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: May 25, 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 (LODR) Regulations, 2015, and in continuation to our letter dated May 21 & May 22, 2026 regarding intimation of schedule of Analyst Meeting/Post Earnings Conference Call for Q4 & Financial Year 2025-26 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: 2026.05.25 20:37:57 +05'30'

AMIT JAISWAL
CHIEF FINANCIAL OFFICER

Encl: As above

Regenta Resort, Ranthambore

ROYAL ORCHID HOTELS LTD.

Q4 & FY 26

Investor Presentation

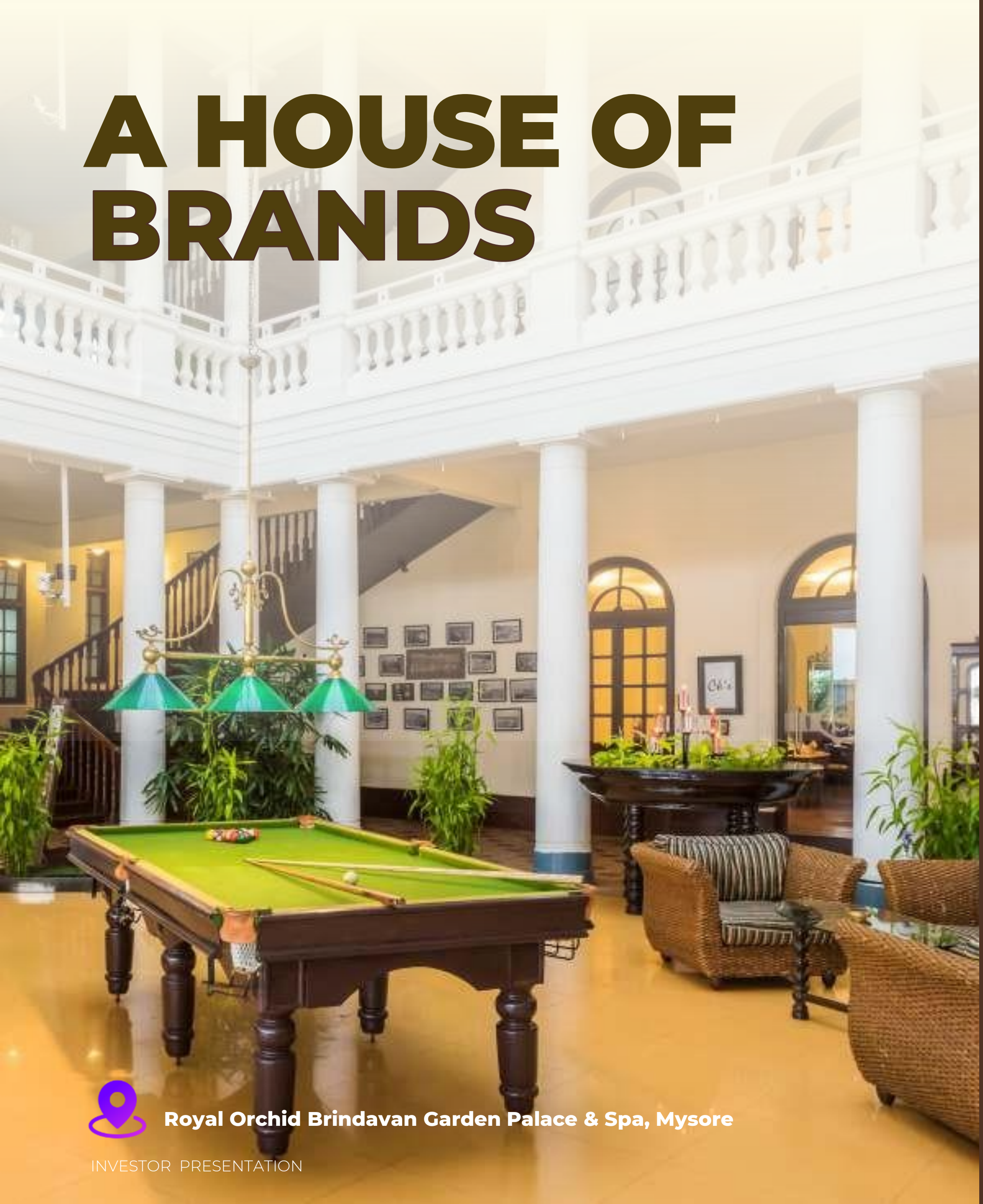
ROYAL ORCHID HOTELS & RESORTS | ICONIQA HOTELS & RESORTS | RE:GEN:TA HOTELS & RESORTS

DISCLAIMER

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

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

Q4 & FY26 PERFORMANCE HIGHLIGHTS

KEY HIGHLIGHTS Q4 FY26
CONSOLIDATED

Q4 FY26 PERFORMANCE HIGHLIGHTS

Income from Operation
+30.5% Y-o-Y *

Room Nights Revenue
+54.6% Y-o-Y *

EBITDA Growth
+22.7% Y-o-Y *

PAT Growth
(Excluding Iconiqa)
+16.7% Y-o-Y *

JLO Hotels
Occupancy: **73%** | ARR: **₹6,844** (+11.5% YoY)

EBITDA
(cross critical threshold of **110.6 CR**)

Cash Profit (Ex-Iconiqa): **₹19.4 CR**

ICONIQA, MUMBAI

Q4 Total Income: **₹24.2 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

11,204 Total Keys
Including Signed Hotels

123 Operating hotels

52+ Upcoming Hotels

KEY PERFORMANCE SUMMARY - FY26

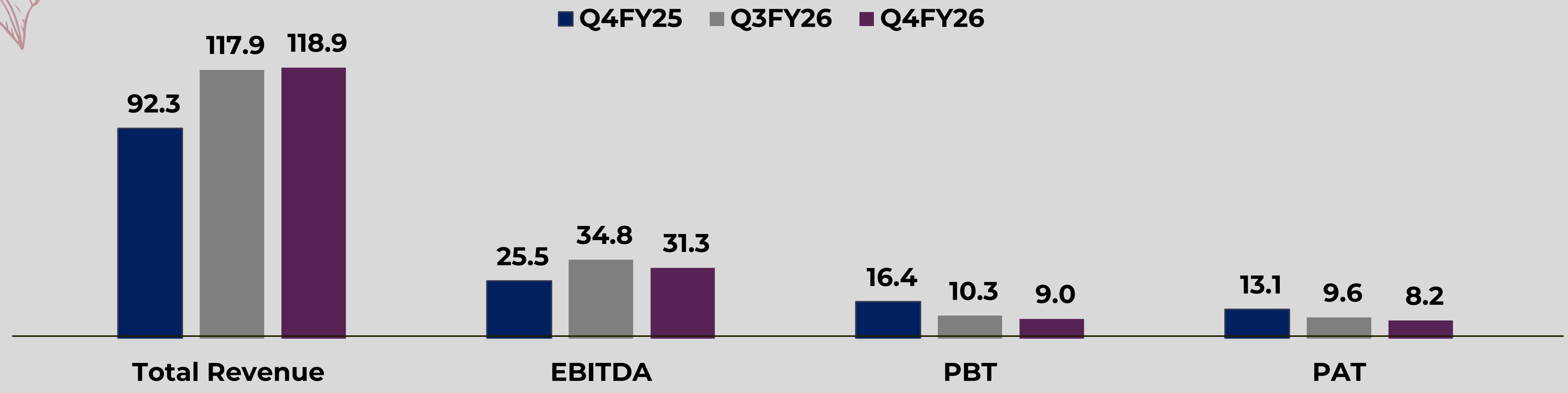
CONSOLIDATED (₹ IN CRORE)

Particulars	ROHL (Consolidated)		ICONIQA		ROHL (Excluding ICONIQA)	
	IndAS	Non IndAS	IndAS	Non IndAS	IndAS	Non IndAS
Total Income	**406.4**	**404.6**	**44.9**	**43.6**	**361.5**	**361.0**
EBITDA	**110.6**	**72.8**	**7.3**	**(7.8)**	**103.4**	**80.6**
Depreciation	35.6	9.4	13.6	1.3	22.0	8.1
Finance Cost	38.8	7.7	22.8	2.6	16.0	5.1
Profit before exceptional items and tax	**36.2**	**55.8**	**(29.2)**	**(11.7)**	**65.4**	**67.5**
Exceptional items	2.2	2.2	-	-	2.2	2.2
PBT	**38.4**	**58.0**	**(29.2)**	**(11.7)**	**67.6**	**69.6**
PAT	28.6	43.9	(22.1)	(8.7)	50.6	52.7
PAT After Associate	33.3	48.7	(22.1)	(8.7)	55.4	57.5
Total Comprehensive Income	33.4	48.8	(22.1)	(8.7)	55.5	57.5
CASH Profit	**66.8**	**55.9**	**(8.5)**	**(7.4)**	**75.2**	**63.3**
EBITDA Margin%	27.2%	18.0%	16.2%	(17.9%)	28.6%	22.3%

Q4 & FY26 PERFORMANCE HIGHLIGHTS

CONSOLIDATED (₹ IN CRORE)

QUARTER ENDED



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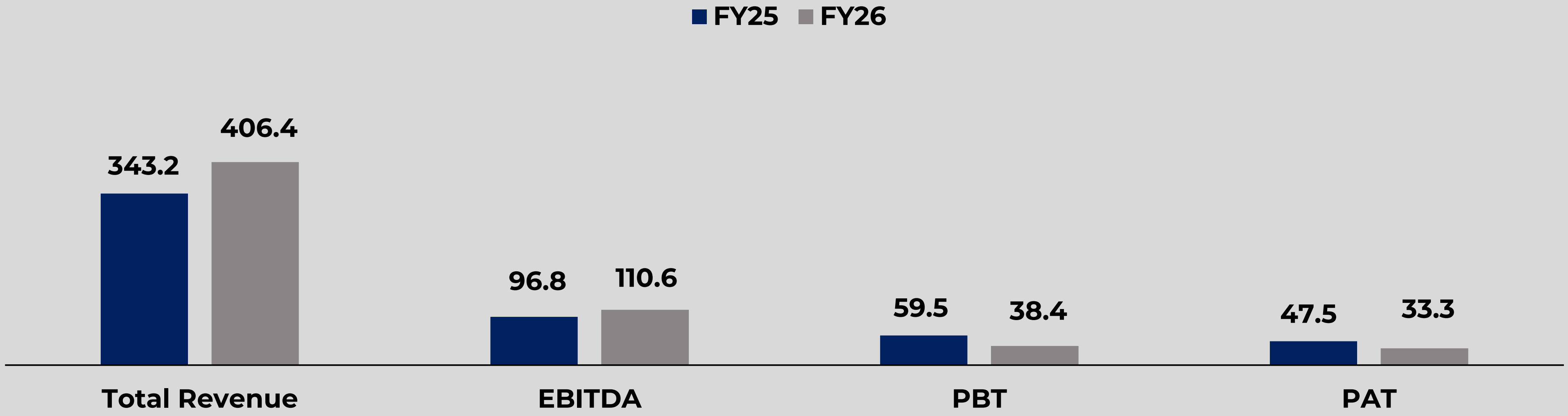

Q4 & FY26 PERFORMANCE HIGHLIGHTS
CONSOLIDATED

(₹ In Crore Except EPS)

Particulars	Q4FY25	Q3FY26	Q4FY26	Y-o-Y *	FY25	FY26	Y-o-Y **
- Room revenue	43.5	63.2	67.3	54.6%	161.1	213.7	32.6%
- Food and beverages	28.3	36.3	33.1	16.8%	112.3	120.5	7.3%
- Other services	14.9	13.5	12.8	-14.1%	46.0	49.9	8.5%
Income from Operations	**86.7**	**113.0**	**113.2**	**30.5%**	**319.5**	**384.2**	**20.2%**
Other Income	5.6	4.9	5.7	2.8%	23.7	22.3	-6.0%
Total Income	**92.3**	**117.9**	**118.9**	**28.8%**	**343.2**	**406.4**	**18.4%**
Cost of Material Consumed	7.9	10.1	10.0	26.8%	31.3	34.7	10.8%
Employee Benefits Expense	20.7	28.3	28.3	36.5%	83.7	103.3	23.4%
Rent Expense	6.2	5.1	3.5	-43.6%	16.7	15.9	-4.6%
Power and fuel Expense	5.1	6.0	5.8	15.1%	21.8	22.8	4.5%
Other Expenses	27.0	33.7	40.0	48.4%	92.9	119.1	28.2%
Total Expense	**66.8**	**83.1**	**87.6**	**31.1%**	**246.4**	**295.8**	**20.0%**
EBITDA	**25.5**	**34.8**	**31.3**	**22.7%**	**96.8**	**110.6**	**14.3%**
EBITDA Margin (%)	**28%**	**30%**	**26%**	**-4.7%**	28.2%	27.2%	**-3.5%**
Depreciation	5.1	11.3	11.4	125.5%	20.7	35.6	71.8%
EBIT	**20.5**	**23.6**	**19.9**	**-2.7%**	**76.1**	**75.0**	**-1.3%**
Finance Cost	4.0	13.2	13.1	224.7%	16.6	38.8	134.3%
Profit before exceptional items and tax	**16.4**	**10.3**	**6.8**	**-58.5%**	**59.5**	**36.2**	**-39.1%**
Exceptional items	-	-	2.2	-	-	2.2	-
PBT	**16.4**	**10.3**	**9.0**	**-45.2%**	**59.5**	**38.4**	**-35.5%**
Tax expense	5.0	2.7	2.5	-49.8%	16.4	9.8	-40.0%
PAT	**11.4**	**7.7**	**6.5**	**-43.2%**	**43.1**	**28.6**	**-33.8%**
Share of Profit of associate	1.7	1.9	1.7	1.1%	4.4	4.8	9.1%
Net Profit/(Loss) for the period and Share of Profit of associate	**13.1**	**9.6**	**8.2**	**-37.5%**	**47.5**	**33.3**	**-29.8%**
Other Comprehensive Income/(Loss)	(0.8)	0.3	(1.2)	54.8%	0.0	0.1	4.6%
Total Comprehensive Income	**12.4**	**9.9**	**7.0**	**-43.2%**	**47.5**	**33.4**	**-29.8%**
Net Profit Margin (%)	13%	8%	6%	-55.9%	13.9%	8.2%	-40.7%
EPS (In Rs)	**4.8**	**3.3**	**2.9**	**-39.5%**	**17.2**	**11.7**	**-31.9%**

* Q4FY26 V/S Q4FY25 ** FY26 V/SFY25

Q4 & FY26 PERFORMANCE HIGHLIGHTS

STANDALONE (₹ IN CRORE)

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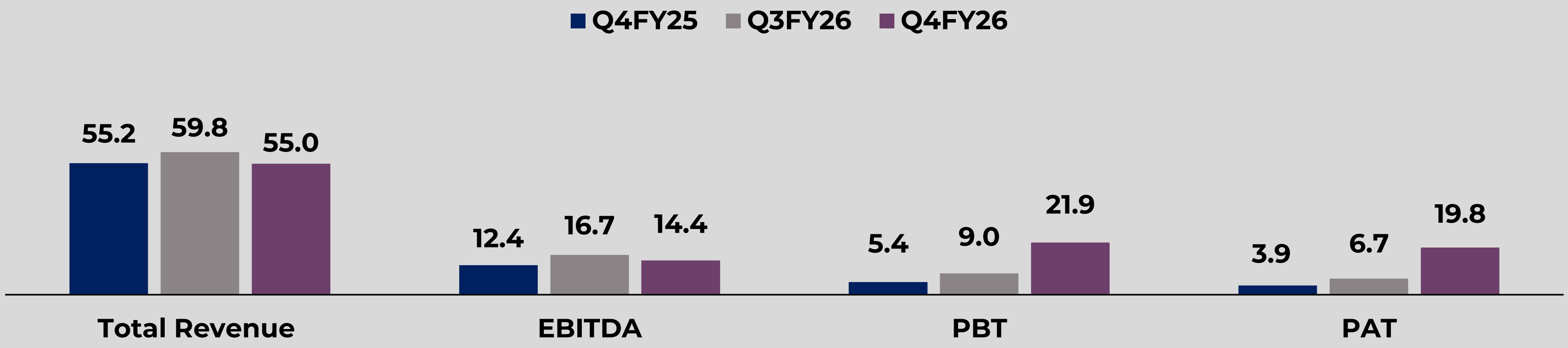

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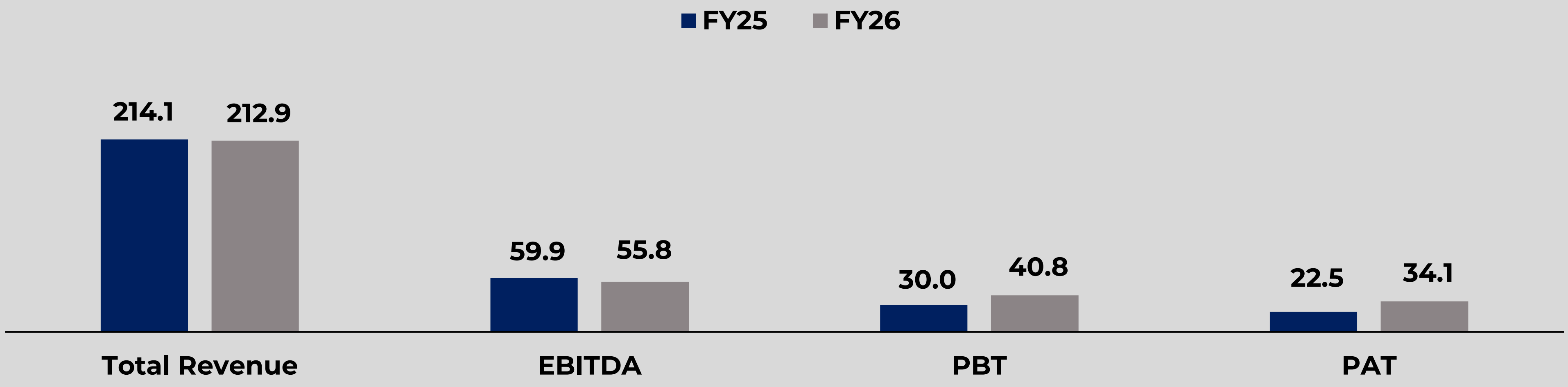


Q4 & FY26 PERFORMANCE HIGHLIGHTS
STANDALONE

(₹ In Crore Except EPS)

Particulars	Q4FY25	Q3FY26	Q4FY26	Y-o-Y *	FY25	FY26	Y-o-Y **
- Room revenue	30.9	35.4	34.4	11.3%	115.0	128.1	11.4%
- Food and beverages	18.9	20.2	16.9	-10.5%	72.3	69.9	-3.3%
- Other services	3.0	3.1	2.6	-12.6%	15.6	10.4	-33.2%
Income from Operations	**52.7**	**58.7**	**53.9**	**2.1%**	**203.0**	**208.4**	**2.7%**
Other Income	2.5	1.1	1.1	-55.2%	11.2	4.5	-60.2%
Total Income	**55.2**	**59.8**	**55.0**	**-0.5%**	**214.1**	**212.9**	**-0.6%**
Cost of Material Consumed	5.2	5.5	4.6	-11.5%	20.5	19.6	-4.6%
Employee Benefits Expense	10.5	11.5	11.1	5.0%	43.3	44.4	2.5%
Rent Expense	6.0	4.8	3.6	-40.8%	15.9	15.2	-4.3%
Power and fuel Expense	4.0	4.0	3.9	-2.5%	17.6	16.4	-6.6%
Other Expenses	17.0	17.4	17.4	2.3%	56.9	61.5	8.0%
Total Expense	**42.8**	**43.1**	**40.6**	**-5.2%**	**154.2**	**157.1**	**1.8%**
EBITDA	**12.4**	**16.7**	**14.4**	**16.0%**	**59.9**	**55.8**	**-6.8%**
EBITDA Margin (%)	**22.5%**	**28.0%**	**26.2%**	**16.6%**	**28.0%**	**26.2%**	**-6.2%**
Depreciation	3.8	4.3	4.2	9.6%	16.0	16.6	3.4%
EBIT	**8.6**	**12.5**	**10.2**	**18.9%**	**43.9**	**39.2**	**-10.5%**
Finance Cost	3.2	3.5	3.3	0.8%	13.8	13.4	-3.5%
Profit before exceptional items and tax	**5.4**	**9.0**	**6.9**	**29.8%**	**30.0**	**25.9**	**-13.8%**
Exceptional items	-	-	15.0	-	-	15.0	-
PBT	**5.4**	**9.0**	**21.9**	**309.1%**	**30.0**	**40.8**	**36.0%**
Tax expense	1.5	2.2	2.1	37.1%	7.6	6.8	-10.7%
PAT	**3.9**	**6.7**	**19.8**	**414.9%**	**22.5**	**34.1**	**51.8%**
Other Comprehensive Income/(Loss)	0.0	0.1	0.1	329.9%	0.0	0.2	1028.9%
Total Comprehensive Income	**3.9**	**6.9**	**19.9**	**414.5%**	**22.5**	**34.3**	**52.6%**
Net Profit Margin (%)	7.0%	11.5%	36.2%	416.9%	10.5%	16.1%	53.5%
EPS (In Rs)	**1.4**	**2.5**	**7.2**	**414.9%**	**8.2**	**12.4**	**51.8%**

* Q4FY26 V/S Q4FY25 ** FY26 V/SFY25

CONSOLIDATED FINANCIAL RESULTS (WITH & WITHOUT INDAS) Q4 & FY26

(₹ In Crore Except EPS)

Particulars	With INDAS					Without INDAS				
	Q4FY25	Q3FY26	Q4FY26	FY25	FY26	Q4FY25	Q3FY26	Q4FY26	FY25	FY26
Total Income	92.3	117.9	118.9	343.2	406.4	91.9	117.2	118.2	342.4	404.6
EBITDA	**25.5**	**34.8**	**31.3**	**96.8**	**110.6**	**20.1**	**24.0**	**15.5**	**75.9**	**72.8**
Depreciation	5.1	11.3	11.4	20.7	35.6	1.9	2.7	2.9	7.4	9.4
EBIT	**20.5**	**23.6**	**19.9**	**76.1**	**75.0**	**18.2**	**21.3**	**12.6**	**68.5**	**63.4**
Finance Cost	4.0	13.2	13.1	16.6	38.8	1.3	2.5	2.2	5.1	7.7
Profit before exceptional items and tax	**16.4**	**10.3**	**6.8**	**59.5**	**36.2**	**16.9**	**18.9**	**10.4**	**63.4**	**55.8**
Exceptional items	-	-	2.2	-	2.2	-	-	2.2	-	2.2
PBT	**16.4**	**10.3**	**9.0**	**59.5**	**38.4**	**16.9**	**18.9**	**12.5**	**63.4**	**58.0**
Tax expense	5.0	2.7	2.5	16.4	9.8	5.0	4.7	3.1	16.4	14.0
PAT	**11.4**	**7.7**	**6.5**	**43.1**	**28.6**	**11.9**	**14.1**	**9.4**	**47.1**	**43.9**
Share of Associate Profit	1.7	1.9	1.7	4.4	4.8	1.7	1.9	1.7	4.4	4.8
PAT After Associate	**13.1**	**9.6**	**8.2**	**47.5**	**33.3**	**13.6**	**16.1**	**11.1**	**51.5**	**48.7**
Other Comprehensive Income / (Loss)	(0.8)	0.3	(1.2)	0.0	0.1	(0.8)	0.3	(1.2)	0.0	0.1
Total Comprehensive Income	**12.4**	**9.9**	**7.0**	**47.5**	**33.4**	**12.8**	**16.3**	**9.9**	**51.5**	**48.8**
EPS (In Rs)	**4.8**	**3.3**	**2.9**	**17.2**	**11.7**	**4.7**	**5.9**	**3.6**	**18.8**	**17.8**
CASH Profit	**18.2**	**20.9**	**17.5**	**68.2**	**66.8**	**15.5**	**18.7**	**11.8**	**58.9**	**55.9**

Note: The adoption of IND-AS led to a notional increase in depreciation and finance costs of Rs. 57.3 CR, resulting in a reduction in PAT of Rs. 15.4 CR at the Consolidated level (CONSOL) for the year ended March 2026. For the quarter ended March 2026, depreciation and finance costs increased notionally by Rs. 19.4 CR, reducing PAT by Rs. 2.9 CR at the Consolidated level (CONSOL).

STANDALONE FINANCIAL RESULTS (WITH & WITHOUT INDAS) Q4 & FY26

(₹ In Crore Except EPS)

Particulars	With INDAS					Without INDAS				
	Q4FY25	Q3FY26	Q4FY26	FY25	FY26	Q4FY25	Q3FY26	Q4FY26	FY25	FY26
Total Income	55.2	59.8	55.0	214.1	212.9	54.7	59.6	54.8	213.0	212.0
EBITDA	**12.4**	**16.7**	**14.4**	**59.9**	**55.8**	**7.3**	**11.3**	**8.9**	**40.4**	**34.5**
Depreciation	3.8	4.3	4.2	16.0	16.6	0.9	0.9	0.9	3.7	3.6
EBIT	**8.6**	**12.5**	**10.2**	**43.9**	**39.2**	**6.4**	**10.3**	**8.0**	**36.7**	**30.9**
Finance Cost	3.2	3.5	3.3	13.8	13.4	0.9	0.9	0.9	3.7	3.5
Profit before exceptional items and tax	**5.4**	**9.0**	**6.9**	**30.0**	**25.9**	**5.5**	**9.4**	**7.1**	**33.0**	**27.4**
Exceptional items	-	-	15.0	-	15.0	-	-	15.0	-	15.0
PBT	**5.4**	**9.0**	**21.9**	**30.0**	**40.8**	**5.5**	**9.4**	**22.1**	**33.0**	**42.4**
Tax expense	1.5	2.2	2.1	7.6	6.8	1.5	2.2	2.1	7.6	6.8
PAT	**3.9**	**6.7**	**19.8**	**22.5**	**34.1**	**4.0**	**7.2**	**20.0**	**25.5**	**35.6**
Other Comprehensive Income / (Loss)	0.0	0.1	0.1	0.0	0.2	0.0	0.1	0.1	0.0	0.2
Total Comprehensive Income	**3.9**	**6.9**	**19.9**	**22.5**	**34.3**	**4.1**	**7.3**	**20.1**	**25.5**	**35.8**
EPS (In Rs)	**1.4**	**2.5**	**7.2**	**8.2**	**12.4**	**1.5**	**2.6**	**7.3**	**9.3**	**13.0**
CASH Profit	**7.7**	**11.0**	**9.1**	**38.5**	**35.7**	**4.9**	**8.1**	**6.0**	**29.2**	**24.3**

Note: IND-AS adoption led to notional increase in depreciation and finance cost of Rs.22.9 CR leading to reduction in PAT of Rs. 1.5 CR at standalone level (SA) for year ended March 2026, and Rs. 5.7 CR leading to reduction in PAT of Rs. 0.2 CR at standalone level (SA) for Quarter ended March, 2026.

ICONIQA MUMBAI FINANCIAL RESULTS (WITH & WITHOUT INDAS) Q4 & FY26

(₹ In Crore)

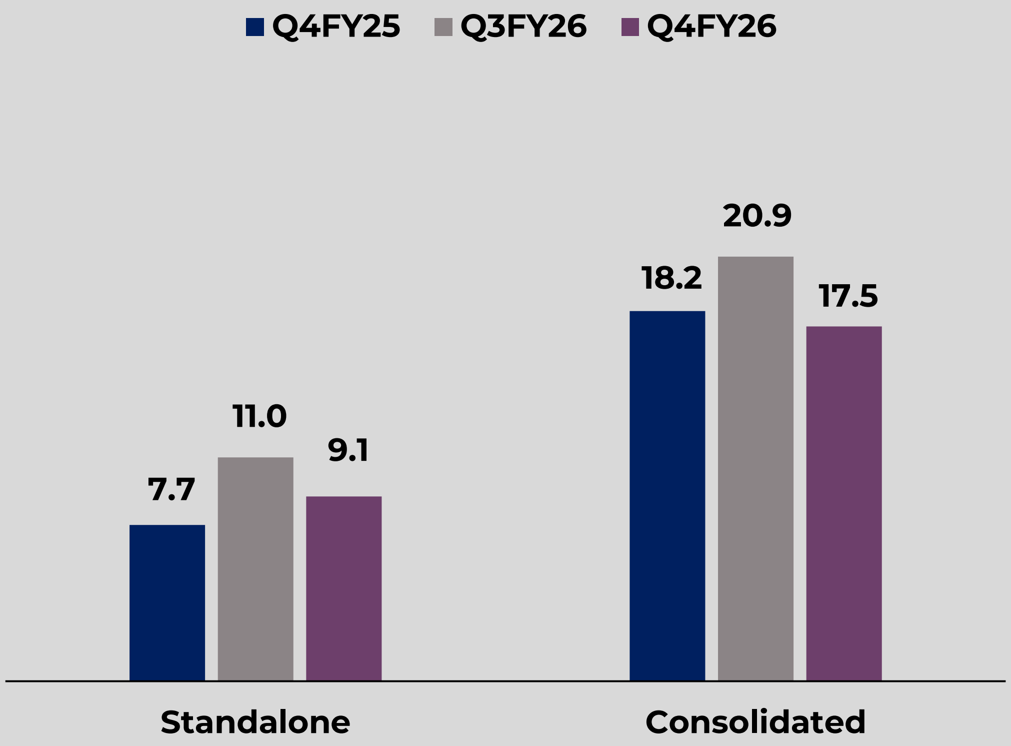
Particulars	With INDAS			Without INDAS		
	Q3FY26	Q4FY26	FY26	Q3FY26	Q4FY26	FY26
Total Income	17.4	24.2	44.9	16.8	23.6	43.6
EBITDA	**4.2**	**5.0**	**7.3**	**(0.8)**	**(5.0)**	**(7.8)**
Depreciation	5.5	5.8	13.6	0.5	0.7	1.3
EBIT	**(1.4)**	**(0.8)**	**(6.4)**	**(1.4)**	**(5.8)**	**(9.1)**
Finance Cost	9.2	9.1	22.8	1.2	0.9	2.6
PBT	**(10.6)**	**(9.9)**	**(29.2)**	**(2.6)**	**(6.6)**	**(11.7)**
Tax expense	(2.7)	(2.2)	(7.1)	(0.6)	(1.6)	(2.9)
PAT	**(7.9)**	**(7.7)**	**(22.1)**	**(2.0)**	**(5.1)**	**(8.7)**
Other Comprehensive Income / (Loss)	-	-	-	-	-	-
Total Comprehensive Income	**(7.9)**	**(7.7)**	**(22.1)**	**(2.0)**	**(5.1)**	**(8.7)**
CASH Profit	**(2.4)**	**(1.9)**	**(8.5)**	**(1.4)**	**(4.3)**	**(7.4)**

Note:
1. Pre operating expenditure of Rs 5.50 CR has been written off during the quarter and financial year ended.

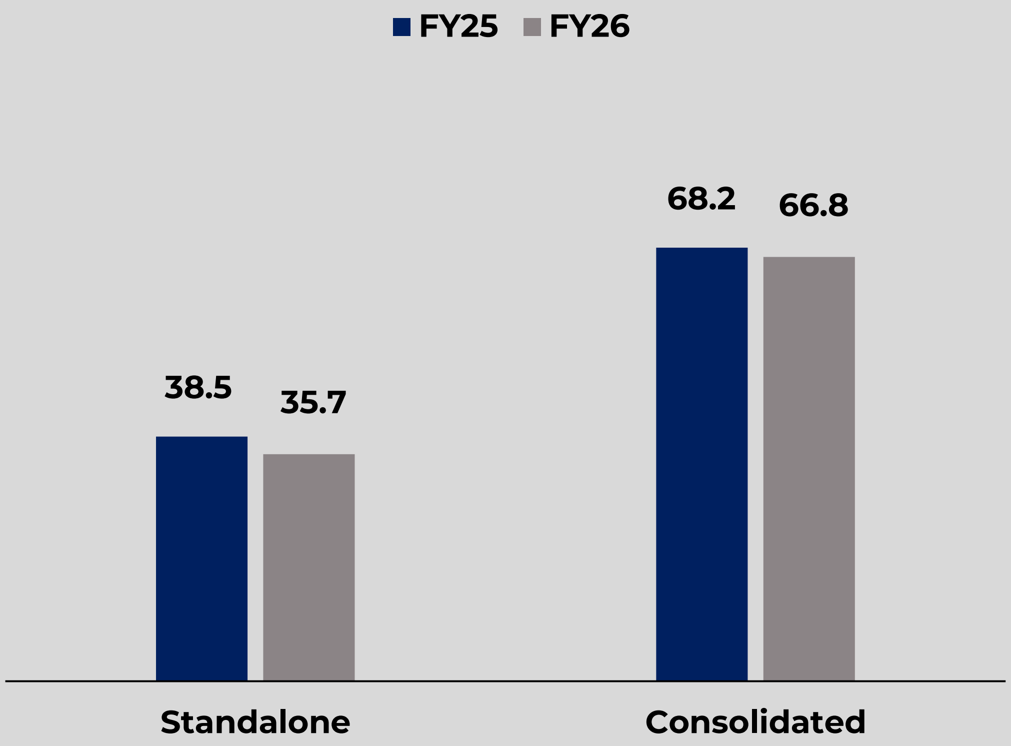
2. During the current year, Royal Orchid Mumbai Private Limited, one of the subsidiary company, has recognized its Right-of-Use (ROU) assets and corresponding lease liabilities. Consequently, the subsidiary has recorded depreciation and finance cost of Rs 13.3 cr in the current quarter & Rs. 32.5 cr for the Year ended March 2026.

STANDALONE & CONSOLIDATED CASH PROFIT Q4 & FY26 (WITH INDAS) (₹ IN CRORE)

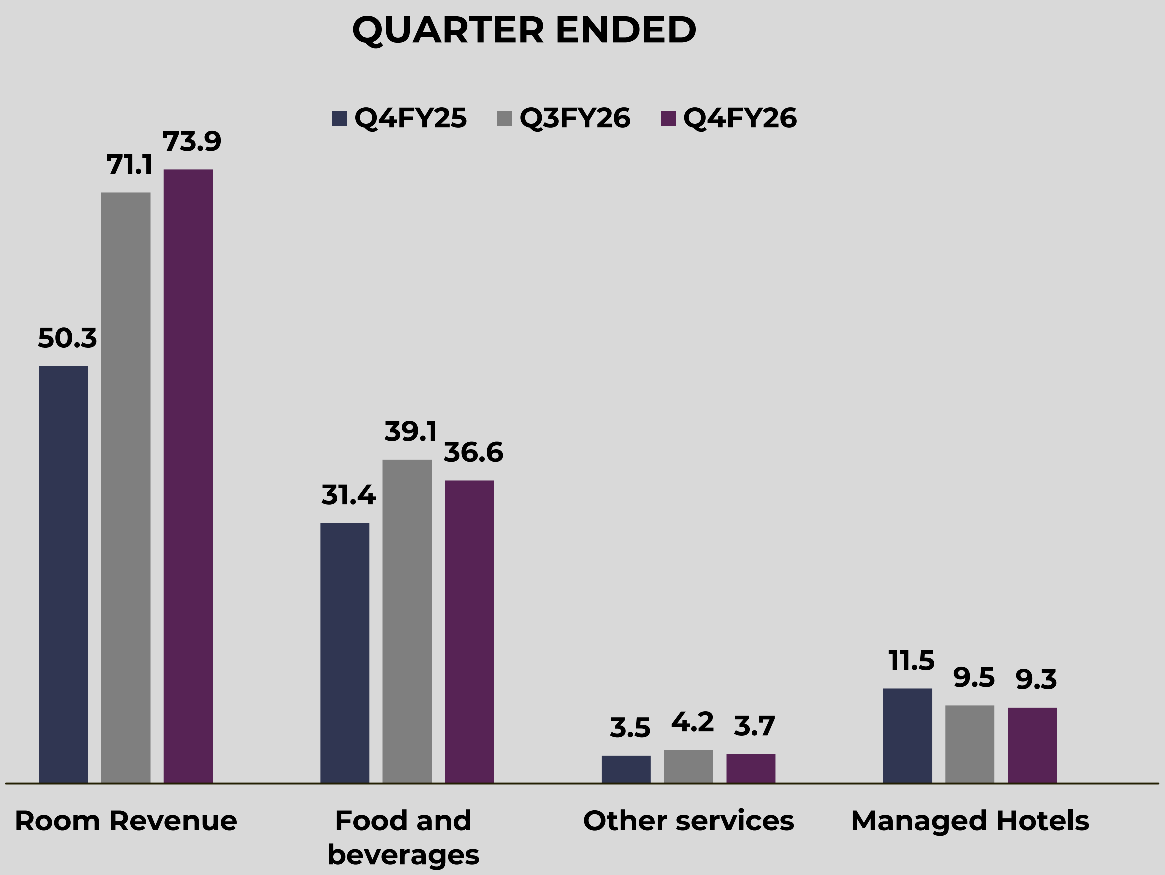
QUARTER ENDED

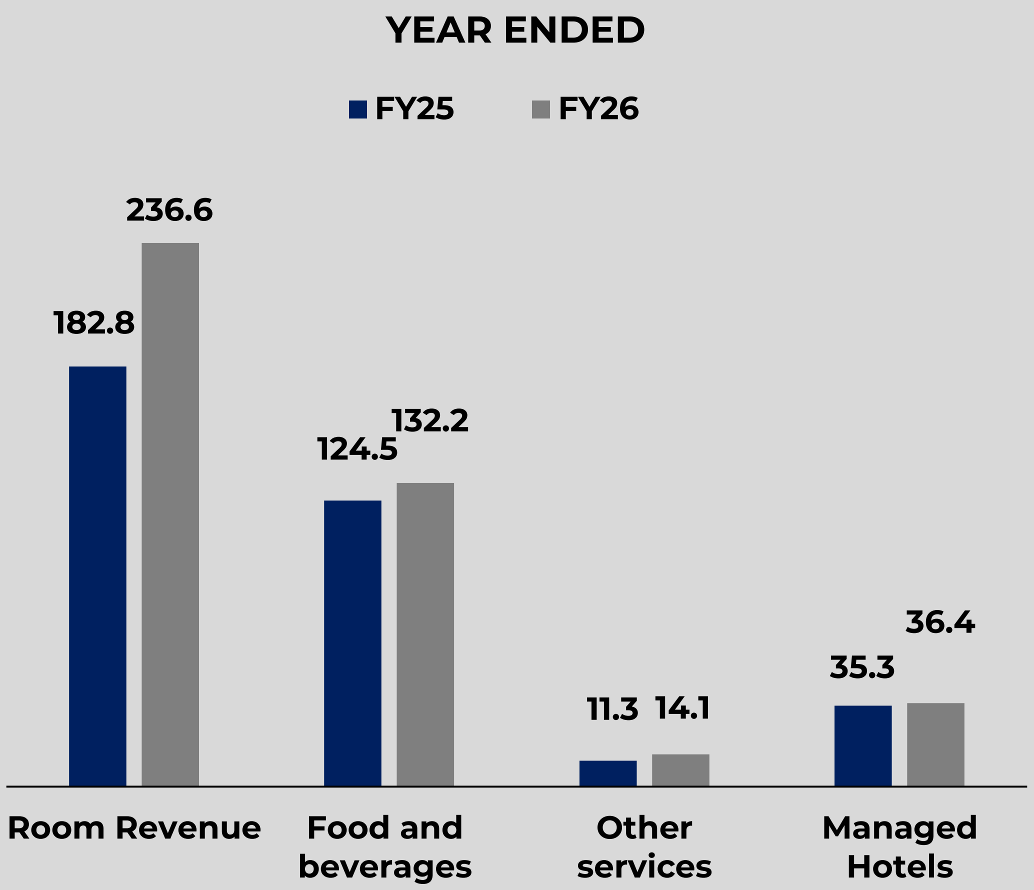


YEAR ENDED



CONSOLIDATED REVENUE BREAK-UP (INCLUDING ASSOCIATE) Q4 & FY26 (₹ IN CRORE)





STANDALONE REVENUE BREAK-UP Q4 & FY26 (₹ IN CRORE)

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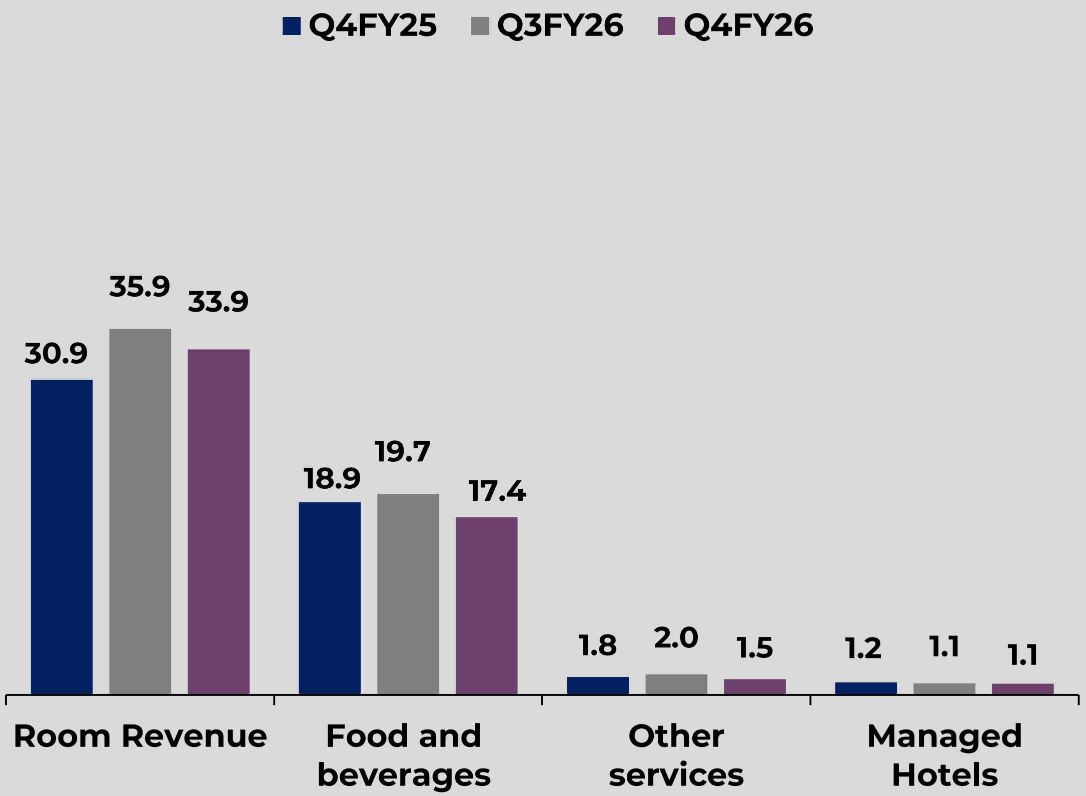
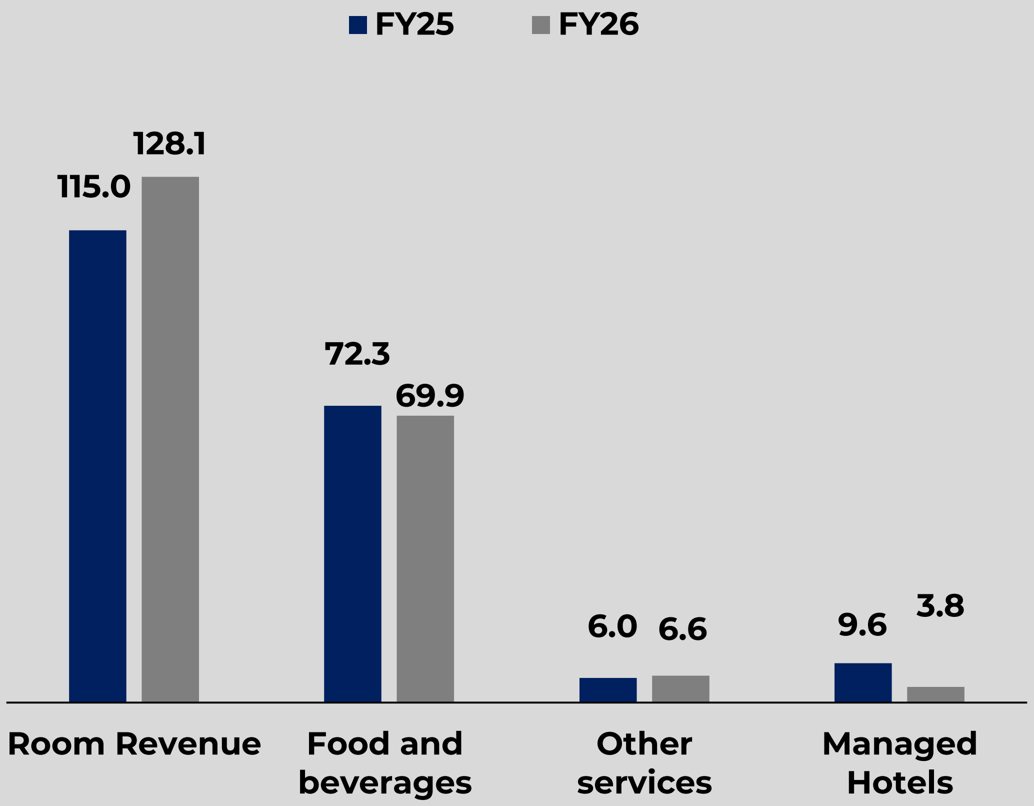
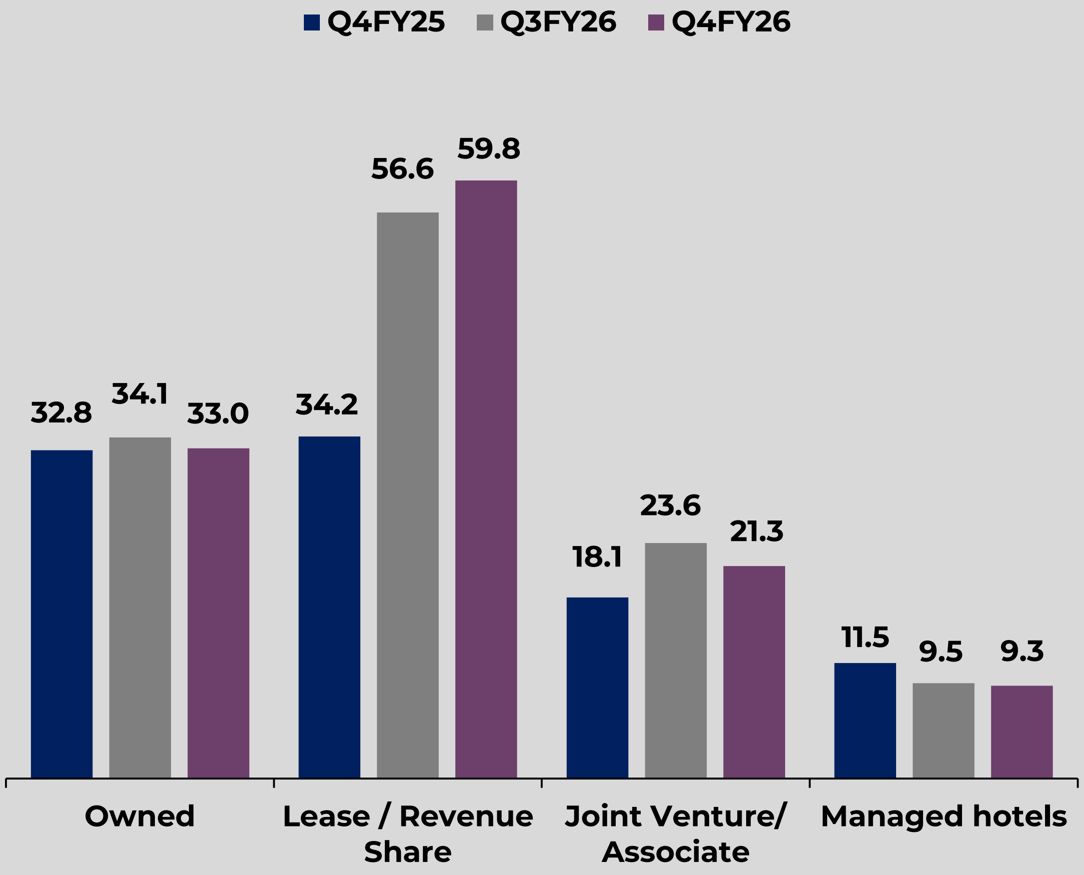


YEAR ENDED



CONSOLIDATED SEGMENT WISE REVENUE BREAK-UP (INCLUDING ASSOCIATE) Q4 & FY26 (₹ IN CRORE)

QUARTER ENDED



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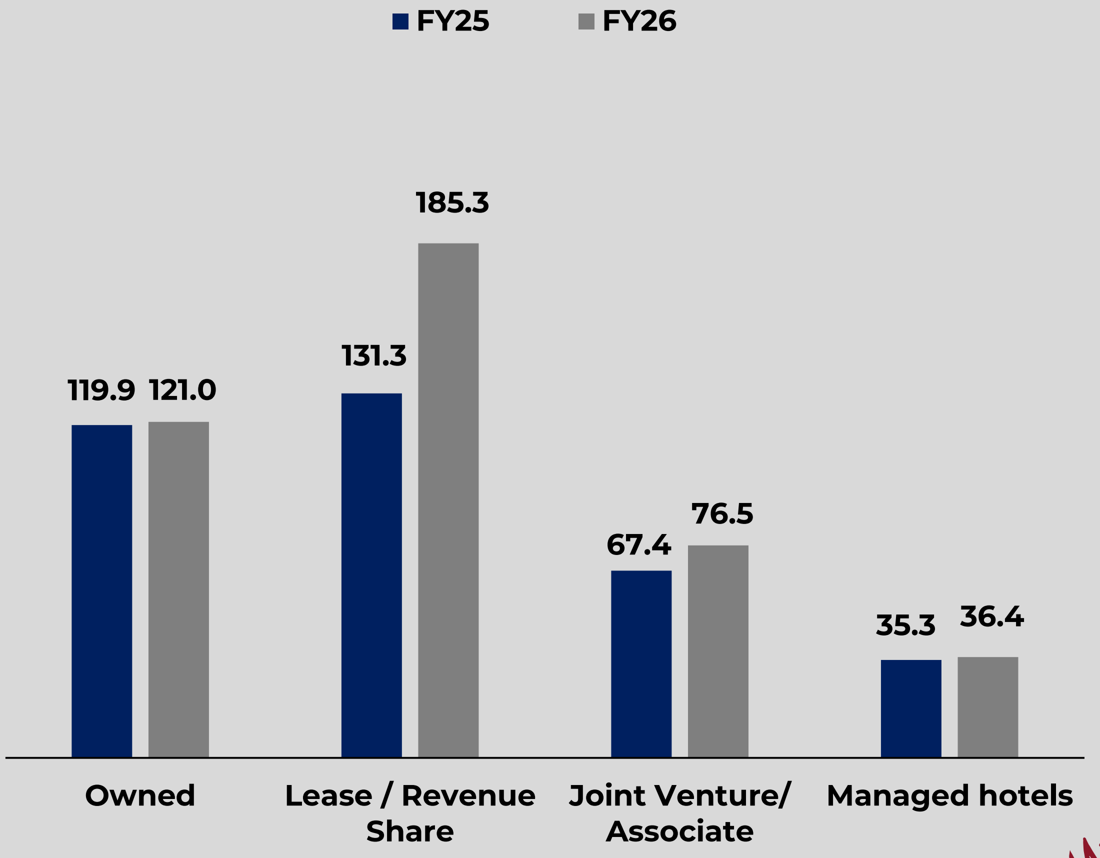
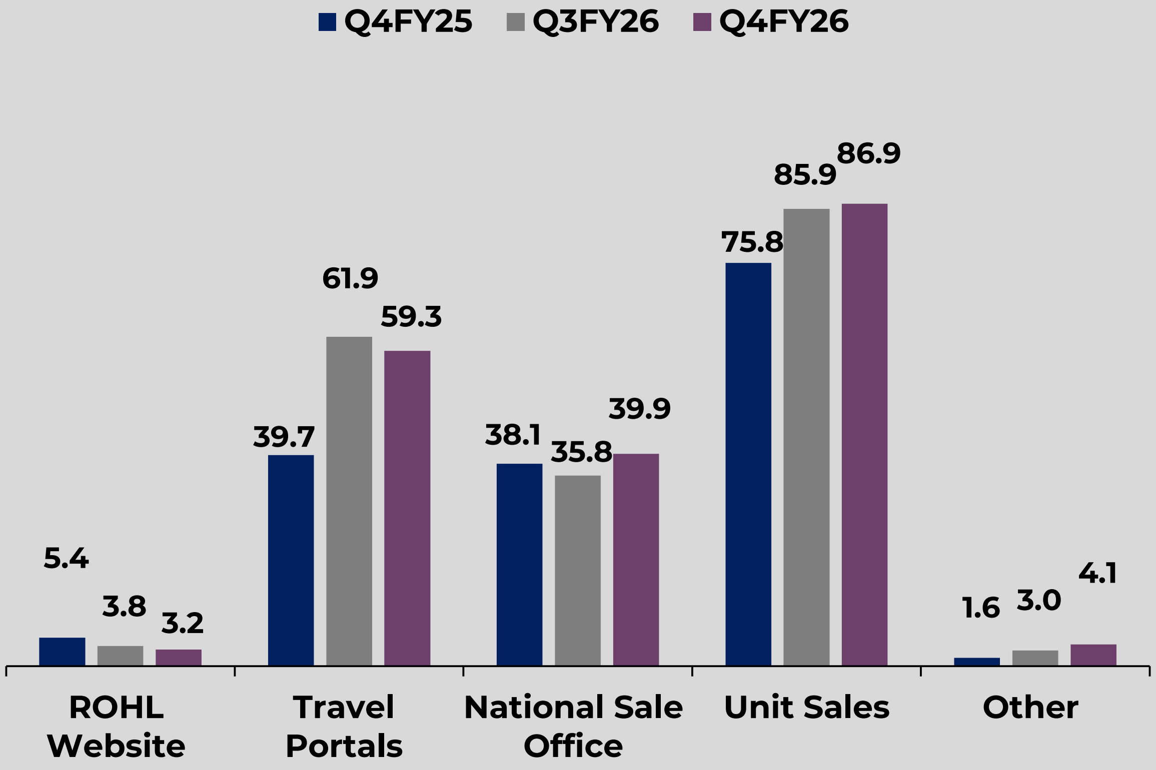
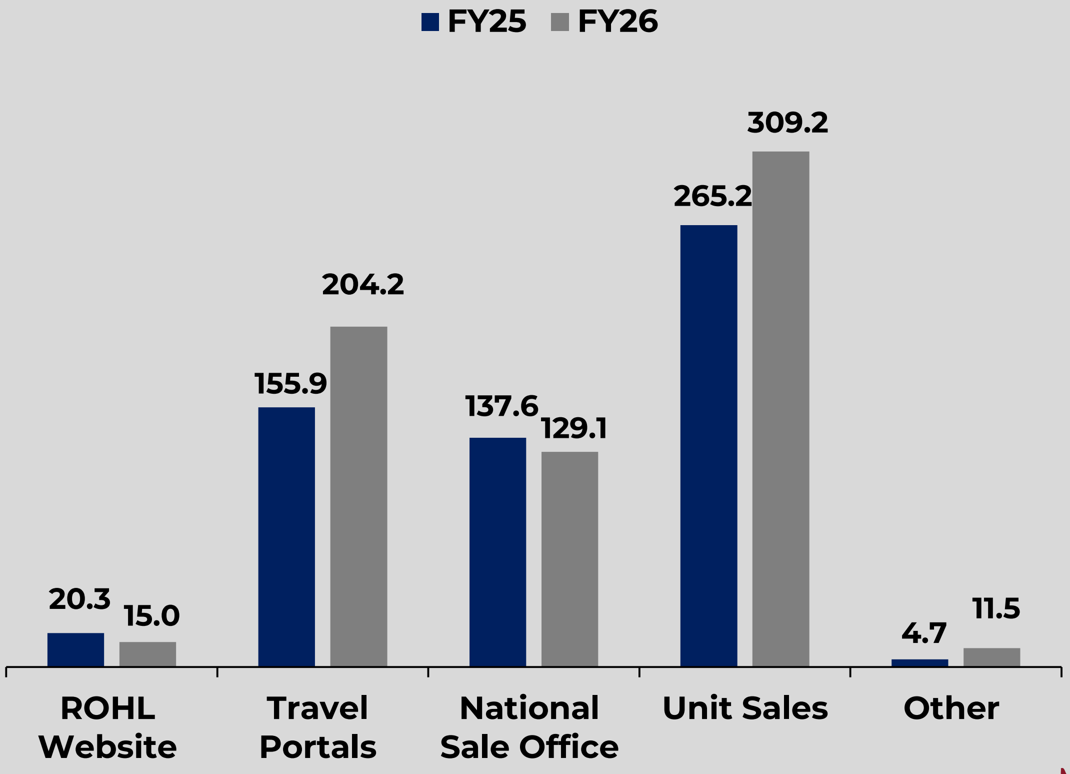


SOURCE WISE ROOM REVENUE (MANAGED HOTELS) Q4 & FY26 (₹ IN CRORE)

QUARTER ENDED

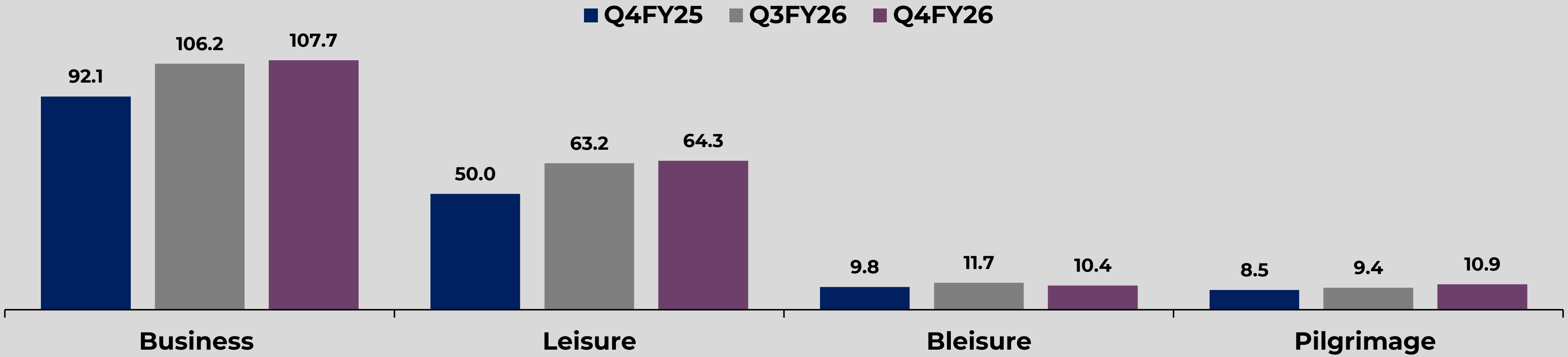


YEAR ENDED

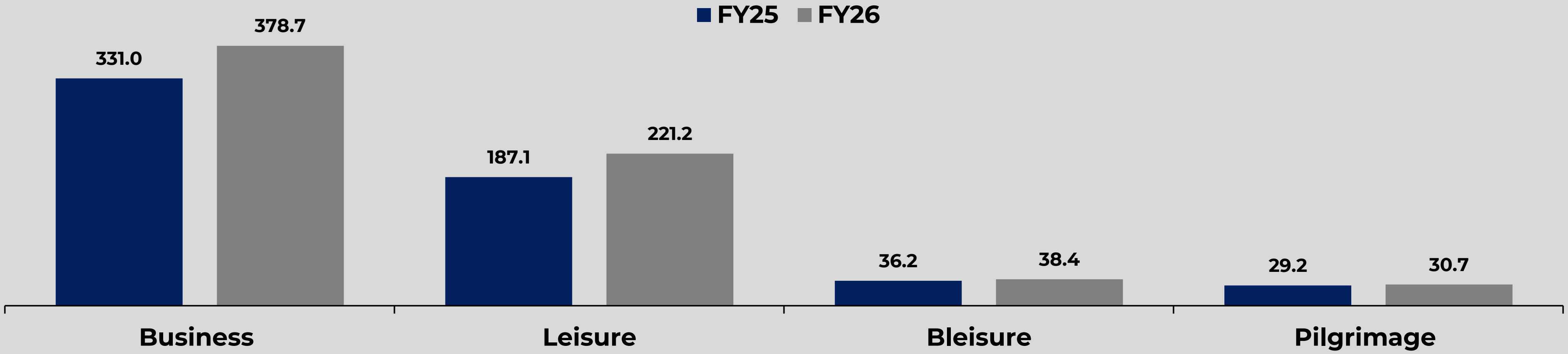


SEGMENT WISE ROOM REVENUE (MANAGED HOTELS) Q4 & FY26 (₹ IN CRORE)

QUARTER ENDED



YEAR ENDED



TODAY OUR PRESENCE

Royal Orchid Metropole, Mysore

175+

Hotels & Resorts in 80+ Locations
(including signed)

11,204+

Total Keys
(Including Signed)

7,579+

Operational Rooms

180+

Specialty & All-day Dining Restaurants

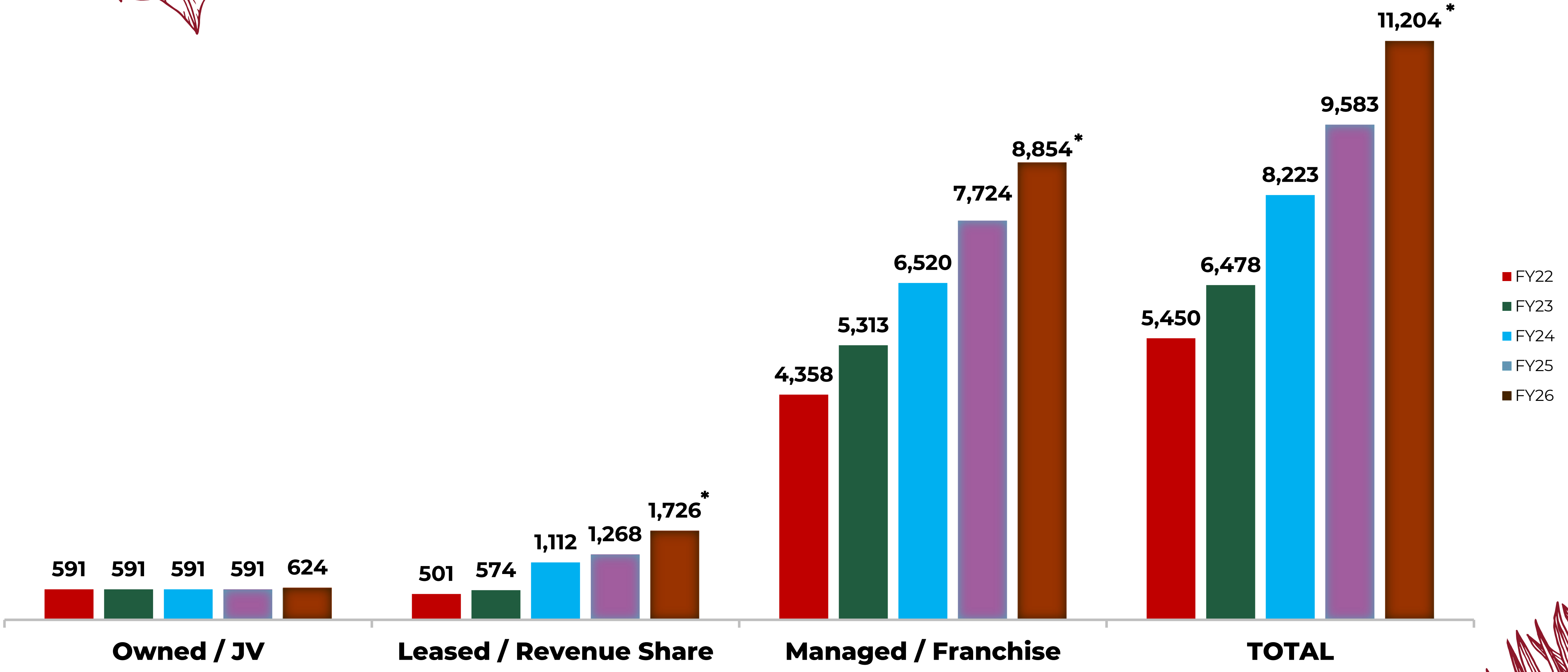
58+ Business Destinations

20+ Wedding Destinations

4+ Wildlife Destinations

47+ Leisure Destinations

GROWTH IN ROOMS



*Includes Signed Hotels

NEW HOTELS – ADDED IN – Q4 & FY26

SI No	Hotel Name	Location	Keys	Model
1	Regenta Bharati Resort	Urulikanchan, Pune	70	Managed
2	Regenta Resort	Dapoli	75	Managed
3	Regenta Central	Solapur	65	Managed
4	ICONIQA	Mumbai	292	Leased
5	Regenta Resort Tropical Village	Mysore	31	Franchise
6	Regenta Science Centre	Bhuj	59	Managed
7	Regenta Place	Candolim, Goa	36	Managed
8	Regenta Resort	Khatu Shyam	120	Managed
9	Regenta Place	Ahmedabad	48	Managed
10	Regenta Z	Vadodara	36	Managed
11	Regenta Ranjit Avenue	Amritsar	37	Managed
12	Regenta Z	Mahabaleshwar	33	Managed

12 HOTELS

902 KEYS

UPCOMING HOTELS

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

52+ HOTELS

3625+ KEYS

SEGMENT WISE OCCUPANCY, ARR & KEYS

Segment	Q4 FY25	Q3 FY26	Q4 FY26	FY25	FY26
Average Occupancy (JLO)	72%	68%	73%	71%	69%
Average Room Rate (JLO) (Rs)	6,137	6,972	6,844	5,685	6,275
Average Occupancy (Managed) (Portfolio)	63%	68%	59%	62%	62%
Average Room Rate (Managed) (Rs) (Portfolio)	4,127	4,454	4,262	3,993	4,111

GUEST BREAK-UP

(In Nos)

Guest Break Up%	Q4FY25	Q3FY26	Q4FY26	FY25	FY26
Domestic Guests (Numbers)	94,776	1,22,851	1,27,443	4,17,660	4,79,409
Foreign Guests (Numbers)	24,375	17,877	30,259	60,995	69,093
Total (Numbers)	**1,19,151**	**1,40,728**	**1,57,702**	**4,78,655**	**5,48,502**
% Domestic	79.5%	87.3%	80.8%	87.3%	87.4%
% Foreign Guest	20.5%	12.7%	19.2%	12.7%	12.6%

CONSOLIDATED COST AS A % OF TOTAL INCOME

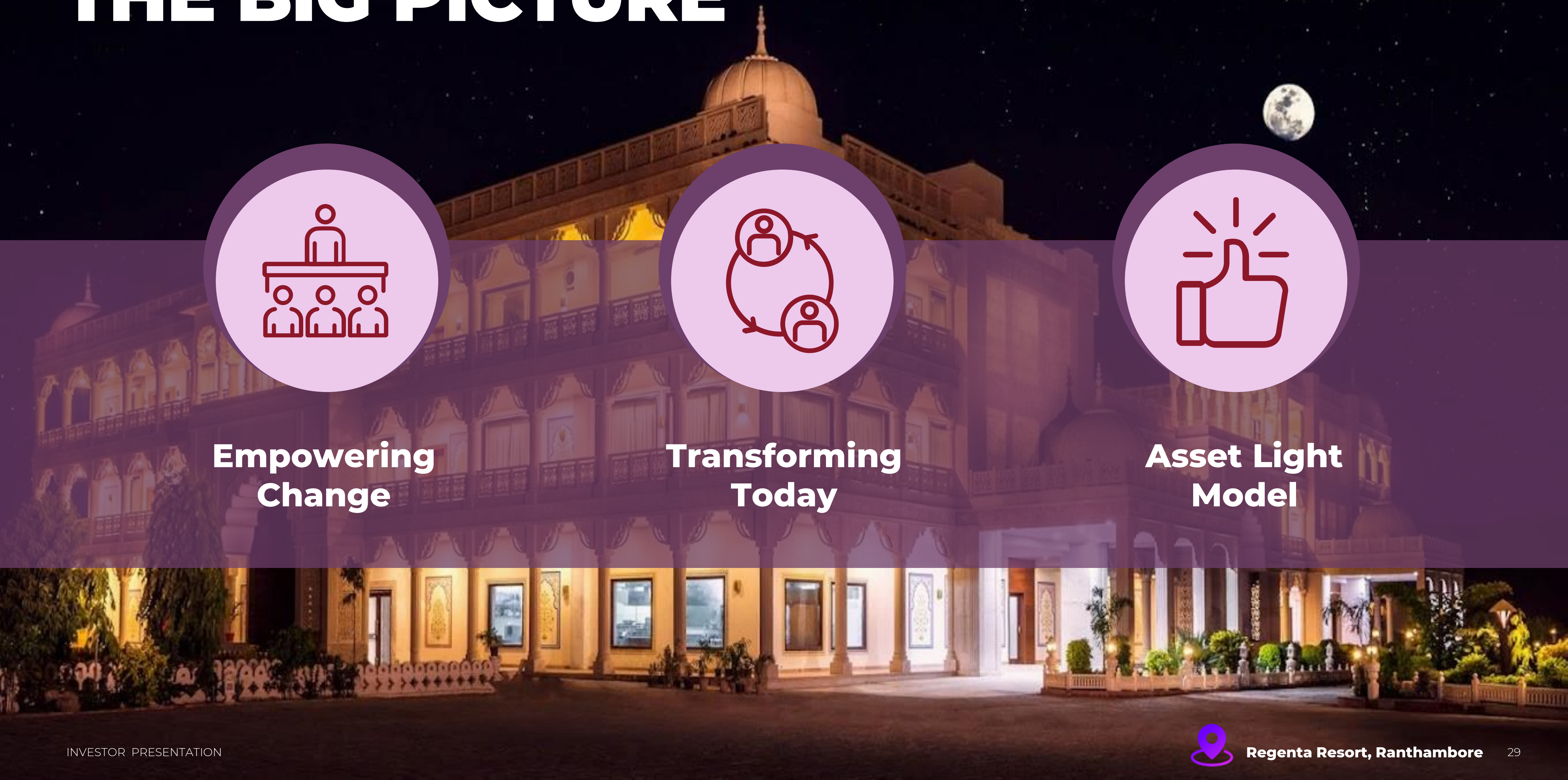
(₹ In Crore)

Particulars	Q4FY25	Q3FY26	Q4FY26	FY25	FY26
Raw Material Costs as a % of F&B Revenue					
F&B Revenue	28.3	36.3	33.1	112.3	120.5
Raw Material Cost	7.9	10.1	10.0	31.3	34.7
% of Revenue	**27.8%**	**27.8%**	**30.2%**	**27.9%**	**28.7%**
Payroll Costs as a % of Revenue					
Revenue	86.7	113.0	113.2	319.5	384.2
Payroll Cost	20.7	28.3	28.3	83.7	103.3
% of Revenue	**23.9%**	**25.0%**	**25.0%**	**26.2%**	**26.9%**
Other Operating Costs as a % of Revenue					
Revenue	86.7	113.0	113.2	319.5	384.2
Other Operating Cost	38.2	44.8	49.3	131.4	157.8
% of Revenue	**44.1%**	**39.6%**	**43.6%**	**41.1%**	**41.1%**

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	-	2,179	**2,262**
Total KEYS	**403**	**1,039**	**221**	**5,916**	**7,579**

THE BIG PICTURE



Empowering Change

Transforming Today

Asset Light Model

Regenta Resort, Ranthambore

EMPOWERING CHANGE:

WHO WE ARE

VISION 2030

FY26	FY30
123+ Hotels	345+ Hotels
11,204 Keys	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

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

BRAND ARCHITECTURE

Absolute Revenue

Investment → Absolute Profit

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

Note: Addition in Hotels post FY25

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

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

37 KEYS

Operational Since
Feb, 2026

Regenta, Ranjit Avenue, Amritsar

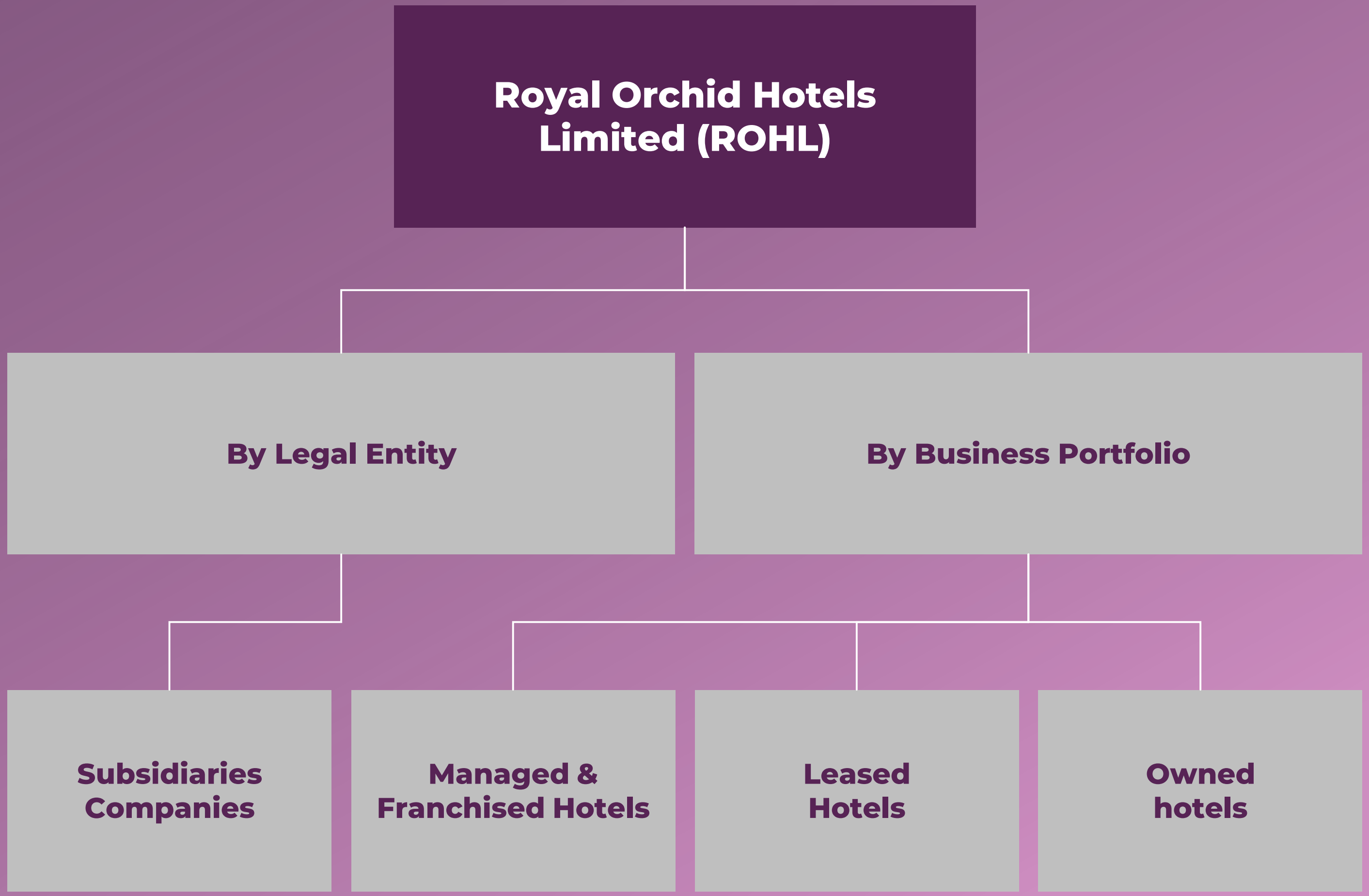
Minutes from the Golden Temple, the airport, and the city's vibrant commercial and cultural avenues—this new Regenta landmark brings a heightened elegance to the skyline.

SMART BLEND OF ASSET LIGHT

& FLEXI LEASE HOTELS

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

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 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

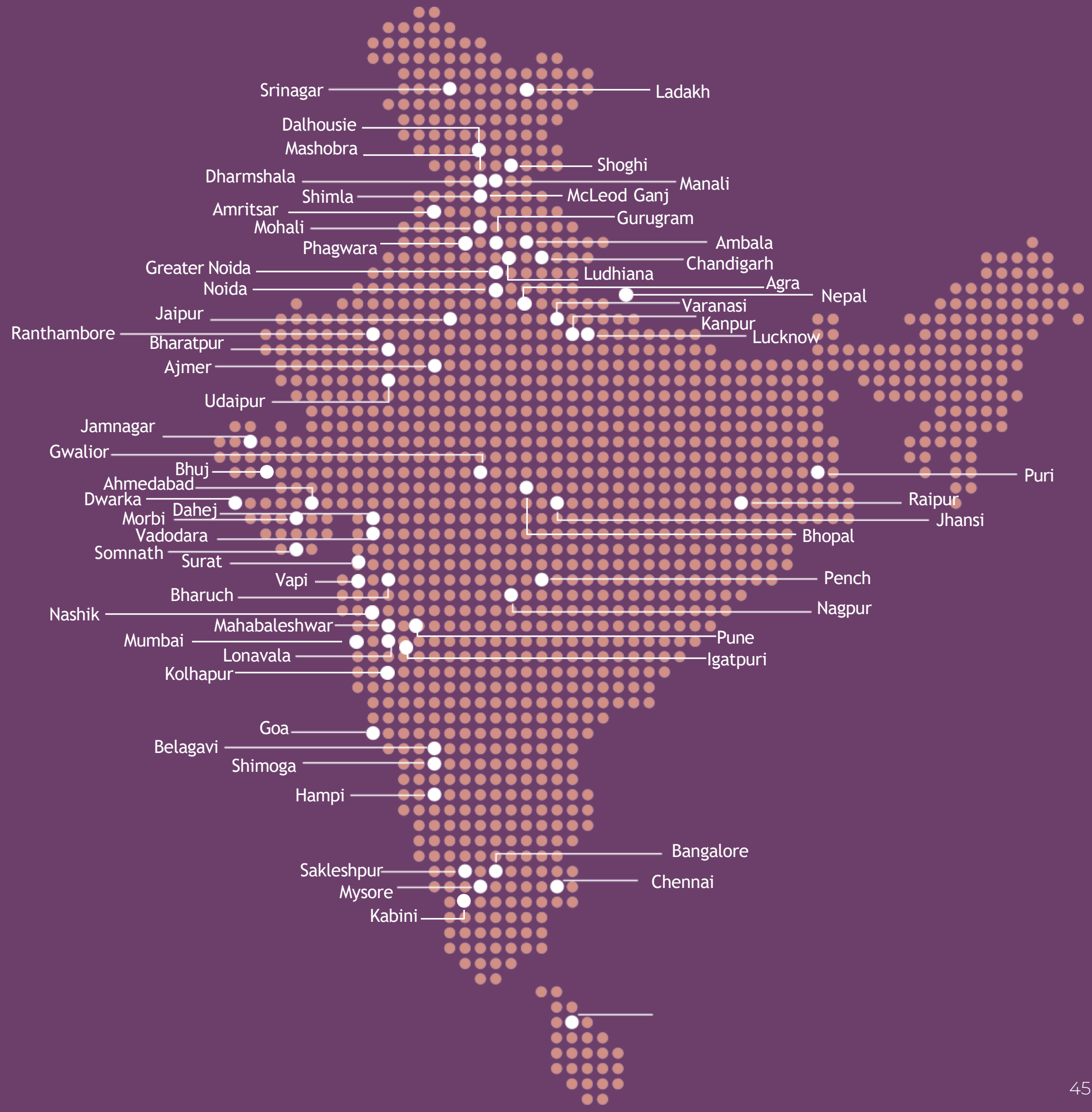
2012-13
7 Hotels

2016-2017
19 Hotels

2020-21
75+ Hotels

As on Date
123+ Hotels

80+	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 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. 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

Mr. Sunil Khera
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	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 !