

SAMHI Hotels Ltd

The Turnaround Story with Re-rating Potential, Initiate Coverage with BUY!

We initiate coverage on SAMHI Hotels with a BUY rating and expect it to be the key beneficiary of industry upcycle. We believe SAMHI has promising growth prospects based on following factors: 1) Presence in key metro markets with incremental capacity addition 2) Proven track record of asset turnaround 3) GIC Investment opens up more avenues for growth in upscale and above segment 4) Large investible surplus to be generated via robust FCF, which will accelerate growth 5) Strong re-rating potential due to significant valuation discount to peers. We pencil in Revenue/EBITDA/PAT CAGR of +14%/+19%/+57% over FY25-28E and value the company at Jun'27 EV/EBITDA multiple of 15x, arriving at TP of Rs 305. Initiate with BUY!

Presence in Right Locations under Right Brands: SAMHI has strategic focus on key commercial districts, mainly Tier-1/metros, with presence across different price points. This results in a scalable business model with sustained demand. Multi-brand tie-up across the segments also provides optionality to choose a strong location within each micro-market. ~85% of SAMHI's currently portfolio is spread across 6 cities, viz., Bangalore (21%), Pune (18%), Hyderabad (17%), Delhi NCR (11%), Chennai (9%) and Ahmedabad (9%). Further, 23% of total keys are into Upscale & above segment, while 43% are into Upper-Midscale and 35% keys are into Midscale segment. This provides enough geographical and segmental diversification while focus is maintained on core markets and premium segments. In-line with this strategy, SAMHI's future pipeline is spread across its key markets - Bangalore (32%), Hyderabad (55%) and Chennai (10%).

Proven Track Record of Asset Turnaround: SAMHI Hotels' turnaround strategy hinges on buying an asset at a discount to replacement cost. Discount to replacement cost ensures ability to withstand tough times with lower burden on B/S. In addition, company focuses on rebranding and renovation of acquired asset, which results in superior ADRs and occupancies. SAMHI follows principle of dislocation to evaluate commercial properties which are dislocated but can be a perfect fit for an upscale hotel property. For example, Upcoming W, Hitec City, Hyderabad with 170 keys is being developed by converting commercial asset into a hotel. Acquisition of Trinity, Bengaluru is another example of SAMHI's efficient capital allocation, where company foresees potential of Rs1bn EBITDA per year for 360 keys, at an initial investment of ~Rs2bn and capex of ~Rs4bn, implying more than ~15% ROCE. SAMHI prefers faster time to market (<2yrs) for new assets, via brownfield expansion or conversion of existing real estate to hotel to ensure faster break-even, by taking benefit of upcycle.

Robust FCF to Result in Net Debt Reduction; ROCE to Improve: Focus on effective capital allocation via asset recycling and improved operational performance over past 2 years has notably improved B/S health for SAMHI. Recent GIC investment of Rs 7.5bn and sale of Caspia, Delhi should take Net debt/EBITDA below 3x levels in FY26E. Mgmt expects to generate investible surplus of ~Rs17.3bn over FY26-30E, in addition to ~Rs2bn from asset recycling, which can accelerate future growth via new acquisitions and net debt reduction. ROCE is also expected to improve from 7.2% in FY25 to 11.3% by FY28E, supported by continuous improvement in ACIC portfolio, turnaround of non-metro assets and ramp-up of new properties along with increasing contribution of leasehold assets, which command higher ROCE.

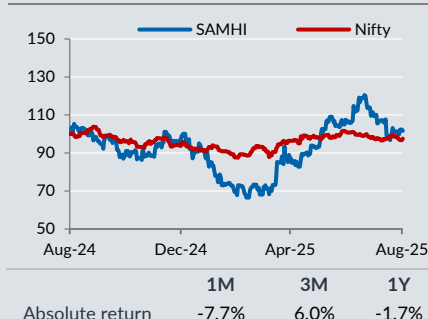
Material Re-rating Potential; Promising Growth Prospects: SAMHI currently trades at FY26/FY27/FY28E EV/EBITDA of ~12x/10x/8x. Company has traded at a sharp discount to peers over past few years, owing to myriad of factors such as higher debt, pending turnaround of key assets etc. However, company has taken right steps over past 2 years, with net debt reduction, turnaround of many of its key assets, keys addition in right locations and robust future pipeline. Hence, we believe company has promising growth prospects and pencil in Revenue/EBITDA/PAT CAGR of +14%/ +19%/+57% over FY25-28E, supported by robust ADR growth at ~10% CAGR and +160bps occupancy expansion. We value SAMHI hotels at Jun'27 EV/EBITDA multiple of 15x and arrive at TP of Rs305. Initiate coverage with BUY!

Reco	: BUY
CMP	: Rs 210
Target Price	: Rs 305
Potential Return	: +45.2%

Stock data (as on Sep 02, 2025)

Nifty	24,575
52 Week h/l (Rs)	255 / 121
Market cap (Rs/USD mn)	45577 / 517
Outstanding Shares (mn)	221
6m Avg t/o (Rs mn):	375
Div yield (%):	-
Bloomberg code:	SAMHI IN
NSE code:	SAMHI

Stock performance



Shareholding pattern (As of Jun'25 end)

Promoter	0.0%
FII+DII	73.3%
Others	26.7%

Financial Summary

(Rs mn)	FY26E	FY27E	FY28E
Revenue	12,664	14,203	16,433
YoY (%)	13.0	12.2	15.7
EBIDTA	4,904	5,749	6,919
EBITDA (%)	38.7	40.5	42.1
APAT	1,547	2,702	3,897
ROE	9.7	12.4	15.5
EPS	7.0	12.2	17.6
P/E	30.0	17.2	11.9
EV/EBITDA	12.0	9.9	7.7
BV/Share	92.6	104.8	122.4
P/BV	2.3	2.0	1.7

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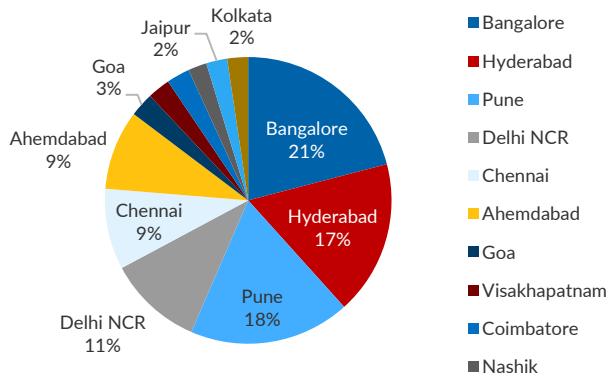
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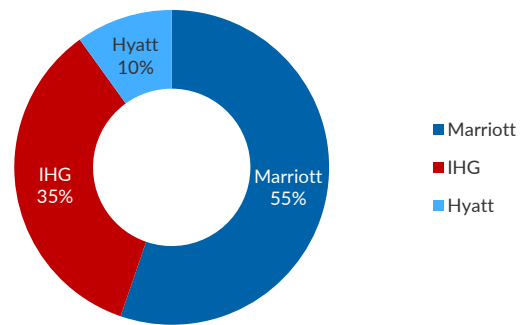
STORY IN CHARTS

Exhibit 1: Key Assets located in right locations...



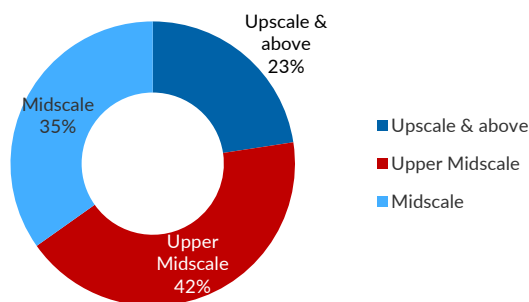
Source: Company, YES Sec

Exhibit 2: Operated and managed by right brands ...



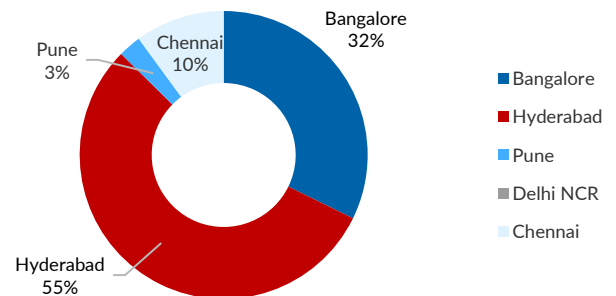
Source: Company, YES Sec

Exhibit 3: With diversification across segments...



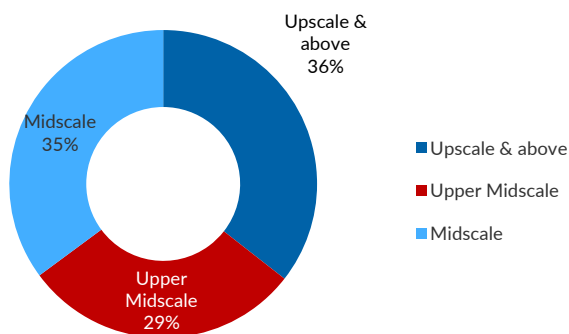
Source: Company, YES Sec

Exhibit 4: Supported by healthy inventory addition into core markets...



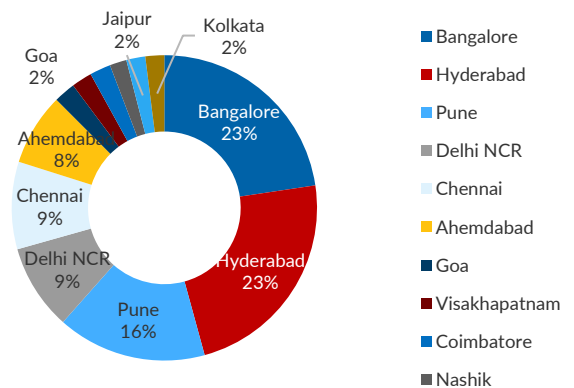
Source: Company, YES Sec

Exhibit 5: With portfolio mix shifting gradually towards upper-upscale segment...



Source: Company, YES Sec

Exhibit 6: With higher focus on core metro markets in future



Source: Company, YES Sec

Exhibit 7: Renovation, Rebranding and Addition into Upscale segment to drive ARR growth

Hotel Brand	City	Location	Operator	Segment	Additions / Renovations	Type
Hyatt Regency	Pune	Nagar Road	Hyatt	Upper-Upscale	22	Brownfield Expansion
Sheraton	Hyderabad	Gachibowli	Marriott	Upscale	12+42	Brownfield Expansion
Fairfield by Marriott	Chennai	Sriperumbudur	Marriott	Upper Mid-scale	86	Brownfield Expansion
Holiday Inn Express	Bangalore	Whitefield	IHG	Mid-scale	56	Brownfield Expansion
Four Points by Sheraton	Pune	Viman Nagar	Marriott	Upscale	217	Rebranding to Courtyard (Upscale)
Four Points by Sheraton	Jaipur	City Square	Marriott	Upscale	114	Rebranding to Tribute (Upscale)
Trinity	Bangalore	Whitefield	Marriott	Upscale	142	Rebranding to Tribute (Upscale)
Westin	Bangalore	Whitefield	Marriott	Upper-Upscale	220	Greenfield Expansion
W	Hyderabad	HITEC City	Marriott	Upper-Upscale	170	Greenfield Expansion
Mid-scale Hotel	Hyderabad	Financial District	TBD	Mid-scale	260	Cold-shell Fit-out (Variable Lease)
Total					1,341	

Source: Company, YES Sec

Exhibit 8: Conversion to premium brand via renovation and brownfield expansion has been the key strategy

Hotel	Rooms	Growth Project	Status	Est. Completion
Renovated / Delivered				
Caspia Pro, Greater Noida	133	Conversion to Holiday Inn Express	Opened (Dec '24)	FY25
Holiday Inn Express, Kolkata	113	New Opening	Opened (May'25)	FY25
Holiday Inn Express, Whitefield, Bengaluru	56	Expansion of inventory	Under pre-opening	FY26
Currently under Renovation / Expansion				
Sheraton, Hyderabad	54	Expansion of inventory (12 rooms/ 42 Apartments)	Under development	FY26
Hyatt Regency, Pune	22	New apartments and one restaurant	Under development	FY26
Four Points by Sheraton, Pune	217	Conversion to Courtyard by Marriott	Planning & designing	FY27
Four Points by Sheraton, Jaipur	114	Conversion to Tribute by Marriott	Planning & designing	FY28
Fairfield by Marriott, Sriperumbudur, Chennai	86	Expansion of inventory	Planning & designing	FY28
New Expansion				
W Hitec City Hyderabad	170	Conversion of office building	Planning & designing	FY28
Westin & Tribute, Whitefield Bengaluru	362	Rebranding & Expansion	Planning & designing	FY29
Mid-Scale Hotel (Leased)	260	Long term Variable Lease - Cold-shell, Fitouts and Branding to be done by SAMHI	Lease Agreement Signed	FY29

Source: Company, YES Sec

Exhibit 9: Peer Comparison indicates SAMHI to be well-placed across most parameters

Parameter	SAMHI	Juniper	Lemon Tree	Indain Hotels	ITC Hotels	Chalet Hotels	Elh	Park Hotels
Owned Expansion Pipeline	Moderate	High	Low	High	Low	High	Low	High
Competitive Intensity	Moderate	Moderate	High	Low	Moderate	Low	Low	Moderate
Leverage Profile	Moderate	Moderate	Moderate	Low	Low	Moderate	Low	Low
Market Resilience	High	High	Moderate	Moderate	Moderate	High	High	High
Asset Positioning	High	Moderate	Moderate	High	Moderate	High	High	High
Segmental Diversification	High	Low	High	Moderate	High	Low	Low	High
Geographical Diversification	Moderate	Moderate	High	High	High	Low	Moderate	High
Operational Efficiency	High	Moderate	High	Moderate	Moderate	High	Moderate	Moderate
Concentration Risk	High	High	Low	Low	Low	High	Moderate	Low

Source: Company, YES Sec Estimates

Exhibit 10: SAMHI Hotels (SAMHI IN) – Valuation

(Rs mn)	Jun-27
Samhi Hotels Consolidated EBITDA	6,041
Adj: GIC Investment for 35% stake in 3 assets	662
Samhi Hotels Share of EBITDA	5,379
EV/EBITDA Multiple	15
Enterprise Value	78,105
Less: Net Debt	11,033
Equity Value	67,072
Target Price (INR)	305
Upside	45%

Source: YES Sec

Exhibit 11: SAMHI Hotels (SAMHI IN) – Valuation

Jun-27 (Rs mn)	Bull Case	Bear Case
Samhi Hotels Consolidated EBITDA	6,505	5,118
Adj: GIC Investment for 35% stake in 3 assets	671	635
Samhi Hotels Share of EBITDA	5,834	4,482
EV/EBITDA Multiple	16	12
Enterprise Value	93,345	53,788
Less: Net Debt	10,859	11,445
Equity Value	82,486	42,343
Target Price (INR)	375	192
Upside / Downside	79%	-8%

Source: YES Sec

Exhibit 12: SAMHI Hotels (SAMHI IN) – Three-stage DCF model indicates modest growth assumptions over a long-term

CAGR (%)	FY25-28E	FY28-31E	FY31-36E
Financials			
Revenue	13%	10%	3%
EBITDA	18%	12%	2%
EBITDA Margin (%)	499bps	285bps	-182bps
RPAT	68%	18%	2%
Operational Metrics			
ARR	10%	7%	1%
Occupancy	163bps	150bps	-50bps
RevPAR	11%	8%	1%
Avg F&B / Occupied Room	6%	3%	2%
Room Addition	359	520	600

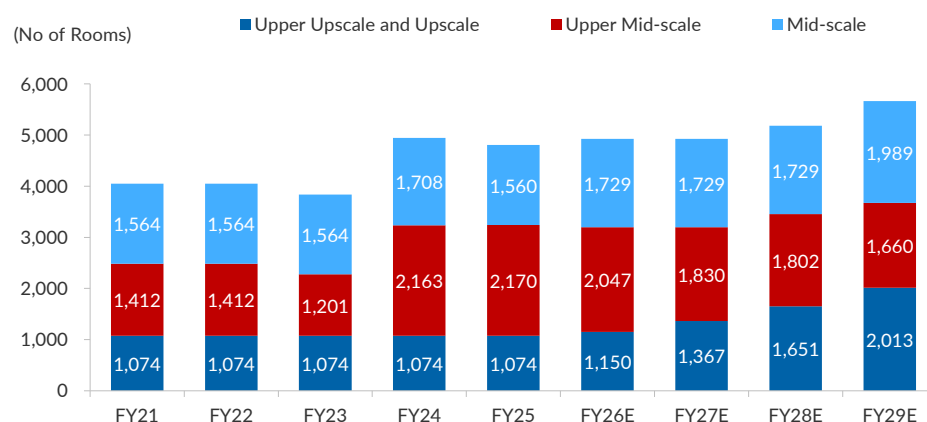
Source: YES Sec

Exhibit 13: SAMHI Hotels (SAMHI IN) – DCF indicates modest terminal value growth rate of ~3% and WACC of ~10.8% to arrive at our TP

Parameter	Assumption
Risk-free Rate (GSEC-10yr)	6.5%
Tax Rate	25.0%
Beta of SAMHI	1.03
Return on Index	13.0%
Market Risk Premium	6.5%
Cost of Equity	13.2%
Avg Yield on Debt	9.5%
Cost of Debt	7.1%
D/E	0.64
Weightage of Debt	39%
WACC	10.8%
Terminal value growth rate	3.0%
EV	86,665
Less: Net Debt	9,682
PV of Equity	76,984
EBITDA attributable to GIC (Jun'27)	662.1
EV/EBITDA multiple for GIC Stake	15
Adj. for GIC Stake (Based on Jun'27 EBITDA)	9932.0
Adj. PV of Equity	67,052
Price per share	305

Source: YES Sec

Exhibit 14: Consistent Keys Addition over FY25-29E, with major focus on Upscale and above segments



Source: Company, YES Sec

Exhibit 15: Financial Comparison across Branded Hospitality Players – SAMHI Hotels expected to post robust EBITDA / PAT Growth with considerable reduction in Net Debt/EBITDA

Company	Revenue (INR mn)		FY25-28E CAGR	EBITDA (INR mn)		FY25-28E CAGR	RPAT (INR mn)		FY25-28E CAGR	Net Debt (INR mn)		Net Debt/EBITDA (x)	
	FY25	FY28E		FY25	FY28E		FY25	FY28E		FY25	FY28E	FY25	FY28E
Indian Hotels	83,345	128,637	15.6%	27,693	45,603	18.1%	16,790	24,506	13.4%	-28,557	-80,511	-1.0	-1.8
EIH Ltd	27,432	34,772	8.2%	10,170	13,116	8.8%	7,395	9,591	9.1%	-10,509	-22,360	-1.0	-1.7
Lemon Tree	12,861	17,779	11.4%	6,341	9,579	14.7%	1,966	4,385	30.7%	15,794	4,021	2.5	0.4
Chalet Hotels	17,178	28,505	18.4%	7,359	14,493	25.3%	1,426	7,506	74.0%	24,010	20,132	3.3	1.4
Park Hotels	6,315	10,554	18.7%	2,084	4,088	25.2%	836	2,155	37.1%	255	1,592	0.1	0.4
SAMHI Hotels	11,205	16,433	13.6%	4,071	6,919	19.3%	1,001	3,897	57.3%	20,919	6,764	5.1	1.0
ITC Hotels	35,598	54,402	15.2%	12,109	20,536	19.3%	6,346	13,098	27.3%	-17,539	-49,822	-1.4	-2.4
Ventive Hospitality	16,047	30,123	23.4%	7,608	14,183	23.1%	1,203	6,053	71.4%	17,831	17,108	2.3	1.2
Juniper Hotels	9,443	14,125	14.4%	3,367	5,714	19.3%	713	3,023	61.9%	14,390	14,106	4.3	2.5

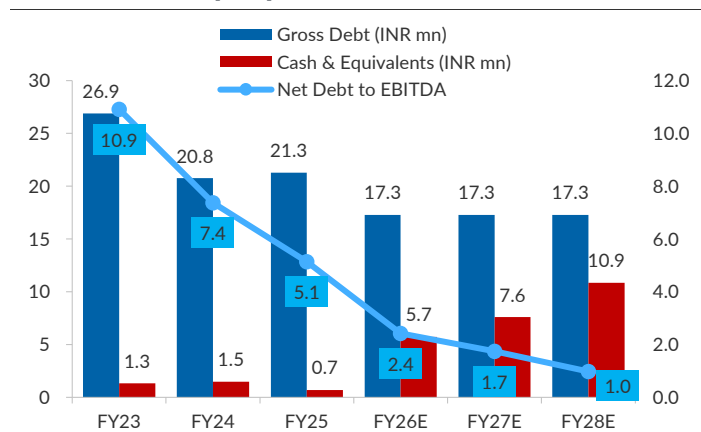
Source: YES Sec, Company data; Note: For ITC Hotels, Ventive and Juniper Hotels, BBG est have been used for forecasted numbers; Ex-Real estate data for Chalet Hotels

Exhibit 16: Operational performance Comparison across Branded Hospitality Players – SAMHI Hotels trading at attractive valuations compared to peers

Company	Owned/Leased Keys		FY25-28E CAGR	Managed Keys		FY25-28E CAGR	ROCE (%)		FY25-28E (bps)	EV/EBITDA (x)		P/E (x)	
	FY25	FY28E		FY25	FY28E		FY25	FY28E		FY25	FY28E	FY25	FY28E
Indian Hotels	14,549	15,031	1.1%	14,490	18,198	7.9%	17.6	19.6	191.0	38.4	22.3	64.3	44.1
EIH Ltd	2,270	2,371	1.5%	837	906	2.7%	17.9	14.5	-333.0	23.4	17.3	32.6	25.8
Lemon Tree	5,759	5,759	0.0%	4,565	9,856	29.2%	13.0	21.7	867.0	24.7	15.2	68.4	30.8
Chalet Hotels	3,387	3,964	5.4%	-	-	-	8.4	11.9	354.0	33.4	16.7	155.7	29.5
Park Hotels	1,395	1,653	5.8%	999	2,205	30.2%	9.6	11.6	206.0	15.6	8.3	38.5	14.9
SAMHI Hotels	4,823	5,182	2.4%				7.2	11.3	406.0	16.5	7.7	46.2	11.9
ITC Hotels	5,620	5,861	1.4%	7,739	12,439	17.1%	-	-	-	40.6	24.0	80.4	38.9
Ventive Hospitality	2,036	2,403	5.7%	-	-	-	-	-	-	23.7	14.3	119.9	24.1
Juniper Hotels	1,895	2,967	16.1%	-	-	-	-	-	-	21.9	13.6	89.0	20.9

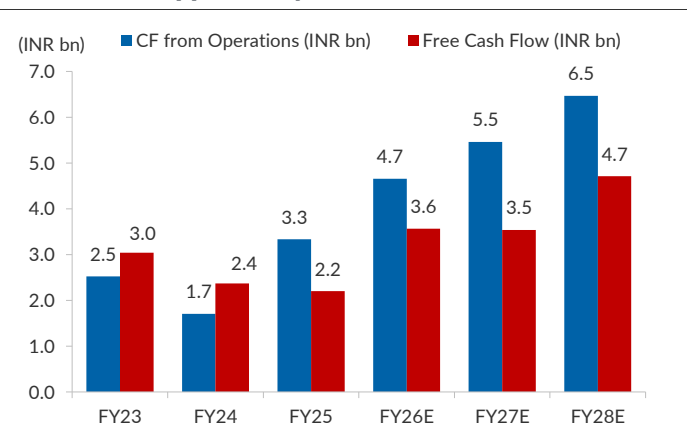
Source: YES Sec, Company data; Note: For ITC Hotels, Ventive and Juniper Hotels, BBG est have been used for forecasted numbers; Ex-Real estate data for Chalet Hotels

Exhibit 17: Sharp improvement in Net Debt/EBITDA



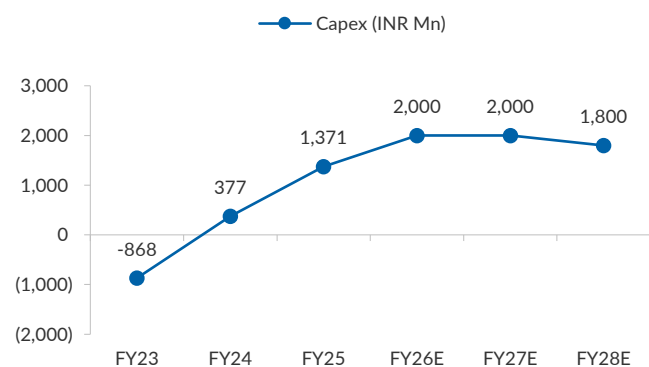
Source: Company, YES Sec

Exhibit 18: Supported by robust CFO & FCF Generation



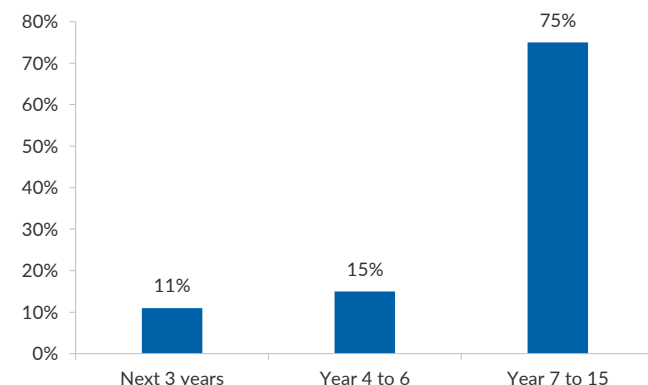
Source: Company, YES Sec

Exhibit 19: Capex to continue over FY25-28E towards planned capacity addition



Source: Company, YES Sec

Exhibit 20: ...Debt Repayment Schedule indicates majority of repayment over Year 7 to 15



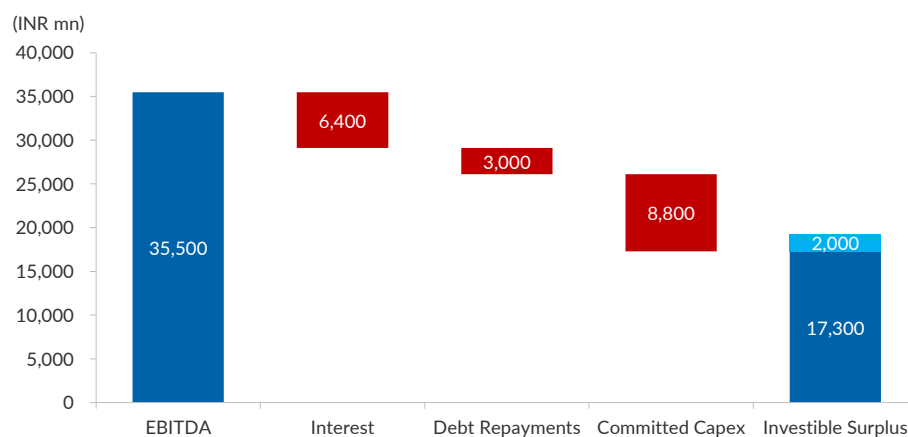
Source: Company, YES Sec

Exhibit 21: SAMHI - Focus on Asset Recycling for effective capital allocation; achieved at an average EV/EBITDA of ~20x in past

Year	Brand	City	Transaction Value (INR mn)
Asset Monetization			
FY23	Four Points by Sheraton	Ahmedabad	INR 963 mn
FY23	Fairfield by Marriott	Chennai (OMR)	
FY25	Four Points by Sheraton	Chennai (OMR)	INR 535 mn
FY26	Caspia	Delhi	INR 650 mn
Asset / SPV Dilution - GIC Investment			
FY26	Courtyard and Fairfield by Marriott	Bangalore	INR 3,760 mn
FY26	Hyatt Regency	Pune	INR 2,270 mn
FY26	Westin - Tribute Portfolio	Bangalore (Whitefield)	INR 1,490 mn

Source: Company, YES Sec

Exhibit 22: As a result, Mgmt expects investible surplus of ~17bn+ over FY26-30E



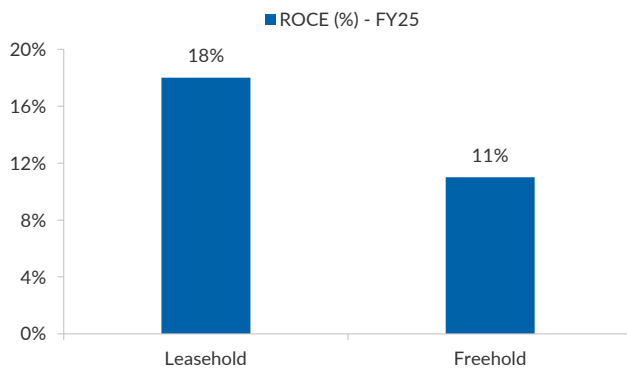
Source: Company, YES Sec

Exhibit 23: Significant Headroom for ROCE improvement via acquired assets and ongoing developments

Asset Status	% Capital Employed	ROCE (%)
Mature Assets	48%	17.0 - 18.0%
ACIC Portfolio	33%	5.5 - 6.5%
Pending Turnaround	8%	4.5 - 5.5%
Growth	7%	0.5 - 1.5%
Held for sale	3%	2 - 3%

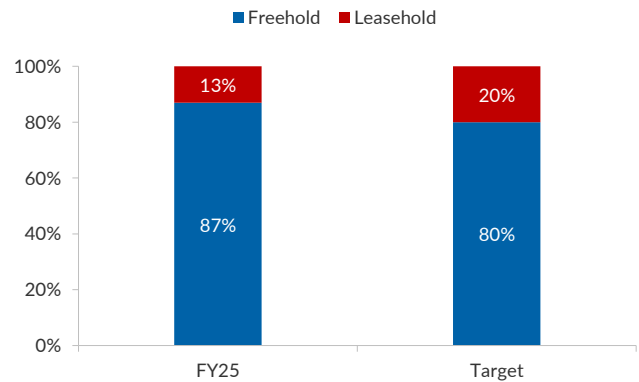
Source: Company, YES Sec

Exhibit 24: Leasehold assets generated much higher ROCE in FY25



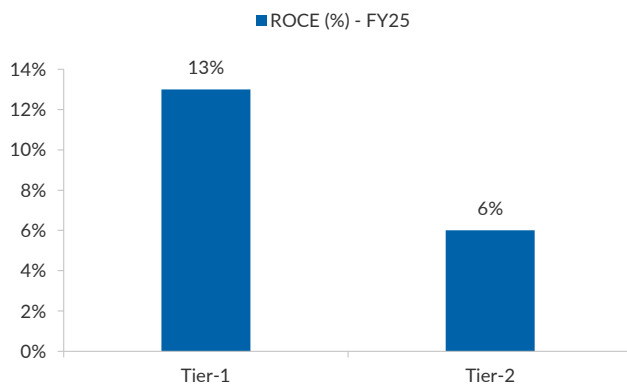
Source: Company, YES Sec

Exhibit 25: Target to increase revenue contribution from leasehold assets to 20%+, supporting ROCE



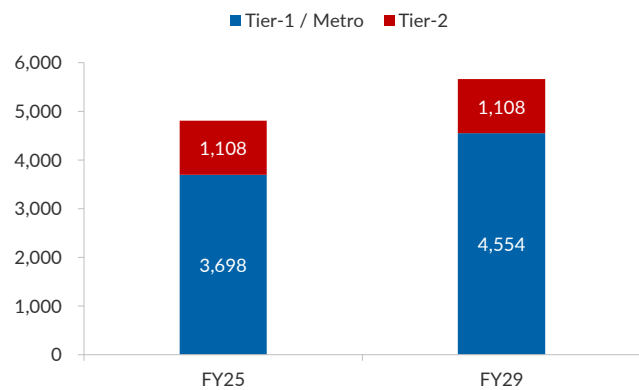
Source: Company, YES Sec

Exhibit 26: Tier-1 cities have registered significantly higher ROCE for SAMHI in FY25...



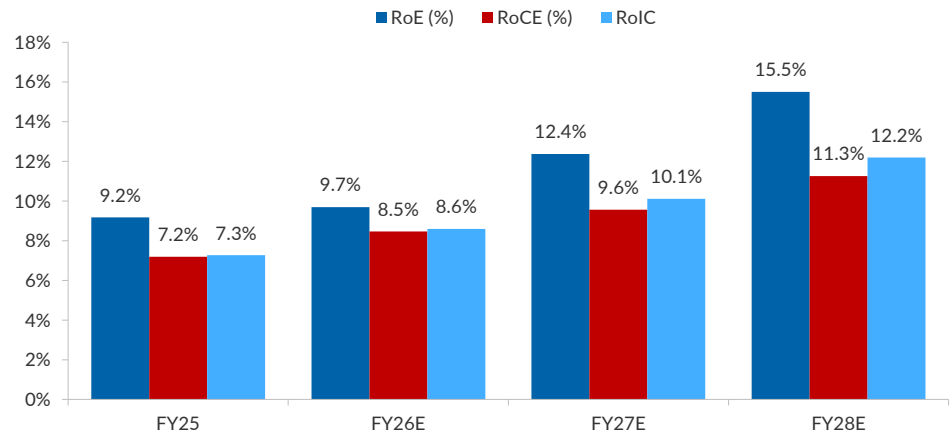
Source: Company, YES Sec

Exhibit 27: Entire future expansion into Tier-1/metro markets should result in ROCE improvement



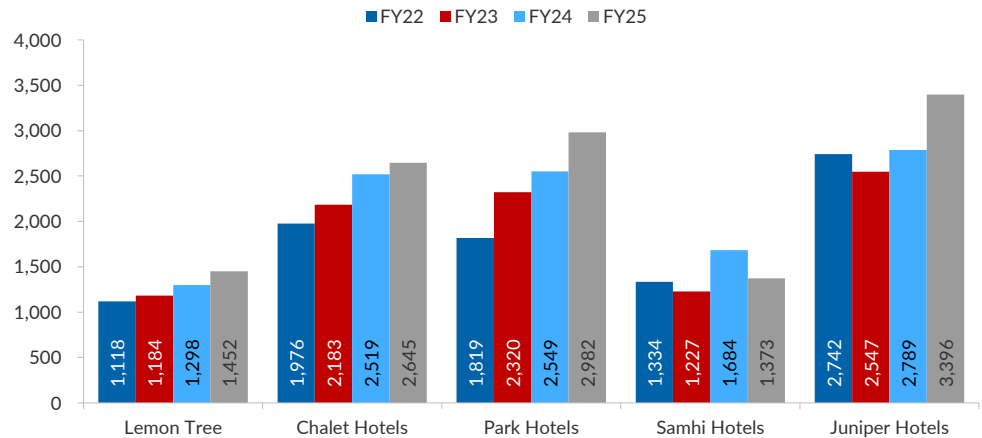
Source: Company, YES Sec

Exhibit 28: We expect gradual improvement in RoE/ROCE/RoIC over FY25-28E



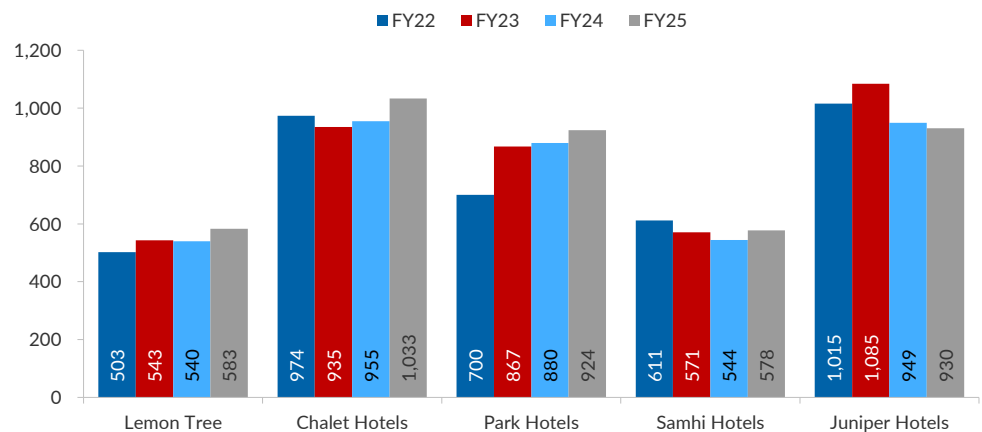
Source: Company, YES Sec

Exhibit 29: Employee costs per room for SAMHI are one of the lowest, despite significant presence in Upscale and Upper-upscale segments



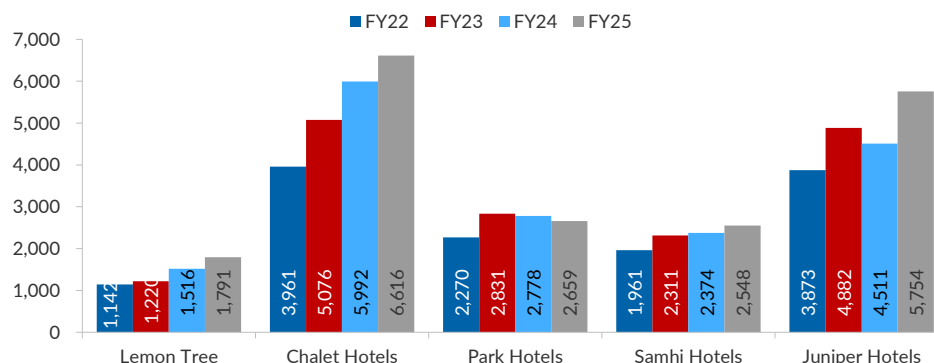
Source: Company, YES Sec

Exhibit 30: Power & Fuel costs/ occupied room for SAMHI are one of the lowest across Industry



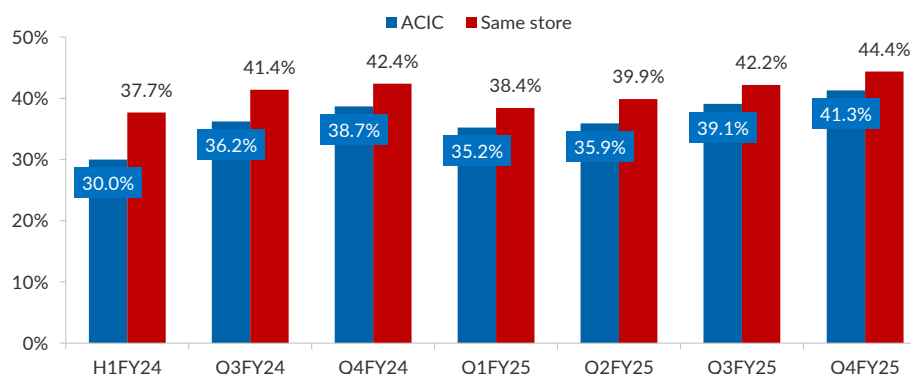
Source: Company, YES Sec

Exhibit 31: Other expenses/occupied room indicate high operational efficiency



Source: Company, YES Sec

Exhibit 32: Significant improvement in EBITDA margins for ACIC portfolio post acquisition, led by better operational efficiency, rebranding and renovation



Source: Company, YES Sec

Exhibit 33: Acquisition and Turnaround Case Study 1: Sheraton, Hyderabad – pre and post renovation and re-branding comparison

Sheraton, Hyderabad	Pre-Renovation	Post Renovation and Rebranding					
	Q4 FY14	FY16	H1 FY19	FY19	FY22	Q4 FY23	FY24
Number of Rooms	158	216	272	272	272	272	272
Average Occupancy	41	28	74	75	74	77	77
Average Room Rate	3,349	5,888	6,434	6,811	8,370	10,344	12,605
RevPAR	1,377	1,668	4,786	5,124	6,210	7,938	9,766

Source: Company, YES Sec

Exhibit 34: Acquisition and Turnaround Case Study 2: Barque Hotels Portfolio – pre and post renovation and re-branding comparison

Barque Hotels	Pre-Renovation	Post Renovation and Rebranding				
	FY17	Q3FY18	FY19	FY22	Q4 FY23	FY24
Number of Rooms	1,319	1,319	1,427	1,427	1,427	1,427
Average Occupancy	62	62%	67	70	78%	79
Average Room Rate	1,768	1,768	2,752	3,554	3,675	3,757
RevPAR	1,095	1,095	1,852	2,489	2,883	2,966

Source: Company, YES Sec

Exhibit 35: Acquisition and Turnaround Case Study 3: Fairfield by Marriott Hotels- pre and post renovation and re-branding comparison

Barque Hotels	Pre- Renovation	Post Renovation and Rebranding
	Q3 FY18	Q4 FY23
Number of Rooms	334	343
Average Occupancy	45%	76%
Average Room Rate	2,857	5,722
RevPAR	1,279	4,369

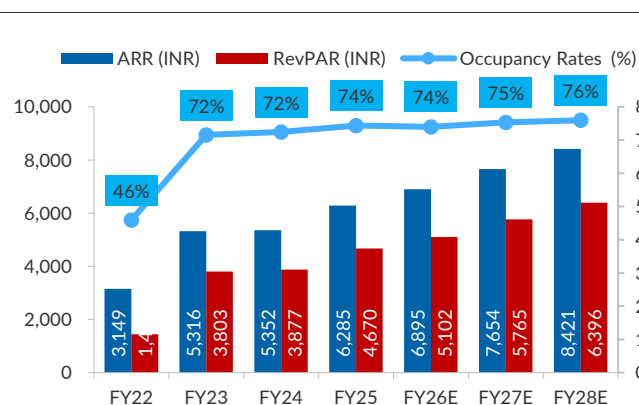
Source: Company, YES Sec

Exhibit 36: SAMHI Hotels – Current and Future Pipeline

Segment	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E	FY29E
Upper Upscale and Upscale									
Hotels	5	5	5	5	5	5	6	8	10
Rooms	1,074	1,074	1,074	1,074	1,074	1,150	1,367	1,651	2,013
Upper Mid-scale									
Hotels	11	11	9	15	15	14	14	13	12
Rooms	1,412	1,412	1,201	2,163	2,189	2,047	1,830	1,802	1,660
Mid-scale									
Hotels	11	11	11	11	11	12	12	12	13
Rooms	1,564	1,564	1,564	1,564	1,560	1,729	1,729	1,729	1,989
Total Hotels	27	27	25	31	31	31	32	33	35
Total Rooms	4,050	4,050	3,839	4,801	4,823	4,926	4,926	5,182	5,662
Net Additions		-	(211)	962	22	103	-	256	480

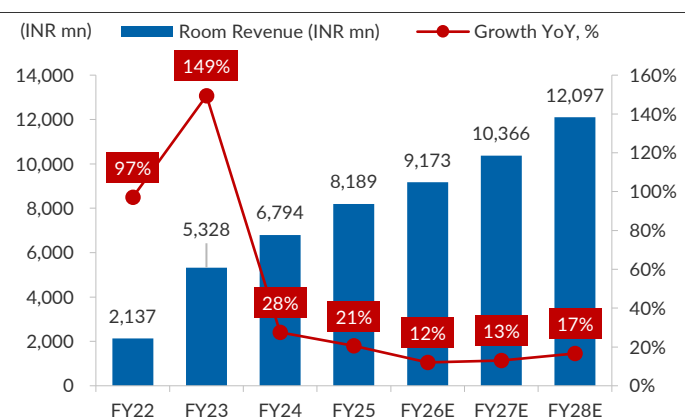
Source: Company, YES Sec

Exhibit 37: ARR/RevPAR expected to register ~10%/11% CAGR over FY25-28E



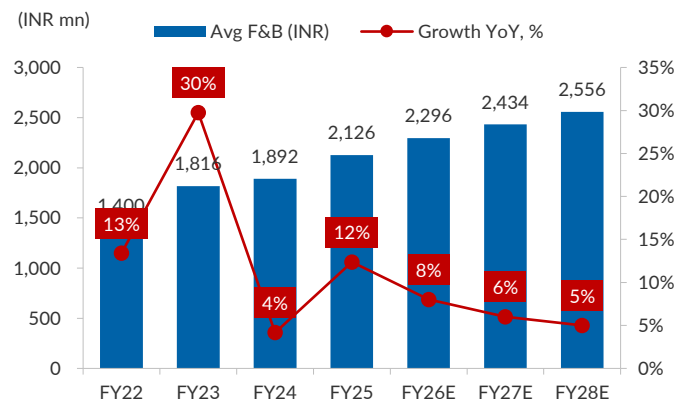
Source: Company, YES Sec

Exhibit 38: Room Revenue expected to register ~14% CAGR over FY25-28E



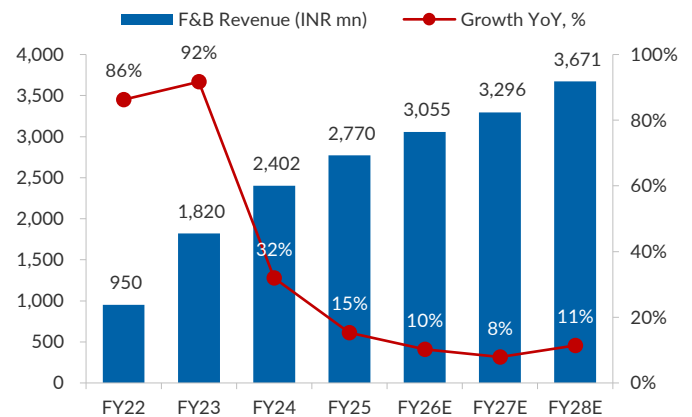
Source: Company, YES Sec

Exhibit 39: Avg F&B spends/occupied room expected to grow at ~6% CAGR over FY25-28E



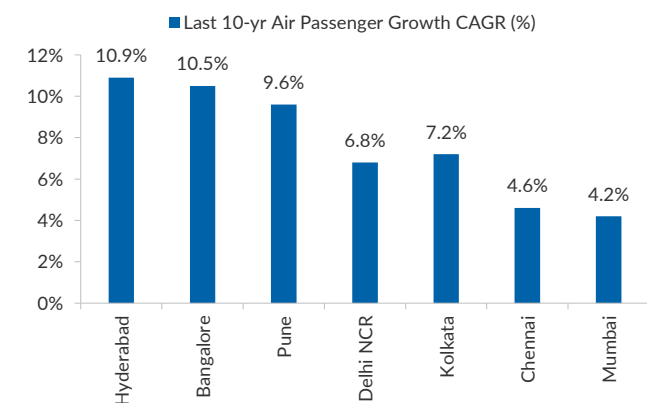
Source: Company, YES Sec

Exhibit 40: F&B revenue to register ~10% CAGR, but lag room revenue growth



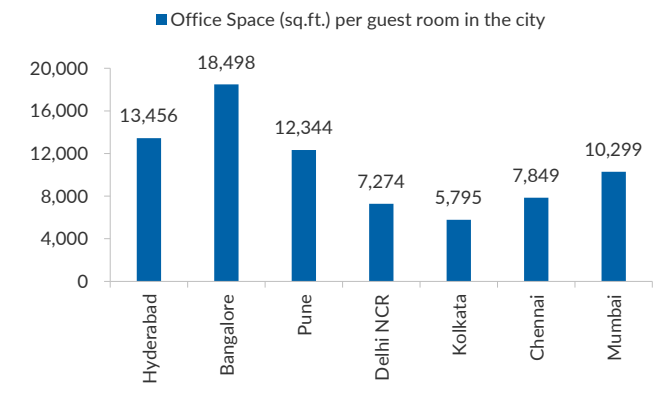
Source: Company, YES Sec

Exhibit 41: Growth to be supported by increase in air passenger traffic in key markets for SAMHI



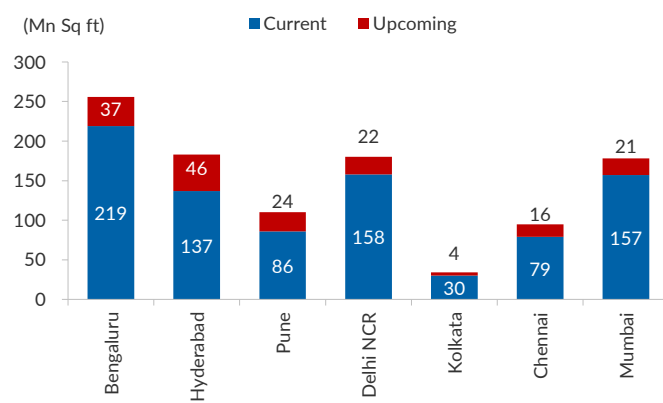
Source: Company, YES Sec

Exhibit 42: Along with the higher office space per guest room in the key markets for SAMHI



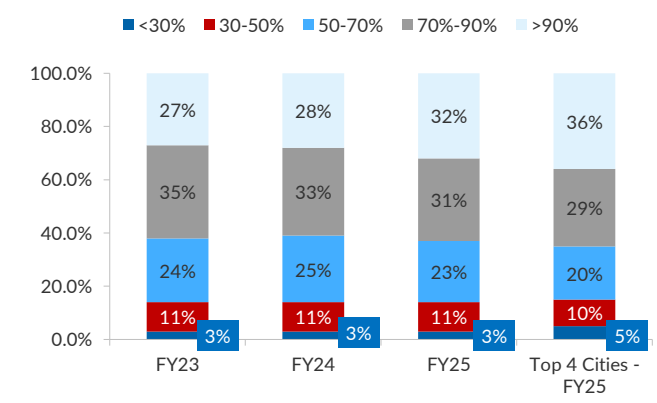
Source: Company, YES Sec

Exhibit 43: Office market supply to increase by ~20% in top markets



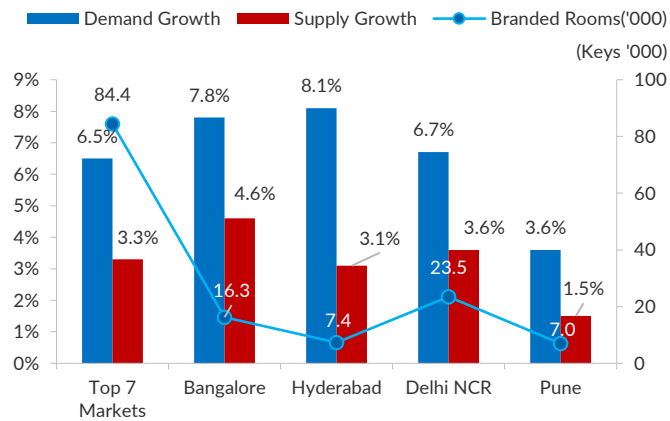
Source: Company, YES Sec

Exhibit 44: SAMHI's top markets show 36% days having 90%+ occupancy, which can improve further



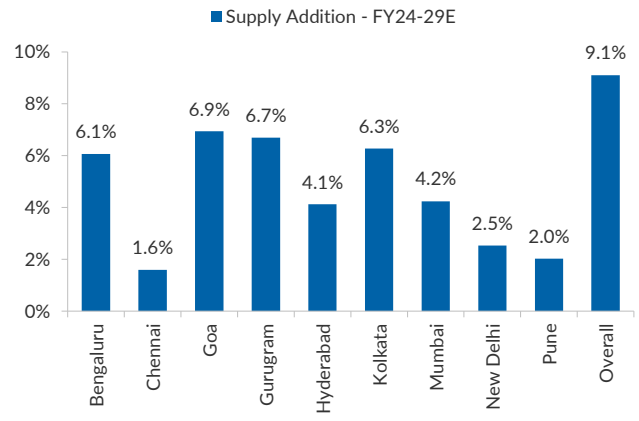
Source: Company, YES Sec

Exhibit 45: Demand growth in top markets to outpace supply over FY25-29E



Source: Industry Reports, YES Sec

Exhibit 46: Supply growth in key cities to be lower than overall supply growth, which should support ARR



Source: Industry Reports, YES Sec

Exhibit 47: Indian Hospitality Sector - Valuation Matrix

Company Name	Reco	TP (INR)	P/E		P/B		EV/EBITDA		EV/Sales		Net D/E		RoCE	
			FY26E	FY27E	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E
Indian Hotels	NEUTRAL	835	55.2	50.5	7.1	6.2	30.2	26.1	10.6	9.2	-0.3	-0.4	18.8	19.0
Lemon Tree	BUY	190	48.3	36.7	9.3	7.4	20.5	17.3	10.5	9.2	0.9	0.5	16.4	19.5
EIH Ltd	REDUCE	380	33.5	30.8	4.8	4.2	23.0	20.6	8.3	7.5	-0.3	-0.3	14.9	14.1
Chalet Hotels	BUY	1,090	33.9	24.6	6.0	4.8	25.7	20.3	8.7	7.2	0.7	0.5	13.5	15.5
Park Hotels	BUY	235	26.2	20.7	2.3	2.1	13.6	10.8	4.5	3.9	0.0	0.1	9.3	10.0
SAMHI Hotels	BUY	305	30.6	17.5	2.3	2.0	12.1	10.0	4.7	4.1	0.6	0.4	8.5	9.6

Source: Company, YES Sec Estimates

Exhibit 48: SAMHI HOTELS (SAMHI IN) - YSec Estimates vs Consensus

Chalet Hotels (CHALET IN)	YES Sec Estimates		BBG Consensus		% Difference	
	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E
Revenue (INR mn)	12,664	14,203	12,831	14,507	-1.3%	-2.1%
EBITDA (INR mn)	4,904	5,749	4,823	5,566	1.7%	3.3%
EBITDA Margin (%)	38.7%	40.5%	37.6%	38.4%	110bps	210bps
PAT (INR mn)	1,547	2,702	1,921	2,703	-19.5%	0%
PAT Margin (%)	12.2%	19.0%	15.0%	18.6%	-280bps	40bps

Source: Bloomberg, YES Sec Estimates

Exhibit 49: SAMHI Hotels - Financial Dashboard

(INR mn)	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Key Financials								
Revenue	1,696	3,227	7,386	9,574	11,205	12,664	14,203	16,433
Total Expenditure	2,390	3,113	5,008	6,909	7,134	7,760	8,455	9,515
EBITDA	-694	114	2,377	2,665	4,071	4,904	5,749	6,919
% Margin	-40.9%	3.5%	32.2%	27.8%	36.3%	38.7%	40.5%	42.1%
Reported PAT	-4,777	-4,064	-3,770	-882	1,244	1,547	2,702	3,897
% Margin	-281.7%	-125.9%	-51.0%	-9.2%	11.1%	12.2%	19.0%	23.7%

(INR mn)	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Return Ratios								
ROCE (%)	(11.5)	(2.7)	6.0	5.2	7.2	8.5	9.6	11.3
ROE (%)	243.9	102.9	48.8	(155.7)	9.2	9.7	12.4	15.5
ROIC (%)	(17.6)	(4.5)	7.7	6.4	7.3	8.6	10.1	12.2
Cash Flow								
Operating Cash Flow	217	263	2,174	2,747	3,570	4,917	5,536	6,510
Free Cash Flow	210	263	3,042	2,370	2,199	3,567	3,536	4,710
Borrowings								
Net Debt (INR mn)	22,320	24,326	25,585	19,289	20,585	11,573	9,682	6,430
Net Debt/EBITDA	(32.8)	230.5	10.9	7.4	5.1	2.4	1.7	1.0
Net D/E	(11.6)	(4.1)	(3.2)	1.9	1.8	0.6	0.4	0.2
Revenue Mix (%)								
Rooms	64%	66%	72%	71%	72%	72%	73%	74%
F&B	30%	29%	25%	25%	25%	24%	23%	22%
Property mgmt & Space Rental	4%	2%	1%	1%	0%	1%	1%	2%
Other Services	2%	2%	2%	3%	3%	3%	2%	2%

Source: Company, YES Sec

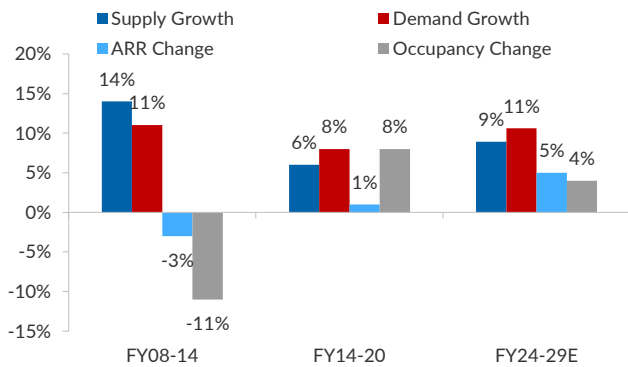
Exhibit 50: SAMHI Hotels – Operational Dashboard

Operational Dashboard	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Inventory Break-up								
Upper Upscale and Upscale	1,074	1,074	1,074	1,074	1,074	1,150	1,367	1,651
Upper Mid-scale	1,412	1,412	1,201	2,163	2,189	2,047	1,830	1,802
Mid-scale	1,564	1,564	1,564	1,564	1,560	1,729	1,729	1,729
Total	4,050	4,050	3,839	4,801	4,823	4,926	4,926	5,182
Inventory Mix (%)								
Upper Upscale and Upscale	27%	27%	28%	22%	22%	23%	28%	32%
Upper Mid-scale	35%	35%	31%	45%	45%	42%	37%	35%
Mid-scale	39%	39%	41%	33%	32%	35%	35%	33%
ARR (INR)								
Upper Upscale and Upscale	3,607	4,263	7,902	8,954	10,108	11,119	12,119	12,968
Upper Mid-scale	2,779	3,259	4,917	5,580	6,227	6,787	7,330	7,770
Mid-scale	1,778	2,092	3,210	3,523	3,830	4,098	4,344	4,605
Average ARR	2,624	3,149	5,316	5,352	6,285	6,895	7,654	8,421
Occupancy (%)								
Upper Upscale and Upscale	23.8%	47.6%	71.4%	74.0%	78.0%	76.5%	77.5%	78.0%
Upper Mid-scale	34.7%	52.0%	74.5%	72.0%	72.0%	73.0%	74.0%	74.5%
Mid-scale	24.7%	39.3%	69.4%	72.0%	75.0%	73.5%	75.0%	75.5%
Average Occupancy	28.0%	45.9%	71.5%	72.4%	74.3%	74.0%	75.3%	75.9%
RevPAR (INR)								
Upper Upscale and Upscale	857	2,028	5,641	6,648	7,915	8,506	9,393	10,115
Upper Mid-scale	965	1,693	3,663	4,026	4,457	4,955	5,425	5,789
Mid-scale	439	822	2,226	2,533	2,868	3,012	3,258	3,476
Average RevPAR	733	1,445	3,803	3,877	4,670	5,102	5,765	6,396
Avg F&B/ Occupied Room	1,234	1,400	1,816	1,892	2,126	2,296	2,434	2,556

Source: Company, YES Sec

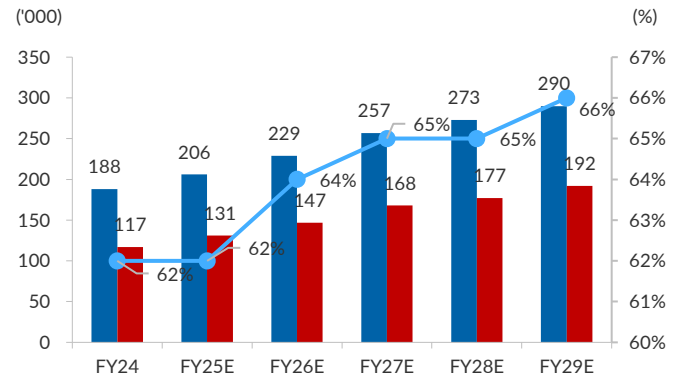
INDUSTRY OVERVIEW

Exhibit 51: Demand to outpace supply over FY24-29E, resulting in improvement in Occupancy and ARR



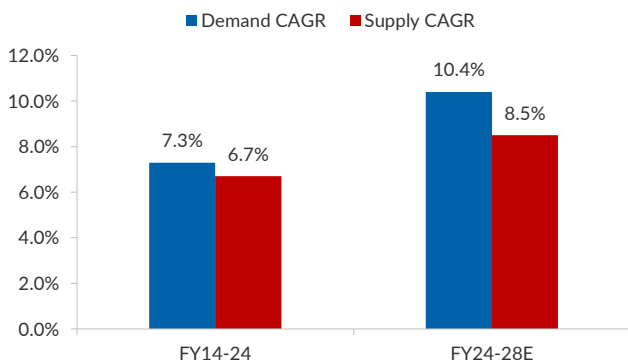
Source: Industry Reports, YES Sec

Exhibit 52: Demand growth expected at ~11% CAGR vs supply growth at 9% CAGR



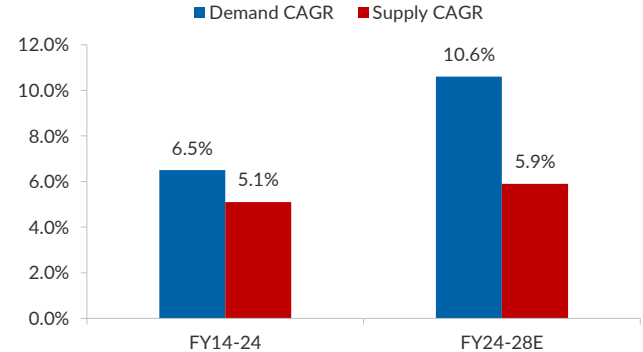
Source: Industry Reports, YES Sec

Exhibit 53: Demand-Supply Gap expected to be higher over FY24-28E compared to FY14-24 for industry



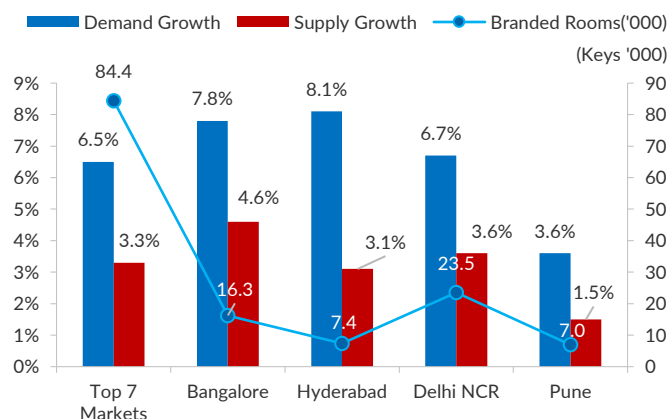
Source: Industry Reports, YES Sec

Exhibit 54: With Luxury segment expected to witness even higher demand-supply mismatch



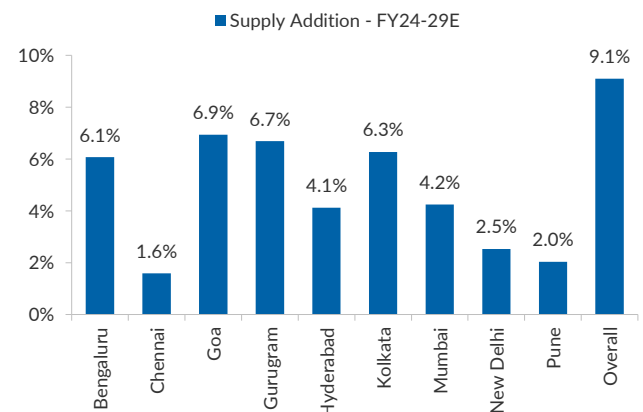
Source: Industry Reports, YES Sec

Exhibit 55: Demand growth in top markets to outpace supply over FY25-29E



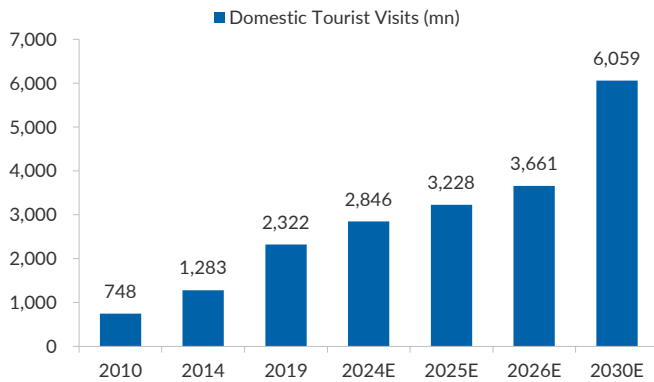
Source: Industry Reports, YES Sec

Exhibit 56: Supply growth in key cities to be lower than overall supply growth, which should support ARR



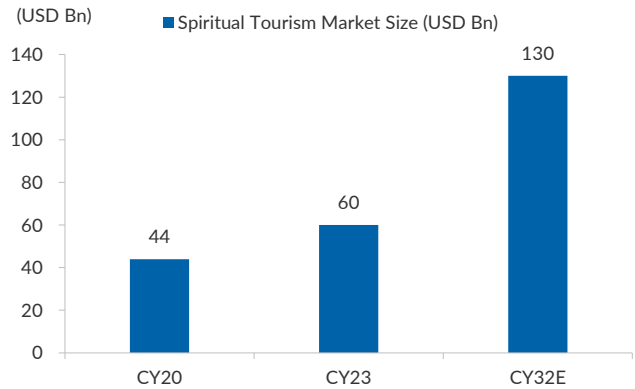
Source: Industry Reports, YES Sec

Exhibit 57: Domestic tourism will support demand with tourist visits est to grow at ~13% CAGR over CY24-30E



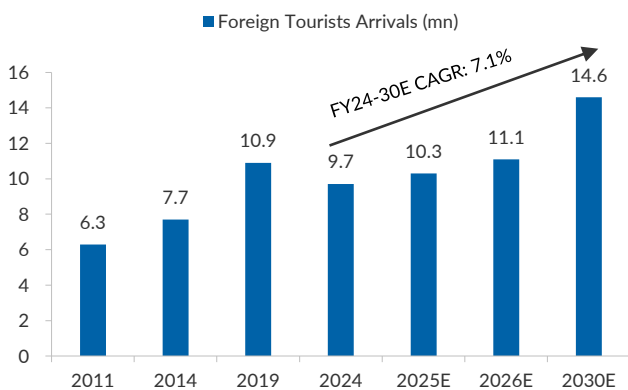
Source: Industry Reports, YES Sec

Exhibit 58: Supported by sharp growth in spiritual tourism in India



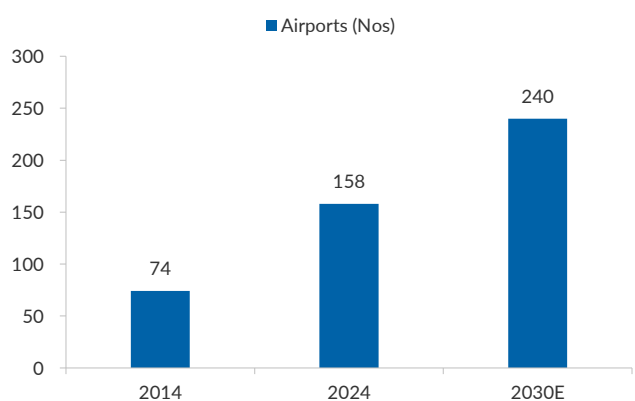
Source: Industry Reports, YES Sec

Exhibit 59: Foreign Tourists Arrivals (FTAs) have significant runway for growth



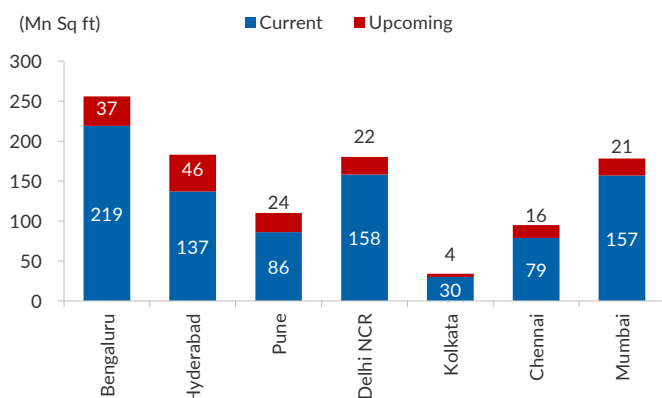
Source: Industry Reports, YES Sec

Exhibit 60: Demand will be supported by higher number of airports, est to grow 1.5x by FY30E



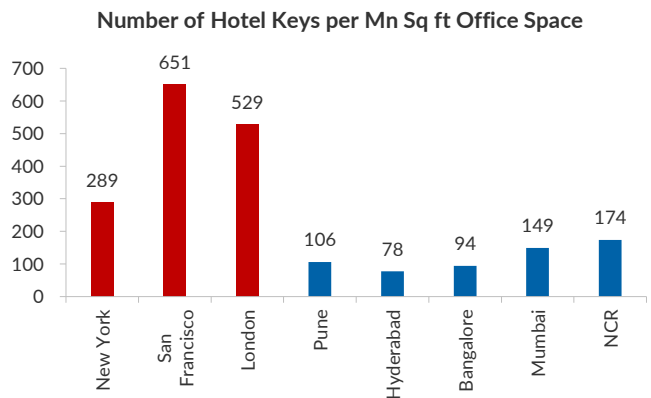
Source: Industry Reports, YES Sec

Exhibit 61: Office market supply to increase by ~20% in top markets



Source: Company, YES Sec

Exhibit 62: Number of Keys per Mn Sq Ft of office space are much lower compared to global hubs



Source: Company, YES Sec

SECTOR DASHBOARD

Exhibit 63: Indian Hospitality Sector Coverage – Financial Dashboard

Financial Dashboard	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Revenue (INR mn)										
Indian Hotels	45,120	44,631	15,752	30,562	58,099	67,688	83,345	99,046	113,064	128,637
EIH Ltd	18,108	15,963	4,935	9,853	20,188	25,113	27,432	28,328	31,006	34,772
Lemon Tree	5,495	6,694	2,517	4,022	8,750	10,711	12,861	14,645	16,306	17,779
Chalet Hotels (Ex-Real Estate)	9,872	9,811	2,856	5,078	11,285	14,173	17,178	21,102	24,983	28,505
Park Hotels			1,808	2,587	5,105	5,790	6,315	7,186	8,566	10,554
SAMHI Hotels			1,696	3,227	7,386	9,574	11,205	12,664	14,203	16,433
EBITDA (INR mn)										
Indian Hotels	8,297	9,675	(3,618)	4,048	18,046	21,571	27,693	34,922	39,698	45,603
EIH Ltd	4,059	2,903	(2,833)	(13)	5,974	9,269	10,170	10,214	11,273	13,116
Lemon Tree	1,688	2,434	613	1,187	4,476	5,232	6,341	7,534	8,690	9,579
Chalet Hotels (Ex-Real Estate)	3,192	3,366	71	985	4,528	5,846	7,359	9,612	12,066	14,493
Park Hotels			134	492	1,631	1,925	2,084	2,397	3,094	4,088
SAMHI Hotels			(694)	114	2,377	2,665	4,071	4,904	5,749	6,919
EBITDA Margin (%)										
Indian Hotels	18.4	21.7	(23.0)	13.2	31.1	31.9	33.2	35.3	35.1	35.5
EIH Ltd	22.4	18.2	(57.4)	(0.1)	29.6	36.9	37.1	36.1	36.4	37.7
Lemon Tree	30.7	36.4	24.3	29.5	51.2	48.8	49.3	51.4	53.3	53.9
Chalet Hotels (Ex-Real Estate)	32.3	34.3	2.5	19.4	40.1	41.2	42.8	45.5	48.3	50.8
Park Hotels			7.4	19.0	32.0	33.2	33.0	33.4	36.1	38.7
SAMHI Hotels			(40.9)	3.5	32.2	27.8	36.3	38.7	40.5	42.1
APAT (INR mn)										
Indian Hotels	2,819	3,237	(8,401)	(2,594)	10,001	12,591	16,790	19,564	21,388	24,506
EIH Ltd	1,863	1,492	(3,438)	(1,389)	3,664	6,445	7,395	7,387	8,035	9,591
Lemon Tree	529	(95)	(1,271)	(874)	1,146	1,485	1,966	2,791	3,674	4,385
Chalet Hotels (Ex-Real Estate)	(46)	1,058	(1,359)	(782)	1,516	2,782	1,426	4,334	5,971	7,506
Park Hotels			(646)	(276)	481	688	836	1,228	1,552	2,155
SAMHI Hotels			(4,768)	(4,294)	(3,530)	(1,797)	1,001	1,547	2,702	3,897
APAT Margin (%)										
Indian Hotels	6.2	7.3	(53.3)	(8.5)	17.2	18.6	20.1	19.8	18.9	19.1
EIH Ltd	10.3	9.3	(69.7)	(14.1)	18.1	25.7	27.7	26.1	25.9	27.6
Lemon Tree	9.6	(1.4)	(50.5)	(21.7)	13.1	13.9	15.3	19.1	22.5	24.7
Chalet Hotels (Ex-Real Estate)	(0.5)	10.8	(47.6)	(15.4)	13.4	19.6	8.3	20.5	23.9	26.3
Park Hotels			(35.7)	(10.7)	9.4	11.9	13.2	17.1	18.1	20.4
SAMHI Hotels			(281.2)	(133.1)	(47.8)	(18.8)	8.9	12.2	19.0	23.7
Net Debt (INR mn)										
Indian Hotels	18,739	18,502	30,307	(1,055)	(9,925)	(19,492)	(28,557)	(41,863)	(59,236)	(80,511)
EIH Ltd	2,106	1,536	778	185	(4,698)	(7,438)	(10,509)	(13,647)	(17,203)	(22,360)
Lemon Tree	10,759	14,652	15,432	16,384	17,173	18,273	15,794	12,943	8,863	4,021
Chalet Hotels	15,661	17,527	20,503	24,721	27,209	28,987	24,010	25,023	22,875	20,132
Park Hotels			5,906	6,211	5,572	(69)	255	392	1,284	1,592
SAMHI Hotels			22,727	26,354	25,954	19,642	20,919	11,907	10,016	6,764
OCF (INR mn)										
Indian Hotels	7,115	8,235	(4,786)	7,518	17,204	20,670	26,702	29,926	33,275	37,766
EIH Ltd	2,417	3,514	(1,613)	211	6,582	7,484	9,544	7,966	8,487	9,757
Lemon Tree	1,907	1,491	550	1,394	3,903	4,727	5,478	6,277	7,086	7,696
Chalet Hotels	3,831	2,563	627	745	5,442	6,857	9,685	10,589	11,726	11,507
Park Hotels			291	608	1,783	1,731	1,647	2,952	3,758	4,685
SAMHI Hotels			262	146	2,523	1,703	3,336	4,657	5,458	6,466
FCF (INR mn)										

Financial Dashboard	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Indian Hotels	2,048	2,380	(10,816)	3,866	11,914	13,020	11,327	19,808	25,439	30,256
EIH Ltd	1,272	1,513	(2,076)	157	4,848	4,943	3,461	4,031	3,556	4,830
Lemon Tree	(933)	(4,821)	(234)	685	2,231	1,345	4,484	4,977	6,086	6,696
Chalet Hotels	3,300	1,629	133	226	3,054	2,617	(136)	589	3,726	4,507
Park Hotels			(147)	316	1,345	510	71	193	258	1,185
SAMHI Hotels			210	263	3,042	2,370	2,199	3,567	3,536	4,710
Net D/E (x)										
Indian Hotels	0.4	0.4	0.8	(0.0)	(0.1)	(0.2)	(0.3)	(0.3)	(0.4)	(0.5)
EIH Ltd	0.1	0.0	0.0	0.0	(0.1)	(0.2)	(0.2)	(0.3)	(0.3)	(0.3)
Lemon Tree	1.2	1.5	1.7	2.0	2.0	1.9	1.4	0.9	0.5	0.2
Chalet Hotels	1.1	1.1	1.4	1.8	1.8	1.6	0.8	0.7	0.5	0.4
Park Hotels			1.1	1.2	1.0	(0.0)	0.0	0.0	0.1	0.1
SAMHI Hotels			(11.6)	(4.1)	(3.2)	1.9	1.8	0.6	0.4	0.2
Net Debt/EBITDA (x)										
Indian Hotels	2.3	1.9	(8.4)	(0.3)	(0.5)	(0.9)	(1.0)	(1.2)	(1.5)	(1.8)
EIH Ltd	0.5	0.5	(0.3)	(14.5)	(0.8)	(0.8)	(1.0)	(1.3)	(1.5)	(1.7)
Lemon Tree	6.4	6.0	25.2	13.8	3.8	3.5	2.5	1.7	1.0	0.4
Chalet Hotels (Ex-Real Estate)	4.9	5.2	290.4	25.1	6.0	5.0	3.3	2.6	1.9	1.4
Park Hotels			44.1	12.6	3.4	(0.0)	0.1	0.2	0.4	0.4
SAMHI Hotels			(32.8)	230.5	10.9	7.4	5.1	2.4	1.7	1.0
EV/EBITDA (x)										
Indian Hotels	112.0	96.0	(259.7)	267.6	59.6	49.5	38.4	30.2	26.1	22.3
EIH Ltd	56.5	78.9	(88.0)	(19,529.3)	40.8	26.1	23.4	23.0	20.6	17.3
Lemon Tree	88.4	63.5	254.8	131.9	35.2	30.4	24.7	20.5	17.3	15.2
Chalet Hotels (Ex-Real Estate)	70.2	67.1	3,240.8	236.6	52.0	40.7	33.4	25.7	20.3	16.7
Park Hotels			241.1	66.3	19.6	14.1	15.6	13.6	10.8	8.3
SAMHI Hotels			(55.8)	370.6	18.5	24.7	16.5	12.0	9.9	7.7

Source: Company, YES Sec

Exhibit 64: Indian Hospitality Sector Coverage – Return Ratios, Asset Turnover and Working Capital Days

Return Ratios, WC, Asset Turn	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
ROCE (%)										
Indian Hotels	6.6	7.7	(6.4)	1.4	12.8	15.3	17.6	18.8	19.0	19.6
EIH Ltd	7.5	4.7	(7.7)	(1.5)	12.1	18.5	17.9	14.9	14.1	14.5
Lemon Tree	4.9	5.2	(1.0)	0.8	10.4	11.5	13.0	16.4	19.5	21.7
Chalet Hotels (Ex-Real Estate)	6.3	5.8	(1.9)	0.0	7.0	7.5	8.4	9.9	11.1	11.9
Park Hotels			(2.0)	1.2	8.4	9.7	9.6	9.3	10.0	11.6
SAMHI Hotels			(11.5)	(2.7)	6.0	5.2	7.2	8.5	9.6	11.3
ROE (%)										
Indian Hotels	6.6	7.4	(21.0)	(4.8)	13.3	14.4	16.3	16.3	15.6	15.6
EIH Ltd	6.3	4.9	(11.0)	(4.5)	11.4	17.6	17.8	15.1	14.5	15.2
Lemon Tree	6.2	(0.8)	(13.0)	(10.1)	13.5	16.3	18.5	21.4	22.5	21.6
Chalet Hotels (Ex-Real Estate)	(0.5)	7.1	(9.2)	(5.7)	10.5	16.4	5.8	12.8	14.4	15.1
Park Hotels			(12.0)	(5.3)	9.0	7.8	6.7	9.1	10.5	12.9
SAMHI Hotels			243.9	102.9	48.8	(155.7)	9.2	9.7	12.4	15.5
ROIC (%)										
Indian Hotels	5.2	7.1	(7.9)	(0.0)	12.4	14.0	17.6	20.5	22.7	25.6
EIH Ltd	7.1	5.4	(11.7)	(4.8)	13.0	21.2	22.3	20.1	19.7	20.8
Lemon Tree	8.5	36.3	(1.2)	0.4	9.0	10.1	10.8	12.1	14.1	15.6
Chalet Hotels (Ex-Real Estate)	4.0	10.0	(2.8)	(0.5)	10.2	19.2	6.8	17.4	18.4	19.5
Park Hotels			(4.4)	0.6	8.8	11.3	7.1	8.7	9.9	11.6
SAMHI Hotels			(17.6)	(4.5)	7.7	6.4	7.3	8.6	10.1	12.2
Fixed Asset Turnover (x)										
Indian Hotels	0.7	0.6	0.2	0.4	0.6	0.7	0.7	0.8	0.8	0.9

Return Ratios, WC, Asset Turn	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
EIH Ltd	0.7	0.6	0.2	0.4	0.8	1.0	1.0	0.9	0.8	0.8
Lemon Tree	0.3	0.2	0.1	0.1	0.3	0.3	0.3	0.4	0.4	0.4
Chalet Hotels	0.3	0.3	0.1	0.2	0.3	0.4	0.4	0.5	0.5	0.4
Park Hotels			0.2	0.3	0.5	0.5	0.5	0.5	0.5	0.5
SAMHI Hotels			0.1	0.2	0.4	0.4	0.4	0.4	0.4	0.5
Asset Turnover (x)										
Indian Hotels	0.6	0.5	0.2	0.3	0.5	0.5	0.5	0.6	0.6	0.6
EIH Ltd	0.5	0.4	0.1	0.3	0.5	0.6	0.5	0.5	0.4	0.4
Lemon Tree	0.3	0.2	0.1	0.1	0.3	0.3	0.3	0.4	0.4	0.4
Chalet Hotels	0.3	0.3	0.1	0.1	0.3	0.3	0.3	0.4	0.5	0.3
Park Hotels			0.2	0.2	0.4	0.4	0.4	0.4	0.4	0.4
SAMHI Hotels			0.2	0.2	0.4	0.4	0.4	0.4	0.4	0.4
Inventory (Days)										
Indian Hotels	8	10	18	14	10	9	9	9	9	9
EIH Ltd	16	17	24	18	16	14	13	13	13	13
Lemon Tree	6	7	14	10	9	9	8	8	8	8
Chalet Hotels	216	222	513	351	223	238	235	20	9	9
Park Hotels			20	14	10	10	65	64	62	59
SAMHI Hotels			4	3	2	2	2	2	2	2
Debtor (Days)										
Indian Hotels	26	24	51	30	28	26	29	29	29	29
EIH Ltd	50	47	58	43	41	29	32	32	32	32
Lemon Tree	56	27	45	26	23	24	22	22	22	22
Chalet Hotels	18	16	39	31	19	14	17	20	10	10
Park Hotels			39	27	19	21	22	20	18	18
SAMHI Hotels			39	28	25	23	22	22	22	22
Creditor (Days)										
Indian Hotels	32	41	60	53	43	41	38	40	40	40
EIH Ltd	60	58	84	61	78	61	59	59	59	59
Lemon Tree	92	72	148	75	57	43	34	34	34	34
Chalet Hotels	67	60	109	77	81	91	64	64	64	64
Park Hotels			102	63	40	31	30	47	45	43
SAMHI Hotels			153	144	102	67	49	49	49	49

Source: Company, YES Sec

Exhibit 65: Indian Hospitality Sector Coverage – Operational Inventory and Pipeline Comparison

Operational Keys & Pipeline	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Total Keys										
Indian Hotels	17,888	18,924	19,425	20,581	21,686	24,160	26,551	30,553	35,305	43,066
EIH Ltd	4,503	4,572	4,567	4,512	4,247	4,269	4,149	4,022	4,106	4,451
Lemon Tree	5,411	8,006	8,309	8,489	8,382	9,863	10,324	13,244	15,056	15,615
Chalet Hotels	2,331	2,331	2,554	2,554	2,634	3,052	3,020	3,389	3,774	3,964
Park Hotels			1,612	1,865	2,009	2,395	2,394	2,778	3,358	4,158
SAMHI Hotels			4,050	4,050	3,839	4,801	4,823	4,926	4,926	5,182
Owned/Leased Keys (Incl. Sub)										
Indian Hotels	9,974	10,293	10,300	10,384	10,273	11,127	12,084	13,066	13,986	15,031
EIH Ltd	2,352	2,436	2,436	2,381	2,368	2,390	2,270	2,171	2,221	2,371
Lemon Tree	3,570	5,192	5,192	5,192	5,090	5,759	5,759	5,759	5,759	5,759
Chalet Hotels	2,331	2,331	2,554	2,554	2,634	3,052	3,020	3,389	3,774	3,964
Park Hotels			1,223	1,223	1,280	1,345	1,395	1,573	1,653	1,953
SAMHI Hotels			4,050	4,050	3,839	4,801	4,823	4,926	4,926	5,182
Managed Keys										
Indian Hotels	5,078	5,832	6,398	7,439	10,738	12,314	14,490	18,061	21,893	28,634
EIH Ltd	1,104	1,089	1,089	1,089	837	837	837	809	843	888

Operational Keys & Pipeline	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Lemon Tree	1,841	2,814	3,117	3,297	3,292	4,104	4,565	7,485	9,297	9,856
Chalet Hotels	-	-	-	-	-	-	-	-	-	-
Park Hotels			389	642	729	1,050	999	1,205	1,705	2,205
SAMHI Hotels			-	-	-	-	-	-	-	-
JV/Associate Keys										
Indian Hotels			2,806	2,806	2,808	2,689	2,689	2,689	2,942	2,942
EIH Ltd			1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,192
Owned Keys Share (%)										
Indian Hotels	55.8	54.4	53.0	50.5	47.4	46.1	45.5	42.8	39.6	34.7
EIH Ltd	52.2	53.3	53.3	52.8	55.8	56.0	54.7	54.0	54.1	53.3
Lemon Tree	11.1	9.0	8.7	8.5	7.4	6.3	6.1	4.7	4.2	4.0
Chalet Hotels	100	100	100	100	100	100	100	100	100	100
Park Hotels			76	66	64	56	58	57	49	47
SAMHI Hotels			100	100	100	100	100	100	100	100
Managed Keys Share (%)										
Indian Hotels	28.4	30.8	32.9	36.1	49.5	51.0	54.6	59.1	62.0	66.1
EIH Ltd	24.5	23.8	23.8	24.1	19.7	19.6	20.2	20.1	20.5	20.0
Lemon Tree	32.7	34.0	35.1	37.5	38.8	39.3	41.6	44.2	56.5	61.7
Chalet Hotels	-	-	-	-	-	-	-	-	-	-
Park Hotels			24.1	34.4	36.3	43.8	41.7	43.4	50.8	53.0
SAMHI Hotels			-	-	-	-	-	-	-	-
JV/Associate Keys Share (%)										
Indian Hotels			14.4	13.6	12.9	11.1	10.1	8.8	8.3	6.8
EIH Ltd			22.8	23.1	24.5	24.4	25.1	25.9	25.4	26.8

Source: Company, YES Sec

Exhibit 66: Indian Hospitality Sector Coverage – Operational Metrics Dashboard

Operational Metrics	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
ARR (INR)										
Indian Hotels	9,024	8,572	4,858	7,305	11,391	12,072	12,660	13,420	14,091	14,514
EIH Ltd	12,491	12,148	7,729	10,268	14,866	18,266	20,457	22,912	24,631	26,109
Lemon Tree	3,965	3,801	2,631	3,472	5,354	5,629	6,381	6,917	7,484	8,083
Chalet Hotels	8,259	8,639	4,047	4,617	8,895	10,601	11,835	13,255	14,448	15,315
Park Hotels			2,983	3,631	5,860	6,408	6,728	7,333	7,920	8,554
SAMHI Hotels			2,624	3,149	5,316	5,352	6,285	6,895	7,654	8,421
RevPAR (INR)										
Indian Hotels	5,979	5,660	1,869	3,898	7,609	8,352	8,779	9,127	9,647	9,976
EIH Ltd	8,944	8,261	2,145	4,955	11,410	14,019	16,315	18,043	19,643	21,083
Lemon Tree	3,023	2,596	1,041	1,595	3,644	3,873	4,568	5,199	5,746	6,255
Chalet Hotels	6,277	6,134	1,214	2,355	6,404	7,739	8,616	9,544	10,764	11,486
Park Hotels	-	-	2,006	2,872	5,380	5,901	6,257	6,233	6,890	7,271
SAMHI Hotels	-	-	733	1,445	3,803	3,877	4,670	5,102	5,765	6,396
Occupancy (%)										
Indian Hotels	66.3	66.0	38.5	53.4	66.8	69.2	69.3	68.0	68.5	68.7
EIH Ltd	71.6	68.0	27.8	48.3	76.8	76.8	79.8	78.8	79.8	80.8
Lemon Tree	76.2	68.3	39.6	45.9	68.1	68.8	71.6	75.2	76.8	77.4
Chalet Hotels	76.0	71.0	30.0	51.0	72.0	73.0	72.8	72.0	74.5	75.0
Park Hotels			67.3	79.1	91.8	92.1	93.0	85.0	87.0	85.0
SAMHI Hotels			28.0	45.9	71.5	72.4	74.3	74.0	75.3	75.9
Room Revenue as % of sales										
Indian Hotels	48.2	47.6	44.6	48.3	49.1	50.1	46.5	43.9	43.6	42.5
EIH Ltd	42.4	46.0	38.6	43.7	48.8	48.7	49.3	50.5	51.4	52.5
Lemon Tree	71.7	73.5	78.4	75.2	77.4	76.0	74.7	74.6	74.1	74.0
Chalet Hotels (Ex-Real Estate)	54.1	53.2	39.6	43.2	54.6	56.4	56.0	55.5	56.3	55.5

Operational Metrics	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Park Hotels			49.2	49.5	49.2	50.0	50.5	49.8	48.5	49.1
SAMHI Hotels			63.9	66.2	72.1	71.0	72.5	72.4	73.0	73.6
F&B revenue as % of sales										
Indian Hotels	39.5	39.0	34.6	34.7	36.7	35.3	31.2	29.0	28.2	27.5
EIH Ltd	27.4	28.7	31.6	29.7	25.0	21.6	20.9	20.3	20.2	20.4
Lemon Tree	17.0	16.1	13.1	13.9	12.5	12.4	11.8	11.5	11.2	10.9
Chalet Hotels	45.0	45.0	45.0	40.0	35.5	33.4	32.1	24.6	24.0	23.4
Park Hotels			17.1	19.3	20.0	19.8	19.4	18.6	17.7	17.2
SAMHI Hotels			30.1	29.4	24.6	25.1	24.5	24.1	23.2	22.3
Management fees as % of sales										
Indian Hotels	4.7	4.8	8.7	7.6	6.9	7.0	7.0	8.4	9.6	11.8
EIH Ltd	2.7	2.5	3.2	2.7	2.9	2.8	2.7	2.8	2.8	2.8
Lemon Tree	3.2	3.1	3.1	4.4	4.1	4.7	4.7	5.6	6.7	7.3
Chalet Hotels	-	-	-	-	-	-	-	-	-	-
Park Hotels			1.5	2.0	1.8	2.1	2.2	2.6	3.2	3.5
SAMHI Hotels	-	-	-	-	-	-	-	-	-	-
F&B as % of room revenue										
Indian Hotels	81.8	81.8	77.6	71.7	74.8	70.3	67.2	65.9	64.7	64.7
EIH Ltd	64.7	62.3	81.7	67.9	51.1	44.4	42.5	40.2	39.3	38.9
Lemon Tree	23.7	22.0	16.7	18.5	16.2	16.3	15.8	15.5	15.2	14.7
Chalet Hotels	56.5	53.6	60.4	71.3	55.0	50.1	47.2	44.3	42.6	42.2
Park Hotels			34.8	39.1	40.7	39.6	38.5	37.4	36.4	35.0
SAMHI Hotels			47.0	44.4	34.2	35.3	33.8	33.3	31.8	30.3
Avg F&B/occupied room										
Indian Hotels	7,383	7,013	3,772	5,238	8,524	8,492	8,508	8,848	9,114	9,387
EIH Ltd	8,086	7,564	6,315	6,971	7,597	8,118	8,686	9,207	9,668	10,151
Lemon Tree	938	835	440	644	868	918	1,009	1,070	1,134	1,191
Chalet Hotels	4,664	4,632	2,445	3,293	4,891	5,314	5,589	5,868	6,161	6,470
Park Hotels			1,038	1,418	2,384	2,537	2,588	2,744	2,881	2,996
SAMHI Hotels			510	950	1,820	2,402	2,770	3,055	3,296	3,671
Avg Mgmt Fees / Occ. room										
Indian Hotels	1,702	1,494	1,486	1,598	1,591	1,745	1,780	1,923	2,057	2,181
EIH Ltd	995	844	1,024	862	1,228	1,485	1,574	1,621	1,669	1,720
Lemon Tree	363	315	195	357	473	524	544	527	543	559
Chalet Hotels	-	-	-	-	-	-	-	-	-	-
Park Hotels			502	374	489	452	506	531	547	563
SAMHI Hotels	-	-	-	-	-	-	-	-	-	-

Source: Company, YES Sec

Exhibit 67: Indian Hospitality Sector Coverage – Costs Dashboard

Costs Dashboard	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Costs as % of sales										
F&B consumed (as % of sales)										
Indian Hotels	9.0	8.3	9.1	8.4	8.1	7.7	9.3	8.6	8.5	8.3
EIH Ltd	13.5	12.5	14.8	13.5	9.5	9.1	9.0	8.7	8.6	8.6
Lemon Tree	9.1	8.5	7.1	6.9	5.7	5.9	5.9	5.7	5.4	5.2
Chalet Hotels	8.8	8.4	8.4	10.6	8.9	7.4	6.8	6.5	6.2	6.1
Park Hotels			15.0	13.7	13.5	13.1	12.6	12.1	11.5	11.2
SAMHI Hotels			10.9	10.2	7.8	7.5	7.2	7.0	6.7	6.4
Employees Cost (as % of sales)										
Indian Hotels	32.6	33.5	56.8	37.6	27.2	26.7	25.8	24.8	24.7	24.3
EIH Ltd	26.5	29.4	69.9	37.9	21.4	19.6	19.9	21.5	21.8	21.2
Lemon Tree	21.9	23.2	28.0	24.2	17.1	17.5	17.0	16.3	15.8	15.8
Chalet Hotels	14.7	15.5	31.3	19.7	13.4	13.7	13.6	12.6	12.1	10.2

Costs Dashboard	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Park Hotels			30.5	24.8	19.5	19.9	22.4	22.6	21.2	19.3
SAMHI Hotels			51.0	28.1	16.7	22.3	16.0	15.4	15.2	14.8
P & F Cost (as % of sales)										
Indian Hotels	6.1	6.0	11.0	7.4	5.2	4.6	4.0	3.9	3.9	3.8
EIH Ltd	6.9	7.3	13.8	8.9	5.8	4.9	4.4	4.0	3.7	3.6
Lemon Tree	9.6	9.2	13.0	10.9	7.9	7.3	6.8	6.2	5.5	5.1
Chalet Hotels	6.8	6.8	11.6	9.1	5.7	5.1	4.9	4.3	3.9	3.7
Park Hotels			10.6	9.6	7.3	6.9	6.9	6.3	5.9	5.8
SAMHI Hotels			18.5	12.9	7.7	7.2	6.7	6.1	5.5	5.0
Other Expenses (as % of sales)										
Indian Hotels	34.0	30.5	46.1	33.3	28.4	29.2	27.6	27.5	27.9	28.1
EIH Ltd	30.7	32.7	58.8	39.9	33.8	29.5	29.7	29.7	29.5	28.9
Lemon Tree	28.7	22.8	27.6	28.5	18.2	20.5	21.0	20.5	20.0	20.0
Chalet Hotels (Ex-Real Estate)	44.1	43.8	56.0	49.5	37.4	37.9	36.6	35.3	33.4	32.9
Park Hotels			36.5	32.9	27.8	26.9	25.2	25.7	25.2	24.9
SAMHI Hotels			60.5	45.4	35.6	35.1	33.8	33.6	33.0	32.6
Costs /Occ. room (INR/room)										
F&B consumed (INR/room)										
Indian Hotels	1,675	1,494	995	1,272	1,888	1,854	2,530	2,631	2,734	2,816
EIH Ltd	3,977	3,298	2,965	3,167	2,900	3,410	3,732	3,959	4,109	4,274
Lemon Tree	501	440	238	320	395	434	506	526	544	572
Chalet Hotels	1,340	1,371	854	1,133	1,443	1,400	1,436	1,555	1,602	1,682
Park Hotels			905	1,001	1,601	1,679	1,678	1,783	1,872	1,947
SAMHI Hotels			449	483	578	566	620	666	701	733
Employees Cost (INR/room)										
Indian Hotels	6,098	6,025	6,183	5,687	6,317	6,425	7,032	7,559	7,998	8,301
EIH Ltd	7,820	7,761	13,986	8,912	6,500	7,347	8,241	9,773	10,471	10,559
Lemon Tree	1,213	1,200	938	1,118	1,184	1,298	1,452	1,507	1,594	1,723
Chalet Hotels		2,521	3,195	2,103	2,183	2,579	2,883	3,017	3,101	2,806
Park Hotels			1,838	1,819	2,320	2,549	2,982	3,328	3,465	3,362
SAMHI Hotels			2,094	1,334	1,227	1,684	1,373	1,466	1,599	1,688
Power & Fuel Cost (INR/room)										
Indian Hotels	1,134	1,088	1,195	1,111	1,210	1,100	1,100	1,188	1,247	1,309
EIH Ltd	2,028	1,918	2,770	2,079	1,751	1,849	1,812	1,812	1,794	1,776
Lemon Tree	530	474	437	503	543	540	583	572	560	560
Chalet Hotels	1,034	1,098	1,186	974	935	955	1,033	1,027	1,007	1,015
Park Hotels			638	700	867	880	924	924	970	1,018
SAMHI Hotels			758	611	571	544	578	578	572	572

Source: Company, YES Sec

INVESTMENT RATIONALE

Focus on fast-growing Tier-1 markets to ensure sustained demand:

SAMHI Hotels has strategically focused on Tier-1/metro markets, which are commercial hubs and thus, act as natural demand drivers for hotels. Company ensures presence across different price points in each market to capture demand across segments. Within each market, SAMHI has strategically placed its assets in right micro-markets, which results in superior ADRs and occupancies for its properties. SAMHI's presence across segments and tie-ups with multiple global brands provides the company with optionality to choose strong location in each city, for which, company can choose the right brand based on the scale of development, room rates potential and competitive intensity.

Majority (~85%) of SAMHI's current portfolio is spread across six key tier-1 locations, including Bangalore (~21%, 1,006 keys), Hyderabad (~17%, 836 keys), Pune (~18%, 873 keys), Delhi NCR (~11%, 514 keys), Chennai (~9%, 438 keys) and Ahmedabad (~9%, 432 keys). While remaining ~15% of the portfolio is spread across tier-2 locations such as Goa (~3%, 130 keys), Vishakhapatnam (~3%, 123 keys), Coimbatore (~3%, 126 keys), Jaipur (~2%, 114 keys), Kolkata (~2%, 113 keys) and Nashik (~2%, 101 keys). Hence, the current portfolio offers decent geographical diversification and at the same time, ensures primary focus on capturing demand in the core markets.

In-line with its strategy, SAMHI's future pipeline is also focused on its key markets, mainly Hyderabad (~55%, 472 keys), Bangalore (~32%, 276 keys), Chennai (~10%, 86 keys) and Pune (~3%, 22 keys). Given strong demand in these markets with limited industry supply, ADR growth is expected to remain robust over the medium-term.

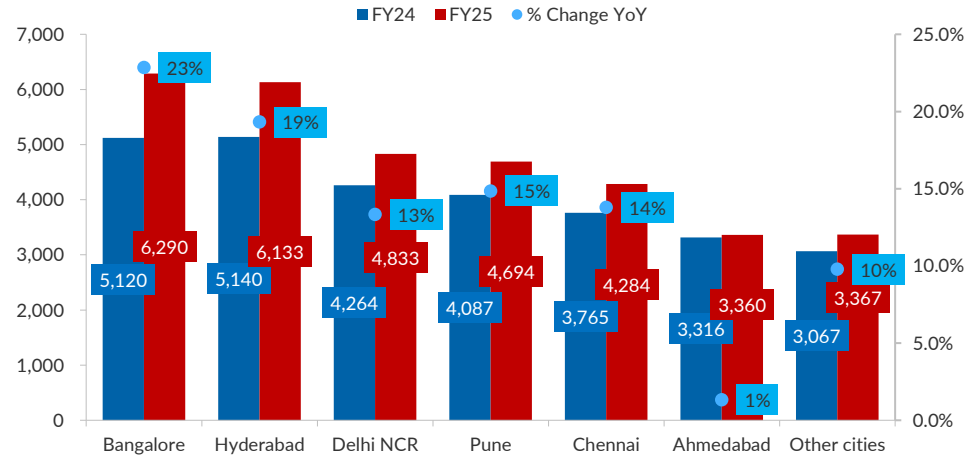
Demand in SAMHI's top markets, viz., Bangalore and Hyderabad, has been driven by strong absorption of office space supported by GCCs, IT and ITes etc. This also results in higher proportion of FTAs for these markets. At the same time, supply in these markets is expected to be muted with Bengaluru supply expected to grow at ~6% CAGR while Hyderabad market supply is expected to grow at ~4% CAGR over FY24-29E. Hence, both these markets should continue their strong momentum in daily rates (ADR) and room nights sold.

Exhibit 68: Strategic focus on demand capture in key cities and micro-markets across price points

Key Cities and Micro-markets	Upscale +	Upper Mid-scale	Mid-scale
NCR			
Gurugram	Hyatt Place		HIEX
Delhi			
Noida			HIEX
Bengaluru			
Whitefield	Westin & Tribute	Fairfield	HIEX
City Centre		Fairfield	
Outer Ring Road	Courtyard	Fairfield	
North Bengaluru			HIEX
Hyderabad			
Hitec City	W		HIEX
Financial District	Sheraton	Fairfield	TBD
City Centre			HIEX
Airport			
Pune			
North	Hyatt Regency	Fairfield Four Points	
Hinjewadi / Pimpri			HIEX

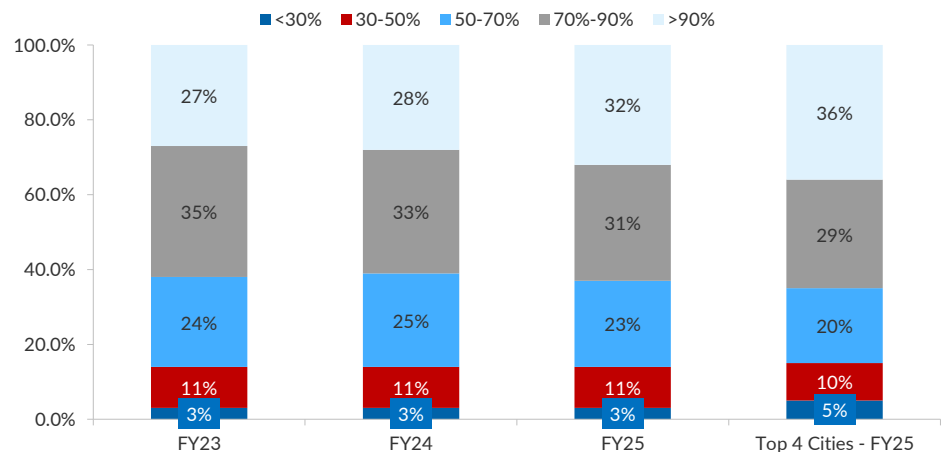
Source: Company, YES Sec

Exhibit 69: SAMHI's Focus Markets have witnessed Robust RevPAR Growth in FY25, driven by robust MICE / Corporate activity



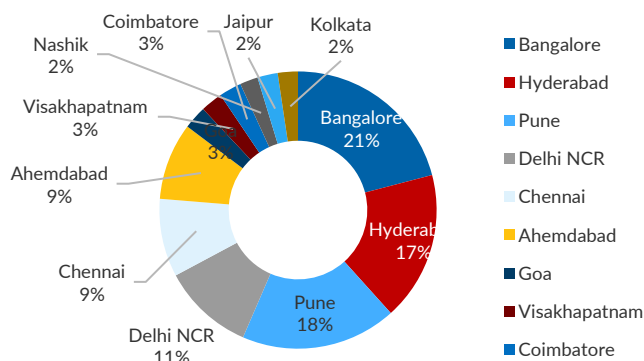
Source: Company, YES Sec

Exhibit 70: SAMHI's top markets show 36% days having 90%+ occupancy, which can improve further



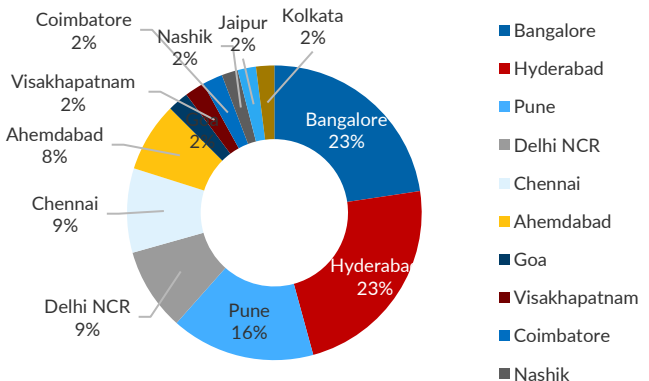
Source: Company, YES Sec

Exhibit 71: 85% of the current portfolio spread across 6 top tier-1 markets for SAMHI



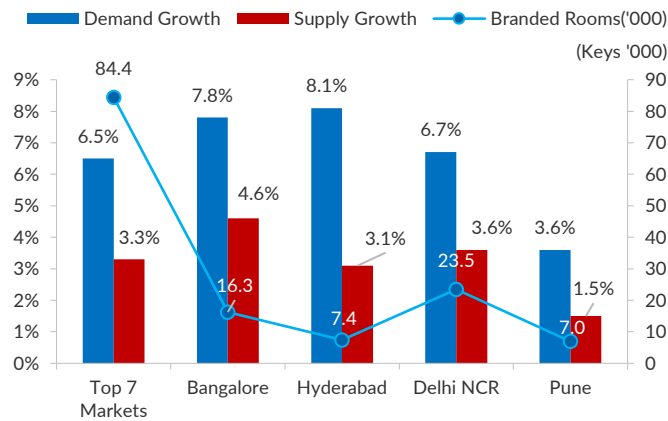
Source: Company, YES Sec

Exhibit 72: Proportion of Bangalore and Hyderabad to increase further with planned keys addition



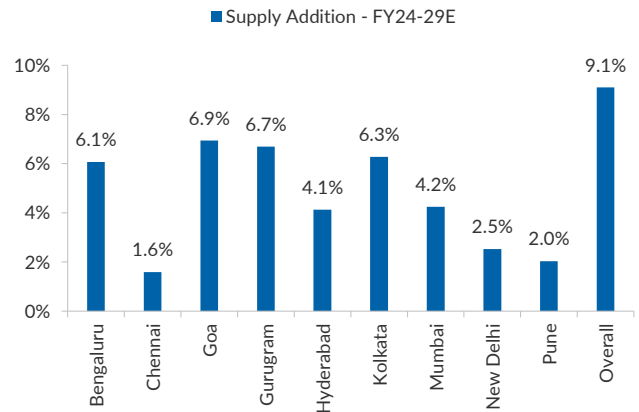
Source: Company, YES Sec

Exhibit 73: Demand growth in top markets to outpace supply over FY25-29E



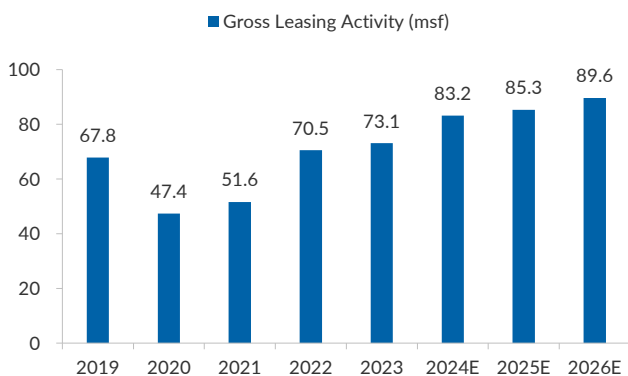
Source: Company, YES Sec

Exhibit 74: Supply growth in key cities to be lower than overall supply growth, which should support ARR's



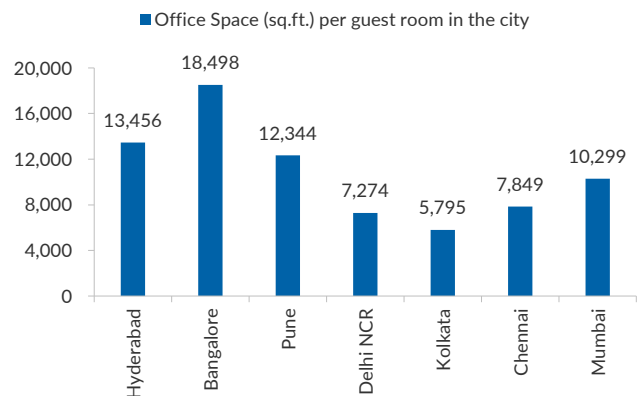
Source: Company, YES Sec

Exhibit 75: SAMHI's top markets have seen highest growth in Air Passenger Traffic over last 10 years



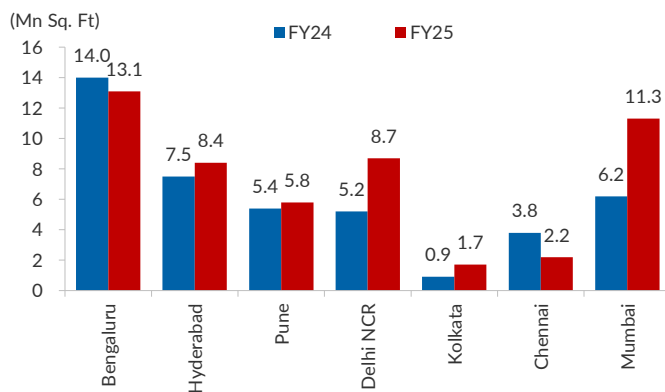
Source: Company, YES Sec

Exhibit 76: Office space/ guest room is highest in Hyd, Bangalore & Pune, which indicates lower room supply



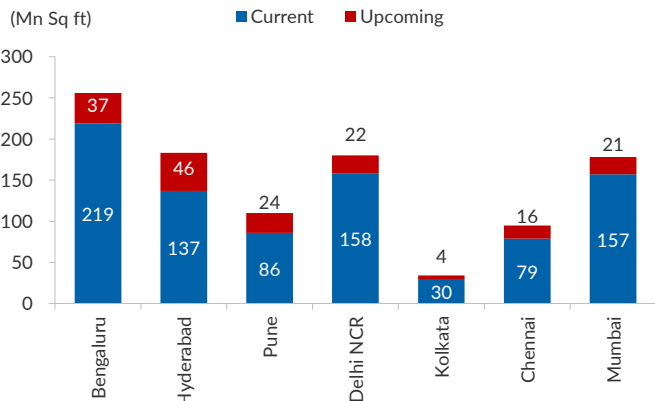
Source: Company, YES Sec

Exhibit 77: Net Absorption trend has remained strong in FY25 across key markets



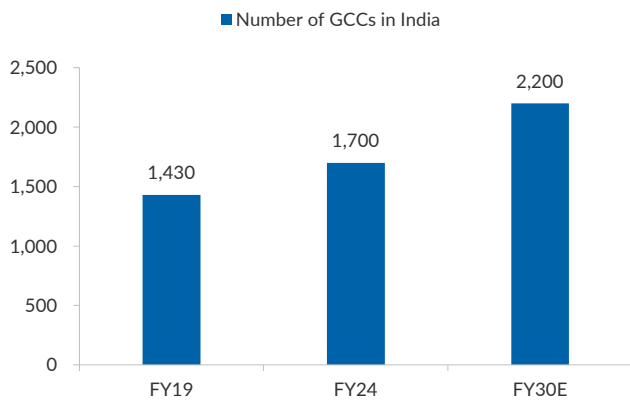
Source: Company, YES Sec

Exhibit 78: Office market supply to increase by ~20% in top markets



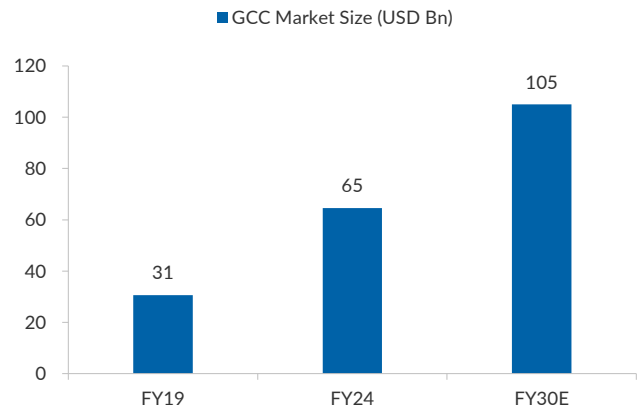
Source: Company, YES Sec

Exhibit 79: Number of GCCs have seen significant increase over FY19-24



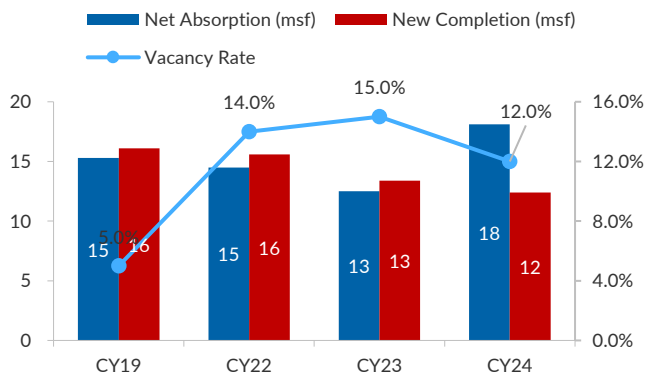
Source: Company, YES Sec

Exhibit 80: GCC Market size is further expected to reach USD105bn by FY30E from USD65bn in FY24



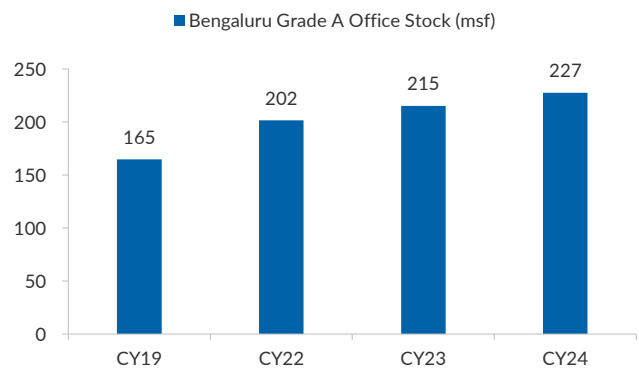
Source: Company, YES Sec

Exhibit 81: Bengaluru market has witnessed strong net absorption trend in CY24..



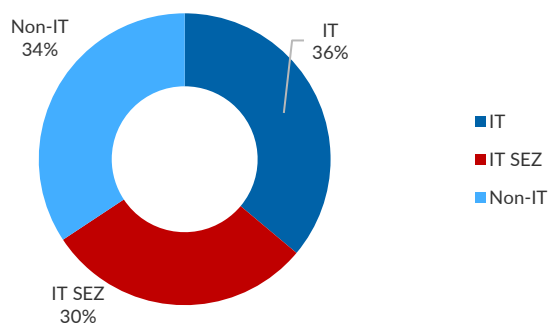
Source: Company, YES Sec

Exhibit 82: With steady improvement in Grade A office stock



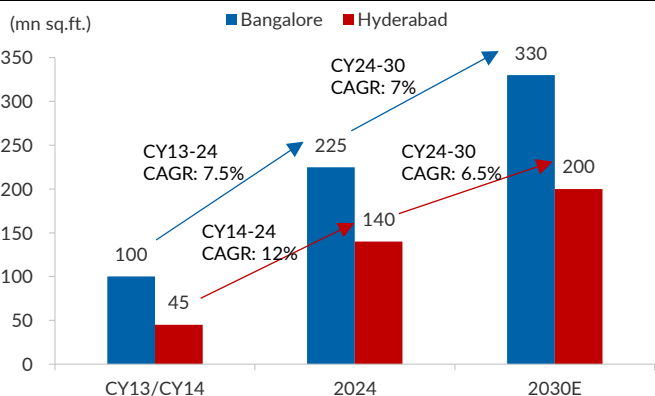
Source: Company, YES Sec

Exhibit 83: IT/ ITes has been the major demand driver for CRE in Bengaluru



Source: Company, YES Sec

Exhibit 84: Bangalore and Hyderabad are transforming into some of the largest office markets globally



Source: Company, YES Sec

Proven Track-Record of Asset Turnaround via Renovation and Re-branding; Ramp-up of Acquired Assets to drive Growth:

SAMHI Hotels has an Acquisition and Turnaround playbook which company has executed successfully multiple times over the past. Company's strategy hinges on acquiring assets at a discount to replacement cost, which ensures robust ROCE post turnaround and sustainability of asset operations during downcycle. Buying an asset at a discount to replacement cost also ensures protection against future supply, as new assets require significantly higher capex, resulting in sub-optimal ROCEs, making the project unsustainable.

Other key pillars of asset turnaround are renovation and re-branding. SAMHI typically prefers hard renovation of asset, which includes revamping common spaces, restructuring rooms including changing room size and redesigning hotel architecture. SAMHI itself drives the product development strategy given its expertise in the real estate development while brands have limited say in the product strategy.

While acquiring any asset, key factors considered are time-to-market and target market selection. Company typically prefers faster time-to-market of less than 2 years for any brownfield expansion or acquisition. Also, focus remains on core tier-1 markets as these markets have clearly outperformed Tier-2/Tier-3 assets for SAMHI and overall industry. SAMHI typically prefers markets where demand is already established and avoids speculating on demand in upcoming markets. This ensures faster ramp-up of newly operationalized assets, due to presence in correct micro-markets, association with right brands and efficient operations.

Some of the key successful turnarounds for SAMHI includes Sheraton, Hyderabad. In Q4FY14, this asset was running at sub-optimal occupancy of ~41% with ARR at ~INR 3.3K. Over next few years, SAMHI undertook major renovations of the asset along with addition of 114 keys to achieve scale. SAMHI also rebranded the property to Sheraton brand. These initiatives have resulted into Sheraton, Hyderabad reporting occupancy of est. ~75%+ with ROCE of 18%+ and ARR of est. ~INR12K as of FY25.

Another example of successful turnaround is the Barque Hotels portfolio, where portfolio operated at ~62% occupancy with ARR at ~INR1.76K in FY17. Post renovation and re-branding the mid-scale hotels to Holiday Inn Express (HIE), portfolio has seen sharp improvement in operational performance with occupancy at ~79% and ARR at ~INR3.8K as of FY24.

SAMHI plans to repeat this playbook in future for its existing assets as well as for planned additions. Company plans to renovate and rebrand the recently acquired Trinity, Bangalore to Tribute brand by Marriott and also plans to add another 220 keys property under Westin brand. Company foresees more than Rs1bn EBITDA per year opportunity for 360 keys combined, at an initial investment of ~Rs2bn and capex of ~Rs4bn, implying more than ~15% ROCE.

SAMHI had acquired portfolio of 6 properties operating in upper mid-scale segment from ACIC in FY24. This portfolio was operating at sub-optimal RevPAR pre-acquisition, which led to sub-par operating margins of ~30% in H1FY24. SAMHI has managed to turnaround the performance of ACIC assets with EBITDA margins reaching ~41.3% in Q4FY25 vs ~44.4% for other same store assets (Excl. ACIC). This was achieved by strategic renovation and re-branding of the assets along with asset recycling for underperforming assets.

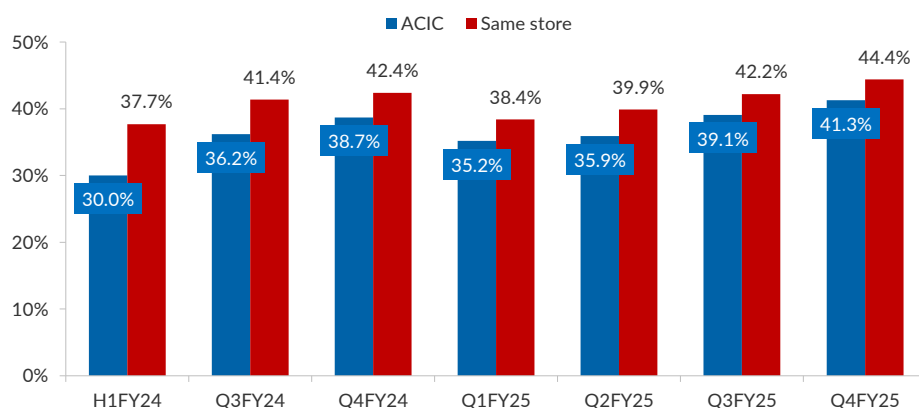
SAMHI is also renovating and re-branding key assets in its ACIC portfolio, which includes Four Points by Sheraton, Pune and FPS, Jaipur. FPS, Pune with 217 keys will be re-branded to Courtyard by Marriott post renovation while FPS, Jaipur with 114 keys will be re-branded to Tribute post renovation. Renovation of these key assets is expected to result in significant improvement in ARR and Occupancy. As a result, we expect further improvement in operating margins for the ACIC portfolio going forward. ACIC portfolio and other acquired assets currently operate at subdued ROCEs of ~5-6% vs ~17-18% for matured assets. Hence, improvement in performance of acquired assets can provide significant boost to overall ROCE for SAMHI.

Exhibit 85: Conversion to premium brand via renovation and brownfield expansion has been the key strategy

Hotel	Rooms	Growth Project	Status	Est. Completion
Renovated / Delivered				
Caspia Pro, Greater Noida	133	Conversion to Holiday Inn Express	Opened (Dec '24)	FY25
Holiday Inn Express, Kolkata	113	New Opening	Opened (May'25)	FY25
Holiday Inn Express, Whitefield, Bengaluru	56	Expansion of inventory	Under pre-opening	FY26
Currently under Renovation / Expansion				
Sheraton, Hyderabad	54	Expansion of inventory (12 rooms/ 42 Apartments)	Under development	FY26
Hyatt Regency, Pune	22	New apartments and one restaurant	Under development	FY26
Four Points by Sheraton, Pune	217	Conversion to Courtyard by Marriott	Planning & designing	FY27
Four Points by Sheraton, Jaipur	114	Conversion to Tribute by Marriott	Planning & designing	FY28
Fairfield by Marriott, Sriperumbudur, Chennai	86	Expansion of inventory	Planning & designing	FY28
New Expansion				
W Hitec City Hyderabad	170	Conversion of office building	Planning & designing	FY28
Westin & Tribute, Whitefield Bengaluru	362	Rebranding & Expansion	Planning & designing	FY29
Mid-Scale Hotel (Long-term variable lease)	260	Cold-shell, Fitouts and Branding to be done by SAMHI	Lease Agreement Signed	FY29

Source: Company, YES Sec

Exhibit 86: Significant improvement in EBITDA margins for ACIC portfolio post acquisition, led by better operational efficiency, rebranding and renovation



Source: Company, YES Sec

Exhibit 87: Acquisition and Turnaround Case Study 1: Sheraton, Hyderabad – pre and post renovation and re-branding comparison

Sheraton, Hyderabad	Pre-Renovation	Post Renovation and Rebranding					
	Q4 FY14	FY16	H1 FY19	FY19	FY22	Q4 FY23	FY24
Number of Rooms	158	216	272	272	272	272	272
Average Occupancy	41	28	74	75	74	77	77
Average Room Rate	3,349	5,888	6,434	6,811	8,370	10,344	12,605
RevPAR	1,377	1,668	4,786	5,124	6,210	7,938	9,766

Source: Company, YES Sec

Exhibit 88: Acquisition and Turnaround Case Study 2: Barque Hotels Portfolio – pre and post renovation and re-branding comparison

Barque Hotels	Pre-Renovation	Post Renovation and Rebranding				
	FY17	Q3FY18	FY19	FY22	Q4 FY23	FY24
Number of Rooms	1,319	1,319	1,427	1,427	1,427	1,427
Average Occupancy	62	62%	67	70	78%	79
Average Room Rate	1,768	1,768	2,752	3,554	3,675	3,757
RevPAR	1,095	1,095	1,852	2,489	2,883	2,966

Source: Company, YES Sec

Exhibit 89: Acquisition and Turnaround Case Study 3: Fairfield by Marriott Hotels– pre and post renovation and re-branding comparison

Barque Hotels	Pre- Renovation	Post Renovation and Rebranding
	Q3 FY18	Q4 FY23
Number of Rooms	334	343
Average Occupancy	45%	76%
Average Room Rate	2,857	5,722
RevPAR	1,279	4,369

Source: Company, YES Sec

Significant Scope for ROCE Improvement Backed by Asset Turnaround, Addition of Leasehold Assets and Focus on Tier-1 markets:

ROCE profile for SAMHI varies significantly across its portfolio, with matured assets delivering ROCE of 17-18% as of FY25 while ACIC portfolio still operates at 5.5-6.5% ROCE as key assets such as FPS Pune and Jaipur have pending renovation and re-branding. Further, FPS, Chennai also delivered sub-optimal performance for the company due to dislocation of the asset. As a result, SAMHI had sold FPS, Chennai in FY25 as a part of its asset recycling strategy and has plans to renovate and re-brand FPS Pune and Jaipur. This, along with continued momentum in Hyderabad and Ahmedabad assets should result in strong improvement in ROCE for ACIC portfolio over medium-term.

SAMHI also has other few assets such as Trinity, Bangalore where turnaround is pending and ROCE for such assets is currently lower at ~4.5-5.5%. These assets also offer significant potential for ROCE improvement post ramp-up in future via renovation and re-branding.

Additionally, ongoing greenfield and brownfield expansion projects have potential to deliver mid-teens ROCE post stabilization, which can support blended ROCE improvement. Sale of underperforming assets in future, as a part of SAMHI's asset recycling strategy, should also support ROCE expansion.

Historically, Tier-1/metro cities have delivered substantially better ROCE for SAMHI, with blended ROCE at ~13% for metro cities in FY25 vs ~6% ROCE for Tier-2 destinations. Further, leasehold assets have delivered ~18% ROCE in FY25 vs ~11% ROCE for freehold assets.

For Leasehold assets, SAMHI outsources land and building structure to lessor, thus reducing ~4 years capex cycle to < 2 years. This model also results in lower capex per key given land and building is funded by the lessor, which enables rapid scale-up of the leasehold model by utilizing internal accruals. Small lag between cash outflows and inflows, coupled with relatively lower capital employed ensures higher ROCE profile for leasehold assets. SAMHI is very selective in choosing leasehold deals with preference for long-term variable and renewable leases of tenure with 50+ years, which provides stability and good revenue visibility. Variable nature of lease payments also ensures protection in the downcycle as lease rental is primarily based on share of revenue. SAMHI typically offers higher fixed rent/ minimum guarantee (MG) only for first five years, which ranges at 8-10% of revenues. Post five years, fixed rent portion is minimal, and lease

rent majorly becomes variable, dependent on performance of the property. Out of the planned ~856 keys to be added, 430 keys are via leasehold model. This includes W, Hitec City, Hyderabad with 170 keys and Midscale property in Financial District, Hyderabad with 260 keys.

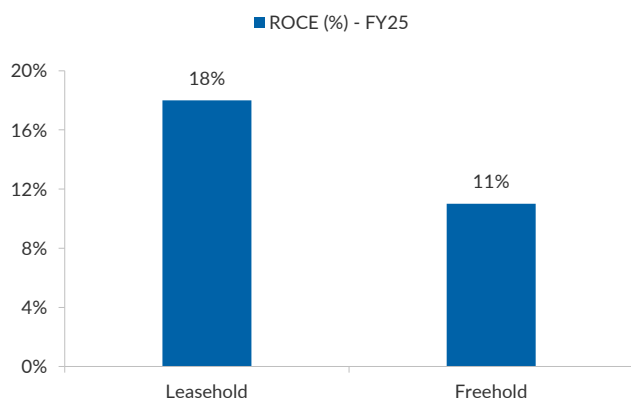
Given entire future keys addition of SAMHI planned in metro/tier-1 destinations and target to increase revenue contribution from leasehold assets to 20% in future from 13% currently, ROCE profile of SAMHI is expected to improve materially over medium-term. We expect ROCE to improve from 7.2% in FY25 to 11.3% by FY28E, implying +410bps expansion. Simultaneously, RoE/ROIC is expected to increase from 9.2%/7.3% in FY25 to 15.5%/12.2% by FY28E, implying +630bps/+490bps expansion over next three years.

Exhibit 90: Significant Headroom for ROCE improvement via acquired assets and ongoing developments

Asset Status	% Capital Employed	ROCE (%)
Mature Assets	48%	17.0 - 18.0%
ACIC Portfolio	33%	5.5 - 6.5%
Pending Turnaround	8%	4.5 - 5.5%
Growth	7%	0.5 - 1.5%
Held for sale	3%	2 - 3%

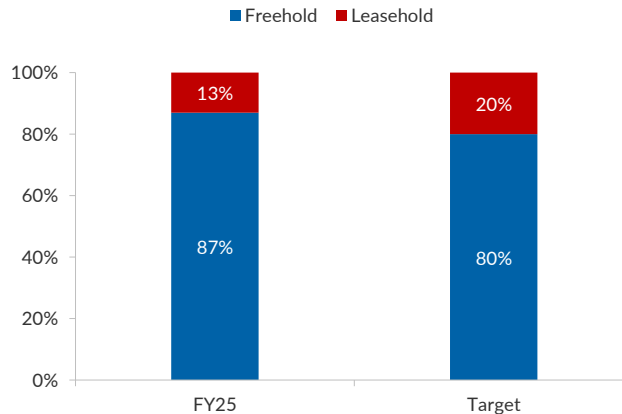
Source: Company, YES Sec

Exhibit 91: Leasehold assets generated much higher ROCE in FY25



Source: Company, YES Sec

Exhibit 92: Target to increase revenue contribution from leasehold assets to 20%+, supporting ROCE



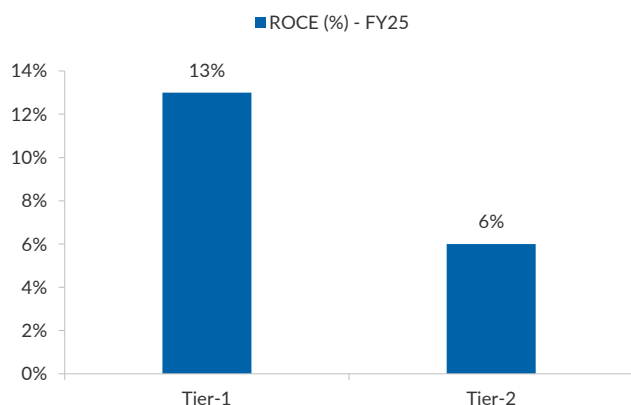
Source: Company, YES Sec

Exhibit 93: Average Cost Structure for Greenfield Expansion indicates savings of ~45% of total costs and ~2-2.5 years of timeline for Leasehold Assets

Particulars	Share of cost (%)	Timeline
Land & Approvals	30%	0-12 months
Structure & Façade	15%	12-18 months
Fit outs	30%	12 months
MEP	15%	3 months
Design / Consultants	10%	

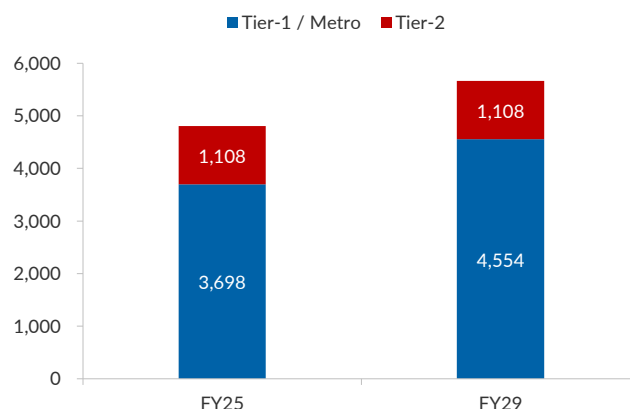
Source: Company, YES Sec

Exhibit 94: Tier-1 cities have registered significantly higher ROCE for SAMHI in FY25...



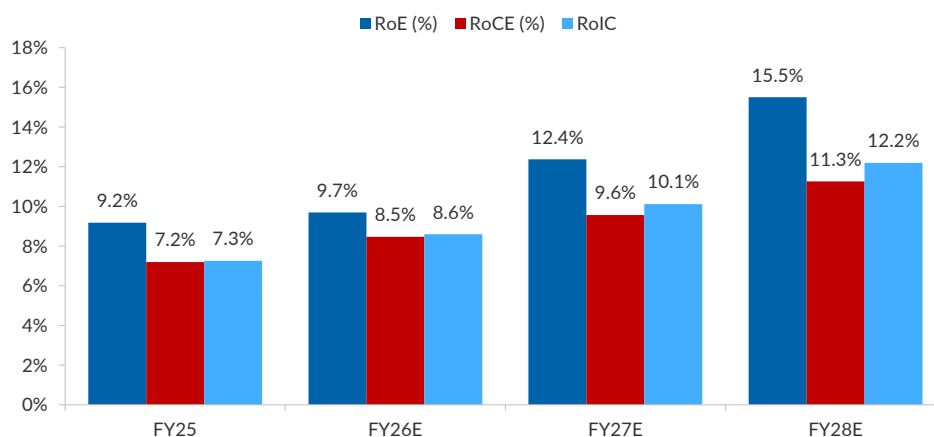
Source: Company, YES Sec

Exhibit 95: Entire future expansion into Tier-1/metro markets should result in ROCE improvement



Source: Company, YES Sec

Exhibit 96: We expect gradual improvement in RoE/ROCE/RoIC over FY25-28E



Source: Company, YES Sec

Shift towards Upscale & above segments to drive ARR Growth and Operating Margin Expansion:

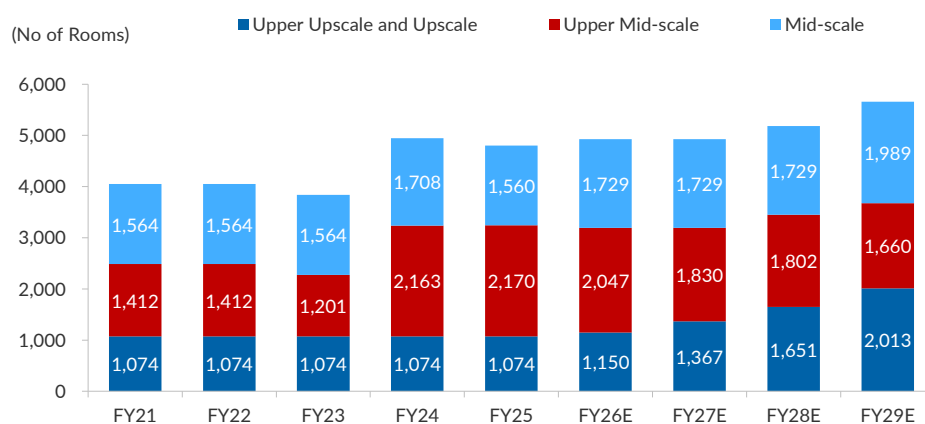
SAMHI's overall portfolio is expected to shift towards Upper-upscale and upscale segment over FY25-29E, driven by greenfield additions and re-branding of existing upper-midscale properties to upscale properties. Company is expected to add ~939 keys to its Upscale & above segment over next 4 years over the existing 1,074 keys. This indicates almost doubling of the keys in Upscale & above segment over next 4 years. Out of this, ~466 keys (50%) will be via new developments while ~50% keys will be via renovation and re-branding. Thus, capex per key required is expected to be lower compared to industry average, leading to superior ROCE.

Simultaneously, Upper-Midscale segment is expected to see reduction of 387 keys over the current portfolio of 2,047 keys, on account of shift of 2 assets to upscale segment. While Midscale segment will see addition of 429 keys over FY25-29E. As a result, Upscale & above segment keys contribution will reach ~36% of total keys vs 23% now, while Upper-midscale keys will reduce to 29% from 43% and Midscale keys share will remain stable at ~35%.

Higher share of Upper-upscale and upscale keys is expected to drive the blended ARR growth for SAMHI over FY25-28E. Further, future keys addition is focused into markets like Bangalore, Hyderabad, Chennai, and Pune, which command higher room rates compared to industry average.

Higher ARR typically results in better profitability compared to occupancy growth. Hence, higher ARR is also expected to support operating margin expansion going forward. We expect ARR to register ~10% CAGR over FY25-28E, driven by increasing share of upscale and above segments. Focus on big-box assets with higher number of keys per property is also expected to provide operating leverage benefit to SAMHI. This, along with robust ARR growth, should translate into healthy operating margin expansion. We pencil in operating margins to expand to 42.1% by FY28E from 36.3% in FY25, indicating expansion of +580bps. This will be driven by higher share of upscale keys driving ARR growth and operating leverage. Moderation in ESOP expense from INR 26mn per quarter in FY26 to INR 10mn per quarter in FY27, basis current ESOP scheme approved by the shareholders, should also support operating margin expansion going forward.

Exhibit 97: Focus on Upscale & above segments for keys addition over FY25-29



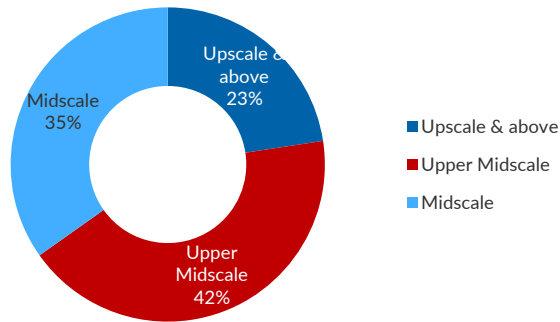
Source: Company, YES Sec

Exhibit 98: Renovation, Rebranding and Addition into Upscale segment to drive ARR growth

Hotel Brand	City	Location	Operator	Segment	Additions / Renovations	Type
Hyatt Regency	Pune	Nagar Road	Hyatt	Upper-Upscale	22	Brownfield Expansion
Sheraton	Hyderabad	Gachibowli	Marriott	Upscale	12+42	Brownfield Expansion
Fairfield by Marriott	Chennai	Sriperumbudur	Marriott	Upper Mid-scale	86	Brownfield Expansion
Holiday Inn Express	Bangalore	Whitefield	IHG	Mid-scale	56	Brownfield Expansion
Four Points by Sheraton	Pune	Viman Nagar	Marriott	Upscale	217	Rebranding to Courtyard (Upscale)
Four Points by Sheraton	Jaipur	City Square	Marriott	Upscale	114	Rebranding to Tribute (Upscale)
Trinity	Bangalore	Whitefield	Marriott	Upscale	142	Rebranding to Tribute (Upscale)
Westin	Bangalore	Whitefield	Marriott	Upper-Upscale	220	Greenfield Expansion
W	Hyderabad	HITEC City	Marriott	Upper-Upscale	170	Greenfield Expansion
Mid-scale Hotel	Hyderabad	Financial District	TBD	Mid-scale	260	Cold-shell Fit-out (Variable Lease)
Total					1,341	

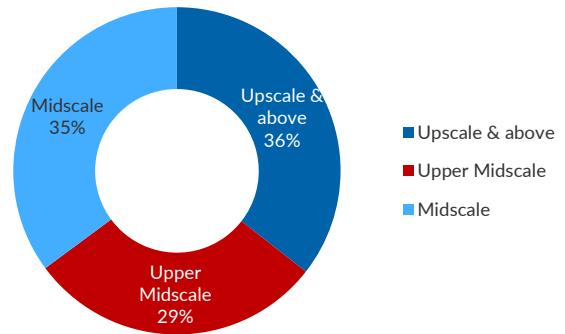
Source: Company, YES Sec

Exhibit 99: SAMHI Hotels – Segment-wise break-up of current portfolio



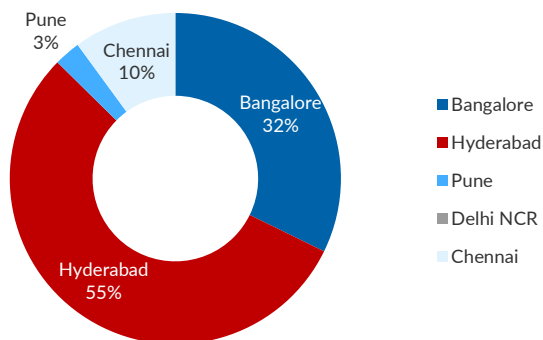
Source: Company, YES Sec

Exhibit 100: Future Portfolio indicates gradual shift towards Upscale & above segment



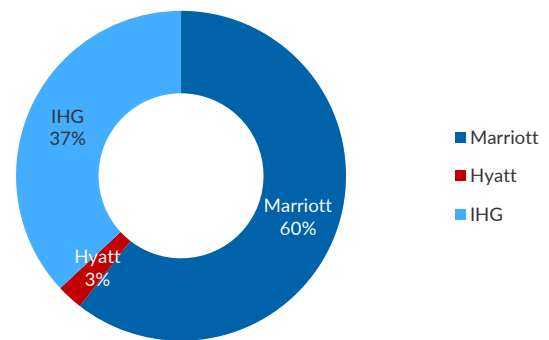
Source: Company, YES Sec

Exhibit 101: Future keys addition focused into key metro markets...



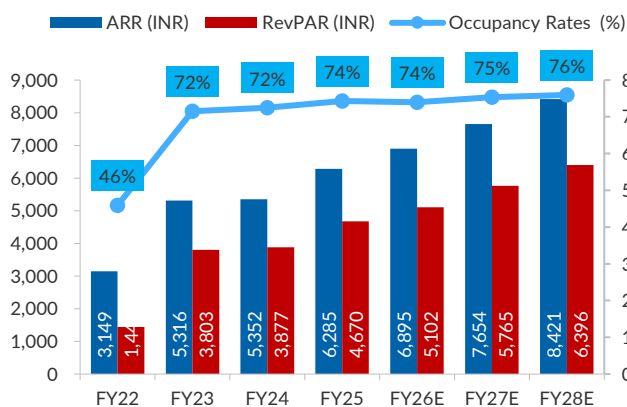
Source: Company, YES Sec

Exhibit 102: With major tie-ups with Marriott brands to ensure robust ARR



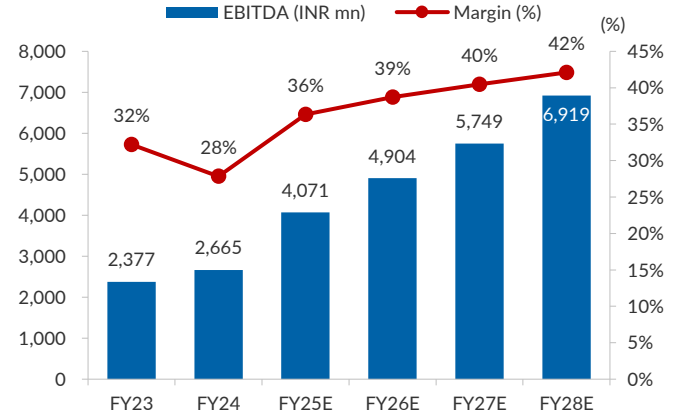
Source: Company, YES Sec

Exhibit 103: ARR/RevPAR expected to register ~10%/11% CAGR over FY25-28E



Source: Company, YES Sec

Exhibit 104: EBITDA margins to expand by +580bps over FY25-28E supported by robust ARR



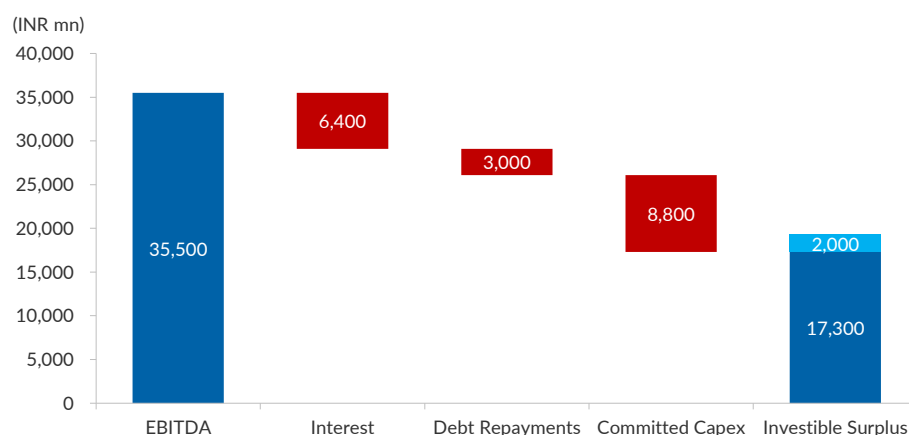
Source: Company, YES Sec

Robust FCF Generation to Generate Large Corpus of Investible Surplus:

SAMHI is expected to generate cumulative operating cash flow (OCF) of ~INR17bn over FY26-28E. Outlay for capital expenditure is expected to be modest, in the range of ~INR 2bn per year, despite strong expansion pipeline. This is due to the efficient capital allocation, which is expected to result in lower capex per key, backed by addition of leasehold assets, brownfield expansions and investments into upscale assets by GIC investment platform. Hence, Free Cash Flow (FCF) generation is also expected to remain strong, with cumulative FCF of ~INR 12bn over FY26-28E.

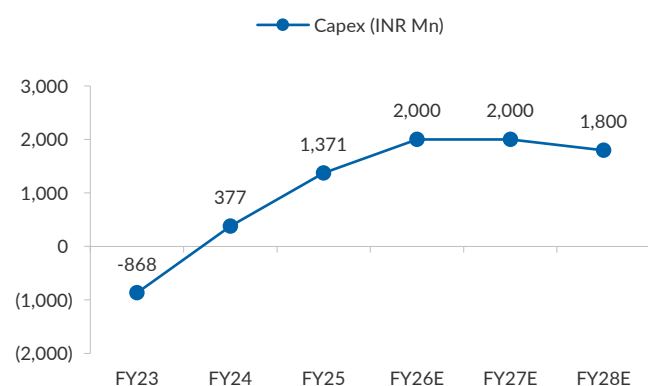
Management expects to generate investible surplus of ~INR 17bn over FY26-30E, apart from the committed capex, based on the current momentum and planned keys addition. It expects another ~INR 2 bn to be generated from asset recycling opportunities. Hence, SAMHI is well-placed to explore more growth opportunities in future via acquisitions, greenfield developments, and long-term leases. This can unlock significant Revenue and EBITDA growth potential for the company over long-term.

Exhibit 105: Mgmt expects investible surplus of ~17bn+ over FY26-30E



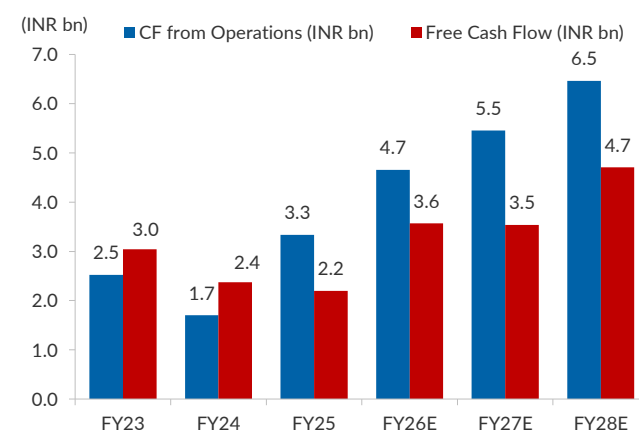
Source: Company, YES Sec

Exhibit 106: Capex to continue over FY25-28E towards new keys addition and renovation



Source: Company, YES Sec

Exhibit 107: OCF and FCF to remain robust despite committed capex



Source: Company, YES Sec

Net Debt Reduction to result in Sharper PAT Growth:

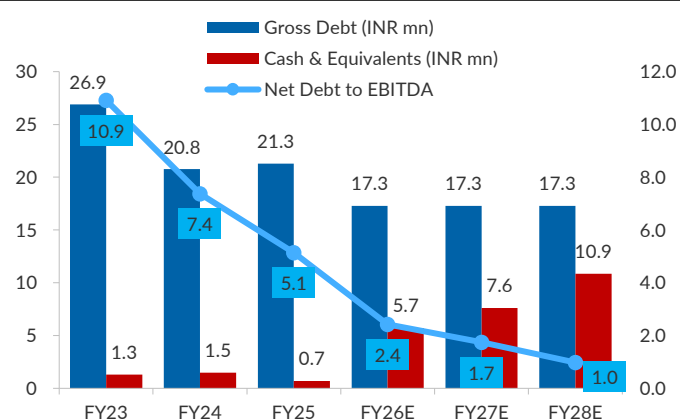
SAMHI has seen considerable improvement in its balance sheet post GIC investment of ~INR 7,500mn along with recent asset recycling initiatives including sale of its FPS, Chennai OMR property for consideration of ~INR 535 mn and sale of Caspia, Delhi property for consideration of ~INR 650mn. Post these transactions, SAMHI's net debt has reduced to INR 13,695mn from INR 19,669mn as of FY25. Net Debt / EBITDA has reduced to 3x now vs ~4.4x as of Mar'25. Net Debt / EBITDA adjusted for growth capital has reduced to 2.5x now vs ~3.9x as of Mar'25. Annualized interest costs have also declined from ~INR 2,015mn as of Mar'25 to ~INR1,350mn, after sale of Caspia, Delhi.

Management expects incremental re-financing going forward to happen at interest rate of ~8.25% now vs ~8.5% earlier. This is supported by recent rating upgrades received from ICRA for various credit facilities availed by the company. In the current interest regime, management sees potential for incremental re-financing to happen at interest rates of as low as ~8.1% in future.

SAMHI prefers longer-tenure borrowings with minimal repayments in the first three years, due to cash flow requirements towards committed growth projects. As a result, current repayment schedule for SAMHI indicates only ~11% of repayment over next three years, ~15% repayment over years 4 to 6 and rest of the repayment (~75%) over years 7 to 15. Hence, cash flow towards repayment of liabilities is expected to be minimal over FY25-28E. This, coupled with lower interest costs, should result into sharper earnings accretion going forward.

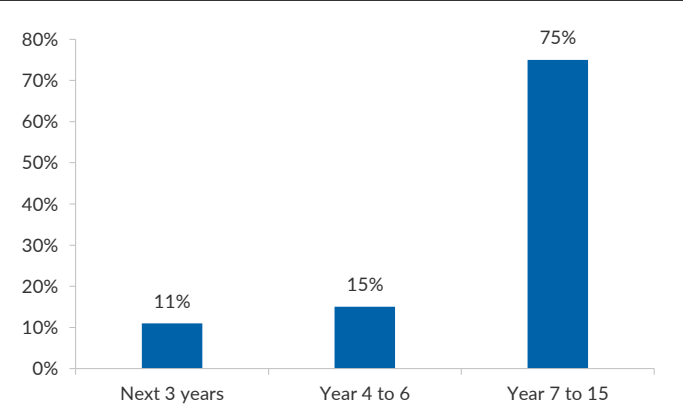
Given robust FCF generation expected over FY25-28E, with large investible surplus apart from the committed capex, SAMHI is unlikely to have any incremental debt requirements, except re-financing the older higher cost borrowings to a lower cost credit facility. Hence, Net debt is likely to see meaningful reduction from the current levels over next three years. Management has planned gross debt reduction of INR 3,000 mn over FY26-30E. Thus, we expect net debt to reduce to INR 6.4bn by FY28E from INR 20.5bn in FY25. Net Debt/EBITDA ratio is expected to reduce to comfortable level of 1x by FY28E from 5.1x in FY25.

Exhibit 108: Sharp improvement expected in Net Debt/EBITDA over FY25-28E



Source: Company, YES Sec

Exhibit 109: Debt Repayment Schedule indicates majority of repayment over Year 7 to 15



Source: Company, YES Sec

Exhibit 110: Majority of Gross Debt is now below 9% interest rate, Refinancing of higher cost debt to lower annualized interest costs further

Debt by Interest Rate	Share of cost (%)
< 9.00%	54%
9.01% - 9.3%	30%
9.31% - 10.00%	14%
10.01% - 11.00%	2%
> 11.00%	< 1%
Weighted Average Cost of Debt	~9.2%
Last Sanction Received	~8.5%

Source: Company, YES Sec

GIC Investments brings Multiple Benefits to the Table:

In April 2025, GIC acquired 35% stake across three subsidiaries of SAMHI Hotels against a total investment of ~INR 7,520mn with a total enterprise value of ~INR 22bn. This transaction included upfront payment off ~INR 6,030 mn to be used towards debt reduction across SAMHI's portfolio. Remaining ~INR 1,490mn to be paid over next two years to partly fund the capex for the Westin / Tribute portfolio in Bangalore. The seed assets included Courtyard and Fairfield by Marriott in Bangalore (ORR), Hyatt Regency Pune and Westin / Tribute Portfolio. This transaction directly resulted in the net debt reduction of ~INR 6,000mn for SAMHI. As a part of deal structure, SAMHI will receive ~4% of EBITDA generated by three assets as platform fees, which will be a direct flow-through to EBITDA, leading to operating margin improvement.

Tie-up with GIC is a step in the positive direction as it improves investible surplus available with the company, brings oversight from a reputed organization and a sovereign quality partner allows company to spread risk of assets in a fair manner. Cost of capital is also expected to fall below 9% with GIC onboard. Annual interest expense is also expected to decline by ~Rs600mn, which is likely to result in significant improvement in Free Cash Flow (FCF) generation for the company.

Further, GIC will also invest into future expansions in upscale and above segments by SAMHI, which will result in lower capex burden on SAMHI's books and higher investible surplus to pursue future growth opportunities. Given upscale assets are capital intensive in nature, strong partner like GIC offers SAMHI an opportunity to utilize GIC investment platform beyond seed assets and accelerate growth path beyond current pipeline. GIC also brings in unparalleled institutional capabilities and corporate governance standards, which can be beneficial for SAMHI in the long run. We expect pace of acquisitions for SAMHI to accelerate in future by utilizing robust free cash flows and capital from GIC partnership. This can set SAMHI on a long-term sustainable revenue growth trajectory.

Exhibit 111: GIC Investment – Transaction Structure

Subsidiary	Assets	Keys	Transaction Structure
SAMHI JV Business Hotels Pvt. Ltd	Courtyard & Fairfield by Marriott Bengaluru ORR	336	Investment of ~INR 3,760mn via combination of primary infusion (~INR 2610mn) and secondary sale of shares (~INR 1150mn). Funds to be used for repayment of debt at SAMHI JV and SAMHI group entities.
Ascent Hotels Pvt. Ltd.	Hyatt Regency, Pune	301 (Incl 22 upcoming Apartments)	Investment of ~INR 2,270mn via primary infusion Funds to be used for repayment of SAMHI shareholder loan
Innmar Tourism & Hotels Pvt. Ltd.	Westin / Tribute Portfolio, Bengaluru (Whitefield)	142 (with upcoming 220 rooms)	Investment of ~INR 1,490mn via primary infusion. Funds to be used for pending capital expenditure of Westin/ Tribute Portfolio at Bengaluru (Whitefield).

Source: Company, YES Sec

Exhibit 112: Subsidiary Financials of Seed Assets for GIC Investment

Subsidiary	FY24 Revenue (INR mn)	Revenue as % of Total	EBITDA - TTM Dec'24 (INR mn)	Net Worth (INR mn)
SAMHI JV Business Hotels	1576	16%	741	-366
Ascent Hotels Pvt. Ltd.	1192	12%	476	1176
Innmar Tourism & Hotels Pvt. Ltd.	266	3%	67	369
Total	3034	31%	1284	1179
Total EV of Seed Assets (INR mn)	INR 22,000 mn			

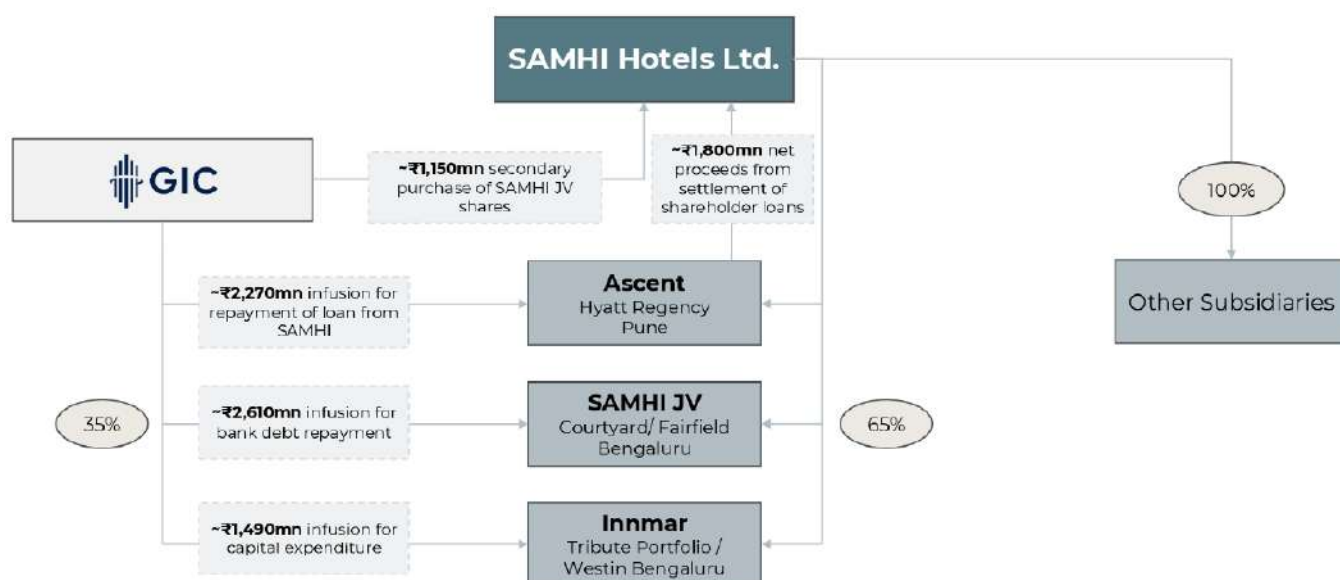
Source: Company, YES Sec

Exhibit 113: GIC Investment Platform – Estimated Financials

GIC Seed Assets Financials	FY25E	FY26E	FY27E	FY28E
Revenue (INR mn)	3,398	3,712	3,935	4,525
EBITDA for GIC Assets (INR mn)	1,400	1,704	1,818	2,113
EBITDA Margin (%)	41%	46%	46%	47%
Fees paid to SAMHI (INR mn) - 4% of EBITDA		68	73	85
GIC's Share of EBITDA at 35% stake		596	636	740
PAT (INR mn)		742	984	1,086
Minority Interest (INR mn)		260	344	380

Source: Company, YES Sec

Exhibit 114: GIC Investment – Transaction Structure Snapshot



Source: Company, YES Sec

Efficient Capital Allocation Strategy with continuous Asset Recycling and Strategic Minority Stake Dilution:

Company has stringent focus on efficient capital allocation to maximize returns for shareholders. This has been a key factor in successful track record of asset turnarounds for SAMHI in the past. Disciplined approach towards capital allocation with focus on target markets and micro-markets within ensures robust ROCE for new developments. Further, recycling of capital via sale of underperforming assets allows company to invest in growth projects and maintain comfortable debt levels. Since 2023, SAMHI has concluded over INR 2.1bn of asset sales at average EV/EBITDA multiple of ~20x, which shows strong asset recycling capability of the company.

Investing into new assets following principal of dislocation and purchasing assets at a discount to replacement cost also shows company's efficient capital allocation strategy. Onboarding of a renowned partner like GIC via minority stake dilution is also a positive move. Management expects asset recycling to continue in future and has identified 2-3 more assets, primarily into Tier-2 markets, with potential for capital recycling. Company expects to generate investible surplus cash of ~INR 2,000mn from asset recycling initiatives over FY26-30E, including recent sale of Caspia, Delhi for ~INR 650mn. This surplus can be utilized for exploring future growth opportunities in the core market for SAMHI.

Significant Re-Rating Potential on account of Discounted Valuations compared to peers, backed by consistent profitability and promising growth prospects:

SAMHI currently trades at FY26E / FY27E / FY28E attributable EV/EBITDA multiple of ~14x / 11x / 9x, adjusted for GIC share of EBITDA. Current valuation implies steep discount to other asset owners and branded players. This is despite promising growth prospects for SAMHI, with estimated Revenue / EBITDA / APAT CAGR of +14%/+19% / +57% over FY25-28E. Company has also addressed the concern of higher net debt, with recent investment from GIC and asset recycling initiatives. Net Debt has reduced to INR 13,695 mn as of Jun'25 from ~INR19,669mn in Mar'25, implying Net Debt/EBITDA of ~3x now vs ~4.4x in Mar'25. Net Debt/ EBITDA is further expected to reduce considerably to ~1x by FY28E, backed by robust FCF generation. ROCE for SAMHI is also expected to improve from 7.2% in FY25 to 11.3% in FY28E.

Lower annualized interest costs and robust operational performance is expected to result in sharp Adj. PAT growth with ~57% CAGR over FY25-28E. Hence, we believe SAMHI to be well-poised for valuation re-rating from the current levels. We value SAMHI at Jun'27 attributable EV/EBITDA multiple of ~15x and arrive at target price of Rs 305/share, implying upside of ~45% from CMP.

Exhibit 115: Financial Comparison across Branded Hospitality Players – SAMHI Hotels expected to post robust EBITDA / PAT Growth with considerable reduction in Net Debt/EBITDA

Company	Revenue (INR mn)		FY25-28E CAGR	EBITDA (INR mn)		FY25-28E CAGR	RPAT (INR mn)		FY25-28E CAGR	Net Debt (INR mn)		Net Debt/EBITDA (x)	
	FY25	FY28E		FY25	FY28E		FY25	FY28E		FY25	FY28E	FY25	FY28E
Indian Hotels	83,345	128,637	15.6%	27,693	45,603	18.1%	16,790	24,506	13.4%	-28,557	-80,511	-1.0	-1.8
EIH Ltd	27,432	34,772	8.2%	10,170	13,116	8.8%	7,395	9,591	9.1%	-10,509	-22,360	-1.0	-1.7
Lemon Tree	12,861	17,779	11.4%	6,341	9,579	14.7%	1,966	4,385	30.7%	15,794	4,021	2.5	0.4
Chalet Hotels	17,178	28,505	18.4%	7,359	14,493	25.3%	1,426	7,506	74.0%	24,010	20,132	3.3	1.4
Park Hotels	6,315	10,554	18.7%	2,084	4,088	25.2%	836	2,155	37.1%	255	1,592	0.1	0.4
SAMHI Hotels	11,205	16,433	13.6%	4,071	6,919	19.3%	1,001	3,897	57.3%	20,919	6,764	5.1	1.0
ITC Hotels	35,598	54,402	15.2%	12,109	20,536	19.3%	6,346	13,098	27.3%	-17,539	-49,822	-1.4	-2.4
Ventive Hospitality	16,047	30,123	23.4%	7,608	14,183	23.1%	1,203	6,053	71.4%	17,831	17,108	2.3	1.2
Juniper Hotels	9,443	14,125	14.4%	3,367	5,714	19.3%	713	3,023	61.9%	14,390	14,106	4.3	2.5

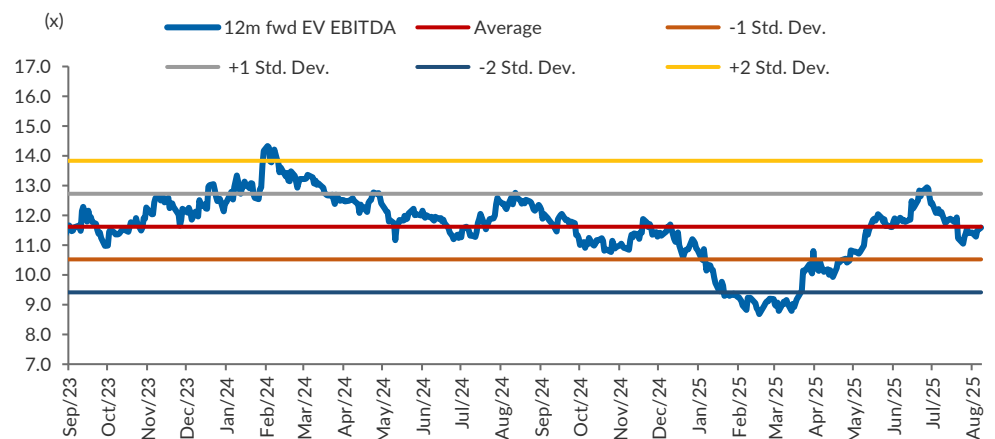
Source: YES Sec, Company data; Note: For ITC Hotels, Ventive and Juniper Hotels, BBG est have been used for forecasted numbers; Ex-Real estate data for Chalet Hotels

Exhibit 116: Operational performance Comparison across Branded Hospitality Players – SAMHI Hotels trading at attractive valuations compared to peers

Company	Owned/Leased Keys		FY25-28E CAGR	Managed Keys		FY25-28E CAGR	ROCE (%)		FY25-28E (bps)	EV/EBITDA (x)		P/E (x)	
	FY25	FY28E		FY25	FY28E		FY25	FY28E		FY25	FY28E	FY25	FY28E
Indian Hotels	14,549	15,031	1.1%	14,490	18,198	7.9%	17.6	19.6	191.0	38.4	22.3	64.3	44.1
Elh Ltd	2,270	2,371	1.5%	837	906	2.7%	17.9	14.5	-333.0	23.4	17.3	32.6	25.8
Lemon Tree	5,759	5,759	0.0%	4,565	9,856	29.2%	13.0	21.7	867.0	24.7	15.2	68.4	30.8
Chalet Hotels	3,387	3,964	5.4%	-	-	-	8.4	11.9	354.0	33.4	16.7	155.7	29.5
Park Hotels	1,395	1,653	5.8%	999	2,205	30.2%	9.6	11.6	206.0	15.6	8.3	38.5	14.9
SAMHI Hotels	4,823	5,182	2.4%				7.2	11.3	406.0	16.5	7.7	46.2	11.9
ITC Hotels	5,620	5,861	1.4%	7,739	12,439	17.1%	-	-	-	40.6	24.0	80.4	38.9
Ventive Hospitality	2,036	2,403	5.7%	-	-	-	-	-	-	23.7	14.3	119.9	24.1
Juniper Hotels	1,895	2,967	16.1%	-	-	-	-	-	-	21.9	13.6	89.0	20.9

Source: YES Sec, Company data; Note: For ITC Hotels, Ventive and Juniper Hotels, BBG est have been used for forecasted numbers; Ex-Real estate data for Chalet Hotels

Exhibit 117: SAMHI Hotels: Trend in 1-yr forward EV/EBITDA Multiple



Source: YES Sec

COMPANY OVERVIEW

SAMHI Hotels is one of India's leading hotel owner and asset management company, operating under an institutional ownership model. Company was founded by Mr Ashish Jakhanwala in 2010, in order to bring institutional hotel ownership model to India. Company has diversified portfolio of hotels across upper-upscale, upscale, upper-midscale and midscale segments. It has long-standing relationships with global brands such as Marriott, Hyatt and IHG. Marriott is the key partner for SAMHI with ~55% of total keys under various Marriott brands. Company also operates a shared services center in partnership with Marriott, which is a key demand generator for hotels under its portfolio.

Company's presence spans across 13 cities, with major presence into Tier-1 office markets such as Bangalore, Hyderabad, Pune, Chennai, and Delhi NCR. SAMHI operates portfolio of 31 properties across segments, with 5 properties in Upper-upscale and upscale segment, 14 properties in Upper Mid-scale segment and 12 properties in Midscale segment. Portfolio consists of total ~4.8K keys, with 23% keys in Upscale and above segments, 43% keys in upper mid-scale segment and ~35% keys in Mid-scale segment.

SAMHI also has strong expansion pipeline with three greenfield developments and multiple brownfield expansion along with renovations ongoing across the portfolio. Company's strategy is based on acquisition and turnaround of existing assets with purchase of assets at a discount to replacement cost. Company follows disciplined and efficient capital allocation strategy, with brand and segment agnostic approach and focus on core tier-1 markets. Asset recycling is also one of the key pillars of SAMHI's capital allocation strategy.

Company has primarily grown its portfolio via acquisitions with ~4K+ keys (~87%) out of ~4.8K keys added via various acquisitions. Over the years, SAMHI has acquired multiple hotels starting from acquisition of Barque Hotels portfolio in 2012, acquisition of Ascent Hotels (Hyatt Regency, Pune) in 2016, acquisition of Premier Inn portfolio in 2017, acquisition of ACIC portfolio in 2023 etc. Company has successfully turned around performance of acquired assets, primarily through renovation, re-branding, and capturing operational efficiencies.

SAMHI's initial years were funded by capital from renowned institutions. In 2011, SAMHI received its first equity investment from GTI Capital, a VC/PE firm based out of Mauritius, co-founded by Jonathan Schulhof, Michael Schulhof, Gaurav Dalmia, and Madhav Dhar. Equity International – PE firm founded by renowned investor Sam Zell, also invested in SAMHI in 2011. Equity International invested in SAMHI via its affiliate – Blue Chandra Pvt. Ltd. Both firms remained invested in SAMHI even after the IPO till April 2025. In 2014, International Finance Corporation (IFC) also infused capital via convertible debentures (FCCDs) while Goldman Sachs Investments Holdings Asia (GSA) invested capital in 2015.

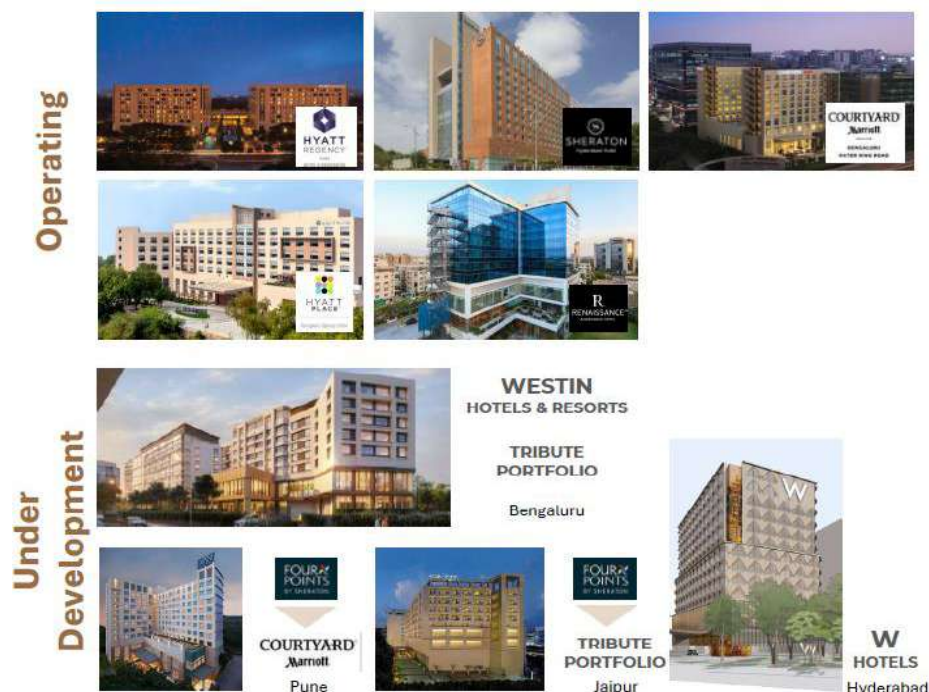
Company has a lean structure with just ~26 employees on payroll. It also approved ESOP scheme in Mar'23 which granted ~5.5mn ESOPs to senior management, which would vest equally over next 4 years. Mr. Ashish Jakhanwala, MD & CEO, received ~42% of total ESOPs granted while Mr. Gyana Das, EVP and Head of Investments, received ~20% of granted ESOPs. Mr. Ashish Jakhanwala held 0.4% stake in the company at the time of IPO, which has increased to ~1.03% as of Jun'25 and is expected to increase to ~1.5% by FY27, via vesting of ESOPs.

Exhibit 118: SAMHI Hotels: Timeline of Key Events

Year	Key Event
2010	Incorporation of SAMHI Hotels
2011	Equity Investment by GTI Capital and Equity International (Blue Chandra Pte Ltd)
2012	Acquisition of ~60% stake in Barque Hotels portfolio.
2012	Formule 1 Hotels added to the SAMHI Portfolio
2013	Operationalized Fairfield by Marriott, Bangalore
2014	Infusion of Capital by International Finance Corporation (IFC) via FCCDs
2015	Equity investment by Goldman Sachs
2015	Operationalized Sheraton Hyderabad, Fairfield and Courtyard by Marriott, Bangalore
2016	Acquired 100% stake in Ascent Hotels which owned Hyatt Regency, Pune
2016	Commenced operations at Four Points by Sheraton, Vishakhapatnam
2017	Acquired remaining ~40% stake in Barque Hotels
2017	Acquired Premier Inn Portfolio
2017	Signed Operations and Management Agreement with Intercontinental Hotel Group (IHG) for re-branding of Barque Hotels portfolio to Holiday Inn Express
2018	HIEX portfolio commences operations
2018	Acquired ~33% stake in SAMHI JV from Luxury Singapore Holding Company Pvt. Ltd.
2018	Commenced operations at four Fairfield by Marriott properties across Whitefield Bangalore, Pune, Goa and Chennai
2023	Acquisition of ACIC portfolio consisting of 962 keys and land parcel at Navi Mumbai
2023	Listing of SAMHI Hotels on NSE and BSE and raising INR 12bn from IPO proceeds
2024	Executed Agreement with Marriott for rebranding of FPS Pune and FPS Jaipur
2024	Acquisition of Inmar Tourism and Hotels Pvt. Ltd. which owned and operated Trinity hotel, Bangalore with 142 keys, for a consideration of ~INR 2,050mn
2024	Signed Long-term Variable Lease for W Hotel in Hitec City, Hyderabad with 170 keys
2024	Caspia Pro Greater Noida renovated and re-branded as Holiday Inn Express
2025	Executed Sale of Duet India Hotels (Chennai OMR), for a consideration of ~INR535mn
2025	Investment from GIC worth INR 7.5bn for a 35% stake in 3 seed assets of SAMHI
2025	Executed Sale of Caspia, Delhi for a consideration of ~INR 650mn

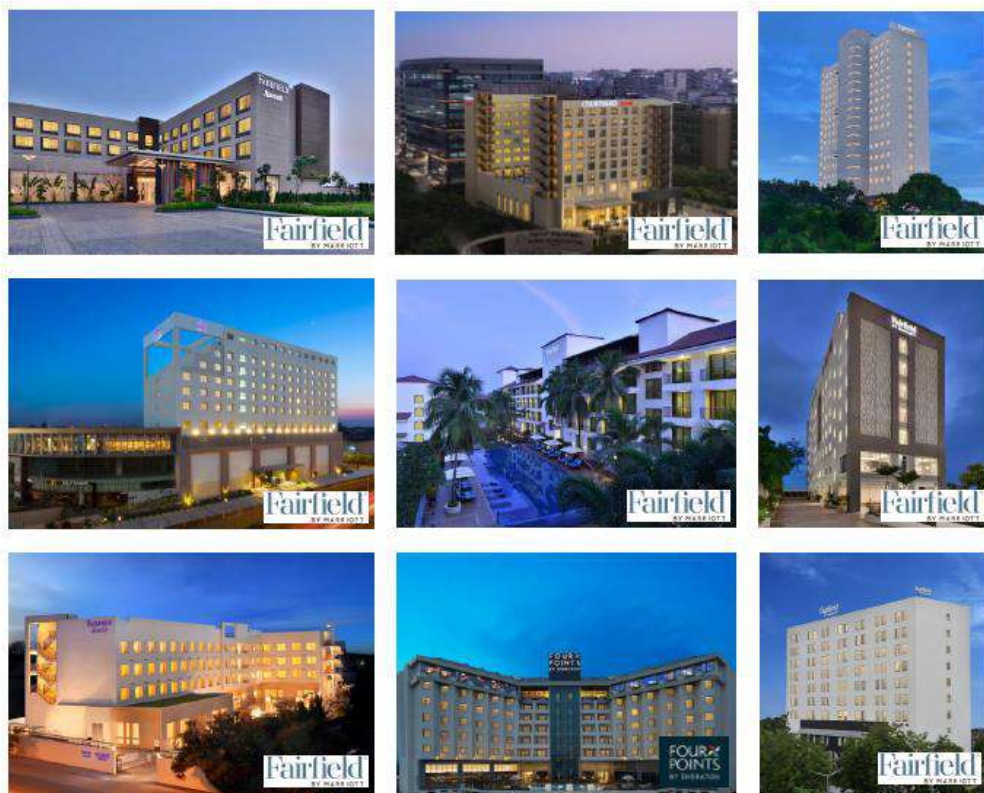
Source: Company, YES Sec

Exhibit 119: SAMHI Hotels: Upper-Upscale and Upscale Portfolio



Source: Company, YES Sec

Exhibit 120: SAMHI Hotels: Upper Mid-scale Portfolio



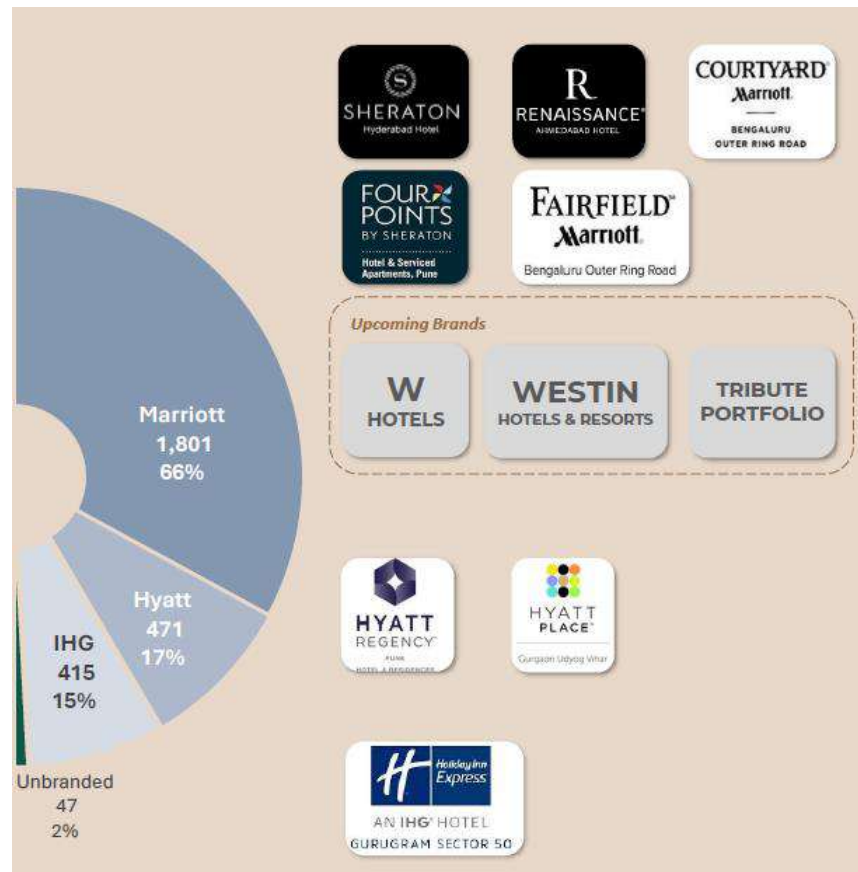
Source: Company, YES Sec

Exhibit 121: SAMHI Hotels: Mid-scale Portfolio



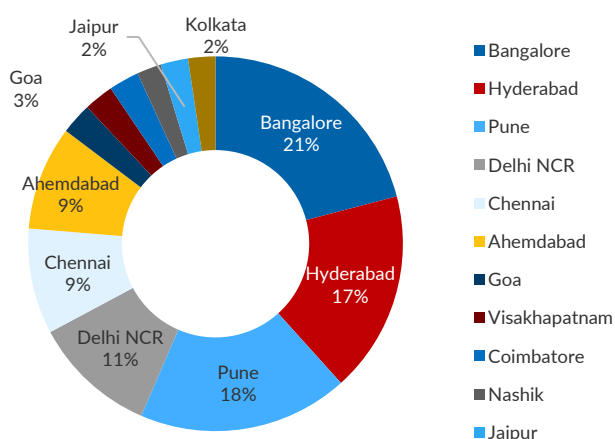
Source: Company, YES Sec

Exhibit 122: SAMHI Hotels: Tie-up with 11 global brands with Marriott having dominant share of revenues



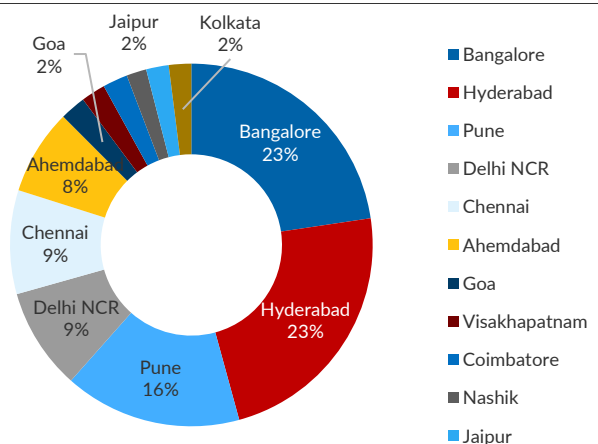
Source: Company, YES Sec; Note: Chart represents share of Q1FY26 Asset Income

Exhibit 123: Current Location-wise Portfolio Mix



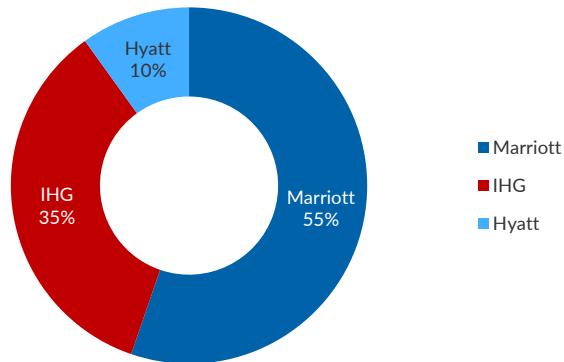
Source: Company, YES Sec

Exhibit 124: Expected Location-wise Future Portfolio



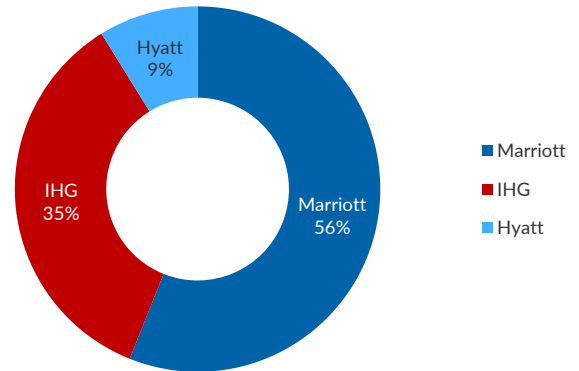
Source: Company, YES Sec

Exhibit 125: Brand-wise Current Portfolio Mix



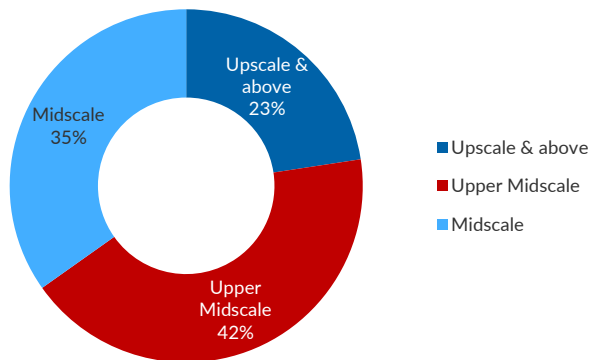
Source: Company, YES Sec

Exhibit 126: Expected Brand-wise Portfolio Mix



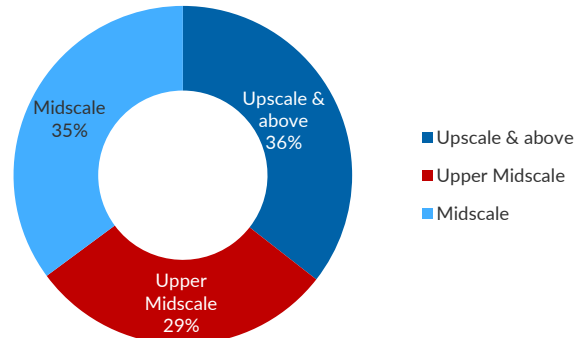
Source: Company, YES Sec

Exhibit 127: Segment-wise Current Portfolio Mix



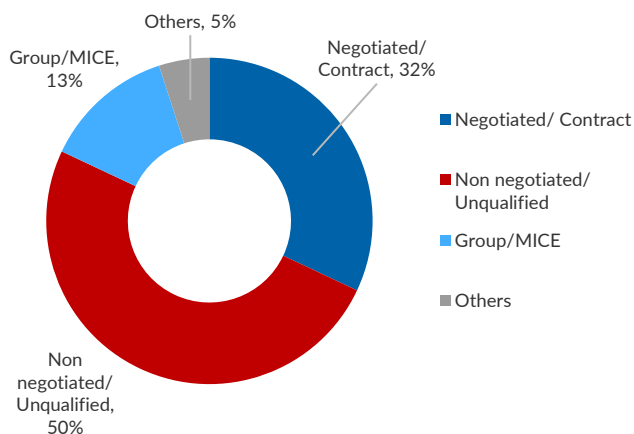
Source: Company, YES Sec

Exhibit 128: Expected Segment-wise Portfolio Mix



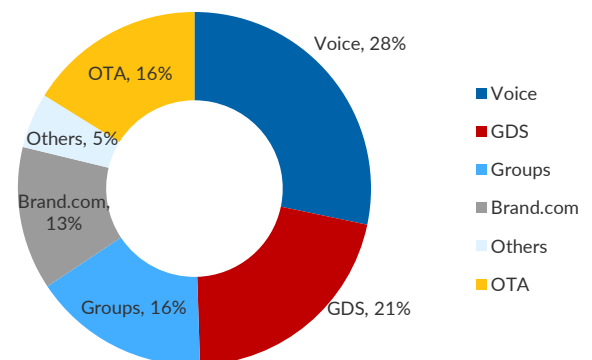
Source: Company, YES Sec

Exhibit 129: Room Income Split by Source (FY25)



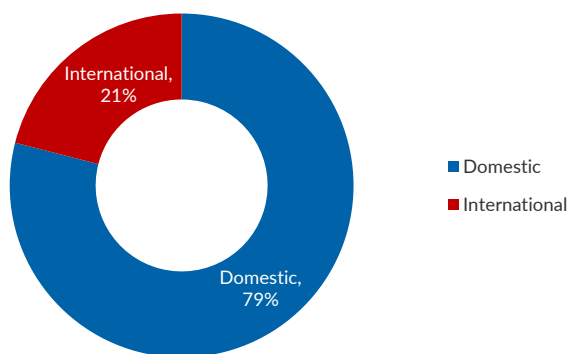
Source: Company, YES Sec

Exhibit 130: Channel Mix for Bookings (FY25)



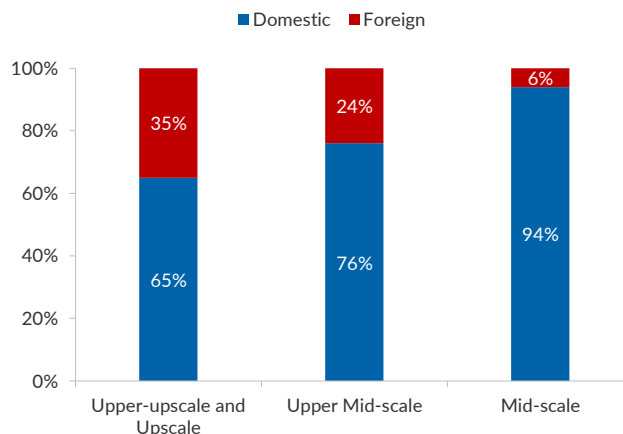
Source: Company, YES Sec

Exhibit 131: Total Income Split by Origin (FY25)



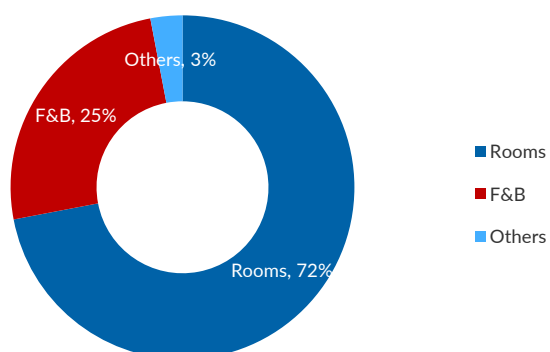
Source: Company, YES Sec

Exhibit 132: Segment-wise Foreign Guests Mix (FY25)



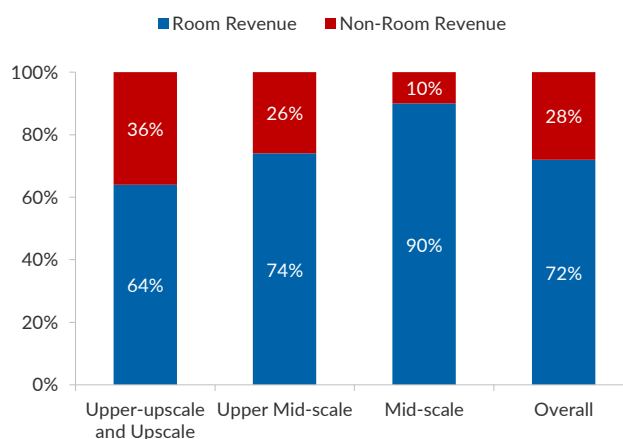
Source: Company, YES Sec

Exhibit 133: Total Income Split by Department (FY25)



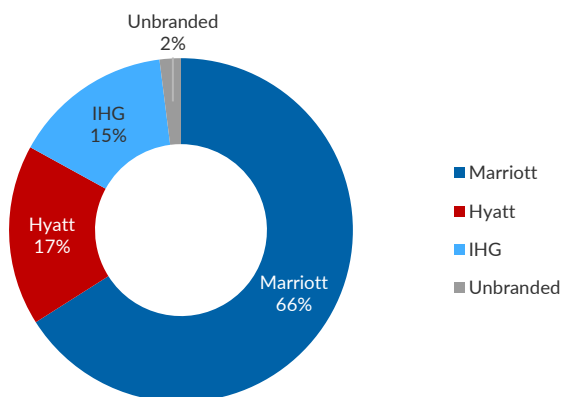
Source: Company, YES Sec

Exhibit 134: Segment-wise Revenue Break-up (FY25)



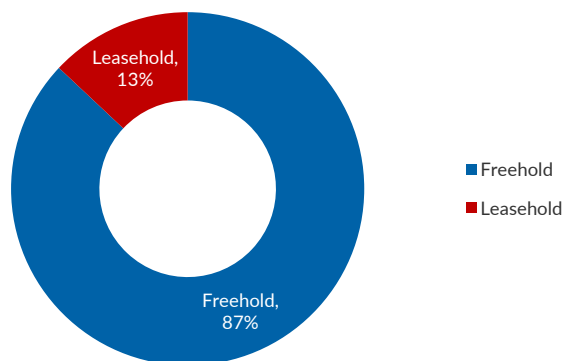
Source: Company, YES Sec

Exhibit 135: Brand-wise Total Income Split (FY25)



Source: Company, YES Sec

Exhibit 136: Freehold vs Leasehold Asset Income Split



Source: Company, YES Sec

Exhibit 137: Board of Directors

Mr. Ashish Jakhanwala

Chairman, MD & CEO

Mr Ashish brings extensive experience in hotel operations, design, consulting, and investment. He holds a bachelor's degree in commerce from the University of Delhi, a diploma in hotel management from the National Council for Hotel Management and Catering Technology, and a postgraduate diploma in management from the International Management Institute, New Delhi. He was earlier associated with InterGlobe Hotels and Pannell Kerr Forster Consultants. He received the prestigious Gold Bernache award from Accor in 2009 and co-chaired FICCI's Tourism Committee in 2018.

Mr. Aditya Jain

Independent Director

Aditya Jain holds a bachelor's degree in mechanical engineering from Birla Institute of Technology, Ranchi University, and a master's degree in business administration from Henley Management College, Brunel University. He is the Chairman and Editorial Director of International Market Assessment India Private Limited, an economic and business research company, founded in 1996.

Mr. Ajish Abraham Jacob

Non-Executive Director

Ajish Abraham Jacob holds a bachelor's degree in commerce from Mahatma Gandhi University, Kerala, and is a Certified Public Accountant from the State of Delaware, USA. He has held roles at Albazie & Co. (RSM) and Ernst & Young, gaining experience across audit and advisory. Since 2013, he has been with Asiya Capital Investments Company K.S.C.P., where he currently serves as Assistant Vice President – Investments.

Ms. Archana Capoor

Independent Director

Archana Capoor holds a master's degree in business administration from the University of Allahabad. She brings extensive experience across tourism and finance. She has held leadership roles at the Tourism Finance Corporation of India as Chairman and Managing Director, served as Member Secretary at the Indian Trust for Rural Heritage and Development, and worked with Jet Airways as a Finance Consultant.

Mr. Krishan Dhawan

Independent Director

Mr Dhawan holds a bachelor's degree in economics from the University of Delhi and a postgraduate diploma in management from the Indian Institute of Management, Ahmedabad. His career includes significant roles at Bank of America, where he ultimately served as Managing Director of the Asia Banking Unit; Oracle India Ltd., where he served as Managing Director; and Shakti Sustainable Energy Foundation, where he was the Chief Executive Officer. Additionally, he is a Director at The Antara Foundation, a non-profit organization focused on maternal and child health. Krishan was also the founding Chair of the Federation of Indian Chambers of Commerce and Industry's Environment, Social, and Governance Task Force from 2020 to 2022.

Mr. Manav Thadani

Non-Executive Director

Manav Thadani holds both bachelor's and master's degrees from New York University. A hospitality industry veteran, he is the Founder and Chairman of Hotelivate and was previously associated with HVS Licensing LLC.

Mr. Michael David Holland

Independent Director

Michael David Holland holds a bachelor's degree in Building Surveying from Thames Polytechnic and a master's in Property Development (Project Management) from South Bank University, London. He is a Fellow of the Royal Institution of Chartered Surveyors. With extensive experience in Asia's commercial real estate sector, he has held leadership roles as chief executive officer at Embassy Office Parks and Assetz Property Management. He also established JLL's India operations, serving as Country Manager and Managing Director from 1998 to 2002.

Source: Company, YES Sec

Exhibit 138: Senior Management Personnel

Mr. Gyana Das

EVP & Head of Investment

Gyana Das holds a bachelor's degree in architecture from Visvesvaraya National Institute of Technology, Nagpur, and a master's degree in city planning from IIT Kharagpur. He joined SAMHI in 2011 and was previously associated with InterGlobe Hotels Private Limited.

Mr. Rajat Mehra

Chief Financial Officer

Rajat Mehra is an associate of the Institute of Chartered Accountants of India and holds a bachelor's degree in commerce from Sri Guru Teg Bahadur Khalsa College, University of Delhi. He also holds a diploma in management from Indira Gandhi National Open University. He joined SAMHI in 2012 and has previously worked with Religare Corporate Services Limited.

Mr. Sanjay Jain

*Senior Director – Corporate Affairs,
Company Secretary & Compliance Officer*

Sanjay Jain is a member of the Institute of Company Secretaries of India and the Institute of Cost Accountants of India. He holds a bachelor's degree in commerce (Hons.) from the University of Delhi. Since joining SAMHI in 2011, he has been instrumental in driving the company's corporate governance and compliance strategy. Prior to SAMHI, he was associated with Consortium Finance Limited.

Ms. Tanya Chakravarty

General Counsel Legal

Tanya Chakravarty holds a bachelor's degree in law from the Army Institute of Law. Before joining SAMHI in 2017, she was associated with Phoenix Legal and Unitech Limited, bringing extensive legal and regulatory expertise to the company.

Source: Company, YES Sec

Exhibit 139: SAMHI Hotels: ~5.5mn ESOPs granted, to be vested over 4 years

Management Personnel	ESOP Granted	As % of Total
Mr Ashish Jakhanwala	23,02,454	42.0%
Mr Gyana Das	10,80,155	19.7%
Mr Rajat Mehra	10,80,155	19.7%
Tanya Chakravarty	2,76,844	5.1%
Sanjay Jain	1,84,563	3.4%
Others	5,53,689	10.1%
Total	54,77,860	100%

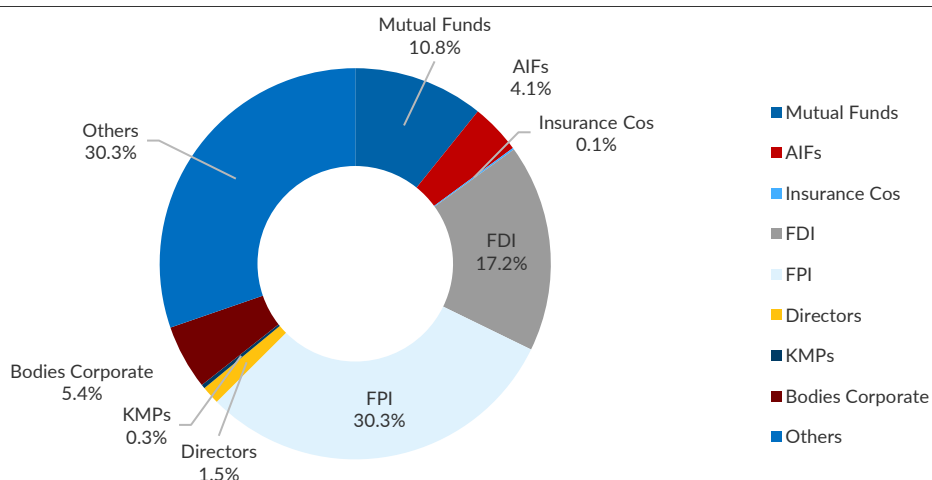
Source: Company, YES Sec

Exhibit 140: SAMHI Hotels: Trend in Shareholding Pattern – Pre- and Post-IPO

Particulars	As on date of RHP		Pre-IPO Stake Sale	OFS in IPO	Fresh Issue	Post-IPO		Q1FY26
	No of Shares	(%)	No of Shares	No of Shares	No of Shares	No of Shares	(%)	(%)
Asiya Capital (ACIC Mauritius)	37,462,680	30.5%				37,462,680	17.2%	17.2%
Blue Chandra	37,641,140	30.7%	(10,317,460)	(8,428,510)		18,895,170	8.7%	0.0%
GSA	22,023,692	17.9%		(4,931,490)		17,092,202	7.8%	NA
GTI Capital	13,747,395	11.2%		(140,000)		13,607,395	6.2%	0.0%
Nuvama Crossover Opportunities Fund			5,555,556			5,715,835	2.6%	NA
Madhuri M Kela			2,380,952			3,748,681	1.7%	NA
TIMF Holdings			2,380,952			2,380,952	1.1%	NA
Mr Ashish Jakhanwala	878,290	0.7%				878,290	0.4%	1.0%
Mr Manav Thadani	878,290	0.7%				278,290	0.4%	0.4%
Others	10,165,744	8.3%				22,668,018	10.4%	36.0%
FPI				13,500,000	95,238,095	51,507,497	23.6%	30.3%
DII						43,200,316	19.8%	15.1%
Total	122,797,231	100.0%			95,238,095	218,035,326	100.0%	100.0%

Source: Company, YES Sec

Exhibit 141: SAMHI HOTELS: Shareholding pattern



Source: Company, YES Sec

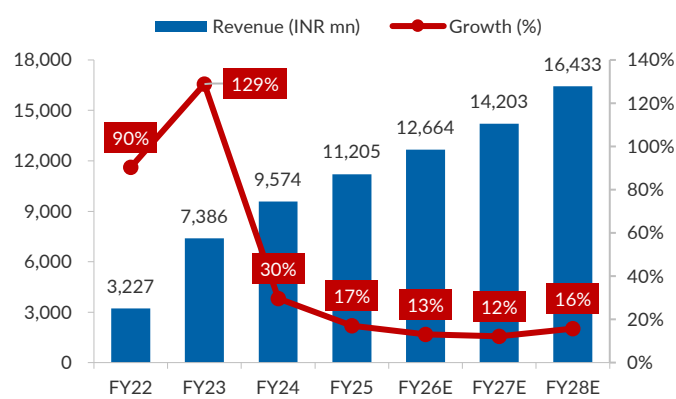
Exhibit 142: SAMHI HOTELS: List of Top Institutional Shareholders

Fund Name	% Shareholding
Republic of Singapore	7.68%
Tata Asset Management Pvt Ltd	5.38%
Steinberg India Emerging Opportunities Fund	3.01%
TT International Funds PLC	2.72%
Aditya Birla Sun Life Asset Management	2.70%
Emirates of Abu Dhabi UAE	2.67%
Oversea - Chinese Banking Corp Ltd	1.50%
Persistence Capital Fund	1.29%
Mahindra Manulife Investment Management	1.18%
SBI Funds Management	1.12%
HSBC Holdings PLC	0.86%
Morgan Stanley	0.80%
Alquity Investment Management Ltd	0.58%
Samsung Life Insurance Co Ltd	0.43%
Bajaj Finserv Mutual Fund	0.31%
Motilal Oswal Asset Management Co Ltd	0.26%
American Century Cos	0.15%

Source: Bloomberg, YES Sec

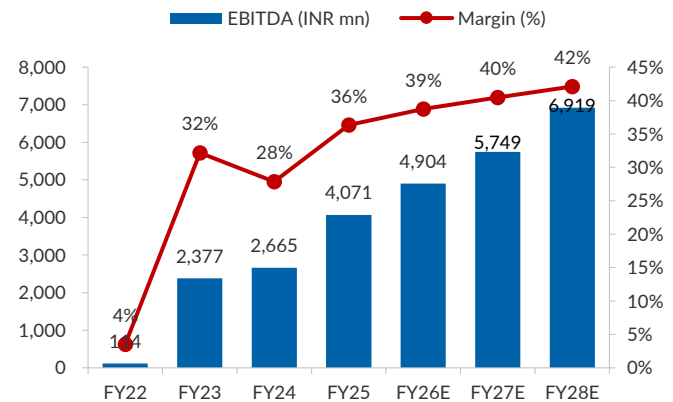
ANNUAL FINANCIALS

Exhibit 143: Revenues to register 14% CAGR over FY25-28E



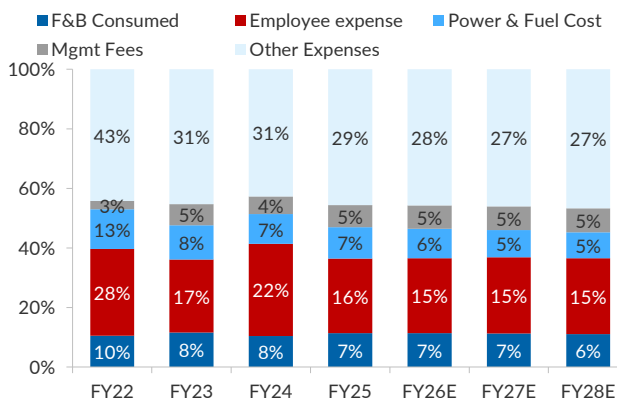
Source: Company, YES Sec

Exhibit 144: EBITDA and Margin Trend



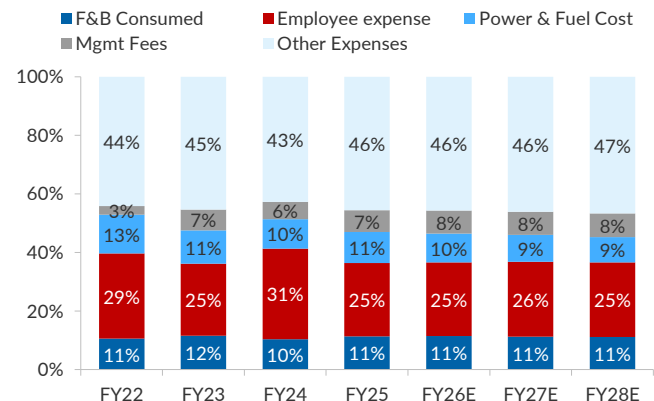
Source: Company, YES Sec

Exhibit 145: Trend in Costs as % of Sales



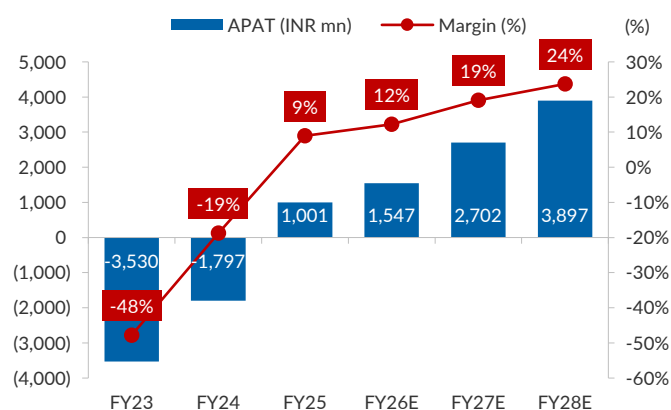
Source: Company, YES Sec

Exhibit 146: Trend in Costs as % of Total Expenditure



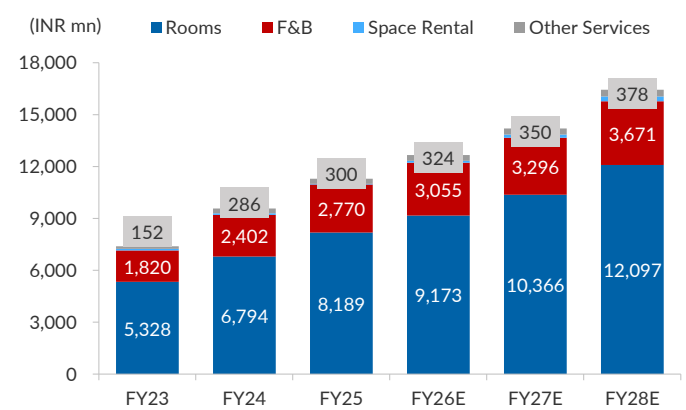
Source: Company, YES Sec

Exhibit 147: Trend in APAT and Margin



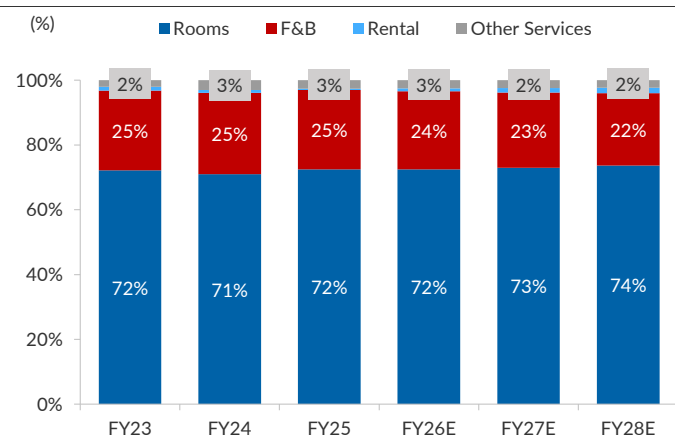
Source: Company, YES Sec

Exhibit 148: Segmental Revenue Trend



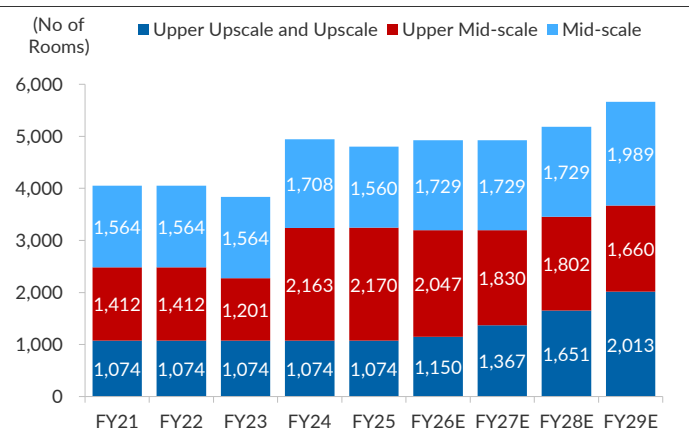
Source: Company, YES Sec

Exhibit 149: Trend in Segmental Revenue Mix (%)



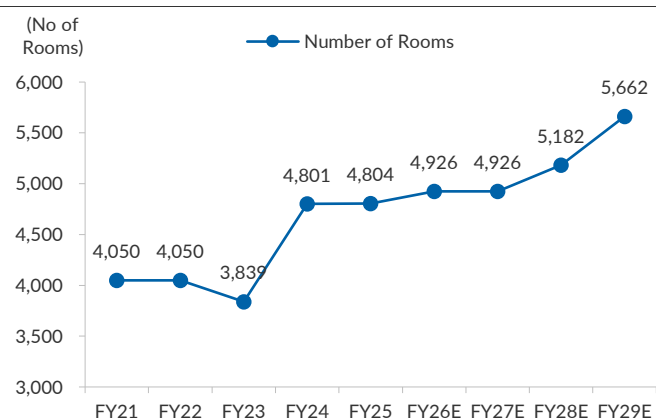
Source: Company, YES Sec

Exhibit 150: Trend in segment-wise operational keys



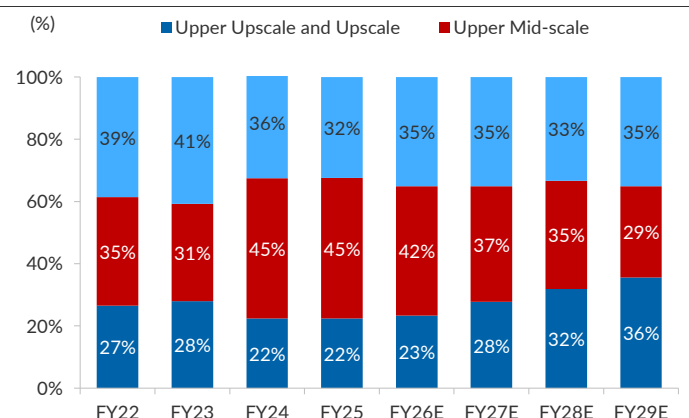
Source: Company, YES Sec

Exhibit 151: Trend in total operational inventory



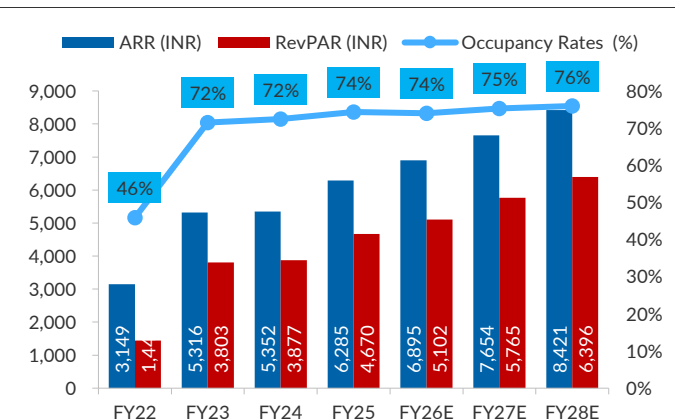
Source: Company, YES Sec

Exhibit 152: Trend in segment-wise rooms mix (%)



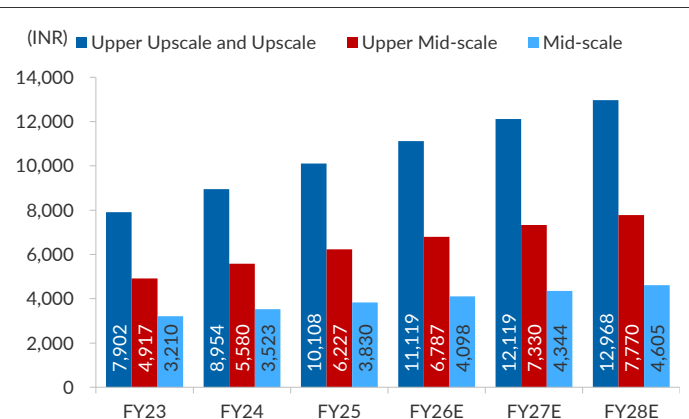
Source: Company, YES Sec

Exhibit 153: Trend in overall operational performance



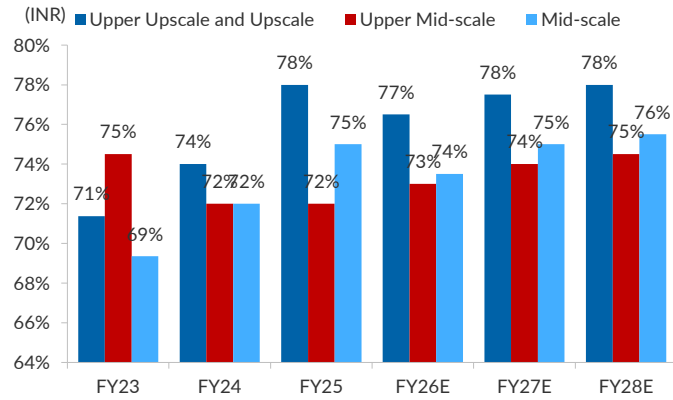
Source: Company, YES Sec

Exhibit 154: Trend in Segment-wise Avg Room Rates



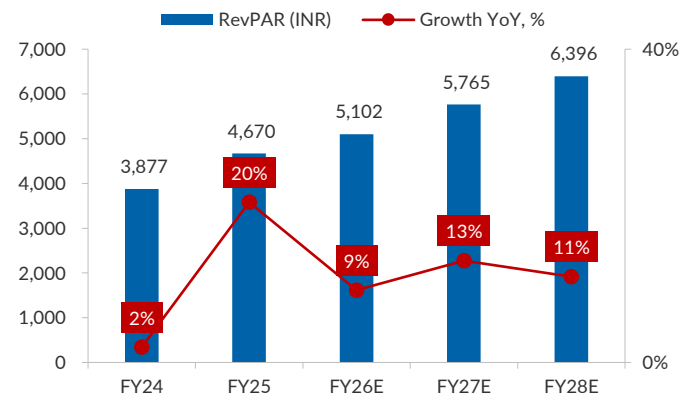
Source: Company, YES Sec

Exhibit 155: Trend in Segment-wise Occupancy



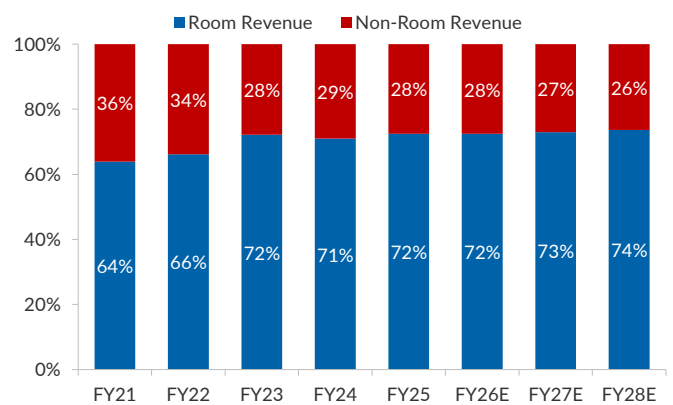
Source: Company, YES Sec

Exhibit 156: Trend in RevPAR and Growth



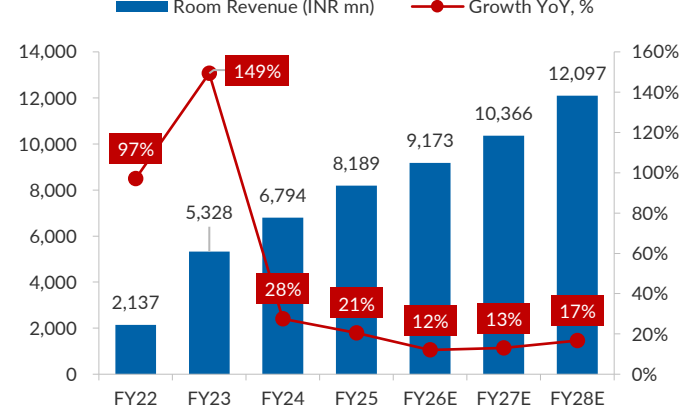
Source: Company, YES Sec

Exhibit 157: Trend in Room vs Non-Room Revenue



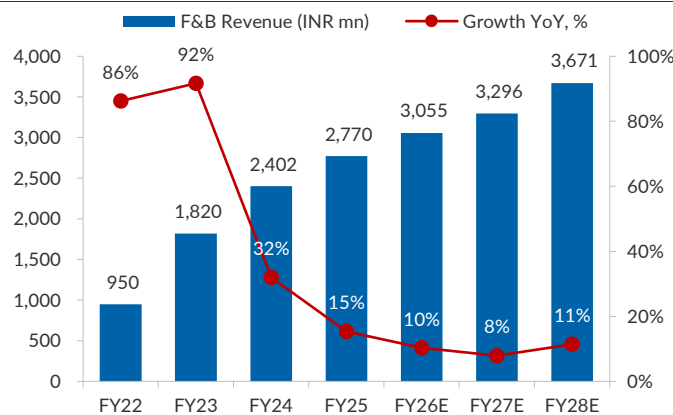
Source: Company, YES Sec

Exhibit 158: Trend in Room Revenue



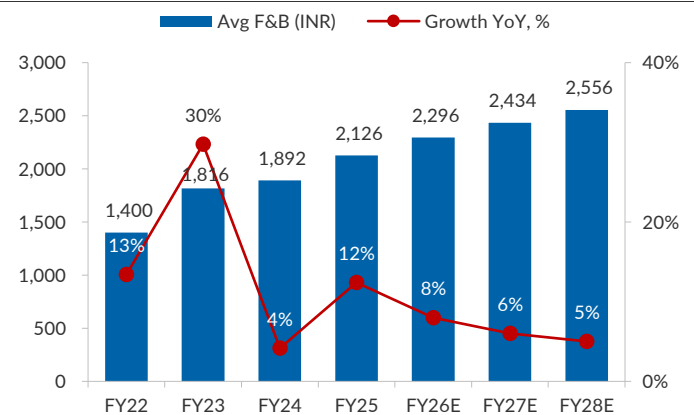
Source: Company, YES Sec

Exhibit 159: Trend in F&B Revenue



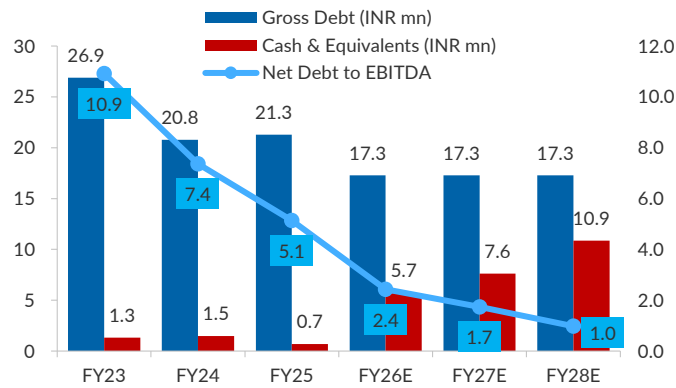
Source: Company, YES Sec

Exhibit 160: Trend in Avg F&B spends / occupied room



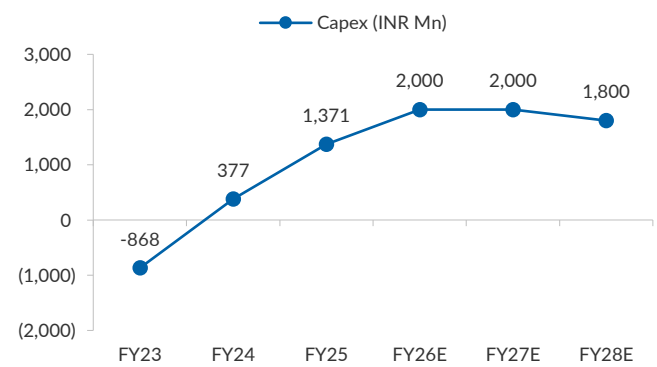
Source: Company, YES Sec

Exhibit 161: Trend in Gross Debt, Net Debt and Cash



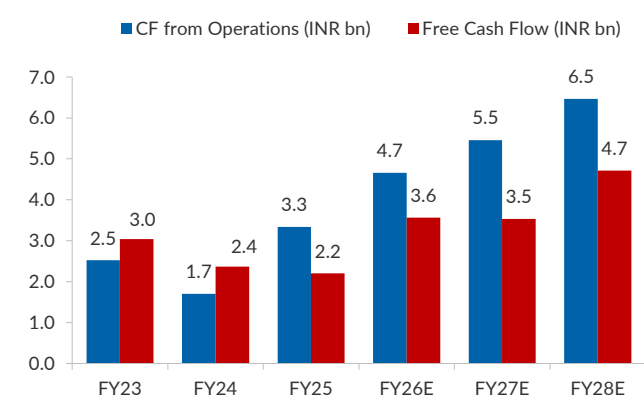
Source: Company, YES Sec

Exhibit 162: Trend in Capital Expenditure



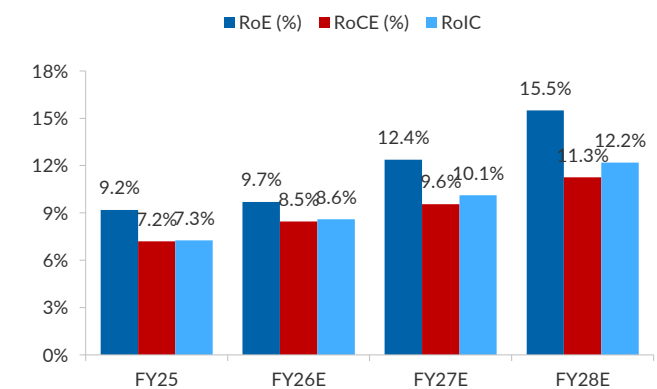
Source: Company, YES Sec

Exhibit 163: Trend in Operating and Free Cash Flow



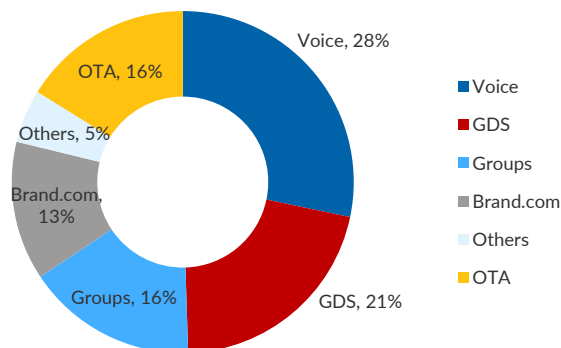
Source: Company, YES Sec

Exhibit 164: Trend in Return Ratios



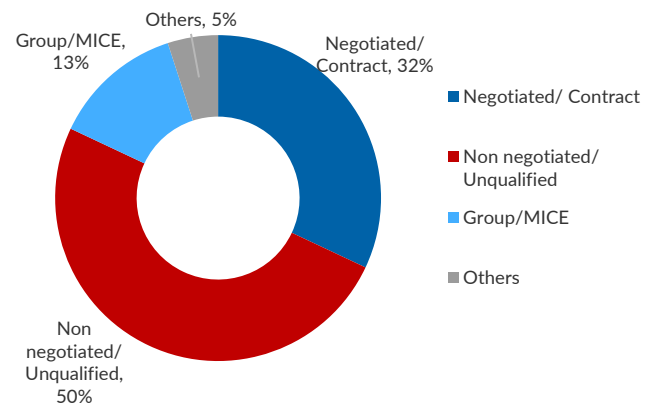
Source: Company, YES Sec

Exhibit 165: Channel Mix (FY25)



Source: Company, YES Sec

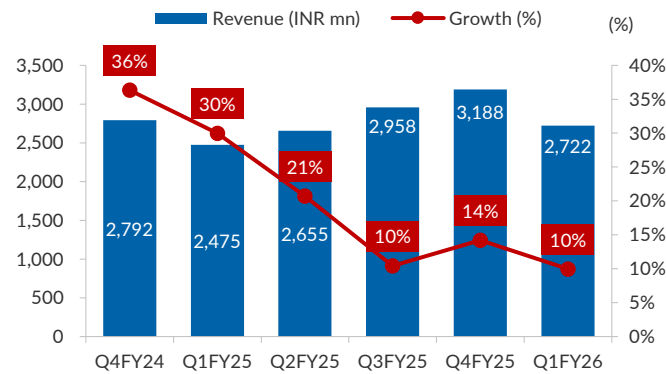
Exhibit 166: Room Income Split (FY25)



Source: Company, YES Sec

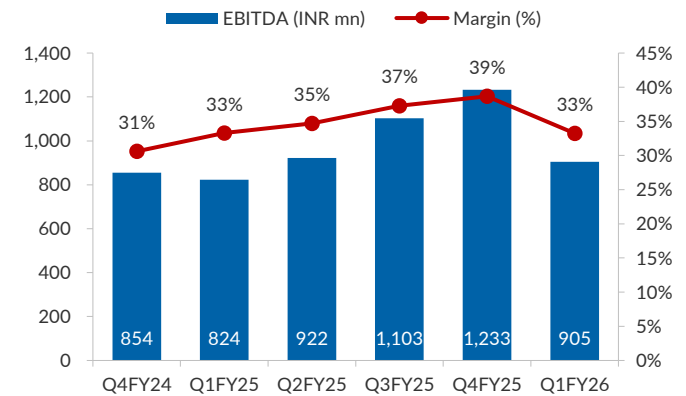
QUARTERLY FINANCIALS

Exhibit 167: Quarterly Revenue and Growth Trend



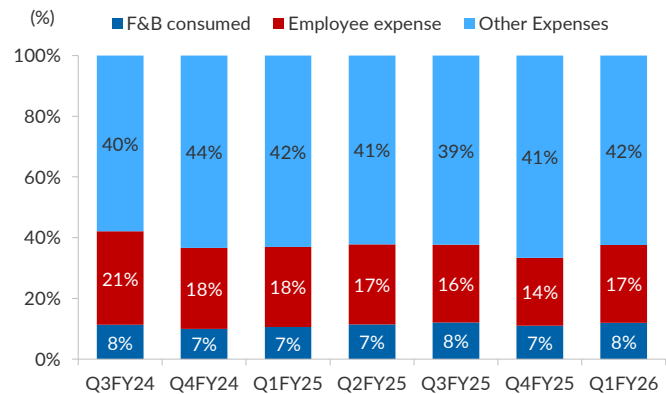
Source: Company, YES Sec

Exhibit 168: EBITDA and Margin Trend



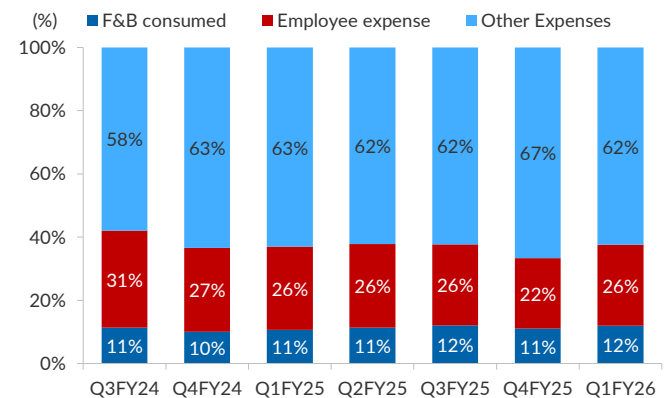
Source: Company, YES Sec

Exhibit 169: Trend in costs as % of sales



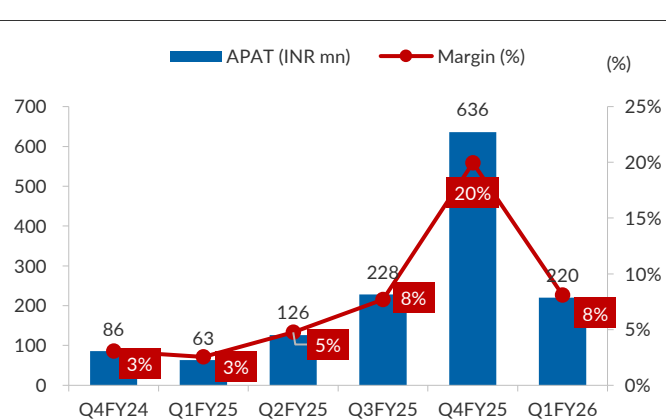
Source: Company, YES Sec

Exhibit 170: Trend in costs as % of total costs



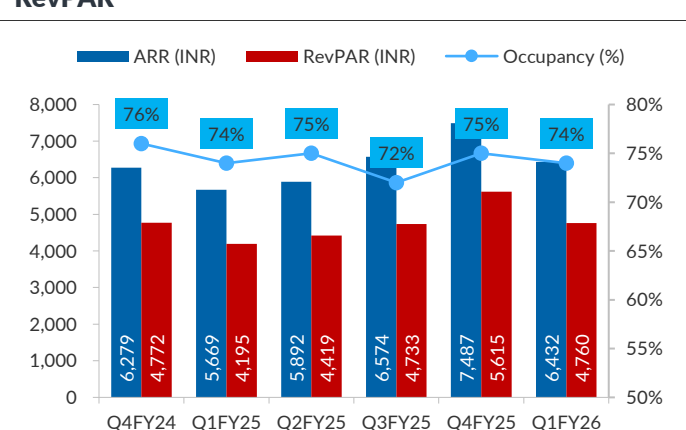
Source: Company, YES Sec

Exhibit 171: Quarterly Trend in APAT and Margin



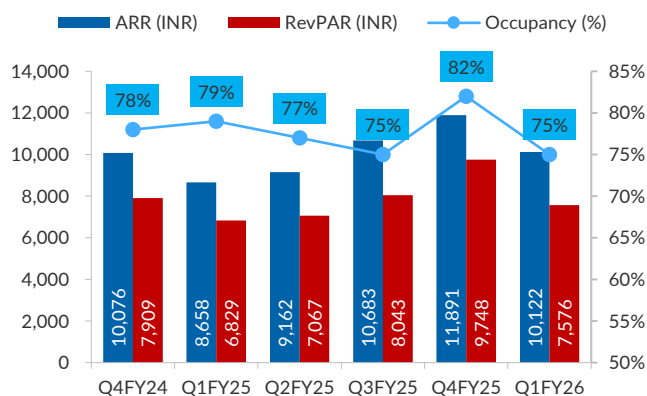
Source: Company, YES Sec

Exhibit 172: Quarterly Trend in ARR, Occupancy and RevPAR



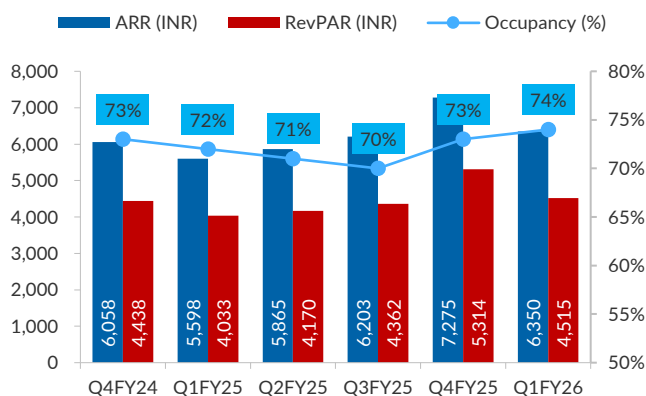
Source: Company, YES Sec

Exhibit 173: Upper-upscale and Upscale Segment – Trend in Operational Performance



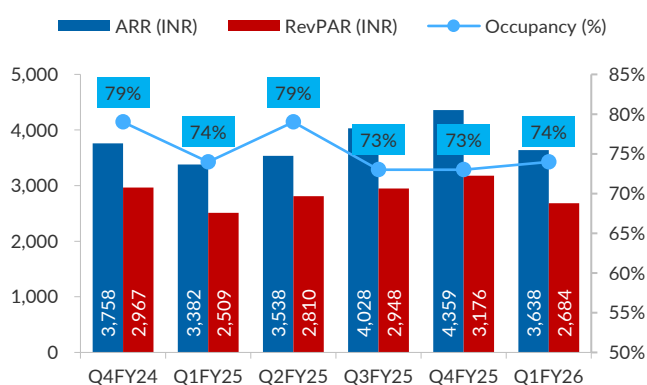
Source: Company, YES Sec

Exhibit 174: Upper Mid-scale Segment – Trend in Operational Performance



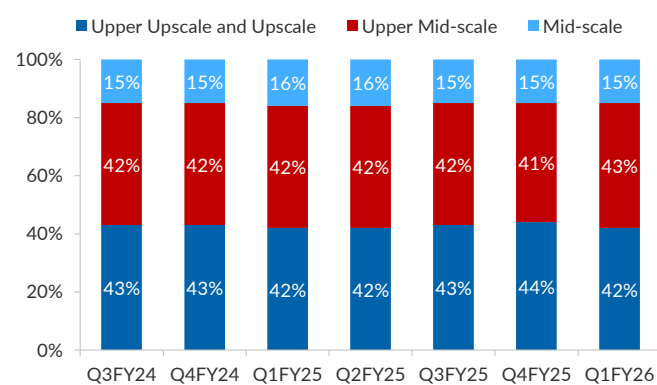
Source: Company, YES Sec

Exhibit 175: Mid-scale Segment – Trend in Operational Performance



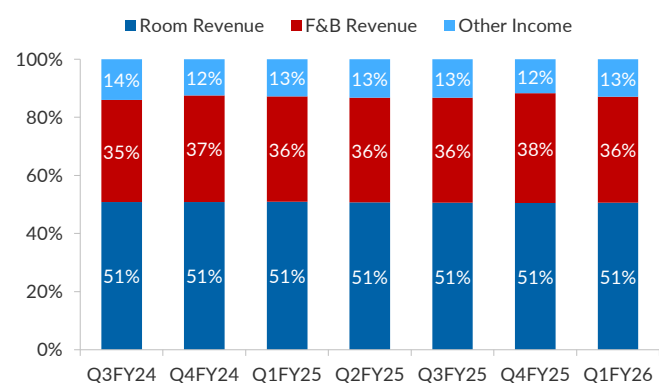
Source: Company, YES Sec

Exhibit 176: Segment-wise Asset Income Mix (%)



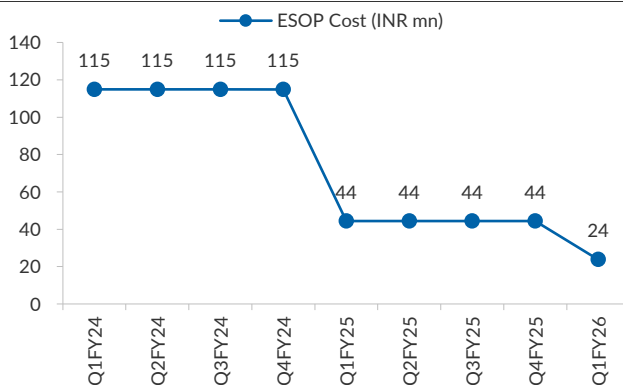
Source: Company, YES Sec

Exhibit 177: Segmental Revenue Mix (%)



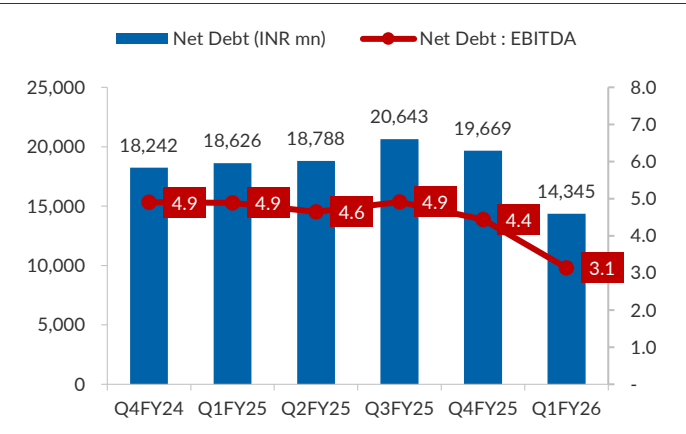
Source: Company, YES Sec

Exhibit 178: Trend in ESOP Costs



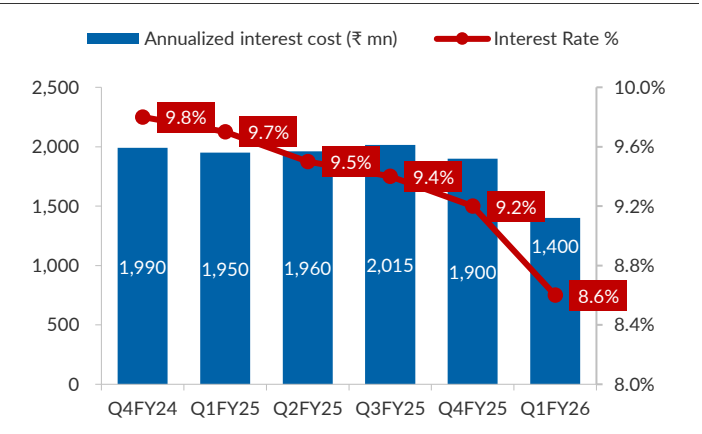
Source: Company, YES Sec

Exhibit 179: Quarterly Trend in Net Debt and Net Debt/ EBITDA



Source: Company, YES Sec

Exhibit 180: Trend in Interest Rate and Annualize Interest Cost



Source: Company, YES Sec

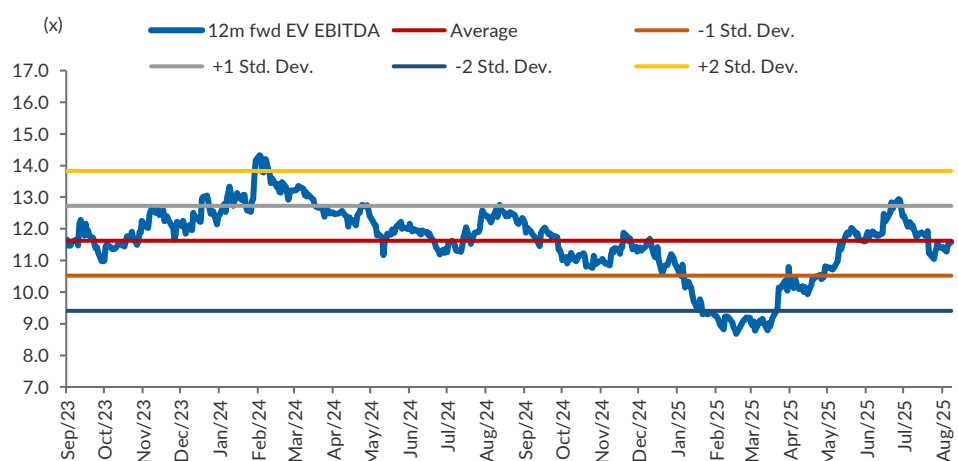
VALUATION AND OUTLOOK

SAMHI currently trades at FY26E / FY27E / FY28E attributable EV/EBITDA multiple of ~14x / 11x / 9x, adjusted for GIC share of EBITDA. Current valuation implies steep discount to other asset owners and branded players. Historically, stock has traded at a discount to peers owing to myriad of factors such as higher net debt, negative bottom line, and subdued operational performance due to pending turnaround of key assets. However, over the past year, company has taken multiple steps to address these concerns. As a result, net debt has reduced to comfortable levels, company has posted consistent profitability in FY25, and operational performance of key assets has material improved. Net Debt has reduced to INR 13,695 mn as of Jun'25 from ~INR19,669mn in Mar'25, implying Net Debt/EBITDA of ~3x now vs ~4.4x in Mar'25. Net Debt/ EBITDA is further expected to reduce considerably to ~1x by FY28E, backed by robust FCF generation. SAMHI also has a robust expansion pipeline with majority of addition into upscale and above segments. Further, re-branding and renovation of existing assets should result in robust ARR growth.

We pencil in Revenue / EBITDA / APAT CAGR of +14%/+19%/+57% over FY25-28E, driven by robust ARR growth at +10% CAGR and +160bps expansion in occupancy, Strong ARR growth is also expected to result in operating margin expansion of +580bps over FY25-28E. Turnaround of ACIC portfolio, higher contribution of upscale segment should also support margin expansion. This should also result in ROCE improvement for the company from 7.2% in FY25 to 11.3% by FY28E, implying +410bps ROCE improvement. Net Debt / EBITDA is expected to reduce sharply over next three years from current levels of ~3x to ~1x by FY28E.

We believe SAMHI Hotels offers good valuation comfort at the current levels, given steep discount to peers, despite promising growth prospects. Lower annualized interest costs and robust operational performance is expected to result in sharp Adj. PAT growth with ~57% CAGR over FY25-28E. Consistent and profitable growth, with improvement in balance sheet can drive re-rating for the stock. We value SAMHI at Jun'27 attributable EV/EBITDA multiple of ~15x and arrive at target price of Rs 305/share, implying upside of ~45% from CMP.

Exhibit 181: SAMHI Hotels: Trend in 1-yr forward EV/EBITDA Multiple



Source: YES Sec

Exhibit 182: SAMHI Hotels (SAMHI IN) – Valuation

(Rs mn)	Jun-27
Samhi Hotels Consolidated EBITDA	6,041
Adj: GIC Investment for 35% stake in 3 assets	662
Samhi Hotels Share of EBITDA	5,379
EV/EBITDA Multiple	15
Enterprise Value	78,105
Less: Net Debt	11,033
Equity Value	67,072
Target Price (INR)	305
Upside	45%

Source: YES Sec

Exhibit 183: SAMHI Hotels (SAMHI IN) – Bull and Bear Case Scenario

Jun-27 (Rs mn)	Bull Case	Bear Case
Samhi Hotels Consolidated EBITDA	6,505	5,118
Adj: GIC Investment for 35% stake in 3 assets	671	635
Samhi Hotels Share of EBITDA	5,834	4,482
EV/EBITDA Multiple	16	12
Enterprise Value	93,345	53,788
Less: Net Debt	10,859	11,445
Equity Value	82,486	42,343
Target Price (INR)	375	192
Upside / Downside	79%	-8%

Source: YES Sec

Exhibit 184: SAMHI Hotels (SAMHI IN) – Three-stage DCF model indicates modest growth assumptions over a long-term

CAGR (%)	FY25-28E	FY28-31E	FY31-36E
Financials			
Revenue	13%	10%	3%
EBITDA	18%	12%	2%
EBITDA Margin (%)	499bps	285bps	-182bps
RPAT	68%	18%	2%
Operational Metrics			
ARR	10%	7%	1%
Occupancy	163bps	150bps	-50bps
RevPAR	11%	8%	1%
Avg F&B / Occupied Room	6%	3%	2%
Room Addition	359	520	600

Source: YES Sec

Exhibit 185: SAMHI Hotels (SAMHI IN) – DCF indicates modest terminal value growth rate of ~3% and WACC of ~10.8% to arrive at our TP

Parameter	Assumption
Risk-free Rate (GSEC-10yr)	6.5%
Tax Rate	25.0%
Beta of SAMHI	1.03
Return on Index	13.0%
Market Risk Premium	6.5%
Cost of Equity	13.2%
Avg Yield on Debt	9.5%
Cost of Debt	7.1%
D/E	0.64
Weightage of Debt	39%
WACC	10.8%
Terminal value growth rate	3.0%
EV	86,665
Less: Net Debt	9,682
PV of Equity	76,984
EBITDA attributable to GIC (Jun'27)	662.1
EV/EBITDA multiple for GIC Stake	15
Adj. for GIC Stake (Based on Jun'27 EBITDA)	9932.0
Adj. PV of Equity	67,052
Price per share	305

Source: YES Sec

Exhibit 186: SAMHI HOTELS (SAMHI IN) - YSec Estimates vs Consensus

Chalet Hotels (CHALET IN)	YES Sec Estimates		BBG Consensus		% Difference	
	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E
Revenue (INR mn)	12,664	14,203	12,831	14,507	-1.3%	-2.1%
EBITDA (INR mn)	4,904	5,749	4,823	5,566	1.7%	3.3%
EBITDA Margin (%)	38.7%	40.5%	37.6%	38.4%	110bps	210bps
PAT (INR mn)	1,547	2,702	1,921	2,703	-19.5%	0%
PAT Margin (%)	12.2%	19.0%	15.0%	18.6%	-280bps	40bps

Source: Bloomberg, YES Sec Estimates

FINANCIALS

Exhibit 187: Balance sheet

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
Equity Share Capital	220	221	221	221	221
Total Reserves	10,165	11,199	20,266	22,968	26,865
Net Worth	10,385	11,421	20,487	23,189	27,086
Minority Interest	0	0	260	338	382
Total Loans	21,116	21,619	17,619	17,619	17,619
Lease Liability	464	1,178	1,332	1,494	1,728
Deferred Tax Liabilities	391	516	516	516	516
Capital Employed	32,356	34,734	40,214	43,156	47,331
Net Fixed Assets	23,048	23,785	24,049	24,751	25,194
Goodwill on Consolidation	4,556	5,275	5,275	5,275	5,275
Right-of-Use assets	1,759	2,861	3,233	3,626	4,195
Capital WIP	325	954	791	758	692
Total Investments	1,952	1,503	1,503	1,503	1,503
Curr. Assets, Loans & Adv.	2,812	2,054	7,241	9,316	12,835
Inventory	40	42	45	49	55
Account Receivables	605	673	761	853	987
Cash and Bank Balance	1,474	700	5,712	7,603	10,855
Loans and Advances	692	640	723	811	938
Curr. Liability & Prov.	2,095	1,697	1,878	2,073	2,363
Account Payables	1,269	954	1,038	1,131	1,273
Other Current Liabilities	763	667	754	846	979
Provisions	63	76	86	96	111
Net Current Assets	717	356	5,363	7,243	10,473
Appl. of Funds	32,356	34,734	40,214	43,156	47,331

Source: YES Sec

Exhibit 188: Profit & Loss Statement

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
Total Income from Operations	9,574	11,205	12,664	14,203	16,433
<i>Change (%)</i>	29.6	17.0	13.0	12.2	15.7
Food and beverages consumed	719	808	886	949	1,054
Employees Cost	2,138	1,790	1,951	2,165	2,425
Power & Fuel Cost	691	753	768	774	821
Management and incentive fees	410	533	608	668	772
Other Expenses	2,951	3,252	3,547	3,898	4,442
Total Expenditure	6,909	7,134	7,760	8,455	9,515
EBITDA	2,665	4,071	4,904	5,749	6,919
<i>Margin (%)</i>	27.8	36.3	38.7	40.5	42.1
Depreciation	1,137	1,157	1,249	1,331	1,423
EBIT	1,528	2,914	3,654	4,418	5,496
Int. and Finance Charges	3,451	2,223	1,890	1,683	1,663
Other Income	213	180	361	613	919
PBT bef. EO Exp.	-1,709	872	2,125	3,348	4,752
EO Items	-732	-194	0	0	0
PBT after EO Exp.	-2,441	677	2,125	3,348	4,752

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
Total Tax	-95	-248	319	301	475
Tax Rate (%)	3.9	-36.7	15.0	9.0	10.0
Income from Asso/MI	0	-71	-260	-344	-380
Reported PAT	-2,346	855	1,547	2,702	3,897
Adjusted PAT	-1,797	1,001	1,547	2,702	3,897
Change (%)	-49.1	-155.7	54.5	74.7	44.2
Margin (%)	-18.8	8.9	12.2	19.0	23.7
Adj EPS	-8.2	4.5	7.0	12.2	17.6

Source: YES Sec

Exhibit 189: Cash Flow Statement

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
OP/(Loss) before Tax	-2,441	607	2,125	3,348	4,752
Depreciation	1,137	1,168	1,249	1,331	1,423
Interest & Finance Charges	3,451	2,288	1,529	1,070	743
Direct Taxes Paid	-114	5	-319	-301	-475
(Inc)/Dec in WC	-330	-731	72	11	22
CF from Operations	1,703	3,336	4,657	5,458	6,466
Others	1,044	234	260	78	44
CF from Operating incl EO	2,747	3,570	4,917	5,536	6,510
(Inc)/Dec in FA	-377	-1,371	-1,350	-2,000	-1,800
Free Cash Flow	2,370	2,199	3,567	3,536	4,710
(Pur)/Sale of Investments	-291	-1,305	0	0	0
Others	99	77	-12	220	350
CF from Investments	-569	-2,600	-1,362	-1,780	-1,450
Issue of Shares	11,437	8	7,520	0	0
Inc/(Dec) in Debt	-6,744	384	-3,847	162	235
Interest Paid	-6,723	-2,214	-1,890	-1,683	-1,663
Dividend Paid	0	0	0	0	0
Others	-9	161	-260	-344	-380
CF from Fin. Activity	-2,039	-1,660	1,524	-1,865	-1,808

Source: YES Sec

Exhibit 190: Du-Pont analysis

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
Tax burden (x)	1.0	1.4	0.9	0.9	0.9
Interest burden (x)	-1.6	0.2	0.6	0.8	0.9
EBIT margin (x)	16.0	26.0	28.9	31.1	33.4
Asset turnover (x)	0.4	0.4	0.4	0.4	0.4
Financial leverage (x)	21.4	2.9	2.2	1.8	1.6
RoE (%)	-203.2	8.5	11.3	14.0	17.0

Source: YES Sec

Exhibit 191: Ratio Analysis

Y/e 31 Mar	FY24	FY25	FY26E	FY27E	FY28E
Growth matrix (%)					
Revenue growth	29.6	17.0	13.0	12.2	15.7
Op profit growth	12.1	52.8	20.5	17.2	20.4
EBIT growth	8.0	90.7	25.4	20.9	24.4
Net profit growth	-49.1	-155.7	54.5	74.7	44.2
Profitability ratios (%)					
EBITDA Margin	27.8	36.3	38.7	40.5	42.1
EBIT margin	16.0	26.0	28.9	31.1	33.4
Net profit margin	-18.8	8.9	12.2	19.0	23.7
RoCE	5.2	7.2	8.5	9.6	11.3
RoNW	-155.7	9.2	9.7	12.4	15.5
RoIC	6.4	7.3	8.6	10.1	12.2
ROA	-5.9	3.1	4.2	6.8	9.0
Per share ratios					
EPS	-8.2	4.5	7.0	12.2	17.6
Cash EPS	-3.0	9.8	12.6	18.2	24.0
Book value per share	47.2	51.6	92.6	104.8	122.4
Dividend per share	0.0	0.0	0.0	0.0	0.0
Valuation ratios					
P/E	-25.7	46.2	30.0	17.2	11.9
P/CEPS	-70.0	21.5	16.6	11.5	8.7
P/B	4.4	4.1	2.3	2.0	1.7
EV/EBIDTA	24.7	16.5	12.0	9.9	7.7
EV/Sales	6.9	6.0	4.6	4.0	3.3
Payout (%)					
Dividend payout	0.0	0.0	0.0	0.0	0.0
Tax payout	3.9	-36.7	15.0	9.0	10.0
Liquidity ratios					
Debtor days	23	22	22	22	22
Inventory days	2	2	2	2	2
Creditor days	67	49	49	49	49

Source: YES Sec

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