

February 2, 2026

National Stock Exchange of India Limited

Exchange Plaza
Bandra Kurla Complex,
Bandra (East),
Mumbai 400 051.

Scrip Code: CHALET

BSE Limited

Corporate Relationship Department
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai 400 001.

Scrip Code: 542399 (Equity Shares)
976529 (Non-Convertible Debentures)
730809 (Commercial Paper)

Dear Sir / Madam,

Subject: Investor / Analyst Presentation in respect of the Unaudited Financial Results for the quarter and nine months ended December 31, 2025

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation prepared by the Company for the earnings call scheduled to be held i.e. on Tuesday, February 3, 2026 at 11.00 a.m. (IST), in respect of the Unaudited Standalone and Consolidated Financial Results for the quarter and nine months ended December 31, 2025, which have been approved by the Board of Directors of the Company at its meeting held earlier today.

We request you to take the above information on record.

Thanking You.

Yours faithfully,

For **Chalet Hotels Limited**

Christabelle Baptista

Company Secretary and Compliance Officer

Enclosed: As above

Chalet Hotels Limited



ATHIVA
HOTELS & RESORTS

CHALET
HOTELS

INVESTOR PRESENTATION

Q3 FY26

Cliff View Room, Athiva Khandala

This release has been prepared by Chalet Hotels Limited (CHL) and the information on which it has been based or derived from sources that we believe to be reliable. Whilst all reasonable care has been taken to ensure the facts stated are accurate and the opinions given are fair and reasonable, neither CHL, nor any director or employee of CHL shall in any way be responsible for the contents.

Certain statements in this release concerning our future growth prospects are forward-looking statements within the meaning of applicable securities laws and regulations, and which involve a number of risks and uncertainties, beyond the control of the Company, that could cause actual results to differ materially from those in such forward-looking statements.

The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition including those factors which may affect our cost advantage, wage increases, our ability to attract and retain highly skilled professionals, political instability, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry.

Chalet Hotels Limited may, from time to time, make additional written and oral forward looking statements, including our reports to shareholders. The Company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the company. The Company also expects the media to have access to all or parts of this release and the management's commentaries and opinions thereon, based on which the media may wish to comment and/or report on the same. Such comments and/or reporting maybe made only after taking due clearance and approval from the Company's authorized personnel. The Company does not take any responsibility for any interpretations/ views/commentaries/reports which may be published or expressed by any media agency, without the prior authorization of the Company's authorized personnel.

This release does not constitute a sale offer, or any invitation to subscribe for, or purchase of equity shares.



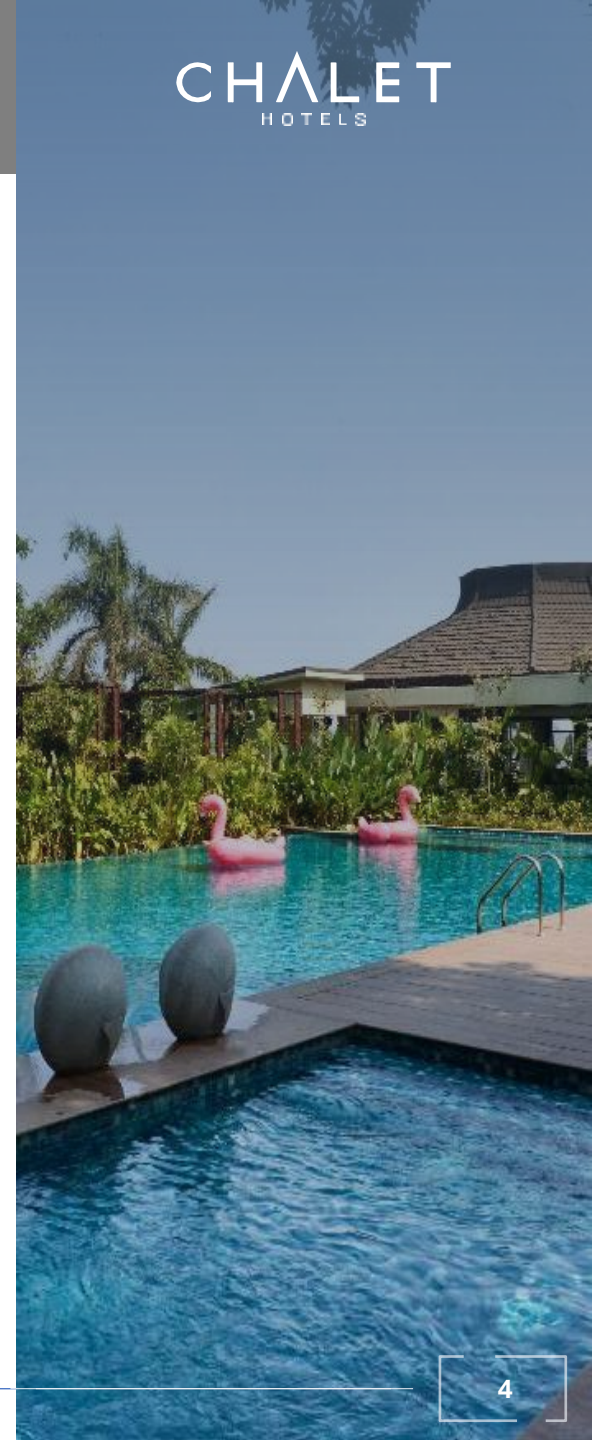
Key Highlights



Panorama Restaurant, Athiva Khandala

Business Highlights

- **Strong operating performance:** RevPAR up 12% YoY; ADR up 16% YoY
- **Occupancy remained buoyant across micro-markets**
 - New inventory at Bengaluru (129 keys added in H1 FY26) and Khandala (147-keys fully operational mid-Nov'25 onwards)
 - Renovation at Four Points by Sheraton at Vashi and construction work at Powai had a temporary impact on occupancy at MMR
- **Athiva Resort & Spa, Khandala:** First quarter post full launch; have received very encouraging guest feedback
- **Rebranding:** Courtyard by Marriott Aravali Resort re-branded to Aravali Marriott Resort & Spa, Delhi-NCR
- **Hyatt Regency at Airoli, MMR:** Received Environment Clearance from concerned regulatory authorities
- **Commercial Real-estate:** ~150,000 sqft additional leasing at Powai, Mumbai (including Lol)
- For 7th year in a row, we have been **certified by Great Place to Work®** with above industry benchmark scores



Q3FY26

	Revenue	EBITDA	EBITDA (%)
Consolidated	▲ 5,892 27% YoY	▲ 2,726 29% YoY	▲ 46.3% 76 bps

Ex- Residential	▲ 5,726 23% YoY	▲ 2,686 24% YoY	▲ 46.9% 14 bps
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9MFY26

Consolidated	▲ 22,414 84% YoY	▲ 9,514 85% YoY	▲ 42.4% 10 bps
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Ex- Residential	▲ 15,035 24% YoY	▲ 6,773 28% YoY	▲ 45.0% 152 bps
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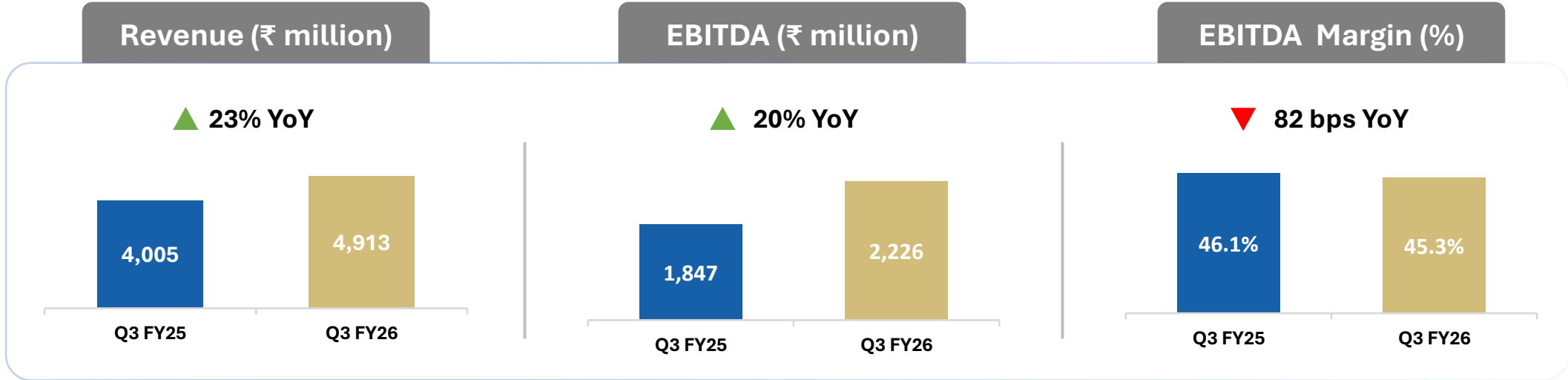
Consolidated Performance: Q3 FY26 & 9M FY26

Particulars	Q3 FY26			9M FY26		
	Revenue (₹ mn)	EBITDA (₹ mn)	EBITDA Margin (%)	Revenue (₹ mn)	EBITDA (₹ mn)	EBITDA Margin (%)
A. Hospitality Business	4,913	2,226	45.3%	12,571	5,355	42.6%
<i>YoY Change (%)</i>	<i>23%</i>	<i>20%</i>	<i>-82 bps</i>	<i>18%</i>	<i>17%</i>	<i>-52 bps</i>
B. Commercial Real Estate	744	621	83.5%	2,214	1,836	82.9%
<i>YoY Change (%)</i>	<i>29%</i>	<i>37%</i>	<i>462 bps</i>	<i>64%</i>	<i>76%</i>	<i>581 bps</i>
C. Residential Project	166	41	24.0%	7,378	2,742	37.2%
Consolidated	5,892	2,726	46.3%	22,414	9,514	42.4%
<i>YoY Change (%)</i>	<i>27%</i>	<i>29%</i>	<i>76 bps</i>	<i>84%</i>	<i>85%</i>	<i>10 bps</i>
Consolidated (Ex-Residential Project)	5,726	2,686	46.9%	15,035	6,773	45.0%
<i>YoY Change (%)</i>	<i>23%</i>	<i>24%</i>	<i>14 bps</i>	<i>24%</i>	<i>28%</i>	<i>152 bps</i>

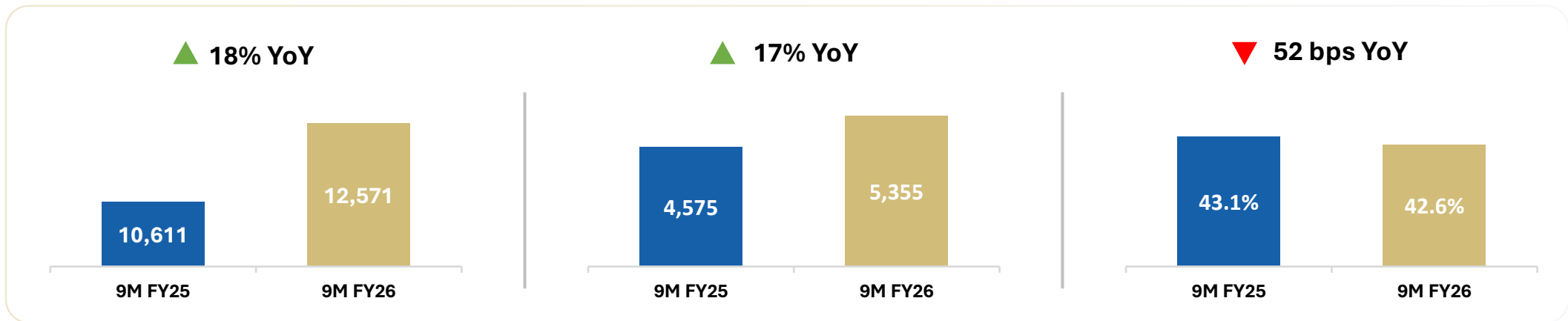
Business Performance



Q3FY26

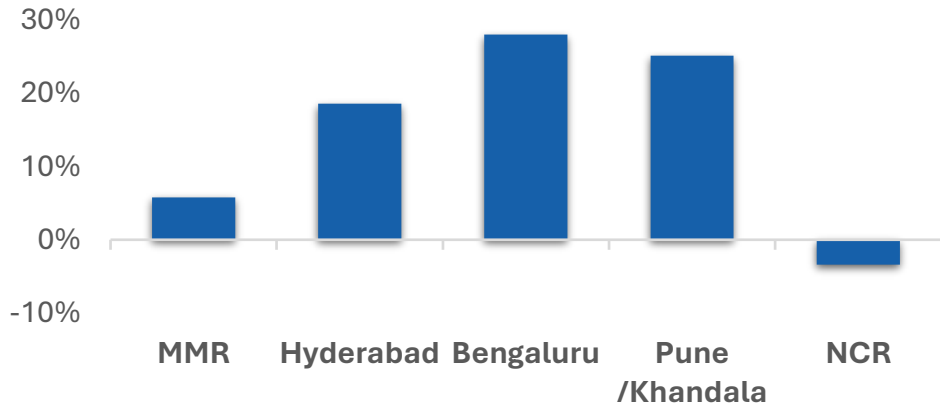


9MFY26

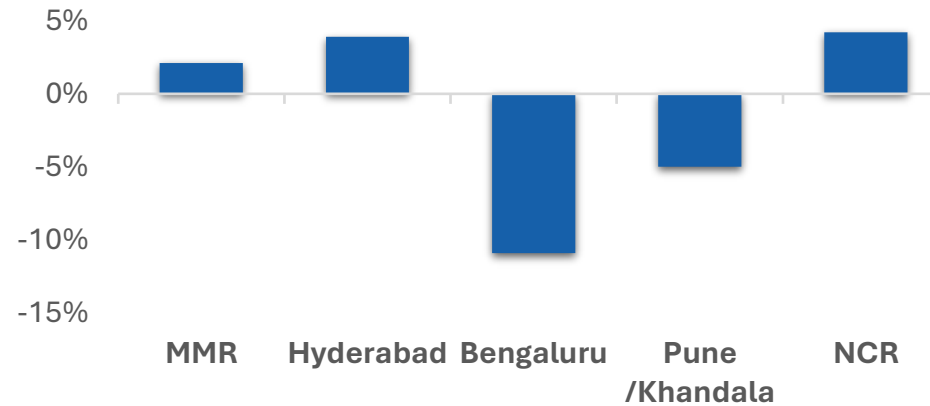


Hospitality: Geography wise performance (Q3 FY26)

Average Daily Rate Change YoY (%)

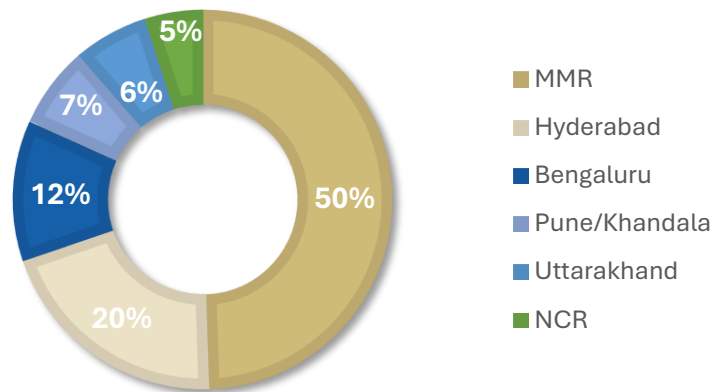


Occupancy Change YoY (%)

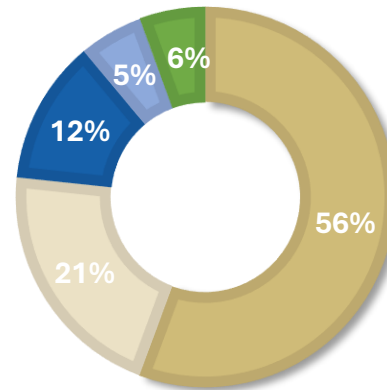


- **Strong ADR growth** at Hyderabad, Bengaluru and Pune driven by increasing commercial activities, tech & GCC growth
- **Key addition impacted occupancy at:**
 - **Bengaluru** (129 keys – adds one-third of fresh inventory to Bengaluru)
 - **Khandala** (~100 keys – adds one-fourth of fresh inventory to Pune/ Khandala region)

Revenue Mix: Q3 FY26 (%)



Revenue Mix: Q3 FY25 (%)



- **MMR showed moderate ADR growth**; occupancy impacted due to renovation at Vashi, ongoing construction work (Cignus-II) at Powai

Hospitality: Geography wise performance

Portfolio level	Q3 FY26	Q3 FY25	YoY%	9M FY26	9M FY25	YoY%
1. Average Daily Rate (₹)						
a. MMR	13,720	12,972	5.8%	12,141	11,325	7.2%
b. Others	16,179	12,913	25.3%	14,116	11,239	25.6%
Combined Portfolio	14,970	12,944	15.7%	13,143	11,285	16.5%
2. Occupancy (%)						
a. MMR	76.2%	74.2%	2.1%	74.0%	75.8%	-1.8%
b. Others	61.4%	66.3%	-4.9%	61.1%	67.0%	-5.9%
Combined Portfolio	67.9%	70.2%	-2.3%	66.9%	71.4%	-4.6%
3. RevPAR (₹)						
a. MMR	10,459	9,622	8.7%	8,990	8,588	4.7%
b. Others	9,931	8,563	16.0%	8,629	7,533	14.5%
Combined Portfolio	10,162	9,090	11.8%	8,789	8,063	9.0%

Note:

1. MMR: Mumbai Metropolitan Region; NCR: National Capital Region.
2. Others include Hyderabad, Pune/Khandala, Bengaluru, NCR, Uttarakhand
3. During the quarter 30 additional keys were made operational at Athiva Resort & Spa
4. During the quarter 84 keys at FPS, Navi Mumbai remained operational

Hospitality: Segment wise performance

Portfolio level	Q3 FY26	Q3 FY25	YoY%	9M FY26	9M FY25	YoY%
1. Average Daily Rate (₹)						
a. Business Hotels	14,454	12,823	12.7%	12,771	11,203	14.0%
b. Resorts	20,104	15,425	30.3%	17,551	13,345	31.5%
Combined Portfolio	14,970	12,944	15.7%	13,143	11,285	16.5%
2. Occupancy (%)						
a. Business Hotels	71.0%	71.7%	-0.8%	70.4%	73.3%	-2.9%
b. Resorts	47.4%	49.0%	-1.6%	41.8%	43.7%	-1.9%
Combined Portfolio	67.9%	70.2%	-2.3%	66.9%	71.4%	-4.6%
3. RevPAR (₹)						
a. Business Hotels	10,259	9,199	11.5%	8,996	8,211	9.6%
b. Resorts	9,520	7,552	26.1%	7,338	5,835	25.8%
Combined Portfolio	10,162	9,090	11.8%	8,789	8,063	9.0%

Note:

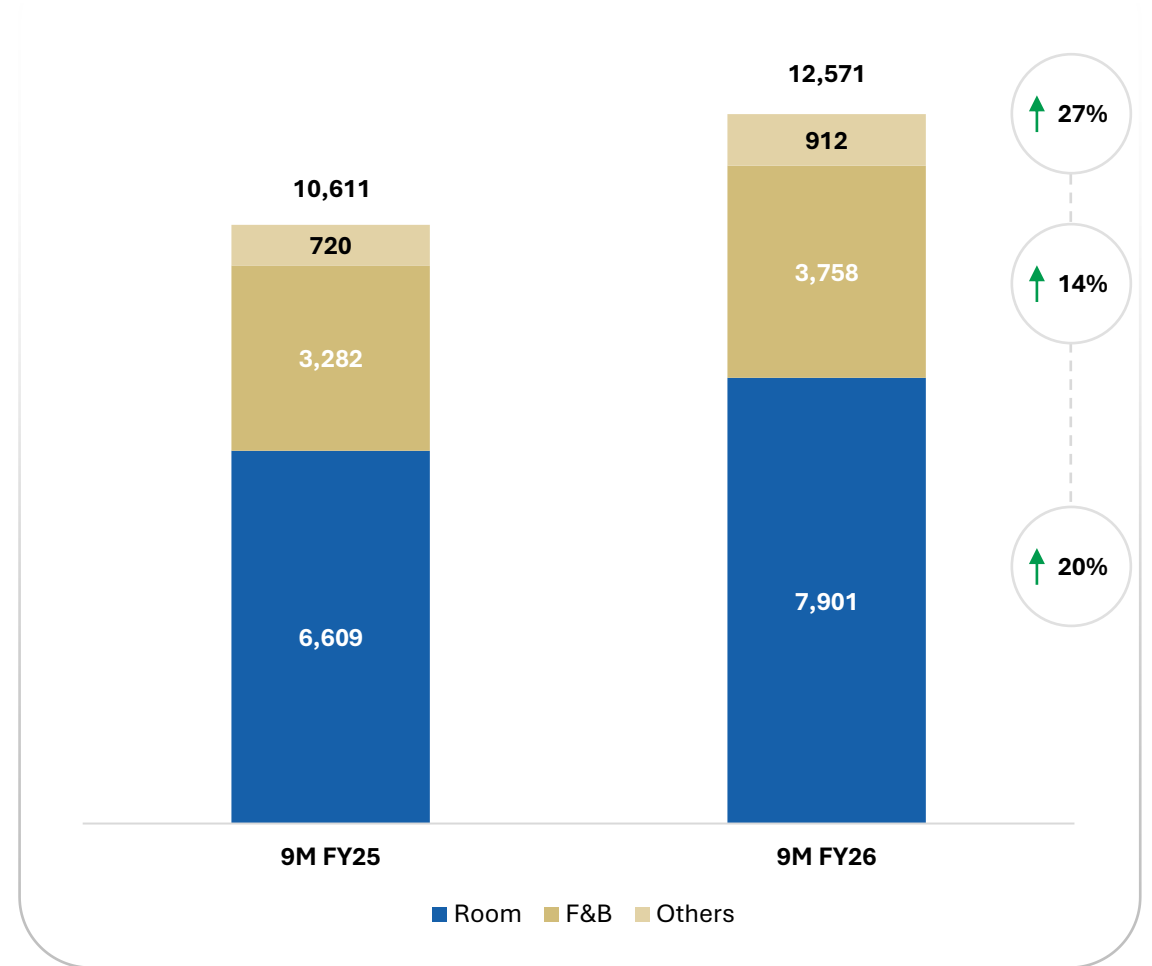
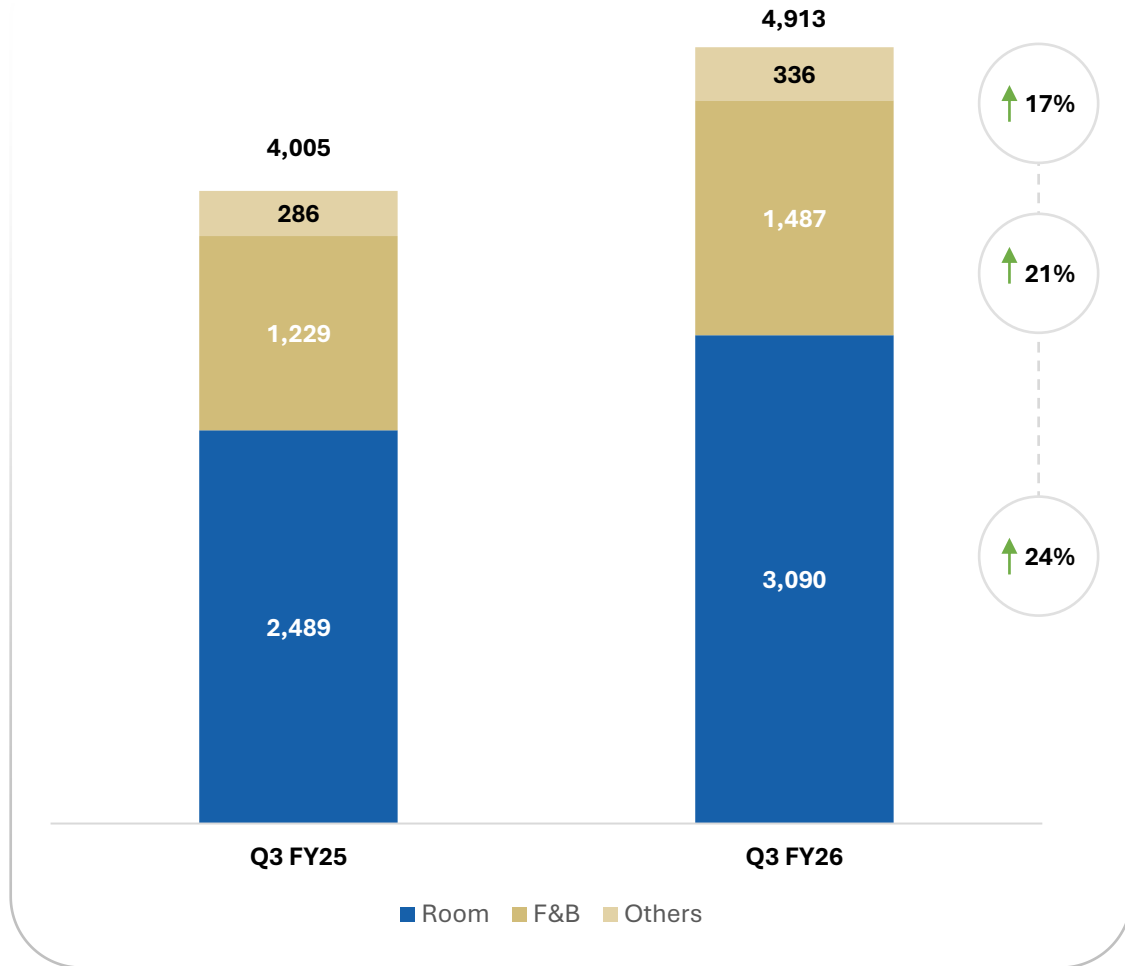
- **Business Hotels** include JW Marriott Mumbai Sahar; The Westin Mumbai Powai Lake; Lakeside Chalet, Mumbai - Marriott Executive Apartments; Four Points By Sheraton Navi Mumbai; Novotel Pune Nagar Road; The Westin Hyderabad Mindspace; The Westin Hyderabad HITEC City; Bengaluru Marriott Hotel Whitefield
- **Resorts include** Athiva Resort & Spa, Khandala; Aravali Marriott Resort & Spa, Delhi-NCR; The Westin Resort & Spa, Himalayas, Uttarakhand

Hospitality: Revenue Break-up

(₹ million)

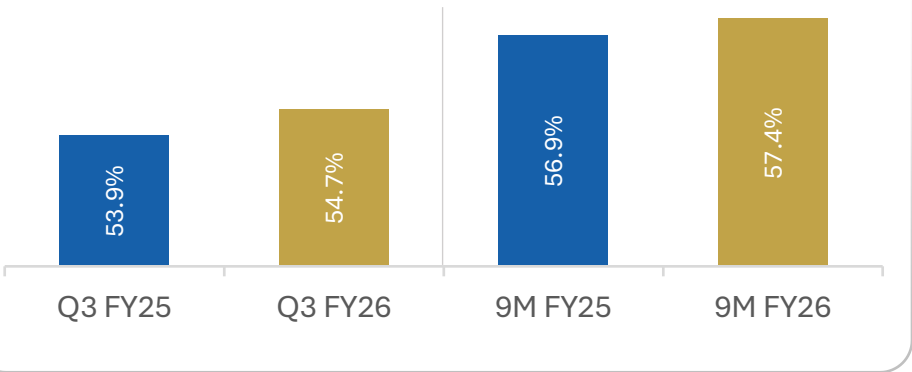
Q3 FY26

9M FY26

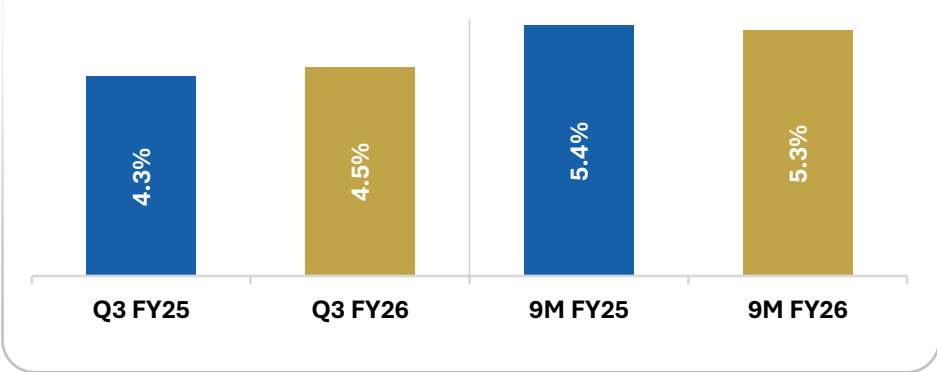


Inventory additions and newly acquired assets to drive efficiencies going ahead

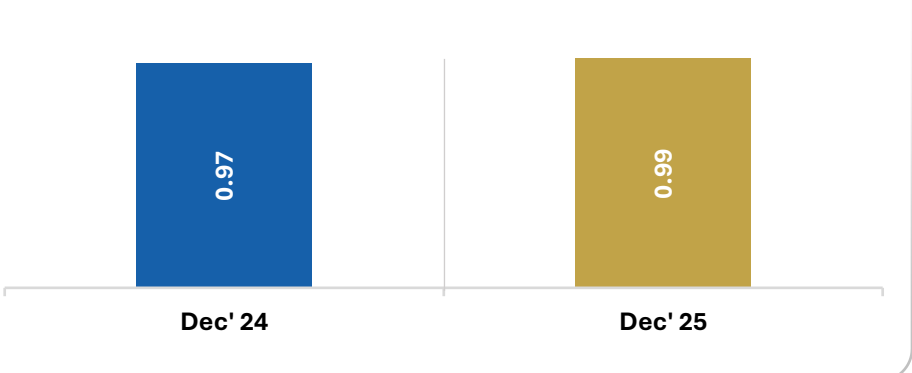
Total Expenses % of Revenue



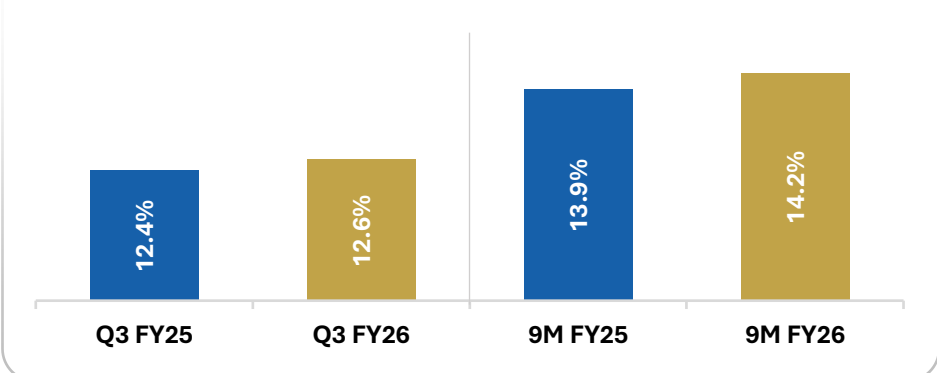
Utilities % of Revenue



Staff to Room Ratio (x)



Payroll % of Revenue

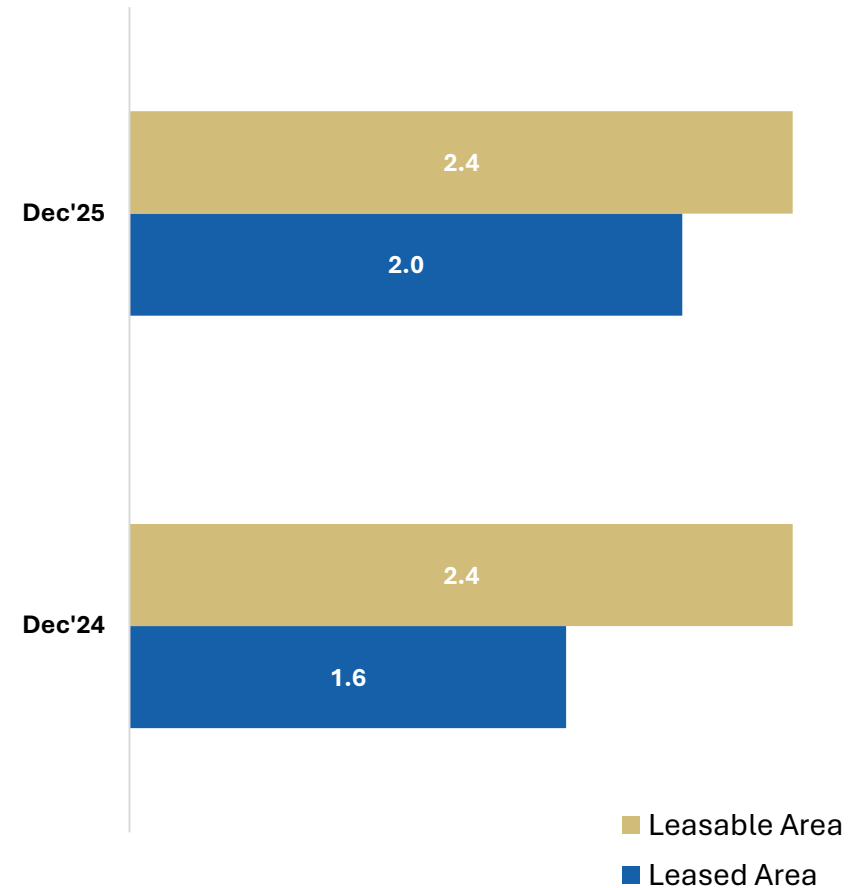




Particulars (₹ mn)	Q3 FY26	Q3 FY25	YoY	9M FY26	9M FY 25	YoY
Total Revenue	744	577	29%	2,214	1,351	64%
EBITDA	621	455	37%	1,836	1,042	76%
EBITDA%	83.5%	78.9%	4.6 pp	82.9%	77.2%	5.8 pp

Particulars	Sahar	Powai	Bengaluru	Total
Leasable Space (msf)	0.5	0.9	1.0	2.4
Leased Space (msf)	0.5	0.7	0.8	2.0
Occupancy (%)	96%	83%	76%	83%

Leasing Status: Q3 FY26 vs Q3 FY25 (msf.)



Particulars	(msf.)	No. of Units	Avg Sale Price (₹ psf)
Residential (1+2+3)	0.86	321	
1 Pre FY24 sales	0.29	83	~7,700
2 Post FY24 (A+B+C+D)	0.56	231	~19,950
A. FY24	0.29	121	~18,800
B. FY25	0.22	90	~21,200
C. 9M FY26	0.05	23	~21,110
3 Unsold	0.01	4	
Commercial	0.16		Strata sale or to be leased

Residential

Commercial

Phase - 1

Completed
9 residential towers
10 floors each
153 apartments

Phase - 2

Under construction
2 residential towers
11 floors each
168 apartments

~160,000 sq. ft.

leasable area for strata
sale or leasing

Particulars (Revenue Recognition)	Q3 FY26	9M FY26
Units handed over (nos.)	2 units	152 units
Revenue (₹ mn)	166	7,378
EBITDA (₹ mn)	41	2,742
EBITDA Margin (%)	24.4%	37.2%





ATHIVA
HOTELS & RESORTS

**Our debut Athiva Property
at Khandala, Maharashtra**



6
Hotels*

900+
Keys*

**A new-age premium lifestyle hospitality brand, built
on the ethos of joy, wellness and sustainability!**

* Includes proposed pipeline

Financials



Consolidated Statement of Profit & Loss (Q3 FY26)

Particulars (₹ million)	Q3 FY26	Q3 FY25	YoY%	Q3 FY26 (Ex-Resi)	YoY (Ex-Resi)
Total Income	5,892	4,645	27%	5,726	23%
Total Expenditure	3,166	2,531	25%	3,040	23%
EBITDA	2,726	2,114	29%	2,686	24%
<i>Margin %</i>	46.3%	45.5%	76 bps	46.9%	14 bps
Dep and Amort.	585	477	23%	585	23%
Finance costs	459	453	1%	459	1%
Exceptional items	10 [#]	-	NA	10 [#]	NM
Profit before tax	1,672	1,184	41%	1,632	-
Total Tax	432	218	98%	-	-
Profit after tax	1,241	965	29%	-	-
Total Comprehensive Income	1,245	963	29%	-	-
EPS Basic (₹)	*5.67	*4.42	28%	-	-

*Not Annualized; # Includes incremental impact on employee benefit costs as per new Labour Code

Consolidated Statement of Profit & Loss (9M FY26)

Particulars (₹ million)	9M FY26	9M FY25	YoY%	9M FY26 (Ex-Resi)	YoY (Ex-Resi)
Total Income	22,414	12,167	84%	15,035	24%
Total Expenditure	12,899	7,014	84%	8,263	20%
EBITDA	9,514	5,153	85%	6,773	28%
<i>Margin %</i>	<i>42.4%</i>	<i>42.4%</i>	<i>10 bps</i>	<i>45.0%</i>	<i>152 bps</i>
Dep and Amort.	1,698	1,290	32%	1,698	32%
Finance costs	1,399	1,108	26%	1,399	26%
Exceptional items	10 [#]	0	NM	10 [#]	NM
Profit before tax	6,408	2,755	133%	3,667	33%
Total Tax	1,588	2,568	-38%	-	-
Profit after tax	4,820	187	NM	-	-
Total Comprehensive Income	4,823	180	NM	-	-
EPS Basic (₹)	*22.05	*0.86	NM	-	-

*Not Annualized; # Includes incremental impact on employee benefit costs as per new Labour Code

Particulars (₹ million)	FY18	FY19	FY23	FY24	FY25	YTD FY26
Allocable to operating assets	23,323	13,572*	11,768*	11,486*	13,109*	~12,945
Allocable to under-construction/to be operationalized assets	~3,700	~900	~12,600	~13,600	~6,800	~7,160
Net Debt	27,023	14,472	24,368	25,086	19,909	20,104
Net Worth	14,329	13,410	15,415	18,509	30,457	35,314
Strategic Investments[#]	1,100	656	5,985	6,596	11,409	3,142
EBITDA	3,005	3,668	5,023	6,044	7,722	9,514
Interest Rate (%)	8.4%	9.4%	8.8%	8.9%	8.4%	7.5%

Note: *Net debt does not include preference shares; Company has issued ₹1 billion worth of Commercial Paper at a fixed coupon of 6.3%

Includes capital expenditure and strategic acquisitions

Pipeline & Project Update



Under construction	New Rooms/ Leasable area	Location	Progress update
Taj at Delhi International Airport	385-390 rooms	New Delhi	Q4 FY27
Athiva Resort & Spa at Varca, South Goa	~190 rooms	Goa	FY28
CIGNUS Powai® Tower II	0.9 msf	Mumbai	Q4 FY27
Total Under Construction	~580 rooms 0.9 msf		

In planning	New Rooms	Location	Progress update
Hyatt Regency at Airoli, Navi Mumbai	~280 rooms	Mumbai	~36 months post approval*
Athiva Resort & Spa at Bambolim, North Goa	~170 rooms	Goa	~36 months post approval
Athiva Resort & Convention Centre, Thiruvananthapuram	~150 rooms	Kerala	-
Total In-planning	~600 rooms		

Grand Total	~1,180 rooms 0.9 msf		
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**Project has received Environment Clearance from concerned regulatory authorities*

385-390 keys Airport Hotel



Rendering

Q2 FY26 7th floor slab in progress



Actual
Site
Images



Q3 FY26 Top floor slab casted Interior works for public area in-progress



Actual
Site
Images



CRE: 0.9 million sq. ft.



Rendering

Q2 FY26
Podium 1 slab casted



Actual
Site
Image

Q3 FY26
Podium 5 slab casted



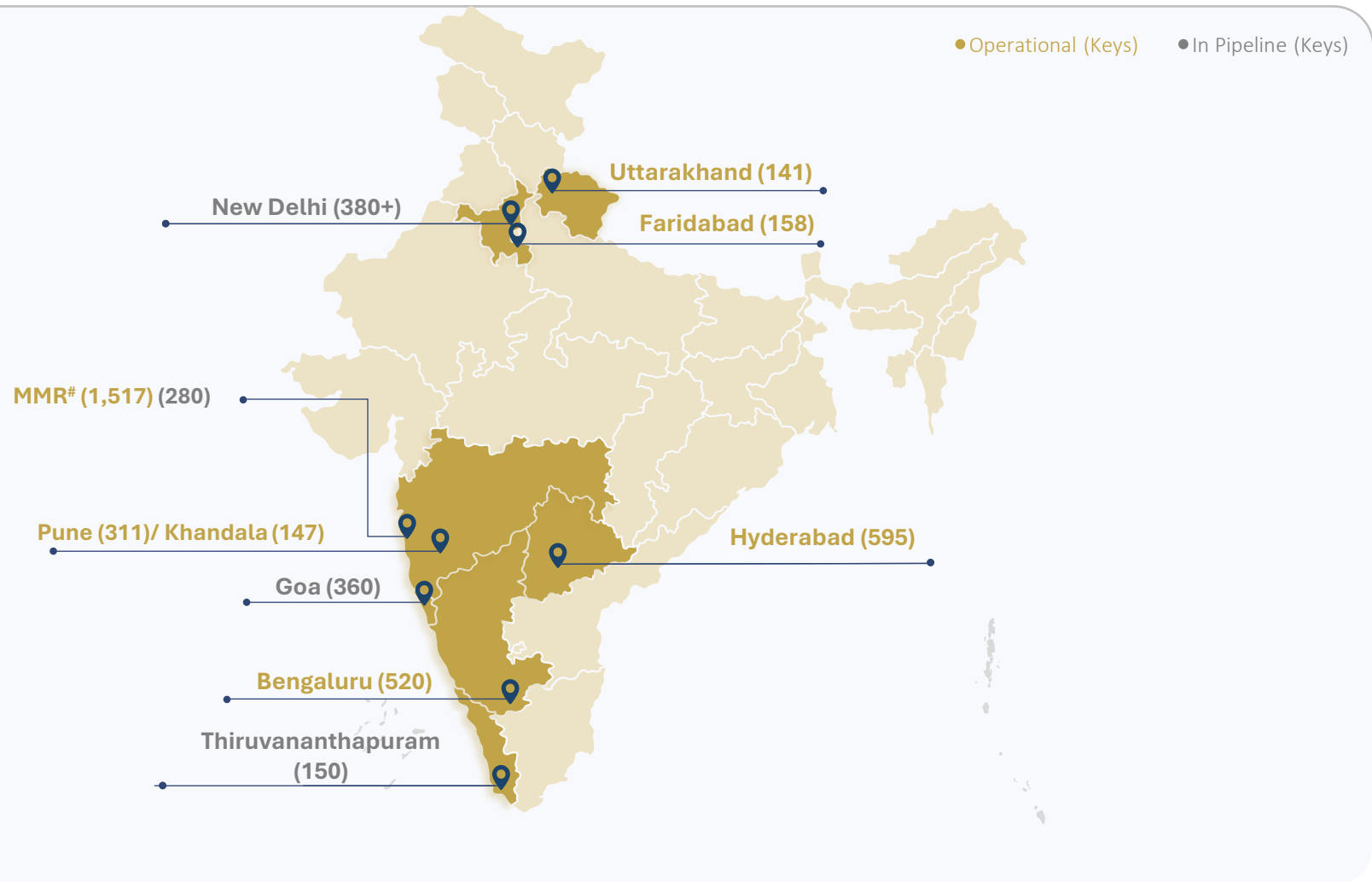
Actual
Site
Image

Annexure



Swimming Pool, Athiva Khandala

Our Presence



Disclaimer: This map is a generalized illustration only for the ease of the reader to understand the locations, and it is not intended to be used for reference purposes. The representation of political boundaries and the names of geographical features/states do not necessarily reflect the actual position. The Company or any of its directors, officers or employees, cannot be held responsible for any misuse or misinterpretation of any information or design thereof. The Company does not warrant or represent any kind of connection to its accuracy or completeness.

11
Hotels

3,389*
Keys

2.4
Commercial Real
Estate (msf+)

11+1 Towers ^
Residential

#MMR: Mumbai Metropolitan Region; ^11 residential (9 completed) and 1 Commercial Tower

Strong Leadership: Board of Directors



Hetal Gandhi
Chairman & Independent Director



Arthur De Haast
Independent Director



Joseph Conrad D'Souza
Independent Director



Radhika Piramal
Independent Director



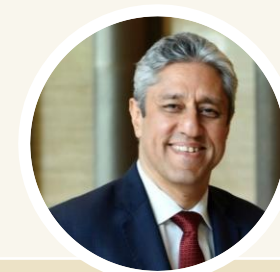
Manish Chokhani
Independent Director



Ravi C. Raheja
*Promoter &
Non-Executive Director*



Neel C. Raheja
*Promoter &
Non-Executive Director*



Sanjay Sethi
Non-Executive Director



Shwetank Singh
*Managing Director &
Chief Executive Officer*



Shwetank Singh
Managing Director &
Chief Executive Officer

Over two and a half decades of experience spanning leadership roles across facets of hospitality industry – project development, business strategy, asset management, and ESG-led value creation



Nitin Khanna
Chief Financial Officer

Over two and a half decades of diverse industry experience across hospitality, real-estate, retail and FMCG with expertise in areas like financial transformations, business strategy, risk management, and compliance



Gaurav Singh
Chief Operating Officer

Over two and a half decades of experience across hospitality with deep expertise in hotel operations, asset management, guest experience, and process design



Salil Khare
Chief Projects Officer

Over three decades of experience across senior leadership roles in hospitality and real estate with disciplined project governance and a commitment to delivering high quality, value accretive assets

People at the core of business acceleration



From People to Profit

“HR at Chalet Hotels is a strategic enabler, driving talent, engagement, productivity and compliance to deliver operational excellence. These initiatives directly impact financial performance, ensuring sustainable growth and investor confidence.”



Talent Strategy Aligned to growth

- Strong Employer Brand and a Robust Hiring Strategy
- Scalable Talent pipeline through MT's, Campus, Skill Development
- Integrated functions for synergy and speed & Reinforced leadership roles.



Cost Optimization & Productivity

- Best in the industry staffing ratios & payroll as a % to revenue
- Group-Wide Talent & Leadership Architecture
- Integrated HR Technology & Data Backbone
- Agile Build vs. Buy approach for project sites.



Securing Business Continuity through Proactive Compliance and Risk Management

- Strong governance framework
- 100% Compliance across locations



Proud MOMENTS

Chalet Hotels Shines Among India's Best Workplaces



India's Great Mid-size Workplaces RANK #11

Best In The Industry



Top 50 India's Best Workplaces For Millennials

Top 50 India's Best Workplaces For Women



Best Workplaces Asia RANK #71

DJSI Score

67

Corporate Sustainability Assessment Score

Placed **6th** in the world among category of hotels, resorts and cruise lines

Energy Management

60%

Renewable Energy Consumption FY25

Water & Waste Management



Wet waste treated through organic waste composters



Recycling of wastewater



Rainwater harvesting system

E-Mobility



100% guest fleet as EVs

100% operational assets have EV charging stations

Diversity and Inclusion

24%

Women in Workforce

From 22% in March 2024

CSR

500+ Youth got skilled including dedicated batch of PWDs, women in F&B and Housekeeping services.

Planted **19,000+** Saplings as part of Urban forest initiative in Lonavala.

Supported 'School and Public Health Care Centre Upgradation' in Maharashtra

PWD = People with Disabilities

Green Supply Chain Management



Vendors Assessment on ESG criteria



Supplier code of conduct compliance



Preferential Local (within India) materials procurement

Green Buildings

9 Assets

USGBC LEED Gold and Platinum certified



3 Projects

Design certifications (LEED/ IGBC) for upcoming properties

Climate group Initiative

RE 100

RE100 (Renewable Energy): Move to 100% renewable energy by 2030

The Company sourced **60%** of its electricity from renewable sources

EP 100

EP100 (Energy Productivity): Double energy productivity (revenue per unit of electricity consumed) by 2028

The Company achieved **82%** of Energy Productivity (IoT-enabled solutions such as Digital check-ins, Mobile key, Building Management System, IOT system for HVAC to address reduction in energy consumption)

EV 100

EV100 (Electric Vehicles): Move entire fleet to EVs for guest transportation by 2025

All our operational assets are equipped with EV charging points accessible to both employees and visitors.

100% guest fleet as EVs

'Chalet Hotels becomes the First Hospitality Brand to Achieve Climate Group's EV100 Target'



Chalet Hotels is a member of United Nations Global Compact Network (UNGC) India! Supporting UNGC's Principles and Sustainable Development Goals (SDGs) 2030.



Consolidated Profit & Loss Statement – 5 Year Trend

Particulars (₹ million)	FY21	FY22	FY23	FY24	FY25
ADR	4,040	4,576	9,169	10,718	12,094
Occupancy	30%	51%	72%	73%	73%
RevPAR	1,214	2,355	6,605	7,776	8,781
Total Income	3,075	5,297	11,780	14,370	17,541
Total Expenditure	2,785	4,093	6,757	8,327	9,818
EBITDA from continued operations	290	1,204	5,023	6,044	7,722
<i>Margin%</i>	<i>9%</i>	<i>23%</i>	<i>43%</i>	<i>42%</i>	<i>44%</i>
Adjusted EBITDA from continued operations	325	1,099	4,760²	6,294¹	7,722
<i>Adjusted Margin%</i>	<i>11%</i>	<i>22%</i>	<i>41%</i>	<i>44%</i>	<i>44%</i>
Profit/ (Loss) before income tax	-2,446	-1,534	2,728	2,694	4,343
Tax Expense	-1,092	-720	895	-88	2,918
Profit/(Loss) for the year	-1,391	-815	1,833	2,782	1,425
Other comprehensive (expense)/income	0.28	1.50	-4.64	-8.4	-1.4
Total comprehensive Income	-1,391	-813	1,828	2,773	1,424
EPS Basic (₹)	-6.78	-3.98	8.94	13.54	6.53

1 FY24 Adjusted for ₹ 250 Mn towards GST Payments, Westin HITEC pre-operating expenses, Dukes decapitalization, Acquisition cost of Aravali Resort, along with unusable stock of Bengaluru Residential

2 FY23 Adjusted gain in the estimated cash outflows for redemption of 0% NCRPS : Koramangala Project.

Notes on earlier years are part of respective year's presentations,

Consolidated Balance Sheet – 5 Year Trend

Particulars (₹ million)	FY21	FY22	FY23	FY24	FY25
Inventory:					
Hotels	7	7	8	10	11
Rooms	2,554	2,554	2,634	3,052	3,193
Capital Employed	32,276	35,821	38,531	38,368	48,596
Investments [#]	1,433	3,489	5,985	6,596	11,409
Net Worth	14,329	13,410	15,415	18,509	30,457
Net Debt (Excl. Preference Capital & Loan from Promoters)	18,711	22,338	24,368	25,086	19,909
Net Debt to Equity Ratio (x)	1.4	1.76	1.67	1.45	0.65
Cost of Debt (%)	8.0%	7.5%	8.8%	8.9%	8.4%
Cash Flow from Operations	602	622	4,769	6,894	9,503

Investments includes Capital expenditure and strategic acquisitions

Chalet Hotels Ltd cordially invites you to their **Earnings Call** to discuss operational and financial performance for **Q3 FY26**



Tuesday, 3rd February 2026



11:00 AM, IST



[Diamond Pass Registration Link](#)

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Thank you!



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