TRENDS AND OPPORTUNITIES

HOTELIVATE
ELEVATION THROUGH INNOVATION

THE SURFER'S PARADISE

HOTELS 1,540	INVENTORY 1,65,172
BRANDS 57	SUB-BRANDS 187
CITIES 268	STATES AND UTs 33

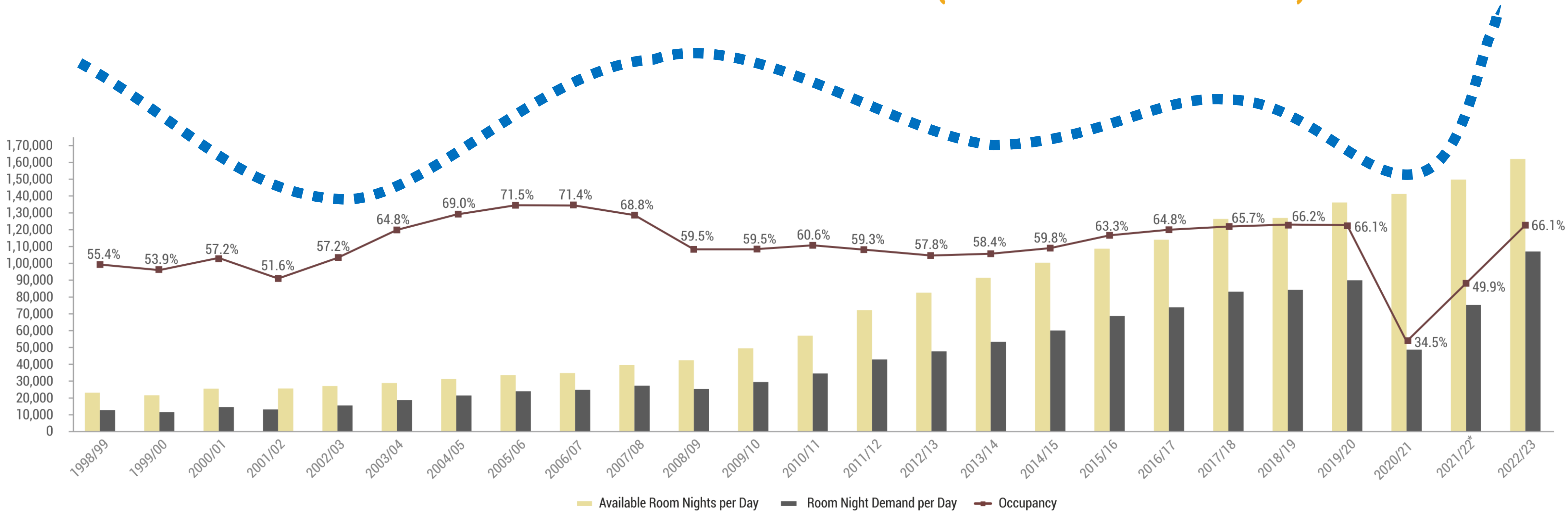
- Businesses across the globe generally operate with an intent to swim through the good years and employ strategies to at least float in the bad ones. For the hospitality sector in India, 2022/23 was a 70-foot monster wave that is every surfer's dream.
- In 2022/23, the branded hotel sector in India closed with a nationwide occupancy of 66.1% (second highest in the decade short by just 0.1%); with an ADR of ₹6,869 (highest in 10 years) and consequent RevPAR of ₹4,537 (again, the highest in a decade).
- The growth was on account of sustained leisure travel; return of corporate movement; increasing proliferation of manufacturing and allied industries; growing importance of sporting events; resurgence of corporate M.I.C.E and Big Fat Indian Weddings.

AIRPORT TRAFFIC (2020/21 – 2022/23)

Airport	2020/21	2021/22	2022/23
New Delhi (DIAL)	2,26,00,000	3,93,00,000	6,53,00,000
Mumbai (MIAL)	1,11,00,000	2,17,00,000	4,39,00,000
Bengaluru (BIAL)	1,09,00,000	1,63,00,000	3,29,00,000
Chennai	55,00,000	95,00,000	1,86,00,000
Kolkata	77,00,000	1,10,00,000	1,78,00,000
Hyderabad (GHIAL)	80,00,000	1,24,00,000	2,10,00,000
Ahmedabad	36,00,000	57,00,000	1,01,00,000
Cochin (CIAL)	25,00,000	47,00,000	2,18,00,000
Pune	21,00,000	37,00,000	80,00,000
Goa	29,00,000	52,00,000	90,00,000
Total	**7,69,00,000**	**12,95,00,000**	**24,84,00,000**

Source: Airports Authority of India

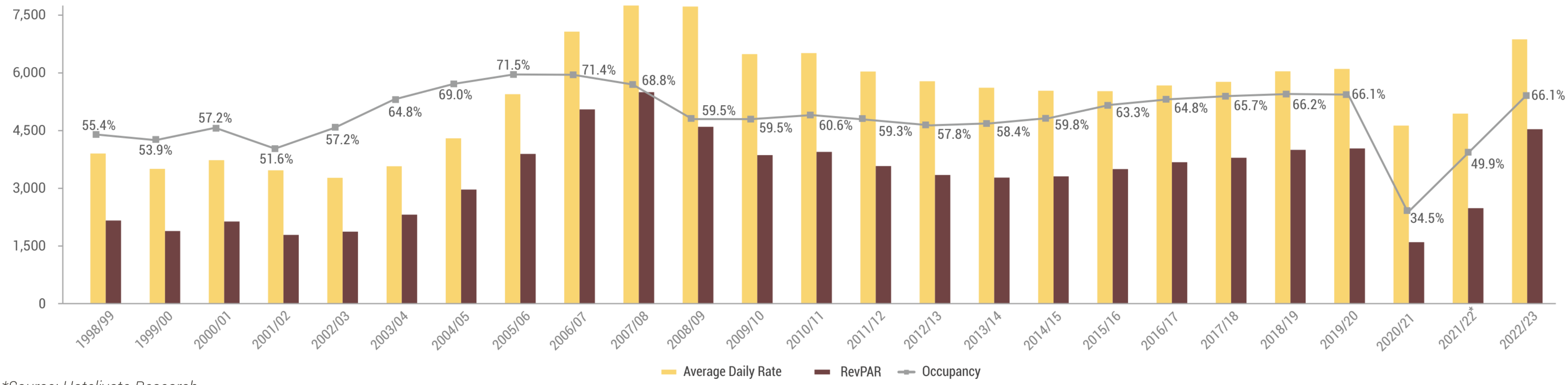
NATIONWIDE DEMAND AND SUPPLY (1998/99 – 2022/23)



Source: Hotelivate Research

- The available room night supply has grown by 8% and demand has grown by 42% over the previous year albeit on a smaller base.
- This strong growth in available room nights is on the account of stronger than average industry performance, expedition of delayed projects due to the global pandemic and the increased pervasion of soft brands.

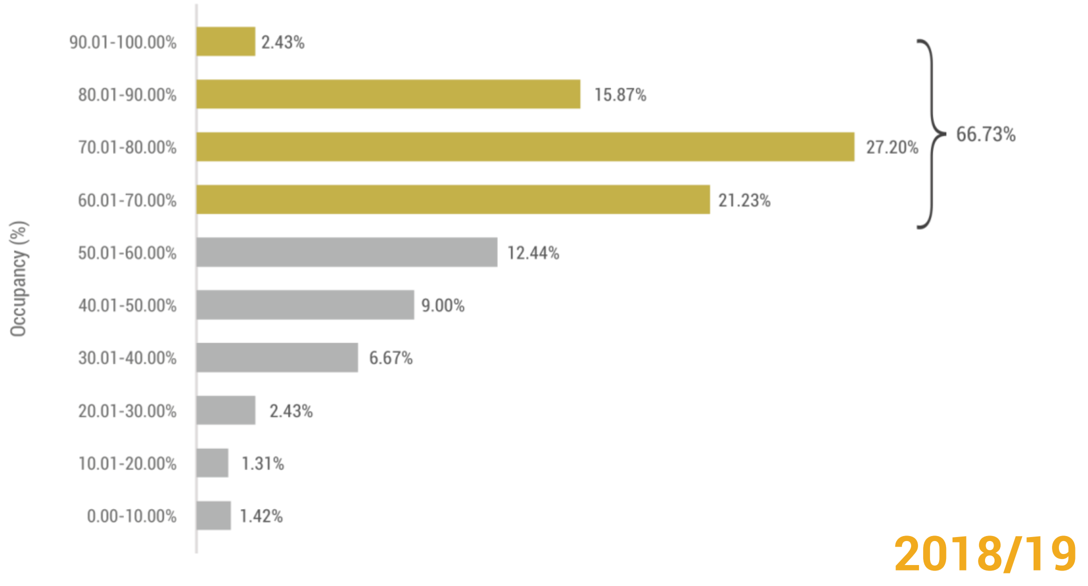
NATIONWIDE PERFORMANCE (1998/99 – 2022/23)

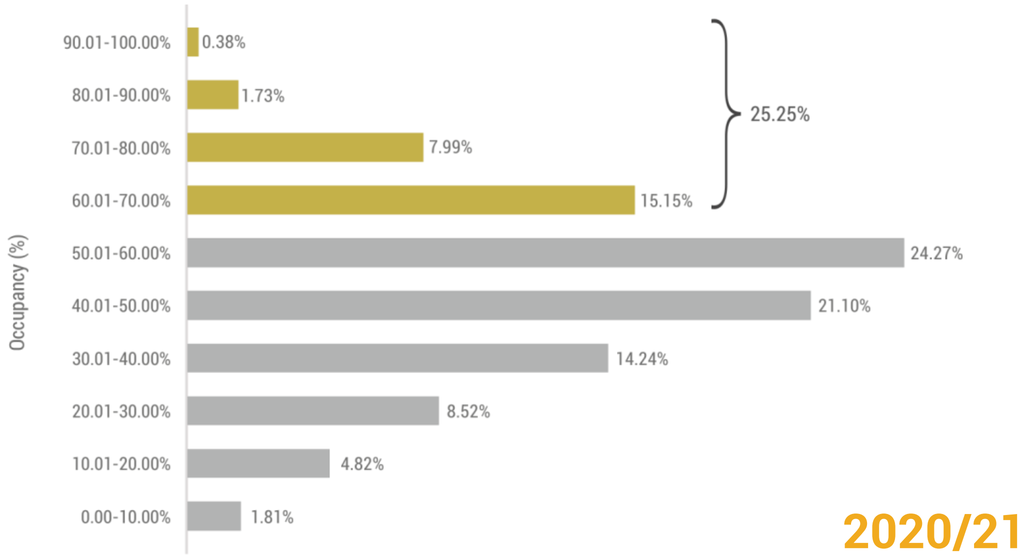


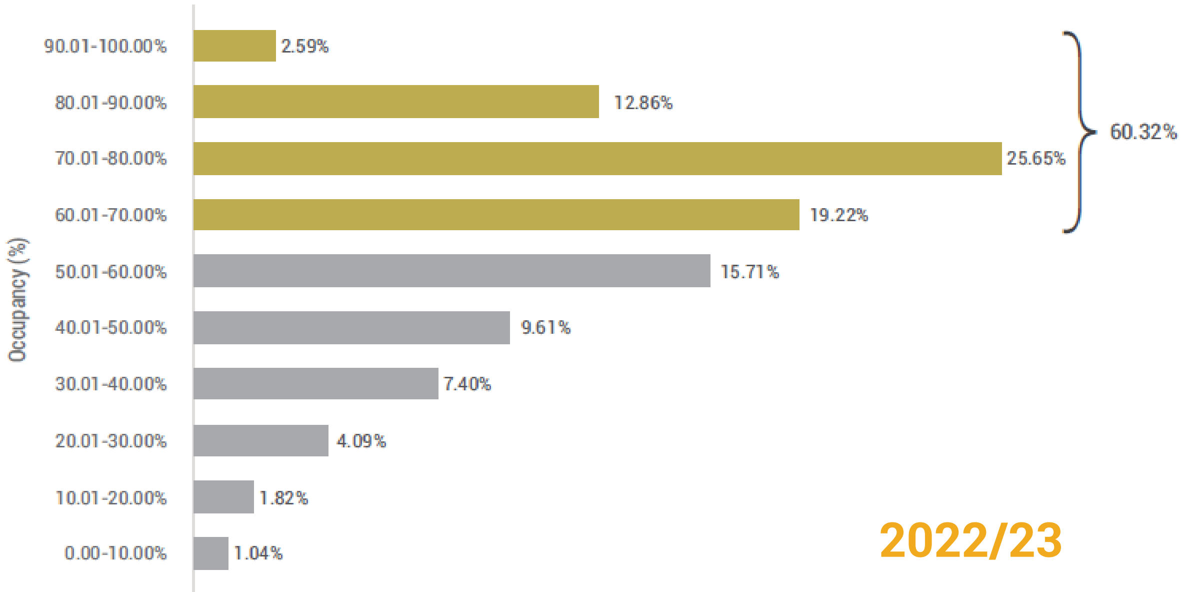
*Source: Hotelivate Research

- India has witnessed its highest ADR and RevPAR over the past decade and the occupancy levels are the second highest after 2019/20.
- These performance levels were only bettered by the period before the global financial crisis (which includes 2006/07, 2007/08 and 2008/09) when India had a considerably larger base of upscale to luxury positioned hotels.

OCCUPANCY BINS (2018/19 – 2022/23)

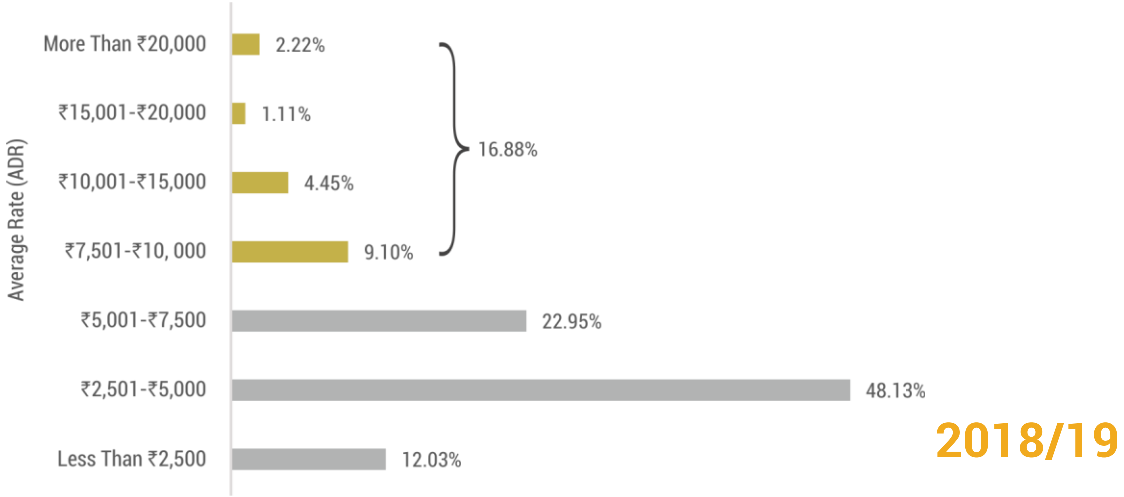


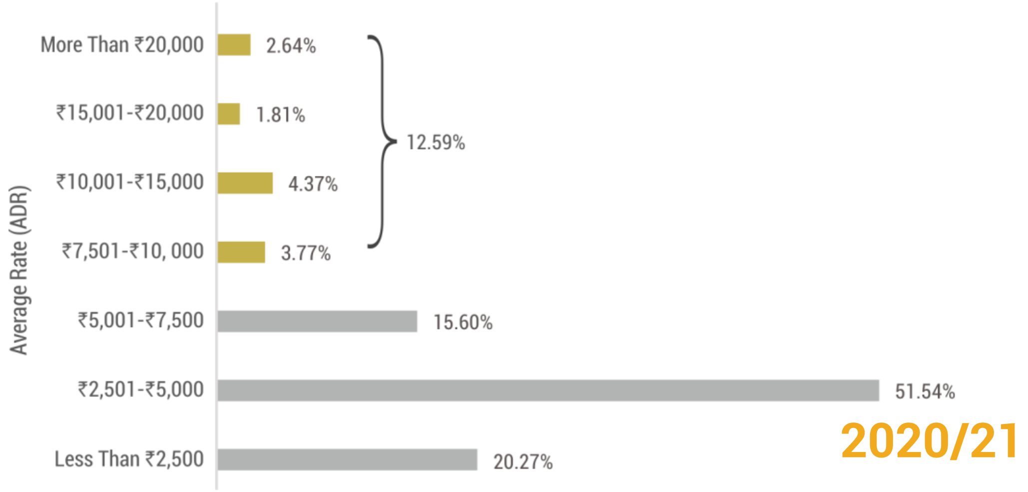


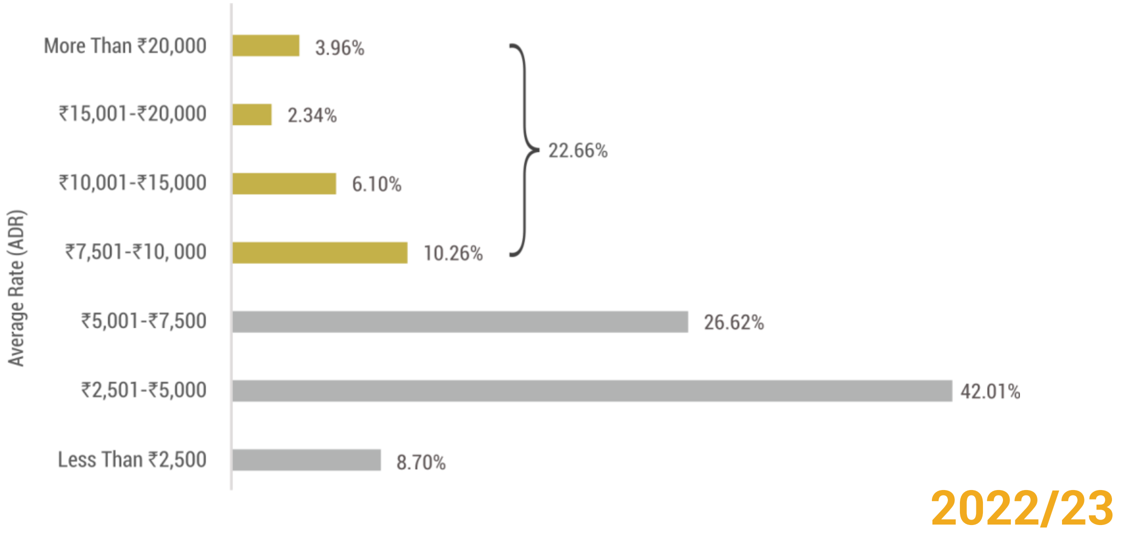


- ~67% of the nationwide supply clocked an occupancy of 60% or more in 2018/19. This has come back up to ~60% in 2022/23.
- In particular, upscale or higher have experience a stronger growth. Around 66% of these hotels had an occupancy 60% or more. In 2022/23, about 65% of this supply reached an occupancy of 60% or more.

AVERAGE BINS (2018/19 – 2022/23)







- 17% of the hotels (167 hotels) charged more than ₹7,500 in 2018/19 has increased to 23% of the sample set (349 hotels) in 2022/23.
- Moreover, 34 hotels charged over ₹15,000 in 2018/19 which has increased to 100 hotels.
- Hotels charging less than ₹2,500 has declined from 166 in 2018/19 to 141 hotels in 2022/23.

PERFORMANCE BY STAR CATEGORY (2003/04-2022/23)

KEY OPERATING STATISTICS BY HOTEL CLASSIFICATION - OCCUPANCY

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12-Month Change	24-Month Change
Overall Average	64.8%	69.0%	71.5%	71.4%	68.8%	59.5%	59.5%	60.6%	59.3%	57.8%	58.4%	59.8%	63.3%	64.8%	65.7%	**66.2%**	**66.1%**	**34.5%**	**49.9%**	**66.1%**	**32.5%**	**91.6%**
Five-star Deluxe	65.0%	71.4%	73.8%	73.0%	71.7%	62.5%	61.6%	60.9%	59.8%	60.1%	59.9%	61.7%	64.3%	65.0%	66.5%	**66.8%**	**66.5%**	**31.9%**	**49.1%**	**67.5%**	**37.5%**	**111.6%**
Five-star	66.8%	71.1%	70.4%	70.2%	67.2%	58.5%	58.6%	61.9%	59.1%	55.4%	55.7%	57.2%	61.2%	64.1%	65.9%	**65.8%**	**67.2%**	**32.5%**	**50.1%**	**67.1%**	**33.9%**	**106.5%**
Four-star	68.7%	71.8%	72.7%	71.7%	68.9%	58.5%	60.3%	60.7%	60.0%	57.9%	59.1%	61.2%	64.2%	66.0%	66.9%	**66.9%**	**66.8%**	**37.7%**	**52.7%**	**66.9%**	**26.9%**	**77.5%**
Three-star	59.6%	56.7%	65.9%	68.9%	64.7%	56.2%	55.5%	58.5%	56.9%	56.8%	57.9%	59.8%	64.8%	65.2%	65.1%	**67.3%**	**64.6%**	**34.7%**	**47.9%**	**63.9%**	**33.4%**	**84.1%**
Two-star									64.8%	59.0%	61.0%	57.7%	60.4%	62.7%	59.1%	**61.5%**	**60.4%**	**38.6%**	**44.5%**	**60.4%**	**35.7%**	**56.5%**

KEY OPERATING STATISTICS BY HOTEL CLASSIFICATION - AVERAGE RATE (₹)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12-Month Change	24-Month Change
Overall Average	3,569	4,299	5,444	7,071	7,989	7,722	6,489	6,513	6,032	5,779	5,611	5,532	5,527	5,671	5,768	**6,038**	**6,104**	**4,630**	**4,951**	**6,869**	**38.7%**	**48.4%**
Five-star Deluxe	4,686	5,606	7,168	9,778	11,200	11,096	9,277	9,350	9,189	8,982	8,727	8,815	8,881	10,099	10,260	**10,660**	**10,679**	**8,293**	**8,914**	**12,923**	**45.0%**	**55.8%**
Five-star	3,372	3,897	4,985	6,506	7,652	7,268	6,410	6,380	6,135	5,881	5,720	5,559	5,484	6,051	6,088	**6,280**	**6,451**	**5,166**	**5,169**	**7,275**	**40.7%**	**40.8%**
Four-star	2,580	3,088	3,847	5,111	5,722	5,745	4,638	4,905	4,905	4,691	4,474	4,361	4,424	4,505	4,635	**4,713**	**4,827**	**3,694**	**4,037**	**5,481**	**35.8%**	**48.4%**
Three-star	1,670	1,830	2,212	3,012	3,488	3,530	3,255	3,348	3,354	3,252	3,083	3,039	3,155	3,016	3,200	**3,371**	**3,474**	**2,703**	**2,920**	**3,885**	**33.0%**	**43.7%**
Two-star									1,714	1,849	2,063	2,063	2,122	2,049	2,245	**2,524**	**2,589**	**2,080**	**2,358**	**3,092**	**31.1%**	**48.7%**

KEY OPERATING STATISTICS BY HOTEL CLASSIFICATION – RevPAR (₹)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12-Month Change	24-Month Change
Overall Average	2,313	2,966	3,892	5,049	5,496	4,598	3,861	3,947	3,575	3,343	3,275	3,310	3,499	3,677	3,791	**4,000**	**4,033**	**1,597**	**2,471**	**4,540**	**83.8%**	**184.2%**
Five-star Deluxe	3,046	4,003	5,290	7,138	8,030	6,933	5,715	5,694	5,491	5,398	5,231	5,438	5,715	6,560	6,825	**7,125**	**7,103**	**2,645**	**4,377**	**8,723**	**99.3%**	**229.7%**
Five-star	2,252	2,771	3,509	4,567	5,142	4,250	3,756	3,949	3,626	3,257	3,185	3,178	3,355	3,876	4,015	**4,132**	**4,334**	**1,679**	**2,590**	**4,882**	**88.5%**	**190.7%**
Four-star	1,772	2,217	2,797	3,665	3,942	3,362	2,797	2,977	2,942	2,718	2,643	2,669	2,840	2,975	3,099	**3,151**	**3,223**	**1,393**	**2,127**	**3,667**	**72.4%**	**163.3%**
Three-star	995	1,038	1,458	2,075	2,257	1,985	1,806	1,959	1,909	1,848	1,786	1,817	2,044	1,965	2,083	**2,268**	**2,245**	**938**	**1,399**	**2,483**	**77.5%**	**164.7%**
Two-star									1,110	1,091	1,258	1,190	1,281	1,285	1,327	**1,553**	**1,563**	**803**	**1,049**	**1,868**	**78.0%**	**132.6%**

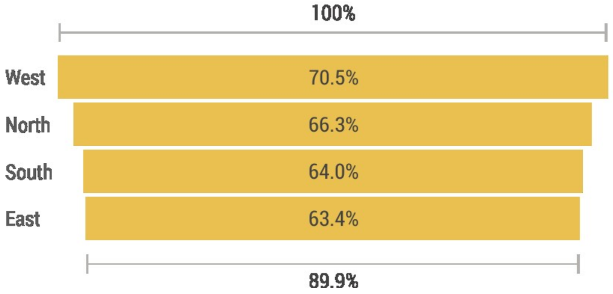
**Source: Hotelivate Research*

- The average rate has grown by 39% over 2021/22 and 14% over 2018/19 whereas the occupancy has grown by 32% over 2012/22 and at par with 2018/19. Consequently, RevPAR has grown by 84% over 2021/22 and 14% over 2018/19.
- Notably, five star deluxe followed by five-star hotels saw the highest overall increase in their RevPAR.

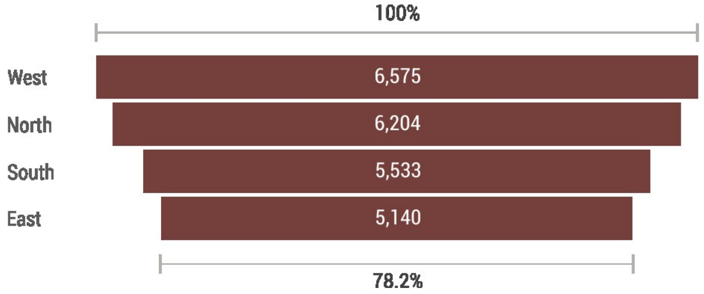
PERFORMANCE BY ADMIN ZONE (2018/19 vs 2021/22)

KEY OPERATING STATISTICS BY ADMINISTRATIVE ZONES (2018/19)*

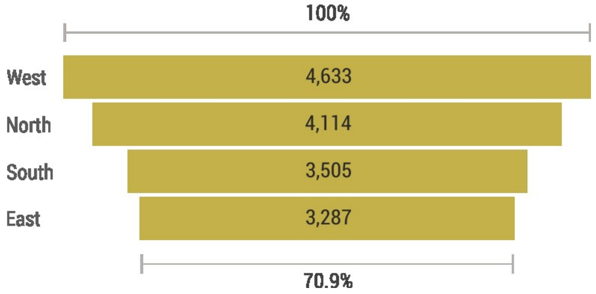
Occ% by Admin Zone



ADR by Admin Zone

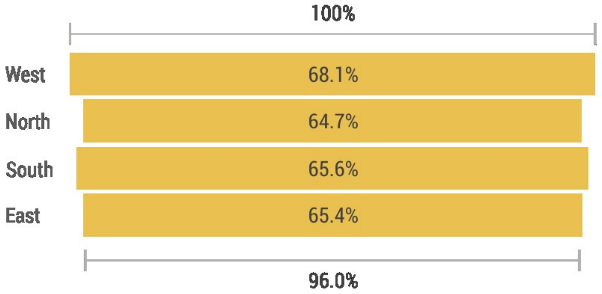


RevPAR by Admin Zone

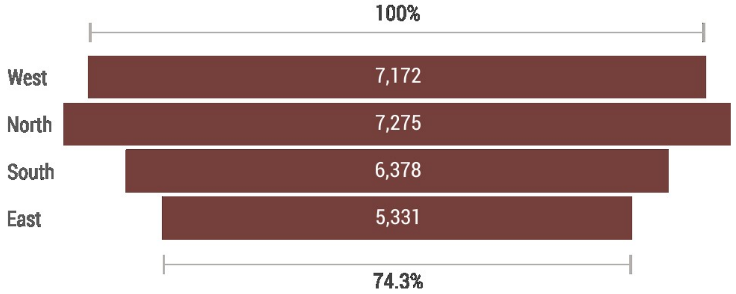


KEY OPERATING STATISTICS BY ADMINISTRATIVE ZONES (2022/23)*

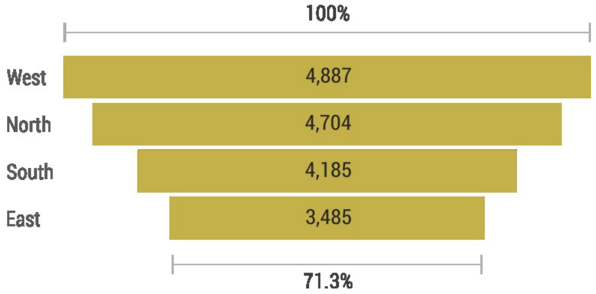
Occ% by Admin Zone



ADR by Admin Zone



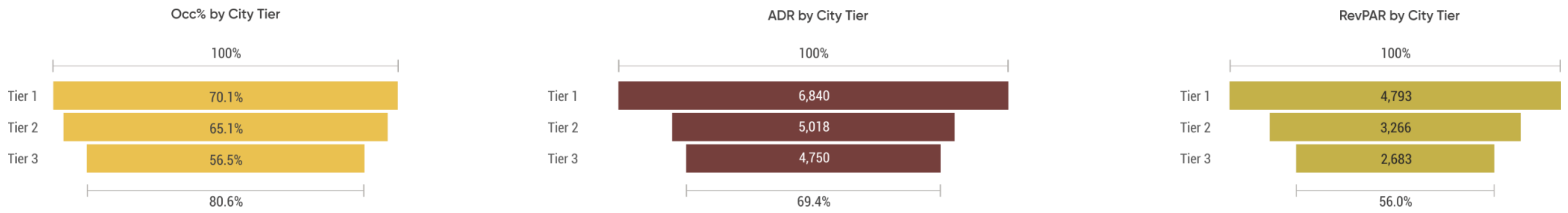
RevPAR by Admin Zone



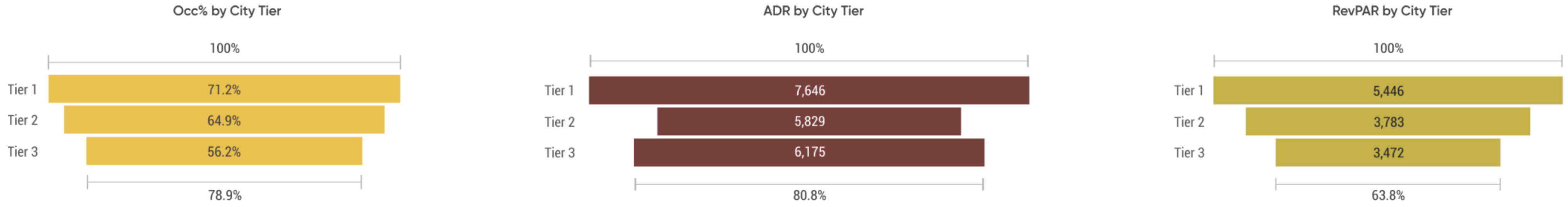
- North India (14% growth in RevPAR) and South India (19% growth in RevPAR) have witnessed a growth of more than 10% over 2018/19.
- Interestingly, looking at luxury hotels in North India, the average rate is atleast 45% higher and RevPAR is atleast 22% over the other administrative zones.

PERFORMANCE BY CITY TIERS (2018/19 vs 2021/22)

KEY OPERATING STATISTICS BY CITY TIERS (2018/19)*



KEY OPERATING STATISTICS BY CITY TIERS (2022/23)*



**City tiers have been defined according to the level of economic development across various cities*

- Tier 1 markets continue to be the highest performing cities followed by Tier 2 and Tier 3 markets. This is a function of sizable demand and minimal seasonality in these locations.
- Notably, the delta in RevPAR between Tier 2 and Tier 3 markets has started to reduce.

EXISTING SUPPLY ACROSS MAJOR CITIES (2013/14-2022/23)

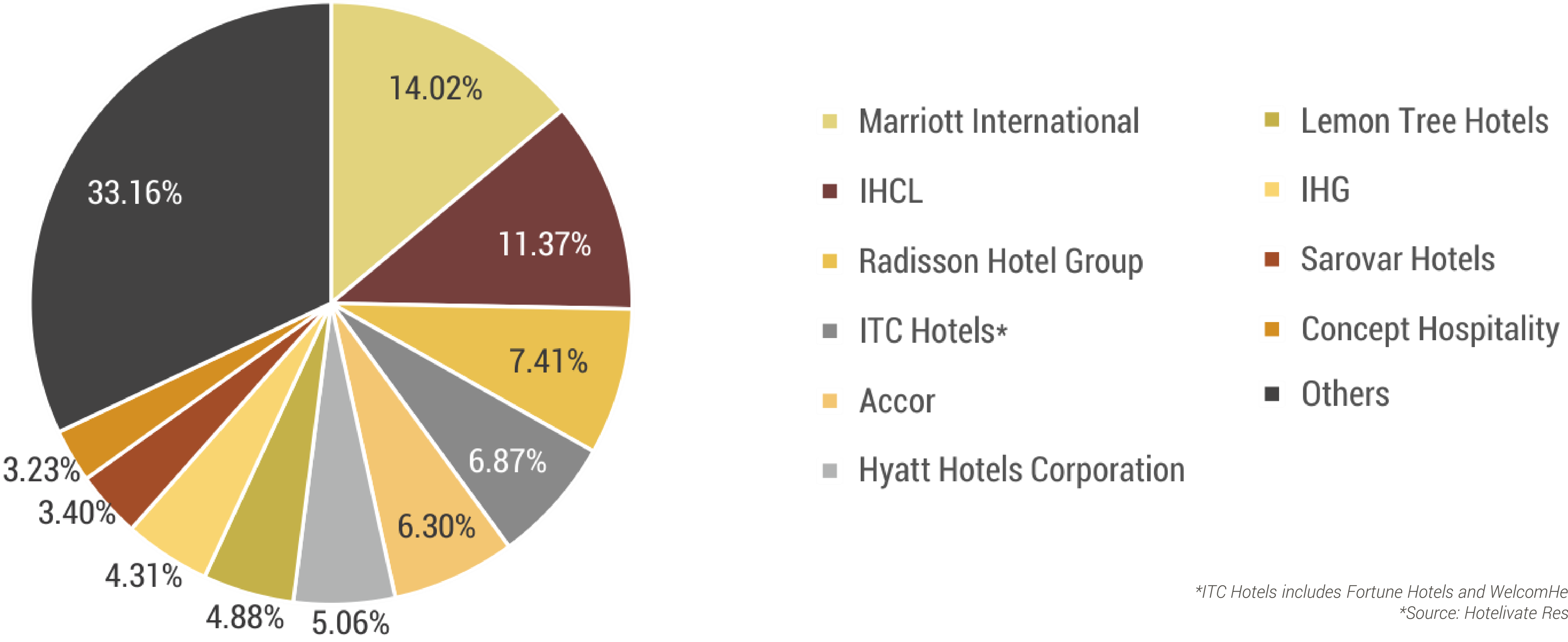
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12-Month Change
Agra	1,293	1,755	2,036	2,092	2,256	1,864	2,289	2,210	2,213	2,231	0.8%
Ahmedabad	2,777	2,944	3,054	3,117	3,393	3,004	3,326	3,547	3,448	4,350	26.2%
Amritsar	770	766	873	1,108	1,322	1,319	1,566	1,692	1,688	1,808	7.1%
Bengaluru	10,162	11,117	11,539	11,995	12,594	13,366	13,691	13,647	13,806	15,351	11.2%
Chandigarh[a]	765	866	1,275	1,909	1,873	2,116	2,161	2,231	2,574	2,791	8.4%
Chennai	7,105	7,444	7,585	8,332	9,061	9,099	9,657	9,625	9,634	9,761	1.3%
Dehradun		114	114	182	234	325	380	464	584	803	37.5%
Goa	4,703	5,298	5,574	6,400	6,386	5,979	6,772	7,488	7,724	8,805	14.0%
Gurugram	5,190	5,323	5,117	5,263	5,890	5,538	5,589	5,873	6,151	6,662	8.3%
Hyderabad	5,734	5,954	5,992	6,254	6,846	6,672	7,393	7,381	7,450	7,465	0.2%
Jaipur	4,523	4,822	4,931	5,058	5,352	5,285	5,553	5,471	5,488	6,557	19.5%
Kochi	1,190	1,524	1,690	1,686	1,807	2,466	2,521	2,520	2,668	2,677	0.3%
Kolkata	2,243	2,701	2,701	3,199	3,652	3,712	4,579	4,841	4,878	5,028	3.1%
Lucknow	318	3291	483	725	1,495	1,499	1,772	1,820	1,773	1,902	7.3%
Mumbai	12,093	1,997	12,127	12,565	12,595	12,639	13,070	13,245	12,776	13,718	5.4%
Navi Mumbai	929	868	927	929	929	929	1,000	1,000	1,395	1,222	5.4%
New Delhi[b]	12,370	13,193	14,142	14,296	14,450	14,952	15,027	15,024	14,780	14,917	0.9%
NOIDA[c]	1,239	1,322	1,322	1,422	1,515	1,378	1,378	1,423	1,649	1,649	0.0%
Pune	6,159	6,137	6,108	6,445	6,353	6,212	6,712	6,615	6,572	6,789	3.3%
Udaipur	886	1,029	1,096	1,157	1,157	1,317	1,605	1,742	1,866	2,122	13.7%
Other Cities[d]	20,728	22,192	22,914	25,085	27,405	29,730	33,365	36,596	40,605	49,104	19.6%
Total	**1,01,177**	**1,07,695**	**1,11,600**	**1,19,219**	**1,26,565**	**1,29,401**	**1,39,406**	**1,44,455**	**1,49,722**	**1,65,172**	**10.3%**

**The 2021/22 inventory has been modified based on the updated data collated for this survey*
**Chandigarh (includes Panchkula and Zirakpur)*
Source: Hotelivate Research

**New Delhi (excludes Gurugram, NOIDA and Greater NOIDA) data*
**NOIDA (includes Greater NOIDA)*
+Other cities includes all other hotel market across India

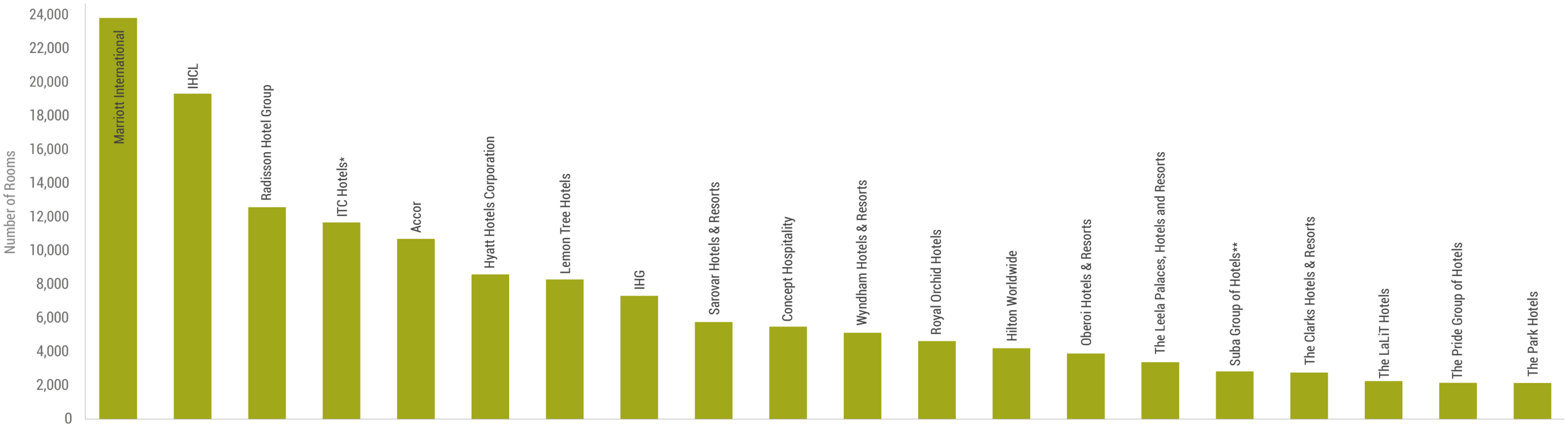
- Bengaluru has overtaken New Delhi to become the largest hotel market in India in terms of inventory. This growth is particularly centred in the North Bengaluru micro-market.
- Going forward, Mumbai is likely to overtake New Delhi to become the second largest market in India.

TOP 10 BRANDS BY % SHARE OF INVENTORY (AUGUST 2023)



**ITC Hotels includes Fortune Hotels and WelcomHeritage*
**Source: Hotelivate Research*

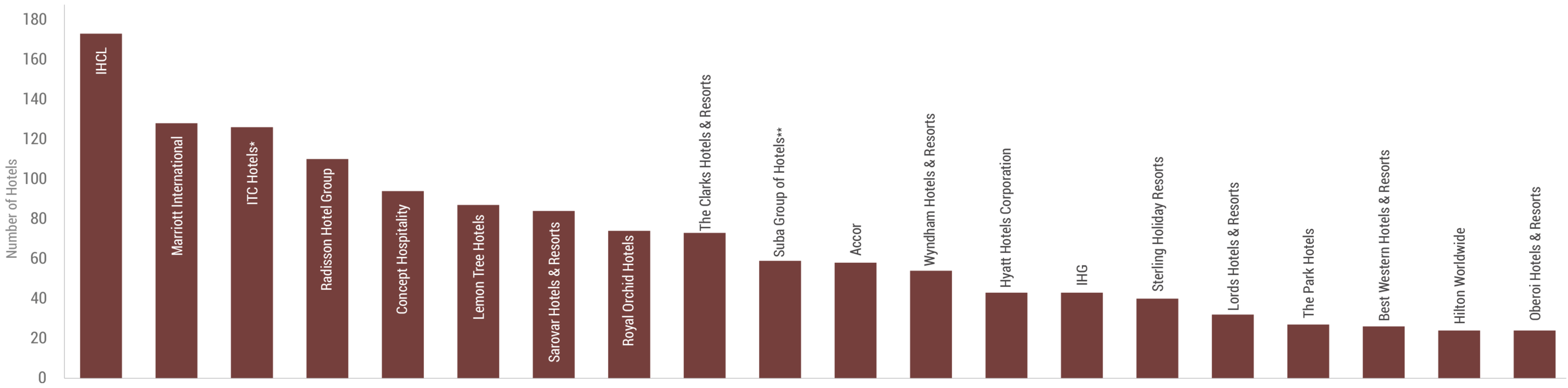
TOP 20 BRANDS BY TOTAL INVENTORY (AUGUST 2023)



*ITC Hotels includes Fortune Hotels and WelcomHeritage
*Suba Group of Hotels includes Choice Hotels

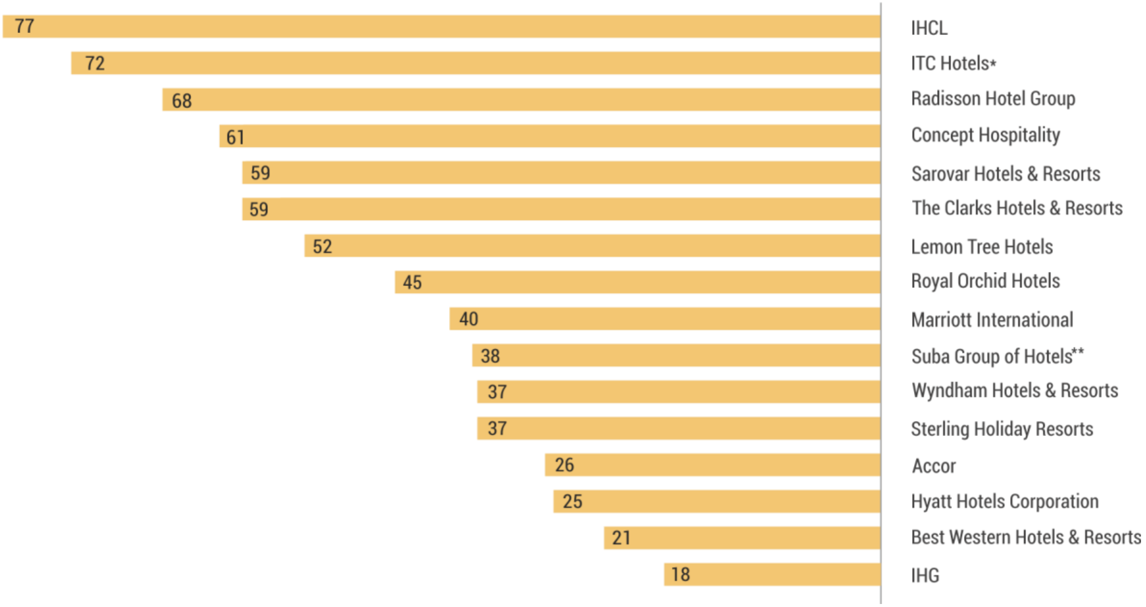
*Source: Hotelivate Research

TOP 20 BRANDS BY NUMBER OF HOTELS (AUGUST 2023)



**ITC Hotels includes Fortune Hotels and WelcomHeritage*
**Suba Group of Hotels includes Choice Hotels*

TOP 15 BRANDS BY CITY PRESENCE



Source: Hotelivate Research

**ITC Hotels includes Fortune Hotels and WelcomHeritage*
**Suba Group of Hotels includes Choice Hotels*

- Branded hotels have established operations in 268 cities spanning 33 distinct states and union territories.
- This network, is however, not evenly distributed, with only ten cities with an inventory of 5,000 or more, collectively accounting for 57% of country's existing supply.
- Indian-origin brands have ventured into 248 different cities exceeding their international counterparts by a margin, with a presence across 121 cities.

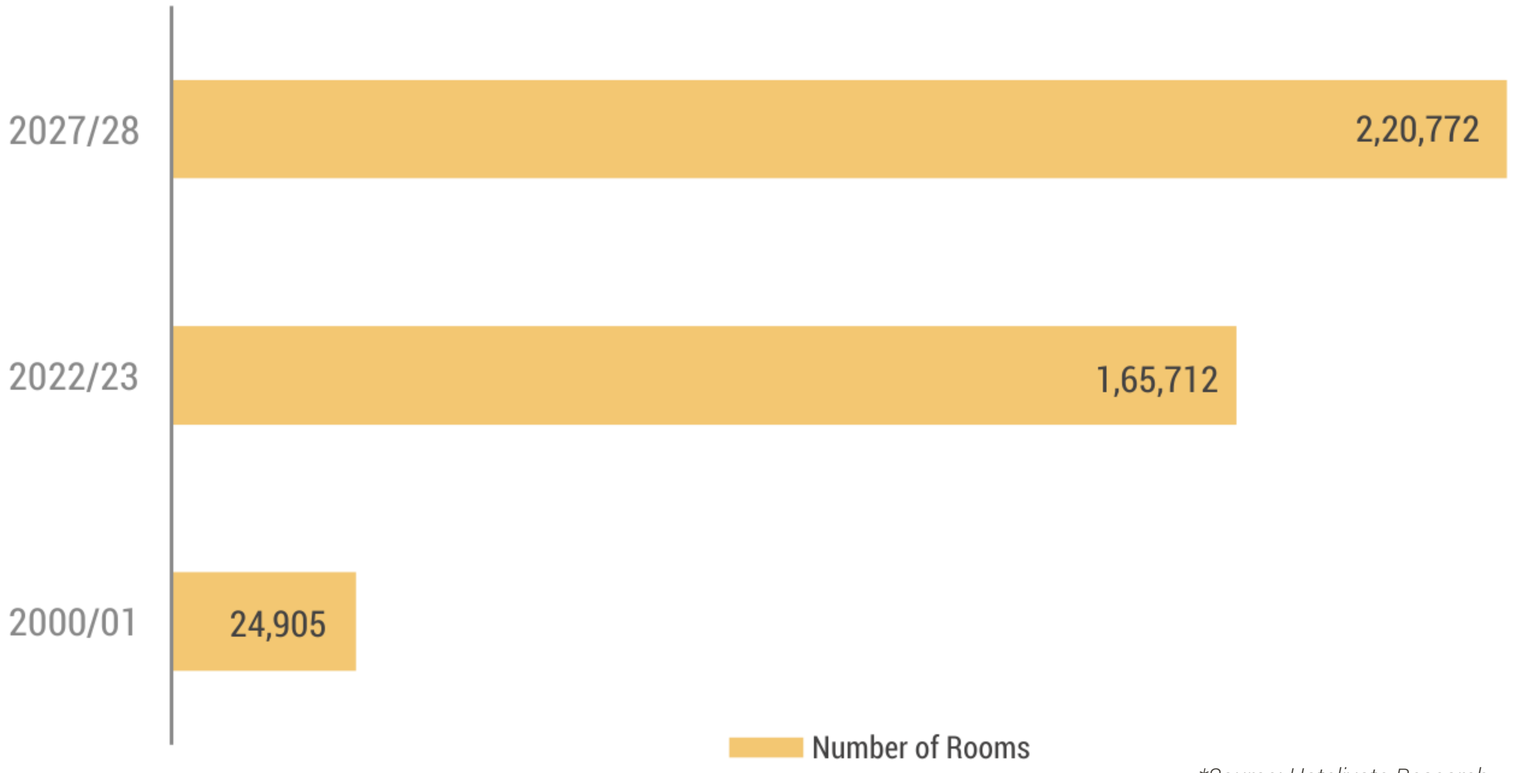
PROPOSED BRANDED HOTEL ROOMS ACROSS MAJOR CITIES

	Existing Supply 2022/23	Proposed Supply*	Increase in Future Supply	Active Development of Supply	Luxury	Upscale	Upper Midmarket	Midmarket	Budget
Agra	2,231	1,256	56%	85%	16.3%.	24.4%	17.9%	31.4%	10.0%
Ahmedabad	4,350	1,437	33%	90%	0.0%	10.6%	7.5%	27.7%	54.1%
Amritsar	1,808	1,987	110%	79%	0.0%	19.1%	38.0%	16.6%	26.3%
Bengaluru	15,351	4,358	28%	76%	1.8%	33.4%	31.8%	18.6%	14.5%
Chandigarh[a]	2,791	290	10%	72%	0.0%	0.0%	20.7%	79.3%	0.0%
Chennai	9,761	730	7%	100%	0.0%	49.0%	31.2%	0.0%	19.7%
Dehradun	803	1,064	133%	83%	13.3%	25.2%	28.8%	13.9%	18.8%
Goa	8,805	3,162	36%	87%	7.0%	15.4%	33.9%	18.8%	25.0%
Gurugram	6,662	1,696	25%	78%	0.0%	37.4%	25.8%	33.8%	2.9%
Hyderabad	7,465	1,206	16%	56%	0.0%	62.4%	31.1%	5.0%	1.5%
Jaipur	6,557	3,341	51%	68%	22.6%	45.4%	11.9%	12.1%	8.0%
Kochi	2,677	503	19%	58%	0.0%	48.5%	0.0%	3.2%	48.3%
Kolkata	5,028	1,288	26%	68%	22.5%	28.7%	7.2%	23.2%	18.3%
Lucknow	1,902	1,624	85%	100%	0.0%	27.4%	25.7%	28.2%	18.7%
Mumbai	13,718	4,666	34%	94%	30.8%	22.7%	14.4%	12.2%	20.0%
Navi Mumbai	1,222	826	68%	69%	0.0%	81.8%	18.2%	0.0%	0.0%
New Delhi[b]	14,917	1,627	11%	52%	20.3%	62.0%	7.7%	4.3%	5.7%
NOIDA[c]	1,649	1,560	95%	50%	0.0%	0.0%	42.9%	30.4%	26.7%
Pune	6,789	728	11%	88%	0.0%	27.5%	46.4%	21.0%	5.1%
Udaipur	2,122	1,506	71%	67%	31.2%	39.2%	0.0%	15.7%	13.8%
Other Cities[d]	49,104	35,751	73%	80%	2.5%	21.4%	30.0%	33.6%	12.6%
Total	**1,65,712**	**70,606**	**43%**	**79%**	**6.8%**	**26.3%**	**26.3%**	**25.8%**	**14.9%**

**Proposed supply includes 5,397 rooms that have been open for less than six months, And therefore not Included in the existing supply*
**Chandigarh (includes Panchkula and Zirakpur) data*
**New Delhi (excludes Gurugram , NOIDA and Greater NOIDA) data*

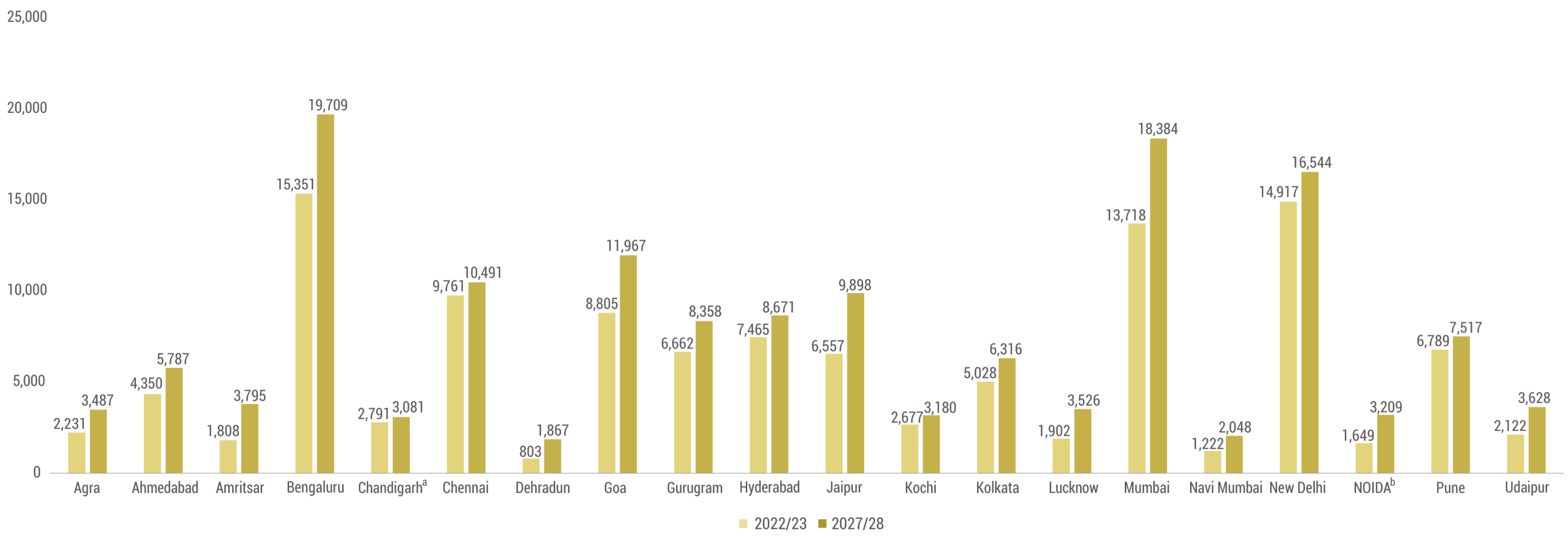
**NOIDA (includes Greater NOIDA) data*
**Other cities includes all other hotel markets across India*
**Source: Hotelivate Research*

GROWTH IN ROOM SUPPLY: INDIA (2000/01-2027/28)



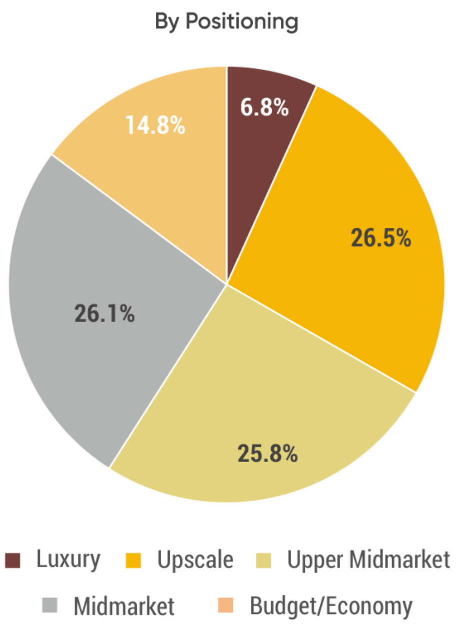
*Source: Hotelivate Research

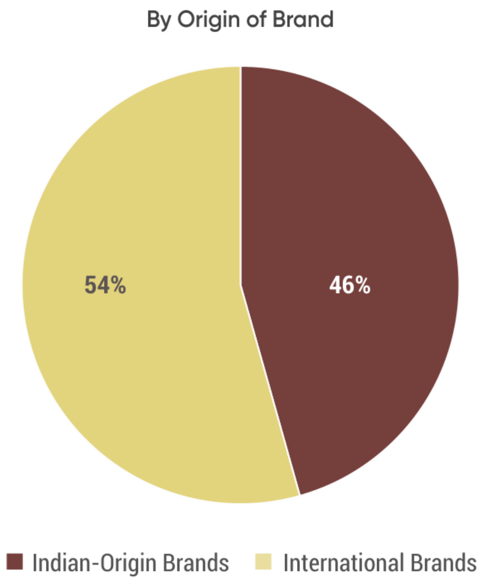
GROWTH IN ROOM SUPPLY ACROSS MAJOR MARKETS (2022/23-2027/28)

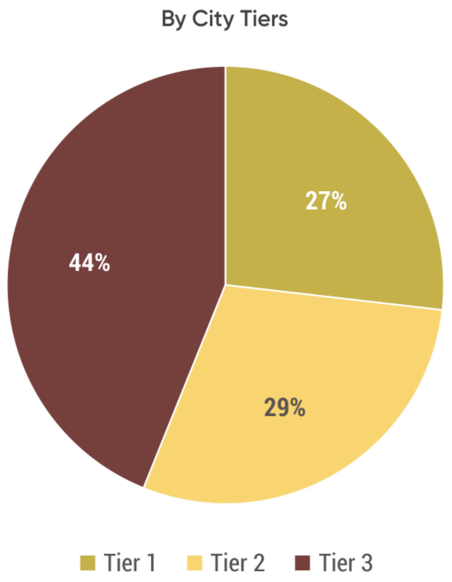


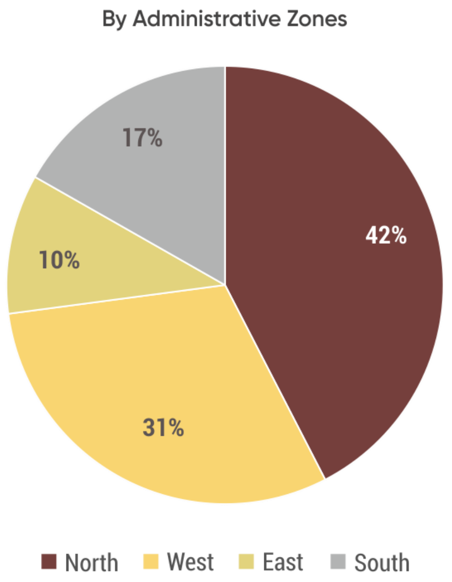
The supply for 2027/28 has been computed by adding active future supply to the existing base of rooms in 2022/23
Chandigarh (includes Panchkula and Zirakpur) data
NOIDA (includes Greater NODIA) data
Source: Hotelivate Research

PROPOSED BRANDED HOTEL ROOMS ACROSS PARAMETERS









Source: Hotelivate Research

KEY OPERATING STATISTICS BY MAJOR CITY: OCCUPANCY

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12-Month Change	24-Month Change
Agra	50.0%	57.1%	56.0%	58.9%	58.3%	52.4%	55.9%	60.2%	57.1%	58.9%	60.4%	61.5%	57.7%	59.6%	66.2%	68.3%	66.7%	35.0%	49.2%	64.9%	**31.9%**	**85.4%**
Ahmedabad	63.2%	68.3%	69.1%	67.9%	73.3%	61.2%	58.2%	54.3%	59.9%	53.7%	52.7%	53.9%	55.6%	61.1%	63.8%	63.3%	64.8%	33.1%	57.9%	67.7%	**16.9%**	**104.5%**
Amritsar							34.5%	42.0%	31.7%	42.3%	42.4%	53.1%	58.0%	61.9%	63.0%	65.4%	64.6%	26.0%	49.6%	67.1%	**35.3%**	**158.1%**
Bengaluru	78.5%	81.4%	76.7%	72.5%	65.3%	54.6%	53.2%	58.4%	56.6%	55.6%	57.7%	58.1%	65.7%	65.9%	68.3%	65.1%	67.5%	27.5%	40.5%	65.0%	**60.5%**	**136.4%**
Chandigarh[a]					75.0%	69.0%	67.0%	66.8%	59.4%	48.5%	56.3%	56.2%	54.3%	55.1%	64.4%	69.4%	71.8%	38.4%	56.6%	69.4%	**22.6%**	**80.7%**
Chennai	66.6%	72.9%	78.2%	74.7%	72.8%	63.1%	62.1%	67.2%	65.7%	60.0%	55.4%	58.9%	62.7%	64.8%	63.0%	64.6%	64.5%	36.1%	51.7%	68.7%	**32.9%**	**90.3%**
Dehradun												55.9%	76.0%	66.0%	67.1%	69.1%	72.6%	39.0%	53.2%	65.6%	**23.3%**	**68.2%**
Goa	59.3%	62.5%	67.8%	72.8%	72.2%	61.1%	65.1%	67.7%	68.5%	68.9%	68.7%	69.7%	70.2%	71.3%	70.0%	71.0%	67.7%	37.0%	55.9%	69.3%	**24.0%**	**87.3%**
Gurugram							66.0%	66.5%	62.0%	58.0%	58.8%	61.1%	63.7%	66.3%	67.9%	68.4%	70.2%	31.5%	48.0%	65.9%	**37.3%**	**109.2%**
Hyderabad	75.9%	78.7%	82.0%	72.1%	65.7%	55.8%	53.3%	57.1%	54.0%	49.3%	51.7%	57.1%	59.3%	63.7%	66.3%	69.9%	70.3%	33.7%	51.4%	72.8%	**41.6%**	**116.0%**
Jaipur	58.8%	67.2%	65.7%	65.5%	64.7%	54.1%	57.3%	57.7%	55.2%	54.7%	54.3%	54.5%	60.8%	64.4%	67.6%	68.3%	66.2%	33.9%	49.5%	61.7%	**24.6%**	**82.0%**
Kochi					65.0%	61.4%	50.3%	56.9%	51.3%	53.0%	52.5%	53.0%	53.6%	63.4%	64.1%	53.3%	56.3%	31.1%	37.9%	60.1%	**58.6%**	**93.2%**
Kolkata	62.8%	69.0%	76.4%	75.5%	73.9%	69.5%	67.5%	68.3%	70.0%	71.5%	70.2%	67.8%	69.3%	70.9%	70.2%	69.8%	66.7%	30.2%	50.1%	69.9%	**39.5%**	**131.5%**
Lucknow					59.6%	58.0%	72.9%	73.9%	76.4%	70.5%	71.4%	67.7%	68.5%	58.5%	51.4%	59.6%	64.6%	41.4%	56.3%	69.9%	**24.2%**	**68.8%**
Mumbai[b]	69.7%	72.0%	76.2%	77.9%	74.6%	60.6%	62.5%	62.4%	61.2%	63.7%	67.2%	71.8%	73.0%	74.1%	75.3%	77.0%	76.6%	42.9%	60.4%	78.6%	**30.1%**	**83.2%**
Navi Mumbai									67.6%	60.7%	59.4%	73.9%	81.7%	77.6%	79.1%	79.3%	72.7%	43.0%	53.3%	75.8%	**42.2%**	**76.3%**
New Delhi[c]	73.1%	79.1%	80.8%	76.9%	73.9%	67.3%	68.3%	68.7%	63.8%	61.7%	60.9%	61.7%	66.7%	69.4%	70.5%	72.0%	73.2%	40.8%	57.4%	75.1%	**30.8%**	**84.1%**
NOIDA[d]							74.0%	80.7%	56.2%	44.4%	53.5%	48.0%	51.0%	56.2%	54.9%	60.0%	64.5%	33.1%	52.1%	68.1%	**30.7%**	**105.6%**
Pune	68.9%	86.4%	83.1%	83.4%	69.5%	62.2%	50.9%	46.7%	51.3%	58.2%	57.4%	61.3%	65.6%	64.1%	68.2%	69.3%	66.7%	27.9%	41.3%	67.5%	**63.4%**	**141.9%**
Udaipur									41.7%	47.7%	53.9%	57.5%	64.3%	68.8%	67.9%	72.0%	62.1%	37.2%	51.7%	58.2%	**12.6%**	**56.5%**

**The 2021/22 performance has been modified based on the updated data collated for this survey*
**Chandigarh (includes Panchkula and Zirakpur) data*
**New Delhi (excludes Gurugram, NOIDA and Greater NOIDA) data*

**NOIDA (includes Greater NOIDA)*
**Other cities includes all other hotel markets across India*
**Source: Hotelivate Research*

KEY OPERATING STATISTICS BY MAJOR CITY: AVERAGE RATE

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12-Month Change	24-Month Change
Agra	2,431	3,012	3,622	4,715	5,262	5,322	5,773	6,243	5,958	6,126	6,338	6,488	6,083	5,508	5,316	5,800	6,204	4,112	4,220	6,302	**49.3%**	**53.3%**
Ahmedabad	2,410	2,787	3,111	3,526	4,351	4,754	4,540	4,285	3,917	3,904	3,734	3,753	3,884	3,897	4,158	4,625	4,273	3,399	3,048	4,754	**56.0%**	**39.9%**
Amritsar							4,374	4,686	3,166	3,933	3,630	3,491	3,251	3,345	3,946	4,054	4,053	3,452	3,479	4,667	**34.1%**	**35.2%**
Bengaluru	4,832	7,470	8,762	10,406	9,827	9,495	6,597	6,776	6,293	5,960	5,379	5,368	5,392	5,598	5,823	6,434	6,707	4,704	4,128	7,048	**70.7%**	**49.8%**
Chandigarh[a]					6,385	6,979	6,696	5,135	5,180	4,906	4,433	4,539	4,323	4,281	4,412	4,509	4,636	4,579	5,192	5,999	**15.5%**	**31.0%**
Chennai	3,323	3,714	4,357	5,378	6,340	6,677	5,710	5,632	5,524	5,440	5,050	4,825	4,767	4,761	4,863	5,174	5,148	3,597	3,966	5,679	**43.2%**	**57.9%**
Dehradun												4,357	4,565	4,567	4,680	4,418	4,421	3,717	4,042	6,094	**50.8%**	**63.9%**
Goa	3,086	3,985	4,804	5,801	6,255	6,271	5,613	6,056	6,162	6,513	6,692	6,819	7,020	7,538	7,920	8,207	8,260	7,379	8,507	10,267	**20.7%**	**39.1%**
Gurugram							8,247	7,554	7,639	6,831	6,569	6,241	6,253	6,382	6,113	6,455	6,592	5,372	4,705	6,793	**44.4%**	**26.5%**
Hyderabad	2,774	3,772	4,870	5,962	6,271	6,297	5,146	5,173	5,026	4,854	4,556	4,535	4,741	4,880	4,924	5,377	5,654	3,979	4,111	6,489	**57.8%**	**63.1%**
Jaipur	2,980	3,461	4,407	5,285	5,664	5,982	4,539	4,718	4,727	4,843	4,743	4,743	4,721	4,787	5,051	5,347	5,500	4,277	4,933	6,814	**38.1%**	**59.3%**
Kochi					4,690	5,149	4,946	4,985	4,859	4,821	4,847	4,099	4,415	4,401	4,335	4,814	4,881	3,724	3,574	5,420	**51.7%**	**45.5%**
Kolkata	3,021	3,240	3,887	5,288	6,575	6,686	6,087	6,408	6,049	6,093	5,739	5,734	5,607	5,814	5,904	5,830	5,934	4,258	4,300	5,663	**31.7%**	**33.0%**
Lucknow					3,641	4,065	4,314	4,498	4,223	4,463	4,733	4,760	4,834	5,062	4,274	4,069	4,129	4,626	3,713	4,335	**16.8%**	**-6.3%**
Mumbai[b]	4,356	4,822	6,041	8,738	10,932	10,679	8,428	8,194	8,210	7,820	7,355	7,473	7,611	7,942	8,066	8,376	8,487	5,270	5,191	9,196	**77.2%**	**74.5%**
Navi Mumbai									4,800	4,474	4,180	3,856	3,960	4,118	4,318	4,671	4,748	3,381	3,068	5,026	**63.8%**	**48.7%**
New Delhi[c]	4,269	5,103	6,909	9,192	10,429	9,811	8,834	8,634	8,174	7,387	6,941	6,568	6,211	6,292	6,649	7,063	7,186	4,764	5,246	8,013	**52.7%**	**68.2%**
NOIDA[d]							7,496	7,752	7,416	6,724	5,964	5,429	5,281	5,652	5,323	6,109	6,375	4,454	3,776	5,951	**57.6%**	**33.6%**
Pune	2,805	3,521	4,915	6,523	7,946	7,493	5,810	4,949	4,163	3,861	3,908	3,846	3,922	4,195	4,484	4,943	5,070	4,179	3,920	5,446	**38.9%**	**30.3%**
Udaipur									10,590	10,163	10,270	10,712	10,432	10,511	10,064	10,896	11,298	9,562	12,837	13,642	**6.3%**	**42.7%**

**The 2021/22 performance has been modified based on the updated data collated for this survey*
**Chandigarh (includes Panchkula and Zirakpur) data*
**New Delhi (excludes Gurugram, NOIDA and Greater NOIDA) data*

**NOIDA (includes Greater NOIDA)*
**Other cities includes all other hotel markets across India*
**Source: Hotelivate Research*

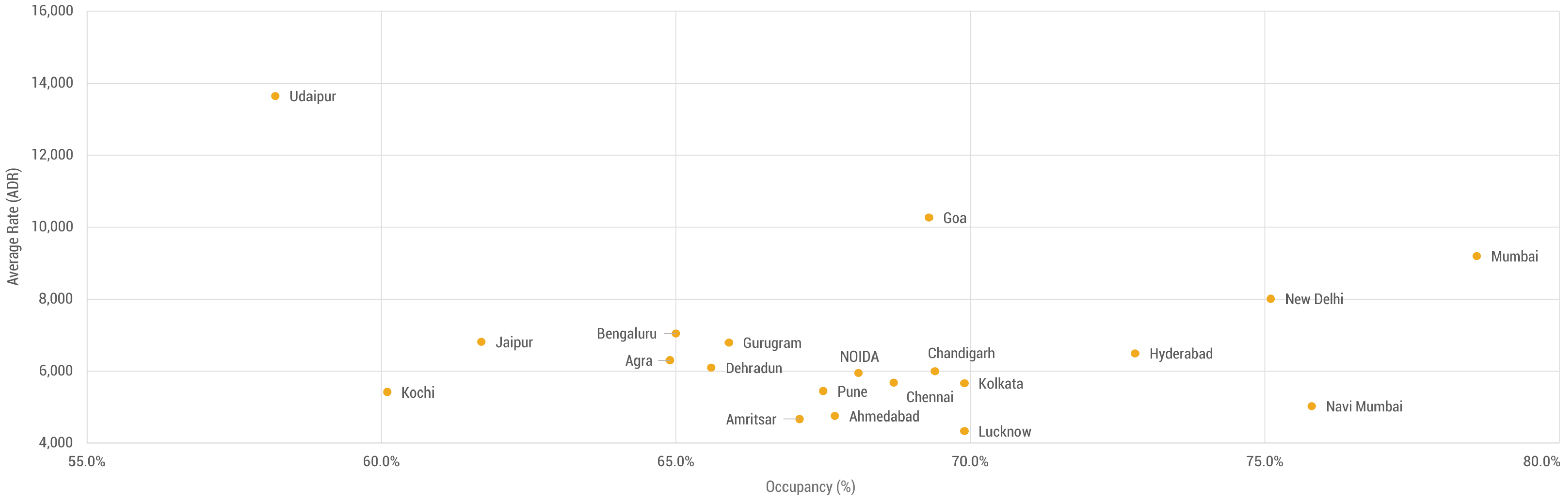
KEY OPERATING STATISTICS BY MAJOR CITY: RevPAR

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12-Month Change	24-Month Change
Agra	1,216	1,720	2,028	2,777	3,068	2,790	3,227	3,758	3,400	3,605	3,827	3,988	3,510	3,281	3,517	3,960	4,139	1,439	2,076	4,090	**97.0%**	**184.2%**
Ahmedabad	1,523	1,904	2,150	2,394	3,189	2,908	2,642	2,327	2,347	2,098	1,967	2,024	2,159	2,379	2,652	2,926	2,767	1,125	1,765	3,218	**82.4%**	**186.1%**
Amritsar							1,509	1,968	1,004	1,664	1,539	1,854	1,886	2,071	2,486	2,651	2,618	898	1,726	3,132	**81.5%**	**248.9%**
Bengaluru	3,793	6,081	6,720	7,544	6,417	5,181	3,509	3,957	3,562	3,314	3,104	3,117	3,540	3,688	3,979	4,190	4,527	1,294	1,672	4,581	**174.0%**	**254.1%**
Chandigarh[a]					4,789	4,816	4,486	3,430	3,077	2,379	2,496	2,551	2,347	2,359	2,841	3,129	3,329	1,758	2,939	4,163	**41.7%**	**136.8%**
Chennai	2,213	2,708	3,407	4,017	4,616	4,210	3,546	3,785	3,629	3,263	2,795	2,844	2,990	3,085	3,066	3,343	3,318	1,299	2,050	3,901	**90.3%**	**200.5%**
Dehradun												2,436	3,469	3,014	3,140	3,053	3,210	1,450	2,150	3,998	**85.9%**	**175.8%**
Goa	1,830	2,491	3,257	4,223	4,516	3,829	3,654	4,100	4,220	4,488	4,601	4,752	4,928	5,378	5,544	5,823	5,588	2,730	4,755	7,115	**49.6%**	**160.6%**
Gurugram							5,443	5,023	4,736	3,958	3,861	3,815	3,986	4,230	4,152	4,414	4,627	1,692	2,258	4,477	**98.2%**	**164.5%**
Hyderabad	2,105	2,969	3,993	4,299	4,120	3,515	2,743	2,954	2,714	2,394	2,354	2,589	2,812	3,107	3,264	3,760	3,972	1,341	2,113	4,724	**123.6%**	**252.3%**
Jaipur	1,752	2,326	2,895	3,462	3,665	3,234	2,601	2,722	2,609	2,649	2,575	2,586	2,872	3,082	3,414	3,650	3,641	1,450	2,442	4,204	**72.2%**	**190.0%**
Kochi					3,049	3,161	2,488	2,836	2,493	2,555	2,545	2,172	2,366	2,790	2,779	2,566	2,748	1,158	1,355	3,257	**140.5%**	**181.3%**
Kolkata	1,897	2,236	2,970	3,992	4,859	4,648	4,108	4,377	4,232	4,356	4,031	3,889	3,885	4,121	4,143	4,067	3,957	1,286	2,154	3,958	**83.7%**	**207.8%**
Lucknow					2,170	2,358	3,145	3,324	3,226	3,146	3,379	3,223	3,311	2,961	2,197	2,425	2,667	1,915	2,090	3,030	**45.0%**	**58.2%**
Mumbai[b]	3,036	3,472	4,603	6,807	8,155	6,473	5,268	5,113	5,025	4,981	4,943	5,366	5,556	5,885	6,074	6,450	6,501	2,261	3,135	7,228	**130.5%**	**219.7%**
Navi Mumbai									3,245	2,716	2,483	2,850	3,235	3,196	3,416	3,704	3,452	1,454	1,635	3,810	**133.0%**	**162.0%**
New Delhi[c]	3,121	4,036	5,582	7,069	7,707	6,600	6,034	5,932	5,212	4,561	4,225	4,052	4,140	4,367	4,691	5,089	5,259	1,944	3,011	6,018	**99.8%**	**209.6%**
NOIDA[d]							5,547	6,256	4,164	2,985	3,193	2,604	2,692	3,175	2,921	3,668	4,114	1,475	1,967	4,053	**106.0%**	**174.7%**
Pune	1,933	3,042	4,084	5,440	5,522	4,661	2,957	2,311	2,135	2,248	2,243	2,359	2,573	2,690	3,057	3,426	3,381	1,166	1,619	3,676	**127.1%**	**215.3%**
Udaipur									4,416	4,848	5,536	6,159	6,708	7,232	6,833	7,845	7,016	3,557	6,637	7,940	**19.6%**	**123.2%**

The 2021/22 performance has been modified based on the updated data collated for this survey
Chandigarh (includes Panchkula and Zirakpur) data
New Delhi (excludes Gurugram, NOIDA and Greater NOIDA) data

NOIDA (includes Greater NOIDA)
Other cities includes all other hotel markets across India
Source: Hotelivate Research

OCCUPANCY AND AVERAGE RATE FOR THE 20 MAJOR MARKETS (2022/23)



**Source: Hotelivate Research*

DEMAND, SUPPLY & REVENUE GROWTH BY MAJOR CITIES (2013/14 – 2022/23)

	Demand CAGR	Supply CAGR	Revenue CAGR
India	4.97%	4.36%	5.88%
Agra	5.40%	5.10%	4.61%
Ahmedabad	6.86%	5.81%	8.16%
Amritsar	9.59%	6.35%	10.96%
Bengaluru	4.91%	4.39%	6.03%
Chandigarh	6.68%	6.32%	9.35%
Chennai	4.34%	3.10%	4.88%
Dehradun*	11.85%	10.86%	13.95%
Goa	4.96%	5.00%	7.82%
Gurugram	3.87%	3.12%	3.64%
Hyderabad	4.53%	2.62%	6.33%

	Demand CAGR	Supply CAGR	Revenue CAGR
India	4.97%	4.36%	5.88%
Jaipur	4.00%	3.34%	5.74%
Kochi	4.74%	4.10%	5.39%
Kolkata	5.90%	5.86%	5.63%
Lucknow	11.16%	11.34%	10.34%
Mumbai	2.13%	1.23%	3.39%
Navi Mumbai	2.83%	1.45%	3.89%
New Delhi	3.36%	2.20%	3.94%
NOIDA	5.51%	4.20%	4.74%
Pune	3.90%	3.01%	5.58%
Udaipur	5.94%	5.47%	7.14%

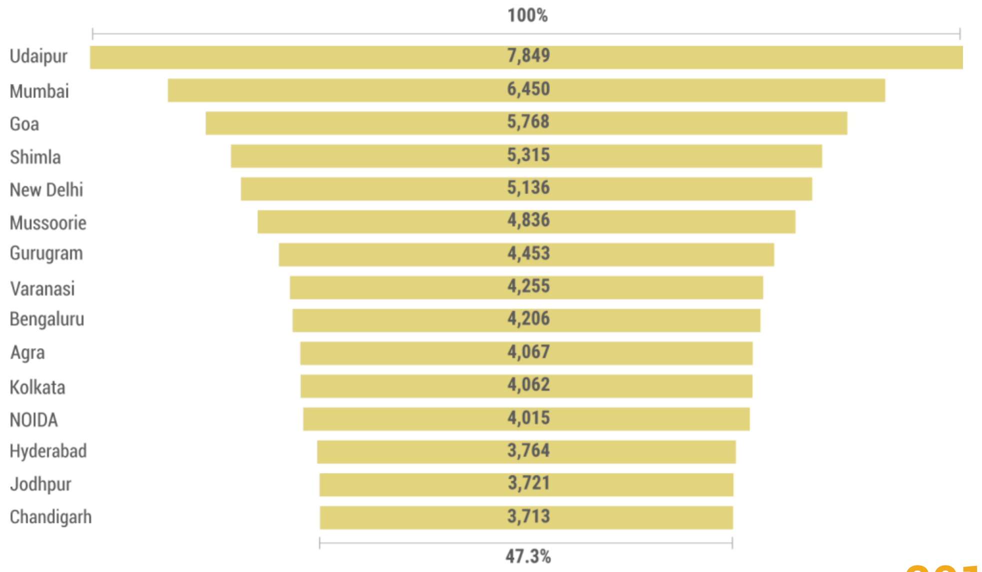
Source: Hotelivate Research

- Interestingly, barring Goa and Lucknow, all markets have seen the demand outpace supply.
- In terms of rooms revenue growth, markets such as Ahmedabad, Amritsar and Hyderabad have seen growth over the nationwide averages.

TOP 15 MARKETS **BY RevPAR (2018/19 VS 2021/22)**

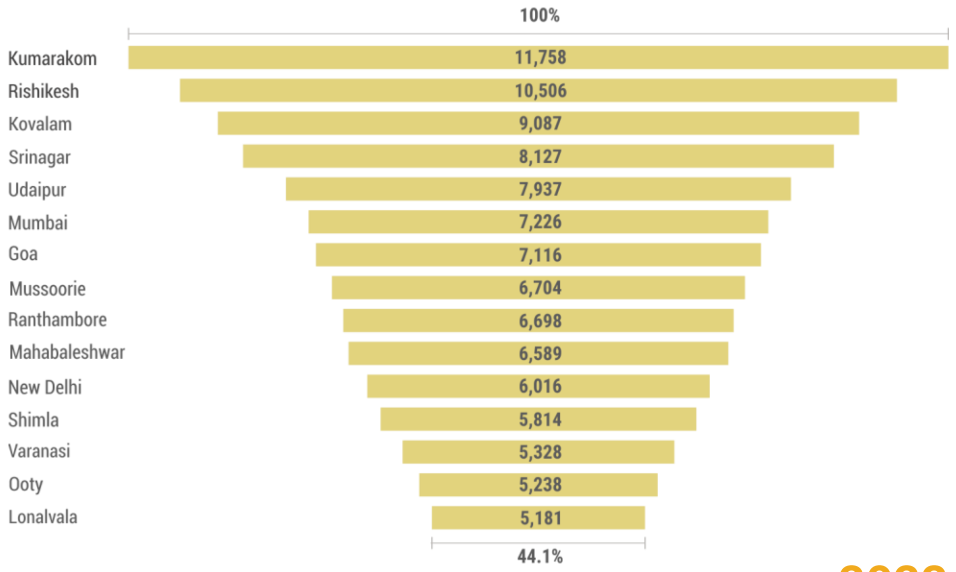
Traditionally, the Top 15 markets by RevPAR had a healthy mix of both urban and leisure locations. After the onset of the pandemic, this has completely changed with a majority of top performing markets being those with a strong leisure orientation. The only urban markets that have made the list are Mumbai and Delhi which are gateway markets with relatively stronger revival in demand.

TOP 15 HOTEL MARKETS BY RevPAR – (2018/19)*



2018/19

TOP 15 HOTEL MARKETS BY RevPAR – (2022/23)*



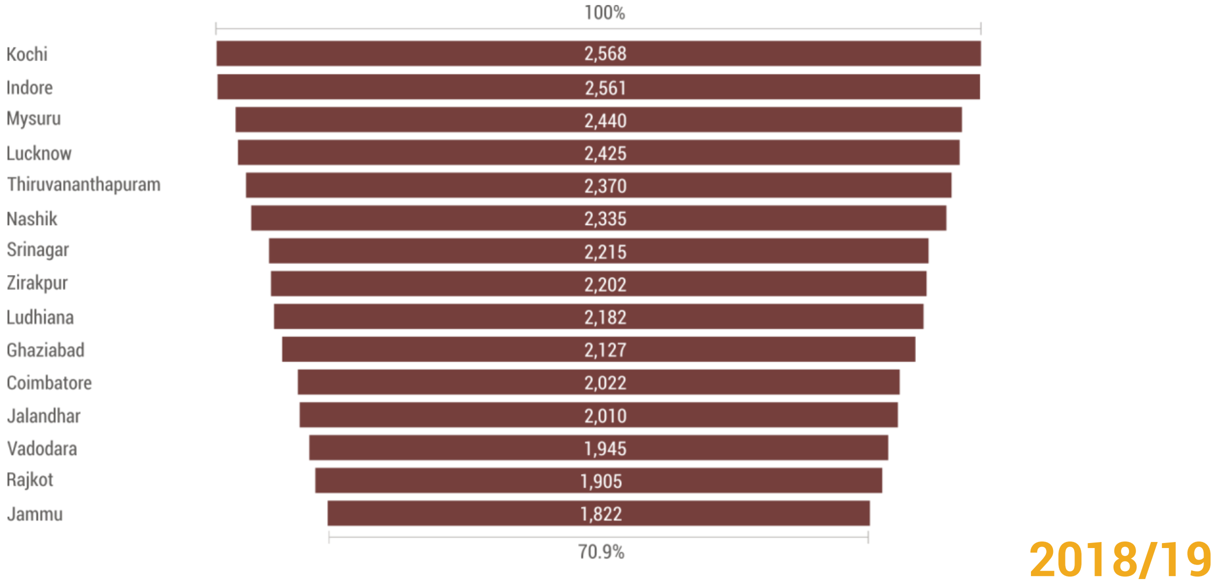
2022/23

**Only cities with more than 5 hotels have been considered for this analysis*

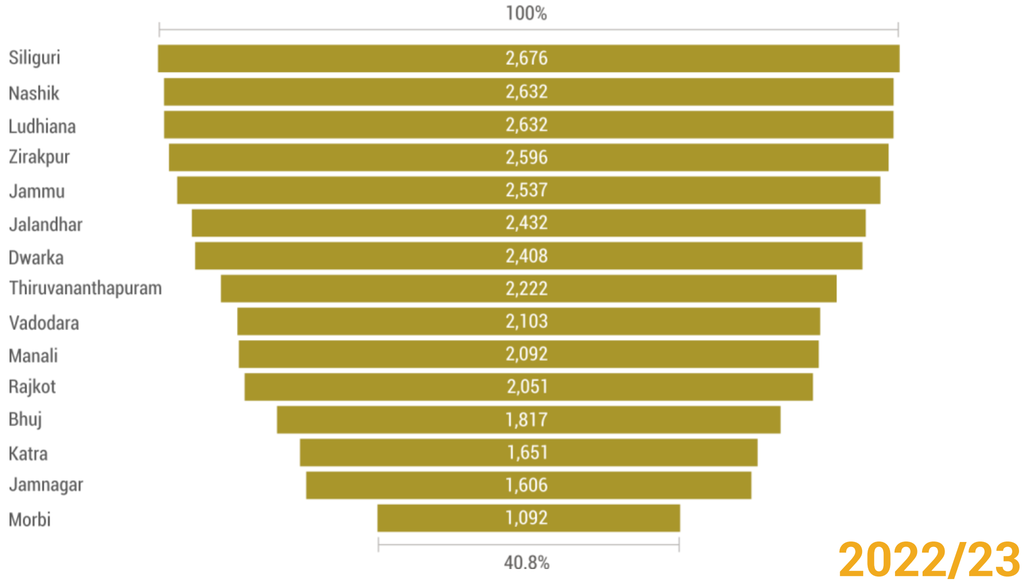
BOTTOM 15 MARKETS BY RevPAR (2018/19 VS 2021/22)

The bottom 15 markets by RevPAR include locations which were previously considered 'promising' destinations which have bucked the trend. Notably, certain markets such as Ghaziabad, Rajkot, and Vadodara have continued to feature on the list over the past few years. Moreover, markets in Gujarat such as Morbi and Bhuj have featured owing to the price sensitive nature of the consumers.

BOTTOM 15 HOTEL MARKETS BY RevPAR – 2018/19*



BOTTOM 15 HOTEL MARKETS BY RevPAR – 2022/23*



**Only cities with more than 5 hotels have been considered for this analysis*

TOP 15 CITIES BY ROOM REVENUE (2018/19 & 2022/23)

City	2018/19 Inventory	2018/19 RevPAR	2018/19 Room Revenue**	2018/19 Room Revenue/Key	2022/23 Inventory	2022/23 RevPAR	2022/23 Room Revenue**	2022/23 Room Revenue/Key	% Change	CAGR***
Mumbai	12,175	6,470	28,68,00,00,000	23,55,647	13,718	7,226	35,62,00,00,000	25,96,588	10.2%	5.6%
New Delhi	14,449	5,148	27,07,00,00,000	18,73,486	14,917	6,016	32,56,00,00,000	21,82,745	16.5%	4.7%
Bengaluru	12,612	4,240	19,31,00,00,000	15,31,082	15,351	4,584	25,52,00,00,000	16,62,432	8.6%	7.2%
Goa	5,883	5,657	11,60,00,00,000	19,71,783	8,805	7,116	22,00,00,00,000	24,98,580	26.7%	17.4%
Chennai	8,934	3,386	10,90,00,00,000	12,20,058	9,761	3,899	13,86,00,00,000	14,19,936	16.4%	6.2%
Hyderabad	6,568	3,764	8,96,00,00,000	13,64,190	7,465	4,726	12,88,00,00,000	17,25,385	26.5%	9.5%
Gurugram	5,312	4,463	8,65,00,00,000	16,28,389	6,404	4,532	10,19,00,00,000	15,91,193	-2.3%	4.2%
Jaipur	4,995	3,582	6,45,00,00,000	12,91,291	6,557	4,201	9,49,00,00,000	14,47,308	12.1%	10.1%
Pune	5,795	3,511	7,16,00,00,000	12,35,548	6,789	3,678	9,11,00,00,000	13,41,877	8.6%	6.2%
Kolkata	3,620	4,062	5,24,00,00,000	14,47,514	5,028	3,957	7,24,00,00,000	14,39,936	-0.5%	8.4%
Udaipur	1,230	8,305	3,52,00,00,000	28,60,345	2,122	7,937	6,04,00,00,000	28,44,181	-0.6%	14.5%
Ahmedabad	2,499	3,060	2,66,00,00,000	10,65,243	4,350	3,219	4,83,00,00,000	11,10,943	4.3%	16.1%
Agra	1,625	4,067	2,41,00,00,000	14,84,634	2,231	4,093	3,33,00,00,000	14,93,791	0.6%	8.4%
Chandigarh	1,215	3,855	1,71,00,00,000	14,07,205	1,866	4,970	3,19,00,00,000	17,10,011	21.5%	16.9%
Kochi	2,523	2,622	2,25,00,00,000	8,93,480	2,677	3,258	3,18,00,00,000	11,89,079	33.1%	9.0%

- Mumbai boasts of the highest absolute room revenue in the nation. It is followed by New Delhi and then Bengaluru. Intriguingly, Bengaluru, India's largest hotel market by inventory, lags Mumbai by about 40% in terms of rooms revenue.
- On a per key basis, Udaipur (~₹28 lakhs per key) has the highest rooms revenue followed by Mumbai (~₹26 lakhs per key) and Goa (~₹25 lakhs per key).
- Between 2018/19 and 2022/23, only New Delhi and Gurugram have seen a sub-inflationary CAGR. Goa emerges as a standout performed with a CAGR of 17.4% (translating to over ₹1,000 crores of rooms revenue.)

THE WAY FORWARD FOR THE HOTEL INDUSTRY

> In 2023/24, the nationwide occupancy is expected to range between 68-70% with the nationwide rates likely crossing ₹7,500. With slight supply pressure, during 2024/25 the occupancy will decline slightly while the average rates remain relatively stable.

"Many individuals have stated that its India's decade. I truly assume it is India's century once we have a look at a few of the uncooked components right here" – Bob Sternfels, Global Managing Partner McKinsey

- Some pertinent factors to consider for the following years include the sizable impact of the G20 summit; the potential softening of demand on account of national elections; reinstatement of corporate-RFP contracts; the manufacturing push; development of world-class convention facilities; and growth of leisure and discretionary travel.
- It is a fair assumption that while we may not see huge jumps in year-on-year performance as we did in 2022/23, we are likley to see steady absorption of supply coupled with a sustained growth in demand.

THANK YOU

ACHIN KHANNA

Managing Partner
Strategic Advisory

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