

May 29, 2026

To,
BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai- 400 001.
Scrip Code: 512008

To,
National Stock Exchange of India Limited,
Exchange Plaza, 5th floor, Plot no. C/1,
G Block, Bandra Kurla Complex, Mumbai – 400051.
NSE Symbol: EFCIL

Sub.: Investor Presentation.

Dear Sir/Ma'am,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor Presentation on performance of the Company for the quarter and year ended March 31, 2026.

Kindly take the same on records.

Yours faithfully,
For EFC (I) Limited

Aman Gupta
Company Secretary

Encl.: As above

EFC (I) Limited



A unified platform for

SPACE
DESIGN
FURNISHING

EFC (I) LIMITED

INVESTOR PRESENTATION

Q4 FY26





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Message from Chairman & MD



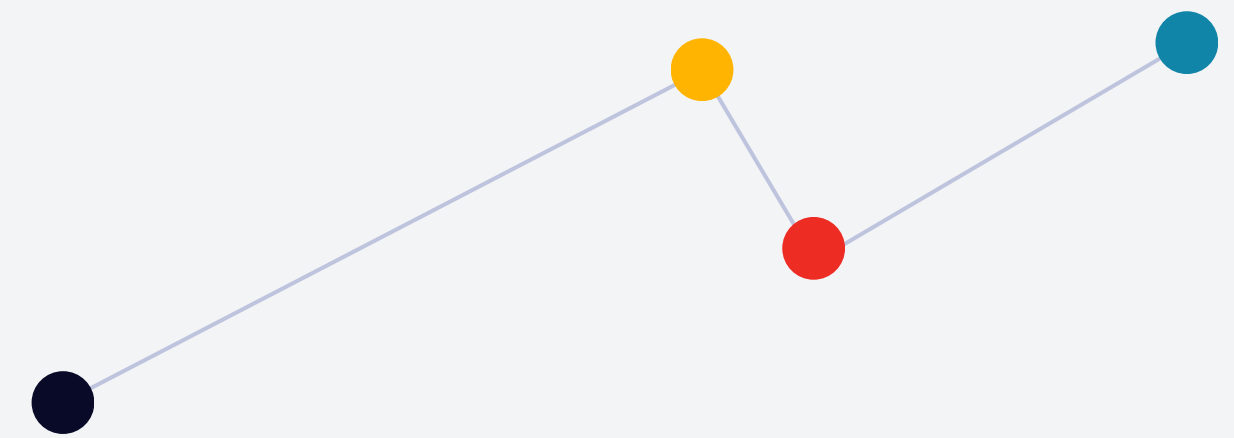
Umesh Kumar Sahay
Chairman & MD

“We are pleased to conclude FY’26 with another year of strong and consistent performance, driven by disciplined execution, improving operating leverage and the continued scale-up of our integrated real estate-as-a-service platform. During the year, we expanded to 25 cities and served over 750 clients, with enterprise and institutional relationships contributing an increasing share of our growth.

Our integrated model across leasing, design & build, and furniture manufacturing remains a key differentiator, enabling stronger operating synergies, better cost control and enhanced execution capabilities. The leasing business continues to provide a stable annuity-led foundation, while our Design & Build vertical is gaining momentum through turnkey and multi-city mandates. Our furniture division further strengthens backward integration, supporting efficiency and margin resilience.

We have also seen continued improvement in portfolio quality, with enterprise clients contributing a majority share of revenue and client tenures remaining robust. This reflects the strength and stickiness of our relationships, supported by sector tailwinds such as GCC expansion, enterprise outsourcing and rising demand for managed workspace solutions.

As we enter FY’27, we remain focused on disciplined expansion, improved asset efficiency and strengthening our integrated platform. We believe we are well positioned to deliver sustainable growth, enhanced profitability and long-term value creation for all stakeholders.”



Q4 FY26 Financial Performance

Q4 FY26 – Strong Execution Accelerating Growth Across Metrics

Consolidated Numbers (FY26)



Revenue
₹10,367 Mn
YOY 58% (FY25)



EBITDA
₹4,682 Mn
YOY 43% (FY25)



Profit After Tax
₹2,379 Mn
YOY 67% (FY25)



ROCE
33%
30% (FY25)

Segmental Revenue (FY26)



Leasing
₹5,356 Mn
44% YoY



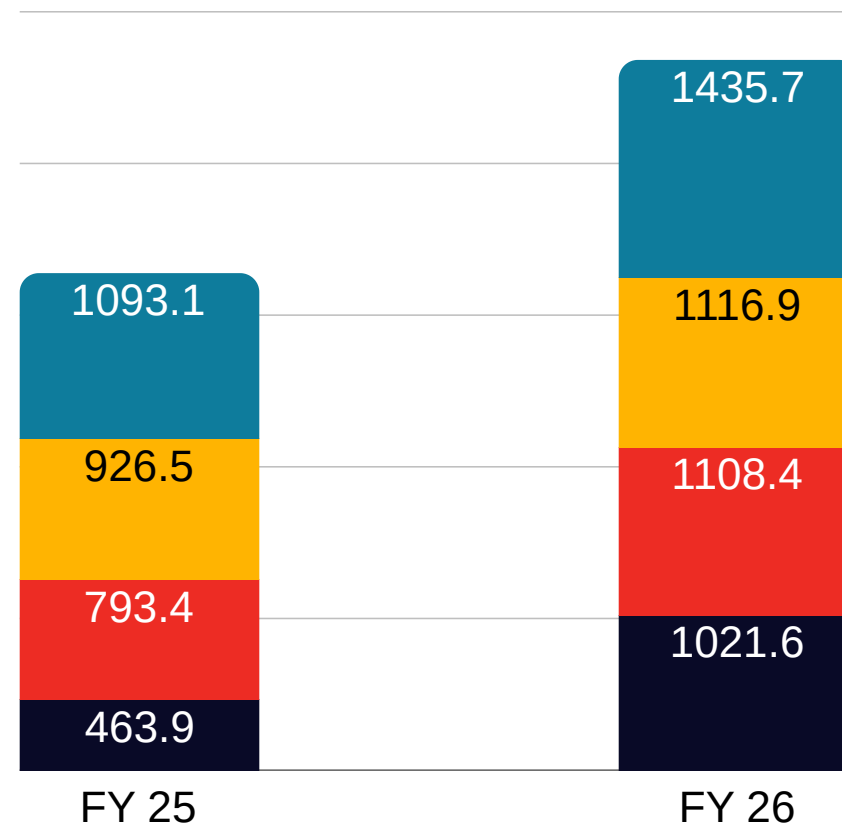
Design & Build
₹4,378 Mn
66% YoY



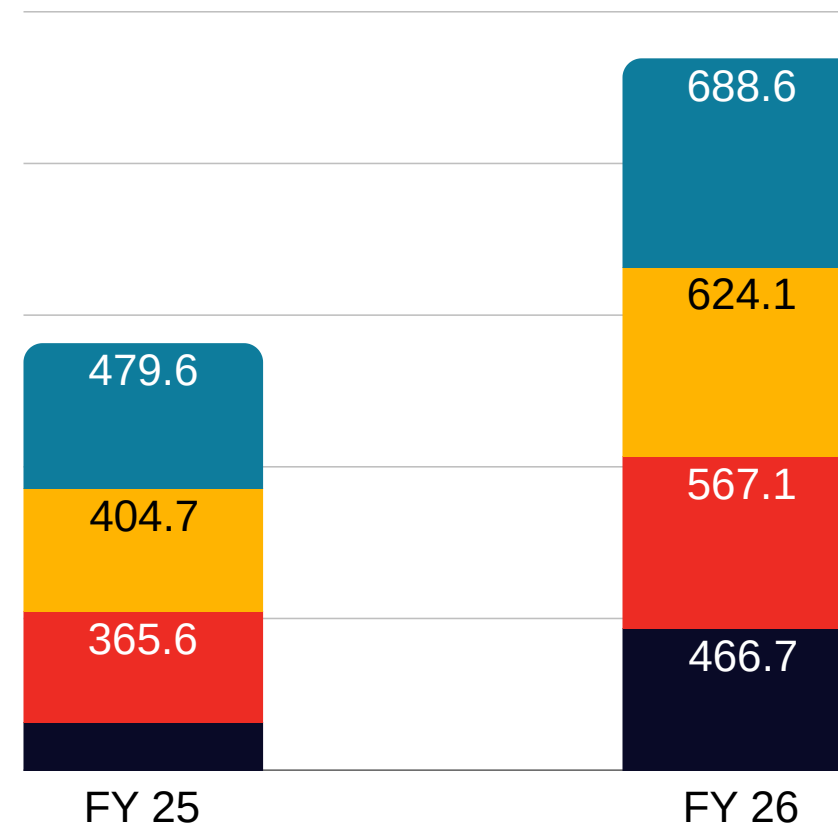
Furniture
₹632 Mn
202% YoY

Robust Profitability Momentum Continues in FY26

EBITDA (Rs. in Mn)



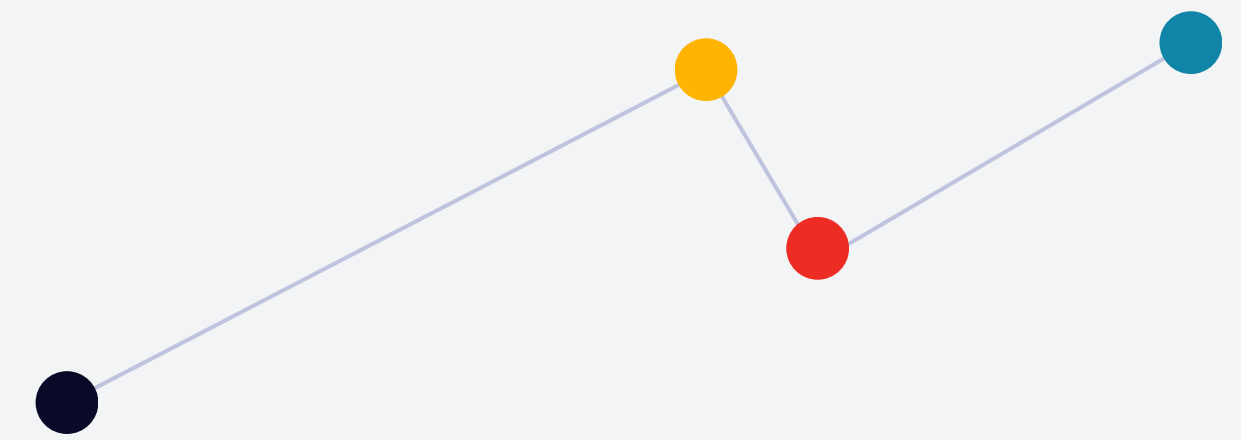
PAT (Rs. in Mn)



Strong growth throughout FY26

- Revenue stood at Rs 10,367 million highlighting stability with a clear path to expansion-driven growth ahead
- Total PAT increased, depicting ~67% YoY growth

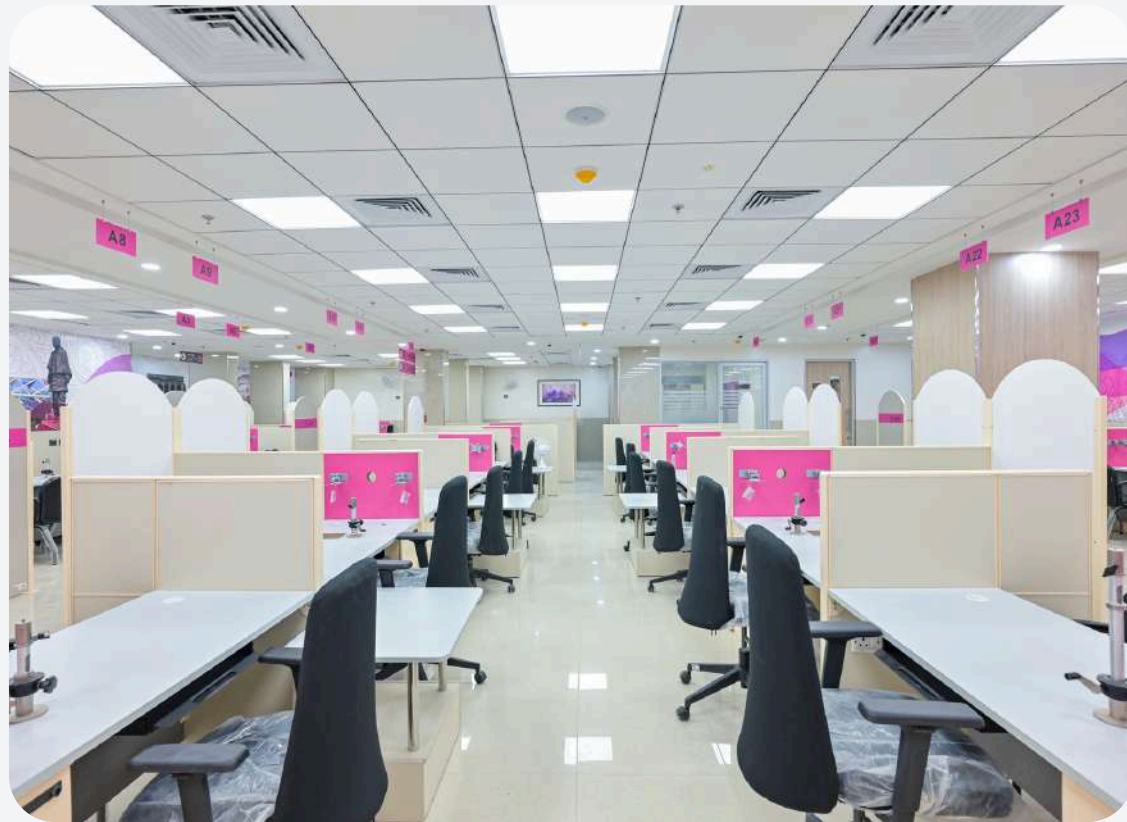
■ Q1 ■ Q2 ■ Q3 ■ Q4



EFC (I) Limited at a Glance

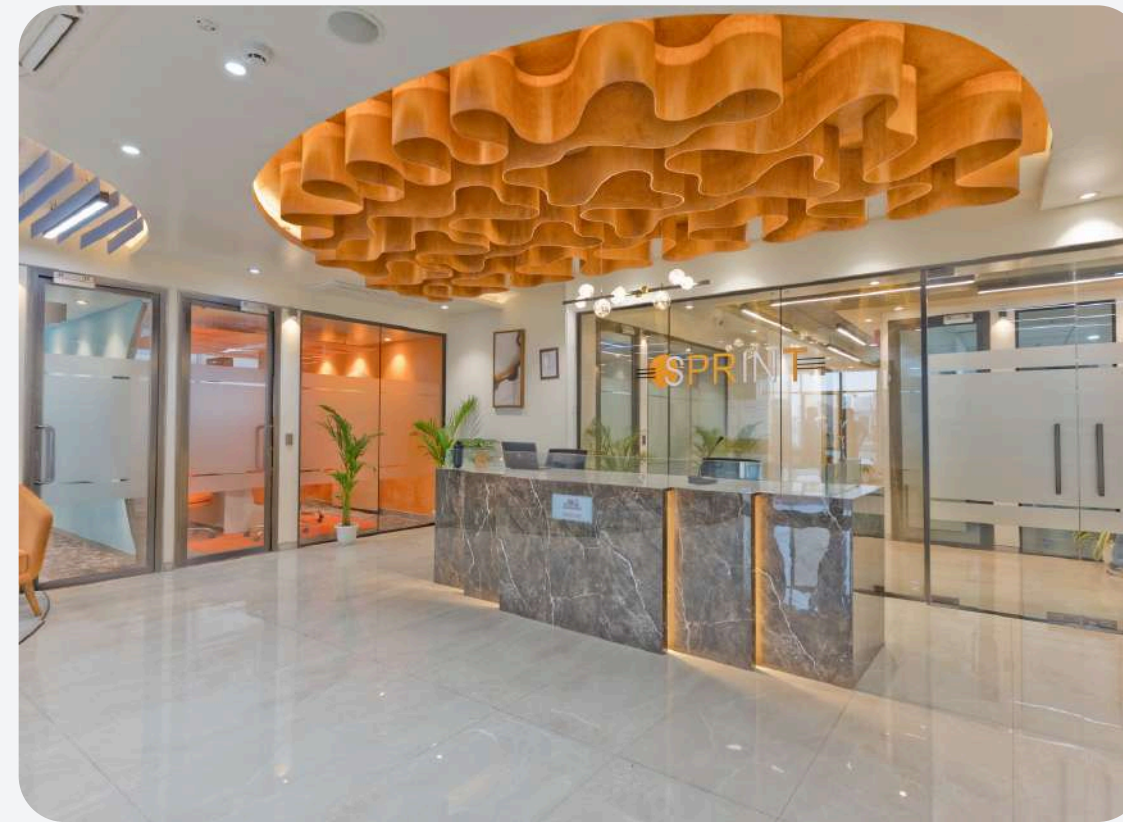
Diverse but specialized verticals offer a cohesive workspace solution.....

Our value proposition: Built on three diverse, yet unified businesses to capture value across the workspace lifecycle



Leasing

- Customized, scalable furnished office solutions with premium amenities — Enterprise, Managed & Customized Offices
- Catering to startups, enterprises and co-working communities
- Recurring cash flows underpinned by owned assets, reducing cost of space
- Owned asset base enables financial leverage and capital-raising flexibility



Design & Build

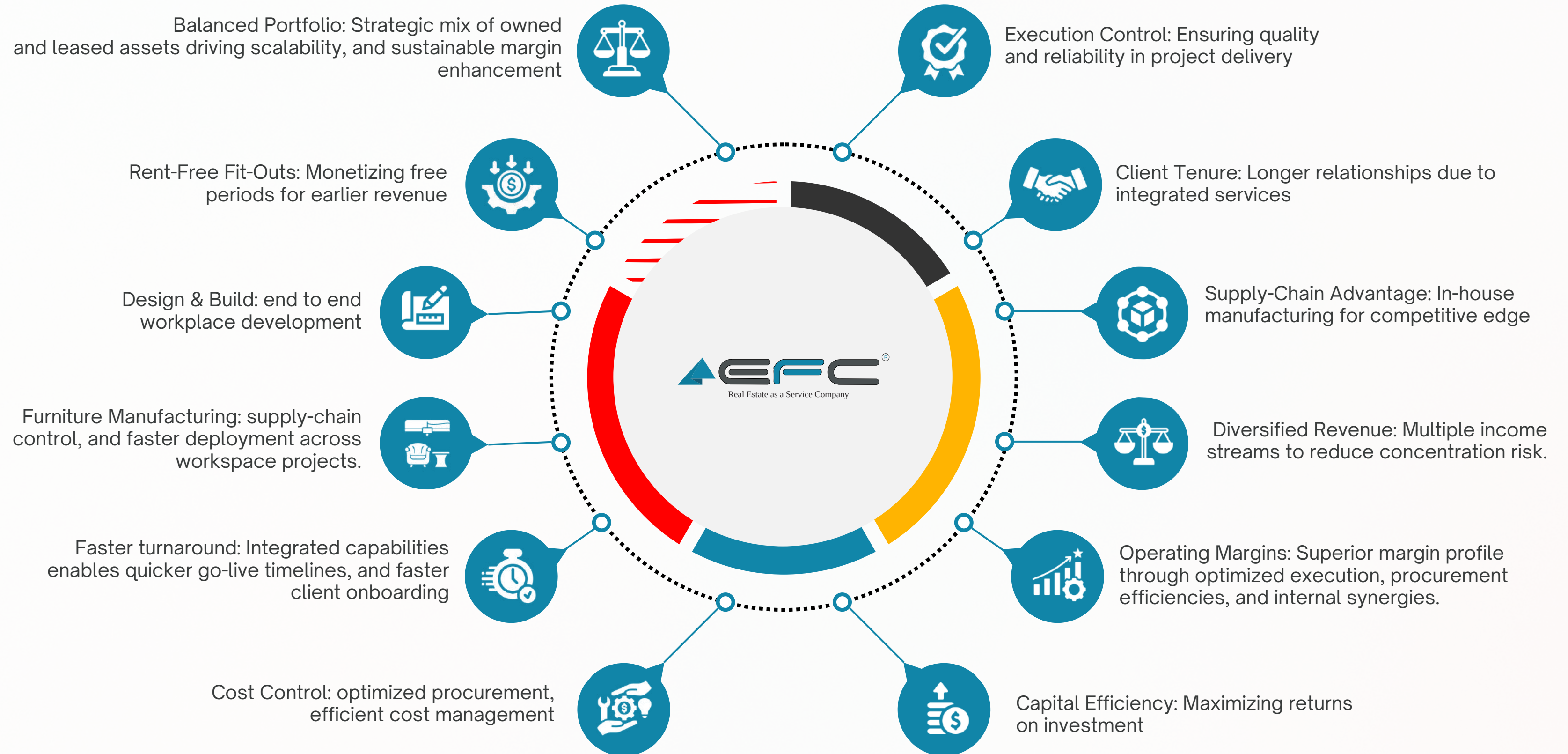
- End-to-end fit-out and MEP services executed predominantly in-house, keeping costs limited to manpower and technical expertise
- Superior margins driven by bulk procurement, strong vendor relationships, and negotiated pricing — with extended AMC/warranty benefits
- Proven capability to execute single contracts valued up to ₹200 Crores, with technology-enabled delivery timelines



Furniture

- Design and manufacture of workstations, executive desks, lounge seating, storage for commercial and residential spaces
- Pune manufacturing facility spans 1.25 lakh sq. ft., enabling full control over quality, cost and delivery
- Make in India capabilities positioned to capture world's fastest-growing consumer economy

Platform Synergies Driving Superior Economics

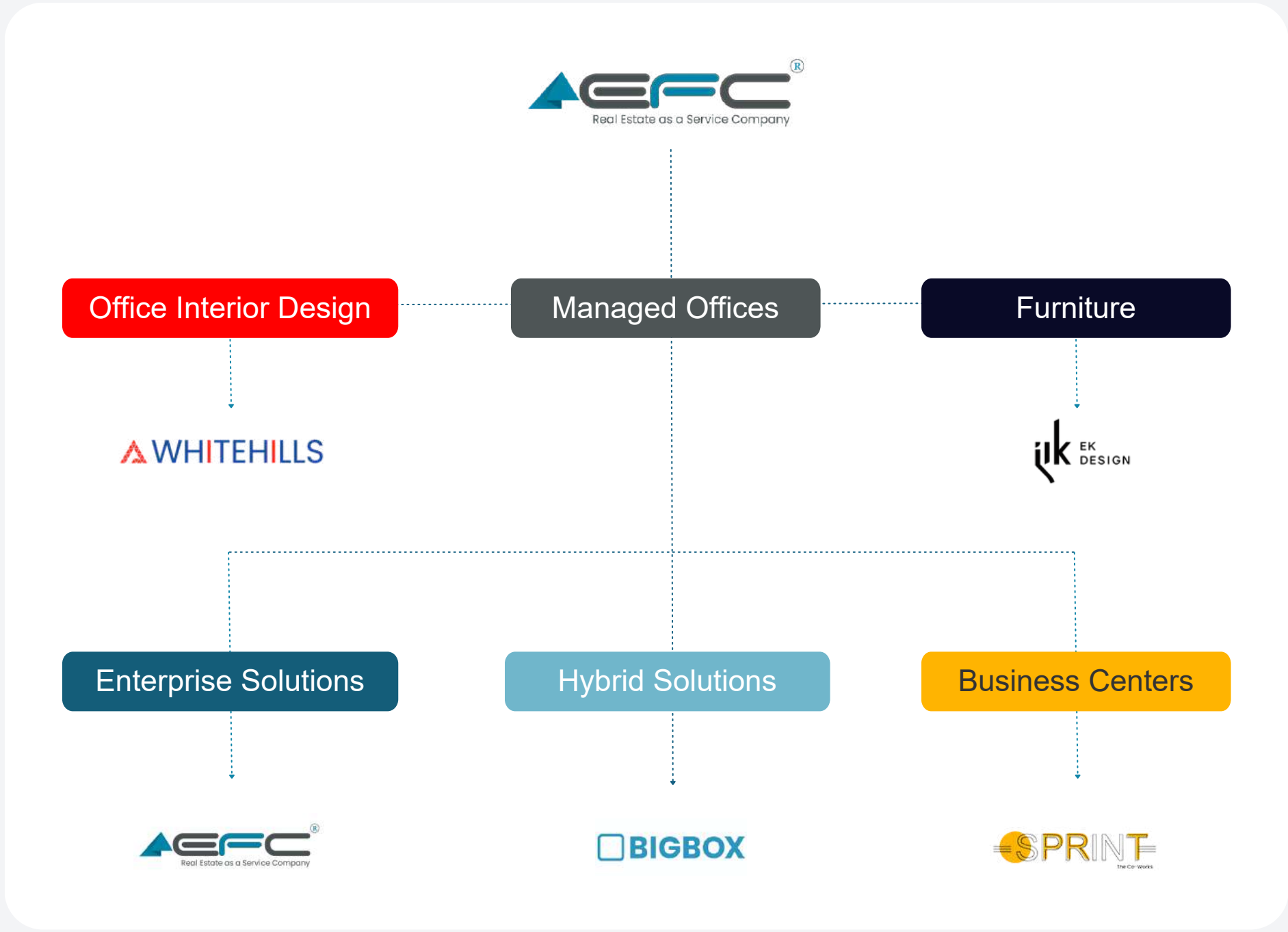


EFC operates a fully integrated real-estate-as-a-service platform that enables enterprises to outsource their complete workplace infrastructure from leasing to fit-outs to furniture

One Platform - Multiple Engines - Unified Value Creation



Our Brand Ecosystem



Building Value Through Iconic Brands



Specializes in innovative, scalable office solutions for entrepreneurs, small to medium-sized enterprises (SMEs), and enterprise clients



Excel in creating premium managed workspaces tailored for enterprises and startups



Provides affordable, fully-managed workspaces for teams of all sizes



Crafting Premium Commercial Interiors and transform commercial office spaces into highly functional, modern work environments



Designs & Manufactures furniture products across India and overseas

From Concept to Completion: Our Brands Deliver

A Leadership Team With Extensive Domain Knowledge.....



Umesh Sahay

Chairman and MD

- First-generation entrepreneur
- Brings about 20+ years of experience
- Expertise spans Real Estate , Data Centre Infrastructure, IT& ITeS sectors in India
- Has been awarded by various prestigious organizations over the years



Abhishek Narbaria

Director

- Holds a Master's degree in Computer Science
- Technocrat entrepreneur with proven leadership
- 20+ years of experience in building and shaping organizations



Nikhil Bhuta

Whole Time Director

- Qualified Chartered Accountant with 25+ years of entrepreneurial experience
- Held key leadership roles as Chief Financial Officer (CFO), Country Head, Chief Executive Officer (CEO) across multiple businesses
- Extensive exposure to diverse industries
- Successfully raised capital on major stock exchanges: Indian (BSE), Canadian (TSX) & London (AIM)



Uday Vora

Chief Financial Officer

- Over 15+ years in finance, specializing in financial strategy and operational efficiency
- Masters in Finance from Symbiosis International University, Pune
- Plays a pivotal role in optimising resource allocation, managing cash flow, and profitability.

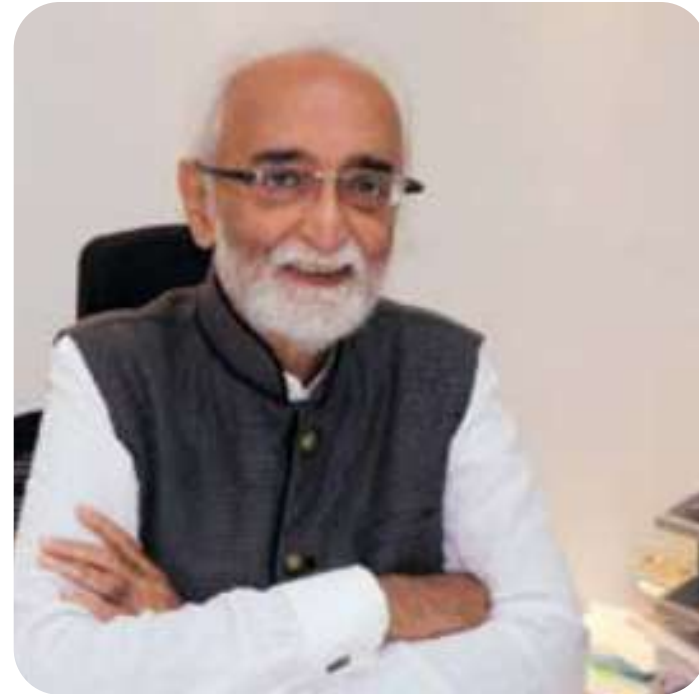


Aman Gupta

Company Secretary

- Seasoned Company Secretary with 10+ years of experience
- Advanced qualifications in Commerce (M.Com) and Law (LL.B)
- Expertise spans a diverse range of industries, including NBFCs, real estate, IT-ITES, manufacturing, and FMCG.
- Previously held roles as Director in multiple NBFCs and Compliance Officer for leading companies

.....and Strengthened By Independent Directors For Balanced Governance And Future Readiness



Rajesh Vaishnav

Independent Director

- 27+ years of entrepreneurial business experience
- Recognized as a pioneer of the greeting card industry in India
- He possesses extensive expertise in Indian company laws and has been actively involved in multiple mergers and amalgamations



Gayathri Iyer

Independent Director

- Author, Chartered Accountant, Mentor, Business Coach, and Certified IFRS (ACCA)
- 25+ years as Consulting Entrepreneur serving multiple clients
- Led audits for Tata Tele Services, Tata Realty and Infrastructure Limited, Mount Everest Mineral Water Limited, World Trade Centre, and Future Group retail

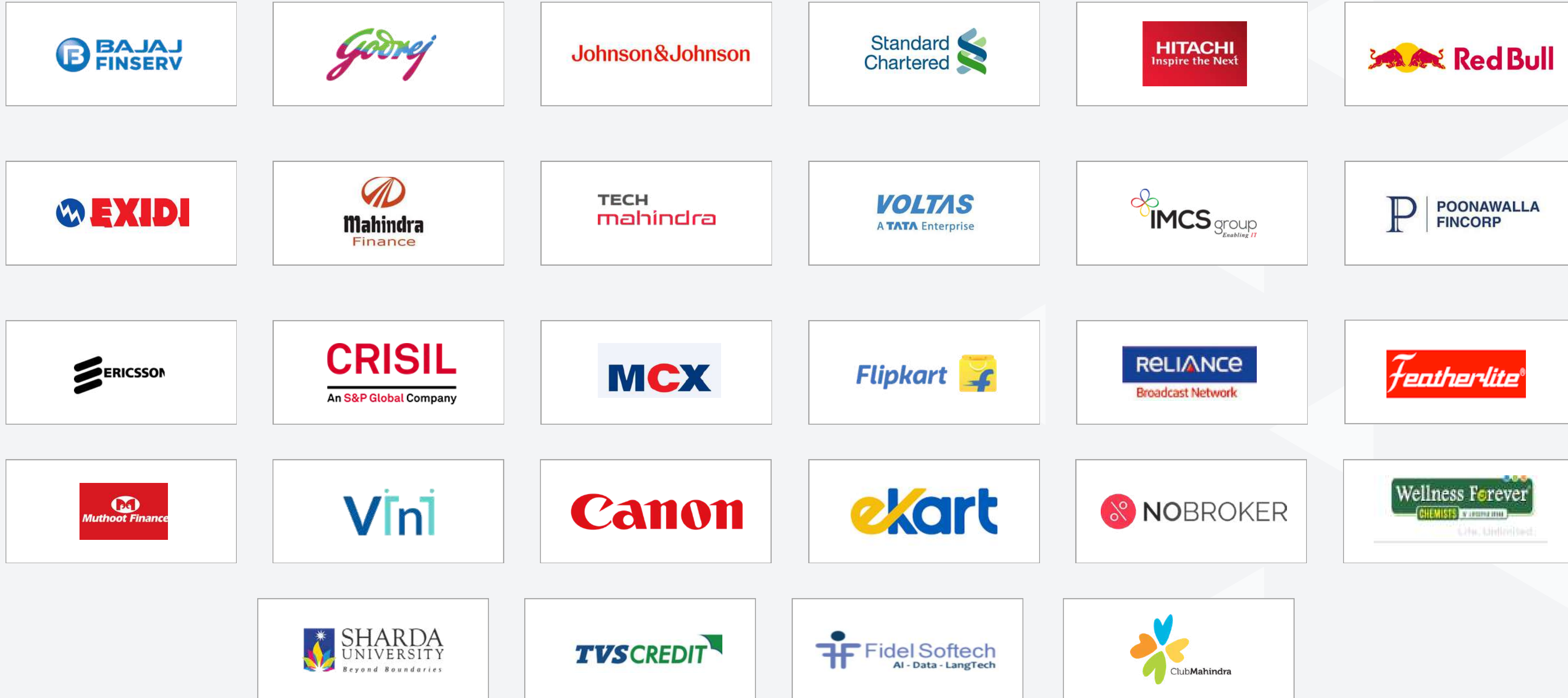


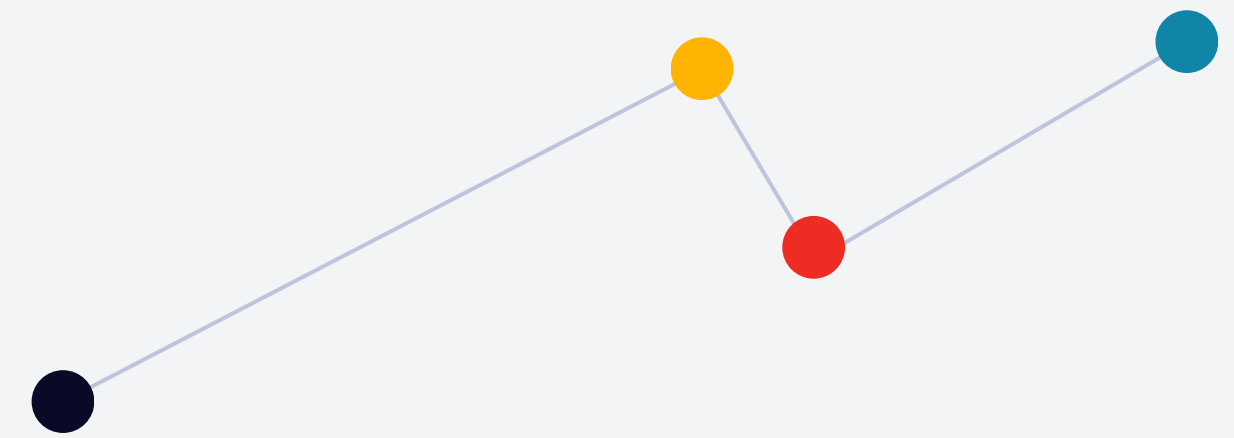
Mangina Srinivas Rao

Independent Director

- Associated with leading organizations: ITC Ltd, IRRI, ICRISAT, TiE, BMGF
- Holds a Bachelors in Commerce (Hons) from Delhi University & Master's in Business Management from the Asian Institute of Management, Philippines
- His Contributions recognized and appreciated by: USAID, International Rice Research Institute (IRRI)
- Bill & Melinda Gates Foundation (BMGF), U.S. Department of Agriculture

Deep Enterprise Relationships Driving Revenue Visibility





Leasing Vertical

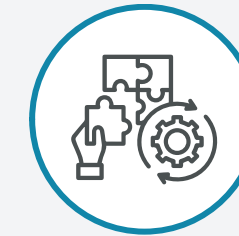
Leasing: The Foundation Of Our REaaS Model



Enterprise Offices



Managed Offices



Customized Offices

Customized, scalable, furnished office solutions with comprehensive management and premium amenities—ideal for enterprises seeking long-term efficiency, privacy, and control

What we offer



State-of-the-Art Office Spaces

Expertly crafted to inspire collaboration



Customisable Offices

Tailored to precision. Our solutions align with your distinct needs and refined tastes



Ideal for All Business Sizes

Perfect for firms for all size



Transparent Billing

Unified billing system with absolute clarity no hidden charges





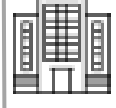






Prime Location

Tactically placed for maximum convenience and accessibility

Leasing Platform: Sticky Enterprise Demand at Scale



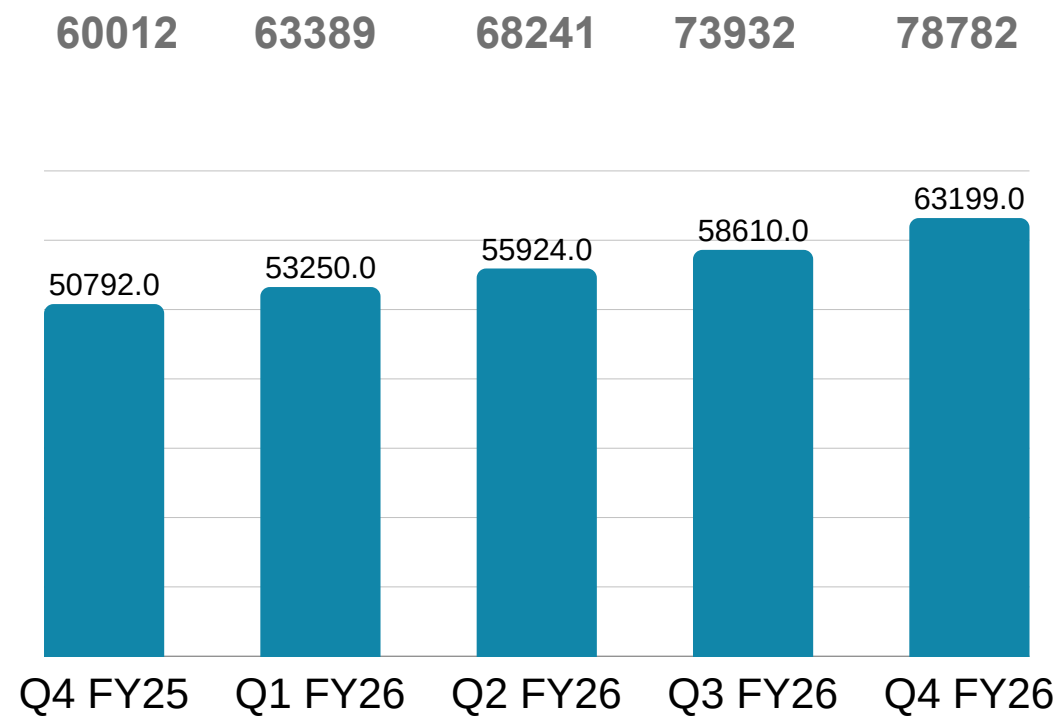
 <p>25 Cities</p>	 <p>41% Whole Buildings Operations of our AUM comes from full buildings</p>	 <p>18-20 Months Payback Period</p>	
 <p>INR 50K Fit out Cost per Seat</p>	 <p>18:99 Owned : Leased Centers</p>	 <p>51 Months Average Enterprise Client Tenure</p>	
 <p>24% Top 10 Client Revenue Contribution</p>	 <p>2.5x Revenue to Rent</p>	 <p>61% Enterprise Centric Revenue</p>	

Revenue visibility - Seat Expansion Across Multiple Sectors

OPERATIONAL SCALE UP

Expanding Capacity driving revenue growth

Total & Billed Seats



Inventory: 6,664 seats

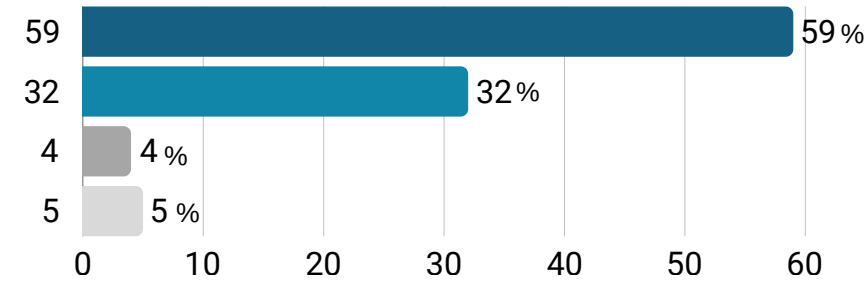
Capacity under development: 8,919 seats

+26 seat expansion supporting +40% revenue growth

REVENUE STABILITY

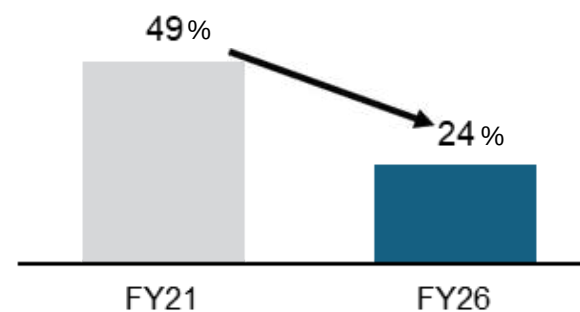
Long-tenure relationships reducing concentration risk

Multi Sector Portfolio % Rental Revenue



Reducing Portfolio Concentration Risk

% Rental revenue Contribution of Top 10 Clients

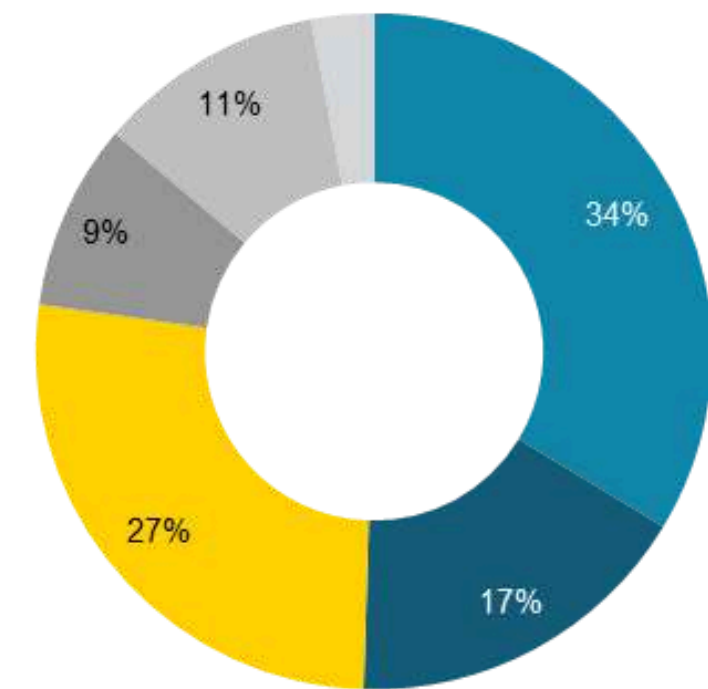


Decreasing dependence on top clients strengthens revenue visibility

DIVERSIFIED PORTFOLIO

Across sectors for resilient demand

Multi Sector Portfolio



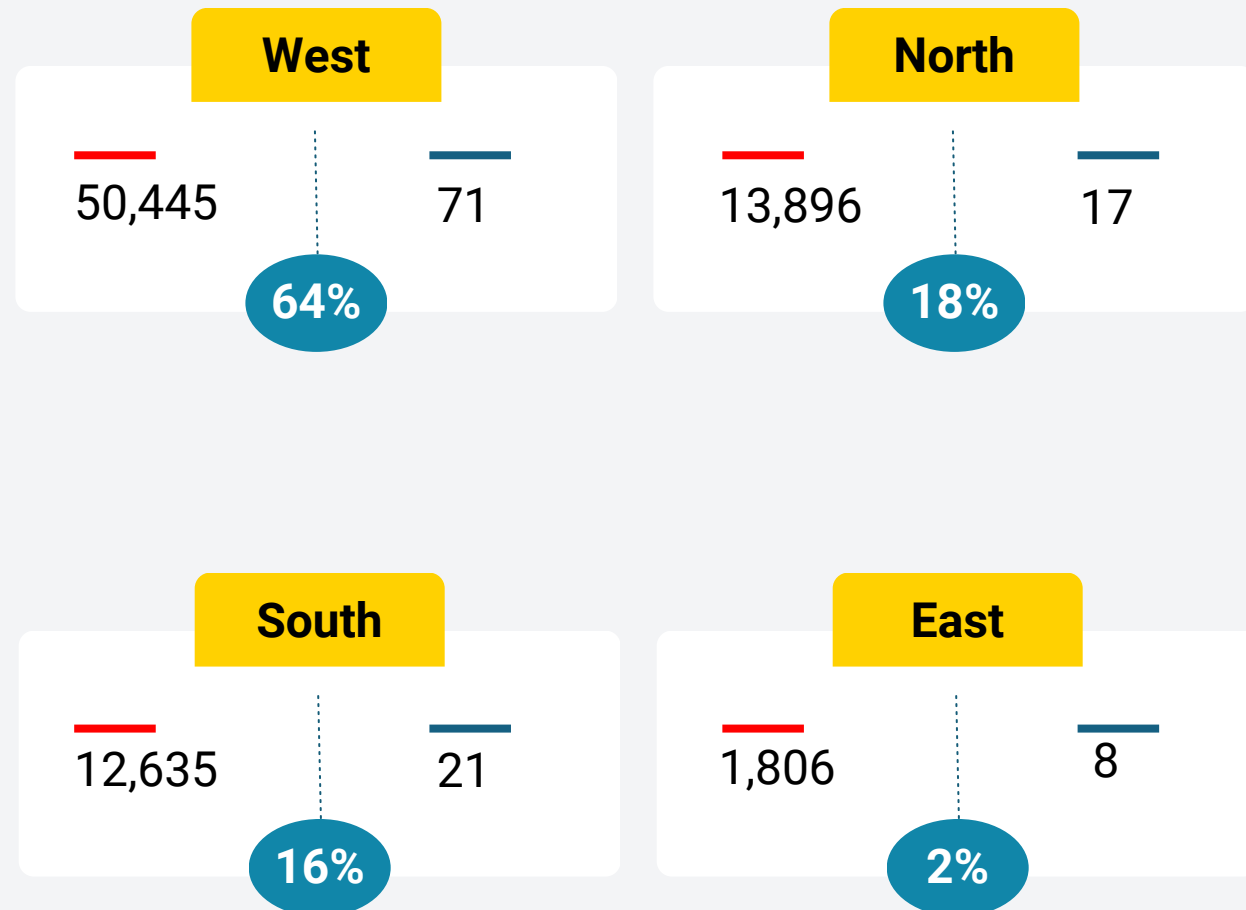
- Information Technology, Technology & Software Development
- Others include Energy, Agri. tech, Edu tech, FMCG, Health care sector
- Business Consulting & Professional Services
- Banking, Financial Services & Insurance
- Engineering & Manufacturing
- AI, VFX & gaming

Scalable workspace platform with strong revenue visibility, long-tenure clients and diversified sector mix

Our Workspace Solutions – Regionally Diversified Business

Driving Growth Through Nationwide Reach and Sector Diversity

Zone – Wise Breakup



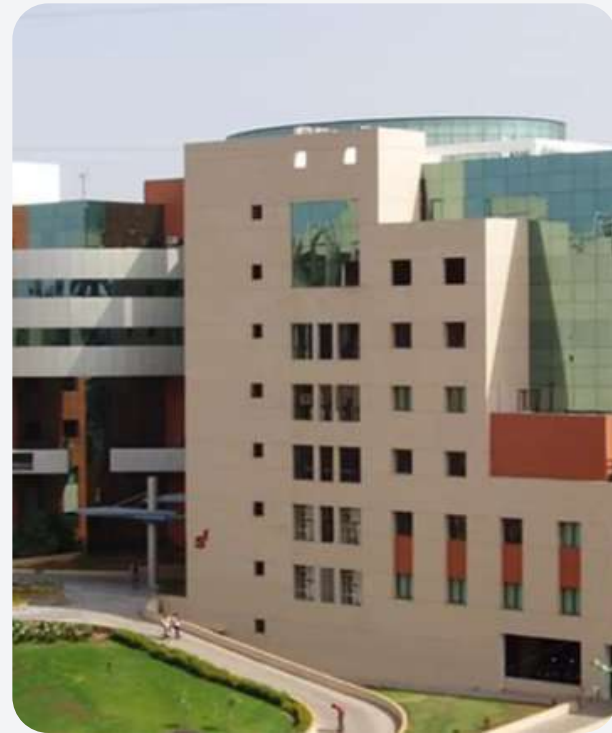
India map and locations by cities — Centres ● Capacity — Seats

Sustainable Strategic Ownership & Asset Management Model



Sprint, Wakdevadi

49,570 Sq feet



Marisoft IT Park

81,300 Sq feet



Sprint Towers

1,22,090 Sq feet



Konark Alpha

26,500 Sq feet

**Total Area
2,79,460 Sq feet**

Ownership Model

(builds robust asset base and operational control)

Enable participation in long-term real-estate upside

Deploys balance sheet capital; improves EBITDA through asset ownership

Financial leverage optimised through owned asset financing

Greater control over asset; eliminates third-party landlord dependency

Asset Management Model

(scalable, capital-light fee income)

New stream of stable, recurring AUM-based management fees

Enhances credibility with institutional and retail capital for fund structures

De-risks leasing model through structured ownership

Managed Workspaces Scale Globally.....

Managed office spaces (MOS) is becoming the preferred blueprint for creating secure, brand-aligned, and future-ready centres

Global Market Size

Coworking Spaces Market (2026 - 2030)

USD 30.2 Bn by 2026

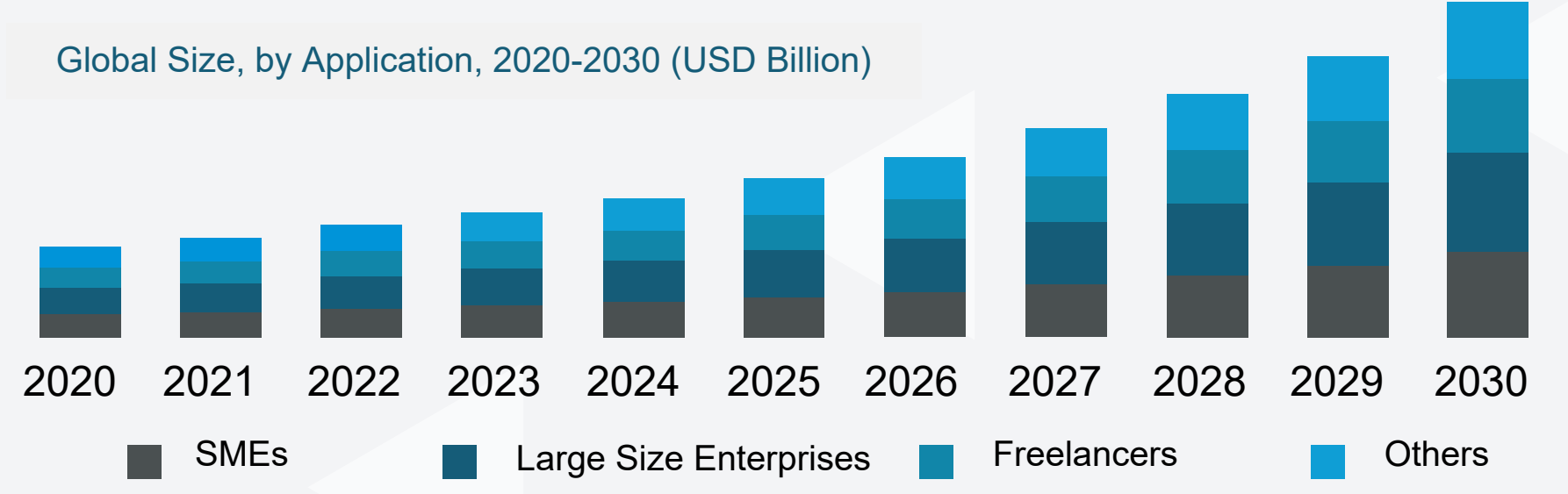
Estimated

USD 53.5 Bn by 2030

Projected

15.4% CAGR Annually (2026-2030)

Asia Pacific
Fastest growing
market



Industry Drivers

Normalization of Hybrid Work Model

Organizations are shifting to hub-and-spoke and flexible office models, using coworking spaces for collaboration and managed offices for adaptable, enterprise-grade hybrid work

Financial re-engineering of corporatereal estate

Managed offices are gaining traction as they shift real estate CapEx-heavy investments to OpEx models that enhance balance-sheet flexibility, reduce long-term liabilities, and enable faster, scalable expansion for enterprises and multinationals

Global Capability Centers, a major catalyst for managed offices

The rise of GCCs, particularly in Asia-Pacific, is driving demand for managed offices as multinationals use them to enter markets faster, reduce setup risk, and become operational within weeks through bundled, ready-to-use infrastructure.

Workspace-as-a-Service: Plug-and-Play Office Demand

Demand for managed offices is rising as this service-led model reduces operational complexity for occupiers and raises switching costs, strengthening customer stickiness and long-term demand for managed office solutions

Leasing: The Foundation Of Our REaaS Model

India Co-working Office Spaces Market Size

Coworking Spaces Market (2026 - 2031)

USD 4.53 billion in 2026

Estimated

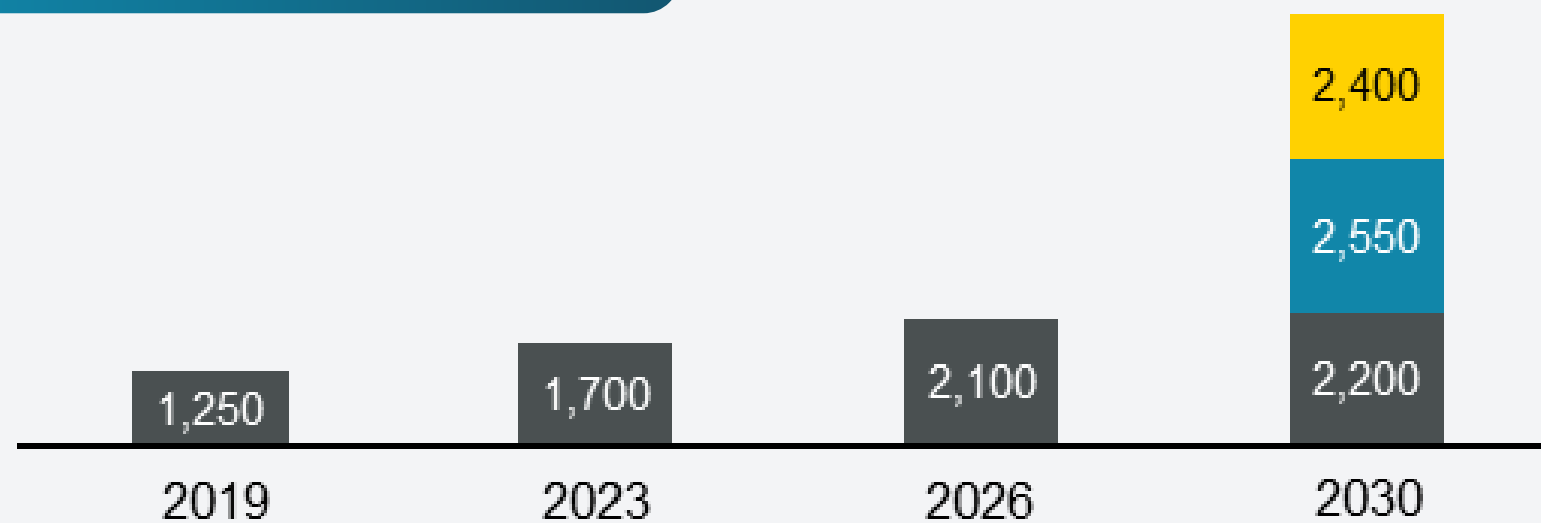
USD 8.7 billion by 2030

Projected

13.9% CAGR Annually (2026-2030)

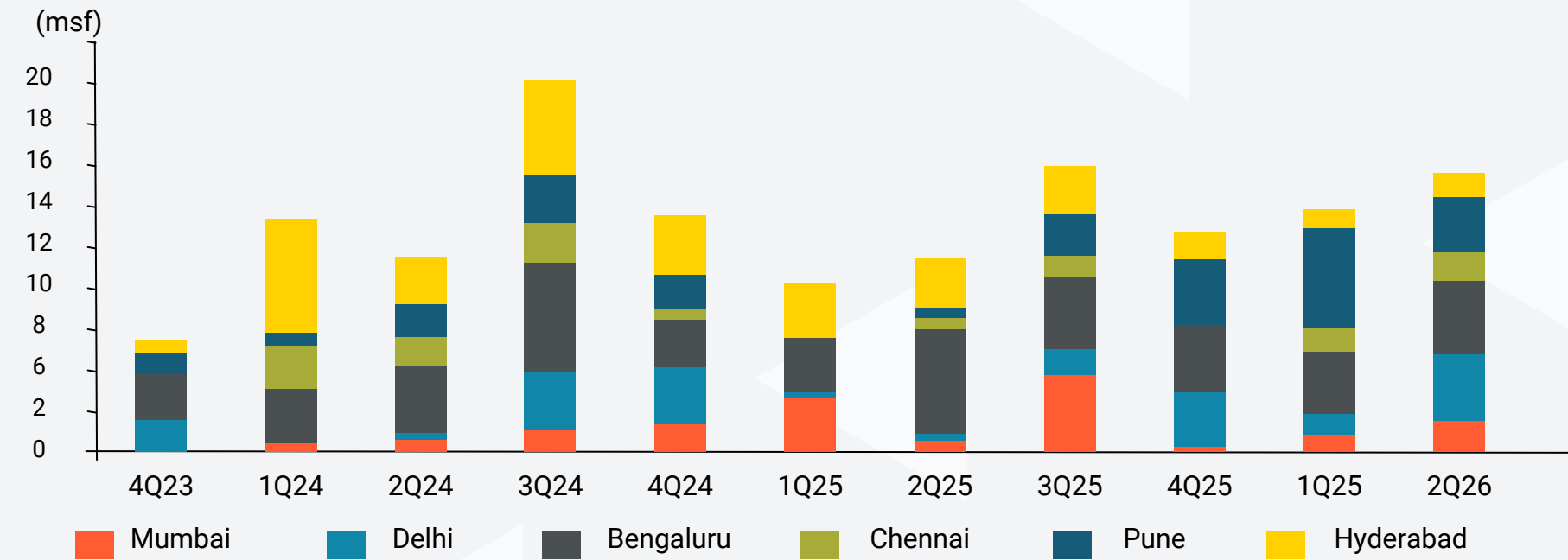
Managed offices emerge as top choice for GCC expansion in India

Total number of GCCs in India



Actual Likely outcome Lower estimate Higher estimate

Supply concentrated in six cities



By 2030, India is projected to host ~2,400 Global Capability Centers, with potential to surpass 2,500 as it evolves into a global technology and services hub

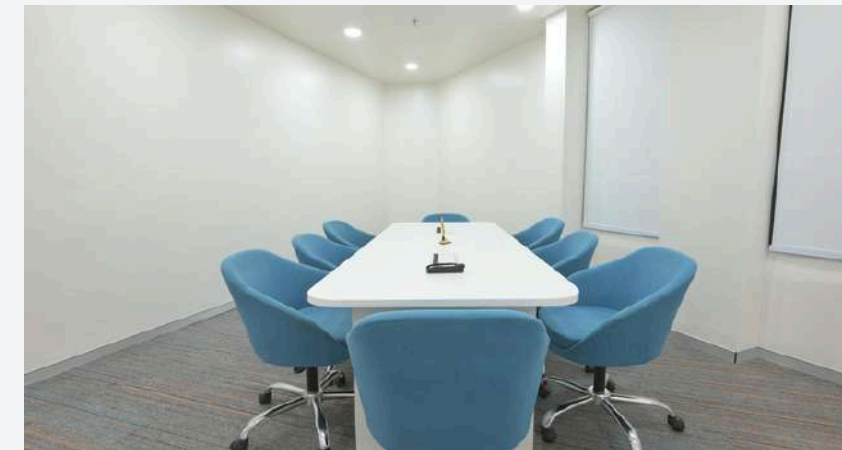
Our Service Offerings



Spacious Seat Space



Cafeteria



Various sizes conference rooms



Dedicated Spaces



Our Service Offerings



Discussion Space



Collaboration Space



Discussion Space



Reception Support



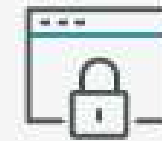
Reception Support



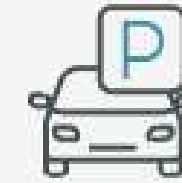
Gaming Zone



Internet / WiFi



Security & Management



Car Parking Services



Conference Rooms



Phone Booth



F&B Services



Client Services



ESG Compliance



Collaboration Area



Training Rooms



Smart Offices



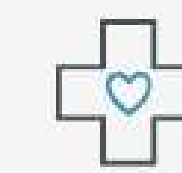
Daycare Centre



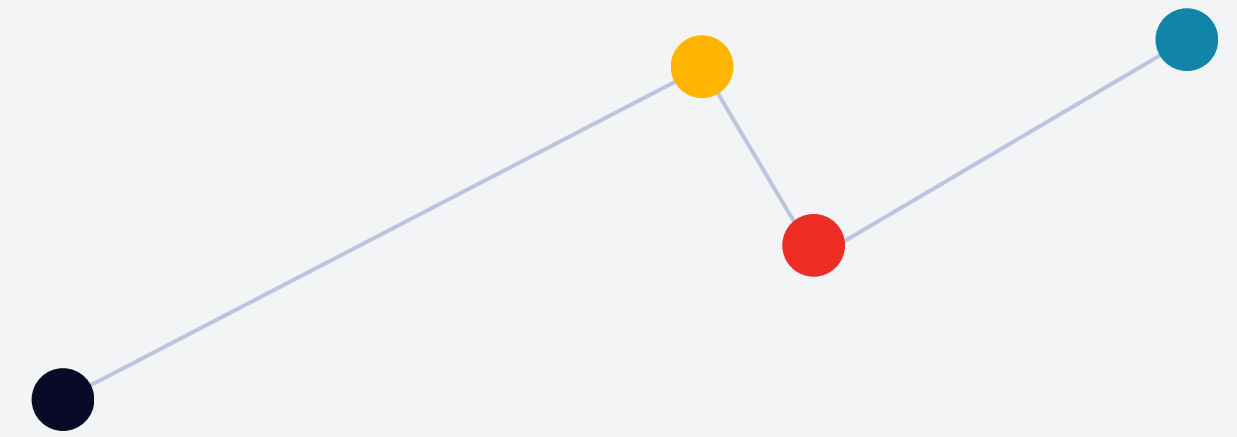
Natural Light & Clean Air



Meeting Rooms



Doctor's / First Aid room








Design & Build Vertical

Design & Build Enhances Cross-Selling Opportunities



WHITEHILLS

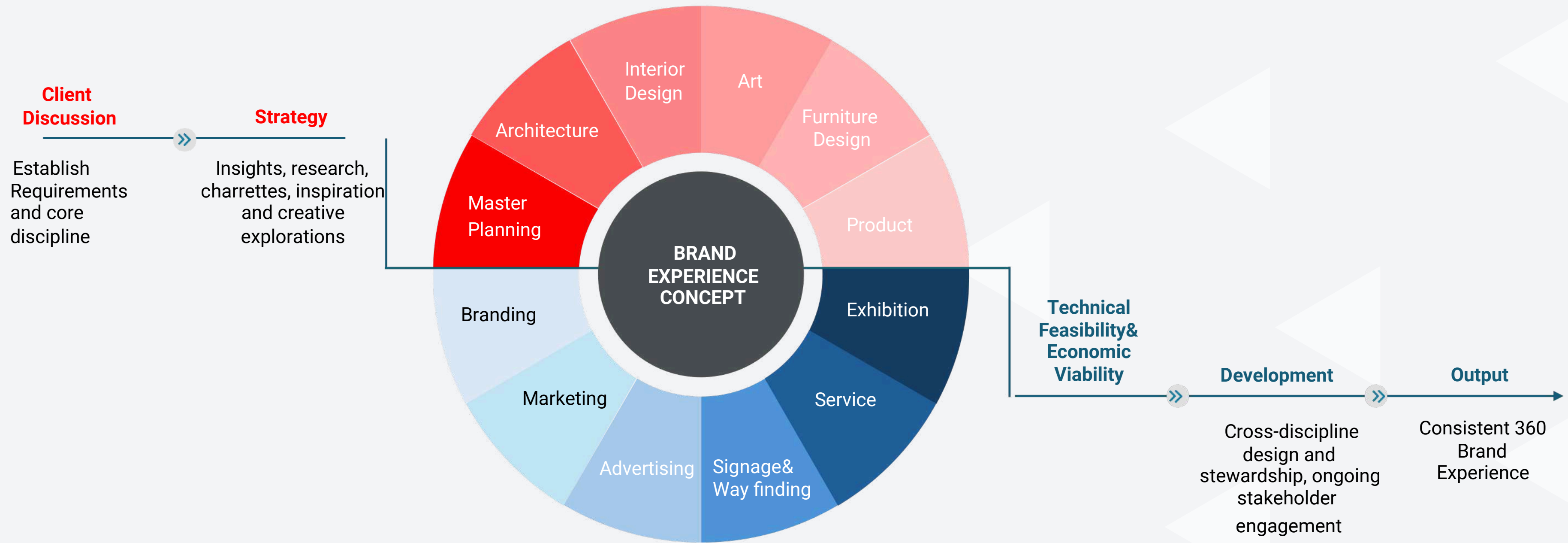
Offer end-to-end interior solutions—from concept to execution and creating office spaces that are both aesthetically striking and functionally optimized to suit client needs

 <p>80+ Designers & Engineers</p>	 <p>5.5 Mn Sq. feet Designed</p>	 <p>Real Estate, IT/ITES, Pharmaceutical, Energy Sectors, Digital Consumer Platforms</p>	
 <p>45+ Reputed Clients</p>	 <p>15+ Locations</p>		

Our Proven Methodology For Scalable, High-Quality Brand Delivery



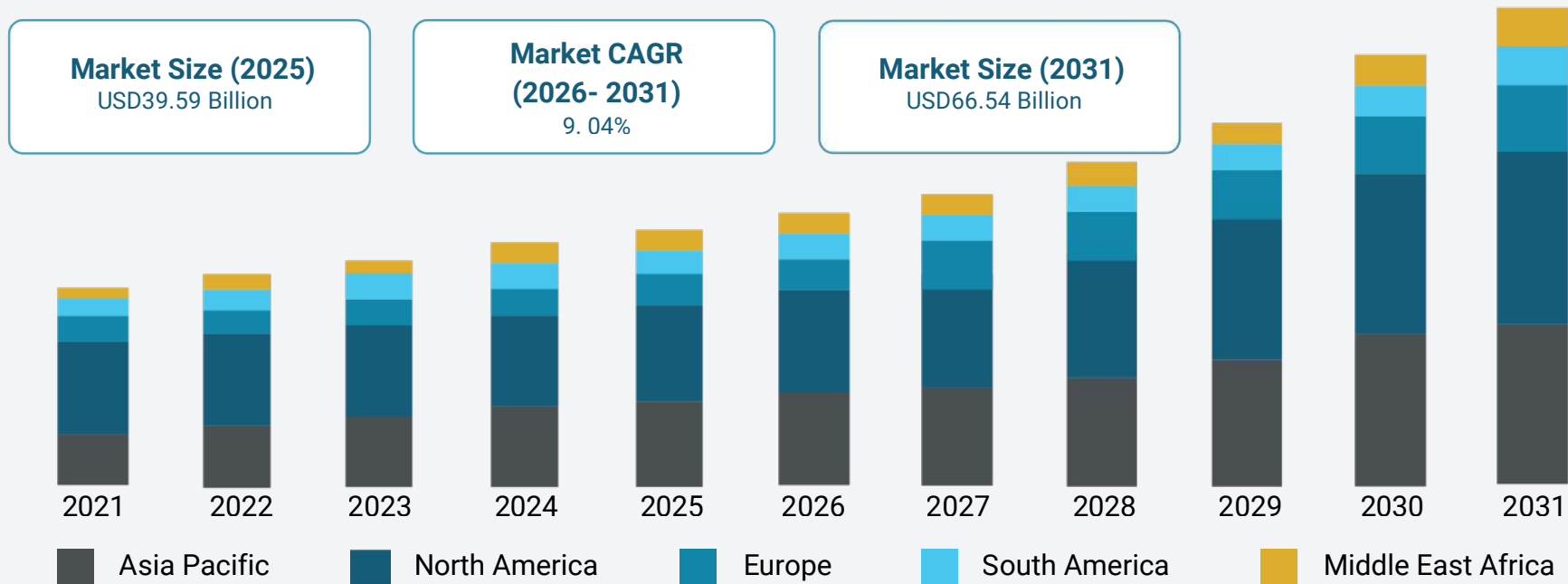
Offering a brand concept experience at the core remains vital for customer delight



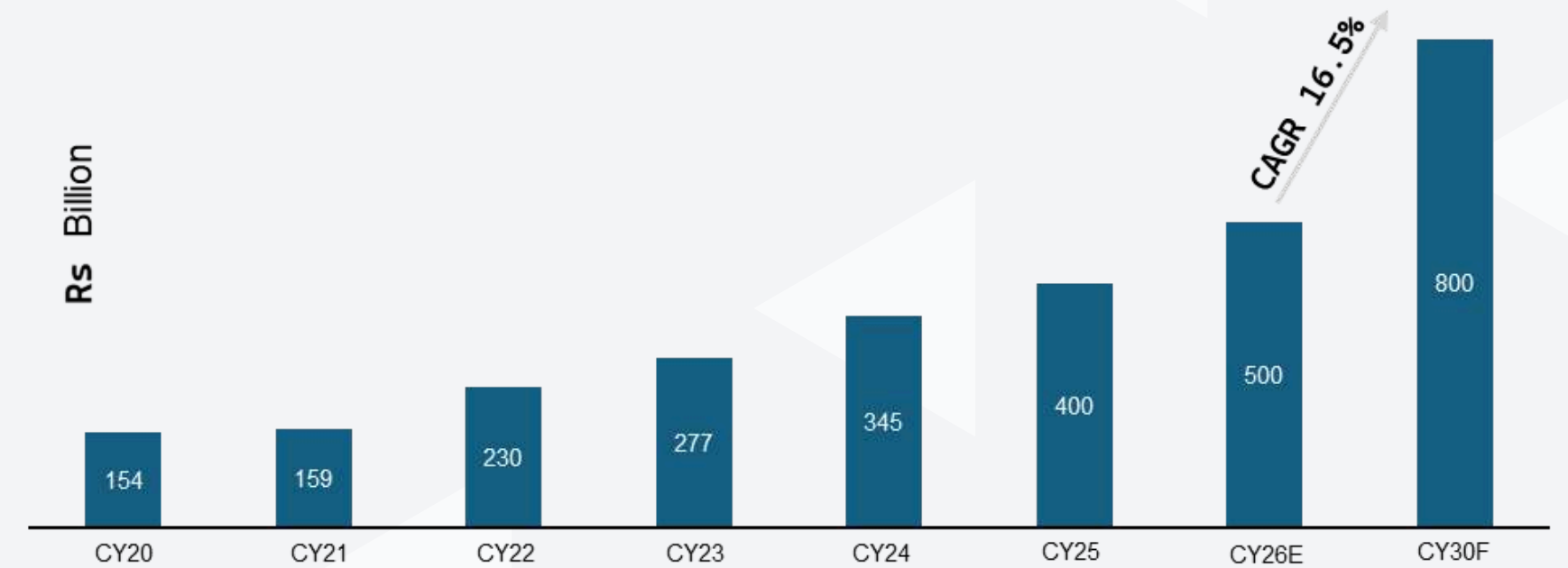
Global Trends, Local Momentum: India's Fit-Out Industry Enters Hyper-Growth

Global Commercial Interior Fit Out Market, 2021-2031F

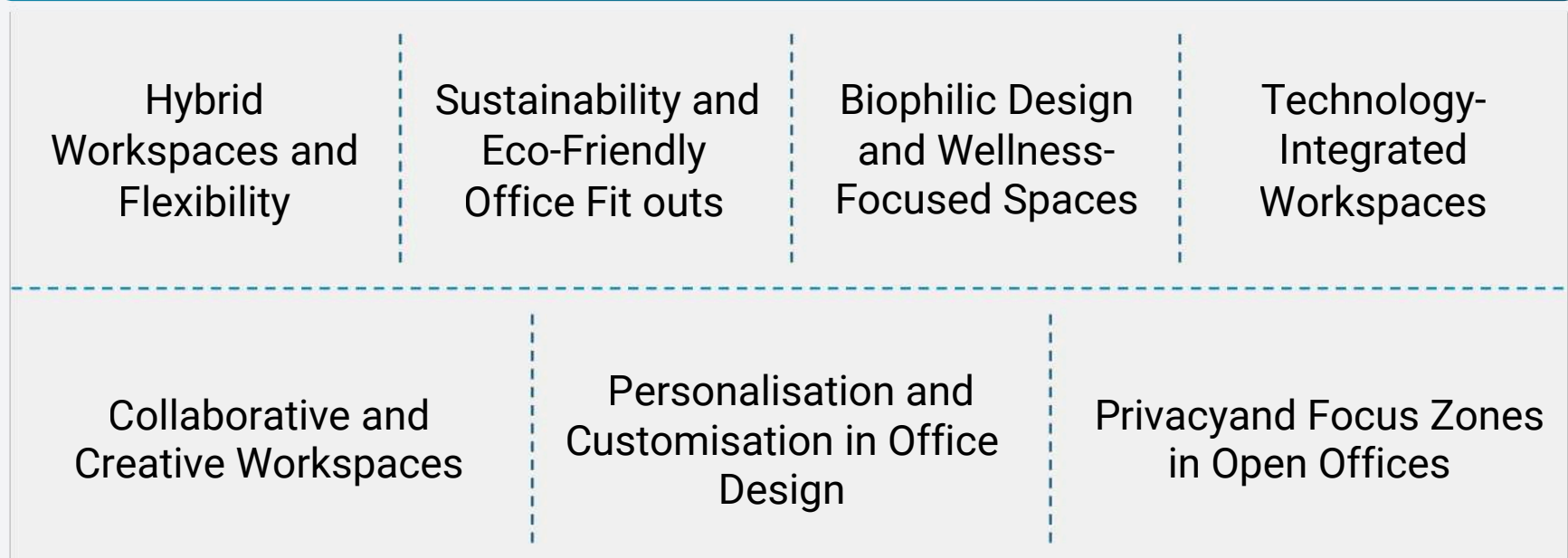
Largest Market: North America Fastest Growing Segment: Offices



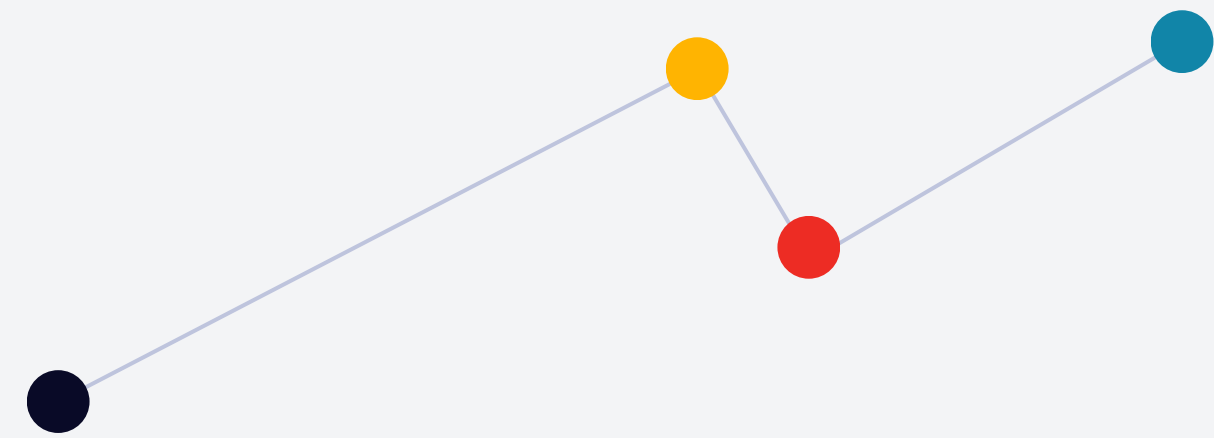
Indian Fit-out Market Size, CY20-CY30F



Emerging Trends in the Office Fit-Out Market



The fit-out industry is experiencing strong growth driven by expanding commercial real-estate, rising office leasing activity, and increasing demand for high-performance, sustainable, and tech-enabled workplaces



Furniture Vertical

Furniture Foray Delivers Margin-Accretive Backward Integration



Specialize in both custom and ready-made **high-quality furniture** for diverse sectors including office and commercial spaces
Emphasis on **thoughtful design, craftsmanship, and durability to exceed industry standards** in both quality and aesthetics

EK Design with World-Class Manufacturing Facility



Modular Furniture



Metal Fabrication



Wood working



CNC (Metal & Wood)



Soft Seating



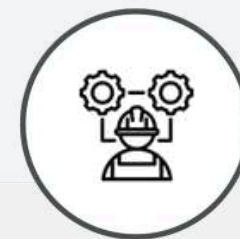
Office Chair Assembly

Core Strengths Fuelling Growth



Abundant Raw Materials

Steady and abundant supply of raw materials to support uninterrupted operations.



Access to Skilled Labour

Availability of a talent pool of highly skilled professionals



Growing Consumer Demand

Surging demand for furniture in office and commercial spaces

Manufacturing Excellence Driving Luxury Craftsmanship At Scale.



1500+
Number of
SKUs



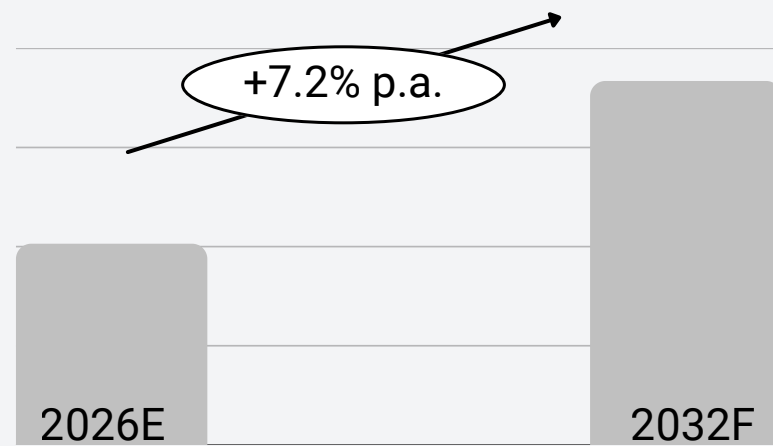
60k+
Number of Units
Delivered



**Real estate,
Coliving,
Hospitality,
IT, ITES,
Education**
Industries Served

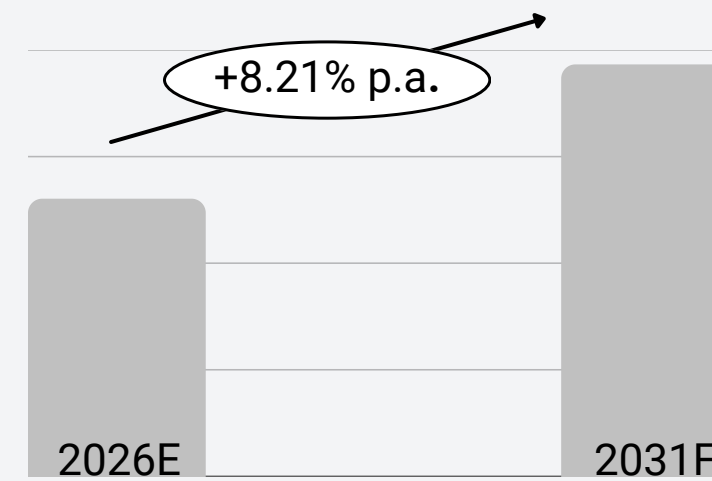
Office Furniture Demand: Structural Growth + EFC's Backward Integration Advantage

Global Office Furniture Market



Asia Pacific emerged as the largest office furniture market in 2026, valued at USD 30.5 billion, supported by rapid IT expansion, flexible office trends, and startup growth

India Office Furniture Market



India accounts for ~6.3% of global office furniture sales, underscoring its rising role in global supply chains.

EFC Positioning: Capturing Furniture Value Across the Workplace Lifecycle



EFC's in-house manufacturing

enables backward integration, supporting internal D&B execution and external client demand through a scaled platform of 1,500+ SKUs.



Market demand shifting

towards ergonomic, modular and scalable office furniture solutions supports EFC's internal D&B consumption and external B2B opportunity.



₹2,750–3,000 mn manufacturing capacity

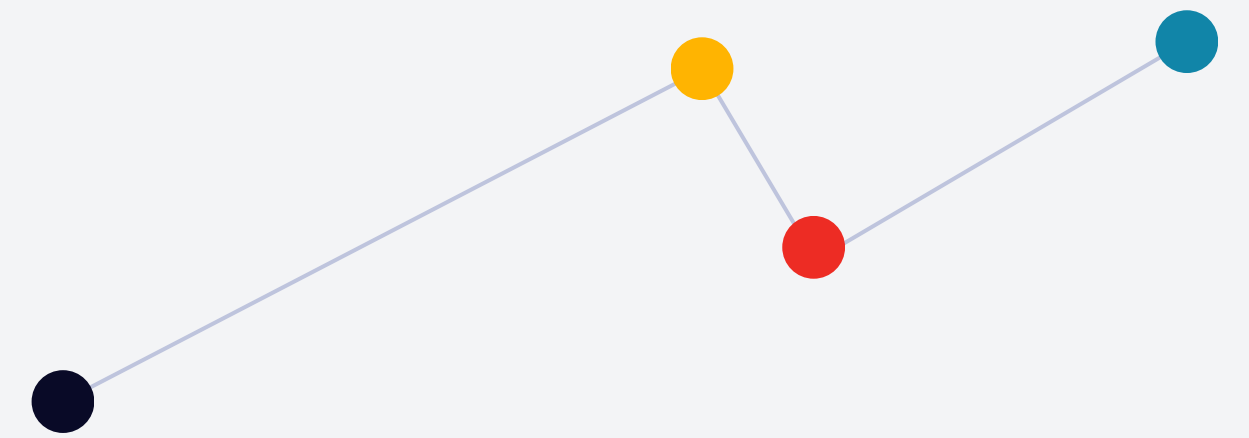
provides operating leverage, improving vendor control, execution speed and margin capture across the Leasing + D&B + Furniture ecosystem



Execution capability is already established

with 60K+ units delivered and a ₹400+ mn order book across real estate, co-living, hospitality, IT/ITES, education and allied sectors

Indian furniture market expected to grow at a faster CAGR by 2030E compared to other markets



ESG Roadmap

ESG Framework & Roadmap

EFC(I) Limited delivers functional, sustainable workspaces by embedding ESG principles into its core strategy, aligning financial growth with environmental stewardship and social responsibility

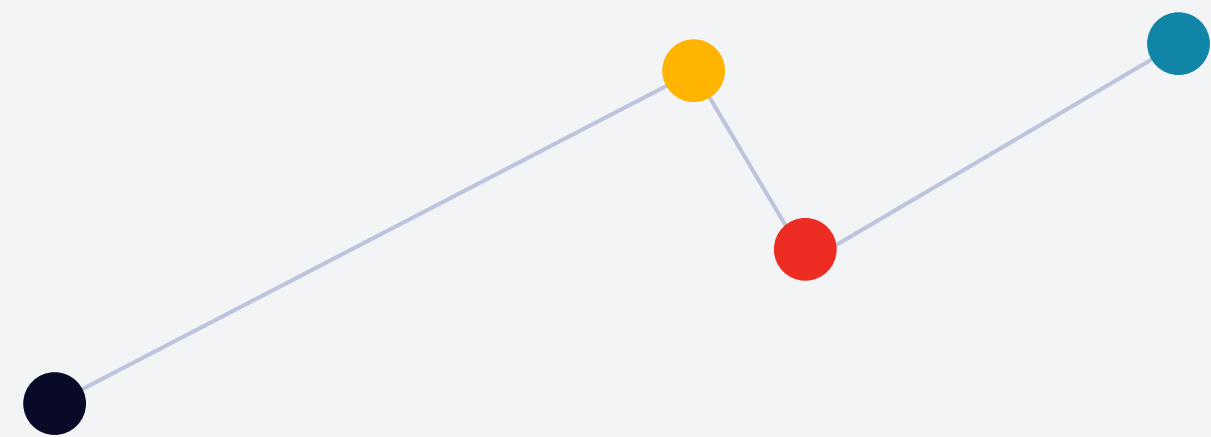
Current Progress/Achievements	
	Structured ESG integration initiated through BRSR-aligned reporting framework
	Successfully implemented IMS certifications for Ek design
	Sustainable workspace concepts integrated across operations
	Installed water-saving aerators across facilities
	Implemented solid waste segregation practices across centres
	Exploring renewable energy procurement models
	Conducted 70+ employee training and engagement programs
	Developed employee-centric workspace models
	CSR initiatives aligned with Sustainable Development Goals (SDGs) of United Nations
	Implemented 24 ESG-related policies across the organization

ESG TRANSFORMATION JOURNEY



Future Goals	
	Transition toward ESG assurance practices
	Expand IMS integration across all operational verticals
	Integrate green building standards across future developments
	Reduce overall water intensity across centres
	Increase landfill diversion rates
	Develop long-term renewable energy roadmap
	Build structured learning and development pathways
	Integrate universal accessibility standards
	Expand community engagement programs
	Strengthen ESG governance architecture



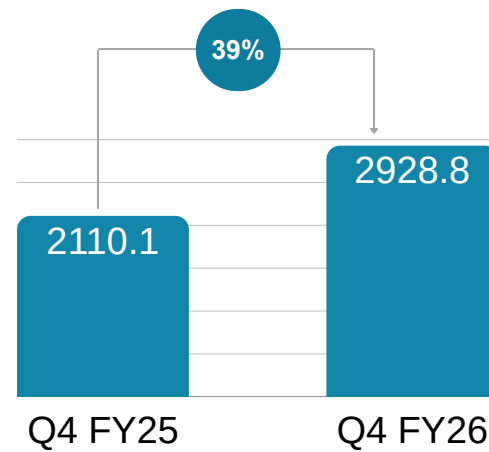


Financial Highlights

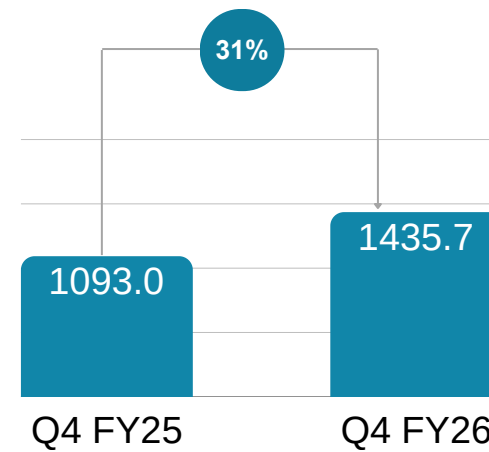
Q4 FY26: A Strong Trajectory Record FY26

Q4 FY26 – EBITDA growth of % and PAT growth of %

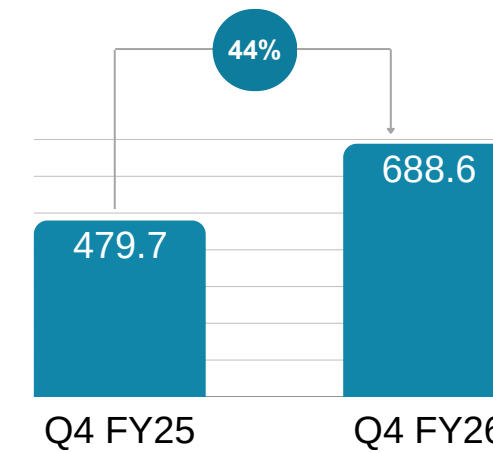
Revenue (Rs. in Mn)



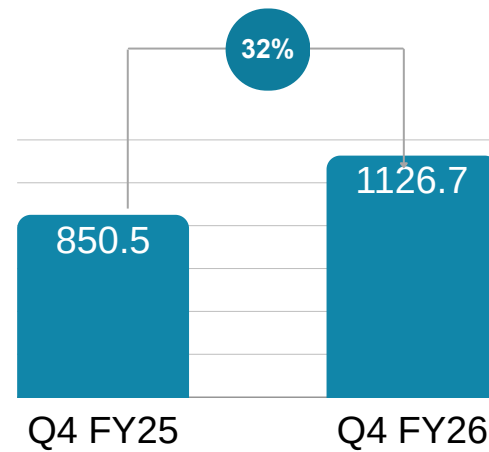
EBITDA (Rs. in Mn)



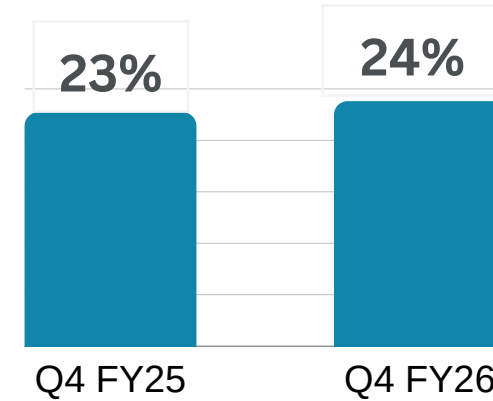
PAT (Rs. in Mn)



EBIT (Rs. in Mn)



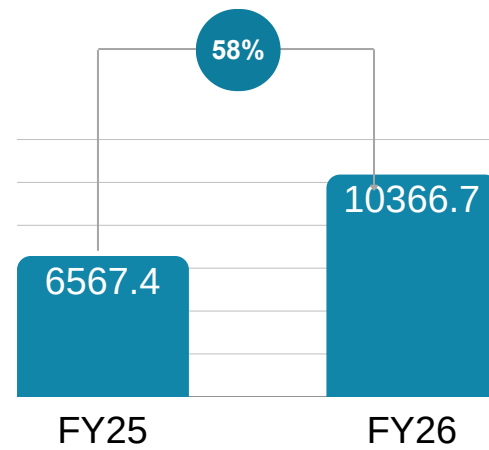
PAT Margin (%)



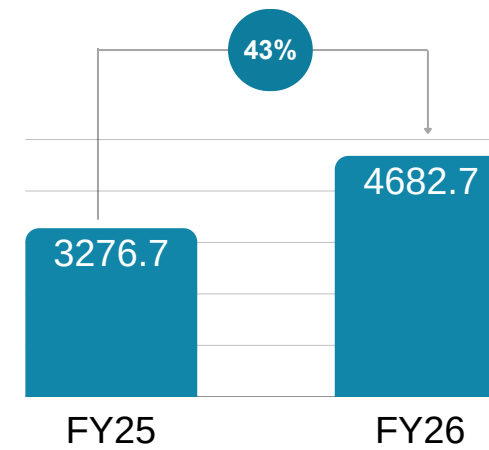
FY26: A Strong Trajectory Record FY26

FY26 – EBITDA growth of % and PAT growth of %

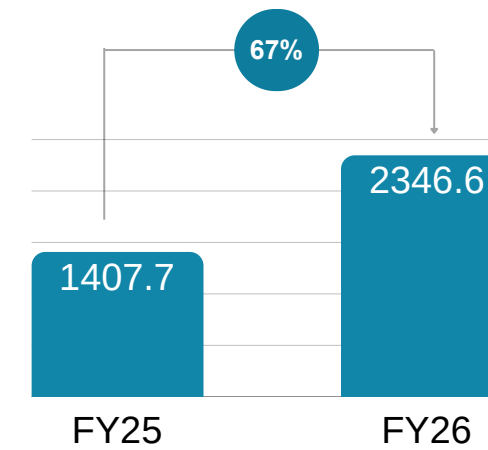
Revenue (Rs. in Mn)



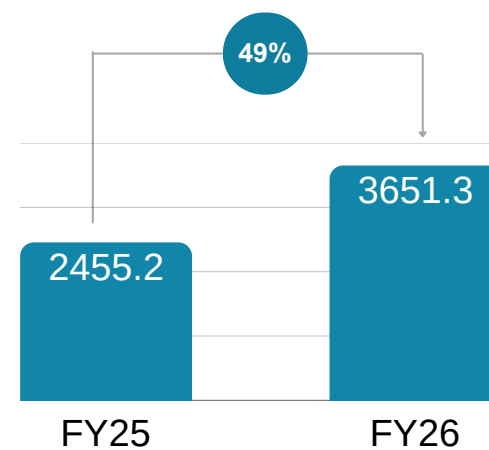
EBITDA (Rs. in Mn)



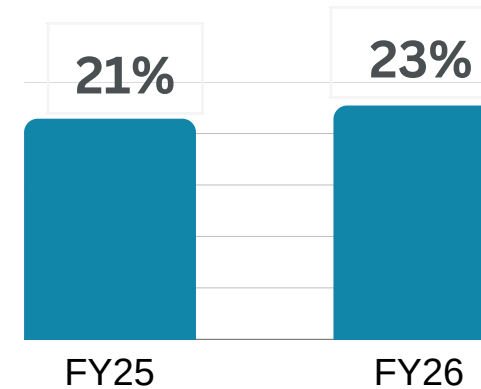
PAT (Rs. in Mn)



EBIT (Rs. in Mn)



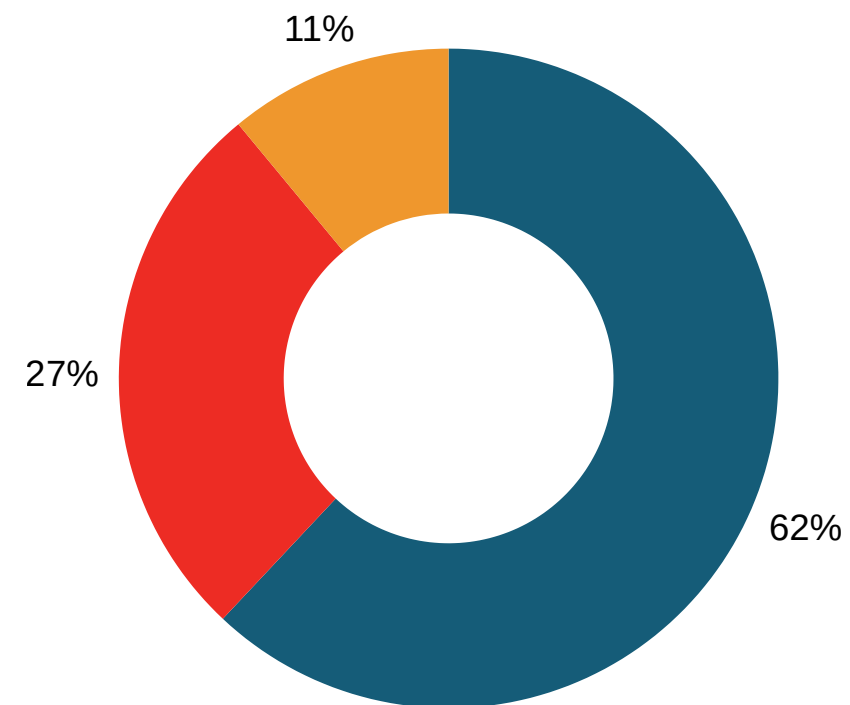
PAT Margin (%)



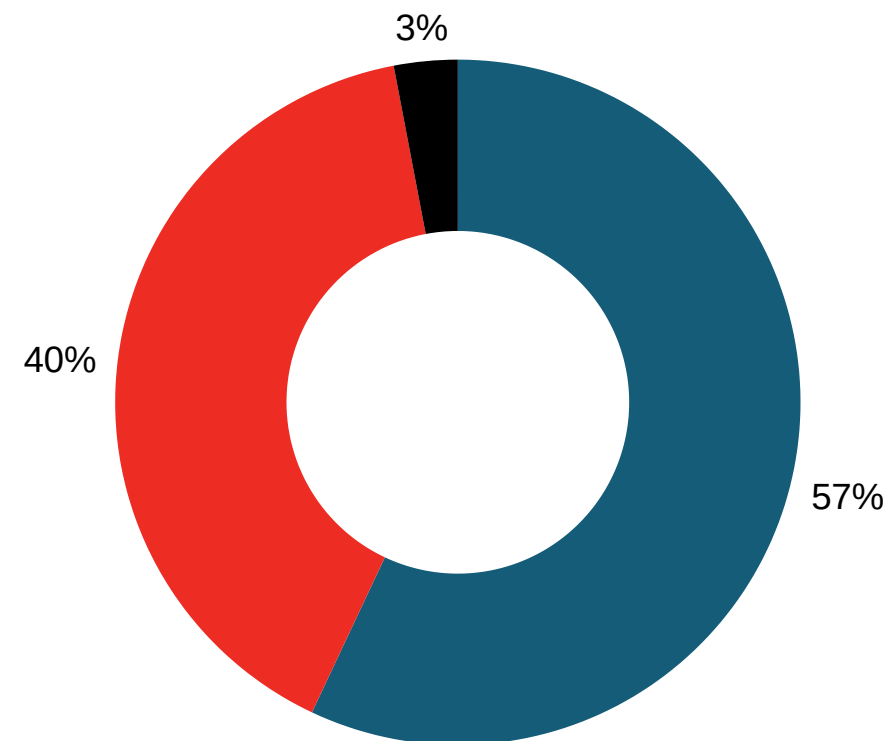
Evolving Revenue Mix Across Verticals: FY24 to FY26

Revenue by vertical

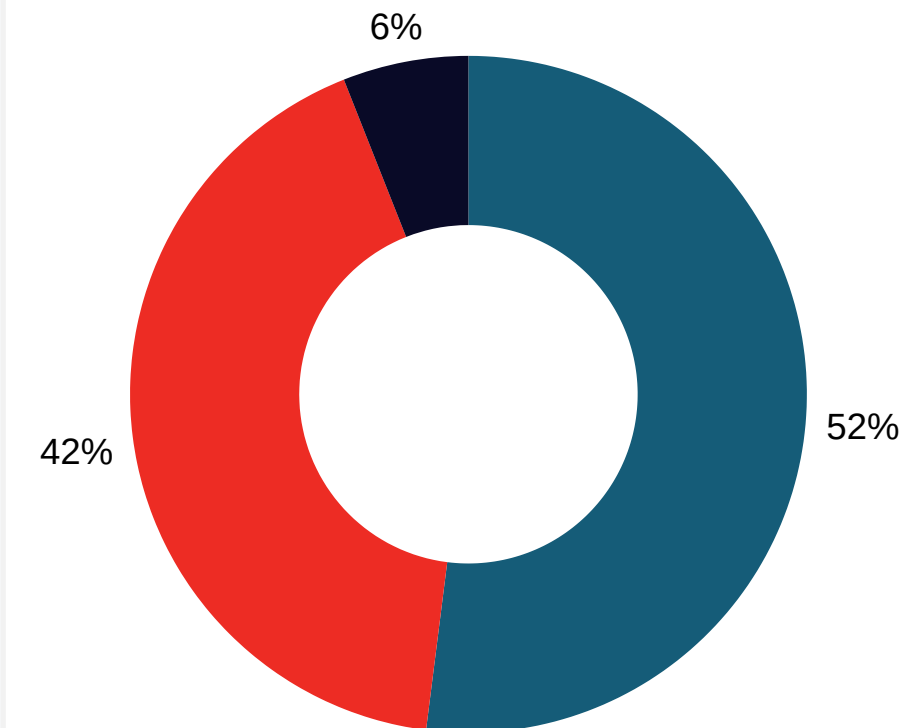
FY24



FY25



FY26



■ Leasing ■ Design & Build ■ Furniture

Consolidated Profit & Loss Statement

Particulars (₹ million)	Q4 FY26	Q4 FY25	Y-o-Y	Q3 FY26	Q-o-Q	FY26	FY25	Y-o-Y
Revenue from Operations	2,928.8	2,110.1	39%	2,695.9	9%	10366.8	6567.4	58%
Cost of Services	522.2	729.9		1,068.6		3809.8	2351.2	
Purchases of Stock-in-trade	381.6	0.0		0.0		381.7	0.0	
Cost of raw material consumed	277.4	0.0		0.0		277.5	0.0	
Changes in inventories	-39.8	-18.0		-43.1		-329.1	-18.0	
Employee Expenses	239.3	128.1		128.3		603.4	312.8	
Other Expenses	112.5	177.1		426.0		940.7	644.6	
EBITDA	1,435.7	1,093.0	32%	1,116.1	29%	4,682.7	3,276.8	43%
EBITDA Margin (%)	49.0%	51.8%		41.4%		45.2%	49.9%	
Other Income	43.5	53.8		134.2		171.1	175.2	
Depreciation and amortization expense	352.5	296.3		258.1		1202.5	996.7	
EBIT	1,126.7	850.5	34%	992.2	21%	3,651.3	2,455.3	49%
EBIT Margin (%)	38.5%	40.3%		36.8%		35.2%	37.4%	
Finance Cost	277.0	145.2		169.0		562.1	456.8	
Share of Profit/(Loss) of a Joint Venture	0.0	-0.0		0.0		-0.5	-0.0	
Profit before Tax	849.7	705.3	22%	823.2	3%	3,098.2	1,998.4	55%
Profit before Tax (%)	29.0%	33.4%		30.5%		29.8%	30.4%	
Tax	161.1	225.7		198.9		742.6	590.7	
Profit After Tax	688.6	479.6	45%	624.3	10%	2,346.6	1,407.7	67%
PAT Margin (%)	23.5%	22.7%		23.2%		22.6%	21.4%	
EPS (As per Profit after Tax)	5.1	4.8		6.1		16.9	14.1	



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Thank You