Rustomjee®

Date: August 4, 2026

The General Manager, Listing Department, BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001	The Vice President Listing Department, National Stock Exchange of India Limited "Exchange Planza", Bandra Kurla Complex, Bandra East, Mumbai – 400 051
Scrip Code: 543669	**Scrip Symbol: RUSTOMJEE**

Sub: Investor Presentation

We enclose herewith Investor's presentation on the unaudited Financial Results for the quarter ended June 30, 2026.

This is also being uploaded on the Company's website at https://www.rustomjee.com/investor-relations/financials/. .

You are requested to inform your members accordingly.

Yours faithfully,
For Keystone Realtors Limited

BIMAL KISHORE NANDA

Digitally signed by BIMAL KISHORE NANDA
Date: 2026.08.04 13:00:17 +05'30'

Bimal K Nanda
Company Secretary and Compliance Officer
ACS - 11578

Rustomjee®

INVESTOR PRESENTATION

KEYSTONE REALTORS LIMITED

Q1FY27

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Know more about the company
www.rustomjee.com

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COMPANY OVERVIEW

PARISHRAM BY RUSTOMJEE – SHOT AT LOCATION

NURTURING SPACES SINCE 1996

30+ YEARS YOUNG COMPANY PROMOTED BY

BOMAN R. IRANI

CHAIRMAN & MANAGING DIRECTOR

- 30+ years of Real Estate experience
- Chairman of CREDAI

CHANDRESH MEHTA

EXECUTIVE DIRECTOR

- 30+ years of Real Estate Experience
- Directs the redevelopment initiatives for the Group

PERCY CHOWDHRY

EXECUTIVE DIRECTOR

- 27+ years of Real Estate Experience
- Directs Sales, Marketing and HR functions

A SNAPSHOT: RUSTOMJEE - LEADING DEVELOPER IN MMR

1. MMR FOCUSED

2. PROMINENT REDEVELOPMENT BRAND

3. ASSET LIGHT MODEL

30+
Years of existence

29+ msf
Construction Area developed

46 msf
Construction Area in pipeline

2
Mega Townships

320+
Completed Buildings

19,000+
Homes Delivered (Incl 1900+ Rehoused)

RECENT ACCOLADES AND INDUSTRY RECOGNITION

- **Rustomjee Group - Iconic Excellence in Thoughtful Design & Living**
  Times Real Estate Conclave &Awards 2025-26
- **Rustomjee Belle Vue (Phase 1)**
  ET Real Estate and Conclave Awards 2026
- **Rustomjee Ocean Vista - Residential Project – Luxury**
  ET Real Estate and Conclave Awards 2026
- **Icons of Construction - Rustomjee Group**
  CREDAI MCHI 2025
- **Iconic Project of the Year - Rustomjee Balmoral Golf Links**
  17th Realty+ Excellence Awards 2025 - WEST
- **Green Champion Award - Rustomjee Group**
  IGBC Leadership Awards 2025
- **Net Zero Carbon Design 2025 - Rustomjee Belle Vue (Clubhouse 1 & 2)**
  IGBC 2025
- **Rustomjee Crown: Best Residential Project – Luxury Segment - Tier I**
  CREDAI 2025

RUSTOMJEE - STRENGTHS & GROWTH VISIBILITY

PROVEN TRACK RECORD

Asset Light, optimally leveraged with improved profitability at the project level

EXECUTION DEPTH

2 Mega Townships | 320+ Completed Buildings | 29+ msf Construction Area developed | 19,000+ homes delivered

PIONEER IN LARGE SCALE SOCIETY REDEVELOPMENT

1900+ homes rehoused

REDEVELOPMENT DOMINANCE

76% Forthcoming projects (In GDV terms) are redevelopment (excluding township)

CLUSTER REDEVELOPMENT – FORCE MULTIPLIER

Increased focus on cluster redevelopment. Added 5 cluster projects, having GDV of~ INR 166 Bn namely ; GTB Nagar Cluster, Lokhandwala Cluster, Dindoshi Nagar Cluster, Om Nagar Cluster, Malad (W) Cluster bringing in economies of scale and better margins

END TO END PROJECT MANAGEMENT CAPABILITIES

End-to-end project management capabilities with in-house expertise across Business Development, Architecture/design, Approvals, Construction Management, Sales & Marketing and Property Management Services

GROWTH VISIBILITY

Sizeable, visible and skewed to premium

SCALING FAST, BUILDING BIGGER

Ongoing projects under construction almost doubled as on Q1FY27, in just three years from 4.9 Mn Sq Ft to 8.7 Mn Sq Ft.

PREMIUMIZATION OF PIPELINE

~93% of the Forthcoming Residential Project Portfolio in Emerging Premium & Premium Segments

BD ENGINE RUNNING AHEAD OF PLAN

~INR 311 Bn of GDV (27 projects) added from FY23.

DIVERSIFICATION INTO DIFFERENT PRODUCT SEGMENTS

Building up pipeline and scale in Plotted Development & Commercial Portfolio (Annuity)

NEW MICRO MARKETS, HIGHER REALIZATIONS

Entered New Micro Markets – Igatpuri, Chembur, Mahim, Versova, Dombivli, Kasara, Nagpur, Sion, Lokhandwala, Sewri, Dindoshi, Goregaon East, Goregaon West

EMERGING INFRASTRUCTURE CORRIDORS

Focus on growth areas in proximity of upcoming infrastructure projects, or having a blue view or a green view

ROBUST FINANCIALS

Conservative leverage & expanding margins

PRE-SALES GROWTH TRAJECTORY

Growing at 36% CAGR in last 3 years from ~ INR 16 Bn in FY23 to ~ INR 40 Bn in FY26

CREDIT RATING

Dual "AA- / Stable" by Crisil Ratings and ICRA

OPERATING CASH FLOW

OCF of ~INR 0.7 Bn in Q1FY27 | INR 48 Bn of sold receivables locked-in

BALANCE SHEET STRENGTH

Gross D/E at 0.30:1. Net D/E at 0.02:1

REDEVELOPMENT – A LARGE BUSINESS OPPORTUNITY

70%

of the open land in Mumbai is already developed

- Redevelopment unlocks prime, brownfield land in fully developed, demand-rich micro-markets.
- Helps Rustomjee secure strategic locations with minimal land acquisition investment.
- Redevelopment supply is concentrated in Western & Central suburbs, Rustomjee's core strongholds.
- Multiple independent industry reports confirm that housing society redevelopment alone in Mumbai is a INR 1,300 Bn opportunity by 2030.

Redevelopment

Major Source of Supply in MMR

- 70% to 85% of the New supplies in matured micro markets coming from redevelopment.
- Guarantees multi – year, scalable pipeline without chasing fragmented greenfield plots.
- Projects launch in neighbourhoods with existing social infrastructure, transit access, and ready buyer pools—significantly reducing absorption risk.

>1.6 lakh

Societies are 30+ year old

- Redevelopment creates opportunities for iconic towers, gated communities, and amenity-heavy projects.
- Reinforces Rustomjee's identity as a transformative, design-led developer improving urban living.

Low Investment

High Project IRR

- Lower upfront land cost → lower capital employed → improved IRRs
- Ticket sizes in redeveloped areas typically sit in Emerging Premium to Super Premium range, enabling higher blended margins.

SOURCE: KNIGHT FRANK 2025

GROWTH DRIVERS

Leverage our leadership position in the redevelopment space and micro markets that we operate in

Continue to build an asset light business model

Grow our presence in the Premium and Emerging premium segment.

Focus on growth areas in proximity of upcoming infrastructure projects

Leverage technology to improve operational efficiency

Expand our footprint in high-potential urban zones by targeting strategic cluster redevelopment opportunities that unlock land value

PARISHRAM BY RUSTOMJEE – SHOT AT LOCATION

Building a resilient, asset light growth engine anchored in redevelopment, premium housing and urban transformation

TESTAMENT TO OUR ROBUST EXPERIENCE IN REDEVELOPMENT PROJECTS

PARISHRAM, PALI HILL

17 Homes Rehoused

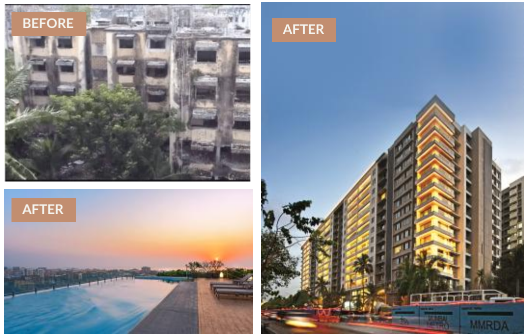
Awarded Design Project of the Year by Realty+ Conclave & Excellence Awards 2024.

SEASONS, BKC ANNEXE

169 Homes Rehoused

Awarded Best Re-development Project by ET Now Real Estate Awards In 2019.

ELEMENTS, OFF JUHU CIRCLE



480 Homes Rehoused

Awarded Best Community Design & Redevelopment Project by NDTV Property Awards 2016.

TESTAMENT TO OUR ROBUST EXPERIENCE IN REDEVELOPMENT PROJECTS

ORIANA, BKC

BEFORE

AFTER

17

Homes Rehoused

Awarded Best Community Design & Redevelopment Project by NDTV Property Awards 2016

ERIKA, BANDRA EAST

BEFORE

AFTER

60

Homes Rehoused

Marquee Redevelopment Project in Bandra East

PARAMOUNT, KHAR (W)

BEFORE

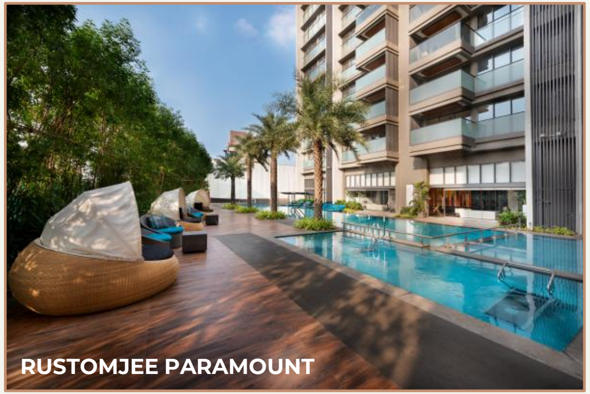
AFTER

406

Homes Rehoused

Awarded Best Re-development Project by ET Now Real Estate Awards In 2019

SOME OF OUR OTHER MARQUEE PROJECTS



WHAT'S NEXT....

FEW OF THE ONGOING REDEVELOPMENT PROJECTS

RUSTOMJEE OCEAN VISTA, VERSOVA

RUSTOMJEE CLIFF TOWER, MOUNT MARY, BANDRA-W

THE PANORAMA BY RUSTOMJEE, PALI HILL BANDRA-W

RUSTOMJEE CRESCENT, PALI HIILL, BANDRA-W

RUSTOMJEE PRIVE, BKC ANNEXE

RUSTOMJEE BALMORAL GOLF LINKS, CHEMBUR

FEW OF THE FORTHCOMING REDEVELOPMENT PROJECTS

28 HQ (DHURU WADI)
PRABHADEVI
COMML – 0.32 Mn SFT

AVINASH TOWERS
VERSOVA
RESI – 0.39 Mn SFT

GTB NAGAR
SION
RESI – 3.44 Mn SFT

LOKHANDWALA
ANDHERI-W
RESI – 1.30 Mn SFT

DINDOSHI
GOREGAON-E
RESI – 1.04 Mn SFT

OM NAGAR
ANDHERI-E
RESI – 0.84 Mn SFT

The List Goes on
... ...
15.46 Mn SFT

Our Journey over Three Decades

1996
- Launched its first Residential Development Rustomjee Residency in Dahisar

1998
- Launched the 'Regency' Development in Dahisar

2000
- Launched the Development 'Adarsh/Rivera' in Malad

2001
- Launched
- premium Development '9 JVPD' on 10th road Juhu

2006
- Launched the township tower 'Urbania' in Thane

2007
- Launched slum redevelopment 'Elita' in Andheri West.
- Launched
- township Development 'Global City' in Virar.

2009
- Mausmi SA Investments LLC made an investment in Keystone
- Trinity Capital (Fifteen) Limited invested in
- Enigma Constructions Private Limited, Rustomjee Construction Private Limited and Kapstone Constructions Private Limited'

2010
- Launche d the redevelo pment 'Oriana' in Bandra East

2011
- Launched the luxury gated community Development 'Elements' in Juhu/Andheri

2013
- Launched the redevelopment 'Seasons' in Bandra East

2014
- Launched the gated community Development
- 'Paramount' in Khar
- Giza Holdings PTE Limited and Voldemort Investment Holding Company Limited (an entity advised by Xander Investment Management Pte. Ltd.) invested in Kapstone Constructions Private Limited

2018
- Entered into a Development management agreement for the development 'Crown' in Prabhadevi

2020
- Investment by
- Lipalton Pte. Ltd (a wholly owned subsidiary of Keppel Land
- Limited) as its strategic partner in Kapstone Constructions
- Private Limited

2021
- Acquired Land located at Bandra (Bandstand)

2022
- IPO Listing
- Partnered with strategic investors such as HDFC Capital Affordable Real Estate Fund – 3, IIFL Special Opportunities Fund - Series 9 and IIFL
- Special Opportunities Fund - Series 10, Dreamz Dwellers LLP.
- Launched Category II AIF (Mt. K Capital)

2023
- Sales launch
- Cleon, La Vie (A,B & C)
- Development completed
- Yazarina (A), Summit, Crown (A), Urbania (L & D), Central Park

2024
- QIP Raised

2025
- Entered into First Plotted Development at Kasara "Rustomjee Belle Vue"

2026
- Agreement signed with MHADA for the redevelopment of GTB Nagar in Sion
- Maiden Listed NCD issued successfully

IMPORTANT ASSOCIATES

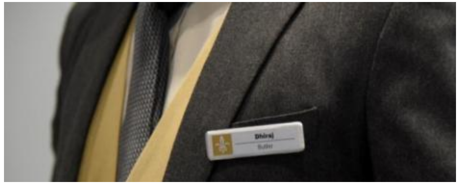
Project Partners	Strategic Partners/ Private Equity	Auditors & Advocates	Banking & Financial Institutions
Sanjay Puri Architects	Keppel	Deloitte.	AXIS BANK
cyber tecture	XANDER THE XANDER GROUP Inc.	EY	HDFC BANK
eTHOSpace	SUNAPOLLO	pwc	ICICI Bank
Architect Hafeez Contractor	TRINITY CAPITAL	KPMG	standard chartered
pia	HDFC CAPITAL	Wadia Ghandy & Co.	SBI
L&T Construction	IKEA	SNG & PARTNERS Advocates & Solicitors ESTD 1962	ADITYA BIRLA CAPITAL

OUR ECOSYSTEM

Mt. K Kapital Category II – AIF

- Mt. K Kapital is a real estate focused fund management company, having SEBI approved Category II Alternative Investment Fund license.
- Its first fund, MT K Resi Development Fund is an ESG impact fund with a focus of developing residential real estate in MMR.
- The Fund is backed by State Bank of India and Famy Group as anchor investor

CREST - Property Management Services

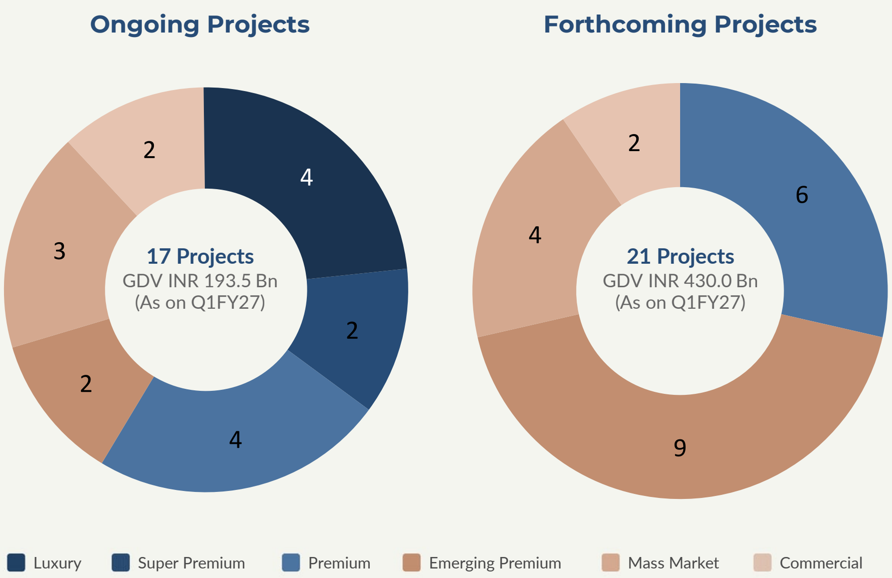


- Provides services post purchase of a residential and commercial assets.
- Crest provides integrated property management services including:
  - Facility Management
  - Staffing Solutions
  - Leasing Services
  - Development Management Consultancy
  - CAM Estimates and Budgeting

Fifth Wall Designs

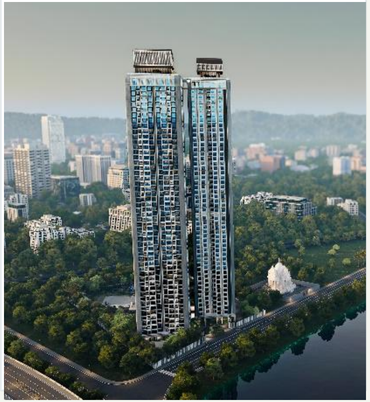
- Provides interior design services to residential clients.

STRONG RESIDENTIAL PROJECT PIPELINE



Ongoing
~8.73 msf saleable

Forthcoming
~22.78 msf saleable



Category	Price Range
Luxury	> ₹ 150 million
Super Premium	₹ 70 - 150 million
Premium	₹ 30 – 70 million
Emerging Premium	₹ 10 - 30 million
Mass Market	< ₹ 10 million

COMPLETED PROJECTS

Townships

1. Global City, Virar (W) Phase 1
2. Global City, Virar (W) Phase 2
3. Urbania, Thane (W)

Residential Projects

4. Elements Off Juhu Circle
5. Seasons, Bandra (E)
6. Meridian, Kandivali (W)
7. Elanza, Malad (W)
8. Elita, Andheri (W)
9. Paramount, Khar (W)
10. Ozone, Goregaon (W)
11. Oriana, Bandra (E)
12. Acres, Dahisar (W)
13. Adarsh, Malad (W)
14. Yazarina, Dadar Parsi Colony
15. Ciroc, Juhu
16. Raag, Goregaon (E)
17. Shimmer, Juhu
18. 7 JVPD, Juhu

Residential Projects (Contd.)

19. 9 JVPD, Juhu
20. Central Park, Andheri (E)
21. Buena Vista, Bandra (W)
22. La Sonrisa, Matunga (E)
23. La Solita, Bandra (W)
24. La Roche, Bandra (W)
25. Orva, Bandra (W)
26. Riviera, Malad (W)
27. Meadows, Mahim (E)
28. Gagan, Goregaon (E)
29. Summit & Pinnacle, Borivali (E)
30. Crown, Tower A, B & C, Prabhadevi
31. Bella, Bhandup (W)
32. Erika, Bandra (E)
33. Parishram, Pali Hill
34. Cleon, Bandra (E)
35. Ashiana, Juhu

Commercial

36. Sangam, Santacruz (W)
37. Natraj, Andheri (E)
38. Aspiree, Sion (E)
39. Central Park, Andheri (E)
40. Eaze Zone, Goregaon (W)

Plotted Development

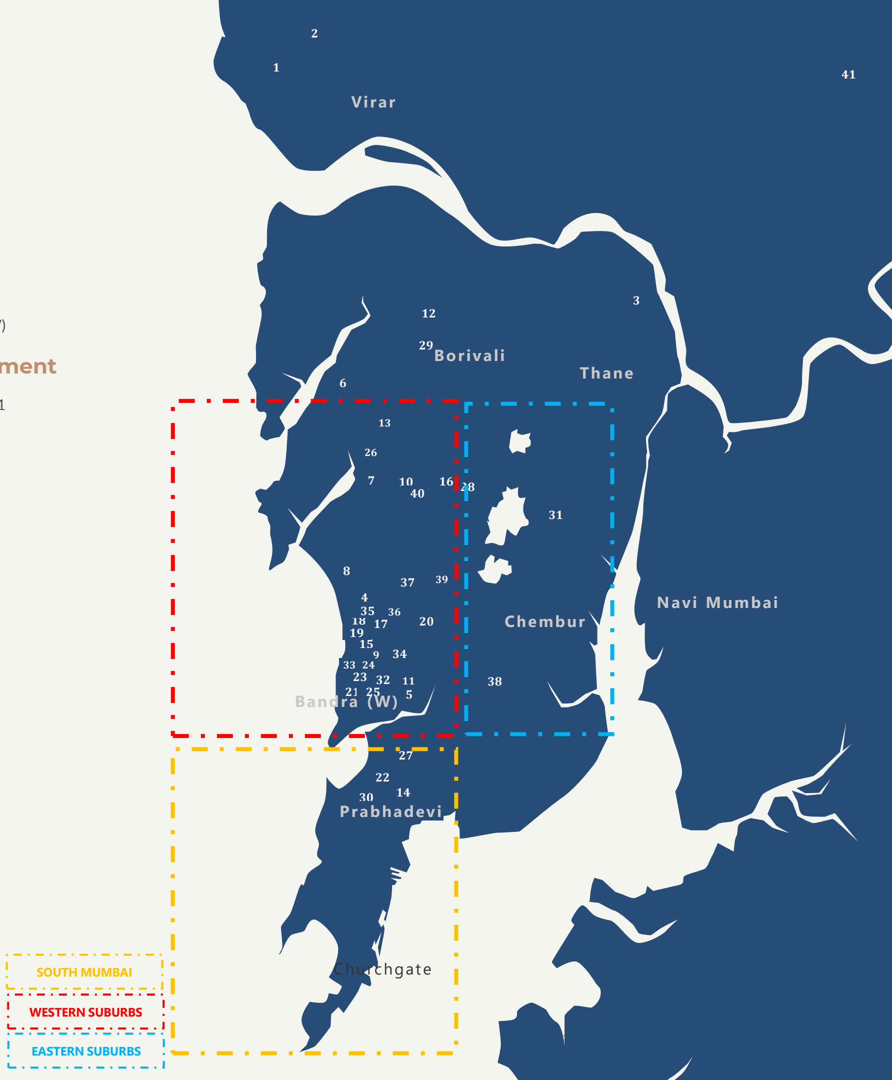
41. Belle Vue, Kasara Phase 1

320+ Completed Buildings

19,000+ homes delivered

29+ msf Construction Area developed

1900+ homes rehoused



ONGOING PROJECTS

Townships

1. Global City, Virar (W)*** (Mass Market)
2. La Vie, La Familia, Verdant Vistas A Wing, Verdant Vistas B Wing - Urbania, Thane (W)* (Emerging Premium) (A JV with Keppel Land of Singapore)

Residential Projects

3. Aden, Bandra (E) (Premium)
4. Stella, Bandra (E) (Emerging Premium)
5. Panorama, Pali Hill ** (Luxury)
6. 180 Bayview, Matunga (W)* (Premium)
7. Ocean Vista, Versova** (Luxury)
8. Urban Woods – Phase 1, Dombivli (Mass Market)
9. Prive, Bandra (E) (Premium)
10. Balmoral, Chembur (Super Premium)
11. Cliff Tower, Mount Mary, Bandra (W)** (Luxury)
12. Crescent Apartments, Pali Hill ** (Super premium)
13. Bandstand CAMA, Bandra (W)* (Luxury)
14. Vista Bay (Dnyaneshwar Nagar), Sewri (Premium)

Commercial

15. 33Fifteen (New Kamal Kunj), Bandra* (W)
16. OB 12, Bandra (E)

Plotted Development

17. Belle Vue, Kasara##

12 Mn Sq Ft Construction Area under development

Belle Vue Phase 2
*1) Urbania, our economic interest is 51%. 2) 180 Bayview (Jariwala) is a project with DM fee of 17% of the project revenue + Incentive fee. 3) 33Fifteen ~ Our Economic interest is 50% 4) Bandstand ~ Our Economic interest is 33%
** Project having investment from Mt K Kapital
***Virar - Saleable area of 1.4 Mn Sq Ft launched under JDA with multiple developers

FORTHCOMING PROJECTS

Townships

1. Global City, Virar (W)*** (Mass Market)
2. Urbania, Thane (W)* (Emerging premium) (A JV with Keppel Land of Singapore)

Residential Projects

3. Charkop, Kandivali (W)* (Emerging premium)
4. Rustomjee Ozone Skye (Ozone - Phase 2), Goregaon (W) (Emerging premium)
5. Dombivli (Mass Market)
6. Ambedkar Nagar, Khar (W) (Premium)
7. Haren Textiles, Dahisar (E)* (Emerging premium)
8. Goregaon JV, Goregaon (E)* (Emerging premium)
9. Avinash Towers, Versova (Premium)
10. Shivneri, Worli ((Premium)
11. Pardi, Nagpur (Emerging Premium)
12. Enticer, Thane (Emerging Premium)

Cluster Development - Resi

13. GTB Nagar Cluster, Sion (Premium)
14. Lokhandwala Cluster, Andheri (W) (Premium)
15. Dindoshi Nagar Cluster, Goregaon (E) (Emerging premium)
16. Om Nagar Cluster, Andheri (E) (Premium)
17. Malad (W) Cluster, (Emerging premium)

Commercial

18. Enticer, Thane Commercial
19. 28 HQ (Dhuru Wadi), Prabhadevi**

Plotted Development

20. Manori*
21. Igatpuri

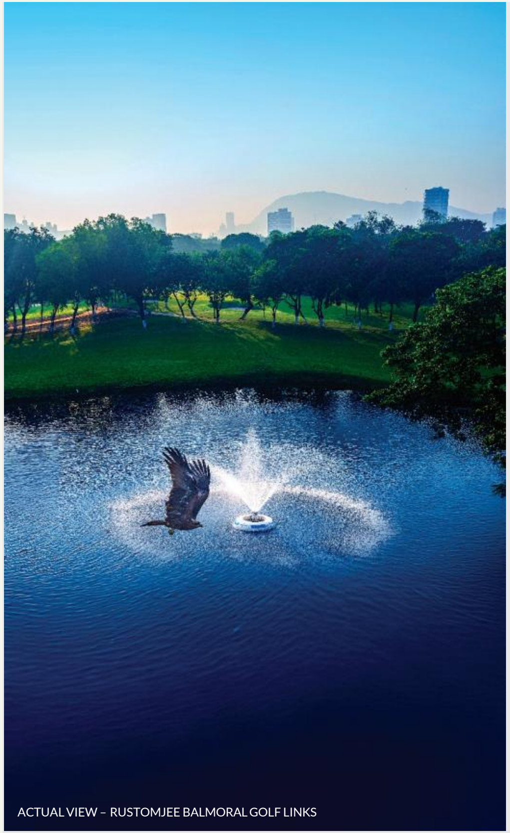
5400+ Existing Homes undergoing Redevelopment in Ongoing and Forthcoming Projects

*1) Urbania - Our economic interest is 51%. 2) Charkop - our Economic Interest is 73%. 3) Manori – Our Economic Interest is 73%. 4) Goregaon JV – Our Economic interest is 51%
5) Haren Textiles - Our Economic Interest is 51%
**Project having investment from Mt K Kapital
***Virar - Saleable area of 2.8 Mn Sq Ft to be launched under JDA with multiple developers
Cluster Development - Integrating multiple buildings into one gated development over minimum 4000 Sq Mtrs in City and 6000 Sq Mtrs in Suburbs

02

PERFORMANCE HIGHLIGHTS

PERFORMANCE SNAPSHOT (Q1FY27)


ACTUAL VIEW – RUSTOMJEE BALMORAL GOLF LINKS

Pre-Sales Value **₹ 6.17** Bn	Collections **₹ 5.99** Bn	Area Sold **0.32** Mn Sq.Ft.
Projects Launched **₹ NIL**	Projects Added – 2 **₹ 5.47** Bn Estimated GDV	OCF **₹ 0.68** Bn
Revenue from Operations **₹ 4.70** Bn Total Income – 4.93 Bn	EBITDA **₹ 1.05** Bn EBITDA Margin - 21.3%	PAT **₹ 0.52** Bn

Strong collections nearly matched pre-sales, reinforcing operational liquidity

Highest Ever Q1 PAT

OPERATIONAL HIGHLIGHTS – Q1FY27

PARTICULARS	Q1FY27	Q1FY26	YOY QTR GROWTH (%)	Q4FY26
Area Sold (Mn Sq. Ft.)	**0.32**	0.63	-49%	0.53
Pre-Sales Value (INR Bn)	**6.17**	10.68	-42%	13.46
Collection (INR Bn)	**5.99**	5.75	4%	8.53

Sustenance sales: Driven by sustained buyer interest and continued confidence from customers

Liquidity stayed strong, backed by resilient collections and disciplined execution

Pre-Sales

- **Sustenance inventory contributed to the Pre-Sales.**
- Pre-Sales of INR 6.17 bn in Q1FY27 as compared to INR 10.68 bn in Q1FY26.
- Resilient Sustenance Sales maintained demand in a no-launch quarter, with improving market conditions expected to drive sales recovery in the coming quarters

Collections

- **Maintained a strong cash conversion cycle through timely collections.**
- Collections of INR 5.99 bn in Q1FY27 as compared to INR 5.75 bn in Q1FY26. 4% growth over Q1FY26.

Launches

- **Strong launch pipeline planned across the MMR over the coming quarters.**

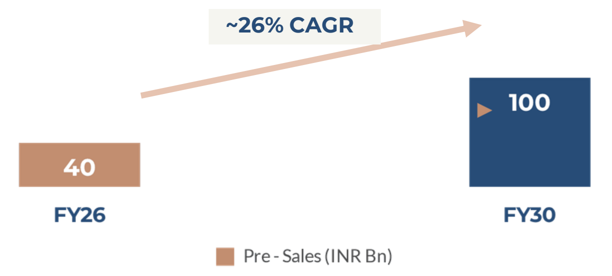
Business Dev.

- **Inventory replenishment remains strong.**
- Added 2 new Projects ("Utkarsh CHSL Dindoshi Nagar Cluster" at Goregaon (East) and "Plotted Development" at Igatpuri) in Q1FY27 - GDV of INR ~5.5 bn.
- Strategic additions enhances the growth strategy through cluster redevelopment and plotted developments.

GUIDANCE VS ACTUAL & VISION 2030

PARTICULARS	FY27 GUIDANCE	FY27 YTD ACTUALS
Pre-Sales (INR Bn)	INR 50 Bn	INR 6.2 Bn
Launches (GDV)	INR 80 Bn	NIL
Project Additions (GDV)	INR 80 Bn	GDV - ~INR 5.5 Bn
Gross Debt / Equity Ratio	< 0.75:1	0.30:1

PRE SALES: VISION FOR 2030



SCALING THE SALES ENGINE TO DELIVER

Targeting INR 10,000 Crore Pre-Sales by FY30

MMR Redevelopment Leadership

- Deepen presence in society redevelopment across western and eastern suburbs
- Target complex, multi-society cluster deals that required proven scale & track record
- Leverage 30 years of experience to accelerate DA to launch timelines
- Selectively diversifying into newer geographies in medium to long-term.

Premiumization & Portfolio Upgrade

- Conscious shift toward emerging premium and premium segments in new project additions
- Deepen presence into high realization micro markets
- Expand into plotted developments, commercial assets, and new formats to diversify the revenue mix.

Increase Launch Velocity & Business Development

- Acquire projects having GDV of 2x of the previous year pre-sales through Asset-Light model i.e JDA/JV
- Projects through participation in tenders are emerging as a key supply enabler in land scarce Mumbai
- Consistent launch of township towers to drive sustainable and predictable pre-sales beside other launches
- Increase focus on launches of the cluster redevelopment to build a higher pre-sales base while achieving economies of scale.

Execution to boost Customer Confidence

- Adopting pre-cast, pre-fitted construction technology in collaboration with RVD of Singapore to enhance execution excellence and accelerate delivery to ensure increased Customer Confidence Translating in higher Sales

CLUSTER REDEVELOPMENT :

Scale Multiplier to INR 10,000 Crore Pre-Sales

Cluster Redevelopment is Redevelopment of multiple adjoining societies into unified, modern developments

Core strategy to unlock value in land-scarce, high-demand micro-markets, focus on scale

Higher FSI Utilization, modern homes for existing residents, sustainable value creation for residents, city and developer

Pipeline-Flexibility to design a larger layout. Save from duplication of resources/spaces/amenities

Cluster Development
GTB Nagar Cluster
Lokhandwala Cluster
Dindoshi Nagar Cluster
Om Nagar Cluster
Malad (W) Cluster

Proven expertise in handling large housing society redevelopment projects with over 400 members.

The Estimated GDV of all the Cluster Redevelopment is ~INR 166 Bn

PLOTTED DEVELOPMENT :

Velocity Multiplier to INR 10,000 Crore Pre-Sales

FIRST PLOTTED DEVELOPMENT OF RUSTOMJEE : RUSTOMJEE BELLE VUE

THE CITY'S MOST BEAUTIFUL SECOND HOMES IN KASARA

88 acres | 500 plots

Marking Rustomjee's evolution from building homes to also developing Gated Communities in plotted segment

STRATEGIC ENTRY INTO THE IGATPURI MICRO MARKET WITH A ~62 ACRE PLOTTED DEVELOPMENT

Why plotted development?

- Lower execution timeline
- Quicker cash flow cycles, asset light capital model
- Strong end-user demand for independent living formats

Target Markets

- Karjat, Khopoli, Igatpuri, Kasara, Alibaug, etc

Why these locations?

- Emerging suburban corridors with infrastructure tailwinds
- Early entry captures land value arbitrage

Why now?

- Strong end-user demand for independent living post Covid
- Phased sales model significantly reduces capital lock-in

What next?

- Exploring new markets across MMR with aspiration of generating sizeable sales contribution from plotted alone

MARKET SIZE

INR 25,000 CRORE PAN INDIA
INR 5,000 CRORE MMR

COMMERCIAL PROJECTS :

Stability Multiplier to INR 10,000 Crore Pre-Sales

Completed Projects

Project Name / Building Name	Project Location
Natraj	Andheri (E)
Aspiree	Sion (E)
Sangam	Santacruz (W)
Central Park	Andheri (E)
Eaze Zone	Goregaon (W)

Ongoing Projects

Project Name / Building Name	Project Location
33Fifteen	Bandra (W)
OB 12	Bandra (E)

Forthcoming Projects

Project Name / Building Name	Project Location
Enticer - Thane Commercial	Thane
28 HQ (Dhuru Wadi)	Prabhadevi

Further exploring the projects in multiple micro markets of MMR

UNSOLD INVENTORY OF COMPLETED PROJECTS AS ON 30TH JUNE 2026

SR. NO.	NAME OF PROJECT	TOTAL SALEABLE AREA (MN SQ FT)	UNSOLD SALEABLE AREA (MN SQ FT)
1	Seasons	0.95	0.01
2	Crown Tower A,B & C	1.44	0.04
3	Parishram	0.08	0.01
4	Cleon	0.07	0.00
5	Belle Vue Phase I	0.51	0.15
6	Ashiana	0.04	0.00
	Total	**3.08**	**0.21**

~93% of the Inventory already sold

SNAPSHOT OF ONGOING PROJECTS AS ON 30TH JUNE 2026

CATEGORY	NO. OF PROJECTS	TOTAL SALEABLE AREA (MN SQ FT)	SOLD SALEABLE AREA (%)	TOTAL GDV (INR BN)	% SHARE	SOLD RECEIVABLE (INR BN)	EST UNSOLD INVENTORY (INR BN)	COST TO COMPLETE* (INR BN)
Residential (A)	**15**	**8.44**	**53%**	**180.99**	**100%**	**42.55**	**104.80**	**75.27**
Luxury	4	0.69	34%	51.19	28%	11.61	35.56	14.52
Super Premium	2	0.80	23%	31.19	17%	5.67	24.03	15.25
Premium	4	0.99	49%	27.70	15%	8.30	14.49	11.95
Emerging Premium	2	4.02	64%	60.33	33%	14.14	25.32	27.54
Mass Market	3	1.94	52%	10.57	6%	2.82	5.40	6.01
Commercial (B)* **	**2**	**0.29**	**14%**	**12.53**	**100%**	**1.16**	**10.87**	**5.22**
Total (A+B)#**	**17**	**8.73**	**52%**	**193.52**	**100%**	**43.71**	**115.67**	**80.49**

~52% of the Inventory already sold

*Represent hard cost (Land, Construction, FSI & Approval) | **In addition, there is S&M, HR, Admin cost ~10% of Sales
#JV/DM/Other Equity Partner estimated share in net surplus for ongoing projects is INR 18.2 bn
***Commercial includes Project 33Fifteen having a total GDV of INR 10.1 bn including JV Share of 50%

SNAPSHOT OF FORTHCOMING PROJECTS AS ON 30TH JUNE 2026

CATEGORY	NO. OF PROJECTS	SALEABLE AREA (MN SQ FT)	EST. GDV (INR BN)	COST TO COMPLETE* (INR BN)
Residential (A)	**19**	**19.72**	**367.79**	**231.17**
Premium	6	6.59	167.72	108.45
Emerging Premium	9	9.84	175.14	110.15
Mass Market	4	3.29	24.94	12.56
Commercial (B)	**2**	**3.06**	**62.25**	**35.61**
Total (A+B)#**	**21**	**22.78**	**430.04**	**266.78**

Emerging Premium & Premium Segment represent ~93% of the Forthcoming Residential Project Portfolio

*Represent hard cost (Land, Construction, FSI & Approval) | **In addition, there is S&M, HR, Admin cost ~10% of Sales
#JV/DM/Other Equity Partner estimated share in net surplus for forthcoming projects is INR 16.2 bn

PROJECTED INCREMENTAL CASH FLOWS

PARTICULARS	COMPLETED PROJECTS (INR BN)	ONGOING PROJECTS (INR BN)	FORTHCOMING PROJECTS (INR BN)	TOTAL (INR BN)
Sold Receivables	4.09	43.71	-	47.79
Unsold Inventory	3.28	115.67	430.04	548.99
Total Receivables	**7.37**	**159.38**	**430.04**	**596.78**
Balance Cost to Complete*	3.31	80.49	266.78	350.58
Balance Cash flows#**	**4.06**	**78.89**	**163.26**	**246.20**

*Represent hard cost (Land, Construction, FSI & Approval) | **In addition, there is S&M, HR, Admin cost ~10% of Sales
#JV/DM/Other Equity Partner estimated share in net surplus for completed, ongoing & forthcoming projects is INR 34.4 bn

DETAILS - ONGOING PROJECTS AS ON 30TH JUNE 2026

PROJECT	CATEGORY	LAUNCH	SALEABLE AREA (MN SQ FT)			SOLD VALUE (INR BN)	
			TOTAL	SOLD	UNSOLD	TOTAL VALUE	SOLD RECEIVABLE
Panorama	Luxury	Q4 FY 24	0.06	0.05	0.01	3.4	1.4
Ocean Vista	Luxury	Q1 FY 25	0.15	0.10	0.05	4.5	3.1
Cliff Tower	Luxury	Q1 FY 26	0.11	0.02	0.09	1.6	1.4
Bandstand CAMA	Luxury	Q4 FY 26	0.37	0.06	0.31	6.1	5.7
Crescent	Super Premium	Q1 FY 26	0.29	0.10	0.20	4.7	3.8
Balmoral	Super Premium	Q1 FY 26	0.50	0.09	0.42	2.5	1.9
Aden	Premium	Q4 FY 23	0.04	0.04	0.00	1.2	0.6
180 Bayview	Premium	Q1 FY 25	0.48	0.35	0.13	9.4	5.8
Prive	Premium	Q4 FY 25	0.14	0.07	0.07	2.0	1.4
Vista Bay	Premium	Q4 FY 26	0.33	0.03	0.30	0.6	0.5
Urbania	Emerging Premium	Multiple	3.91	2.48	1.43	33.0	13.3
Stella	Emerging Premium	Q4 FY 24	0.11	0.09	0.02	2.0	0.9
Belle Vue – 2	Mass Market	Q2 FY 25	1.04	0.44	0.59	0.9	0.4
Urban Woods – 1	Mass Market	Q4 FY 25	0.90	0.55	0.34	3.2	2.1
Virar - JDA	Mass Market	Q3 FY 26	-	-	-	1.1	0.3
33fifteen	Commercial	Q2 FY 26	0.22	0.04	0.17	1.7	1.2
OB 12	Commercial		0.07	-	0.07	-	-
Total			**8.73@**	**4.52**	**4.21**	**77.8**	**43.7**

@ Over and above there is Virar - Saleable area of 1.4 Mn Sq Ft launched under JDA with multiple developers

DETAILS - FORTHCOMING PROJECTS AS ON 30TH JUNE 2026

PROJECT	CATEGORY	TOTAL SALEABLE AREA (MN SQ FT)
Shivneri	Premium	0.09
Ambedkar Nagar	Premium	0.54
Avinash Towers	Premium	0.39
GTB Nagar Cluster	Premium	3.44
Lokhandwala Cluster	Premium	1.30
Om Nagar Cluster	Premium	0.84
Charkop	Emerging Premium	0.58
Thane Residential	Emerging Premium	3.61
Enticer – Thane Residential	Emerging Premium	1.57
Haren Textiles	Emerging Premium	0.92
Malad Cluster (Veena Nagar & Neelkamal)	Emerging Premium	0.71

PROJECT	CATEGORY	TOTAL SALEABLE AREA (MN SQ FT)
Goregaon JV	Emerging Premium	0.81
Rustomjee Ozone Skye (Ozone - Phase 2)	Emerging Premium	0.22
Dindoshi Nagar Cluster	Emerging Premium	1.04
Nagpur Land	Emerging Premium	0.36
Manori	Mass Market	0.33
Igatpuri Plotted Development	Mass Market	1.33
Urban Woods (Dombivli)	Mass Market	1.62
Enticer - Thane Commercial	Commercial	2.74
28 HQ (Dhuru Wadi)	Commercial	0.32
Total@		**22.78**

@ Over and above there is Virar - Saleable area of 2.8 Mn Sq Ft to be launched under JDA with multiple developers

CATEGORY-WISE PERFORMANCE

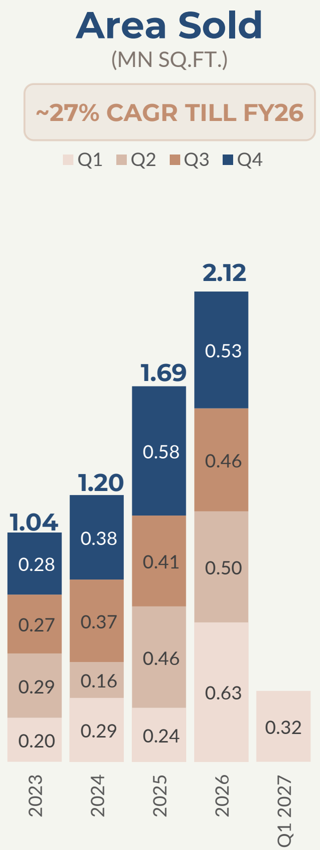
CATEGORY	PRE-SALES (INR BN) Q1FY27	% Contribution
Residential (A)	**6.04**	**100%**
Luxury	2.31	38%
Super Premium	1.18	20%
Premium	0.73	12%
Emerging Premium	1.42	23%
Mass Market	0.40	7%
Commercial (B)	**0.13**	**100%**
Total (A+B)	**6.17**	

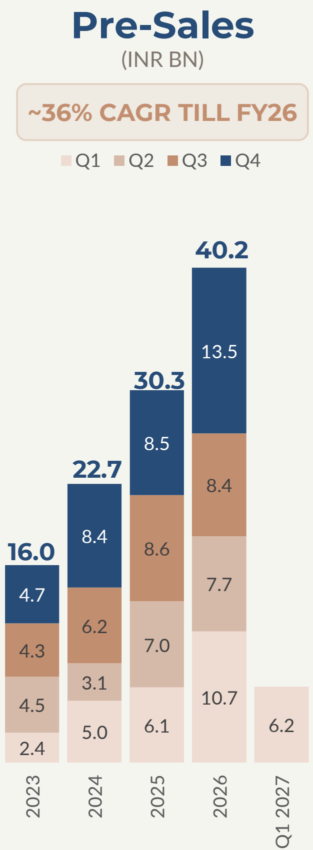
INR 5.64 Bn (93%) of Q1FY27 Pre-Sales from Premium Category

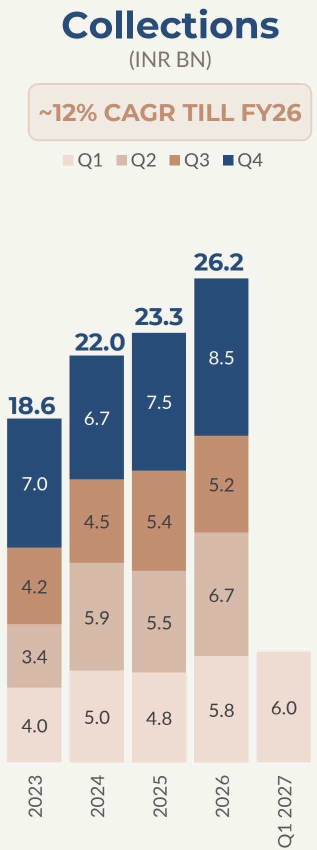
38% of the Pre-Sales in Q1FY27 contributed by the Luxury Segment

Premium projects enabling margin expansion

HISTORICAL OPERATIONAL PERFORMANCE







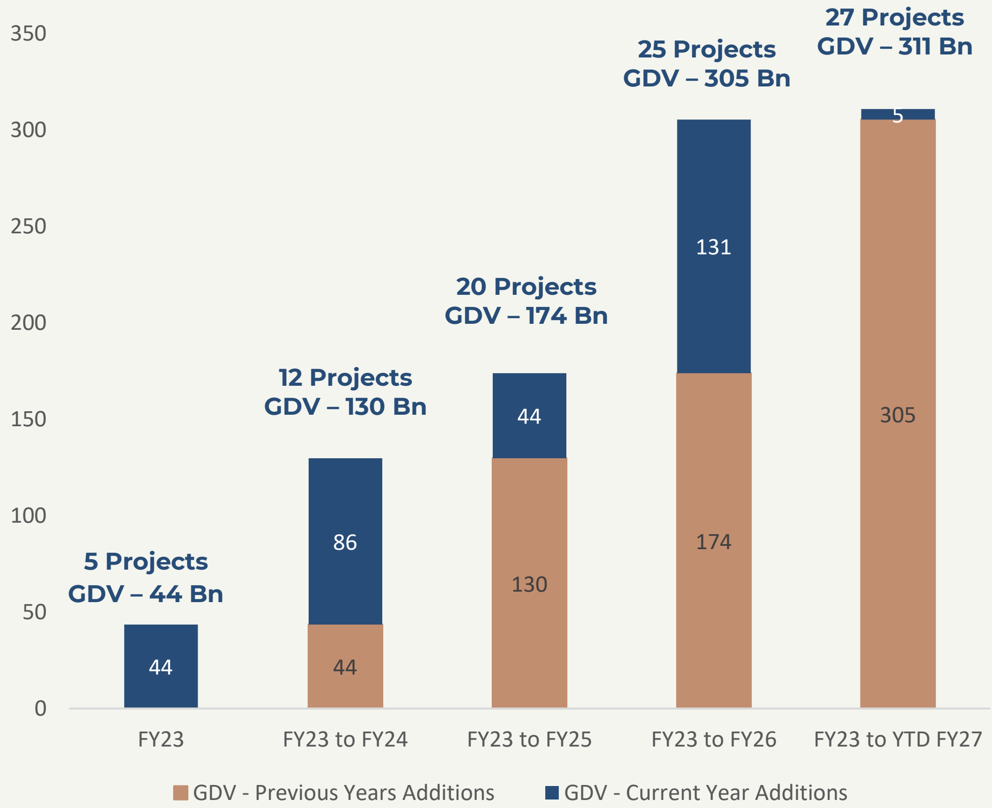
NEW PROJECT ADDITIONS IN Q1FY27

SR. NO.	PROJECT NAME	QUARTER OF ACQUISITION	LOCATION	CATEGORY	NATURE OF DEVELOPMENT	EST GDV	CURRENT STATUS
1	Dindoshi Nagar Cluster *	Q1FY27	Goregaon (E)	Emerging Premium	Redevelopment	1.60	DA Done
2	Plotted Development	Q1FY27	Igatpuri	Mass Market	Plotted Development	3.87	Agreement done
	Total					5.47	

Strategic pipeline additions enhance scale and sales velocity, laying the foundation for the next launch cycle

* One project "Utkarsh CHSL" added in Q1FY27 which is part of Dindoshi Nagar Cluster

PROJECT ADDITIONS FROM FY23 ONWARDS



Added 27 Projects from FY23 having estimated GDV of ~ INR 311 Bn

Entered New Micro Markets – Igatpuri, Chembur, Mahim, Versova, Goregaon, Dombivli, Kasara, Nagpur, Sion, Lokhandwala, Sewri, Dindoshi, Goregaon east, Goregaon West

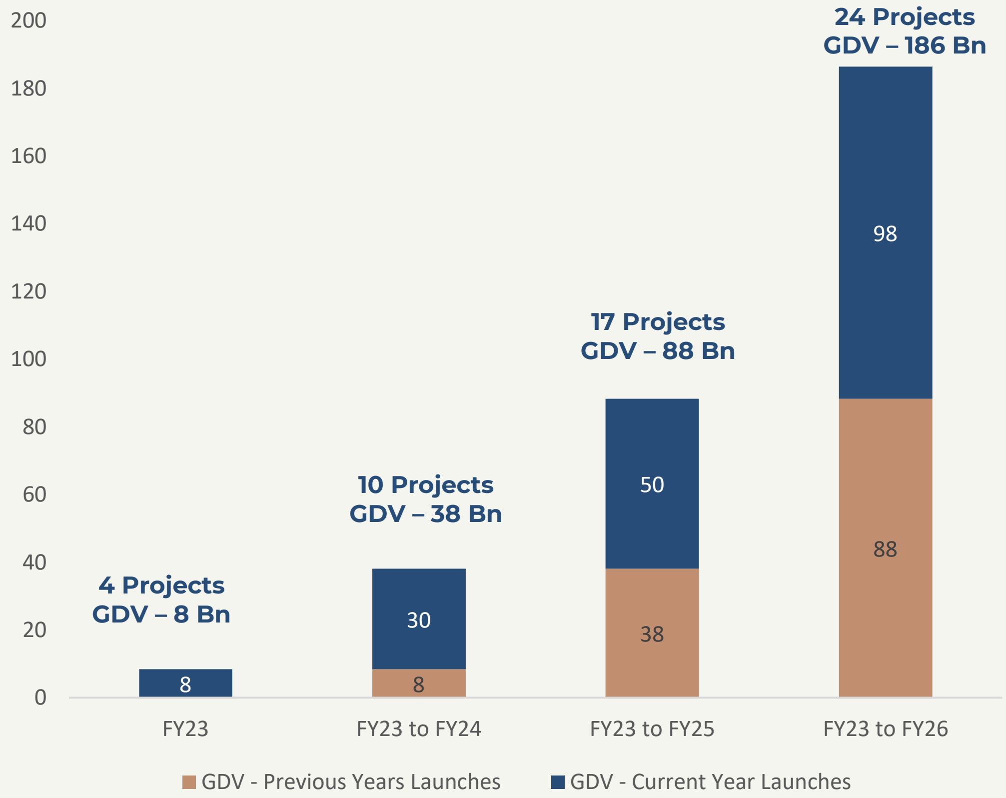
21 out of 27 Projects are Redevelopment

Added 5 Cluster Redevelopments (Lokhandwala Cluster, GTB Nagar Cluster, Dindoshi Cluster, Malad (W) Cluster, Om Nagar Cluster)

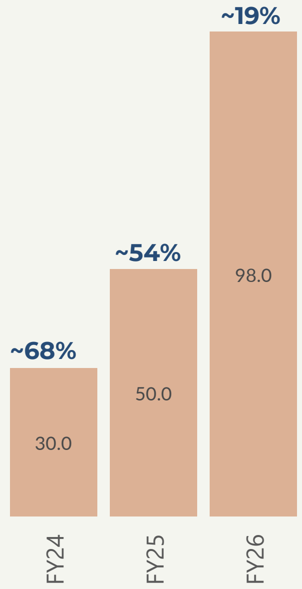
Added one more Plotted development project at Igatpuri in addition to existing project (Rustomjee Belle Vue, Kasara)

23 out of 27 Projects are in Luxury, Super Premium, Premium and Emerging Premium Segment (~89% in terms of total GDV Added)

PROJECT LAUNCHES FROM FY23 ONWARDS



% OF GDV SOLD TILL Q1FY27 FOR THE PROJECTS LAUNCHED



GDV (in Bn) of Projects Launched

LAUNCH PIPELINE FOR FY-27

SR. NO.	PROJECT NAME	LOCATION	CATEGORY	SALEABLE AREA (MN SQ. FT)
1	Urban Woods – 2 Towers	Dombivli	Mass Market	0.50
2	Avinash Tower	Versova	Premium	0.39
3	Urbania – 2 Towers	Thane (W)	Emerging premium	0.98
4	28 HQ (Dhuru Wadi)	Prabhadevi	Commercial	0.32
5	Rustomjee Ozone Skye (Ozone - Phase 2)	Goregaon (W)	Emerging premium	0.22
6	GTB Nagar - Phase 1	Sion	Premium	1.25
7	Dindoshi Cluster	Goregaon (E)	Emerging premium	0.97
8	Om Nagar - Phase 1	Andheri (E)	Premium	0.56
	Total			**5.18**

Estimated GDV to be launched in FY27 is ~INR 80 Bn

OPERATING CASH FLOWS (OCF)

PARTICULARS (INR MN)	Q1FY27
OPERATING ACTIVITIES	
Net Collections incl Receipts from DM / JV Projects	4,532
Project Expenses	(3,854)
OPERATING CASH FLOW GENERATED (A)	**678**
INVESTMENT ACTIVITIES	
Project Investment (Net of receipts from Equity Partners)*	(2,323)
CASH FLOW FROM INVESTMENT ACTIVITIES (B)	**(2,323)**
FINANCING ACTIVITIES	
Debt Drawdown	1,926
Repayments	(600)
Others	(98)
Finance Costs	(127)
CASH FLOW FROM FINANCING ACTIVITIES (C)	**1,102**
CASH FLOWS FOR THE PERIOD (A+B+C)	**(543)**

* Includes Land and Approvals

FINANCIAL SUMMARY – DEBT MOVEMENT

DEBT MOVEMENT (INR MN)	30-JUN-26	31-MAR-26
Gross Debt	8,759	7,549
Less: Cash and Cash Equivalents	8,032	8,183
Net Debt	728	(634)
Equity	29,248	28,633
Gross Debt to Equity Ratio	0.30	0.26
Net Debt to Equity Ratio	0.02	-
Debt in JV Co.- KRL Share	908	800

Average cost of borrowing reduced by 230 bps in last 3 years (Currently - 9.6% PA)

ICRA has upgraded the Credit rating and assigned a rating of "AA- / Stable“, with this we are Dual “AA-” rated

"ICRA A-”
(with Positive Outlook)
Feb 2024

"ICRA A”
(with Positive Outlook)
May 2024

"ICRA A+”
(with Stable Outlook)
May 2025

“CRISIL AA-”
(with Stable Outlook)
May 2026

“ICRA AA-”
(with Stable Outlook)
June 2026

Note: Above Credit rating assigned to the loans taken by the Company

FINANCIAL SUMMARY – PROFIT & LOSS

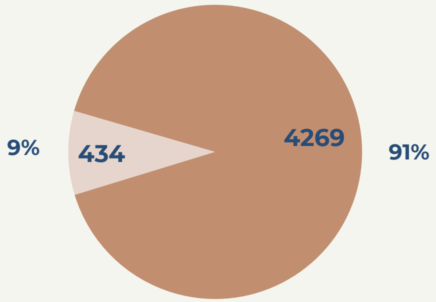
CONSOLIDATED RESULTS (INR MN)	Q1FY27	Q4FY26	Q1FY26	FY26
Revenue from Ops	4,703	15,960	2,731	26,345
Other Income	230	174	155	823
Total Income	**4,933**	**16,134**	**2,886**	**27,169**
EBITDA*	**1,051**	**989**	**293**	**2,044**
PBT	693	602	179	1,075
PAT	513	565	184	919
Share of Profit / (Loss) from JVs / Associates	11	71	(21)	30
PAT after Share of Profits	**524**	**637**	**163**	**950**
EBITDA Margin %	21.3%	6.1%	10.1%	7.5%
PBT %	14.0%	3.7%	6.2%	4.0%
PAT%	10.4%	3.5%	6.4%	3.4%
PAT after Share of Profits %	10.6%	3.9%	5.7%	3.5%

*EBITDA include Other income

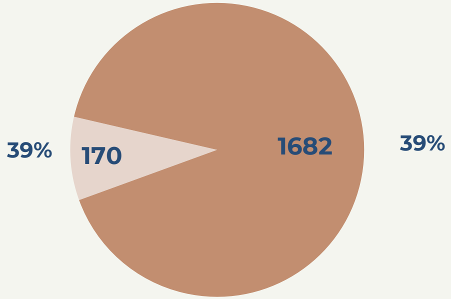
Revenue from Operations grown from INR 2,731 Mn in Q1FY26 to INR 4,703 Mn in Q1FY27 (Increased by ~72%)
EBITDA Margin increased from 10.1% in Q1FY26 to 21.3% in Q1FY27
EBITDA grown from INR 293 Mn in Q1FY26 to INR 1,051 Mn in Q1FY27 (Increased by 259%)
PAT grown from INR 163 Mn in Q1FY26 to INR 524 Mn in Q1FY27 (Increased by 221%)

GROSS & EBITDA MARGINS – LEGACY VS CURRENT PROJECTS

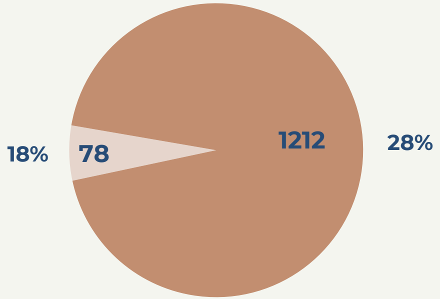
Revenue Q1FY27 (INR Mn)



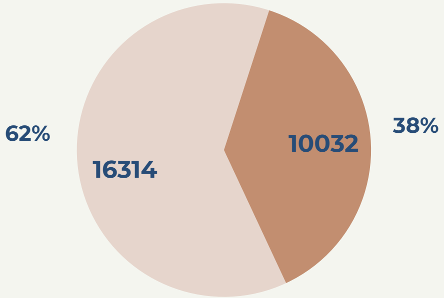
Gross Margin % * Q1FY27



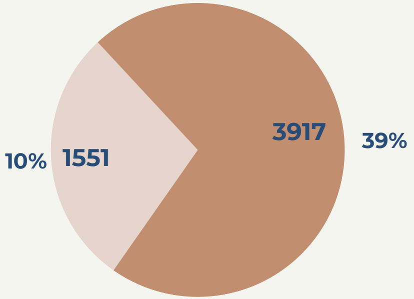
EBITDA Margin % * Q1FY27



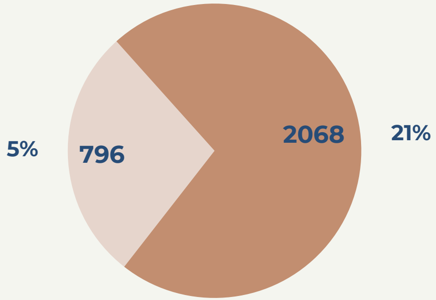
Revenue FY26 (INR Mn)



Gross Margin % * FY26



EBITDA Margin % * FY26



Legacy Projects   Current Projects   Figures In INR Mn

* Before Corporate Overheads

* Indicates Margin %

EMBEDDED EBITDA MARGINS# – ONGOING PROJECTS

CATEGORY (INR BN)	GDV *	SOLD (YET TO BE RECOGNIZED)			UNSOLD (YET TO BE RECOGNIZED)		
		REVENUE	EBITDA	EBITDA %	REVENUE	EBITDA	EBITDA %
Luxury	55.9	12.0	5.8	48%	36.4	18.6	51%
Super Premium	66.5	9.0	1.9	21%	26.4	7.4	28%
Premium	56.0	8.9	1.8	20%	15.0	3.2	21%
Emerging Premium	62.3	28.0	3.0	11%	25.6	7.0	27%
Mass Market	11.7	4.1	0.6	15%	5.7	1.7	30%
Commercial	10.1	1.5	0.4	27%	8.5	3.2	38%
Total	**262.6**	**63.4**	**13.4**	**21%**	**117.5**	**41.1**	**35%**

* Includes Other Receipts

Embedded EBITDA from Unrecognized Revenue w.r.t Pre-Sales already done is 21% and from the balance Pre-Sales is 35%

Before Corporate overheads and JV/DM / Other Equity partner Share

ESG GOALS (ENVIRONMENT, SOCIAL AND GOVERNANCE)

Shot at location – Apne Ghar – Temporary Labour Housing - Urbania

Environmental Goals

- Achieve a **100% green-certified portfolio** (IGBC / LEED / GRIHA / GNFZ) across residential and commercial developments by **2030**.
- Align with the **IGBC's Net Zero** mission: all new developments to be Net Zero water, waste, energy or carbon by **2050**
- Rank among the **Top 10** listed Indian developers in GRESB by **2030**.
- Achieve **carbon neutrality** by **2050**.
- Transition to a **100% green-pro certified** portfolio for critical building materials by **2035**.

Social Goals

- Build **ESG awareness** across **100%** of employees, on-site workforce, other than employees (OTE) by **2027**.
- Cascade **ESG policies** (as mandated by BRSR) to **100%** of employees and OTEs by **2026**.
- Maintain **zero fatalities** and **zero harm** across all project sites and offices.
- Strengthen **workforce inclusivity** with a focus on diversity across all levels.
- Increase **gender diversity** (women representation) to **≥22%** by **2029** (permanent employees).
- Ensure **100% Environment, Health & Safety** (EHS) awareness among employees by **2027**.
- Expand **employee wellbeing** and mental health programs across the organization.

Governance Goals

- Establish a **Board-level ESG Committee** and supporting Steering/Working Committees by **2026**.
- Integrate departmental **ESG KPIs** with individual performance metrics by **2028**.
- Conduct **ESG training** for the Board of Directors by **2027**.
- Implement an **Information Security Management System** (ISO 27001) by **2030**.

ESG (ENVIRONMENT, SOCIAL AND GOVERNANCE)

Environmental Initiatives

- Institutionalized waste management practices at all project sites
- Internal and External Stakeholder Engagement Survey and Materiality study
- Proactive compliance to existing and new applicable regulations (e.g. Environmental Acts and Rules)
- Calculation of Scope 1 & Scope 2 GHG Emissions. Calculation of scope 3 emissions for three categories
- Digitized ESG Data collection and consolidation across all projects from FY23 till date
- **IGBC Green Building Silver Certification** received for Urbania D&L.
- **IGBC Silver Pre-Certification for Crown and La-Fam Thane** and **IGBC Gold Pre-Certification for Rustomjee Crescent.**
- **Green Champion Award** (Developer leading the Green Homes Movement in India) - Rustomjee Group IGBC Leadership Awards 2025
- Initiated the first Net Zero Pilot Project at Belle Vue Kasara
- Sequestration activities at Belle Vue Kasara for carbon credits
- **Achieved certification to ISO14001:2015 and ISO 45001:2018 certification for Rustomjee (all projects across MMR).**
- **Crescent, 180 Bay View and Ocean Vista achieved a Gold Rating in Pre-certification under the IGBC Green Buildings certification.**

Social Initiatives

- Awarded A+ Grade by the Government of Maharashtra and title of the Best Vocational Training Provider by the UK India British Council & FICCI
- Rustomjee Educate a child initiative: Every time a Rustomjee home, a child is educated for a year (More than 1,000 children educated)
- Evaluation of critical Suppliers and contractors for compliance to ESG
- Awareness and training on Health and Safety at sites for employees and workers
- Zero fatalities and NIL high Consequence incidents (injury / illness) reported. Our Projects have **Achieved 11 mn safe man hours** without any lost time injuries or fatalities.
- Inaugurated **"Apne Ghar" a 35,000 Sqft temporary labor housing solution** to accommodate **500 construction workers** designed with **84 well-ventilated rooms** at the Urbania construction site in Thane. The facility includes an open gym, sports zones, a projector room, a doctor's clinic, maternity room, barber shop, creche, retail outlets, and an entertainment room.
- Developed a **~4200 Sqft temporary labor housing solution** to accommodate **559 construction workers** designed with **38 well-ventilated rooms** at Rustomjee Balmoral, Chembur, This includes Kitchen platforms, Sanitation facilities & Fire Safety.
- Rustomjee in association with the Rotary Club of Bombay Airport successfully **completed the Kawale Village Dam project** as part of Social and Environmental CSR initiative. **Long Term Impact Include :- Availability of Water to 1800 farmer families through out the year for agriculture, Recharging of ground water, and Enhanced biodiversity**
  .

Governance

- **Policies Implemented:**
  - Anti bribery and anti corruption policy
  - EHS policy
  - Sustainability policy
  - Diversity and Inclusion
  - Information Security
  - Grievance management
  - Green Procurement Policy
  - Human Rights Policy
- ESG Audits undertaken periodically at all project sites.
- Sustainability reporting (ESG) as per BRSR and GRI Frameworks aligned with SDG's

Current Updates :

- We initiated and completed the Pre-assessment for the GRESB rating system with an external consultant.
- **Our project Rustomjee Belle Vue, Kasara received the Net Zero Carbon Award (Design) for Club House 1, Club House 2, and allied utilities from IGBC at the IGBC Congress held in Mumbai.**
- ESG audits were successfully conducted at our project sites in MMR and Thane.
- Work in Progress (WIP) for ISO 14001 and ISO 45001 certifications.
- Registered 12 Ongoing and Forthcoming projects with IGBC for Green building certification.
- Balmoral and 180 Bayview successfully completed fastest 1 Mn safe man hours

INFORMATION TECHNOLOGY (APPLICATIONS AND INFRA SECURITY)

SHOT ON LOCATION – RUSTOMJEE SEASONS

Project planning & Execution

- **Combined implementation of SAP and Autodesk Construction Cloud systems** maximizes productivity and cost estimation.
- **Project Management Tool - A smart Cloud-Based data collection & analytics platform** to control all project management activities in real-time. 8 Projects running on the application and adding more......
- **Adoption of new-age technologies with BOTs** to automate finance, Procurement and Construction management processes ensuring no human errors.

Systems Upgradation

- **Enterprise Cloud Transformation –** Successfully migrated core ERP infrastructure from SAP ECC to RISE with SAP, enabling greater agility, real-time efficiency, and a future-ready cloud foundation for AI-driven digital innovation.

Sales & Customer Experience

- **Customer Mobile App** providing a seamless omni channel experience to customers from searching the property right through till possession.
- **Salesforce CRM platform** supports automation in marketing campaigns and personalized communications through intelligent chatbots.
- **Survey Management tool** integrated with **Salesforce CRM** to capture customer sentiment across key touchpoints from site visit to possession driving process improvements and enhanced customer satisfaction.
- **MIS dashboards** providing real-time insights on projects, financials, sales, site visits etc for better decision making through **Microsoft Power BI**

AI Initiatives

- **AI Adoption Initiative –** Launched “AI Next” to accelerate enterprise AI adoption, training 100+ employees on modern AI tools to drive process simplification, smarter decision-making, and enhanced productivity.

Infrastructure and Security

- **Empowering Users with "Work Elevate”-- an AI based self-service portal** designed to streamline IT Applications and Infrastructure Support
- **Cyber Security Maturity Assessment** performed to identify security gaps and create a strategic roadmap for improvement beyond simple technical fixes. This also ensures compliance with regulations and build trust by proving proactive defense posture
- **Secure & Flexible Access with Zero Trust –** Providing flexibility to employees to work from anywhere with real time security monitoring.
- **Security Awareness** trainings conducted along with Phishing Simulation
- **Server Consolidation –** Completed Phase 1 of our Enterprise Server Consolidation Initiative, delivering a secure, centralized infrastructure that enhances cybersecurity, reduces costs, and advances Rustomjee’s sustainable IT vision.

03

MANAGEMENT STRUCTURE

EXPERIENCED PROMOTERS AND DIRECTORS

Boman Irani

CHAIRMAN & MANAGING DIRECTOR

- 30+ years of Real Estate experience
- Chairman of CREDAI

Chandresh Mehta

EXECUTIVE DIRECTOR

- 30+ years of Real Estate Experience
- Directs the redevelopment initiatives for the Group

Percy Chowdhry

EXECUTIVE DIRECTOR

- 27+ years of Real Estate Experience
- Directs Sales, Marketing and HR functions

Independent Directors

Ramesh Tainwala

NON-EXECUTIVE INDEPENDENT DIRECTOR

- Previously associated with Samsonite International as CEO

Rahul Divan

NON-EXECUTIVE INDEPENDENT DIRECTOR

- Founding partner of Rahul Gautam Divan & Associates

Seema Mohapatra

NON-EXECUTIVE INDEPENDENT DIRECTOR

- Was associated with BBC World Service Trust India as a trustee

BACKED BY A PROFESSIONAL AND REINFORCED MANAGEMENT TEAM

Sajal Gupta
(GROUP CFO & HEAD CORPORATE STRATEGY)

Mukesh Singh
(CHIEF OF SALES)

Atul Date
(GROUP HEAD - PLANNING & ARCHITECTURE)

Manish Sawant
(GROUP HEAD – LIAISONING)

Bimal Nanda
(GROUP CS AND COMPLIANCE OFFICER)

Rohit Prasad
(GROUP HEAD BUSINESS DEVELOPMENT)

Salil Chinchore
(GROUP CHIEF HUMAN RESOURCES OFFICER)

Vinayak Bhosale
(CHIEF OPERATING OFFICER)

Aradhana P
(GROUP HEAD LEGAL)

Rahul Mahajan
(CHIEF INFORMATION OFFICER)

Jennifer Sanjana
(PROJECT CEO)

Binitha Dalal
(FOUNDER – MT. K KAPITAL)

Anupam Verma
(CEO - KAPSTONE CONSTRUCTIONS)

Harsh Chandra
(PROJECT CEO)

Pritam Chivukula
(PROJECT CEO - COMMERCIAL)

Vikas Singhal
(CEO, SPECIAL PROJECTS AND HEAD STRATEGIC INITIATIVES)

Manish Randev
(PROJECT CEO)

Vineet Mehta
(PROJECT CEO)

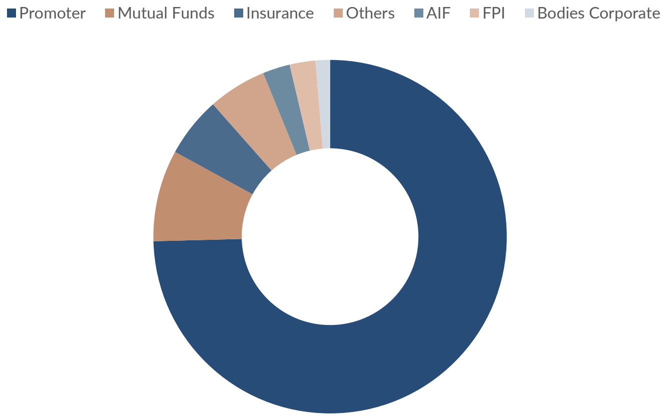
Sreedharan Veede
(HEAD - SPECIAL PROJECTS)

Vishal Bafna
(PROJECT CEO)

Siddharth Bhatt
(CEO, CREST PROPERTY SOLUTIONS)

Madhusudan Thakur
(HEAD – COMMERCIAL DEVELOPMENT)

SHAREHOLDING PATTERN AS ON 30TH JUNE 2026



Promoter	74.59%	Mutual Funds	8.37%
Insurance	5.51%	Others	5.35%
AIF	2.50%	FPI	2.36%
Bodies Corporate	1.32%		

FPIs

- Abu Dhabi Investment Authority
- Morgan Stanley India
- Tata Indian Opportunities Fund

Mutual Funds

- Tata Mutual Fund
- Quant Mutual Fund
- Bandhan Small Cap Fund

AIF

- HDFC Capital
- Ananta Capital

Insurance

- SBI Life Insurance
- Aditya Birla Sun Life Insurance
- SBI General Insurance
- ICICI Pru Life Insurance

Disclaimer

Some of the statements in this presentation may be 'forward-looking statements' within the meaning of applicable laws and regulations. Actual results might differ substantially from those expressed or implied. Important developments that could affect the company's operations include changes in the industry structure, significant changes in the political and economic environment in India and overseas, receipt of approvals, tax laws, duties, litigation and labor relations.

MODIFIED IMAGE FOR REPRESENTATIONAL PURPOSE

Thank You

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Company Secretary & Compliance

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