



29th
Edition

2026 Indian Hospitality Trends & Opportunities

— India, À La Carte —
"Everything in moderation... including moderation."

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HOTELIVATE 

India, À La Carte



“Everything in moderation... including moderation.”

Popular aphorism, a favourite of Julia Child



The sentiment behind this quote was a favourite of Julia Child, the legendary chef who introduced French cuisine to generations of Americans, and serves as a useful reminder that good judgement allows for both restraint and indulgence. Indian hospitality has plenty of occasions for each. Demand is growing, rates are rising and the development pipeline suggests that nobody intends to leave the table hungry. Yet the same helping of new supply could be welcome in one market and difficult to digest in another. Meanwhile, the queue at the great Indian hospitality buffet is getting longer, with owners, brands, and investors often reaching for the same dishes. An à la carte approach looks increasingly sensible: choose the market, understand its ingredients, and order to suit the appetite.

This year's opening course is reassuring. In 2025/26, nationwide average room rates rose 6.4% to ₹8,962, while RevPAR increased 6.2% to ₹6,099. Occupancy remained broadly steady at 68.1%, but demand was hardly sitting idle between courses: occupied room nights grew 5.6%, broadly matching the expansion in available supply. That growth is particularly noteworthy given the brief disruption to travel activity in Q1 following Operation Sindoor. More rooms were offered, more were sold, and guests paid more for them - a satisfying start.

As with a long French menu, pleasure comes from the progression: each course should complement the last, rather than simply add more to the table. The flavours become more interesting when we taste the markets individually. Bengaluru and Hyderabad delivered RevPAR growth of approximately 15% and 13%, respectively. Udaipur and Gurugram were broadly flat, while Goa and Amritsar declined by about 4% and 5%, respectively. This year, New Delhi overtook Mumbai on RevPAR terms, a reversal from last year. These differences are essential ingredients in understanding the year. Blend them too thoroughly into a national average and we lose precisely what makes each market worth examining. There is also a richer flavour to pricing. Udaipur, which commands the highest average rate among the 20 major markets, recorded occupancy of approximately 58%. Much like a premium dish that commands a higher price without being everyone's order, rate performance is not solely a

function of volume. Demand has depth, frequency and a budget. Understanding all three dimensions matters.

The main course, however, is the pipeline—and the kitchen is preparing a substantial serving. Against 2,09,180 existing branded rooms, approximately 1,61,000 are proposed, with nearly 1,17,000 classified as being in active development. At roughly 77% of existing inventory, the proposed pipeline is the largest relative commitment in more than a decade. Some dishes will arrive late; others may never leave the kitchen. Even so, this is an ambitious order.

The portions deserve a closer look. Nearly half the proposed rooms sit in Tier 3 markets, where occupancy averages 57%, compared with 75% in Tier 1 cities. However, percentage growth and absolute additions tell different stories. Tirupati recorded the highest proposed supply relative to its existing base, with 3,728 proposed rooms equivalent to approximately 477% of its existing 782-room branded inventory. Varanasi followed, with 3,670 proposed rooms equivalent to approximately 442% of its existing 831-room branded inventory. Jaipur and Lucknow, meanwhile, are preparing substantial servings of 6,684 and 3,570 rooms against larger existing inventories of 8,501 and 2,730, respectively. Both lenses matter: percentage growth reveals how dramatically a market's competitive landscape could change, while absolute additions show the scale of demand required to absorb the incoming supply. Even a modest serving can overwhelm a small appetite while a larger one may (or may not) be comfortably accommodated by an established market. Before ordering, it helps to know both the portion size and who is coming to dinner. In markets starved of quality accommodation, new hotels can be a welcome second helping. Elsewhere, supply and demand may progress comfortably together. In a few destinations, several openings could arrive like successive courses served before diners have finished the previous one, putting pressure on occupancy, rates, and owners' patience. Having only a long-term lens can still cause short-term indigestion, or worse - food poisoning.

As we progress to the main course, it is pertinent to highlight that entrées need their accompaniments. Airports, roads, manufacturing corridors and convention facilities help turn proposed rooms into viable businesses. The hotel may be the centrepiece, but the demand generators around it help complete the dish. Also, timing is the wine pairing: a promising hotel and an attractive market can each be excellent yet work poorly together if the market cycle is mistimed. Getting the combination right

requires local knowledge and a realistic view of what else is being served. Finally, the menu is becoming longer, too. Our survey spans 60 brands and 208 sub-brands. Choice is welcome; however, differentiation (in product & branding) must remain meaningful. Renaming the dish does little if it tastes like everything else on the table.

In closing, it is imperative to point out that roughly one in four hotels in the sample set recorded a RevPAR decline this year. That is reason enough to examine the ingredients behind each future investment. This year's Trends & Opportunities Report does exactly that: studying performance, supply, demand, and timing, market by market. India offers an increasingly enjoyable hospitality menu. There is much to be enthusiastic about, and plenty still to discover. The next successful investment, however, deserves to be chosen à la carte.



Menu

À LA CARTE
THE INDIAN HOSPITALITY MENU
2025/26

This Year's Specials

6.4%	6.2%	5.6%	5.8%
RATE GROWTH	REVPAR GROWTH	DEMAND GROWTH	SUPPLY GROWTH

Supply Special

2,09,180	72%	1,61,000
EXISTING ROOMS	UNDER ACTIVE DEVELOPMENT	PROPOSED ROOMS*

THE À LA CARTE APPROACH

- I. CHOOSE THE MARKET
- II. UNDERSTAND THE APPETITE
- III. KNOW THE ACCOMPANIMENTS
- IV. GET THE TIMING RIGHT
- V. MAKE IT DISTINCTIVE

"The next successful investment
deserves to be chosen à la carte."

TAXES APPLICABLE. MARKET CONDITIONS MAY VARY.
SECOND HELPINGS RECOMMENDED SELECTIVELY.
NATIONAL AVERAGES SERVED FOR REFERENCE ONLY.

*TRACKED UNTIL 2030/31

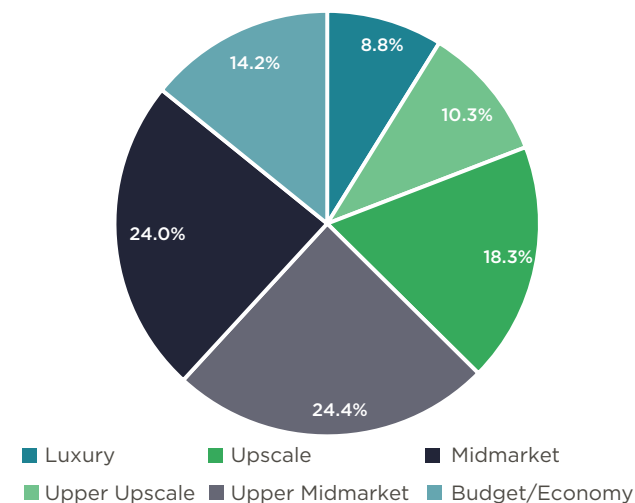
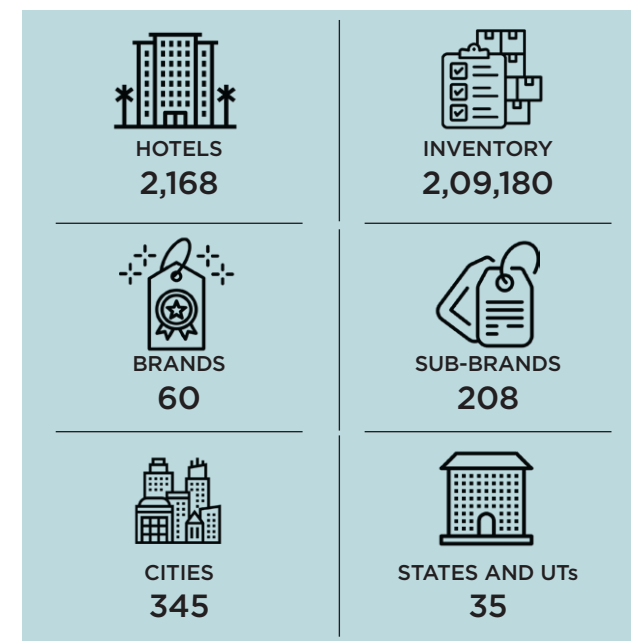
About the Report

Hotelivate-Savills, a multifaceted hospitality consulting firm offering specialised services to clients across Asia Pacific and the Middle East, is proud to present the **2026 Indian Hospitality Trends & Opportunities** report, our **29th edition**. The current participation base of **2,168 hotels** with a total inventory of **2,09,180 rooms** offers thorough coverage of India's branded hospitality landscape enabling more incisive and detailed insights on national trends, performance of major hotel markets, and demand and supply forecasts compared to any other report of a similar nature.

The results of our survey and analyses have been presented at an All-India level, specified by star category, by administrative zones, by city tiers and with a focus on the **20 major hotel markets**, indicating the best and the worst performers and identifying reasons for the same. Furthermore, a detailed review of the existing and future supply has been conducted at the macro and micro level to facilitate a better understanding of the growth in the number of branded rooms in the country across positioning. We have also offered additional insights within various sub-sections of this report for those seeking a deeper analysis of the demand-supply dynamics as well as future trends and opportunities in a rapidly evolving marketplace.

Preceding the results of the survey, we have provided an overview of the Indian economy and the tourism sector, with a focus on details with a direct impact on the health of the Indian Hospitality Industry.

Figure 1: Sample Set of the Survey



The Indian Economy: An Overview

2025/26 remained a year defined by volatility and uncertainty. Geopolitical tensions in West Asia, trade disruptions, the prolonged Russia-Ukraine conflict and aviation-related challenges affected travel demand, investor sentiment and global markets. India's economy nevertheless expanded steadily. Under the revised national accounts series, which adopts 2022/23 as the base year, real GDP grew 7.8% in 2025/26, up from 7.1% in 2024/25, while nominal GDP increased 8.9% to ₹346.36 lakh crore. Gross fixed capital formation rose 7.8% and private consumption increased 7.0%, reflecting continued strength in both investment and consumption. Financial conditions also improved during the year. The Reserve Bank of India reduced the repo rate by 100 basis points to 5.25%, while inflation averaged 3.5%, below the RBI's 4% target. S&P Global Ratings also upgraded India's sovereign rating from BBB- to BBB in August 2025. Offsetting these positives, the rupee weakened during the year and India's continued reliance on imported crude oil left sectors such as aviation, logistics, construction and hospitality exposed to external cost pressures. Construction costs also remained elevated across many markets due to higher input and labour costs.

Against this backdrop, tourism remained an important contributor to economic activity. WTTC estimates that Travel & Tourism generated US\$263.6 billion in India in 2025, equivalent to 6.6% of GDP, and supported 46.2 million jobs. The sector grew 7.3%, ahead of the global tourism sector growth of 4.1%, and is forecast to expand by a further 8.5% in 2026. This growth was driven primarily by domestic tourism. Domestic Tourist Visits increased from approximately 2.9 billion in 2024 (2 trips per capita) to 4.3 billion in 2025 (3 trips per capita). India is now among the world's largest domestic travel markets, second only to China (6.6 billion domestic trips in 2025). Domestic spending reached US\$203 billion in 2025, accounting for 86% of total Travel & Tourism expenditure and increasing by more than 10% year-on-year. Demand was anchored by three pillars: leisure and religious travel, business travel, and corporate and social events, particularly weddings. Domestic travel activity remained concentrated across a handful of states. Uttar Pradesh led the market, followed by Tamil Nadu, Andhra Pradesh, Karnataka and West Bengal. Together, these five states accounted for approximately two-thirds of domestic tourist visits.

On the other hand, inbound tourism presented a mixed picture. Foreign Tourist Arrivals declined 8% to 9.15 million, while tourism Foreign Exchange Earnings declined by

nearly 10% to ₹2.7 lakh crore during the year. The decline in arrivals was largely driven by the sharp fall from Bangladesh following visa restrictions. Excluding Bangladesh, arrivals increased by 4.25%. India's inbound tourism potential nevertheless remains largely untapped. A significant share of international arrivals is linked to the Indian diaspora and visits to friends and relatives, rather than leisure tourism. At the same time, the sharp reduction in India's international tourism marketing budget has weakened its recall across key overseas source markets. The scale of the opportunity becomes clearer when viewed against leading international destinations. France, the world's largest inbound market in 2025, received more than 100 million international visitors, while China and Japan, the two largest markets in Asia Pacific, attracted approximately 65 million and 43 million, respectively.

The rapid growth of domestic travel coincided with continued investment in connectivity and destination development. India's airport network crossed 160 airports, while passenger traffic increased by 2% to approximately 420 million. Navi Mumbai International Airport commenced commercial operations during the fiscal year, while Noida International Airport opened subsequently, in the following fiscal year. Major road corridors, including the Delhi-Mumbai Expressway, Delhi-Dehradun Expressway and Samruddhi Mahamarg (Mumbai-Nagpur), further improved access to several tourism markets. Together, these investments are extending the reach of established destinations and opening secondary and emerging markets to larger catchment areas. However, improvements in connectivity were accompanied by considerable operational disruption. Airspace restrictions linked to Operation Sindoor, geopolitical tensions in West Asia, and fleet and supply-chain constraints affected routes and operations during the year. This was compounded by IndiGo's widespread flight cancellations and delays in November and December 2025.

Policy attention increasingly extended to destination development and the visitor experience. Union Budget 2025-26 proposed 50 tourism destinations under a challenge-based framework with state governments, while Swadesh Darshan 2.0 and the Challenge-Based Destination Development framework continued to expand the project pipeline. Union Budget 2026-27 subsequently increased the Ministry of Tourism's allocation to ₹2,438.4 crore and introduced measures covering tourism circuits, destination digitisation, regional hubs and hospitality education. Eligible hotels in identified tourism destinations were also included under the Harmonised Master List of Infrastructure. While these initiatives should support the tourism

ecosystem, the approach remains broad-based. Stronger international marketing, wider air connectivity, better last-mile access, cleaner public spaces, clearer visitor information and more consistent service standards remain important. Other challenges include shortages of trained personnel, coordination across government agencies and managing carrying capacity at heavily visited destinations. India’s economic and tourism outlook remains positive, anchored by the depth of domestic

Figure 2: NIFTY Tourism Index (2025/26)

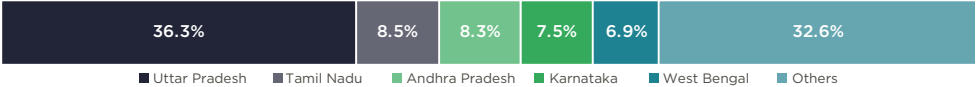


Source: NIFTY; Hotelivate-Savills Research



demand and continued investment across the sector. The path ahead, however, may be less predictable, with rising travel costs, shifting trade policies and geopolitical tensions likely to influence growth over the short to medium term.

Figure 3: Highest Share of Domestic Tourist Visits by State 2025



Source: Ministry of Tourism, India Tourism Data Dashboard 2026

Figure 4: Key Economic Indicators

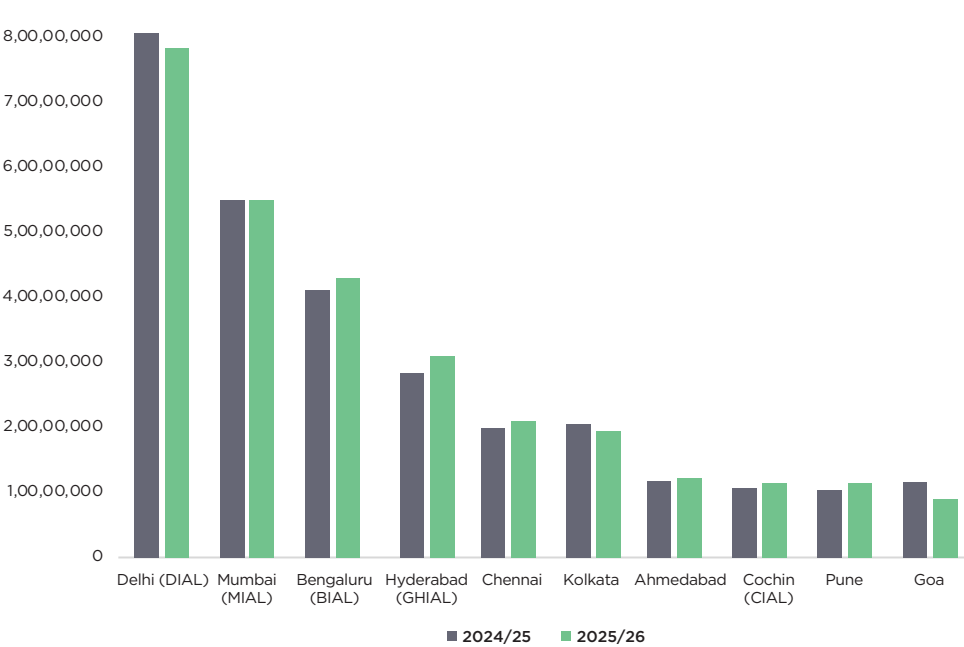
Key Economic Indicators	Unit	2023/24	2024/25	2025/26
GDP	₹ Crore	2,90,73,287	3,17,98,524	3,46,36,796
Growth Rate	%	11.1%	9.4%	8.9%
Per Capita GNI	₹	2,05,387	2,22,928	2,40,076
CPI	%	5.4%	4.6%	3.5%
Exchange Rate (USD/INR)	₹	82.8	84.6	88.3
Growth Rate	%	3.0%	2.2%	4.4%

Source: Hotelivate-Savills Research and RBI

*GDP: Gross Domestic Product
**GNI: Gross National Income



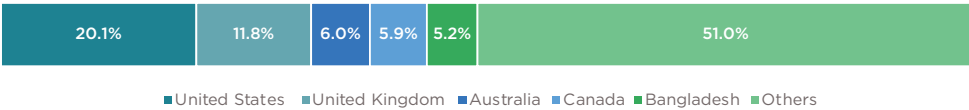
Figure 5: Top 10 Busiest Airports in India by Passenger Traffic (2024/25 - 2025/26)



Airport	2024/25	2025/26	12-Month Change
Delhi (DIAL)	7,93,00,000	7,73,00,000	-2.5%
Mumbai (MIAL)	5,53,00,000	5,54,00,000	0.4%
Bengaluru (BIAL)	4,19,00,000	4,47,00,000	6.6%
Hyderabad (GHIAL)	2,92,00,000	3,07,00,000	5.1%
Chennai	2,24,00,000	2,31,00,000	2.9%
Kolkata	2,18,00,000	1,93,00,000	-11.7%
Ahmedabad	1,34,00,000	1,39,00,000	3.6%
Cochin (CIAL)	1,11,00,000	1,13,00,000	1.4%
Pune	1,05,00,000	1,11,00,000	6.6%
Goa*	1,19,00,000	1,16,00,000	-2.1%
Total Ten Airports	29,68,00,000	29,84,00,000	0.5%
India	41,16,00,000	42,09,00,000	2.3%

Source: Airports Authority of India
*includes Dabolim International Airport and Manohar International Airport
Note; figures have been rounded for presentation purposes.

Figure 6: Foreign Tourist Arrivals by Source Country (2026)



Source: Ministry of Tourism, Annual Tourism Snapshot 2026

Figure 7: Foreign Tourist Arrivals and Domestic Visitation Trends (2015-2025, Lakh)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025*
Foreign Tourist Arrivals	80.3	88.0	101.8	105.6	109.3	27.4	15.2	61.9	92.4	99.5	90.2
% Change	4.5%	9.7%	15.6%	3.7%	3.5%	-74.9%	-44.5%	307.2%	49.3%	7.7%	-9.0%
Domestic Tourist Visits	14,320	16,136	16,525	18,000	23,220	6,102	6,776	17,310	25,096	29,482	42,869
% Change	11.6%	12.7%	2.4%	8.9%	29.0%	-73.7%	11.0%	155.5%	45.0%	17.5%	45.4%

*Estimates
Source: Ministry of Tourism, India Tourism Data Dashboard 2025



Nationwide Demand, Supply & Performance (2001/02 – 2025/26)

Figure 8 shows the growth in available room nights and occupied room nights over the last 25 years whereas Figure 9 shows the Nationwide Occupancy, ADR and RevPAR for the same period. **Occupancy held firm at 68.1%, broadly unchanged from the restated 68.2% in 2024/25. ADR, in contrast, rose 6.4% to a new high of ₹8,962, while RevPAR grew 6.2% to a record ₹6,099.** This performance was achieved despite several setbacks during the year. Operation Sindoor and the unfortunate flight crash in Ahmedabad affected travel during the first quarter, with some impact carrying into the second. The second quarter was also impacted by heavy monsoon across several markets, particularly hill stations, where recurring flooding and weather-related disruptions affected accessibility and travel patterns. Flight operations faced further delays and cancellations during the third quarter, affecting the peak holiday travel period. In sharp contrast, the final quarter began strongly, with hotels across the country reporting their strongest February, before cancellations and travel disruptions linked to the West Asia crisis affected March.

Against this backdrop, growth in both supply and demand moderated. **Available room nights increased by 5.8%, compared with 10.4% in the previous year, while occupied room nights grew by 5.6%, against 11.8%.** Supply and demand growth were therefore almost in lockstep. **Demand marginally trailed supply for the first time since 2020/21**, but the **gap was only 0.2 percentage points** and remains too narrow to indicate a change in direction.

National growth, however, continued to be disproportionately influenced by the country's four largest markets by room revenue: Mumbai, New Delhi, Bengaluru and Hyderabad. Together, these markets account for approximately 27% of nationwide supply and recorded ADR growth of 10.2% and RevPAR growth of 9.7%. This surpasses national averages of 6.4% and 6.2%, respectively. Bengaluru (+14.8%), Hyderabad (+13.2%) and New Delhi (+10.9%) led RevPAR growth, while Mumbai recorded a more measured increase of 3.2%.

Figure 8: Room Night Demand vs Available Room Nights (2001/02 - 2025/26)

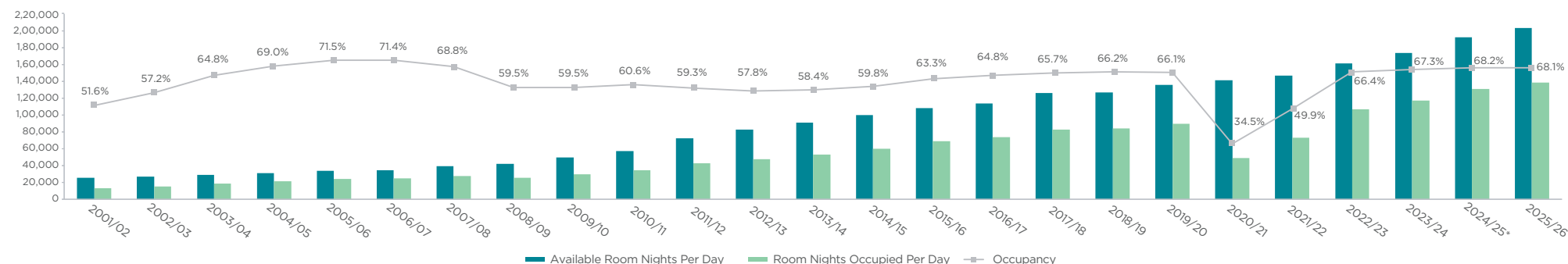
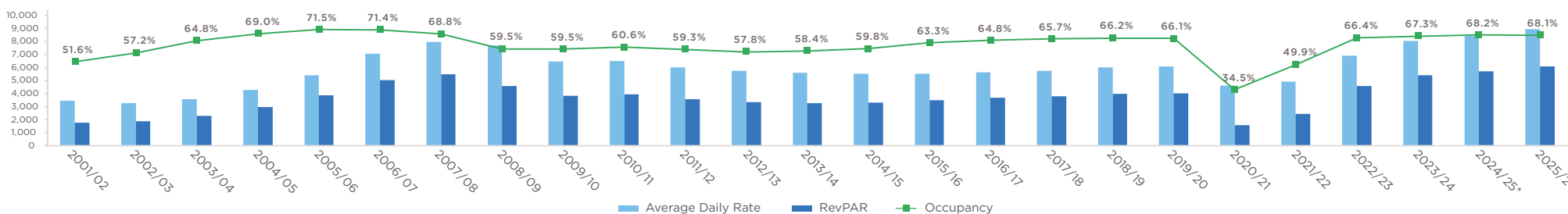


Figure 9: Nationwide Performance (2001/02 - 2025/26)



*The 2024/25 performance data has been modified based on the updated data collated for this survey
Source: Hotelivate-Savills Research

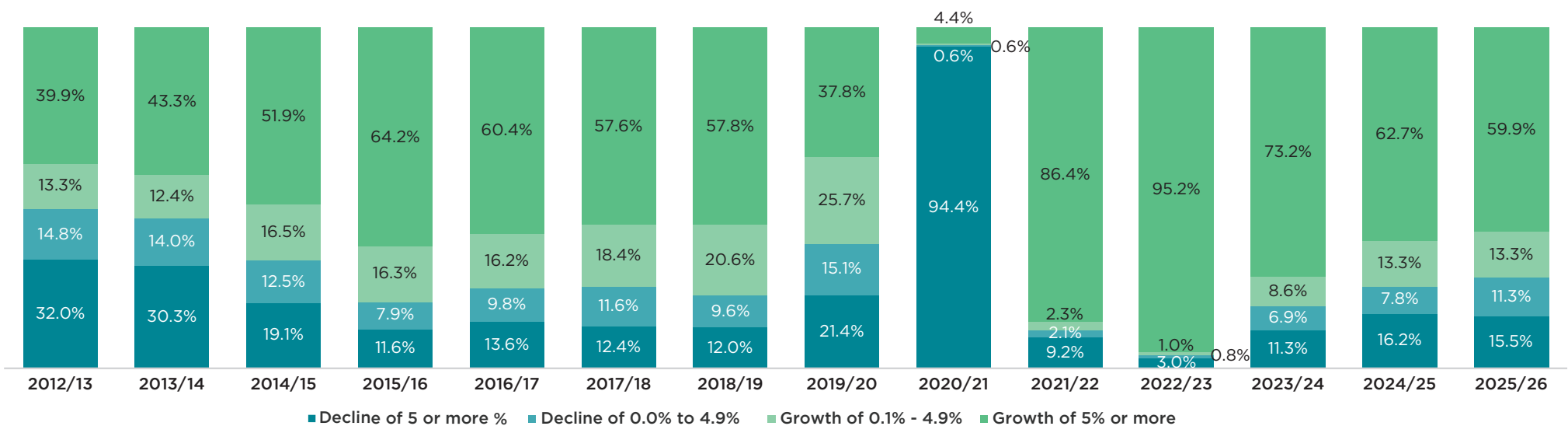
RevPAR Change Bins (2012/13 – 2025/26)

Nationwide performance metrics provide a useful benchmark, but **blended averages do not always reflect the underlying realities of the market**. A market can report similar RevPAR growth from one year to the next, while the number of hotels contributing to that growth changes materially. To better understand the breadth of performance, Hotelivate-Savills analysed RevPAR growth across individual hotels by categorising them into four buckets: hotels with a RevPAR decline of 5% or more, hotels with a RevPAR decline of 0.0% to 4.9%, hotels with RevPAR growth of 0.1% to 4.9%, and hotels with RevPAR growth of 5% or more. Figure 10 highlights the proportion of hotels within each category since 2012/13. While industry performance remained positive, growth became more measured during the year. **Approximately 73% of hotels recorded positive RevPAR growth, the lowest proportion since 2021/22**. This reflects a gradual moderation from the exceptional gains recorded during the immediate post-pandemic recovery period. Notably, the breadth of positive performance was higher in 2018/19, when 78% of hotels recorded RevPAR growth.

More mature markets recorded a higher incidence of positive performance, partly reflecting their established demand base and more favourable demand-supply dynamics.

Tier 1 and Tier 2 markets displayed broadly similar profiles, with 75% to 80% of hotels achieving positive RevPAR growth. Tier 3 markets trailed marginally, although 68% of hotels still recorded year-on-year growth. Similar patterns emerged when the data was analysed by positioning and hotel size. Approximately 83% of upper upscale and luxury hotels recorded positive RevPAR growth, compared with around 70% of lower-positioned hotels. **Hotels with more than 200 keys also recorded a higher incidence of positive RevPAR growth than smaller properties.** While this partly reflects their stronger presence in major gateway and commercial markets, it also corresponds with the continued strength of demand for premium accommodation and higher-end experiences and their ability to grow rates with no real ceiling.

Figure 10: Nationwide RevPAR Growth Breakdown by Hotels (2012/13 - 2025/26)



Source: Hotelivate-Savills Research

Occupancy Bins (2024/25 and 2025/26)

Figure 11 compares occupancy levels across hotels nationwide by grouping properties into bands of 10 percentage points. With national occupancy declining by only around 10 basis points, the overall distribution remained relatively stable. Small year-on-year movements may arise as new hotels enter the dataset, and recently opened properties continue to ramp up. Reviewing this data across various parameters reveals a high degree of consistency, with only modest shifts across occupancy bands. The most pronounced differences emerge when comparing the country's largest hotel markets with the rest of India. **Mumbai, Hyderabad, Bengaluru and New Delhi continue to operate at exceptionally high occupancy levels. More than 90% of hotels in these markets recorded occupancies of 60% or more, while nearly three out of every four**

hotels achieved occupancies above 70%. Their performance materially influences the national averages. Excluding these four markets, only 55% of hotels achieved occupancies above 60%, while just 37% crossed the 70% threshold. Similar patterns are visible when comparing markets by maturity. **In Tier 1 cities, more than 69% of hotel supply operates within the 70% to 90% occupancy range. By comparison, over half of the supply in Tier 2 and Tier 3 cities remains concentrated within the 40% to 60% range.** Given the volume of proposed supply in these markets, improving hotel performance may not immediately translate into a material shift towards the higher occupancy bands over the short to medium term.

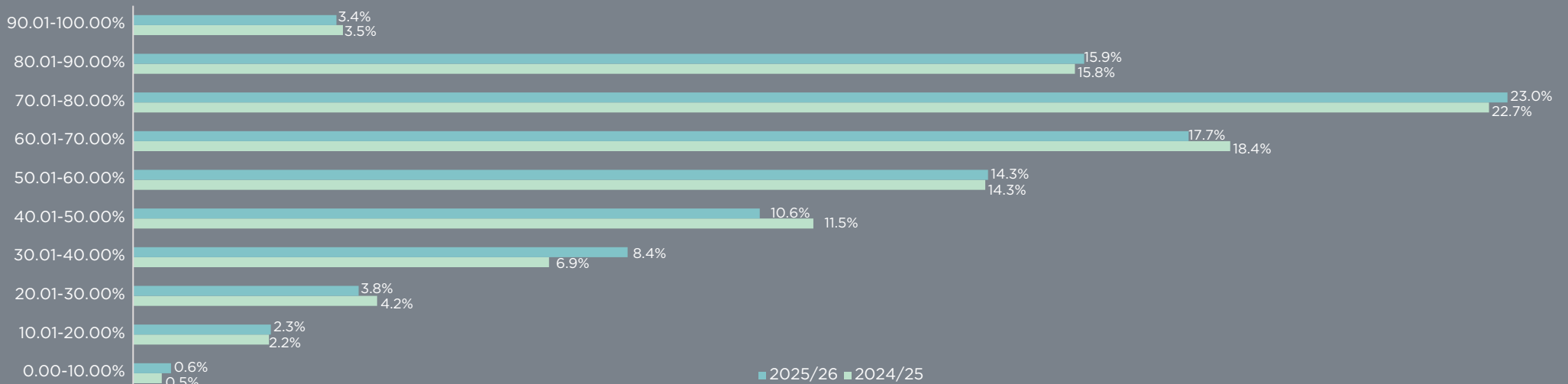
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Figure 11: Nationwide Occupancy Breakdown by Hotels



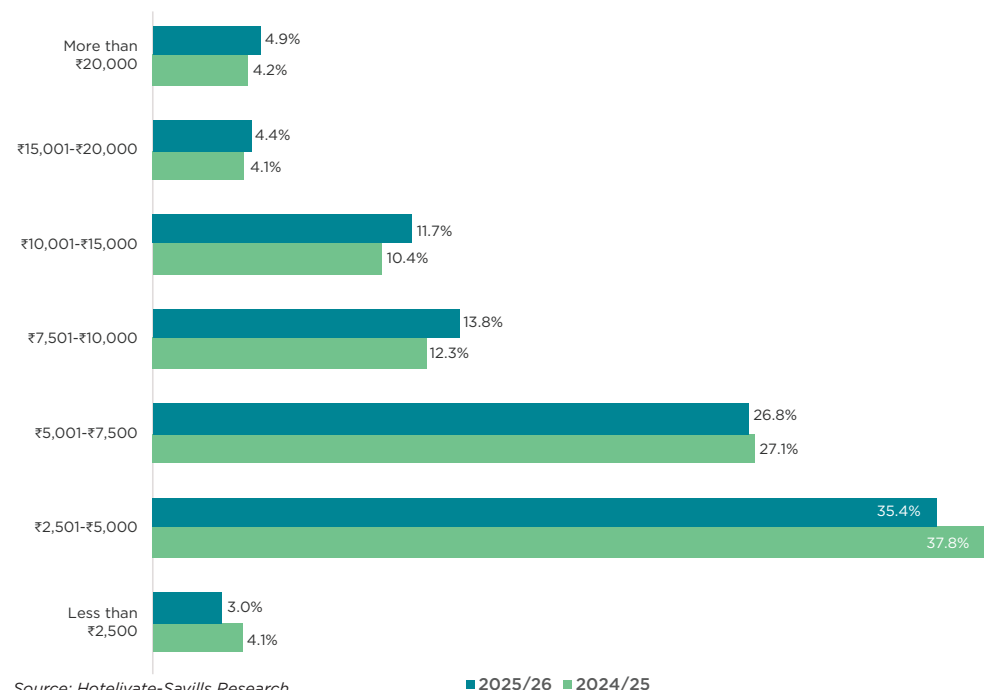
Source: Hotelivate-Savills Research

ADR Bins (2024/25 and 2025/26)

Figure 12 presents the ADR distribution of branded hotels in 2024/25 and 2025/26 across pre-defined rate bands. At first glance, the distribution appears largely unchanged from the previous year. A closer look, however, shows a gradual shift towards higher pricing. At the lower end of the spectrum, the share of hotels recording annualised ADRs below ₹5,000 declined from 41.9% to 38.4%. At the same time, the proportion of hotels achieving ADRs of ₹10,000 or more increased from 18.6% to 20.8%. **More hotels are moving into higher rate categories and fewer are operating in the lowest ADR bands**, reflecting the industry's continued ability to grow pricing despite a more measured pace of occupancy growth.

Expectedly, pricing power remains strongest in leisure-driven destinations and markets with a healthy base of weddings, banqueting and social events. This is also reflected in larger hotels. Properties with inventories exceeding 200 keys (~30% of the

Figure 12: Nationwide Average Daily Rate (ADR) Breakdown by Hotels

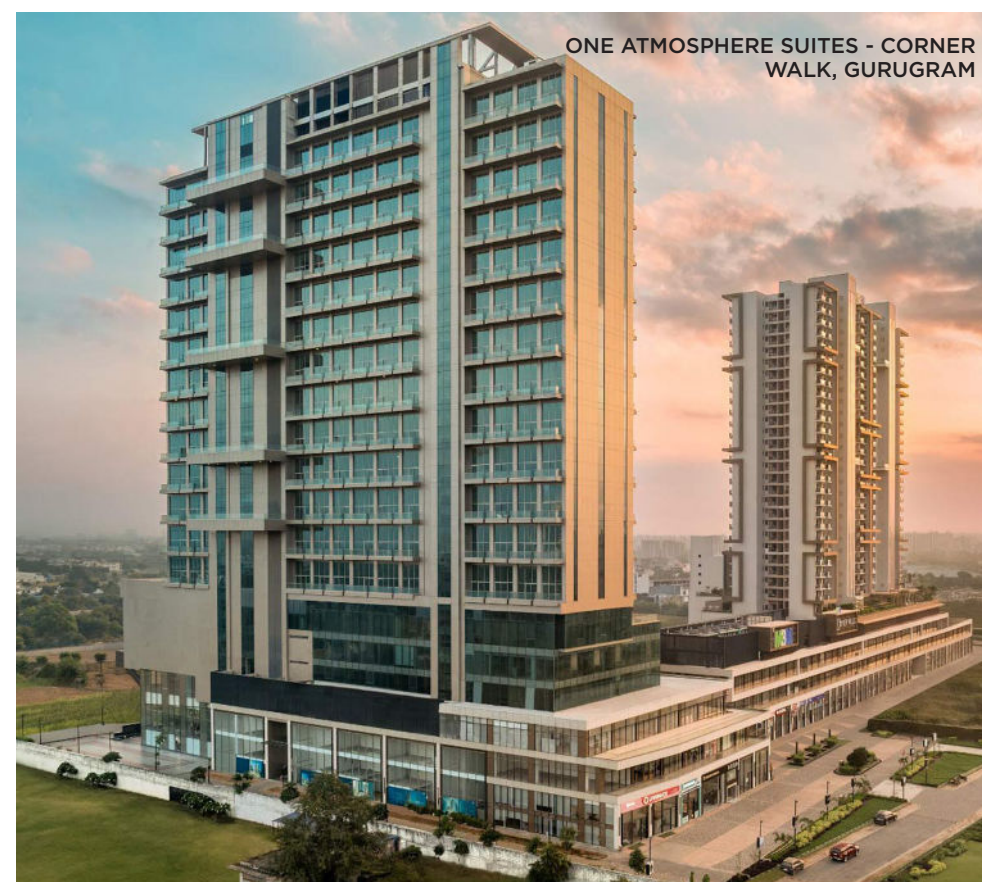


existing supply by number of keys), many of which benefit from a stronger M.I.C.E., corporate and events-driven demand base, recorded the highest concentration of hotels within the ₹10,000-plus ADR bracket. Nearly 60% of these hotels achieved annualised ADRs above ₹10,000, substantially higher than the nationwide average.

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The Survey Results

This section presents the findings of the 2026 Indian Hospitality Trends & Opportunities survey, offering a detailed analysis of industry performance across star categories, city tiers, administrative zones, and 20 major hotel markets. Both existing and upcoming supply have been closely examined to project market changes over the next five years. The rise in survey participation over the past two years reflects not only Hotelivate-Savills' growing market presence but also the overall expansion of the hospitality sector.

Industry Performance by Star Category

In 2025/26, occupancy levels displayed a clear relationship with positioning, with higher-positioned hotels generally recording higher occupancies. This is likely a reflection of their stronger presence in established markets and demand-rich locations. While such a progression may appear intuitive, it is the first time in several years that the pattern has been visible across all positioning categories. Occupancy levels nevertheless remained broadly stable, with most categories either holding steady or recording marginal declines. Five-Star Deluxe hotels remained the only category to achieve average occupancies above 70%.

Additionally, fresh data collected for the last two years, combined with our careful and intentional removal of irrelevant supply, has led to minor corrections in the 2024/25 figures across all parameters. While the survey covers 2,09,180 rooms, the number of room nights has been weighted to reflect new supply that was operational for only part of the fiscal year. This adjustment results in a weighted room count of 2,03,345 for the 2025/26 survey base, ensuring more accurate calculations of occupancy and average rates.

Rate performance told a more interesting story. **Three categories recorded ADR growth of 6.0% or more: Two-Star, Five-Star and Five-Star Deluxe hotels.** While these segments sit at opposite ends of the positioning spectrum, both benefited from clearly defined demand drivers and pricing power. The benefit of this growth was most visible at the top end of the market, where Five-Star and Five-Star Deluxe hotels continued to lead RevPAR growth at 16.6% and 20.2%, respectively, over the past 24 months. Figures 13 to 17 present occupancy, ADR and RevPAR trends across India's branded hotel sector over the past 20 years in both INR and USD.

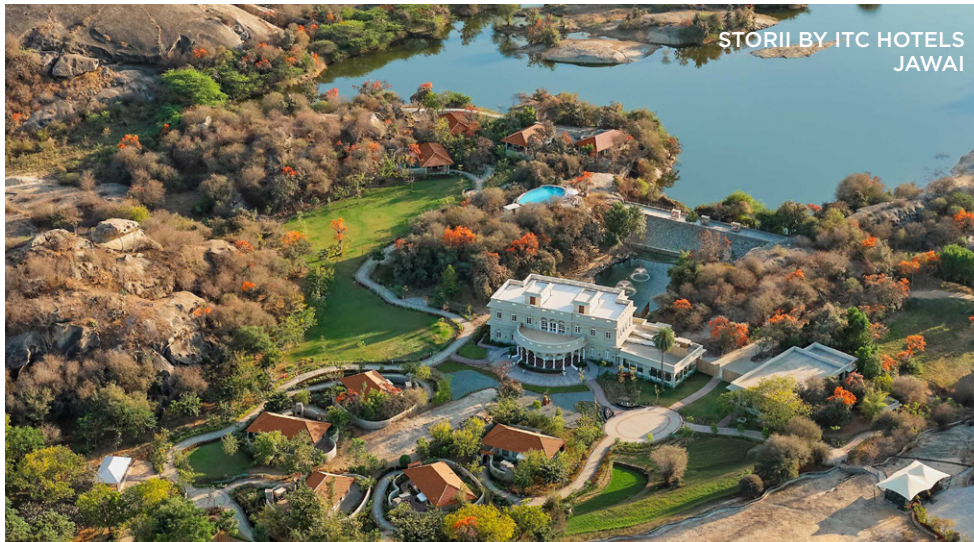


Figure 13: Key Operating Statistics by Hotel Classification - Occupancy

	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	2023/24	2024/25*	2025/26	12-Month Change	24-Month Change
Overall Average	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%	66.4%	67.3%	68.2%	68.1%	-0.1%	1.2%
Five-star Deluxe	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%	67.3%	69.1%	71.7%	70.7%	-1.3%	2.5%
Five-star	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%	67.0%	67.9%	69.0%	69.0%	0.0%	2.1%
Four-star	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%	67.4%	67.8%	67.0%	67.3%	0.5%	-1.5%
Three-star	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%	65.1%	66.1%	67.1%	66.7%	-0.6%	1.1%
Two-star						64.8%	59.0%	61.0%	57.7%	60.4%	62.7%	59.1%	61.5%	60.4%	38.6%	44.5%	61.3%	61.6%	64.5%	64.9%	0.6%	4.2%

Figure 14: Key Operating Statistics by Hotel Classification - Average Rate (₹)

	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	2023/24	2024/25*	2025/26	12-Month Change	24-Month Change
Overall Average	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	6,931	8,052	8,424	8,962	6.4%	11.1%
Five-star Deluxe	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	13,026	15,597	16,866	18,334	8.7%	17.2%
Five-star	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	7,308	8,761	9,322	10,058	7.9%	14.3%
Four-star	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	5,548	6,256	6,478	6,772	4.5%	8.5%
Three-star	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	4,026	4,391	4,659	4,870	4.5%	11.1%
Two-star						1,714	1,849	2,063	2,063	2,122	2,049	2,245	2,524	2,589	2,080	2,358	3,149	3,404	3,556	3,801	6.9%	11.5%

Figure 15: Key Operating Statistics by Hotel Classification - RevPAR (₹)

	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	2023/24	2024/25*	2025/26	12-Month Change	24-Month Change
Overall Average	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	4,604	5,420	5,743	6,099	6.2%	12.3%
Five-star Deluxe	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	8,762	10,772	12,094	12,971	7.3%	20.2%
Five-star	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	4,899	5,952	6,434	6,937	7.8%	16.6%
Four-star	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	3,741	4,240	4,338	4,558	5.1%	7.0%
Three-star	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	2,619	2,902	3,128	3,251	3.9%	12.4%
Two-star						1,110	1,091	1,258	1,190	1,281	1,285	1,327	1,553	1,563	803	1,049	1,929	2,097	2,295	2,467	7.5%	16.2%

Figure 16: Key Operating Statistics by Hotel Classification - Average Rate (US\$)

	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	2023/24	2024/25*	2025/26	12-Month Change	24-Month Change
Overall Average	162	199	168	136	143	126	106	92	90	85	85	89	90	87	63	66	86	97	100	101	1.9%	4.2%
Five-star Deluxe	224	278	242	194	205	192	165	144	144	137	151	159	159	151	113	120	162	189	199	208	4.1%	9.9%
Five-star	149	190	158	134	140	128	108	94	91	84	90	94	93	92	71	69	91	106	110	114	3.3%	7.2%
Four-star	117	142	125	97	108	102	86	74	71	68	67	72	70	68	50	54	69	76	77	77	0.0%	1.7%
Three-star	69	87	77	68	73	70	60	51	50	49	45	50	50	49	37	39	50	53	55	55	0.0%	4.1%
Two-star						36	34	34	34	33	31	35	38	37	28	32	39	41	42	43	2.4%	4.5%
Exchange Rate	43.6	40.2	45.9	47.7	45.6	48.0	54.5	60.7	61.2	65.0	67.1	64.5	67.2	70.5	73.2	74.5	80.4	82.8	84.6	88.3	4.4%	6.7%

Figure 17: Key Operating Statistics by Hotel Classification - RevPAR (US\$)

	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	2023/24	2024/25*	2025/26	12-Month Change	24-Month Change
Overall Average	116	137	100	81	87	75	61	54	54	54	55	59	60	57	22	33	57	66	68	69	1.7%	5.3%
Five-star Deluxe	164	200	151	120	125	114	99	87	89	88	98	106	106	101	36	59	109	131	143	147	2.7%	12.7%
Five-star	105	128	93	79	87	76	60	53	52	52	58	62	61	61	23	35	61	72	76	79	3.3%	9.3%
Four-star	84	98	73	59	65	61	50	43	44	44	44	48	47	46	19	29	47	51	51	52	0.6%	0.3%
Three-star	48	56	43	38	43	40	34	29	30	31	29	32	34	32	13	20	33	35	37	37	0.0%	5.3%
Two-star						23	20	21	19	20	19	21	23	22	11	14	24	26	27	28	3.0%	8.9%
Exchange Rate	43.6	40.2	45.9	47.7	45.6	48.0	54.5	60.7	61.2	65.0	67.1	64.5	67.2	70.5	73.2	74.5	80.4	82.8	84.6	88.3	4.4%	6.7%

*2024/25 performance has been modified based on the data collated for this survey
Source: Hotelivate-Savills Research

Industry Performance by Admin Zone

Figures 18 and 19 highlight industry performance by administrative zones for 2024/25 and 2025/26, respectively. Historically, West India recorded the country’s highest RevPAR, followed by North, South and East India. This order has changed considerably over the past two years. **In 2025/26, South India recorded the country’s highest RevPAR at ₹6,402, supported by the highest occupancy at 70.8% and an ADR exceeding ₹9,000.** Bengaluru, Hyderabad and Chennai led the region’s performance, with each recording RevPAR growth of more than 10%. Across the zone, ADR growth of 10.9% and a 90-basis-point improvement in occupancy lifted RevPAR by 12.2%, the highest growth among the four zones.

North India continued to command the country’s highest ADR at ₹9,586, but occupancy declined by 140 basis points to 64.5%. The region has a large base of established leisure destinations, several of which were affected by repeated disruptions during the year. Operation Sindoor had a greater impact on markets

closer to the border, including Jammu and Kashmir, Punjab and parts of Rajasthan. Seasonal markets recorded a more pronounced decline, while key metropolitan and urban hubs remained comparatively resilient. Consequently, North India recorded RevPAR growth of 3.8% and ceded its leadership to South despite retaining its rate premium.

West India recorded occupancy of 70.1%, nearly matching South India, while operating at an ADR almost ₹1,000 below North India. Performance remained supported by the region’s commercial hubs, although RevPAR growth of 3.4% was the lowest among the four zones. East India remained the lowest-performing zone across occupancy, ADR and RevPAR, but recorded healthy year-on-year growth from a lower base. ADR increased by 7.6%, while RevPAR rose by 9.1%. As an emerging hotel market, East India has a larger share of lower-positioned hotels and a comparatively smaller demand base, which continue to moderate overall performance.

Figure 18: Key Operating Statistics by Administrative Zones (2024/25)

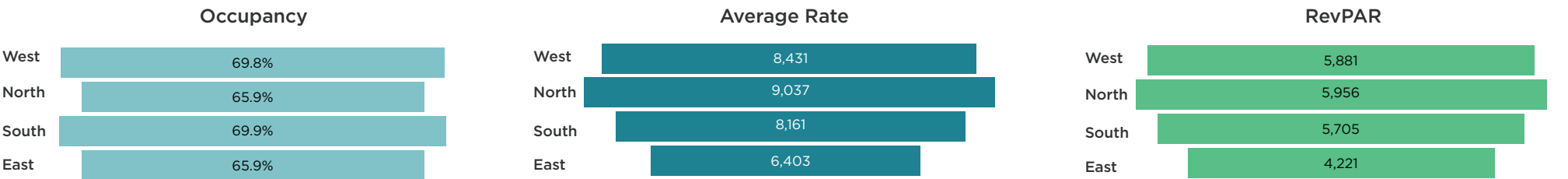
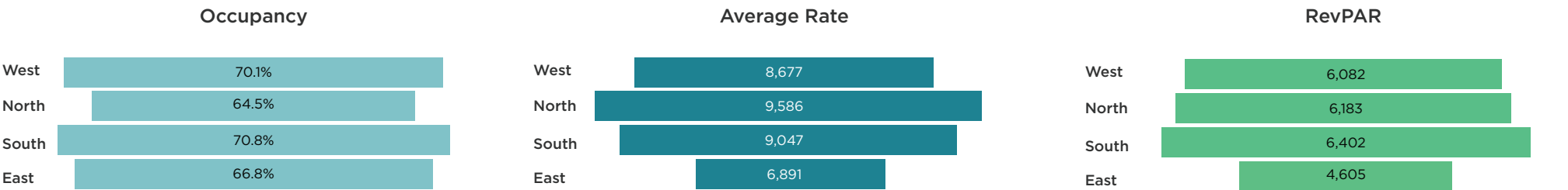


Figure 19: Key Operating Statistics by Administrative Zones (2025/26)



**North includes Chandigarh, Delhi, Haryana, Himachal Pradesh, Jammu and Kashmir, Ladakh, Punjab, Rajasthan, Uttar Pradesh & Uttarakhand
 West includes the Union Territory of Dadra and Nagar Haveli and Daman and Diu, along with Goa, Gujarat, Madhya Pradesh and Maharashtra.
 South includes Andaman and Nicobar Islands, Lakshadweep, Andhra Pradesh, Karnataka, Kerala, Puducherry, Tamil Nadu & Telangana
 East includes Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Jharkhand, Manipur, Meghalaya, Nagaland, Odisha, Sikkim, Tripura & West Bengal*

Source: Hotelivate-Savills Research

Industry Performance by City Tier

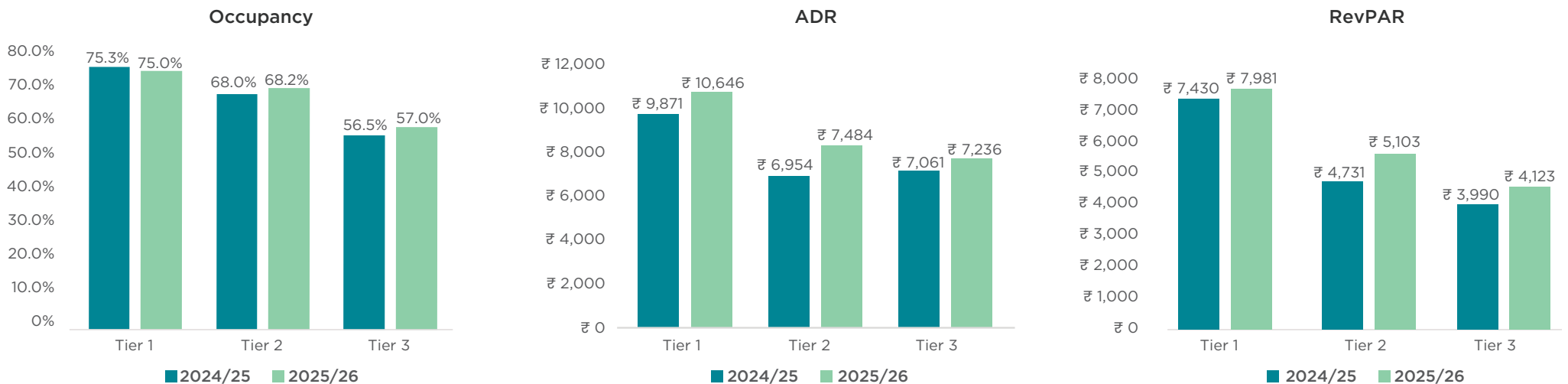
Figure 20 presents hotel performance by city tier for 2024/25 and 2025/26. Tier 1 markets continued to lead in absolute performance, supported by major commercial centres such as Mumbai, New Delhi, Bengaluru, and Hyderabad. Tier 2 markets, including Jaipur, Udaipur, and Shimla, also maintained healthy momentum. **Collectively, Tier 1 and Tier 2 markets recorded supply growth of 4.6% and RevPAR growth of 7.3%, driven primarily by higher room rates.** Their established demand base and relatively favourable demand-supply balance continued to support performance.

Tier 3 markets presented a mixed picture. Supply increased by 8.8%, almost twice the pace recorded across Tier 1 and Tier 2 markets, while RevPAR grew by only 3.3%. This broad category covers nearly 300 markets at varying stages of development. Destinations such as Rishikesh, Ranthambore, and Coorg can command relatively high room rates, but their occupancies remain susceptible to seasonal fluctuations.

Demand across the wider Tier 3 universe is also less consistent than in established markets. As a result, new supply generally takes longer to stabilise, contributing to greater variation in performance across the tier. **Although ADRs in Tier 3 markets are now approaching Tier 2 levels, RevPAR remains comparatively lower due to weaker occupancy levels.** This indicates that the principal challenge for Tier 3 markets is demand generation and market depth rather than an inability to command competitive room rates.

While city tiers are traditionally defined by population, the classification used in this analysis also considers economic activity, tourism footprint, urbanisation and the presence of demand generators. Large metropolitan and tourism hubs are classified as Tier 1, emerging cities and smaller metropolitan markets as Tier 2, and remote or less-developed destinations as Tier 3.

Figure 20: Key Operating Statistics by City Tiers (2024/25 vs 2025/26)



*Tier 1 includes Bengaluru, Chennai, Goa, Gurugram, Hyderabad, Kolkata, Mumbai and New Delhi

**Tier 2 includes 32 cities

***Tier 3 includes 305 markets

Source: Hotelivate-Savills Research

Figure 21: Existing Supply Across Major Cities (2016/17 - 2025/26)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25*	2025/26	12-Month % Change	12-Month Change
Agra	2,092	2,256	1,864	2,289	2,210	2,213	2,063	2,332	2,665	2,711	1.7%	46
Ahmedabad	3,117	3,393	3,004	3,326	3,547	3,448	4,350	4,709	5,043	5,077	0.7%	34
Amritsar	1,108	1,322	1,319	1,566	1,692	1,688	1,791	2,098	2,478	2,763	11.5%	285
Bengaluru	11,995	12,594	13,366	13,691	13,647	13,806	15,364	16,260	16,715	17,057	2.0%	342
Chandigarh ^a	1,909	1,873	2,116	2,161	2,231	2,574	2,791	2,992	3,118	3,176	1.9%	58
Chennai	8,332	9,061	9,099	9,657	9,625	9,634	9,999	9,767	9,513	9,860	3.6%	347
Dehradun	182	234	325	380	464	584	738	1,226	1,441	1,715	19.0%	274
Goa	6,400	6,386	5,979	6,772	7,488	7,724	8,452	9,592	11,063	11,398	3.0%	335
Gurugram	5,263	5,890	5,538	5,589	5,873	6,151	6,440	6,372	6,950	7,381	6.2%	431
Hyderabad	6,254	6,846	6,672	7,393	7,381	7,450	7,370	7,379	7,785	7,895	1.4%	110
Jaipur	5,058	5,352	5,285	5,553	5,471	5,488	6,256	7,145	7,970	8,501	6.7%	531
Kochi	1,686	1,807	2,466	2,521	2,520	2,668	2,677	2,808	3,074	3,238	5.3%	164
Kolkata	3,199	3,652	3,712	4,579	4,841	4,878	4,984	4,931	5,260	5,457	3.7%	197
Lucknow	725	1,495	1,499	1,772	1,820	1,773	1,902	2,241	2,383	2,730	14.6%	347
Mumbai	12,565	12,595	12,639	13,070	13,245	12,776	13,579	15,177	15,359	16,413	6.9%	1,054
Navi Mumbai	929	929	929	1,000	1,000	1,395	1,222	1,387	1,539	1,638	6.4%	99
New Delhi ^b	14,296	14,450	14,952	15,027	15,024	14,780	14,859	15,054	15,123	15,369	1.6%	246
NOIDA ^c	1,422	1,515	1,378	1,378	1,423	1,649	1,688	1,792	1,873	2,025	8.1%	152
Pune	6,445	6,353	6,212	6,712	6,615	6,572	6,789	6,950	7,033	7,365	4.7%	332
Udaipur	1,157	1,157	1,317	1,605	1,742	1,866	2,109	2,423	3,076	4,060	32.0%	984
Other Cities ^d	25,085	27,405	29,730	33,365	36,596	43,828	49,749	57,304	68,295	73,351	7.4%	5,056
Total	1,19,219	1,26,565	1,29,401	1,39,406	1,44,455	1,52,945	1,65,172	1,78,957	1,97,756	2,09,180	5.8%	11,424

*2024/25 supply has been modified based on the data collated for this survey

^aChandigarh (including Panchkula, Mohali and Zirakpur)

Source: Hotelivate-Savills Research

^bNew Delhi (excluding Gurugram, NOIDA and Greater NOIDA)

^cNOIDA (including Greater NOIDA)

^dOther Cities includes all other hotel markets across India

Existing Supply

Existing branded supply increased by 11,424 rooms, or 5.8%, in 2025/26, with Tier 3 markets accounting for the largest share of additions. “Other Cities” added 5,056 rooms, representing over 44% of net room additions nationwide. This continues a trend visible over the past few years, with branded hotel development spreading beyond the largest metros into emerging destinations, pilgrimage centres, industrial hubs, and leisure markets. Additionally, **over 70% of these additions were in the budget, midmarket and upper midmarket segments, while premium and luxury supply growth remained comparatively modest.** It is important to note that the

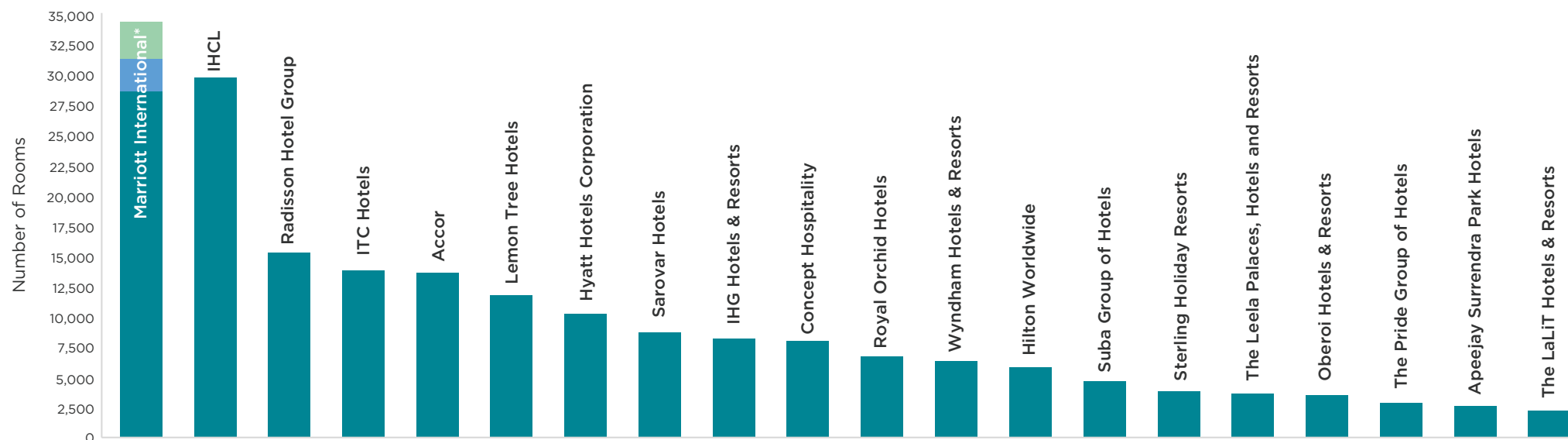
reported inventory for 2024/25 has been revised to reflect revisions to the database, resulting in an updated supply figure.

Figure 21 illustrates the existing branded supply across 20 major cities from 2016/17 to 2025/26. Bengaluru remained India’s largest branded hotel market with 17,057 rooms, followed by Mumbai with 16,413 rooms and New Delhi with 15,369 rooms. Growth among these gateway markets varied considerably. Bengaluru and New Delhi expanded by 2.0% and 1.6%, respectively, while Mumbai grew by 6.9%, ahead of

the nationwide growth rate despite its large existing base. The six largest commercial centres, comprising Mumbai, New Delhi, Bengaluru, Hyderabad, Chennai, Gurugram and Pune, nevertheless accounted for approximately 35% of India's branded room inventory, underscoring the continued concentration of supply in established business markets. Among smaller markets, Udaipur recorded the strongest growth at 32.0%, followed by Dehradun (19.0%), Lucknow (14.6%) and Amritsar (11.5%), highlighting the growing expansion of branded hospitality beyond the traditional gateway cities.

“**Bengaluru remained India's largest branded hotel market with 17,057 rooms, followed by Mumbai with 16,413 rooms and New Delhi with 15,369 rooms. Growth among these gateway markets varied considerably. Bengaluru and New Delhi expanded by 2.0% and 1.6%, respectively, while Mumbai grew by 6.9%, ahead of the nationwide growth rate despite its large existing base.**”

Figure 22: Top 20 Hotel Brands by Existing Inventory



*Marriott International includes *Luxury Collection* and *Series by Marriott*

**ITC Hotels includes *Fortune Hotels*, *WelcomHeritage* and *Luxury Collection*

***Suba Group of Hotels includes *Choice Hotels*

****IHCL includes *Tree of Life*, *Brij Hotels* and *The Clarks Hotels & Resorts*; excludes *amã Stays & Trails*

*****Inventory as of September 2026

Source: Hotelivate-Savills Research

Figure 22 presents the operating inventory of India's 20 largest hotel companies as of September 2026. The year saw several notable transactions and partnerships. Marriott International acquired a minority stake in Concept Hospitality and introduced Series by Marriott International, while The Indian Hotels Company Limited (IHCL) acquired majority stakes in Clarks Hotels & Resorts and Brij Hospitality. Radisson Hotel Group (RHG) entered into a strategic licensing agreement with MBD Group, with similar partnerships announced between Wyndham Hotels & Resorts and Cygnett Hotels, between Hilton Worldwide and Royal Orchid Hotels and between IHG Hotels &

Resorts and United Hospitality Management (UHM). Marriott International continued to lead the market by operating inventory, followed closely by IHCL. RHG ranked third, followed by ITC Hotels (including Fortune Hotels and WelcomHeritage) and Accor. Lemon Tree Hotels, Hyatt Hotels, Sarovar Hotels, IHG and Concept Hospitality completed the top ten. Together, these companies accounted for ~67% of India's branded hotel supply, broadly space with the previous year. Ongoing consolidation across the sector is expected to reinforce the dominance of leading hotel groups, resulting in a larger share of branded supply being concentrated among top players.

Figure 23: Top 10 Hotel Brands by Percentage Share of Existing Inventory in India

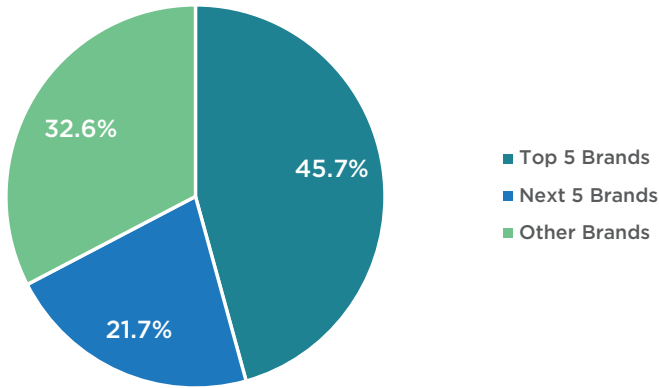
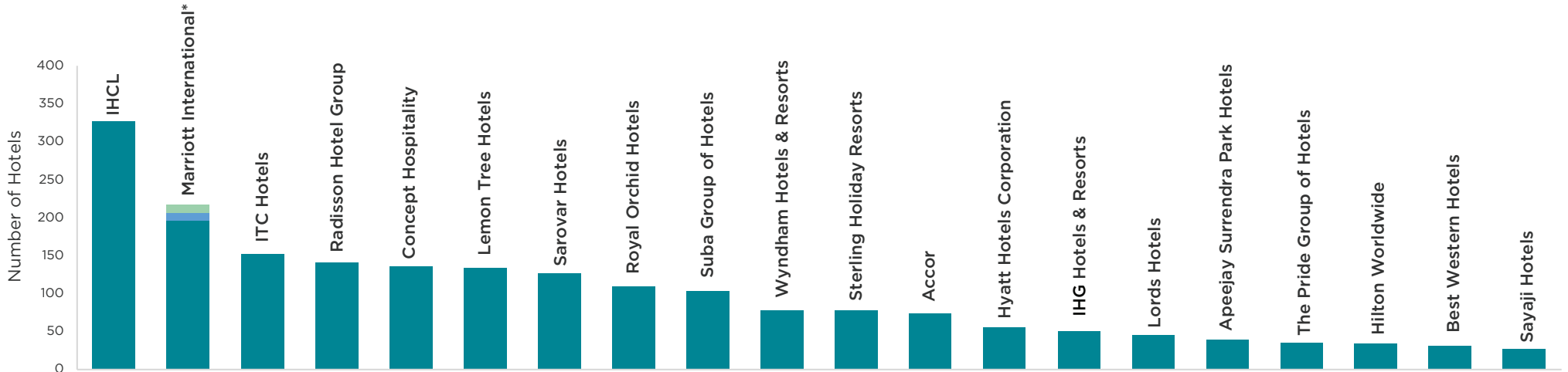


Figure 24: Top 20 Hotel Brands by Number of Hotels



*Marriott International includes *Luxury Collection* and *Series by Marriott*
**ITC Hotels includes *Fortune Hotels*, *WelcomHeritage* and *Luxury Collection*
***Suba Group of Hotels includes *Choice Hotels*

****IHCL includes *Tree of Life*, *Brij Hotels* and *The Clarks Hotels & Resorts*; excludes *amā Stays & Trails*
*****Inventory as of September 2026
Source: Hotelivate-Savills Research

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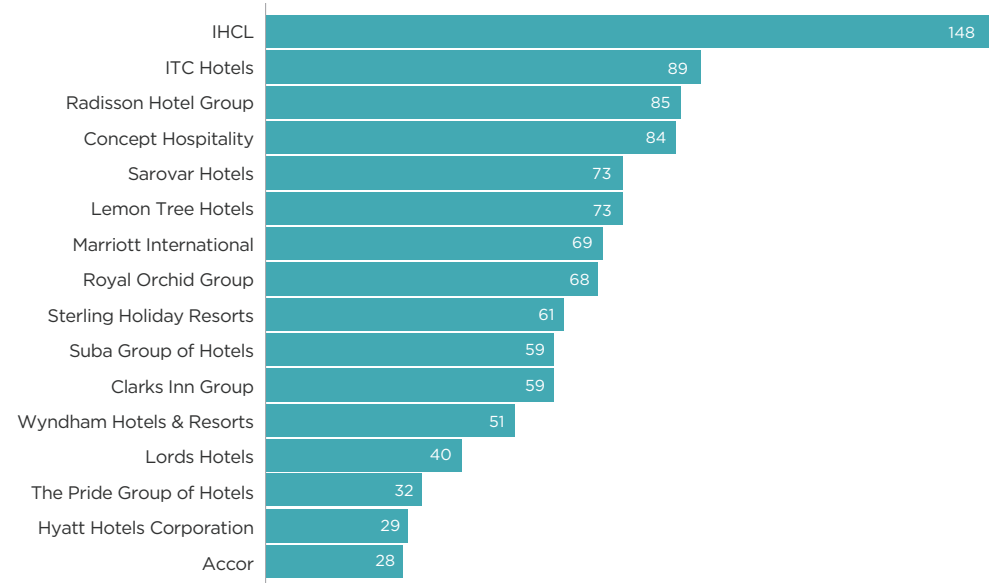
In terms of operational assets, IHCL continued to lead the market, followed by Marriott International, ITC Hotels, Radisson Hotel Group and Concept Hospitality. Indian-origin companies accounted for roughly two-thirds of the hotels operated by the 20 largest companies, reflecting their wider presence across smaller and emerging markets. These markets typically have smaller demand bases and greater seasonality, resulting in hotels with fewer rooms per asset. As noted earlier, companies are also adopting

alternative growth models, including strategic licensing agreements, acquisitions and partnerships. Indian-origin companies have increasingly complemented these models with lease arrangements, particularly in the budget and midmarket segments. While leases involve greater balance-sheet risk, they give operators more control over the asset and its performance, along with greater potential to maximise their operating income.

Top 16 Brands by City Presence

Figure 25 highlights the 16 hotel companies in India with the widest geographic presence. As of 2025/26, branded hotels operated across 345 cities in 35 states and union territories. This footprint, however, remained concentrated: only 19 cities had more than 2,000 branded rooms, while the five largest markets accounted for over one-third of the country's total supply. The breadth of the national footprint therefore reflects a combination of deep concentration in established markets and growing penetration across smaller and emerging destinations. Indian-origin hotel companies continued to lead this broader geographic expansion, supported by their presence across smaller and emerging markets. IHCL was the only company present in almost 150 destinations, with a considerable increase following the acquisition of Clarks Hotel Group. ITC Hotels followed with presence across 89 markets, Concept Hospitality across 84 and Sarovar Hotels across 73. Among international companies, Radisson Hotel Group was the notable exception, keeping pace with their Indian origin counterparts spread across 85 cities/markets. Most global companies remained concentrated in established Tier 1 and Tier 2 markets, although their growing pipelines across leisure destinations and Tier 3 markets indicate a gradual expansion beyond the major urban centres. This suggests that while India's branded hotel supply remains concentrated, its geographic reach is steadily broadening.

Figure 25: Top 16 Brands by City Presence



*Marriott International includes Luxury Collection and Series by Marriott

Source: Hotelivate-Savills Research

**ITC Hotels includes Fortune Hotels, WelcomHeritage and Luxury Collection

***Suba Group of Hotels includes Choice Hotels

****IHCL includes Tree of Life, Brij Hotels and The Clarks Hotels & Resorts; excludes amā Stays & Trails



Future Supply

As in previous years, this report presents a detailed review and analysis of proposed supply within India's hospitality sector. Drawing from survey responses and ongoing intelligence gathered by our consultants throughout the year, we have compiled a comprehensive list of upcoming projects. Each entry has been objectively assessed, taking into account confirmed operator tie-ups, development status, room count, and anticipated launch dates. The result is the future supply dataset presented in this section.

Figures 26 and 27 illustrate the existing and proposed supply across the 20 major hotel markets, along with the additional cities covered in our expanded analysis. **The proposed unfiltered five-year pipeline now comprises 1,61,074 rooms, up 41% from the unfiltered pipeline of 1,14,151 rooms reported last year.** This includes 6,688 rooms that opened during the past six months but are not yet reflected in the

existing supply. The pipeline is now approaching the scale of the country's existing branded inventory. If it materialises in full, India's branded hotel inventory would increase by 77% to approximately 3,70,254 rooms. The top five markets are likely to be relatively unchanged with one exception; Jaipur is likely to surpass Chennai to become the fifth largest market in the country by operating inventory. However, not all of this supply is expected to materialise. To provide a clearer picture of what may realistically come online, we have used an Active Development Ratio for each market, based on rooms that have recently opened, are under construction, or are expected to become operational within the next five years. Projects deemed inactive or still in the early planning phase are excluded. Of the proposed rooms, 1,16,645 (72%) are in active stages of development. Using this framework, we forecast the growth of branded room supply through 2030/31, as detailed in Figure 27 and Figure 28.

Figure 26: Proposed Branded Hotel Rooms Across Major Cities (2025/26-2030/31)

	Existing Supply 2025/26	Proposed Supply*	Increase in Future Supply	Active Development of Supply	Luxury	Upscale	Upper Midmarket	Midmarket	Budget
Agra	2,711	1,270	46.8%	76.8%	23.9%	0.0%	50.2%	15.6%	10.2%
Ahmedabad	5,077	3,552	70.0%	75.0%	0.0%	26.7%	27.4%	14.4%	31.5%
Amritsar	2,763	2,583	93.5%	79.9%	0.0%	27.3%	35.7%	13.6%	23.5%
Bengaluru	17,057	12,359	72.5%	80.2%	3.3%	40.9%	36.7%	8.1%	11.0%
Chandigarh ^a	3,176	2,485	78.2%	83.3%	0.0%	43.4%	29.7%	25.3%	1.5%
Chennai	9,860	3,032	30.8%	73.0%	0.0%	41.7%	33.3%	11.8%	13.2%
Dehradun	1,715	1,982	115.6%	64.0%	0.0%	39.1%	29.9%	19.5%	11.5%
Goa	11,398	5,337	46.8%	69.9%	8.2%	49.7%	23.8%	6.8%	11.5%
Gurugram	7,381	2,311	31.3%	69.8%	13.0%	67.5%	9.5%	5.5%	4.5%
Hyderabad	7,895	4,157	52.7%	71.3%	23.0%	44.1%	12.0%	16.2%	4.7%
Jaipur	8,501	6,684	78.6%	61.0%	16.1%	56.9%	13.7%	4.6%	8.7%
Kochi	3,238	647	20.0%	100.0%	0.0%	15.8%	37.1%	19.2%	28.0%
Kolkata	5,457	1,139	20.9%	75.7%	0.0%	30.6%	50.4%	14.6%	4.4%
Lucknow	2,730	3,570	130.8%	68.5%	0.0%	32.7%	30.8%	19.6%	17.0%
Mumbai	16,413	4,101	25.0%	70.2%	17.9%	32.4%	12.4%	19.6%	17.8%
Navi Mumbai	1,638	3,689	225.2%	73.6%	0.0%	43.6%	37.4%	16.8%	2.2%
New Delhi ^b	15,369	2,864	18.6%	66.3%	35.7%	51.5%	0.0%	3.8%	9.1%
NOIDA ^c	2,025	1,627	80.3%	65.6%	0.0%	28.9%	36.0%	22.2%	12.9%
Pune	7,365	1,892	25.7%	60.4%	0.0%	20.1%	13.2%	31.8%	34.9%
Udaipur	4,060	2,532	62.4%	83.0%	5.5%	49.1%	31.2%	4.3%	10.0%
Other Cities ^d	73,351	93,261	127.1%	72.2%	3.0%	29.9%	27.3%	23.5%	16.3%
Total	2,09,180	1,61,074	77.0%	72.4%	5.1%	34.6%	26.8%	18.9%	14.6%

*Proposed Supply includes 6,688 rooms which have been open for less than six months, and therefore, not included in the existing supply

^aChandigarh (including Panchkula, Mohali and Zirakpur)

^bNew Delhi (excluding Gurugram, NOIDA and Greater NOIDA)

^cNOIDA (including Greater NOIDA)

^dOther Cities includes all other hotel markets across India

Source: Hotelivate-Savills Research

Figure 27: Distribution of existing and proposed branded hotel rooms across major cities (2016/17 - 2025/26)

	Existing Supply										Proposed Supply										Active Development of Supply									
	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	16/17	17/18	18/19	19/20-20/21	21/22	22/23	23/24	24/25	25/26*	16/17	17/18	18/19	19/20-20/21	21/22	22/23	23/24	24/25	25/26		
Agra	2,092	2,256	1,864	2,289	2,210	2,213	2,063	2,477	2,665	2,711	754	428	582	734	495	1256	875	1,028	1,270	34.0%	72.0%	46.4%	31.0%	85.0%	85.0%	76.8%	51.4%	76.8%		
Ahmedabad	3,117	3,393	3,004	3,326	3,547	3,448	4,350	4,693	5,043	5,077	1,345	1,343	2,006	997	1380	1437	1,439	2,273	3,552	47.0%	71.0%	76.2%	94.0%	93.0%	90.0%	75.0%	66.3%	75.0%		
Amritsar	1,108	1,322	1,319	1,566	1,692	1,688	1,791	2,081	2,478	2,763					1165	1987	2,892	2,367	2,583					82.0%	79.0%	79.9%	91.4%	79.9%		
Bengaluru	11,995	12,594	13,366	13,691	13,647	13,806	15,364	16,261	16,715	17,057	4,418	5,698	4,620	6,266	6802	4358	5,569	8,684	12,359	72.0%	78.0%	64.9%	64.0%	67.0%	76.0%	80.2%	80.0%	80.2%		
Chandigarh ^a	1,909	1,873	2,116	2,161	2,231	2,574	2,791	2,924	3,118	3,176					316	290	852	1,772	2,485					100.0%	72.0%	83.3%	77.4%	83.3%		
Chennai	8,332	9,061	9,099	9,657	9,625	9,634	9,999	10,001	9,513	9,860	1,767	978	393	547	841	730	822	2,106	3,032	94.0%	89.0%	43.3%	57.0%	29.0%	100.0%	73.0%	69.6%	73.0%		
Dehradun	182	234	325	380	464	584	738	1,236	1,441	1,715					1016	1064	1,212	1,698	1,982					78.0%	83.0%	64.0%	79.4%	64.0%		
Goa	6,400	6,386	5,979	6,772	7,488	7,724	8,452	9,223	11,063	11,398	2,870	3,028	2,068	3,223	2810	3162	3,674	2,897	5,337	48.0%	57.0%	79.9%	63.0%	79.0%	87.0%	69.9%	79.0%	69.9%		
Gurugram	5,263	5,890	5,538	5,589	5,873	6,151	6,440	6,588	6,950	7,381	1,743	1,727	1,808	2,343	2323	1696	2,518	2,264	2,311	23.0%	84.0%	80.5%	85.0%	80.0%	78.0%	69.8%	72.2%	69.8%		
Hyderabad	6,254	6,846	6,672	7,393	7,381	7,450	7,370	7,379	7,785	7,895	1,475	1,149	728	827	2979	1206	1,652	2,692	4,157	89.0%	77.0%	68.4%	49.0%	11.0%	56.0%	71.3%	79.8%	71.3%		
Jaipur	5,058	5,352	5,285	5,553	5,471	5,488	6,256	7,388	7,970	8,501	1,713	1,086	2,601	3,047	3268	3341	3,915	3,550	6,684	51.0%	82.0%	62.6%	52.0%	62.0%	68.0%	61.0%	92.9%	61.0%		
Kochi	1,686	1,807	2,466	2,521	2,520	2,668	2,677	2,780	3,074	3,238					302	503	803	896	647					67.0%	58.0%	100.0%	100.0%	100.0%		
Kolkata	3,199	3,652	3,712	4,579	4,841	4,878	4,984	5,108	5,260	5,457	2,194	1,768	1,724	929	853	1288	1,815	1,704	1,139	64.0%	77.0%	81.4%	55.0%	65.0%	68.0%	75.7%	72.5%	75.7%		
Lucknow	725	1,495	1,499	1,772	1,820	1,773	1,902	2,186	2,383	2,730					1300	1624	2,129	3,353	3,570					100.0%	100.0%	68.5%	88.2%	68.5%		
Mumbai	12,565	12,595	12,639	13,070	13,245	12,776	13,579	15,234	15,359	16,413	3,680	4,039	4,816	6,771	5409	4666	3,515	4,641	4,101	37.0%	54.0%	68.5%	46.0%	87.0%	94.0%	70.2%	92.6%	70.2%		
Navi Mumbai	929	929	929	1,000	1,000	1,395	1,222	1,642	1,539	1,638					642	826	1,185	1,435	3,689					78.0%	69.0%	73.6%	57.5%	73.6%		
New Delhi ^b	14,296	14,450	14,952	15,027	15,024	14,780	14,859	15,118	15,123	15,369	1,715	1,492	805	836	1852	1627	2,010	2,006	2,864	62.0%	87.0%	92.5%	85.0%	86.0%	52.0%	66.3%	93.0%	66.3%		
NOIDA ^c	1,422	1,515	1,378	1,378	1,423	1,649	1,688	1,792	1,873	2,025	1,043	1,174	981	1,889	1268	1560	1,581	1,654	1,627	18.0%	41.0%	43.0%	60.0%	66.0%	50.0%	65.6%	70.3%	65.6%		
Pune	6,445	6,353	6,212	6,712	6,615	6,572	6,789	6,951	7,033	7,365	1,308	894	796	875	506	728	735	1,147	1,892	47.0%	89.0%	80.4%	30.0%	60.0%	88.0%	60.4%	100.0%	60.4%		
Udaipur	1,157	1,157	1,317	1,605	1,742	1,866	2,109	2,462	3,076	4,060					1065	1506	1,612	2,275	2,532					94.0%	67.0%	83.0%	97.4%	83.0%		
Other Cities ^d	25,085	27,405	29,730	33,365	36,596	43,828	49,749	56,879	68,295	73,351	21,042	24,576	26,242	30,989	22,646	34,981	47,901	63,709	93,261	75.0%	73.0%	77.3%	62.0%	73.0%	80.0%	72.2%	74.4%	72.2%		
Total	1,19,219	1,26,565	1,29,401	1,39,406	1,44,455	1,52,945	1,65,172	1,80,403	1,97,756	2,09,180	47,067	49,380	50,170	60,273	59,238	69,836	88,706	1,14,151	1,61,074	64.0%	72.0%	73.7%	61.0%	72.0%	79.0%	77.0%	78.0%	72.4%		

*Proposed Supply includes 6,688 rooms which have been open for less than six months, and therefore, not included in the existing supply

^aChandigarh (including Panchkula, Mohali, and Zirakpur)

^bNew Delhi (excluding Gurugram, NOIDA and Greater NOIDA)

^cNOIDA (including Greater NOIDA)

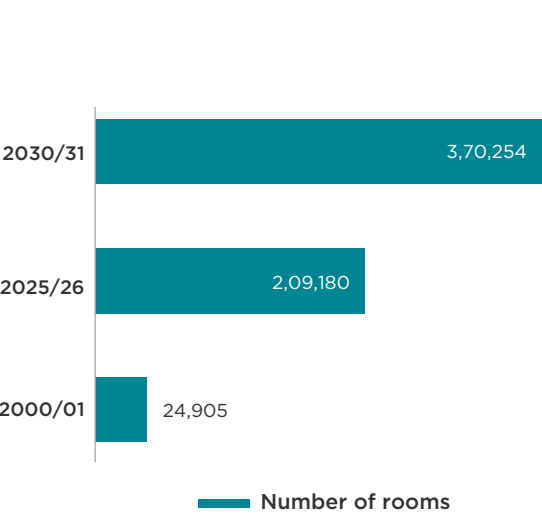
^dOther Cities includes all other hotel markets across India

Source: Hotelivate-Savills Research

Barring a few exceptions, **Tier 1 and Tier 2 markets continue to account for the largest pipelines in absolute terms.** The ten largest markets by proposed room count represent close to 30% of the nationwide pipeline, with Bengaluru being the only market with more than 10,000 rooms proposed. The pace of growth, however, is considerably stronger beyond the established markets. Navi Mumbai is expected to more than triple its inventory (+225%), while Lucknow (+131%), Dehradun (+116%), and Amritsar (+93%) will double or come close to doing so. By comparison, New Delhi (+19%), Kochi (+20%), and Kolkata (+21%) will grow more gradually from their established bases. This shift is most visible across “Other Cities”, which account for 58% of the nationwide pipeline (93,261 rooms). If these projects materialise, the share of “Other Cities” in India’s branded inventory would increase from 35% today to 45% by 2030/31. This rebalancing of development activity is also evident in the

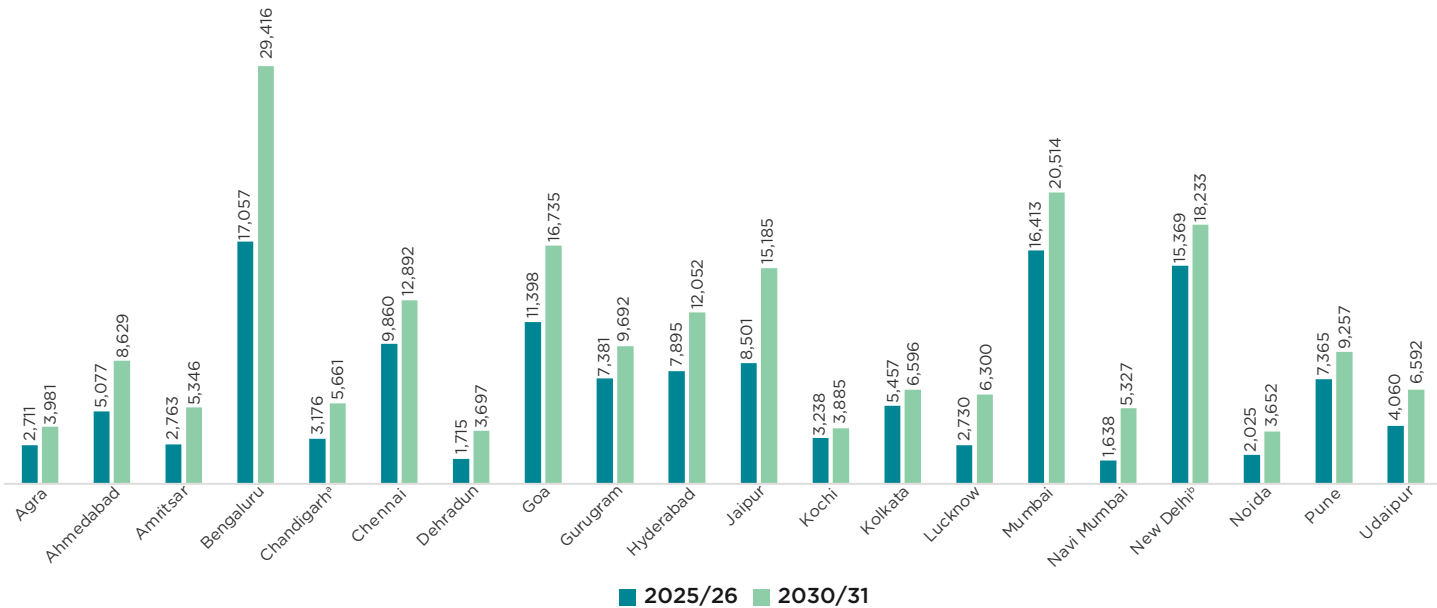
distribution of the national pipeline across market tiers. Nearly half of the pipeline is concentrated in Tier 3 markets, followed by Tier 2 markets at ~30% and Tier 1 markets at ~20%. In other words, **almost four in five proposed rooms are located outside the largest markets.** Given the pace of development across emerging markets, careful feasibility assessment will remain important to ensure that investment, product, positioning and brand are aligned with local demand. Notably, the pipeline continues to be concentrated in North India followed by West India, with close to 70% proposed in these zones. More than 75% of the pipeline is positioned across the midmarket, upper midmarket, upscale and upper upscale segments, broadly reflecting the concentration of future supply outside established markets. By brand origin, the pipeline remains evenly divided, with international brands accounting for 47% of proposed rooms and Indian-origin brands for 53%.

Figure 28: Growth of room supply - India (2000/01 - 2030/31)



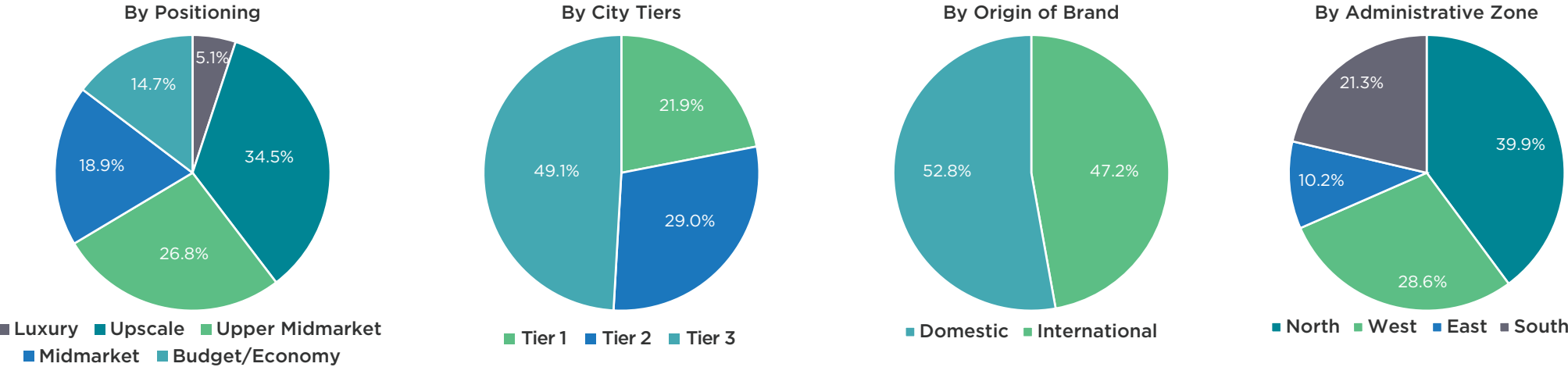
Source: Hotelivate-Savills Research

Figure 29: Growth of Supply across Major Cities (2025/26 - 2030/31)



^aThe supply for 2030/31 has been computed by adding active future supply to the existing base of rooms in 2025/26
^aChandigarh (including Panchkula, Mohali and Zirakpur)
^bNew Delhi (excluding Gurugram, NOIDA and Greater NOIDA)
^cNOIDA (includes Greater NOIDA)

Figure 30: Proposed Branded Hotel Rooms Across Various Parameters (2025/26 - 2030/31)



Source: Hotelivate-Savills Research

Industry Performance by Major Cities

Despite multiple headwinds, India's major hotel markets largely maintained their growth momentum in 2025/26. New Delhi recorded the highest occupancy at 80.1%, followed by Mumbai at 78.6% and Kolkata at 77.7%. Notably, New Delhi was the only one of the 20 major markets to record occupancy above 80% in both 2024/25 and 2025/26. In nearly three decades of analysis, Mumbai was the last market to cross this threshold, back in the 1990s, making New Delhi's sustained performance particularly noteworthy. New Delhi's ADR increased by approximately 11% on broadly stable occupancy, driving healthy RevPAR growth. With proposed supply across the wider NCR remaining relatively modest, this momentum is likely to continue in the short to medium term. **15 of the top 20 markets recorded annualised occupancy above 70%**, although Amritsar, Dehradun, Gurugram and Lucknow saw declines of at least four percentage points. ADR rose across all markets except Goa, albeit more modestly than in recent years. Consequently, only Amritsar, Lucknow and Goa reported year-on-year declines in RevPAR. Ahmedabad, Bengaluru, Chennai, Hyderabad, Kolkata,

Navi Mumbai and New Delhi recorded double-digit RevPAR growth. Chennai and Kolkata, historically regarded as price-sensitive markets, delivered sizeable rate-led gains. Bengaluru and Hyderabad sustained strong ADR and RevPAR growth, supported by commercial and Global Capability Centres (GCC) demand. AI-related disruption remains a longer-term consideration, with no discernible impact on hotel performance to date. Performance elsewhere was shaped by market-specific pressures. Mumbai's RevPAR grew ~3%, constrained by airport capacity and new supply. Amritsar's recovery following Operation Sindoor was hampered by border-related disruption. In Gurugram, weaker M.I.C.E. and group demand, alongside rising unbranded supply, continued to weigh on branded hotel occupancy. Goa remained in a rate-correction cycle, with improving occupancy but marginally lower ADR. High travel costs and infrastructure constraints may further affect its price competitiveness against international leisure destinations such as Phuket and Bali.

Figure 31: Key Operating Statistics By Major City – Occupancy

	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	2023/24	2024/25*	2025/26	12-Month Change	24-Month Change
Agra	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%	63.2%	66.0%	69.0%	71.4%	3.5%	8.2%
Ahmedabad	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%	68.0%	68.3%	71.2%	73.4%	3.1%	7.5%
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%	67.3%	65.5%	65.9%	61.9%	-6.1%	-5.5%
Bengaluru	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%	64.8%	65.6%	70.5%	70.5%	0.0%	7.5%
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%	69.4%	72.6%	70.0%	-3.6%	0.9%
Chennai	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%	69.2%	72.7%	74.9%	75.8%	1.2%	4.3%
Dehradun									55.9%	76.0%	66.0%	67.1%	69.1%	72.6%	39.0%	53.2%	63.0%	54.4%	59.0%	56.2%	-4.7%	3.3%
Goa	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%	70.5%	71.4%	70.5%	71.0%	0.7%	-0.6%
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%	66.7%	71.4%	73.3%	69.5%	-5.2%	-2.7%
Hyderabad	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%	73.4%	75.4%	75.8%	75.3%	-0.7%	-0.1%
Jaipur	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%	63.6%	66.2%	65.2%	67.0%	2.8%	1.2%
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%	60.4%	66.9%	70.7%	70.7%	0.0%	5.7%
Kolkata	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%	70.0%	74.7%	75.9%	77.7%	2.4%	4.0%
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%	70.4%	71.1%	76.2%	73.1%	-4.1%	2.8%
Mumbai ^b	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%	78.8%	77.8%	79.4%	78.6%	-1.0%	1.0%
Navi Mumbai						67.6%	60.7%	59.4%	73.9%	81.7%	77.6%	79.1%	79.3%	72.7%	43.0%	53.3%	75.9%	76.6%	73.0%	74.6%	2.2%	-2.6%
New Delhi ^c	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%	78.6%	80.3%	80.1%	-0.2%	1.9%
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%	67.8%	65.2%	69.7%	71.4%	2.4%	9.5%
Pune	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%	67.6%	68.8%	72.1%	71.9%	-0.3%	4.5%
Udaipur						41.7%	47.7%	53.9%	57.5%	64.3%	68.8%	67.9%	72.0%	62.1%	37.2%	51.7%	58.5%	56.6%	57.3%	56.1%	-2.1%	-0.9%

^{*}The 2024/25 performances have been modified based on the updated data collated for this survey

^aChandigarh data includes Panchkula, Mohali and Zirakpur

^bMumbai data (Shaded Portion) from 2006/07 to 2010/11 includes Navi Mumbai; Mumbai (without Navi Mumbai) data from 2011/12 to 2025/26

^cDelhi NCR data (Shaded Portion) from 2006/07 to 2008/09; New Delhi (without Gurugram, NOIDA and Greater NOIDA) data from 2009/10 to 2025/26

^dNOIDA (includes Greater NOIDA)

Source: Hotelivate-Savills Research

Figure 32: Key Operating Statistics By Major City – Average Rate (₹)

	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	2023/24	2024/25*	2025/26	12-Month Change	24-Month Change
Agra	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	6,675	8,215	7,970	8,118	1.9%	-1.2%
Ahmedabad	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	4,804	5,673	5,318	5,683	6.9%	0.2%
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	4,725	5,164	5,307	5,378	1.3%	4.1%
Bengaluru	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	7,139	8,522	9,170	10,539	14.9%	23.7%
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	6,028	6,466	6,546	6,934	5.9%	7.2%
Chennai	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	5,736	6,842	7,373	8,053	9.2%	17.7%
Dehradun									4,357	4,565	4,567	4,680	4,418	4,421	3,717	4,042	6,170	7,690	7,937	8,864	11.7%	15.3%
Goa	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	10,207	11,201	10,805	10,269	-5.0%	-8.3%
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	6,846	8,204	9,025	9,634	6.7%	17.4%
Hyderabad	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	6,564	8,223	9,336	10,633	13.9%	29.3%
Jaipur	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	6,824	7,916	8,788	9,397	6.9%	18.7%
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	5,417	6,090	6,663	7,221	8.4%	18.6%
Kolkata	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	5,735	6,609	6,796	7,432	9.4%	12.5%
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	4,338	5,057	5,433	5,632	3.7%	11.4%
Mumbai ^b	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	9,399	11,276	11,918	12,424	4.2%	10.2%
Navi Mumbai						4,800	4,474	4,180	3,856	3,960	4,118	4,318	4,671	4,748	3,381	3,068	5,139	6,065	6,748	7,739	14.7%	27.6%
New Delhi ^c	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	8,083	10,094	11,013	12,254	11.3%	21.4%
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	5,938	7,442	7,551	7,788	3.1%	4.6%
Pune	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	5,456	6,543	6,711	7,389	10.1%	12.9%
Udaipur						10,590	10,163	10,270	10,712	10,432	10,511	10,064	10,896	11,298	9,562	12,837	13,672	15,460	14,581	14,988	2.8%	-3.1%

Figure 33: Key Operating Statistics By Major City – RevPAR (₹)

	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	2023/24	2024/25*	2025/26	12-Month Change	24-Month Change
Agra	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	4,219	5,423	5,503	5,797	5.3%	6.9%
Ahmedabad	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	3,267	3,874	3,789	4,171	10.1%	7.7%
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	3,180	3,381	3,496	3,327	-4.8%	-1.6%
Bengaluru	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	4,626	5,591	6,466	7,426	14.8%	32.8%
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	4,183	4,490	4,754	4,853	2.1%	8.1%
Chennai	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	3,969	4,971	5,524	6,102	10.5%	22.8%
Dehradun									2,436	3,469	3,014	3,140	3,053	3,210	1,450	2,150	3,887	4,182	4,679	4,984	6.5%	19.2%
Goa	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	7,196	7,995	7,614	7,292	-4.2%	-8.8%
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	4,566	5,861	6,619	6,691	1.1%	14.2%
Hyderabad	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	4,818	6,198	7,076	8,012	13.2%	29.3%
Jaipur	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	4,340	5,237	5,733	6,295	9.8%	20.2%
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	3,272	4,074	4,708	5,104	8.4%	25.3%
Kolkata	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	4,015	4,937	5,157	5,773	11.9%	16.9%
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	3,054	3,594	4,140	4,118	-0.5%	14.6%
Mumbai ^b	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	7,406	8,771	9,458	9,761	3.2%	11.3%
Navi Mumbai						3,245	2,716	2,483	2,850	3,235	3,196	3,416	3,704	3,452	1,454	1,635	3,901	4,644	4,925	5,773	17.2%	24.3%
New Delhi ^c	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	6,070	7,937	8,846	9,811	10.9%	23.6%
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	4,026	4,851	5,266	5,558	5.5%	14.6%
Pune	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	3,688	4,499	4,836	5,311	9.8%	18.0%
Udaipur						4,416	4,848	5,536	6,159	6,708	7,232	6,833	7,845	7,016	3,557	6,637	7,998	8,754	8,354	8,414	0.7%	-3.9%

*The 2024/25 performances have been modified based on the updated data collated for this survey

^aChandigarh data includes Panchkula, Mohali and Zirakpur

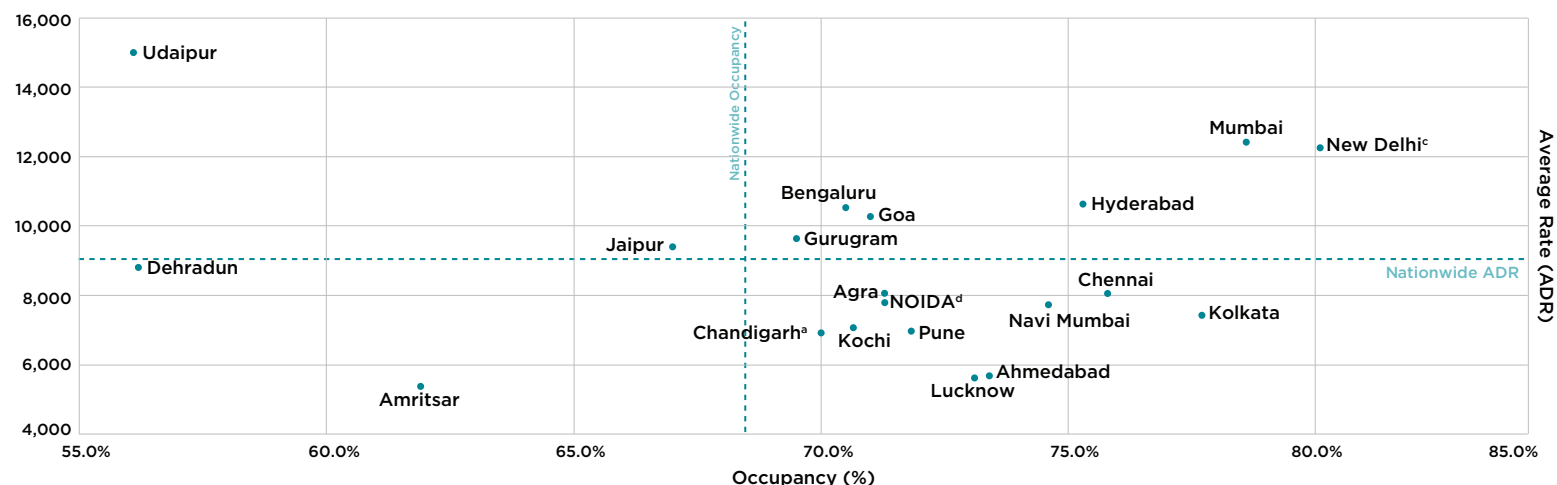
^bMumbai data (Shaded Portion) from 2006/07 to 2010/11 includes Navi Mumbai; Mumbai (without Navi Mumbai) data from 2011/12 to 2025/26

^cDelhi NCR data (Shaded Portion) from 2006/07 to 2008/09; New Delhi (without Gurugram, NOIDA and Greater NOIDA) data from 2009/10 to 2025/26

^dNOIDA (includes Greater NOIDA)

Source: Hotelivate-Savills Research

Figure 34: Occupancy and Average Rate for the 20 Major Markets (2025/26)



Demand, Supply and Revenue Growth Rates by Major City (2016/17–2025/26)

Figure 35 presents the ten-year CAGR in demand, supply and room revenue across 20 major markets from 2016/17 to 2025/26. **Demand matched or outpaced supply in all markets except Dehradun, Navi Mumbai and Udaipur, where hotel inventory expanded more rapidly from relatively small bases.** Several Tier 2 markets including Amritsar, Chandigarh and Lucknow exceeded the national averages across all three metrics emerging as strong regional business and administrative centres. Among

the top four urban markets, Hyderabad saw the highest room revenue growth, benefitting from the expansion of its commercial and Global Capability Centres base.

Mature markets such as Bengaluru, Mumbai and New Delhi recorded growth below the national average, largely because they began the period with substantially larger demand, supply, and revenue bases.

Figure 35: Demand, Supply and Revenue CAGR (2016/17–2025/26)

	Demand	Supply	Room Revenue
India	7.0%	6.2%	12.4%
Agra	4.9%	2.9%	8.4%
Ahmedabad	7.9%	4.8%	12.2%
Amritsar	12.1%	11.4%	17.9%
Bengaluru	4.8%	4.0%	12.2%
Chandigarh ^a	10.6%	7.8%	16.0%
Chennai	4.9%	2.8%	10.5%
Dehradun	25.6%	29.4%	38.7%
Goa	7.4%	7.2%	11.7%
Gurugram	3.6%	2.7%	8.4%
Hyderabad	5.3%	3.0%	14.3%

	Demand	Supply	Room Revenue
India	7.0%	6.2%	12.4%
Jaipur	6.6%	5.5%	14.2%
Kochi	8.4%	5.5%	13.7%
Kolkata	8.4%	7.2%	11.5%
Lucknow	20.3%	19.5%	22.2%
Mumbai	3.6%	2.9%	8.9%
Navi Mumbai	3.8%	4.8%	11.2%
New Delhi	3.2%	1.3%	10.5%
NOIDA ^b	7.6%	4.1%	11.9%
Pune	2.8%	1.8%	9.5%
Udaipur	10.9%	12.1%	15.0%

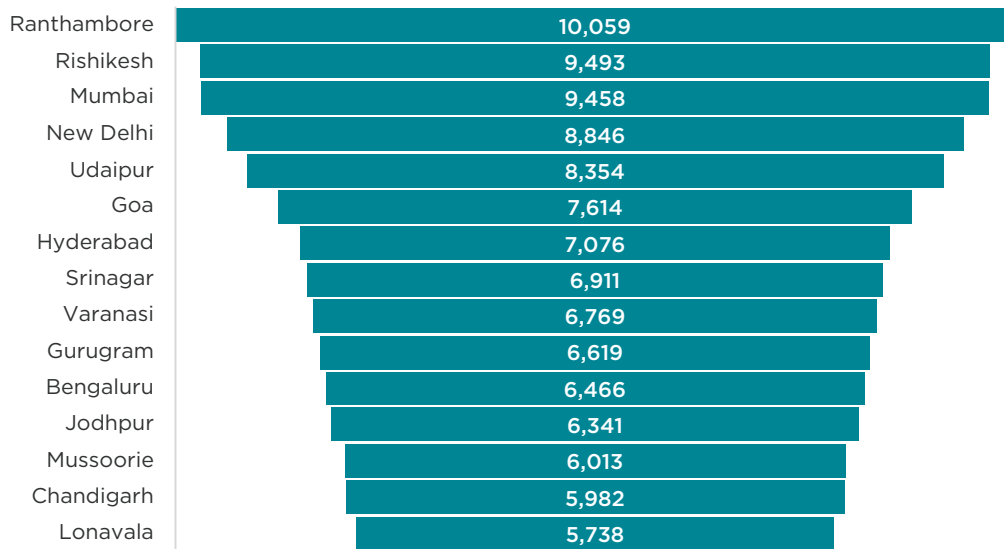
^aChandigarh data includes Panchkula, Mohali and Zirakpur

^bNOIDA (includes Greater NOIDA)

Top 15 Markets by RevPAR

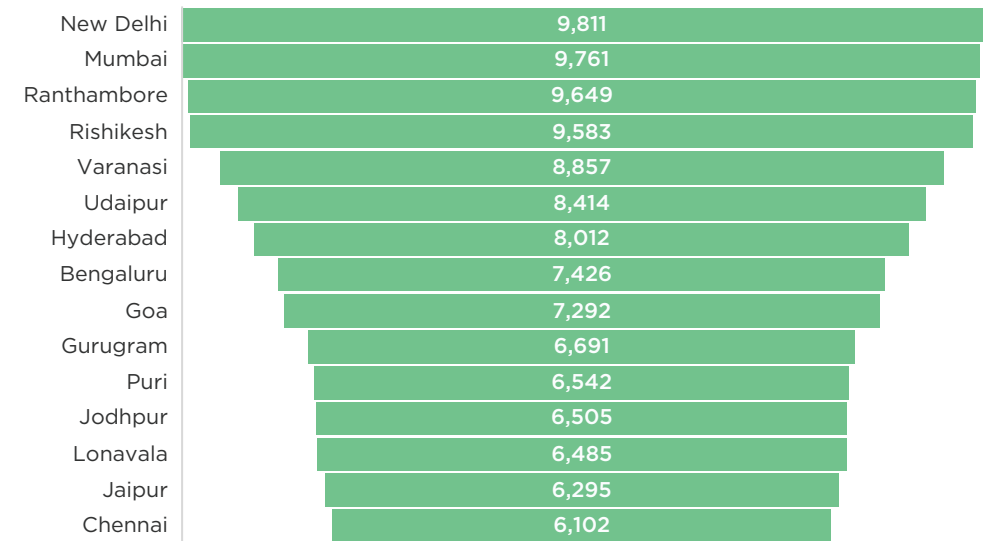
Figure 36 presents the top 15 hotel markets by RevPAR. In recent years, leisure destinations, particularly emerging markets with limited supply and demand from destination weddings, have risen sharply in the national rankings. In 2025/26, however, **New Delhi and Mumbai emerged as the country's leading RevPAR markets**, reflecting the continued strength of corporate travel, M.I.C.E. activity and international visitation. Leisure destinations such as Ranthambore, Rishikesh and

Figure 36: Top 15 Hotel Markets by RevPAR (₹) – 2024/25 (Left) and 2025/26 (Right)*



*Only markets with more than 5 hotels and over 500 rooms have been considered.

Udaipur nevertheless remained among the top performers. **The gap at the top also narrowed considerably, with less than ₹250 separating the four leading markets, compared with a much wider spread in the previous year.** Strong performance in these leisure destinations has attracted additional midmarket and upper midmarket supply, resulting in some normalisation in market-wide rates without displacing them from the country's leading RevPAR markets.



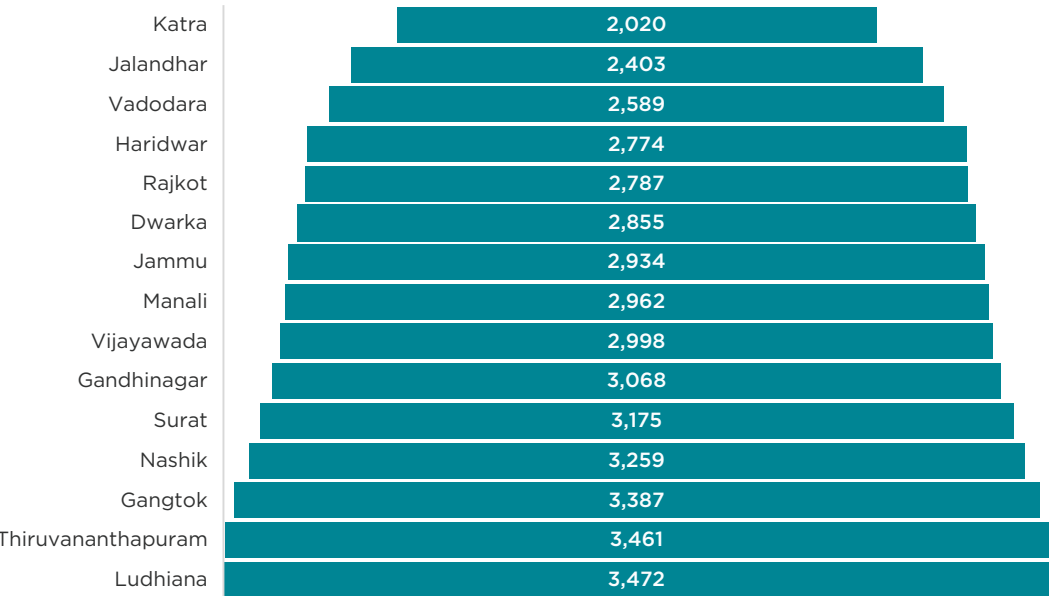
Source: Hotelivate-Savills Research



Bottom 15 Markets by RevPAR

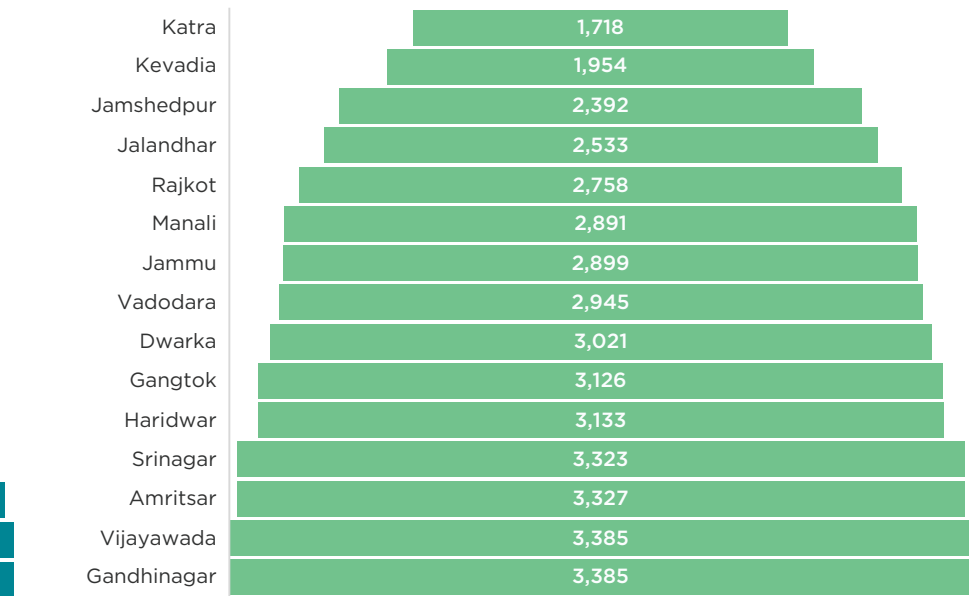
Figure 37 presents the bottom 15 markets by RevPAR, with performance shaped by a range of market-specific factors. **Srinagar recorded the sharpest decline across the dataset, with RevPAR falling 51.9% year-on-year and the market moving from among the country’s leading performers to the bottom 15.** Jalandhar, Jammu and Amritsar faced similar pressures, as uncertainty and cancellations associated with

Figure 37: Bottom 15 Hotel markets by RevPAR (₹) – 2024/25 (Left) and 2025/26 (Right)*



*Only Markets with more than 5 hotels and over 500 rooms have been considered.

Operation Sindoor weakened demand across markets closer to the border. Manali and Gangtok were affected by severe weather-related events, which disrupted accessibility and travel activity. Regional markets such as Kevadia, Jamshedpur, Rajkot, Haridwar and Vijayawada faced a different challenge. Once considered promising emerging markets, these destinations have struggled with seasonal and relatively shallow demand, alongside supply growth that has yet to be fully absorbed. The risk of oversupply does create pressure on business which can impact promising markets in the short to medium term.



Source: Hotelivate-Savills Research



Top 15 Markets by Room Revenue Per Key

Figure 38 presents the leading markets by room revenue per key. In 2025/26, luxury and leisure destinations continued to make an outsized contribution, although the hierarchy of top-performing markets shifted. New Delhi emerged as the country's highest-ranked market, supported by limited supply growth and strong pricing, with the India AI Impact Summit held in the city in February 2026 providing an additional boost to demand. Mumbai also remained among the leading markets. Established leisure destinations such as Rishikesh, Udaipur and Goa continued to record high room revenue per key, although the addition of lower-positioned supply diluted market-wide averages and led to some moderation in performance. Ranthambore slipped from its earlier position, while Srinagar was affected by the disruption to travel in Kashmir. In contrast, Bengaluru and Hyderabad continued to benefit from strong

commercial demand, while Varanasi and Puri reflected the growing contribution of religious tourism. Lonavala also recorded healthy growth, supported by leisure and destination wedding demand. Overall, the leading markets continued to include a mix of urban and leisure-led locations, although performance increasingly reflected differences in supply growth, positioning and demand. This highlights that high room revenue per key is not limited to markets with the highest room rates, but can be supported by a combination of pricing power, occupancy, and a favourable supply-demand balance. The changing composition of the leading markets therefore provides a useful indication of how India's hospitality demand is broadening across both established and emerging destinations.

Established leisure destinations such as Rishikesh, Udaipur, and Goa continued to record high room revenue per key, although the addition of lower-positioned supply diluted market-wide averages and led to some moderation in performance.

Figure 38: Top 15 Hotel Markets by Room Revenue Per Key – 2024/25 (Left) and 2025/26 (Right)

2024/25					
City	Hotels	Inventory	RevPAR	Room Revenue (Cr.)	Room Revenue/Key
Ranthambore	13	516	10,059	181	35,00,445
Mumbai	74	15,359	9,458	5,278	34,36,506
Rishikesh	13	745	9,493	242	32,54,355
New Delhi	78	15,123	8,846	4,828	31,92,614
Udaipur	44	3,076	8,354	898	29,17,968
Goa	117	11,063	7,614	2,884	26,06,476
Hyderabad	44	7,785	7,076	1,982	25,46,266
Bengaluru	113	16,715	6,466	3,933	23,52,670
Varanasi	13	765	6,769	180	23,50,177
Gurugram	52	6,950	6,619	1,624	23,36,835
Jodhpur	13	827	6,341	191	23,14,635
Srinagar	17	1,045	6,911	238	22,74,280
Mussoorie	20	1,147	6,013	245	21,34,491
Lonavala	11	882	5,738	181	20,54,578
Jaipur	73	7,970	5,733	1,625	20,38,871

2025/26					
City	Hotels	Inventory	RevPAR	Room Revenue (Cr.)	Room Revenue/Key
New Delhi	80	15,369	9,811	5,478	35,63,965
Ranthambore	14	558	9,649	197	35,22,058
Mumbai	80	16,413	9,761	5,694	34,68,895
Rishikesh	17	892	9,583	283	31,68,305
Varanasi	13	831	8,857	251	30,18,431
Hyderabad	45	7,895	8,012	2,281	28,88,904
Udaipur	50	4,060	8,414	1,120	27,59,580
Bengaluru	115	17,057	7,426	4,596	26,94,585
Goa	123	11,398	7,292	3,006	26,37,034
Lonavala	9	745	6,485	176	23,66,866
Gurugram	56	7,381	6,691	1,743	23,60,956
Jodhpur	13	870	6,505	197	22,67,292
Puri	9	541	6,542	122	22,54,482
Chennai	66	9,860	6,102	2,196	22,27,125
Jaipur	81	8,501	6,295	1,861	21,89,604

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Markets to Watch

The previous sections have highlighted an industry that is expanding rapidly. **However, the bottom 15 markets by RevPAR also provide useful warning signs, particularly around the risks of adding supply ahead of demand.** Figure 39 presents the ten markets with the largest proposed pipelines, both in absolute terms and relative to their existing inventory. Tier 1 markets such as **Bengaluru, Mumbai and Hyderabad** feature among those with the **largest absolute pipelines**, although their established demand bases and continued commercial development provide greater capacity to absorb new supply. Land scarcity and the limited availability of suitable sites are also encouraging more mixed-use developments in these cities, where hotels can benefit from demand generated by adjoining offices, residences, retail and entertainment facilities. Navi Mumbai is an important extension of this trend. Its growth as an extension of the wider Mumbai market, together with the commencement of operations at **Navi Mumbai International Airport**, should broaden the region's commercial and travel base. Beyond the major urban markets, the pipeline can broadly be grouped into three categories. The first comprises **spiritual destinations**, most notably **Ayodhya and Tirupati**, where rising pilgrim footfall and improved connectivity have attracted developers. However, pipelines of this scale will test whether demand, which is often short-stay and price-sensitive, can support the proposed supply. The second includes **developing industrial and IT hubs** such as **Visakhapatnam, Ludhiana, Guwahati, Bhopal, Raipur, Nagpur and Lucknow**, where expanding commercial activity and improved regional connectivity are supporting hotel development. The third category comprises **leisure and wedding destinations** such as **Goa and Jaipur**, which continue to attract upscale, upper upscale and luxury hotels. This trend is also visible in **Chikmagalur, Coorg, Alibaug, Dehradun and Dharamshala**, which are not among the ten largest pipelines but are attracting growing developer interest. Improved road connectivity and access from major metropolitan areas should support further growth, but these destinations will increasingly compete for overlapping leisure, wedding and social-event demand. **Large pipelines do not automatically translate into viable hotel markets.** The scale and breadth of proposed development therefore make realistic demand assessment, appropriate positioning, investment discipline and project feasibility increasingly important.

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Figure 39: Markets with the highest Increases in Proposed Supply: As a proportion of Existing Supply (Left) and as an Increase in Room Inventory (Right)

City	Existing inventory	Proposed Inventory	% of Existing	City	Existing inventory	Proposed Inventory	% of Existing
Tirupati	782	3,728	476.7%	Bengaluru	17,057	12,359	72.5%
Varanasi	831	3,670	441.6%	Jaipur	8,501	6,684	78.6%
Ludhiana	541	1,394	257.7%	Udaipur	4,060	5,388	132.7%
Siliguri	552	1,410	255.4%	Goa	11,398	5,337	46.8%
Visakhapatnam	1,494	3,485	233.3%	Hyderabad	7,895	4,157	52.7%
Navi Mumbai	1,638	3,689	225.2%	Mumbai	16,413	4,101	25.0%
Guwahati	881	1,777	201.7%	Tirupati	782	3,728	476.7%
Bhopal	793	1,490	187.9%	Navi Mumbai	1,638	3,689	225.2%
Raipur	650	1,110	170.8%	Varanasi	831	3,670	441.6%
Nagpur	704	1,170	166.2%	Lucknow	2,730	3,570	130.8%

*Only markets with an existing base of 5 hotels and over 200 rooms have been considered.

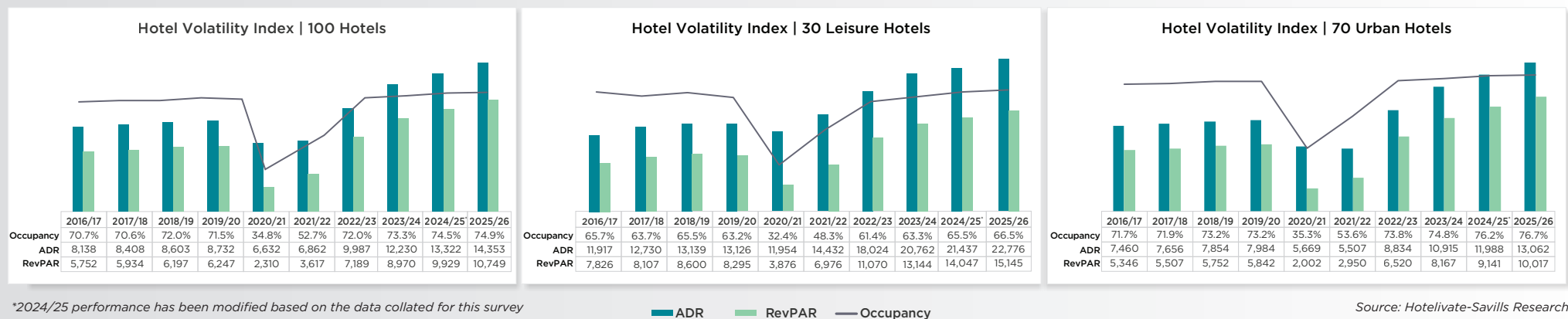
Source: Hotelivate-Savills Research

The Hotel Volatility Index | 2026

Market performance data can often be distorted by the inclusion of newly opened hotels, which typically operate below optimal levels during their initial ramp-up period. This effect is particularly pronounced in a fast-growing market such as India, where a significant share of new supply is yet to stabilise, often pulling down occupancy, ADR or both. To provide a more accurate picture of long-term performance, we curated a sample of 100 hotels that have been operational since 2012 or earlier. The sample is proportionately represented across urban and leisure markets, positioning categories and administrative zones, providing a reasonable reflection of the country’s

stabilised hotel inventory. It serves as a consistent index for year-on-year comparison of key performance metrics, without the distortions created by new and ramping-up supply. The Hotel Volatility Index (HVI), derived from this sample, therefore provides a useful benchmark for assessing the underlying performance of India’s hotel sector. Figure 40 presents occupancy, ADR and RevPAR trends for these 100 hotels from 2016/17 to 2025/26, further segmented by location type to show how established assets across urban and leisure markets have performed through different market and demand cycles.

Figure 40: Hotel Volatility Index | Urban and Leisure Locations (2016/17- 2025/26)



HVI hotels continued to outperform the nationwide average in 2025/26. Occupancy reached 74.9%, compared with 68.1% nationwide, while ADR stood at ₹14,353 against the market average of ₹8,962. This translated into occupancy, ADR and RevPAR premiums of 10.0%, 60.2% and 76.2%, respectively. Despite considerable disruptions during the year, occupancy across the HVI sample increased by 40 basis points, while ADR grew by 7.8%. The difference partly reflects the composition of the sample, which is concentrated in mature, high-performing locations and comprises established hotels that have moved beyond their ramp-up periods. By comparison, the nationwide inventory includes a growing proportion of hotels in developing or underpenetrated markets, as well as hotels that are yet to reach mature operating levels. These differences naturally weigh on nationwide occupancy and rate averages. Within the HVI sample, the comparison between urban and leisure hotels also revealed

a gradual shift in performance. Urban hotels recorded occupancy 15.3% higher than leisure hotels and achieved RevPAR growth of 9.6%, compared with 7.8% for leisure properties. **Leisure hotels nevertheless retained a RevPAR premium of 33.8%, although this gap narrowed considerably from 60% in 2021/22.** Urban performance was supported by continued growth in business and city-centred travel, while leisure hotels were more exposed to seasonality and the external disruptions experienced during the year. This resulted in a further narrowing of the historical performance gap between the two location types, even as leisure hotels continued to command higher room revenue on a per-room basis. The comparison reflects the growing strength of established urban hotels without diminishing the rate premium retained by leisure properties.

Figure 41: HVI vs National Average | 2016/17 to 2025/26

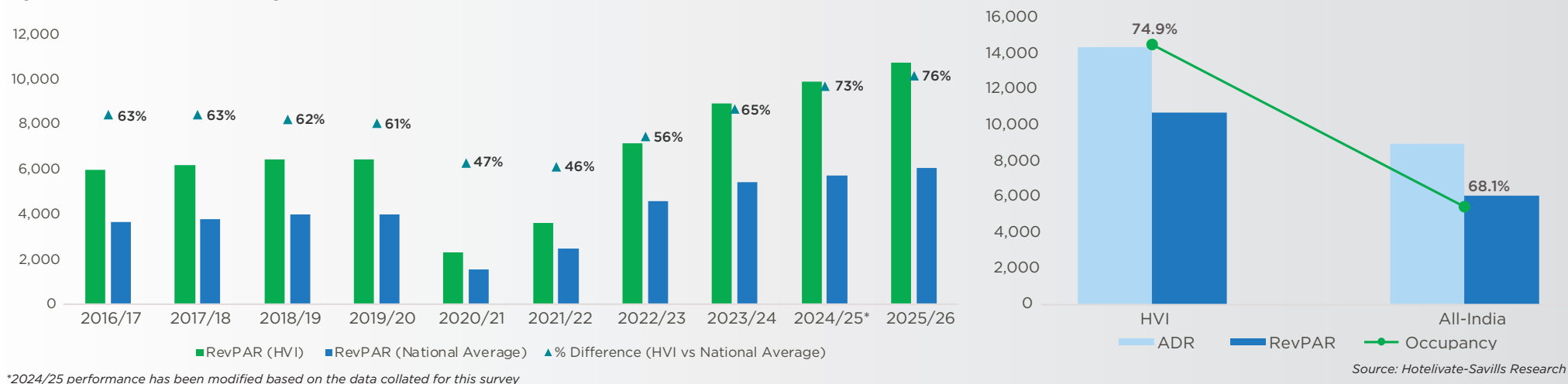


Figure 42: HVI: Key Operating Statistics by City Tiers (2016/17- 2025/26)

	Tier 1			Tier 2			Tier 3		
	Occ%	ADR	RevPAR	Occ%	ADR	RevPAR	Occ%	ADR	RevPAR
2016/17	72.8%	8,292	6,037	65.7%	8,088	5,311	65.4%	6,284	4,107
2017/18	72.6%	8,528	6,187	66.1%	8,436	5,580	64.7%	6,696	4,333
2018/19	74.0%	8,668	6,416	67.6%	8,789	5,941	65.9%	6,898	4,547
2019/20	73.7%	8,818	6,503	66.4%	8,846	5,871	65.9%	7,150	4,713
2020/21	36.5%	6,298	2,300	30.6%	7,793	2,384	31.7%	6,759	2,146
2021/22	55.2%	6,436	3,551	46.5%	8,268	3,846	47.5%	7,365	3,501
2022/23	75.0%	9,958	7,473	65.3%	10,273	6,712	62.5%	9,189	5,747
2023/24	76.0%	12,477	9,485	66.7%	12,333	8,224	64.4%	10,946	7,046
2024/25*	77.3%	13,606	10,521	68.7%	12,853	8,827	66.4%	11,550	7,674
2025/26	77.7%	14,661	11,389	68.3%	13,803	9,427	69.0%	12,389	8,543

*2024/25 performance has been modified based on the data collated for this survey

In summary, we believe the Hotel Valuation Index (HVI) offers a reliable evaluation of the hotel industry's performance over time. Stable-state assets not only exhibit resilience but also stand to gain upside during both a bull cycle as well as a bear cycle. By capitalising on the efficiencies gained during turbulent times and adapting to evolving consumer behaviour, these hotels have achieved record-breaking results. This underscores the importance for hotel owners to practice patience, allowing their assets to stabilise and leverage economic resilience for consistent, higher returns.

Figure 43: HVI: Key Operating Statistics by Administrative Zones (2016/17- 2025/26)

	East			North			South			West		
	Occ%	ADR	RevPAR	Occ%	ADR	RevPAR	Occ%	ADR	RevPAR	Occ%	ADR	RevPAR
2016/17	75.3%	5,826	4,387	69.4%	8,958	6,217	64.2%	7,156	4,592	74.3%	8,523	6,330
2017/18	74.7%	6,081	4,542	69.9%	9,133	6,385	65.6%	7,425	4,872	72.9%	8,877	6,476
2018/19	75.6%	6,187	4,677	71.4%	9,360	6,687	66.4%	7,611	5,057	74.8%	9,077	6,791
2019/20	71.8%	6,131	4,400	71.5%	9,388	6,710	66.9%	7,767	5,199	74.1%	9,273	6,869
2020/21	33.7%	4,402	1,483	35.6%	7,464	2,659	31.1%	5,856	1,819	36.6%	6,823	2,496
2021/22	51.5%	4,854	2,497	54.6%	7,674	4,190	47.9%	5,734	2,749	54.2%	7,207	3,906
2022/23	75.1%	6,301	4,731	71.3%	10,707	7,636	67.0%	8,527	5,711	74.7%	11,010	8,223
2023/24	78.3%	6,802	5,325	73.2%	13,303	9,738	66.5%	11,161	7,427	75.3%	13,297	10,015
2024/25*	80.0%	7,152	5,719	74.9%	14,302	10,717	69.9%	12,422	8,686	75.6%	14,226	10,762
2025/26	79.5%	7,894	6,273	73.8%	15,474	11,423	72.7%	13,680	9,940	76.1%	15,120	11,501

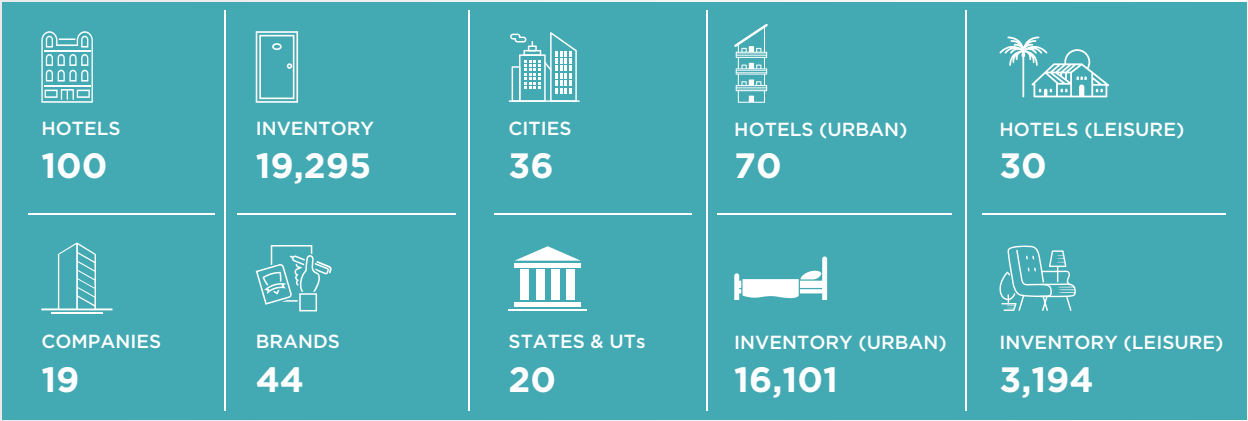
Source: Hotelivate-Savills Research

Moreover, it is essential for owners to prudently utilise the FF&E reserve, invest in renovations and refurbishments to ensure their properties are well-maintained, aligned with brand standards and continue to deliver superior returns. Going forward, hotels within the HVI sample set are likely to experience moderate rate growth while maintaining stable occupancy levels. Effective asset management, strategic sales and marketing, and talent development remain critical areas of focus to sustain performance and maximise returns during this period.

Figure 44: HVI: Key Operating Statistics by Brand Origin (2016/17- 2025/26)

	Indian-Origin			International		
	Occ%	ADR	RevPAR	Occ%	ADR	RevPAR
2016/17	70.5%	9,361	6,599	70.9%	6,942	4,919
2017/18	69.9%	9,740	6,809	71.2%	7,117	5,070
2018/19	72.0%	10,024	7,219	72.0%	7,139	5,143
2019/20	69.9%	9,992	6,985	73.3%	7,462	5,466
2020/21	35.5%	7,047	2,501	34.2%	6,178	2,110
2021/22	52.6%	8,471	4,453	52.9%	5,160	2,727
2022/23	73.9%	11,907	8,805	70.0%	7,967	5,578
2023/24	74.7%	14,184	10,596	71.3%	10,464	7,465
2024/25*	76.5%	15,552	11,900	72.5%	10,983	7,968
2025/26	75.2%	16,703	12,563	74.6%	11,959	8,918

*2024/25 performance has been modified based on the data collated for this survey
Source: Hotelivate-Savills Research



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Future Trends & Opportunities

01 Managed Living

Real estate is beginning to find new niches by addressing how people want to live. Senior living, co-living and student housing serve different age groups, but are built around the same basic need: well-managed accommodation offering convenience, community and, where required, care. Senior living has a clear demographic base, with India's population aged 60 and above projected to increase from 153 million to 347 million by 2050, according to the United Nations Population Fund. The format is widening from retirement housing to independent living, assisted care and healthcare-supported communities, including facilities within larger mixed-use developments. At the other end, India's expanding student population and young workforce are creating demand for flexible, furnished housing near education and employment centres. India had nearly 4.50 crore students enrolled in higher education in 2023/24, up from 3.42 crore in 2014/15, according to the Ministry of Education's All India Survey on Higher Education. Beyond students, young professionals moving to major employment centres represent a distinct market for co-living, particularly where conventional rentals involve higher deposits, longer commitments and limited services. Much of this market remains fragmented, with local and regional operators accounting for a large share of supply, presenting an interesting opportunity to explore more organised formats.

02 Pet-Centric Hospitality

The growing demand for pet-inclusive travel presents an emerging opportunity that remains largely underserved by the hospitality sector. Although many hotels describe themselves as "pet-friendly," restrictive policies often limit pets to guest rooms, impose size or breed restrictions, and prohibit pets from being left unattended. These limitations reduce the convenience and appeal of travelling with pets. India's pet population is expected to reach approximately 39 million by 2026. As owners increasingly view pets as family members, expectations for pet-inclusive lifestyles are influencing travel decisions. Air India carried more than 7,000 pets in 2024/25, a 33.7% year-on-year increase, while MakeMyTrip reported a 43% rise in bookings for pet-friendly accommodation during the first four months of 2025. For hotel operators, services such as a pet concierge, daycare, grooming, dedicated amenities, pet dining options, and partnerships with pet-care providers can generate ancillary revenue while improving customer loyalty, repeat visitation, extending stays, and stronger social media advocacy.

03 Leasing

The hospitality industry in India is witnessing a renewed shift towards the leasing model, as the structure re-emerges as an increasingly attractive alternative to management contracts for a certain set of investors. For developers, leasing offers income certainty, while operational risk rests with the lessee. Notably, brands such as Ginger, Ahuja Residency, Bloom, Jüsta Hotels and Concept Hospitality are spearheading this trend by offering a variable lease. These agreements are often accompanied by longer lease terms, while upfront deposits and/or advance payments may be negotiated in select strategically aligned or brownfield locations, adding financial stability and predictability for both parties. A key advantage lies in safeguards. Lease commencement is typically contingent on delivery of a compliant, brand-specified asset, allowing operators to assume control after completion and mitigating execution and brand-dilution risks. Hybrid structures are also emerging, including residential conversions, distressed acquisitions and mixed-use developments combining minimum guarantees with profit- or revenue-share mechanisms, whichever yields the higher return. While management contracts deliver higher EBITDA margins, leasing can improve blended IRRs where brands make upfront investments, although outcomes remain product- and location-specific. Leasing therefore offers a stable yet scalable model for an evolving market.

04

Beyond Full-Time Staffing

Hotel demand arrives in intense bursts: breakfast, check-out, check-in and events. Indian hotels have managed these peaks with permanent staff, task forces and contractual labour, but the model is straining. India's branded pipeline exceeds 1,50,000 rooms, yet trained talent isn't keeping pace: institutes report vacancies, contract workers are scarce, and annual employee turnover exceeds 35%. The result is higher costs, delayed stabilisation and inconsistent service, especially in Tier 2 and 3 markets, where experienced staff may need relocation support. A structured part-time workforce offers a practical option. Hotels could build recurring pools of trained workers for predictable peaks, appealing to working parents, retirees and hospitality students who value shorter, fixed-hour roles. This is already common in retail, restaurants and global hospitality. It requires predictable scheduling, clear terms, focused training and good communication. Part-time work won't replace a skilled permanent workforce or solve the shortage alone. The best model blends permanent staff for leadership and continuity, part-timers for recurring peaks, contractual teams for exceptional demand, and technology for repetitive tasks. As India adds hotels, the opportunity lies not just in finding more people, but in deploying available talent more effectively.

05

Vernacular Architecture

Vernacular architecture is emerging as a key trend in hospitality development, responding to both sustainability imperatives and changing guest expectations. Rooted in local climate, culture and building traditions, it combines regional materials with passive design features such as courtyards, solar shading, natural ventilation and thermal mass. With buildings and construction responsible for 34% of global CO₂ emissions, according to the United Nations Environment Programme, the case for climate-responsive design is clear. Brands such as Aman, Six Senses, Alila, CGH Earth and RAAS Hotels have applied these principles to create distinctive, environmentally attuned properties that strengthen brand identity and guest experience while reducing operational energy demand. The approach extends beyond resorts and heritage destinations. In Delhi NCR, Mumbai, Bengaluru, Hyderabad and Chennai, urban developers can adopt responsive façades, shaded outdoor spaces, native landscaping, natural ventilation and local materials. With HVAC often accounting for 40-60% of hotel energy use, according to the Energy & Environment Alliance (EEA), reducing solar heat gain and reliance on mechanical cooling can lower energy costs, operational carbon and lifecycle expenses.

06

The Wealth Effect

India's luxury hospitality market is being shaped by the pace and changing nature of wealth creation. The affluent are no longer dominated by legacy business families: start-up founders, entrepreneurs and ESOP-led wealth creators now form an important segment, often bringing global exposure and a preference for experiences over ownership. The number of Indian family offices has grown from 45 in 2018 to around 300 in 2025, according to Entrackr, while recent ESOP buybacks suggest liquidity is returning to the start-up ecosystem. This wealth is translating into demand for luxury hotels, wellness retreats, experiential dining, private social spaces and branded residences, and global hotel groups are responding with new luxury and lifestyle brands across cities and leisure destinations. Destination weddings remain one of the clearest expressions of this shift. According to WedMeGood's Annual Wedding Industry Report, nearly 9% of Indian weddings now have budgets exceeding ₹1 crore, with more than 60% of these held in destination settings. This has strengthened demand for luxury resorts and distinctive venues across markets such as Udaipur, Goa, Jaisalmer, Jaipur and Kerala. The wider opportunity, however, extends beyond weddings. Affluent Indian consumers are spending more on wellness, leisure, dining and curated experiences, bringing hospitality into a broader lifestyle ecosystem. The continued entry of ultra-luxury brands and the growth of branded residences reflect confidence in this demand, but wealth alone will not guarantee success. Hotels will still need the right location, product, service and sense of place. The opportunity is to create experiences that affluent consumers consider worth paying a premium for.

07

Adaptive Reuse

A hotel does not always have to begin with an empty parcel of land. The opportunity may already exist in a historic structure, stalled development or redundant commercial building. Adaptive reuse gives such assets a new purpose while retaining the elements of their structure, character or heritage that still hold value. India has long applied this model to palaces, forts, havelis and colonial residences. The opportunity is now widening as rising land and construction costs, limited availability of well-located sites and the growth of conversion-friendly hotel brands encourage developers to consider a broader range of existing buildings. For the right asset, adaptive reuse can shorten development timelines, reduce financing carry and provide access to locations or structures that would be difficult to recreate. Existing buildings may also offer collateral value, a distinctive identity and environmental benefits through the retention of structural elements and embodied carbon. However, these advantages are never automatic. Existing buildings can conceal structural weaknesses, inefficient layouts, title and approval issues, restoration requirements and outdated building systems. A technically possible conversion may still produce an inefficient hotel or require more capital than a comparable greenfield development. The initial assessment must therefore begin with commercial viability rather than architectural appeal. Location, market depth and achievable positioning should be tested alongside title, approvals, structural condition, room count, guest circulation, back-of-house requirements and operating efficiency. The real question is not whether a building can be converted into a hotel. With sufficient capital, many buildings can. The question is whether the completed hotel can earn an adequate return without losing what made the asset worth preserving. When the answer is yes, adaptive reuse can create a distinctive and lasting hotel. When it is not, walking away may preserve more value than proceeding.

08

Redefining F&B

Independent restaurants have often been adept at maximising yield per square foot, making every part of the asset work harder. Hotel restaurants, meanwhile, increasingly compete with well-run independent outlets that offer focused concepts and have a strong following among local diners. Yet, despite not carrying the same rental burden as standalone outlets, many hotel restaurants still find it difficult to break even on a standalone basis. Hotels can therefore consider franchising or outsourcing specialty restaurants, beyond the traditional all-day dining outlet, to specialist operators and established F&B brands. These partnerships can introduce proven concepts, reduce operational complexity and provide access to the operator's brand recognition and existing customer base. The opportunity also extends to underutilised areas within hotels. Storage rooms, service areas and other back-of-house spaces are being converted into bars, speakeasies and compact F&B concepts that require relatively small footprints. At The Leela Palace Bengaluru, ZLB23 was created from a former storage area, while PVT Ltd. at Hyatt Centric Chandigarh occupies a former luggage lift room and operates as a 20-seater bar. Such concepts generate revenue from otherwise unused spaces while offering intimate and unconventional dining experiences to resident guests and local patrons.

Conclusion

India's hospitality table continues to grow. Halfway through 2026/27, demand and pricing remain positive despite geopolitical tension, trade uncertainty and repeated disruption to travel. The pipeline also shows no shortage of confidence. Confidence, however, does not make every market ready for another hotel. Some destinations have the depth to absorb another serving; others risk receiving new supply before existing rooms have found enough guests. As Julia Child reminded us, good judgement requires both indulgence and restraint. The next phase will reward owners, brands and investors who understand the local appetite, judge the portion correctly, and know when not to order.

29th
Edition

2026 Indian Hospitality Trends & Opportunities

India, À La Carte

"Everything in moderation... including moderation."

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