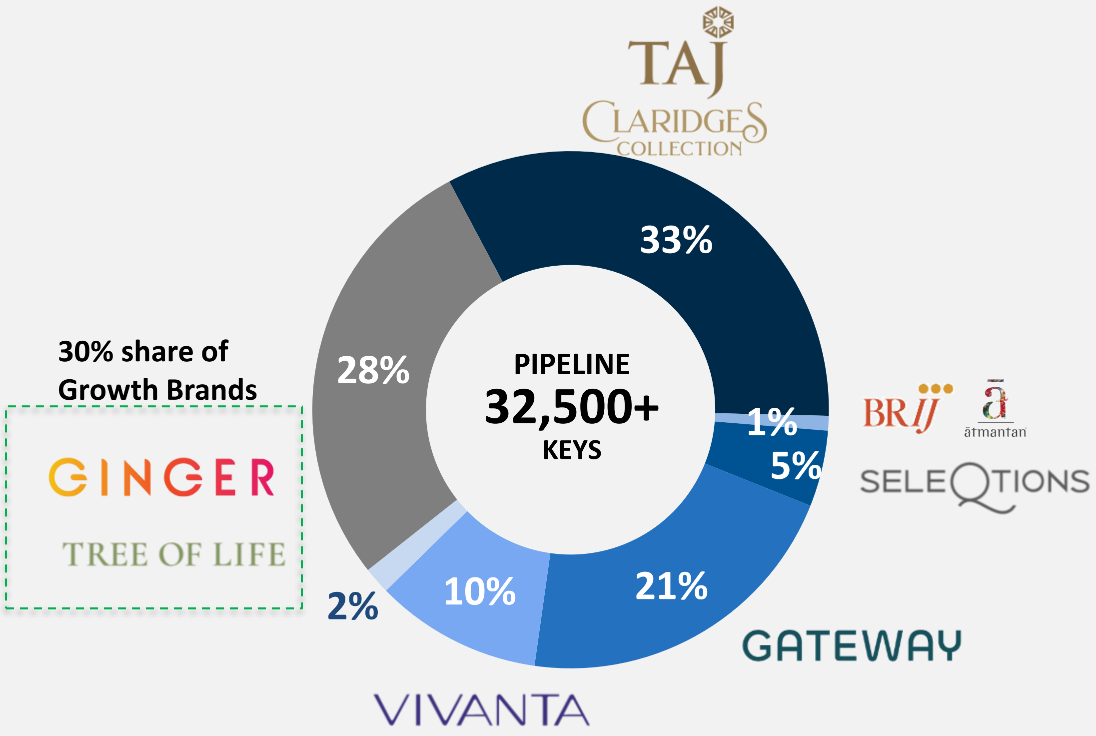
'TAJ' Reaches a milestone of 150 Hotels Portfolio

No of Hotels/Properties (Operating + Pipeline)

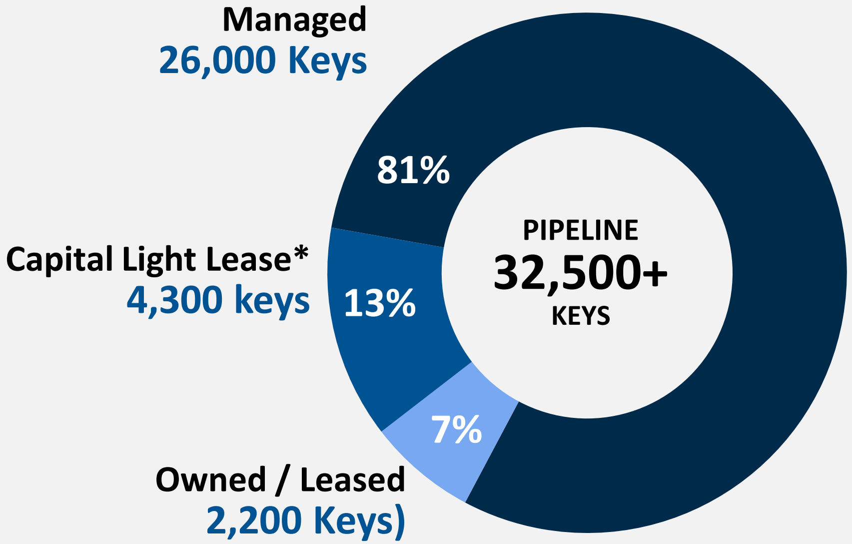
LONG-TERM GROWTH UNDERPINNED BY STRONG DEVELOPMENT PIPELINE

263 HOTELS ~32,500 KEYS

PIPELINE BY BRAND



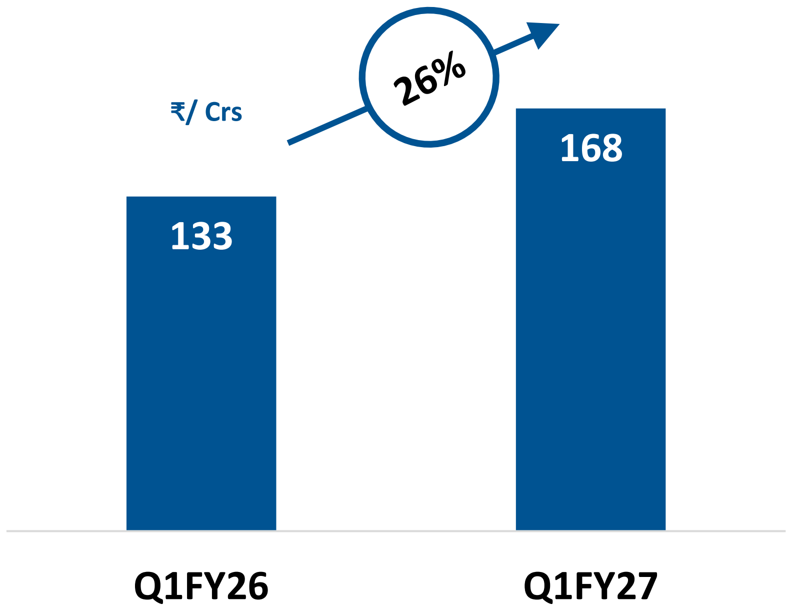
PIPELINE BY CONTRACT TYPE



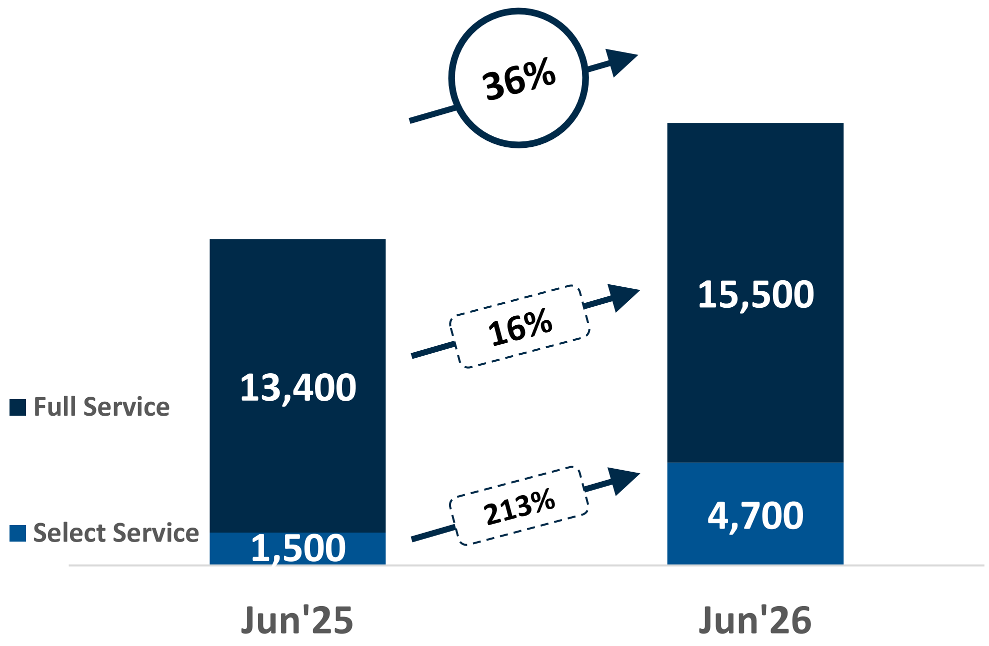
*Capital Light Lease means Revenue share leases where the capex is spent by Lessor and IHCL retains P&L net of Revenue share lease payments

MANAGEMENT FEE GROWTH *BACKED BY NEW OPENINGS MOMENTUM*

MANAGEMENT FEE
(IHCL Consol)



NET UNIT GROWTH
No. of Managed Hotel Rooms



Management fee growth expected to continue at high teens CAGR with strong Not Like for Like growth

Management Fee includes Brand fee for Branded Residences Projects

Net Unit Growth denotes operational Inventory, Select service business includes keys for Ginger & Tree of Life

GROWTH BRANDS *ACCELERATED EXPANSION, HIGH GROWTH*

GINGER

Qmin quality quisine

260+ Hotels

Midscale Segment Leadership

Operating
165+ Hotels

Pipeline
95+ Hotels

₹ 183 Cr
Consol Hotel Revenue
20% Growth YoY

39%
EBITDAR

Ginger Hyderabad, Genome Valley
(Leased Hotel Opened in Q1FY27)

6 Hotels Opened (Q1)

5 Hotels Signed (Q1)

ANK / PRIDE Integration

45+ Addendums
Closed

TREE OF LIFE Resorts & Hotels

Operating
23 Hotels

Pipeline
18 Hotels

amã STAYS & TRAILS

Operating
196 Properties

Pipeline
186 Properties

Portfolio includes hotels under Brand Conversion discussions

Not Like for Like Acquisitions

NEW ACQUISITIONS *SET FOR MEANINGFUL CONTRIBUTION*

11 Operational Hotels | **11** in Pipeline

Proforma Revenue Q1

11 Cr | **42%** Growth YoY

4 Hotels to open in FY27

Transaction completed on 21-Apr ’26

Revenue contribution to IHCL Consol Revenue for part period is ₹ 8 Cr

Brij Sindhudurg
(Opening this year)

Brij Ranthambore
(Opening this year)

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Portfolio of 2 Properties

Consol Revenue Q1

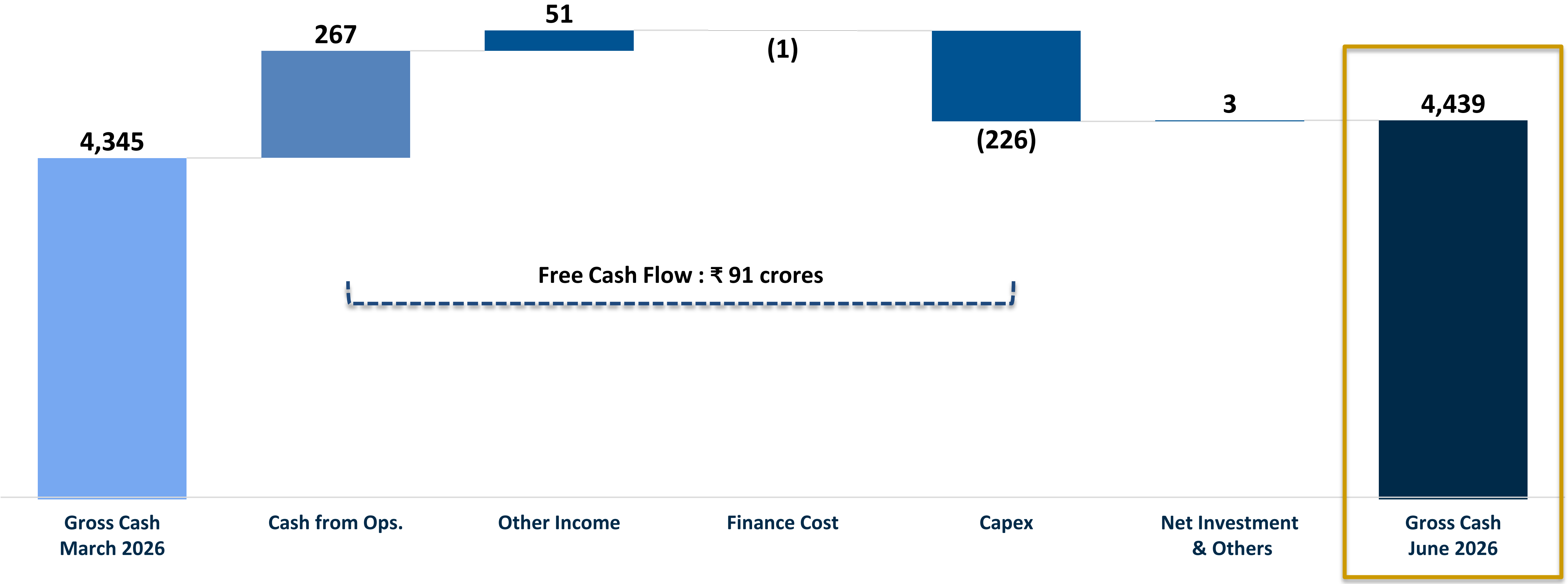
19 Cr | **19%** Growth YoY

New Wellness Resort Signed in Hyderabad (Managed Property)

Expected to open in 2029

WELL POSITIONED TO INVEST FOR GROWTH *WITH ₹ 4,400 CR+ CASH*

₹ /crores



INVESTING IN OUR ASSETS *KEY ONGOING BROWNFIELD PROJECTS*

Taj Lucknow
(Expansion)

96 Keys addition
(2028)

Gateway, Calicut
(Full Upgrade)

75 Keys under renovation
(2028)

Blue Diamond, Pune
(Full Upgrade & Brand Migration)

110 keys renovation in Phases
(2028)

Estimated Capex spend of ₹ 300+ Cr for above renovations

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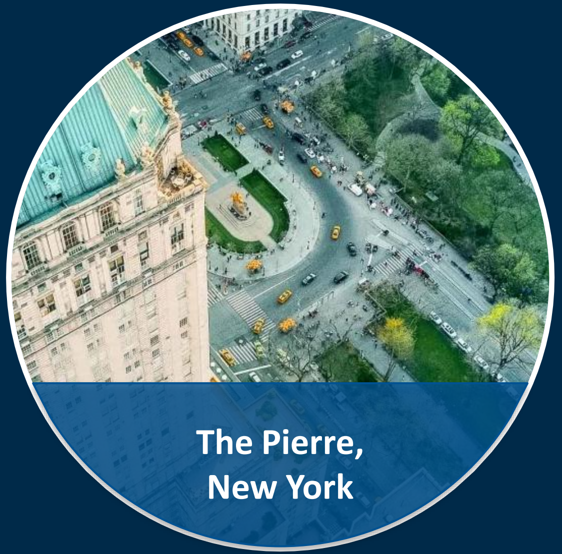
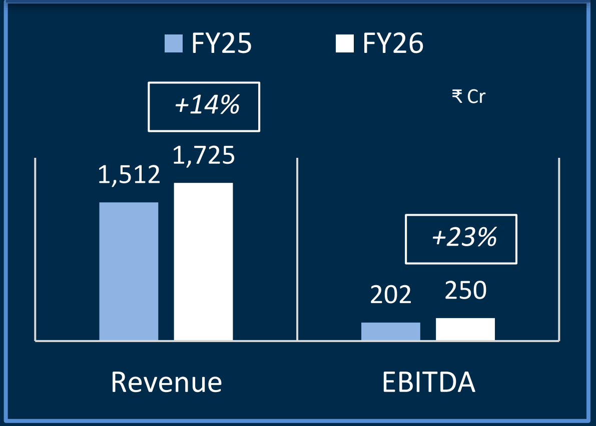
TAJ CLARIDGES COLLECTION ātmantan BRIJ SELEQTIONS CLARKS GATEWAY VIVANTA GINGER TREE OF LIFE amã Qmin SOULINAIRE TAJ SATS IHCL

INVESTING IN OUR ASSET ACROSS KEY GATEWAY LOCATIONS



International Portfolio Performance improved substantially (Full Year FY26*)



*Includes Fee from Managed International Hotels

- Portfolio of 1,000+ Owned Luxury hotel Keys across 5 Global Gateway cities & ~2,000 Managed Keys in Dubai, Maldives, South Africa & Indian Sub-continent
- City Centre Locations with High Entry Barriers
- Strategically positioned to capture Indian Outbound & Diaspora travel demand

Invested $ 30+ Mn over FY25 - FY26 to strengthen Key Assets Globally

TAJ CLARIDGES COLLECTION ātmantan BRIJ SELEQTIONS CLARKS GATEWAY VIVANTA GINGER TREE OF LIFE amã Qmin SOULINAIRE TAJ SATS IHCL

ASSET MANAGEMENT *STRENGHTHENING F&B CONCEPTS*

Under Full Renovation at
Taj Lands End
Mumbai

Coming soon at
Taj Mahal Palace & Towers
Mumbai

Coming soon at
Taj Mahal Palace & Towers
Mumbai

ROBUST PIPELINE OF 2,000+ KEYS *ON BALANCE SHEET*

Taj Bandstand
(95% Excavation completed)

~450 Keys

Taj Suheli & Taj Kadmat at Lakshadweep
(Approvals received)

183 Keys

Taj at Shiroda
(Approvals at Final Stages)

~300 Keys

Gateway Bengaluru
(2028)

286 Keys

Taj Pushpabanta Palace, Agartala
(2029)

~100 Keys

Taj Hathikuli, Kaziranga
(Approvals & Design stage)

80 Keys

Taj at Guwahati
(Approval & Design stage)

100 Keys

Gateway at Aguada Plateau
(Approvals in progress)

~110 Keys

Taj at Ranchi
(Approvals & Design stage)

~300 Keys

Ginger Goa – MOPA Airport (FY28)

~278 Keys

Opening Schedule is indicative and may change in future. Render Images

KEY ENABLER : TATA NEU *STRENGTHENING ENGAGEMENT & LOYALTY*

Points Earning Revenue
₹ 875 Crore
61% Growth YoY

Tata Neu App Revenue
₹ 99 Crore
+32% Growth YoY

Loyalty Points earning Revenue contribution to Enterprise
30%
800 bps Growth YoY

19 Mn
Total Members

1.7x
In 1 year

STRATEGIC ALLIANCE WITH ONEWORLD

TAJ INNERCIRCLE — oneworld

01
Group Airline Alliance

15
Partner Airlines

240 Mn
Reach

1. Extend Global Footprint & Increase Brand Visibility
2. Unlock Global & Local Demand Attract High Value & Frequent Travelers
3. Customer Acquisition
4. Leveraging oneworld CRM

PAATHYA *DOING BUSINESS THE RESPONSIBLE WAY*

paathyā
2030 Goals

Waste
100% operating hotels will have an organic waste management system

Water
100% water recycling

Energy
50% energy use to be from renewables

All hotels to provide
EV charging stations

Skilling
100,000+ Youth
Empower the Livelihood

Q1 FY27 UPDATE

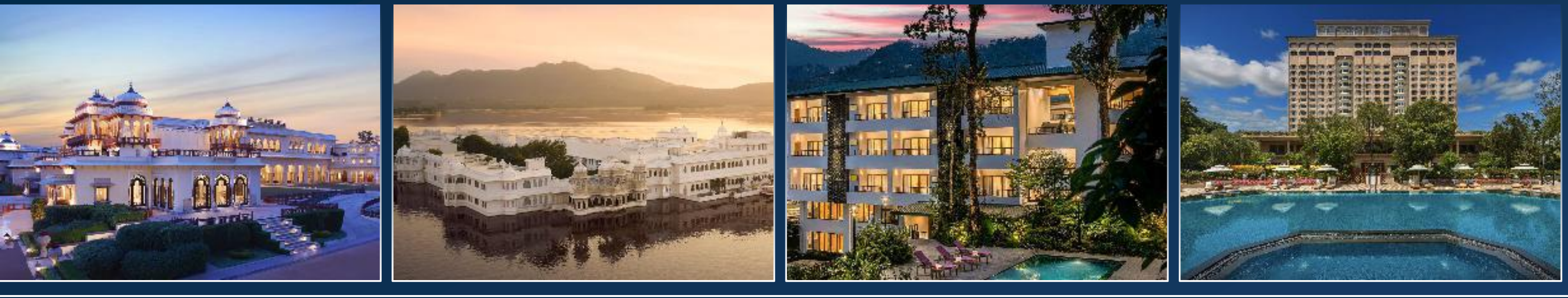
115 hotels have Organic Waste Composter, **88 hotels** have bottling plants to eliminate use of single-use plastic bottles

54%
water recycled

41%
Renewable energy

350 EV
charging stations across **170 locations** in India

55,000+
Youth Empowered since 2020

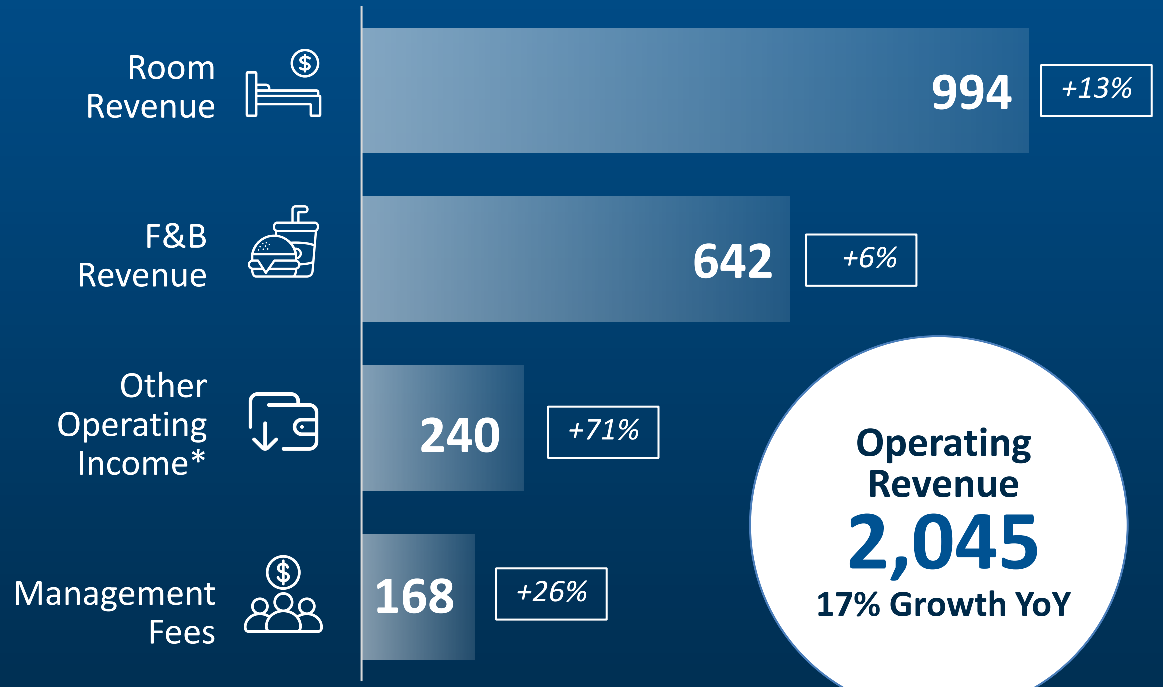


HOTEL SEGMENT

Revenue ₹ Cr & Growth YoY

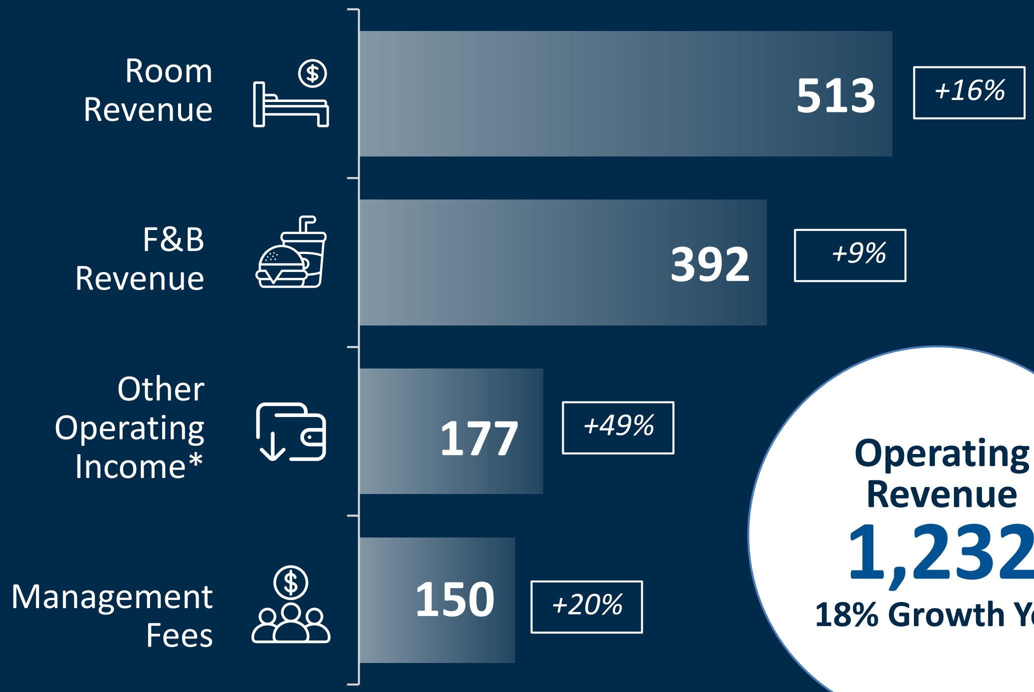
DIVERSIFIED REVENUE STREAMS *HOTEL SEGMENT*

IHCL CONSOL Q1 FY27



Operating Revenue
2,045
17% Growth YoY

STANDALONE Q1 FY27



Operating Revenue
1,232
18% Growth YoY

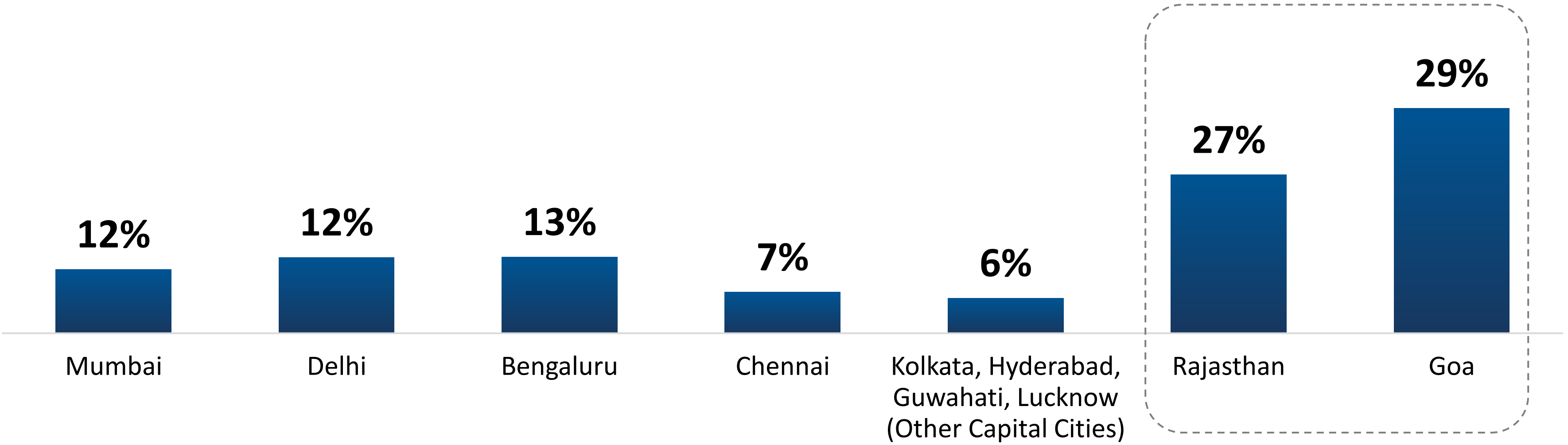
Growth YoY

* Atmantan revenue forms part of other operating Income w.e.f 16th Jan-26

LFL REVENUE GROWTH ACROSS KEY DOMESTIC MARKETS Q1FY27

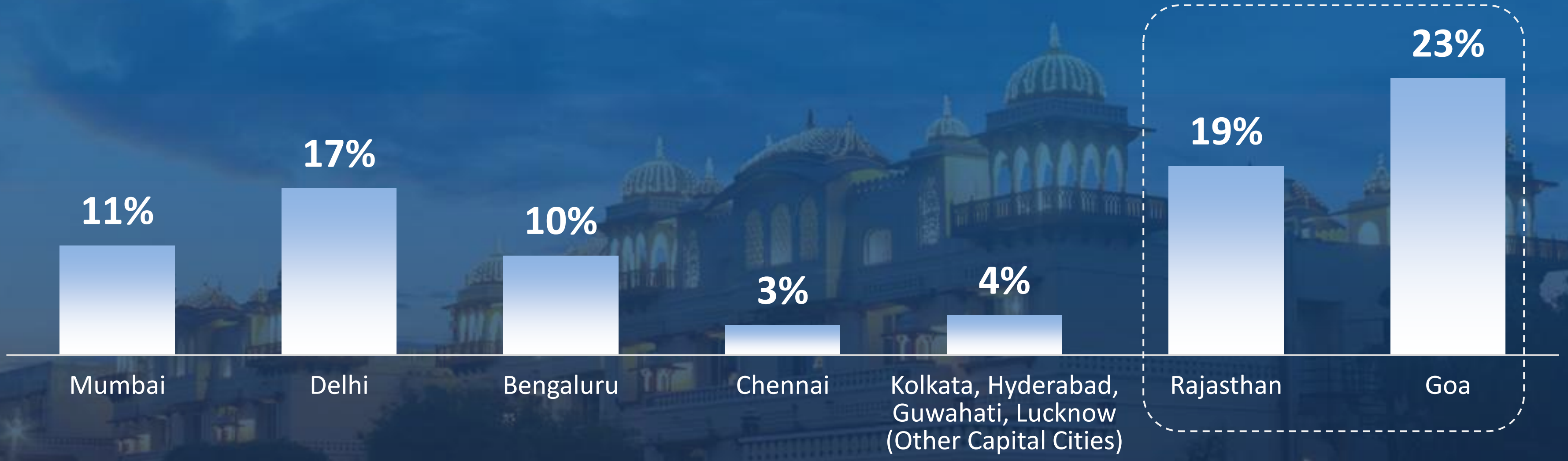
IHCL Consol. (Domestic)

Hotel Revenue & Fee Income Growth YoY



IHCL Enterprise (Domestic)

Hotel Revenue Growth YoY

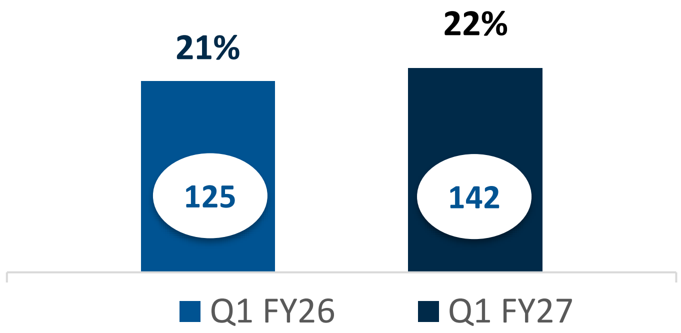


Data excludes hotels opened after 1st April 2025

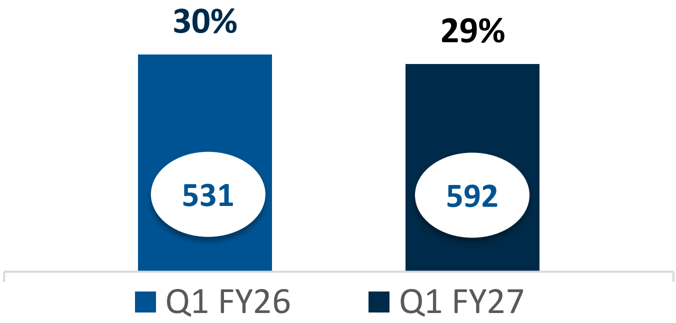
OPERATIONAL EFFICIENCIES *SUSTAINED MARGIN FOR CONSOL HOTEL SEGMENT*

Expense ₹ Cr

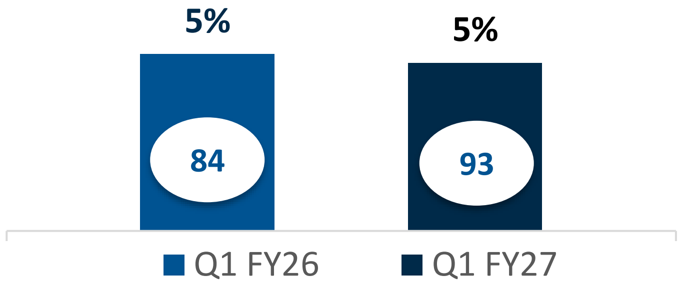
Raw Material Costs
as % of F & B Revenue



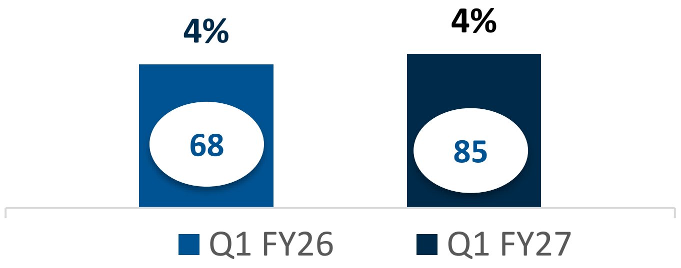
Payroll Costs
as % of Operating Revenue



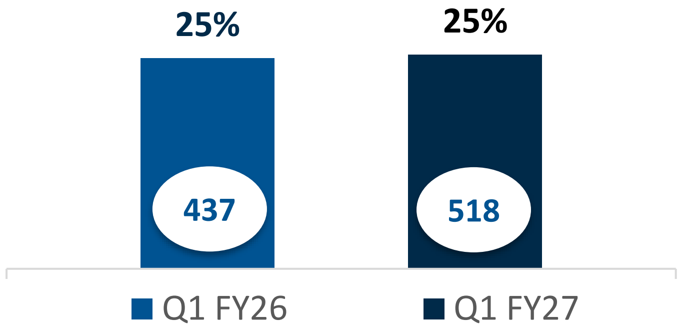
Fuel & Power Costs
as % of Operating Revenue



License Fees
as % of Operating Revenue

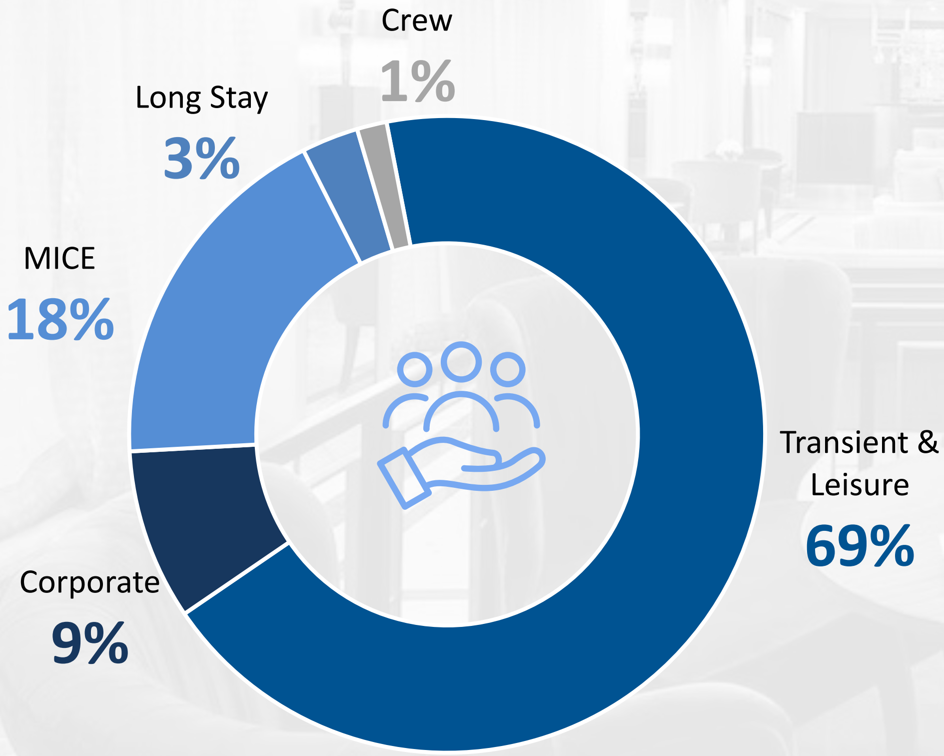


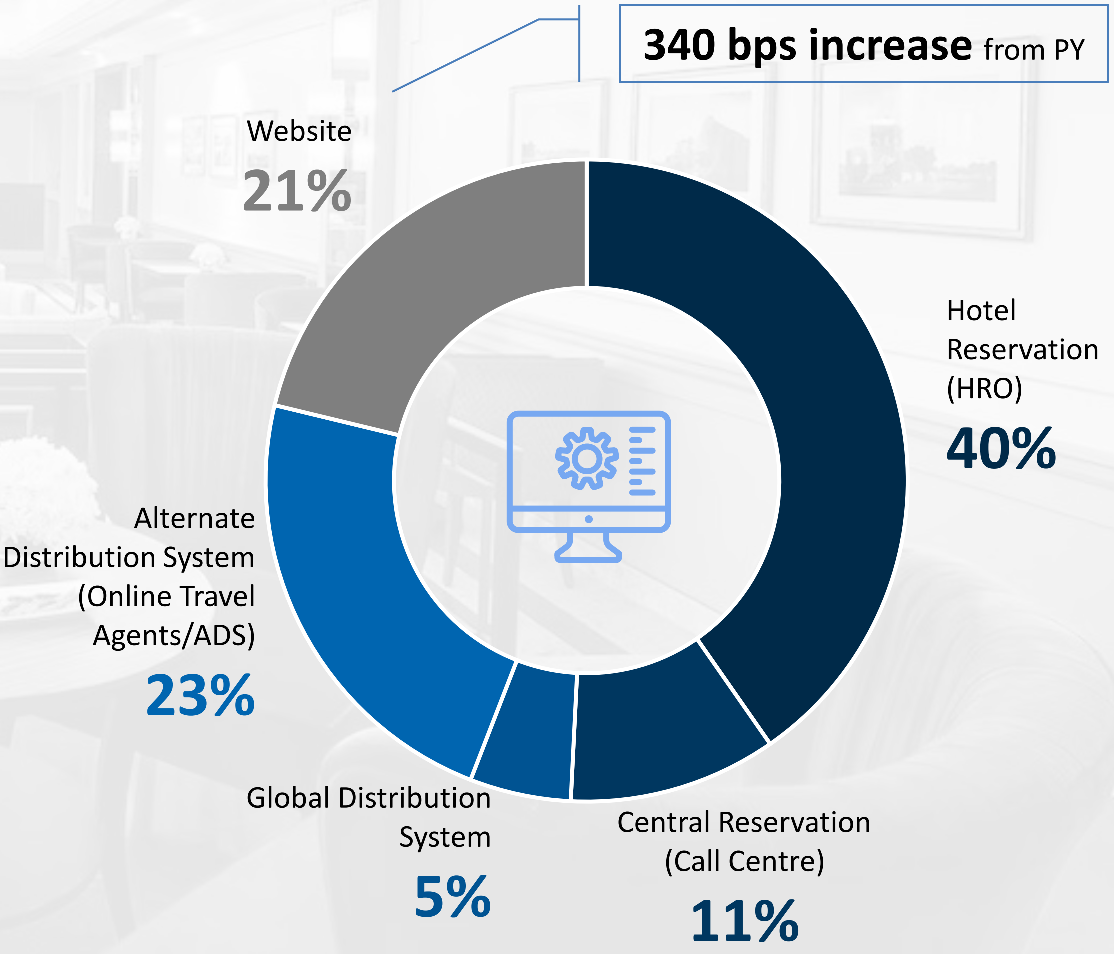
Other Expenditure
as % of Operating Revenue



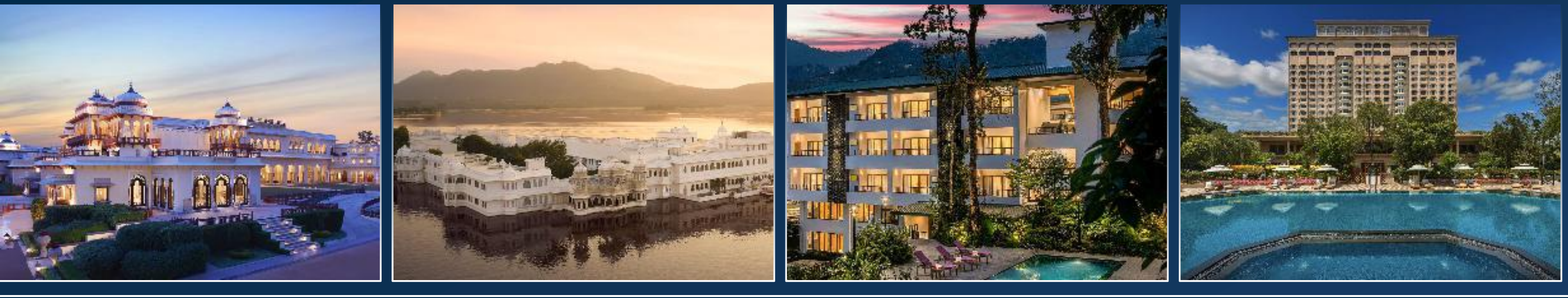
- RMC % cost impacted due to lower Banquet Business
- PNG/Diesel cost increased by ₹ 3 cr due to rate increases, offset by savings through multiple initiatives
- License Fees - Contract Renewals & Business mix

ROOM REVENUE *CUSTOMER SEGMENTS & CHANNEL MIX Q1FY27*





Data for IHCL Enterprise hotels (Core domestic Brands excluding Brij, Atmantan & Growth Business)



ANNEXURE

CONSOLIDATED P&L *Q1 FY27*

PARTICULARS (₹ CR)	Q1 FY26	Q1 FY27	Var. vs FY26
Revenue from Operations	**2,041**	**2,339**	**15%**
Non Operating Revenue	61	80	31%
Total Revenue	**2,102**	**2,419**	**15%**
Total Expenditure	1,465	1,666	14%
Operating EBITDA	**576**	**673**	**17%**
Operating EBITDA Margin %	**28.2%**	**28.8%**	**+0.5 pp**
EBITDA	**637**	**753**	**18%**
EBITDA Margin %	**30.3%**	**31.1%**	**+0.8 pp**
Depreciation Expense	143	163	14%
Finance Costs	55	57	4%
Profit/(Loss) Before Tax	**440**	**533**	**21%**
Profit/(Loss) After Tax	**319**	**391**	**22%**
Share of Associates & JV & Minority Interest	(23)	(33)	-
Profit/(Loss) After Tax	**296**	**358**	**21%**

STANDALONE REPORTED P&L *Q1 FY27*

Particulars (₹ Cr)	Q1 FY26	Q1 FY27	Var. vs FY26
Revenue from Operations	1,045	1,232	18%
Non- Operating Revenue	55	66	20%
Total Revenue	**1,099**	**1,298**	**18%**
Total Expenditure	682	755	11%
Operating EBITDA	**363**	**477**	**31%**
Operating EBITDA Margin%	**34.7%**	**38.7%**	**+4.0 pp**
EBITDA	**417**	**542**	**30%**
EBITDA Margin%	**38.0%**	**41.8%**	**+3.8 pp**
Depreciation and Amortization Expense	67	70	5%
Finance Costs	25	25	1%
Profit/ (Loss) Before Tax	**326**	**448**	**37%**
Profit/(Loss) After Tax	**245**	**337**	**38%**
PAT Margin	**22.2%**	**26.0%**	**+3.8 pp**

₹ /crores

KEY LEGAL ENTITIES

Legal Entities	REVENUE		EBITDA		EBITDA MARGIN	
	Q1FY26	Q1FY27	Q1FY26	Q1FY27	Q1FY26	Q1FY27
UOH Inc. - USA	236	**246**	19	**19**	7.8%	**7.7%**
St James Court, London	163	**165**	48	**36**	29.2%	**22.0%**
PIEM Hotels Ltd.	140	**151**	34	**38**	24.7%	**24.9%**
Benares Hotels Ltd.	27	**35**	12	**14**	44.1%	**39.3%**

*UK Performance impacted by ongoing renovations & Impact on travel due to geopolitical conflicts

OPERATIONAL INVENTORY

OPERATIONAL	Owned (Standalone & Subsidiary)		JV / Associates		Managed Contracts & Distribution Arrangements		Total Operational	
By Brand	Hotels	Keys	Hotels	Keys	Hotels	Keys	Hotels	Keys
Taj	30	5,124	13	1,185	50	7324	93	13,633
Claridges Collection	2	257			1	122	3	379
Gateway	3	211	4	154	7	783	14	1,148
SeleQtions	5	613			34	2637	39	3,250
Vivanta	5	824	3	384	24	2926	32	4,134
Ginger	67	5,926			99	4484	166	10,410
Tree of Life	11	180			12	243	23	423
Atmantan	1	97					1	97
Brij	10	123			1	12	11	135
Grand Total	**134**	**13,355**	**20**	**1,723**	**228**	**18,531**	**382**	**33,609**

As on for 30th June

TAJ CLARIDGES COLLECTION ātmantan BRIJ SELEQTIONS CLARKS GATEWAY VIVANTA GINGER TREE OF LIFE amã 7min SOULINAIRE TAJ sats IHCL

SIGNED INVENTORY

PIPELINE	Owned (Standalone & Subsidiary)		Managed		Total Pipeline	
	Hotels	Keys	Hotels	Keys	Hotels	Keys
Taj	6	1,200	51	9,500	57	10,700
Claridges Collection			1	100	1	100
Atmantan			1	100	1	100
Gateway	1	400	40	6,500	41	6,900
SeleQtions	1	50	16	1,500	17	1,550
Vivanta			22	3,400	22	3,400
Ginger	41	4,200	55	4,750	96	8,950
Tree of Life	6	200	12	400	18	600
Brij	11	300			11	300
Grand Total	**66**	**6,350**	**198**	**26,250**	**264**	**32,600**

As on for 30th June

HOTELS OPENED IN Q1

Sl No	Name	Brand	Ownership	Keys
1	Taj Bush Lodge, Greater Kruger, South Africa	Taj	Management Contracts	6
2	Taj Hessischer Hof Frankfurt	Taj	Subsidiary	126
3	Ayodhyam - IHCL SeleQtions	SeleQtions	Management Contracts	162
4	Bandra House, Mumbai - IHCL SeleQtions	SeleQtions	Management Contracts	39
5	Ginger Kota, Vishwakarma Nagar	Ginger	Management Contracts	28
6	Ginger Hyderabad, Genome Valley	Ginger	Subsidiary	75
7	Ginger Agra, Fatehabad Road	Ginger	Subsidiary	70
8	Ginger Gadchiroli , Mul Road	Ginger	Management Contracts	34
9	Ginger Siwan, Chapra Road	Ginger	Management Contracts	30
10	Gateway Kandla	Gateway	Management Contracts	93
11	Clarks Inn Bokaro	Ginger	Management Contracts	37
			Total	**11 Hotels** **700 Keys**

OPENINGS EXPECTED IN Q2

Sl No	Name	Brand	Ownership	Keys
1	Taj Palace, Lucknow	Taj	Management Contracts	181
2	Taj Tadoba Resort & Spa, Nagpur	Taj	Management Contracts	35
3	Taj Resort, Pushkar	Taj	Management Contracts	110
4	Himalayan Hillcroft Sirmaur - IHCL SeleQtions	SeleQtions	Management Contracts	41
5	Vivanta Gurugram Sector 95A **(Open Now)**	Vivanta	Management Contracts	160
6	Vivanta Amaltas, Indore	Vivanta	Management Contracts	202
7	Vivanta Bhogapuram	Vivanta	Management Contracts	156
8	Ginger Jorhat	Ginger	Subsidiary	78
9	Tree of Life Hartola	Tree of Life	Management Contracts	31
10	Ginger Vadodara	Ginger	Management Contracts	50
11	Ginger Guwahati	Ginger	Management Contracts	32
12	Corbett IHCL SeleQtions	SeleQtions	Franchise	72
13	Tree of Life Khandala	Tree of Life	Management Contracts	50
14	Tree of Life Dwarka	Tree of Life	Management Contracts	60
			Total	**14 Hotels** **1,200+ Keys**

Opening Schedule is indicative and may change in future

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, cyclicality 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.

DIVERSIFIED BY DESIGN, BUILT TO COMPOUND

GLOBAL CONFERENCE CALL Q1FY27

21st July 2026