

IHCL

RECOVERY FROM A CRISIS & REBUILDING THE BRAND

PUNEET CHHATWAL
Managing Director & Chief Executive Officer



SELEQIONS

VIVANTA

GINGER

EXPRESSIONS





India Stands United With Sri Lanka



The 2008 Mumbai attacks
not only targeted India's
financial capital, but left the
entire nation shaken.

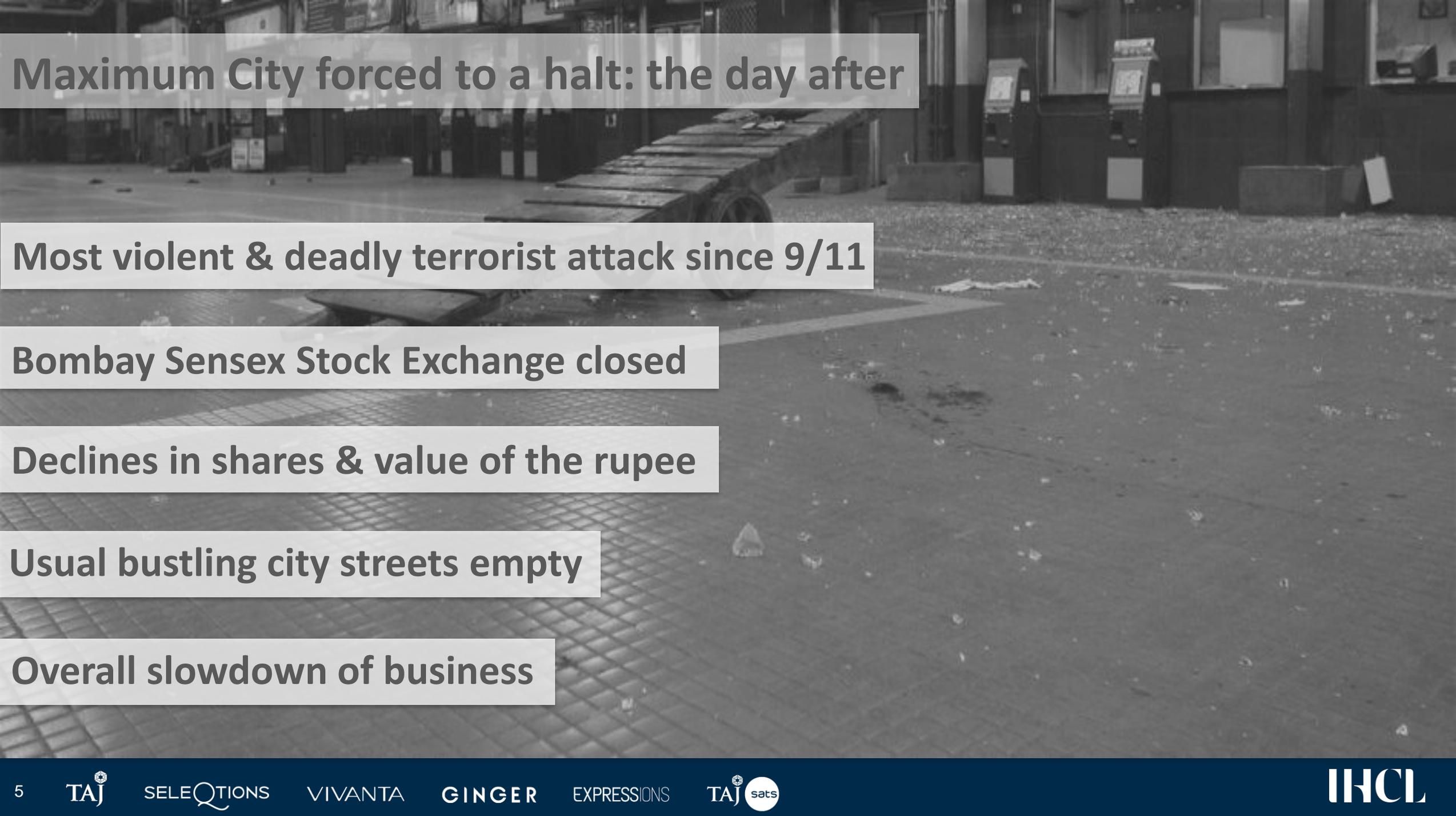


26/11/2008 – An attack on India

60-hours of vicious siege

Over 166 people killed

More than 300 injured



Maximum City forced to a halt: the day after

Most violent & deadly terrorist attack since 9/11

Bombay Sensex Stock Exchange closed

Declines in shares & value of the rupee

Usual bustling city streets empty

Overall slowdown of business



The Taj Mahal Palace – a symbol of India's pride

The Taj Mahal Palace was at the epicenter of the attacks.

The image of the burning dome of The Taj that night

became the symbol of the attack against India.

INDIA INC. UNDER FIRE

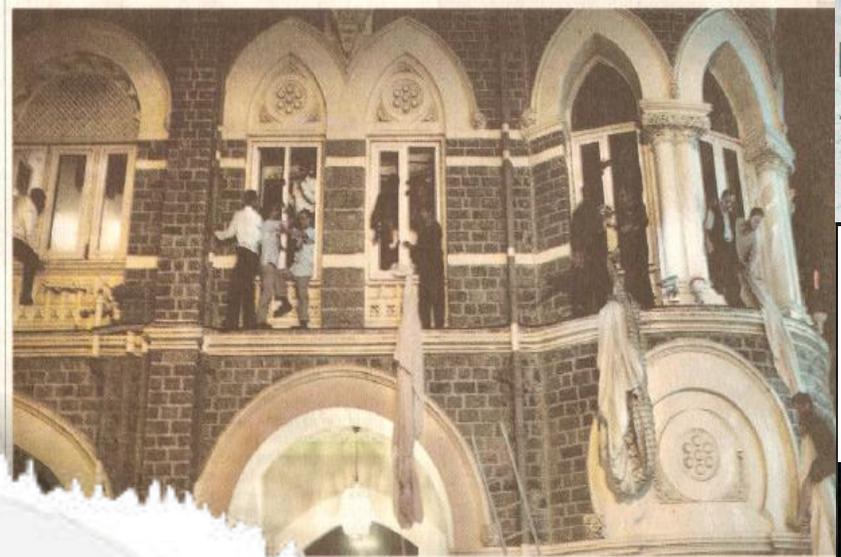
India's economy is the new target of an unholy alliance between domestic extremists and rogue Pakistani hawks



Late Edition
Today, ample sunshine, light wind, high 47. Tonight, partly cloudy, high 37. Tomorrow, limited sunshine, bit milder, a few sprinkles, high 40. Weather map appears on Page A1.

NEW YORK, THURSDAY, NOVEMBER 27, 2008 \$1.50

TERROR ATTACKS KILL DOZENS IN INDIA; U.S. HOSTAGES REPORTED HELD AT HOTEL



Mumbai, India, used curtains to escape a fire set by terrorists late Wednesday.

26/11

LIFE AFTER

Sad. Bloodied.

Unbowed *The Telegraph*

Bombay terror attacks: Why the Taj Mahal Hotel was chosen

By choosing to attack Bombay's most opulent and iconic hotel, the Islamist terrorists have sent a powerful message to India's leaders, foreign investors and tourists as well as the country's new economic elite.



Grace under fire

THE TAJ'S RESOLVE TO REBUILD TAJ & INDIA'S REPUTATION

Outpouring of solidarity from guests

Usual bustling city streets empty

Stories about the staff's heroism under fire

Reinforced positive media focus from across the globe



“We can be hurt, but we cannot be knocked down.”

Mr. Ratan Tata, Chairman, Indian Hotels Company Ltd., 21st December 2008



Exemplary attitude demonstrated by our staff

“Far fewer people would have survived if it weren't for the extreme selflessness shown by the Taj staff, who organized us, catered to us and then, in the end, literally died for us.”

- Michael Pollack, Guest & survivor at The Taj Mahal Palace for Forbes, US

We call this ‘Tajness’.

HARVARD

BUSINESS REVIEW

The Ordinary Heroes of the Taj



Immediate response post attack

- Around-the-clock communication cell
- PR outreach across markets
- Continuous communication via statements every 12 hours
- Dedicated helpline numbers
- Real-time media management



Commitment from the top – promise of coming back & standing tall



We will rebuild every inch that has been damaged in this attack and bring back the Taj to its full glory





“ *In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.* ”

– Jamsetji Tata

Taj Public Service Welfare Trust



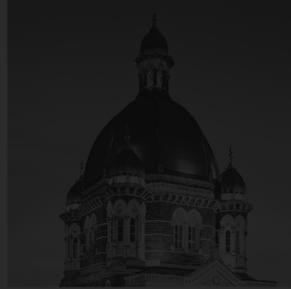
*We cannot replace that which is lost, but
we can help heal.*



The Taj of Apollo Bunder

"I HAVE HELD MY GROUND AS HUMAN HISTORY HAS UNFOLDED IN ITS TIMELESS PROCESSION OF LAUGHTER AND TEARS, COURAGE AND COWARDICE, GOOD AND EVIL.

I WILL PREVAIL."



"I HAVE HELD MY GROUND AS HUMAN HISTORY HAS UNFOLDED IN ITS TIMELESS PROCESSION OF LAUGHTER AND TEARS, COURAGE AND COWARDICE, GOOD AND EVIL.

I WILL PREVAIL."



Welcome Home Again.

The Taj Mahal Tower has reopened. Mumbai will rediscover its seating place and play host to the world again.

We're bringing back the clink of champagne flutes, even polo carts that soothe the foothold of commerce and the perfect sea view.

You will feel the buzz of business as usual and experience hospitality that is quintessentially Taj.

On this special occasion we have introduced new services at The Taj Mahal Tower.

Presenting the grandest work of The Taj Club, our exclusive lounge service.

The Taj Mahal Palace & Tower Mumbai

Home | Previous Updates | Media Reports | Messages | Condolences | Reservation Inquiries | Our People | The Hotel | Guest Baggage Retrieval | Ideas & Help | Contact Us

THE HOTEL

The Taj Mahal Palace and Tower

Nothing can compensate for the terrible loss of life across the city of Mumbai and the families and loved ones.

But the Taj Mahal Palace and Tower stands as an icon of the city of Mumbai and will also stand in the future as a representation of the indomitable human spirit in the face of the greatest adversity.

Strong Marketing & Communication Campaign – Pre-opening & Opening of Tower Wing



PALACE in progress

To some it is a defining landmark of Mumbai, the epitome of luxury that plays host to illustrious guests or the place to celebrate that special occasion. To others it is home, welcoming them with the hospitality that is quintessentially Taj.

Tell us what the Taj Mahal Palace means to you and a privileged few will even exclusive invites for staying at the recently opened Palace Wing.

Share your thoughts



Through TIME

From its inception as a pursuit of grandeur to the enchanting tales of its exotic, opulent and celebratory guests. Every milestone in the journey of this monument is out of the ordinary.

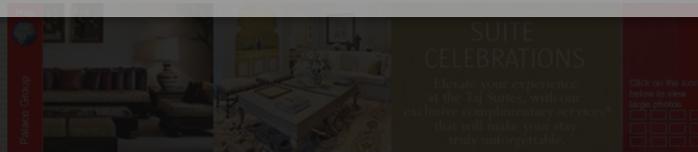
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The REOPENING

The Taj Mahal Palace, Mumbai - Now Open! Sleep like a King. Even if you're not Egyptian.



Share your thoughts



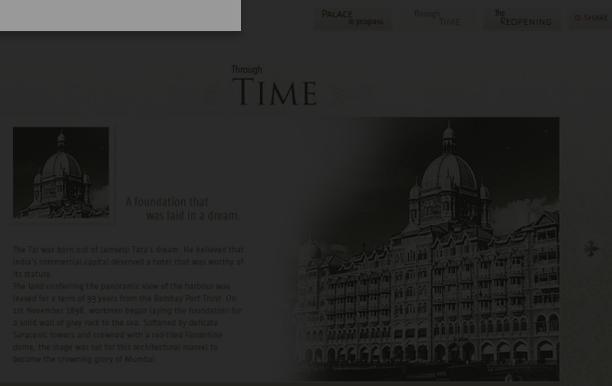
Home | About Us | Rooms and Suites | Restaurant Menu | Spa & Wellness | Events and Events | New Promotions

Since it opened in 1903, The Taj Mahal Palace, Mumbai has created its own unique history. From Maharajas and Princess to various Kings, Presidents, CEOs and entertainers, the Taj has played the perfect host, supportive of their every need. The hotel is an architectural marvel and brings together Marathi, Chinese and Portuguese styles. Offering panoramic views of the Arabian Sea and the Gateway of India, the hotel is a gracious landmark of the city of Mumbai, showcasing contemporary Indian influences along with beautiful vaulted stucco ceilings, ornate... 100 rooms including 44 suites... 1000+ rooms including 44 suites... 22.5 lakh revenue with a capacity ranging from 225 to 2500 persons... 12 to 2000 personnel for meetings... The hotel can also provide state-of-the-art conference facilities for...



Reopened, Rejoinders THE TAJ MAHAL PALACE, MUMBAI TAJ FOREVER

The reopening of the Taj Mahal Palace, Mumbai is an opportunity to welcome a world of new guests and experiences. The Taj Mahal Palace, Mumbai is a landmark of the city of Mumbai and will also stand in the future as a representation of the indomitable human spirit in the face of the greatest adversity.



A foundation that was laid in a dream. The Taj was born out of a dream. The dream that India's commercial capital deserves a more than worthy of its status. The land conferring the panoramic view of the harbour was leased for a term of 99 years from the British East India Company. In November 1860, architect began laying the foundation for a solid wall of grey rock to the sea, followed by delicate terracotta towers and crowned with a red-tiled dome. The stage was set for this architectural marvel to become the crowning glory of Mumbai.

Art & Architecture | Beauty | Dining | Events & Events | Entertainment



» The Taj of Apollo Bunder



"I HAVE HELD MY GROUND AS
HUMAN HISTORY HAS UNFOLDED IN ITS TIMELESS
PROCESSION OF LAUGHTER AND TEARS,
COURAGE AND COWARDICE, GOOD AND EVIL.

I WILL PREVAIL."

The Taj Mahal Palace & Tower Mumbai

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[Our People](#) | [The Hotel](#) | [Guest Baggage Retrieval](#) | [Ideas & Help](#) | [Contact Us](#)

THE HOTEL

The Taj Mahal Palace and Tower

Nothing can compensate for the terrible loss of life across the city of Mumbai over the past few days and the impact on families and loved ones.

But the Taj Mahal Palace and Tower stands as an icon of the city of Mumbai, a symbol of both independence and dignity. It will also stand in the future as a representation of the indomitable human spirit of the people of Mumbai displayed in the face of the greatest adversity.

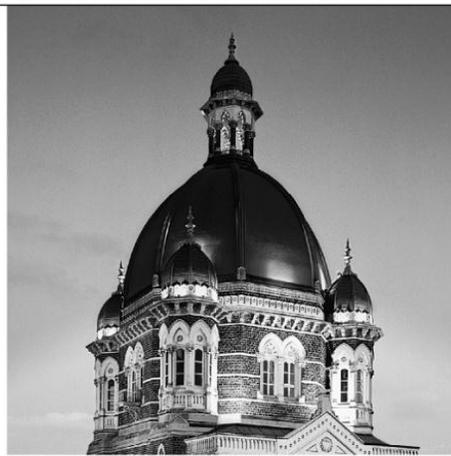
I. Establishment of a microsite

The underlying message that was highlighted throughout was,

"I Will Prevail."

highlighting the true courage and enduring spirit of Taj and the Taj family.





“I HAVE HELD MY GROUND AS HUMAN HISTORY HAS UNFOLDED IN ITS TIMELESS PROCESSION OF LAUGHTER AND TEARS, COURAGE AND COWARDICE, GOOD AND EVIL.

I WILL PREVAIL.”

The recent attack on the Taj was an assault on the spirit of India. But, like our country, we will never give in.

Now that the smoke has cleared, a different fire is burning within us: to resurrect the Taj in all its brilliance.

We pay homage to the men and women who were with us through our darkest hour - guests at the hotel, the staff of the Taj, security forces, people who displayed extraordinary courage, selflessly helping others. Many sacrificed their lives.

We will reopen soon. Like India, the Taj will stand tall for years to come.



The Taj Mahal Palace & Tower
Mumbai, India

A TATA Enterprise

www.tajhotels.com

II. ‘I Will Prevail’ advert

Welcome Home Again.



The Taj Mahal Tower has reopened. Mumbai will rediscover its nesting place and play host to the world again.

We're bringing back the clink of champagne flutes, even pile carpets that muffle the footfall of commerce and the perfect sea view.

You will feel the buzz of business as usual and experience hospitality that is quintessentially Taj.

On this special occasion we have introduced exclusive services at The Taj Mahal Tower. Presenting the private world of The Taj Club, impeccable butler service, luxury Jaguar transfers and splendid suites. Feel at home once again at The Zodiac Grill, Souk, Masala Kraft, Shamiana and Starboard.

And very soon, expect to discover the inspiration, romance and intrigue of the legendary Palace Wing.

Welcome Back.



The Taj Mahal Palace & Tower
Mumbai, India

Tel: (+91 22) 6665 3366 or (toll free) USA & Canada: 1 866 969 1 825; India: 1 800 111 825; Other Countries: 00 800 4 588 1 825
Email: tmhbcbom@tajhotels.com or contact your travel consultant

A TATA Enterprise

www.tajhotels.com

A member of
The Leading Hotels of the World

Size : 27.5x21 CNN Traveller

21 days later

THE TOWER WING WAS REOPENED ON 21ST DECEMBER

- Attended by many of The Taj's guests
- 75% occupancy
- Restoration of operations of most restaurants, with Wasabi relocated to the Tower rooftop
- Deployment of security measures by the best global security agency



Not knocked down

...es of the Taj say their inspiration is on m

...st time my hand was in the...
...nd soft, but firm grip of...
...shake was 2003. The...
...hood, adolescence...
...om hung here, sense of death, defe...
...return but it isn't...
...Something one was...
...Ever since the calling for 'courag...
...conviction' landed...
...ation arose. 59 I...
...spewing, burning...
...rumour mongerin...
...of bodies, and ago...
...Saikia's terror-stri...
...Kang's helplessness...
...to break the bullet...
...the merciless killi...
...my head a monstr...
...return to the epic...
...unsettling. No, I w...
...wary of confronti

Indian Hotels chairman Ratan Tata flanked by vice-chairman RK Krishna Kumar [R], MD and CEO Taj Hotels and Resorts Raymond Brickson at Taj Mahal Palace on Sunday

Taj, symbol of tenacity, is back in business

RUPESH JANVE & PRIYANKA DASGUPTA BRAHMA
Mumbai

THE TRIDENT hotel of the Oberoi group and the Tower wing of the Taj hotel of the Tata group have reopened for business after a gap of over three

must remember the guests and commandos who lost their lives," Tata said. R K Krishna Kumar, vice-chairman of Indian Hotel Company, which owns the Taj, said, "Of 268 rooms in the Tower, about 150 have been booked." He said the hotel

"WE can be hurt but can't be knocked down"

Salutations to Taj's indomitable spirit

K. Ram Kumar Shubhra Tandon
Mumbai, Dec. 21

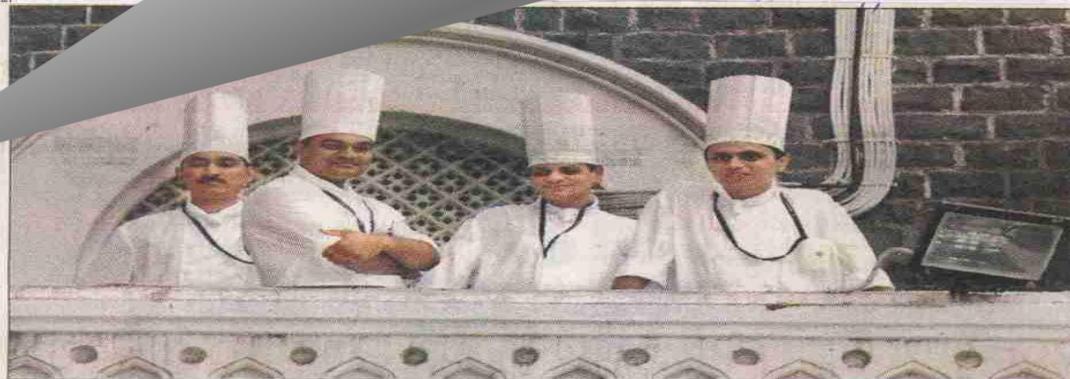
It was a veritable jamboree around the Hotel Taj Mahal Palace & Tower, which has risen like a phoenix from the ashes of the recent terrorist attack, on Sunday evening. While the who's who of India Inc and Page 3 types turned up in strength for the re-opening of the iconic hotel and were ensconced in the lobby of the hotel for hi-tea, the hoi polloi turned up in their best to witness the 'event of the day' in town. Roads leading up the historic Gateway of India, oppo-

site which the Taj is located, were choc-a-bloc with people and vehicles. Most of the visitors had their eyes riveted on the hotel than on the historical monument – the Gateway of India. Security at the hotel, one of India's finest, has been tightened considerably. Hopefully, it stays that way, discomfort to the guests notwithstanding. The doughty Mumbai cops were on their toes all around Colaba area. From outside, the Taj looked regal just like it was before the attack. Potted Christmas trees with deco-

orative lights around the hotel hinted at the Yuletide season. **CARD QUOTE** Guests leaving the hotel were given a card which contained a quote by the Father of the Nation, who once said, 'Strength does not come from physical capacity, it comes from indomitable spirit.'

The card read: 'The events of the past few days have shown that even the most destructive forces cannot destroy our spirit. We salute the men and women who got us through our darkest time

with true courage and grit; who showed extraordinary strength by selflessly helping others and even laying down their lives. Their sacrifices will not be in vain...' In the evening, the Apollo Bunder area, where the Taj is located, was a beehive of activity. Restaurants were seen doing brisk business, there was a huge crowd of movie-goers outside the Regal, where the latest Bollywood flick, *Rab Ne Bana Di Jodi*, was showing, cabbies refusing to ply short distances, and it felt as if life was back to normal in 'Aamchi Mumbai'.



Chefs watch the crowds gathered outside the Taj on Sunday.

A TAJ STATE OF MIND

Lalita Iyer
Mumbai, December 21

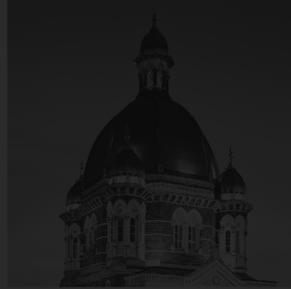
ALL OVER THE WORLD SUCH THINGS ARE HAPPENING. YOU CAN HAVE AN ACCIDENT EVEN AT HOME. THEREFORE WE WERE NOT AFRAID TO COME TO INDIA.



The Taj of Apollo Bunder

"I HAVE HELD MY GROUND AS HUMAN HISTORY HAS UNFOLDED IN ITS TIMELESS PROCESSION OF LAUGHTER AND TEARS, COURAGE AND COWARDICE, GOOD AND EVIL.

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Presenting the grand world of The Taj Club, complete luxury services.

The Taj Mahal Palace & Tower Mumbai

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Strong Marketing & Communication Campaign – Pre-opening & Opening of Palace Wing



PALACE in progress

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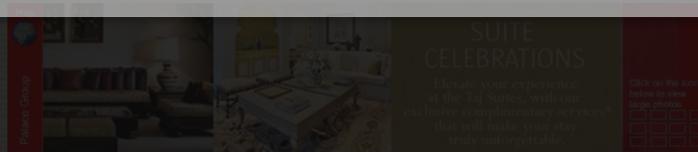


Through TIME

From its inception as a pursuit of architectural excellence to the enchanting tales of its exotic, opulent and celebratory guests. Every milestone in the journey of this monument is out of the ordinary.

The REOPENING

The Taj Mahal Palace, Mumbai - Now Open! Sleep like a King. Even if you're not Egyptian.



Palace Wing Suite Celebrations. Click on the links below to explore our Palace Wing Suite Celebrations.

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The hotel is an architectural marvel and brings together Marathi, Chinese and Portuguese styles. Offering panoramic views of the Arabian Sea and the Gateway of India, the hotel is a glorious landmark of the city of Mumbai, showcasing contemporary Indian influences along with beautiful vaulted stucco ceilings, arches

Address: The Taj Mahal Palace, Apollo Bunder, Mumbai - 400 001, India. Tel No. : (91-22) 6660 5566. Fax No. : (91-22) 66605522 / 24. Email: bookings_bomb@tajmahal.com

Facilities: 1000 rooms including 44 suites, 1000+ board rooms and suites.

22 Banquets with a capacity ranging from 22 to 200 persons. Auditorium style or 22 to 2000 persons for conferences & presentations. The hotel can also provide state-of-the-art conference facilities for

President Obama's visit to India.

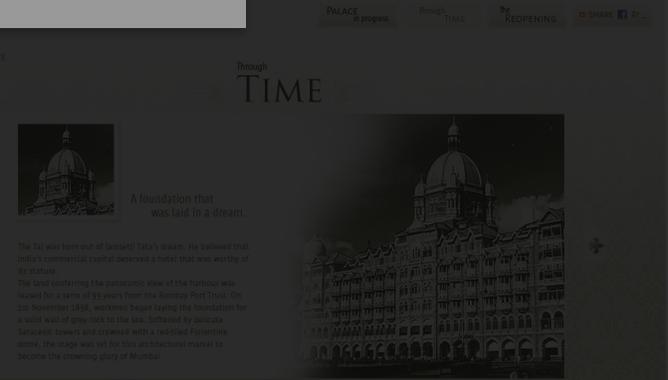
For Latest updates & News visit us at: www.tajmahal.com

Palace Wing Reopening Press Conference Invitation



Reopened, Rejoinders THE TAJ MAHAL PALACE, MUMBAI TAJ FOREVER

The reopening of the Taj Mahal Palace, Mumbai is an opportunity to welcome world travelers and corporate executives and a return to the traditional luxury of the Taj. The Taj addresses all your needs around the world.



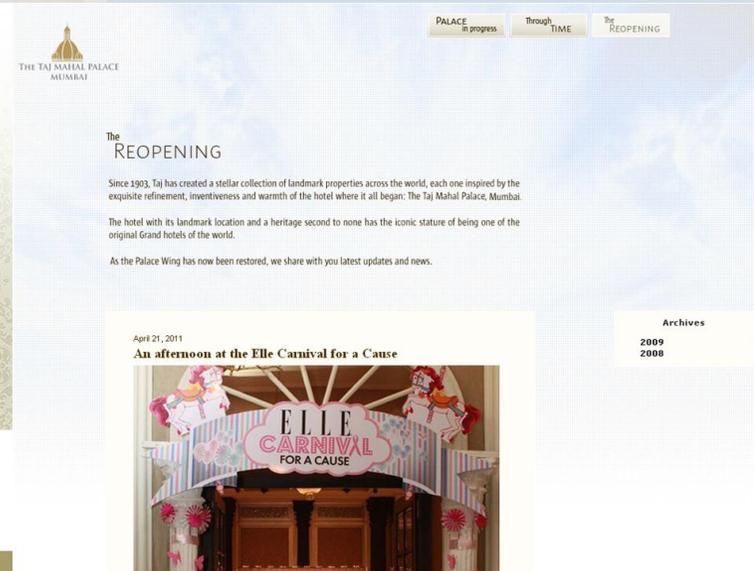
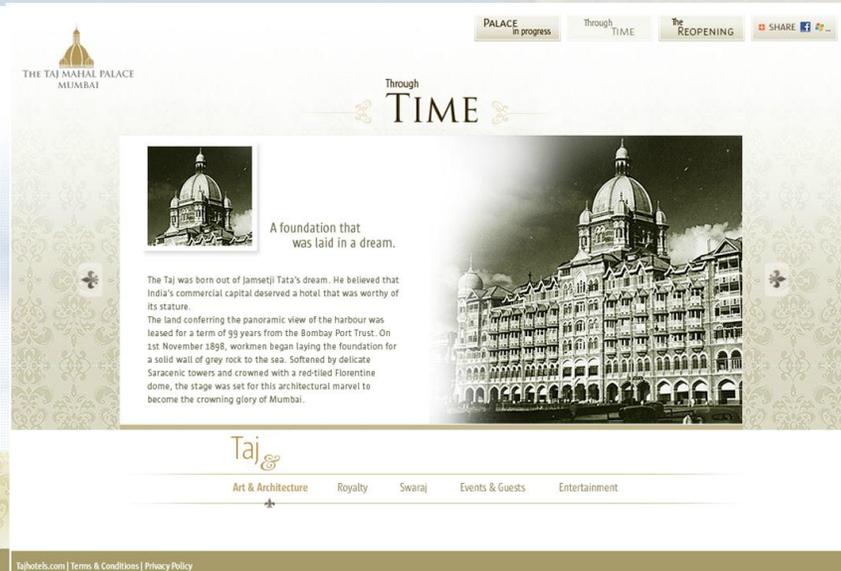
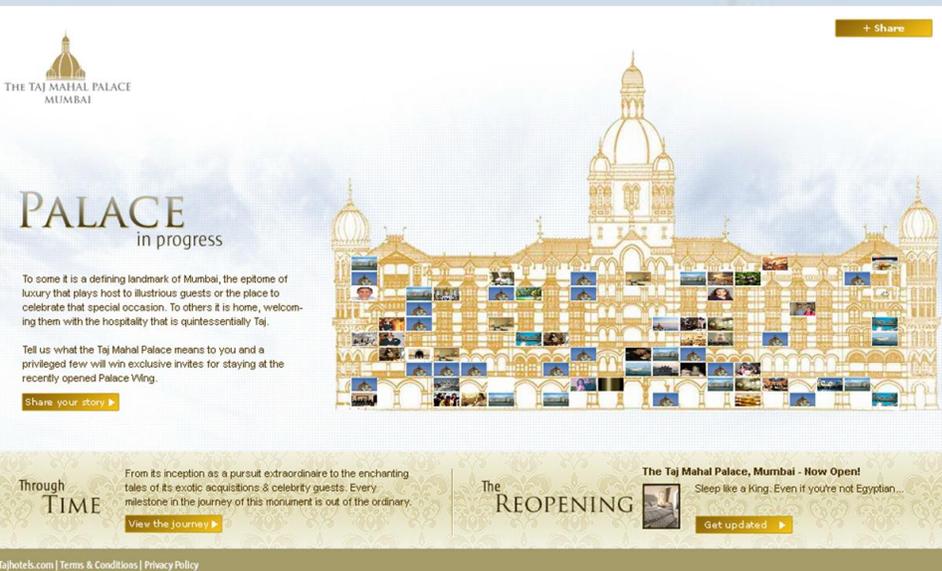
A foundation that was laid in a dream.

The Taj was born out of a dream. The belief that India's commercial capital deserves a more than worthy of its status. The land conferring the panoramic view of the harbour was leased for a term of 99 years from the British Port Trust. On 26 November 1903, workers began laying the foundation for a solid wall of grey rock to the sea, followed by delicate terracotta towers and crowned with a red-tiled terracotta dome. The stage was set for this architectural marvel to become the crowning glory of Mumbai.



Art & Architecture | Beauty | Dining | Events & Events | Entertainment

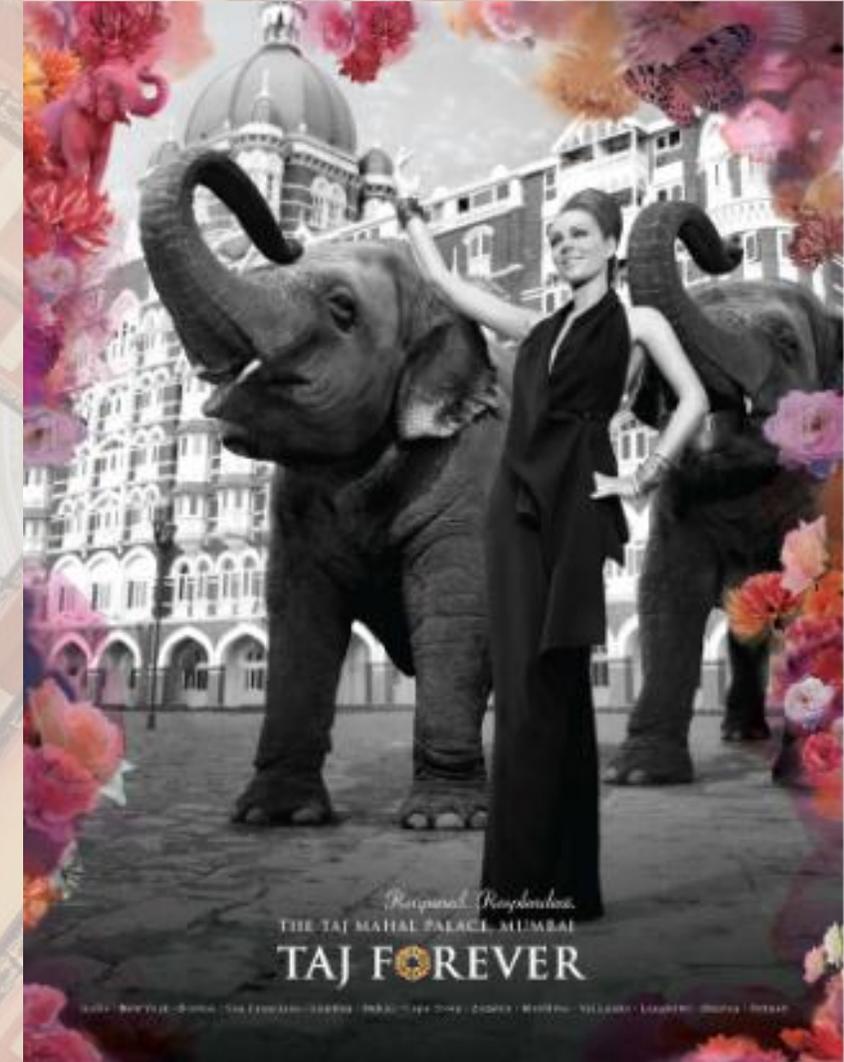
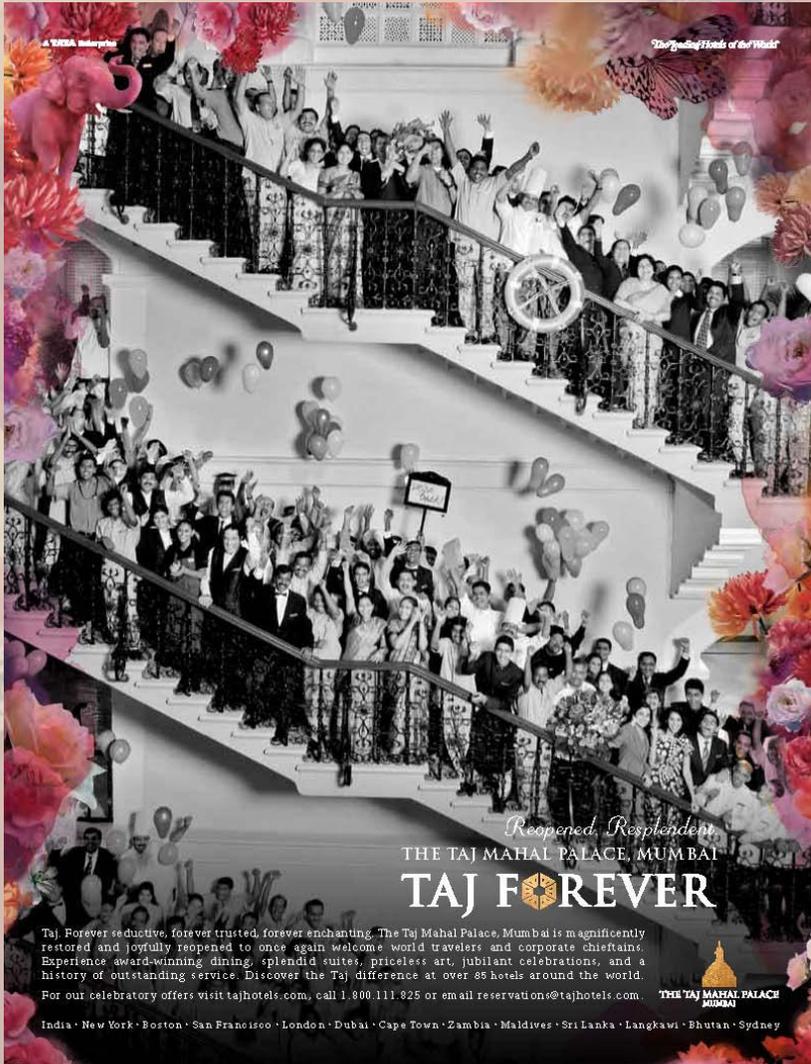
I. 'Palace in Progress' microsite



- Pre-opening engagement with stakeholders through real-time updates
- Creation of pre-opening buzz & excitement for the re-opening of The Taj Mahal Palace
- Positive communication of the 'back to business' message

II. Website updated real-time

IV. 'Taj Forever' campaign



III. Marketing collateral



WHERE WOULD YOU RATHER BE ON THE 15TH OF AUGUST, 2010?

But of course at The Taj Mahal Palace which reopens on that date to welcome you once again. A reinvigorated Palace Wing splendidly restored, opens its doors with warm arrival arrangements and stunning stay experiences. Its rooms are masterly yet modern with sheer views of the sea. Traditional service plays handmaidens to humming technology. This day was made possible on the back of the love and encouragement that you wished upon it. A wish that will finally find freedom as The Taj welcomes you once more.



For reservations please call + 91 22 6665 3366 or our TOLL FREE LINES 1 800 111 825 (MTNL / BSNL users only).
Other mobile and landline users kindly call + 91 22 6601 1825; USA & Canada: 1 866 969 1 825;
Other Countries: 00 800 4 588 1 825 or visit www.tajhotels.com

Follow us on: www.facebook.com/TajMahalMumbai & www.twitter.com/tajmahalpalace



Those warm memories. The hot gossip.

The Arabian Sea. The Arabica coffee.

The familiar scent in the air.

That familiar scent in her hair.

Where she opened her heart.

Where you closed the deal.

The crisp notes of your favourite Earl Grey.

The melodious notes of the pianist.

To be lost in your thoughts. To be found by a friend.

An old habit. A new beginning.

What will bring you back?

SEA LOUNGE
The legend returns

TAJ
The Taj Mahal Palace & Tower
Mumbai, India

For more details, call 022 6665 3285 or email tmhfb.bom@tajhotels.com | www.tajhotels.com **A TATA Enterprise**



THANK YOU FOR BEING THE WIND BENEATH OUR WINGS.

It is with a prayer on our lips and humility in our hearts that we are pleased to announce the opening of The Palace Wing at The Taj Mahal Palace and Towers, Mumbai. It marks the ultimate triumph of tenacity. We rebuilt it with the love and encouragement that you have always had for it. Experience our richly revamped wing with its astonishing amenities. Thank you for helping our will take wing.

TAJ
The Taj Mahal Palace & Tower
Mumbai, India



WE, THE PEOPLE OF THE TAJ MAHAL PALACE,
DO HEREBY PLEDGE THAT WE SHALL REINVIGORATE
OUR RESOLVE, REKINDLE OUR SPIRIT AND
REINVENT THE MAGIC THAT MADE THIS HALLOWED
BUILDING THE CATHEDRAL OF CHARM AND
CIVILITY. AND WE SHALL DO THIS WITH A PRAYER
ON OUR LIPS AND DEEP HUMILITY IN OUR HEARTS.
LET US STRETCH OUR ARMS AND EMBRACE THE
GOODNESS AND GOOD FORTUNE THAT SMILES
BENIGNLY ABOVE US.



V. Employee Pledge



Re-opening of Palace Wing on India's Independence Day

"This flagship property, this venerable Old Lady, is going to reopen in the same glory, the same splendor of more than 100 years."

Mr. Ratan Tata, Chairman, Indian Hotels Company Ltd.



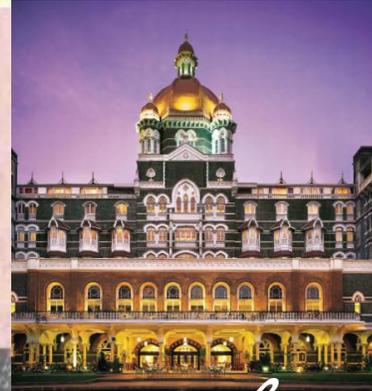


Tata Group chairman Ratan Tata (centre), flanked by Indian Hotels Company Ltd vice-chairman R.K. Krishna Kumar (left) and Indian Hotels Company Ltd MD and CEO Raymond Bickson (right), applauds the announcement of the August 15 reopening of the Taj Mahal Palace after restoration work necessitated by the 26/11 terror attacks in Mumbai on Thursday. Mr Tata referred to the landmark hotel as "a venerable old lady". PHOTO: PTI

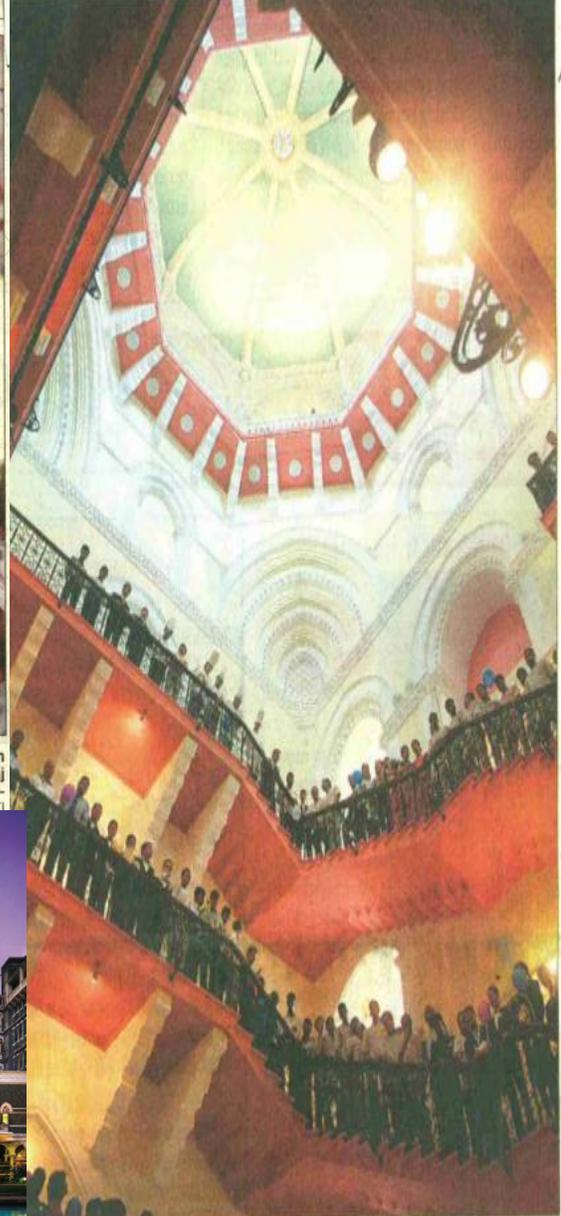
HEART AND HERITAGE

Multi-Faith Services, Redecorated Restobars, Weddings, New Menus. An Iconic And Dignified Monument Is Ready For Its Rebirth

Rose petals, cheers herald Taj reopening



mumbai
the maximum city



REFURBISHED Palace Wing of The Taj Mahal Hotel in Mumbai is scheduled to open on Sunday, Independence Day. **EMPLOYEES** stood on the grand stairway Thursday to rededicate themselves to the landmark that was attacked on 26/11.



Barack Obama's message to the world

NOVEMBER 2010

“Mumbai is a symbol of the incredible energy and optimism that defines India in the 21st century. The Taj has been the symbol of the strength and the resilience of the Indian people.”

- President Barack Obama

A decade later

- India continues to be a popular global tourism destination
- Security measures across the nation have been strengthened
- The fundamentals of Indian economy, which continues to show steady progress, is on a positive path
- The spirit of the people of the nation remains stronger than ever

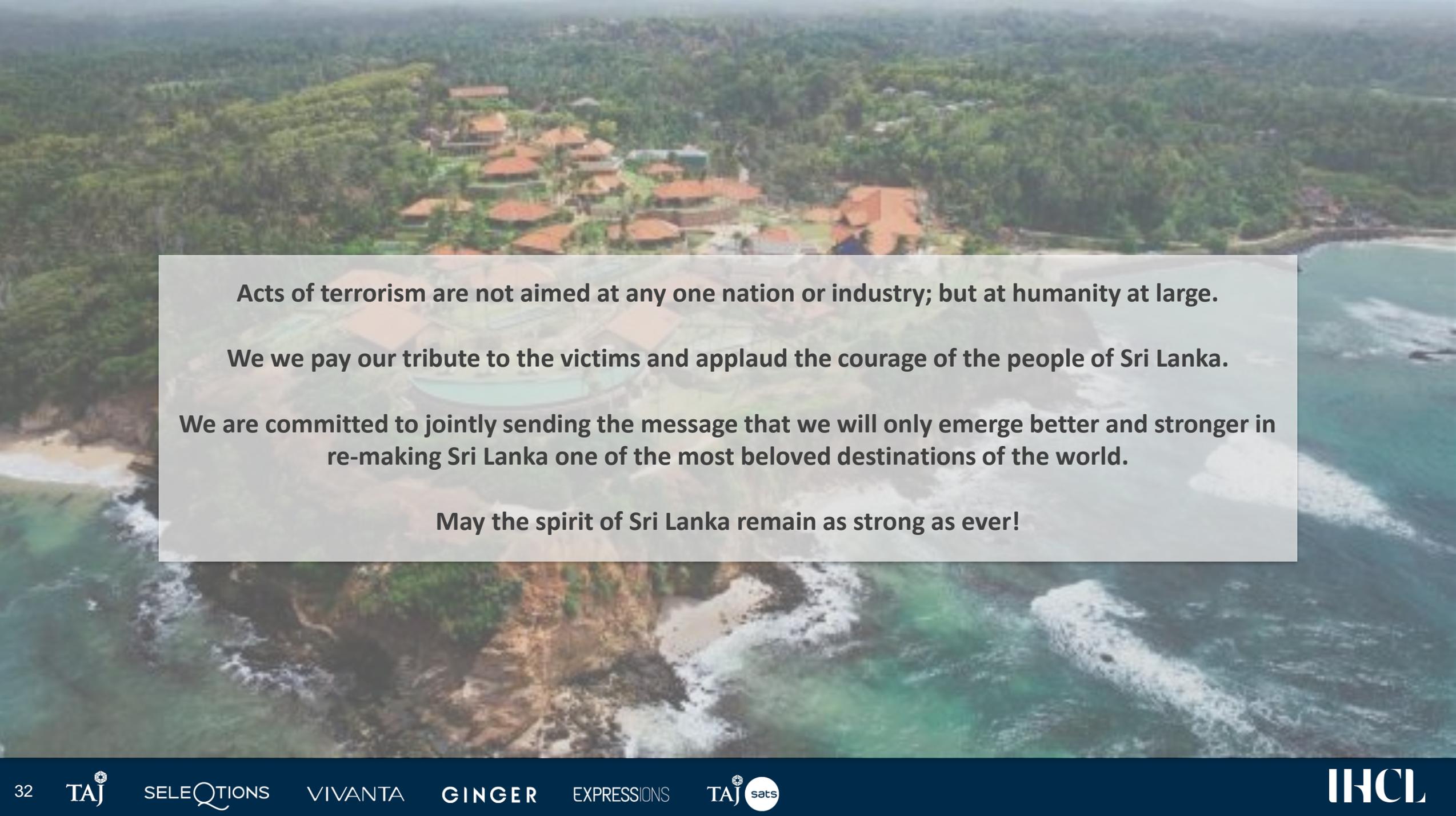
Today, the tragedy that unfolded on 26/11 is no more than a footnote in India's history

The Tatas continue to stand with India

10 YEARS AND COUNTING OF THE TRUST



The Trust continues to provide assistance to any Indian citizen who has suffered injury due to a terror attack, war, bomb blasts and/or natural disaster

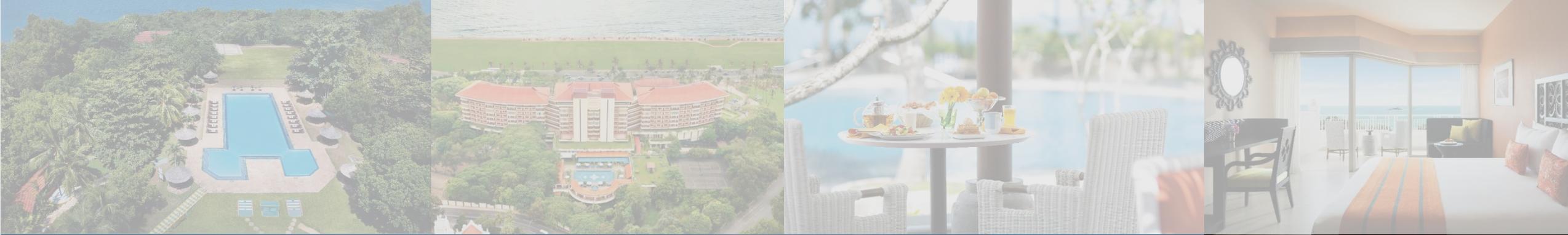


Acts of terrorism are not aimed at any one nation or industry; but at humanity at large.

We we pay our tribute to the victims and applaud the courage of the people of Sri Lanka.

We are committed to jointly sending the message that we will only emerge better and stronger in re-making Sri Lanka one of the most beloved destinations of the world.

May the spirit of Sri Lanka remain as strong as ever!



IHCL has presence in the country for over three decades with three hotels, and we are committed to doubling this in the near future

