ROYAL ORCHID HOTELS LTD.,

Regd. Office :
1, Golf Avenue, Adjoining KGA Golf Course,
HAL Airport Road, Kodihalli, Bangalore - 560 008, India.
T +91 80 41783000, F : +91 80 252 03366
www.royalorchidhotels.com
CIN : L55101KA1986PLC007392
email : investors@royalorchidshotels.com

Date: August 12, 2026

To,
The Manager,
Department of Corporate Services,
Bombay Stock Exchange Limited
Floor 25, P. J. Towers,
Dalal Street,
Mumbai – 400 001
BSE Scrip Code: 532699

To,
The Manager,
Department of Corporate Services,
National Stock Exchange of India Limited,
Exchange Plaza, Plot no. C/1, G Block
Bandra Kurla Complex, Bandra (E)
Mumbai – 400 051
NSE Scrip Symbol: ROHLTD

Dear Sir/Madam,

Sub: Investors Presentation

Pursuant to Regulation 30 read with Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and in continuation to our letter dated August 10, 2026 regarding intimation of schedule of Analyst Meeting/Post Earnings Conference Call for Q1 & Financial Year 2026-27 results with Investors and Analysts, please find enclosed herewith Investors Presentation.

The aforesaid presentation is also available at the website of the Company at http://www.royalorchidhotels.com/investors.

You are requested to take the above on record.

Thanking you,

Yours Sincerely,

For Royal Orchid Hotels Limited

AMIT JAISWAL

Digitally signed by AMIT JAISWAL
Date: 2026.08.12 14:32:25 +05'30'

Amit Jaiswal
Chief Financial Officer

Encl: As above

Regenta Resort, Ranthambore

ROYAL ORCHID HOTELS LTD.

Q1 FY27

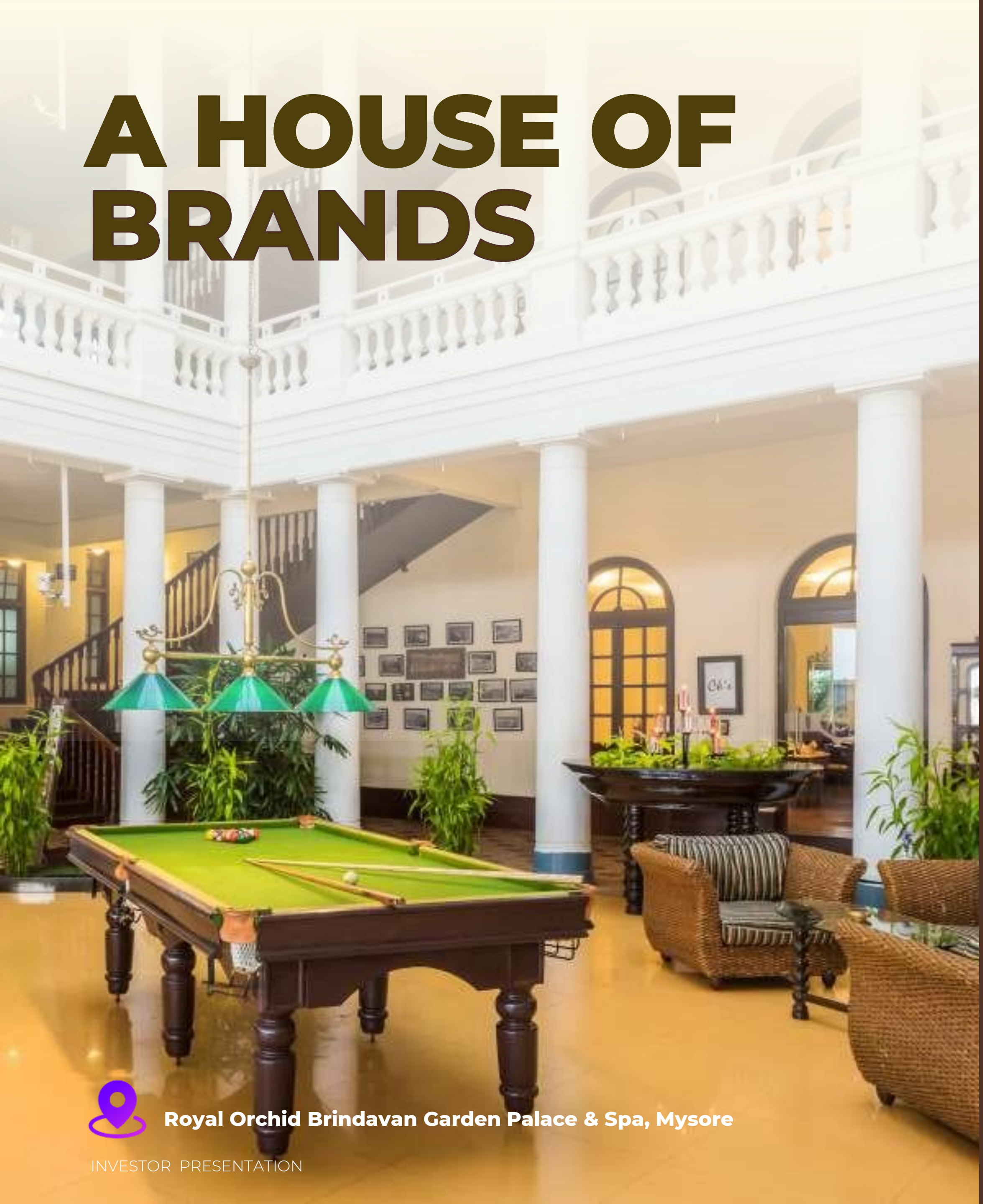
Investor Presentation

Refer to Disclaimer

DISCLAIMER

Statements made in this Presentation describing the Company's objectives, projections, estimates, predictions and expectations may be 'forward-looking statements', within the meaning of applicable securities laws and regulations. As 'forward-looking statements' are based on certain assumptions and expectations of future events over which the Company exercises no control, the Company cannot guarantee their accuracy nor can it warrant that the same will be realized by the Company. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statements on the basis of any subsequent developments or events or for any loss any investor may incur by investing in the shares of the Company based on the 'forward-looking statements.

A HOUSE OF BRANDS



Royal Orchid Brindavan Garden Palace & Spa, Mysore

ROYAL ORCHID HOTELS & RESORTS | ICONIQA HOTELS & RESORTS | RE:GEN:TA HOTELS & RESORTS

A HOTEL BRAND FOR EVERY PERSONALITY

ICONIQA HOTELS & RESORTS

Hotels & Resorts set to redefine upscale hospitality

crestoria - HOTELS & RESORTS -

Boutique hospitality peppered with local experiences

RE:GEN:TA HOTELS & RESORTS

Warm, familiar midscale hotels and resorts

RE:GEN:TA Place

Youthful, energetic, value-priced, and modern hospitality.

Z by RE:GEN:TA

The everywhere budget hotel brand to explore every neighborhood

TABLE OF CONTENTS

Hotel Royal Orchid, Bangalore

Q1 FY27 PERFORMANCE HIGHLIGHTS

KEY HIGHLIGHTS Q1 FY27
CONSOLIDATED

Q1 FY27 PERFORMANCE HIGHLIGHTS

Income from Operation
+36.1% Y-o-Y *

Room Revenue
+53.6% Y-o-Y *

EBITDA Growth
+39.1% Y-o-Y *

PAT
(Excluding Iconiqa)
11.7 CR

JLO Hotels
Occupancy: **70.6%** | ARR: **₹6,233** **(+13.6% YoY)**

Cash Profit (Ex-Iconiqa): **₹16.9 CR**

ICONIQA, MUMBAI

Q1 Total Income: **₹20.1 CR** | Target Annual Run-rate: **₹80-100 CR**

Iconiqa gets rated as No 1 hotel on Trip Advisor in Mumbai within 4 months of operation

Critical milestones achieved

11,369 **Total Keys**
Including Signed Hotels

173+ **Hotels & Resorts**
Including Signed Hotels

* Q1FY27 v/s Q1FY26

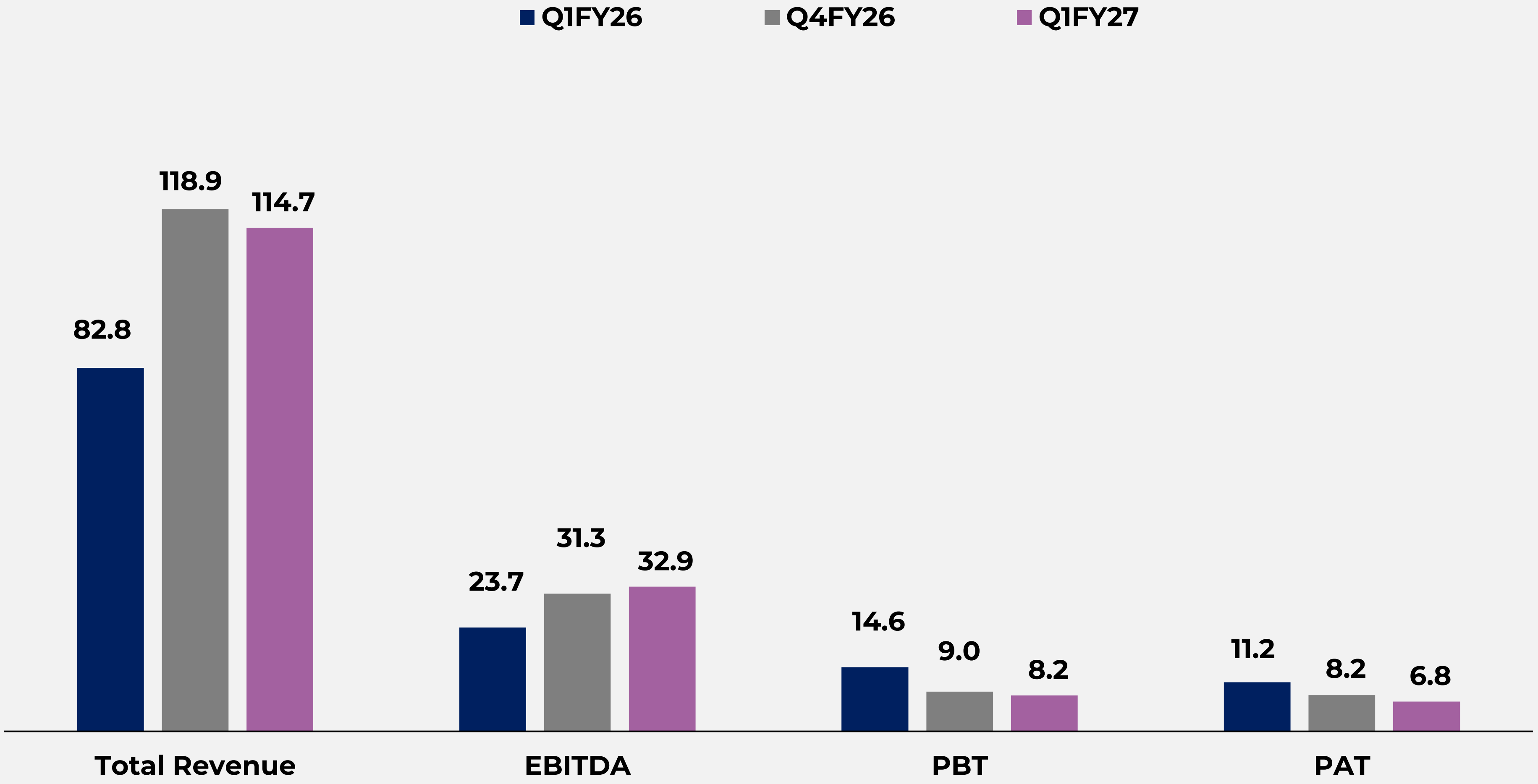
KEY PERFORMANCE SUMMARY – Q1 FY27

CONSOLIDATED (₹ IN CRORE)

Particulars	ROHL (Consolidated)		ICONIQA		ROHL (Excluding ICONIQA)	
	IndAS	Non IndAS	IndAS	Non IndAS	IndAS	Non IndAS
Total Income	**114.7**	**113.9**	**20.1**	**19.5**	**94.6**	**94.4**
EBITDA	**32.9**	**17.0**	**9.2**	**(0.6)**	**23.7**	**17.6**
Depreciation	11.5	2.6	5.6	0.6	5.9	2.0
Finance Cost	13.2	1.9	9.3	0.9	3.9	1.0
Profit before exceptional items and tax	**8.2**	**12.5**	**(5.7)**	**(2.0)**	**13.9**	**14.5**
Exceptional items	-	-	-	-	-	-
PBT	**8.2**	**12.5**	**(5.7)**	**(2.0)**	**13.9**	**14.5**
PAT	5.8	9.2	(4.3)	(1.5)	10.1	10.7
PAT After Associate	**6.8**	**10.2**	**(4.3)**	**(1.5)**	**11.1**	**11.7**
Total Comprehensive Income	6.4	9.8	(4.3)	(1.5)	10.7	11.3
CASH Profit	**18.3**	**12.8**	**1.4**	**(1.0)**	**16.9**	**13.8**
EBITDA Margin%	28.7%	15.0%	45.6%	-3.0%	25.1%	18.7%

Q1 FY27 PERFORMANCE HIGHLIGHTS

CONSOLIDATED (₹ IN CRORE)



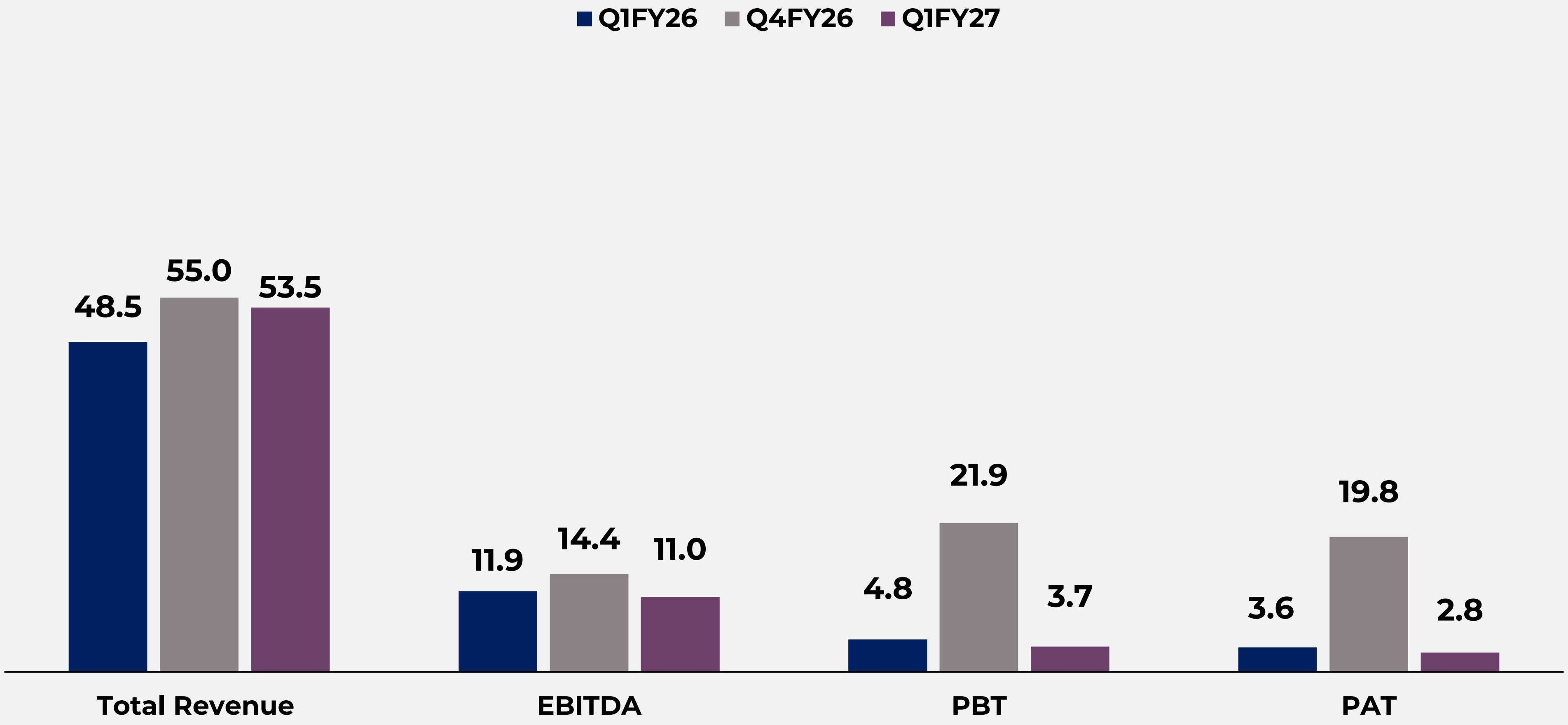
Q1 FY27 PERFORMANCE HIGHLIGHTS
CONSOLIDATED

(₹ In Crore Except EPS)

Particulars (Rs in Crs)	Q1FY26	Q4FY26	Q1FY27	Q-o-Q	Y-o-Y
- Room nights revenue	39.4	67.3	60.5	-10.1%	53.6%
- Food and beverages	26.3	33.1	33.4	0.9%	26.8%
- Other services	13.1	12.8	13.4	4.3%	2.2%
Income from Operations	**78.8**	**113.2**	**107.2**	**-5.3%**	**36.1%**
Other Income	4.0	5.8	7.5	30.1%	85.9%
Total Income	**82.8**	**118.9**	**114.7**	**-3.6%**	**38.5%**
Cost of Material Consumed	7.3	10.0	8.9	-11.1%	20.9%
Employee Benefits Expense	22.0	28.3	28.7	1.4%	30.5%
Rent Expense	3.7	3.5	4.2	19.0%	11.0%
Power and fuel Expense	5.4	5.8	7.2	23.5%	33.8%
Other Expenses	20.7	40.0	32.9	-17.9%	58.9%
Total Expense	**59.1**	**87.6**	**81.8**	**-6.7%**	**38.3%**
EBITDA	**23.7**	**31.3**	**32.9**	**5.1%**	**39.1%**
EBITDA Margin (%)	28.6%	26.3%	28.7%	9.0%	0.4%
Depreciation	5.1	11.4	11.5	1.1%	125.0%
EBIT	**18.5**	**19.9**	**21.4**	**7.5%**	**15.4%**
Finance Cost	3.9	13.1	13.2	1.0%	235.6%
Profit before exceptional items and tax	**14.6**	**6.8**	**8.2**	**19.8%**	**-44.0%**
Exceptional items	-	2.2	-	-100.0%	-
PBT	**14.6**	**9.0**	**8.2**	**-9.1%**	**-44.0%**
Tax expense	3.8	2.5	2.3	-6.5%	-38.7%
PAT	**10.8**	**6.5**	**5.8**	**-10.1%**	**-45.9%**
Share of Profit of associate	0.4	1.7	1.0	-44.3%	132.0%
Net Profit/(Loss) for the period and Share of Profit of associate	**11.2**	**8.2**	**6.8**	**-17.3%**	**-39.3%**
Other Comprehensive Income/(Loss)	0.2	(1.2)	(0.4)	-68.2%	-257.5%
Total Comprehensive Income	**11.4**	**7.0**	**6.4**	**-8.8%**	**-43.9%**
Net Profit Margin (%)	13.8%	5.9%	5.6%	-5.4%	-59.5%
EPS (In Rs)	**4.0**	**2.9**	**2.3**	**-19.2%**	**-41.3%**

Q1 FY27 PERFORMANCE HIGHLIGHTS

STANDALONE (₹ IN CRORE)



Q1 FY27 PERFORMANCE HIGHLIGHTS
STANDALONE

(₹ In Crore Except EPS)

Particulars	Q1FY26	Q4FY26	Q1FY27	Q-o-Q	Y-o-Y
- Room nights revenue	28.4	33.9	32.0	-6.8%	12.6%
- Food and beverages	16.7	17.4	17.6	4.0%	5.0%
- Other services	2.4	2.6	2.6	1.1%	9.4%
Income from Operations	**47.6**	**53.9**	**52.2**	**-3.0%**	**9.8%**
Other Income	0.9	1.1	1.3	15.3%	44.0%
Total Income	**48.5**	**55.0**	**53.5**	**-2.7%**	**10.4%**
Cost of Material Consumed	4.8	4.6	4.9	6.7%	2.3%
Employee Benefits Expense	10.9	11.1	12.0	8.6%	9.9%
Rent Expense	3.6	3.6	3.9	8.1%	8.2%
Power and fuel Expense	4.2	3.9	4.9	23.4%	15.1%
Other Expenses	13.0	17.4	16.8	-3.4%	29.0%
Total Expense	**36.6**	**40.6**	**42.5**	**4.7%**	**16.2%**
EBITDA	**11.9**	**14.4**	**11.0**	**-23.3%**	**-7.2%**
EBITDA Margin (%)	24.5%	26.2%	20.6%	-21.2%	-15.9%
Depreciation	3.9	4.2	4.2	0.3%	7.6%
EBIT	**8.0**	**10.2**	**6.8**	**-33.0%**	**-14.4%**
Finance Cost	3.2	3.3	3.1	-5.1%	-3.2%
Profit before exceptional items and tax	**4.8**	**6.9**	**3.7**	**-46.1%**	**-21.9%**
Exceptional items	-	15.0	-	-100.0%	-
PBT	**4.8**	**21.9**	**3.7**	**-82.9%**	**-21.9%**
Tax expense	1.2	2.1	0.9	-55.2%	-21.9%
PAT	**3.6**	**19.8**	**2.8**	**-85.8%**	**-21.9%**
Other Comprehensive Income/(Loss)	-	0.1	-	-100.0%	-
Total Comprehensive Income	**3.6**	**19.9**	**2.8**	**-85.8%**	**-21.9%**
Net Profit Margin (%)	7.5%	36.2%	5.3%	-85.4%	-29.2%
EPS (In Rs)	**1.3**	**7.2**	**1.0**	**-85.8%**	**-21.9%**

CONSOLIDATED FINANCIAL RESULTS (WITH & WITHOUT INDAS) Q1 FY27

(₹ In Crore Except EPS)

Particulars	With INDAS				Without INDAS			
	Q1FY26	**Q4FY26**	**Q1FY27**	**FY26**	**Q1FY26**	**Q4FY26**	**Q1FY27**	**FY26**
Total Income	82.8	118.9	114.7	406.4	82.7	118.2	113.9	404.7
EBITDA	**23.7**	**31.3**	**32.9**	**110.6**	**18.3**	**15.5**	**17.0**	**72.8**
Depreciation	5.1	11.4	11.5	35.6	1.9	2.9	2.6	9.4
EBIT	**18.5**	**19.9**	**21.4**	**75.0**	**16.4**	**12.6**	**14.4**	**63.4**
Finance Cost	3.9	13.1	13.2	38.8	1.2	2.2	1.9	7.7
Profit before exceptional items and tax	**14.6**	**6.8**	**8.2**	**36.2**	**15.2**	**10.4**	**12.5**	**55.8**
Exceptional items	-	2.2	-	2.2	-	2.2	-	2.2
PBT	**14.6**	**9.0**	**8.2**	**38.4**	**15.2**	**12.5**	**12.5**	**58.0**
Tax expense	3.8	2.5	2.3	9.8	3.8	3.1	3.3	14.0
PAT	**10.8**	**6.5**	**5.8**	**28.6**	**11.4**	**9.4**	**9.2**	**43.9**
Share of Associate Profit	0.4	1.7	1.0	4.8	0.4	1.7	1.0	4.8
PAT After Associate	**11.2**	**8.2**	**6.8**	**33.3**	**11.8**	**11.1**	**10.2**	**48.7**
Other Comprehensive Income / (Loss)	0.2	(1.2)	(0.4)	0.1	0.2	(1.2)	(0.4)	0.1
Total Comprehensive Income	**11.4**	**7.0**	**6.4**	**33.4**	**12.0**	**9.9**	**9.8**	**48.8**
EPS (In Rs)	4.0	2.9	2.3	11.7	4.4	3.6	3.6	17.8
CASH Profit	**16.3**	**17.5**	**18.3**	**66.8**	**13.7**	**11.8**	**12.8**	**55.9**

Note: The adoption of IND-AS led to a notional increase in depreciation and finance costs of Rs. 20.2 CR, resulting in a reduction in PAT of Rs. 3.4 CR at the Consolidated level (CONSOL) for the quarter ended June 2026.

STANDALONE FINANCIAL RESULTS (WITH & WITHOUT INDAS) Q1 FY27

(₹ In Crore Except EPS)

Particulars	With INDAS				Without INDAS			
	Q1FY26	Q4FY26	Q1FY27	FY26	Q1FY26	Q4FY26	Q1FY27	FY26
Total Income	48.5	55.0	53.5	212.9	48.2	54.8	53.3	212.0
EBITDA	**11.9**	**14.4**	**11.0**	**55.8**	**6.9**	**8.9**	**5.5**	**34.5**
Depreciation	3.9	4.2	4.2	16.6	0.9	0.9	0.9	3.6
EBIT	**8.0**	**10.2**	**6.8**	**39.2**	**6.0**	**8.0**	**4.6**	**30.9**
Finance Cost	3.2	3.3	3.1	13.4	0.8	0.9	0.7	3.5
Profit before exceptional items and tax	**4.8**	**6.9**	**3.7**	**25.9**	**5.2**	**7.1**	**3.9**	**27.4**
Exceptional items	-	15.0	-	15.0	-	15.0	-	15.0
PBT	**4.8**	**21.9**	**3.7**	**40.8**	**5.2**	**22.1**	**3.9**	**42.4**
Tax expense	1.2	2.1	0.9	6.8	1.2	2.1	0.9	6.8
PAT	**3.6**	**19.8**	**2.8**	**34.1**	**4.0**	**20.0**	**3.0**	**35.6**
Other Comprehensive Income / (Loss)	-	0.1	-	0.2	-	0.1	-	0.2
Total Comprehensive Income	**3.6**	**19.9**	**2.8**	**34.3**	**4.0**	**20.1**	**3.0**	**35.8**
EPS (In Rs)	1.3	7.2	1.0	12.4	1.5	7.3	1.1	13.0
CASH Profit	**7.5**	**9.1**	**7.0**	**35.7**	**4.9**	**6.0**	**3.9**	**24.3**

Note: IND-AS adoption led to notional increase in depreciation and finance cost of Rs. 5.7 CR leading to reduction in PAT of Rs. 0.2 CR at standalone level (SA) for quarter ended June 2026.

ICONIQA MUMBAI FINANCIAL RESULTS (WITH & WITHOUT INDAS) Q1 FY27

(₹ In Crore)

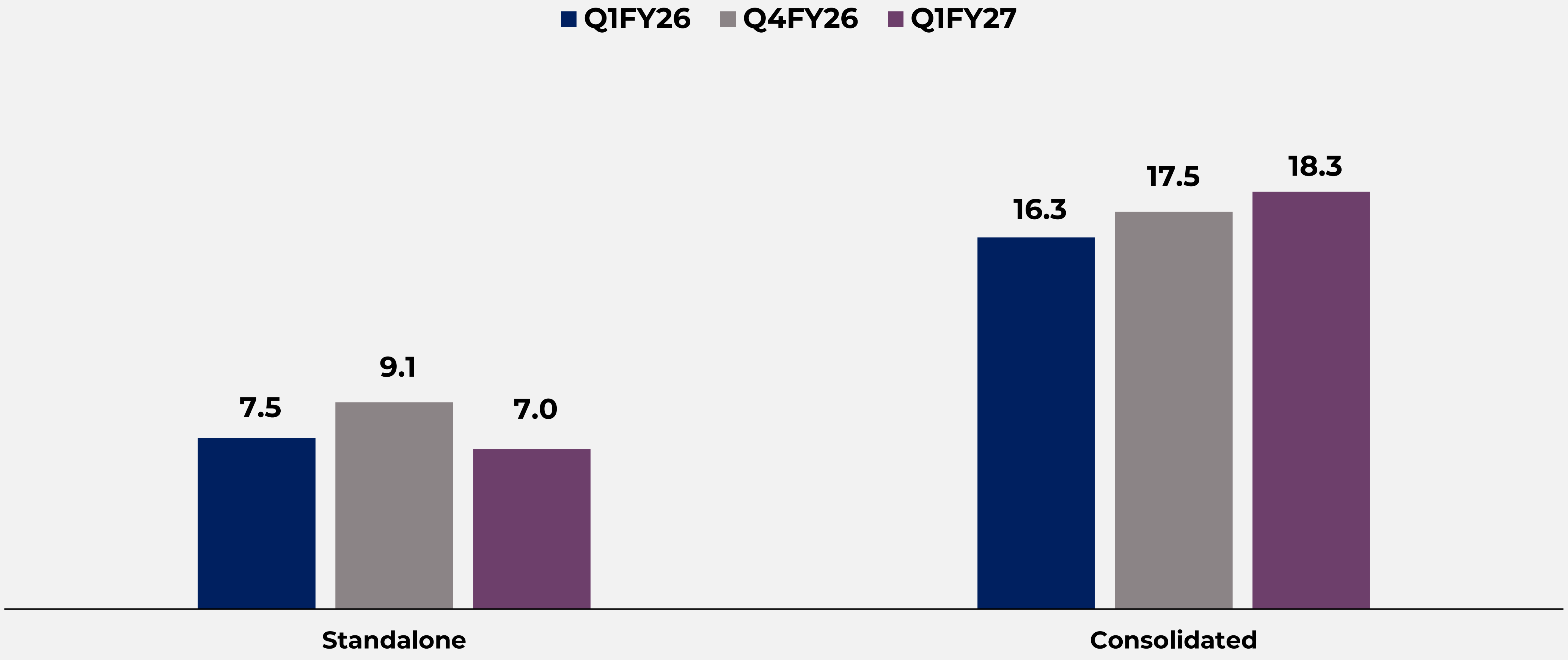
Particulars	With INDAS				Without INDAS			
	Q1FY26	Q4FY26	Q1FY27	FY26	Q1FY26	Q4FY26	Q1FY27	FY26
Total Income	0.0	24.2	20.1	44.9	0.0	23.6	19.5	43.6
EBITDA	**(0.5)**	**5.0**	**9.2**	**7.3**	**(0.5)**	**(5.0)**	**(0.6)**	**(7.8)**
Depreciation	-	5.8	5.6	13.6	-	0.7	0.6	1.3
EBIT	**(0.5)**	**(0.8)**	**3.5**	**(6.4)**	**(0.5)**	**(5.8)**	**(1.1)**	**(9.1)**
Finance Cost	-	9.1	9.3	22.8	-	0.9	0.9	2.6
PBT	**(0.5)**	**(9.9)**	**(5.7)**	**(29.2)**	**(0.5)**	**(6.6)**	**(2.0)**	**(11.7)**
Tax expense	-	(2.2)	(1.4)	(7.1)	-	(1.6)	(0.5)	(2.9)
PAT	**(0.5)**	**(7.7)**	**(4.3)**	**(22.1)**	**(0.5)**	**(5.1)**	**(1.5)**	**(8.7)**
Other Comprehensive Income / (Loss)	-	-	-	-	-	-	-	-
Total Comprehensive Income	**(0.5)**	**(7.7)**	**(4.3)**	**(22.1)**	**(0.5)**	**(5.1)**	**(1.5)**	**(8.7)**
CASH Profit	**(0.5)**	**(1.9)**	**1.4**	**(8.5)**	**(0.5)**	**(4.3)**	**(1.0)**	**(7.4)**

Note:

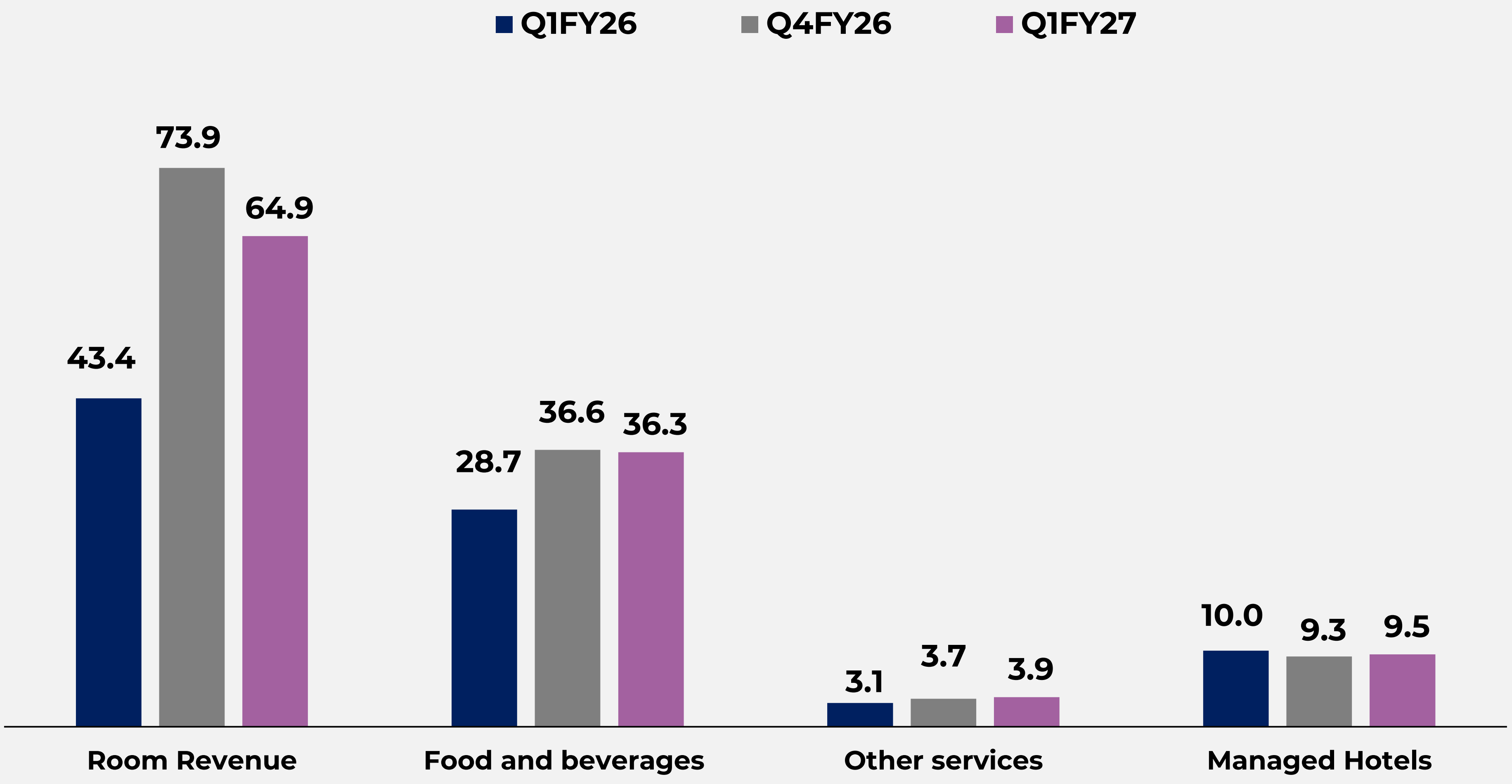
1. Pre operating expenditure of Rs 5.50 CR has been written off during the 4th quarter 2025-26 and financial year ended March 2026.

2. During the previous year, Royal Orchid Mumbai Private Limited, one of the subsidiary company, has recognized its Right-of-Use (ROU) assets and corresponding lease liabilities. Consequently, the subsidiary has recorded depreciation and finance cost of Rs 13.4 cr in the current quarter ended June 2026 & 32.5 cr in financial year ended March 2026.

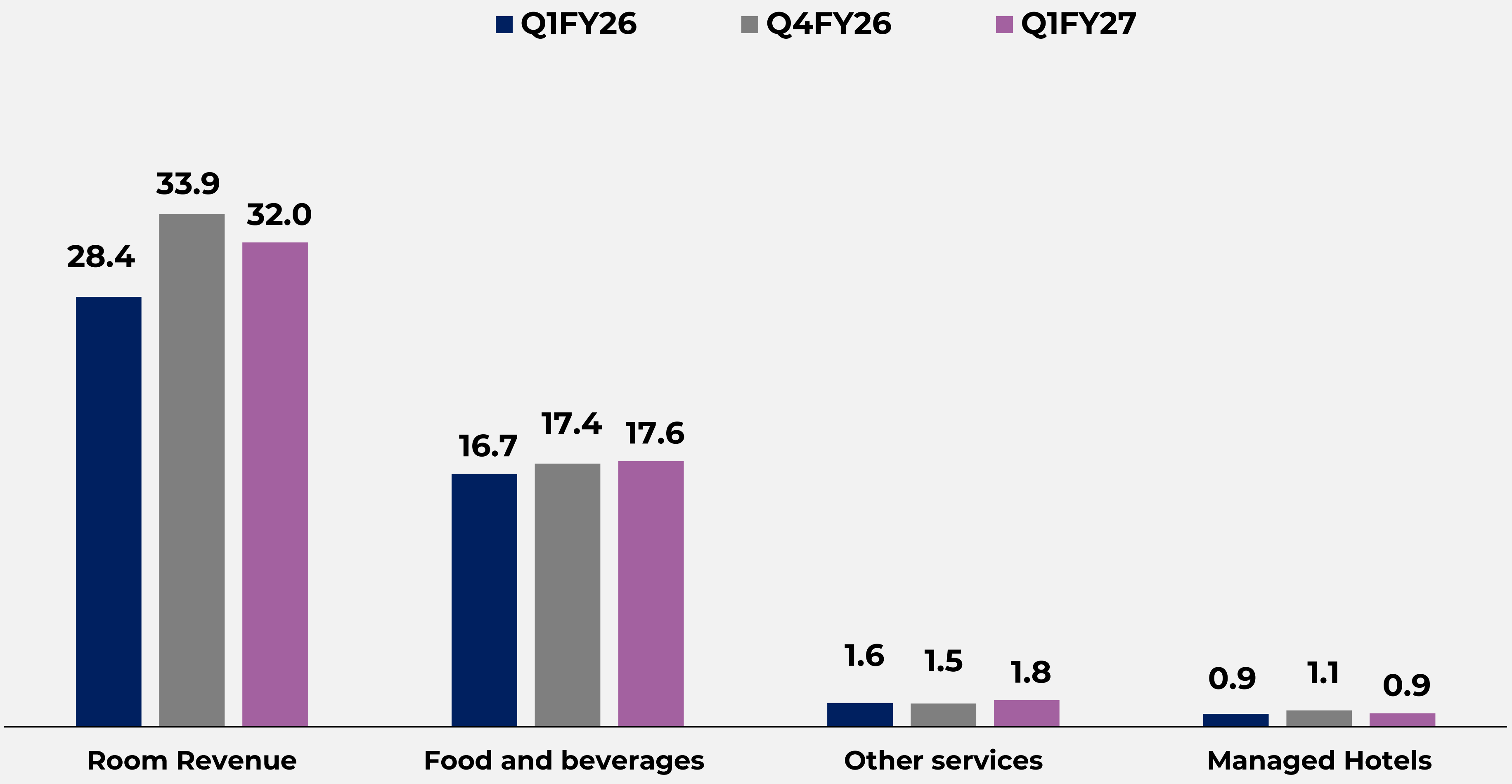
STANDALONE & CONSOLIDATED CASH PROFIT Q1 FY27 (WITH INDAS) (₹ IN CRORE)



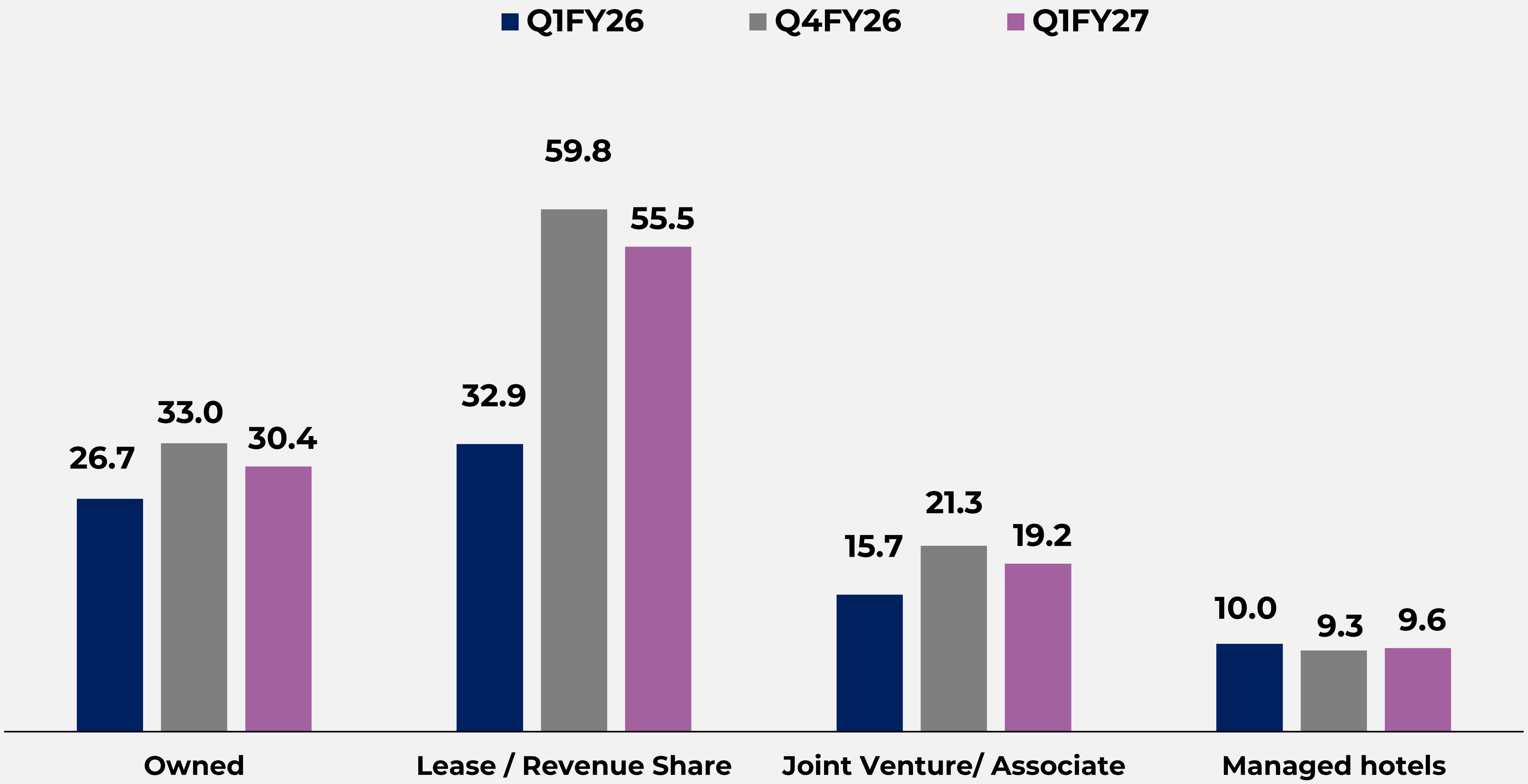
CONSOLIDATED REVENUE BREAK-UP (INCLUDING ASSOCIATE)
Q1 FY27 (₹ IN CRORE)



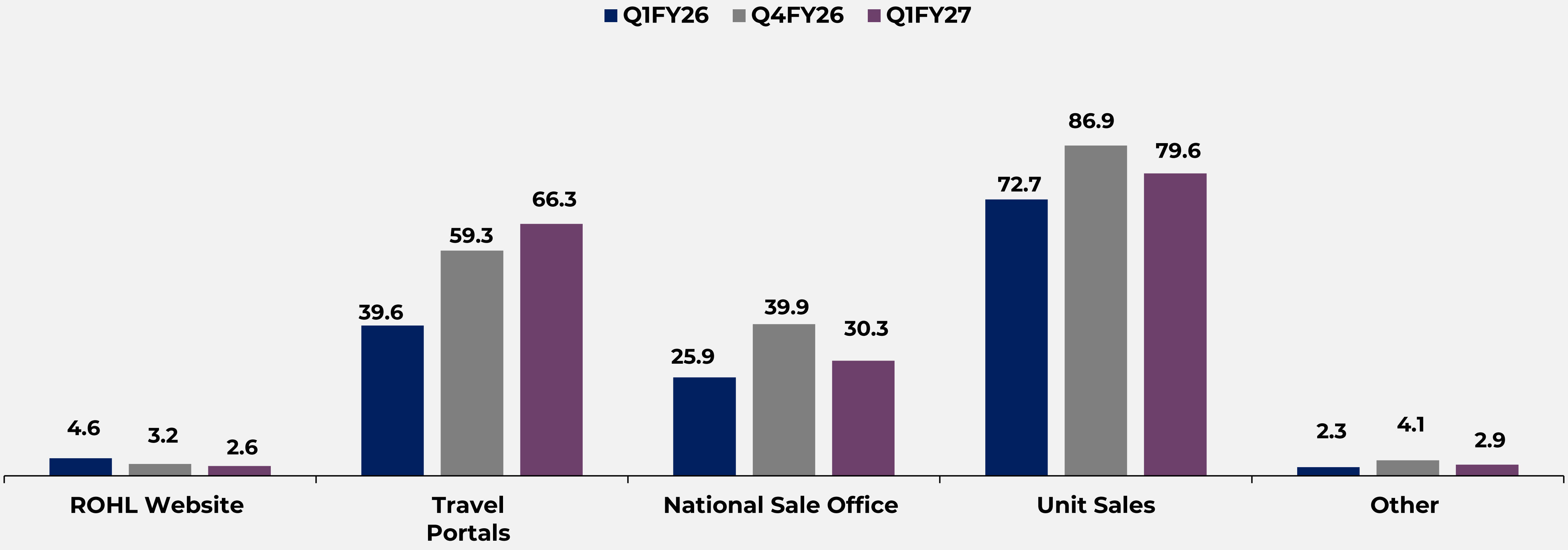
STANDALONE REVENUE BREAK-UP Q1 FY27 (₹ IN CRORE)



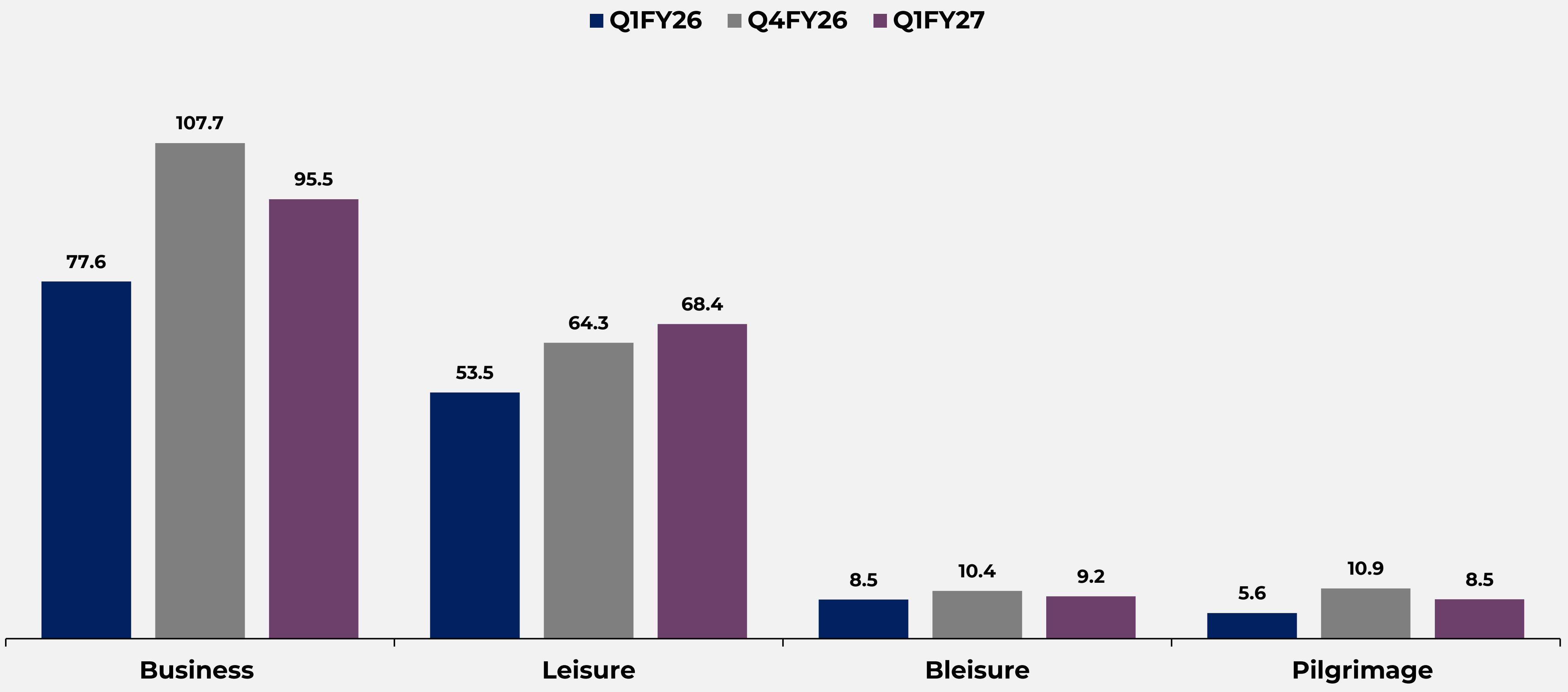
CONSOLIDATED SEGMENT WISE REVENUE BREAK-UP (INCLUDING ASSOCIATE) Q1 FY27 (₹ IN CRORE)



SOURCE WISE ROOM REVENUE (MANAGED HOTELS) Q1 FY27 (₹ IN CRORE)



SEGMENT WISE ROOM REVENUE (MANAGED HOTELS) Q1 FY27 (₹ IN CRORE)



ROYAL ORCHID HOTELS & RESORTS | ICONIQA HOTELS & RESORTS | RE:GEN:TA HOTELS & RESORTS

TODAY OUR PRESENCE

173+

Hotels & Resorts in 85+ Locations
(including signed)

11,369+

Total Keys
(Including Signed)

7,745+

Operational Rooms

180+

Specialty & All-day Dining Restaurants

58+ Business Destinations

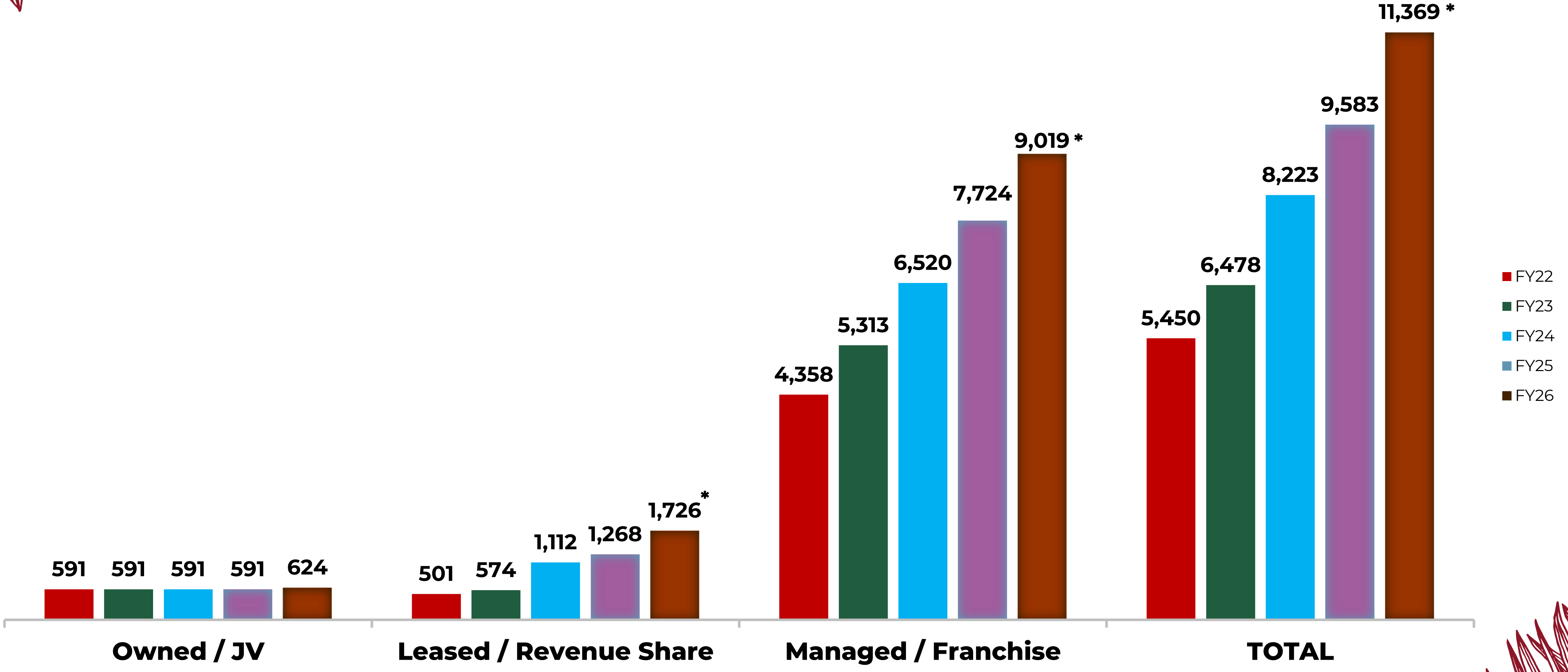
20+ Wedding Destinations

4+ Wildlife Destinations

47+ Leisure Destinations

Royal Orchid Metropole, Mysore

GROWTH IN ROOMS



*Includes Signed Hotels

NEW HOTELS – ADDED IN – Q1 FY27

Sl No	Brand	City / Location	Keys	Model
1	Z by Regenta	Kondapur, Gachibowli	36	Franchise
2	Regenta Place	Hyderabad	74	Franchise
3	Regenta	Tirupati	48	Managed
4	Z by Regenta	Ahmedabad	43	Franchise
5	Regenta Place	Rishikesh	36	Managed

5 HOTELS

237 KEYS

UPCOMING HOTELS

Sl No	Hotel Name	City / Location	No. of Keys	Owned / Managed / Franchise
1	Regenta	Hubli	117	Managed
2	Regenta Z	Vijayawada	40	Managed
3	Regenta Z	Visakhapatnam	32	Managed
4	Regenta Resort	Kushal Nagar, Coorg	40	Managed
5	Regenta Inn	Tezpur Assam	40	Managed
6	Regenta Place	Mall Road, Mussoorie	45	Managed
7	Crestoria	Bhopal	70	Managed
8	Regenta Place	Udaipur	43	Managed
9	Regenta Suites & Residences	Jaipur	110	Managed
10	Regenta Place Swan	Kota	57	Managed
11	Regenta Place	Baddi, Himachal Pradesh	43	Managed
12	Regenta Place	Bhadohi	55	Managed
13	Regenta Inn	Dhule	42	Franchise
14	Regenta	Nanded	60	Managed
15	Regenta Resort	Gir	35	Managed
16	Regenta	Rajkot	70	Managed
17	Regenta Resort	Mulshi, Pune	65	Managed
18	Regenta Magnus	Pune	105	Managed
19	Regenta Place	Ahmedabad	42	Franchise
20	Regenta	Jamshedpur	63	Managed
21	Regenta	Gurgaon Sector 70	128	Revenue Share
22	Regenta	Mussoorie	70	Managed
23	Regenta Resort	Pushkar	118	Managed
24	Regenta Resort	Chittorgarh	63	Managed
25	Regenta Resort	Jabalpur	54	Managed
26	Regenta	Gwalior	71	Managed
27	Regenta	Dodamarg, Goa	240	Revenue Share
28	Maison ICONIQA	Goa	38	Revenue Share
29	Regenta Baga Resort	Goa	104	Managed
30	Regenta	Lucknow	175	Revenue Share
31	Regenta Resort	Bhavnagar	26	Managed
32	Regenta Resort	Panchgani	60	Managed
33	Regenta Resort	Saputara	46	Managed
34	Z by Regenta	Ichalkaranji	36	Managed
35	Z by Regenta	Amritsar	30	Managed
36	Z by Regenta	Orai	45	Managed
37	Regenta	Bhopal	71	Managed
38	Z by Regenta	Ambala	30	Franchise
39	Regenta	Ambala	65	Franchise
40	Regenta Place	Vrindavan, Uttarpradesh	47	Managed
41	Regenta	Jodhpur	200	Managed
42	Regenta Place	Omerga	50	Managed
43	Regenta Place	Bathinda	51	Managed
44	Regenta	Mundra	101	Managed
45	Regenta Place	Rajkot – Greenland Chowkdi	50	Managed
46	Regenta Inn	Anjar	44	Managed
47	Regenta	Nepal	82	Managed
48	Regenta	Varanasi	106	Managed
49	Regenta Residences	Trimbakeshwar	200	Managed
50	Regenta Place	Jim Corbett	50	Managed

50+ HOTELS

3624+ KEYS

SEGMENT WISE OCCUPANCY, ARR & KEYS

Segment	Q1 FY26	Q4 FY26	Q1 FY27
Average Occupancy (JLO)	69.2%	73.4%	70.6%
Average Room Rate (JLO) (Rs)	5,488	6,844	6,233
Average Occupancy (Managed) (Portfolio)	59.5%	59.1%	60.8%
Average Room Rate (Managed) (Rs) (Portfolio)	4,031	4,262	4,300

GUEST BREAK-UP

(In Nos)

Guest Break Up%	Q1FY26	Q4FY26	Q1FY27
Domestic Guests (Numbers)	1,09,040	1,27,443	1,48,740
Foreign Guests (Numbers)	12,289	30,259	11,027
Total (Numbers)	**1,21,329**	**1,57,702**	**1,59,767**
% Domestic	89.87%	80.81%	93.10%
% Foreign Guest	10.13%	19.19%	6.90%

CONSOLIDATED COST AS A % OF TOTAL INCOME

(₹ In Crore)

Particulars	Q1FY26	Q4FY26	Q1FY27
Raw Material Costs as a % of F&B Revenue			
F&B Revenue	26.3	33.1	33.4
Raw Material Cost	7.3	10.0	8.9
% of Revenue	**27.9%**	**30.2%**	**26.6%**
Payroll Costs as a % of Revenue			
Revenue	78.8	113.2	107.2
Payroll Cost	22.0	28.3	28.7
% of Revenue	**27.9%**	**25.0%**	**26.7%**
Other Operating Costs as a % of Revenue			
Revenue	78.8	113.2	107.2
Other Operating Cost	29.8	49.3	44.2
% of Revenue	**37.9%**	**43.6%**	**41.3%**

ASSET PORTFOLIO MIX – AS ON DATE

CATEGORY	Owned	Leased	JV	Managed / Franchise	Total
5 Star	273	292*	139	288	**992**
4 Star	130	395	-	2,179	**2,704**
Service Apartment	-	115	-	71	**186**
Resort/Heritage/MICE	-	260	82	1,193	**1,535**
3 Star / Budget	_	83	-	2,245	**2,328**
Total KEYS	**403**	**1,145**	**221**	**5,976**	**7,745**

*APPLIED

THE BIG PICTURE

Empowering Change

Transforming Today

Asset Light Model

EMPOWERING CHANGE:

WHO WE ARE

ROYAL ORCHID HOTELS & RESORTS | ICONIQA HOTELS & RESORTS | RE:GEN:TA HOTELS & RESORTS

VISION 2030

Q1 FY27	FY30
173+ Hotels*	345+ Hotels
11,369 Keys*	22,000+ Keys

* Including Signed

PHASE 1:
FOUNDATION & GROWTH (2001 – 2024)

Began as an Indian hospitality brand with a **vision to bring warm Indian hospitality to travellers.**

Expanded from a single property in **Bangalore to a diverse portfolio of 100+ hotels across India** and **international** locations.

Created a versatile brand portfolio with **offerings for every traveller** ranging from upscale **resorts to budget-friendly options.**

Built a **strong presence across business, leisure, wedding, and wildlife destinations**, establishing a well-rounded brand identity

PHASE 2:
SHAPING TOMORROW (BEYOND 2025)

Transitioning into a **technology-driven, asset-light hospitality** powerhouse maximizing reach while maintaining quality.

Vision to grow to 200+ hotels, with a **focus** on management **contracts and franchising** to scale efficiently.

Introducing **new lifestyle brands (like ICONIQA) and destination-focused resorts** (e.g., near the Statue of Unity) to tap into evolving traveller preferences.

Committed to empowering **India's youth**, **with plans to train hospitality professionals** in the coming year creating a talent pipeline for the future.

Aiming to set new benchmarks for Indian hospitality, delivering exceptional experiences while creating **long-term value for all stakeholders.**

WHAT WILL DRIVE VISION 2030

Clearly defined Brand Architecture

Smart Execution

Return on Invested Capital

ICONIQA is the foundation for Vision 2030

Brands for various customer segments & markets

Z, Place, Regenta, Crestoria, Iconiqa

Excellence in Execution

Iconiqa, Mumbai – 12 months from shell to completion through meticulous planning & methodical execution

Rigorous investment management metrics

We continue to focus on +20% ROCE

BRAND ARCHITECTURE

Absolute Revenue

Investment → Absolute Profit

Franchise	Franchise Managed	Flexi Lease Managed	Flexi Lease Managed	Owned Flexi Lease Managed
+120 Hotels	+50 Hotels	+30 Hotels	+27 Hotels	+8 Hotels
Z by RE:GEN:TA	RE:GEN:TA Place	RE:GEN:TA HOTELS & RESORTS	crestoria - HOTELS & RESORTS -	ICONIQA HOTELS & RESORTS

Note: Addition in Hotels post FY25 Vision 2030

TURNING LOYALTY INTO LASTING VALUE

A TECH-DRIVEN LOYALTY PROGRAM THAT INCREASES REVENUE & GUEST ENGAGEMENT

The Regenta Rewards is a seamless, tech-powered solution that boosts guest engagement and drives revenue. Guests can redeem points across stays, dining, and shopping, creating a personalized experience that encourages repeat visits.

With real-time insights, the program helps optimize offerings, increase guest spending, and build long-term loyalty, making it a smart, revenue-driving tool for hotel owners.

Pre-Redemption for Stay
Guests can use points to book and upgrade their stay in advance, ensuring a personalized experience.

Post-Stay Rewards
After checkout, guests can redeem points for future stays or exclusive upgrades, encouraging repeat visits.

Dining Rewards
Points can be redeemed for in-room dining or meals at the hotel's restaurants, enhancing the guest's stay.

Online Shopping Vouchers Guests can redeem points for vouchers at popular e-commerce platforms like Amazon, Flipkart, and Bluestone.

Regenta Resort, Nepal

ICONIQA - REDEFINED LANDSCAPE

Upscale Lifestyle Hotel

ICONIQA

by Royal Orchid Hotels Ltd.

Near T2 International Airport, Mumbai

292 Keys

Strategically located just 2 minutes from the T2 Airport Terminal at Mumbai, making it an ideal stay for business and leisure travelers.

Well-connected to Mumbai's business hubs, shopping districts, and cultural landmarks, enhancing the guest experience.


Regenta
Upscale Hotel

54 KEYS
Operational Since
June, 2026

Regenta, Devarayah Tirupati

Set in the sacred city of Tirupati, one of India's most revered pilgrimage destinations, Regenta Devarayah Tirupati offers a seamless blend of modern comfort and spiritual tranquillity. Located in the heart of the city, just minutes from the railway station and within convenient reach of Renigunta Airport, the hotel provides easy access to renowned temples, business districts, shopping hubs, and cultural landmarks.

Regenta Place
3star Hotel

74 KEYS

Operational Since
May, 2026

Regenta Place, Hyderabad

In the heart of one of the city's most vibrant business districts, offering a stay that feels both well-connected and effortlessly comfortable. Designed for today's traveller, the hotel brings together thoughtful spaces, modern design, and a sense of ease that carries through every part of the experience.

Regenta Place

3star Hotel

36 KEYS

Operational Since
April, 2026

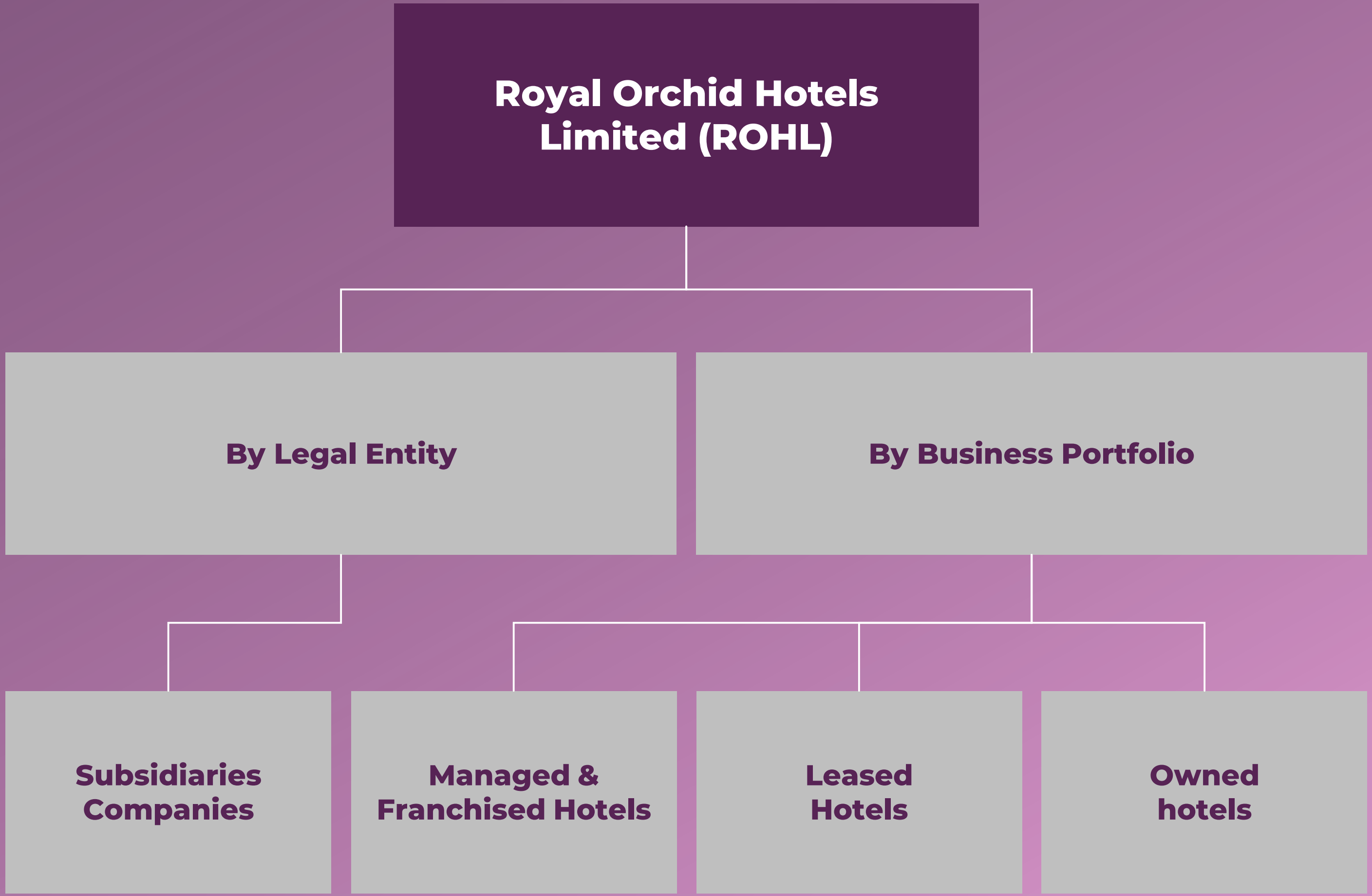
Regenta Place, Rishikesh

Known as the world's yoga capital, Rishikesh attracts spiritual travelers and adventure lovers alike. Centrally located, Regenta Place Iris Park offers 36 well-appointed premium rooms and suites with easy access to major attractions. Guests can savor Indian, Chinese, and Continental cuisine at the in-house restaurant, PINXX.

SMART BLEND OF ASSET LIGHT

& FLEXI LEASE HOTELS

OUR BUSINESS STRUCTURE



OUR ASSET LIGHT BUSINESS MODEL

Steadily gaining strong foothold through focus on Management contracts which will lead to high growth

Regenta Central, Candolim, Goa

KEY FACTORS

01	Maintenance Capex required - Limited
02	Break even on Operating profit in just 1 year
03	Creates brand visibility at a faster rate
04	Facilitates expansion plans and ramping up presence

COMPETITIVE ADVANTAGE

Balanced portfolio having presence in over **85+ locations** and **19 states**

Strong Sales Presence across major source markets in India

Versatile Asset Portfolio a brand for every personality

COMPANY OVERVIEW

WHO WE ARE?

OUR JOURNEY

MANAGEMENT TEAM

OUR PRESENCE

AN INDIAN BRAND, FOR AN INDIA STORY

ROYAL ORCHID HOTELS & RESORTS | ICONIQA HOTELS & RESORTS | RE:GEN:TA HOTELS & RESORTS

Royal Orchid Hotels Ltd is among India's fastest growing hotel groups operating across categories and geographies.

Royal Orchid owns, leases, manages and franchises properties, running the entire operation from rooms to food & beverage, banquets to outdoor caterings, truly making it one of India's largest full stack hospitality companies.

- 2001: 1 Hotels
- 2012-13: 7 Hotels
- 2016-2017: 19 Hotels
- 2020-21: 75+ Hotels
- As on Date: 123+ Hotels

85+	8500+	100+
LOCATIONS	EMPLOYEES	SALES FORCE

ROHL VISION

“Our Vision is to operate 350+ profitable and responsible hotels where guests love to stay, dine and celebrate. We wish to create hotels which have a soul, a reflection of our distinctly warm Indian Hospitality.

In this journey, we will also empower the youth of our country. The ones who wish to join hospitality industry, but are limited by financial means. We will provide skill development training to students over the next three years, thereby making them employable, and so they can in turn strengthen the Indian hospitality workforce.”

BOARD OF DIRECTORS

Mr. Chander K Baljee,
Chairman & Managing Director

Royal Orchid Hotels is promoted by Mr. Chander K Baljee, a P.G Graduate from Indian Institute of Management (Ahmedabad) with over 5 decades of experience in the hospitality industry

WHOLE-TIME DIRECTOR

Mr. Keshav Baljee

Co-promoter of Royal Orchid Hotels Limited, designated partner of Kensington Villas LLP - also founder of Spree Hotels, which is one of India's fastest growing and most loved mid-market hotel brand.

NON-EXECUTIVE DIRECTOR

Mrs. Sunita Baljee

Co-promoter and one of the founders of Royal Orchid Hotels Limited. She is a Master in Business Administration and carries vast experience in the hospitality industry.

INDEPENDENT DIRECTORS

Dr. PV Ramana Murthy, Ph.D.

An HR and OD expert with over 35 years of experience in Fortune 500 CXO roles, specializing in culture transformation and leadership development. He currently serves on the boards of Zee Entertainment and Automotive Axles Limited, and authored the bestselling book The Power of Humility on humble leadership.

Mr. Rakesh Mehta

CA Rakeshh Mehta, Chairman of Mehta Group, leads renowned entities such as Mehta Equities Ltd (BSE, NSE, MCX-SX, DP CDSL, PMS, MCX, NCDEX) and Dowell Fiscal Services Pvt. Ltd., a registered NBFC. A Harvard Business School alumnus and Chartered Accountant, he has steered Mehta Group into one of India’s most reputed financial service providers with 70,000+ clients and 80+ locations nationwide. He has served on key committees of BSE, CDSL, and ICAI, and is a respected voice in business bodies like IMC, ASSOCHAM, FICCI, and CII. A passionate philanthropist, he leads multiple CSR and community initiatives through the Mehta Foundation and other trusts.

Ms. Nithya Subramanian

Senior Director – Data & AI at Best Buy, with 21 years of global experience across Microsoft, Philips, Cisco & IBM. Award-winning AI Leader, TEDx Speaker & Certified Independent Director, driving enterprise-wide digital transformation. Expert in Data Science, AI/ML, Analytics COEs, and Data Governance with a focus on customer-centric innovation. Passionate mentor and thought leader, enabling organizations to achieve data-driven growth and operational excellence.

MANAGEMENT

Mr. Arjun Baljee
President

Over 20+ years of experience in operation and management of real estate, technology, start-ups, and hospitality industries.

Mr. Amit Jaiswal
Chief Financial Officer

Over 30+ years of experience in Finance with Manufacturing & Hotel Industry.

Mr. Vikas Passi
Sr. VP Operations (West)

Over 25+ years of vast experience in hotel operations and sales.

Mr. Shiwam Verma
Sr. VP Operations (Goa)

Over 25 years of experience with Pride Hotels & Sarovar Hotels

Mr. Saravanan Dhanabalu
VP Operations (South)

30 years of vast experience with ITC fortune hotels and was managing 22 hotels in south India.

Mr. Sunil Khera
Sr. VP – Operations (North)

33+ years of vast experience with ITC fortune park hotels, Sarovar Hotels & IHG.

Ms. Padmini V. Krupanidhi
Company Secretary & Compliance Officer

Ms. Suman
VP Operations – (Mysore, Kabini & Sakleshpur)

Mr. Jayesh Wadher
VP - Human Resources

Mr. Gaurav Goyal
Sr. VP - Development

ANNUAL INCOME STATEMENT CONSOLIDATED

(₹ In Crore Except EPS)

Particulars	FY24	FY25	FY26
- Room revenue	150.4	161.1	213.7
- Food and beverages	102.2	112.3	120.5
- Other services	41.0	46.0	49.9
Income from Operations	**293.6**	**319.5**	**384.2**
Other Income	19.1	23.7	22.3
Total Income	**312.7**	**343.2**	**406.4**
Cost of Material Consumed	29.1	31.3	34.7
Employee Benefits Expense	72.6	83.7	103.3
Power and fuel Expense	21.3	21.8	22.8
Rent Expense	13.5	16.7	15.9
Other Expenses	81.0	92.9	119.1
Total Expense	**217.5**	**246.4**	**295.8**
EBITDA	**95.2**	**96.8**	**110.6**
EBITDA Margin (%)	**30.4%**	**28.2%**	**27.2%**
Depreciation	19.9	20.7	35.6
EBIT	**75.3**	**76.1**	**75.0**
Finance Cost	18.3	16.6	38.8
Profit before exceptional items and tax	**57.0**	**59.5**	**36.2**
Exceptional items	-	-	2.2
PBT	**57.0**	**59.5**	**38.4**
Tax expense	9.7	16.4	9.8
PAT	**47.4**	**43.1**	**28.6**
Share of Profit of associate	3.5	4.4	4.8
Net Profit/(Loss) for the period and Share of Profit of associate	**50.8**	**47.5**	**33.3**
Other Comprehensive Income/(Loss)	(0.8)	0.0	0.1
Total Comprehensive Income	**50.0**	**47.5**	**33.4**
Net Profit Margin (%)	16.0%	13.9%	8.2%
EPS (In Rs)	**17.68**	**17.23**	**11.74**

BALANCE SHEET CONSOLIDATED

(₹ In Crore)

Particulars	FY24	FY25	FY26
Equity & Liability			
Equity share capital	27.4	27.4	27.4
other equity	163.3	203.4	230.7
Non-controlling interests	17.4	16.3	17.4
Total Equity	**208.1**	**247.1**	**275.5**
Non-current liabilities			
Financial Liabilities			
Borrowings	46.7	78.9	82.5
Lease Liabilities	122.0	109.5	529.5
Other financial libalities	1.1	0.4	2.8
Provisions	2.8	3.0	4.9
Deferred tax liabilities	0.3	0.2	0.1
Total Non-Current Liability	**173.1**	**191.9**	**619.8**
Current Liabilites			
Financial Liabilities			
Borrowings	20.4	21.1	15.5
Lease Liabilities	10.4	11.8	13.2
Trade payables	32.7	33.0	40.4
Other financial liabilities	12.3	16.6	56.2
Other current liabilities	9.6	12.8	17.6
Provisions	2.5	2.5	2.4
current tax liabilities	0.8	1.3	1.0
Total Current Liability	**88.8**	**99.2**	**146.3**
Total Equity & Liability	**470.0**	**538.2**	**1,041.6**

Particulars	FY24	FY25	FY26
Non-Current assets			
Property, plant and equipment	117.6	130.6	158.9
Capital Work in progress	0.4	17.1	2.4
Goodwill	17.6	17.6	17.6
Other intangible assets	0.1	0.1	0.2
Right-of-use-assets	120.1	104.6	553.4
Investments accounted for using equity method	30.0	34.4	39.2
Financial assets			
Investment	0.0	0.0	0.0
Loans	7.0	7.0	7.0
other financial assets	34.5	85.3	57.4
Deferred tax assets (net)	13.1	12.2	18.3
Non-current tax assets	9.1	2.8	3.9
Other non-current assets	4.3	3.3	4.3
Total Non-Current Assets	**353.8**	**415.1**	**862.6**
Current Asset			
Inventories	2.6	2.7	3.0
Finacial Assets			
Investment	-	-	37.7
Trade Receivable	32.9	37.2	37.8
cash and cash equivalents	23.9	26.7	14.1
Bank balance other than cash and cash equivalents	27.1	30.1	26.1
Loans	0.6	0.6	-
Other financial assets	6.4	11.3	25.3
Current tax assets	0.1	0.1	0.1
other current assets	7.3	12.1	10.9
Total	**100.8**	**120.7**	**155.0**
Asset held-for-sale	15.3	2.3	24.0
Total Current Asset	**116.2**	**123.0**	**179.0**
Total Asset	**470.0**	**538.2**	**1,041.6**

Royal Orchid Hotels Ltd.,
Mr. Chander Baljee
Chairman & Managing Director

Mr. Amit Jaiswal
Chief Financial Officer

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THANK YOU !