

May 14, 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)**

**731582 (Commercial Paper)**

Dear Sir / Madam,

**Subject: Investor / Analyst Presentation in respect of the Audited Financial Results for the quarter and year ended March 31, 2026**

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 Friday, May 15, 2026 at 11.00 a.m. (IST), in respect of the Audited Standalone and Consolidated Financial Results for the quarter and year ended March 31, 2026, 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

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**Chalet Hotels Limited**

CHALET  
HOTELS

# INVESTOR PRESENTATION

Q4 FY26

Athiva Resort & Spa, Khandala



ATHIVA  
HOTELS & RESORTS

# Safe Harbor

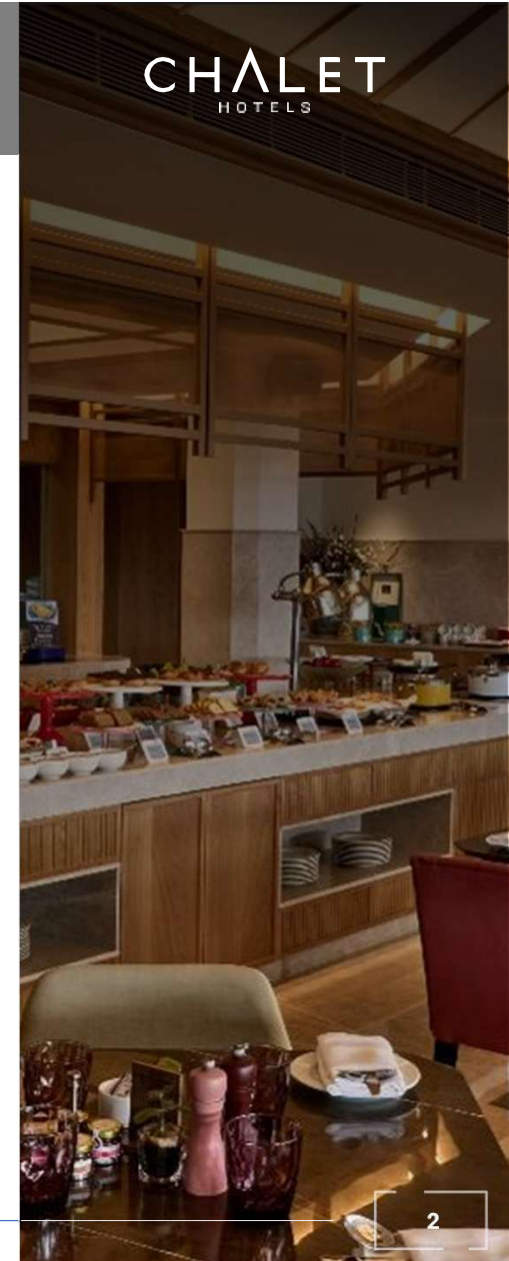
This release has been prepared by Chalet Hotels Limited (CHL) and the information on which it has been based or derived from sources that we believe to be reliable. Whilst all reasonable care has been taken to ensure the facts stated are accurate and the opinions given are fair and reasonable, neither 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.



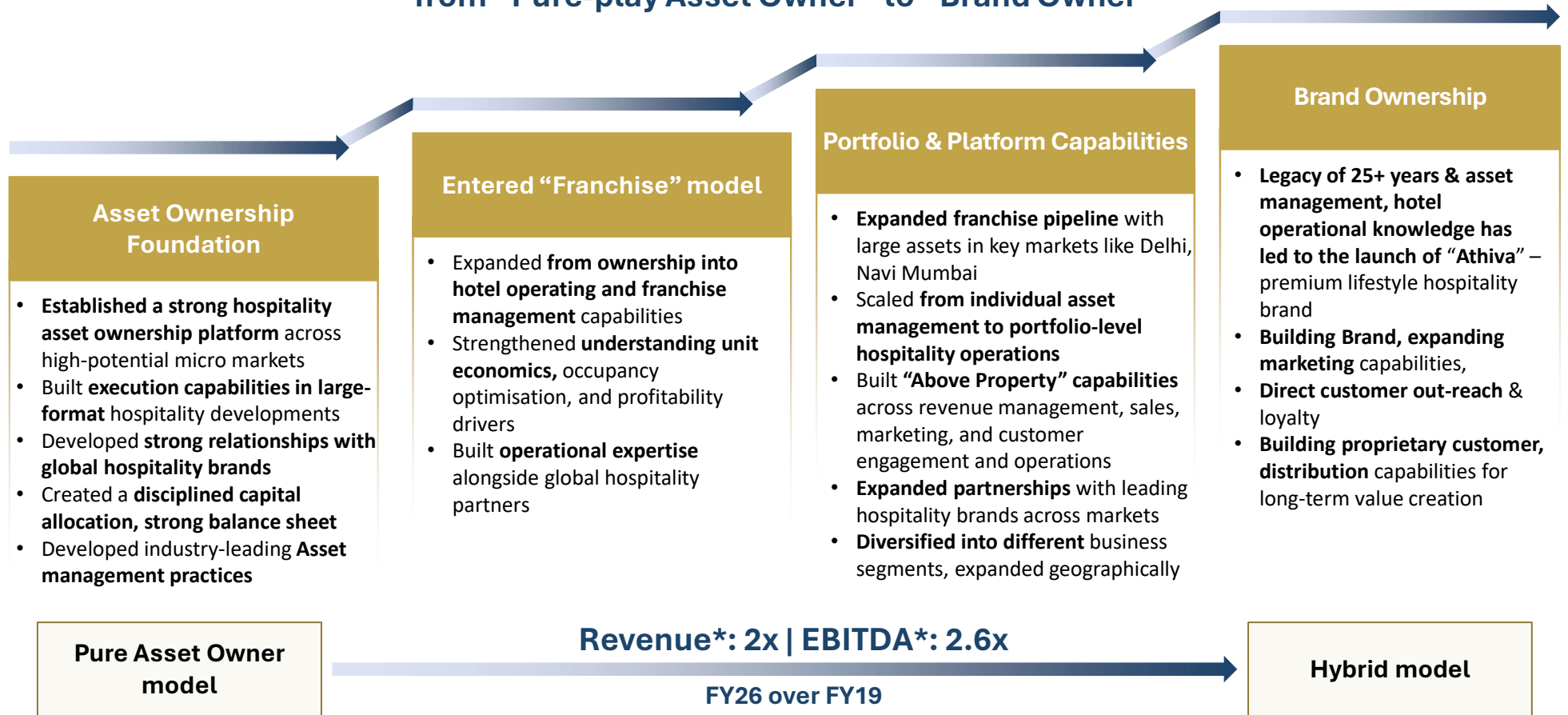
# Key Highlights



Panorama, Athiva Resort & Spa, Khandala

## Chalet's evolution as a leading hospitality player from "Pure-play Asset Owner" to "Brand Owner"

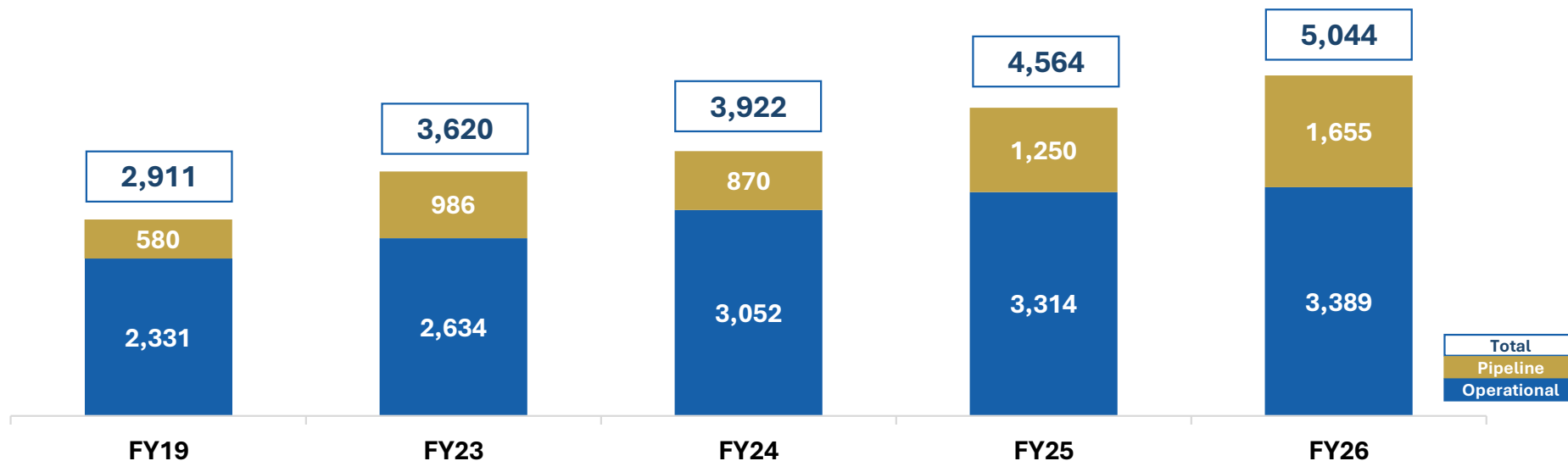
Capabilities developed at each stage



Note: \* Excludes Residential business

# Rapid growth in presence, earnings as we evolved

Expanding presence  
(Key count)



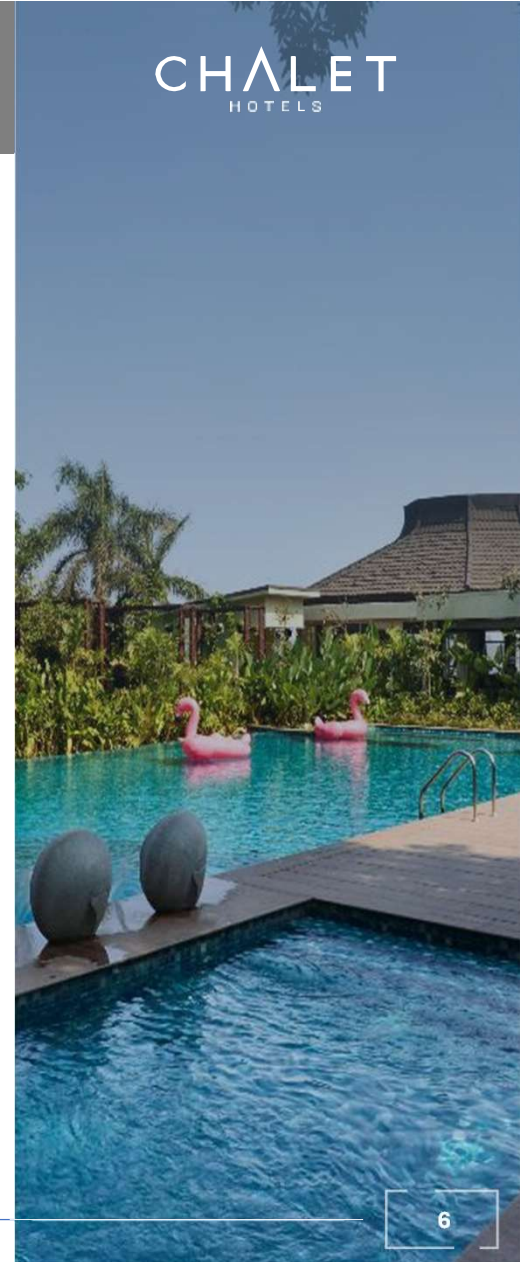
Rapid growth across  
parameters

----- Revenue: 2x | EBITDA: 2.6x -----

	FY19	FY23	FY24	FY25	FY26
RevPAR (Rs)	6,283	6,605	7,776	8,778	9,226
ADR (Rs)	8,218	9,169	10,718	12,094	13,727
Income (Rs mn)	10,348	11,780	14,370	17,541	20,741
EBITDA (Rs mn)	3,668	5,096	6,185	7,926	9,573

## Business Highlights – Q4 FY26

- **Total portfolio crossed 5,000 keys including 7 projects in pipeline with ~1,655 keys; reflecting a strong expansion strategy with two significant additions during the quarter**
  - 330-keys Luxury hotel at **Hyderabad** (Greenfield)
  - ~144-keys premium resort at **Udaipur** (Brownfield)
- **DJSI score** for Corporate Sustainability Assessment Score **jumped to 82 (from 67 earlier); placed 2<sup>nd</sup> in the world** among peers
- **ADR up 8% YoY** despite the West Asia Crisis; RevPAR declined 3% YoY due to occupancy decline
  - West Asia crisis impacted occupancy across micro-markets
  - Bengaluru impacted partially due to the new inventory (129 keys added in H1 FY26)
  - Construction work at Powai and renovation at Four Points By Sheraton at Vashi had a temporary impact on MMR occupancy
- **Athiva Khandala has received positive customer feedback** which has encouraged reputation of the brand. Consequently, the resort has started to gradually stabilize
- **Commercial Real-estate:** ₹280 mn run rate in Mar'26; LOI for 66k sqft signed for Bangalore



# Strategic Entry into Udaipur Leisure Hospitality Market

## Acquired Inder Residency Resort & Spa, Udaipur

Total consideration: ₹1,710 Mn

### STRATEGIC IMPORTANCE

- Premium location
- Reduced “land-to-launch” risk
- Deep leisure market; fast growing demand
- Limited supply in upper-upscale segment
- Scope for repositioning & expansion
- High return; long-term value creation



- 8.2 Acres; ~3 Acres lawn
- 144 Keys
- Large banqueting space
- 2 Restaurants, 1 Bar
- Pool, Spa, Gym

Chalet to renovate & rebrand as premium property

Evaluating expansion potential

Resort to remain non-operational during renovation phase

## RITZ CARLTON @ HYDERABAD

### Greenfield ultra-luxury hotel Madhapur, Hyderabad

- 330-keys | Luxury retail space: 36, 255 sq. ft.
- Launch by Q4 FY 2028-29

## STRATEGIC IMPORTANCE

- Strategic location with high demand for luxury
- Favorable demand-supply dynamic
- Strong positioning with two high-performing operational assets in the micro-market
- High return; long-term value creation



Construction cost  
₹5,610 Mn

Warm-shell  
lease basis

Capex to be  
back-ended

## Q4 FY26

	Revenue (₹ mn)	EBITDA (₹ mn)	EBITDA Margin (%)
<b>Consolidated</b>	▲ <b>5,711</b> 6% YoY	▲ <b>2,786</b> 8% YoY	▲ <b>48.8%</b> 100 bps
<b>Ex- Residential</b>	▲ <b>5,706</b> 6% YoY	▲ <b>2,800</b> 6% YoY	▲ <b>49.1%</b> 13 bps

## FY26

<b>Consolidated</b>	▲ <b>28,124</b> 60% YoY	▲ <b>12,301</b> 59% YoY	▼ <b>43.7%</b> 28 bps
<b>Ex- Residential</b>	▲ <b>20,741</b> 18% YoY	▲ <b>9,573</b> 21% YoY	▲ <b>46.2%</b> 97 bps

# Business Performance

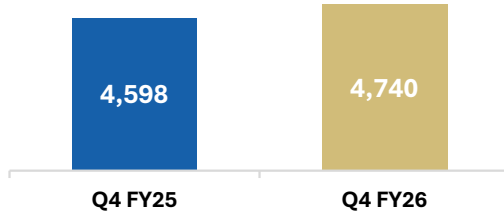


The A Diner, Athiva Resort & Spa, Khandala

# Hospitality: Key Highlights

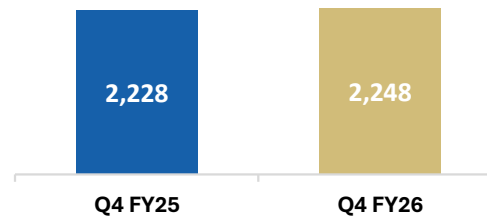
Revenue (₹ million)

▲ 3% YoY



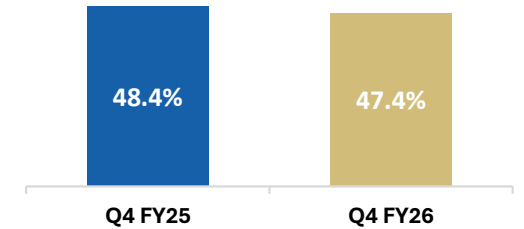
EBITDA (₹ million)

▲ 1% YoY



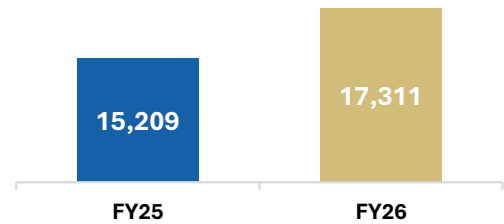
EBITDA Margin (%)

▼ 102 bps YoY

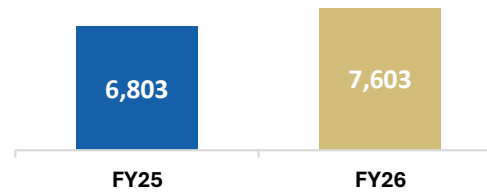


Q4FY26

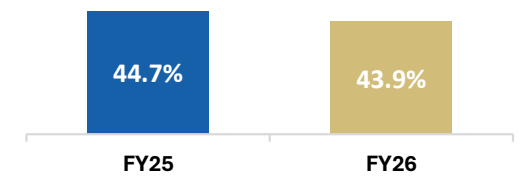
▲ 14% YoY



▲ 12% YoY



▼ 81 bps YoY



FY26

# Hospitality: Geography wise performance

Portfolio level	Q4 FY26	Q4 FY25	YoY%	FY26	FY25	YoY%
<b>1. Average Daily Rate (₹)</b>						
a. MMR	14,349	14,122	1.6%	12,693	12,032	5.5%
b. Others	16,503	14,571	13.3%	14,724	12,163	21.1%
<b>Combined Portfolio</b>	<b>15,456</b>	<b>14,345</b>	<b>7.7%</b>	<b>13,727</b>	<b>12,094</b>	<b>13.5%</b>
<b>2. Occupancy (%)</b>						
a. MMR	75.8%	79.8%	-4.0%	74.5%	76.8%	-2.3%
b. Others	62.3%	72.4%	-10.1%	61.4%	68.4%	-7.0%
<b>Combined Portfolio</b>	<b>68.2%</b>	<b>75.9%</b>	<b>-7.7%</b>	<b>67.2%</b>	<b>72.6%</b>	<b>-5.4%</b>
<b>3. RevPAR (₹)</b>						
a. MMR	10,875	11,265	-3.5%	9,453	9,239	2.3%
b. Others	10,286	10,553	-2.5%	9,045	8,324	8.7%
<b>Combined Portfolio</b>	<b>10,544</b>	<b>10,893</b>	<b>-3.2%</b>	<b>9,226</b>	<b>8,778</b>	<b>5.1%</b>

Note:

1. MMR: Mumbai Metropolitan Region; NCR: National Capital Region.

2. Others include Hyderabad, Pune/Khandala, Bengaluru, NCR, Uttarakhand

3. During the quarter 81 keys at FPS, Navi Mumbai remained operational

# Hospitality: Segment wise performance

Portfolio level	Q4 FY26	Q4 FY25	YoY%	FY26	FY25	YoY%
<b>1. Average Daily Rate (₹)</b>						
a. Business Hotels	15,168	14,158	7.1%	13,370	11,972	11.7%
b. Resorts	18,351	17,263	6.3%	17,777	14,761	20.4%
<b>Combined Portfolio</b>	<b>15,456</b>	<b>14,345</b>	<b>7.7%</b>	<b>13,727</b>	<b>12,094</b>	<b>13.5%</b>
<b>2. Occupancy (%)</b>						
a. Business Hotels	71.7%	79.3%	-7.6%	70.8%	74.8%	-4.0%
b. Resorts	45.8%	45.8%	-	42.9%	44.4%	-1.6%
<b>Combined Portfolio</b>	<b>68.2%</b>	<b>75.9%</b>	<b>-7.7%</b>	<b>67.2%</b>	<b>72.6%</b>	<b>-5.4%</b>
<b>3. RevPAR (₹)</b>						
a. Business Hotels	10,877	11,225	-3.1%	9,459	8,950	5.7%
b. Resorts	8,407	7,903	6.4%	7,620	6,561	16.1%
<b>Combined Portfolio</b>	<b>10,544</b>	<b>10,893</b>	<b>-3.2%</b>	<b>9,226</b>	<b>8,778</b>	<b>5.1%</b>

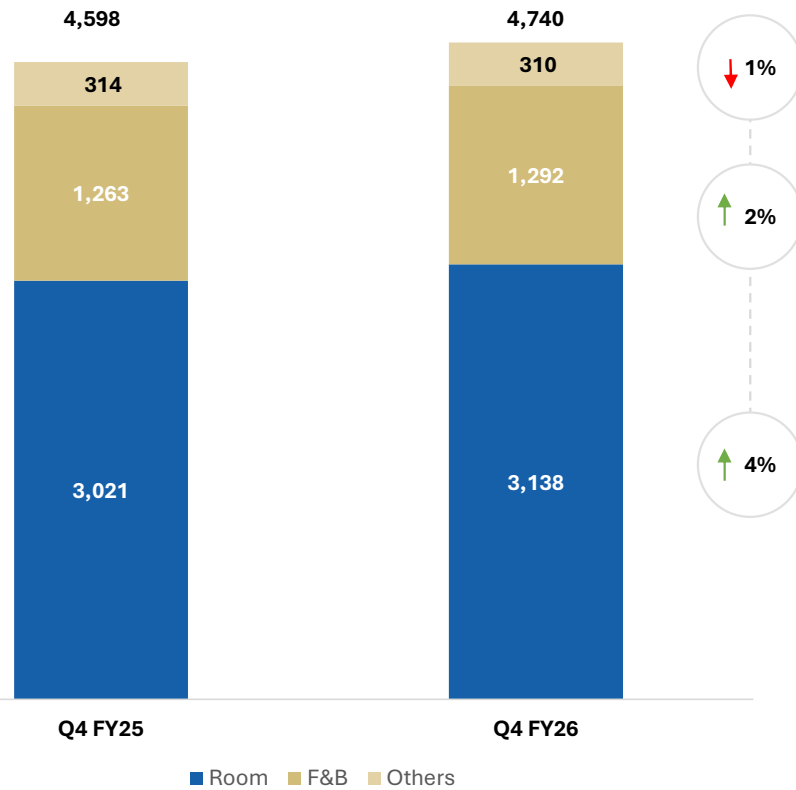
Note:

- **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

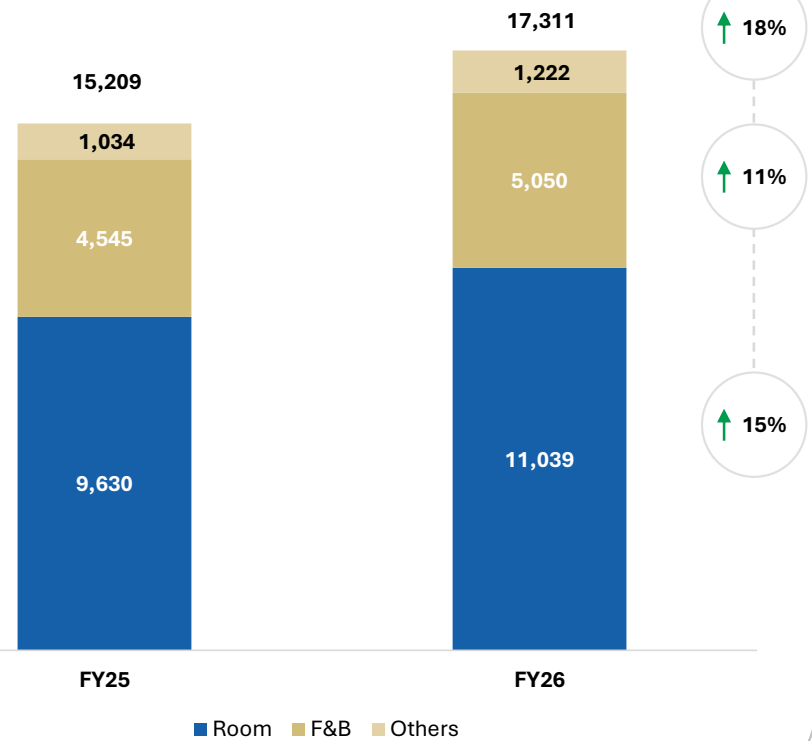
# Hospitality: Revenue Break-up

(₹ million)

Q4 FY26

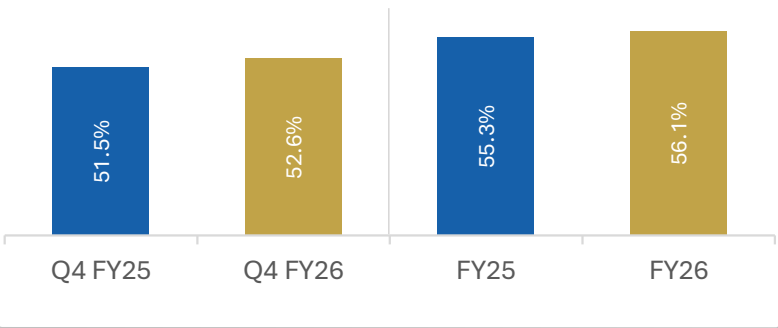


FY26

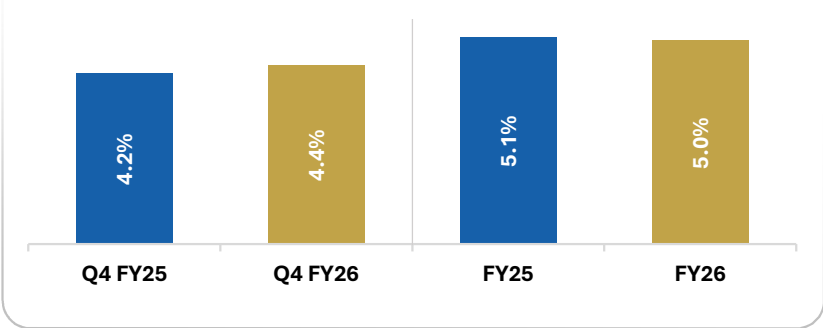


**Inventory additions and newly acquired assets to drive efficiencies going ahead**

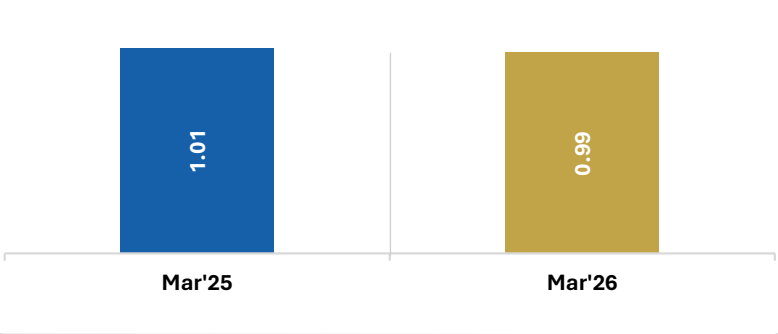
**Total Expenses % of Revenue**



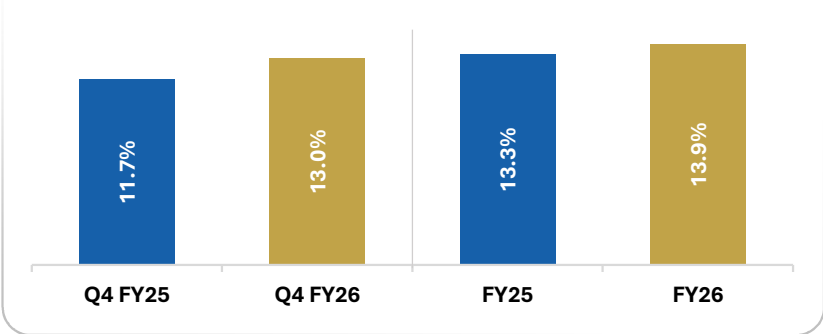
**Utilities % of Revenue**



**Staff to Room Ratio (x)**



**Payroll % of Revenue**



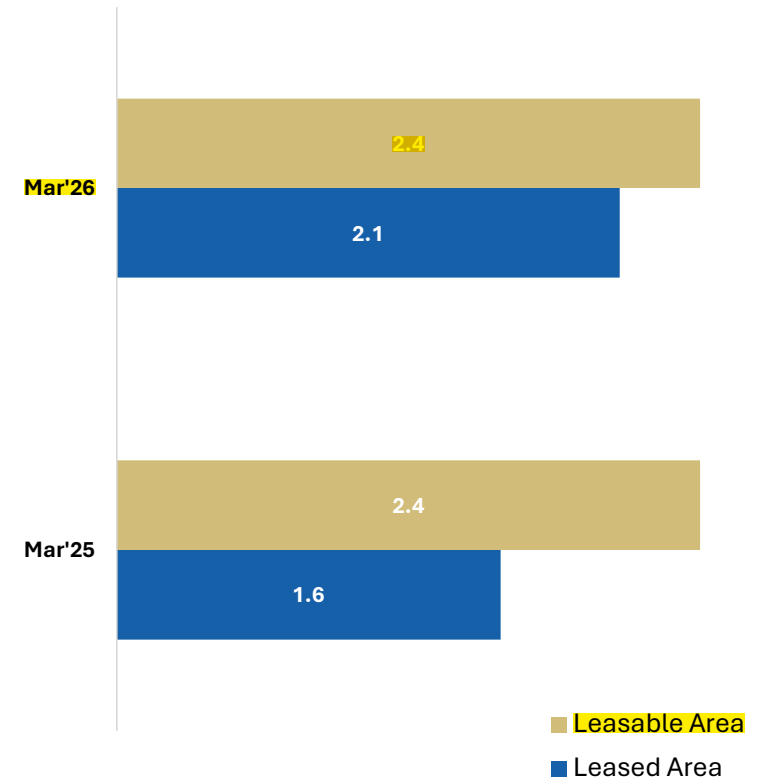


Particulars (₹ mn)	Q4 FY26	Q4 FY25	YoY	FY26	FY25	YoY
<b>Total Revenue</b>	847	619	37%	3,061	1,970	55%
<b>EBITDA</b>	708	498	42%	2,544	1,540	65%
<b>EBITDA%</b>	83.6%	80.4%	3.2 pp	83.1%	78.2%	4.9 pp

Particulars	Sahar	Powai	Bengaluru	Total
Leasable Space (msf)	0.5	0.9	1.0	2.4
Leased Space* (msf)	0.5	0.8	0.8	2.1
<b>Occupancy (%)</b>	<b>96%</b>	<b>90%</b>	<b>83%</b>	<b>88%</b>

\* Includes Area Committed

## Leasing Status: Q4 FY26 vs Q4 FY25 (msf.)



# Residential Project: Performance Highlights

## Residential

## Commercial

### Phase - 1

Completed  
153 apartments

### Phase - 2

Under construction  
168 apartments

**~160,000 sq. ft.**

Leasable area for strata sale or leasing

Phase	(msf.)	Units	Pending handover	Avg Sale Price (₹ psf)
Residential - I	5.6	153	1	13,235
Residential - II	3.1	168	168	19,833
<b>Commercial</b>	<b>0.16</b>			<b>To be leased</b>

Particulars (Revenue Recognition)	Q4 FY26	FY26
<b>Units handed over (nos.)</b>	-	<b>152</b>
Revenue (₹ mn)	5	7,383
EBITDA (₹ mn)	-14	2,728
EBITDA Margin (%)	NM	36.9%



Timeline	Period
Residential 169 units	FY27
Commercial to be leased by	FY28

# Financials

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Sky Deck, Athiva Resort & Spa, Khandala

# Consolidated Performance: Q4 FY26 & FY26

Particulars	Q4 FY26			FY26		
	Revenue (₹ mn)	EBITDA (₹ mn)	EBITDA Margin (%)	Revenue (₹ mn)	EBITDA (₹ mn)	EBITDA Margin (%)
<b>A. Hospitality Business</b>	<b>4,740</b>	<b>2,248</b>	<b>47.4%</b>	<b>17,311</b>	<b>7,603</b>	<b>43.9%</b>
YoY Change (%)	3.1%	0.9%	-104 bps	13.8%	11.8%	-81 bps
<b>B. Commercial Real Estate</b>	<b>847</b>	<b>708</b>	<b>83.6%</b>	<b>3,061</b>	<b>2,544</b>	<b>83.1%</b>
YoY Change (%)	36.8%	42.3%	321 bps	55.4%	65.3%	495 bps
<b>C. Residential Project</b>	<b>5</b>	<b>-14</b>	<b>NM</b>	<b>7,383</b>	<b>2,728</b>	<b>36.9%</b>
<b>Consolidated</b>	<b>5,711</b>	<b>2,786</b>	<b>48.8%</b>	<b>28,124</b>	<b>12,301</b>	<b>43.7%</b>
YoY Change (%)	6.3%	8.5%	100 bps	60.3%	59.3%	-29 bps
<b>Consolidated (Ex-Residential Project)</b>	<b>5,706</b>	<b>2,800</b>	<b>49.1%</b>	<b>20,741</b>	<b>9,573</b>	<b>46.2%</b>
YoY Change (%)	6.2%	6.5%	13 bps	18.2%	20.8%	97 bps

# Consolidated Statement of Profit & Loss (Q4 FY26)

Particulars (₹ million)	Q4 FY26	Q4 FY25	YoY%	Q4 FY26 (Ex-Resi)	YoY (Ex-Resi)
<b>Total Income</b>	<b>5,711</b>	<b>5,374</b>	<b>6%</b>	<b>5,706</b>	<b>6%</b>
Total Expenditure	2,924	2,805	4%	2,906	6%
<b>EBITDA</b>	<b>2,786</b>	<b>2,568</b>	<b>8%</b>	<b>2,800</b>	<b>6%</b>
<i>Margin %</i>	48.8%	47.8%	1.0%	49.1%	0.1%
Dep and Amort.	602	498	21%		
Finance costs	406	482	-16%		
Exceptional items	-	-	-		
<b>Profit before tax</b>	<b>1,779</b>	<b>1,588</b>	<b>12%</b>		
Total Tax	149	350	-58%		
<b>Profit after tax</b>	<b>1,630</b>	<b>1,238</b>	<b>32%</b>		
<b>Total Comprehensive Income</b>	<b>1,631</b>	<b>1,243</b>	<b>31%</b>		
<b>EPS Basic (₹)</b>	<b>7.45</b>	<b>5.68</b>			

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

# Consolidated Statement of Profit & Loss (FY26)

Particulars (₹ million)	FY26	FY25	YoY%	FY26 (Ex-Resi)	YoY (Ex-Resi)
<b>Total Income</b>	<b>28,124</b>	<b>17,541</b>	<b>60%</b>	<b>20,741</b>	<b>18%</b>
Total Expenditure	15,823	9,819	61%	11,169	-16%
<b>EBITDA</b>	<b>12,301</b>	<b>7,722</b>	<b>59%</b>	<b>9,573</b>	<b>21%</b>
<i>Margin %</i>	43.7%	44.0%	-0.3%	46.2%	1%
Dep and Amort.	2,300	1,788	29%		
Finance costs	1,805	1,591	13%		
Exceptional items	10	-			
<b>Profit before tax</b>	<b>8,187</b>	<b>4,343</b>	<b>88%</b>		
Total Tax	1,736	2,918	-40%		
<b>Profit after tax</b>	<b>6,450</b>	<b>1,425</b>	<b>353%</b>		
<b>Total Comprehensive Income</b>	<b>6,454</b>	<b>1,424</b>	<b>353%</b>		
<b>EPS Basic (₹)</b>	<b>29.50</b>	<b>6.53</b>			

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

## Consolidated Statement of Profit & Loss (FY26)

Particulars (₹ million)	Mar'26	Mar'25
Fixed Assets	33,145	30,908
Capital Work in-progress	1,325	1,832
Investment Property	22,641	19,983
Goodwill	817	817
Other Non-Current assets	6,126	5,443
Cash and Cash Equivalents	1,640	1,093
Other Current Assets	7,391	10,559
<b>TOTAL ASSETS</b>	<b>73,086</b>	<b>70,635</b>
Total Equity	36,972	30,457
Total Gross Debt	23,212	23,532
Preference Capital	-	1,969
Loan from related party	27	42
Other Non-Current Liabilities	4,039	2,172
Lease Liabilities	437	497
Current Liabilities	8,399	11,965
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b>73,086</b>	<b>70,635</b>

## Leverage Position

Particulars (₹ million)	FY18	FY19	FY23	FY24	FY25	FY26
Allocable to operating assets	23,323	13,572*	11,768*	11,486*	13,109*	10,947
Allocable to under-construction/to be operationalized assets	~3,700	~900	~12,600	~13,600	~6,800	~8,258
<b>Net Debt</b>	<b>27,023</b>	<b>14,472</b>	<b>24,368</b>	<b>25,086</b>	<b>19,909</b>	<b>19,206</b>
<b>Net Worth</b>	<b>14,329</b>	<b>13,410</b>	<b>15,415</b>	<b>18,509</b>	<b>30,457</b>	<b>36,972</b>
<b>Strategic Investments<sup>#</sup></b>	<b>1,100</b>	<b>656</b>	<b>5,985</b>	<b>6,596</b>	<b>11,409</b>	<b>4,393</b>
<b>EBITDA (ex-Resi)</b>	<b>3,005</b>	<b>3,668</b>	<b>5,023</b>	<b>6,044</b>	<b>7,722</b>	<b>12,301</b>
<b>Interest Rate (%)</b>	<b>8.4%</b>	<b>9.4%</b>	<b>8.8%</b>	<b>8.9%</b>	<b>8.4%</b>	<b>7.5%</b>

Note: \*Net debt does not include preference shares;  
# Includes capital expenditure and strategic acquisitions

# Pipeline & Project Update



The Dukes Bar, Athiva Resort & Spa, Khandala

# Healthy Growth Pipeline

Under construction	New Rooms/ Leasable area	Location	Progress update
CIGNUS Powai® Tower II	0.9 msf	Mumbai	Q4 FY27
Taj at Delhi International Airport	380 rooms	New Delhi	Q4 FY27*
Athiva Resort & Spa at Varca, South Goa	205 rooms	Goa	FY28
Ritz Carlton at Hyderabad	330 rooms	Hyderabad	Q4 FY29
Hyatt Regency at Airoli, Navi Mumbai	280 rooms	Mumbai	Q4 FY29**
<b>Total Under Construction</b>	<b>~1,190 rooms   0.9 msf</b>		
In planning	New Rooms	Location	Progress update
Premium Resort at Udaipur	~144# rooms	Udaipur	To be updated#
Athiva Resort & Spa at Bambolim, North Goa	~170 rooms	Goa	~36 months post approval^
Athiva Resort & Convention Centre, Thiruvananthapuram	~150 rooms	Kerala	-
<b>Total In-planning</b>	<b>~464 rooms</b>		
<b>Grand Total</b>	<b>~1,655 rooms   0.9 msf</b>		

\* 70-rooms to be operational by Q4 FY27; balance in Q1 FY28; \*\* Excavation started by Mindspace REIT post the project receiving Environment Clearance; # Exploring expansion potential; ^ Approvals to be attained post closure of the acquisition

# Key Project Update – CIGNUS Powai® Tower II, MMR

CRE: 0.9 million sq. ft.

5<sup>th</sup> Floor slab casted

8<sup>th</sup> Floor slab casted  
Core at 15<sup>th</sup> Floor  
Pour 6 – GF slab in progress



Actual  
Site  
Image



Actual  
Site  
Image

Rendering

# Key Project Update – Taj at Delhi International Airport, NCR

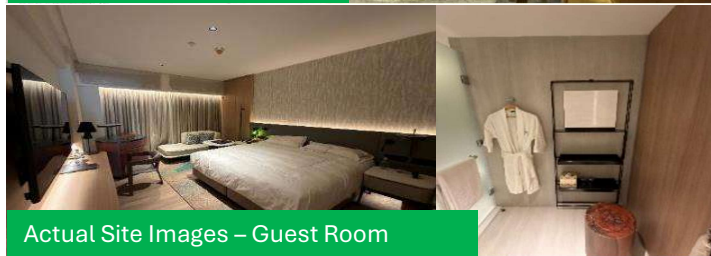
## 385-390 keys Airport Hotel



Rendering



Public Area – Lobby Render



Actual Site Images – Guest Room

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



Actual  
Site  
Images



**Q4 FY26**  
Facade work in-progress  
Interior works for public area in-progress



Actual  
Site  
Images



# Key Project Update – Hyatt Airoli, Navi Mumbai

280-keys luxury hotel



Rendering

Q4 FY26  
Shore piling & Excavation in progress



Actual  
Site  
Image

Note: Chalet to receive on warm-shell lease basis; construction being developed by Mindspace REITs

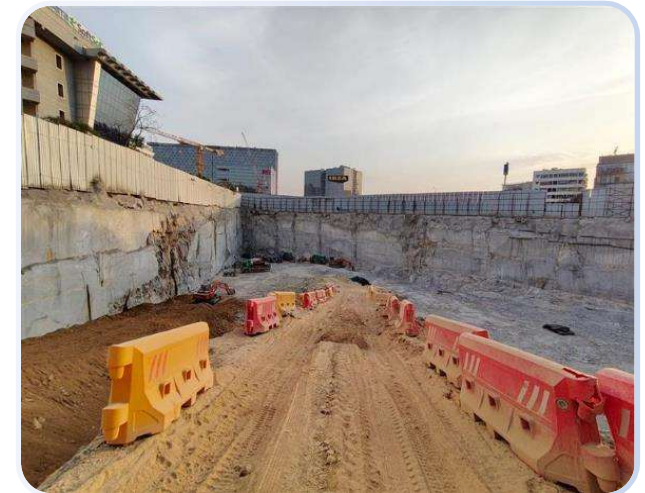
# Key Project Update – Luxury hotel, Hyderabad

330-keys luxury hotel

Q4 FY26  
Excavation work



Rendering



Actual  
Site  
Image

Note: Chalet to receive on warm-shell lease basis; construction being developed by Mindspace REITs

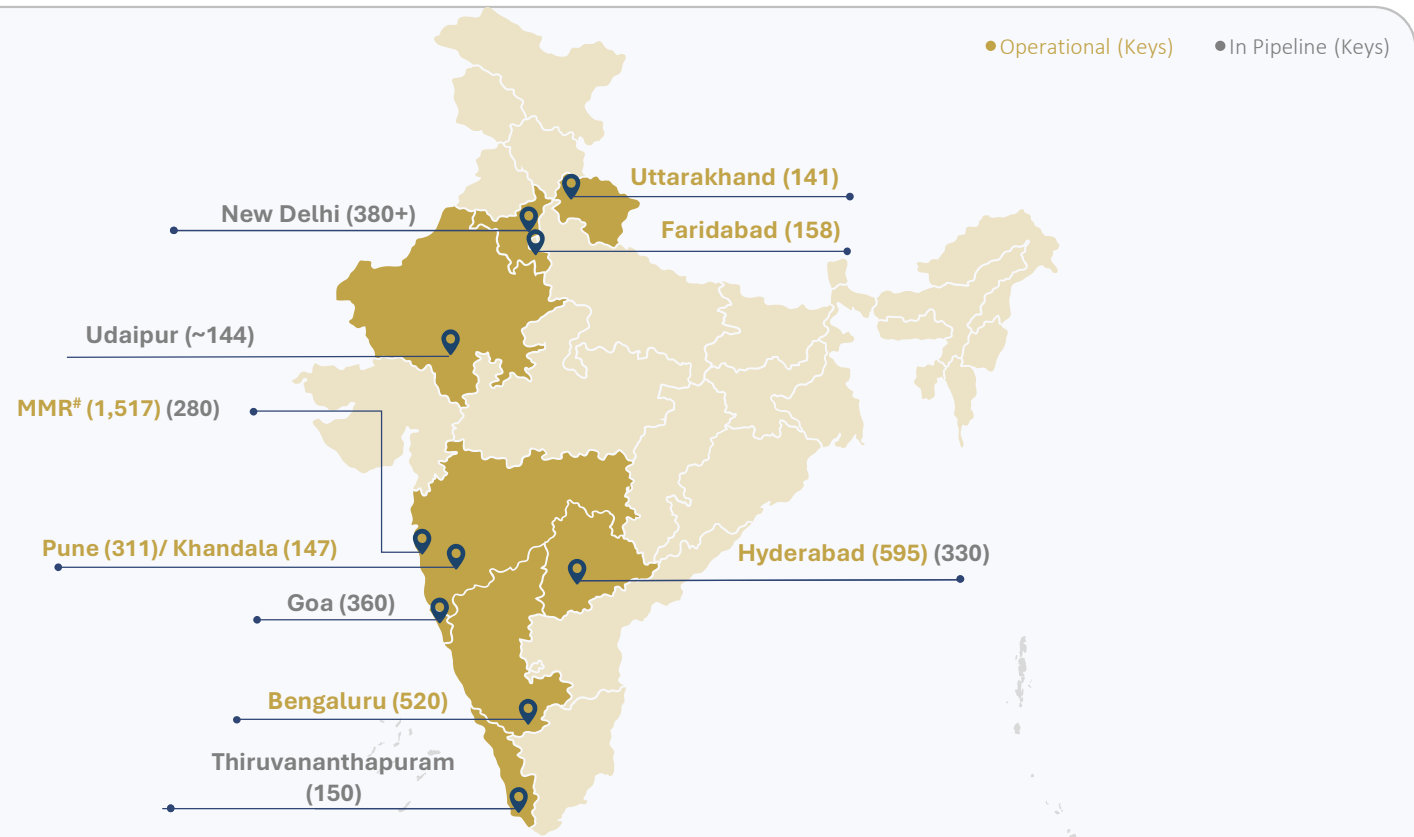
# Annexure

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Athiva Resort & Spa, 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.*

**CHALET**  
HOTELS

**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*

## Strong Leadership: Management



**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

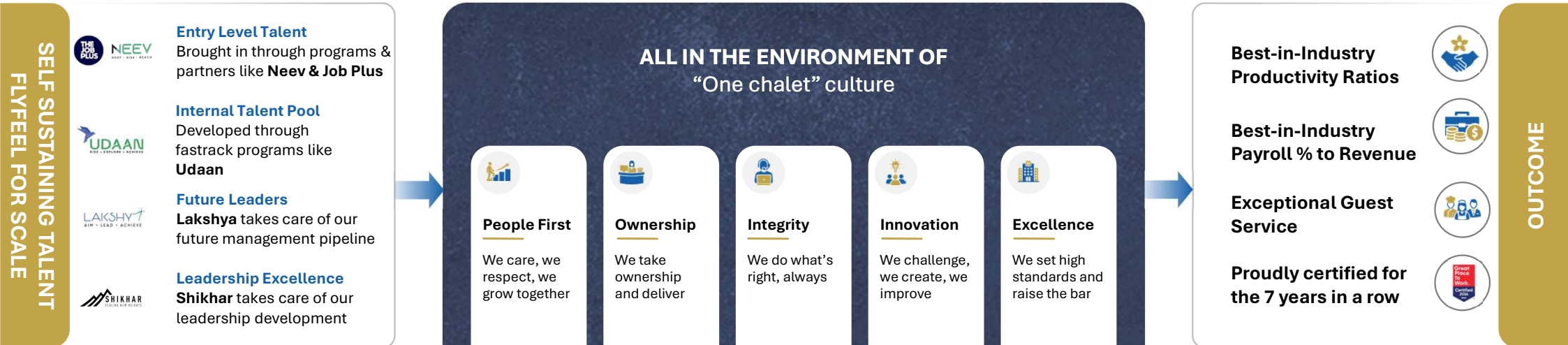
Over two and a half decades of experience across hospitality with deep expertise in hotel operations, asset management, guest experience, and process design



**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 Powering Growth through Talent, Capability & Culture



## Powered by our total rewards framework



Competitive Pay



Health & Well-being



Growth & Learning Opportunities



Recognition & Rewards



Work-Life Balance

**STRONG TALENT + STRONG CULTURE = SUPERIOR PERFORMANCE + EXCEPTIONAL GUEST EXPERIENCES**



# 'Parivartan' by Chalet: Our Sustainability Story

## DJSI Score

82

**Corporate  
Sustainability  
Assessment  
Score**

Placed **2<sup>nd</sup>** in the world  
among category of hotels, resorts  
and cruise lines

## Energy Management

65%

**Renewable Energy  
Consumption FY26**

## Water & Waste Management



**100%** organic 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**

## 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**

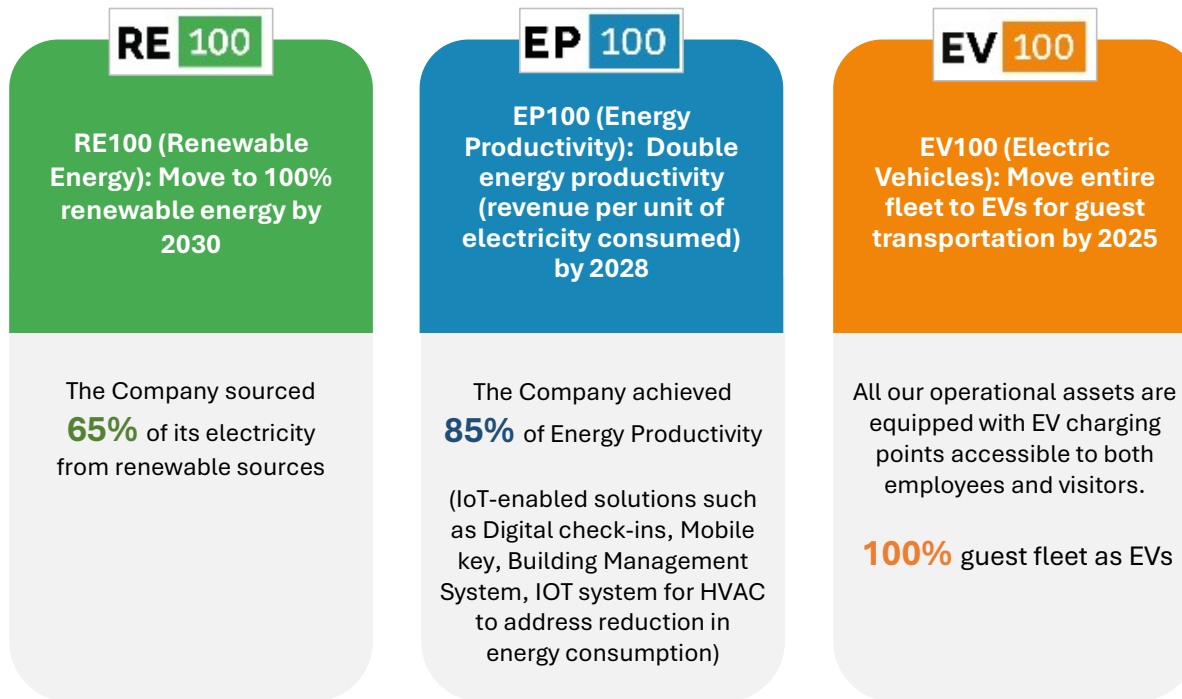
USGBC LEED  
Gold and  
Platinum certified



**3  
Projects**

Design certifications  
(LEED/ IGBC) for  
upcoming properties

## CLIMATE GROUP Initiative



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



**Chalet Hotels commits to achieve Net-Zero Greenhouse Gas (GHG) Emissions by 2040**

Member of **United Nations Global Compact Network (UNGC) India!** Supporting UNGC's Principles and Sustainable Development Goals (SDGs) 2030.



Member and part of Advisory Board of **India Business & Biodiversity Initiative (IBBI)** that provides guidance on integrating biodiversity conservation and sustainable ecosystem services.



# Consolidated Profit & Loss Statement – Annual Trend

Particulars (₹ million)	FY21	FY22	FY23	FY24	FY25	FY26
ADR	4,040	4,576	9,169	10,718	12,094	13,727
Occupancy	30%	51%	72%	73%	73%	67%
<b>RevPAR</b>	<b>1,214</b>	<b>2,355</b>	<b>6,605</b>	<b>7,776</b>	<b>8,781</b>	<b>9,226</b>
<b>Total Income</b>	<b>3,075</b>	<b>5,297</b>	<b>11,780</b>	<b>14,370</b>	<b>17,541</b>	<b>28,124</b>
Total Expenditure	2,785	4,093	6,757	8,327	9,818	15,823
<b>EBITDA from continued operations</b>	<b>290</b>	<b>1,204</b>	<b>5,023</b>	<b>6,044</b>	<b>7,722</b>	<b>12,301</b>
<i>Margin%</i>	9%	23%	43%	42%	44%	43.7%
<b>Adjusted EBITDA from continued operations</b>	<b>325</b>	<b>1,099</b>	<b>4,760<sup>2</sup></b>	<b>6,294<sup>1</sup></b>	<b>7,722</b>	<b>12,301</b>
<i>Adjusted Margin%</i>	11%	22%	41%	44%	44%	44%
<b>Profit/ (Loss) before income tax</b>	<b>-2,446</b>	<b>-1,534</b>	<b>2,728</b>	<b>2,694</b>	<b>4,343</b>	<b>8,187</b>
Tax Expense	-1,092	-720	895	-88	2,918	1,736
<b>Profit/(Loss) for the year</b>	<b>-1,391</b>	<b>-815</b>	<b>1,833</b>	<b>2,782</b>	<b>1,425</b>	<b>6,450</b>
Other comprehensive (expense)/income	0.28	1.50	-4.64	-8.4	-1.4	3.5
Total comprehensive Income	-1,391	-813	1,828	2,773	1,424	6,454
<b>EPS Basic (₹)</b>	<b>-6.78</b>	<b>-3.98</b>	<b>8.94</b>	<b>13.54</b>	<b>6.53</b>	<b>29.50</b>

<sup>1</sup> 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

<sup>2</sup> 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	FY26
<b>Inventory:</b>						
Hotels	7	7	8	10	11	11
Rooms	2,554	2,554	2,634	3,052	3,193	3,389
<b>Capital Employed</b>	<b>32,276</b>	<b>35,821</b>	<b>38,531</b>	<b>38,368</b>	<b>48,596</b>	<b>60,220</b>
Investments <sup>#</sup>	1,433	3,489	5,985	6,596	11,409	4,393
<b>Net Worth</b>	<b>14,329</b>	<b>13,410</b>	<b>15,415</b>	<b>18,509</b>	<b>30,457</b>	<b>36,972</b>
Net Debt (Excl. Preference Capital & Loan from Promoters)	18,711	22,338	24,368	25,086	19,909	19,206
<b>Net Debt to Equity Ratio (x)</b>	<b>1.4</b>	<b>1.76</b>	<b>1.67</b>	<b>1.45</b>	<b>0.65</b>	<b>0.52</b>
Cost of Debt (%)	8.0%	7.5%	8.8%	8.9%	8.4%	7.5%
<b>Cash Flow from Operations</b>	<b>602</b>	<b>622</b>	<b>4,769</b>	<b>6,894</b>	<b>9,504</b>	<b>10,451</b>

<sup>#</sup> Investments includes Capital expenditure and strategic acquisitions

# Earnings Call – Chalet Hotels



Chalet Hotels Ltd cordially invites you to their **Earnings Call** to discuss operational and financial performance for **Q4 FY26**



Tuesday, 15<sup>th</sup> May 2026



11:00 AM, IST



[Diamond Pass Registration Link](#)

## Management Representative

**Mr. Shwetank Singh**  
Managing Director &  
Chief Executive Officer

**Mr. Nitin Khanna**  
Chief Financial Officer

## Access Numbers

### Primary Number

+91 22 6280 1436

+91 22 7115 8336

### Secondary Number

**Hongkong:**  
800 964 448

**Singapore:**  
800 101 2045

**USA:**  
1866 746 2133

**UK:**  
0808 101 1573

Athiva Resort & Spa, Khandala

# Thank you!



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