

Apeejay Surrendra Park Hotels (PARKHOTE IN)

**Management
Meet Update**

September 10, 2026

■ Estimate Change | ■ Target | ■ Reco.

Change in Estimates

	Current		Previous	
	FY27E	FY28E	FY27E	FY28E
Rating	BUY		BUY	
Target Price	156		156	
Sales (INR mn)	8,141	9,673	8,141	9,673
% Chng.	-	-	-	-
EBITDA (INR mn)	2,525	3,159	2,525	3,159
% Chng.	-	-	-	-
EPS (INR)	4.4	5.7	4.4	5.7
% Chng.	-	-	-	-

Key Data

APEJ.BO | PARKHOTE IN

BSE Code	544111
NSE Code	PARKHOTELS
52-W High / Low	INR 164 / INR 95
Face Value	1
Sensex / Nifty	74,903 / 23,478
Market Cap	INR 24 bn / \$ 250 mn
Shares Outstanding	213.37 mn
3M Avg. Daily Value	INR 21.29 mn

Shareholding Pattern (%)

Promoters	68.22
FII's	4.07
Mutual Funds	7.19
Domestic Institutions	1.61
Public & Others	18.92
Promoter's Pledge (INR bn)	-

Stock Performance (%)

	1M	3M	6M	12M
Absolute	(7.4)	(3.3)	(5.2)	(29.0)
Relative	(2.9)	(4.5)	(1.0)	(22.9)

Key Financials - Consolidated

Y/e Mar	FY25	FY26	FY27E	FY28E
Sales (INR mn)	6,315	7,073	8,141	9,673
EBITDA (INR mn)	2,045	2,180	2,525	3,159
Margin (%)	32.4	30.8	31.0	32.7
PAT (INR mn)	914	696	933	1,226
EV (INR mn)	24,717	26,565	27,448	28,635
Total Debt (INR mn)	1,676	3,729	4,732	5,647
C&C Eq. (INR mn)	214	242	362	90
EPS (INR)	4.3	3.3	4.4	5.7
Gr. (%)	33.1	(24.0)	34.1	31.4
DPS (INR)	0.5	0.7	0.7	1.0
Yield (%)	0.4	0.7	0.7	0.9
RoE (%)	7.4	5.3	6.8	8.3
RoCE (%)	10.4	9.1	9.3	11.0
EV/Sales (x)	3.9	3.8	3.4	3.0
EV/EBITDA (x)	12.1	12.2	10.9	9.1
PE (x)	26.1	34.3	25.6	19.5
P/BV (x)	1.9	1.8	1.7	1.6

Execution timelines remain a key monitorable

Quick Pointers

- Portfolio to scale to ~6,700 keys by FY30E with owned keys increasing to ~2,100 (premium/luxury skew), driving ARR growth and margin expansion
- Flurys store count to expand from 111 to 130-140 by FY27E and to ~300 over next 2-3 years

We recently interacted with the management of PARHOTE IN to gain insights into their long-term growth strategy and outlook. PARKHOTE IN continues to demonstrate strong growth visibility supported by a dual-engine model of hotel & retail F&B (Flurys) expansion. It is on track to scale its portfolio from 2,677 keys (42 hotels) to 6,719 keys (87 hotels) by FY30E, driven by a calibrated mix of owned additions and faster ramp-up in managed assets, which is expected to drive incremental growth with limited capital intensity. On the other hand, we believe Flurys is well poised for geographical expansion with an aim to reach 130-140 outlets by FY27E and ~300 over the medium term as PARKHOTE IN is actively engaging with mall developers, airport owners and multiplex operators to secure strategic locations across high footfall areas. We expect sales/EBITDA CAGR of 17%/20% over FY26-28E. We retain 'BUY' with SoTP-based TP of INR156 valuing the hotel business at 11.5x FY28E EBITDA and Flurys at 1.5x FY28E sales (no change in target multiple).

Flurys, a legacy patisserie, on the verge of rapid expansion: PARKHOTE IN articulated Flurys as a strategic growth engine that extends beyond heritage into a scalable, high-frequency consumption platform, with the network already at 111 stores (51 kiosks, 45 cafés and 15 tea rooms). With new COO at helm and plans to expand the business via tie-ups with mall developers, airport owners and multiplex operators, we expect 30/45 new stores in FY27E/FY28E, resulting in topline CAGR of 39% over the next 2 years.

Strong inventory addition on the cards: PARKHOTE IN operates 42 hotels with 2,677 keys across 32 cities, with a balanced portfolio of 8 owned (1,115 keys), 27 managed (1,226 keys) and 7 leased (336 keys) assets, supported by a 4-brand architecture spanning luxury to upper mid-scale segments. Led by owned asset additions and expansion via the management contract route, the portfolio is expected to scale to 6,719 keys by FY30E. Owned inventory is expected to increase from 1,115 keys to 2,112 keys by FY30E with a clear focus on premium/luxury segments to drive ARR growth and margin expansion.

Further, development is increasingly anchored toward mixed-use formats to optimize capital efficiency, as demonstrated by the EM Bypass project (~600,000 sqft), where 33 residential units have already been sold generating ~INR210mn upfront with further INR3,000-3,500mn expected over the next 3 years. A similar model is being planned in Pune, where FSI expansion (700,000-900,000 sqft potential) enables flexible mixed-use development (hotel + residential/office), lowering the net investment per key.

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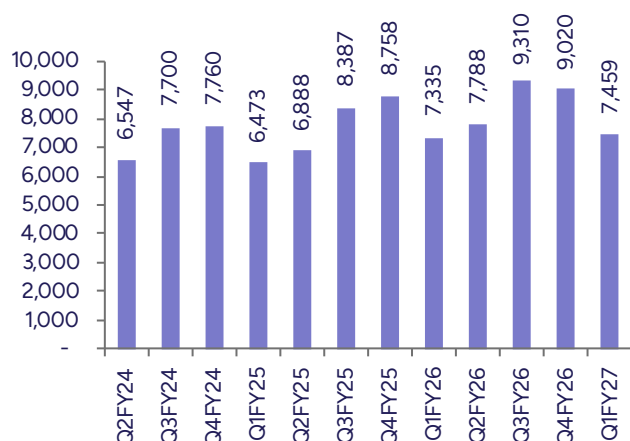
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Scaling via management fee model with zero balance sheet strain: As of FY26, management fees contributed to 2% of total revenue (27 managed hotels with 1,226 keys), but the share is expected to increase as managed portfolio scales toward ~4,124 keys by FY30E. Critically, the segment delivers strong operating leverage with 50-55% flow-through margin currently, which is expected to expand to ~70% over time, driven by scale benefits and minimal incremental costs. As the pipeline remains heavily skewed toward managed/asset-light additions (particularly under Zone/Zone Connect), this stream is expected to grow into a meaningful, high-margin layer, structurally improving EBITDA margin, while complementing the more capital-intensive owned portfolio.

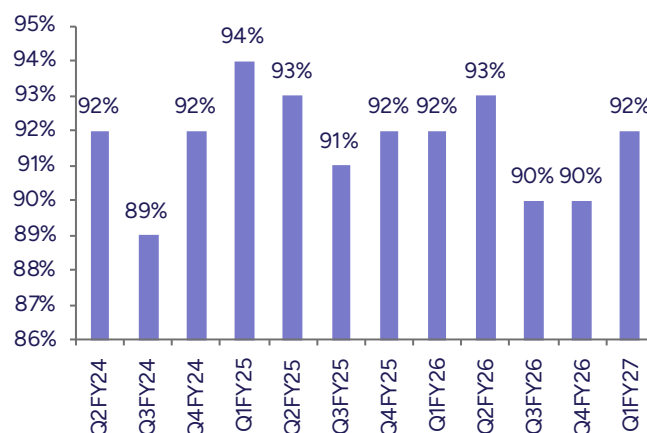
Other key highlights: 1) For PARKHOTE IN, the client-wise revenue mix is as follows: ~48% from corporates, ~35% from leisure and 8-11% from wedding & free individual traveler segment. 2) Upcoming upscale properties are expected to entail a cost of ~INR15mn per key and can generate RoCE of ~20%. 3) A significant portion of PARKHOTE IN's portfolio is yet to be renovated, with ~28 keys renovated at THE PARK, New Delhi, last year. 4) PARKHOTE IN aims to keep net debt/EBITDA below ~1.5x, as against the current level of ~0.7x. 5) During Q1FY27, Lotus Palace, Chettinad, achieved ARR of ~INR11,600, while Ran Baas Palace, Patiala, achieved ARR of ~INR33,000. 6) Going forward, growth is expected to be driven by ARR, with some contribution from occupancy improvement. 7) Currently, ~92% of PARKHOTE IN's business is derived from the domestic market.

Exhibit 1: ARR stands at INR7,459 in Q1FY27 (INR)



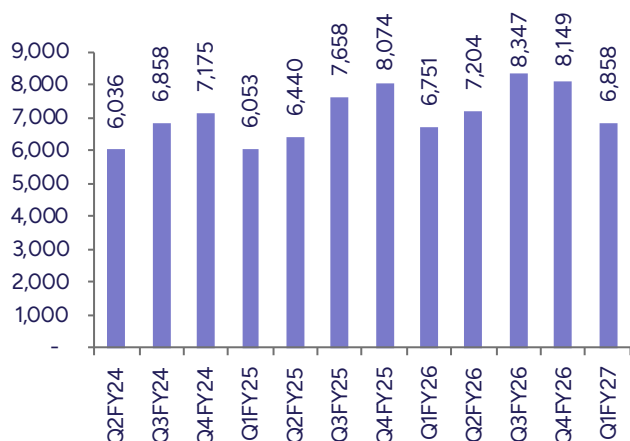
Source: Company, PL

Exhibit 2: Occupancy at 92% for Q1FY27



Source: Company, PL

Exhibit 3: RevPAR for Q1FY27 at INR6,858 (INR)



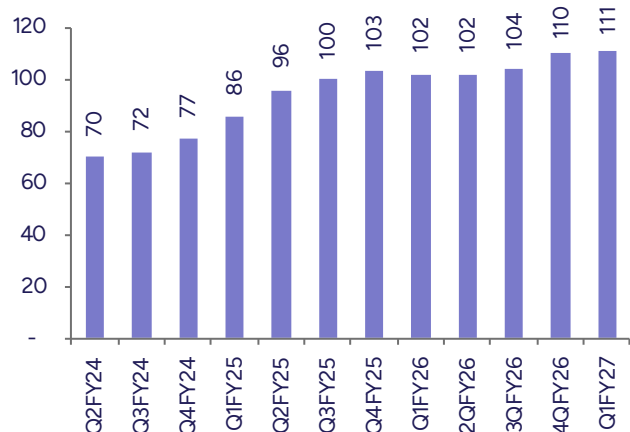
Source: Company, PL

Exhibit 4: Flurys revenue for Q1FY27 at INR200mn



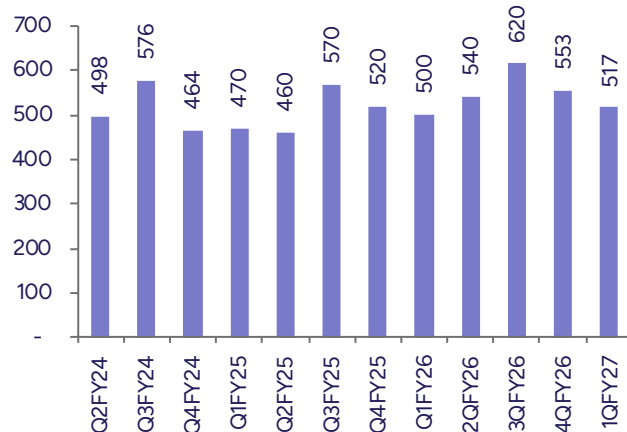
Source: Company, PL

Exhibit 5: Total store count of Flurys for Q1FY27 stands at 111



Source: Company, PL

Exhibit 6: F&B revenue for Q1FY27 at INR517mn



Source: Company, PL

Exhibit 7: EV/EBITDA valuation table

Particulars (INR mn)	FY28E
EV/EBITDA - Hotels Business	11.5
EBITDA of Hotels	2,936
Hotels EV	33,763
EV/Sales - Flurys	1.5
Sales - Flurys	1,591
Flurys EV	2,386
Total EV	36,149
Less: Debt	3,773
Add: Cash	862
Equity Value	33,238
No. of shares	213
TP (INR)	156

Source: PL

Financials

Income Statement (INR mn)

Y/e Mar	FY25	FY26	FY27E	FY28E
Net Revenues	6,315	7,073	8,141	9,673
YoY gr. (%)	9.1	12.0	15.1	18.8
Cost of Goods Sold	792	906	1,034	1,280
Gross Profit	5,522	6,167	7,107	8,394
Margin (%)	87.5	87.2	87.3	86.8
Employee Cost	1,412	1,594	1,782	1,966
Other Expenses	2,065	2,393	2,801	3,270
EBITDA	2,045	2,180	2,525	3,159
YoY gr. (%)	6.2	6.6	15.8	25.1
Margin (%)	32.4	30.8	31.0	32.7
Depreciation and Amortization	618	744	841	970
EBIT	1,428	1,436	1,684	2,188
Margin (%)	22.6	20.3	20.7	22.6
Net Interest	165	299	378	447
Other Income	219	57	130	145
Profit Before Tax	1,481	1,156	1,436	1,886
Margin (%)	23.5	16.3	17.6	19.5
Total Tax	645	499	502	660
Effective Tax Rate (%)	43.6	43.1	35.0	35.0
Profit After Tax	836	657	933	1,226
Minority Interest	-	-	-	-
Share Profit from Associate	-	-	-	-
Adjusted PAT	914	696	933	1,226
YoY gr. (%)	33.0	(23.9)	34.1	31.4
Margin (%)	14.5	9.8	11.5	12.7
Extra Ord. Income / (Exp)	-	-	-	-
Reported PAT	765	657	933	1,226
YoY gr. (%)	11.3	(14.1)	42.0	31.4
Margin (%)	12.1	9.3	11.5	12.7
Other Comprehensive Income	-	-	-	-
Total Comprehensive Income	-	-	-	-
Equity Shares O/s (mn)	213	213	213	213
EPS (INR)	4.3	3.3	4.4	5.7

Source: Company, PL

Balance Sheet (INR mn)

Y/e Mar	FY25	FY26	FY27E	FY28E
Non-Current Assets				
Gross Block	12,494	16,012	19,048	22,082
Tangibles	12,083	15,564	18,564	21,564
Intangibles	411	448	484	518
Acc: Dep / Amortization	2,882	3,385	4,074	4,870
Tangibles	2,712	3,179	3,829	4,584
Intangibles	171	206	245	286
Net Fixed Assets	9,612	12,627	14,974	17,212
Tangibles	9,371	12,385	14,735	16,980
Intangibles	241	242	239	232
Capital Work In Progress	748	804	835	906
Goodwill	228	228	228	228
Non-Current Investments	425	397	407	484
Net Deferred Tax Assets	(750)	(1,009)	(906)	(813)
Other Non-Current Assets	2,961	3,299	3,541	3,843
Current Assets				
Investments	561	772	772	772
Inventories	1,118	1,140	1,338	1,458
Trade Receivables	385	414	468	557
Cash & Bank Balance	214	242	362	90
Other Current Assets	375	524	456	542
Total Assets	16,714	20,543	23,513	26,241
Equity				
Equity Share Capital	213	213	213	213
Other Equity	12,628	13,210	13,983	14,996
Total Network	12,841	13,423	14,197	15,209
Non-Current Liabilities				
Long Term Borrowings	1,133	2,931	3,767	4,519
Provisions	150	162	204	242
Other Non Current Liabilities	29	21	41	48
Current Liabilities				
ST Debt / Current of LT Debt	544	798	965	1,128
Trade Payables	511	547	714	848
Other Current Liabilities	633	1,233	2,278	2,949
Total Equity & Liabilities	16,714	20,543	23,513	26,241

Source: Company, PL

Cash Flow (INR mn)

Y/e Mar	FY25	FY26	FY27E	FY28E
PBT	1,481	1,156	1,436	1,886
Add. Depreciation	618	744	841	970
Add. Interest	163	299	378	447
Less Financial Other Income	219	57	130	145
Add. Other	(71)	(16)	-	-
Op. Profit before WC Changes	2,192	2,182	2,655	3,304
Net Changes-WC	(312)	(56)	1,034	531
Direct Tax	304	311	(606)	(753)
Net Cash from Op. Activities	1,576	1,815	3,084	3,082
Capital Expenditures	(1,505)	(2,866)	(3,032)	(3,070)
Interest / Dividend Income	33	27	-	-
Others	(483)	(195)	(440)	(586)
Net Cash from Inv. Activities	(1,956)	(3,035)	(3,472)	(3,657)
Issue of Share Cap. / Premium	(122)	(17)	-	-
Debt Changes	446	1,785	-	-
Dividend Paid	-	(107)	(160)	(213)
Interest Paid	(58)	(188)	(378)	(447)
Others	(225)	(322)	1,046	963
Net Cash from Fin. Activities	42	1,151	508	303
Net Change in Cash	(338)	(69)	120	(272)
Free Cash Flow	66	(1,054)	52	11

Source: Company, PL

Quarterly Financials (INR mn)

Y/e Mar	Q2FY26	Q3FY26	Q4FY26	Q1FY27
Net Revenues	1,674	2,001	1,837	1,668
YoY gr. (%)	18.2	12.7	3.6	8.1
Raw Material Expenses	224	253	230	208
Gross Profit	1,450	1,748	1,607	1,459
Margin (%)	86.6	87.4	87.5	87.5
EBITDA	490	706	530	469
YoY gr. (%)	17.9	11.5	(13.3)	3.2
Margin (%)	29.3	35.3	28.8	28.1
Depreciation / Depletion	177	194	192	211
EBIT	313	512	338	258
Margin (%)	18.7	25.6	18.4	15.5
Net Interest	46	101	87	104
Other Income	12	15	8	48
Profit before Tax	278	412	242	202
Margin (%)	16.6	20.6	13.2	12.1
Total Tax	116	170	123	87
Effective Tax Rate (%)	41.7	41.2	50.9	43.1
Profit After Tax	162	242	119	115
Minority Interest	-	-	-	-
Share Profit from Associate	-	-	-	-
Adjusted PAT	164	256	135	115
YoY gr. (%)	7.2	(20.4)	(49.3)	(18.8)
Margin (%)	9.8	12.8	7.3	6.9
Extra Ord. Income / (Exp)	-	-	-	-
Reported PAT	162	242	119	115
YoY gr. (%)	(39.5)	(24.8)	(55.3)	(14.3)
Margin (%)	9.7	12.1	6.5	6.9
Other Comprehensive Income	19	(9)	4	2
Total Comprehensive Income	181	233	122	117
Avg. Shares O/s (mn)	213	213	213	213
EPS (INR)	0.8	1.2	0.6	0.5

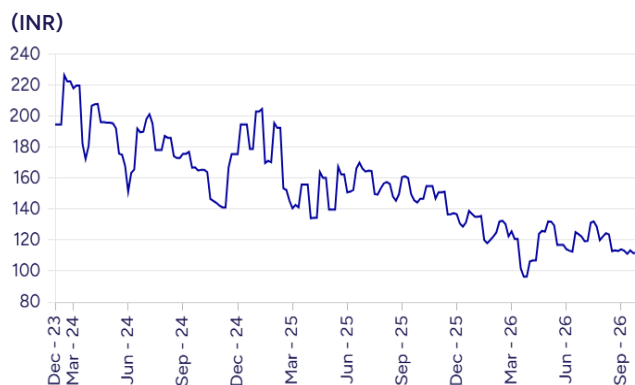
Source: Company, PL

Key Financial Metrics

Y/e Mar	FY25	FY26	FY27E	FY28E
Per Share (INR)				
EPS	4.3	3.3	4.4	5.7
CEPS	7.2	6.7	8.3	10.3
BVPS	60.3	62.9	66.5	71.3
FCF	0.3	(4.9)	0.2	0.1
DPS	0.5	0.7	0.7	1.0
Return Ratio (%)				
RoCE	10.4	9.1	9.3	11.0
ROIC	6.2	5.5	6.5	7.5
RoE	7.4	5.3	6.8	8.3
Balance Sheet				
Net Debt : Equity (x)	0.1	0.2	0.3	0.3
Net Working Capital (Days)	57	52	49	44
Valuation (x)				
PER	26.1	34.3	25.6	19.5
P/B	1.9	1.8	1.7	1.6
P/CEPS	15.5	16.6	13.4	10.9
EV/EBITDA	12.1	12.2	10.9	9.1
EV/Sales	3.9	3.8	3.4	3.0
Dividend Yield (%)	0.4	0.7	0.7	0.9
FCFF Yield (%)	0.3	(4.4)	0.2	-
PEG Ratio	0.8	(1.4)	0.7	0.6

Source: Company, PL

Price Chart



Recommendation History

No.	Date	Rating	TP (INR)	Share Price (INR)
1	17-Aug-26	Buy	156	116
2	09-Jul-26	BUY	165	124
3	01-Jun-26	BUY	168	116
4	09-Apr-26	BUY	207	114
5	07-Feb-26	BUY	206	126
6	09-Jan-26	BUY	240	131
7	14-Nov-25	BUY	235	143
8	16-Oct-25	BUY	238	150

Analyst Coverage Universe

Sr. No.	Company Name	Rating	TP (INR)	Share Price (INR)
1	Apeejay Surrendra Park Hotels	Buy	156	116
2	Chalet Hotels	BUY	991	805
3	Delhivery	HOLD	503	473
4	DOMS Industries	Buy	2703	2253
5	Flair Writing Industries	BUY	409	248
6	Imagicaaworld Entertainment	BUY	62	47
7	Indian Railway Catering and Tourism Corporation	BUY	706	507
8	InterGlobe Aviation	Hold	4520	5024
9	Lemon Tree Hotels	BUY	143	108
10	Mahindra Logistics	Buy	507	391
11	Nazara Technologies	BUY	378	353
12	PVR Inox	BUY	1307	1064
13	Safari Industries (India)	Buy	1953	1505
14	Samhi Hotels	BUY	201	174
15	TCI Express	HOLD	576	580
16	V.I.P. Industries	SELL	246	308
17	Zee Entertainment Enterprises	BUY	116	94

PL's Recommendation Nomenclature (Absolute Performance)

BUY	: > 15%
Accumulate	: 5% to 15%
Hold	: +5% to -5%
Reduce	: -5% to -15%
Sell	: < -15%
Not Rated (NR)	: No specific call on the stock
Under Review (UR)	: Rating likely to change shortly

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