Date: 16th July, 2026

To,
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street Mumbai - 400 001.

SCRIP CODE: 544542
ISIN: INE0W5Q01017

Subject: Investor Presentation

Dear Sir/Madam,

Pursuant to the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor Presentation of the Company.

The aforesaid presentation is being uploaded on the website of the Company as well.

You are requested to kindly take the same on record.

Yours faithfully,

For Justo Realfintech Limited
(Formerly known as Justo Realfintech Private Limited)

Puspamitra Das Digitally signed by Puspamitra Das Date: 2026.07.16 12:53:35 +05'30'

Puspamitra Das
Chairman and Managing Director
DIN: 01643973

BUILT FOR ***REAL*** GROWTH

JUSTO
BUILT FOR REAL GROWTH

Justo: The Pioneering Tech-Driven Real Estate Services Platform

Only listed company in the real estate mandate segment.

Tech-enabled real estate Mandate Company operating as a B2B partner exclusively for real estate developers.

Operates under a structured mandate model managing the entire sales value chain, with soft-underwriting of the developer's inventory.

- Project Strategy – Product Sales / Market Study
- Marketing – Communication / Execution
- Sales Execution
- CRM
- Financing Support
- Collections

Network of 750 developers in Pune & ROM 500 in Mumbai

430+ Employees

Associated as DSA with All Major Banks and Financial Institutions.

JUSTO™
BUILT FOR REAL GROWTH

Justo: Building India's Next Real Estate Powerhouse

Runway towards the next growth phase

₹11,257 Cr
Worth Projects Sold
(Since Inception to May 2026)

15,314
Units sold
(Since Inception to May 2026)

6,000+
RERA Registered Channel Partners

48
Active Mandates worth approx. ₹5,938 Cr.
(as of May 2026)

B2B Mandate Model

Strategic partner managing the entire customer journey.

Converting developer's fixed overheads into variable success-based costs.

Technology Moat

Proprietary technology ecosystem driving operational leverage and scale.
(Justo Leads, Justo Verse, Justo Works, Justo Pulse)

Financial Velocity (FY 22-FY26)

Revenue CAGR:
32.05%
EBITDA CAGR:
51.89%
PAT CAGR:
52.04%

Strategic Presence

Operating in high growth MMR, Pune & Nashik

*Data as of May 2026. Figures are based on internal records and management estimates and are subject to change.

Welcome to CHESTERTONS

Integrated Real Estate Advisory Firm

220+	20+	RICS
Years in Business	Countries	RICS Founding Member

- Chestertons is a leading international real estate advisory firm, established in London in 1805 by Charles Chesterton, originally appointed as agent to the prestigious Phillimore Estate in Kensington.
- As a founding member of the Royal Institution of Chartered Surveyors (RICS), the firm has played a pivotal role in shaping global professional standards in real estate.
- Chestertons operates a robust global network, delivering integrated advisory across residential, commercial, and investment services.
- The firm supports investors, developers, financial institutions, and corporate occupiers with market insight, execution capability, and institutional-grade expertise across key real estate markets.

CHESTERTONS

Chestertons India represents the strategic extension of Chestertons' 220-year global real estate advisory heritage into the Indian market. Chestertons India is a wholly owned subsidiary of Justo Realfintech Ltd.

The firm combines Chestertons' internationally recognized brand and advisory standards with deep local market expertise and execution capabilities.

As part of the Chestertons Global Network spanning 20+ countries, Chestertons India is positioned to deliver integrated real estate advisory and execution services across high-growth asset classes, supporting developers, investors, landlords, and occupiers with strategic, outcome-driven solutions throughout the project lifecycle.

CHESTERTONS

Chestertons : Building the Next IPC in India

Runway towards the next growth phase

Chief Executive Office

Residential Luxury & Villa Plots

- Luxury Residences
- Luxury Villas & Branded Residences
- Plot Sales
- Second Homes / Weekend Homes

Director & SBU Head

Capital Markets

- Fund Raising
- JV / JDA Structures
- LRD / LAP
- Institutional Deal Advisory

Director & SBU Head

Commercial Leasing

- STRATA Office Sales
- Coworking Advisory
- Grade-A Leasing

Director & SBU Head

Hospitality & FMS

- Hotels & Resorts Advisory
- Serviced Residence Mandates
- Hospitality Asset Transactions
- FMS

Director & SBU Head

Broking & Events

- Broking for Large Developers
- International Roadshows in India
- Indian Property Roadshows Globally
- Market Study

Director & SBU Head

PMC & Dev. Mgmt.

- JV with Arbour
- Luxury Residential Mandates
- Project Management Consulting
- Development Management

Director & SBU Head

* Lettings, Resale, Secondary Market Sales, Valuations, Research & FMS to follow in subsequent phases

JUSTO™
BUILT FOR REAL GROWTH

Justo: Current Service Offering

STRATEGY & POSITIONING

Customized business strategies to drive exponential growth in real estate development.

CREATIVE SERVICES

Innovative design and marketing solutions to transform brands and deliver results.

HOME LOANS

Simplified homeownership with expert financing advice and personalized support.

MARKETING

End-to-end marketing solutions across traditional and digital platforms for exceptional buyer satisfaction.

SALES

Delivering smarter sales solutions with deep market insights and cutting-edge technology.

CAPITAL MARKET

Efficient, end-to-end funding support from lender alignment to disbursement.

DIGITAL MARKETING

Strategic digital solutions to boost visibility and drive impactful conversions.

CRM

Seamless CRM solutions bridging sales and support teams for maximum customer lifetime value

FACILITY MANAGEMENT & OTHER SERVICES

Comprehensive solutions to optimize property performance and enhance occupant satisfaction. Product design, interiors, financial solutions, and construction partnerships to meet diverse needs.

KEY MILESTONES

Justo: From Incubation to Market Leadership

JUSTO™
BUILT FOR REAL GROWTH

Runway towards the next growth phase

2019

- Company Incorporated
- RERA Registered
- Mumbai Operations Initiated

2020

- Entered Pune
- Scaled Mumbai Operations

2021

- Strengthened Pune Presence

2022

- Aurangabad Market Entry
- Home Loan Vertical Launch

2023

- Started DSA
- Nashik Entry

2024

- Launched JustoVerse Platform

2025

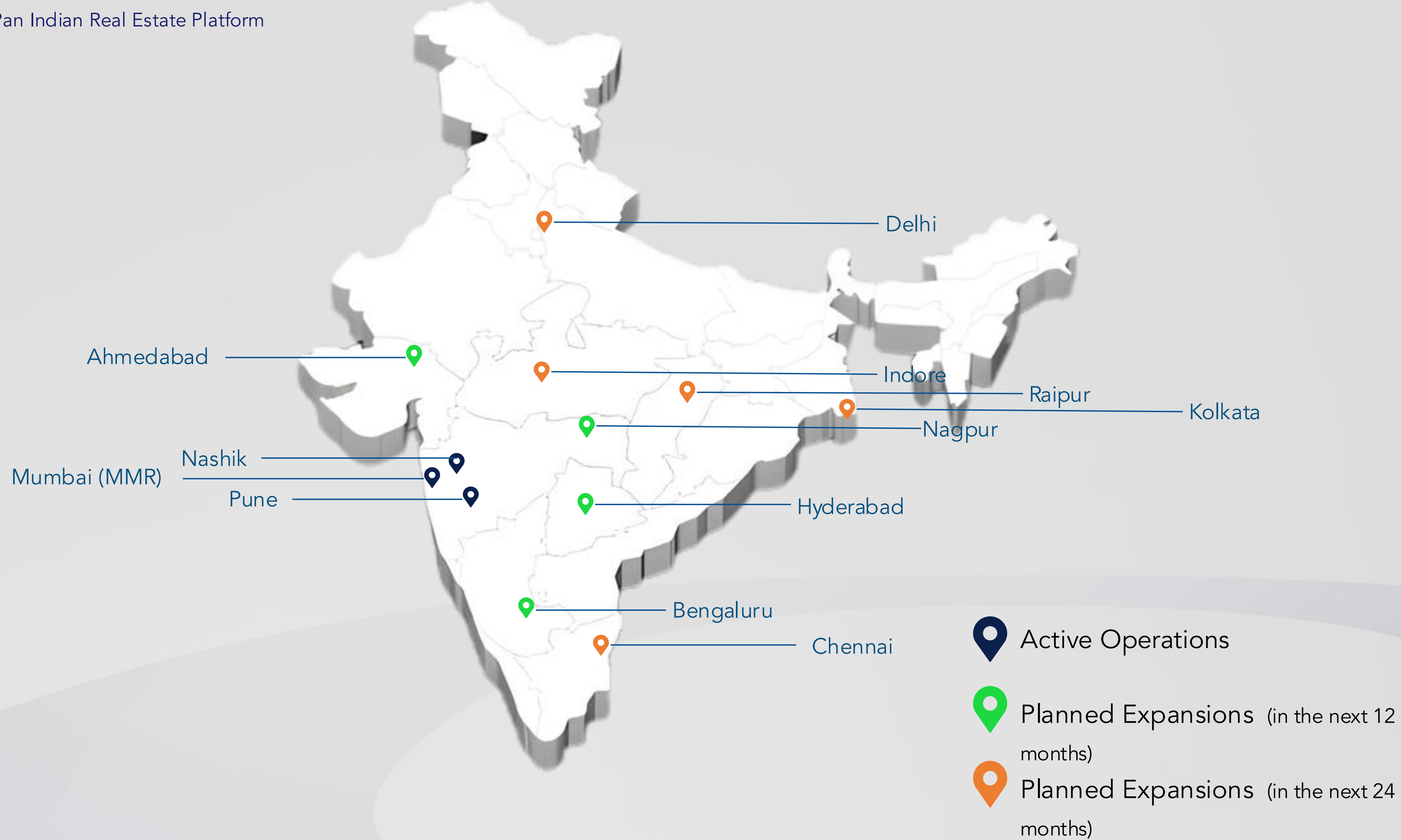
- BSE SME Listing (Oct 2025)
- Hustle win Acquihired

2026

- Chestertons India Launched.
- Advanced Development of Proprietary Technology Platforms

Justo: Regional to Pan Indian Player

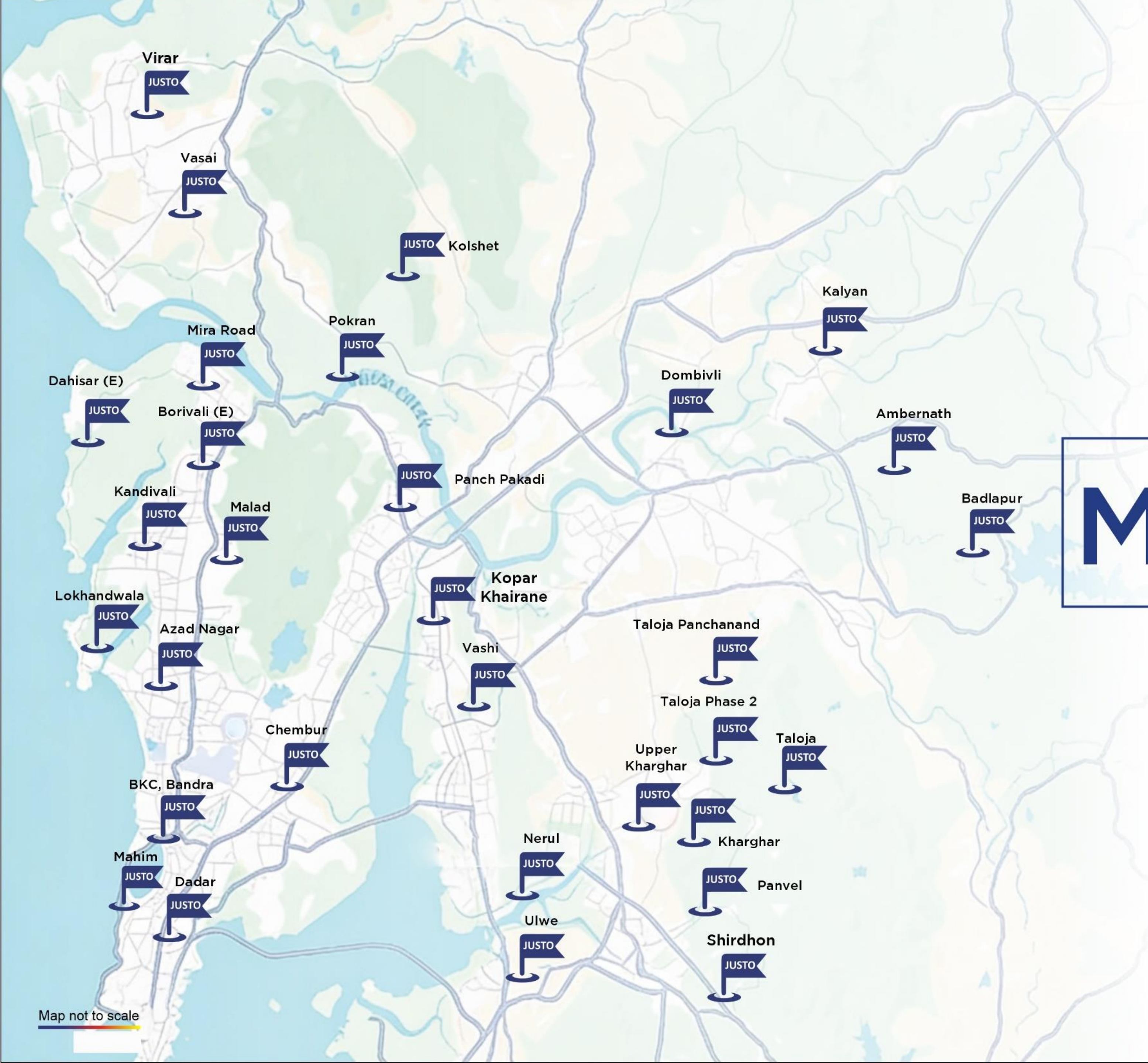
Ambition to be a Pan Indian Real Estate Platform



JUSTO™
BUILT FOR REAL GROWTH

JUSTO'S FOOTPRINT ACROSS
PUNE
MAR - 2026

(Disclaimer: The numbers and locations are subject to change and may vary)



JUSTO™
BUILT FOR *REAL* GROWTH

JUSTO'S FOOTPRINT ACROSS

MUMBAI

MAR - 2026

(Disclaimer: The numbers and locations are subject to change and may vary)

justo.co.in

JUSTO
BUILT FOR REAL GROWTH

Stable Leadership Driving Growth

Founder & CMD

- Over 30 years of experience in senior leadership roles across diverse industries, has transformed numerous ideas into successful companies
- In the Real Estate Sector, he has led large-scale fundraising, project fund allocation, and execution for top developers

Key Achievements:

- Leadership: Held key roles at Wadia Group, Rustomjee, Piramal Group, Essar Group and Wadhawan Retail
- Visionary: Driving the growth and success of JUSTO with visionary leadership and dedication
- Retail Sector: Launched the Retail F&G business in India; led growth and brand acquisitions for Wadhawan Retail

Industries: Real Estate, Steel, Retail, Pharma, NBFC, Stock Broking
Focus: Strategy, Corporate Finance Legal & Driving P&L and business goals

PUSHPAMITRA DAS

FOUNDER & DIRECTOR
JUSTO REALFINTECH

BOARD OF DIRECTORS

Justo: Sound Governance & Guiding Force

Chirag Mehta
Non. Exec. Director

- B.Com, CIMA, PG Diploma (Securities Law), and CFA
- 15+ years of experience in finance and real estate
- Held leadership roles at Nisus Finance and Sanctum Wealth Management
- Founder of Arbour Alternate Advisors Pvt Ltd.
- Associated with the Company since 2024
- Brings strategic insight and deep industry expertise

Priyesh Chheda
Non. Exec. Director

- BE (Computers), PGDM (Retail Communications)
- 19+ years of experience in finance and real estate
- Held leadership roles at Blackgold Realty, Nisus Finance, and Fedbank Financial Services
- Founder of Arbour Alternate Advisors Pvt Ltd.
- Associated with the Company since 2024
- Brings deep industry expertise and strategic perspective

Vishal Kokadwar
Non. Exec. Director

- Chartered Accountant; Associate Member of ICAI since 2005
- 20+ years of experience in finance, audit, and real estate
- Held leadership roles at Keystone Realtors (Rustomjee) and Poddar Housing
- Actively advises startups in solar, outdoor media, and real estate
- Associated with the Company since 2023
- Contributes strong financial acumen and strategic support

Parool Seth
Independent Director

- B.Com, ICAI Intermediate
- 35+ years of experience in wholesale banking and financial services
- Held key roles at Barclays Bank, DCB Ltd., and RBL Bank
- Joined the Company in 2025
- Brings expertise in financial operations and business strategy

Milind Oak
Independent Director

- B.Com, Chartered Accountant
- 35+ years of experience in accounts and finance
- Held key financial roles at Bombay Dyeing, VVF India, Hikal, ADF Foods, and Indian Oxalate
- Joined the Company in 2025
- Brings strong financial expertise and corporate governance experience to the board

Justo: Management Hierarchy

- Board of Directors
  - Puspamitra Das, Chairman & MD
    - Sales Team
      - Pune
        - Co Head Sales
          - Vishal Thigale
          - Sandeep Kulkarni
          - Avishkar Jopulkar
        - Business Development
          - Pushpendra Rathore
          - Milind Patange
      - Mumbai
        - Co Head Sales
          - Arjun Chalana
          - Yogesh Bhambri
          - Richendar Nanda (Nashik)
        - Business Development
          - Ajay Singh
    - Dinesh Dolar, CFO
      - Accounts, Finance & Secretarial Team
    - Satya Mahapatra, CMO
      - Samrat Sarkar Marketing Pune
      - Chief Technology Officer
        - Information Technology Infrastructure & Development Team
      - Communication and Public Relations
    - Manish Charatkar, CHRO
      - Talent Acquisition & Operations Team
      - Learning & Development Team

*Assisted by a team of 500+ professionals across markets and sites

Justo: Experienced Team Driving Growth

JUSTO™
BUILT FOR REAL GROWTH


Satya Mahapatra
Chief Marketing Officer


Manish Charatkar
Chief Human Resource Officer


Dinesh Dolar
Chief Financial Officer


Ravi Bhaskaran
Chief Technological Officer


Yogesh Bhambri
Business Head - Mumbai


Arjun Chalana
Business Head - Mumbai


Milind Patange
Business Development - Pune


Avishkar Jopulkar
Business Head - Pune


Vishal Thigale
Business Head - Pune


Pushpendraa Rathore
Business Development - Pune


Sandeep Kulkarni
Business Head - Pune


Ajay Kumar Singh
Business Development - Mumbai


Samrat Sarkar
Marketing Head, Mumbai & Pune


Richendar Nanda
Market Head - Nashik


Keshav Pandey
Chairman's office - Mumbai


Abhilash Iyer
Chairman's office - Pune

BUSINESS VERTICALS & REVENUE MODEL

Justo: Business Verticals

Existing Business

- Residential Mandate
- Launch Projects
- Sustenance Projects
- Home Loan & Advisory

Recent Entry

- Commercial
- Leasing
- Strata Sales

Proposed Ventures

- Chestertons
- Villa & Plotting
- Capital Markets
- JV & JDA
- PMC & DM
- Hospitality

JUSTO™
BUILT FOR *REAL* GROWTH

Justo: Distribution of Business Verticals

A. Mandate Platform: End-to-End Real Estate Commercialization

Justo operates an integrated mandate platform managing the full commercialization lifecycle of real estate assets—from product strategy and launch planning to sales acceleration and lifecycle monetization.

Revenue is primarily generated through exclusive mandates across two complementary categories:

B. Financial Advisory:

Justo's financial advisory vertical enables seamless access to home financing through partnerships with banks and NBFCs, supporting homebuyers while improving sales conversion and project absorption.

Launch Projects (Resi / Comm)

Early-stage residential, commercial, plotted, and mixed-use developments where Justo is engaged from project inception. Services include product definition, positioning, pricing strategy, launch execution, and structured sales management.

Sustenance Projects (Resi / Comm)

Mid-lifecycle or underperforming assets requiring absorption acceleration, repositioning, or inventory liquidation. Engagements typically span strategy reset, demand activation, channel optimization, and end-to-end sales execution.

Homebuyer Financing

Retail mortgage facilitation through a network of banks, NBFCs, and channel partners, enabling efficient loan conversion and supporting project absorption. Revenues are commission-linked to sanctioned disbursements.

JUSTO™
BUILT FOR *REAL* GROWTH

Justo: Revenue Models Driving Growth

Business operates on the following two distinct revenue models

Direct Revenue

Under this model, we receive gross percentage fees of the total sales value from the developer. This amount also includes the fees payable to Channel Partners (CP's).

Net Revenue

Under this model, we receive net percentage fees of the sales value from the developer, while the CPs' fees are paid directly by the developer.

In both the models, the developers bear marketing expenses. This allows company to focus on delivering value through strategy, execution, and stakeholder management without incurring additional costs.

Project Life Cycle

Mandate Signed → 2 months → Market Activation → 2 - 2.5 months → Selling Started → 2 months → Registrations and Home Loans processing

80% of Cost incurred

JUSTO™
BUILT FOR *REAL* GROWTH

Justo: Core Competitive Advantage

% Key Pillars that build our core competitive advantage

01

SERVICE MODEL

End-to-End Delivery

From project pricing and planning to sales execution and home loan facilitation — Justo's full-service model ensures seamless delivery for developers and enhances client satisfaction.

- Differentiator: single-window accountability across the full project lifecycle

02

NETWORK

Channel Partner Network

Justo's network of 6,000+ RERA-registered partners drives strong lead generation and market penetration across diverse real estate segments.

- Scale: 5,050 RERA-registered partners & counting

03

TECHNOLOGY

Proprietary Tech Platform

Custom-built platforms optimize operations, streamline sales, and enable data-driven decision-making — translating into measurably improved business performance.

- Edge: data-driven ops & sales intelligence at scale

04

LEADERSHIP

Experienced Leadership

Led by Pushpamitra Das, former Group CFO at Bombay Dyeing and CFO at Rustomjee, bringing deep real estate finance expertise and institutional discipline.

- Pedigree: C-suite experience across India's top real estate groups

05

PARTNERSHIP

Chestertons India

Expanding through Chestertons amplifies Justo's market capabilities across premium, high-growth real estate verticals, adding global brand equity.

- Catalyst: global brand credibility meets local market depth

JUSTO™
BUILT FOR *REAL* GROWTH

Justo: Strategies Driving Future Growth

Value Drivers

01
NATIONAL

Consolidation of MMR & Pune

A strategic integration of Mumbai and Pune operations anchors Justo's regional dominance, unlocking powerful synergies across the Western corridor.

- Opportunity: unified Western corridor presence & mega-region market growth

02
FINANCIAL SERVICES

Advisory Expansion

Construction finance and home purchase financing via an International IPC deepens wallet share and increases advisory stickiness across the customer lifecycle.

- Lever: embedded financing drives conversion & retention

03
GEOGRAPHIC

Tier I & II City Rollout

Entering Bengaluru, Hyderabad, Ahmedabad & Nagpur diversifies portfolio risk and captures India's fastest-growing residential markets.

- Rationale: 60%+ of new launches shifting to emerging metros

04
PRODUCT

Villas & Plotted Dev.

Expanding into villas and plotted development addresses post-pandemic lifestyle housing demand — a higher-ticket, lower-density segment.

- Tailwind: villa demand up ~40% post-2022 in key markets

05
VERTICALS

PMC & Hospitality

PMC and hospitality verticals create recurring revenue streams independent of transaction volume, reducing cyclicality and building a full-stack real estate brand.

- PMC margin 2–3× higher than brokerage; hospitality = asset-light mandates

PROJECT MANTHAN : TECHNOLOGY STACK

JUSTO™
BUILT FOR *REAL* GROWTH

Justo: End to End Connected Technology Ecosystem

Technology will map the entire value chain. *Five-phase delivery from Pre-Sales to Deep AI & Fintech.*

Phase 1 Pre-Sales	Phase 2 Pre-Launch	Phase 3 Field & Sales	Phase 4 Collections / CRM	Phase 5 Deep AI / Fintech
LIVE & ADOPTED	LAUNCHING	UAT IN PROGRESS	PLANNING	UPCOMING
Rolled out fully. Pre-Sales teams actively operating across Pune & Mumbai.	Productised. EOI collection with sourcing manager and CP booking trackers goes live this week for 'The Curve'.	Rigorous UAT underway. On track for production rollout the last week of June	Planning commences shortly post-Phase 3. Target Release: Aug / Sept '26.	Sequential execution begins immediately after Phase 4. Target Release: Dec '26 / Jan '27.

JUSTO™
BUILT FOR *REAL* GROWTH

Justo: Tech Delivering Measurable business outcomes

PHASE 1: EFFICIENCY UPLIFT

10–12%

Baseline efficiency improvement in Pre-Sales operations post-adoption. Provides data-driven HR performance measurement for the first time; centralised tracking definitively prevents lead leakage.

PHASE 2: COST & CONVERSION

~30%

Projected reduction in CAC via Agentic AI calling. Drives booking velocity by engaging higher-intent customers and freeing Closing Managers from unqualified leads.

+30% conversion uplift

PHASE 3: STRATEGIC INTELLIGENCE

100%

Single, authenticated source of truth for all MIS — ending reporting data silos. Sunsetting JustoVerse reduces infrastructure overhead and protects margins.

Measurable Sales Process

*The above metrics are proposed estimates based on industry standards and expected outcomes. Actual results may differ from project to project and market to market depending on various operational and market factors.

High-impact agentic workflows

engineered for ground-truth value across the Justo value chain.

TOP OF FUNNEL

Pre-Sales

Call Agent · Leadership

AI Calling & BPCL Capture

Auto-transcribes, extracts intent, updates CRM.

AI Prioritised Queue

Ranks leads by connect likelihood.

CAC REDUCTION & SCALE

~30% CAC reduction at scale.

SUCCESS METRIC
Qualified site visits per agent-hour

MID-FUNNEL

Sales & Walk-ins

Closing Manager · Site Head

Visitor Intelligence Brief

Synthesises lead history for pre-meeting briefing.

Offer & Discount Guardrails

Recommends max acceptable benefits per inventory.

CONVERSION & TOP-LINE

Precision execution; protects margin.

SUCCESS METRIC
Visit-to-booking conversion rate

OPERATING LAYER

Site Management

Site Head · City Head

Profitability Cockpit

Isolates site performance drops by lead and CP quality.

Inventory Ageing Alerts

Flags slow-moving units before they hurt yields.

MARGIN CONTROL

Real-time root-cause action.

SUCCESS METRIC
Site contribution margin & inventory velocity

SUPPLY SIDE

Business Dev

BD Exec · Sourcing Lead

Builder Intelligence Scoring

Ranks builders by launch activity, pricing, stock.

Demand Forecast

Predicts inventory sales velocity and price band.

PIPELINE QUALITY

Data-backed mandate wins.

SUCCESS METRIC
Profitable mandate win rate

INDUSTRY OVERVIEW

JUSTO™
BUILT FOR REAL GROWTH

Industry Overview : SAM & TAM

Business operates on the following two distinct revenue models

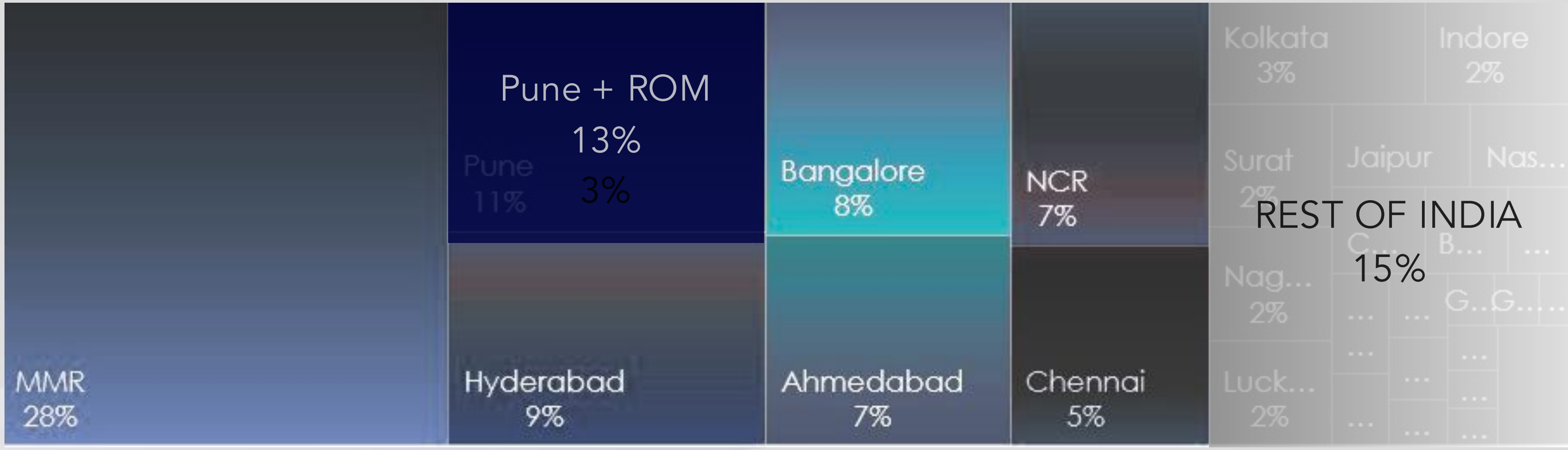
Indian real estate market is currently
6.8% of the GDP,
which translates to
20.1 Tn. Rupees
of market value.

India is a housing shortage country with close to 93 Mn,
housing to be required additionally by
2036

Justo Realfintech operates in the Real Estate Mandate Industry, which is a rapidly expanding segment within the larger real estate market.
The market share of the mandate industry as a % of real estate industry is 10-15%.

The top metro regions of India, viz MMR, NCR, Bangalore, Hyderabad, Chennai, Pune, Ahmedabad and Kolkata constitute 80% of builder supply.

Source: Laises Foras



JUSTO™
BUILT FOR REAL GROWTH

Industry : Units Sold Trend in Top 8 Metros & Tire 2

As usual, MMR recorded the highest sales, with a 6% increase year-on-year. Pune despite being second in sales had a 20% decline in sales on YoY comparison.

In Units

	CY 2024	CY 2025	YoY%
MMR	157,864	167,627	▲ 6%
Pune	86,465	69,594	▼ -20%
Bangalore	65,440	68,533	▲ 5%
NCR	53,483	59,240	▲ 11%
Hyderabad	55,072	54,267	▼ -1%
Ahmedabad	36,916	39,698	▲ 8%
Chennai	28,829	30,578	▲ 6%
Kolkata	19,234	19,055	▼ -1%
Tier 2	169,119	142,475	▼ -16%

Including Plot/Villa

Justo continues to grow in Pune despite broader market headwinds during the period, demonstrating strong resilience and limited sensitivity to broader market slowdowns.

Source: Laises Foras

JUSTO™
BUILT FOR *REAL* GROWTH

Industry : Real Estate Mandate Industry

India's residential sales & mandate-led distribution ecosystem has structurally expanded post-RERA and post-COVID, with organized mandate firms gaining share across primary housing markets.

Industry Facts

- Organized real estate advisory / mandate firms have grown at ~28–32% CAGR (FY20–FY25)
- Organized channel share in primary residential sales: ~18–22% (Top 8 cities)
- Mandate / exclusive-sales share within organized segment: ~35–40% and rising
- Developers are increasingly adopting sole/strategic mandate models for mid-income & premium launches

Key structural drivers

- RERA-led compliance & escrow discipline
- Shift to professional GTM & inventory monetization
- Institutional capital & structured project funding
- Digital lead ecosystems & CP networks at scale

Sources:

- Liases Foras Residential Market Reports 2024–25
- ANAROCK Channel Partner & Developer Sentiment Survey 2024
- PropEquity Housing Market Data 2025
- JLL India Residential Outlook 2025

Industry : Organised Mandate & Advisory Firms

Firm	Positioning
ANAROCK	Pan-India institutional advisory leader
Xanadu	Mumbai-centric digital brokerage
Guardians	Mumbai mandate specialist
Justo	Tech-driven, growth-focused mandate partner operating in Western India

Industry CAGR (organized firms): ~28–32%

•Justo RealFintech has established a leading mandate presence in Pune and is expanding across MMR growth corridors.
•With a large channel partner ecosystem and proprietary GTM execution stack, Justo delivers end-to-end sales strategy, marketing and inventory absorption for developers.
•The company is among the fastest-scaling organized mandate platform in Western India.

Sources: :Liases Foras Residential Market Reports 2024–25, ANAROCK, Prop Equity industry estimates FY20-5

Justo's Market : Growth Opportunity

JUSTO
BUILT FOR *REAL* GROWTH

Pune:

Pune Market	Reported Sales/yr
Annual Demand	69,594 Units (CY 2025)

Pune Market	Total Units Sold	Justo's figures
Units per Month	~5800-6000 units per month	180–190 PDUs/month thus represent ~3-3.5% of total units sold in Pune in a rough top-level sense.

Mumbai Metropolitan Region (MMR):

Mumbai Market	Reported Sales/yr
Annual Demand	1,67,627 units (CY 2025)

Mumbai Market	Reported Sales per month	Justo's figures
No of Units	~13,970 units p.m.	~50-60 units per month <1 % of the Market

Including Plot/Villa

Source: Laises Foras

Market Strategy : Planned Expansion

JUSTO™
BUILT FOR REAL GROWTH

Q2	Q3	Q4
Ahmedabad	Bengaluru	Hyderabad

April 2026 — March 2027

India's Real Estate Market Distribution

50%	30%	20%
Pune, Mumbai Metropolitan Region & ROM	Ahmedabad, Bengaluru and Hyderabad	Rest of India
Current Market Justo operates in	Additional Target Market for Justo post expansion	

FINANCIAL INFORMATION

JUSTO™
BUILT FOR *REAL* GROWTH

Justo: FY26 Financial Highlights

INR in Crores · Audited

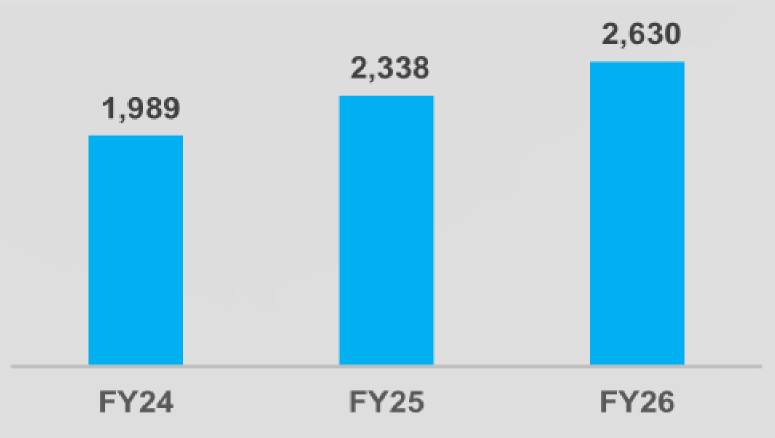
REVENUE	EBITDA	PBT	PAT	NET WORTH	EPS (Rs.)
93	29.1 [31.7% of sales]	26.5 [28.9% of sales]	19.6 [21.4% of sales]	126.9	12.02
vs FY25: 82	vs FY25: 21.5[26.5% of sales]	vs FY25: 20.2[24.8% of sales]	vs FY25: 15.0[18.5% of sales]	vs FY25: 52.4	vs FY25: 11.56
▲ 13.7%	▲ 34.9%	▲ 31.1%	▲ 30.5%	▲ 141.8%	▲4%
FY26 vs FY25	FY26 vs FY25	FY26 vs FY25	FY26 vs FY25	FY26 vs FY25	FY26 vs FY25

Justo: Key Financial Highlights

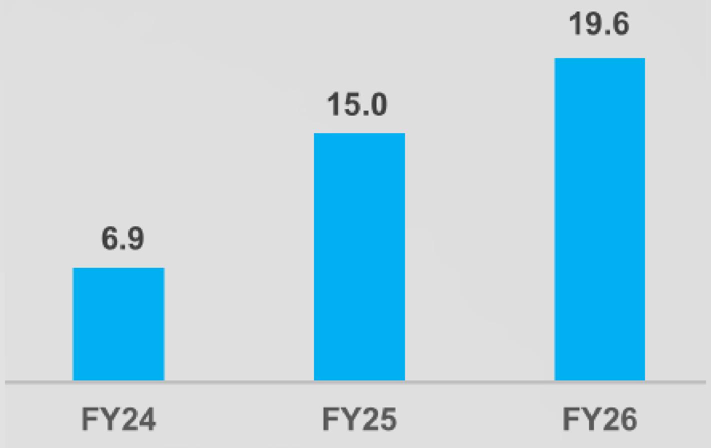
JUSTO™
BUILT FOR REAL GROWTH

(ALL ₹ IN CR. EXCEPT %)

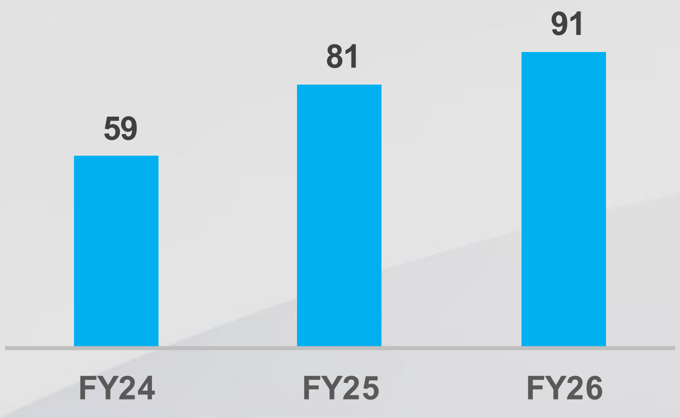
GMV (YOY)



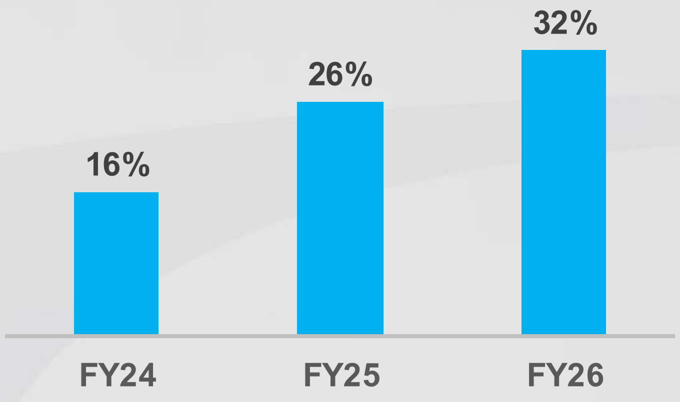
PAT (YOY)



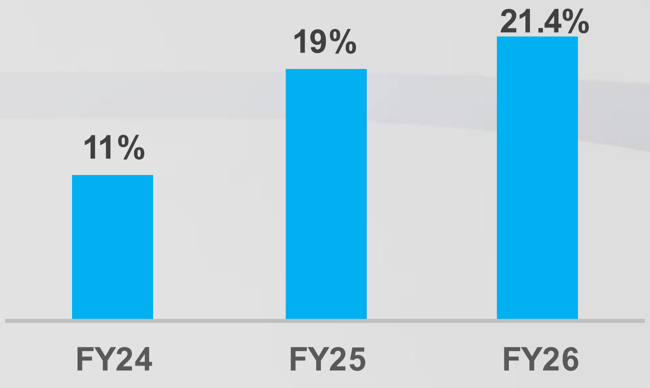
Revenue from Operations



EBITDA Margin



PAT Margin

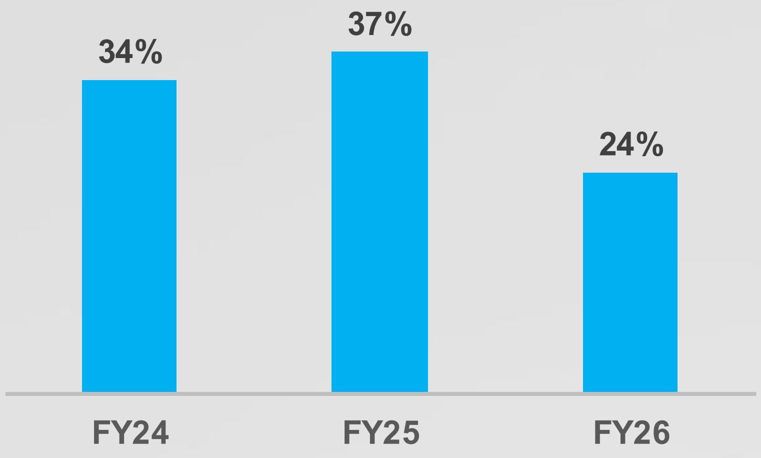


JUSTO™
BUILT FOR REAL GROWTH

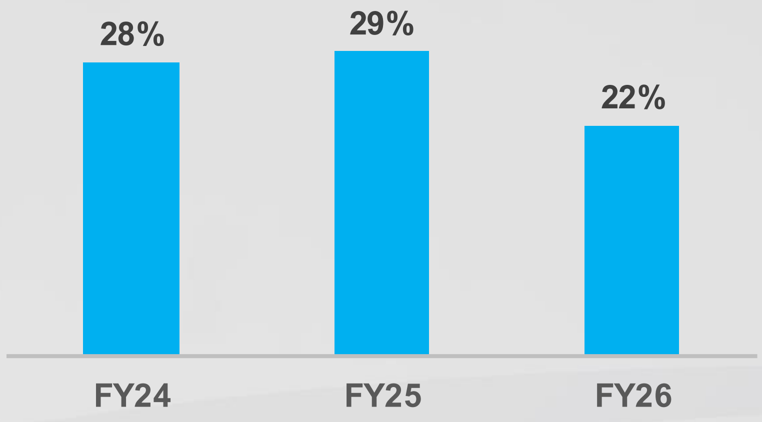
Justo: Key Financial Highlights

(ALL ₹ IN CR. EXCEPT %)

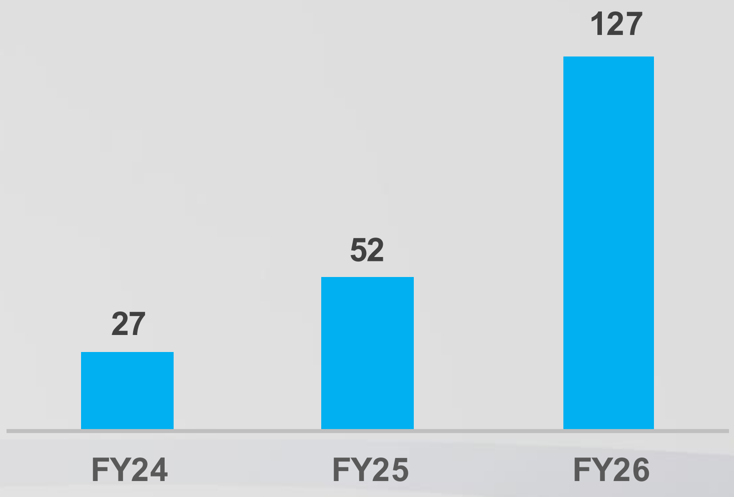
ROCE



ROE



NET WORTH



JUSTO™
BUILT FOR *REAL* GROWTH

Justo: Standalone Statement of P&P

[BSE Reporting Format]

INR. in Crores

Particulars	Half Year Ended			Year ended	
	31-Mar-26	30-Sep-25	31-Mar-25	31-Mar-26	31-Mar-25
	(Audited)	(Unaudited)	(Audited)	(Audited)	(Audited)
1 Income					
• Revenue from Operations	55.15	36.63	42.18	91.78	81.35
• Other Income	1.04	0.08	0.32	1.11	0.35
Total Revenue	56.19	36.71	42.50	92.90	81.70
2 Expenses					
• Employee Benefit Expenses	19.66	18.31	20.30	37.98	42.21
• Finance Costs	0.91	1.31	0.72	2.22	0.94
• Depreciation and amortisation expense	0.17	0.16	0.18	0.33	0.39
• Operational and Other Expenses	17.35	8.87	10.37	26.22	17.95
Total Expenses	38.09	28.65	31.58	66.74	61.49
3 Profit Before Exceptional Items and Tax	18.09	8.06	10.92	26.16	20.21
4 Exceptional items	0.35	-	-	0.35	-
5 Profit before Tax	18.44	8.06	10.92	26.51	20.21
6 Tax Expense					
• Current Tax	5.00	2.04	2.96	7.04	5.30
• Prior year tax provision	0.05	-	0.02	0.05	0.02
• Deferred Tax	-0.20	-0.00	-0.08	-0.20	-0.13
7 Profit after Tax for the period	13.60	6.03	8.03	19.62	15.03
8 Paid up equity share capital (Face value of Rs. 10 Each)				18.80	13.84
9 Reserves				108.07	38.63
10 Earnings per Equity share (not annualised except for the year ended)					
• Basic (₹)	7.23	4.35	5.8	12.02	11.56
• Diluted (₹)	7.23	4.35	5.8	12.02	11.41

Justo: Finance Cost

INR. in Crores

Particulars	For the year ended FY26	For the year ended FY25
Interest on Secured Loan	1.09	0.13
Interest on Secured Loan – Arbour	.68	0.49
Interest on Unsecured Loan	-	0.21
Other Finance Cost	0.45	0.11
Total Finance Cost	**2.22**	**0.94**
Less : Interest Income	-1.10	-0.20
Net Finance Cost	**1.12**	**0.74**

Note: NCDs (Arbour) amounting to **₹5 crore**, along with their associated finance costs accrued during the first half of the financial year, were repaid in the second half out of IPO proceeds.

JUSTO™
BUILT FOR REAL GROWTH

Justo: Employee Benefit Expenses

INR. in Crores

Particulars	For the year ended FY26	For the year ended FY25
Salaries & Allowances	32.14	38.21
Directors Remuneration	2.40	1.80
Contribution to Provident Fund	0.81	1.06
Leave Encashment	0.48	0.27
Gratuity	0.55	0.29
Staff Welfare Expenses	1.60	0.57
Total	**37.98**	**42.21**
Add Expenses shown separately in Operational and Other Expenses:		
Manpower Charges (VION – Full time – Outsourced)	4.72	-
Driver & Fuel Allowances (Part of Employee CTC)	2.35	1.56
Total Manpower Cost	**45.05**	**43.77**

Note: Despite business growth, Cost has been kept under control - rising only marginally by ₹1.28 Cr (3%).

Justo: Operational & Other Expenses

JUSTO™
BUILT FOR *REAL* GROWTH

INR. in Crores

Particulars	For the year ended FY26	For the year ended FY25
Brokerage & Commission	8.39	7.26
Manpower Charges	5.67	0.5
Travelling & Conveyance Expenses	3.22	2.5
Rent	1.64	1.51
Bad debts written/off	1.62	0.16
Professional Fees	1.34	2.12
Other Office & Administrative Expenses	1.23	0.78
Tele calling Charges	1.08	0.79
Marketing Expenses	0.84	1.4
Corporate Social Responsibility Expense	0.34	0.24
Interest on late payment of taxes	0.25	0.48
Rates & Taxes	0.24	0.12
Directors Sitting fees	0.19	0.03
Repairs & Maintenance	0.14	0.03
Audit Fees	0.03	0.03
Total	**26.22**	**17.95**
Less Expenses added above shown separately in Manpower Cost:		
Manpower Charges	-4.72	-
Driver & Fuel Allowances	-2.35	-1.56
Total Operational and Other Expenses	**19.15**	**16.39**

Note: Total Operational and Other Expenses increased by ₹2.75 Cr (17%) from ₹16.39 Cr to ₹19.14 Cr in FY2026. However if we remove a one-time Bad Debt write-off of ₹1.62 Cr impact, the underlying operational cost increase is only 6%

Justo: Balance Sheet: Stand alone

REVENUE OVERVIEW

Particulars	As at 31-Mar-26	As at 30-Sept-25	As at 31-Mar-25
	Audited	Unaudited	Audited
A EQUITY AND LIABILITIES			
1 Shareholders' Funds			
(a) Share Capital	18.80	18.80	13.84
(b) Reserves and Surplus	108.07	95.84	38.63
Total Shareholders' Funds	126.87	114.64	52.47
2 Non-Current Liabilities			
(a) Long-Term Borrowings	0.27	0.42	4.03
(b) Long-Term Provisions	1.01	0.68	0.54
Total Non-Current Liabilities	1.29	1.10	4.57
3 Current Liabilities			
(a) Short-Term Borrowings	14.96	21.49	12.20
(b) Trade Payables			
- Due to Micro and Small Enterprises	0.80	0.04	0.22
- Due to Others	2.34	6.62	1.01
(c) Other Current Liabilities	12.86	9.05	5.66
(d) Short Term Provisions	3.13	0.21	0.20
Total Current Liabilities	34.08	37.42	19.29
TOTAL EQUITY AND LIABILITIES	162.24	153.16	76.33
B ASSETS			
1 Non-Current Assets			
(a) Property, Plant and Equipment and Intangible	1.39	1.14	1.22
(i) Property, Plant & Equipment	0.00	0.00	0.00
(ii) Intangible Assets	-	0.36	0.18
(iii) Capital work in progress	7.62	5.45	4.29
(iv) Intangible Assets under Development	10.30	6.78	5.32
(b) Non-Current Investment	0.40	0.20	0.19
(c) Deferred Tax Assets (Net)	0.74	1.01	0.75
Total Non-Current Assets	20.45	14.93	11.96
2 Current Assets			
(a) Trade Receivable	86.09	62.80	49.43
(b) Cash and Cash Equivalents	23.15	58.13	7.16
(c) Other bank balances	19.83	3.43	1.50
(d) Short Term Loans and Advances	1.16	5.01	3.61
(e) Other Current Assets	11.58	8.86	2.68
Total Current Assets	141.79	138.23	64.37
TOTAL ASSETS	162.25	153.16	76.33

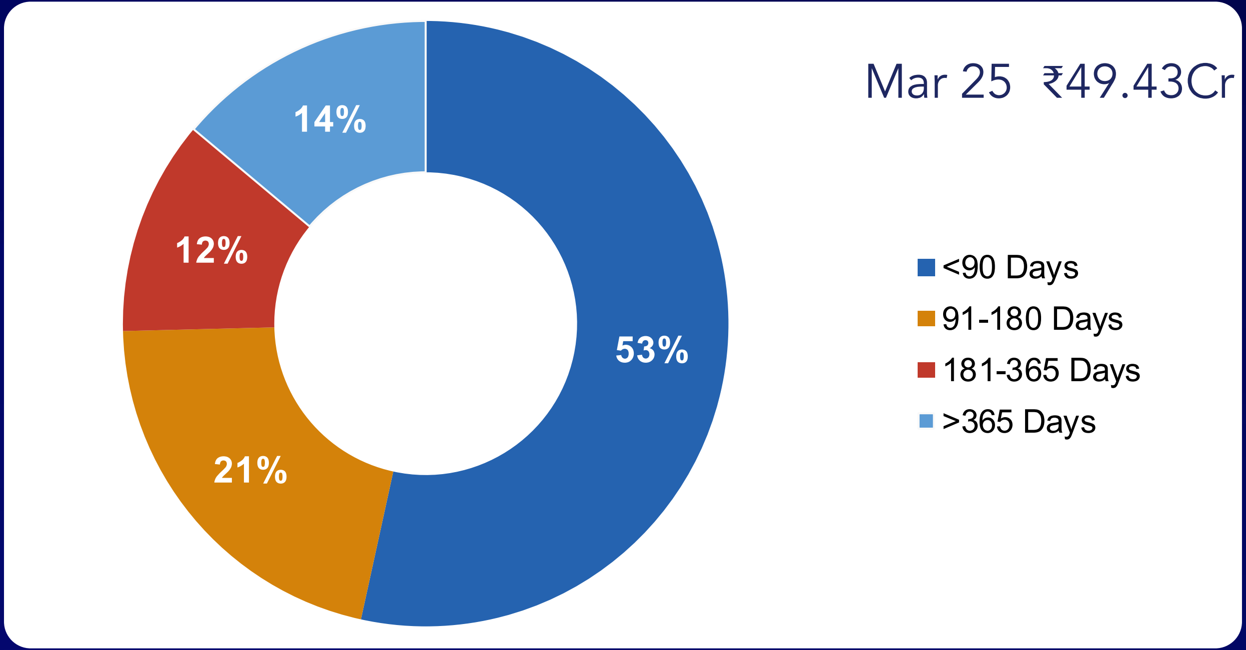
JUSTO™
BUILT FOR REAL GROWTH

ACCOUNTS RECEIVABLE ANALYSIS

Ageing Review & Collection Strategy

JUSTO™
BUILT FOR *REAL* GROWTH

Account Receivable Ageing : FY 25

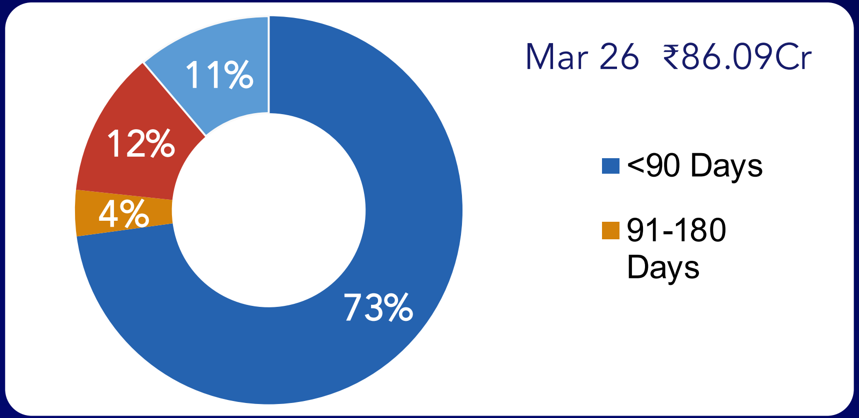


Mar 25 closing balance
(₹ in Crores)

Ageing Bucket	Mar 25	Mar 25 %
< 90 Days	26.41	53%
91-180 Days	10.47	21%
181–365 Days	5.68	12%
> 365 Days	6.87	14%
Total AR	49.43	100%

Closing Balance as on 31st Mar 25	–	In FY26 Reduced by	=	Closing Balance as on 31st Mar 26	–	In FY27 Reduced by	=	Balance
49.43		39.70		9.74		2.09		7.65
Total AR		80.3% recovery		Carried forward		21.4% of balance		Outstanding now

Account Receivable Ageing : FY26



Mar 26 closing balance (₹ in Crores)

Ageing Bucket	Mar 26	Mar 26 %
< 90 Days	62.71	73%
91-180 Days	3.31	4%
181–365 Days	10.42	12%
> 365 Days	9.65	11%
Total AR	86.09	100%

Closing Balance as on 31st Mar 26	–	In FY27 Reduced by	=	Balance
86.08		**9.10**		**76.98**
Total AR		10.6% recovery YTD		Carried forward

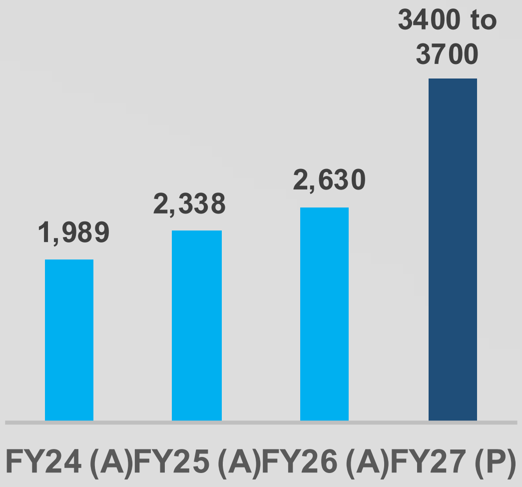
Justo: Cashflow Statement

Particulars	Standalone	
	Year ended 31 March 2026	Year ended 31 March 2025
Cash and Cash Equivalents at the beginning	7.16	0.31
Net Cash used in Operating Activities	-9.42	-9.26
Net Cash used in investing activities	-26.14	-8.69
Net Cash from financing activities	51.55	24.79
Net Increase in Cash & Cash Equivalents	15.98	6.84
Cash and Cash Equivalents at the end of the year/ period	23.14	7.16

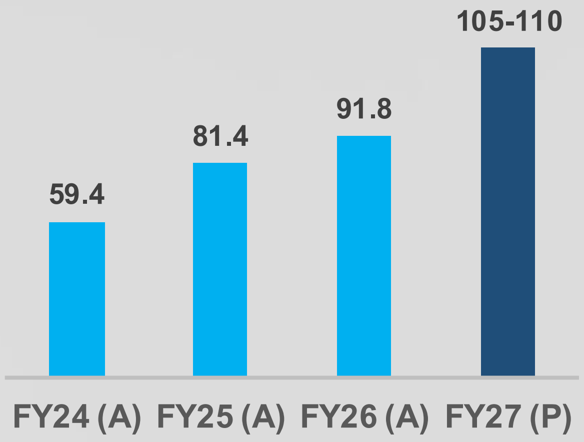
Justo: Guidance

INR in Crores · Audited

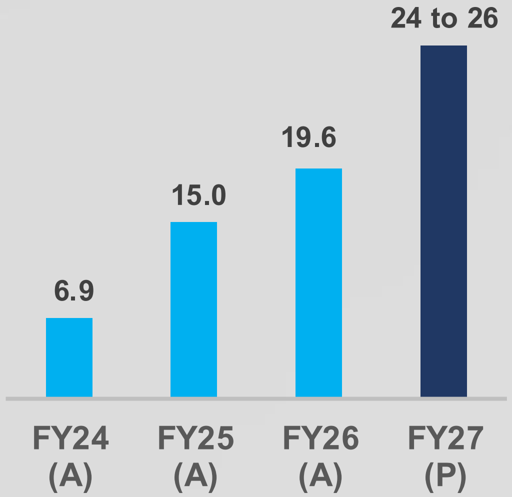
GMV (YoY)



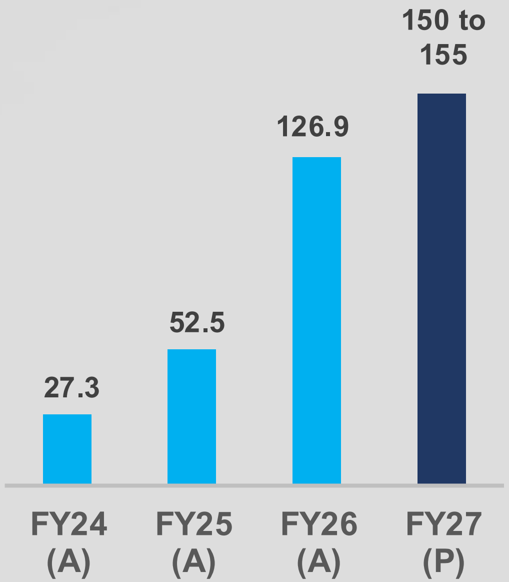
Billing (YoY)



PAT (YoY)



Net Worth (YoY)



JUSTO™
BUILT FOR *REAL* GROWTH

Reorganization of our Strategic Framework

Justo 3.0 — a leaner, more direct organisation · Strong leadership across Mumbai & Pune

01

Employees

· Talent re-alignment
· Leadership pipeline
· Performance culture
· HR as engine
· Geo decentralisation

02

Channel Partners & Developers

· Developer Relationships
· CP Relationships
· Regular reviews
· Reward & Recognition

03

Direct Marketing

· Digital marketing
· Pre-sales capability
· Inbound lead engine
· Marketing automation
· Direct revenue shift

04

Productivity Software

· Unified platform
· Real-time dashboards
· Workflow automation
· All-pillar integration
· Leadership visibility

Cost reduction & operational efficiency

Growing direct revenue contribution

Cutting costs · Boosting productivity · Building for scale · Owning the customer relationship

BRAND ASSOCIATIONS & AWARDS

JUSTO™ BUILT FOR REAL GROWTH

Brand Associations Mumbai

SAKET GROUP	Godrej PROPERTIES	TODAY GLOBAL DEVELOPERS TODAY'S PROMISE, TOMORROW'S REALITY	MEHTA GROUP	MOHID CONSTRUCTION CO. / SRIKARAYA VENTURE
CONCRETE BUILDERS 33 YEARS OF TRUST & LEGACY	JE&VEE	RADHEY GROUP	Goodwill DEVELOPERS The name speaks for itself	KANAKIA
PURANIKS Ideas that stay with you	JAYDEEP GROUP ENRICHING LIVES, BUILT ON VALUES	Project By SIDDHI GROUP / ELLORA SHAPING TOMORROW	SAI SATYAM MORE TO LIFE	AKSHAR INSPIRE LIFE
NISARG GROUP	PARANJAPE The Spirit Of New India	Happy Home GROUP	NEELKANTH	ROYAL REALTORS GROUP OF COMPANIES
THARWANI CONSTRUCTIONS PVT. LTD.	PARTH	CONTINENTAL FUTURA KALYAN	YUVAN GROUP We inspire the next	NISARG ROYAL DEVELOPERS
KAPLESHWARA GROUP	ABHINAV GROUP WE RENDER YOUR DREAMS	RUDRAAMAR GROUP	EON	
SAI BUILDCON building homes, building trust.	METRO GROUP built different	SATYAM DEVELOPERS Constructing Dreams R. Gulati Group	TECHTON LIFESPACES CREATING YOUR DREAMS SPACE'S	
South Field "QUALITY HOUSING REDEFINED"	AVA LifeSpaces Turning Your Dreams Into Reality	V B GROUP WE CREATE MEMORIES	MANGESHI CONSTRUCTION	

JUSTO™
BUILT FOR REAL GROWTH

Brand Associations PUNE

NAIKNAVARE DEVELOPERS	Manav Group Rest Assured	SIDDHI GROUP	RUCHA GROUP	PRITHVI EDIFICE	PARTH
ABHINAV GROUP WE RENDER YOUR DREAMS	WELWORTH REALTY	SAARRTHI Exceeding Excellence Real Estate | Redevelopment	PRIVIA Building Landmarks	NEW FRONT GROUP Aesthetic spaces	PROFILE GROUP
tejraj You've arrived.	PROJECT BY TATVAM	KAKKAD GROUP TRANSFORMING LIVES	KOHINOOR A KRISHNAKUMAR GOYAL ENTERPRISE	arc Finezza Devlopers LLP	RAHUL CONSTRUCTION CO. Building Dreams Since 1977
LIVIENCE LIVE. EXPERIENCE	KELE REALCORP	PLATINUM PROPERTIES The intelligent way to plan	SANKLA BUILDCOON A SUBHASH SANKLA VENTURE	PARANJAPE The Spirit Of New India	Rainbow Rainbow Housing
PARMAR CONSTRUCTION COMPANY JUGRAJ PARMAR ENTERPRISE	PHARANDE SPACES	SOLITAIRE	Saniket CONSTRUCTING HAPPINESS	SAI SPACECON INDIA P.LTD. SHAPING THE CITY Formerly knows as Sai Erectors	A PROJECT BY KONBIL LANDMARKS LLP
NEWTON HOMES HADAPSAR, NEAR AMANORA	ELLORA SHAPING TOMORROW	SHREE BALAJI GROUP	KOLTE • PATIL Creation, not Construction.	amit ENTERPRISES HOUSING LTD. SINCE 1983	ARUN DEVELOPERS

JUSTO™
BUILT FOR REAL GROWTH

Brand Associations Pune & Nashik

- MALPANI GROUP
- NOW REALTY creating timeless spaces
- MENLO Yours Thoughtfully
- DOSTI FRIENDS FOR LIFE
- ENGINEERS HORIZON
- NISARG GROUP
- ANMOL NAYANTARA Building Happy Communities
- Merlin
- ICONIC PROPERTIES
- CHANDRARANG GROUP
- Geeta Builders Turning Dreams into reality
- TRIOS™ Vibrant Workspace | Blooming Inspiration
- Parklane Construction Limited
- ESSON LANDMARKS
- SNEHA CONSTRUCTIONS™ WE CONSTRUCT DREAMS
- BLISSS RED
- TRUSTFORT REALTY
- GANDHARV DEVELOPERS
- URWAY We are together
- ATHARVA ENTERPRISES
- Sukhwani - Agarwal Group
- NIVAAS REALTY
- Dhatrak Group
- RAVI MAHAJAN BUILDERS & DEVELOPERS

208 Projects Delivered Across Key Markets

Awards & Accolades

Property Consultant Of The Year – Residential
ET Real Estate Conclave and Awards
3 Consecutive Years!

Excellence in Real Estate Consultancy and Innovation - ET Now Realty Conclave & Awards 2025

Property Consultant of The Year – 2024

Iconic Innovative Market Brand in Real Estate – 2021

Innovative technology in Real Estate Distribution 2019 – CNBC TV 18

Real Estate's Most Enterprising CEO of the Year - GCC Leadership Conclave 2025

Most Innovative Communication & Distribution Platform 2021' – CNN News

Award for Professional Excellence in Real Estate 2021

Professional Excellence in Real Estate 2021

Best Employer 2024-2025

Property Consultant of The Year Residential (National) - 2024

JUSTO™
BUILT FOR *REAL* GROWTH

HEAD OFFICE

2nd Floor, A wing, Indiana Business Center, Makwana Rd, Gamdevi,
Marol, Andheri East, Mumbai, Maharashtra 400059 | +91 98670 50544

REGIONAL OFFICE

110 and 111, Nyati Emporius, Pune- Banglore Highway, Baner,
Pune - 411045 | +91 98231 66443

REST OF MAHARASHTRA

Office no 03, Below Chandukaka Saraf, Miraj Arcade, E – Ward, Kolhapur – 416001

For all enquiries in Nashik, please contact +91 78754 06254


justo.co.in
JUSTO™
BUILT FOR *REAL* GROWTH