

27 August 2026

India | Equity Research | Company Update

Indian Hotels

Hotels

Strong pipeline and demand tailwinds to fuel growth

Q1FY27 saw Indian Hotels Co. Ltd. (IHCL) delivering resilient performance, with 15%/17% consolidated revenue/EBITDA growth (14% domestic LTL RevPAR) in spite of geopolitical disruptions. Overall, IHCL has delivered 18.6%/21% revenue/EBITDA CAGRs over FY23–26. As of Jun'26, IHCL has ~33,600 operational keys at an entity level, with a pipeline of another ~32,600 keys set to open over the next 4–5 years. With a strong net cash position of INR 44bn, as of Jun'26, we build in consolidated 12%/15% revenue/EBITDA CAGRs over FY26–29E, assuming 7% LTL RevPAR growth. Retain **BUY** with an unchanged **TP of INR 925**, valuing the company on 30x Jun'28E EV/EBITDA. **Key risks:** Geopolitical demand disruptions; and domestic demand slowdown.

Demand drivers intact heading into H2FY27

For FY26, IHCL delivered 16.3%/15.4% revenue/EBITDA growth, which was commendable against the backdrop of geopolitical disruptions in Q1FY26 and Mar'26. Overall, the company delivered 18.6%/21% revenue/EBITDA CAGRs over FY23–26, led by a combination of industry tailwinds, the company's brand strength and room expansion. This performance has continued in Q1FY27 as well, with the company reporting Q1FY27 consolidated revenue of INR 23.4bn (up 15% YoY) and EBITDA of INR 6.7bn (up 17% YoY), in spite of geopolitical impact owing to standalone RevPAR growth of 14%. As per the company, business on books for Q2FY27 is robust and it remains confident of achieving double-digit revenue growth in FY27. Further, the company is looking to utilise its cash balance of INR 44bn (as of Jun'26) to continue spurring growth.

Multiple levers to drive medium-term growth

As of Jun'26, IHCL has ~33,600 operational keys at an entity level, with a pipeline of another ~32,600 keys set to open over the next 4–5 years. We believe the company's strong keys pipeline, coupled with high single-digit RevPAR growth at an industry level and contribution from new business and management fees, could enable mid-teens revenue/EBITDA growth in the medium term. We build in a consolidated 12% revenue CAGR and a 15% EBITDA CAGR over FY26–29E, assuming 7% LTL RevPAR growth and a management fees CAGR of 19% to INR 11.6bn in FY29E.

Financial Summary

Y/E March (INR mn)	FY26A	FY27E	FY28E	FY29E
Net Revenue	96,892	109,761	122,336	137,665
EBITDA	31,947	36,949	41,872	48,124
EBITDA Margin (%)	33.0	33.7	34.2	35.0
Net Profit	20,844	22,208	25,018	29,469
EPS (INR)	13.2	15.6	17.6	20.7
P/B (x)	7.9	7.0	6.2	5.5
P/E (x)	54.7	46.2	41.0	34.8
EV/EBITDA (x)	31.4	26.8	23.3	19.9
RoCE (%)	15.7	16.0	16.4	16.9
RoE (%)	15.5	16.0	16.1	16.8

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Market Data

Market Cap (INR)	1,026bn
Market Cap (USD)	10,776mn
Bloomberg Code	IH IN
Reuters Code	IHTL.BO
52-week Range (INR)	793 /565
Free Float (%)	62.0
ADTV-3M (mn) (USD)	18.1

Price Performance (%)	3m	6m	12m
Absolute	9.7	5.9	(6.2)
Relative to Sensex	7.8	11.7	(2.1)

ESG Score	2024	2025	Change
ESG score	75.5	76.6	1.1
Environment	68.0	69.1	1.1
Social	72.2	78.4	6.2
Governance	82.5	80.9	(1.6)

Note - Score ranges from 0 - 100 with a higher score indicating higher ESG disclosures.

Source: SES ESG, I-sec research

Previous Reports

21-07-2026: [Q1FY27 results review](#)

22-06-2026: [Company Update](#)

Oriental Hotels-IHCL proposed merger to yield medium-term benefits

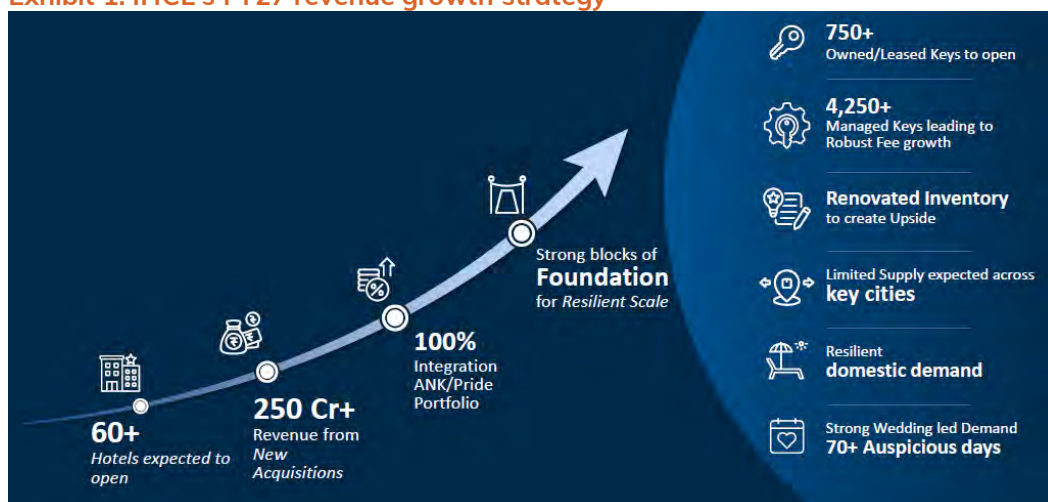
IHCL has recently announced that it plans for Oriental Hotels Limited (OHL) merging with IHCL through a Scheme of Arrangement. The Scheme proposes a share exchange ratio of 25 IHCL shares for every 117 OHL shares and is an all-stock transaction, with completion targeted in the second half of FY28 and Appointed Date of 1 Apr'27. The Scheme is subject to statutory approvals and clearances.

OHL is an associate company of IHCL. OHL has a portfolio of seven hotels with 825 rooms. This includes freehold assets: Taj Coromandel – Chennai; Taj Fisherman's Cove Resort & Spa – Chennai; Gateway Coonoor; and long-tenure leasehold assets: Taj Malabar Resort & Spa - Cochin; Vivanta Coimbatore; Vivanta Mangalore; and Gateway Madurai.

Additionally, OHL has strategic investments in several IHCL group hotel companies in India and internationally, including St. James' Court, TAL Hotels and Resorts Ltd, Lanka Island Resorts Ltd, Taj Madurai Ltd and Taj Karnataka Hotels and Resorts Ltd.

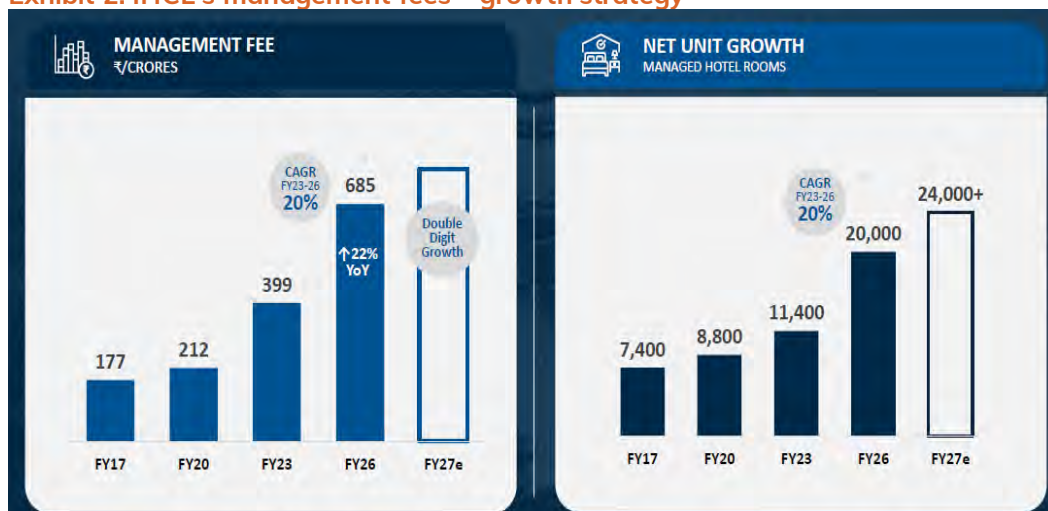
In our view, the proposed merger should further simplify the group's holding structure by increasing IHCL's direct ownership across several entities, resulting in two new operating subsidiaries.

Exhibit 1: IHCL's FY27 revenue growth strategy



Source: I-Sec research, Company data

Exhibit 2: IHCL's management fees – growth strategy



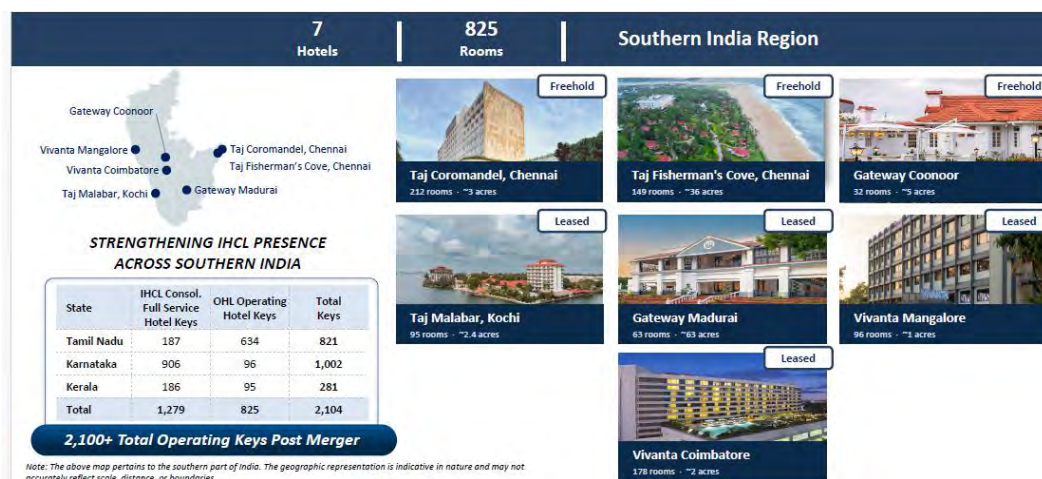
Source: I-Sec research, Company data

Exhibit 3: Proposed merger of Oriental Hotels Ltd. (OHL) with IHCL benefits domestic markets Q1FY27

TRANSACTION SUMMARY	STRATEGIC OBJECTIVES
✓ Currently, IHCL & its subsidiaries hold 37.1% stake in OHL, which is an associate company of IHCL ✓ IHCL & OHL Boards have approved a scheme of arrangement to merge Oriental Hotels Limited (OHL) with IHCL as part of IHCL's group simplification strategy ✓ Equity shares used as currency	✓ Addition of 7 hotels to IHCL Standalone, including 3 freehold properties ✓ Enhanced financial profile - Increase in Revenue and profitability ✓ EPS accretive transaction from year 1 ✓ Deploying capital to unlock asset management opportunities ✓ Simplification of group structure & increase shareholding in key group companies

Source: I-Sec research, Company data

Exhibit 4: Oriental Hotels Ltd. Portfolio Overview



Source: I-Sec research, Company data

Exhibit 5: OHL/IHCL proposed transaction structure



Source: I-Sec research, Company data, 1. Share issuance is net of ~0.8mn IHCL shares held by OHL. These will be extinguished as part of the scheme of arrangement, if they continue to be held by OHL on the effective date.

Exhibit 6: IHCL's operational hotel portfolio across brands (as of Jun'26)

OPERATIONAL	Owned (Standalone & Subsidiary)		JV / Associates		Managed Contracts & Distribution Arrangements		Total Operational	
By Brand	Hotels	Keys	Hotels	Keys	Hotels	Keys	Hotels	Keys
Taj	30	5,124	13	1,185	50	7324	93	13,633
Claridges Collection	2	257			1	122	3	379
Gateway	3	211	4	154	7	783	14	1,148
SeleQtions	5	613			34	2637	39	3,250
Vivanta	5	824	3	384	24	2926	32	4,134
Ginger	67	5,926			99	4484	166	10,410
Tree of Life	11	180			12	243	23	423
Atmantan	1	97					1	97
Brij	10	123			1	12	11	135
Grand Total	134	13,355	20	1,723	228	18,531	382	33,609

Source: I-Sec research, Company data

Exhibit 7: IHCL's signed pipeline across brands (as of Jun'26)

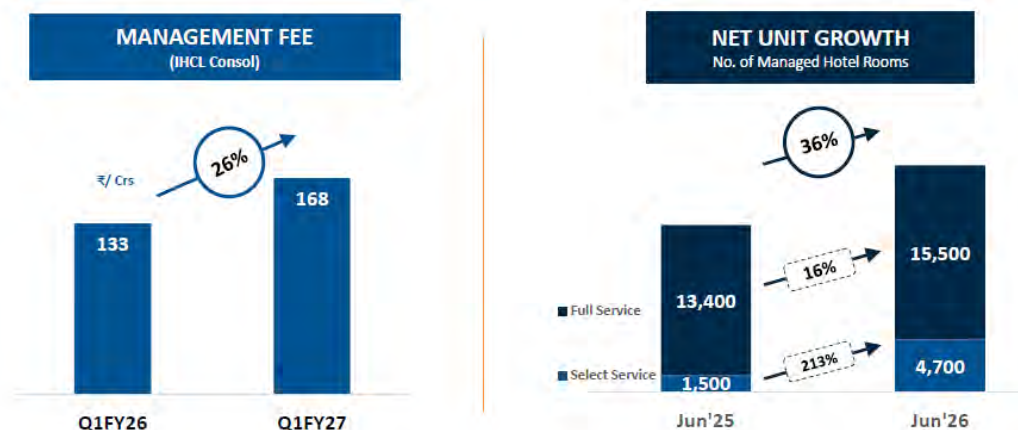
PIPELINE	Owned (Standalone & Subsidiary)		Managed		Total Pipeline	
	Hotels	Keys	Hotels	Keys	Hotels	Keys
Taj	6	1,200	51	9,500	57	10,700
Claridges Collection			1	100	1	100
Atmantan			1	100	1	100
Gateway	1	400	40	6,500	41	6,900
SeleQtions	1	50	16	1,500	17	1,550
Vivanta			22	3,400	22	3,400
Ginger	41	4,200	55	4,750	96	8,950
Tree of Life	6	200	12	400	18	600
Brij	11	300			11	300
Grand Total	66	6,350	198	26,250	264	32,600

Source: I-Sec research, Company data

Exhibit 8: IHCL's Q1FY27 performance across revenue streams

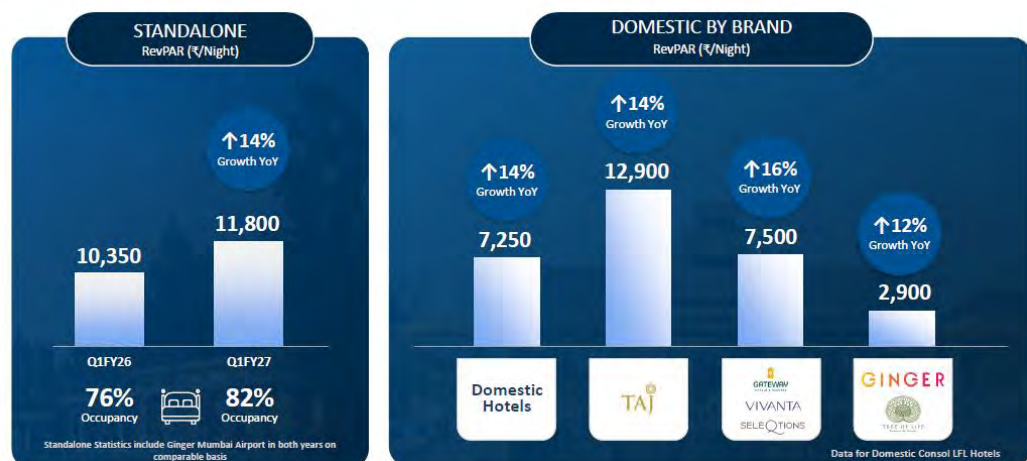

Source: I-Sec research, Company data, *Atmantan revenue forms part of other operating Income w.e.f 16th Jan'26

Exhibit 9: IHCL's Q1FY27 management fees growth



Source: I-Sec research, Company data

Exhibit 10: IHCL's Q1FY27 RevPAR growth across brands



Source: I-Sec research, Company data, *All data for LFL Hotels – Excluding New hotels opened after 1st April 2025 and assets under major renovation CY & PY

Exhibit 11: Key operating and revenue/EBITDA assumptions for IHCL, including TajSATS

Details	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E	FY29E
Standalone Assumptions								
ARR (INR)	9,717	13,736	15,626	17,216	18,387	19,674	21,051	22,524
Occupancy (%)	53%	72%	77%	78%	78%	78%	79%	79%
RevPAR (INR)	5,103	9,849	12,032	13,446	14,406	15,414	16,546	17,761
Revenue Breakup (INR mn)								
Consolidated Revenue	30,562	58,099	67,688	83,345	96,892	109,761	122,336	137,665
Standalone Revenue	20,033	37,042	44,056	49,165	53,796	61,504	69,856	80,179
Domestic Subsidiaries Revenue	5,093	9,434	11,075	12,859	14,212	16,406	18,548	21,309
TajSATS Revenue*	-	-	-	7,240	12,002	13,082	14,391	15,830
International Revenue/Others	5,436	11,622	12,556	14,081	16,882	18,769	19,541	20,348
EBITDA Breakup (INR mn)								
Consolidated EBITDA	4,048	18,046	21,571	27,693	31,947	36,949	41,872	48,124
Standalone EBITDA	4,081	13,897	17,122	20,320	22,827	25,642	29,235	33,953
Domestic Subsidiaries EBITDA	506	2,836	3,466	27,693	31,947	36,949	41,872	48,124
TajSATS EBITDA*	-	-	-	1,694	2,878	3,140	3,454	3,799
International EBITDA/Others	(539)	1,312	984	1,592	1,936	2,901	3,017	3,137
EBITDA Margin (%)								
Consolidated EBITDA	13.2%	31.1%	31.9%	33.2%	33.0%	33.7%	34.2%	35.0%
Standalone EBITDA	19.4%	37.5%	38.9%	41.3%	42.4%	41.7%	41.9%	42.3%
Domestic Subsidiaries EBITDA	9.9%	30.1%	31.3%	31.8%	30.3%	32.1%	33.2%	34.0%
TajSATS EBITDA*	-	-	-	24.5%	24.0%	24.0%	24.0%	24.0%
International EBITDA/Others	-6.3%	11.3%	7.8%	11.3%	11.5%	15.5%	15.4%	15.4%

Source: Company data, I-Sec research

* TajSATS which was earlier accounted as a 51% JV is now accounted as a fully consolidated 51% subsidiary effective 1st Aug'24

Exhibit 12: SoTP-based valuation of IHCL

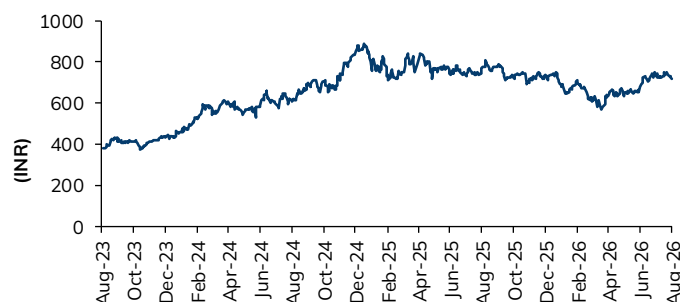
Jun'28E EBITDA ex-TajSATS (INR mn)	39,895
Enterprise Value (EV) in INR mn (30x EV/EBITDA)	1,195,778
Add: Jun'28E Net Cash (INR mn)	73,504
Less: Minority interest (INR mn)	(18,870)
IHCL Equity Value/Target Price ex-JVs/associates (INR mn)	1,251,487
Add: Oriental Hotels (INR mn)	7,730
Add: TajSATS at 30x Jun'28E EV/EBITDA – 51% share	57,774
IHCL Total SOTP Equity Value (INR mn)	1,316,991
Equity Value per Share (INR)	925

Source: I-Sec research, Company data

Exhibit 13: Shareholding pattern

%	Dec'25	Mar'26	Jun'26
Promoters	38.1	38.1	38.1
Institutional investors	45.9	45.9	46.3
MFs and others	12.4	13.0	14.2
FI/ Insurance	8.4	9.6	10.4
FII's	25.1	23.2	21.7
Others	16.0	16.0	15.6

Source: Bloomberg, I-Sec research

Exhibit 14: Price chart


Source: Bloomberg, I-Sec research

Financial Summary

Exhibit 15: Profit & Loss

(INR mn, year ending March)*

	FY26A	FY27E	FY28E	FY29E
Net Sales	96,892	109,761	122,336	137,665
Operating Expenses	64,946	72,812	80,464	89,541
EBITDA	31,947	36,949	41,872	48,124
EBITDA Margin (%)	33.0	33.7	34.2	35.0
Depreciation & Amortization	6,052	6,869	7,388	7,904
Interest expenditure	2,214	2,116	2,104	2,104
Other Non-operating Income	2,822	3,197	3,563	4,010
Extraordinary items	2,755	-	-	-
PBT	29,259	31,162	35,944	42,126
Less: Taxes	7,307	7,790	9,705	11,374
PAT	21,951	23,371	26,239	30,752
Minority/Associate share	(1,108)	(1,163)	(1,221)	(1,282)
Net Income (Reported)	20,844	22,208	25,018	29,469
Net Income (Adjusted)	18,777	22,208	25,018	29,469

Source Company data, I-Sec research, *FY26A-29E includes consolidation of TajSats SPV as a subsidiary vs. a Joint Venture earlier from 1st Aug'24

Exhibit 16: Balance sheet

(INR mn, year ending March)

	FY26A	FY27E	FY28E	FY29E
Total Current Assets	36,749	50,130	66,299	86,986
of which cash & cash eqv.	18,312	29,714	43,714	61,891
Total Current Liabilities & Provisions	23,192	25,887	28,597	31,724
Net Current Assets	13,557	24,243	37,702	55,262
Investments	47,284	47,284	47,284	47,284
Net Fixed Assets	88,023	93,269	97,904	102,005
ROU Assets	22,858	22,858	22,858	22,858
Capital Work-in-Progress	7,643	7,529	7,506	7,501
Total Assets	179,365	195,183	213,254	234,909
Liabilities				
Borrowings	513	200	200	200
Equity Share Capital	1,423	1,423	1,423	1,423
Reserves & Surplus	129,100	145,230	163,301	184,956
Total Net Worth	130,523	146,653	164,725	186,380
Minority Interest	18,870	18,870	18,870	18,870
Lease Liability	27,853	27,853	27,853	27,853
Deferred Taxes	1,606	1,606	1,606	1,606
Total Liabilities	179,365	195,183	213,254	234,909

Source Company data, I-Sec research

Exhibit 17: Cashflow statement

(INR mn, year ending March)

	FY26A	FY27E	FY28E	FY29E
Operating Cashflow	25,341	29,159	32,167	36,750
Working Capital Changes	(627)	716	541	617
Capital Commitments	(10,276)	(12,000)	(12,000)	(12,000)
Free Cashflow	14,439	17,874	20,709	25,368
Other investing cashflow	(6,994)	3,197	3,563	4,010
Cashflow from Investing Activities	(17,269)	(8,803)	(8,437)	(7,990)
Issue of Share Capital	-	-	-	-
Interest Cost	(2,214)	(2,116)	(2,104)	(2,104)
Inc (Dec) in Borrowings	(1,734)	(313)	-	-
Dividend paid	(3,422)	(6,078)	(6,946)	(7,814)
Others	(2,394)	(1,163)	(1,221)	(1,282)
Cash flow from Financing Activities	(9,763)	(9,669)	(10,271)	(11,201)
Chg. in Cash & Bank balance	(2,318)	11,402	14,001	18,177
Closing cash & balance	18,312	29,714	43,714	61,891

Source Company data, I-Sec research

Exhibit 18: Key ratios

(Year ending March)

	FY26A	FY27E	FY28E	FY29E
Per Share Data (INR)				
Adjusted EPS (Diluted)	13.2	15.6	17.6	20.7
Cash EPS	17.4	20.4	22.8	26.3
Book Value per share (BV)	91.7	103.0	115.7	130.9
Dividend per share (DPS)	3.3	3.5	4.0	4.5
Growth (%)				
Net Sales	16.3	13.3	11.5	12.5
EBITDA	15.4	15.7	13.3	14.9
EPS (INR)	(3.6)	4.4	1.1	4.7
Valuation Ratios (x)				
P/E	54.7	46.2	41.0	34.8
P/BV	7.9	7.0	6.2	5.5
EV / EBITDA	31.4	26.8	23.3	19.9
EV / Room	75.9	71.0	65.7	58.5
EV / Sales	10.3	9.0	8.0	7.0
Dividend Yield (%)	0.5	0.5	0.6	0.6
Operating Ratios				
Net Debt / Equity (x)	(0.3)	(0.4)	(0.4)	(0.5)
Debt / EBITDA (x)	(0.1)	(0.2)	(0.3)	(0.4)
Profitability Ratios				
RoE	15.5	16.0	16.1	16.8
RoCE	15.7	16.0	16.4	16.9
RoIC	17.4	18.9	20.3	23.0
EBITDA Margins	33.0	33.7	34.2	35.0
Net Income Margins	19.4	20.2	20.5	21.4

Source Company data, I-Sec research

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