

Indian Hotel

11 May 2026

Operator: Ladies and gentlemen, good day and welcome to The Indian Hotels Company Limited earnings conference call for the quarter and fiscal year ended March 31, 2026. On the line, we have Mr. Puneet Chhatwal, Managing Director and CEO, IHCL, and Mr. Ankur Dalwani, EVP and CFO, IHCL. As a reminder, all participant lines will be in listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during this conference call, please signal an operator by pressing star and then zero on your touchtone phone. Please note that this conference is being recorded. I now hand the conference over to Mr. Puneet Chhatwal. Thank you and over to you, Mr. Chhatwal.

Management: Good evening everyone and thank you for joining our conference call for Q4 and FY26. We are pleased to inform you that we have continued our record performance for the 16th consecutive quarter, driven by sustained strength in our core business while building scale with profitability. Let me start with why we think this was an important year. We also call it the year of strengthening the foundation. It was an important milestone year for IHCL where we built the foundation for the next phase of growth, strengthening our brandscape, enhancing resilience, scaling our platforms, and investing in capabilities that will make IHCL future-ready. Despite a year marked by multiple macroeconomic headwinds like geopolitical conflicts and weather-related disruptions, IHCL continued to deliver strong performance with consistency and discipline. This reflects the structural strength of our business model and the agility of our teams across markets.

Over the last year, we have focused on building three defining attributes of the IHCL ecosystem. Number one, the word which I have just used often at the beginning of my speech, which is resilience through a diversified portfolio across segments, markets, and business models, allowing us to deliver consistently across cycles. I call it resilience by brand, by contract type, and by geography. Number two is scale through accelerated portfolio expansion, strategic acquisitions, and, most importantly, strengthening our management-led growth platform or capital-light growth. Number three is future readiness by investing in new brands, digital capabilities, refreshed assets, and emerging hospitality formats that position us for long-term relevance. Together, these three pillars have laid a strong and enduring foundation, one that now allows us to transition confidently into our next phase of sustainable growth at scale.

Now we should move to what built this foundation. Our business today is structurally more diversified with leadership positions across both luxury and mid-scale segments. Our capital-light strategy continues to be a defining competitive advantage with 68% of our operating portfolio and 93% of our pipeline under management or asset-light formats. This enables disciplined expansion with superior returns. Even as we invested meaningfully for future growth, we delivered an EBITDA margin of 35%, reflecting operating discipline and structural efficiency. Our balance sheet remains exceptionally strong with gross liquidity of over 4,300 crores, giving us significant flexibility to pursue both organic and suitable inorganic growth opportunities.

Over the last 3 years, we have invested over 2,500 crores in capital expenditure to strengthen our iconic assets and enhance strategic capabilities. As we have mentioned over the last several years, asset management was, is, and remains a key focus area for the asset-heavy part of our portfolio. Even going forward, we will continue to invest 1,000 to 1,200 crores annually to strengthen our existing competitive advantages and, at the same time, build new ones. Alongside this, we

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

deployed over 500 crores across four strategic acquisitions, expanding our presence into high-growth adjacencies and strengthening future revenue streams. Importantly, our newer and emerging brands are now reaching meaningful scale and are well-positioned to increase their contribution to enterprise revenues from the current 10%. Taken together, these actions have created a business that is not only resilient in the present, but increasingly scalable and future-ready for the opportunities ahead.

What are the future-ready building blocks in place? That is my third point. Before we move into the detailed performance review, it is important to highlight the structural building blocks that position IHCL for sustainable long-term growth. Over the last few years, we have consciously built a diversified and resilient ecosystem, one that combines scale, brand strength, operational excellence, and institutional capability.

Let me start with our diversified brandscape. Today, IHCL has one of the most comprehensive hospitality brand portfolios in the country spanning luxury, upper upscale, upscale, mid-scale, and emerging lifestyle segments. This multi-brand architecture allows us to participate across consumer segments, travel occasions, and price points. Number two, portfolio and pipeline. With over 630 hotels and more than 64,000 keys in the portfolio, we continued to scale with discipline through a strong mix of managed, leased, and owned assets, creating long-term visibility with capital efficiency. Along with our 375 plus ama villas—ama being our homestay brand—our portfolio has now crossed the milestone of 1,000 units when combined with the 630 plus hotels portfolio. As mentioned earlier, our pipeline remains strong at 31,000 plus keys and continues to be largely capital-light.

Number three, our people and our culture. Hospitality at its core remains a people-led business. Our greatest strength lies in our 50,000 plus associates who bring excellence to life every day through trust, awareness, and joy—or what we proudly call Tajness—consistently delivering exceptional experiences across brands and markets. Trust, awareness, and joy represent the common culture and core values that we have instilled across all brands. We do not use "by Taj" or any variation as a prefix or suffix in any of the brands because we believe core values are what drive the business, resilience, and profitability.

Number four, owners and partners. Over the years, we have built deep and trusted relationships with owners and stakeholders across the ecosystem. Our ability to create win-win value propositions through scalable operating models continues to drive strong signing momentum and long-term partnerships. We now have over 40 owners who have trusted us with more than one asset in our 630-hotel portfolio.

Number five, customers and loyalty. We continue to strengthen guest engagement through our expanding loyalty ecosystem, digital platforms, and partnerships, enabling deeper customer connections, higher repeat business, and an improved customer value proposition. Finally, enterprise resilience. We have significantly strengthened institutional capabilities across governance, digital infrastructure, risk management, and operational processes, creating a more agile, resilient, and future-ready organization. Collectively, these building blocks provide the foundation for sustained growth, stronger margins, and long-term value creation.

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

Now it is time to discuss the Q4 performance highlights. On a consolidated basis, revenue for Q4 FY26 grew 14% year-on-year to 2,845 crores. EBITDA grew 15% year-on-year to 1,052 crores, yielding an EBITDA margin of 37%. Our consolidated PAT before exceptional items grew 14% year-on-year to 600 crores. Our standalone performance in Q4 was also the best ever, with industry-leading 12% growth in RevPAR. This resulted in overall revenue growing to 1,721 crores and an EBITDA margin expansion of 160 basis points to 49.5%. Standalone PAT before exceptional items grew 15% to 569 crores, taking the PAT margin to 33.1%.

Regarding our performance highlights for the full FY26, on a consolidated basis, revenue grew 16% year-on-year to 9,971 crores. EBITDA grew 16% year-on-year to 3,477 crores, yielding an EBITDA margin of 34.9%. For the first time ever, we crossed the milestone of 2,000 crores in profit after tax. On a standalone basis, revenue grew 10% year-on-year to 5,640 crores. EBITDA grew 13% year-on-year to 2,543 crores, yielding an EBITDA margin of 45.1%, which is an expansion of 120 basis points year-on-year. Standalone PAT grew 14% to 1,632 crores, taking the PAT margin to 29%. What is important is to step back and reflect on our growth journey over the past 4 years. We have delivered a double-digit CAGR across revenue, EBITDA, and PAT on both a consolidated and standalone basis. This underscores the consistency, quality, and structural strength of our business model.

Moving on to our new businesses, which are at an inflection point. Our new businesses vertical—comprising Ginger, Qmin, ama Stays & Trails, and Tree of Life—delivered 25% growth in FY26. This resulted in consolidated revenue of 753 crores. Over the past 4 years, the new businesses vertical has delivered a CAGR of 31% growth, reflecting the strong momentum and successful scaling of our high-growth brands. The flagship Ginger hotel at Mumbai Airport crossed the milestone of 100 crores in revenue for the first time, while delivering an industry-leading EBITDA margin of 56%. Qmin expanded its footprint to over 100 outlets, while ama crossed the milestone of 375 bungalows in its portfolio with 85 villas signed during the year. Furthermore, Qmin has reached a GMV of almost 200 crores this past year.

We have never lost our focus on asset management and investment. On the contrary, we remain committed to investing in our assets and building our capabilities for the future, thus strengthening our competitive advantages. In FY26, IHCL spent over 1,000 crores on capex. Approximately 650 crores of this was used for renovations, routine maintenance, and digital initiatives, while the remaining portion was directed toward greenfield projects.

Regarding the dividend payout, our strong and consistent financial performance has enabled us to continue enhancing shareholder returns while maintaining a disciplined approach to capital allocation. Reflective of this sustained performance, the Board has proposed a dividend equivalent to 25% of consolidated PAT, amounting to 3.25 per equity share, subject to shareholders' approval. This includes a one-time special dividend of 0.50 per share to commemorate IHCL's landmark 125th AGM as well as the exceptional gains realized during the year. The proposed dividend represents an increase of approximately 44% over the dividend of 2.25 per share declared in FY25. More importantly, over the last 4 years, IHCL has delivered a dividend CAGR of 48%, reflecting both the strength of our cash generation capabilities and our commitment to delivering long-term value to shareholders.

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

As we move now to FY27, we do so with immense confidence and strong momentum. The foundations built over the past few years position IHCL well for the next phase of accelerated growth. In conclusion, for FY27, we expect more than 60 hotel openings across brands and geographies. Second, our recent acquisitions are expected to contribute over 250 crores in incremental revenue. Third, Ginger and the Qmin platform continue to strengthen our leadership position in a structurally under-penetrated segment. As I have mentioned on a few occasions, we expect the Ginger brand itself to have a total portfolio of 250 hotels, either under development or in operation, by the end of FY27. Fourth, renovated inventory across key assets is expected to create further upside through improved pricing power and guest experience. Finally, industry fundamentals also remain favorable, supported by resilient domestic demand and limited incremental supply across key markets.

On the outlook, as we look ahead to FY27 and beyond, we remain confident of delivering double-digit revenue growth with sustained margins, strong cash generation, and improved quality of earnings. Our ambition is not only to grow larger but to build one of the most admired and future-ready hospitality ecosystems globally. With strong foundations in place, disciplined execution, and a clear strategic direction, IHCL is well-positioned to continue creating long-term value for all stakeholders. Thank you very much for listening, and we will now be happy to take your questions.

Operator: Thank you very much. We will now begin the question and answer session. Anyone who wishes to ask a question may press star and then one on their touchtone phone. If you wish to remove yourself from the question queue, you may press star and two. Participants are requested to use handsets while asking a question. Ladies and gentlemen, we will wait for a moment while the question queue assembles. Your first question comes from the line of Sumant Kumar from Motilal Oswal. Please go ahead.

Sumant Kumar – Motilal Oswal: Hi, sir. Can you talk about the current scenario? How is the city-wise impact or any benefit from lower outbound travel? What is the current scenario for the hospitality industry?

Management: Sumant, help me clarify. Do you mean because of the West Asia crisis, or do you mean because of comments made by leadership or the Prime Minister? We are seeing business as usual. Dubai is down, Maldives is down, London is okay, and domestic is very strong. So it is a very simple answer. Are you there, Sumant?

Sumant Kumar – Motilal Oswal: Yes. Whatever the current scenario in the month of April and the current month, how is the business considering the current environment?

Management: Business was a bit sluggish; I would say March was a difficult month. The beginning of April was also difficult, but by the middle of April, we saw stability. Since then, we are seeing strong growth. But there are fluctuations between months and weeks. I think it is important to stick to what we just said in terms of our outlook. We remain fairly confident that we will again deliver double-digit growth between 12% and 14% in FY27. If everything subsides regarding the West Asia crisis, you could expect figures in line with what we had in the last financial year, which was also not easy. We started with disruptions in Pahalgam in April, Sindhudurg in May, an airline accident in June, and so on, finishing the year with the West Asia crisis. I do not see any reason, especially in

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

light of our non-like-for-like growth, why we should not be able to achieve double-digit top-line growth.

Sumant Kumar – Motilal Oswal: When we see the subsidiary performance—consolidated minus standalone—at the overall operating level, we have seen a subdued performance. Which geography has done better, St. James or the US? How was the performance in this quarter?

Management: Sumant, are you referring specifically to Q4?

Sumant Kumar – Motilal Oswal: Yes, Q4.

Management: I think Q4 was consistent with the full-year trends we saw. There was definitely an impact globally following the West Asia conflict. We saw some loss of revenue in some of our international hotels, including London. We tried to summarize this on the slide regarding the impact of the West Asia conflict, which was about 40 to 50 crores of revenue on a consolidated basis and almost close to 100 crores on an enterprise basis. This was impacted by cancellations and the rescheduling of events, many of which were last-minute cancellations.

However, the good thing is that the domestic market has been quite resilient. Even in April, domestic has been doing well, keeping in mind that international travel is currently subdued. We will see how the quarter goes. Overall, we think double-digit growth should be possible, consistent with the guidance given by Mr. Chhatwal.

Sumant Kumar – Motilal Oswal: Thank you so much, sir.

Operator: Thank you. The next question comes from the line of Shalin Kumar from UBS India. Please go ahead.

Shalin Kumar – UBS India: Hi, sir. Am I audible?

Management: Yes, hi Shalin.

Shalin Kumar – UBS India: Thank you. When I was looking at your presentation for the city-wise performance for FY26, there is a large variation between 5% and 15% growth. Are there any markets where you expect the trend to change? For instance, in Mumbai or Goa, do you see a favorable base or other factors that will help achieve double-digit growth?

Management: That is a good question, Shalin. I think you answered half of it. In Mumbai, the base is very high, so it is difficult to reach 15% growth. In Goa, however, we have seen growth north of 25% across all our hotels in the month of April. Some have even exceeded 30%. Averaging at 25%, Goa has definitely been back over the last few months of March and April, and that trend is not changing. Kerala and Chennai could also improve. Delhi had a very good year last year, so both Delhi and Mumbai have a high base.

Shalin Kumar – UBS India: I thought you might mention Mumbai because of the renovations at the President.

Management: You are right. At the President, we had renovations, so it will show an exceptional gain. But Lands End has been operating consistently at over 90% occupancy, so only rates can go

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

up. On such a high base, if you achieve high single-digits, it is good. Doing 6%, 7%, or 8% on a 20,000 RevPAR is as good as doing 15% on a 10,000 RevPAR.

Shalin Kumar – UBS India: Why do we operate at 90%? Why not increase the rates more and operate at 80–85%? At 90% occupancy, you have a lot of pricing power.

Management: I do not disagree, but we prefer to do both—increase the rate and the occupancy. If you look back 4 to 7 years at the RevPAR, it has more than doubled in our main Mumbai hotels. We also need high occupancy because in India, you make money on food and beverage, and guests staying in the hotels eat in the hotels. It is important to find the right balance. From my personal experience in the West, you look more strictly at rate and occupancy because F&B is not the profit maker there. So, it is a different way of looking at it.

Shalin Kumar – UBS India: That is helpful. Regarding your guidance, if we target 12% in FY27, how should we break down that growth in terms of RevPAR, ARR, occupancy, and new asset contributions?

Management: If we use your example of 12%, it would be fair to say that 4% to 5% will come from new businesses and non-like-for-like growth, as we will be opening about 60 hotels. Then we have ama and other new businesses. If the remaining 7–8% is to come from the rest, given that occupancies are already very high, most of that growth would likely be driven by rate.

Management: We have consistently maintained that on a sustained basis, like-for-like growth in the high single-digits—anywhere from 7% up to 8–9% depending on the hotel, region, and quarter—is the typical range. Of course, you could have quarters where we achieve double-digit growth, like the 12% we just saw on a standalone basis. That was a positive surprise. Our endeavor is to push that up. For a 1 to 2-year horizon, a safe assumption would be in the mid to high single-digits.

The good thing is that our pipeline is very real and converts to openings consistently. This maintains the management fee income and the deliveries on our balance sheet. We should also see the benefit of the Ekaya portfolio. Frankfurt is a bit delayed and is now expected to open in June, which adds to this fiscal year's benefit. The rest of the hotels opening under management contracts and Ginger leases will contribute to non-like-for-like growth.

Management: Additionally, we expect strong contributions from acquisitions like ama Stays & Trails and the integration of the Ameya Pride portfolio. Our endeavor is to ensure we integrate the brand portfolio in this fiscal year and receive those benefits toward the second half.

Shalin Kumar – UBS India: So for that 12–14% bridge, if you are looking at ARR growth of 7% to 9%, can we work with a base case of 7%?

Management: Yes, that is correct. Those are the tailwinds, but there are headwinds from the West Asia conflict impacting international hotel performance. We observed this in April and are monitoring it closely. While we do not own hotels in Dubai, the situation there is painful. Dubai is a major transit hub, and that impacts our hotels in London and other markets.

Shalin Kumar – UBS India: Thank you, sir. Best of luck.

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

Operator: Thank you. The next question comes from the line of Pratik Kumar from Jefferies. Please go ahead.

Pratik Kumar – Jefferies: Good evening, sir, and congratulations on the results. Have you seen any change in your foreign tourist mix in the past 2 to 3 months? Also, regarding currency depreciation, when a foreign tourist is booking on your portal, are the rates rupee-denominated or dollar-denominated?

Management: They are all rupee-denominated. We made that decision several years ago. We benefit from rupee depreciation in two ways. First, our international hotel business translation happens at the average exchange rate. Second, a depreciating rupee makes it more expensive for people to travel abroad, which supports domestic tourism. We saw this trend in March and April and expect it to continue. Staycations, drive-to vacations, and the consolidation of MICE toward domestic resorts are strong trends we expect to continue this fiscal year.

Regarding the foreign tourist mix, it has not moved dramatically. It remains close to 30% for standalone hotels, representing foreign tourists or those with foreign passports. That number is slightly lower for the overall enterprise because standalone hotels are primarily in larger cities. Domestic travel is holding up quite nicely and supporting us.

Management: If I may add, foreign tourist arrivals remain a hidden upside in perpetuity. We are waiting for them to return in leaps and bounds. Currently, it is challenging as flight times are longer, but the currency value helps position India as a destination. Much of the connectivity was through the Gulf, and current pricing has made tickets expensive on other carriers. At some point, we expect normalization and strong campaigns for India as a destination. We are doing our part at trade shows, but it remains a hidden upside.

Pratik Kumar – Jefferies: Has that 30% figure changed in March, April, or May?

Management: We should not look at foreign arrivals only as tourists. We should use a term like "foreign business arrivals." Whether people come for an AI summit, the Africa summit, or the business events in September and October, India is gaining economic prominence and attracting delegations. Recently, we had the Vietnamese delegation, the German Chancellor, and the British Premier. Business travelers often combine visits to multiple cities, which helps us. Pure tourism remains subdued and is below pre-pandemic levels.

Management: There will be some impact from the lower number of non-resident guests, but we see domestic MICE consolidation and non-like-for-like growth making up for that in our April numbers.

Pratik Kumar – Jefferies: Have you seen any changes or a slowdown in corporate travel, or changes in the mix of corporate versus leisure for domestic travel?

Management: It is not meaningfully impacting the numbers. We will monitor the situation following recent announcements, but currently, there is no major impact.

Pratik Kumar – Jefferies: Thank you, and all the best.

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

Operator: Thank you. The next question comes from the line of Anshul Kumar from HSBC. Please go ahead.

Anshul Kumar – HSBC: Hi, thanks for taking my question. Regarding domestic travel holding up, do you think domestic tourism could completely replace international demand in terms of volume and pricing? And following the Prime Minister's recent comments about taking domestic rather than foreign travels, what are your thoughts?

Management: You are right that there was some displacement. I mentioned earlier that we saw a consolidated impact of about 40 to 50 crores, which included domestic and international effects. Some of this has been displaced from this quarter to Q1 or Q2. Whether this continues is something we are watching. It is too early to react to the recent statements; they could actually be a positive factor by spurring more domestic activity.

Anshul Kumar – HSBC: If there is a shift toward more work-from-home as requested by leadership, do you think that could increase the length of stay at hotels?

Management: We will have to wait and watch how that is implemented. However, the institutional memory is fresh—it has only been 4 or 5 years since the pandemic, so everyone knows what to do. We will figure out ways to handle it, perhaps through "workations" where people have longer stays or leisure markets get a boost. It is a bit of a flux situation, so it is difficult to give a clear answer, but the teams have handled this before and we are confident we can tackle whatever is thrown at us.

Anshul Kumar – HSBC: Regarding the guided ARR growth of 7% to 9%, how much is from changing mix, how much from revenue management, and how much is underlying growth?

Management: Broadly speaking, the 7% to 9% mentioned refers to RevPAR growth, which is a combination of occupancy and ARR, as well as F&B on a same-store basis. Revenue management is a major focus. We have invested in the latest tools and are already seeing benefits. We carefully measure our RGI relative to our competition, and where we have deployed these tools, we see that reflected in the numbers. Even if the overall market is subdued, we continue to maintain a premium.

It is hard to break down exactly how much of that 7–8% comes from revenue management versus inflation. It is a combination of what business we accept or decline and the events happening in a city. It is more of an art than a pure science, so dissecting that specific number is difficult.

Anshul Kumar – HSBC: At such high occupancy levels, are you using revenue management to remove low ARR business?

Management: Yes, this is definitely an area for continuous improvement. We look at different types of MICE—corporate versus individual—and corporate versus non-corporate transient travel. The commercial team manages this daily. You can also see on our charts that our distribution mix is evolving due to website investments, which have gained 2 percentage points. All of this contributes to higher RevPAR.

Anshul Kumar – HSBC: How does Q1 look so far? Are April and May holding up well compared to last year?

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

Management: Q1 has both headwinds and tailwinds. The headwind is the displacement we talked about, but the tailwind is a good base for the second half of May and June. Overall, we expect to be above 12% revenue growth for the quarter.

Anshul Kumar – HSBC: Thank you, Ankur.

Operator: Thank you. The next question comes from the line of Sumit Sharma from Macquarie. Please go ahead.

Sumit Sharma – Macquarie: Thank you. Regarding that 40 to 50 crore impact, how did you arrive at that number? Is it based on April weakness or assumptions about the duration of the conflict?

Management: We have key account management and we know what rates are locked in for the year. We know the number of auspicious wedding dates and the business currently on the books. We also factor in our non-like-for-like growth from opening 60 new hotels and the income from the 26 and 36 hotels opened in previous years that are still stabilizing. Their returns should increase.

We also consider asset management and renovations. For example, last year Taj Ganges in Varanasi had 100 fewer rooms available; this year they are back. Last year Taj Palace had 2 floors closed for renovation; those are now back and renovated. We also had 2 fewer company-owned hotels in Ekta Nagar besides the Ginger.

Our openings will move toward a capital-light model. Growth coupled with asset management is very important. While analysts focus on RevPAR, I have always said it is an important metric but not the only one. In India, total revenue per available room often has a significant impact, especially in quarters driven by auspicious wedding dates.

Sumit Sharma – Macquarie: For the FY27 openings, did I see correctly that the number of rooms was reduced by 500 for the year?

Management: I am not sure about that. Ankur, did we reduce 500 rooms?

Management: No, for FY27, it remains approximately 5,000 keys per year on average.

Management: These are rounded figures. Last year, we added Gateway in Palolem and Gateway in Ahmedabad. Those were never in the long-term pipeline because they were signed and opened within a few weeks. We show what is signed and announced as a matter of prudence. Some projects might get delayed, so we might open 4,500 keys instead of 5,000, but another 700 or 800 keys could come in that we do not know about today.

Management: Also, we have ongoing discussions for platform partnerships that could easily provide 300 to 400 keys. These are a work in progress and can make up for any organic shortfall. 5,000 keys is a good number to work with, plus or minus 5%. Since most are management keys, the P&L impact of a small shortfall is minuscule and is made up by existing hotels delivering on the portfolio.

Sumit Sharma – Macquarie: Regarding your pipeline, by the end of FY27, you will likely be at 30% owned and 70% capital-light. At your previous Analyst Day, the goal was closer to 37:63. Is there an update to those targets?

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

Management: You have reminded us that it is time for our next Capital Markets Day, which we will announce in the next few weeks. We were waiting for the right moment after completing the bridge transaction. We have signed more than 30 amendments for the Ameya Pride portfolio, of which 15 should open in this first quarter. At the next Capital Market Day, we will provide more accurate guidance. If we are moving toward 70% capital-light on a larger portfolio, we are very pleased.

Management: We did not have the hindsight of the Ameya Pride portfolio during the last Capital Market Day. That portfolio is almost entirely capital-light, which makes the overall portfolio look more capital-light without letting go of any capital-heavy assets. It is all about building resilience and scale by brand, contract type, and geography.

Sumit Sharma – Macquarie: Thank you.

Operator: Thank you. The next question comes from the line of Karan Khanna from Ambit Capital. Please go ahead.

Karan Khanna – Ambit Capital: Good evening. With global crude oil volatility and geopolitical scenarios affecting aviation costs and inflation, how should we think about the second-order impact on travel demand and margins if domestic carriers reduce capacity over the next 2 to 3 years?

Management: Every crisis is an opportunity. Brands like Qmin and ama were created during the COVID crisis when revenue came to a halt. A few shifts might create new opportunities, such as work-from-home moving to a holiday village, Fort Aguada, or an ama homestay. While we monitor the situation, we cannot control where the market goes, but we can control our market share using our brand strength and marketing. We have been successful at this and remain optimistic. If a doomsday scenario occurs, it affects everyone. The difference now is that we have no debt and plenty of cash. That might even throw up other opportunities.

Karan Khanna – Ambit Capital: For FY26, you managed 78% occupancy and 8% RevPAR growth despite headwinds. Is the 7% or 8% RevPAR guidance for FY27 conservative, or are we nearing the end of the cycle where growth is more occupancy-led than price-led?

Management: Regarding the cycle, supply remains tight for the foreseeable future, so RevPAR should continue to perform at inflation-plus levels. We have tempered our outlook due to geopolitical issues, but that is also where the upside lies. These situations will not last forever. We missed out on visible revenue in late February, and we are well-positioned to take advantage of normalization whenever it happens.

Karan Khanna – Ambit Capital: Will the MICE business lost to cancellations return in the next two quarters?

Management: It is always a mix. Some business is deferred and comes back—even we postponed our own hospitality conference. Some business is lost because that specific time has passed, but that is part of the game. We have factored this into our forecasts for Q1 and the year.

Karan Khanna – Ambit Capital: Thanks, Ankur and Puneet.

Report is AI-generated and may contain inaccuracies.

Indian Hotel

11 May 2026

Operator: Thank you. The next question comes from the line of Murtuza from Kotak Securities. Please go ahead.

Murtuza – Kotak Securities: Hi, sir. Could you provide the full-year revenue and EBITDA numbers for Roots and TajSATS?

Management: TajSATS is shown in the segment slide on Slide 26. EBITDA growth was lower than revenue primarily due to a levy impact we noted at the beginning of the year. This related to how airports charge catering companies. Adjusted for that, the margin actually expanded by 1 percentage point, and revenue growth would have been 11-12% instead of 16%.

Management: For Roots, our Slide 29 on new business shows revenue close to 700 crores. This includes Roots Corporation and Ginger Mumbai Airport. Since Roots Corporation does not own Ginger Mumbai Airport, it makes more business sense to look at Ginger consolidated. That business grew to 709 crores with very high EBITDA margins.

Murtuza – Kotak Securities: Thank you.

Operator: Thank you. We will take the last question from the line of Rahul Jain from PhillipCapital. Please go ahead.

Rahul Jain – PhillipCapital: Good evening. Congratulations on the resilient numbers. Regarding operating leverage, the standalone revenue grew in high single-digits, but margins expanded decently in FY26. Consolidated margins were relatively flattish. Do you see more room for operating leverage to play out?

Management: There is still scope for improvement because many of these brands are in their infancy and have not yet scaled. Additionally, we had high acquisition costs, including legal fees and due diligence. We are happy with a 35% margin. We did not put upfront capital into the new brands, but we must invest in sales, marketing, and talent to scale them. We have increased our portfolio by 400% in the last 8 years and tripled our revenue through the right mix of brand, geography, and contract type. We get this margin and resilience through the art of growth and the science of removing volatility from the portfolio.

Rahul Jain – PhillipCapital: Understood, sir. Thank you.

Operator: Thank you. Ladies and gentlemen, that was the last question for today. I now hand the conference over to Mr. Puneet Chhatwal for closing comments.

Management: Ladies and gentlemen, thank you very much for joining us and for the management summary. We look forward to interacting with you next quarter, which will be in a maximum of 90 days. Thank you very much, and have a wonderful evening.

Operator: Thank you. On behalf of The Indian Hotels Company Limited, that concludes this conference. Thank you everyone for joining us, and you may now disconnect your lines.

Report is AI-generated and may contain inaccuracies.