

# Sammaan Capital

Management  
Meet Update

May 29, 2026

## A Reset to Rebuild

### Key Data

SMMN.BO | SAMMAANC IN

BSE Code	535789
NSE Code	SAMMAANCAP
52-W High / Low	INR 193 / INR 114
Face Value	2.00
Sensex / Nifty	75,868 / 23,907
Market Cap	INR 19 bn / \$ 2.1 mn
Shares Outstanding	1,161.7 mn
3M Avg. Daily Value	INR 2,805 mn

### Shareholding Pattern (%)

Avenir (IHC)	28.50
Foreign	17.70
Mutual Funds	7.57
Domestic Institution	5.04
Public & Others	41.19
Promoter Pledge (INR bn)	-

### Stock Performance (%)

	1M	3M	6M	12M
Absolute	17.4	6.7	11.1	32.7
Relative	19.8	8.9	9.2	23.8

### Key Financials - Consolidated

Y/e March	FY24	FY25	FY26
NII (INR mn)	14,769	23,883	(315)
PPOP (INR mn)	24,171	26,929	13,427
PAT (INR mn)	12,170	(18,075)	(71,446)
Book value (INR)	350.2	268.3	166.0
Adj. book value (INR)	332.9	262.1	166.0
P/BV (x)	0.5	0.6	1.0
P/ABV (x)	0.5	0.7	1.0

### Quick Pointers

- IHC stake to increase to 43.5% post warrant conversion
- CoF to improve supported by credit rating upgrades
- Targets a more diversified book by FY30

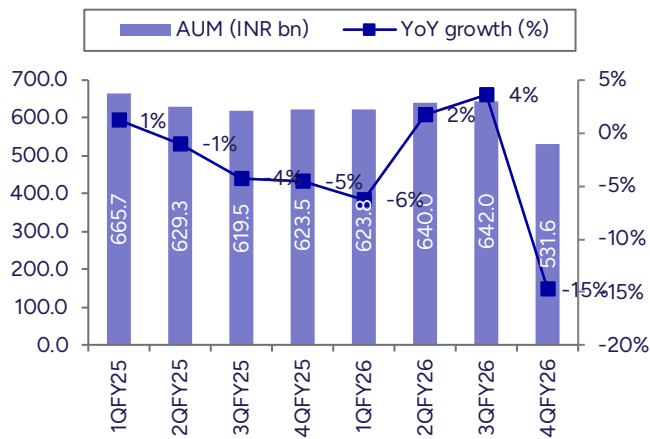
We interacted with the management of Sammaan Capital (SCL) to discuss the company's strategic transformation following the investment by Abu Dhabi-based International Holding Company (IHC) of INR88.5bn. Management highlighted that IHC currently holds 28.5% stake (to reach 43.5% post conversion of warrants over 18 months) and the investment marks a significant inflection point for SCL through enhanced capital position, governance oversight and funding access while also supporting digital and AI-led operational capabilities. FY26 AUM stood at INR531.6bn and the company is transitioning from a wholesale lender to a diversified retail-oriented platform with a focus on secured lending. With legacy stressed assets written off and CAR of 20.2%, company expects to deliver calibrated growth across business segments with improving liability profile, lower cost of funds and stronger profitability over the medium term.

**IHC investment strengthens capital position and funding profile:** IHC has invested INR88.5bn through its affiliate Avenir Investment RSC Ltd, with INR56.5bn already infused via equity issuance and balance INR32bn expected through warrant conversion over the next 18 months. IHC currently holds 28.5% stake which is expected to rise to 43.5% post warrant conversion. Management indicated that the strategic partnership is expected to enhance governance standards, improve funding access and accelerate digital/AI-led operational capabilities to support building new business. Following the transaction, CRISIL, CARE and ICRA upgraded SCL's credit rating to AA+ while the management is also engaging with international rating agencies for credit upgrades. The management expects credit rating upgrades supported by negotiations with banks will drive a gradual decline in borrowing costs, at par with best in-class peers.

**Balance sheet clean-up complete; focus on granular growth:** Management has unified its AUM amounting to INR531.6bn through writing off its legacy stressed assets, resulting in a zero NPA position for the opening book with no incremental provisioning required going forward. The company expects current AUM which generates ROA of 1.6% to give flexibility for making investments in technological advancements, branch and people network. Recoveries of ~INR70bn from the provided legacy book are expected over the coming years. Growth till FY28 is expected to remain mortgage-led, with prime housing loans largely originated for sell-down to banks while affordable and semi-urban mortgages to be retained on books. CRE exposure will follow a co-origination model with credit funds under pari-passu structures, limiting on-book risk. SCL also plans to scale newer verticals including loan against securities and gold loans from FY27 onwards.

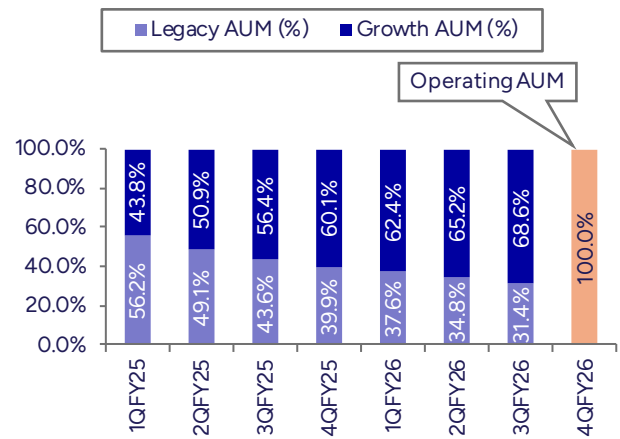
**Calibrated scale-up with strong capital and liquidity guardrails:** SCL targets a diversified retail-oriented balance sheet with 80% retailisation and a long-term mix of 80:20 secured vs. unsecured loans. It aims to keep ~80% of disbursements towards existing products over the next two years, gradually reducing to 50% by FY30. ~30% of incremental disbursements are expected through co-lending/direct assignment following an asset-light strategy. Management plans to scale workforce to 20,000 employees and branch network to 1,600 branches by FY30 while targeting cost-to-income ratio below 30% through productivity improvements and technology investments. It intends to maintain CRAR above 20%, leverage within 3.5-4x and liquidity buffers equivalent to at least six months of repayments or 10-15% of borrowings, reflecting a conservative balance sheet approach during the transition phase.

Exhibit 1 : AUM decline due to legacy book clean up...



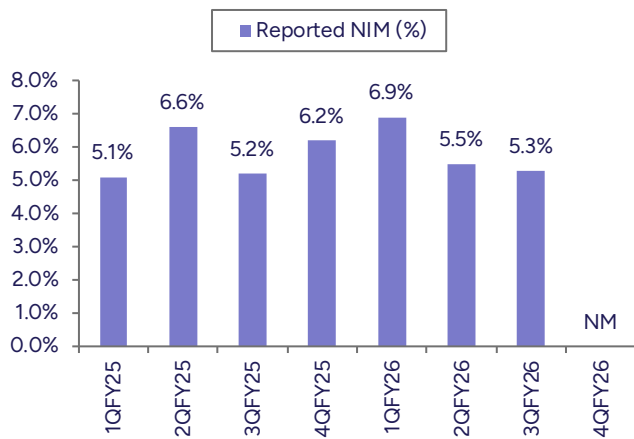
Source: Company, PL

Exhibit 2 : ...positions itself for FY27 with a clean slate



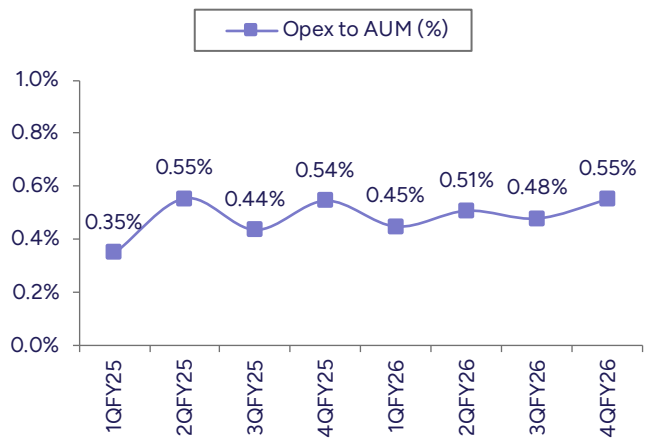
Source: Company, PL

Exhibit 3 : Reported NIM trajectory over the quarters



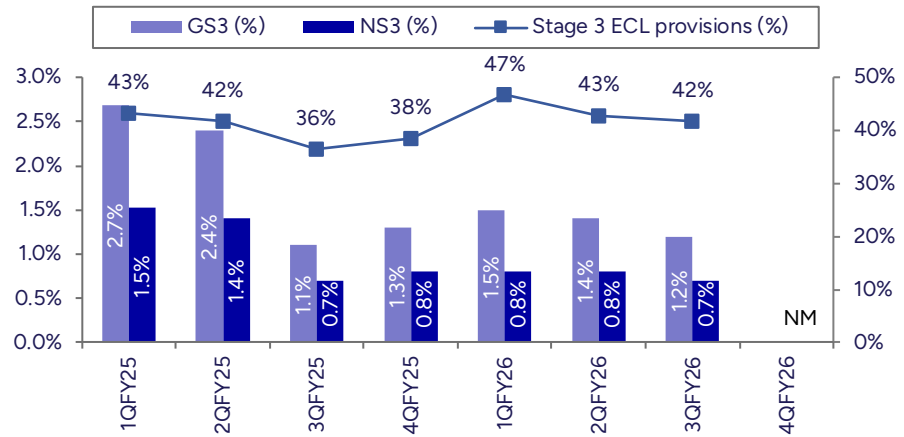
Source: Company, PL \*NIM cannot be calculated as finance cost exceeds int.inc.

Exhibit 4 : Opex remains elevated due to tech/operating investments



Source: Company, PL

Exhibit 5 : GNPA/NNPA stands at zero following balance sheet clean up



Source: Company, PL

Exhibit 6 : Management's targeted FY30 roadmap



## Business Projections

Particulars	FY27	FY28	FY29	FY30
Disbursals	30,100	50,500	72,500	92,000
Net Worth	22,300	25,500	28,200	31,600
AUM	70,700	1,03,000	1,42,000	1,94,000
Loan Book	53,000	73,500	97,500	1,30,500
PAT	1,400	3,200	4,500	5,600
Dividend	570	1,300	1,800	2,200
NIM %	3.5%	5.8%	7.2%	8.1%
COF %	9.3%	8.9%	8.0%	7.8%
Cost to Income	49.0%	34.1%	29.6%	26.2%
ROA	1.8%	3.7%	4.4%	4.4%
ROE	6.8%	13.5%	16.9%	18.7%
ROMA	1.5%	2.9%	3.3%	3.1%
Branches	~270	~800	~1,300	~1,600
Employees	~8,000	~12,500	~16,500	~20,000
New Customers	~2,40,000	~6,50,000	~13,00,000	~22,00,000
<b>Book value per share</b>	<b>162</b>	<b>170</b>	<b>189</b>	<b>212</b>

**Opening AUM of ₹ 53,160 Crs with ROA of 1.6% will Support Business Growth and Capacity Expansion**

Amount in Rs. Crores

Source: Company

**Analyst Coverage Universe**

Sr. No.	Company Name	Rating	TP (INR)	Share Price (INR)
1	AAVAS Financiers	Accumulate	1585	1446
2	Bajaj Finance	BUY	1100	930
3	Can Fin Homes	BUY	1075	915
4	Cholamandalam Investment and Finance Company	Buy	1950	1640
5	HDFC Life Insurance Company	Buy	835	632
6	Home First Finance Company India	Accumulate	1350	1215
7	ICICI Prudential Life Insurance Company	Buy	700	547
8	LIC Housing Finance	Hold	575	560
9	Mahindra & Mahindra Financial Services	Accumulate	325	294
10	Max Financial Services	Buy	2075	1654
11	SBI Life Insurance Company	Buy	2200	1885
12	Shriram Finance	BUY	1200	1011
13	Sundaram Finance	Accumulate	5499.91	4886.5

**PL's Recommendation Nomenclature (Absolute Performance)**

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

## ANALYST CERTIFICATION

### Indian Clients

We/I Ms. Shreya Khandelwal MBA Finance, CFA, Mr. Dhanik Hegde CA, Ms. Harshada Gite CA Research Analysts, authors and the names subscribed to this report, hereby certify that all of the views expressed in this research report accurately reflect our views about the subject issuer(s) or securities. We also certify that no part of our compensation was, is, or will be directly or indirectly related to the specific recommendation(s) or view(s) in this report.

### US Clients

The research analysts, with respect to each issuer and its securities covered by them in this research report, certify that: All of the views expressed in this research report accurately reflect his or her or their personal views about all of the issuers and their securities; and No part of his or her or their compensation was, is or will be directly related to the specific recommendation or views expressed in this research report.

### Prabhudas Lilladher Pvt. Ltd.

**Corporate Office:** 6th Floor, Tower 2B South Annex, One World Centre, 841, Senapati Bapat Marg, Lower Parel, Mumbai - 400013

**Registered Office:** 3rd Floor, Sadhana House, 570, P. B. Marg, Worli, Mumbai-400 018

Tel: (91 22) 6632 2222 Fax: (91 22) 6632 2209

[www.plindia.com](http://www.plindia.com)

## DISCLAIMER

### Indian Clients

Prabhudas Lilladher Pvt. Ltd, Mumbai, India (hereinafter referred to as "PL") is engaged in the business of Stock Broking, Portfolio Manager, Depository Participant and distribution for third party financial products. PL is a subsidiary of Prabhudas Lilladher Advisory Services Pvt Ltd, which has its various subsidiaries engaged in business of commodity broking, investment banking, financial services (margin funding) and distribution of third party financial/other products, details in respect of which are available at [www.plindia.com](http://www.plindia.com).

This document has been prepared by the Research Division of PL and is meant for use by the recipient only as information and is not for circulation. This document is not to be reported or copied or made available to others without prior permission of PL. It should not be considered or taken as an offer to sell or a solicitation to buy or sell any security.

The information contained in this report has been obtained from sources that are considered to be reliable. However, PL has not independently verified the accuracy or completeness of the same. Neither PL nor any of its affiliates, its directors or its employees accepts any responsibility of whatsoever nature for the information, statements and opinion given, made available or expressed herein or for any omission therein.

Recipients of this report should be aware that past performance is not necessarily a guide to future performance and value of investments can go down as well. The suitability or otherwise of any investments will depend upon the recipients particular circumstances and, in case of doubt, advice should be sought from an independent expert/advisor.

Either PL or its affiliates or its directors or its employees or its representatives or its clients or their relatives may have position(s), make market, act as principal or engage in transactions of securities of companies referred to in this report and they may have used the research material prior to publication.

PL may from time to time solicit or perform investment banking or other services for any company mentioned in this document.

PL is a registered with SEBI under the SEBI (Research Analysts) Regulation, 2014 and having registration number INH000000271.

PL submits that no material disciplinary action has been taken on us by any Regulatory Authority impacting Equity Research Analysis activities.

PL or its research analysts or its associates or his relatives do not have any financial interest in the subject company.

PL or its research analysts or its associates or his relatives do not have any material conflict of interest at the time of publication of the research report.

PL or its associates might have received compensation from the subject company in the past twelve months.

PL or its research analysts or its associates or his relatives do not have actual/beneficial ownership of one per cent or more securities of the subject company at the end of the month immediately preceding the date of publication of the research report.

PL or its associates might have managed or co-managed public offering of securities for the subject company in the past twelve months or mandated by the subject company for any other assignment in the past twelve months.

PL or its associates might have received any compensation for investment banking or merchant banking or brokerage services from the subject company in the past twelve months.

PL or its associates might have received any compensation for products or services other than investment banking or merchant banking or brokerage services from the subject company in the past twelve months

PL or its associates might have received any compensation or other benefits from the subject company or third party in connection with the research report.

PL encourages independence in research report preparation and strives to minimize conflict in preparation of research report.

PL or its analysts did not receive any compensation or other benefits from the subject Company or third party in connection with the preparation of the research report.

PL or its Research Analysts do not have any material conflict of interest at the time of publication of this report.

It is confirmed that Ms. Shreya Khandelwal MBA Finance, CFA, Mr. Dhanik Hegde CA, Ms. Harshada Gite CA Research Analysts of this report have not received any compensation from the companies mentioned in the report in the preceding twelve months. Compensation of our Research Analysts is not based on any specific merchant banking, investment banking or brokerage service transactions.

The Research analysts for this report certifies that all of the views expressed in this report accurately reflect his or her personal views about the subject company or companies and its or their securities, and no part of his or her compensation was, is or will be, directly or indirectly related to specific recommendations or views expressed in this report.

The research analysts for this report has not served as an officer, director or employee of the subject company PL or its research analysts have not engaged in market making activity for the subject company

Our sales people, traders, and other professionals or affiliates may provide oral or written market commentary or trading strategies to our clients that reflect opinions that are contrary to the opinions expressed herein, and our proprietary trading and investing businesses may make investment decisions that are inconsistent with the recommendations expressed herein. In reviewing these materials, you should be aware that any or all of the foregoing, among other things, may give rise to real or potential conflicts of interest.

PL and its associates, their directors and employees may (a) from time to time, have a long or short position in, and buy or sell the securities of the subject company or (b) be engaged in any other transaction involving such securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the subject company or act as an advisor or lender/borrower to the subject company or may have any other potential conflict of interests with respect to any recommendation and other related information and opinions.

Registration granted by SEBI and certification from NISM in no way guarantee performance of the intermediary or provide any assurance of returns to investors

### US Clients

This research report is a product of Prabhudas Lilladher Pvt. Ltd., which is the employer of the research analyst(s) who has prepared the research report. The research analyst(s) preparing the research report is/are resident outside the United States (U.S.) and are not associated persons of any U.S. regulated broker-dealer and therefore the analyst(s) is/are not subject to supervision by a U.S. broker-dealer, and is/are not required to satisfy the regulatory licensing requirements of FINRA or required to otherwise comply with U.S. rules or regulations regarding, among other things, communications with a subject company, public appearances and trading securities held by a research analyst account.

This report is intended for distribution by Prabhudas Lilladher Pvt. Ltd. only to "Major Institutional Investors" as defined by Rule 15a-6(b)(4) of the U.S. Securities and Exchange Act, 1934 (the Exchange Act) and interpretations thereof by U.S. Securities and Exchange Commission (SEC) in reliance on Rule 15a-6(a)(2). If the recipient of this report is not a Major Institutional Investor as specified above, then it should not act upon this report and return the same to the sender. Further, this report may not be copied, duplicated and/or transmitted onward to any U.S. person, which is not the Major Institutional Investor.

In reliance on the exemption from registration provided by Rule 15a-6 of the Exchange Act and interpretations thereof by the SEC in order to conduct certain business with Major Institutional Investors, Prabhudas Lilladher Pvt. Ltd. has entered into an agreement with a U.S. registered broker-dealer, Marco Polo Securities Inc. ("Marco Polo").

Transactions in securities discussed in this research report should be effected through Marco Polo or another U.S. registered broker dealer.