IHCL

August 24, 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 Sir/ Madam,

This is further to our disclosure and press release dated August 24, 2026, intimating the approval of the Board of Directors to the Scheme of Arrangement between Oriental Hotels Limited ('**OHL**'), the Company and their respective shareholders, for the amalgamation of OHL into and with the Company.

In compliance with Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), Regulations, 2015, as amended, please find enclosed herewith a copy of an Investor-Update presentation titled 'Merger of Oriental Hotels Limited with IHCL'.

The above information is also being made available on the Company's website at 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: 2026.08.24 10:09:35 +05'30'

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

Place: Mumbai

Encl.: a/a

A TATA Enterprise

IHCL

MERGER OF ORIENTAL HOTELS LIMITED WITH IHCL

INVESTOR UPDATE | 24th AUGUST 2026

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MERGER OF OHL WITH IHCL

TRANSACTION SUMMARY

- ✓ Currently, IHCL & its subsidiaries hold 37.1% stake in OHL, which is an associate company of IHCL
- ✓ IHCL & OHL Boards have approved a scheme of arrangement to merge Oriental Hotels Limited (OHL) with IHCL as part of IHCL's group simplification strategy
- ✓ Equity shares used as currency

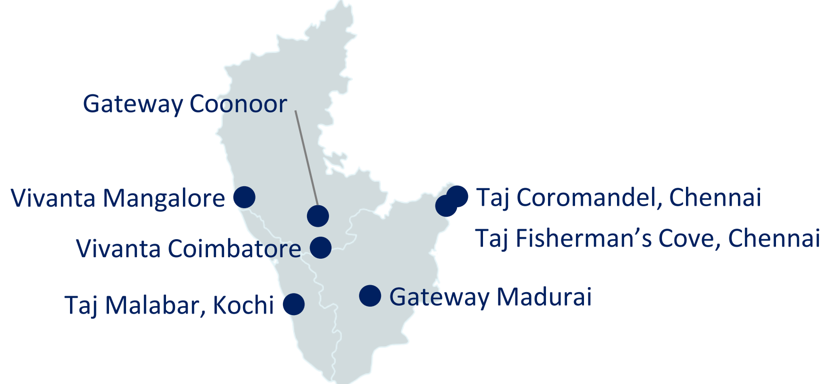
STRATEGIC OBJECTIVES

- ✓ Addition of 7 hotels to IHCL Standalone, including 3 freehold properties
- ✓ Enhanced financial profile - Increase in Revenue and profitability
- ✓ EPS accretive transaction from year 1
- ✓ Deploying capital to unlock asset management opportunities
- ✓ Simplification of group structure & increase shareholding in key group companies

Win-win merger, potentially creating value for both companies and their shareholders

ORIENTAL HOTELS LIMITED | PORTFOLIO OVERVIEW

7 Hotels | **825** Rooms | **Southern India Region**

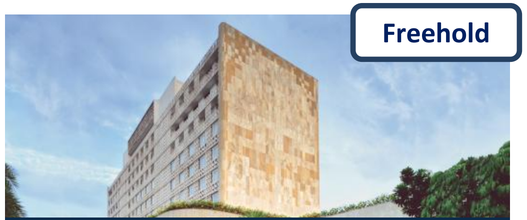


STRENGTHENING IHCL PRESENCE ACROSS SOUTHERN INDIA

State	IHCL Consol. Full Service Hotel Keys	OHL Operating Hotel Keys	Total Keys
Tamil Nadu	187	634	**821**
Karnataka	906	96	**1,002**
Kerala	186	95	**281**
Total	**1,279**	**825**	**2,104**

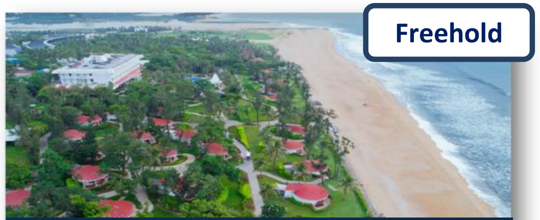
2,100+ Total Operating Keys Post Merger

Freehold



Taj Coromandel, Chennai
212 rooms · ~3 acres

Freehold



Taj Fisherman's Cove, Chennai
149 rooms · ~36 acres

Freehold

Gateway Coonoor
32 rooms · ~5 acres

Leased

Taj Malabar, Kochi
95 rooms · ~2.4 acres

Leased

Gateway Madurai
63 rooms · ~63 acres

Leased

Vivanta Mangalore
96 rooms · ~1 acres

Leased

Vivanta Coimbatore
178 rooms · ~2 acres

Note: The above map pertains to the southern part of India. The geographic representation is indicative in nature and may not accurately reflect scale, distance, or boundaries.

PROPOSED TRANSACTION STRUCTURE - SHARE SWAP

OHL shareholders receive

25 shares

of IHCL

Swap Ratio

IHCL : OHL
1 : 4.68

For every

117 shares

of Oriental Hotels Limited

~17.9 Cr

TOTAL OHL SHARES OUTSTANDING

~2.32 Cr[1] (~1.6% Dilution)

Net IHCL SHARES TO BE ISSUED

All-stock Deal
(Tax efficient structure)

1st Apr 2027
Appointment Date for financial consolidation

FY28
Targeted merger completion

1. Share issuance is net of ~8 Lakh IHCL shares held by OHL. These will be extinguished as part of the scheme of arrangement, if they continue to be held by OHL on the effective date.

SIMPLIFICATION OF HOLDING STRUCTURE – IHCL GROUP

PROMOTERS (TATA GROUP)

PUBLIC SHAREHOLDERS
IHCL + former OHL public & promoter group (post swap)

IHCL
OHL Merged into IHCL

IHCL EFFECTIVE SHARE — OHL/IHCL KEY COMPANIES

OHL Intl. (HK) -WOS
100%
Overseas Hold Co.

Taj Kerala
32%
Stake increased
(IHCL 29% + OHL 3%)

Taj Karnataka
55%
Subsidiarized
(IHCL 45% + OHL 10%)

Taj Madurai
52%
Subsidiarized
(IHCL 26% + OHL 26%)

2 additional operating subsidiaries

Lanka Island Resorts
48%
Stake increased
(IHCL 25% + OHL 23%)

St. James Court
88%
Stake increased
(IHCL 80% + OHL 9%)

TAL Hotels & Resorts
49%
Stake increased
(IHCL 28% + OHL 22%)

- Cross-holdings significantly reduced
- Direct ownership
- Simpler governance

POTENTIAL ASSET MANAGEMENT OPPORTUNITIES

Taj Fisherman's Cove Resort & Spa, Chennai

Additional villas & MICE venues

Taj Coromandel, Chennai

Renovation and upgrade of F&B and Chambers

Vivanta Coimbatore

Overall renovation & upgrade

Gateway Madurai

Future expansion opportunity

GROWTH MATRIX COMPARISON YEAR AFTER YEAR

IHCL

FY23-26 CAGR

REVENUE	19%
EBITDA	21%
PAT (BEI)*	23%
Reported PAT	28%

OHL

FY23-26 CAGR

REVENUE	7%
EBITDA	5%
PAT (BEI)*	8%
Reported PAT	8%

**PAT before exceptional Items*

OHL SUMMARY FINANCIALS

DRIVING UPSIDE THROUGH SYNERGIES & ASSET OPTIMIZATION

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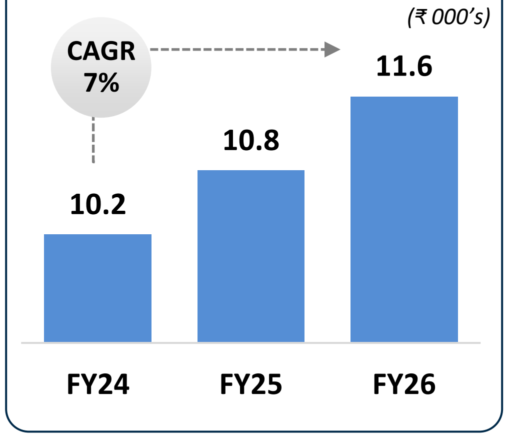
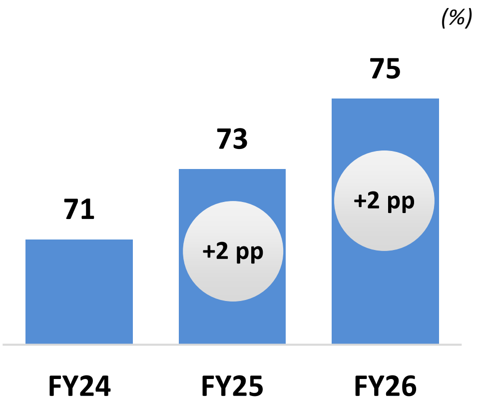
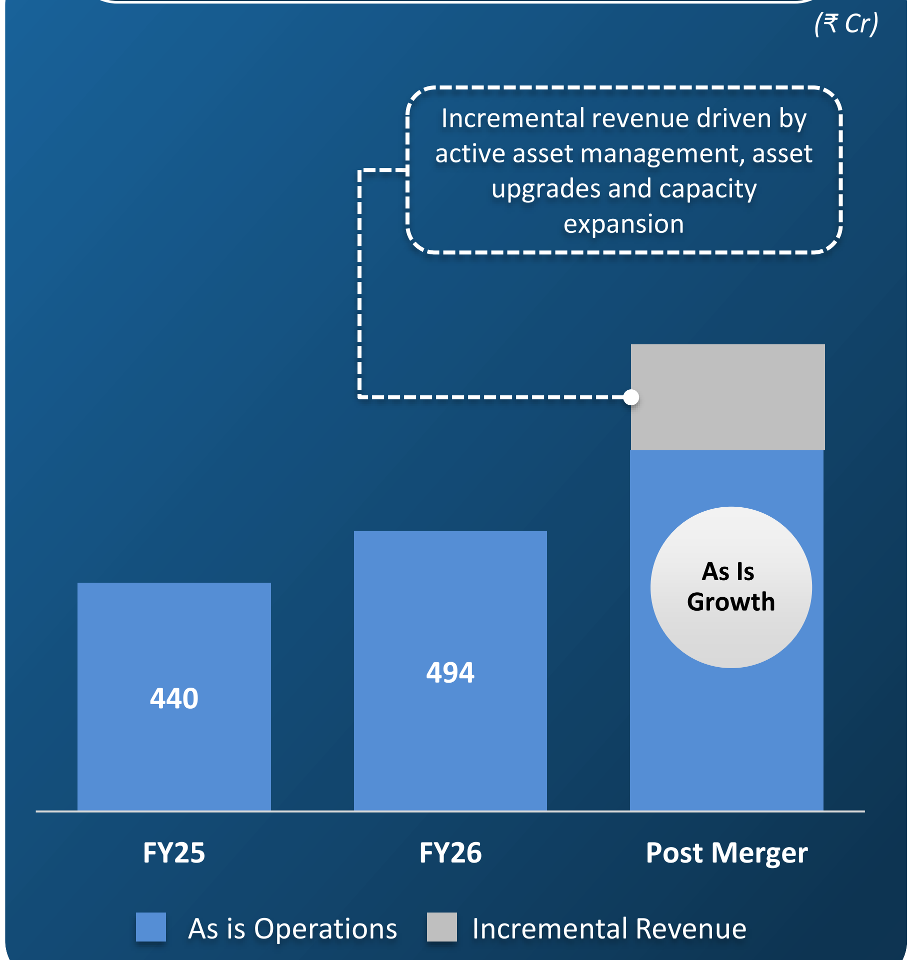


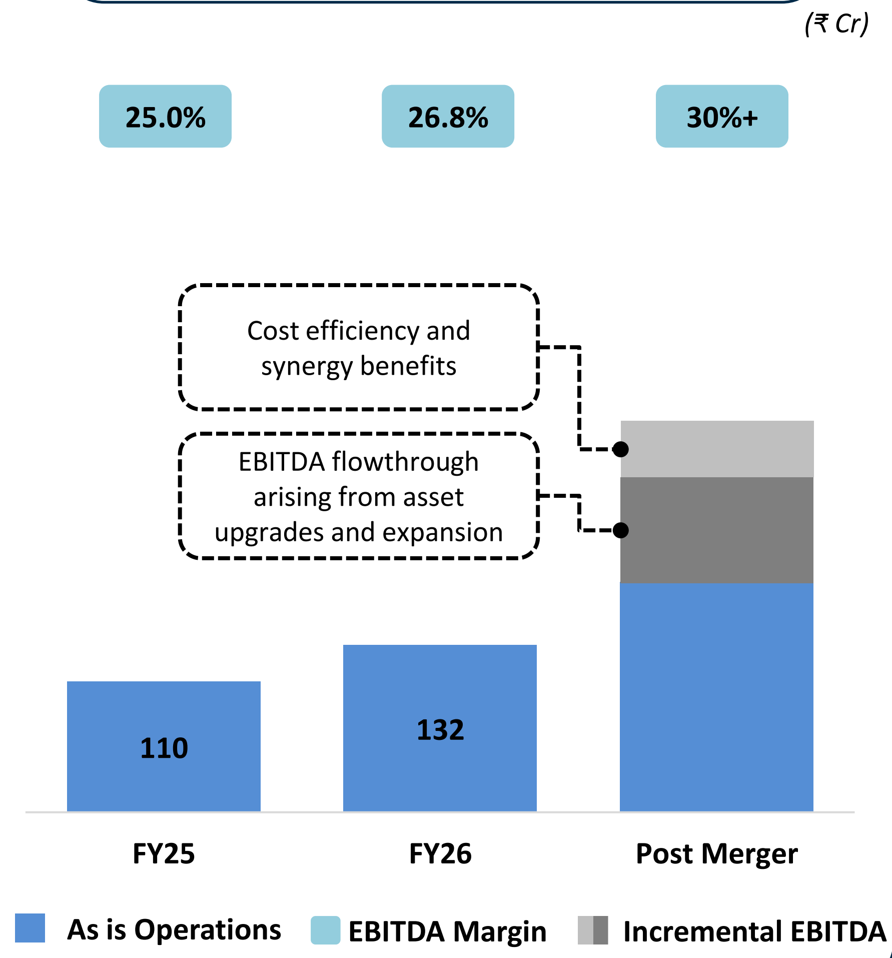
Occupancy



Operating Revenue



Operating EBITDA



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.