

# LEELA PALACES HOTELS & RESORTS LIMITED

(formerly known as Schloss Bangalore Limited)

Registered Office: The Leela Palace, Diplomatic Enclave, Africa Avenue, Netaji Nagar New Delhi South Delhi 110023  
Tel No. +91 (11) 39331234 Email Id: [cs@theleela.com](mailto:cs@theleela.com) CIN: L55209DL2019PLC347492 Website: [www.theleela.com](http://www.theleela.com)

Ref No. THELEELA/2026-27/029

Date: July 31, 2026

|                                                                                                                                                                                               |                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To<br><br>Sr. General Manager<br>Listing Department<br>BSE Limited<br>Phiroze Jeejeebhoy Towers<br>Dalal Street<br>Mumbai – 400001<br><b>Scrip Code- 544408</b><br><b>ISIN - INE0AQ201015</b> | To<br><br>Sr. General Manager<br>Listing Department<br>National Stock Exchange of India Limited<br>Exchange Plaza, C-1, Block G<br>Bandra Kurla Complex<br>Bandra (E), Mumbai – 400 051<br><b>Symbol- THELEELA</b><br><b>ISIN - INE0AQ201015</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Sub: Analysts / Institutional Investors Presentation

Dear Sir/ Madam,

Pursuant to Regulation 30 read with Para A Part A to Schedule III of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation to our intimation dated July 28, 2026, submitted to Stock Exchanges, please find enclosed the Analysts / Institutional Investors Presentation to be made at the Leela Palaces Hotels & Resorts Limited Q1'FY27 Earnings Conference Call to be held today at 5:00 P.M. (IST).

The above information will also be available on the website of the Company at [www.theleela.com/investors](http://www.theleela.com/investors).

We request you to kindly take the above on record.

Thanking you,

**For Leela Palaces Hotels & Resorts Limited**  
(formerly known as Schloss Bangalore Limited)

JYOTI  
MAHESHWARI  
Digitally signed by  
JYOTI MAHESHWARI  
Date: 2026.07.31  
14:08:13 +05'30'

**Jyoti Maheshwari**  
**Company Secretary and Compliance Officer**  
**Membership No.: A24469**

Encl.: as Above

# Leela Palaces Hotels & Resorts Limited



## Q1 FY27 EARNINGS RELEASE

31 July 2026



*The Leela Palace Bengaluru*

# We Ranked #2 Globally Amongst Best Hotel Brands in the World



The Leela Featured in Global Top 3 Hotel Brands for the 5<sup>th</sup> time since 2020

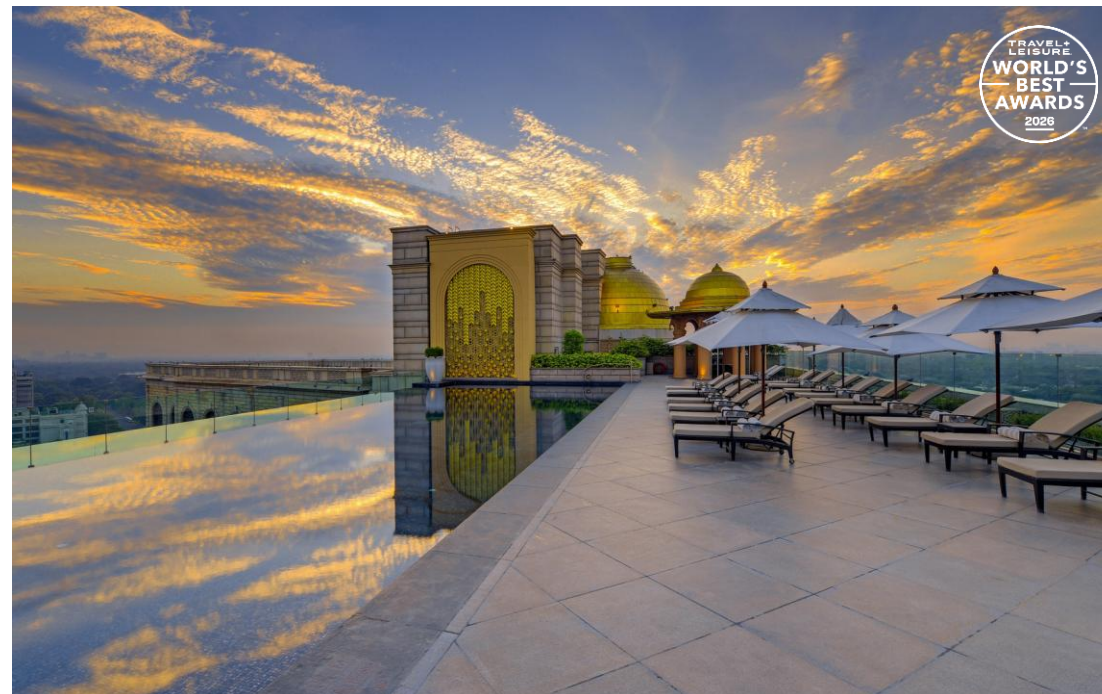
# Our Hotels Are Top Ranked Amongst the Best in India

## The Leela Palace Udaipur



**#2** Resort in India

## The Leela Palace New Delhi



**#2** City Hotel in India

Flagship Assets Recognized as Leaders In Global, Guest-voted Rankings

# The Leela | Value Proposition

## The Leela Pure Play Luxury Hospitality

### Luxury Market Focus

**Demand-Supply  
CAGR Gap**  
(4.9% in FY25-28E)

**Strong Growth Pipeline**  
(1,000+ Luxury Keys)

### Brand Strength

**40 Years of  
Timeless Indian Luxury**

**NPS Leadership**  
(86)<sup>(1)</sup>

### Best in Industry Operational Excellence

**Strong RevPAR Growth**  
(1.4x vs luxury)<sup>(2)</sup>

**Superior Margins, Asset  
Productivity and Cost Discipline**



## Brookfield The Sponsor & Promoter

**Backing of Long Term Capital,  
Institutional Ownership  
and Sound Governance**

**Capital and Network provides  
Unique Growth Channels**  
(BKC, Mumbai &  
Palm Jumeirah, Dubai)

1. Revinate, For April-June 2026  
2. Source: CoStar for April-June 2026

# The Leela | 40 Years of Timeless Indian Luxury



**Own the 'True Indian Luxury' Space**

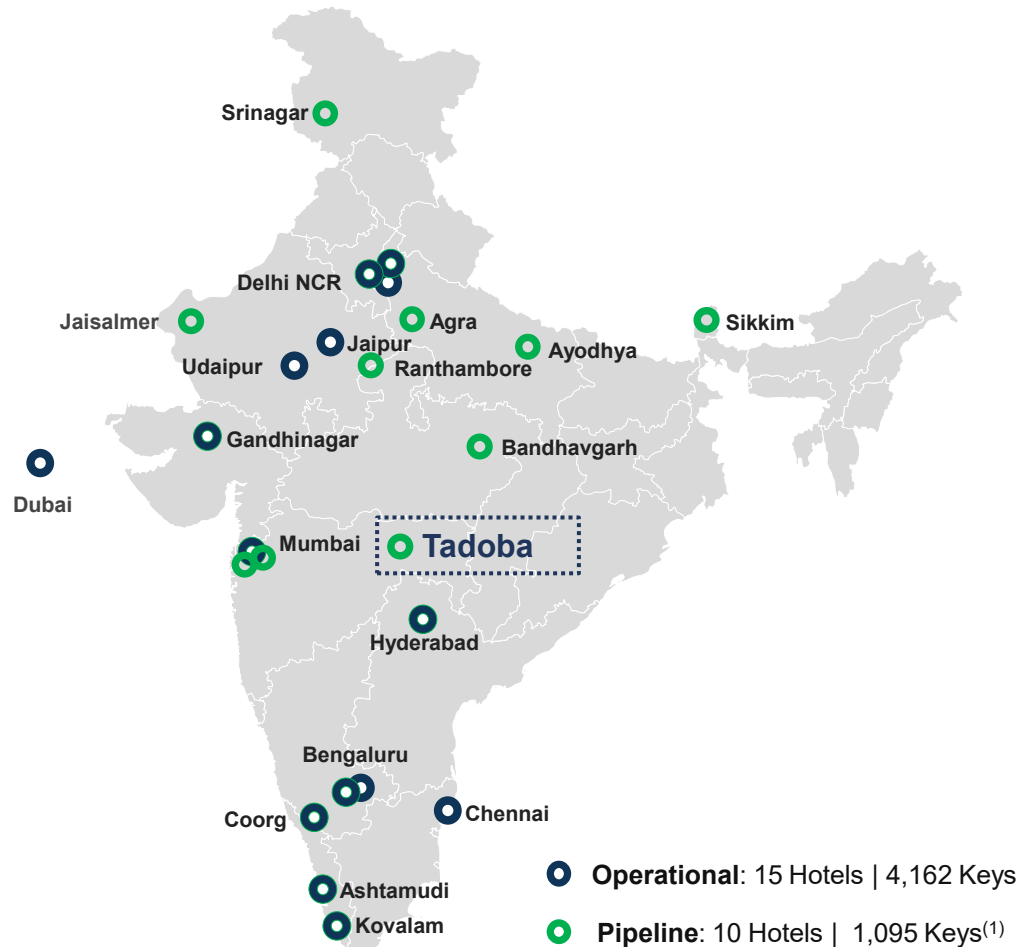
**Deepen Guest Engagement**

**Strengthen Brand Visibility and Saliency**

**Scale the Culture of The Leela**

**... through Year-round Activations, Specialised Programming, and Customer Delight Offerings**

# The Leela | Expanding Across India's Finest Destinations



## Strong Growth Pipeline

**25**  
Properties

**15** Operational Properties

**10** Properties in Pipeline

**~50% Owned, 50% Managed**

**5,257**  
Keys

**2,646** Owned Keys

**2,611** Managed Keys

**The Leela's Operational Portfolio Contributes ~12% of India's Luxury Hospitality Rooms<sup>2</sup>**

1. Including 38 keys under development at The Leela Palace Udaipur and expansion of 19 keys at Coorg  
2. Share of Branded Luxury Hotel rooms. HVS Anarock Research

# Q1FY27 Highlights | Strong Performance Across Key Dimensions

## 1 Robust RevPAR Growth led by Domestic Surge

**17%**  
RevPAR Growth

25% Growth in Domestic Room Revenue\*

## 2 Record EBITDA Growth

**41%**  
Operating EBITDA Growth

Record First-quarter Margin Performance

## 3 Pole Position in Customer Experience Metrics

**86**  
Net Promoter Score

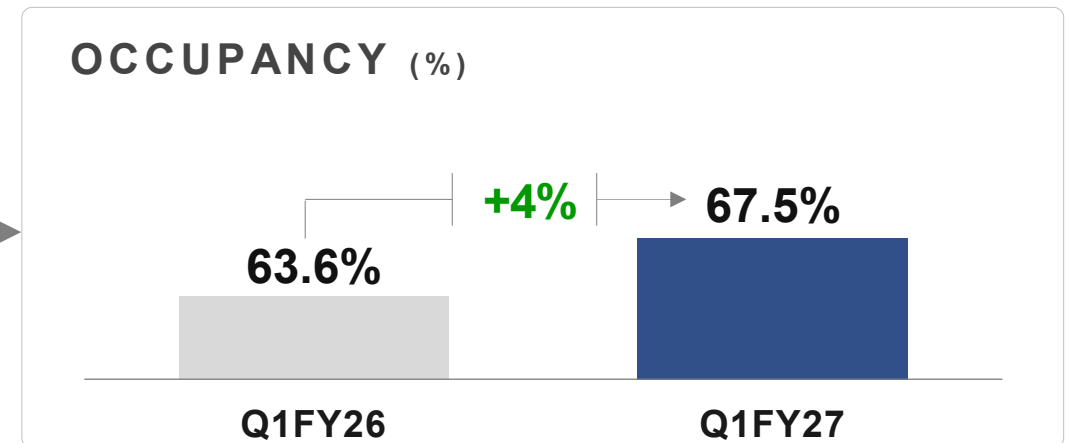
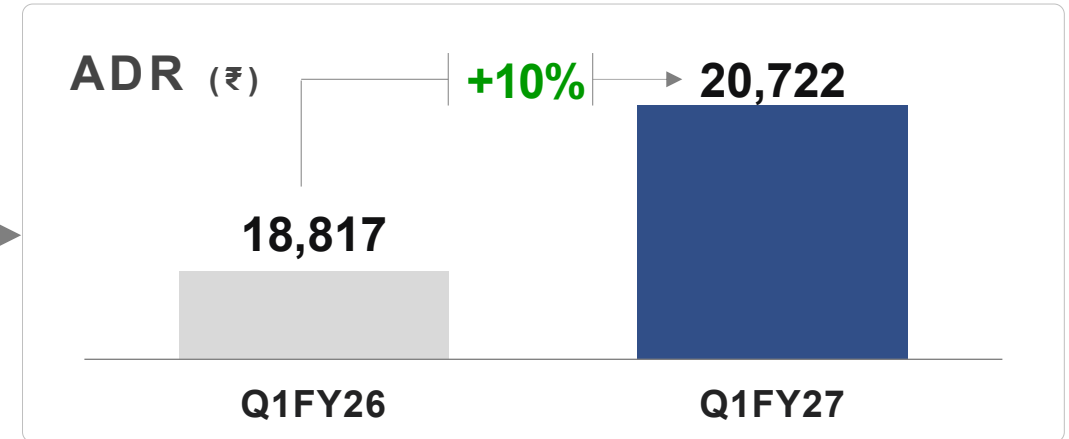
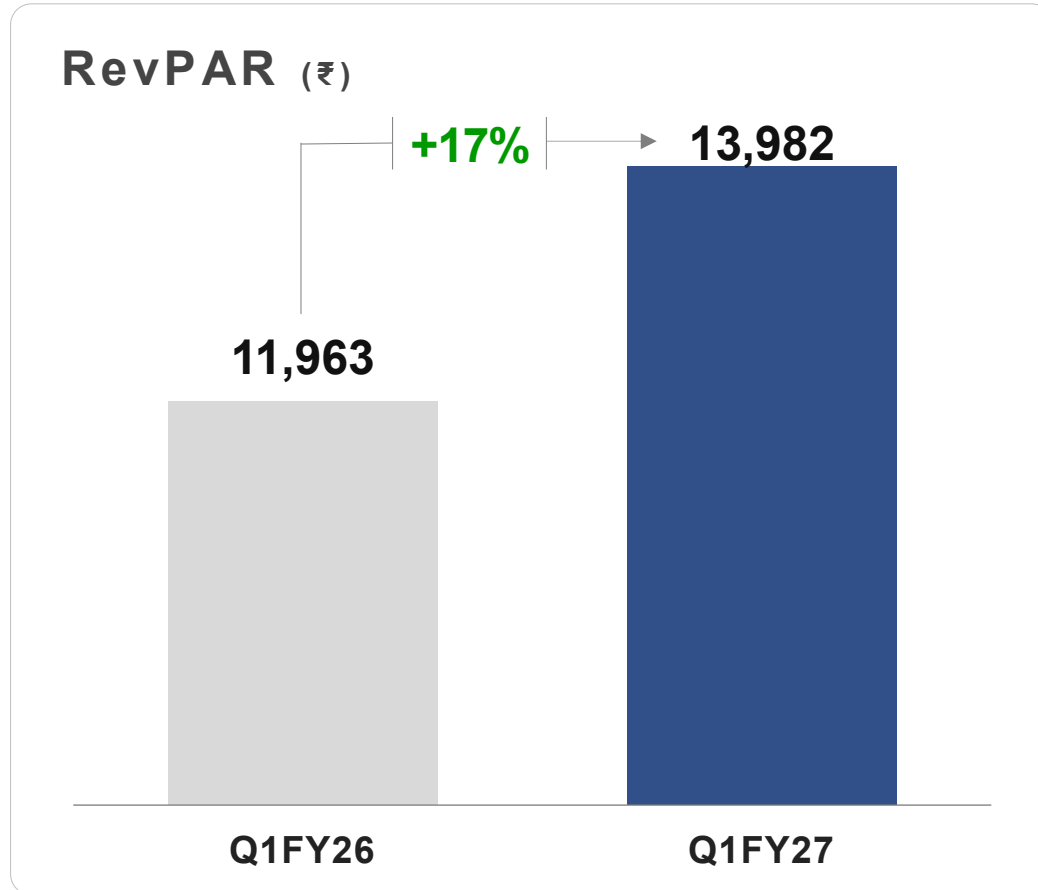
vs 74 for Industry^

## 4 Steadily Expanding Footprint in Key Locations



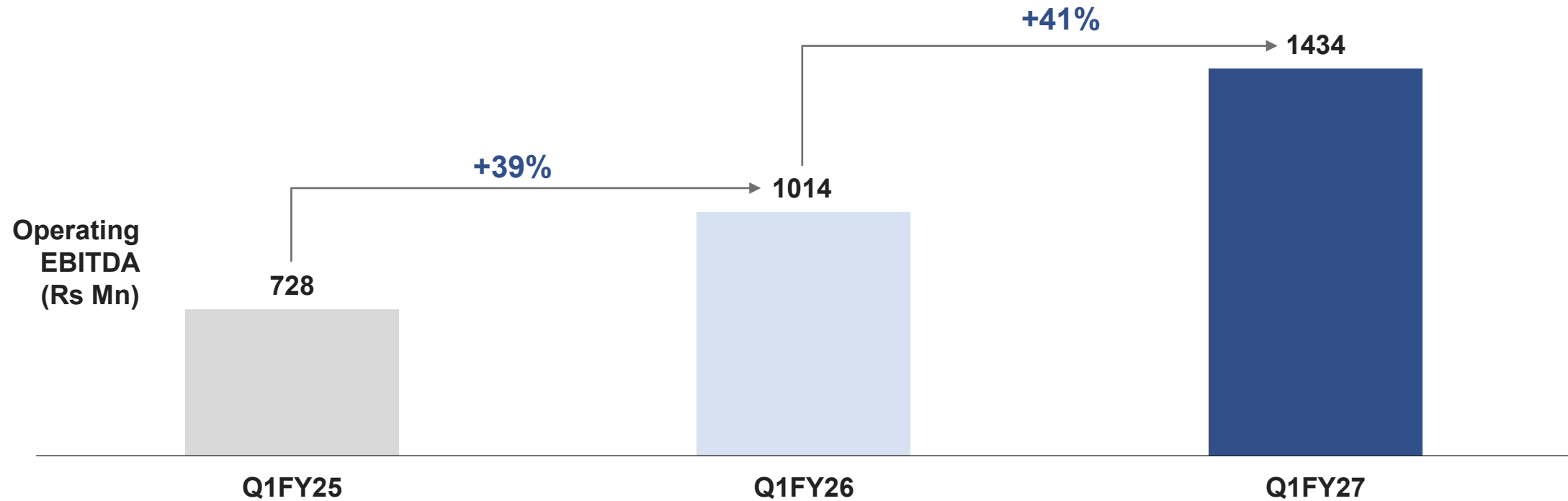
^Source: Revinate. Industry average represents data for CY 25 for Luxury segment in APAC Region, Revinate Hospitality Benchmark Report 2026  
\*For 5 Owned Palaces

# 1 17% RevPAR Growth, Fueled by Strong Domestic Demand



**Momentum driven by Double-digit ADR growth, in tandem with Occupancy Gain on an Expanded Portfolio**

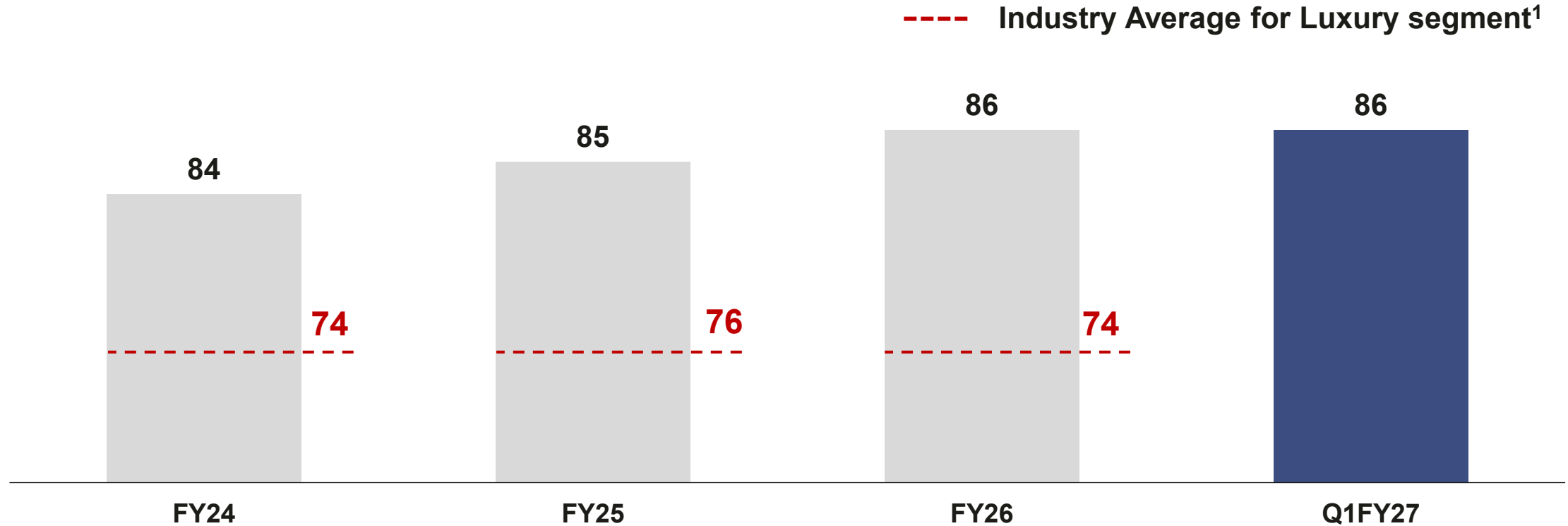
## 2 40%+ Operating EBITDA Growth



Operating Leverage and Fee Income Growth Driving Consistent EBITDA Growth

### 3 Pole Position in Customer Experience

The Leela Net Promoter Score (NPS)



**Excellence in Guest Service Standards, Reflected in The Leela's RevPAR Premium**

# 4 Steadily Expanding Footprint Across High-Potential Markets

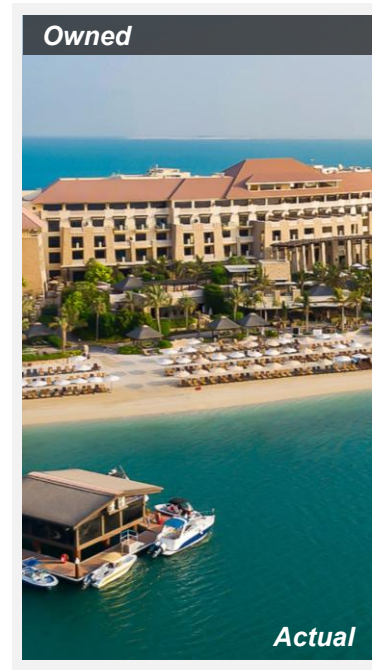
## Mumbai, BKC



**CBD Hotel  
Luxury**

**250 Keys**

## Palm Jumeirah, Dubai



**International Resort  
Leisure**

**546 Keys**

## Jaisalmer



**Resort  
Leisure**

**80 Keys**

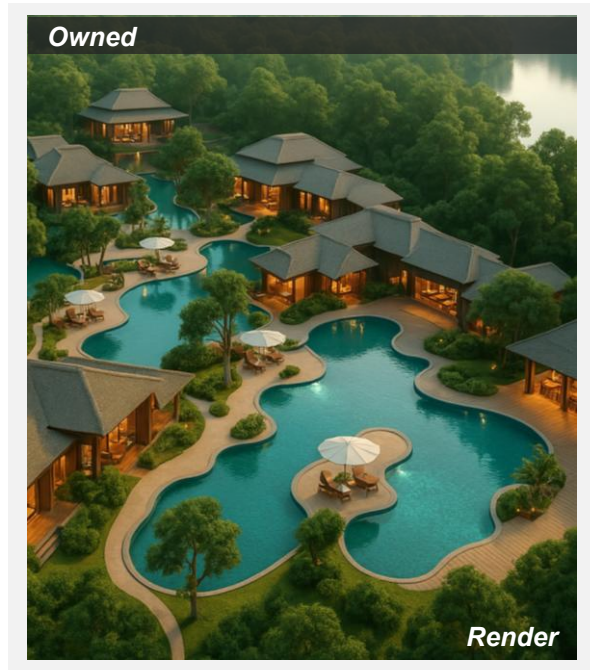
## Coorg



**Resort  
Wellness**

**71 Keys  
+19 Expansion**

## Tadoba



**Resort  
Wildlife**

**30 Keys**

# The Leela | Scaling Luxury Across Markets, Segments & Verticals



|                                                     | FY 20 <sup>2</sup> | FY 26                       | FY 30                                                                    |
|-----------------------------------------------------|--------------------|-----------------------------|--------------------------------------------------------------------------|
| <b>Total Properties   Keys</b>                      | 8   2,498          | 15   4,162<br>(1.9x   1.7x) | 25   5,257 <sup>3</sup><br>+ New Deals (Acq. + HMA) under evaluation     |
| <b>Owned Properties   Keys</b>                      | 4   1,007          | 7   1,834<br>(1.8x   1.8x)  | 14   2,646 <sup>3</sup>                                                  |
| <b>RevPAR<sup>1</sup> (INR)</b>                     | 7,584              | 17,460<br>(2.3x over FY20)  | • 10 Openings, expanding into 8 New Locations spanning multiple segments |
| <b>RevPAR premium<sup>1</sup> (Vs India Luxury)</b> | 1.2x               | 1.5x                        | • New verticals, including Luxury Residences and Clubs                   |
| <b>EBITDA (INR Mn)</b>                              | 1,930              | 8,133<br>(4.2x over FY20)   |                                                                          |
| <b>EBITDA Margin</b>                                | 34%                | 51%                         |                                                                          |

**A Decade of Growth: 2x Keys, 3x Properties and 10x EBITDA over FY20-FY30**

1. For 5 Owned Palaces

2. Basis Management information

3. Includes contracted hotels which will get operationalized by FY30

## 1 Operational Performance

## 2 Financial Highlights

## 3 Growth Updates

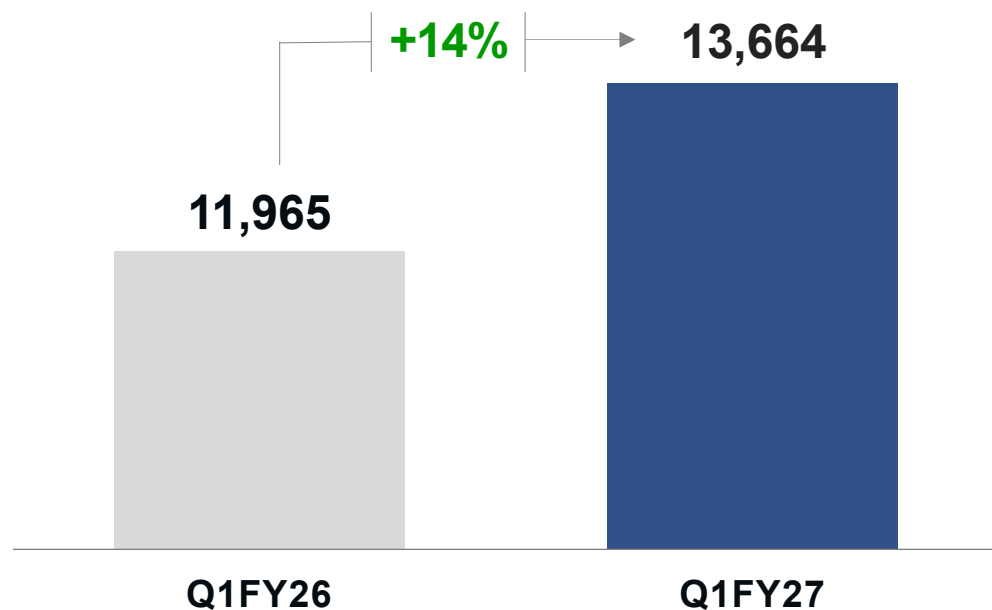
## 4 ESG

## 5 Annexure



# Broad-Based RevPAR Growth Across the Portfolio

## CITY HOTELS REVPAR (₹)



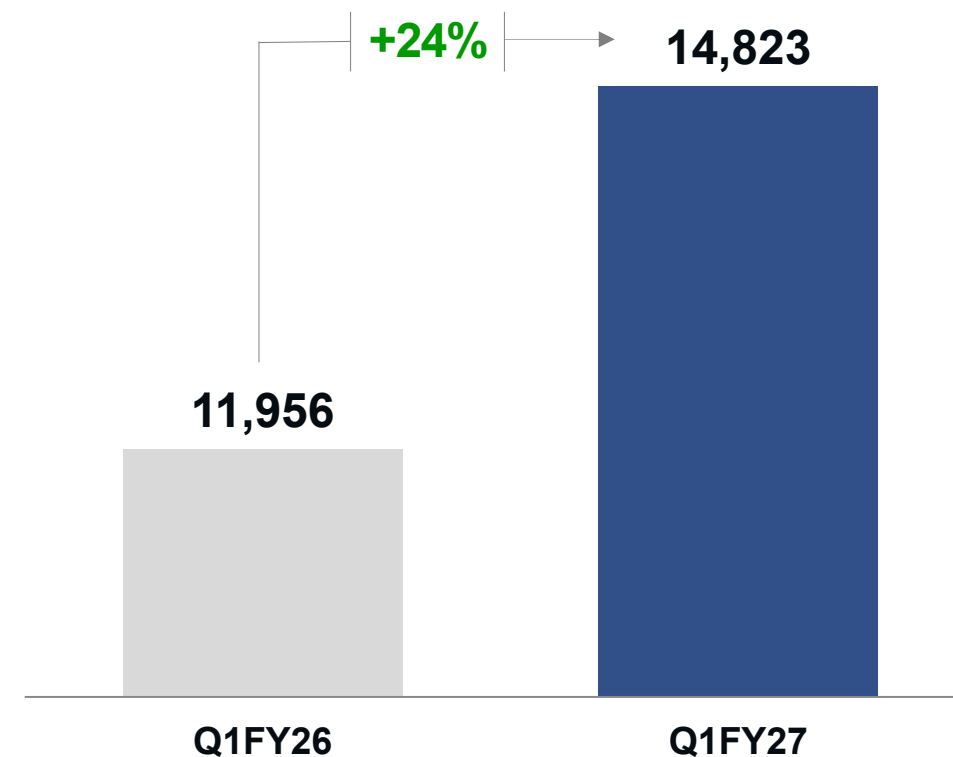
Occupancy

67%

73%

▲ ~5.9 pp

## RESORT HOTELS REVPAR (₹)



51%

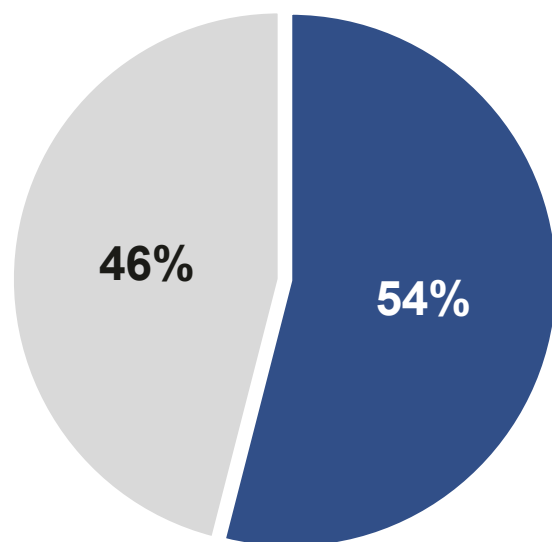
53%

▲ ~1.4 pp

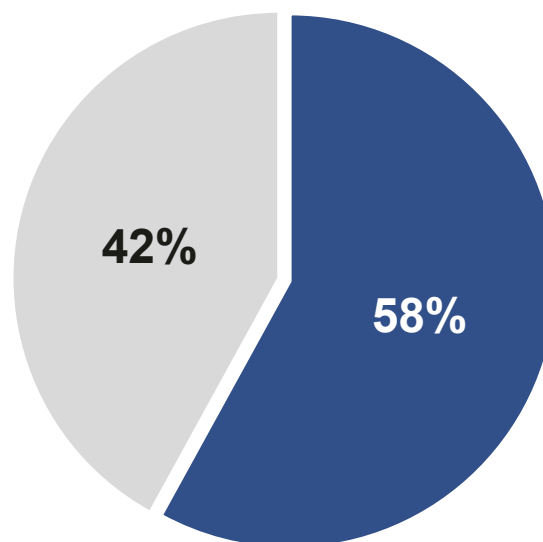
Chart not to scale

Note: Metrics presented above pertains to Domestic Owned Hotels, including Coorg

# Domestic Demand Offset Temporary FTA Impact



**Q1FY26**



**Q1FY27**

**Revenue Mix**

 International

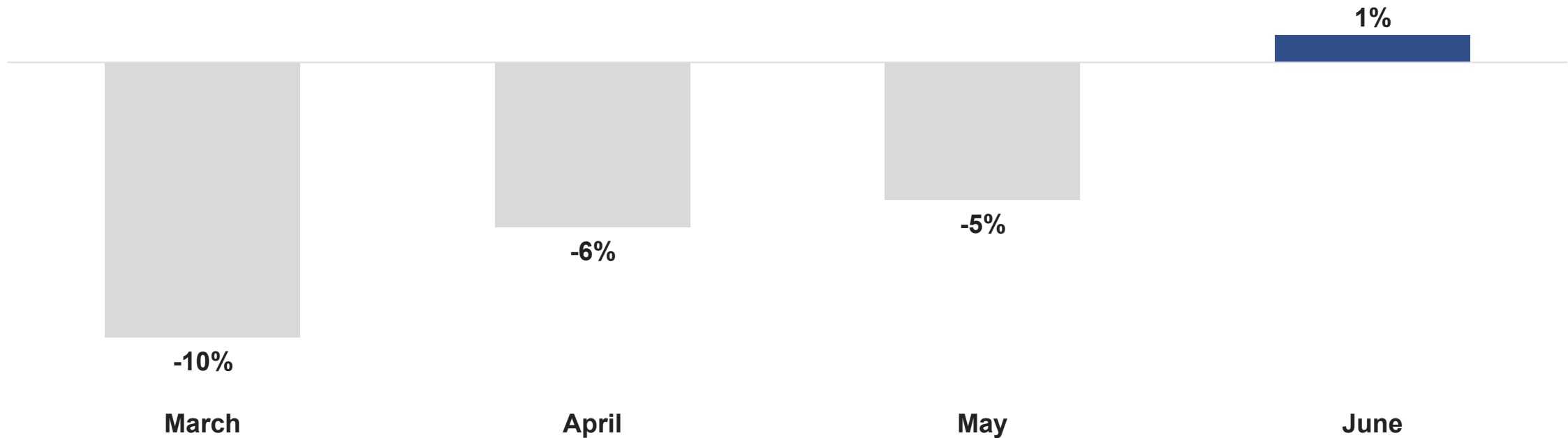
 Domestic

**25%**  
**Growth in Room  
Revenue from Domestic  
Segment**

**Agile Rebalancing of Mix, Through Harnessing Growing Domestic Demand Including MICE**

# International Mix has Significantly Recovered by June

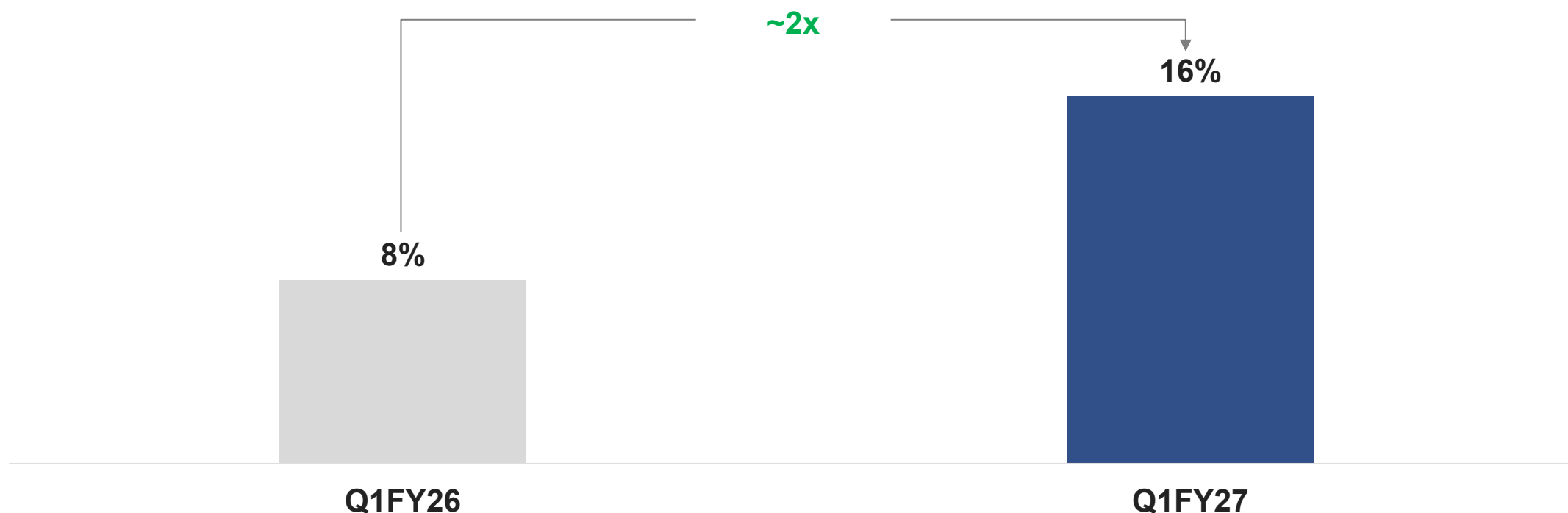
YoY Change in International Contribution



**Inbound Demand Reviving as Global Travel Adapts to Evolving Airspace Constraints**

# Scaling Direct Demand through Brand Website

## Brand Website Contribution to Room Revenue



Brand Website Contribution To Revenue Doubled, Improving Distribution Economics

1 Operational Performance

2 **Financial Highlights**

3 Growth Updates

4 ESG

5 Annexure



# Robust Revenue Growth Across Segments

(₹ in Mn)

| Particulars                        | Q1 FY27 | Q1 FY26 | Growth% |
|------------------------------------|---------|---------|---------|
| Room Revenue                       | 1,639   | 1,312   | 25%     |
| F&B Revenue                        | 1,326   | 1,063   | 25%     |
| HMA Fees                           | 262     | 141     | 86%     |
| Other Operational Services Revenue | 293     | 233     | 26%     |
| Operating Revenue                  | 3,520   | 2,748   | 28%     |

## Key Drivers

### Room Revenue

- Growth in Room Revenue from Domestic Segment
- Addition of Coorg Inventory

### F&B Revenue

- 26% growth in Non-Resident Covers at City Hotels, driving up Contribution to 54%
- Refurbishment / Addition of 8 F&B outlets

### HMA Fees

- Ramp-up of managed properties, including higher fees in some contracts linked to performance and past key money investments

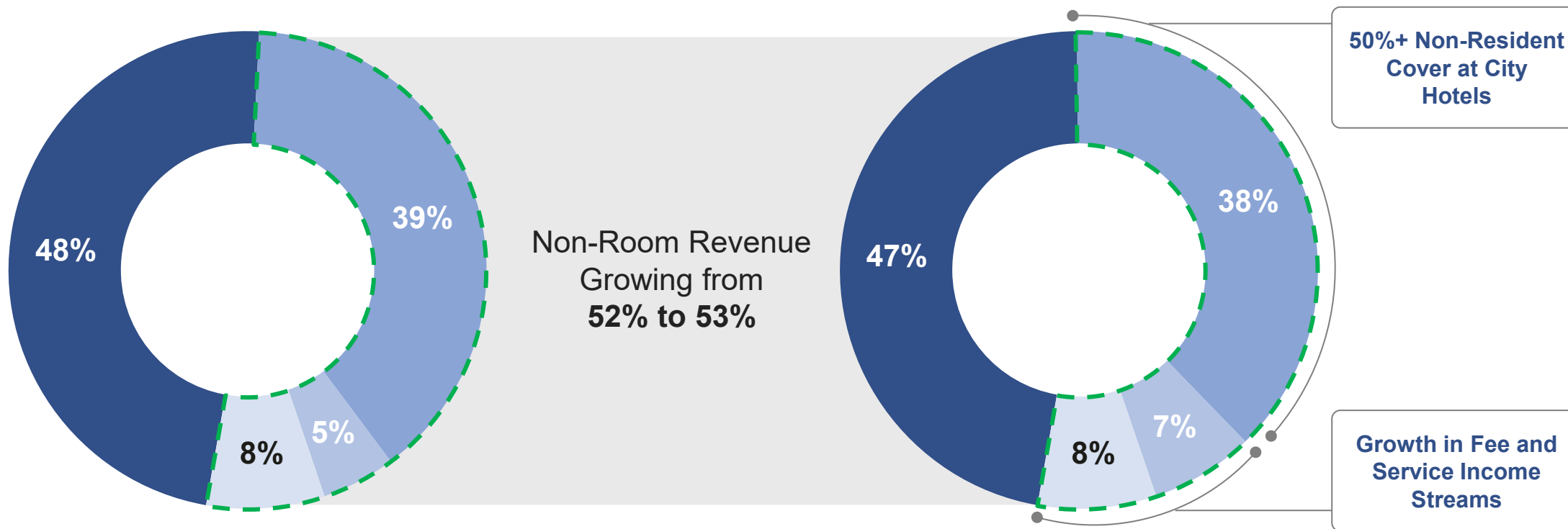
**Operating Revenue Up 28%, Underpinned by 25%+ Growth Across All Segments**

# Diversifying Revenue Mix and Growing Non-Room Streams

Q1FY26

Q1FY27

Room Revenue   F&B Revenue   HMA Fees   Other Operational Services Revenue



More Than Half the Revenue Comes From Beyond Rooms

# Operating Leverage Driving Margin Expansion, PAT up 4.6x

(₹ in Mn)

| Particulars                                                      | Q1 FY27      | Q1 FY26      | Var.%          |
|------------------------------------------------------------------|--------------|--------------|----------------|
| Revenue from operations                                          | 3,520        | 2,748        | 28%            |
| Other Income                                                     | 85           | 265          | (68%)          |
| <b>Total Revenue</b>                                             | <b>3,605</b> | <b>3,013</b> | <b>20%</b>     |
| <b>EBITDA</b>                                                    | <b>1,519</b> | <b>1,280</b> | <b>19%</b>     |
| <b>Operating Revenue</b>                                         | <b>3,520</b> | <b>2,748</b> | <b>28%</b>     |
| <b>Operating EBITDA</b>                                          | <b>1,434</b> | <b>1,014</b> | <b>41%</b>     |
| <b>Operating EBITDA Margin</b>                                   | <b>41%</b>   | <b>37%</b>   | <b>383 bps</b> |
| Less: Finance costs                                              | 393          | 860          | (54%)          |
| Less: Depreciation and amortisation expenses                     | 327          | 264          | 24%            |
| Add: Share of net profit/(loss) of joint ventures <sup>(1)</sup> | (156)        | 1            | -              |
| <b>Profit before tax</b>                                         | <b>643</b>   | <b>157</b>   | <b>310%</b>    |
| Less: Total tax expense                                          | 156          | 70           | 123%           |
| <b>Profit for the period</b>                                     | <b>488</b>   | <b>87</b>    | <b>460%</b>    |

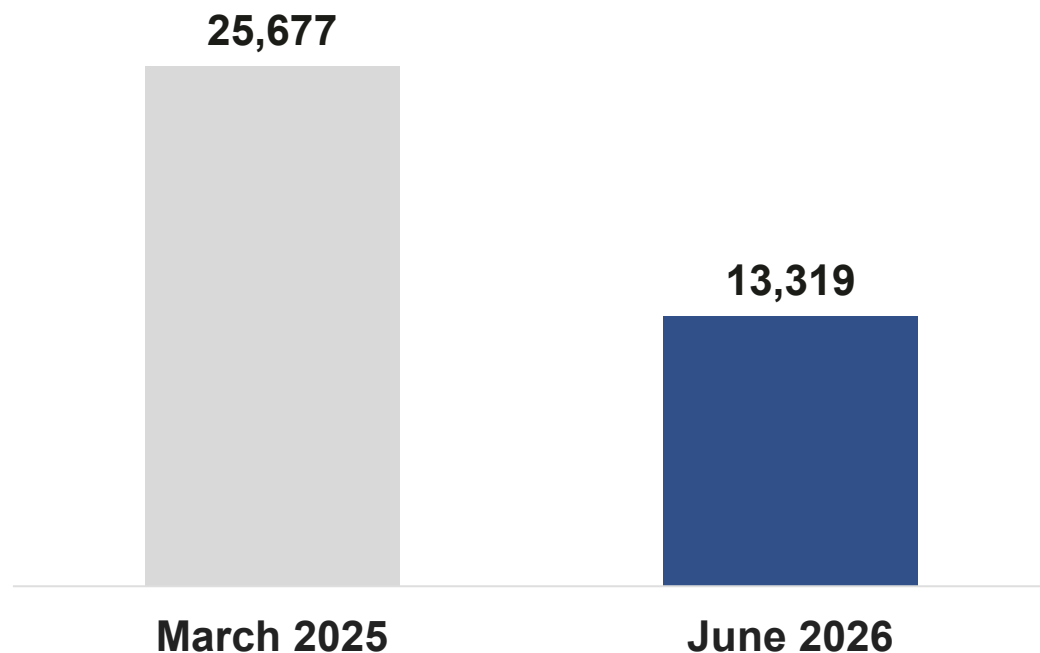
## Commentary

- 41% Operating EBITDA Margin the highest ever for an Apr-Jun quarter
- Finance cost reduced from deleveraging, interest cost reduction
- Temporary Dubai market headwinds from West-Asia conflict affected Share of profit of JVs; expected to ease as regional travel normalizes

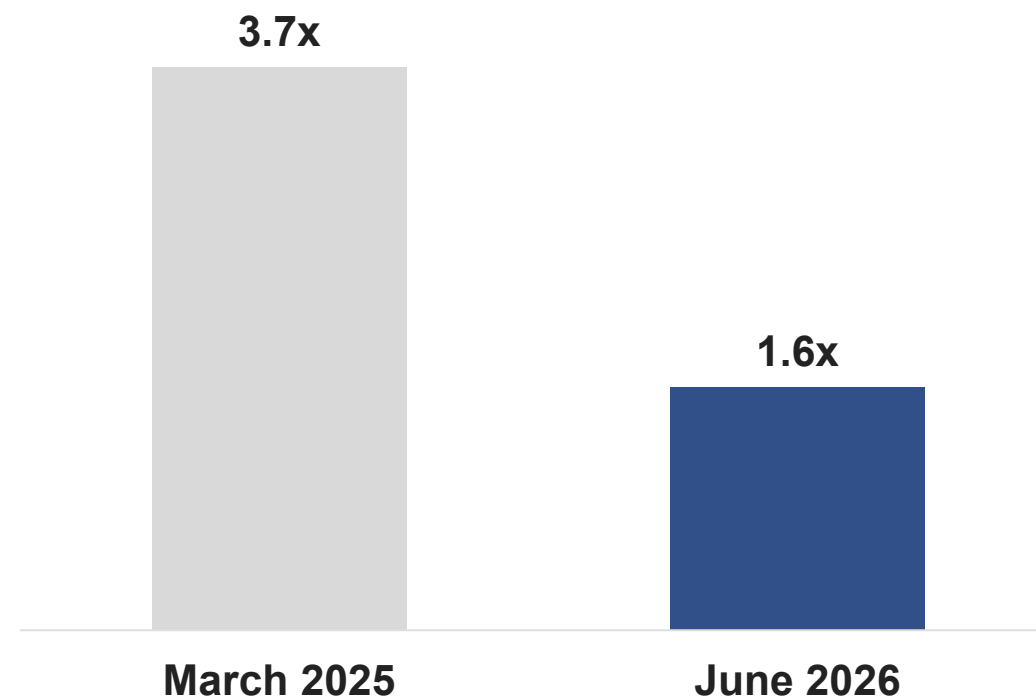
1. Primarily attributable to our 25% stake in Dubai Palm Jumeirah Hotel

# Growth-ready Balance Sheet with Healthy Leverage

## Net Debt



## Net Debt to EBITDA\*



**Prudent Capital Management and Optimal Leverage Position the Company for Growth**

1 Operational Performance

2 Financial Highlights

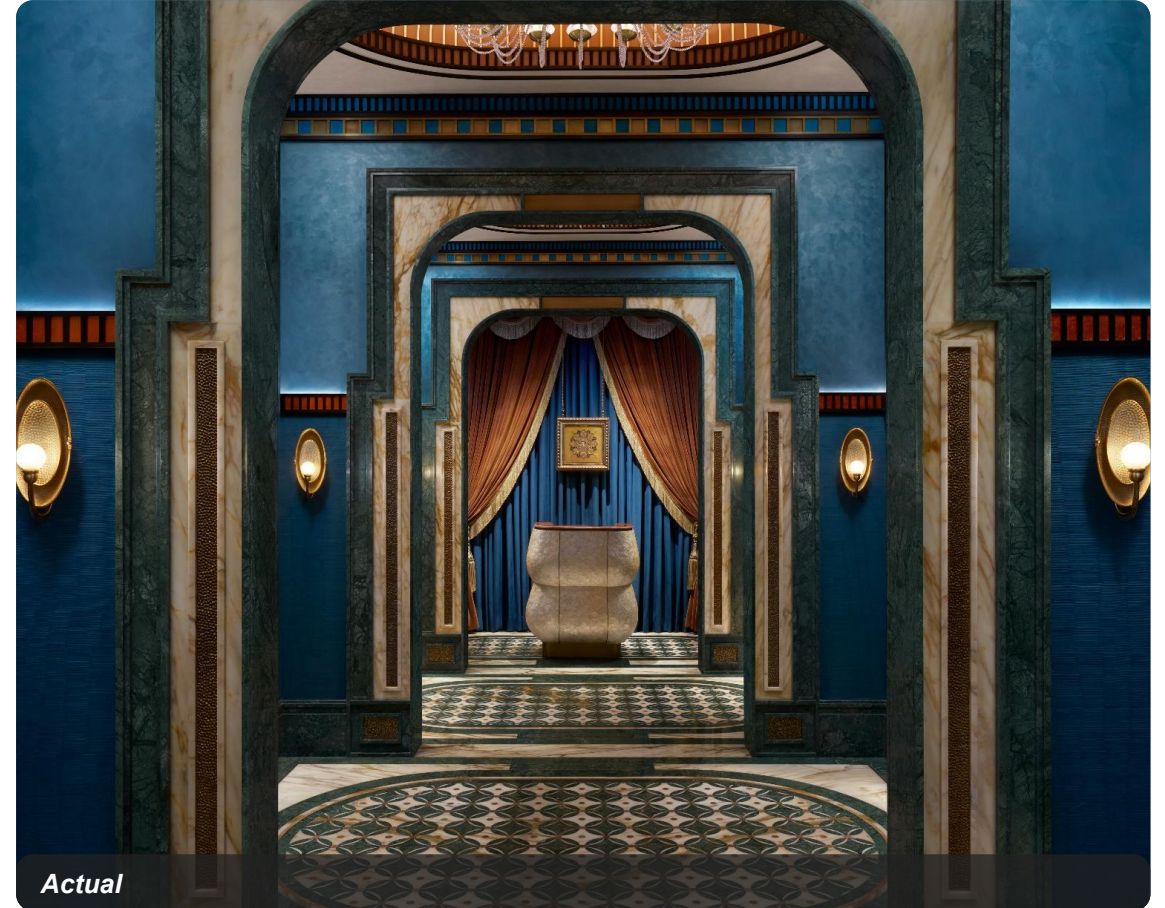
3 **Growth Updates**

4 ESG

5 Annexure



# ARQ Expanded to Second Club; New Delhi Now Open



Ultra-Premium Brand-Extension to Enhance Luxury Ecosystem for Leela Loyalists, and Grow Wallet-share

# Tadoba | Developing a Premier Wildlife Resort Destination

**62 Acres**

Plot Area

**30**

Keys

**~ ₹1,200Mn**

Capex

**₹40Mn**

Cost per Key

**CY30**

Project Completion

**60 Years\***

Concession Period



**Concession Agreement Executed**

# Tadoba | Fast-Growing, Underserved Wildlife Destination

## Demand Supply Gap

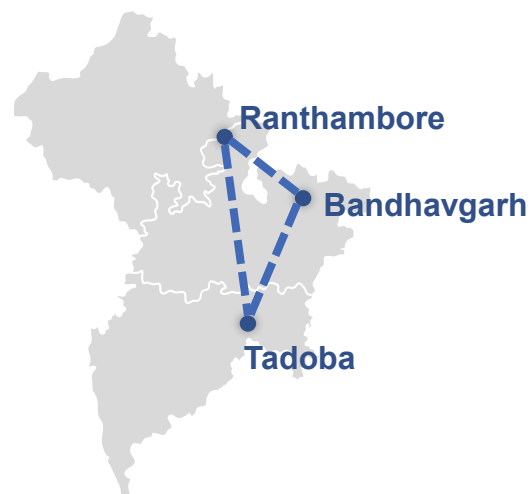
### Demand

2L+ annual visitors  
growing at ~7%  
CAGR historically

### Supply

Only 1 luxury hotel/  
8 upscale hotels  
with only ~155 keys

## Creating a Wildlife Tourism Circuit



## Convenient Access

140km / 3hrs drive from Nearest  
Airport Nagpur

1.5 hrs away from Mumbai  
by Air

1.25 hrs away from Pune  
by Air

## Tadoba - One of India's Oldest National Parks

**1955**

Year of Establishment

**625 sq km**

Park Area

**500+**

Species of Fauna

**~115**

Tigers

# Key Value Drivers for FY27

## New Vertical

### ✓ ARQ New Delhi



### 🕒 ARQ Chennai



## Same Store

### ✓ Azulian House Bengaluru



### 🕒 Wellness Facility Bengaluru



## Cost Optimization

### 🕒 Hybrid Plant Chennai



### 🕒 Solar Plant Coorg



**Asset Enhancement Initiatives to Drive Growth, Premiumization and Long-Term Value Creation**

# FY27 Openings: Wellness, Desert Leisure & Luxury Homes

## The Leela Coorg Forest Sanctuary



**Iconic Resort in South India  
(71 Keys\*, Owned)**

**Rebranded on 8<sup>th</sup> July 2026**

## The Leela Jaisalmer



**A Luxury Desert Resort and Spa  
(80 Keys, Managed)**

**Pre-Opening in Progress**

## The Leela Luxury Residences, Mumbai



**New Business Vertical  
(63 Keys, Managed)**

**Pre-Opening in Progress**

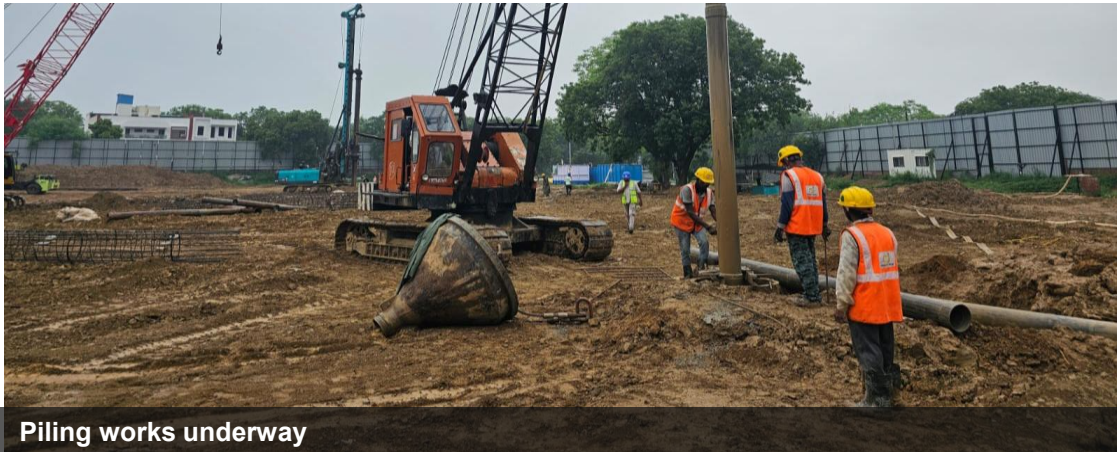
# On Track for 1,000+ Keys Addition Across Pipeline Assets

|                      | Keys         | Timelines | Status                                                                      |
|----------------------|--------------|-----------|-----------------------------------------------------------------------------|
| Jaisalmer            | 80           | CY26      | Public area works underway                                                  |
| Mumbai (Waterstones) | 63           | CY26      | Interior fit-outs in advanced stage                                         |
| Srinagar             | 170          | CY27      | Room walling and landscaping work in progress                               |
| Bandhavgarh          | 30           | CY27      | Villa construction in progress                                              |
| Sikkim               | 140          | CY28      | Main block and villa civil works underway                                   |
| Ayodhya              | 100          | CY28      | Design development and test piling completed. Main piling work to commence. |
| Agra                 | 99           | CY28      | Piling works underway                                                       |
| Ranthambore          | 76           | CY28      | Fort wall stabilization in progress                                         |
| Tadoba               | 30           | CY30      | Concession Agreement executed                                               |
| Mumbai (BKC)         | 250          | CY30      | Lease premium paid. Design finalization and site preparation in progress    |
| <b>Total</b>         | <b>1,038</b> |           |                                                                             |

**Activities in Full Swing Across Entire Pipeline**

# Expansion Pipeline: Execution in Full Swing

Agra



Piling works underway

Srinagar



Exterior work in progress

Ayodhya



Piling work in progress

Bandhavgarh



Construction of villas in progress

# Leela Centre of Excellence: Building Future Talent for Pipeline Assets



**Le Cordon  
Bleu  
partnership**

Institutionalising The Leela service culture at scale with Global hospitality curriculum

**9,600  
sq. ft.**

Purpose-built Centre of Excellence with immersive academic infrastructure

**3,000+  
personnel**

To be trained over the next 3 years to support portfolio expansion

**Strategic Partnership to Scale Culture and Talent Pipeline for Future Expansions**

# The Leela | Value-Creation Levers



1 Operational Performance

2 Financial Highlights

3 Growth Updates

4 **ESG**

5 Annexure



# Recognized Certification Showcasing ESG



## **Green Building**

All Owned Hotels **Platinum Rating** certified



## **Design for Greater Efficiencies**

**Advanced Rating:** Largest Hospitality Portfolio in South-East Asia to get Advanced Rating



## **Responsible water management**

For long-term water resilience



## **Eliminating single-use plastics**

By 2030

1 Operational Highlights

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2 Financial Performance

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3 Growth Updates

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4 ESG

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5 **Annexure**



# Our Journey So Far | Key Quarterly KPIs

| Operating Metrics                           | Units | Q1 FY25 | Q2 FY25 | Q3 FY25 | Q4 FY25 | Q1 FY26 | Q2 FY26 | Q3 FY26 | Q4 FY26* | Q1 FY27 |
|---------------------------------------------|-------|---------|---------|---------|---------|---------|---------|---------|----------|---------|
| Occupancy                                   | %     | 59.7%   | 64.9%   | 69.4%   | 77.6%   | 63.6%   | 68.7%   | 71.0%   | 71.4%    | 67.5%   |
| ADR                                         | ₹     | 16,698  | 18,042  | 25,827  | 27,918  | 18,817  | 19,290  | 30,337  | 32,012   | 20,722  |
| RevPAR                                      | ₹     | 9,975   | 11,712  | 17,912  | 21,678  | 11,963  | 13,262  | 21,551  | 22,862   | 13,982  |
| RevPAR Growth                               | %     |         |         |         |         | 20%     | 13%     | 20%     | 5%       | 17%     |
| RevPAR Premium<br>(vs India Luxury segment) |       | 1.2 x   | 1.3 x   | 1.4 x   | 1.5 x   | 1.3 x   | 1.5 x   | 1.6 x   | 1.6 x    | 1.4x    |

Note: RevPAR Premium source: CoStar  
Data for Owned Hotels  
\*Restated

**“Atithi Devo Bhava (Guest is God)”**



**THE LEELA**  
PALACES HOTELS RESORTS

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