

July 14, 2025

INITIATING COVERAGE | Sector: India Hospitality Sector

Apeejay Surrendra Park Hotels

Potential Value Unlocking Play, Initiate Coverage with BUY!

We initiate coverage on Park Hotels with a **BUY** rating due to a strong value unlocking potential driven by: 1) Robust ARR supported by addition of luxury/upper-upscale portfolio 2) Diversified positioning across segments and geographies 3) Rapid store addition in Flurys enables scale and better profitability 4) Aggressive keys addition in owned portfolio to ensure future growth 5) Healthy B/S which allows company to pursue incremental growth opportunities 6) Valuation comfort compared to other branded peers. Park Hotels is well placed to play the long-term industry upcycle through its existing and upcoming assets. We value the hotels segment at Jun'27E EV/EBITDA multiple of 15x, Flurys at 18x and arrive at SoTP based TP of Rs230. Initiate coverage with a **BUY** rating.

Diversified positioning: Luxury foray to support ARR: Park Hotels has a well-diversified portfolio through dedicated brands across segments. Brands include The Park, The Park Collection, Zone by the Park, Zone Connect and Stop by Zone, which caters to respective set of target guests. Further, company is geographically well-diversified with presence across key Tier-1/metro markets as well as top leisure destinations. This ensures better demand capture across markets and helps sustain RevPAR growth. Park has also forayed into ultra-luxury properties with Ran Bass and Lotus palaces. It has also recently acquired luxury resort properties in Kerala, namely The Malabar House and Purity at lake Vembanad. It has also forayed into Mumbai luxury market with acquisition of Zillion Hotels. All these properties typically command significantly higher ARR, which should support blended ARR growth over FY26-28E.

Flurys – Rapid Store addition to drive growth: Flurys is now operating 103 outlets across kiosks, café, and restaurants formats. Management has aggressive expansion plans for Flurys with target to add 50 stores each in FY26 and FY27. Portfolio mix is expected to shift in favor of cafes from kiosks going forward, which will result in higher revenue per store. Centralized kitchen in NCR and Navi Mumbai should also help in margin expansion for Flurys. Company targets INR10mn revenue per year for matured cafes and restaurants from ~INR6.5mn currently. We expect Flurys to register robust +38%/+44% Revenue/EBITDA CAGR over FY25-28E.

Aggressive keys addition with balanced mix: Park Hotels plans to expand the total portfolio from ~2.4K keys in FY25 to ~5.4K keys over next 3-4 years. Planned addition on owned side is robust with ~1,000 keys in pipeline. Development for major part of the pipeline has already started and majority of additions are expected post FY27E. In addition, mgmt plans to add ~500 managed keys each year. This should result in sustained growth over medium-term. Further, Park already owns the land parcels for planned development, which should result in healthy RoCE with limited capex.

Healthy B/S enables incremental growth: Company has healthy B/S with Net debt of only ~Rs255mn as of FY25. Further, company is expected to generate cumulative OCF of ~INR9bn over FY26-28E. Company also expects to receive INR1bn of cash flows each year over next 3 years from the residential real estate project in Kolkata. Mgmt expects total capex of INR17-18bn over next 5 years, o/w, current projects pipeline is expected to incur capex of INR10bn. which is majorly to be funded via internal accruals. Thus, company is well-placed to explore incremental growth opportunities in future with strong investible surplus available.

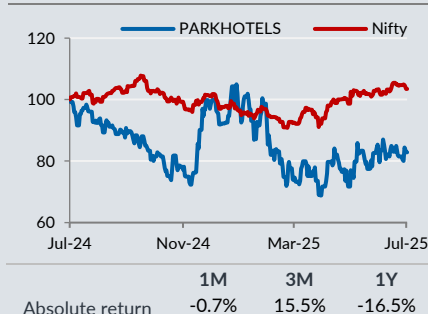
Valuation and outlook: Stock currently trades at 1-yr fwd EV/EBITDA of ~12x. We believe this offers significant value unlocking opportunity due to the sharp discount to other branded peers, despite robust est Revenue/EBITDA CAGR of +18%/27% over FY25-28E. Growth is expected to be driven by robust keys addition in hotels, steady RevPAR growth and scale-up of Flurys. We value the hospitality segment at Jun'27 EV/EBITDA multiple of 15x and Flurys at 18x and arrive at SoTP based target price of Rs230, implying upside of ~42% from CMP. Initiate coverage with **BUY**!

Reco	: BUY
CMP	: Rs 162
Target Price	: Rs 230
Potential Return	: +42%

Stock data (as on Jul 11, 2025)

Nifty	25,363
52 Week h/l (Rs)	206 / 129
Market cap (Rs/USD mn)	34462 / 402
Outstanding Shares (mn)	213
6m Avg t/o (Rs mn):	125
Div yield (%):	-
Bloomberg code:	PARKHOTE IN
NSE code:	PARKHOTELS

Stock performance



Shareholding pattern (As of Mar'25 end)

Promoter	68.1%
FII+DII	15.3%
Others	16.6%

Financial Summary

(Rs mn)	FY26E	FY27E	FY28E
Net Revenue	7,119	8,259	10,424
YoY (%)	12.7	16.0	26.2
EBIDTA	2,365	2,991	4,159
EBITDA (%)	33.2	36.2	39.9
APAT	1,211	1,494	2,242
ROE	9.0	10.1	13.5
EPS	5.7	7.0	10.5
P/E	28.5	23.1	15.4
EV/EBITDA	14.8	12.1	8.8
BV/Share	65.9	73.0	83.5
P/BV	2.5	2.2	1.9

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STORY IN CHARTS

Exhibit 1: 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	52.1	47.0	6.8	6.0	28.7	24.5	10.3	9.0	-0.3	-0.4	19.3	19.5
Lemon Tree	BUY	188	42.7	32.5	8.2	6.6	18.4	15.5	9.5	8.2	0.9	0.5	16.4	19.4
EIH Ltd	REDUCE	355	31.9	29.2	4.2	3.8	21.7	19.4	7.7	7.0	-0.3	-0.3	14.0	13.2
Chalet Hotels	BUY	1,080	25.5	25.2	5.1	4.3	22.5	18.2	7.0	7.0	0.6	0.4	15.1	13.4
Apeejay Surrendra Park Hotels	BUY	230	28.5	23.1	2.5	2.2	14.8	12.1	4.9	4.4	0.0	0.1	9.2	10.0

Source: Company, YES Sec Estimates

Exhibit 2: PARK HOTELS (PARKHOTE IN) - YSec Estimates vs Consensus

PARK Hotels (PARK IN)	Yes Sec Estimates			BBG Consensus		% Difference	
	FY26E	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E
Revenue (INR mn)	7,119	8,259	10,424	7,468	8,650	-5%	-5%
EBITDA (INR mn)	2,365	2,991	4,159	2,555	3,022	-7%	-1%
EBITDA Margin (%)	33.2%	36.2%	39.9%	34.2%	34.9%	99bps	-127bps
PBT (INR mn)	1,637	2,019	3,030	1,602	1,751	2%	15%
PBT Margin (%)	23.0%	24.4%	29.1%	21.5%	20.2%	-154bps	-421bps
APAT (INR mn)	1,211	1,494	2,242	1,303	1,433	-7%	4%

Source: Bloomberg, YES Sec Estimates

Exhibit 3: Financial Comparison across Branded Hospitality Players – Balanced performance for ASPHL

Company	Revenue (INR mn)		FY25-27E CAGR	EBITDA (INR mn)		FY25-27E CAGR	RPAT (INR mn)		FY25-27E CAGR	Net Debt (INR mn)		Net Debt/EBITDA (x)	
	FY25	FY27E		FY25	FY27E		FY25	FY27E		FY25	FY27E	FY25	FY27E
Indian Hotels	83,345	111,924	15.9%	27,693	41,004	21.7%	19,076	22,408	8.4%	-28,557	-63,660	-1.0	-1.6
EIH Ltd	27,432	29,169	3.1%	10,170	10,597	2.1%	7,607	7,583	-0.2%	-10,509	-17,371	-1.0	-1.6
Lemon Tree	12,861	16,303	12.6%	6,341	8,673	16.9%	1,966	3,662	36.5%	15,794	8,881	2.5	1.0
Chalet Hotels	17,178	24,290	18.9%	7,359	14,550	40.6%	1,426	5,701	100.0%	24,010	20,382	3.3	1.4
Park Hotels	6,315	8,259	14.4%	2,045	2,991	20.9%	836	1,494	33.7%	255	1,699	0.1	0.6
SAMHI Hotels	11,300	14,542	13.4%	4,060	5,533	16.7%	855	2,750	79.3%	20,919	10,644	5.2	1.9
ITC Hotels	35,598	47,156	15.1%	12,109	17,136	19.0%	6,350	10,238	27.0%	-18,272	-41,359	-1.5	-2.4
Ventive Hospitality	16,047	27,510	30.9%	7,608	12,876	30.1%	1,203	5,065	105.2%	17,831	19,533	2.3	1.5
Juniper Hotels	9,443	12,669	15.8%	3,367	5,022	22.1%	713	2,371	82.4%	10,291	10,073	3.1	2.0

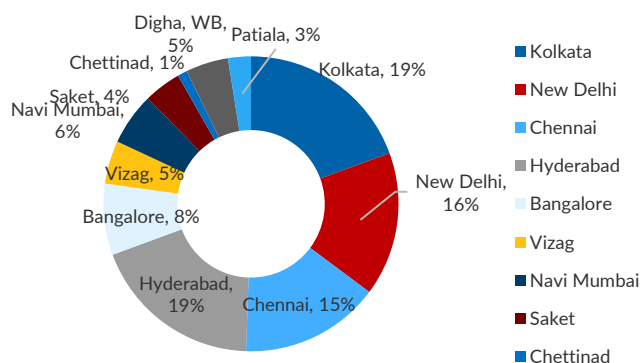
Source: YES Sec, Company data; Note: For ITC Hotels, Ventive Hospitality, Juniper Hotels and SAMHI Hotels, Bloomberg estimates have been used for forecasted numbers; Ex-Real estate data for Chalet Hotels

Exhibit 4: Operational performance Comparison across Branded Hospitality Players – ASPHL Trading at a Sharp discount, despite robust expected performance across all key metrics

Company	Owned/Leased Keys		FY25-27E CAGR	Managed Keys		FY25-27E CAGR	ROCE (%)		FY25-27E (bps)	EV/EBITDA (x)		P/E (x)	
	FY25	FY27E		FY25	FY27E		FY25	FY27E		FY25	FY27E	FY25	FY27E
Indian Hotels	14,549	15,505	3.2%	11,988	18,198	23.2%	17.6	19.5	191.0	37.5	24.5	62.7	47.0
Elh Ltd	2,270	2,221	-1.1%	837	906	4.0%	17.9	13.2	-463.0	22.3	20.7	31.0	31.1
Lemon Tree	5,759	5,759	0.0%	4,565	9,297	42.7%	18.5	22.5	401.0	22.6	15.7	61.6	33.2
Chalet Hotels	3,387	3,772	5.5%				8.4	10.6	219.0	29.7	18.2	136.7	34.1
Park Hotels	1,395	1,515	4.2%	999	1,705	30.6%	9.4	10.0	67.0	17.0	12.1	41.3	23.1
SAMHI Hotels	4,823	5,238	4.2%				7.2			17.8	11.3	51.0	25.9
ITC Hotels	5,620	5,941	2.8%	7,762	11,462	21.5%	6.8			38.4	25.8	76.1	43.4
Ventive Hospitality	2,036	2,203	4.0%				6.2			25.3	15.1	129.6	32.6
Juniper Hotels	1,895	2,852	22.7%				5.3			22.4	18.1	91.1	29.5

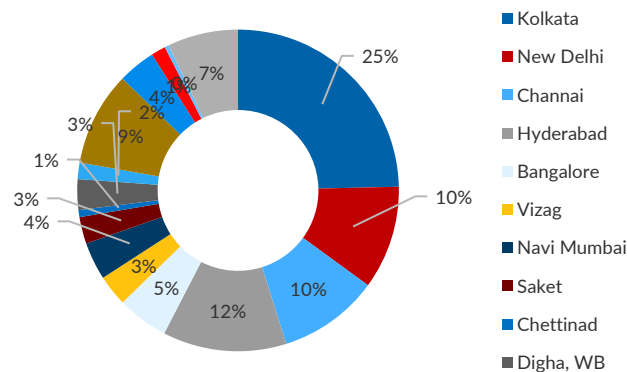
Source: YES Sec, Company data; Note: For ITC Hotels, Ventive Hospitality, Juniper Hotels and SAMHI Hotels, Bloomberg estimates have been used for forecasted numbers; Ex-Real estate data for Chalet Hotels

Exhibit 5: Well-diversified pan-India Presence in owned / leased portfolio



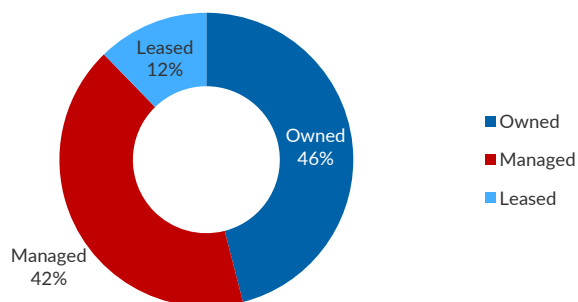
Source: Company, YES Sec

Exhibit 6: FY29E inventory break-up indicates further diversification across key markets



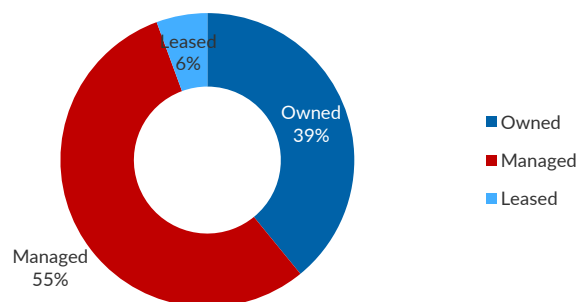
Source: Company, YES Sec

Exhibit 7: Well-balance portfolio across owned, leased, and managed segments



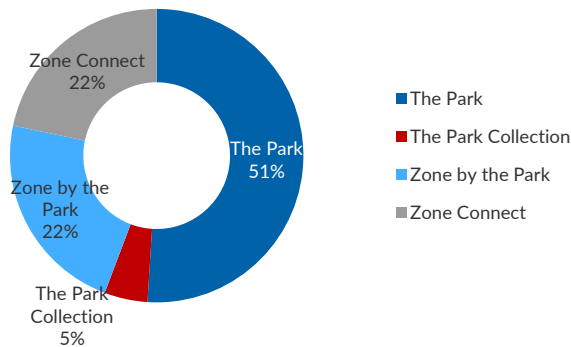
Source: Company, YES Sec

Exhibit 8: Mix to shift in favor of managed by FY29E, however, Owned/leased will remain the key driver



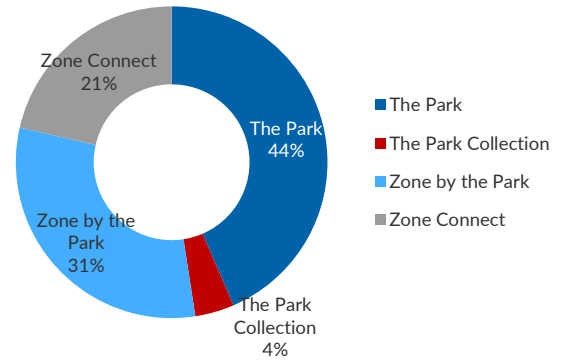
Source: Company, YES Sec

Exhibit 9: Niche brands for each segment with mix in favor of upscale segment via The Park brand



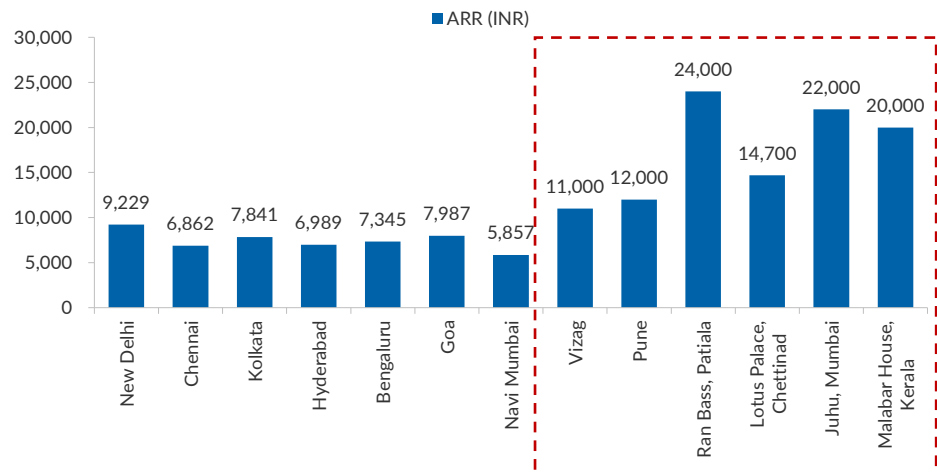
Source: Company, YES Sec

Exhibit 10: Inventory mix till FY29E to remain broadly similar due to strong addition across segments



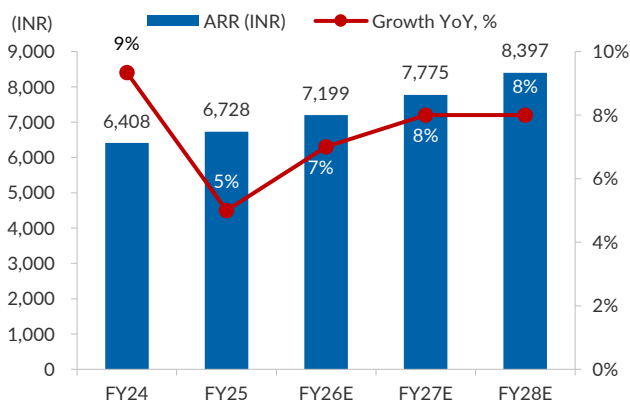
Source: Company, YES Sec

Exhibit 11: Addition of Luxury Portfolio to drive ARR higher



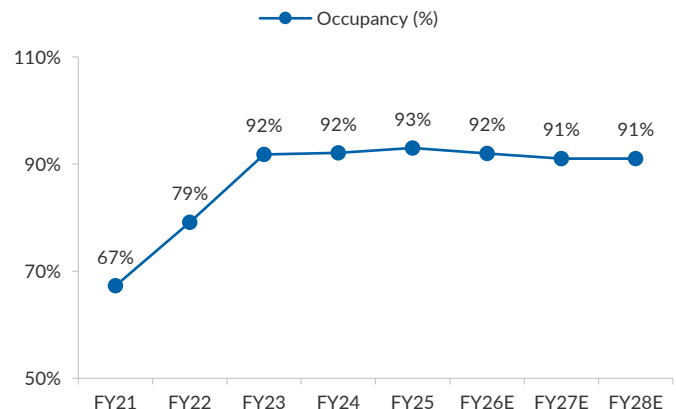
Source: Company, YES Sec; Note: ARR for Vizag, Ran Bass, Lotus Palace, Pune and Juhu, Mumbai is based on mgmt estimates

Exhibit 12: ARR is expected to register ~8% CAGR over FY25-28E



Source: Company, YES Sec

Exhibit 13: Occupancy to remain robust with slight moderation over FY25-28E



Source: Company, YES Sec

Exhibit 14: City-wise ADR Comparison across key branded players indicates significant headroom for THE PARK

Brand	Kolkata		Navi Mumbai		Vizag		Bangalore		Hyderabad		New Delhi		Chennai	
	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend
THE PARK	7,155	7,155	7,345	7,395	6,594	8,575	8,550	4,860	9,037	7,590	6,589	7,529	6,524	5,982
Trident / Oberoi									14,500	11,600	18,000	12,113	10,000	8,500
The Lalit	7,487	7,008					9,350	8,925			14,025	11,475		
Courtyard			10,500	8,000			15,000	10,500	10,500	7,899			8,500	7,000
DoubleTree							11,500	8,075						
Hilton							12,500	9,350			8,500	6,375	12,000	13,600
Taj	8,800	8,910					11,000	11,100	12,000	9,000	12,000	16,200	12,600	8,400
Vivanta	6,000	5,200	10,350	9,000			18,000	8,500	9,999	8,549			7,000	5,500
Taj City Centre	11,000	8,241												
Taj Taal Kutir	8,350	9,500												
JW Marriott	9,300	9,800	12,000	8,500							17,000	16,000		
ITC	8,925	9,350							10,000	7,000	5,950	5,100	8,000	6,000
Hyatt Regency / Palace	6,600	7,263							10,000	6,800	11,000	11,000	9,000	8,500
FPS / Sheraton			10,229	8,369	6,899	6,599	10,000	6,500	20,500	11,500	8,299	7,479	11,800	23,000
Fortune			5,942	5,347							4,250	7,225		
Ramada			5,144	7,765							5,000	5,000		
Fairfield					7,499	6,399	13,900	10,000					7,000	6,609
Novotel					8,498	8,498	19,500	12,500	11,750	13,000	8,500	7,000	6,519	5,534
Welcomhotel					4,000	4,000					4,500	3,700		
Radisson					9,999	7,559			13,800	14,800	7,499	6,299	11,000	9,000
Lemon Tree	3,002	3,010					7,360	4,048	3,090	3,090	3,864	3,752	3,888	3,888
Taj West End							17,900	13,900						

Source: MakeMyTrip, YES Sec; Note: Room rates are excluding taxes and are indicative in nature based on existing rates for the week of 13th-19th July 2025. Only comparable properties operating in the vicinity of Park Hotels have been considered for above representation

Exhibit 15: THE PARK Hotels – Time-tested assets with proved track record of operational excellence

Hotels	Number of Rooms	Year of Commencement	Date of Expiry	Business Model
THE PARK Bangalore	109	1995	July 28, 2052	Long Term Lease
THE PARK Kolkata	149	1967		Direct Ownership
THE PARK Vizag	66	1968		Direct Ownership
THE PARK New Delhi	220	1988		Direct Ownership
THE PARK Chennai	214	2002		Direct Ownership
THE PARK Navi Mumbai	80	2006		Direct Ownership
THE PARK Hyderabad	263	2011		Direct Ownership
THE PARK Indore	100	2021	Nov 30, 2036	Management Agreement
Total	1,201			

Source: Company, YES Sec

Exhibit 16: Strong F&B and Entertainment brands spread across key hotel properties

Restaurants	Night Clubs	Bars & Clubs	Retail F&B
   	   	   	

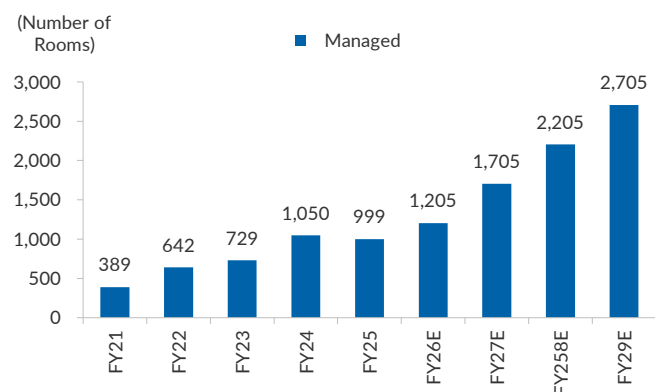
Source: Company, YES Sec

Exhibit 17: Hotel-wise key restaurants, Bars and Nightclubs

The Park New Delhi	The Park Kolkata	The Park Hyderabad	The Park Navi Mumbai	The Park Vizag	The Park Bangalore	The Park Chennai
FIRE	The Bridge	Coffee shop	Aqua	Vista	Aqua	Six O One
MIST	Zen	Aish Indian Restaurant	Bamboo	Bamboo Bay / The Shack	Monsoon	The Leather Bar
Agni	The Street The Walkthrough Café	Aqua - Pool side Bar & restaurant	Dusk	The Aqua	Italia	Lotus
AQUA	Aqua	Kismet Pub	West 1	Someplace Else Bar	i-Bar	Pasha's
	Roxy			Tribe		Aqua
	Someplace Else					A2
	Tantra					

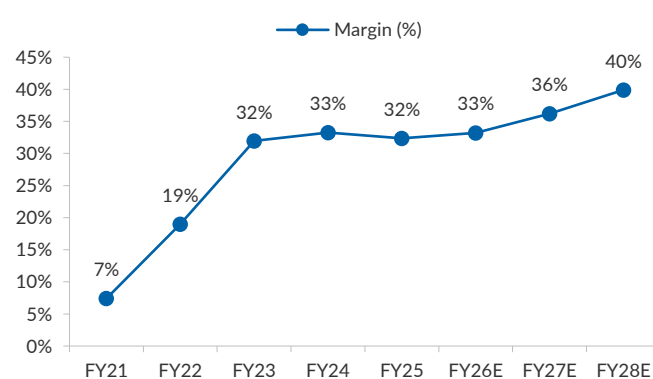
Source: Company, YES Sec

Exhibit 18: Management contract pipeline is strong over FY25-29E



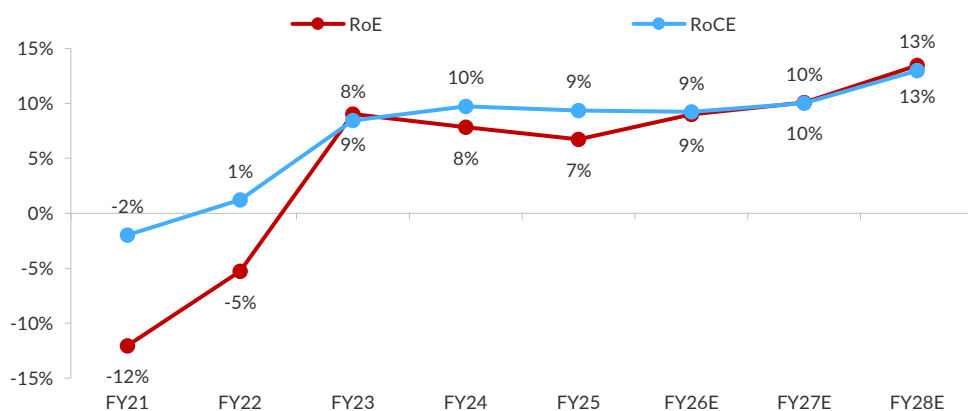
Source: Company, YES Sec

Exhibit 19: Operating Margin expected to improve with addition of managed keys



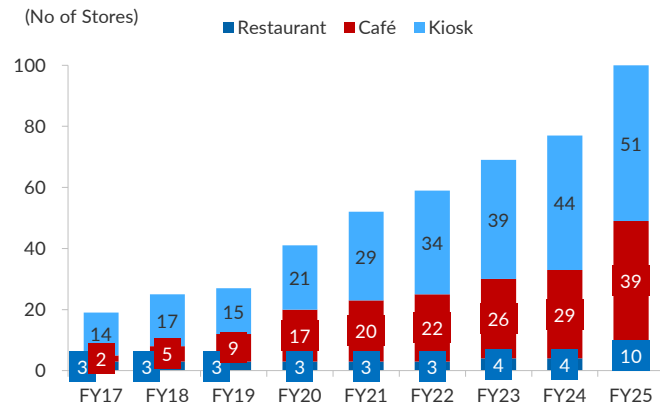
Source: Company, YES Sec

Exhibit 20: Sharp improvement in RoE / ROCE driven by operating leverage and scale-up of managed portfolio



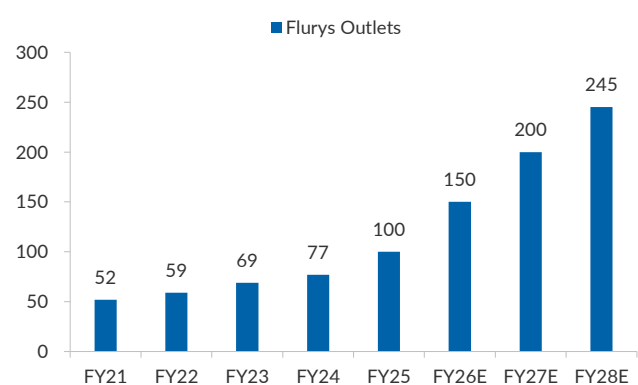
Source: Company, YES Sec

Exhibit 21: Flurys – Net store addition has accelerated over FY20-25



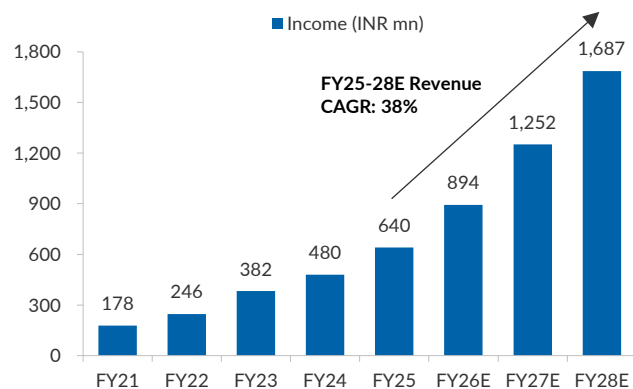
Source: Company, YES Sec

Exhibit 22: Flurys - Momentum in store addition expected to continue over FY25-28E



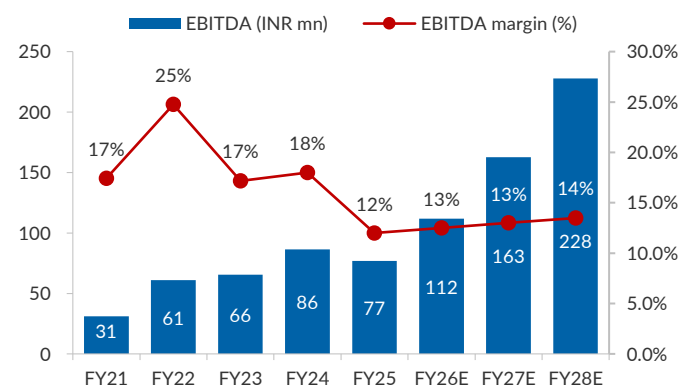
Source: Company, YES Sec

Exhibit 23: Flurys – Revenue expected to register ~38% CAGR over FY25-28E



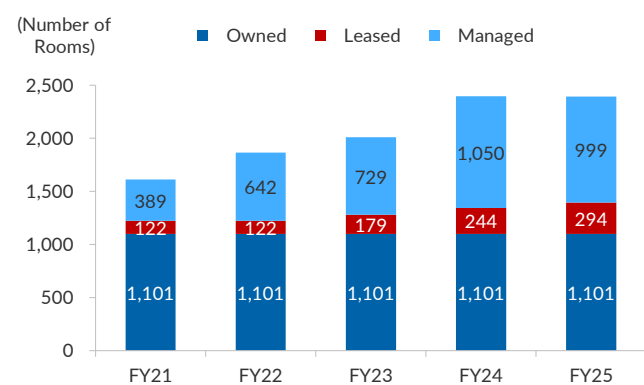
Source: Company, YES Sec

Exhibit 24: Flurys – Expect sharp improvement in EBITDA and Margins led by operating leverage



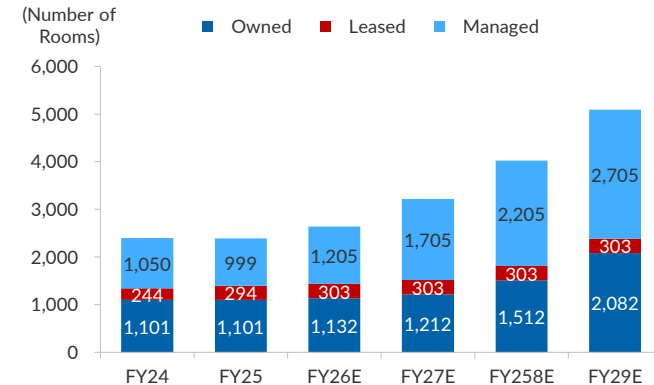
Source: Company, YES Sec

Exhibit 25: Historical trend in operational inventory



Source: Company, YES Sec

Exhibit 26: Strong keys addition expected across owned and managed portfolio over FY28/FY29E



Source: Company, YES Sec

Exhibit 27: Park Hotels – Current and Future Pipeline

	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E	FY29E
Hospitality – Total Keys	1,612	1,865	2,009	2,395	2,394	2,640	3,220	4,020	5,090
Owned	1,101	1101	1101	1101	1,101	1,132	1,212	1,512	2,082
Leased	122	122	179	244	294	303	303	303	303
Managed / Franchised	389	642	729	1050	999	1,205	1,705	2,205	2,705
Number of Hotels									
Owned/ Leased/ Subsidiaries	9	9	10	11	13	15	16	18	21
Managed	8	12	15	22	22	27	33	39	45
Total	17	21	25	33	35	42	49	57	66
Mix (%)									
Owned	68%	59%	55%	46%	46%	43%	38%	38%	41%
Leased	8%	7%	9%	10%	12%	11%	9%	8%	6%
Managed / Franchised	24%	34%	36%	44%	42%	46%	53%	55%	53%
Flurys									
Tea Rooms	3	3	4	4	10				
Café	20	22	26	29	39				
Kiosk	29	34	39	44	51				
Total	52	59	69	77	100	150	200	245	285

Source: Company, YES Sec

Exhibit 28: Upcoming announced project pipeline (Owned/Leased)

Upcomings Projects	Completion Date	Keys	Type
The Park, Pune	Apr-27	200	Owned
The Park, Vizag	Sep-27	100	Owned
The Park, Em Bypass, Kolkata	Apr-28	250	Owned
The Park, Navi Mumbai	Mar-29	250	Owned
Zillion, Juhu, Mumbai	Jul-26	80	Owned
Malabar House and Purity, Kerala	Oct-25	31	Owned
Casa San Antonio, Goa	Oct-25	9	Leased
The Park, Jaipur		150	JV
Total		1,070	

Source: Company, YES Sec

Exhibit 29: Launches Planned in FY26

Launches in FY26	Keys	Type
Zone Connect by The Park, Gangtok	30	Managed
Zone Connect by The Park, Patna	41	Managed
Zone Connect by The Park, Katra	40	Managed
Zone by The Park, Kolkata	45	Managed
Zone by The Park, Darjeeling	50	Managed
Casa San Antonio, Goa	9	Leased
The Malabar House & Purity, Kerala	31	Owned
Total	246	

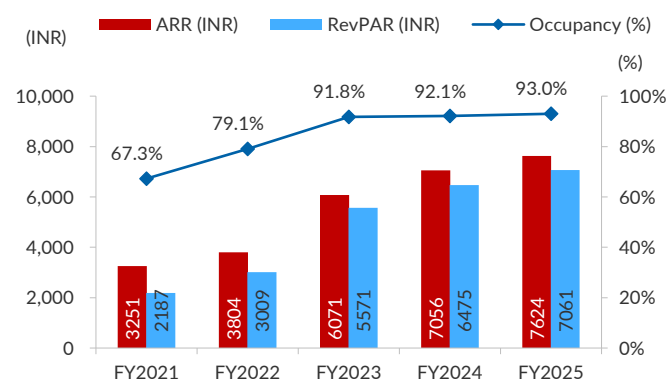
Source: Company, YES Sec

Exhibit 30: Owned/Leased Operational and Upcoming Inventory

Owned/ Lease Portfolio	City	Type	Keys - FY25	Keys - FY29
THE PARK Kolkata	Kolkata	Owned	149	149
THE PARK New Delhi	New Delhi	Owned	220	220
THE PARK Chennai	Chennai	Owned	214	214
THE PARK Hyderabad	Hyderabad	Owned	263	263
THE PARK Bangalore	Bangalore	Owned	109	109
THE PARK Visakhapatnam	Vizag	Owned	66	100
THE PARK Navi Mumbai	Navi Mumbai	Owned	80	250
Zone by The Park Kolkata	Kolkata	Leased	116	116
Zone Connect Saket	Saket	Leased	57	57
The Denmark Tavern	Kolkata	Leased	6	6
The Lotus Palace, Chettinad	Chettinad	Leased	15	15
Zone by the Park Digha	Digha, WB	Leased	65	65
Ran Baas Palace	Patiala	Leased	35	35
Sub-Total			1395	1599
The Park Pune	Pune	Owned		200
The Park Em Bypass Kolkata	Kolkata	Owned		250
Zillion, Juhu Mumbai	Mumbai	Owned		80
Malabar House and Purity	Kerala	Owned		31
Casa San Antonio, Goa	Goa	Leased		9
The Park Jaipur	Jaipur	JV		150
Total			1689	2319

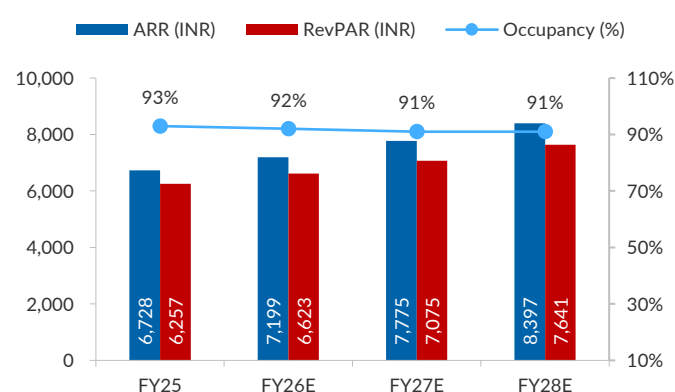
Source: Company, YES Sec

Exhibit 31: Park has delivered industry leading occupancy and ARR in upscale segment



Source: Company, YES Sec; Note: Data for Owned Hotels

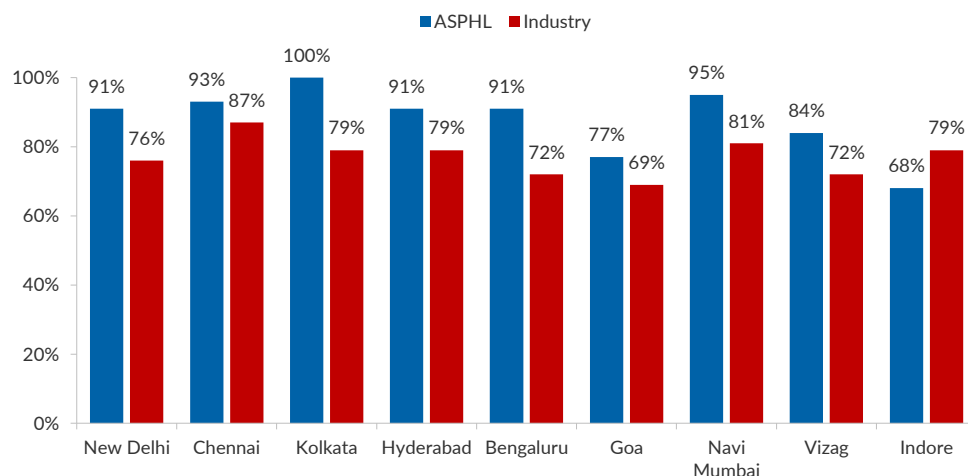
Exhibit 32: Operational Performance expected to remain robust over FY25-28E



Source: Company, YES Sec; Note: ARR/RevPAR for Owned and Leased Rooms

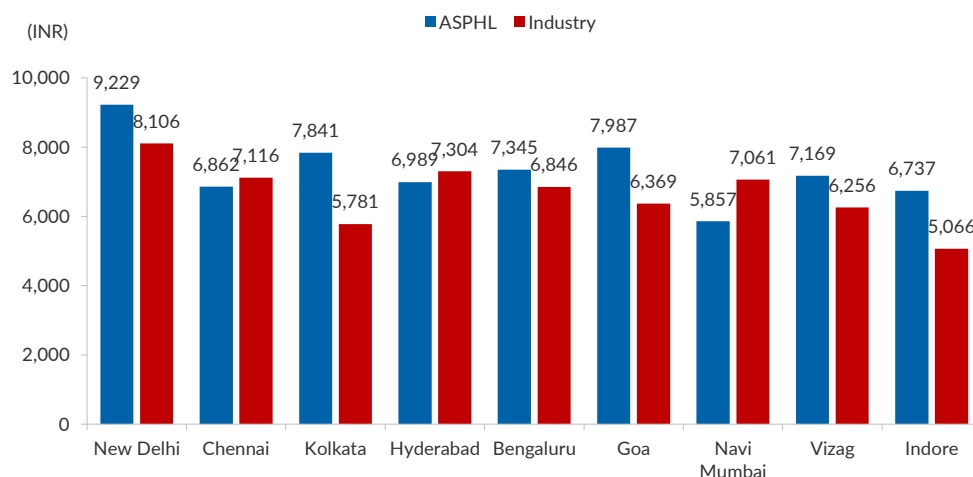
Apeejay Surrendra Park Hotels

Exhibit 33: Leadership in occupancy across key markets in FY25



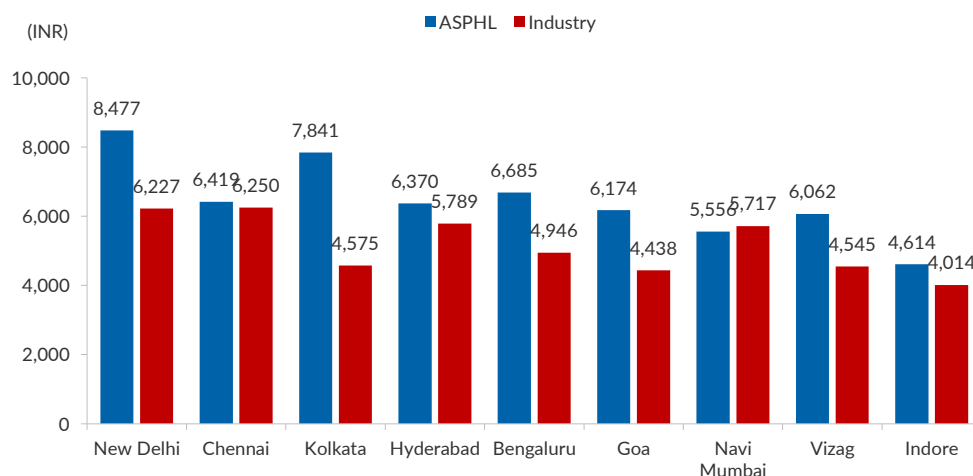
Source: Company, YES Sec

Exhibit 34: ARR has commanded premium vs Industry in most markets



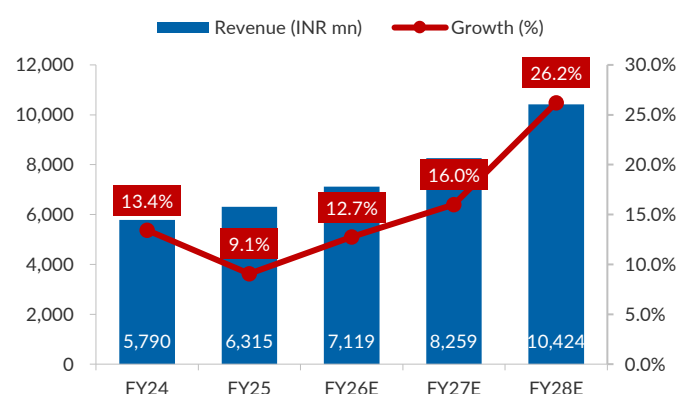
Source: Company, YES Sec

Exhibit 35: Leading to RevPAR outperformance vs Industry across key markets



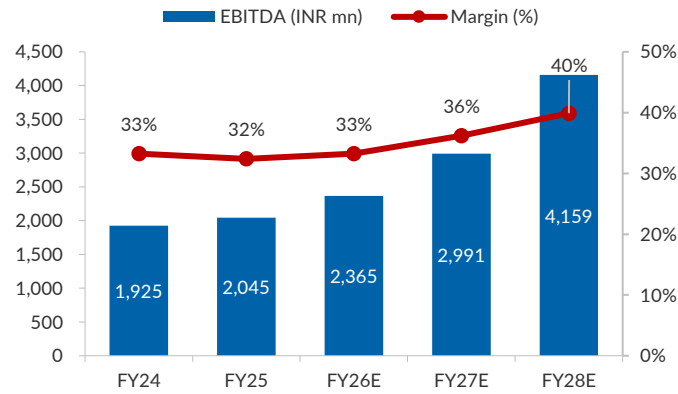
Source: Company, YES Sec

Exhibit 36: Overall Revenue to post robust ~18% CAGR over FY25-28E



Source: Company, YES Sec

Exhibit 37: Leading to robust 25% EBITDA CAGR over FY25-28E with +590bps OPM expansion



Source: Company, YES Sec

Exhibit 38: Park Hotels (ASPHL) – Financial Dashboard

(INR mn)	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Key Financials								
Revenue	1,808	2,587	5,105	5,790	6,315	7,119	8,259	10,424
Total Expenditure	1,674	2,095	3,473	3,865	4,269	4,754	5,268	6,265
EBITDA	134	492	1,631	1,925	2,045	2,365	2,991	4,159
% Margin	7.4%	19.0%	32.0%	33.2%	32.4%	33.2%	36.2%	39.9%
Reported PAT	-759	-276	481	688	836	1,211	1,494	2,242
% Margin	-42.0%	-10.7%	9.4%	11.9%	13.2%	17.0%	18.1%	21.5%
Return Ratios								
ROCE (%)	(2.0)	1.2	8.4	9.7	9.4	9.2	10.0	13.0
ROE (%)	(12.0)	(5.3)	9.0	7.8	6.7	9.0	10.1	13.5
ROIC (%)	(4.4)	0.6	8.8	11.3	6.9	8.6	9.5	12.0
Cash Flow								
Operating Cash Flow	291	608	1,783	1,731	1,647	2,638	2,674	3,733
Free Cash Flow	-147	316	1,345	510	71	-121	-826	233
Borrowings								
Net Debt (INR mn)	5,906	6,211	5,572	-69	255	597	1,699	2,063
Net D/E	1.1	1.2	1.0	0.0	0.0	0.0	0.1	0.1
Revenue Mix (%)								
Rooms	49%	49%	49%	50%	50%	49%	47%	49%
F&B (Ex-Flurys)	17%	19%	20%	20%	19%	19%	18%	17%
Flurys	10%	9%	7%	8%	10%	13%	15%	16%
Wine & Liquor	17%	15%	17%	15%	14%	14%	13%	12%
Management fees	2%	2%	2%	2%	2%	3%	3%	4%
Other ancillary and allied services	3%	3%	3%	4%	3%	3%	3%	2%
Rental Income	2%	2%	1%	1%	1%	1%	1%	1%
Membership and subscription fees	0%	0%	0%	0%	0%	0%	0%	0%

Source: Company, YES Sec

Exhibit 39: Park Hotels (ASPHL) – Operational Dashboard

	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Inventory Break-up								
Owned Rooms	1,101	1101	1101	1101	1,101	1,132	1,212	1,512
Leased Rooms	122	122	179	244	294	303	303	303
Managed Rooms	389	642	729	1050	999	1,205	1,705	2,205
Inventory Mix (%)								
Owned Rooms	68%	59%	55%	46%	46%	43%	38%	38%
Leased Rooms	8%	7%	9%	10%	12%	11%	9%	8%
Managed Rooms	24%	34%	36%	44%	42%	46%	53%	55%
Operational Metrics (Consol)								
Occupancy (%)	67%	79%	92%	92%	93%	92%	91%	91%
ARR	2983	3631	5860	6408	6728	7199	7775	8397
RevPAR	2006	2872	5380	5901	6257	6623	7075	7641
Avg F&B / Occupied room (INR)	1,038	1,418	2,384	2,537	2,588	2,744	2,881	2,996

Source: Company, YES Sec

Exhibit 40: Apeejay Surrendra Park Hotels (PARKHOTE IN) – SoTP Valuation

(Rs mn)	Jun-27
Park Hotels Consolidated EBITDA	3,283
Adjustment for Flurys EBITDA	179
Hospitality Segment Share of EBITDA	3,104
EV/EBITDA Multiple - Hospitality	15
Enterprise Value (ex-Flurys)	46,867
EV/EBITDA Multiple - Flurys	18
Enterprise Value - Flurys	3,222
Implied EV/Sales (Flurys)	2.4
Less: Net Debt	1,135
Equity Value	48,954
Target Price	230
CMP	162
Upside (%)	42%

Source: YES Sec

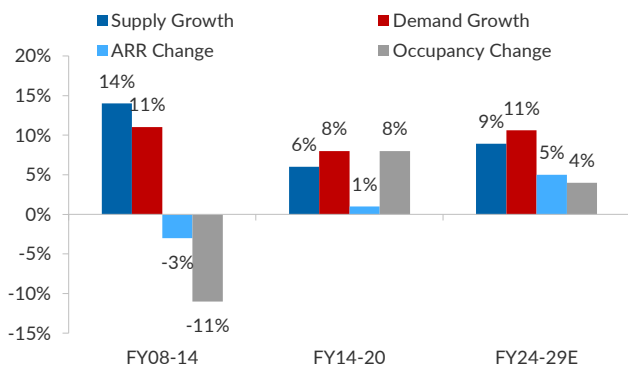
Exhibit 41: Apeejay Surrendra Park Hotels (PARKHOTE IN) – Bull and Bear Case

Jun-27 (Rs mn)	Bull Case	Bear Case
Park Hotels Consolidated EBITDA	3,469	2,669
Adjustment for Flurys EBITDA	195	138
Hospitality Segment Share of EBITDA	3,275	2,531
EV/EBITDA Multiple - Hospitality	17	14
Enterprise Value (ex-Flurys)	55,670	35,437
EV/EBITDA Multiple - Flurys	20	16
Enterprise Value - Flurys	3,891	2,211
Implied EV/Sales (Flurys)	2.6	1.9
Less: Net Debt	1,105	1,256
Equity Value	58,455	36,392
Target Price	275	171
CMP	162	162
Upside (%)	70%	5%

Source: YES Sec

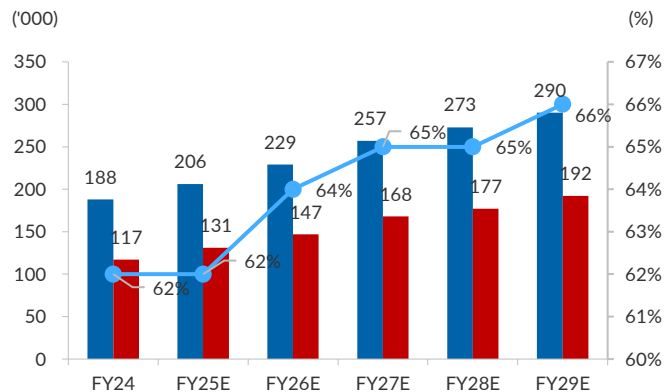
INDUSTRY OVERVIEW

Exhibit 42: Demand to outpace supply over FY24-29E, resulting in improvement in Occupancy and ARR



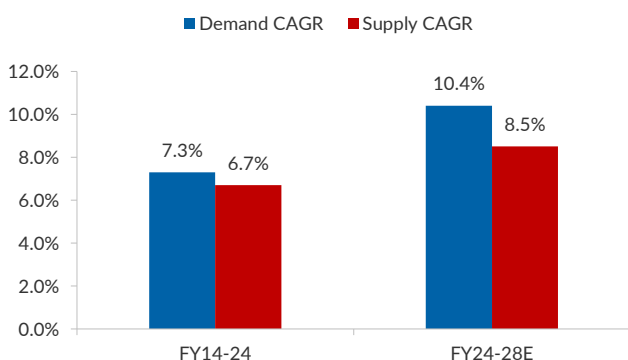
Source: Industry Reports, YES Sec

Exhibit 43: Demand growth expected at ~11% CAGR vs supply growth at 9% CAGR



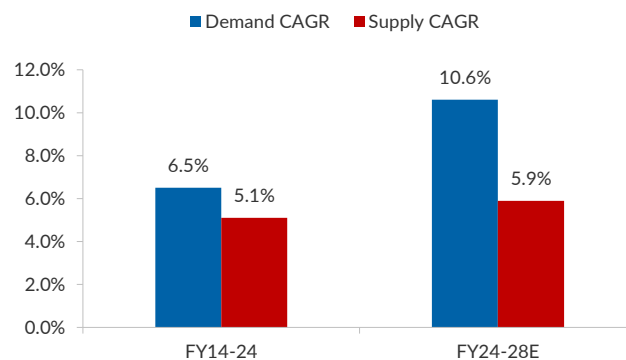
Source: Industry Reports, YES Sec

Exhibit 44: Demand-Supply Gap expected to be higher over FY24-28E compared to FY14-24 for industry



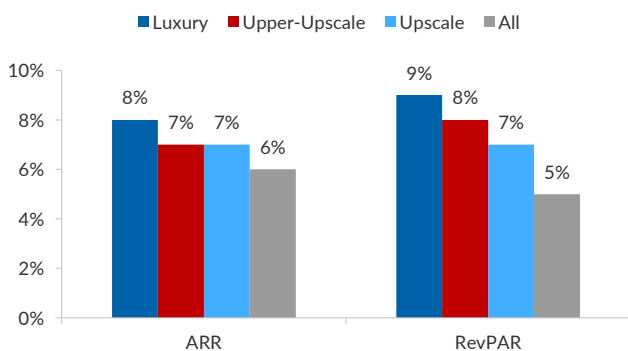
Source: Industry Reports, YES Sec

Exhibit 45: With Luxury segment expected to witness even higher demand-supply mismatch



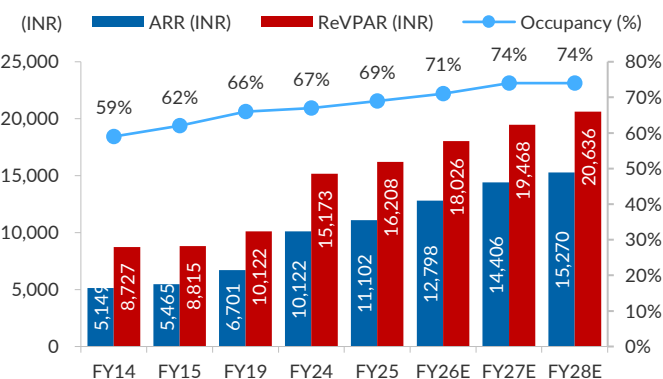
Source: Industry Reports, YES Sec

Exhibit 46: Upscale & above segments have outperformed in ARR and RevPAR CAGR over FY19-24



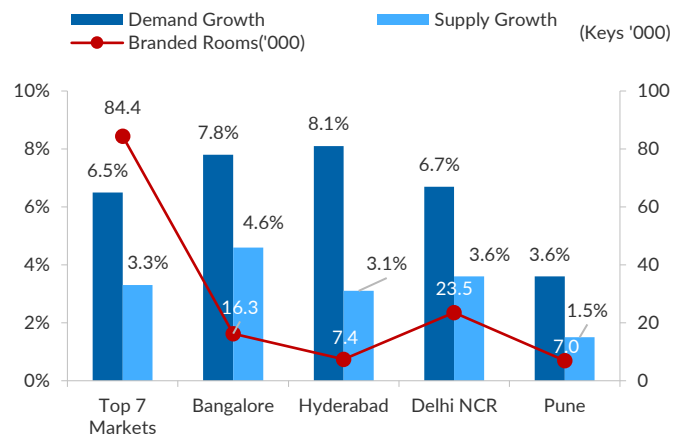
Source: Industry Reports, YES Sec

Exhibit 47: Trend is expected to continue with Luxury segment ARR est to register 11% CAGR till FY28E



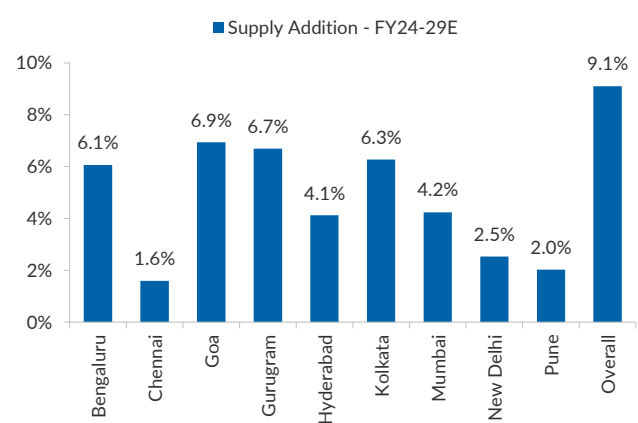
Source: Industry Reports, YES Sec

Exhibit 48: Demand growth in top markets to outpace supply over FY25-29E



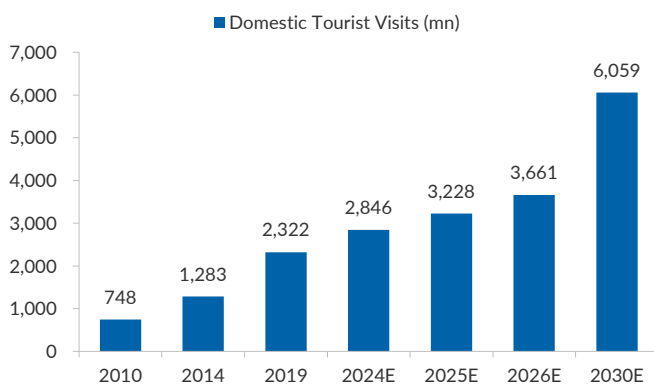
Source: Industry Reports, YES Sec

Exhibit 49: Supply growth in key cities to be lower than overall supply growth, which should support ARR



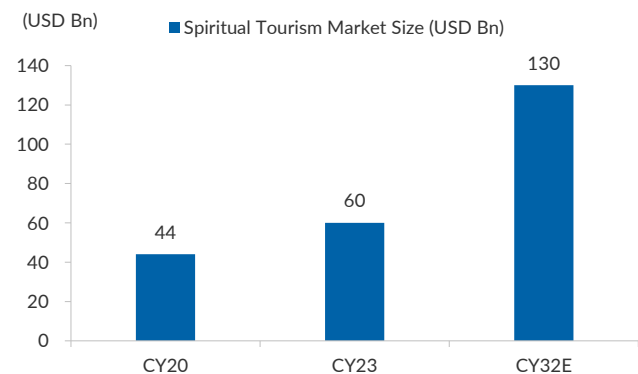
Source: Industry Reports, YES Sec

Exhibit 50: Domestic tourism will support demand with tourist visits est to grow at ~13% CAGR over CY24-30E



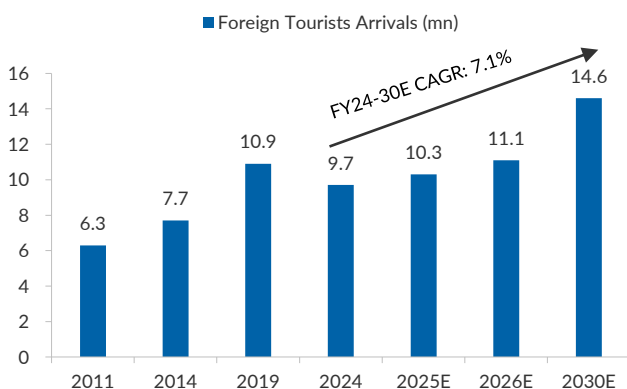
Source: Industry Reports, YES Sec

Exhibit 51: Supported by sharp growth in spiritual tourism in India



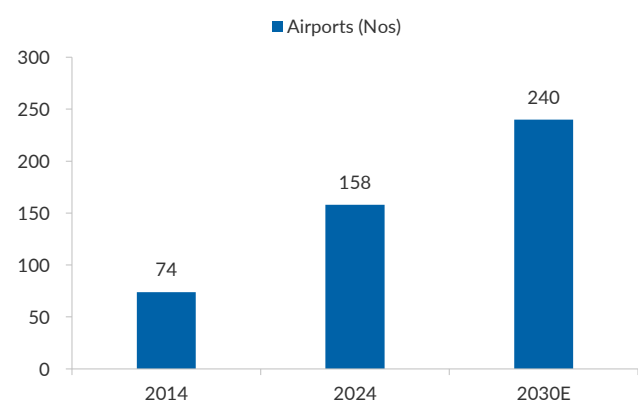
Source: Industry Reports, YES Sec

Exhibit 52: Foreign Tourists Arrivals (FTAs) have significant runway for growth



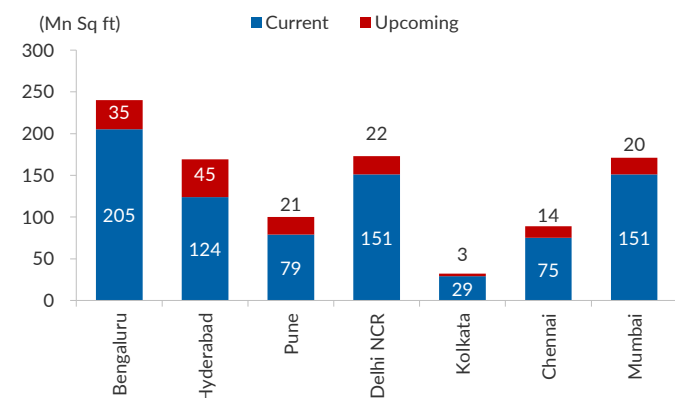
Source: Industry Reports, YES Sec

Exhibit 53: Demand will be supported by higher number of airports, est to grow 1.5x by FY30E



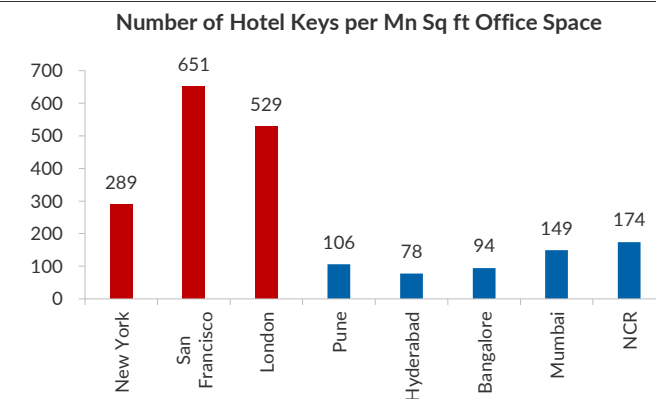
Source: Industry Reports, YES Sec

Exhibit 54: Office market supply to increase by ~20% in top markets



Source: Company, YES Sec

Exhibit 55: Number of Keys per Mn Sq Ft of office space are much lower compared to global hubs



Source: Company, YES Sec

SECTOR DASHBOARD

Exhibit 56: Indian Hospitality Sector Coverage – Financial Dashboard

Financial Dashboard	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Revenue (INR mn)									
Indian Hotels	45,120	44,631	15,752	30,562	58,099	67,688	83,345	99,502	111,924
EIH Ltd	18,108	15,963	4,935	9,853	20,188	25,113	27,432	26,994	29,169
Lemon Tree	5,495	6,694	2,517	4,022	8,750	10,711	12,861	14,616	16,303
Chalet Hotels (Ex-Real Estate)	9,872	9,811	2,856	5,078	11,285	14,173	17,178	21,348	24,290
Park Hotels			1,808	2,587	5,105	5,790	6,315	7,119	8,259
EBITDA (INR mn)									
Indian Hotels	8,297	9,675	-3,618	4,048	18,046	21,571	27,693	35,780	41,004
EIH Ltd	4,059	2,903	-2,833	-13	5,974	9,269	10,170	9,607	10,597
Lemon Tree	1,688	2,434	613	1,187	4,476	5,232	6,341	7,525	8,673
Chalet Hotels (Ex-Real Estate)	3,192	3,366	71	985	4,528	5,846	7,359	9,772	11,834
Park Hotels			134	492	1,631	1,925	2,045	2,365	2,991
EBITDA Margin (%)									
Indian Hotels	18.4	21.7	-23.0	13.2	31.1	31.9	33.2	36.0	36.6
EIH Ltd	22.4	18.2	-57.4	-0.1	29.6	36.9	37.1	35.6	36.3
Lemon Tree	30.7	36.4	24.3	29.5	51.2	48.8	49.3	51.5	53.2
Chalet Hotels (Ex-Real Estate)	32.3	34.3	2.5	19.4	40.1	41.2	42.8	45.8	48.7
Park Hotels			7.4	19.0	32.0	33.2	32.4	33.2	36.2
APAT (INR mn)									
Indian Hotels	2,819	3,237	-8,401	-2,594	10,001	12,591	16,790	20,207	22,408
EIH Ltd	1,863	1,492	-3,438	-1,389	3,664	6,446	7,607	6,940	7,583
Lemon Tree	529	-95	-1,271	-874	1,146	1,485	1,966	2,785	3,662
Chalet Hotels (Ex-Real Estate)	-46	1,058	-1,359	-782	1,516	2,782	1,426	4,495	5,701
Park Hotels			-646	-276	481	688	836	1,211	1,494
APAT Margin (%)									
Indian Hotels	6.2	7.3	-53.3	-8.5	17.2	18.6	20.1	20.3	20.0
EIH Ltd	10.3	9.3	-69.7	-14.1	18.1	25.7	27.7	25.7	26.0
Lemon Tree	9.6	-1.4	-50.5	-21.7	13.1	13.9	15.3	19.1	22.5
Chalet Hotels (Ex-Real Estate)	-0.5	10.8	-47.6	-15.4	13.4	19.6	8.3	21.1	23.5
Park Hotels			-35.7	-10.7	9.4	11.9	13.2	17.0	18.1
Net Debt (INR mn)									
Indian Hotels	18,739	18,502	30,307	-1,055	-9,925	-19,492	-28,557	-42,473	-63,660
EIH Ltd	2,106	1,536	778	185	-4,698	-7,438	-10,509	-14,227	-17,371
Lemon Tree	10,759	14,652	15,432	16,384	17,173	18,273	15,794	12,951	8,881
Chalet Hotels	15,661	17,527	20,503	24,721	27,209	28,987	24,010	24,763	20,382
Park Hotels			5,906	6,211	5,572	-69	255	597	1,699
OCF (INR mn)									
Indian Hotels	7,115	8,235	-4,786	7,518	17,204	20,670	26,702	30,536	34,065
EIH Ltd	2,417	3,514	-1,613	211	6,582	7,484	9,544	7,236	7,944
Lemon Tree	1,907	1,491	550	1,394	3,903	4,727	5,478	6,270	7,074
Chalet Hotels	3,831	2,563	627	745	5,442	6,857	9,685	8,816	13,193
Park Hotels			291	608	1,783	1,731	1,647	2,638	2,674
FCF (INR mn)									
Indian Hotels	2,048	2,380	-10,816	3,866	11,914	13,020	11,327	20,419	29,229
EIH Ltd	1,272	1,513	-2,076	157	4,848	4,943	3,461	3,302	3,013
Lemon Tree	-933	-4,821	-234	685	2,231	1,345	4,484	4,970	6,074

Financial Dashboard	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Chalet Hotels	3,300	1,629	133	226	3,054	2,617	-136	816	6,193
Park Hotels			-147	316	1,345	510	71	-121	-826
Net D/E (x)									
Indian Hotels	0.4	0.4	0.8	0.0	-0.1	-0.2	-0.3	-0.3	-0.4
EIH Ltd	0.1	0.0	0.0	0.0	-0.1	-0.2	-0.2	-0.3	-0.3
Lemon Tree	1.2	1.5	1.7	2.0	2.0	1.9	1.4	0.9	0.5
Chalet Hotels	1.1	1.1	1.4	1.8	1.8	1.6	0.8	0.6	0.4
Park Hotels			1.1	1.2	1.0	0.0	0.0	0.0	0.1
Net Debt/EBITDA (x)									
Indian Hotels	2.3	1.9	-8.4	-0.3	-0.5	-0.9	-1.0	-1.2	-1.6
EIH Ltd	0.5	0.5	-0.3	-14.5	-0.8	-0.8	-1.0	-1.5	-1.6
Lemon Tree	6.4	6.0	25.2	13.8	3.8	3.5	2.5	1.7	1.0
Chalet Hotels (Ex-Real Estate)	4.9	5.2	290.4	25.1	6.0	5.0	3.3	2.5	1.7
Park Hotels			44.1	12.6	3.4	0.0	0.1	0.3	0.6
EV/EBITDA (x)									
Indian Hotels	109	94	-253	261	58	48	37	29	25
EIH Ltd	54	75	-84	-18597	39	25	22	23	21
Lemon Tree	25	21	57	36	16	14	11	10	8
Chalet Hotels (Ex-Real Estate)	62	60	2881	211	46	36	30	22	18
Park Hotels			255	70	21	15	17	15	12

Source: Company, YES Sec

Exhibit 57: 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
ROCE (%)									
Indian Hotels	6.6	7.7	-6.4	1.4	12.8	15.3	17.6	19.3	19.5
EIH Ltd	7.5	4.7	-7.7	-1.5	12.1	18.5	17.9	14.0	13.2
Lemon Tree	4.9	5.2	-1.0	0.8	10.4	11.5	13.0	16.4	19.4
Chalet Hotels (Ex-Real Estate)	6.3	5.8	-1.9	0.0	7.0	7.5	8.4	10.0	10.6
Park Hotels			-2.0	1.2	8.4	9.7	9.4	9.2	10.0
ROE (%)									
Indian Hotels	6.6	7.4	-21.0	-4.8	13.3	14.4	16.3	16.8	16.2
EIH Ltd	6.3	4.9	-11.0	-4.5	11.4	17.6	17.8	14.1	13.7
Lemon Tree	6.2	-0.8	-13.0	-10.1	13.5	16.3	18.5	21.3	22.5
Chalet Hotels (Ex-Real Estate)	-0.5	7.1	-9.2	-5.7	10.5	16.4	5.8	13.1	13.6
Park Hotels			-12.0	-5.3	9.0	7.8	6.7	9.0	10.1
ROIC (%)									
Indian Hotels	5.2	7.1	-7.9	0.0	12.4	14.0	17.6	21.1	23.7
EIH Ltd	7.1	5.4	-11.7	-4.8	13.0	21.2	22.3	18.8	18.5
Lemon Tree	8.5	36.3	-1.2	0.4	9.0	10.1	10.8	12.1	14.0
Chalet Hotels (Ex-Real Estate)	4.0	10.0	-2.8	-0.5	10.2	19.2	6.8	17.4	18.3
Park Hotels			-4.4	0.6	8.8	11.3	6.9	8.6	9.5
Fixed Asset Turnover (x)									
Indian Hotels	0.7	0.6	0.2	0.4	0.6	0.7	0.7	0.8	0.8
EIH Ltd	0.7	0.6	0.2	0.4	0.8	1.0	1.0	0.8	0.8
Lemon Tree	0.3	0.2	0.1	0.1	0.3	0.3	0.3	0.4	0.4
Chalet Hotels	0.3	0.3	0.1	0.2	0.3	0.4	0.4	0.6	0.5
Park Hotels			0.2	0.3	0.5	0.5	0.5	0.5	0.4
Asset Turnover (x)									
Indian Hotels	0.6	0.5	0.2	0.3	0.5	0.5	0.5	0.6	0.6
EIH Ltd	0.5	0.4	0.1	0.3	0.5	0.6	0.5	0.4	0.4
Lemon Tree	0.2	0.2	0.1	0.1	0.2	0.3	0.3	0.4	0.4
Chalet Hotels	0.3	0.3	0.1	0.1	0.3	0.3	0.3	0.5	0.4
Park Hotels			0.2	0.2	0.4	0.4	0.4	0.4	0.4

Return Ratios, WC & Asset Turn	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Inventory (Days)									
Indian Hotels	8	10	18	14	10	9	9	9	9
EIH Ltd	16	17	24	18	16	14	13	13	13
Lemon Tree	6	7	14	10	9	9	8	8	8
Chalet Hotels	216	222	513	351	223	238	235	20	9
Park Hotels			20	14	10	10	65	64	61
Debtor (Days)									
Indian Hotels	26	24	51	30	28	26	29	29	29
EIH Ltd	50	47	58	43	41	29	32	32	32
Lemon Tree	56	27	45	26	23	24	22	22	22
Chalet Hotels	18	16	39	31	19	14	17	20	10
Park Hotels			39	27	19	21	22	20	18
Creditor (Days)									
Indian Hotels	32	41	60	53	43	41	38	40	40
EIH Ltd	60	58	84	61	78	61	59	59	59
Lemon Tree	92	72	148	75	57	43	34	34	34
Chalet Hotels	67	60	109	77	81	91	64	64	64
Park Hotels			102	63	40	31	30	47	45

Source: Company, YES Sec

Exhibit 58: Indian Hospitality Sector Coverage – Operational Inventory and Pipeline Comparison

Operational Inventory & Pipeline	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Total Keys									
Indian Hotels	17,888	18,924	19,425	20,581	21,686	24,160	26,537	30,079	33,703
EIH Ltd	4,503	4,572	4,567	4,512	4,247	4,269	4,149	4,036	4,169
Lemon Tree	5,411	8,006	8,309	8,489	8,382	9,863	10,324	13,244	15,056
Chalet Hotels	2,331	2,331	2,554	2,554	2,634	3,052	3,020	3,387	3,772
Park Hotels			1,612	1,865	2,009	2,395	2,394	2,640	3,220
Owned / Leased Keys (Incl. Subsidiaries)									
Indian Hotels	9,974	10,293	10,300	10,384	10,273	11,127	11,865	12,448	12,821
EIH Ltd	2,352	2,436	2,436	2,381	2,368	2,390	2,270	2,171	2,221
Lemon Tree	3,570	5,192	5,192	5,192	5,090	5,759	5,759	5,759	5,759
Chalet Hotels	2,331	2,331	2,554	2,554	2,634	3,052	3,020	3,387	3,772
Park Hotels			1,223	1,223	1,280	1,345	1,395	1,435	1,515
Managed Keys									
Indian Hotels	5,078	5,832	6,398	7,439	8,644	10,344	11,988	14,947	18,198
EIH Ltd	1,104	1,089	1,089	1,089	837	837	837	823	906
Lemon Tree	1,841	2,814	3,117	3,297	3,292	4,104	4,565	7,485	9,297
Chalet Hotels	-	-	-	-	-	-	-	-	-
Park Hotels			389	642	729	1,050	999	1,205	1,705
JV/Associate Keys									
Indian Hotels			2,806	2,758	2,967	2,689	2,684	2,684	2,684
EIH Ltd			1,042	1,042	1,042	1,042	1,042	1,042	1,042
Owned Keys Share (%)									
Indian Hotels	55.8	54.4	53.0	50.5	47.4	46.1	44.7	41.4	38.0
EIH Ltd	52.2	53.3	53.3	52.8	55.8	56.0	54.7	53.8	53.3
Lemon Tree	11.1	9.0	8.7	8.5	7.4	6.3	6.1	4.7	4.2
Chalet Hotels	100	100	100	100	100	100	100	100	100
Park Hotels			76	66	64	56	58	54	47
Managed Keys Share (%)									
Indian Hotels	28.4	30.8	32.9	36.1	39.9	42.8	45.2	49.7	54.0

EIH Ltd	24.5	23.8	23.8	24.1	19.7	19.6	20.2	20.4	21.7
Lemon Tree	32.7	34.0	35.1	37.5	38.8	39.3	41.6	44.2	56.5
Chalet Hotels	-	-	-	-	-	-	-	-	-
Park Hotels			24.1	34.4	36.3	43.8	41.7	45.6	53.0
JV/Associate Keys Share (%)									
Indian Hotels			14.4	13.4	13.7	11.1	10.1	8.9	8.0
EIH Ltd			22.8	23.1	24.5	24.4	25.1	25.8	25.0

Source: Company, YES Sec

Exhibit 59: Indian Hospitality Sector Coverage – Operational Metrics Dashboard

Operational Metrics	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
ARR (INR)									
Indian Hotels	9,024	8,572	4,858	7,305	11,391	12,072	12,736	13,373	13,908
EIH Ltd	12,491	12,148	7,729	10,268	14,866	18,266	20,457	21,685	22,769
Lemon Tree	3,965	3,801	2,631	3,472	5,354	5,629	6,381	6,891	7,374
Chalet Hotels	8,259	8,639	4,047	4,617	8,895	10,601	11,840	12,905	13,809
Park Hotels			2,983	3,631	5,860	6,408	6,728	7,199	7,775
RevPAR (INR)									
Indian Hotels	5,979	5,660	1,869	3,898	7,609	8,352	8,941	9,583	10,259
EIH Ltd	8,944	8,261	2,145	4,955	11,410	14,019	16,315	17,294	18,272
Lemon Tree	3,023	2,596	1,041	1,595	3,644	3,873	4,568	5,114	5,645
Chalet Hotels	6,277	6,134	1,214	2,355	6,404	7,739	8,619	9,550	10,287
Park Hotels			2,006	2,872	5,380	5,901	6,257	6,623	7,075
Occupancy (%)									
Indian Hotels	66.3	66.0	38.5	53.4	66.8	69.2	70.2	71.7	73.8
EIH Ltd	71.6	68.0	27.8	48.3	76.8	76.8	79.8	79.8	80.3
Lemon Tree	76.2	68.3	39.6	45.9	68.1	68.8	71.6	74.2	76.6
Chalet Hotels	76.0	71.0	30.0	51.0	72.0	73.0	72.8	74.0	74.5
Park Hotels			67.3	79.1	91.8	92.1	93.0	92.0	91.0
Room Revenue as % of sales									
Indian Hotels	48.2	47.6	44.6	48.3	49.1	50.1	46.5	43.8	42.9
EIH Ltd	42.4	46.0	38.6	43.7	48.8	48.7	49.3	50.8	50.8
Lemon Tree	71.7	73.5	78.4	75.2	77.4	76.0	74.7	73.5	72.8
Chalet Hotels (Ex-Real Estate)	54.1	53.2	39.6	43.2	54.6	56.4	56.1	54.9	55.3
Park Hotels			49.2	49.5	49.2	50.0	50.5	48.7	47.4
F&B revenue as % of sales									
Indian Hotels	39.5	39.0	34.6	34.7	36.7	35.3	31.2	28.8	27.7
EIH Ltd	27.4	28.7	31.6	29.7	25.0	21.6	20.9	21.4	21.2
Lemon Tree	17.0	16.1	13.1	13.9	12.5	12.4	11.8	11.5	11.4
Chalet Hotels	30.6	28.5	23.9	30.8	30.0	28.3	26.5	21.9	24.5
Park Hotels			17.1	19.3	20.0	19.8	19.4	18.6	17.6
Management fees as % of sales									
Indian Hotels	4.7	4.8	8.7	7.6	6.9	7.0	7.0	8.8	10.6
EIH Ltd	2.7	2.5	3.2	2.7	2.9	2.8	2.7	2.9	2.9
Lemon Tree	3.2	3.1	3.1	4.4	4.1	4.7	4.7	6.7	8.0
Chalet Hotels	-	-	-	-	-	-	-	-	-
Park Hotels			1.5	2.0	1.8	2.1	2.2	2.6	3.3
F&B revenue as % of room revenue									
Indian Hotels	81.8	81.8	77.6	71.7	74.8	70.3	67.2	65.9	64.7
EIH Ltd	64.7	62.3	81.7	67.9	51.1	44.4	42.5	42.1	41.7
Lemon Tree	23.7	22.0	16.7	18.5	16.2	16.3	15.8	15.7	15.7

Operational Metrics	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
Chalet Hotels	56.5	53.6	60.4	71.3	55.0	50.1	47.2	45.5	44.2
Park Hotels			34.8	39.1	40.7	39.6	38.5	38.1	37.1
Avg F&B/occupied room									
Indian Hotels	7,383	7,013	3,772	5,238	8,524	8,492	8,559	8,816	8,992
EIH Ltd	8,086	7,564	6,315	6,971	7,597	8,118	8,686	9,121	9,485
Lemon Tree	938	835	440	644	868	918	1,009	1,080	1,156
Chalet Hotels	4,664	4,632	2,445	3,293	4,891	5,314	5,588	5,867	6,102
Park Hotels			1,038	1,418	2,384	2,537	2,588	2,744	2,881
Avg Mgmt Fees / Occupied room									
Indian Hotels	1,702	1,494	1,486	1,598	1,976	2,077	2,154	2,326	2,489
EIH Ltd	995	844	1,024	862	1,228	1,485	1,574	1,621	1,669
Lemon Tree	363	315	195	357	473	524	544	560	577
Chalet Hotels	-	-	-	-	-	-	-	-	-
Park Hotels			502	374	489	452	506	531	547

Source: Company, YES Sec

Exhibit 60: Indian Hospitality Sector Coverage – Costs Dashboard

Costs Dashboard	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E
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	8.0
EIH Ltd	13.5	12.5	14.8	13.5	9.5	9.1	9.0	9.0	8.7
Lemon Tree	9.1	8.5	7.1	6.9	5.7	5.9	5.9	5.7	5.5
Chalet Hotels	8.8	8.4	8.4	10.8	8.9	7.4	6.6	6.6	6.4
Park Hotels			15.0	13.7	13.5	13.1	12.6	12.1	11.2
Employees Cost (as % of sales)									
Indian Hotels	32.6	33.5	56.8	37.6	27.2	26.7	25.8	24.6	24.1
EIH Ltd	26.5	29.4	69.9	37.9	21.4	19.6	19.9	21.8	21.8
Lemon Tree	21.9	23.2	28.0	24.2	17.1	17.5	17.0	16.3	15.8
Chalet Hotels	14.7	15.5	31.3	19.7	13.4	13.7	13.6	12.6	12.0
Park Hotels			30.5	24.8	19.5	19.9	22.4	22.8	22.0
Power & Fuel Cost (as % of sales)									
Indian Hotels	6.1	6.0	11.0	7.4	5.2	4.6	4.0	3.9	3.8
EIH Ltd	6.9	7.3	13.8	8.9	5.8	4.9	4.4	4.2	3.9
Lemon Tree	9.6	9.2	13.0	10.9	7.9	7.3	6.8	6.1	5.5
Chalet Hotels	6.8	6.8	11.6	9.1	5.7	5.1	4.9	4.3	3.9
Park Hotels			10.6	9.6	7.3	6.9	6.9	6.3	5.5
Other Expenses (as % of sales)									
Indian Hotels	34.0	30.5	46.1	33.3	28.4	29.2	27.7	26.9	27.4
EIH Ltd	30.7	32.7	58.8	39.9	33.8	29.5	29.7	29.5	29.3
Lemon Tree	28.7	22.8	27.6	28.5	18.2	20.5	21.0	20.5	20.0
Chalet Hotels (Ex-Real Estate)	37.4	35.0	46.3	41.2	31.9	32.5	31.8	30.8	29.0
Park Hotels			36.5	32.9	27.8	26.9	25.8	25.7	25.0
Costs per occupied room (INR/room)									
F&B consumed (INR/room)									
Indian Hotels	1,675	1,494	995	1,272	1,888	1,854	2,545	2,621	2,608
EIH Ltd	3,977	3,298	2,965	3,167	2,900	3,410	3,732	3,831	3,889
Lemon Tree	501	440	238	320	395	434	506	531	557
Chalet Hotels	1,340	1,371	854	1,133	1,443	1,400	1,436	1,555	1,587
Park Hotels			905	1,001	1,601	1,679	1,678	1,783	1,844
Employees Cost (INR/room)									
Indian Hotels	6,098	6,025	6,183	5,687	6,317	6,425	7,074	7,530	7,813
EIH Ltd	7,820	7,761	13,986	8,912	6,500	7,347	8,241	9,306	9,763
Lemon Tree	1,213	1,200	938	1,118	1,184	1,298	1,452	1,527	1,598
Chalet Hotels	2,239	2,521	3,195	2,103	2,183	2,579	2,883	2,960	3,003
Park Hotels			1,838	1,819	2,320	2,549	2,982	3,370	3,615
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
EIH Ltd	2,028	1,918	2,770	2,079	1,751	1,849	1,812	1,776	1,758
Lemon Tree	530	474	437	503	543	540	583	572	560
Chalet Hotels	1,034	1,098	1,186	974	935	955	1,033	999	979
Park Hotels			638	700	867	880	924	924	905

Source: Company, YES Sec

INVESTMENT RATIONALE

Diversified Geographical and Segmental Presence allows Broad-Based Demand Capture:

Park Hotels currently operates 7 owned, 6 leased and 22 managed properties across India. Portfolio is well-diversified across key markets both on owned/leased and managed side. For owned / leased portfolio, Kolkata contributes ~19% of operational inventory followed by Hyderabad (~19%), Delhi (~16%), Chennai (~15%), Bangalore (~8%), Navi Mumbai (~6%) and Vizag (~5%). This diversification across key markets ensures limited reliance on any particular market, which comes in handy especially due to demand volatility based on macro environment and cyclical nature of the industry.

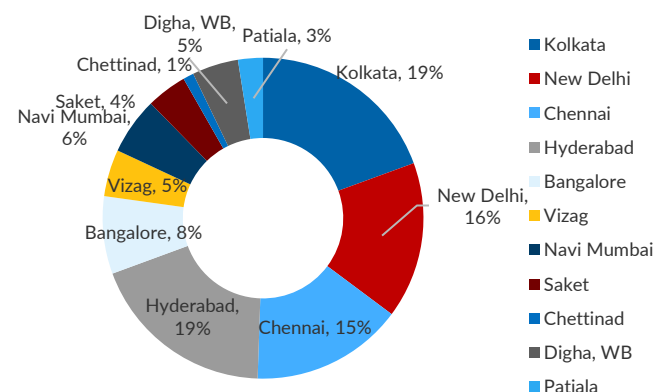
This was evident in recent times, during heightened geopolitical tensions amid Indo-Pak conflict in May'25 and Iran-Israel conflict in Jun'25, where branded players with highly concentrated mix in select markets have likely witnessed higher impact on occupancy and RevPAR. In May'25, ARR reported MoM decline of 10-12% while occupancy declined by 1-3pp YoY. On the other hand, ASPHL, having diversified presence, likely to have witnessed limited impact of the challenging macro environment.

Further, ASPHL also has balanced segmental mix and is present across Luxury, Upscale, Upper-Midscale and Economy segments through niche brands. Company operates Palace and boutique resort properties in Luxury segment. It operates boutique upscale properties through THE PARK Hotels brand while Upper-Midscale and Economy segment is catered via Zone by The Park, Zone Connect and Stop by Zone brands. Presence across segments also helps to reduce concentration risk and allows broad-based demand capture.

Upcoming pipeline for ASPHL is also balanced with keys addition in new markets such as Mumbai (Juhu), Goa, Kerala, Pune, and Jaipur. This alleviates any incremental supply concerns. Company will be fortifying its presence in Kolkata by adding 250 keys premium asset at Em bypass, which shall help company maintain its leadership in Kolkata market.

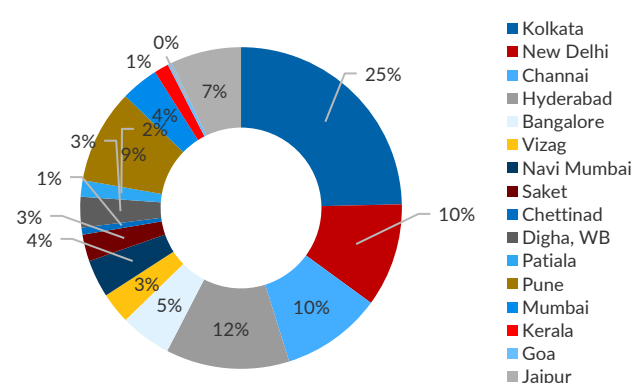
We believe strong inventory addition and strategic diversification of key assets can help ASPHL to capture incremental demand in these markets, especially with boutique nature of properties, which offer more intimate and personalized experience to guests.

Exhibit 61: ASPHL – Current inventory is well-diversified across key markets



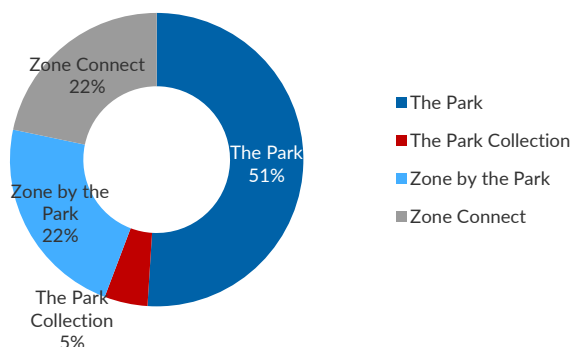
Source: Company, YES Sec

Exhibit 62: Incremental keys addition in new markets alleviates incremental supply concerns



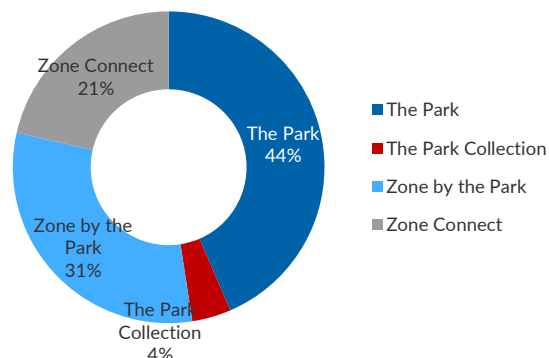
Source: Company, YES Sec

Exhibit 63: Balanced Mix across brands catering to different segments



Source: Company, YES Sec; Note: Stop by Zone – 4 motels operational

Exhibit 64: FY29E Mix broadly to remain similar, indicating balanced keys addition across segments



Source: Company, YES Sec; Note: Stop by Zone – 6 Motels under development

Exhibit 65: Owned/Leased Operational and Upcoming Inventory

Owned/ Lease Portfolio	City	Type	Keys - FY25	Keys - FY29
THE PARK Kolkata	Kolkata	Owned	149	149
THE PARK New Delhi	New Delhi	Owned	220	220
THE PARK Chennai	Chennai	Owned	214	214
THE PARK Hyderabad	Hyderabad	Owned	263	263
THE PARK Bangalore	Bangalore	Owned	109	109
THE PARK Visakhapatnam	Vizag	Owned	66	100
THE PARK Navi Mumbai	Navi Mumbai	Owned	80	250
Zone by The Park Kolkata	Kolkata	Leased	116	116
Zone Connect Saket	Saket	Leased	57	57
The Denmark Tavern	Kolkata	Leased	6	6
The Lotus Palace, Chettinad	Chettinad	Leased	15	15
Zone by the Park Digha	Digha, WB	Leased	65	65
Ran Baas Palace	Patiala	Leased	35	35
Sub-Total			1395	1599
The Park Pune	Pune	Owned		200
The Park Em Bypass Kolkata	Kolkata	Owned		250
Zillion, Juhu Mumbai	Mumbai	Owned		80
Malabar House and Purity	Kerala	Owned		31
Casa San Antonio, Goa	Goa	Leased		9
The Park Jaipur	Jaipur	JV		150
Total			1689	2319

Source: Company, YES Sec

Aggressive Addition of Owned and Managed Keys over FY26–29E:

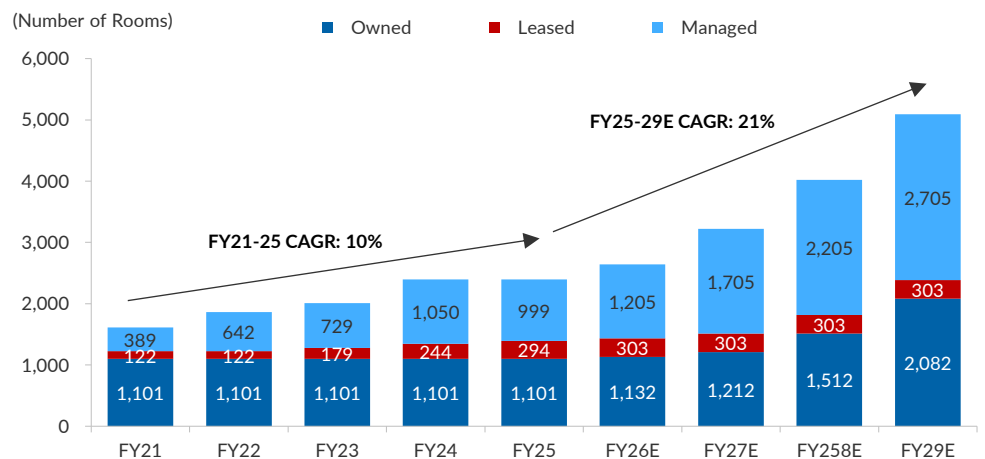
ASPHL is planning aggressive capacity addition over FY26-29E across owned and managed portfolio. Company plans to more than double its inventory from 2,394 keys in FY25 to ~5,403 keys by FY29E. Over FY21-25, overall keys grew at ~10% CAGR for ASPHL, however, owned keys remained constant. Going forward, company has planned large additions in owned portfolio with owned/ leased portfolio targeted to reach ~2,415 keys in future from 1,395 keys in FY25. This indicates keys addition at ~15% CAGR over FY25-29E for owned / leased portfolio.

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Simultaneously, management contracts are also expected to see strong traction with target to add ~400-500 keys each year, indicating ~30%+ CAGR over FY25-29E.

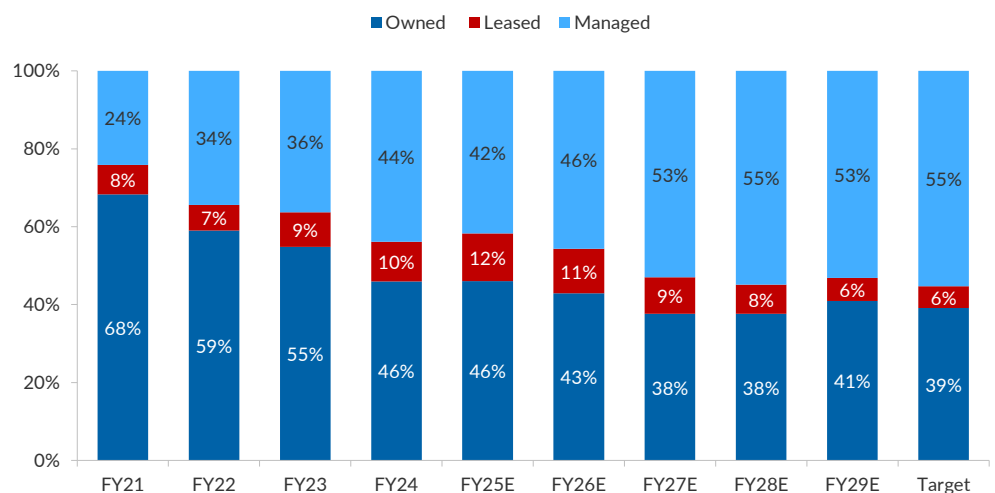
Overall keys addition is expected to be robust with ~21%+ CAGR over FY25-29E, which should drive robust revenue/EBITDA growth over the coming period. For FY26E/FY27E, majority of keys addition is expected to be on the managed side. Hence, revenue growth is expected to be primarily driven by ARR growth, while FY28E/FY29E is expected to see majority of owned keys addition which should result in higher revenue growth driven by capacity addition.

Exhibit 66: Overall keys addition to pick-up pace over FY26-28E



Source: Company, YES Sec

Exhibit 67: Mix to remain balanced with marginal shift in favor of management contracts by FY29E



Source: Company, YES Sec

Exhibit 68: Upcoming announced project pipeline (Owned/Leased)

Upcomings Projects	Completion Date	Keys	Type
The Park, Pune	Apr-27	200	Owned
The Park, Vizag	Sep-27	100	Owned
The Park, Em Bypass, Kolkata	Apr-28	250	Owned
The Park, Navi Mumbai	Mar-29	250	Owned
Zillion, Juhu, Mumbai	Jul-26	80	Owned
Malabar House and Purity, Kerala	Oct-25	31	Owned
Casa San Antonio, Goa	Oct-25	9	Leased
The Park, Jaipur		150	JV
Total		1,070	

Source: Company, YES Sec

Exhibit 69: Launches Planned in FY26

Launches in FY26	Keys	Type
Zone Connect by The Park, Gangtok	30	Managed
Zone Connect by The Park, Patna	41	Managed
Zone Connect by The Park, Katra	40	Managed
Zone by The Park, Kolkata	45	Managed
Zone by The Park, Darjeeling	50	Managed
Casa San Antonio, Goa	9	Leased
The Malabar House & Purity, Kerala	31	Owned
Total	246	

Source: Company, YES Sec

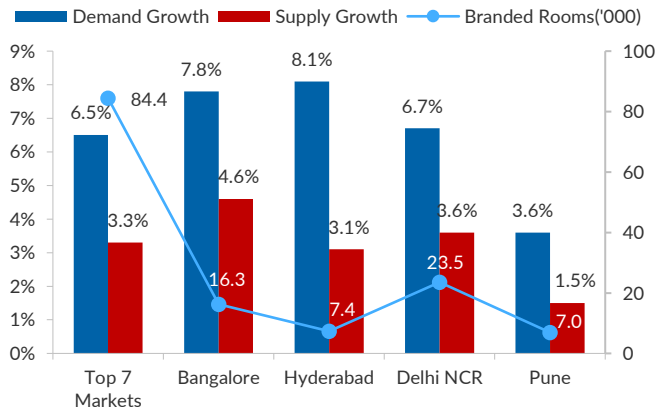
Limited Supply Addition in Key Markets to Ensure Sustained Demand with Robust ADRs and Occupancy:

Industry pipeline over FY24-29E indicates lower supply addition in luxury and upscale segment, suggesting broad-based supply growth into midscale and economy segments. Over FY24-28E, while overall industry supply is expected to grow at ~8.5% CAGR, Luxury segment is expected to report supply growth at only 5.9% CAGR while demand for luxury segment is expected to remain robust with 10.6% CAGR, resulting in ARR growth at ~11% CAGR. This bodes well for branded players with strong presence in upscale and above segments in metro/Tier-1 markets. Hence, we believe sustained demand growth with limited supply is likely to result in continuous improvement in ARR and occupancies for these markets.

For top 7 markets in India including Tier-1 and metro markets, supply is expected to grow at mere 3.3% over FY25-29E, compared to FY14-24 demand CAGR of 6.5%. This is also evident from the mix of future of supply moving out of top markets with ~2/3rd of future supply is expected out of key markets and metro cities. Lower supply growth in these markets is due to key factors such as (1) Higher land acquisition and construction cost in Tier-1 cities, which can result in lower ROE/ROCE for a new project (2) Difficulties in terms of finding the land at a right cost and at a right location (3) Hurdles in obtaining required regulatory approvals (4) Difficulties in project execution. These factors should work in favor of branded players with higher presence in top markets, creating a moat, especially for their luxury/upscale properties.

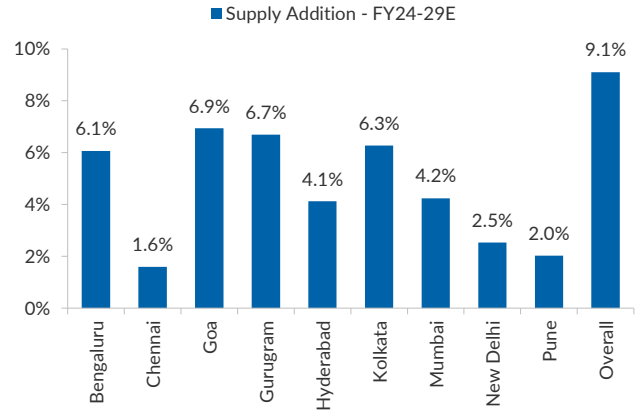
ASPHL has 83% of its existing owned / leased inventory into key metro / tier-1 markets, viz., Kolkata (~19%), New Delhi (~16%), Chennai (~15%), Hyderabad (~19%), Bangalore (~8%) and Navi Mumbai (~6%). Supply in most of these markets is expected to grow in low to mid-single digits over FY25-29E. Hence, ASPHL should see sustained demand growth, resulting in gradual increase in ARR over FY25-28E.

Exhibit 70: Demand growth in top markets to outpace supply over FY25-29E



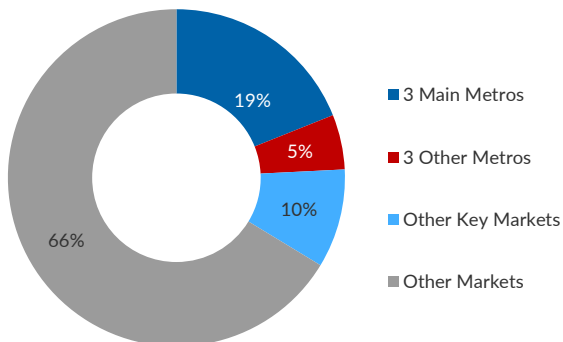
Source: Company, YES Sec

Exhibit 71: Supply growth in key cities to be lower than overall supply growth, which should support ARR



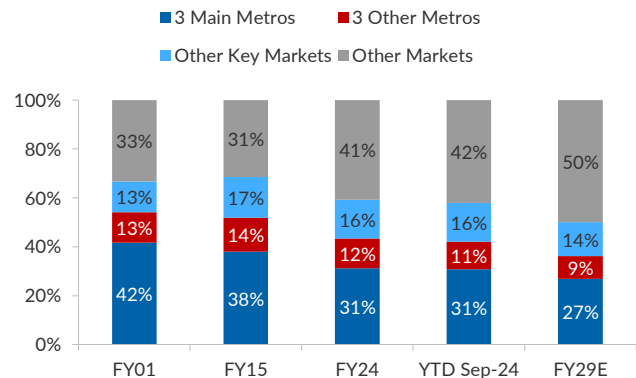
Source: Company, YES Sec

Exhibit 72: 2/3rd of total future supply expected is outside of key markets and metro cities



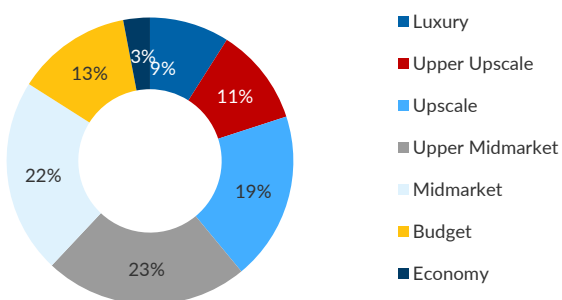
Source: Company, YES Sec

Exhibit 73: As a result, share of key markets in total branded inventory to decline further over FY24-29E



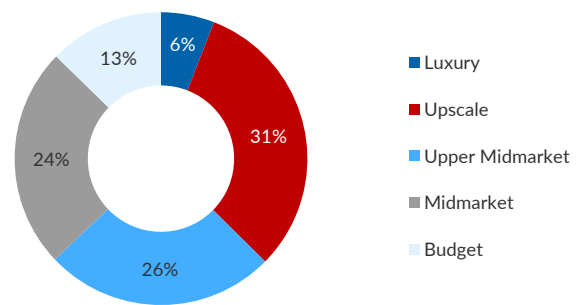
Source: Company, YES Sec

Exhibit 74: Current inventory indicates higher share of luxury and upscale segments...



Source: Company, YES Sec

Exhibit 75: While pipeline over FY24-29E indicates lower addition in luxury and upscale segments



Source: Company, YES Sec

Apeejay Surrendra Park Hotels

Addition of Luxury Portfolio should Support Blended ARR Growth:

ASPHL has recently added luxury properties such as Ran Bass Palace, Patiala and Lotus Palace, Chettinad. Both properties operate at a significantly premium ARR compared to current average ARR for the company. For Q4FY25, Ran Bass Palace operated at ARR of INR24K while The Lotus Palace, Chettinad has operated at ARR of ~INR14.7K for FY25.

Ran Bass Palace, Patiala is now also a member of Relais & Chateaux list of 580 luxury hotels across the globe. Property has also been recognized as one of the World's Most Beautiful Hotels in 2025 by the esteemed Prix Versailles at the 11th edition of the World Architecture. These mentions are expected to improve the ARR further for the property.

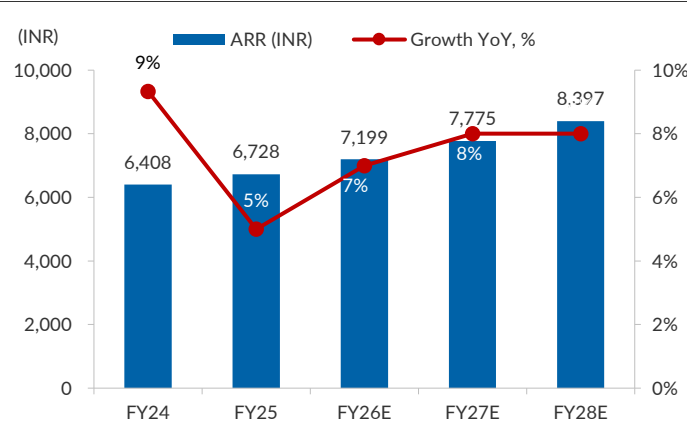
ASPHL has also announced acquisition of The Malabar House at Fort Kochi and Purity at Lake Vembanad in Kerala. Malabar house has 17 keys with 0.49 acres of land while Purity has 14 keys with 1.14 acres of land. Purity also operates Discovery houseboat. Malabar House operates at ARR of INR 20K+ in peak season while Purity is also very well-positioned to capture premium ARR with its lakeside position. We expect significant improvement in ARR after taking control of the properties. Both the properties are expected to be operationalized by H2FY26. Revenue contribution will start immediately as both the properties are already operational.

In addition to above, ASPHL has also announced acquisition of 90% stake in Zillion Hotels & Resorts, located in Juhu, Mumbai. Company plans to convert the 62 residences into 80 keys ultra-luxury boutique hotel, with rooftop bar. Our estimates ARR for this property is in the range of INR 22-25K with operating margins of 45%+. Juhu market has virtually no upcoming supply in luxury segment which can benefit the property. This acquisition also marks ASPHL's entry into core Mumbai market, which was the only missing link in the past.

Other greenfield and brownfield projects such as The Park – Pune, Navi Mumbai and Vizag are also expected to capture better ARRs due to brand-new premium positioning with limited supply in the micro-markets. The Park, Jaipur property with 150 keys will be positioned as a luxurious retreat and social destination with a wedding and conference venues. Hence, recent and upcoming launches are expected to support blended ARR growth for ASPHL with leadership maintained in occupancy levels as demand capture for new inventory should not be a challenge due to diversified inventory addition with limited supply growth at an industry level.

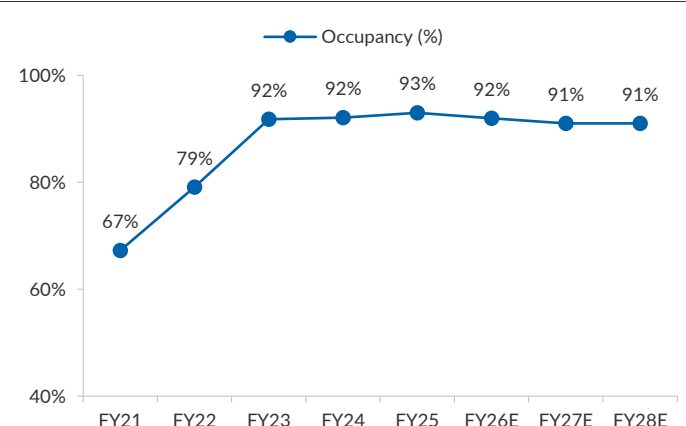
Over FY25-28E, we expect ARR to register ~8% CAGR, driven by capacity addition in the luxury segment and presence in key markets with limited supply growth. Occupancy is expected to moderate slightly to ~90-91%, due to leisure portfolio operating at lower occupancy and stabilization of upcoming assets. As a result, RevPAR is expected to register ~7% CAGR over FY25-28E.

Exhibit 76: ARR is expected to register ~8% CAGR over FY25-28E



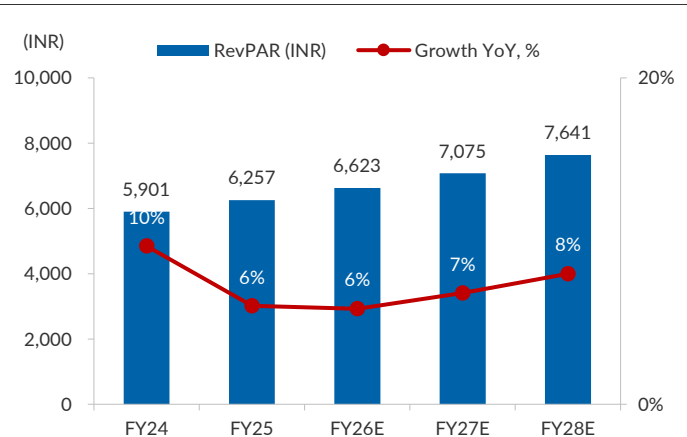
Source: Company, YES Sec

Exhibit 77: Occupancy to remain robust with slight moderation over FY25-28E



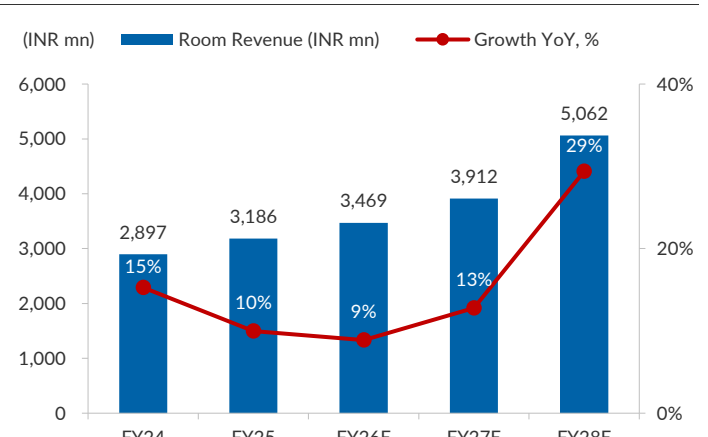
Source: Company, YES Sec

Exhibit 78: RevPAR expected to register ~7% CAGR over FY25-28E



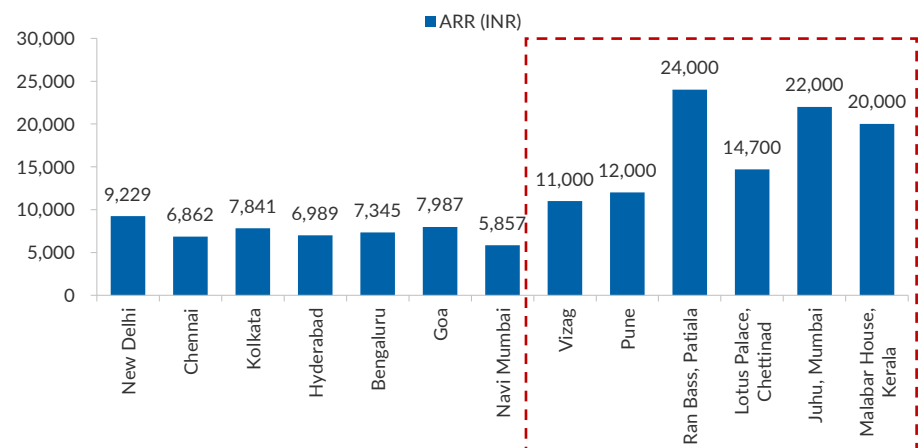
Source: Company, YES Sec

Exhibit 79: As a result, Room revenue est to register ~17% CAGR till FY28E



Source: Company, YES Sec

Exhibit 80: Addition of Luxury Portfolio to drive ARR higher



Source: Company, YES Sec; Note: ARR for Vizag, Ran Bass, Lotus Palace, Pune and Juhu, Mumbai is based on YSec estimates

Existing Owned Portfolio has Significant Headroom for ARR Growth:

ASPHL's owned portfolio is located in top markets across India and within each market, assets are strategically placed in marquee locations. All the key hotels have been operating since long time with Park Bangalore, Park Kolkata and Park Vizag having commenced operations in years 1995, 1967 and 1968 respectively. This has resulted in strong brand recall among guests which is evident in the industry leading occupancies for all properties.

Company has focused on maintaining higher occupancies over past years, which is likely at the expense of slightly lower room rates compared to the other branded premium properties in the vicinity. Ex. 141 shows comparison of ARR of The Park hotels in each city with other comparable branded properties. ASPHL operates boutique properties with unique designs, popular night clubs, bars and F&B destinations. Company can leverage this advantage and shift its strategy to reap higher room rates, even at the expense of slightly lower occupancy. This can also result in sharp improvement in profitability, given higher ARR typically result in far better profitability compared to occupancy. The below table indicates headroom for room rate improvement for ASPHL assets when compared with other hotels in the vicinity, which typically operate at a lower occupancy but higher ARR.

Exhibit 81: City-wise ADR Comparison across key branded players

Brand	Kolkata		Navi Mumbai		Vizag		Bangalore		Hyderabad		New Delhi		Chennai	
	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend
THE PARK	7,155	7,155	7,345	7,395	6,594	8,575	8,550	4,860	9,037	7,590	6,589	7,529	6,524	5,982
Trident / Oberoi									14,500	11,600	18,000	12,113	10,000	8,500
The Lalit	7,487	7,008					9,350	8,925			14,025	11,475		
Courtyard			10,500	8,000			15,000	10,500	10,500	7,899			8,500	7,000
DoubleTree							11,500	8,075						
Hilton							12,500	9,350			8,500	6,375	12,000	13,600
Taj	8,800	8,910					11,000	11,100	12,000	9,000	12,000	16,200	12,600	8,400
Vivanta	6,000	5,200	10,350	9,000			18,000	8,500	9,999	8,549			7,000	5,500
Taj City Centre	11,000	8,241												
Taj Taal Kutir	8,350	9,500												
JW Marriott	9,300	9,800	12,000	8,500							17,000	16,000		
ITC	8,925	9,350							10,000	7,000	5,950	5,100	8,000	6,000
Hyatt Regency / Palace	6,600	7,263							10,000	6,800	11,000	11,000	9,000	8,500
FPS / Sheraton			10,229	8,369	6,899	6,599	10,000	6,500	20,500	11,500	8,299	7,479	11,800	23,000
Fortune			5,942	5,347							4,250	7,225		
Ramada			5,144	7,765							5,000	5,000		
Fairfield					7,499	6,399	13,900	10,000					7,000	6,609
Novotel					8,498	8,498	19,500	12,500	11,750	13,000	8,500	7,000	6,519	5,534
Welcomhotel					4,000	4,000					4,500	3,700		
Radisson					9,999	7,559			13,800	14,800	7,499	6,299	11,000	9,000
Lemon Tree	3,002	3,010					7,360	4,048	3,090	3,090	3,864	3,752	3,888	3,888
Taj West End							17,900	13,900						

Source: MakeMyTrip, YES Sec; Note: Room rates are excluding taxes and are indicative in nature based on existing rates for the week of 13th-19th July 2025. Only comparable properties operating in the vicinity of Park Hotels have been considered for above representation

Apeejay Surrendra Park Hotels

Exhibit 82: THE PARK Hotels – Time-tested assets with proved track record of operational excellence

Hotels	Number of Rooms	Year of Commencement	Date of Expiry	Business Model
THE PARK Bangalore	109	1995	July 28, 2052	Long Term Lease
THE PARK Kolkata	149	1967		Direct Ownership
THE PARK Vizag	66	1968		Direct Ownership
THE PARK New Delhi	220	1988		Direct Ownership
THE PARK Chennai	214	2002		Direct Ownership
THE PARK Navi Mumbai	80	2006		Direct Ownership
THE PARK Hyderabad	263	2011		Direct Ownership
THE PARK Indore	100	2021	Nov 30, 2036	Operation & Management Agreement
Total	1,201			

Source: Company, YES Sec

Industry-Leading Occupancies Driven by Unique Advantages:

Strong presence in F&B: In addition to the advantage of legacy portfolio, ASPHL also has strong presence in Restaurants, Nightclubs and Bars spread across its hotel portfolio. Company operates more than ~88 Restaurants, Nightclubs & Bars. Many of its outlets have received numerous accolades and honors for their service excellence. This has resulted in strong customer loyalty and high share of repeat customers for F&B outlets. This directly supports room nights demand for the respective hotels, which is one of the key reasons for highest occupancy levels across the industry. Mix of repeat customers is also high at 22% for ASPHL. For Park Kolkata, repeat customers account for 30% of the mix.

'The Park Preferred' Loyalty Program: ASPHL also has a customer loyalty program called "The Park Preferred". It is a tier-based membership program that offers benefits and privileges to the program members who can earn Preferred Points in order to enjoy lower room rates, free hotel stay, exclusive dining offers and spa packages. Online customer program enables customers to access rewards, redemptions, booking history and personal preferences on a personalized dashboard. Company currently has ~195K members in its loyalty program and it contributes ~8-9% of overall bookings for the company.

Social Media Marketing Campaigns: Company maintains active presence on social media platforms, with significant followings across Facebook and Instagram for its various brands. Each of company's F&B outlet has its personal social media presence and a loyal customer base. Company implements targeted campaigns, including collaborations with designers and influencers. The Park Hotels has ~341K followers on Facebook and ~84K followers on Instagram.

In addition, company also has a strong sales and marketing team, which takes care of direct sales, marketing, corporate and leisure sales, digital marketing and social media, public relations, and customer relationship management. Company has a structured performance-linked reward program for the team. ASPHL has also invested in a centralized reservation, revenue, and customer management system. All properties are seamlessly connected with the global distribution channels, online travel portals and booking website. Channel mix includes ~3% contribution from brand website, ~49% from OTAs and rest from own company sources. Thus, sales team is instrumental in generating major proportion of demand for the company.

Exhibit 83: Strong F&B and Entertainment brands spread across key hotel properties



Source: Company, YES Sec

Exhibit 84: Hotel-wise key restaurants, Bars and Nightclubs

The Park New Delhi	The Park Kolkata	The Park Hyderabad	The Park Navi Mumbai	The Park Vizag	The Park Bangalore	The Park Chennai
FIRE	The Bridge	Coffee shop	Aqua	Vista	Aqua	Six O One
MIST	Zen	Aish Indian Restaurant	Bamboo	Bamboo Bay / The Shack	Monsoon	The Leather Bar
Agni	The Street The Walkthrough Café	Aqua - Pool side Bar & restaurant	Dusk	The Aqua	Italia	Lotus
AQUA	Aqua	Kismet Pub	West 1	Someplace Else Bar	i-Bar	Pasha's
	Roxy			Tribe		Aqua
	Someplace Else					A2
	Tantra					

Source: Company, YES Sec

Exhibit 85: Each outlet offers differentiated design and experiences to consumers



Someplace Else – Mumbai



Someplace Else – Kolkata



The Shack – Vizag



Six 'O' One - Chennai



Zen, THE PARK – Kolkata



Aqua, THE PARK – Delhi





Lotus, THE PARK – Chennai



Monsoon - Bangalore

Source: Company, YES Sec

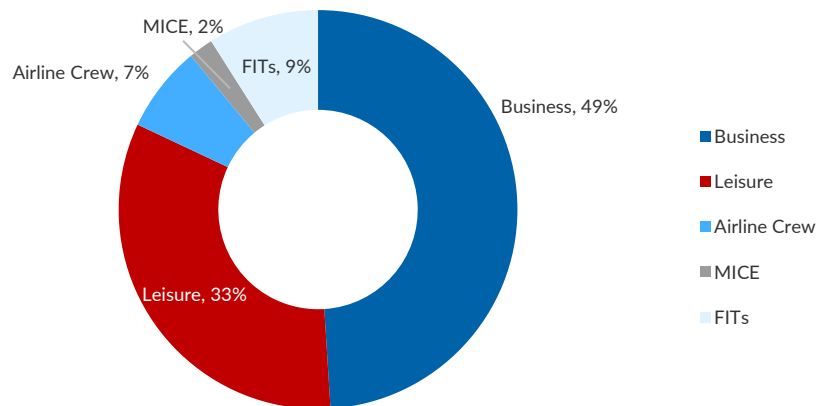
Exhibit 86: Focus on social media and Digital Marketing for demand generation

		
THE PARK HOTELS	3,41,583 FOLLOWERS	84,027 FOLLOWERS
ZONE BY THE PARK	1,28,709 FOLLOWERS	27,428 FOLLOWERS
FLURYS	50,000 FOLLOWERS	11,088 FOLLOWERS
THE PARK COLLECTION	25,200 FOLLOWERS	9,535 FOLLOWERS

Source: Company, YES Sec

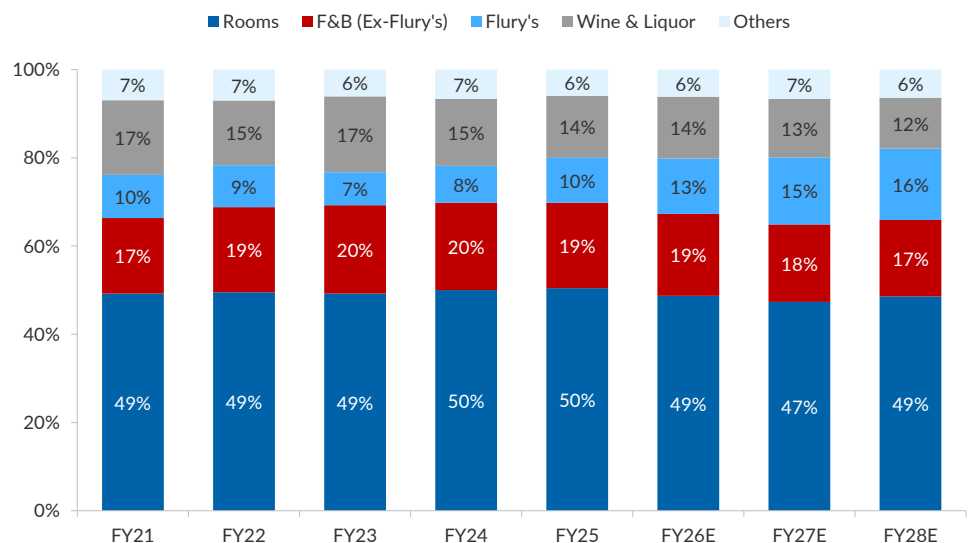
Apeejay Surrendra Park Hotels

Exhibit 87: Significance of F&B outlets in room nights demand generation is evident from high Share of Leisure travelers despite major presence in metros



Source: Company, YES Sec estimates

Exhibit 88: F&B and Wine & Liquor Contribution has consistently remained robust at ~35% of total revenue



Source: Company, YES Sec estimates

Ramp-Up in Management Contracts to Result in Operating Margin Expansion with Improvement in ROE/ROCE:

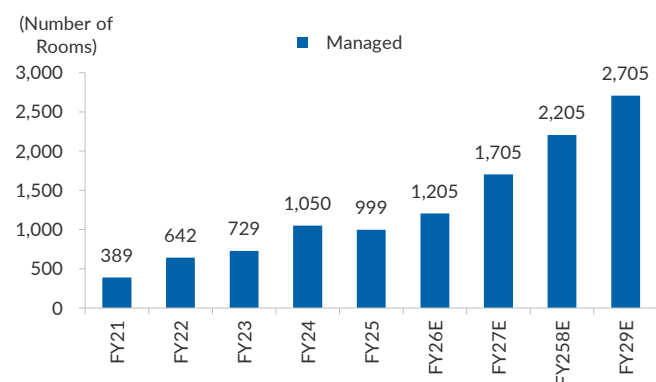
Over past 3-4 years, ASPHL has forayed into management contracts, leveraging its strong brand equity and operational expertise. As a result, company has added 610 managed keys over FY21-25, primarily in its upper-midscale brands – Zone by The Park and Zone Connect.

Going forward, keys addition is going to be balance with ~1,011 keys to be added on the owned side and ~2,988 keys to be added on the managed side. Management expects 400-500 managed keys to be added each year over the medium term. Primary addition of managed keys is expected in the upper-midscale segment.

Apeejay Surrendra Park Hotels

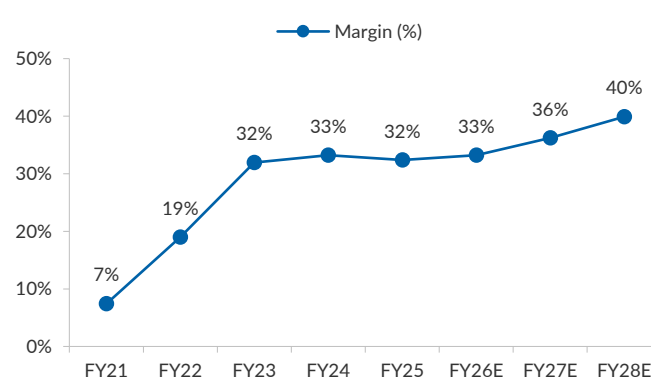
Management fees income for FY25 stood at ~INR150mn with ~2.3% share of total revenue. Management fees is typically ~6% of sales, with current flow through to EBITDA at ~64-65%. Management expects flow-through to improve to 70-75% with scale. Share of managed keys is expected to reach ~55% by FY29E from 42% in FY25. Hence, ramp-up of managed portfolio should result in improvement in blended operating margins with improvement in return ratios.

Exhibit 89: Management contract pipeline is strong over FY25-29E



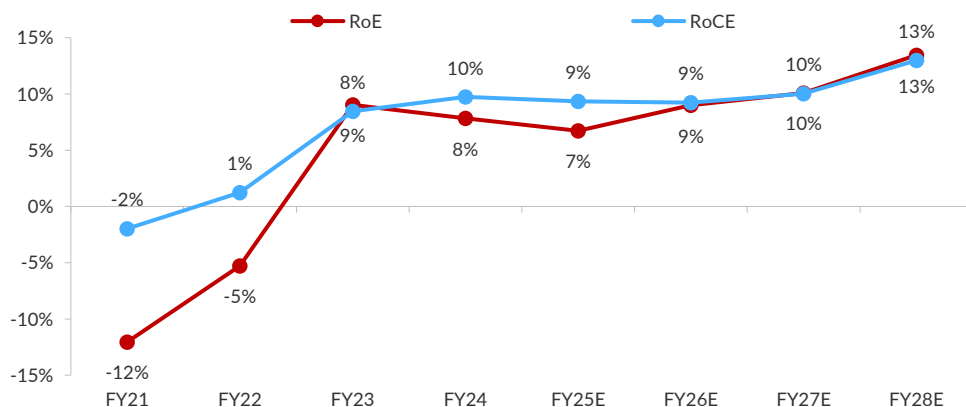
Source: Company, YES Sec

Exhibit 90: Operating Margin expected to improve with addition of managed keys



Source: Company, YES Sec

Exhibit 91: Sharp improvement in RoE / ROCE driven by operating leverage and scale-up of managed portfolio



Source: Company, YES Sec

Flurys - Strong Brand Franchise; Aggressive Scale-Up with Consistent Profitability:

ASPHL owns and operates bakery and confectionary brand – Flurys, which is a ~100 years old brand with a strong brand equity, especially in Kolkata. Over past 3-4 years, company has rapidly scaled up the Flurys outlets pan-India in key cities, leveraging niche product portfolio and operational expertise. Company has adopted asset-light model business model for Flurys which provides diversified, resilient, and scalable business model. It primarily operates outlets on leased premises on rent or revenue sharing basis. Outlets are operated across multiple formats such as kiosks, Café, and restaurants.

Currently, ASPHL operates ~102 Flurys outlets and targets to reach 200 outlets by FY27E. Beyond FY27E, we expect store addition momentum continue with addition of 40-50 outlets

Apeejay Surrendra Park Hotels

each year. Company opened 25 new outlets in FY25 in key cities including Mumbai, Hyderabad, Kolkata, Bhubaneshwar, etc. and shut only 3 underperforming stores.

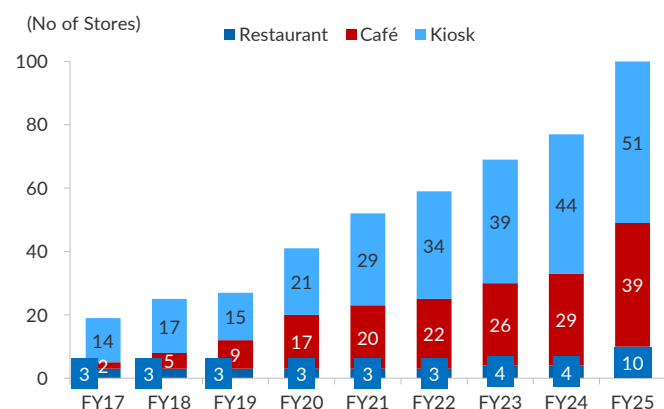
In FY25, Flurys reported revenue of INR640mn with 12% EBITDA margin. For FY26, we expect revenue to reach ~INR894mn. Over FY25-28E, we expect Flurys to post robust revenue/EBITDA CAGR of ~38%/44%. Going forward, mix is expected to shift in favor of Café and restaurants from kiosks, due to the higher revenue potential. Company is also targeting to convert 20-25 kiosks into cafes. However, kiosks remain an important part of the expansion strategy, as ROI is higher with daily sales run-rate of INR15-20K. Run-rate for airport kiosks is even higher.

Stabilization period for an outlet is relatively lower at only 6 to 8 months. Hence, new stores start contributing to EBITDA within the first year of operations. Company is targeting average INR1cr revenue from matures stores and cafes. Current average revenue per store stands at ~INR65lacs per year. Currently, 4 cafes are doing revenue in excess of INR 1cr per year while most of the remaining matured stores are doing revenue of more than INR5mn per year.

ASPHL has also set up a centralized kitchens in North India and Navi Mumbai, which cater to the stores in the region. North India kitchen is spread across 20,000sq.ft. which is planned to supply to all North India outlets. Company has also expanded capacity for Navi Mumbai kitchen from 3,000sq.ft. to 5,000sq.ft. This is expected to bring in operational efficiencies resulting in operating margin improvement. We expect +150bps improvement in operating margin for Flurys over FY25-28E and reach ~13.5%. ASPHL is also leveraging online platforms for Flurys with current contribution from online platforms est at 14-15%.

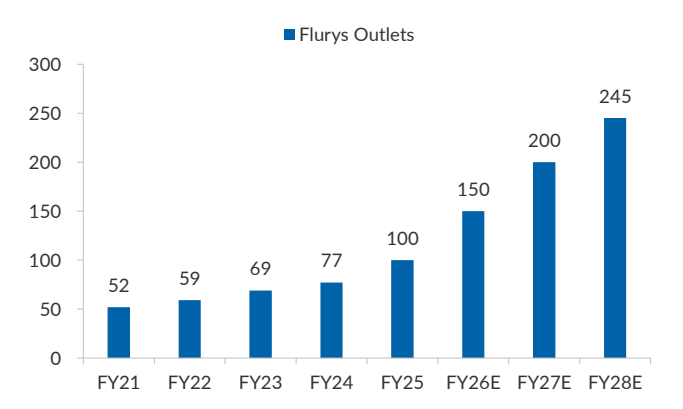
We believe Flurys is very well-placed to capture the incremental demand in fast-growing bakery and confectionary market, with its niche product portfolio, strong brand franchise and aggressive pan-India expansion. Hence, we est robust revenue/EBITDA CAGR of +38%/+44% over FY25-28E. We value Flurys at Jun'27 EV/EBITDA multiple of 18x, implying EV/Sales of ~2.4x. This is much lower compared to some of the recent transactions in bakery and confectionary space, where peers have raised funds at implied EV/Sales valuation of ~9-10x. This also opens a future opportunity for separate listing of Flurys as it achieves scale. We expect company management to evaluate listing for Flurys post significant scale-up, at a right time in future.

Exhibit 92: Flurys – Net store addition has accelerated over FY20-25



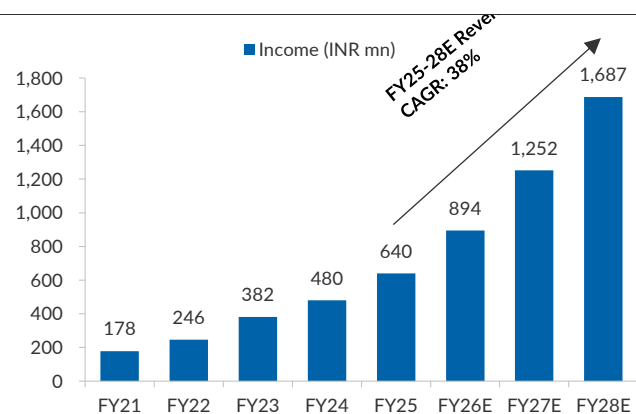
Source: Company, YES Sec

Exhibit 93: Momentum in store addition expected to continue over FY25-28E



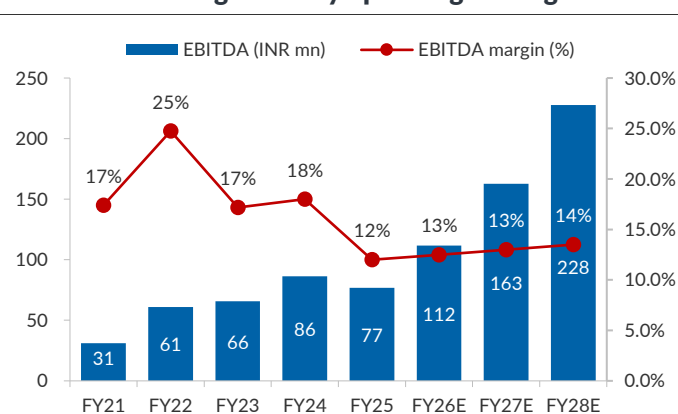
Source: Company, YES Sec

Exhibit 94: Flurys – Revenue expected to register ~38% CAGR over FY25-28E



Source: Company, YES Sec

Exhibit 95: Flurys – Expect sharp improvement in EBITDA and Margins led by operating leverage



Source: Company, YES Sec

Value Embedded in Owned Land Parcels, Resulting in High IRR, and ROCE for New Properties:

ASPHL owns ~16-17lacs sq.ft. of cumulative land parcels spread across key destinations. Company owns 6 lacs sq.ft. land parcel in Kolkata, where company is developing 250 keys hotel – The Park, Em Bypass, Kolkata with 100 service apartments. Company has tied up with a reputed local real estate developer – Ambuja Group (55:45), for mix development of land parcel. This project includes development of hotel over 3 lacs sq.ft. area and residential property over remaining 3 lacs sq.ft. Total value of residential project is est at INR600cr, o/w, company will receive INR300cr+ (55%), spread equally over 3 years. This cash flow will be used for development of the hotel, which will be delivered as a cold shell by Ambuja group and further development including internal design and architecture will be done by internal project development team of ASPHL. Company expects residential project sale to commence from the upcoming festive season of Durga Pooja. Revenue recognition for real estate project is expected in FY29.

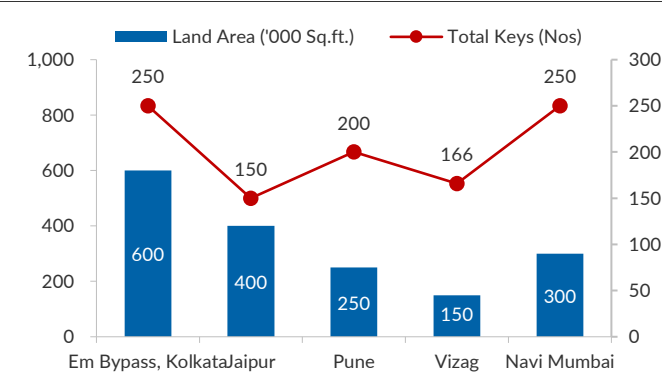
In addition to Kolkata, company owns ~4 lacs sq.ft. of land parcel in Jaipur, Rajasthan. ASPHL will be developing a 150 keys luxury property in partnership with Goyal Group (51:49) over this land parcel. THE Park Jaipur will be located in Kukas, an area known for its historical and cultural heritage, just minutes away from Jaipur's iconic landmarks. It will be positioned as both a luxurious retreat and a buzzing social destination in Rajasthan's capital.

Company owns ~2.5 lacs sq.ft. land parcel in Pune, where it is developing 200 keys upscale property. In Vizag, company owns ~1.5lacs sq.ft. of land in the existing property and has planned brownfield expansion to add 100 more keys. In Navi Mumbai, company owns ~3 lacs sq.ft. of land parcel which has enable brownfield expansion of existing assets from current 80 keys to 250 keys.

Greenfield / Brownfield expansion on already owned land parcels results in significantly better ROCEs for the respective assets. This is particularly helpful due to strategic location of these land parcels, where high land acquisition cost makes new hotel development projects unviable. Hence, this creates a strong moat in terms of limited future supply and sustained robust demand.

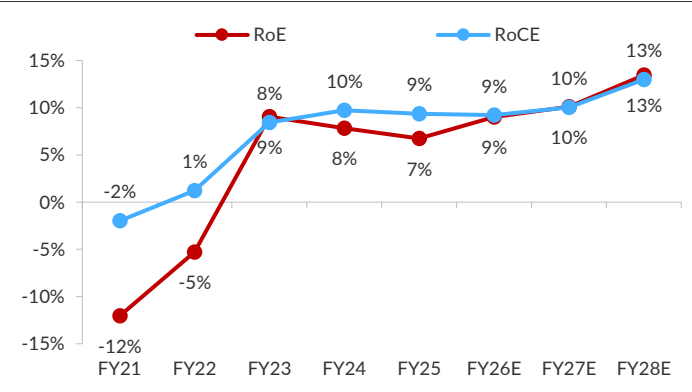
We estimates ROCE for properties under development to be in the range of 20-25%, materially higher than normal. At the same time, IRRs are expected to be more than 30%. Hence, capacity expansion via development on owned land parcels is expected to result in sharp improvement in blended RoE/ROCE. We expect RoE/ROCE to increase from 6.7%/9.4% in FY25 to 13.5%/13% by FY29E.

Exhibit 96: Robust keys addition supported by owned land parcels



Source: Company, YES Sec

Exhibit 97: Blended RoE/ROCE should see sharp improvement over FY25-28E



Source: Company, YES Sec

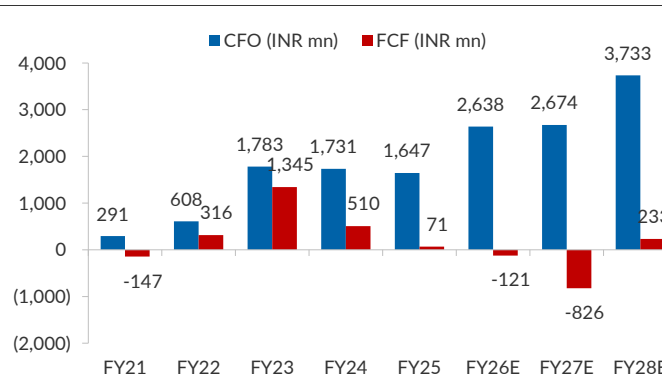
B/S to Remain Healthy Despite Significant Planned Capex, Supported by Robust OCF Generation:

Over next 5 years, company expects capex of INR1700-1800cr. Majority of this capex will be towards development of announced pipeline on owned side while INR250-260cr will be towards acquisition and renovation of Zillion residences. Renovation and maintenance capex is expected at INR40cr per year. For Flurys, management expects capex of INR30-50cr per year.

Despite significant capex planned, management does not expect any significant increase in Net Debt. It expects to fund most of this capex through internal accruals, supported by growth in EBITDA and strong operating cash flow (OCF) generation over FY25-28E. Additionally, ASPHL will be receiving est ~INR100cr of cash flow from the residential real estate project in Kolkata, which will be used for the development of The Park, Em Bypass, Kolkata.

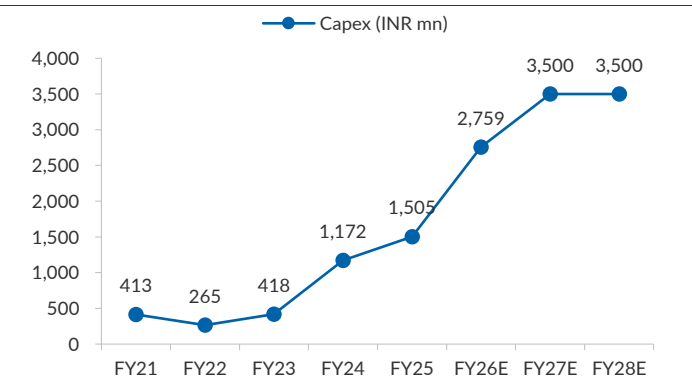
Management plans to keep the line of credit available in case of short-term requirements due to cash flow mismatch. We expect net debt to increase by ~INR1.8bn over FY25-28E and reach ~INR2.1bn by FY28E, implying net debt/EBITDA of only 0.5x. As of FY25, company has Net Debt of only INR255mn as company had utilized proceeds from IPO in Feb'24 and robust cash flows over FY23-25 for paring down net debt, resulting in pristine B/S. We expect cumulative operating cash flow generation of INR900cr over FY25-28E (Ex-real estate). Hence, ASPHL is well-placed to execute its capacity addition plans and is capable to explore more expansion opportunities in future.

Exhibit 98: CFO to remain robust over FY25-28E, FCF to be lower due to high capex to be incurred



Source: Company, YES Sec

Exhibit 99: Significant pick-up in capex expected over FY25-28E



Source: Company, YES Sec

Sharp Valuation Discount to Peers Despite Strong Operational Performance and Robust Capacity Addition:

ASPHL currently trades at FY26E / FY27E / FY28E EV/EBITDA multiple of 14.8x/12.1x/8.8x. On a P/E basis for FY26E/FY27E/FY28E, ASPHL trades at 28.5x/23.1x/15.4x. This is at a sharp discount to many of the branded peers as well as hotel asset-owners. This is despite robust +18%/+27% revenue/EBITDA CAGR expected over FY25-28E with strong keys addition across owned and managed portfolio. Further, company has healthy B/S with minimal net debt and expected to maintain low Net Debt/EBITDA ratio by FY28E. ASPHL is also expected to register significant RoE/ROCE expansion of +670bps/+360bps over FY25-28E.

FY25/FY27E EV/EBITDA multiple for ASPHL is one of the lowest across the branded listed players, which provides valuation comfort. Similarly on the P/E basis, FY27E P/E multiple is lowest for ASPHL at only 23.1x based on CMP. Hence, Park Hotels offers attractive entry point at compelling valuations. We value hospitality business for ASPHL at Jun'27 EV/EBITDA multiple of 15x and value Flurys at Jun'27 EV/EBITDA multiple of 18x, implying EV/Sales of 2.4x for Flurys. Assigned valuation multiple for Hospitality business is still at a sharp discount to other larger listed players like IHCL (28x), Lemon Tree (24x), Chalet (~25x) and EIH (19x).

Exhibit 100: Financial Comparison across Branded Hospitality Players – Balanced performance for ASPHL

Company	Revenue (INR mn)		FY25-27E CAGR	EBITDA (INR mn)		FY25-27E CAGR	RPAT (INR mn)		FY25-27E CAGR	Net Debt (INR mn)		Net Debt/EBITDA (x)	
	FY25	FY27E		FY25	FY27E		FY25	FY27E		FY25	FY27E	FY25	FY27E
Indian Hotels	83,345	111,924	15.9%	27,693	41,004	21.7%	19,076	22,408	8.4%	-28,557	-63,660	-1.0	-1.6
EIH Ltd	27,432	29,169	3.1%	10,170	10,597	2.1%	7,607	7,583	-0.2%	-10,509	-17,371	-1.0	-1.6
Lemon Tree	12,861	16,303	12.6%	6,341	8,673	16.9%	1,966	3,662	36.5%	15,794	8,881	2.5	1.0
Chalet Hotels	17,178	24,290	18.9%	7,359	14,550	40.6%	1,426	5,701	100.0%	24,010	20,382	3.3	1.4
Park Hotels	6,315	8,259	14.4%	2,045	2,991	20.9%	836	1,494	33.7%	255	1,699	0.1	0.6
SAMHI Hotels	11,300	14,542	13.4%	4,060	5,533	16.7%	855	2,750	79.3%	20,919	10,644	5.2	1.9
ITC Hotels	35,598	47,156	15.1%	12,109	17,136	19.0%	6,350	10,238	27.0%	-18,272	-41,359	-1.5	-2.4
Ventive Hospitality	16,047	27,510	30.9%	7,608	12,876	30.1%	1,203	5,065	105.2%	17,831	19,533	2.3	1.5
Juniper Hotels	9,443	12,669	15.8%	3,367	5,022	22.1%	713	2,371	82.4%	10,291	10,073	3.1	2.0

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

Exhibit 101: Operational performance Comparison across Branded Hospitality Players – ASPHL Trading at a Sharp discount, despite robust expected performance across all key metrics

Company	Owned/Leased Keys		FY25-27E CAGR	Managed Keys		FY25-27E CAGR	ROCE (%)		FY25-27E (bps)	EV/EBITDA (x)		P/E (x)	
	FY25	FY27E		FY25	FY27E		FY25	FY27E		FY25	FY27E	FY25	FY27E
Indian Hotels	14,549	15,505	3.2%	11,988	18,198	23.2%	17.6	19.5	191.0	37.5	24.5	62.7	47.0
EIH Ltd	2,270	2,221	-1.1%	837	906	4.0%	17.9	13.2	-463.0	22.3	20.7	31.0	31.1
Lemon Tree	5,759	5,759	0.0%	4,565	9,297	42.7%	18.5	22.5	401.0	22.6	15.7	61.6	33.2
Chalet Hotels	3,387	3,772	5.5%				8.4	10.6	219.0	29.7	18.2	136.7	34.1
Park Hotels	1,395	1,515	4.2%	999	1,705	30.6%	9.4	10.0	67.0	17.0	12.1	41.3	23.1
SAMHI Hotels	4,823	5,238	4.2%				7.2			17.8	11.3	51.0	25.9
ITC Hotels	5,620	5,941	2.8%	7,762	11,462	21.5%	6.8			38.4	25.8	76.1	43.4
Ventive Hospitality	2,036	2,203	4.0%				6.2			25.3	15.1	129.6	32.6
Juniper Hotels	1,895	2,852	22.7%				5.3			22.4	18.1	91.1	29.5

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

COMPANY OVERVIEW

Apeejay Surrendra Park Hotels Limited (ASPHL) is the 8th largest hotel chain amongst hotel chains with asset ownership in India. ASPHL operates under five brands - THE Park, THE Park Collection, Zone by The Park, Zone Connect by The Park and Stop by Zone. With a long-standing expertise of over five decades in the hospitality business of owning and operating hotels, the group pioneered the concept of luxury boutique hotels in India under its brand, THE Park, extending it further through THE Park Collection, and in upper midscale categories with the brands Zone by The Park and Zone Connect by The Park, and the recently launched Stop by Zone in Economy segment.

Company's seven owned assets are based in prime downtown locations in key metro / tier-1 cities including Bangalore, Chennai, Hyderabad, Kolkata, New Delhi, Vishakhapatnam, and Navi Mumbai. ASPHL also operates 6 leased properties with cumulative 294 keys spread across Kolkata, Saket, Patiala, Chettinad and Digha. Over past few years, company has also forayed into management contracts and expanded its managed portfolio to 999 keys as of FY25.

The first hotel in THE Park Hotel group opened on 1st November 1967 with 149 rooms on the fashionable Park Street in Kolkata. Since then, company has consistently expanded its portfolio over the years with current portfolio of 2,394 keys across owned, leased and managed properties.

Company also has a strong presence on F&B side, with 88 restaurants, Bars and Nightclubs. It has many popular brands across restaurants and Nightclubs. Company has also established a strong presence in bakery and confectionary space through Flurys, a 98+ year-old iconic patisserie from Park Street in Kolkata, which has expanded its presence pan-India with 102 outlets.

Going forward, ASPHL has ambitious plan of more than doubling its operational inventory to ~5,403 keys. Company is planning greenfield development of its iconic Park Hotels in key destinations such as Pune, Kolkata, Jaipur, and Mumbai. Company is also undertaking brownfield expansion of its Vishakhapatnam and Navi Mumbai properties.

Company is a part of the Apeejay Surrendra group, one of India's oldest business houses with diversified presence across shipping, tea, real estate, and retail. Company's promoters include Mr. Karan Paul and Ms. Priya Paul. Company is led by Managing Direct, Mr. Vijay Dewan who has over 40 years of experience in the hospitality industry.

Exhibit 102: Apeejay Surrendra Park Hotels: Timeline of Key Events

Year	Key Event
1967	Launched first Hotel – The Park Kolkata with 149 keys
1968	Launched The Park Vishakhapatnam in 1968 with 66 keys
1988	Forayed in New Delhi with The Park, New Delhi with 220 keys
1995	Opened new property in Bangalore on a long-term lease with 109 keys
2002	Launched The Park, Chennai with 214 keys
2006	Forayed into Navi Mumbai with new The Park property featuring 80 keys
2011	Launched The Park, Hyderabad with 263 keys
2011	Launched The Park, Goa, Calangute with 30 keys under The Park Collection brand through operation and management agreement
2014	Launched Zone by the Park in Coimbatore with 55 keys under operation and management agreement
2015	Launched Zone by the Park Chennai with 40 keys and Zone by the Park Jaipur with 47 keys under operation and management agreement
2017	Launched Zone by the Park Jodhpur with 90 keys under management contract
2018	Under Park Collection brand, launched The Park Goa, Baga under operation and management contract
2018	Launched Zone by the Park, Bangalore Infantry Road with 60 keys (managed)
2018	Launched The Denmark Tavern – Boutique Luxury Property with 6 keys under leased model at Seram Pore

Apeejay Surrendra Park Hotels

Year	Key Event
2019	Launched Zone by the Park, Kolkata with 116 keys under leased model and Zone by the Park, Jammu (51 keys) under management contract
2021	Launched Zone Connect brand at Parra Goa with 49 keys (managed)
2021	Launched Zone Connect at Calangute Goa with 49 keys (managed)
2021	Launched Zone Connect Coimbatore with 55 keys (managed)
2022	Launched Zone by the Park Phalodi (25 keys) and Zone Connect Saket
2023	Multiple launched under Zone by the Park and Zone Connect brands
2024	ASPHL Listed on Stock Exchanges
2024	Started operations of Ran Bass Palace, Patiala and Lotus Palace, Chettinad under leased model
2025	Acquisition of Zillion Hotels & Resorts, Entry in Mumbai luxury market

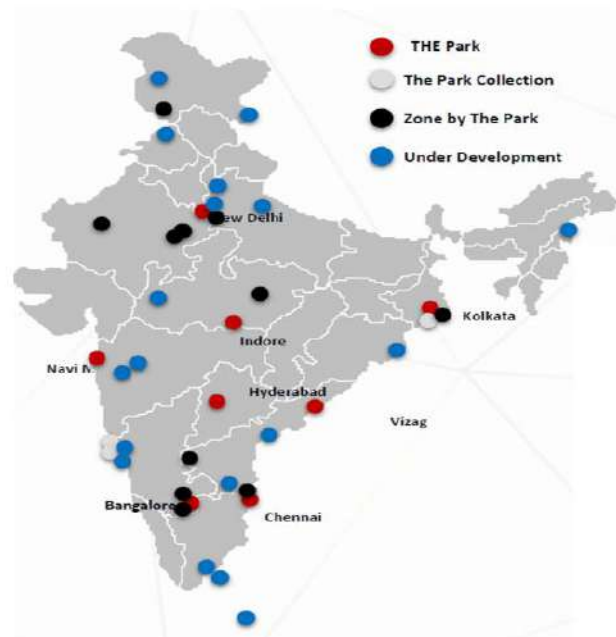
Source: Company, YES Sec

Exhibit 103: Apeejay Surrendra Park Hotels: Existing Portfolio Snapshot



Source: Company, YES Sec

Exhibit 104: ASPHL – Pan-India presence through niche brands



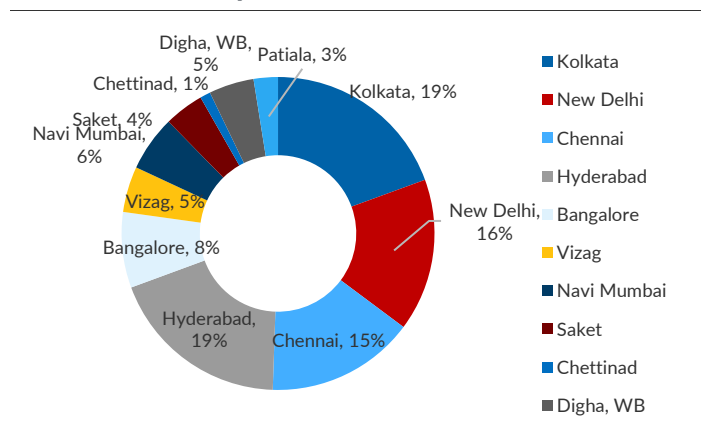
Source: Company, YES Sec

Exhibit 105: Strong F&B and Entertainment brands spread across key hotel properties



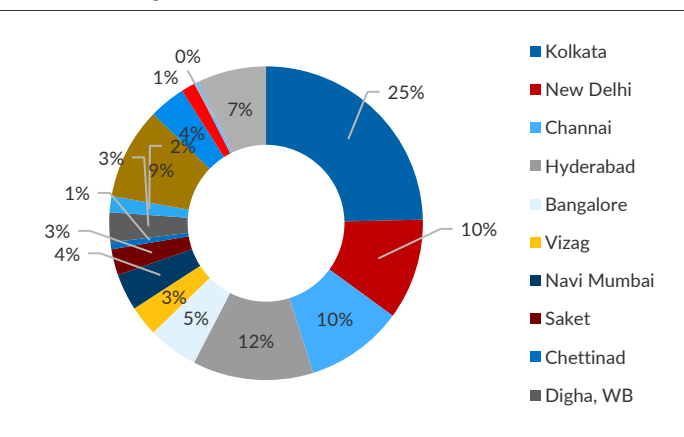
Source: Company, YES Sec

Exhibit 106: Location-wise break-up of existing owned / Leased inventory



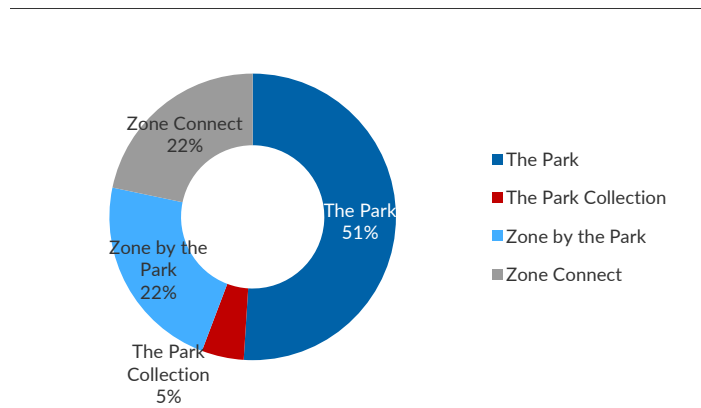
Source: Company, YES Sec

Exhibit 107: Location-wise break-up of future owned and Leased portfolio



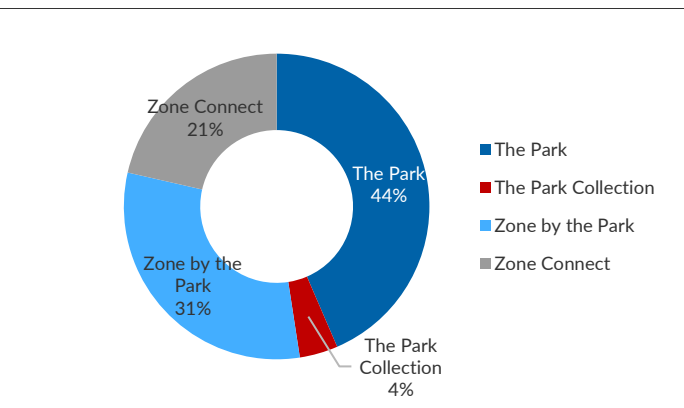
Source: Company, YES Sec

Exhibit 108: Brand-wise break-up of existing inventory



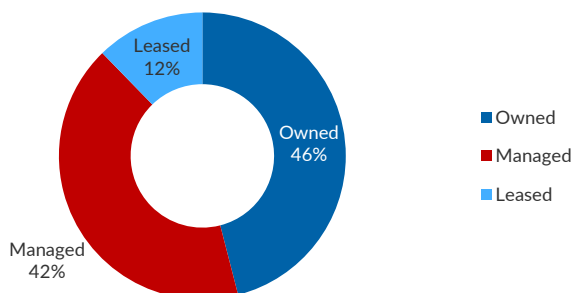
Source: Company, YES Sec

Exhibit 109: Brand-wise break-up of future portfolio



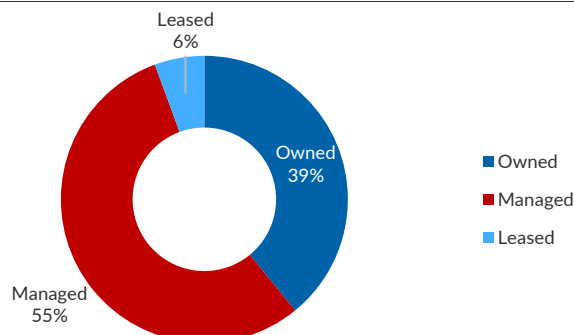
Source: Company, YES Sec

Exhibit 110: Owned vs Managed Break-up of existing portfolio



Source: Company, YES Sec

Exhibit 111: Owned vs Managed Break-up of future portfolio



Source: Company, YES Sec

Exhibit 112: Board of Directors

Ms. Priya Paul

Chairperson and Executive Director

Priya Paul is on the Board of ASPHL, Apeejay Shipping Ltd, DLF Ltd and DLF Cyber City Developments Ltd. She is actively involved on the Boards of Hotel Association of India and World Travel and Tourism Council – India Initiative. In the non-profit domain, she is the Founder Director and was Chair of South Asia Women's Fund, (now Women's Fund Asia) and has been on the board of Breakthrough India. Priya Paul has a BA in Economics from Wellesley College. She also completed the Owner President Management Program at Harvard Business School. In 2012, Priya Paul has been awarded the Padma Shri, India's fourth highest civilian honour, for her services to Trade & Industry by the President of India.

Mr. Karan Paul

Non-Executive Director

With a bachelor's degree in arts from the prestigious Brown University in the USA, Mr Paul is a seasoned professional with a work experience of 31 years. He is responsible for managing and developing various sectors of the Apeejay Surrendra Group such as shipping, real estate and logistics, financial services, tea plantations and FMCG. He also leads the group's expansion in education. Mr. Karan Paul is also a director of the West Bengal Tourism Development Corporation Limited under the Government of West Bengal, India. He has been awarded one of Italy's highest honours, 'The Order of the Star of Italian Solidarity' by the President of Italy.

Mr. Vijay Dewan

Managing Director

Mr. Dewan holds a master's degree in Organic Chemistry and a Post Graduate Diploma in Hotel Management with over 40 years of experience in the hospitality industry. He has undergone several professional courses from Cornell University, London Business School and The Harvard Business School. Mr. Dewan was Chairman of the CII West Bengal State Council, 2019-20. Thereafter he was Chairman of the CII Eastern Region 2021-22 and is presently an elected member of the CII National Council. He is also the Executive Committee Member of the Federation of Hotel & Restaurants Association of India (FHRAI) and Managing Committee Member of Hotels & Restaurant Association of Eastern India (HRAEI).

Ms. Ragini Chopra

Independent Director

Ms. Chopra has passed the final examinations of her bachelor's degree in arts from the Meerut University, Uttar Pradesh and holds a diploma in hotel management from the Oberoi School of Hotel Management, New Delhi. She has completed the Senior Management Development Programme of Oberoi Hotels from the International Negotiation Institute, USA and Oberoi Senior Executives Program by Institut de Management Hotelier International, conducted at New Delhi. She has over 48 years of experience in the hotel industry. Presently she is the Executive Vice President for Corporate Affairs at Interglobe Enterprises Private Limited and has been previously associated with Jet Airways (India) Limited and Oberoi Group.

Mr. Suresh Kumar

Independent Director

Mr. Suresh Kumar holds a bachelor's degree in science from the University of Delhi and was admitted to the Graduate Management Qualification from the Bond University, Australia. He has approximately 43 years of experience in the hospitality sector. Mr. Kumar has previously worked at ITC Hotels Limited for over three decades and retired

as their Managing Director. He was recognized as a 'Green Hotelier' at the Environment Awards, 1996 by the International Hotel & Restaurant Association.

Mr. R.K. Pachnanda

Independent Director

Mr. Pachnanda is a first-class Bachelor of Arts in Economics Honours from St. Stephen's College, Delhi and an LL.B. from Punjab University, Chandigarh. He is a retired Indian Police Service officer who served in various positions in the Indian police force over his career. He held several high-ranking positions in the Indian police, including Chairman of the Haryana Public Service Commission, Chairman Haryana Electricity Regulatory Commission, Security Adviser to the Chief Minister of Assam, Director General of the Indo-Tibetan Border Police, and Director General of the National Disaster Response Force. He also served as Commissioner of Police in Kolkata and held senior positions in the Central Industrial Security Force, Central Reserve Police Force and the Border Security Force. He was awarded the IPS Association Sword of Honor, the Tonk Cup for Equestration, and the XI regular (1958) IPS Batch Silver Jubilee L.B. Sewa Memorial Trophy for the Best Probationer in Co-curricular Activities.

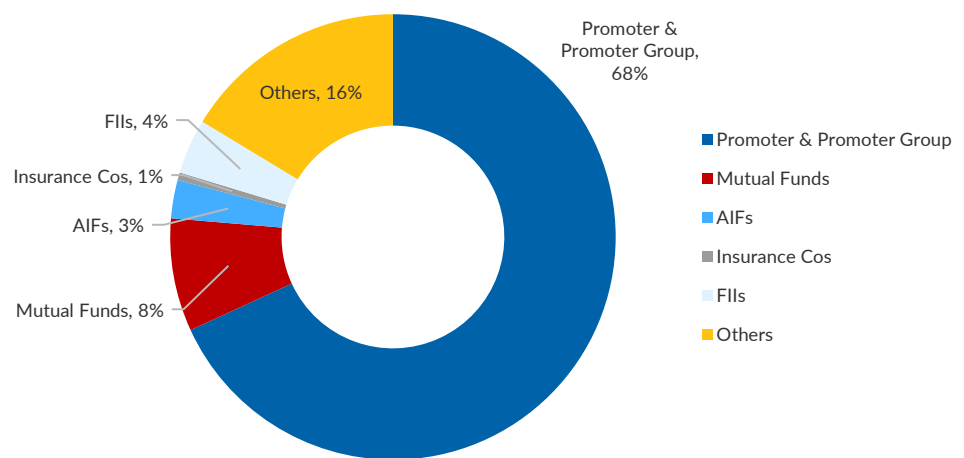
Mr. Atul Khosla

Senior Vice President-Finance and Chief Financial Officer

Atul Khosla is the Senior Vice President-Finance and Chief Financial Officer of the Company. He has been associated with ASPHL since August 11, 1994. He holds a bachelor's degree in commerce from the University of Delhi. He is a fellow member of Institute of Chartered Accountants of India and Institute of Chartered Financial Analysis of India. He has approximately 30 years of experience in the finance sector.

Source: Company, YES Sec

Exhibit 113: Apeejay Surrendra Park Hotels: Shareholding pattern



Source: Company, YES Sec

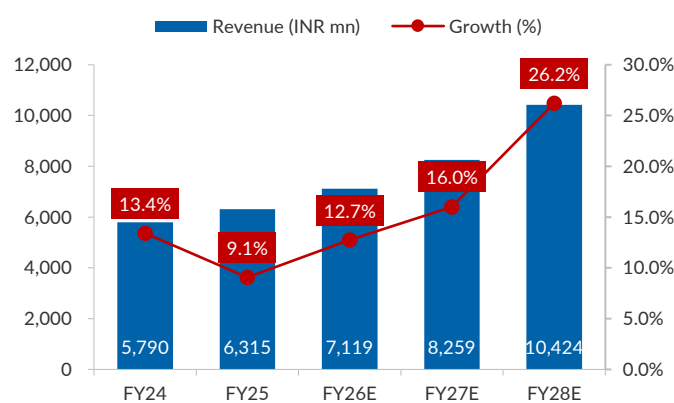
Exhibit 114: ASPHL: List of Top Institutional Shareholders

Fund Name	Current Market Value (INR Cr)	% Shareholding
Quant Small Cap Fund (G)	175.6	5.1%
Nippon India Small Cap Fund (G)	70.5	2.0%
Bandhan Small Cap Fund (G)	22.7	0.7%

Source: Bloomberg, YES Sec

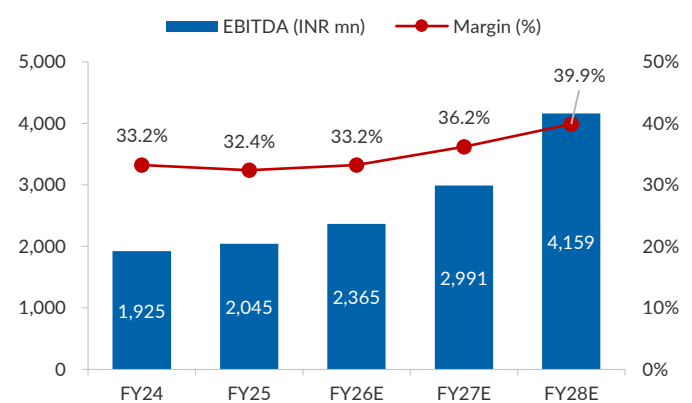
ANNUAL FINANCIALS

Exhibit 115: Revenues est to register 18% CAGR over FY25-28E



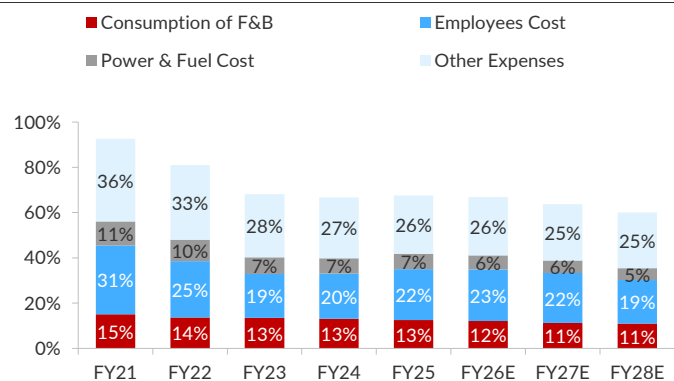
Source: Company, YES Sec

Exhibit 116: EBIDA est to register 27% CAGR with improvement in operating margins



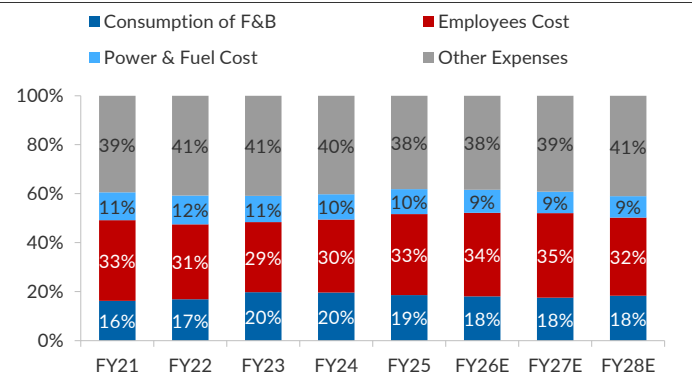
Source: Company, YES Sec

Exhibit 117: Trend in costs as % of sales



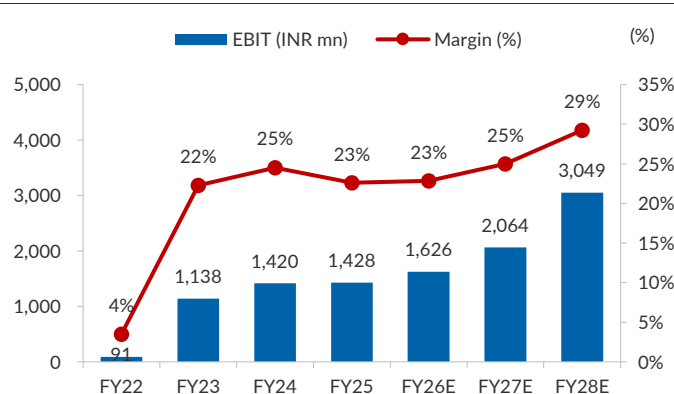
Source: Company, YES Sec

Exhibit 118: Trend in costs as % of total expenditure



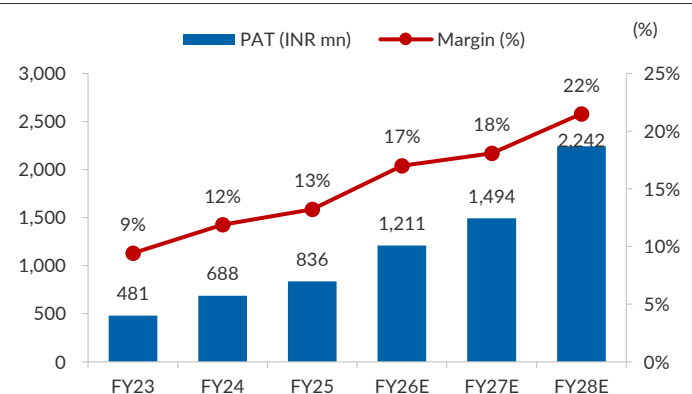
Source: Company, YES Sec

Exhibit 119: Trend in EBIT and EBIT Margin



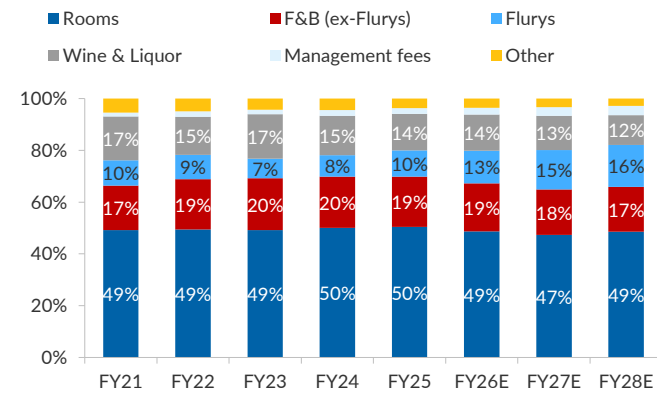
Source: Company, YES Sec

Exhibit 120: Trend in APAT and APAT Margin



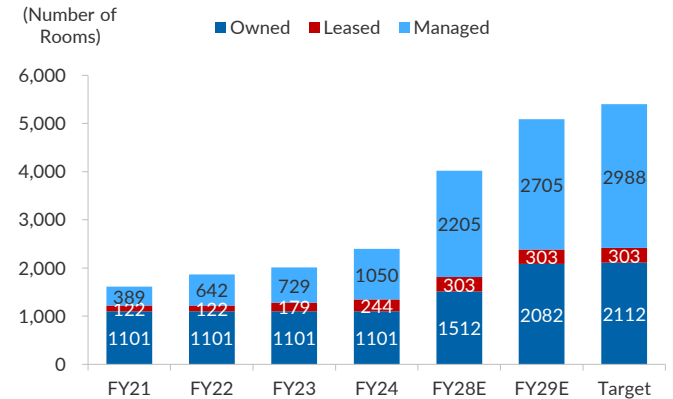
Source: Company, YES Sec

Exhibit 121: Trend in Segmental Revenue mix



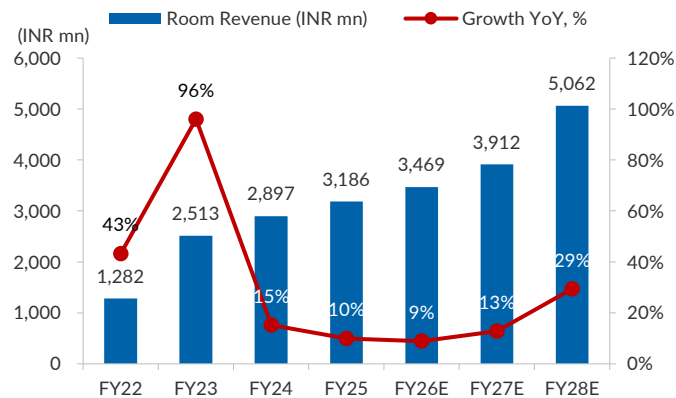
Source: Company, YES Sec

Exhibit 122: Year-wise break-up of operational inventory



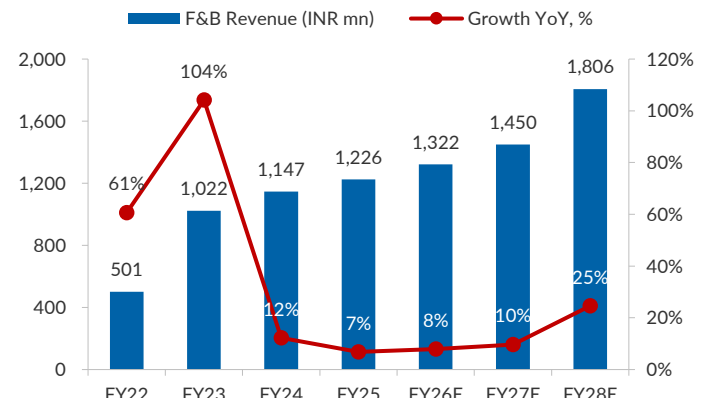
Source: Company, YES Sec

Exhibit 123: Trend in Room Revenue and Growth



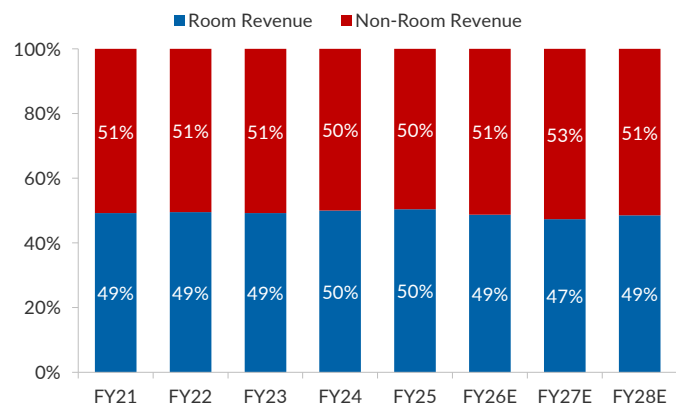
Source: Company, YES Sec

Exhibit 124: Trend in F&B Revenue (Ex-Flurys)



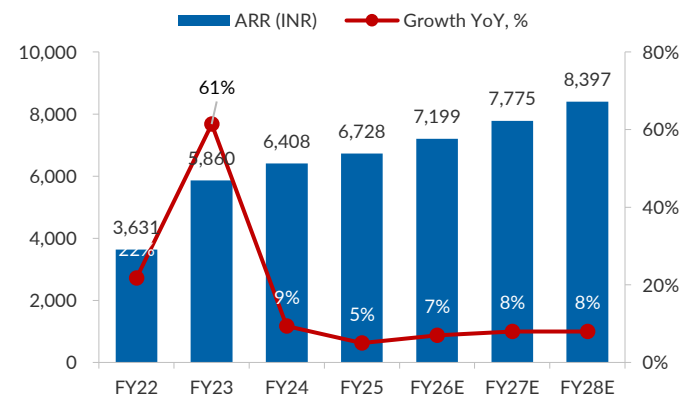
Source: Company, YES Sec

Exhibit 125: Room vs Non-Room Revenue Mix



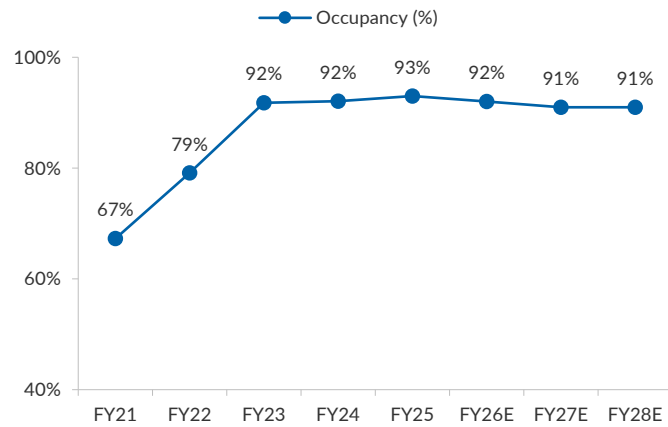
Source: Company, YES Sec

Exhibit 126: Trend in ARR growth



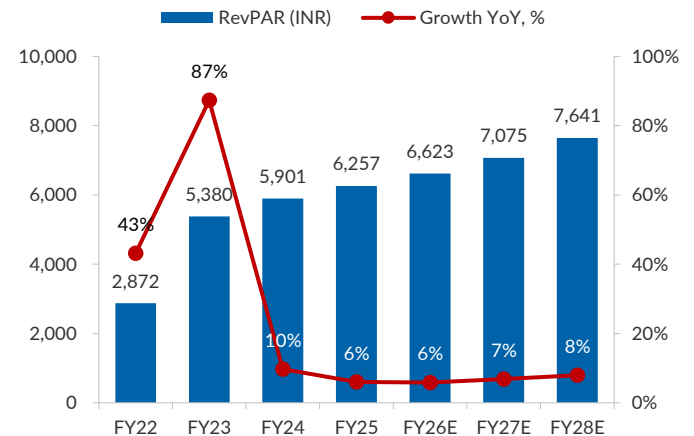
Source: Company, YES Sec

Exhibit 127: Trend in overall occupancy



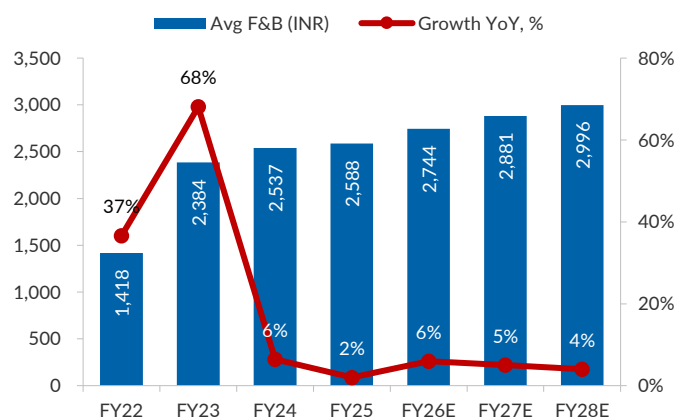
Source: Company, YES Sec

Exhibit 128: Trend in RevPAR Growth



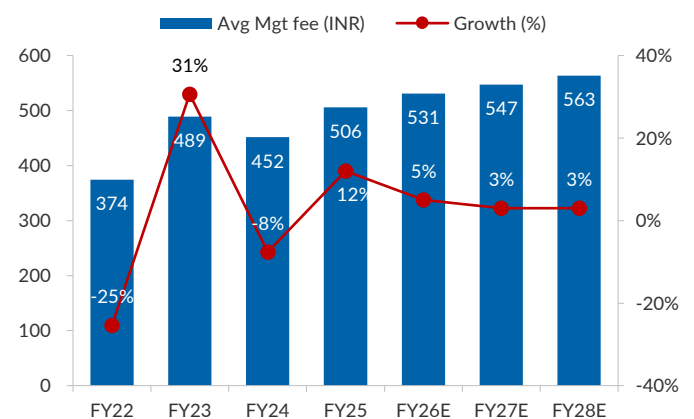
Source: Company, YES Sec

Exhibit 129: Trend in Avg F&B Spends per occupied room



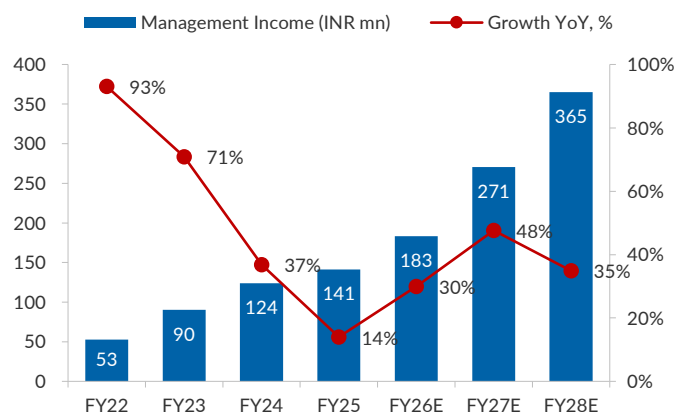
Source: Company, YES Sec

Exhibit 130: Trend in Avg Management fees per occupied room



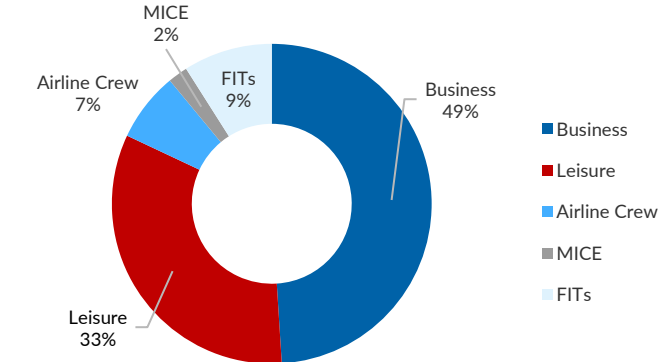
Source: Company, YES Sec

Exhibit 131: Management Income expected to register 37% CAGR over FY25-28E



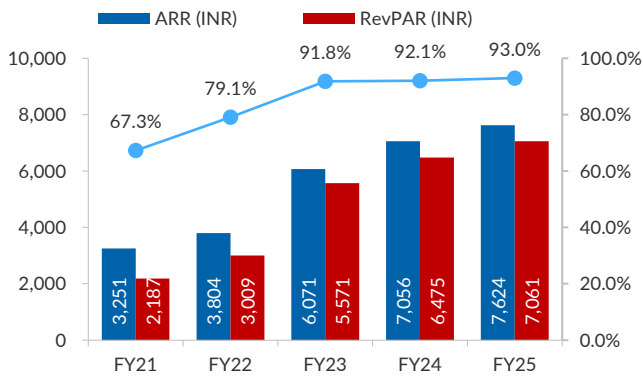
Source: Company, YES Sec

Exhibit 132: ASPHL FY25E Bookings Mix – Balanced share of Business and Leisure



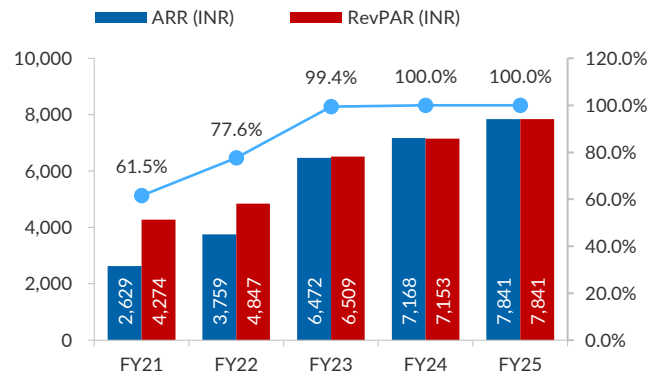
Source: Company, YES Sec

Exhibit 133: Historical trend in overall operational performance



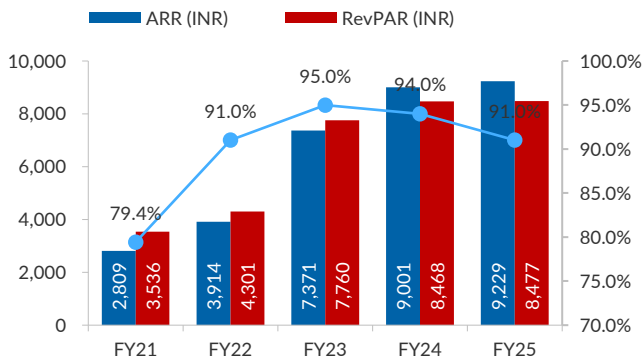
Source: Company, YES Sec

Exhibit 134: The Park, Kolkata – Historical Operational Performance



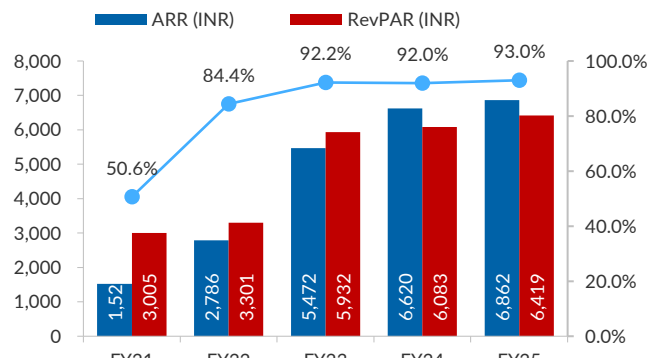
Source: Company, YES Sec

Exhibit 135: The Park, New Delhi – Historical Operational Performance



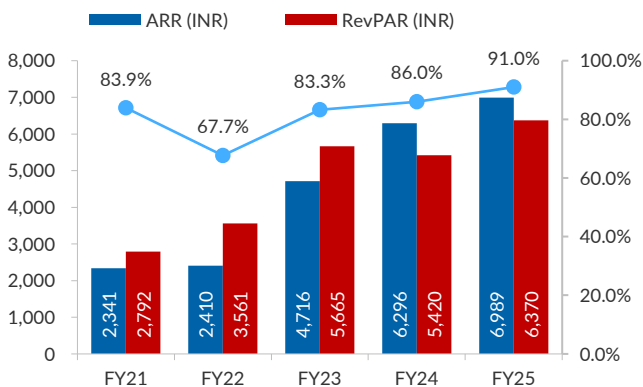
Source: Company, YES Sec

Exhibit 136: The Park, Chennai – Historical Operational Performance



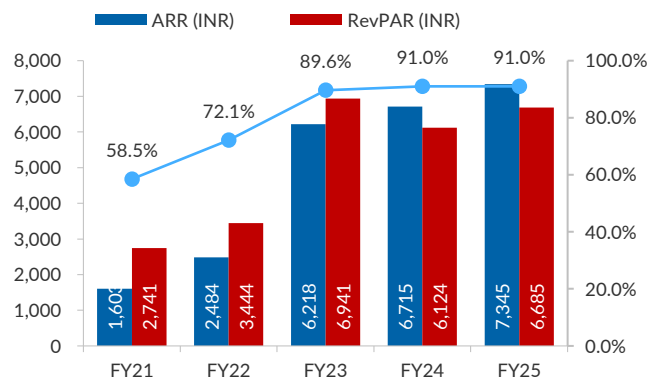
Source: Company, YES Sec

Exhibit 137: The Park, Hyderabad – Historical Operational Performance



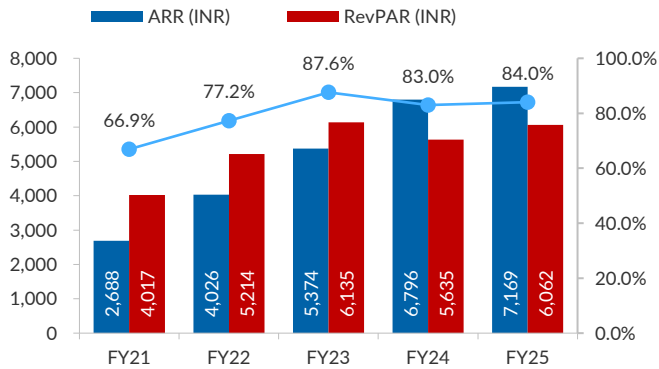
Source: Company, YES Sec

Exhibit 138: The Park, Bangalore – Historical Operational Performance



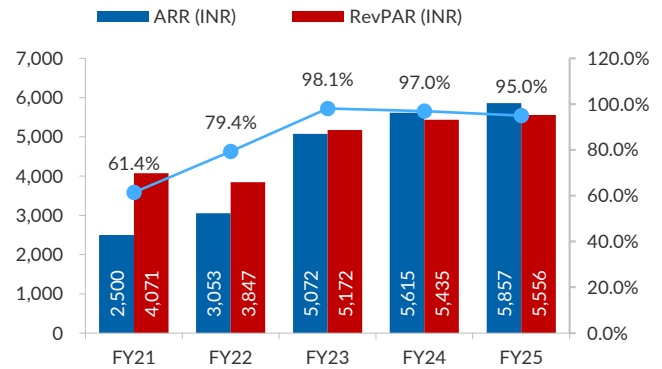
Source: Company, YES Sec

Exhibit 139: The Park, Vishakhapatnam – Historical Operational Performance



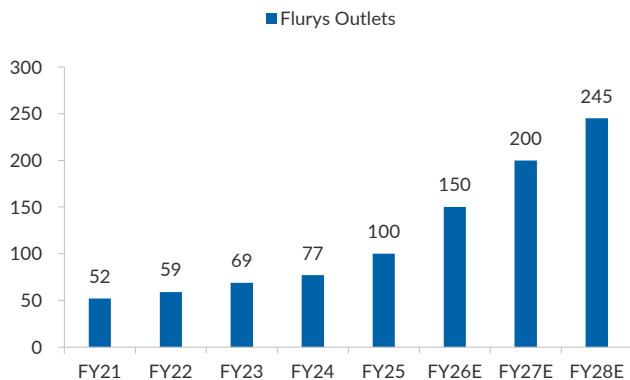
Source: Company, YES Sec

Exhibit 140: The Park, Navi Mumbai – Historical Operational Performance



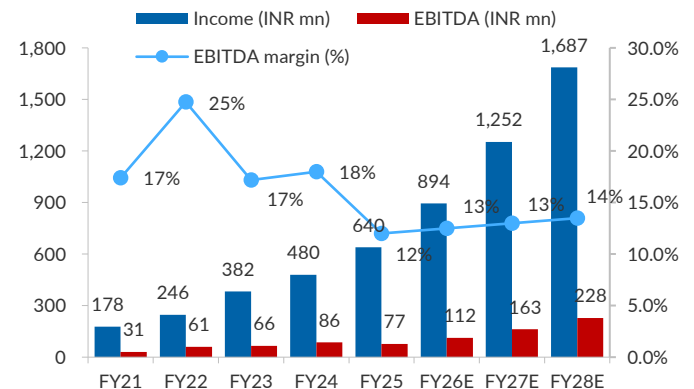
Source: Company, YES Sec

Exhibit 141: Flurys – Trend in store addition



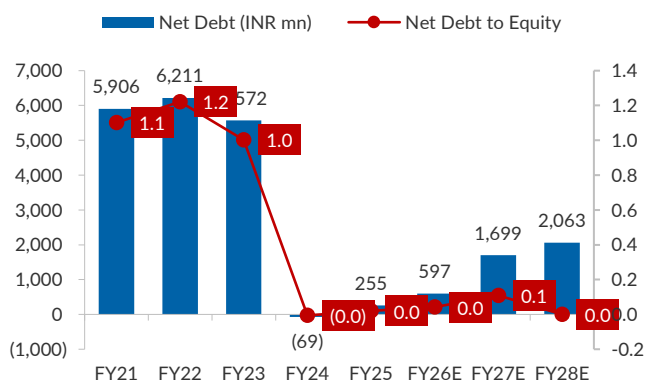
Source: Company, YES Sec

Exhibit 142: Flurys – Trend in financial performance



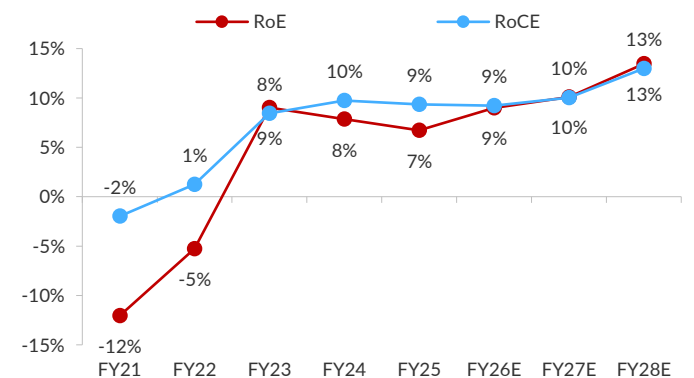
Source: Company, YES Sec

Exhibit 143: Trend in Net Debt and Net D/E



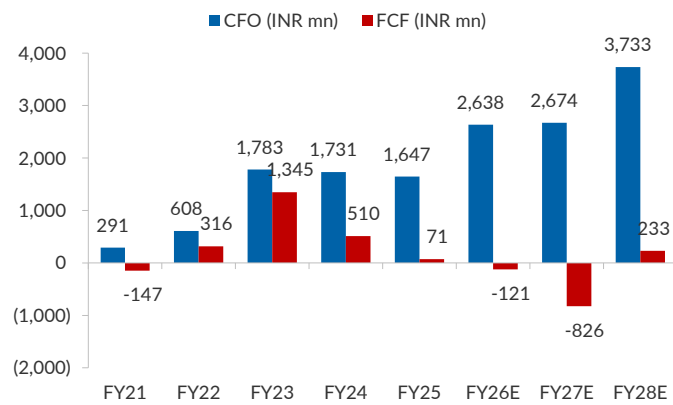
Source: Company, YES Sec

Exhibit 144: Trend in RoE / ROCE



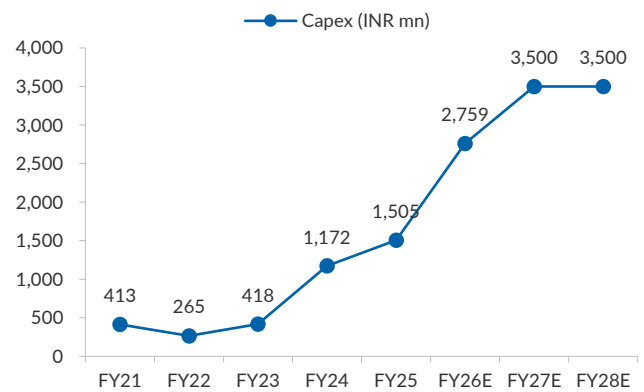
Source: Company, YES Sec

Exhibit 145: Trend in Operating Cash Flow (OCF) and Free Cash Flow (FCF)



Source: Company, YES Sec

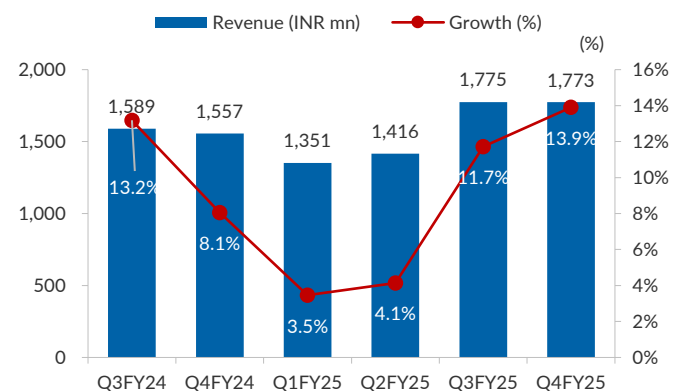
Exhibit 146: Trend in Capital Expenditure



Source: Company, YES Sec

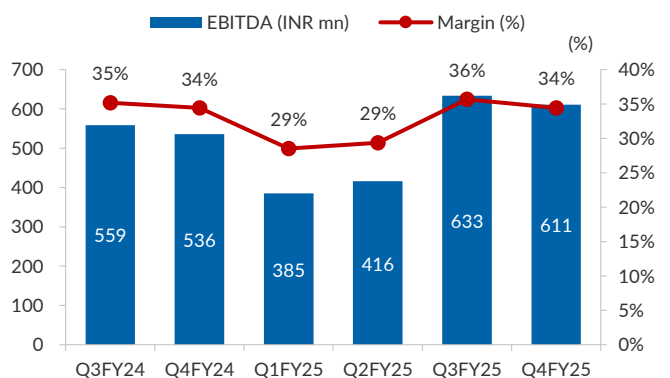
QUARTERLY FINANCIALS

Exhibit 147: Quarterly Revenue and Growth Trend



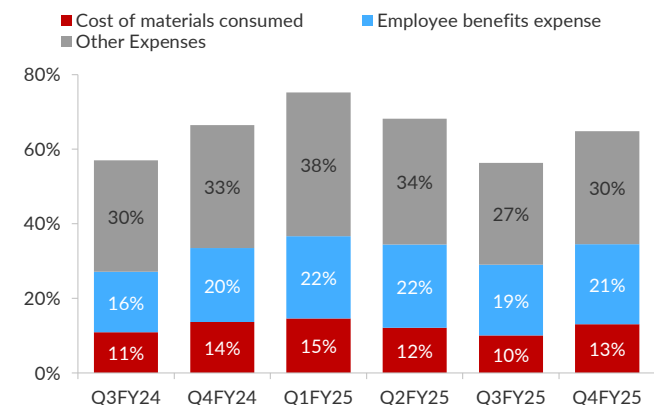
Source: Company, YES Sec

Exhibit 148: EBITDA and Margin Trend



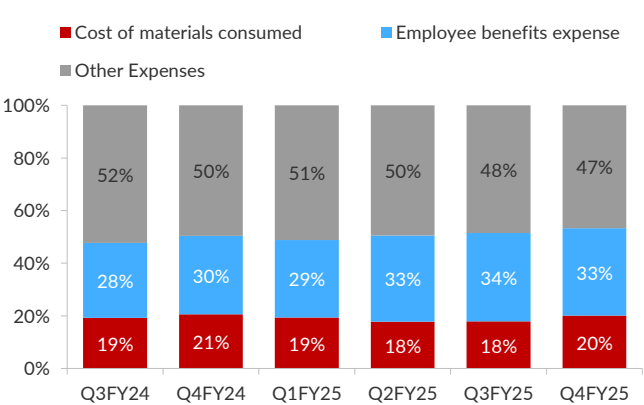
Source: Company, YES Sec

Exhibit 149: Trend in costs as % of sales



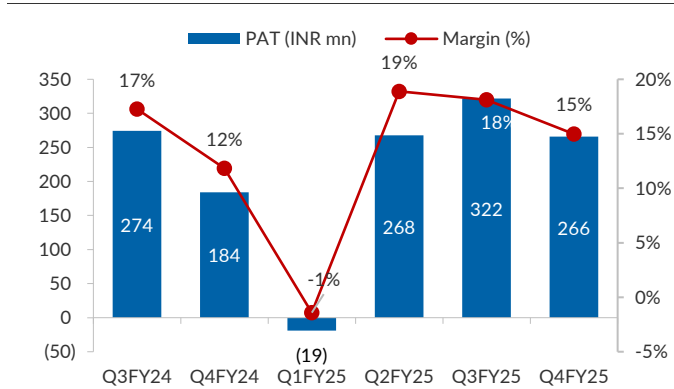
Source: Company, YES Sec

Exhibit 150: Trend in costs as % of total expenditure



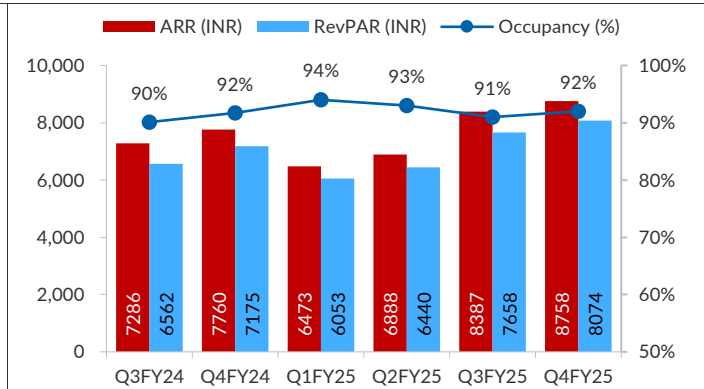
Source: Company, YES Sec

Exhibit 151: Quarterly Trend in PAT and Margin



Source: Company, YES Sec

Exhibit 152: Quarterly Trend in ARR, Occupancy and RevPAR



Source: Company, YES Sec

VALUATION AND OUTLOOK

We expect ASPHL post robust Revenue / EBITDA / PAT CAGR of +18%/+27%/+39% over FY25-28E. We estimate ARR to increase at ~8% CAGR while Avg F&B/occupied room is expected to grow at ~5% CAGR. Avg Management Fees / Occupied room is est to register 4% CAGR over FY25-28E. As a result, we expect room revenue growth at 17% CAGR, F&B income at 14% CAGR and Management Fees to grow at 37%.

Strong growth across segments will be supported by robust capacity addition across owned, leased and managed portfolio. Further, addition of luxury portfolio should support blended ARR growth. Industry-leading occupancies across key owned assets provides strategic lever to management to focus on ARR growth going forward. Further, diversified presence across key cities and strategic locations of assets should result in sustainable demand over the coming period.

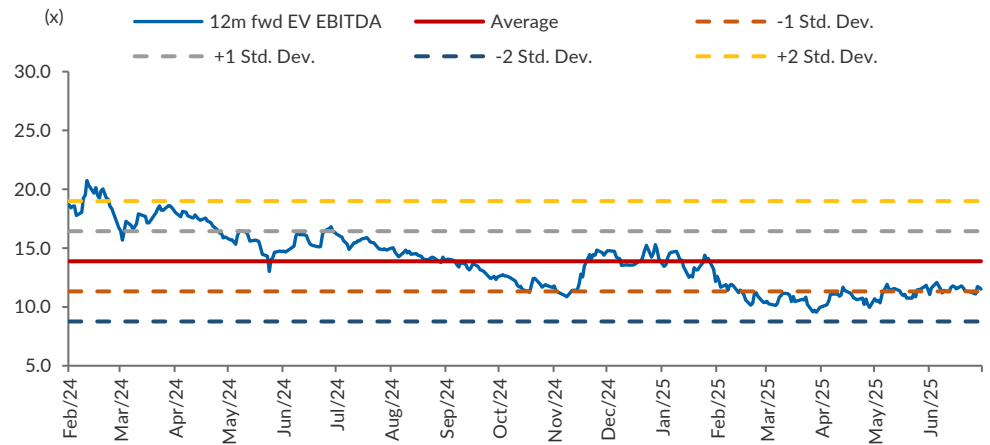
Aggressive expansion of Flurys across key cities in India, leveraging strong brand franchise and niche product portfolio can unlock incremental value for the company. Consistent profitability and shorter stabilization period enable faster new store addition. ASPHL also has a healthy B/S with margin net debt of INR255mn. Company is expected to broadly maintain Net debt status over FY25-28E, despite significant capex planned. This will be achieved by robust operating cash flow generation from the existing portfolio. ASPHL is also expected to register significant RoE/ROCE expansion of +670bps/+360bps over FY25-28E.

ASPHL currently trades at FY26E / FY27E / FY28E EV/EBITDA multiple of 14.8x/12.1x/8.8x. On a P/E basis for FY26E/FY27E/FY28E, ASPHL trades at 28.5x/23.1x/15.4x. This is at a sharp discount to many of the branded peers as well as hotel asset-owners, despite strong performance expected across all key metrics for ASPHL.

FY25/FY27E EV/EBITDA multiple for ASPHL is one of the lowest across the branded listed players, which provides valuation comfort. Similarly on the P/E basis, FY27E P/E multiple is lowest for ASPHL at only 23.1x based on CMP. Hence, Park Hotels offers attractive entry point at compelling valuations. We value hospitality business for ASPHL at Jun'27 EV/EBITDA multiple of 15x and value Flurys at Jun'27 EV/EBITDA multiple of 18x, implying EV/Sales of 2.4x for Flurys. Assigned valuation multiple for Hospitality business is still at a sharp discount to other larger listed players like IHCL (28x), Lemon Tree (24x), Chalet (~25x) and EIH (19x).

We believe ASPHL is poised for a long-term sustainable growth due to its strong brand franchise, consistent leadership in occupancies and strategically located asset base. Growth should accelerate further as new assets become operational and stabilize in future. We initiate coverage on Apeejay Surrendra Park Hotels with a BUY rating and target price of Rs 230, implying upside of 42% from CMP.

Exhibit 153: Trend in 1-yr forward EV/EBITDA Multiple



Source: YES Sec

Exhibit 154: Financial Comparison across Branded Hospitality Players – Balanced performance for ASPHL

Company	Revenue (INR mn)		FY25-27E CAGR	EBITDA (INR mn)		FY25-27E CAGR	RPAT (INR mn)		FY25-27E CAGR	Net Debt (INR mn)		Net Debt/EBITDA (x)	
	FY25	FY27E		FY25	FY27E		FY25	FY27E		FY25	FY27E	FY25	FY27E
Indian Hotels	83,345	111,924	15.9%	27,693	41,004	21.7%	19,076	22,408	8.4%	-28,557	-63,660	-1.0	-1.6
EIH Ltd	27,432	29,169	3.1%	10,170	10,597	2.1%	7,607	7,583	-0.2%	-10,509	-17,371	-1.0	-1.6
Lemon Tree	12,861	16,303	12.6%	6,341	8,673	16.9%	1,966	3,662	36.5%	15,794	8,881	2.5	1.0
Chalet Hotels	17,178	24,290	18.9%	7,359	14,550	40.6%	1,426	5,701	100.0%	24,010	20,382	3.3	1.4
Park Hotels	6,315	8,259	14.4%	2,045	2,991	20.9%	836	1,494	33.7%	255	1,699	0.1	0.6
SAMHI Hotels	11,300	14,542	13.4%	4,060	5,533	16.7%	855	2,750	79.3%	20,919	10,644	5.2	1.9
ITC Hotels	35,598	47,156	15.1%	12,109	17,136	19.0%	6,350	10,238	27.0%	-18,272	-41,359	-1.5	-2.4
Ventive Hospitality	16,047	27,510	30.9%	7,608	12,876	30.1%	1,203	5,065	105.2%	17,831	19,533	2.3	1.5
Juniper Hotels	9,443	12,669	15.8%	3,367	5,022	22.1%	713	2,371	82.4%	10,291	10,073	3.1	2.0

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

Exhibit 155: Operational performance Comparison across Branded Hospitality Players – ASPHL Trading at a Sharp discount, despite robust expected performance across all key metrics

Company	Owned/Leased Keys		FY25-27E CAGR	Managed Keys		FY25-27E CAGR	ROCE (%)		FY25-27E (bps)	EV/EBITDA (x)		P/E (x)	
	FY25	FY27E		FY25	FY27E		FY25	FY27E		FY25	FY27E	FY25	FY27E
Indian Hotels	14,549	15,505	3.2%	11,988	18,198	23.2%	17.6	19.5	191.0	37.5	24.5	62.7	47.0
EIH Ltd	2,270	2,221	-1.1%	837	906	4.0%	17.9	13.2	-463.0	22.3	20.7	31.0	31.1
Lemon Tree	5,759	5,759	0.0%	4,565	9,297	42.7%	18.5	22.5	401.0	22.6	15.7	61.6	33.2
Chalet Hotels	3,387	3,772	5.5%				8.4	10.6	219.0	29.7	18.2	136.7	34.1
Park Hotels	1,395	1,515	4.2%	999	1,705	30.6%	9.4	10.0	67.0	17.0	12.1	41.3	23.1
SAMHI Hotels	4,823	5,238	4.2%				7.2			17.8	11.3	51.0	25.9
ITC Hotels	5,620	5,941	2.8%	7,762	11,462	21.5%	6.8			38.4	25.8	76.1	43.4
Ventive Hospitality	2,036	2,203	4.0%				6.2			25.3	15.1	129.6	32.6
Juniper Hotels	1,895	2,852	22.7%				5.3			22.4	18.1	91.1	29.5

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

Exhibit 156: Apeejay Surrendra Park Hotels (PARKHOTE IN) – SoTP Valuation

(Rs mn)	Jun-27
Park Hotels Consolidated EBITDA	3,283
Adjustment for Flurys EBITDA	179
Hospitality Segment Share of EBITDA	3,104
EV/EBITDA Multiple - Hospitality	15
Enterprise Value (ex-Flurys)	46,867
EV/EBITDA Multiple - Flurys	18
Enterprise Value - Flurys	3,222
Implied EV/Sales (Flurys)	2.4
Less: Net Debt	1,135
Equity Value	48,954
Target Price	230
CMP	162
Upside (%)	42%

Source: YES Sec

Exhibit 157: Apeejay Surrendra Park Hotels (PARKHOTE IN) – Bull and Bear Case

Jun-27 (Rs mn)	Bull Case	Bear Case
Park Hotels Consolidated EBITDA	3,469	2,669
Adjustment for Flurys EBITDA	195	138
Hospitality Segment Share of EBITDA	3,275	2,531
EV/EBITDA Multiple - Hospitality	17	14
Enterprise Value (ex-Flurys)	55,670	35,437
EV/EBITDA Multiple - Flurys	20	16
Enterprise Value - Flurys	3,891	2,211
Implied EV/Sales (Flurys)	2.6	1.9
Less: Net Debt	1,105	1,256
Equity Value	58,455	36,392
Target Price	275	171
CMP	162	162
Upside (%)	70%	5%

Source: YES Sec

Exhibit 158: PARK HOTELS (PARKHOTE IN) - YSec Estimates vs Consensus

PARK Hotels (PARK IN)	Yes Sec Estimates			BBG Consensus		% Difference	
	FY26E	FY26E	FY27E	FY26E	FY27E	FY26E	FY27E
Revenue (INR mn)	7,119	8,259	10,424	7,468	8,650	-5%	-5%
EBITDA (INR mn)	2,365	2,991	4,159	2,555	3,022	-7%	-1%
EBITDA Margin (%)	33.2%	36.2%	39.9%	34.2%	34.9%	99bps	-127bps
PBT (INR mn)	1,637	2,019	3,030	1,602	1,751	2%	15%
PBT Margin (%)	23.0%	24.4%	29.1%	21.5%	20.2%	-154bps	-421bps
APAT (INR mn)	1,211	1,494	2,242	1,303	1,433	-7%	4%

Source: Bloomberg, YES Sec Estimates

FINANCIALS

Exhibit 159: Balance sheet

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
Equity Share Capital	213	213	213	213	213
Total Reserves	11,767	12,628	13,839	15,333	17,575
Net Worth	11,980	12,841	14,052	15,546	17,788
Minority Interest	-2	-2	-2	-2	-2
Total Loans	549	1,031	2,531	3,031	3,031
Lease Liability	676	944	1,065	1,321	1,668
Deferred Tax Liabilities	371	750	750	750	750
Capital Employed	13,574	15,564	18,395	20,646	23,235
Net Fixed Assets	8,321	9,372	11,331	13,694	16,041
Goodwill on Consolidation	478	469	228	228	228
Right-of-Use assets	1,574	2,700	3,044	3,531	4,457
Capital WIP	575	748	1,050	1,260	1,302
Total Investments	2,324	1,248	1,248	1,248	1,248
Current Assets, Loans & Adv.	1,490	2,171	3,363	2,971	2,978
Inventory	153	1,118	1,245	1,379	1,640
Account Receivables	335	385	390	407	514
Cash and Bank Balance	618	214	1,372	771	406
Loans and Advances	384	455	356	413	417
Curr. Liability & Prov.	1,187	1,143	1,868	2,285	3,018
Account Payables	485	511	912	1,010	1,201
Other Current Liabilities	564	543	854	1,156	1,668
Provisions	139	90	102	118	149
Net Current Assets	302	1,028	1,495	686	-41
Appl. of Funds	13,574	15,564	18,395	20,646	23,235

Source: YES Sec

Exhibit 160: Profit & Loss

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
Total Income from Operations	5,790	6,315	7,119	8,259	10,424
Change (%)	13	9.1	12.7	16.0	26.2
Food and beverages consumed	759	795	859	928	1,147
Employees Cost	1,153	1,412	1,624	1,819	2,001
Power & Fuel Cost	398	437	445	455	546
Stamp duty expenses	302	316	349	396	500
Other Expenses	1,253	1,309	1,477	1,670	2,071
Total Expenditure	3,865	4,269	4,754	5,268	6,265
EBITDA	1,925	2,045	2,365	2,991	4,159
Margin (%)	33	32.4	33.2	36.2	39.9
Depreciation	505	618	739	927	1,111
EBIT	1,420	1,428	1,626	2,064	3,049
Int. and Finance Charges	660	165	236	331	380
Other Income	127	219	247	286	362
PBT bef. EO Exp.	887	1,481	1,637	2,019	3,030
EO Items	0	0	0	0	0
PBT after EO Exp.	887	1,481	1,637	2,019	3,030

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
Total Tax	199	645	426	525	788
Tax Rate (%)	22	44	26	26	26
Income from Asso/MI	0	0	0	0	0
Reported PAT	688	836	1,211	1,494	2,242
Adjusted PAT	688	836	1,211	1,494	2,242
Change (%)	43	22	45	23	50
Margin (%)	12	13	17	18	22
Adj EPS	4	4	6	7	11

Source: YES Sec

Exhibit 161: Cash Flow Statement

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
OP/(Loss) before Tax	887	1,481	1,637	2,019	3,030
Depreciation	505	618	739	927	1,111
Interest & Finance Charges	660	163	-11	44	19
Direct Taxes Paid	-148	-304	-426	-525	-788
(Inc)/Dec in WC	-173	-312	698	208	362
CF from Operations	1,731	1,647	2,638	2,674	3,733
Others	-49	-71	0	0	0
CF from Operating incl EO	1,682	1,576	2,638	2,674	3,733
(Inc)/Dec in FA	-1,172	-1,505	-2,759	-3,500	-3,500
Free Cash Flow	510	71	-121	-826	233
(Pur)/Sale of Investments	0	-546	0	0	0
Others	165	95	-97	-201	-564
CF from Investments	-1,007	-1,956	-2,856	-3,701	-4,064
Issue of Shares	5,869	-122	0	0	0
Inc/(Dec) in Debt	-5,633	307	1,620	757	346
Interest Paid	-632	-143	-236	-331	-380
Dividend Paid	0	0	0	0	0
Others	140	100	0	0	0
CF from Fin. Activity	-256	142	1,384	426	-34

Source: YES Sec

Exhibit 162: Du-pont analysis

Y/e 31 Mar (Rs mn)	FY24	FY25	FY26E	FY27E	FY28E
Tax burden (x)	0.8	0.6	0.7	0.7	0.7
Interest burden (x)	0.6	1.0	1.0	1.0	1.0
EBIT margin (x)	24.5	22.6	22.8	25.0	29.2
Asset turnover (x)	0.5	0.5	0.5	0.5	0.6
Financial leverage (x)	1.3	1.0	1.0	1.1	1.1
RoE (%)	7.8	6.7	9.0	10.1	13.5

Source: YES Sec

Exhibit 163: Ratio Analysis

Y/e 31 Mar	FY24	FY25	FY26E	FY27E	FY28E
Growth matrix (%)					
Revenue growth	13.4	9.1	12.7	16.0	26.2
Op profit growth	18.0	6.2	15.7	26.4	39.1
EBIT growth	24.7	0.6	13.9	26.9	47.7
Net profit growth	43.0	21.5	44.9	23.4	50.0
Profitability ratios (%)					
EBITDA Margin	33.2	32.4	33.2	36.2	39.9
EBIT margin	24.5	22.6	22.8	25.0	29.2
Net profit margin	11.9	13.2	17.0	18.1	21.5
RoCE	9.7	9.4	9.2	10.0	13.0
RoNW	7.8	6.7	9.0	10.1	13.5
RoIC	11.3	6.9	8.6	9.5	12.0
ROA	5.7	6.5	7.9	8.7	11.9
Per share ratios					
EPS	3.8	3.9	5.7	7.0	10.5
Cash EPS	6.6	6.8	9.2	11.4	15.7
Book value per share	66.4	60.3	65.9	73.0	83.5
Dividend per share	0.0	0.0	0.0	0.0	0.0
Valuation ratios					
P/E	42.5	41.3	28.5	23.1	15.4
P/CEPS	24.5	23.7	17.7	14.3	10.3
P/B	2.4	2.7	2.5	2.2	1.9
EV/EBIDTA	15.1	17.0	14.8	12.1	8.8
EV/Sales	5.0	5.5	4.9	4.4	3.5
Payout (%)					
Dividend payout	0.0	0.0	0.0	0.0	0.0
Tax payout	22.4	43.6	26.0	26.0	26.0
Liquidity ratios					
Debtor days	21	22	20	18	18
Inventory days	10	65	64	61	57
Creditor days	31	30	47	45	42

Source: YES Sec

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In adopting Rule 15a-6, the SEC sought "to facilitate access to foreign markets by U.S. institutional investors through foreign broker-dealers and the research that they provide, consistent with maintaining the safeguards afforded by broker-dealer registration." [Rule 15a-6 Adopting Release at 54 FR 30013; see also Registration Requirements for Foreign Broker-Dealers, Exchange Act Release No. 25801 (June 14, 1988), 53 FR 23645 (June 23, 1988)].

DISCLOSURE OF INTEREST

Name of the Research Analyst : Vaibhav Muley

The analyst hereby certifies that opinion expressed in this research report accurately reflect his or her personal opinion about the subject securities and no part of his or her compensation was, is or will be directly or indirectly related to the specific recommendation and opinion expressed in this research report.

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1	Research Analyst or his/her relative's or YSIL's financial interest in the subject company(ies)	No
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Analysts assign ratings to the stocks according to the expected upside/downside relative to the current market price and the estimated target price. Depending on the expected returns, the recommendations are categorized as mentioned below. The performance horizon is 12 to 18 months unless specified and the target price is defined as the analysts' valuation for a stock. No benchmark is applicable to the ratings mentioned in this report.

BUY: Upside greater than 20% over 12 months

ADD: Upside between 10% to 20% over 12 months

NEUTRAL: Upside between 0% to 10% over 12 months

REDUCE: Downside between 0% to -10% over 12 months

SELL: Downside greater than -10% over 12 months

NOT RATED / UNDER REVIEW

Analyst signature

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