

May 25, 2026

Caddie Hotels Private Limited: Placed on Ratings Watch with Positive Implications

Summary of rating action

Instrument*	Previous rated amount (Rs. crore)	Current rated amount (Rs. crore)	Rating action
Long-term - Fund based - Term Loans	387.93	333.50	[ICRA]A; Placed on rating Watch with Positive Implications
Long-term/ Short term - Non-fund Based Facilities	20.14	26.00	[ICRA]A; Placed on rating Watch with Positive Implications / [ICRA]A1; Placed on rating Watch with Positive Implications
Total	408.07	359.50	

*Instrument details are provided in Annexure II

Rationale

ICRA has placed the ratings on Watch with Positive Implications following the proposed amalgamation of Caddie Hotels Private Limited (CHPL) into Interglobe Hotels Private Limited (IGH). The transaction forms a part of the strategy of the promoters, InterGlobe Group and Accor SA, to consolidate their hospitality operations in India under a single umbrella entity. The proposed amalgamation is expected to create a unified, Accor-aligned growth platform by centralising decision making, capital allocation and operational execution within a single corporate entity. Post amalgamation, the combined platform will operate as the master franchisee and the primary operating arm for Accor in India, with access to Accor's global brand portfolio. Further, the merger of Accor's asset-light, management-fee accruing business with the asset-heavy hotel-owning entities of the InterGlobe Group into one consolidated entity is expected to materially strengthen IGH's credit profile. ICRA will resolve the watch post the conclusion of the merger process and dissolution of CHPL, which is expected over the next 6-9 months.

The ratings continue to be supported by the healthy operating metrics for CHPL over the years, aided by the favourable location of both the properties in Delhi Aerocity, a strong catchment area, operations under Accor's well-recognised international brands, Novotel and Pullman, diversified revenue streams from food and beverage (F&B) outlets, large-sized banquet halls, meeting rooms and commercial tower. Supported by strong demand, the company reported a sequential improvement in its financial performance over FY2025-FY2026, driven by robust operational metrics including occupancy level of 90-91% and a combined average room rent (ARR) of around Rs. 11,550 crore (up by 5% YoY) in FY2026. The entity recorded a healthy improvement in earnings (operating profit of Rs. 130 crore in 9M FY2026), driven by sustained demand from staycations, weddings and corporate travel. Going forward, higher in-person engagements by corporates, big-ticket conferences and seminars, as well as corporate offsite trips that encompass meetings, incentives, conferences, and exhibitions (MICE) activities are expected to benefit the company's overall performance. Even as adverse geopolitical developments could curtail international commercial travel, the domestic demand is expected to help the properties sustain steady performance.

ICRA further notes in FY2026, Host Hotels and Resorts, which earlier held a 36% stake through its subsidiary, APHV Investco India Pvt Ltd, exited Caddie Hotels. Its stake was acquired equally by the Bhatia family (+18%) and the Accor Group (+18% through AAPC Singapore Pte Ltd.). Consequently, the Bhatia family and Accor SA each hold a 50% stake in Caddie Hotels now. The ratings continue to derive comfort from the strong parentage of the Accor Group and the InterGlobe Group with a track record of extending timely financial support. While improved operational performance provides sufficient liquidity for the near term, CHPL's access to need-based funding support from its promoters provides comfort.

The ratings remain constrained by the cyclical nature of the hospitality industry, with revenue generation exposed to seasonality, exogenous shocks as well as to the overall macroeconomic performance. CHPL continues to have significant debt servicing obligations over the medium term, which will keep the debt coverage metrics under check. Besides, the ratings reflect

the geographical concentration of its properties in a single micro market, exposing it to adversities in the concerned area and competition from other properties in the vicinity.

Key rating drivers and their description

Credit strengths

Benefits accruing from strong promoters with extensive experience in the hospitality industry – Incorporated in March 2008, CHPL is a joint venture between the Accor Group and the InterGlobe (Bhatia) Group following the exit of Host Hotels & Resorts in April 2026. The stake earlier held by Host Hotels through APHV Investco was acquired equally by the Bhatia family and Accor SA, resulting in equal shareholding of 50% each. Accor SA is a multinational hospitality company with presence in over 110 countries and a portfolio of more than 5,700 hotels while the InterGlobe Group has diversified interests across civil aviation (IndiGo airlines), hospitality and real estate, among others. The promoters bring extensive experience of the hospitality industry to the JV. Also, the JV partners enjoy comfortable credit profiles and lend healthy financial flexibility to CHPL.

Demonstrated track record of financial support from promoters – CHPL's capital structure has been supported by considerable equity infusion from the promoters over the past years. During the project stage, the entire cost overrun (due to unforeseen regulatory developments) and initial operating losses during the stabilisation period were funded by equity infusion, indicating the promoters' commitment to the business. Given the track record of operations and strategic importance of CHPL, ICRA expects its promoters to provide timely and need-based funding support, whenever warranted. That said, the company's steady operating performance amid positive industry headwinds is likely to limit reliance on such support over the near-to-medium term. Additionally, absence of any debt-funded capex plan and scheduled debt repayment is expected to support a steady improvement in leverage metrics over the near term, providing comfort.

Operational synergies through association with Accor in a favourable location – CHPL's properties are operated under Accor's deluxe Novotel (400 rooms) and Pullman (270 rooms) brands and benefit from access to its global distribution system (GDS), strong loyalty programmes and corporate relationships, allowing the hotels to have better rates and occupancies. Further, having an experienced operator has also helped CHPL to quickly implement various cost rationalisation measures and adopt best practices for customers' and employees' safety, as required. The properties are strategically located in the Aerocity hospitality district in New Delhi with proximity to the International Airport and the central business districts (CBDs) of Delhi and Gurgaon. These micro-markets report healthy occupancy levels and are likely to aid CHPL in reporting sustained strong operating metrics, going forward.

Healthy operational and financial metrics – Both properties under CHPL witnessed steady demand over FY2025-FY2026 with a YoY growth in occupancy levels and ARR, resulting in higher RevPAR. Favourable demand-supply dynamics are expected to support further improvement in operational and financial performances, aiding revenue growth over the near-to-medium term. With an improvement in the financial performance, CHPL's leverage metrics improved with a reduction in debt on the books (Rs. 330-335 crore as on March 31, 2026, excluding operating lease liabilities and bank guarantee). The company's operating margin remained strong, which led to a healthy improvement in coverage indicators on a YoY basis. ICRA continues to draw comfort from the financial flexibility stemming from CHPL's strong parentage and the management's demonstrated track record to refinance/renege debt at competitive terms.

Credit challenges

Cyclical industry; revenues susceptible to general economic slowdown and exogenous shocks – Given the discretionary nature of spending, the Indian hospitality industry is susceptible to macroeconomic conditions, tourist movement and several exogenous factors, leading to inherent cyclicity. Consequently, global and domestic economic conditions will remain a key monitorable for CHPL.

Geographical concentration of revenues and competitive pressure – Owing to the geographical concentration of its room inventory in Delhi, the company would remain exposed to any adverse region-specific development and risks. Also, CHPL has

a sizeable room inventory (670 rooms) in a micro-market, which has several properties across segments and price points. This may exert pressure on CHPL’s occupancy level and/or restrict the pricing potential of its properties.

Liquidity position: Strong

CHPL’s liquidity profile is Strong, aided by expectation of healthy cash flow from operations in addition to significant cash and liquid investments of Rs. 220-225 crore as on March 31, 2026. Against the liquidity available, the company has debt servicing commitments of around Rs. 25 crore in FY2027. The capex is expected to be limited to maintenance purposes only in the near term, in the range of Rs. 10-15 crore/annum. In addition, ICRA expects the company to continue benefitting from the significant financial flexibility arising from its strong parentage, which supports its refinancing options.

Rating sensitivities

Positive factors – A material improvement in the operating performance, leading to an improvement in leverage and debt coverage metrics would be a trigger for a favourable rating movement. An improvement in the credit profile of its promoters (JV partners) could also favourably impact the ratings. The ratings will be withdrawn post the completion of the ongoing merger process as the company will cease to exist as a separate legal entity.

Negative factors – Pressure on the ratings could arise if there is a material and sustained weakness in earnings, resulting in a deterioration in the credit metrics. A specific credit metric that could lead to a rating downgrade includes DSCR of less than 1.5 times on a sustained basis. Weakening in the credit profile of its promoters (JV partners) would also be a negative rating factor.

Analytical approach

Analytical approach	Comments
Applicable rating methodologies	Corporate Credit Rating Methodology Hotels
Parent/Group support	CHPL is promoted by the Accor Group (50%) and the InterGlobe Group (50%). The ratings assigned to CHPL factor in the very high likelihood of its parent entities extending financial support to it because of its strategic importance and close business linkages between them. ICRA also expects the promoters to be willing to extend financial support to CHPL out of the need to protect their reputation from the consequences of a Group entity’s distress.
Consolidation/Standalone	Standalone.

About the company

Incorporated in 2008, Caddie owns and operates two five-star hotels with an inventory of 670 rooms at Aerocity, New Delhi. The hotels are operated under Accor Hotel brands, viz. Novotel and Pullman.

The company was a tripartite joint venture between Interglobe Enterprises Private Limited (Mr. Rahul Bhatia, his family and affiliates with 32% share), AAPC Singapore Pte Ltd (subsidiary of Accor SA; 32% share) and APHV India Investco Pte Ltd (with 36% share, it is the Indian arm of Pacifica Partners, a JV between GIC RE [real estate investment arm of the Government of Singapore] and Host Hotels and Resorts). In FY2026, the stake of APHV India Investco Pte Ltd was taken over by Interglobe Enterprises Private Limited (currently 50% shareholding in the form of Mr. Rahul Bhatia, his family and affiliates) and AAPC Singapore Pte Ltd (subsidiary of Accor SA; 50% current shareholding). While the land housing the properties has been acquired on long-term lease basis from Delhi International Airport Limited (DIAL), the operations and management of the two hotel properties are handled by Accor Hotels.

Key financial indicators (audited)

CHPL (standalone)	FY2024	FY2025	9M FY2026*
Operating income	350.4	411.0	307.9
PAT	47.7	188.1	51.7
OPBDIT/OI	45.9%	48.1%	42.4%
PAT/OI	13.6%	45.8%	16.8%
Total outside liabilities/Tangible net worth (times)	1.8	0.9	-
Total debt/OPBDIT (times)	3.6	2.7	-
Interest coverage (times)	2.4	3.5	3.9

Source: Company, ICRA Research; *Provisional numbers; balance sheet figures not available; All ratios as per ICRA's calculations; Amount in Rs. crore
 PAT: Profit after tax; OPBDIT: Operating profit before depreciation, interest, taxes and amortisation

Status of non-cooperation with previous CRA: Not applicable

Any other information: None

Rating history for past three years

Current rating (FY2027)			Chronology of rating history for the past 3 years						
Instrument	Type	Amount rated (Rs. crore)	FY2026		FY2025		FY2024		
			May 25, 2026	Date	Rating	Date	Rating	Date	Rating
Term Loans	Long term	333.50	[ICRA]A; Rating Watch with Positive Implications	-	-	Apr 17, 2024	[ICRA]A- (Stable)	-	-
				-	-	Mar 17, 2025	[ICRA]A (Stable)	-	-
Non-fund Based Facilities	Long term/Short term	26.00	[ICRA]AA; Rating Watch with Positive Implications / [ICRA]A1; Rating Watch with Positive Implications	-	-	Apr 17, 2024	[ICRA]A- (Stable)/ [ICRA]A2+	-	-
				-	-	Mar 17, 2025	[ICRA]A (Stable)/ [ICRA]A1	-	-

Annexure I: Disclosure pursuant to the SEBI Circular SEBI/HO/DDHS/DDHS-PoD-2/I/4685/2026 dated February 10,2026

ICRA-rated instruments fall under the regulatory purview of various Financial Sector Regulators (FSRs), as under:

Sr. No.	Instrument	FSR
1	Listed/Proposed to be listed Bonds/Debentures/Preference Shares (all securities)	SEBI
2	Unlisted/Proposed to be unlisted Bonds/Debentures/ Preference share (all securities)	MCA
3	Listed PTCs / Securitisation Notes (originated by entities regulated by RBI) (*)	SEBI
4	Listed PTCs / Securitisation Notes (originated by entities not regulated by RBI) (*)	SEBI
5	Unlisted PTCs / Securitisation Notes (originated by entities regulated by RBI) (*)	RBI
6	Listed Commercial Paper and NCDs with original maturity less than 1 year	RBI
7	Unlisted Commercial Paper and NCDs with original maturity less than 1 year	RBI
8	Loan Facilities (Fund/Non-Fund Based) from Bank / NBFCs/ NHB/ FIs (\$)	RBI
9	External Commercial Borrowings/Loans from overseas branches of Indian Banks/other similar borrowings	RBI
10	Certificates of Deposit	RBI
11	Fixed Deposits raised by NBFCs, Banks, HFCs, FIs	RBI
12	Fixed Deposits raised by corporates other than NBFCs, Banks, HFCs, FIs	MCA
13	Inter Corporate Deposits/Loans extended by Corporates	MCA
14	Listed Security Receipts	SEBI
15	Unlisted Security Receipts	RBI
16	Unlisted PTCs / Securitisation Notes (originated by entities not regulated by RBI) (*)	Investor-side Regulator such as IRDAI, PFRDA (%)

(*) Includes securitisation transactions involving assignee payout, acquirer's payout.

(\$) Includes bank facilities such as liquidity facility, second loss facility that are part of securitisation transactions.

(%) These ratings were assigned prior to the introduction of SEBI CRA Circular dated Feb 10, 2026 and accordingly, investor side FSRs have been mentioned.

Other activities offered by ICRA fall under the regulatory purview of various FSRs, as under:

Sr. No.	Activity Name	FSR
1	Credit Ratings for Capital Protection Oriented Schemes (by Mutual Funds and AIFs)	SEBI
2	Credit quality ratings (CQRs) for Mutual Fund Schemes and Schemes of AIFs	SEBI
3	Independent Credit Evaluation (ICE)	RBI
4	Expected Loss Ratings (For Loan Facilities [Fund/Non-Fund based] from Banks/NBFCs/NHB/FIs)	RBI
5	Expected Loss Ratings (Listed / Proposed to be listed Bonds / Debentures / Preference Shares (all securities))	SEBI
6	Expected Loss Ratings (Unlisted / Proposed to be unlisted Bonds/ Debentures / Preference Shares (all securities))	MCA
7	Credit Rating of Borrowing programme	(@)
8	Issuer Ratings	(#)
9	Monitoring Agency	SEBI
10	Research activities, incidental to rating such as research for Economy & Industries (permitted by SEBI vide SEBI Master Circular for CRAs)	NA

(@) The rated instrument may involve issuance of different instruments such as debt securities (listed or otherwise), bank loans, commercial paper (listed or otherwise), etc. The regulator of the instrument can only be determined upon issuance. Accordingly, ICRA shall capture the rated quantum details along with names of respective FSR in the press release(s) after the issuance(s) of the instruments.

(#) Since no instrument is being rated, FSR is not applicable. The rating scale and definitions stipulated in SEBI Master Circular for CRAs are being followed.

Disclosure: SEBI's grievance redressal/dispute resolution and SEBI investor protection mechanisms such as SCORES and ODR shall not be available for activities and instruments which fall under the regulatory purview of FSRs other than SEBI.

Complexity level of the rated instruments

Instrument	Complexity indicator
Long-term fund based – Term loan	Simple
Long term/Short term – Non-Fund-based facilities	Simple

The Complexity Indicator refers to the ease with which the returns associated with the rated instrument could be estimated. It does not indicate the risk related to the timely payments on the instrument, which is rather indicated by the instrument's credit rating. It also does not indicate the complexity associated with analysing an entity's financial, business, industry risks or complexity related to the structural, transactional or legal aspects. Details on the complexity levels of the instruments are available on ICRA's website: [Click here](#)

Annexure II: Instrument details

ISIN	Instrument name	Date of issuance	Coupon rate	Maturity	Amount rated (Rs. crore)	Current rating and outlook
NA	Term Loan-1	FY2017	--	FY2032	36.08	[ICRA]A; Rating Watch with Positive Implications
NA	Term Loan-2	FY2020	--	FY2033	76.51	[ICRA]A; Rating Watch with Positive Implications
NA	Term Loan-3	FY2025	--	FY2033	220.91	[ICRA]A; Rating Watch with Positive Implications
NA	Non-fund Based Facilities	-	--	--	26.00	[ICRA]A; Rating Watch with Positive Implications/ [ICRA]A1; Rating Watch with Positive Implications

Source: Company

[Please click here to view details of lender-wise facilities rated by ICRA](#)

Annexure III: List of entities considered for consolidated analysis – Not Applicable

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Branches



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