



ROYAL ORCHID HOTELS LTD.,

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HAL Airport Road, Kodihalli, Bangalore - 560 008, India.
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CIN : L55101KA1986PLC007392
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Date: February 16, 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: Revised Investors Presentation

Pursuant to Regulation 30 read with Part A of Schedule III of the SEBI (LODR) Regulations, 2015, and in continuation to our letters dated February 11, 2026 & February 16, 2026, please find enclosed herewith Revised Investors Presentation for Q3 & Financial Year 2025-26.

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
CHIEF FINANCIAL OFFICER

Encl: As above

ROYAL ORCHID HOTELS LTD.

Q3 & 9M - FY26
Investor Presentation

Refer to Disclaimer


ROYAL ORCHID
HOTELS


RE:GEN:TA
HOTELS

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

INVESTOR PRESENTATION



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.

RE:GEN:TA
Z

The everywhere budget hotel
brand to explore every
neighborhood

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- ii) **The Big Picture**
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Q3 & 9M FY26 PERFORMANCE HIGHLIGHTS



KEY HIGHLIGHTS Q3FY26

CONSOLIDATED

Q3 FY26 PERFORMANCE HIGHLIGHTS

Income from Operation

+26.6% YoY

Room Nights Revenue

+45% YoY

EBITDA Growth

+13.8% YoY

JLO Hotels

Occupancy: **68%** | ARR: **₹6,972** (+10.3% YoY)

Managed Hotels

Occupancy: **68%** | ARR: **₹4,454** (+4.7% YoY)

Cash Profit (Ex-Iconiqa): **₹23.3 cr**

ICONIQA, MUMBAI

Q3 Total Income: **₹17.4 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

47+ Upcoming Hotels

121 Operating hotels

10,700 Total Keys
Including Signed Hotels

KEY PERFORMANCE SUMMARY Q3FY26

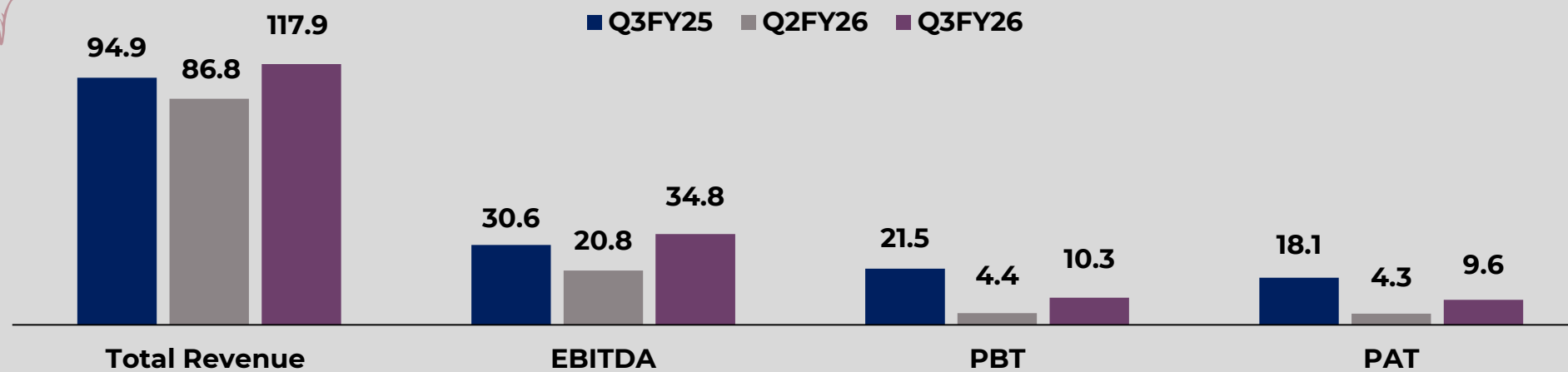
CONSOLIDATED (₹ IN CRORE)

Particulars	ROHL (Consolidated)		ICONIQA		ROHL (Excluding ICONIQA)	
	IndAS	Non IndAS	IndAS	Non IndAS	IndAS	Non IndAS
Total Income	117.9	117.2	17.4	16.8	100.5	100.4
EBITDA	34.8	23.8	4.2	(1.0)	30.6	24.8
Depreciation	11.3	2.7	5.5	0.5	5.8	2.2
Finance Cost	13.2	2.3	9.2	1.2	4.0	1.1
PBT	10.3	18.8	(10.6)	(2.7)	20.9	21.5
PAT	7.7	14.1	(7.9)	(2.1)	15.6	16.2
PAT after Associate	9.6	16.0	(7.9)	(2.1)	17.5	18.1
Total Comprehensive Income	9.9	16.3	(7.9)	(2.1)	17.8	18.4
Cash Profit	20.9	18.7	(2.4)	(1.6)	23.3	20.3
EBITDA Margin (%)	29.5%	20.3%	24.1%	(6.0)%	30.4%	24.7%

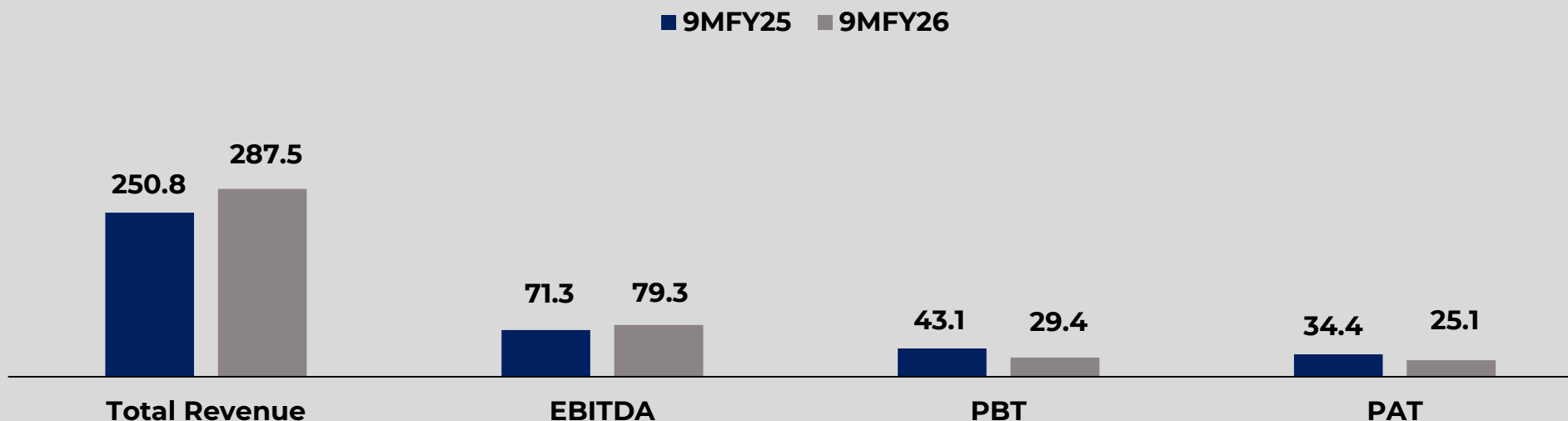
Q3 & 9M FY26 PERFORMANCE HIGHLIGHTS

CONSOLIDATED (₹ IN CRORE)

QUARTER
ENDED



9 MONTHS
ENDED



Q3 & 9M FY26 PERFORMANCE HIGHLIGHTS

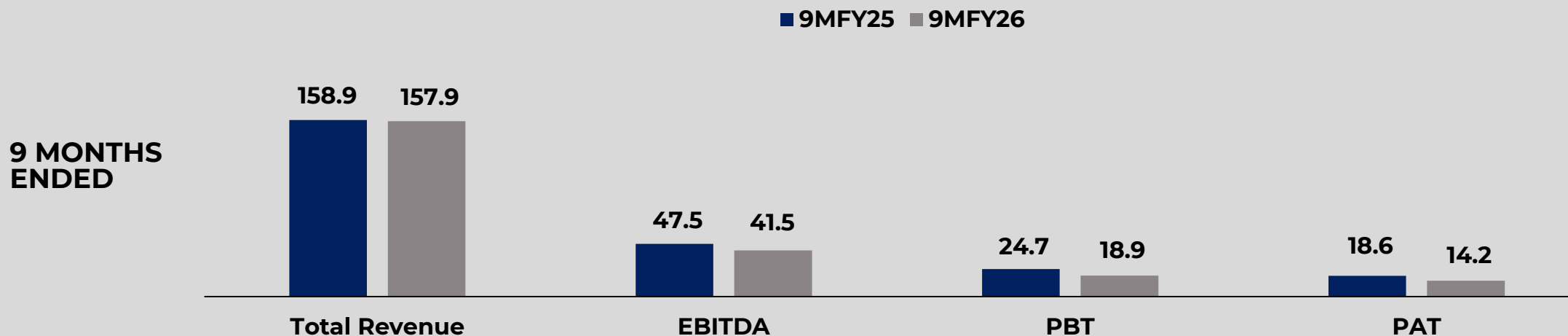
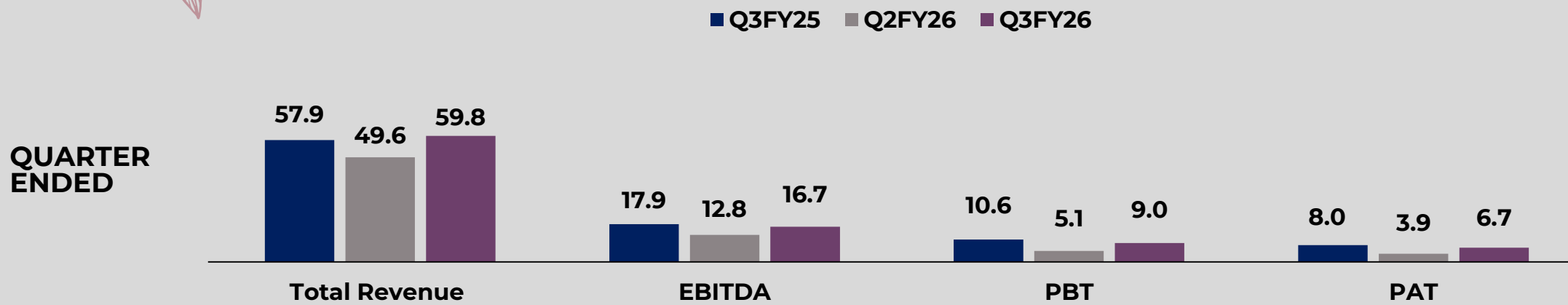
CONSOLIDATED

(₹ In Crore Except EPS)

Particulars	Q3FY25	Q2FY26	Q3FY26	Q-o-Q	Y-o-Y	9MFY25	9MFY26	Y-o-Y
Room nights	43.6	43.4	63.2	45.6%	45.0%	117.6	146.1	24.2%
Food and beverages	33.5	25.2	36.3	43.7%	8.3%	84.0	87.8	4.5%
Other services	12.2	10.5	13.5	28.5%	10.8%	31.1	37.1	19.3%
Income from Operations	89.3	79.2	113.0	42.7%	26.6%	232.7	271.0	16.4%
Other Income	5.6	7.6	4.9	-35.3%	-11.6%	18.1	16.5	-8.8%
Total Income	94.9	86.8	117.9	35.9%	24.3%	250.8	287.5	14.6%
Cost of Material Consumed	9.0	7.3	10.1	37.5%	11.3%	23.4	24.7	5.6%
Employee Benefits Expense	21.3	24.8	28.3	13.8%	32.5%	63.0	75.0	19.1%
Power and fuel Expense	4.2	3.5	5.1	45.5%	21.5%	10.5	12.4	18.6%
Rent Expense	5.3	5.7	6.0	5.0%	13.3%	16.8	17.0	1.4%
Other Expenses	24.4	24.6	33.7	36.7%	38.0%	65.9	79.0	19.8%
Total Expense	64.3	66.0	83.1	25.9%	29.3%	179.6	208.2	15.9%
EBITDA	30.6	20.8	34.8	67.5%	13.8%	71.3	79.3	11.3%
EBITDA Margin (%)	32%	24%	30%	23.3%	-8.4%	28%	28%	-2.9%
Depreciation	5.1	7.8	11.3	44.1%	121.2%	15.7	24.2	54.4%
EBIT	25.5	13.0	23.6	81.6%	-7.6%	55.6	55.1	-0.9%
Finance Cost	4.0	8.6	13.2	54.7%	232.1%	12.5	25.7	105.2%
PBT	21.5	4.4	10.3	133.6%	-51.9%	43.1	29.4	-31.8%
Tax expense	5.2	0.8	2.7	216.8%	-48.9%	11.4	7.3	-35.6%
PAT	16.3	3.6	7.7	114.2%	-52.9%	31.7	22.1	-30.4%
Share of Profit of associate	1.8	0.7	1.9	175.8%	8.9%	2.7	3.0	14.3%
Net Profit/(Loss) for the period and Share of Profit of associate	18.1	4.3	9.6	124.2%	-46.9%	34.4	25.1	-26.9%
Other Comprehensive Income/(Loss)	1.3	0.7	0.3	-66.0%	-80.2%	0.8	1.2	51.9%
Total Comprehensive Income	19.4	5.0	9.9	96.1%	-49.1%	35.2	26.3	-25.1%
Net Profit Margin (%)	20%	6%	8%	44.3%	-59.0%	14%	9%	-34.6%
EPS (In ₹)	6.5	1.6	3.3	111.0%	-49.3%	12.4	8.8	-28.9%

Q3 & 9M FY26 PERFORMANCE HIGHLIGHTS

STANDALONE (₹ IN CRORE)



Q3 & 9M FY26 PERFORMANCE HIGHLIGHTS

STANDALONE

(₹ In Crore Except EPS)

Particulars	Q3FY25	Q2FY26	Q3FY26	Q-o-Q	Y-o-Y	9MFY25	9MFY26	Y-o-Y
Room nights	31.0	29.9	35.4	18.1%	14.2%	84.1	93.7	11.4%
Food and beverages	21.5	16.1	20.2	25.5%	-5.8%	53.5	53.0	-0.8%
Other services	4.5	2.3	3.1	36.1%	-30.0%	12.6	7.8	-38.0%
Income from Operations	56.9	48.3	58.7	21.4%	3.2%	150.2	154.6	2.9%
Other Income	1.0	1.3	1.1	-14.1%	15.7%	8.7	3.3	-61.6%
Total Income	57.9	49.6	59.8	20.5%	3.4%	158.9	157.9	-0.6%
Cost of Material Consumed	5.8	4.7	5.5	16.6%	-5.7%	15.3	15.0	-2.2%
Employee Benefits Expense	11.2	10.9	11.5	4.6%	2.0%	32.8	33.3	1.7%
Power and fuel Expense	4.0	3.3	4.8	46.5%	18.7%	9.8	11.6	18.1%
Rent Expense	4.2	4.2	4.0	-4.6%	-4.7%	13.5	12.5	-7.9%
Other Expenses	14.7	13.7	17.4	26.8%	17.9%	39.9	44.1	10.4%
Total Expense	40.0	36.8	43.1	17.1%	7.7%	111.4	116.5	4.5%
EBITDA	17.9	12.8	16.7	30.3%	-6.3%	47.5	41.5	-12.7%
EBITDA Margin (%)	31%	26%	28%	8.2%	-9.4%	30%	26%	-12.2%
Depreciation	3.9	4.2	4.3	0.6%	8.8%	12.2	12.4	1.5%
EBIT	13.9	8.6	12.5	45.0%	-10.6%	35.3	29.0	-17.7%
Finance Cost	3.3	3.4	3.5	0.8%	4.4%	10.6	10.1	-4.7%
PBT	10.6	5.1	9.0	74.6%	-15.3%	24.7	18.9	-23.2%
Tax expense	2.6	1.3	2.2	76.1%	-15.2%	6.1	4.7	-22.5%
PAT	8.0	3.9	6.7	74.2%	-15.3%	18.6	14.2	-23.5%
Other Comprehensive Income/(Loss)	-	-	0.1	-	-	-	0.1	-
Total Comprehensive Income	8.0	3.9	6.9	77.8%	-13.6%	18.6	14.4	-22.7%
Net Profit Margin (%)	14%	8%	12%	47.6%	-16.4%	12%	9%	-22.2%
EPS (In ₹)	2.9	1.4	2.5	74.2%	-15.3%	6.8	5.2	-23.5%

CONSOLIDATED FINANCIAL RESULTS (WITH & WITHOUT INDAS)

Q3 & 9M FY26

(₹ In Crore Except EPS)

Particulars	With INDAS					Without INDAS				
	Q3FY25	Q2FY26	Q3FY26	9MFY25	9MFY26	Q3FY25	Q2FY26	Q3FY26	9MFY25	9MFY26
Total Income	94.9	86.8	117.9	250.8	287.5	94.7	86.6	117.2	250.5	286.5
EBITDA	30.6	20.8	34.8	71.3	79.3	25.6	15.0	23.8	55.9	57.2
Depreciation*	5.1	7.8	11.3	15.7	24.2	1.8	2.0	2.7	5.5	6.5
EBIT	25.5	13.0	23.6	55.6	55.1	23.7	13.1	21.2	50.4	50.7
Finance Cost*	4.0	8.6	13.2	12.5	25.7	1.1	1.6	2.3	3.8	5.2
PBT	21.5	4.4	10.3	43.1	29.4	22.6	11.5	18.8	46.6	45.5
Tax expense	5.2	0.8	2.7	11.4	7.3	5.2	2.3	4.7	11.4	10.9
PAT	16.3	3.6	7.7	31.7	22.1	17.4	9.1	14.1	35.2	34.7
Share of Associate Profit	1.8	0.7	1.9	2.7	3.0	1.8	0.7	1.9	2.7	3.0
PAT After Associate	18.1	4.3	9.6	34.4	25.1	19.2	9.8	16.0	37.9	37.7
Other Comprehensive Income / (Loss)	1.3	0.7	0.3	0.8	1.2	1.3	0.7	0.3	0.8	1.2
Total Comprehensive Income	19.4	5.0	9.9	35.2	26.3	20.4	10.6	16.3	38.7	38.9
Earnings Per Share of ₹ 10 each:	6.5	1.6	3.3	12.4	8.8	7.5	3.9	5.9	14.1	14.2
CASH Profit	23.2	12.1	20.9	50.0	49.3	21.0	11.8	18.7	43.4	44.2

*Note: The adoption of IND-AS led to a notional increase in depreciation and finance costs of Rs. 38.27 CR, resulting in a reduction in PAT of Rs. 12.58 CR at the Consolidated level (CONSOL) for the nine months ended December 2025. For the quarter ended December 2025, depreciation and finance costs increased notionally by Rs. 19.48 CR, reducing PAT by Rs. 6.42 CR at the Consolidated level (CONSOL).

STANDALONE FINANCIAL RESULTS (WITH & WITHOUT INDAS)

Q3 & 9M FY26

(₹ In Crore Except EPS)

Particulars	With INDAS					Without INDAS				
	Q3FY25	Q2FY26	Q3FY26	9MFY25	9MFY26	Q3FY25	Q2FY26	Q3FY26	9MFY25	9MFY26
Total Income	57.9	49.6	59.8	158.9	157.9	57.6	49.4	59.6	158.3	157.2
EBITDA	17.9	12.8	16.7	47.5	41.5	13.2	7.4	11.3	33.1	25.6
Depreciation *	3.9	4.2	4.3	12.2	12.4	0.9	0.9	0.9	2.8	2.7
EBIT	13.9	8.6	12.5	35.3	29.0	12.3	6.6	10.3	30.3	22.9
Finance Cost *	3.3	3.4	3.5	10.6	10.1	0.8	0.8	0.9	2.8	2.6
PBT	10.6	5.1	9.0	24.7	18.9	11.4	5.7	9.4	27.5	20.3
Tax expense	2.6	1.3	2.2	6.1	4.7	2.6	1.3	2.2	6.1	4.7
PAT	8.0	3.9	6.7	18.6	14.2	8.8	4.4	7.2	21.4	15.6
Other Comprehensive Income / (Loss)	-	-	0.1	-	0.1	-	-	0.1	-	0.1
Total Comprehensive Income	8.0	3.9	6.9	18.6	14.4	8.8	4.4	7.3	21.4	15.7
Earnings Per Share of ₹ 10 each:	2.9	1.4	2.5	6.8	5.2	3.2	1.6	2.6	7.8	5.7
CASH Profit	11.9	8.1	11.0	30.8	26.6	9.7	5.3	8.1	24.2	18.3

*Note: IND-AS adoption led to notional increase in depreciation and finance cost of Rs.17.22 CR leading to reduction in PAT of Rs. 1.48 CR at standalone level (SA) for Nine Months ended December 2025, and Rs. 5.87 CR leading to reduction in PAT of Rs. 0.54 CR at standalone level (SA) for Quarter ended December 2025

ICONIQA MUMBAI FINANCIAL RESULTS (WITH & WITHOUT INDAS)

Q3 & 9M FY26

(₹ In Crore)

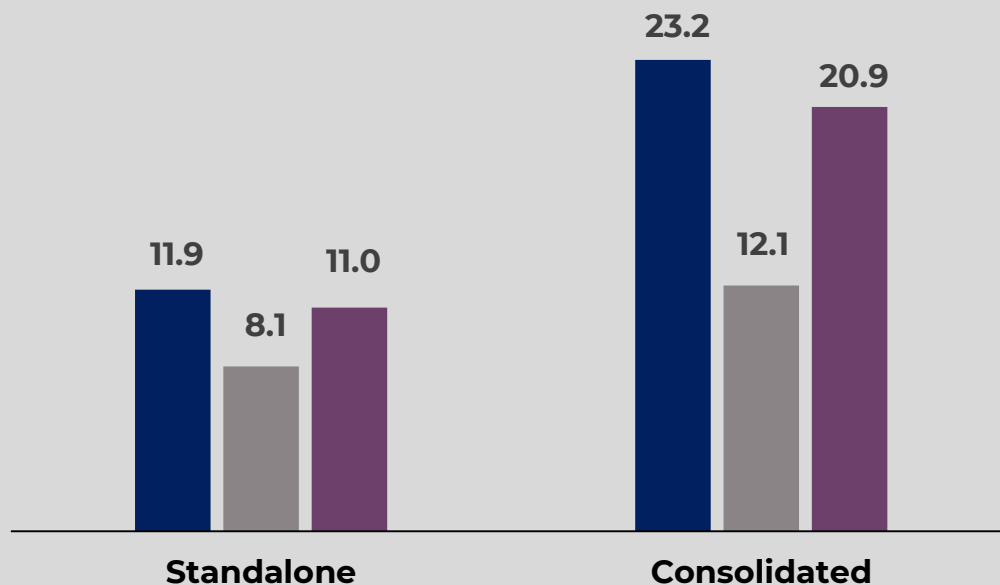
Particulars	With INDAS			Without INDAS		
	Q2FY26	Q3FY26	9MFY26	Q2FY26	Q3FY26	9MFY26
Total Income	3.3	17.4	20.7	3.2	16.8	20.1
EBITDA	(1.4)	4.2	2.3	(1.4)	(1.0)	(2.9)
Depreciation *	2.3	5.5	7.9	0.1	0.5	0.6
EBIT	(3.7)	(1.4)	(5.6)	(1.5)	(1.5)	(3.5)
Finance Cost *	4.5	9.2	13.7	0.5	1.2	1.7
PBT	(8.2)	(10.6)	(19.3)	(2.0)	(2.7)	(5.2)
Tax expense	(2.3)	(2.7)	(4.9)	(0.8)	(0.6)	(1.4)
PAT	(6.0)	(7.9)	(14.4)	(1.2)	(2.1)	(3.8)
Other Comprehensive Income / (Loss)	-	-	-	-	-	-
Total Comprehensive Income	(6.0)	(7.9)	(14.4)	(1.2)	(2.1)	(3.8)
CASH Profit	(3.6)	(2.4)	(6.5)	(1.1)	(1.6)	(3.2)

***Note:** During the current 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 13.04 cr in the current quarter & Rs. 19.35 cr for the Nine months ended FY26.

STANDALONE & CONSOLIDATED CASH PROFIT Q3 & 9M FY26 (₹ IN CRORE)

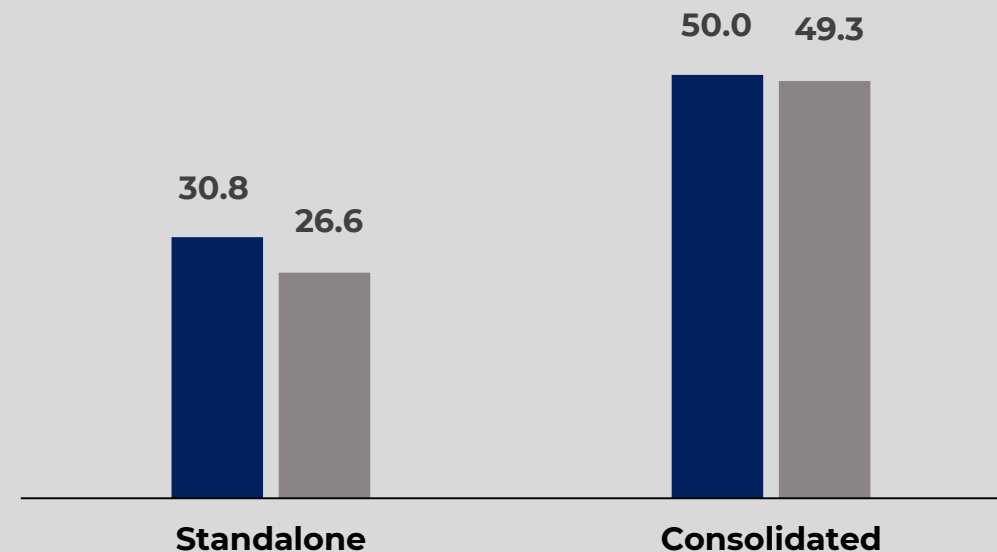
QUARTER ENDED

■ Q3FY25 ■ Q2FY26 ■ Q3FY26



9 MONTHS ENDED

■ 9MFY25 ■ 9MFY26

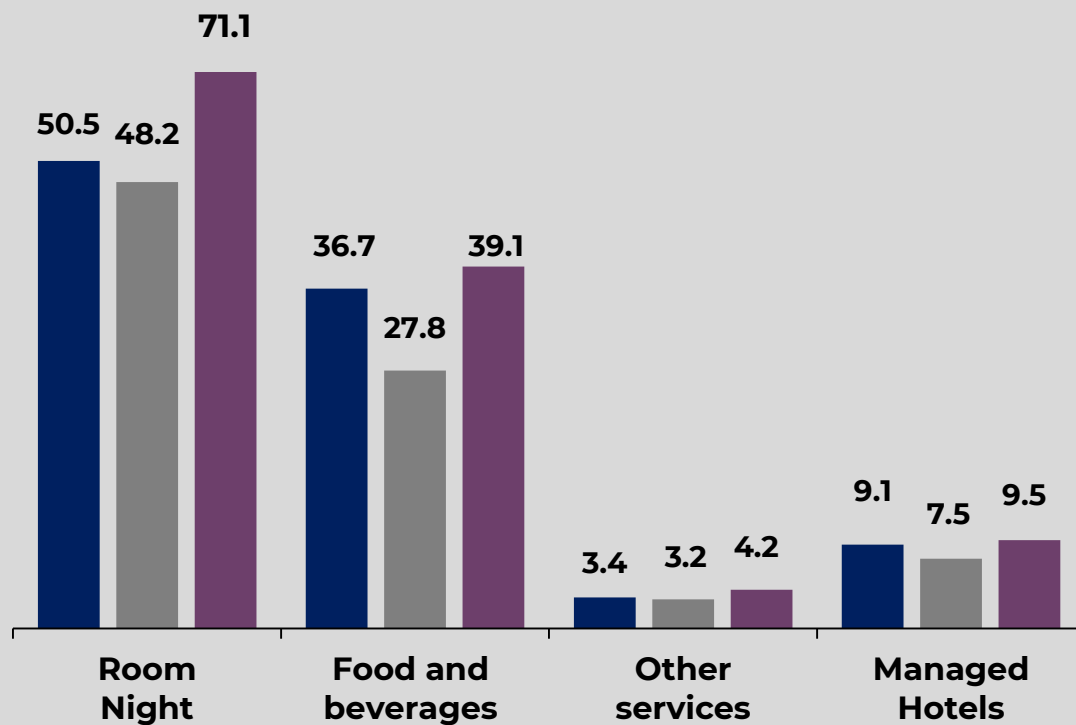


CONSOLIDATED REVENUE BREAK-UP (INCLUDING ASSOCIATE)

Q3 & 9M FY26 (₹ IN CRORE)

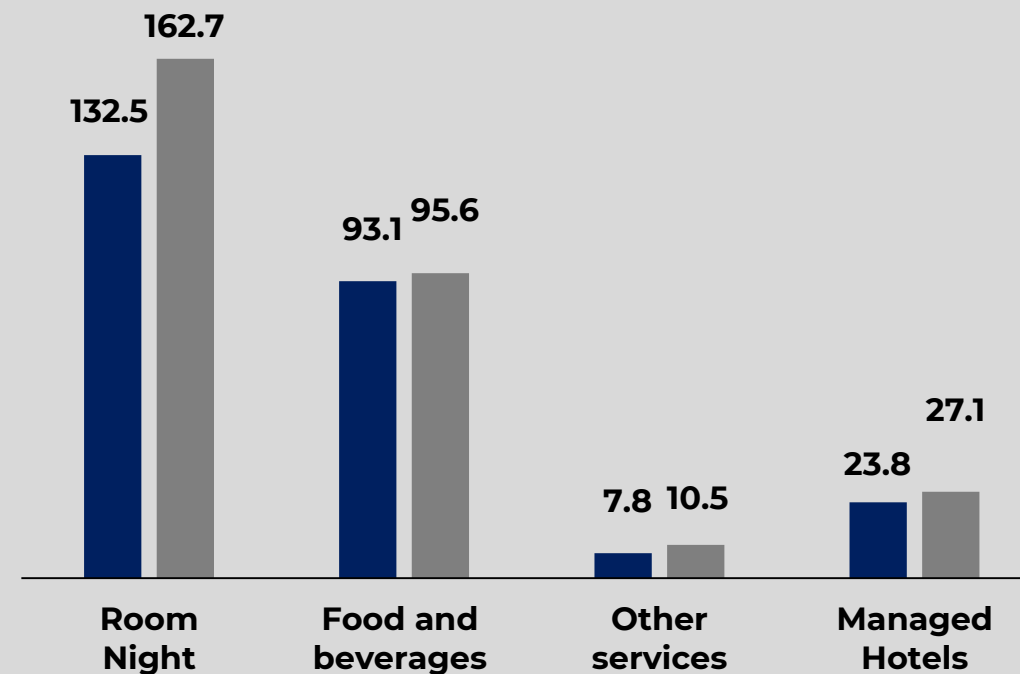
QUARTER ENDED

■ Q3FY25 ■ Q2FY26 ■ Q3FY26



9 MONTHS ENDED

■ 9MFY25 ■ 9MFY26

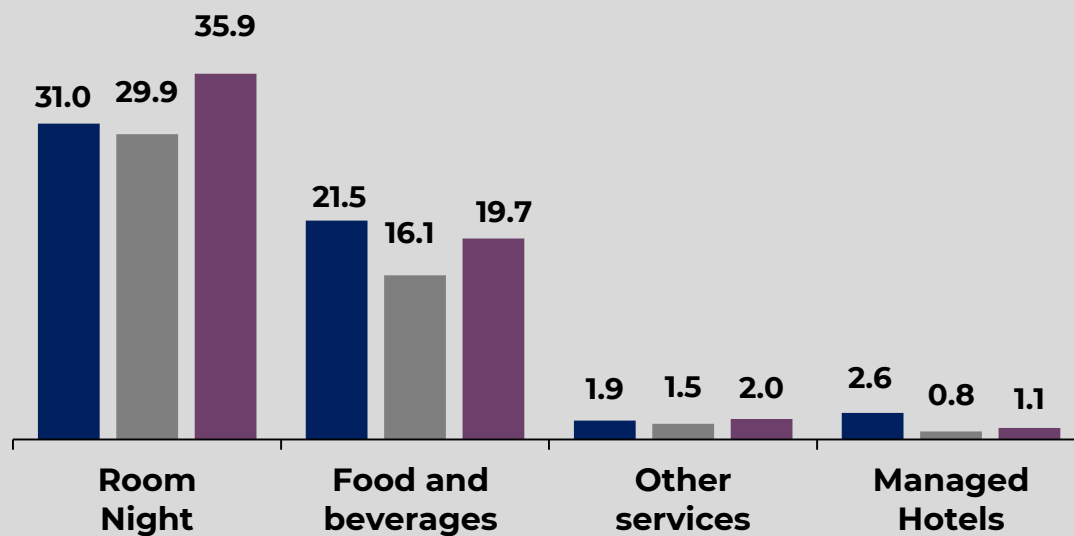


STANDALONE REVENUE BREAK-UP

Q3 & 9M FY26 (₹ IN CRORE)

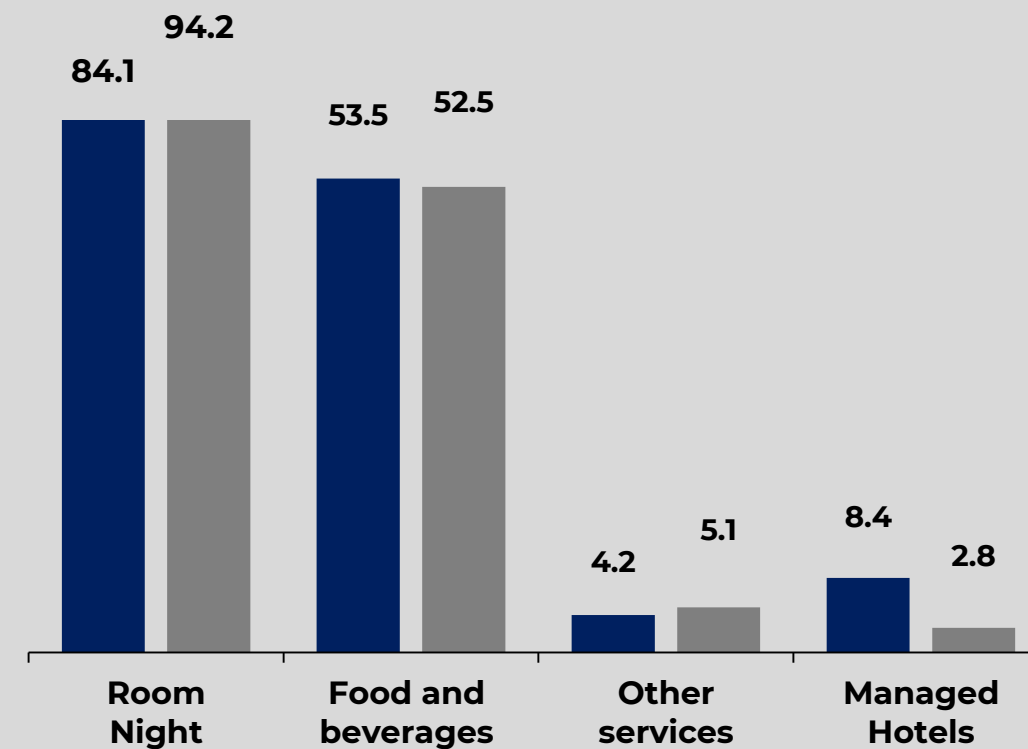
QUARTER ENDED

■ Q3FY25 ■ Q2FY26 ■ Q3FY26

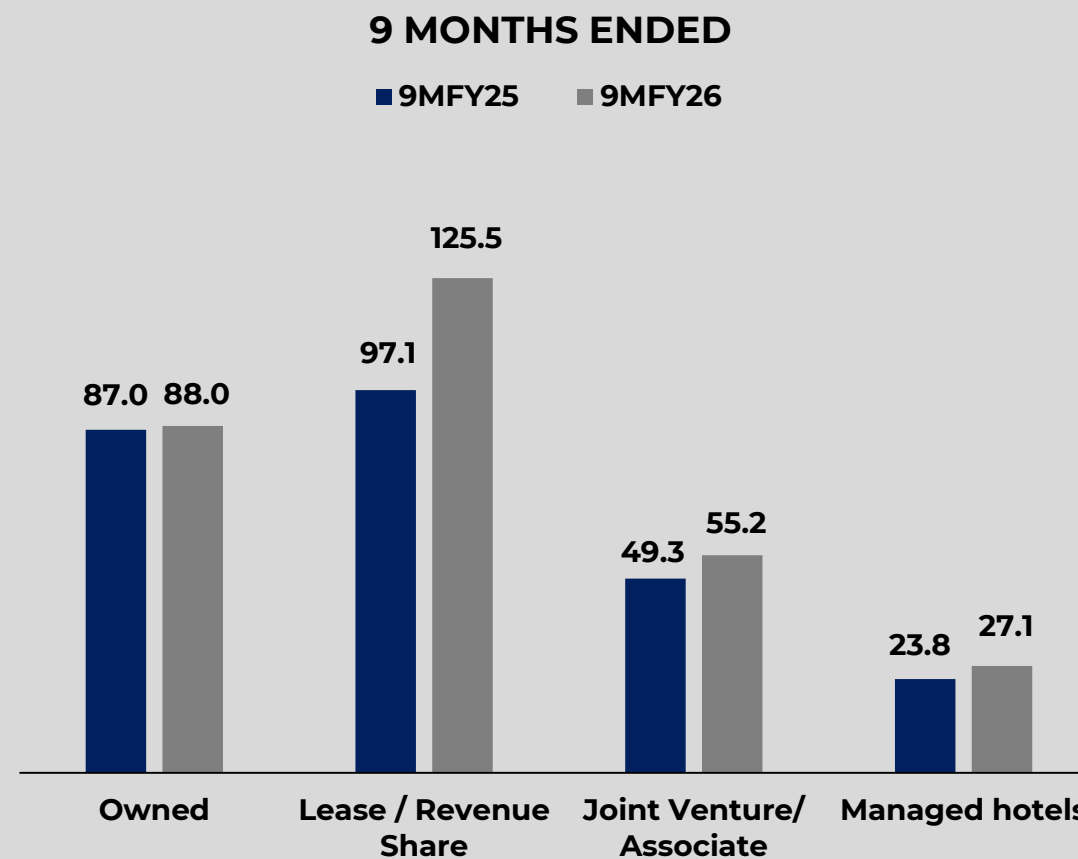
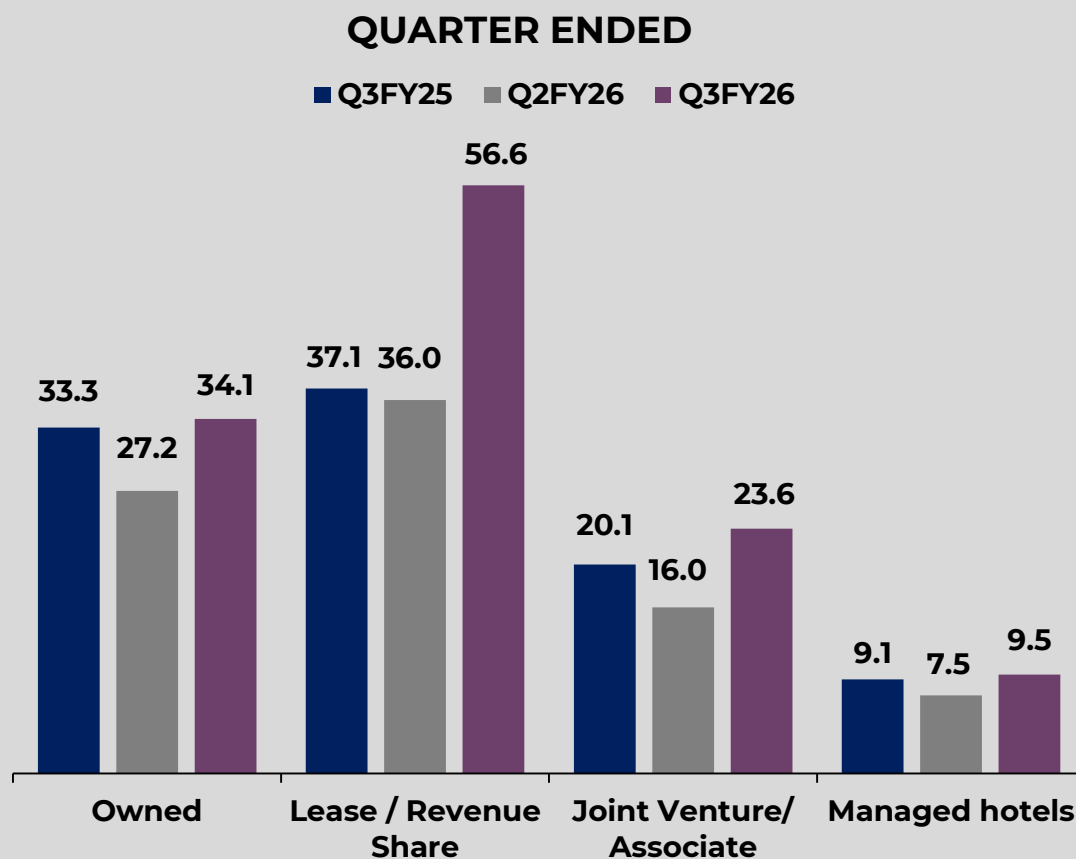


9 MONTHS ENDED

■ 9MFY25 ■ 9MFY26



CONSOLIDATED SEGMENT WISE REVENUE BREAK-UP (INCLUDING ASSOCIATE) Q3 & 9M FY26 (₹ IN CRORE)

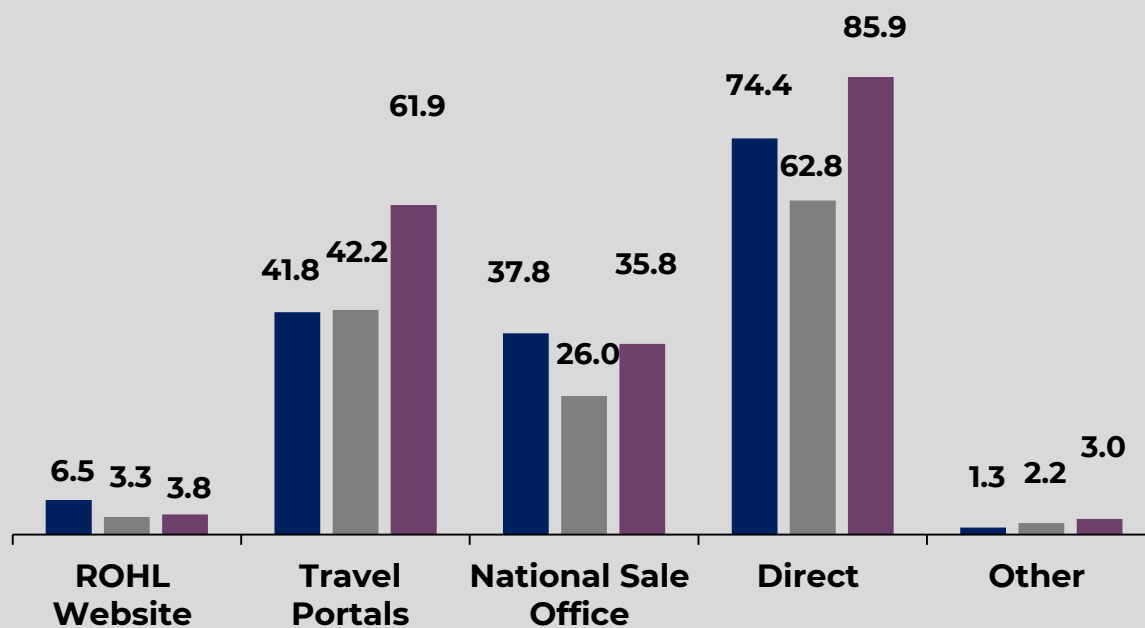


SOURCE WISE ROOM REVENUE (INCLUDING MANAGED HOTELS)

Q3 & 9M FY26 (₹ IN CRORE)

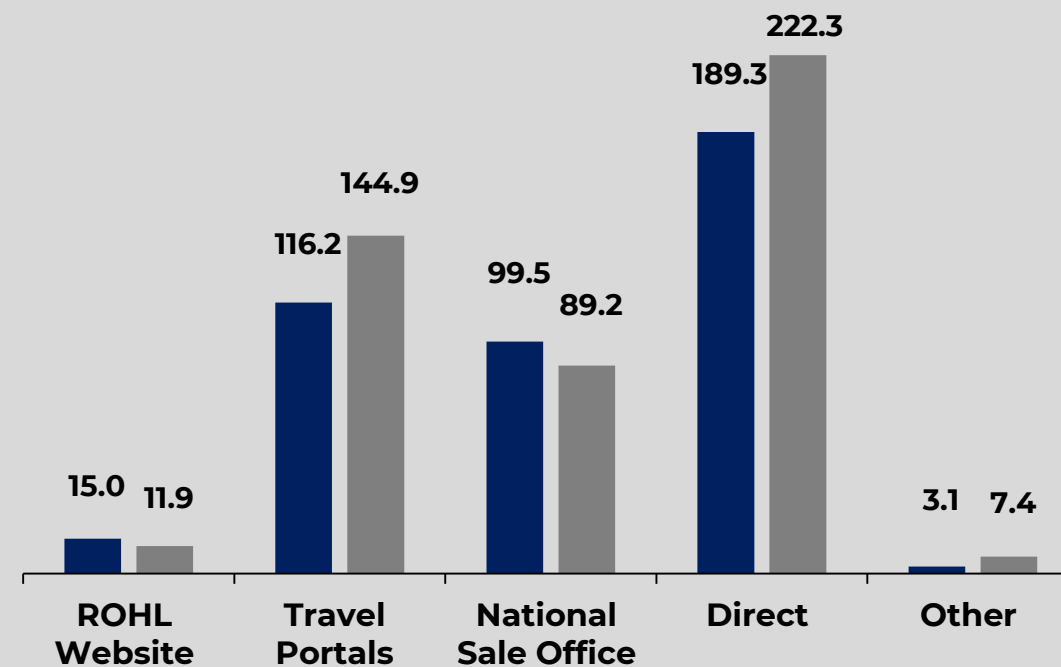
QUARTER ENDED

■ Q3FY25 ■ Q2FY26 ■ Q3FY26



9 MONTHS ENDED

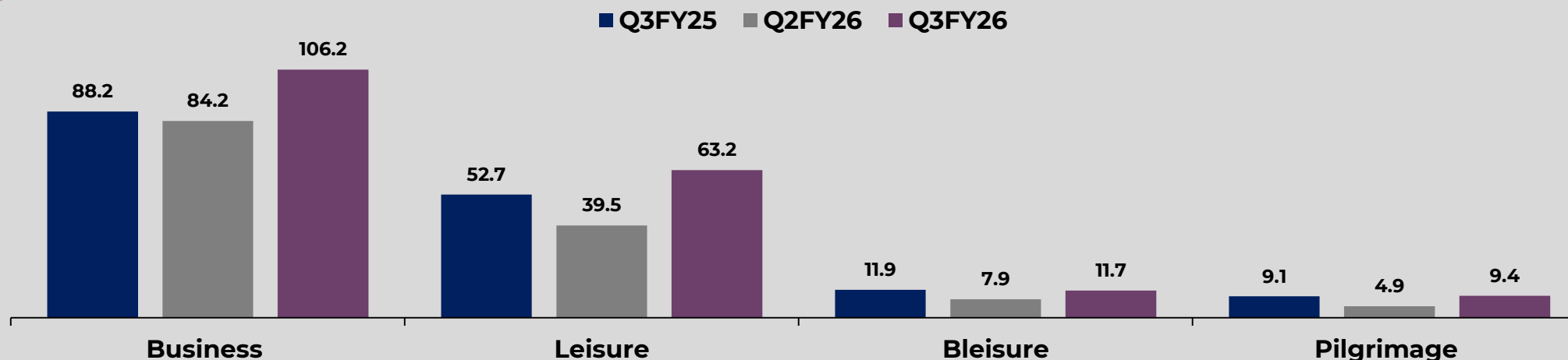
■ 9MFY25 ■ 9MFY26



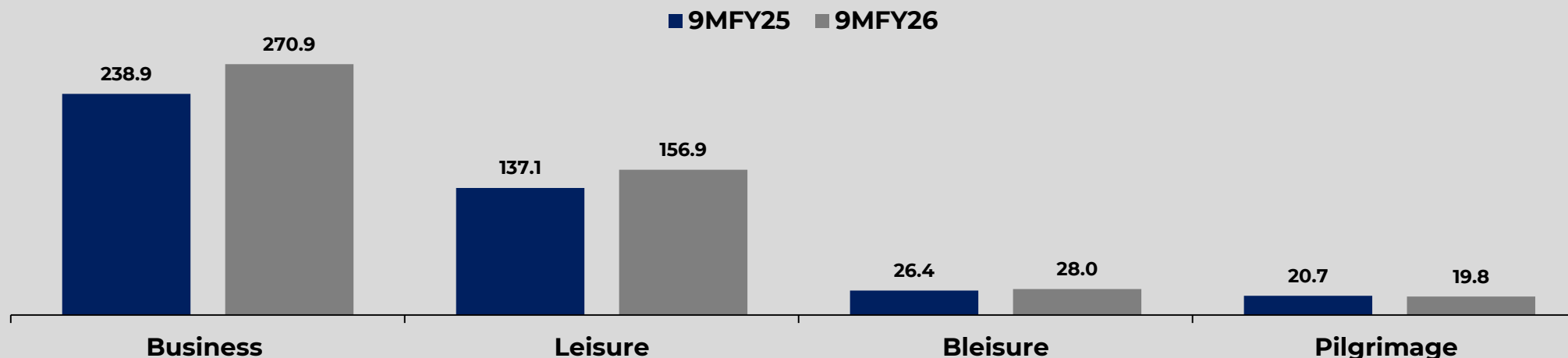
SEGMENT WISE ROOM REVENUE (INCLUDING MANAGED HOTELS)

Q3 & 9M FY26 (₹ IN CRORE)

QUARTER
ENDED



9 MONTHS
ENDED



TODAY OUR PRESENCE

168+

**Hotels & Resorts in
80+ Locations**
(including upcoming)

10,700+

Total Keys
(Including Upcoming)

7,510+

Operational Rooms

180+

**Specialty & All-day
Dining Restaurants**



55+

Business
Destinations



20+

Wedding
Destinations



4+

Wildlife
Destinations



45+

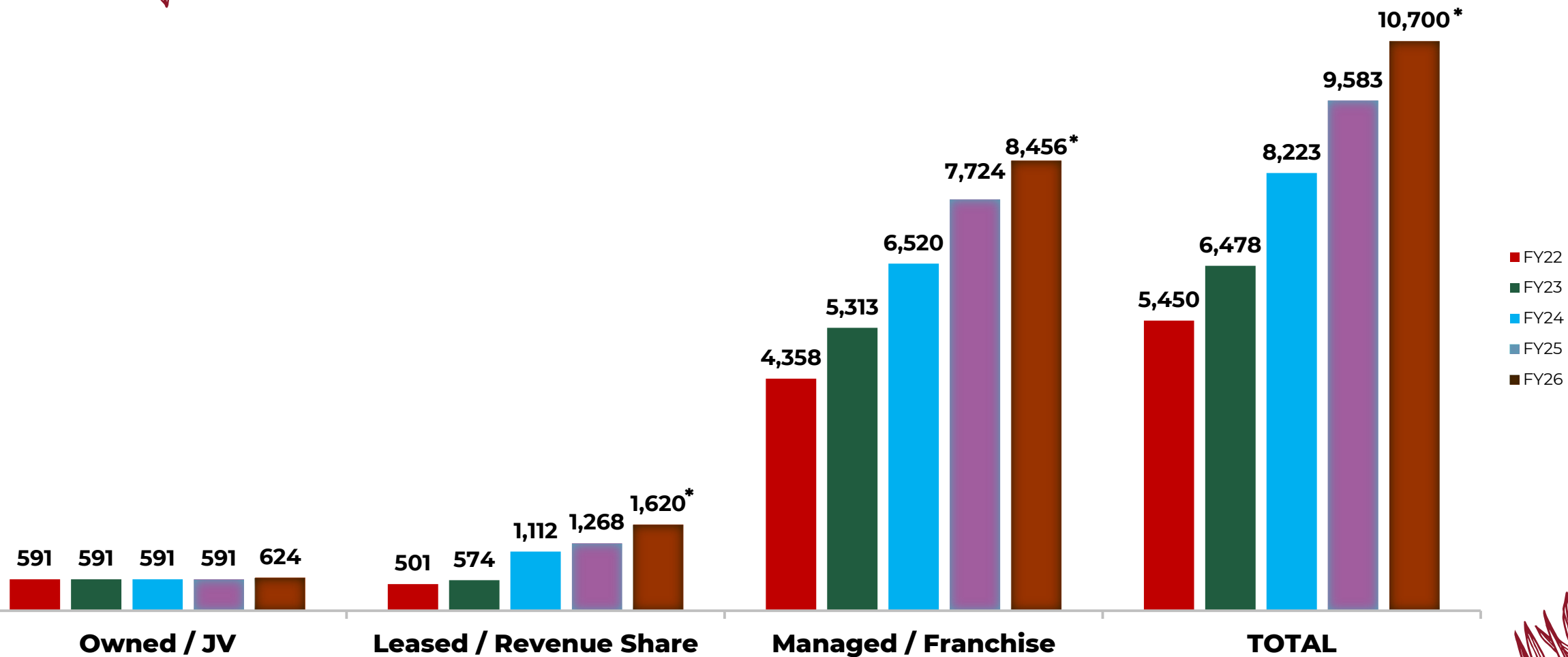
Leisure
Destinations



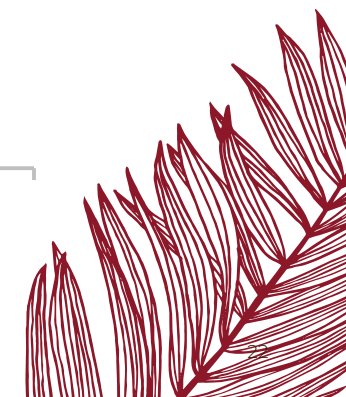
Royal Orchid Metropole, Mysore



GROWTH IN ROOMS



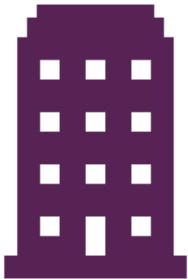
*Includes Signed Hotels



NEW HOTELS – ADDED IN – Q3 FY26

SI No	Hotel Name	City / Location	Keys	Format
1	Regenta Resort	Khatu Shyam	120	Managed
2	Regenta, Science Centre	Bhuj	59	Managed
3	Regenta Place	Candolim, Goa	36	Franchise
4	Regenta Place	Ahmedabad	48	Franchise

4
HOTELS



263
KEYS

UPCOMING HOTELS

SI No	Hotel Name	City / Location	Owned / Managed / Franchise
1	Regenta	Tirupati	Managed
2	Regenta Z	Vijayawada	Managed
3	Regenta Resort	Kushal Nagar, Coorg	Managed
4	Regenta Z	Kondapur, Gachibowli	Franchise
5	Regenta Place	Hyderabad	Franchise
6	Regenta Inn	Tezpur Assam	Managed
7	Regenta	Nepal	Managed
8	Regenta	Varanasi	Managed
9	Regenta Place	Bhadohi	Managed
10	Regenta	Jamshedpur	Managed
11	Regenta	Lucknow	Revenue Share
12	Regenta Z	Patna	Managed
13	Regenta Z	Vrindavan, Uttarpradesh	Managed
14	Regenta Place	Rishikesh	Managed
15	Regenta	Gurgaon Sector 70	Revenue Share
16	Regenta Place	Vrindavan, Uttarpradesh	Managed
17	Regenta Place	Jim Corbett	Managed
18	Regenta	Mussoorie	Managed
19	Regenta Place	Mall Road, Mussoorie	Managed
20	Regenta Resort	Pushkar	Managed
21	Crestoria	Bhopal	Managed
22	Regenta Resort	Chittorgarh	Managed
23	Regenta Resort	Jabalpur	Managed
24	Regenta	Bhopal	Managed
25	Regenta	Gwalior	Managed
26	ICONIQA	Jodhpur	Managed
27	Regenta Place	Udaipur	Managed
28	Regenta Suites & Residences	Jaipur	Managed
29	Regenta Z	Ambala	Franchise
30	Regenta	Ambala	Franchise
31	Regenta Place	Baddi, Himachal Pradesh	Managed
32	Regenta	Dodamarg, Goa	Revenue Share
33	Crestoria	Goa	Revenue Share
34	Regenta Inn	Dhule	Franchise
35	Regenta	Nanded	Managed
36	Regenta Resort	Gir	Managed
37	Regenta	Rajkot	Managed
38	Regenta Resort	Bhavnagar	Managed
39	Regenta Resort	Mulshi, Pune	Managed
40	Regenta Resort	Panchgani	Managed
41	Regenta Place	Rajkot	Managed
42	Regenta Z	Mahabaleshwar	Managed
43	Regenta Resort	Saputara	Managed
44	Regenta Resort	Nashik	Managed
45	Regenta Place	Omerga	Managed
46	Regenta Z	Amritsar	Managed
47	Regenta Place	Bathinda	Managed

47+
HOTELS



3190+
KEYS

SEGMENT WISE OCCUPANCY, ARR & KEYS

Segment	Q3 FY25	Q2 FY26	Q3 FY26	9M FY25	9M FY26
Average Occupancy (JLO)	69%	67%	68%	69%	68%
Average Room Rate (JLO) (Rs)	6,318	5,479	6,972	5,538	6,046
Average Occupancy (Managed) (Portfolio)	67%	54%	68%	62%	60%
Average Room Rate (Managed) (Rs) (Portfolio)	4,254	3,552	4,454	3,925	4,031

GUEST BREAK-UP

(In Nos)

Guest Break Up %	Q3FY25	Q2FY26	Q3FY26	9MFY25	9MFY26
Domestic Guests (Numbers)	1,03,326	1,20,075	1,22,851	3,22,884	3,51,966
Foreign Guests (Numbers)	12,781	8,668	17,877	36,620	38,834
Total (Numbers)	1,16,107	1,28,743	1,40,728	3,59,504	3,90,800
% Domestic	88.99%	93.27%	87.30%	89.81%	90.06%
% Foreign Guest	11.01%	6.73%	12.70%	10.19%	9.94%

CONSOLIDATED COST AS A % OF TOTAL INCOME

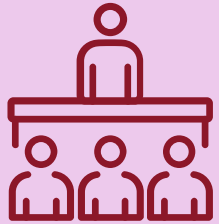
(₹ In Crore)

Particulars	Q3FY25	Q2FY26	Q3FY26	9MFY25	9MFY26
Raw Material Costs as a % of F&B Revenue					
F&B Revenue	33.5	25.2	36.3	84.0	87.8
Raw Material Cost	9.0	7.3	10.1	23.4	24.7
% of Revenue	27.0%	29.0%	27.8%	27.9%	28.2%
Payroll Costs as a % of Revenue					
Revenue	89.3	79.2	113.0	232.7	271.0
Payroll Cost	21.3	24.8	28.3	63.0	75.0
% of Revenue	23.9%	31.3%	25.0%	27.1%	27.7%
Other Operating Costs as a % of Revenue					
Revenue	89.3	79.2	113.0	232.7	271.0
Other Operating Cost	33.9	33.8	44.8	93.2	108.4
% of Revenue	37.9%	42.7%	39.6%	40.0%	40.0%

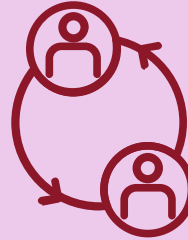
ASSET PORTFOLIO MIX – AS ON DATE

CATEGORY	Owned	Leased	JV	Managed / Franchise	Total
5 Star	273	292	139	-	704
4 Star	130	395	-	2,419	2,944
Service Apartment	-	115	-	71	186
Resort/Heritage/MICE	-	154	82	1,247	1,483
3 Star / Budget	-	83	-	2,110	2,193
Total KEYS	403	1,039	221	5,847	7,510

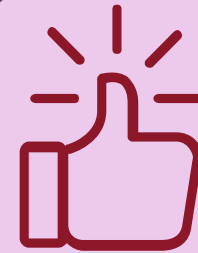
THE BIG PICTURE



**Empowering
Change**



**Transforming
Today**



**Asset Light
Model**

EMPOWERING CHANGE: WHO WE ARE



KEY BUSINESS POINTERS

Momentum (FY26)

PORTFOLIO

47



Upcoming Hotel Signings

04



New Hotel Openings

121+



Total Hotels

9 MONTHS ENDED FY26 Financials (Consolidated)

14.6%

Revenue Growth YoY

11.3%

EBITDA Growth YoY

Strategy Driving Future Growth

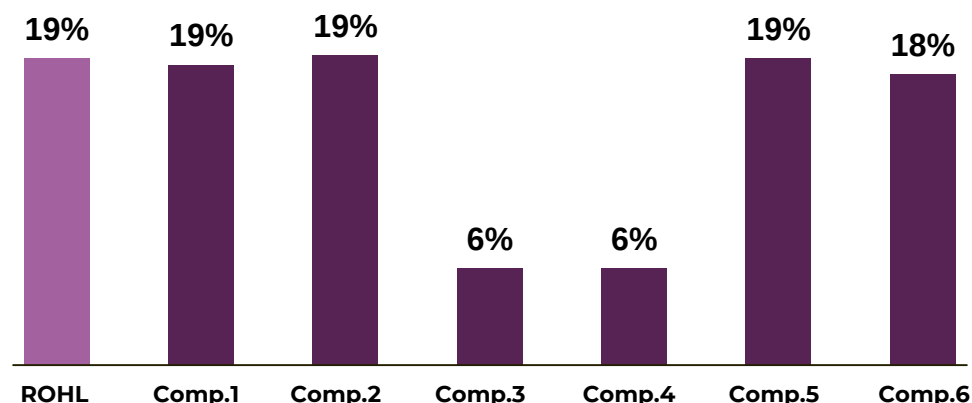
14.1%

Management Fee Growth
YoY (9M ENDED FY26)

Asset Light Business Model

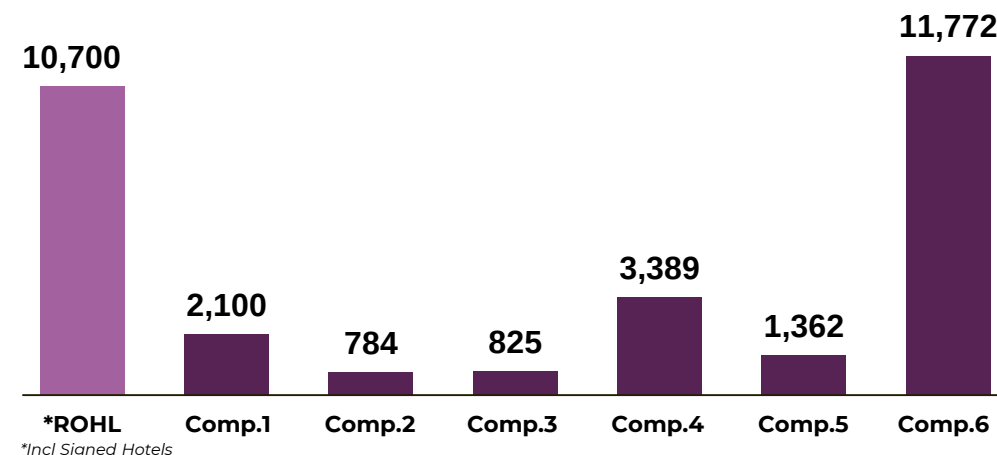
HIGH QUALITY PERFORMANCE BENCHMARKS

ROE Comparison with Peers



Source: Screener.in

Total Room Comparison with Peers



Disciplined Capital Allocation, Strong Operational efficiency, & ability to generate higher returns for the stakeholders.

By focusing on **premium pricing, efficient cost structures, and strategic expansion into high-growth markets**, ROHL continues to maximize shareholder value and deliver long-term sustainable growth. These results validate the company's ability to drive superior financial performance while maintaining service excellence and guest satisfaction.

VISION 2030

FY26

121+ Hotels

10,700 Keys

FY30

345+ Hotels

22,000+ Keys

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

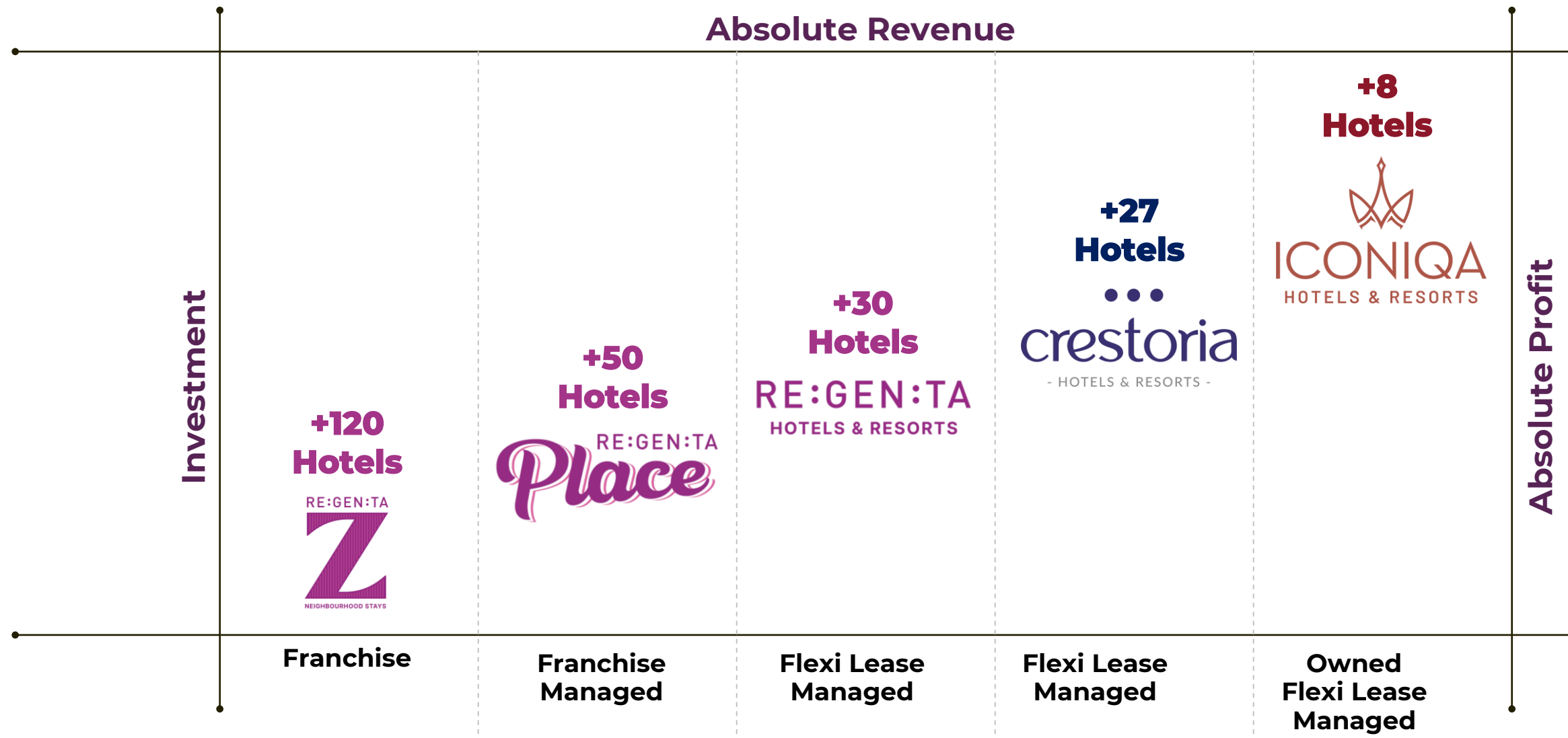
Excellence in Execution

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

Rigorous investment management
metrics

We continue to focus on +25% ROCE

BRAND ARCHITECTURE



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.



ICONIQA - REDEFINED LANDSCAPE



Upscale Lifestyle Hotel

ICONIQA

by Royal Orchid Hotels Ltd.

Near T2 International Airport, Mumbai

292 Keys

Expected ARR 7000-8000+

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

120 KEYS

operational since
November 2025



Regenta Resort, Khatu Shyam

Located just 2 km from the sacred Khatu Shyam Ji Temple, Regenta Anantam Resort offers a serene blend of comfort, elegance, and heartfelt hospitality. With 120 beautifully designed rooms and suites, versatile event spaces, and pure-veg dining, the resort is ideal for pilgrims, families, and destination weddings. Surrounded by a peaceful ambience, it promises a memorable and spiritually uplifting stay in Khatu.



Regenta Place

3star Hotel

48 KEYS

Operational Since
October, 2025



Regenta Place, Ahmedabad

Regenta Place Ahmedabad is a midscale hotel in Bodakdev, near Sindhu Bhavan Road, offering an elegant urban retreat and warm hospitality. It provides seamless access to SG Highway and is a practical choice for business travelers, families, or people in the city for a short duration.



Regenta

Upscale Hotel

59 KEYS

Operational Since
10th Oct, 2025



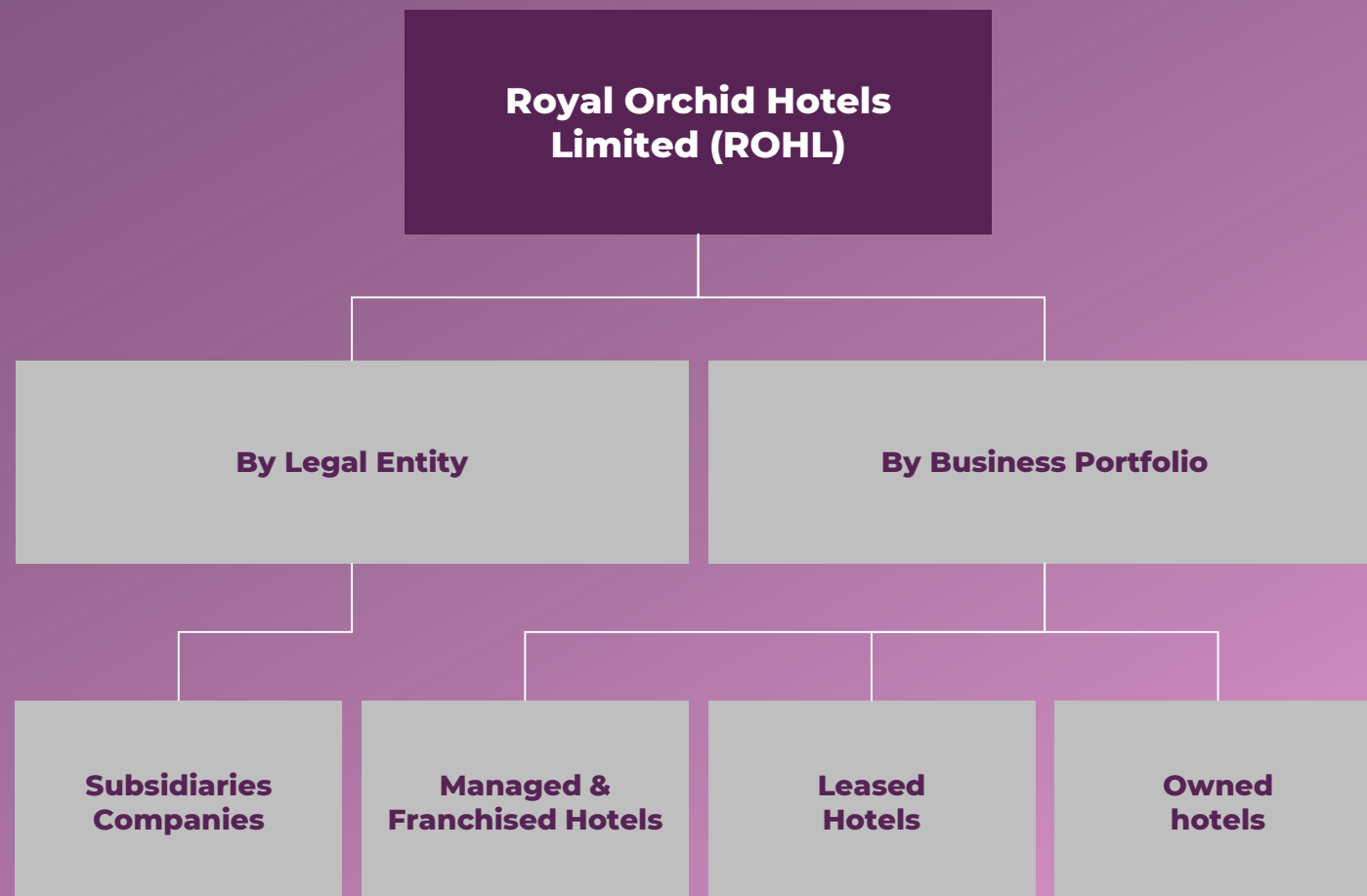
Regenta Science Centre, Bhuj

Nestled beside the scenic Bhujio Dungar (Bhujia Hill), Regenta Science Centre, Bhuj offers an elegant blend of contemporary comfort and traditional hospitality. Recognised among the best hotels in Bhuj, it serves as a tranquil retreat for both leisure and business travellers. While those seeking leisure can enjoy indoor games or unwind with a cup of freshly brewed coffee at the 24-hour café, for the fitness enthusiasts, there is a well-equipped gym to keep up with the routine.

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



Royal Orchid Metropole, Mysore



Balanced portfolio having presence in over **80+ 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

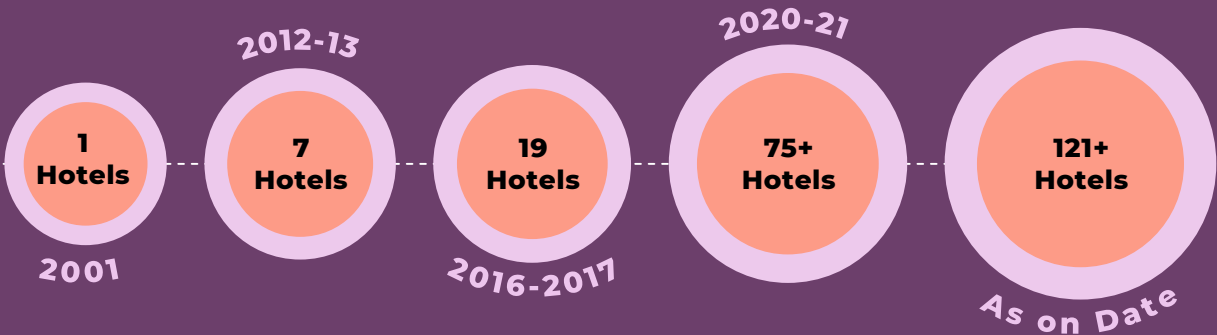
OUR PRESENCE



AN INDIAN BRAND, FOR AN INDIA STORY

Royal Orchid Hotels 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.



80+
LOCATIONS

8500+
EMPLOYEES

100+
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 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

NON-EXECUTIVE DIRECTORS



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.



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. Rakeshh 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. Naveen Sharma
Sr VP Sales

29+ Years Exp with Lemon Tree, Sterling Holiday Resorts, ITC Fortune Hotels Limited



Dr. Ranabir Sanyal
Company Secretary & Compliance Officer

20+ years experience covering brands like DHFL Group & Reliance Retail Group



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



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



Mr. Gaurav Goyal
Sr. VP - Development



Mr. Jayesh Wadher
VP - Human Resources

ANNUAL INCOME STATEMENT CONSOLIDATED

(₹ In Crore Except EPS)

Particulars	FY22	FY23	FY24	FY25
- Room nights	69.3	137.8	150.4	161.1
- Food and beverages	52.5	93.2	102.2	112.3
- Other services	16.6	32.6	41.0	46.0
Income from Operations	138.5	263.6	293.6	319.5
Other Income	17.4	16.1	19.1	23.7
Total Income	155.9	279.7	312.7	343.2
Cost of Material Consumed	17.3	26.7	29.2	31.3
Employee Benefits Expense	34.7	56.0	72.6	83.7
Power and fuel Expense	13.5	17.7	21.3	21.8
Rent Expense	6.9	12.9	13.5	16.7
Other Expenses	43.3	68.4	81.0	92.9
Total Expenditure	115.6	181.7	217.5	246.4
EBITDA	40.3	98.0	95.2	96.8
EBITDA Margin (%)	25.9%	35.1%	30.4%	28.2%
Depreciation	19.4	18.4	19.9	20.7
PBIT	20.9	79.7	75.3	76.1
Interest	16.1	16.1	18.3	16.6
PBT	4.8	63.6	57.0	59.5
Tax	3.1	16.7	9.7	16.4
Exceptional Item	25.1	-	-	-
Reported Net Profit	26.7	47.0	47.4	43.1
Share of Profit of associate	-	2.3	3.5	4.4
Net Profit/(Loss) for the period and Share of Profit of associate	26.7	49.2	50.8	47.5
Other Comprehensive Income/(Loss)	0.1	0.8	(0.8)	0.0
Total Comprehensive Income	26.8	50.0	50.0	47.5
Reported PAT Margin (%)	17.2%	17.9%	16.0%	13.8%
EPS (Reported) (₹)	10.71	17.15	17.68	17.23

BALANCE SHEET CONSOLIDATED

(₹ In Crore)

Particulars	FY24	FY25	9M FY26
Equity & Liability			
Equity share capital	27.4	27.4	27.4
other equity	163.3	203.4	222.0
Non-controlling interests	17.4	16.3	17.1
Total Equity	208.1	247.1	266.5
Non-current liabilities			
Financial Liabilities			
Borrowings	46.7	78.9	77.7
Lease Liabilities	122.0	109.5	540.3
Other financial liabilities	1.1	0.4	0.3
Provisions	2.8	3.0	3.0
Deferred tax liabilities	0.3	0.2	0.1
Total Non-Current Liability	173.1	191.9	621.4
Current Liabilities			
Financial Liabilities			
Borrowings	20.4	21.1	23.8
Lease Liabilities	10.4	11.8	13.7
Trade payables	32.7	33.0	40.7
Other financial liabilities	12.3	16.6	32.2
Other current liabilities	9.6	12.8	23.3
Provisions	2.5	2.5	2.9
current tax liabilities	0.8	1.3	2.3
Total Current Liability	88.8	99.2	138.9
Total Equity & Liability	470.0	538.2	1,026.8

Particulars	FY24	FY25	9M FY26
Non-Current assets			
Property, plant and equipment	117.6	130.6	174.0
Capital Work in progress	0.4	17.1	5.3
Goodwill	17.6	17.6	17.6
Other intangible assets	0.1	0.1	0.3
Right-of-use-assets	120.1	104.6	561.9
Investments accounted for using equity method	30.0	34.4	37.5
Financial assets			
Investment	0.0	0.0	0.0
Loans	7.0	7.0	7.0
other financial assets	34.5	85.3	76.5
Deferred tax assets (net)	13.1	12.2	16.1
Non-current tax assets	9.1	2.8	3.9
Other non-current assets	4.3	3.3	2.8
Total Non-Current Assets	353.8	415.1	902.9
Current Asset			
Inventories	2.6	2.7	5.0
Financial Assets			
Investment	-	-	30.6
Trade Receivable	32.9	37.2	41.6
cash and cash equivalents	23.9	26.7	15.6
Bank balance other than cash and cash equivalents	27.1	30.1	6.4
Loans	0.6	0.6	0.0
Other financial assets	6.4	11.3	11.5
Current tax assets	0.1	0.1	0.1
other current assets	7.3	12.1	10.8
Total	100.8	120.7	121.6
Asset held-for-sale	15.3	2.3	2.3
Total Current Asset	116.2	123.0	123.9
Total Asset	470.0	538.2	1,026.8



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

Mr. Amit Jaiswal
Chief Financial Officer

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THANK YOU !