



ITC HOTELS LIMITED

Q4 & FY25 Results

CLUB  ITC





This presentation contains certain forward-looking statements including those describing the Company's 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 guarantee 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, changes in Government regulations, tax regimes and other statutes, and the ability to attract and retain high quality human resource.

ITC Hotels Limited at a glance



ITC HOTELS LIMITED

Launched in **1975**, we are
India's Pre-eminent
Hospitality Chain, embodying
the essence of Indian
Hospitality & Sustainability



140+
Hotels



90 +
Destinations



13,300+
Keys



6 Distinct
Hotel Brands



Iconic F&B Cuisine
and Brands



Strong
partnerships



Strong Sustainability
Credentials



Robust operational
performance



ITC Grand Bharat



Current Operating Footprint

140+ Hotels

13,300+ Keys

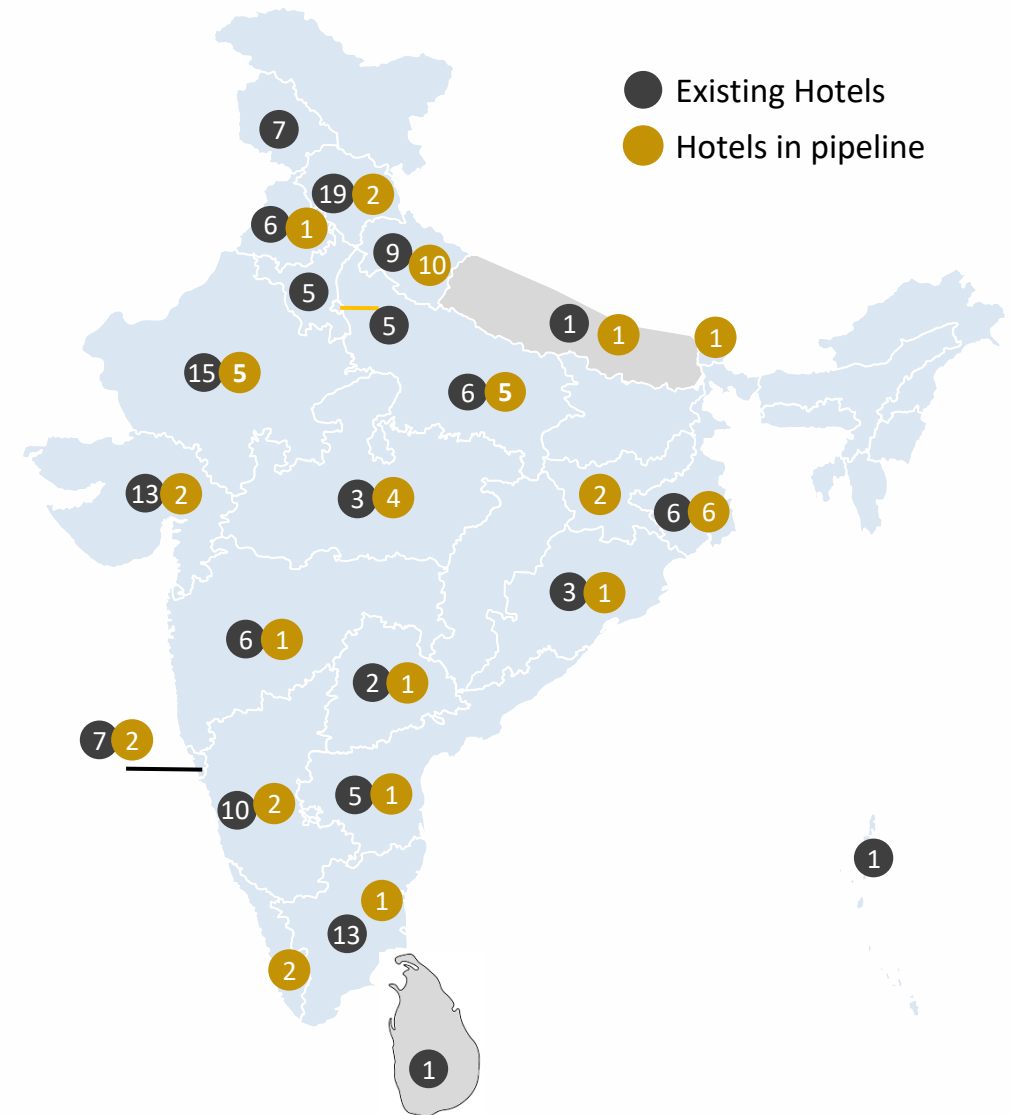
(Owned / Managed Mix By % Keys : 42% / 58%)

By 2030

220 Hotels

20,000+ Keys

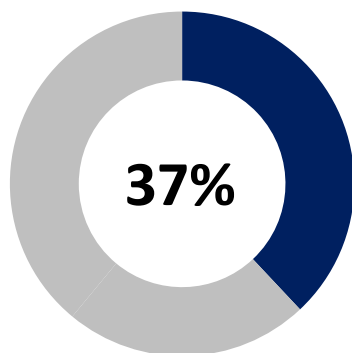
(Owned / Managed Mix By % Keys : 30% / 70%)






ITC HOTELS
RESPONSIBLE LUXURY

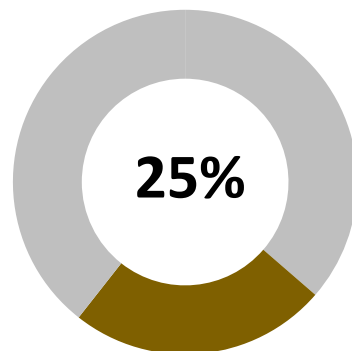

MEMENTOS
BY ITC HOTELS



18 Hotels, 5000 Keys


WELCOMHOTEL
BY ITC HOTELS

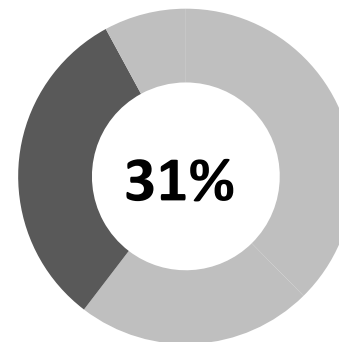
STORII
BY ITC HOTELS



35 Hotels, 3300 Keys


FORTUNE

Member ITC Hotels' Group

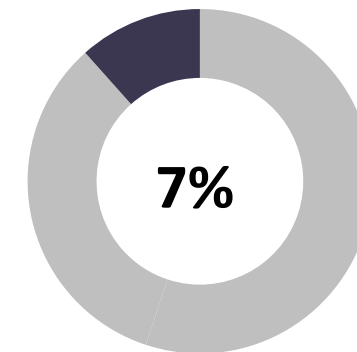


56 Hotels, 4100 Keys



WelcomHeritage

Palaces • Forts • Havelis • Resorts



34 Hotels, 1000 Keys



India's 1st Hotel Chain

to be awarded with

**USGBC Leadership Award for
Organizational Excellence 2024**



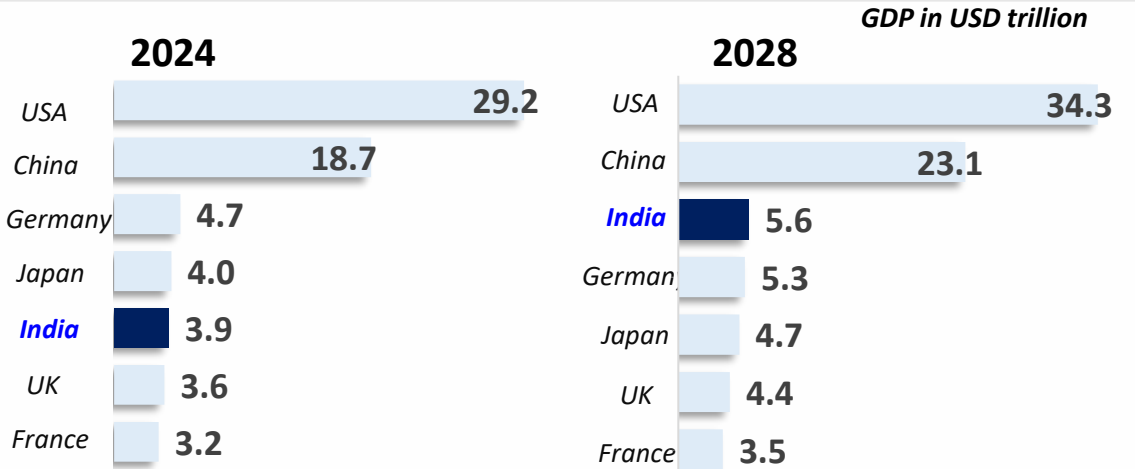
Trailblazer in Responsible Luxury



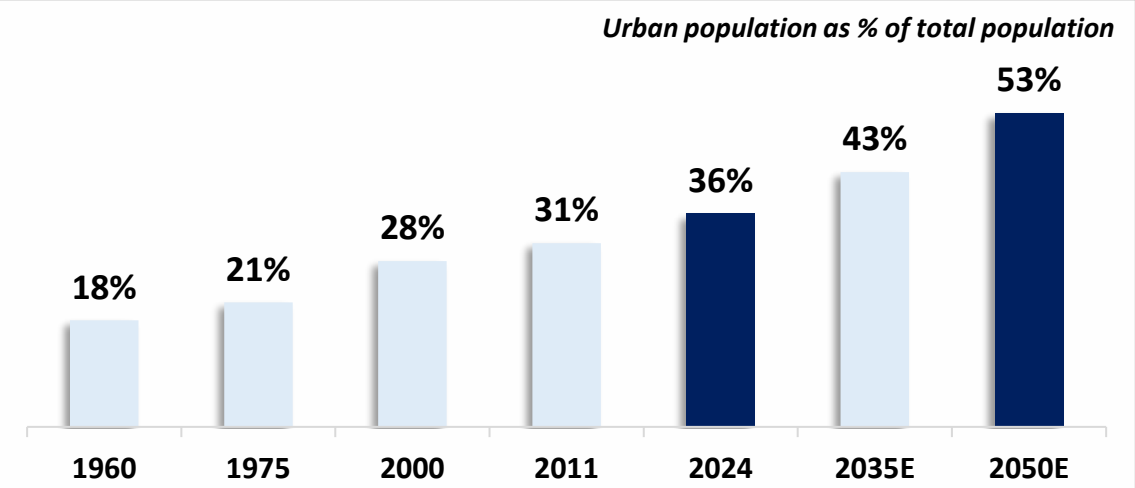
Macro-Economic Environment



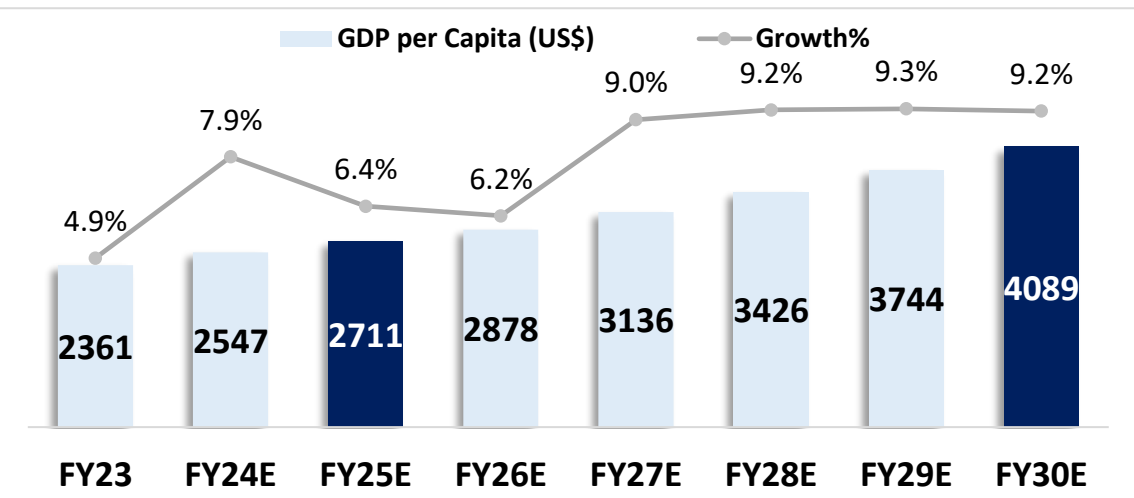
Fastest Growing Large Economy



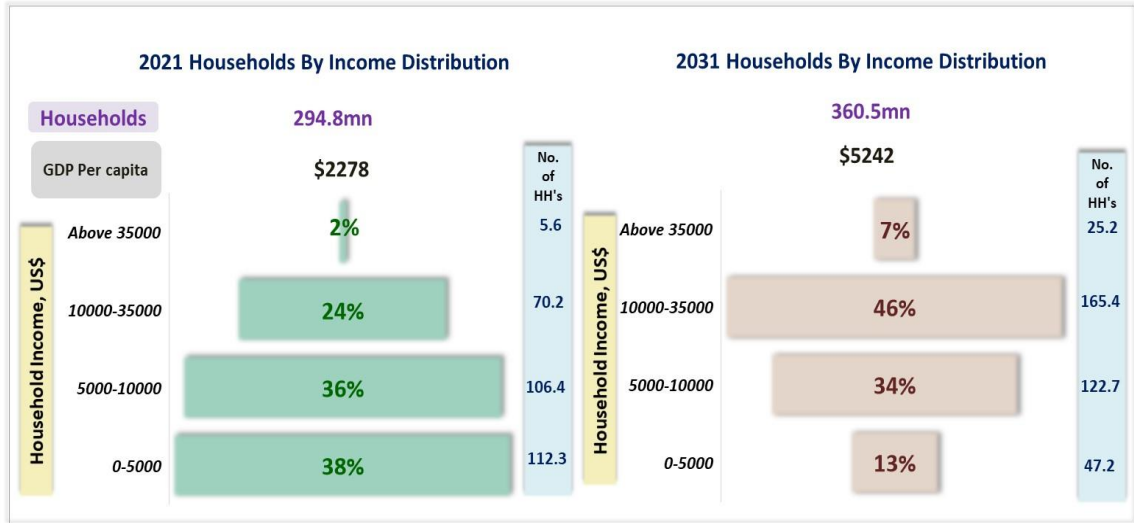
Rapid Urbanization



Rising incomes → Higher discretionary spending



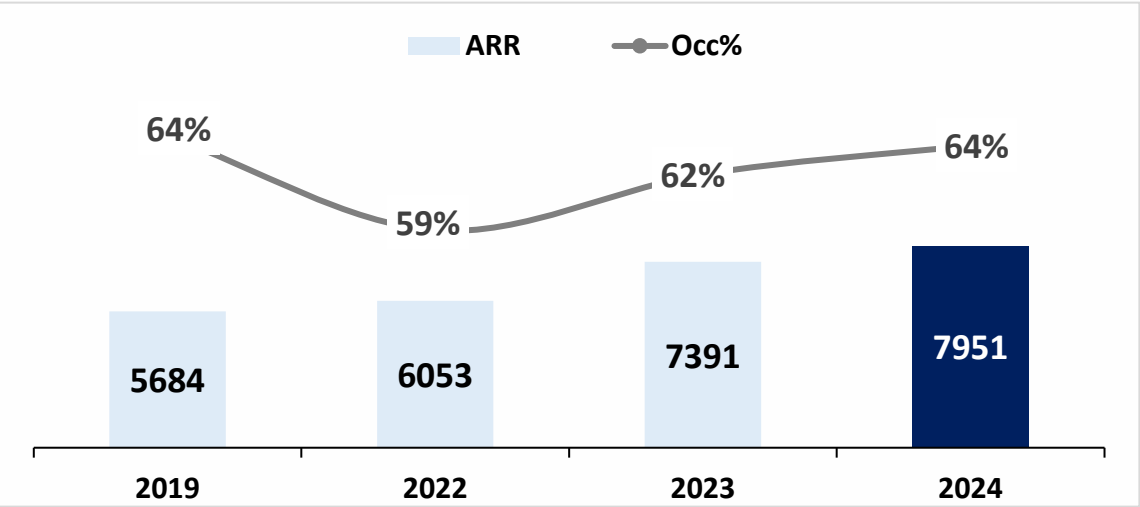
Affluent Households to grow 2.5x



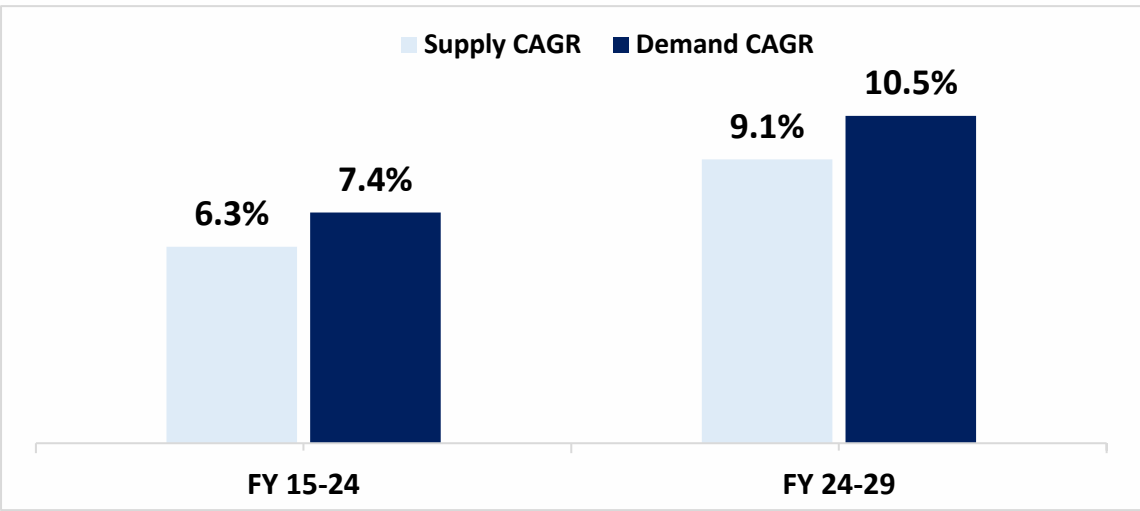
Source: IMF, Horwath HTL, Analyst Reports



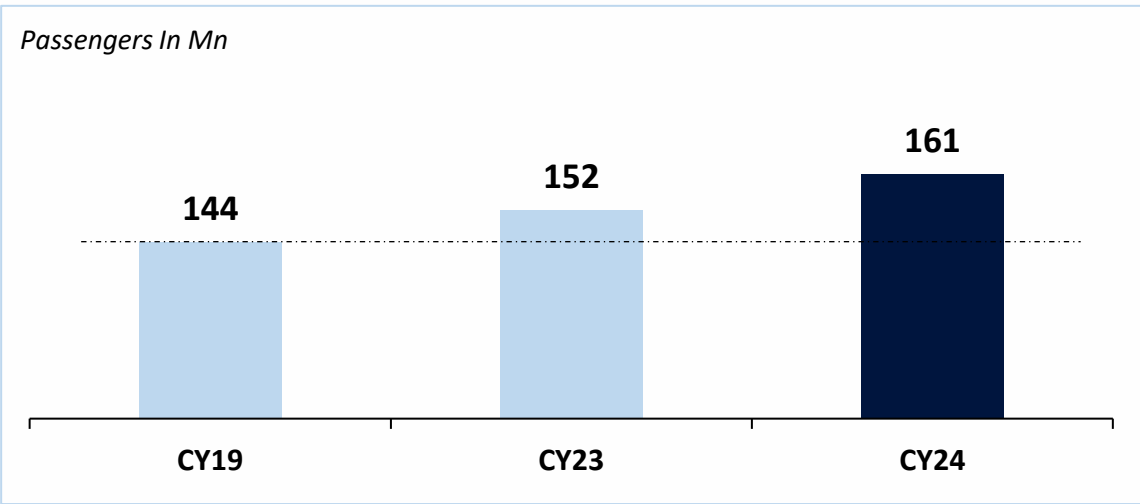
Strong recovery in Indian Hospitality



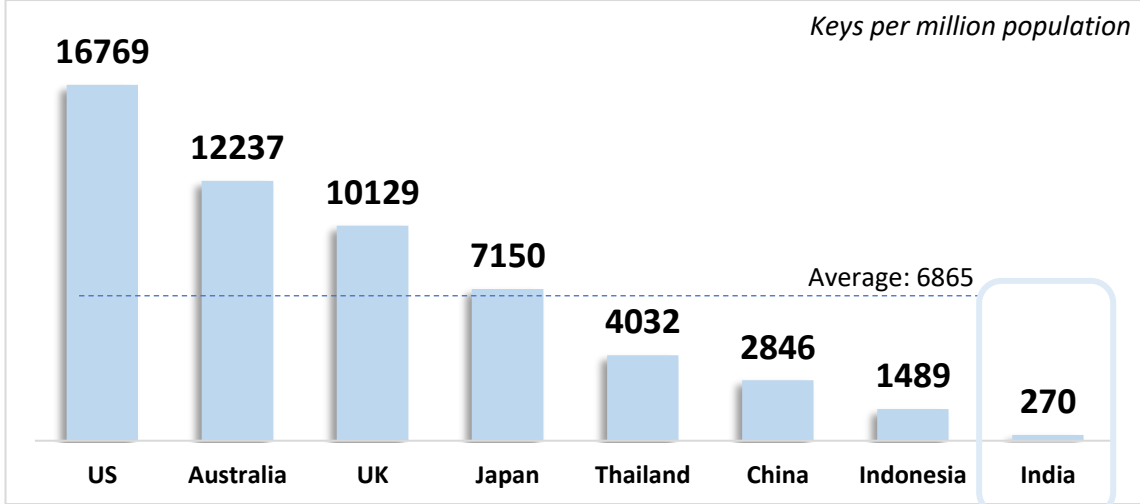
Demand expected to remain well ahead of supply



Domestic Air passengers traffic +12% over 2019



Sector remains significantly under penetrated





ITC KOHENUR

Key Performance Highlights



Key Highlights



Record high performance; Highest ever Revenue and Profits

- **Full Year:** Total Revenue at ₹ 3333 cr. and PAT at ₹ 698 cr.
- **Q4:** Total Revenue at ₹ 1017 cr. up 17% and PAT at ₹ 264 cr. up 44%
- **54 signings and 30 Hotel openings** in last 24 months; **robust** pipeline across brands

Demerger & Successful Listing

- Seamless transition for all Stakeholders
- Listing on Stock Exchanges with current market capitalization of over ₹ 40,000 Cr.

Trailblazer in Responsible Luxury

- **First Indian Hotel Chain** to receive “USGBC Leadership Award for Organizational Excellence”.
- **World’s First 8 LEED Zero Water Hotels.** 4 new hotels added during the year.

First International Hotel → ITC Ratnadipa, Colombo

- Successful opening & **EBITDA positive** in H2
- **Travel + Leisure Awards 2024** – International Hotels – Best New Hotel / Resort



Record High Q4 Revenue & Profits



Total Revenue

₹ 1017 Cr ▲ 17%

Optg. EBITDA

₹ 395 Cr ▲ 24%

Optg. EBITDA Margin

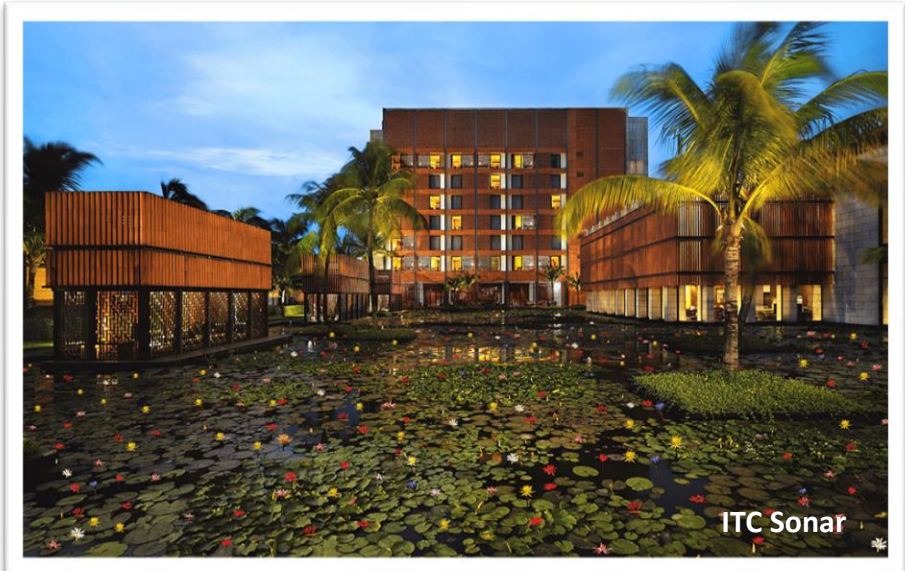
40% ▲ 350 bps

PAT

₹ 264 Cr ▲ 44%

PAT Margin

26% ▲ 490 bps



Standalone Financials

Figures for previous year includes Hotels Business of ITC Ltd. to facilitate like-for-like comparison

Stellar FY25 Performance



Total Revenue

₹ 3,333 Cr

Optg. EBITDA

₹ 1,189 Cr

Optg. EBITDA Margin

36%

PAT

₹ 698 Cr

PAT Margin

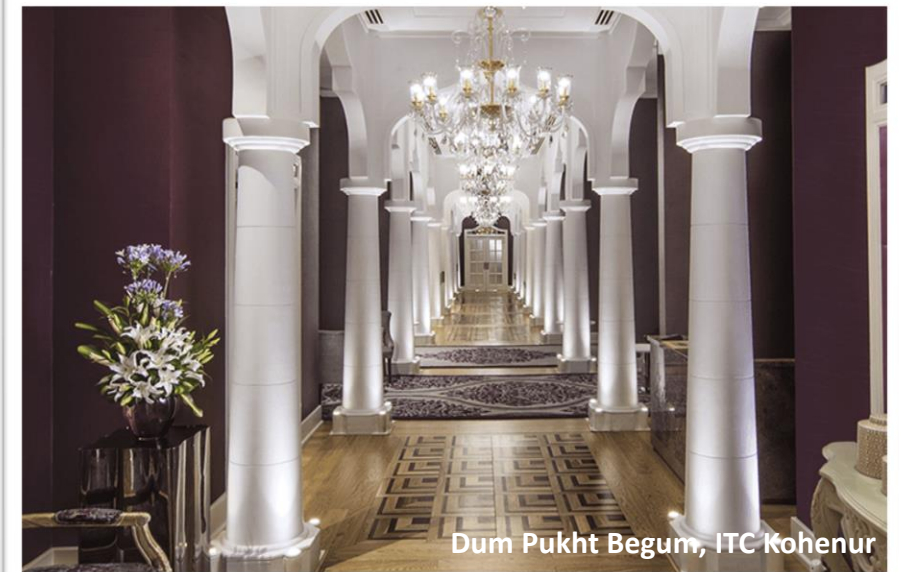
21%

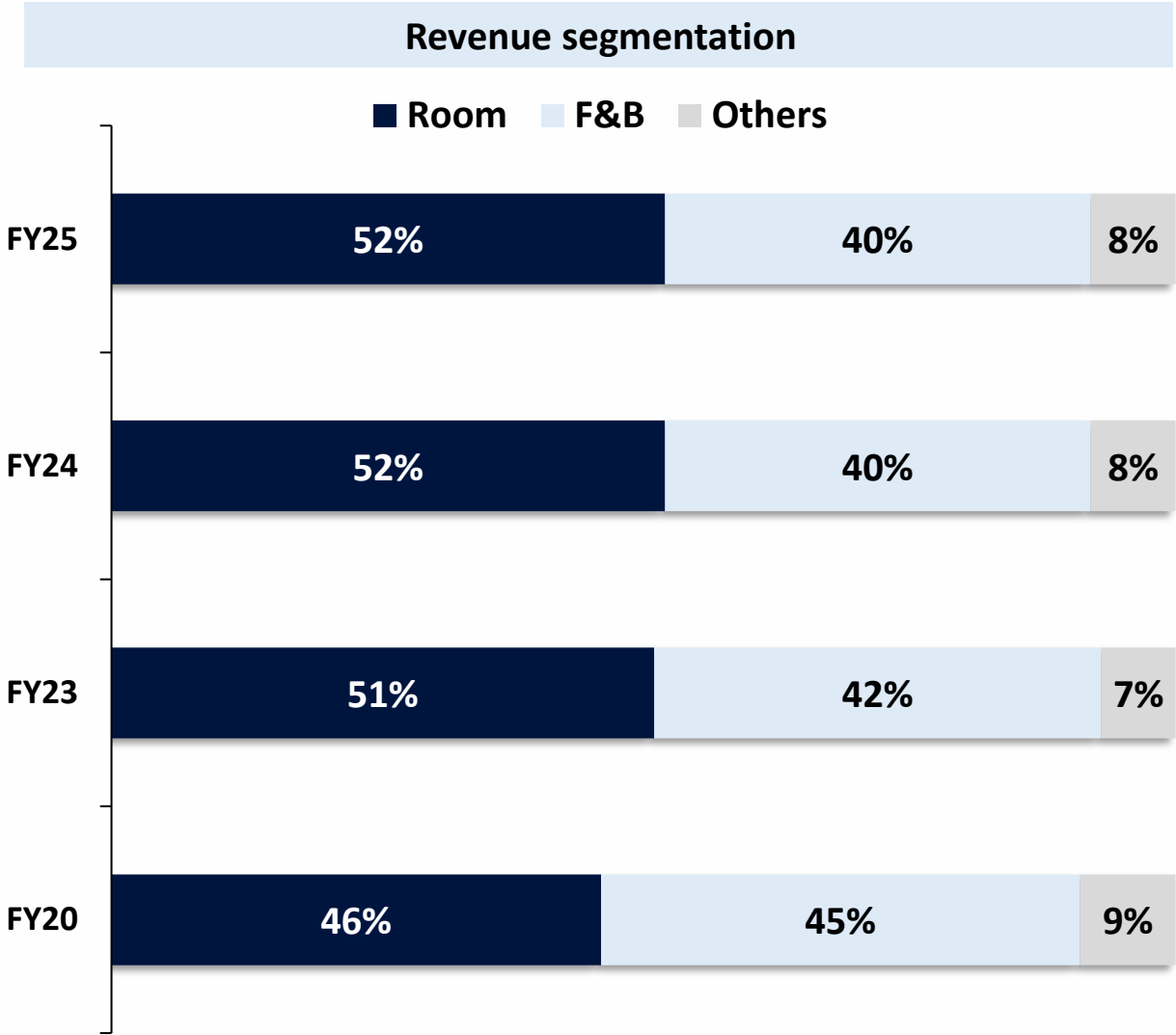
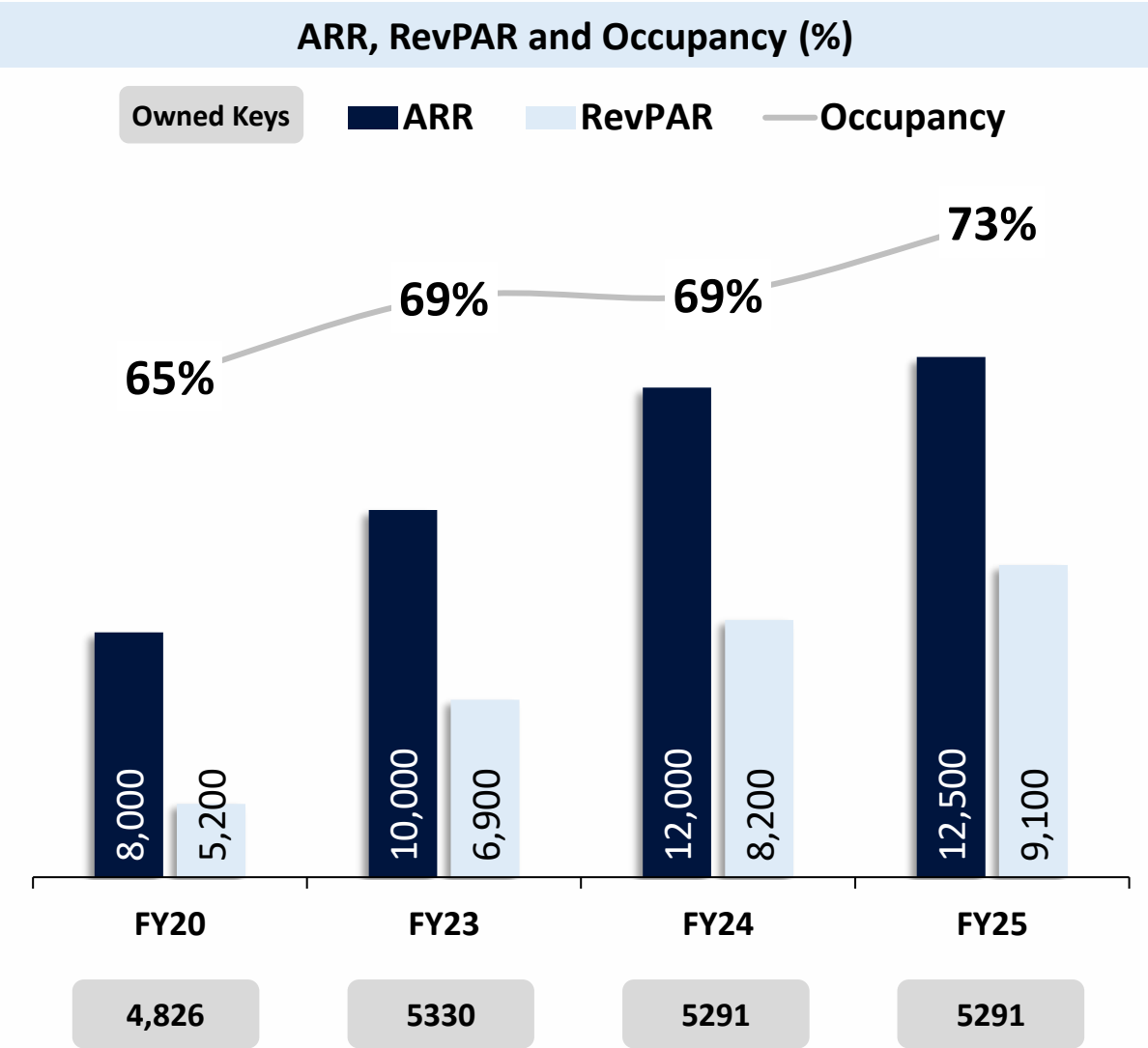
ROCE[#]

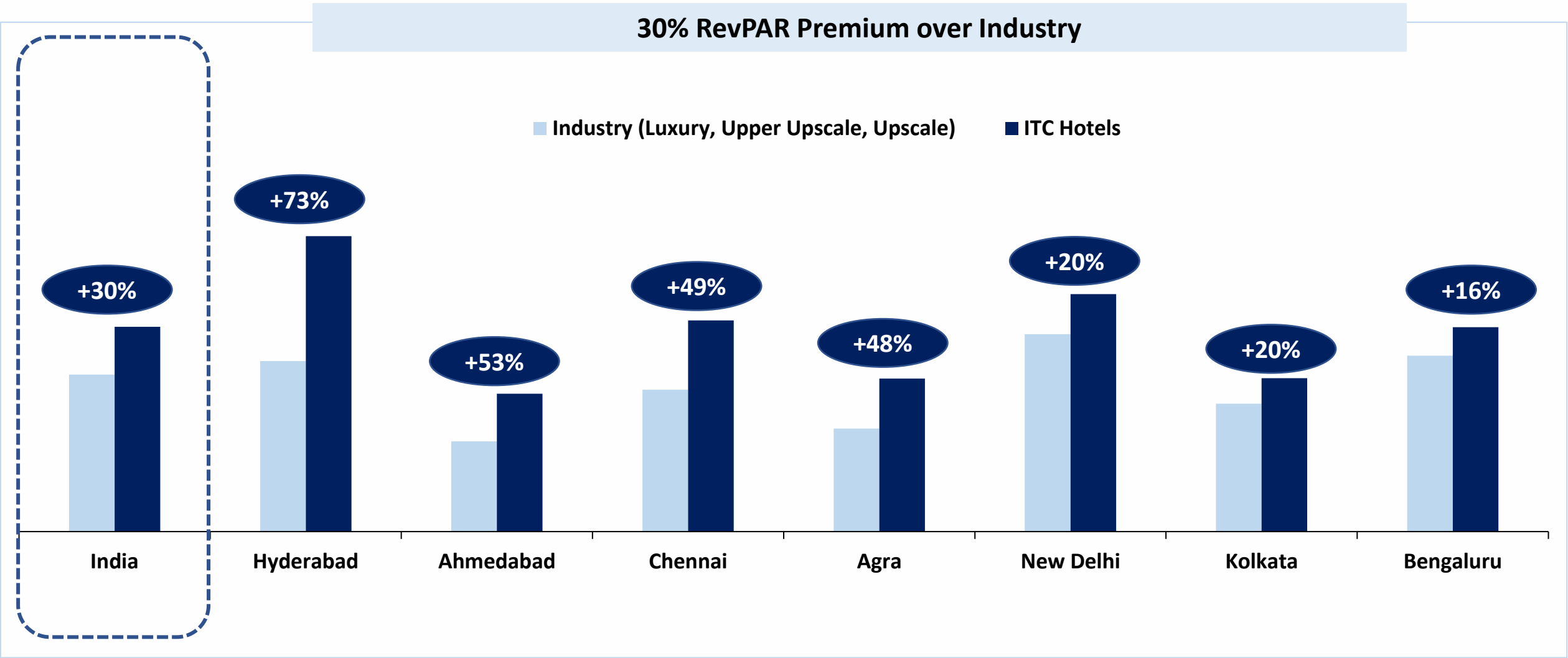
21%[#]

Standalone Financials

Properties with at least 5 years of operations







Data for April'24 to March'25 (for Owned Hotels)
Source: CoStar

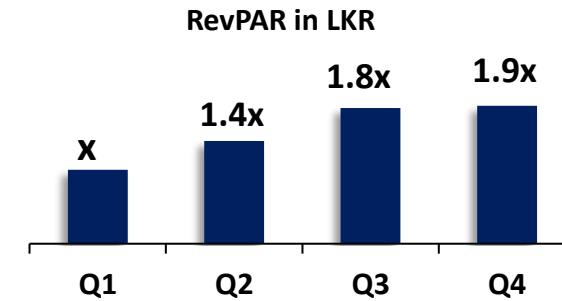
ITC Ratnadipa : A Jewel in Colombo's Skyline

One of its Kind Mixed Use Development
352 Keys Hotel + Retail Spaces + Residences



ITC Ratnadipa, Colombo

Strong Q-o-Q RevPAR growth

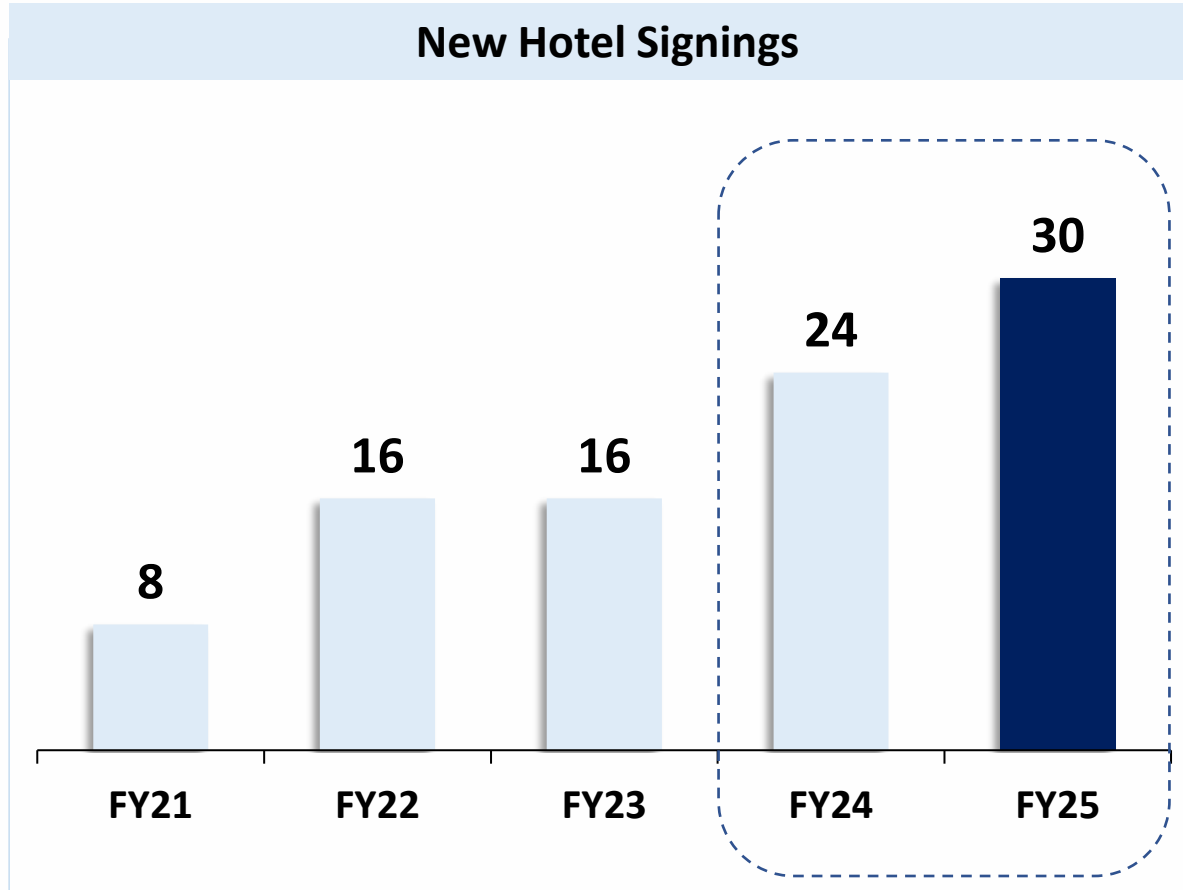


EBITDA Positive
in H2 FY25

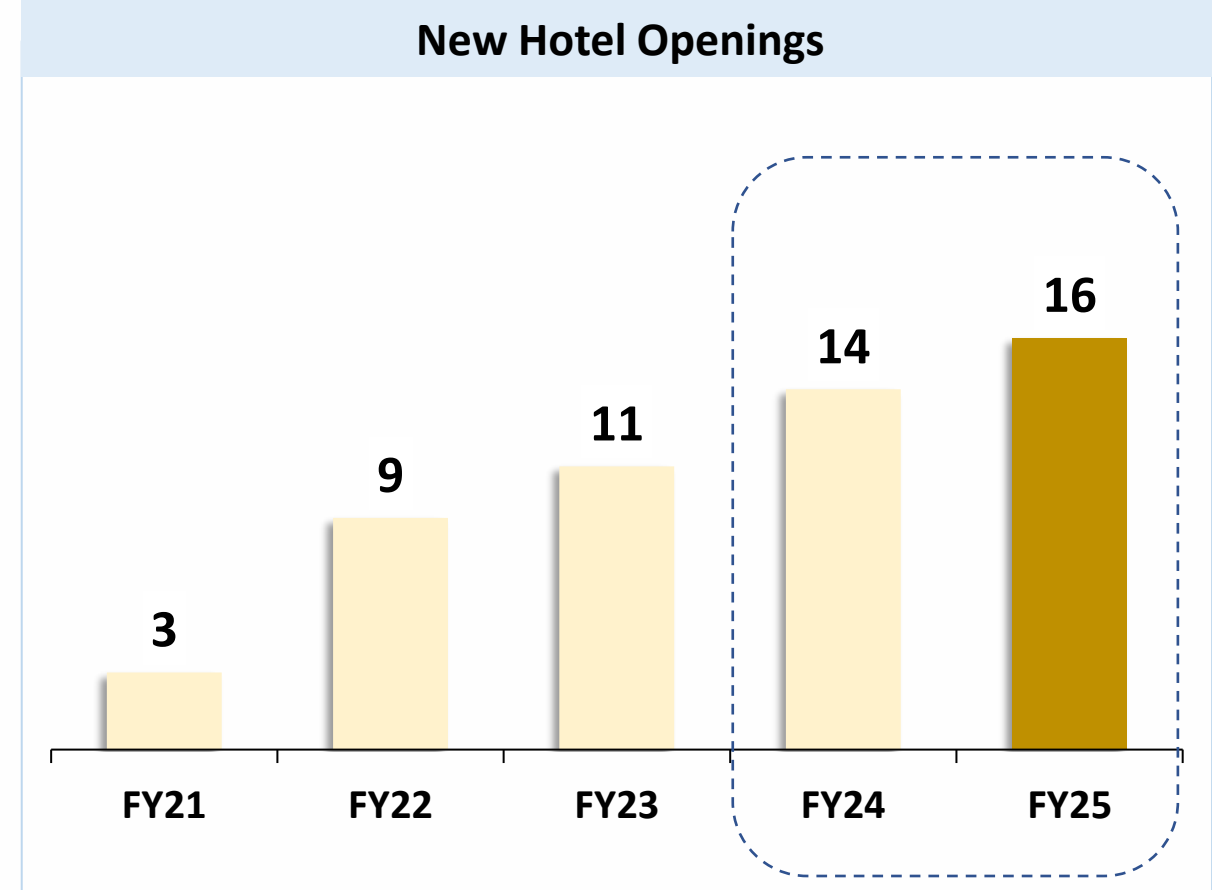


54 Hotels Signed & 30 Hotels opened in last 2 Years

New Hotel Signings



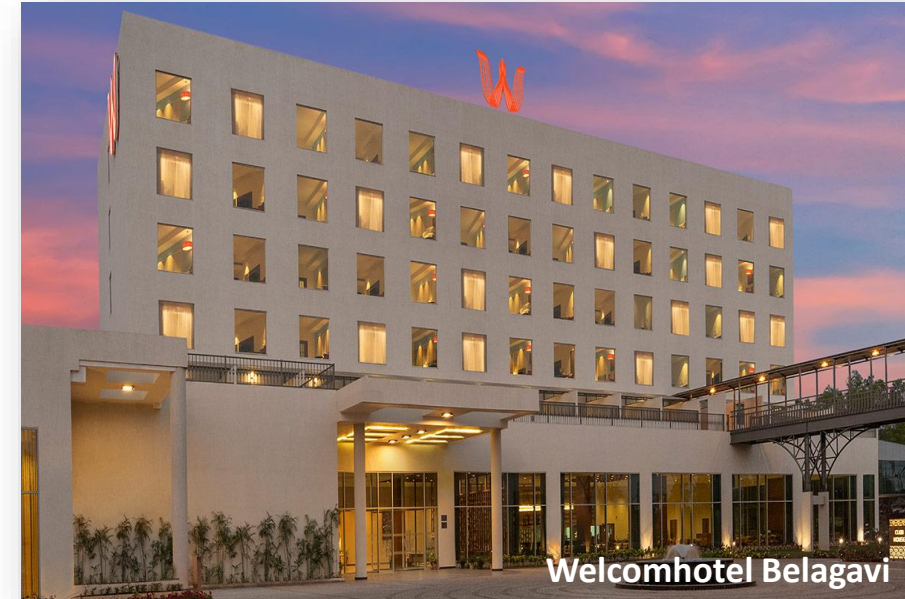
New Hotel Openings



Recent Openings



M
MENTOS
BY ITC HOTELS
MEMORIES AVAILABLE



W
WELCOMHOTEL
BY ITC HOTELS
ENRICHING EXPERIENCES AWAIT



Recent Openings



Storii Jaisalmer

STORII
— BY ITC HOTELS —

EVERY STAY IS A NEW STORY

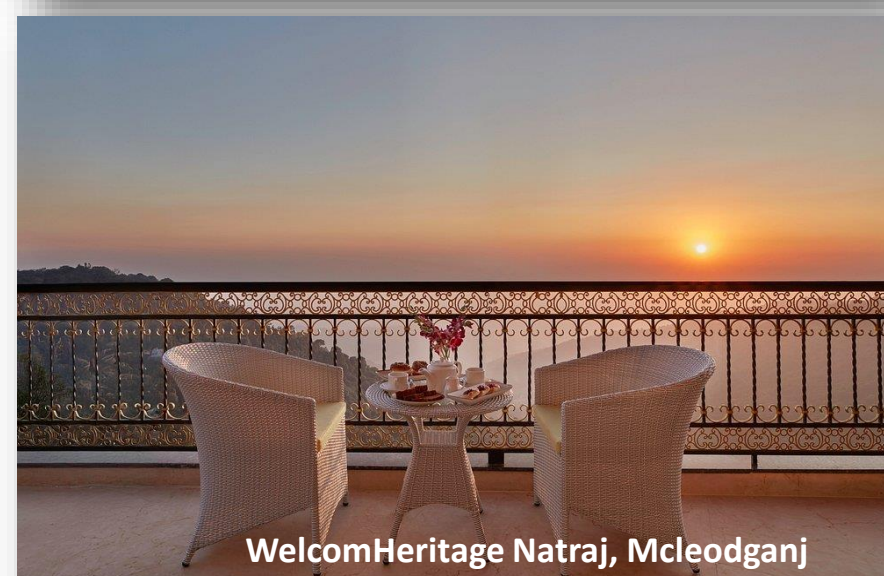


Storii Urvashi's Retreat, Manali



Storii Devasom, Kolkata

WH
WelcomHeritage
Palaces • Forts • Havelis • Resorts



WelcomHeritage Natraj, Mcleodganj

Recent Openings



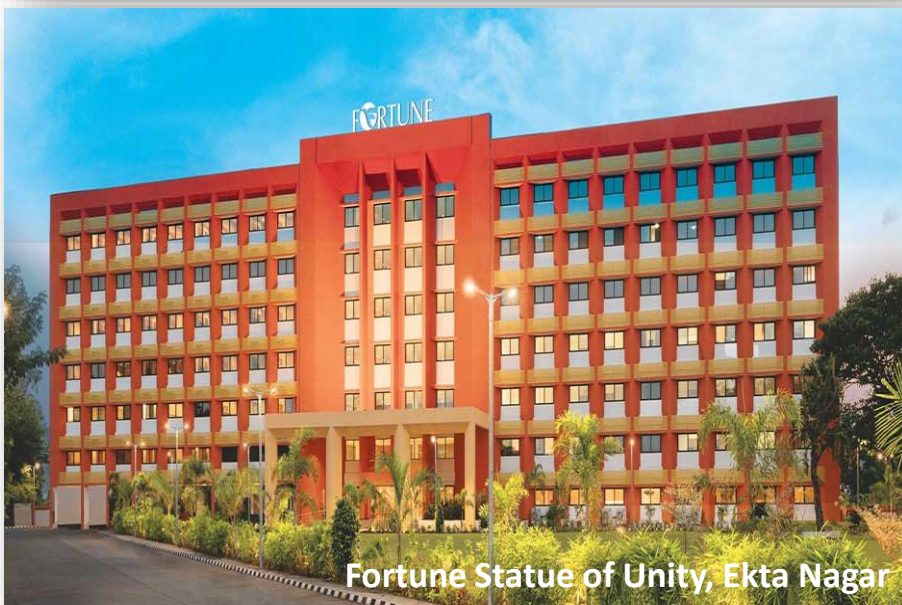
Fortune Resort Bhaktapur, Nepal

FORTUNE

Member ITC Hotels' Group



Fortune Beachfront, Puri



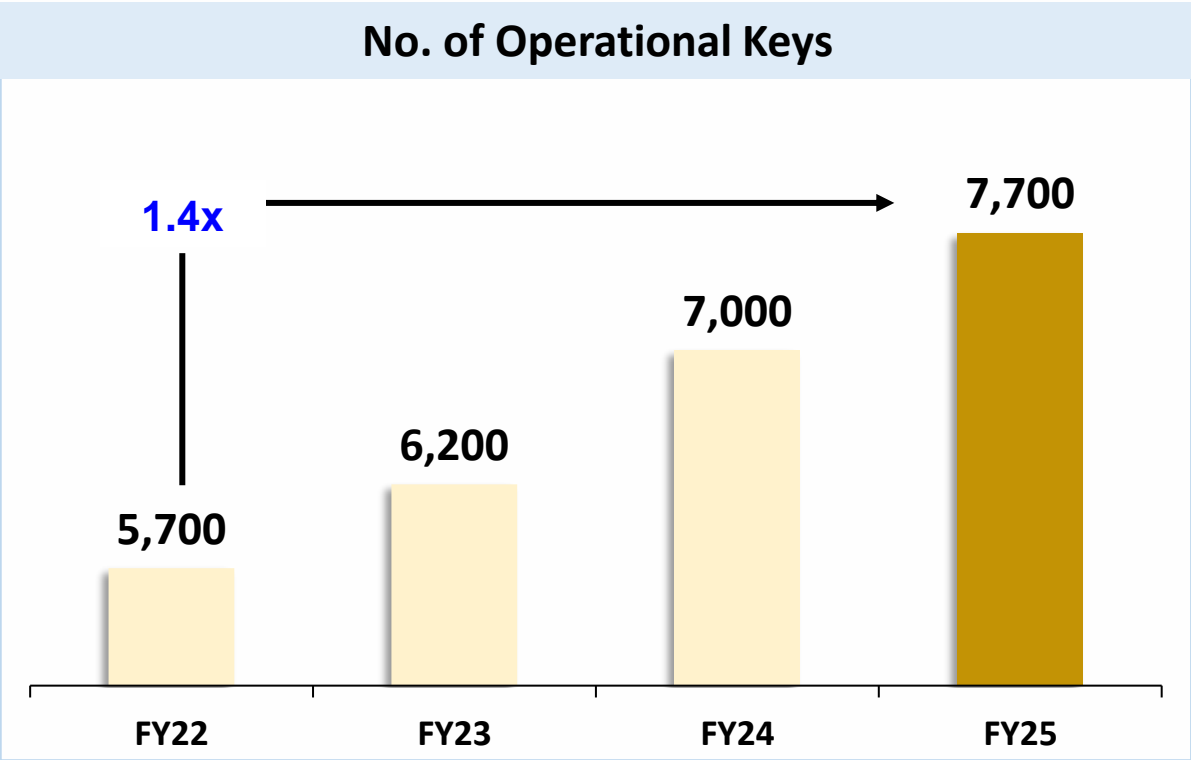
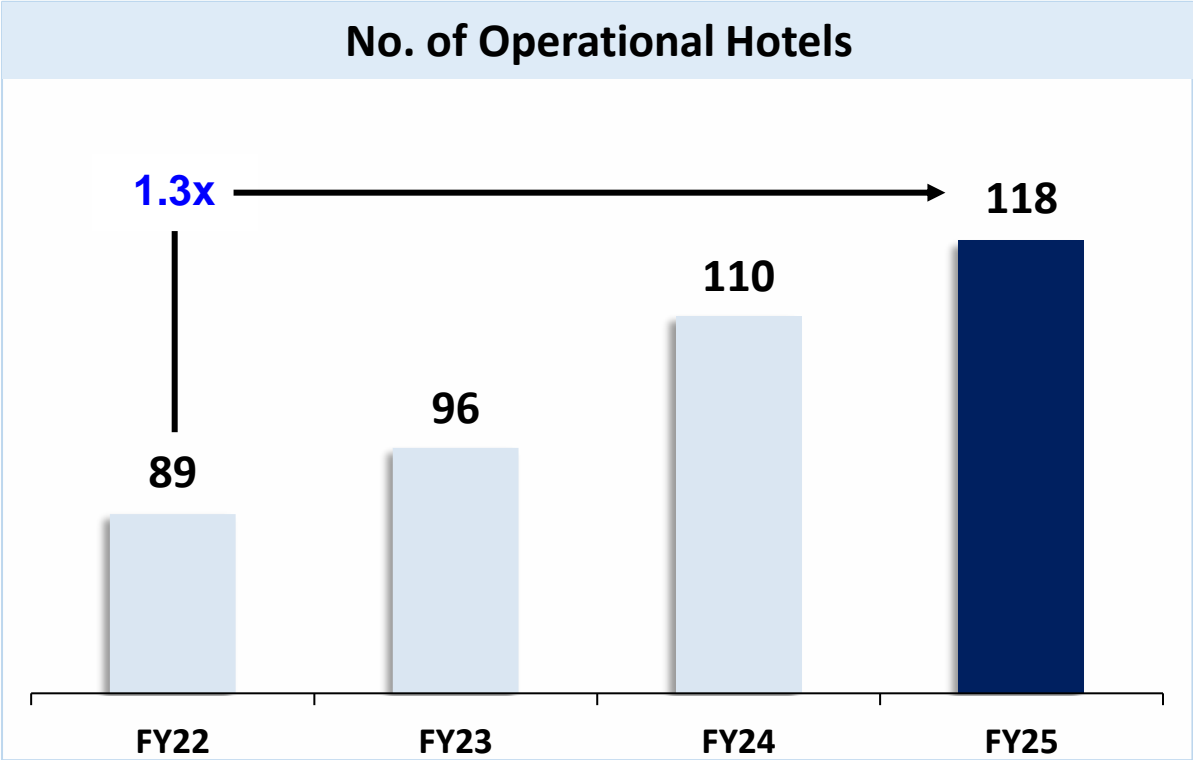
Fortune Statue of Unity, Ekta Nagar



Fortune Select Candolim, Goa



Accelerated traction in scaling up Managed Portfolio



Keys rounded off to nearest 100



Robust Double Digit Y-o-Y growth in F&B Revenue

BUKHARA

avartana
Southern Culinary Mosaics

Royal Vega
Luxury Vegetarian Cuisine of India



New Restaurant Openings & Concept Launches



Islander, ITC Ratnadipa



The Royal Afghan
Robust flavours of the North-West Frontier



Cajsa, ITC Gardenia



The Royal Afghan, ITC Grand Bharat



Avartana, ITC Ratnadipa



Integrating Luxury with Sustainability



**23 LEED
Platinum®
certified Hotels**

**Largest hotel
chain in the
world to achieve
this feat**



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



**World's first 8
Hotels to receive
LEED® Zero
Water
Certification**

**(4 Hotels added
in FY25)**



**USGBC
Leadership
Award for
Organizational
Excellence 2024**



**Surpassed 2030
GHG sectoral
emission targets set
as per COP 21**

More than 50% electricity consumption through renewable sources

Key Awards & Accolades



Condé Nast Traveler



Condé Nast Traveler
TOP Restaurant Awards



Condé Nast Traveler



US Green Building
Council (USGBC)



LEED CERTIFICATION



Travel + Leisure
Delicious Dining Awards



Travel + Leisure India's Best Awards



Other notable 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

Condé Nast Traveler Readers' Travel Awards 2024
ITC Maratha
Favorite Hotel for Sustainable Practices

Conde Nast Traveler Readers' Travel Awards 2024
Bukhara, ITC Maurya
Favorite Restaurant in an Indian Hotel

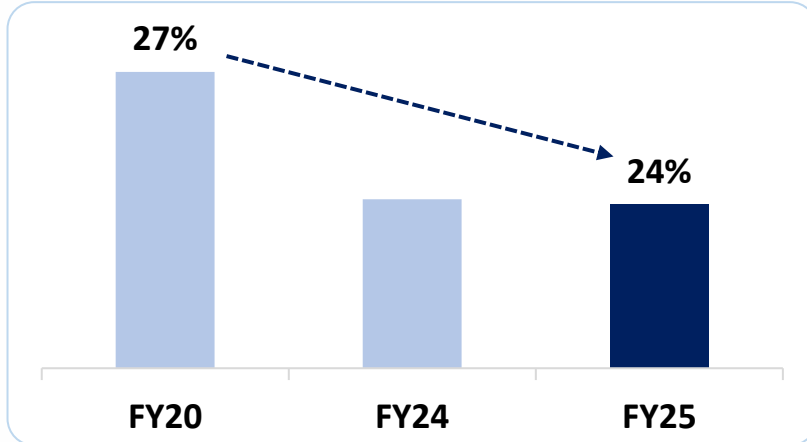


Operational Excellence

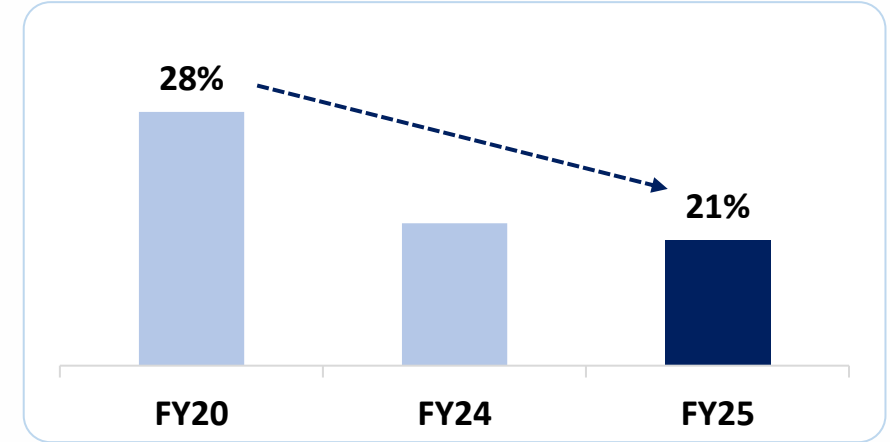




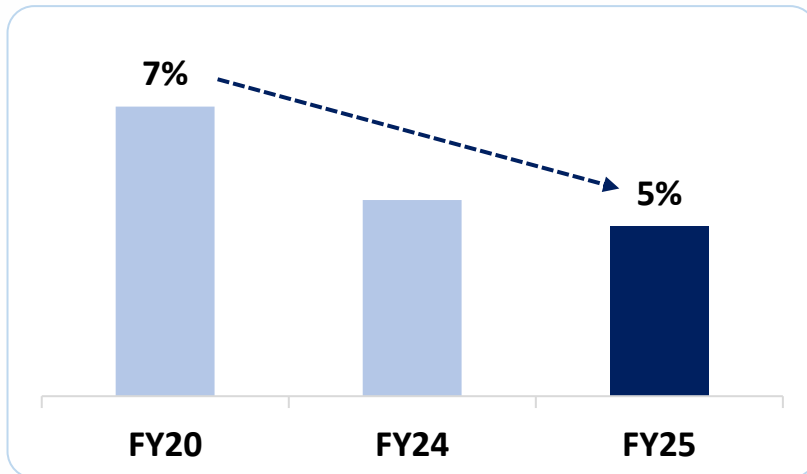
Gross Food Cost (% of F&B Revenue)



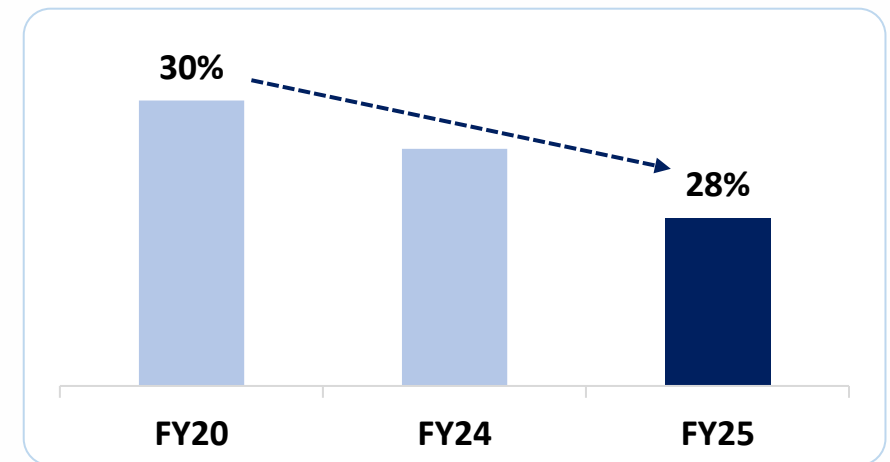
Payroll Cost^ (% of Revenue from Ops)



Energy Cost (% of Revenue from Ops)



Other Operating Cost (% of Revenue from Ops)



Significantly lower Vs. Peers on a Cost per Key basis

[^]including Payment to Contracts
Standalone financials



Superior Guest Experience

One of the Best NPS scores
in the Industry



High Customer Satisfaction Rating

80

(*Global Average 57)

Listen & Respond

Active feedback monitoring



Response Rate

98%

Online Ratings

Leadership position maintained



High Customer Satisfaction Rating

4.73



Key Growth Enablers



CONTINUED INVESTMENT TO ENHANCE BRAND EQUITY



Key Differentiators

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



ASSET RIGHT



- Bouquet of brands catering to relevant need spaces
- Target to achieve 70% Managed portfolio share in next 5 years



DIGITAL FIRST



- Smart Revenue Management
- Customer intimacy
- Productivity and efficiency



SUSTAINABILITY



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



EMPLOYER OF CHOICE



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



Owned Hotels

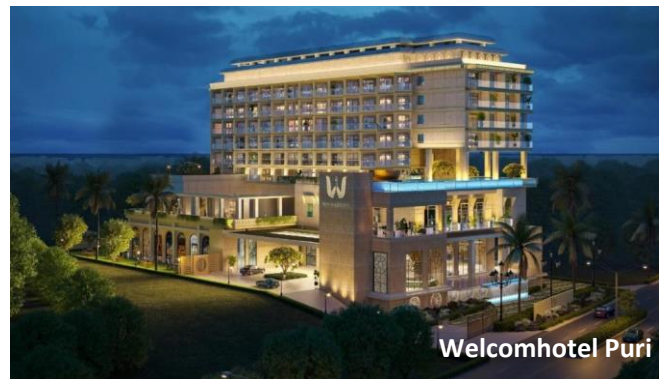
- ▶ Significant headroom to drive RevPar growth
- ▶ About 25%* Inventory < 5 years old, operating at <70% Occupancy
- ▶ ITC Ratnadipa, Colombo → significant contributor to Revenue & EBITDA going forward

Upcoming projects

- ▶ 400+ rooms being planned under Owned Hotels
- ▶ Greenfield project at Puri; Expansion at Bhubaneswar
- ▶ New 200 key hotel planned at Vizag
- ▶ Leverage strategic land bank

Managed Hotels

- ▶ Increased interest among Asset Owners
- ▶ Robust pipeline of 49 Managed Hotels with 4300+ Keys
- ▶ 2.5x growth targeted in Management Fees by FY30



Welcomhotel Puri

118 Keys by FY28



Welcomhotel Bhubaneswar

**100+ Keys
12k sqft. banquets expansion**

MEMENTOS
BY ITC HOTELS

WELCOMHOTEL
BY ITC HOTELS

STORM
— BY ITC HOTELS —

FORTUNE

Member ITC Hotels' Group

WelcomHeritage
Palaces • Forts • Havelis • Resorts

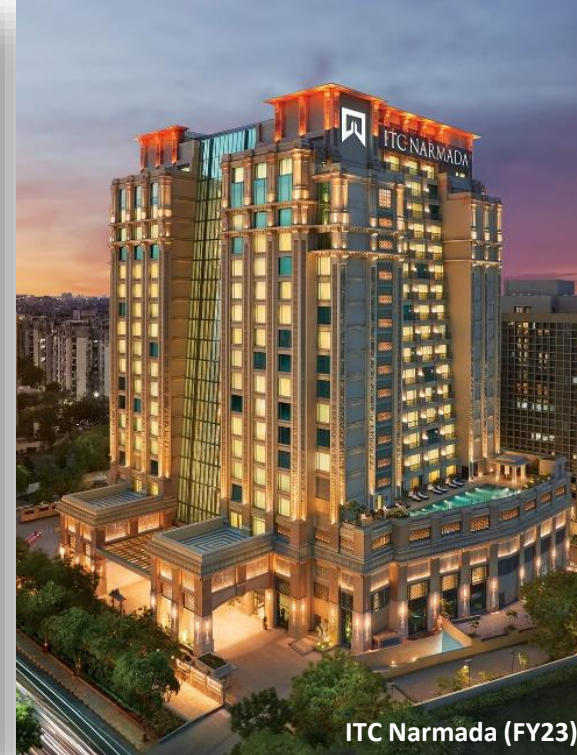
Unlocking Full Potential of Recent Launches



ITC Royal Bengal (FY20)



WH Bhubaneswar (FY22)



ITC Narmada (FY23)



ITC Ratnadipa (FY25)

*Significant headroom for growth
About **25% Inventory** operating at <70% Occupancy levels*

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



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**



CLUB  ITC





5 Decades of
Hospitality Expertise

Bouquet of Brands
across Segments

Sustainability
Leadership

Food & Beverage
Supremacy

Smart Revenue
Management

Strong Loyalty
& Distribution

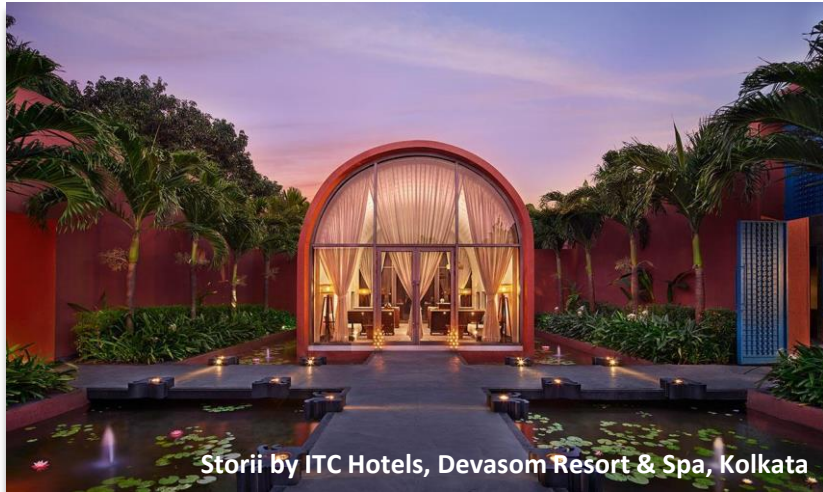
Robust Processes &
Brand Standards

World Class Digital
Infrastructure

Strong Partner Ecosystem
Network Effects

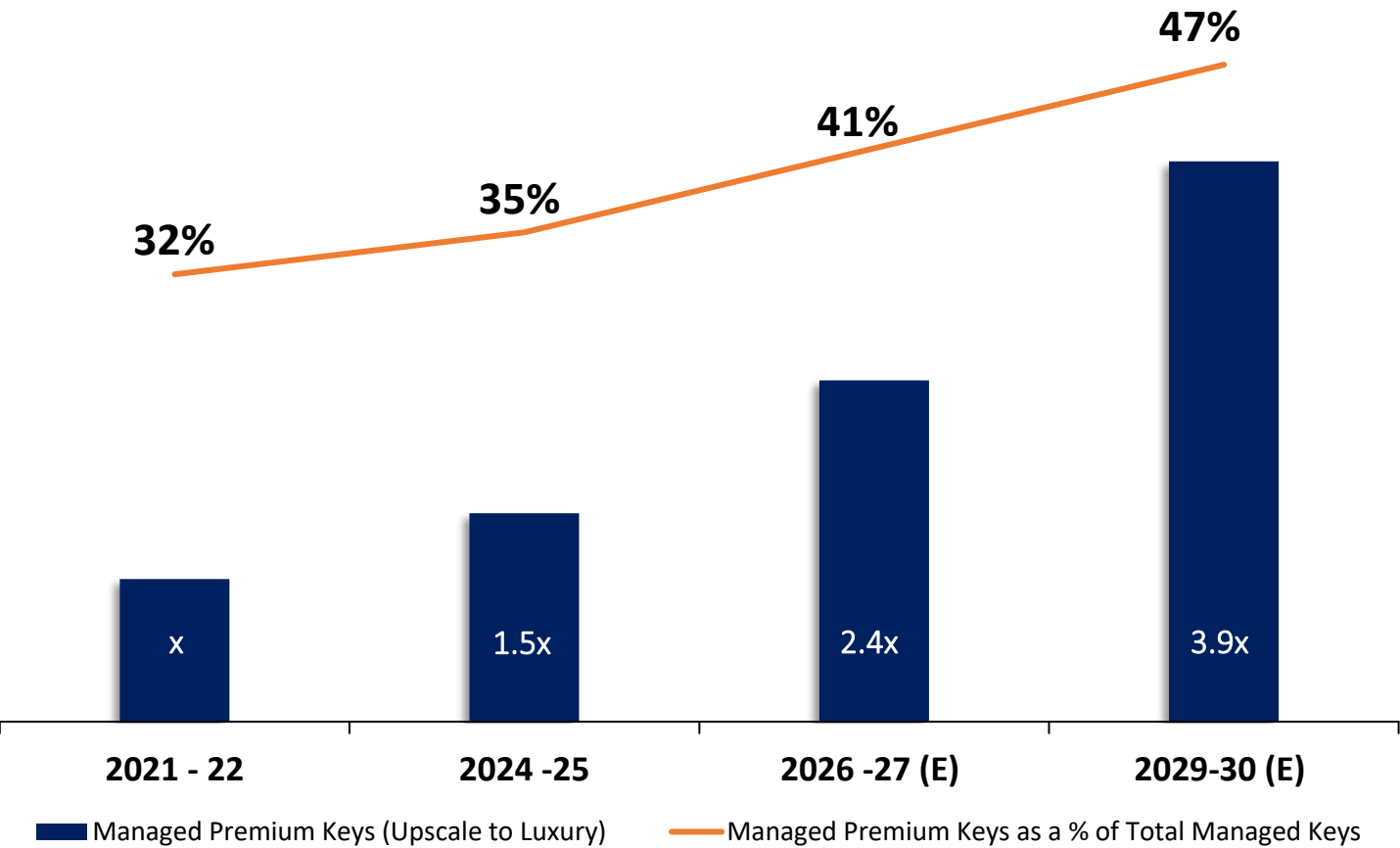


Mementos by ITC Hotels, Jaipur



Storii by ITC Hotels, Devasom Resort & Spa, Kolkata

Managed Hotels Portfolio mix (Upscale to Luxury)



Managed keys in the premium segment

*In the next **5 years**
the premium hotel keys would constitute
47% of the total managed portfolio
up from 35% today*

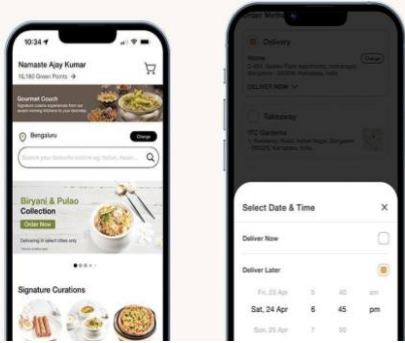
Premium = Upscale, Upper-upscale and Luxury

Robust Growth Pipeline: 50 Hotels with 4500+ Keys



 <p>2 Hotels 420 Keys</p>	 <p>12 Hotels 1592 Keys</p>	 <p>11 Hotels 615 Keys</p>	 <p>22 Hotels 1765 Keys</p>	 <p>3 Hotels 130 Keys</p>
------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------

- ▶ Opened **29** Managed Hotels in the past 24 months (Apr 2023 – Mar 2025)
- ▶ **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 **220+** hotels with **20000+** keys over **5 years**, with 70% salience of Managed Portfolio



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

The Perfect Wedding Destination



Memorable Destination Weddings

Beach resorts | Palaces | Mountain getaways



Members only Business Club

Business Meetings | Private Dining | Events



Net Zero Carbon Goal

LEED® Zero Carbon status for all Owned Hotels
To exceed **2050 GHG** sectoral emissions targets
set as per COP 21



Waste Reduction

Solid waste reuse / recycling > **99%**



Water Efficiency

LEED® Zero Water Status for > **50%** of Owned Hotels
40% reduction in fresh-water consumption
(Baseline 2018)



Future Ready

Climate Positive

Consumer Centric

Inclusive



Drive Scale & Profitability

- ▶ Strong debt free Balance Sheet
- ▶ Scale up 'Asset-Right' strategy
- ▶ Augmenting Revenue streams
- ▶ Active Asset Management



Responsible Luxury

- ▶ Bold Sustainability 2.0 agenda



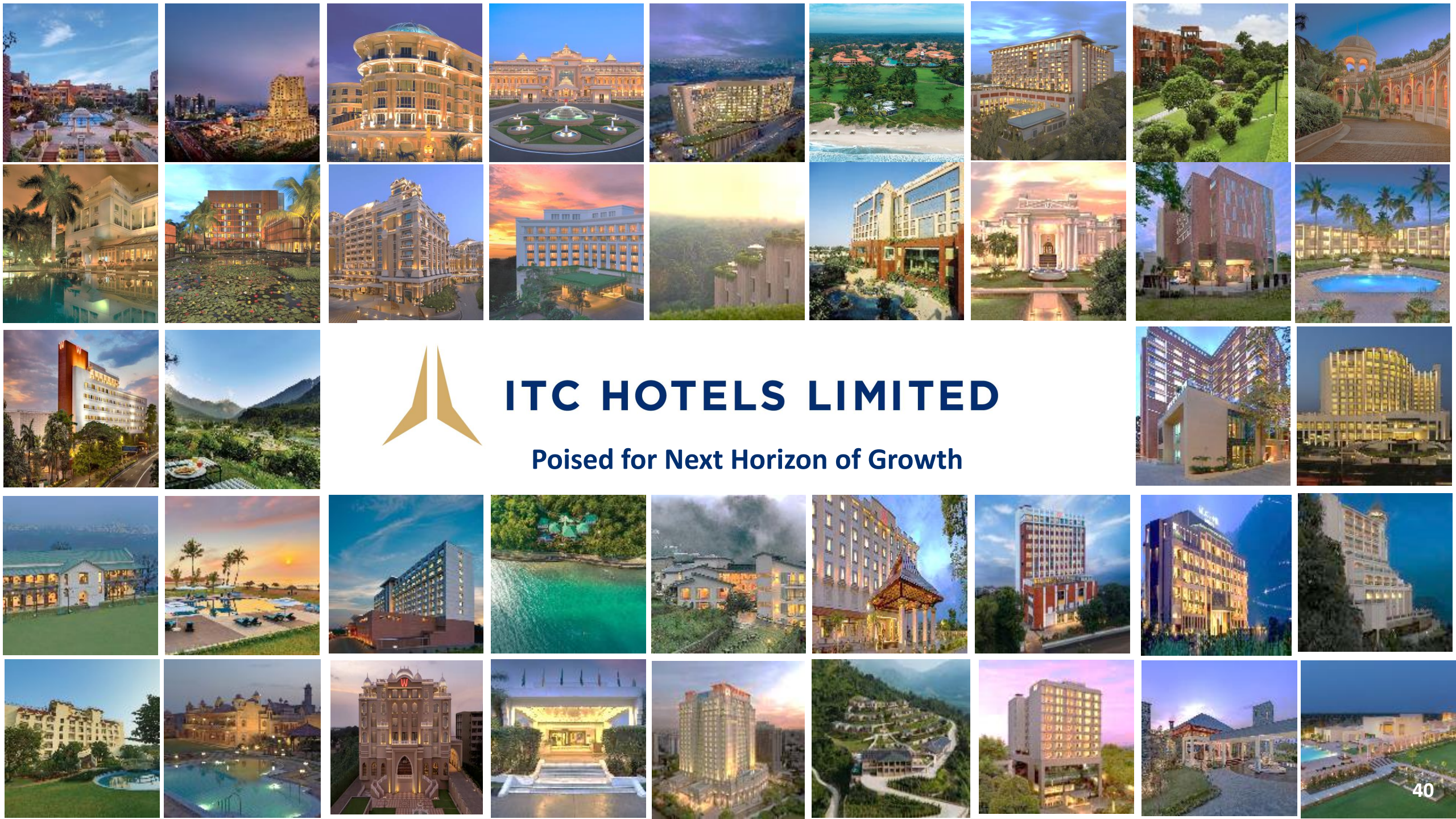
Strengthen Brand Portfolio

- ▶ Signature Cuisine Brands
- ▶ Bespoke service offerings
- ▶ Best-in-class loyalty programs
- ▶ Leverage Institutional Synergies



World class talent

- ▶ Engaged & motivated talent driven by 'proneurial' spirit



ITC HOTELS LIMITED

Poised for Next Horizon of Growth

Annexures

Standalone Financials – Stellar Performance in Q4 FY25



Statement of Profit & Loss

₹ In Cr.

Particulars	Q4 FY25	Q4 FY24	YoY	FY25
Revenue from Operations	981	868	13%	3279
Other Income	35	3	-	54
Total Revenue	1017	871	17%	3333
Total Expenditure	587	549	7%	2090
EBITDA	395	319	24%	1189
<i>EBITDA Margin %</i>	<i>40%</i>	<i>37%</i>	<i>+3.5%</i>	<i>36%</i>
Depreciation	72	74	-2%	297
Finance cost	3	3	0%	11
Profit/ (Loss) before tax	355	245	45%	934
Tax Expense	91	61	48%	236
Profit/ (Loss) after tax	264	184	44%	698
<i>PAT Margin %</i>	<i>26%</i>	<i>21%</i>	<i>+5%</i>	<i>21%</i>

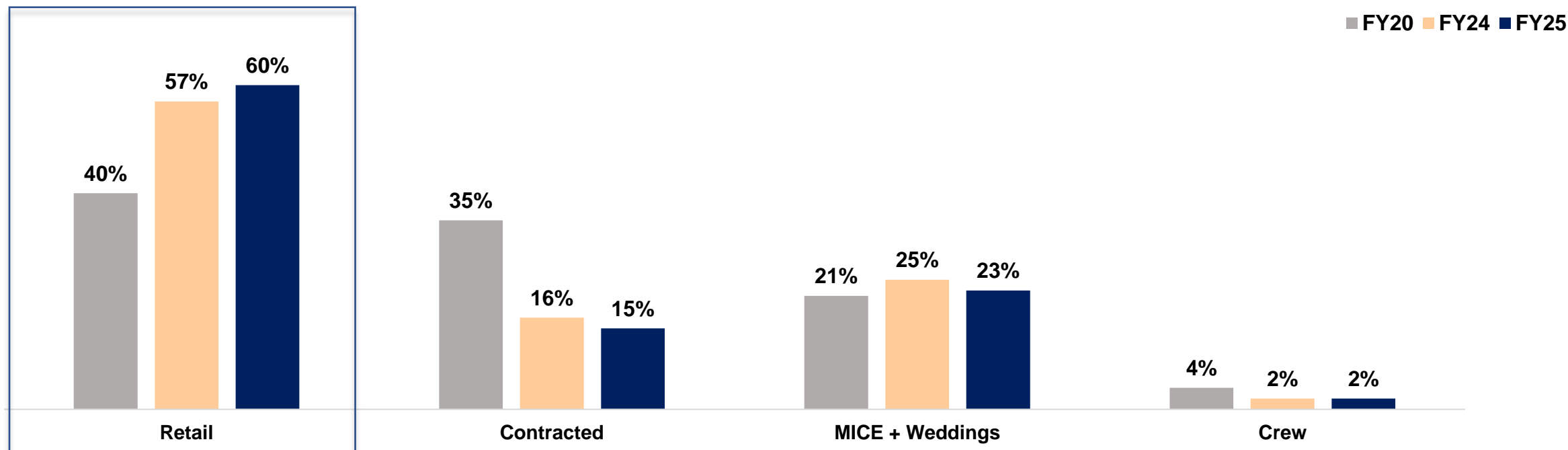
Consolidated Financials - Highest ever Revenues & Profits



Statement of Profit & Loss

₹ In Cr.

Particulars	Q4 FY25	Q4 FY24	YoY	FY25
Revenue from Operations	1061	907	17%	3560
Other Income	38	0	-	66
Total Revenue	1099	907	21%	3626
Total Expenditure	648	585	11%	2349
EBITDA	412	322	28%	1211
EBITDA Margin %	39%	36%	+3.4%	34%
Depreciation	100	76	31%	402
Finance cost	2	2	-11%	7
Profit/ (Loss) before tax	349	244	43%	868
Add: Share of P&L in JV/Associates	5	4	25%	16
Tax Expense	96	64	49%	246
Profit/ (Loss) after tax	258	184	40%	638
Less: Share of NCI	1	1	-23%	3
Profit for the period	257	182	41%	635
PAT Margin %	23%	20%	+3%	18%



Enhanced share from Non-Contracted business

Growing Share of Higher Margin Segments

ITC Hotels - a key Beneficiary of rising consumer spending and the growing Retail, MICE & Wedding industry in India

Strong Multi-channel Distribution Network



**Unit Reservations
(32%)**



**Website and App
(20%)**



**Guest Call Centre
(15%)**









**Online Travel Agents
(17%)**



**GDS
(16%)**



Brands	Operational Hotels Keys	Pipeline Hotels Keys	Total Hotels Keys
 ITC HOTELS RESPONSIBLE LUXURY	16 4789	-	16 4789
 MEMENTOS BY ITC HOTELS	2 181	2 420	4 601
 WELCOMHOTEL BY ITC HOTELS	28 3051	12 1592	40 4643
 STORII BY ITC HOTELS	7 229	11 615	18 844
 FORTUNE Member ITC Hotels' Group	56 4133	22 1765	78 5898
 WelcomHeritage Palaces • Forts • Havelis • Resorts	34 999	3 130	37 1129
Total	143 13382	50 4522	193 17904

Recent openings



S. No	Hotel Name	City	Brand	Keys
1	WelcomHeritage Ayatana	Ooty	WelcomHeritage	30
2	Fortune Khajjiar	Khajjiar	Fortune	35
3	WelcomHeritage Grand Srinagar	Srinagar	WelcomHeritage	28
4	Storii Moira Riviera	Goa	Storii	18
5	Fortune Inn Heritage Walk	Amritsar	Fortune	50
6	Welcomhotel Hamsa	Manali	Welcomhotel	46
7	Fortune Park, Hoshiarpur	Punjab	Fortune	57
8	Fortune Ranjit Vihar	Amritsar	Fortune	54
9	WelcomHeritage Santa Roza	Kasauli	WelcomHeritage	44
10	Fortune Park, Aligarh	Aligarh	Fortune	65
11	Fortune Park, Tiruppur	Tiruppur	Fortune	63
12	Fortune Park, East Delhi	Delhi	Fortune	70
13	Fortune Hosur	Hosur	Fortune	107
14	Storii Kaba Retreat, Solan	Solan	Storii	28
15	Mementos Jaipur	Jaipur	Mementos	64
16	Storii Urvashi's Retreat	Manali	Storii	22
17	ITC Ratnadipa	Colombo	ITC Hotels	352
18	Fortune Resort & Wellness Spa Bhaktapur	Nepal	Fortune	66
19	Fortune Statue of Unity, Kevadia	Kevadia	Fortune	144
20	Fortune Park, Palampur	Palampur	Fortune	43
21	Storii Devasom Resort & Spa	Kolkata	Storii	30
22	Fortune Select Candolim	Goa	Fortune	103
23	Fortune Beach Resort ECR	Chennai	Fortune	40
24	Welcomhotel Belagavi	Belagavi	Welcomhotel	116
25	Storii Jaisalmer	Jaisalmer	Storii	80
26	Welcomhotel Jabalpur	Jabalpur	Welcomhotel	122
27	Fortune Beachfront, Puri	Puri	Fortune	63
28	WelcomHeritage Natraj	McLeod Ganj	WelcomHeritage	32
29	Welcomhotel Delhi-Gurugram Highway	Delhi	Welcomhotel	81
30	Fortune Pahalgam	Pahalgam, J&K	Fortune	67
Total				2120



ITC HOTELS LIMITED

THANK YOU