INDIQUBE

Investor Presentation

Q1 FY27

Aug 2026

IndiQube's Growth Journey

2013

Sublets existing space to clients of Group company

Tenants request for additional amenities

Promoters identify addressable gap in Commercial Real Estate

2015

INDIQUBE

Incorporated to address unmet needs for Tenants

2018

$15 Mn – Strategic investments by

WESTBRIDGE | CAPITAL

Ashish Gupta

2021

Started our foray into Tier II cities with

Coimbatore

2022

$30 Mn – Funding led by Promoters & WestBridge Capital

Jul 30, 2025

Listed on NSE & BSE

Jun 30, 2026

17 Cities

137 Centers

10.61 Mn Sq.ft AUM

INDIQUBE

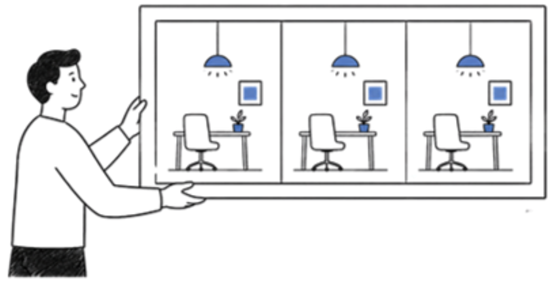
Our Mission

Elevating Experiences Across India's Commercial Spaces

Our Vision

Creating Workspaces for Everyone
GROW

Customized Interiors, Consistent Experience
DESIGNQUBE



Making Commercial Spaces Operate Better
INDIQARE

Fostering Sustainable Spaces for the Future
ECO

Curating Smart and Integrated Spaces
MIQUBE

INDIQUBE

We Are India's Integrated Managed Spaces Platform!

Reflections from Leadership

" Q1 FY27 marks a very strong start to the year, with IndiQube delivering its highest ever quarterly revenue of ₹428 crore, reflecting 37% YoY growth. What is equally encouraging is the quality of this growth, with profitability strengthening across every key metric.

EBITDA increased 34% to ₹87 crore, EBIT grew 59% to ₹55 crore, and PAT grew 91% to ₹35 crore. EBITDA margins remained healthy at 20%, while EBIT and PAT margins improved to 13% and 8% respectively, demonstrating the operating leverage inherent in our platform as we continue to scale.

With this momentum, we remain focused on maintaining a healthy balance of scale, profitability & capital efficiency.

-Rishi Das, Cofounder & CEO

" Our operating performance in Q1 FY27 reflects the increasing depth and efficiency of the IndiQube platform. Steady state occupancy strengthened to 90% and overall occupancy improved to 86%, underscoring healthy customer demand and improved utilization across the portfolio.

Value Added Services also continued to scale rapidly, with VAS revenue reaching ₹72 crore and its contribution to operating revenue increasing from 11% to 17%. The combination of a growing physical network, improving occupancy and a richer services mix gives us confidence in the operating trajectory of the business, and we remain optimistic about sustaining this momentum.

-Meghna Agarwal, Cofounder

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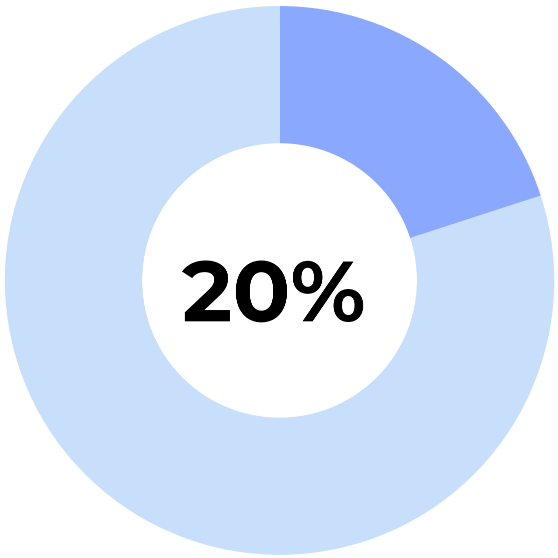
Financial Highlights

Highest Quarterly Revenue, Strong Growth in Profitability

Q1 FY27

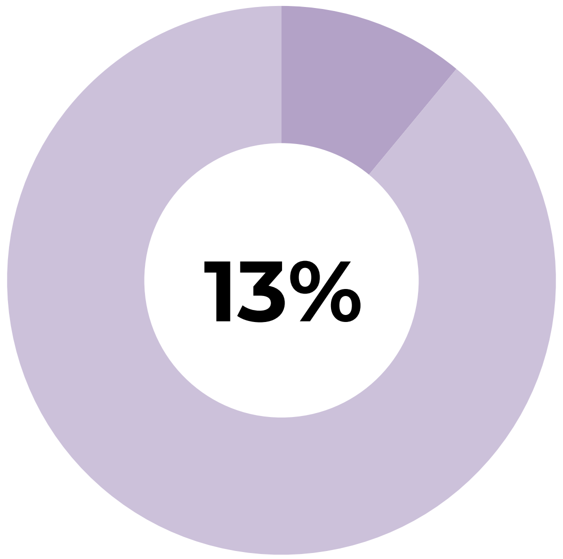
Revenue	EBITDA	EBIT	PAT
₹428 Crores	₹87 Crores	₹55 Crores	₹35 Crores
▲ **37%** | ₹313 Cr in Q1 FY26	▲ **34%** | ₹65 Cr in Q1 FY26	▲ **59%** | ₹34 Cr in Q1 FY26	▲ **91%** | ₹19 Cr in Q1 FY26

EBITDA Margin



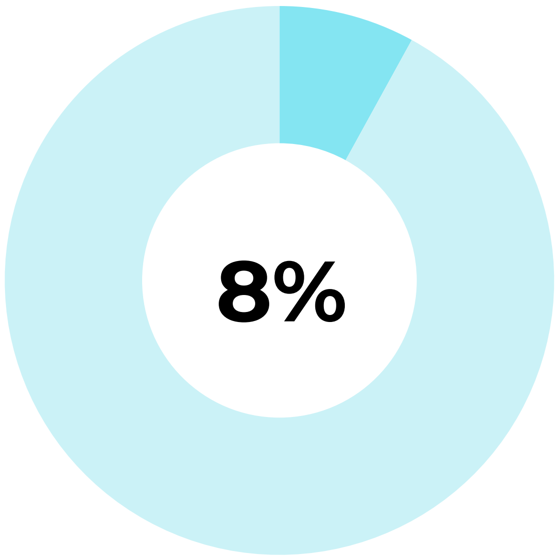
Vs 21% in Q1 FY26

EBIT Margin



Vs 11% in Q1 FY26

PAT Margin



Vs 6% in Q1 FY26

 | IGAAP Equivalent

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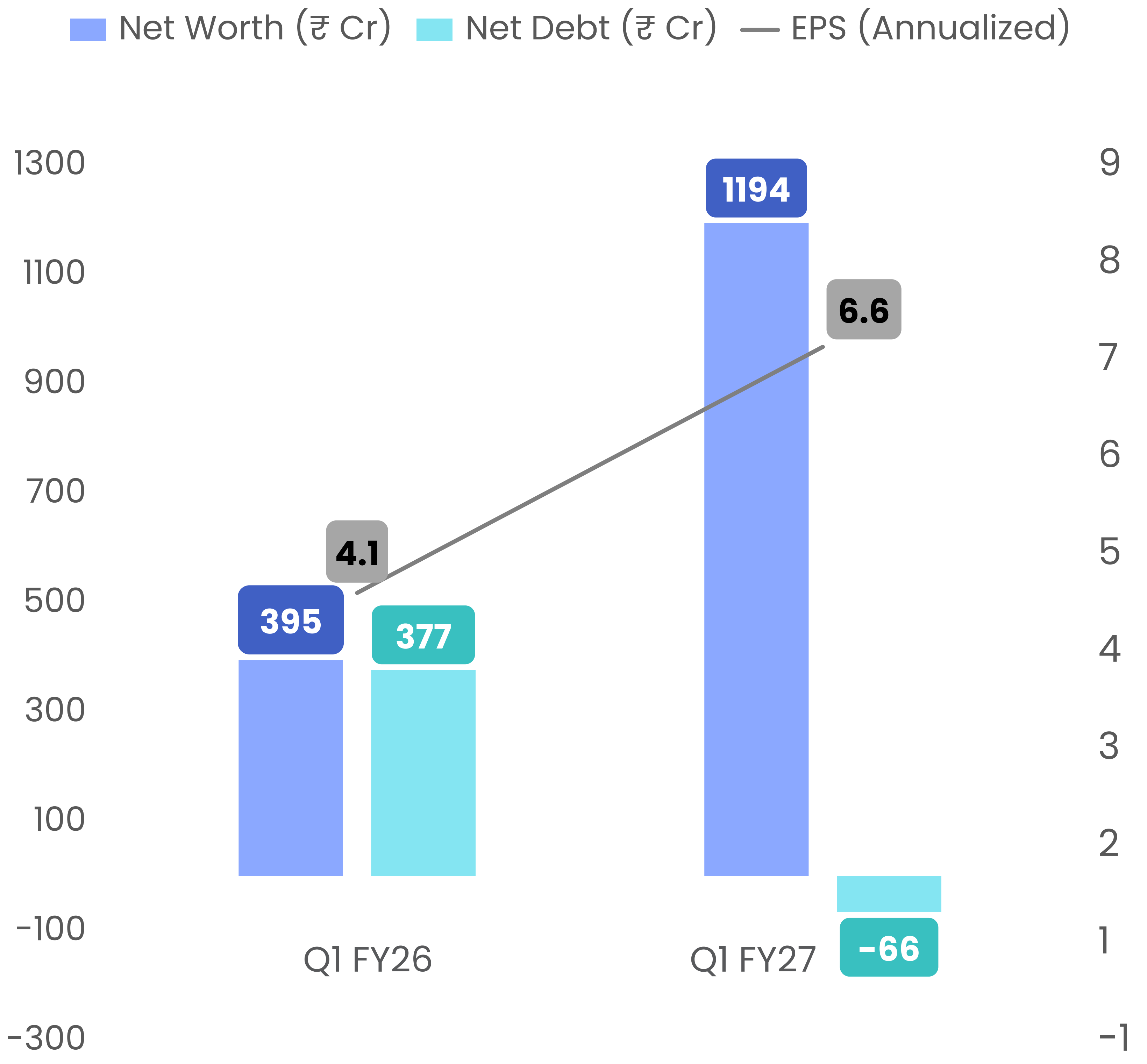
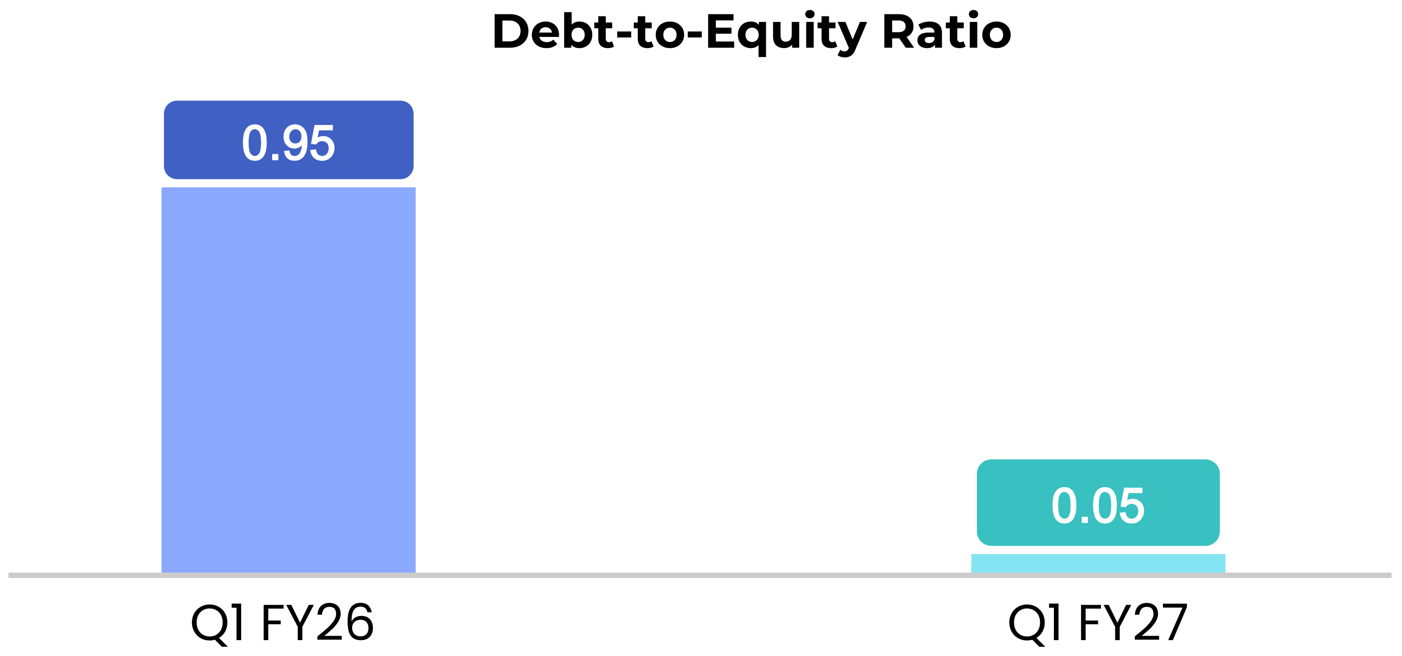
Key Financial Indicators



PARTICULARS	Q1 FY26	Q1 FY27
Gross Debt	377	278
Bank Balances Other than Cash & Cash Equivalent	0	325
Cash & Cash Equivalents	0	18
Net Debt (A)*	377	(66)
Net Worth (B)	395	1194
Debt–to-Equity Ratio = A / B	**0.95**	**0.05**



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Profit & Loss Statement

₹ Cr

PARTICULARS	Q1 FY27	Q4 FY26	Q1 FY26
Revenue	**428**	**407**	**313**
Recurring Revenue	395	372	307
One Time Revenue	33	35	7
Expenses	**342**	**327**	**248**
Purchase of Traded Goods	27	26	10
Employee Benefit Expense	24	24	20
Other expenses	291	276	218
EBITDA	**87**	**80**	**65**
EBITDA Margin %	***20%***	**20%**	***21%***
Less : Finance Cost	11	9	10
Less: Depreciation & Amortization	40	41	30
Add: Other Income	8	8	0
Profit Before Tax	**43**	**38**	**25**
PBT Margin %	***10%***	***9%***	***8%***
Less: Tax Expenses	8	9	6
PAT	**35**	**30**	**18.5**
PAT Margin %	**8%**	**7%**	**6%**

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Reconciliation of IGAAP Equivalent & Ind AS

₹ Cr

PARTICULARS	Q1 FY27			Q4 FY26			Q1 FY26		
	Ind AS	Ind AS Adj.	IGAAP Eq.	Ind AS	Ind AS Adj.	IGAAP Eq.	Ind AS	Ind AS Adj.	IGAAP Eq.
Revenue from operations	423	(6)	428	401	(5)	407	309	(4)	313
Other income	26	18	8	24	16	8	15	15	0
Total Income	**449**	**13**	**436**	**426**	**11**	**415**	**324**	**11**	**313**
Purchases of traded goods	27	0	27	26	0	26	10	0	10
Employee benefit expense	24	0	24	24	0	24	20	0	20
Finance costs	**127**	**116**	**11**	**119**	**111**	**9**	**110**	**100**	**10**
- Interest on borrowings	11	0	11	9	0	9	10	0	10
- *Interest on lease liabilities*	116	116	0	111	111	0	100	100	0
Depreciation & Amortization expense	**188**	**148**	**40**	**177**	**136**	**41**	**143**	**113**	**30**
- Property, Plant, Equipment & Intangible Asset	40	0	40	41	0	41	30	0	30
- *ROU (Right-of-use Assets)*	148	148	0	136	136	0	113	113	0
Other expenses	113	178	291	103	(173)	276	91	(127)	218
Total expenses	**479**	**86**	**393**	**450**	**73**	**376**	**374**	**86**	**289**
Profit / (loss) before tax	**(30)**	**(74)**	**43**	**(24)**	**(62)**	**38**	**(50)**	**(74)**	**25**
Tax expense	(7)	(15)	8	(1)	(10)	9	(13)	(19)	6
Profit / (loss) after tax	**(24)**	**(59)**	**35**	**(23)**	**(52)**	**30**	**(37)**	**(55)**	**19**

 | In addition to our financial results prepared in accordance with Ind AS, we have provided IGAAP-equivalent (IGAAP Eq.) results, which exclude the impact of key Ind AS adjustments (Ind AS Adj.). We believe this supplementary financial information offers investors a clearer view of our underlying business performance, enabling a better understanding of our historical results. It also provides greater transparency into the key metrics that our management relies on for strategic, financial, and operational decision-making. By presenting these IGAAP-equivalent results, we aim to equip investors with an additional, consistent benchmark for evaluating our performance over multiple period

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Reconciliation of IGAAP Equivalent & Ind AS

₹ Cr

PARTICULARS	Q1 FY27			Q4 FY26			Q1 FY26		
	Ind AS	Ind AS Adj.	IGAAP Eq.	Ind AS	Ind AS Adj.	IGAAP Eq.	Ind AS	Ind AS Adj.	IGAAP Eq.
Revenue from operations	423	(6)	428	401	(5)	407	309	(4)	313
Other income	26	18	8	24	16	8	15	15	0
Total Income (A)	**449**	**13**	**436**	**426**	**11**	**415**	**324**	**11**	**313**
Purchases of traded goods (B)	27	0	27	26	0	26	10	0	10
Employee benefit expense (C)	24	0	24	24	0	24	20	0	20
Depreciation & Amortization expense (D)	**188**	**148**	**40**	**177**	**136**	**41**	**143**	**113**	**30**
- Property, Plant, Equipment & Intangible Asset	40	0	40	41	0	41	30	0	30
- ROU (Right-of-use Assets)	148	148	0	136	136	0	113	113	0
Other expenses (E)	113	178	291	103	(173)	276	91	(127)	218
Total expenses	**479**	**86**	**393**	**450**	**73**	**376**	**374**	**86**	**289**
EBIT (A – B – C – D – E)	**96**	**41**	**55**	**95**	**48**	**47**	**60**	**26**	**34**

RECONCILIATION SUMMARY	Q1 FY27	Q4 FY26	Q1 FY26
EBIT (Ind AS)	**97**	**95**	**60**
Add: Depreciation on *ROU**	148	136	113
Less: Other Income*	13	11	11
Less: Other Expenses **	178	173	127
EBIT (IGAAP Equivalent)	**55**	**47**	**34**

 | *Depreciation on ROU and Other Income are Ind AS related non-cash and notional items | **Other Expenses are cash based and mainly rental expenses paid to landlords.

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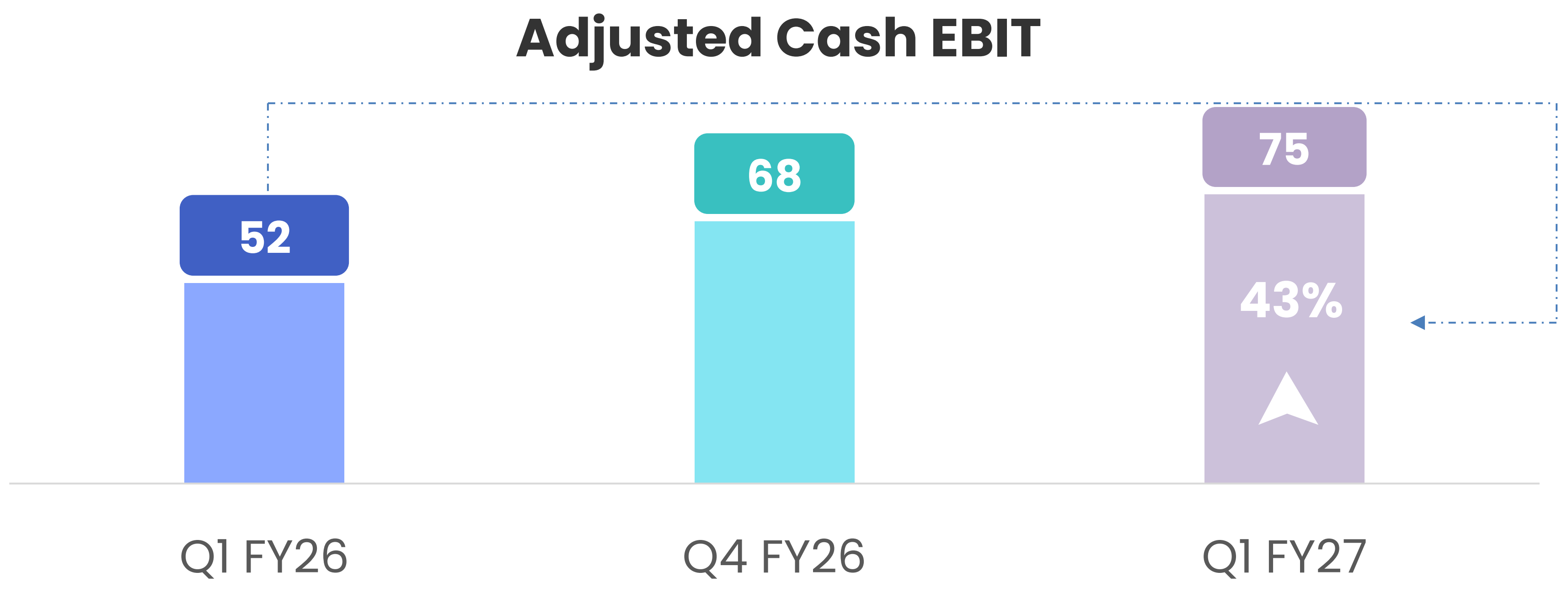
Cash EBIT & Adjusted Cash EBIT

₹ Cr

PARTICULARS	Q1 FY27	Q4 FY26	Q1 FY26
Revenue from operations	**423**	**401**	**309**
Less : Purchases of traded goods	27	26	10
Less : Employee benefits expense	24	24	20
Less : Other expenses	113	103	91
Expenses	**165**	**153**	**121**
Less : Payment of lease liabilities	190	185	140
Cash EBIT	**68**	**63**	**48**
Add : Income on finance lease	6	5	4
Adjusted Cash EBIT	**75**	**68**	**52**
Adjusted Cash EBIT % Revenue from operations	**18%**	**17%**	**17%**



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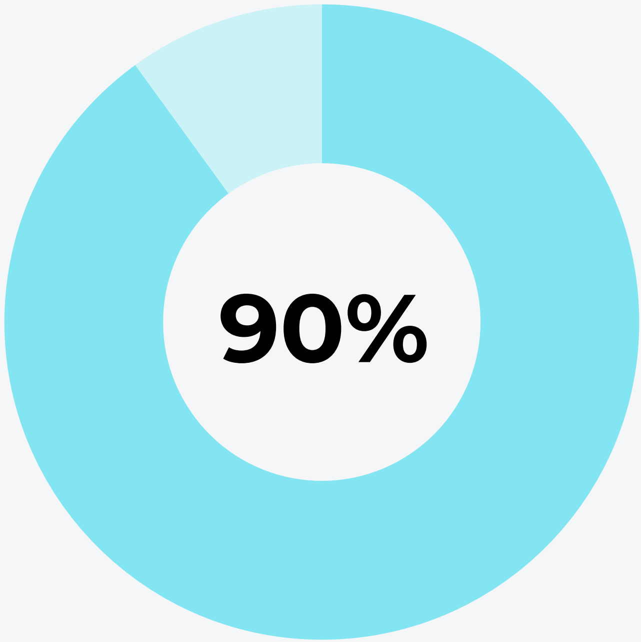
Operational Highlights

Pan-India Growth with Strong Steady State Occupancy

Q1 FY27

Area Under Management	Centers	Cities	No of Seats
10.61 Mn Sq.ft.	137	17	236 K
▲ **22%** | 8.7 Mn Sq.ft. in Q1 FY26	▲ **14%** | 120 Centers in Q1 FY26	8 Tier I & 9 Tier II Cities	▲ **22%** | 193 K Seats in Q1 FY26

Steady State Occupancy

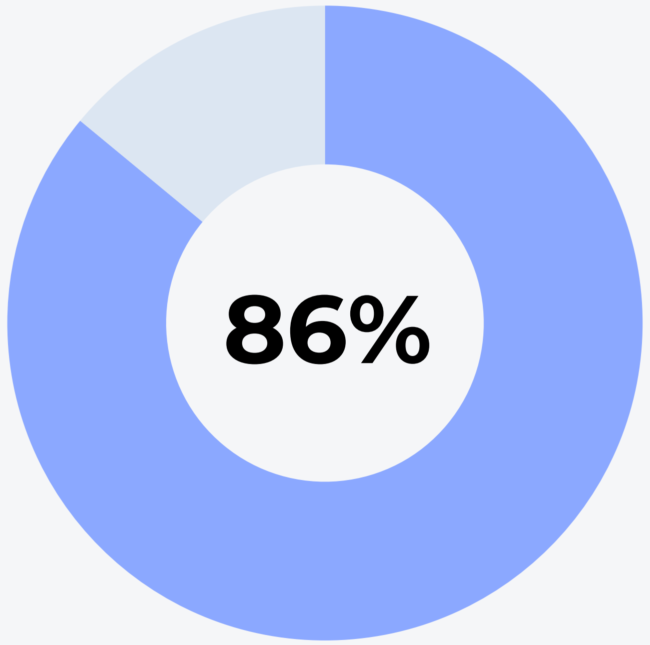


Vs 87% in Q1 FY26

Key Highlights

- Accelerated North India Expansion with 3.9 Lakh Sq. Ft. Office Supply on Noida Expressway
- Signed 39K sq. ft. Design & Build project in Bengaluru for a leading Canadian visual effects, animation & creative solutions company
- Signed ₹52 Cr workspace deal with a leading consulting and management services company in Bangalore
- Steady state center occupancy rising to 90%, demonstrating robust demand and operating efficiency of matured centers

Overall Occupancy



Vs 85% in Q1 FY26

 | Area Under Management : Rent Paying Area + LOI Signed & Yet to be Rent Paying Area | Rent Paying Area : Area for which IndiQube is paying rentals to landlords

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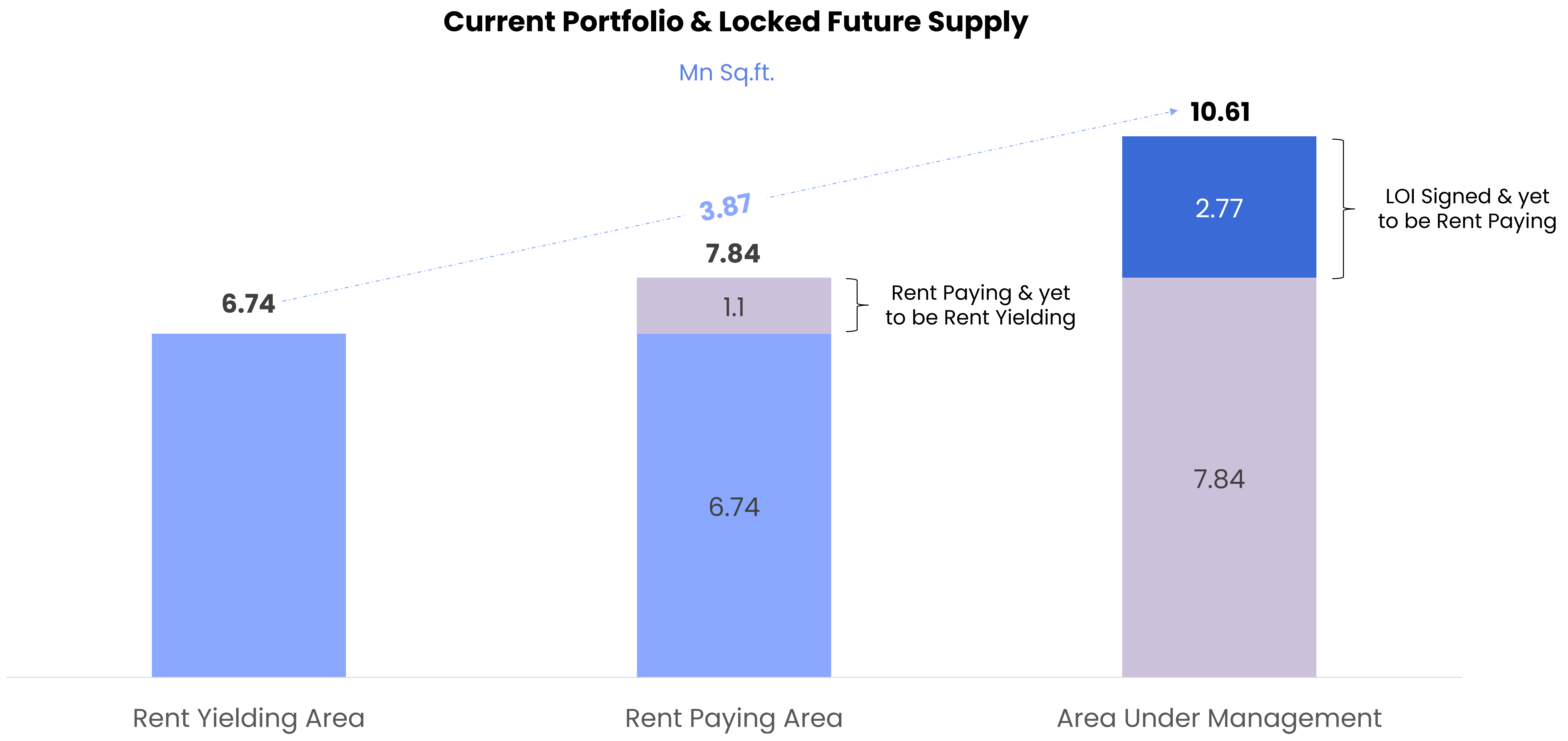
Growth Runway with 3.87 Mn Sq.Ft. in Occupancy Headroom



 | Rent Yielding Area : Area for which IndiQube is collecting rentals from clients | Rent Paying Area : Area for which IndiQube is paying rentals to landlords | LOI Signed : Future supply pipeline | Area Under Management : Rent Paying Area + LOI Signed & Yet to be Rent Paying Area

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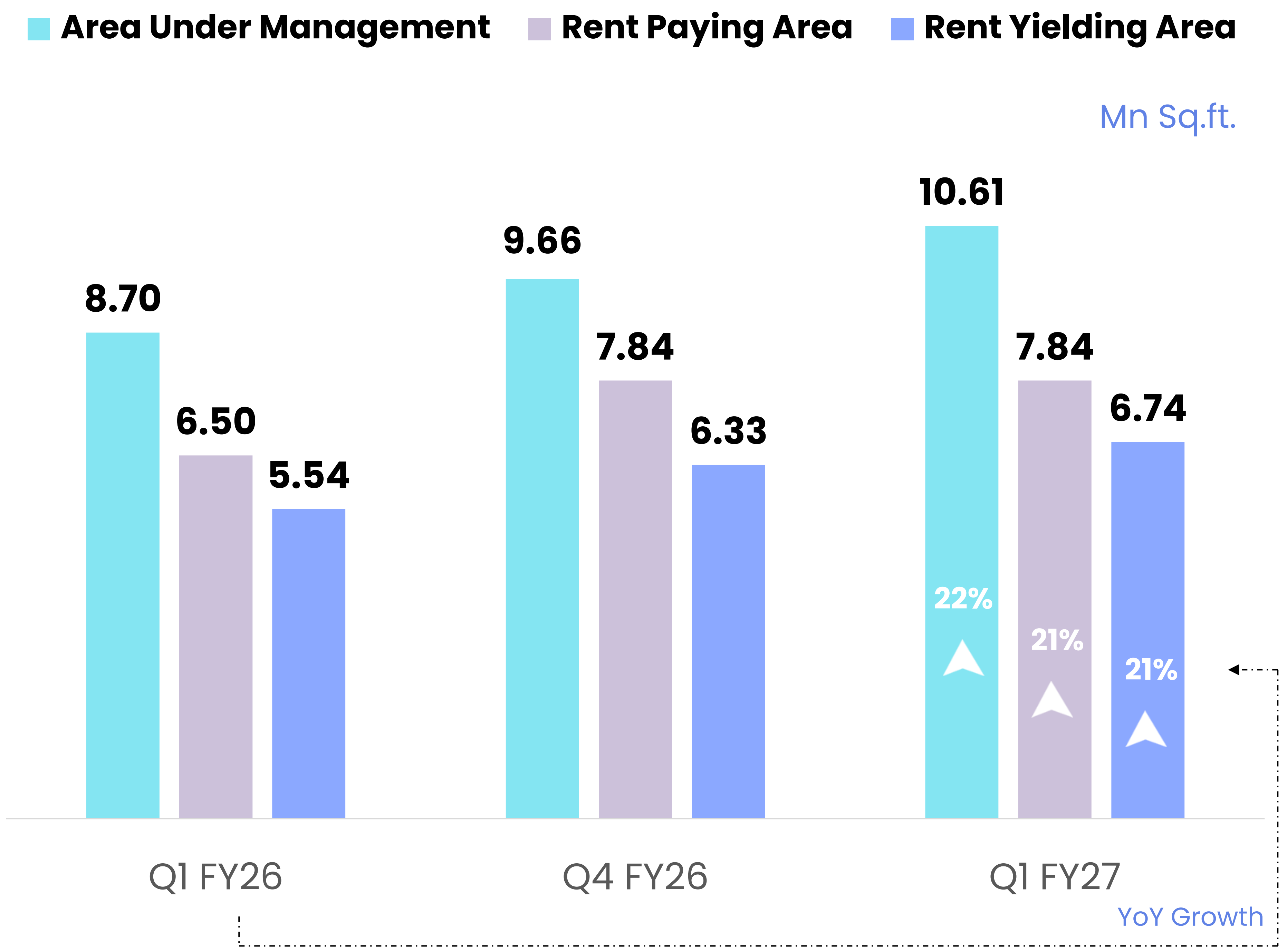
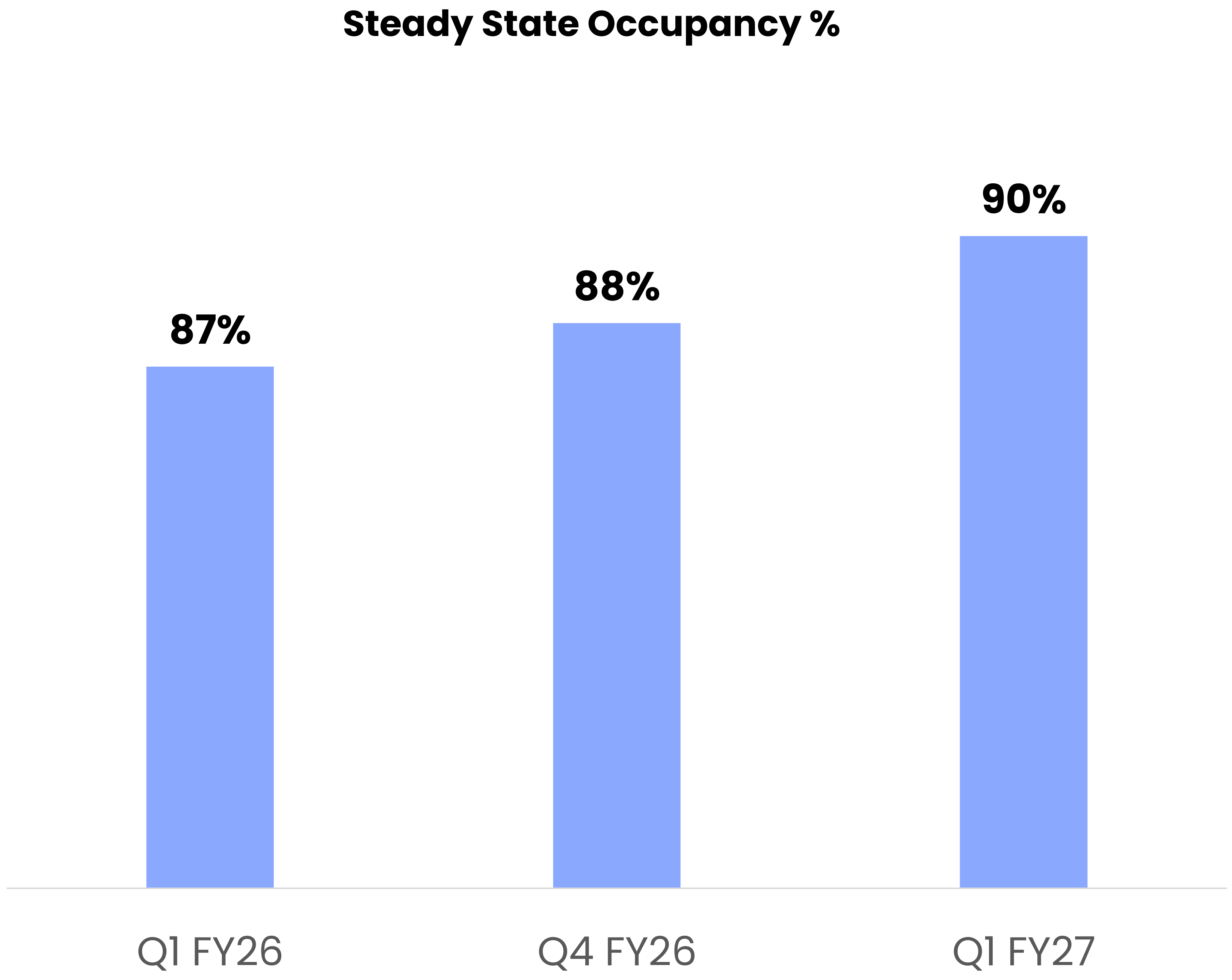
Expanding Footprint with Improving Steady State Occupancy





 | Occupancy % : Rent Yielding Area divided by Rent Paying Area | Steady State Occupancy : Occupancy of mature centers that are > 12 months old

Asset Liability Management

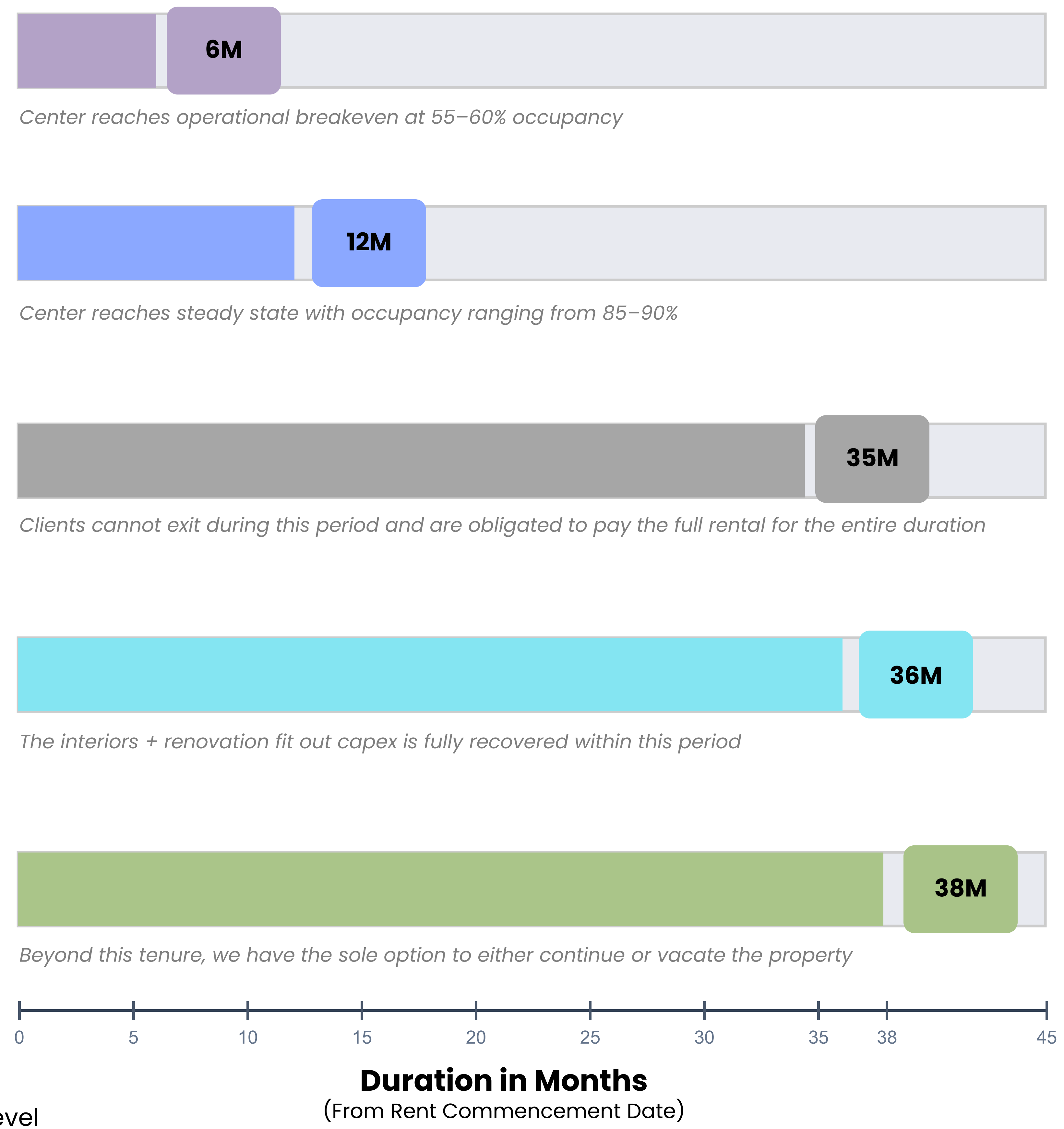
Operational Breakeven
55%–60% Occupancy

Steady State Center
85%-90% Occupancy

Client Lock-in
Contractual Obligation

Capex Pay back period
₹1,650/sq. ft. Recovered

IndiQube Lock-in with Landlords
Sole Option with IQ to Continue / Vacate



In one cycle of ~3 years, client lock in, landlord lock in, and capex payback are aligned, enabling full recovery of interior and renovation fit out capex, thereby eliminating asset liability mismatch across the portfolio.

Revenue to Rent Ratio
2.21

Fit out Cost (Interior + Renovation)
₹ 1,650 per Sq.ft.

Landlord Lock-in with IndiQube
10-20 Yrs

INDIQUBE

Acquiring Supply, The India Way!

Full Buildings

55%

Renovated Properties

23%

Tech Parks

20%

Supply acquisition strategy that evolves with micromarket

Talent Catchments

Hub & Spoke approach to expand reach and efficiently capture demand across nearby micromarkets.

GCC Centric Micro markets

Selective acquisition of multiple floors within large tech parks to cater to global enterprise demand

City Centers and CBDs

Strategic supply sourcing through renovated properties in prime commercial locations with talent proximity

Metro Proximity

82% No of Centers < 3 KM from operational & planned metro stations

Green Certified

4.4 Mn Sq.ft.

3.46 Mn Sq.ft (35 centers) is Green certified.
0.96 Mn Sq.ft (7 centers) under certification

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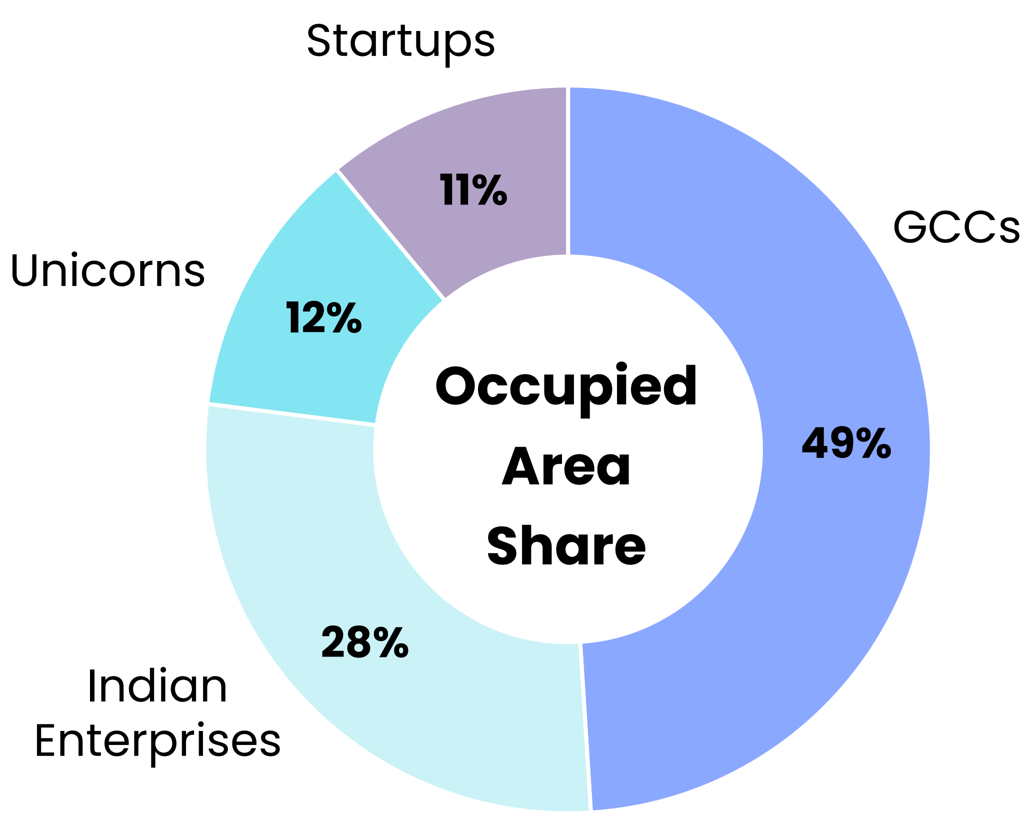
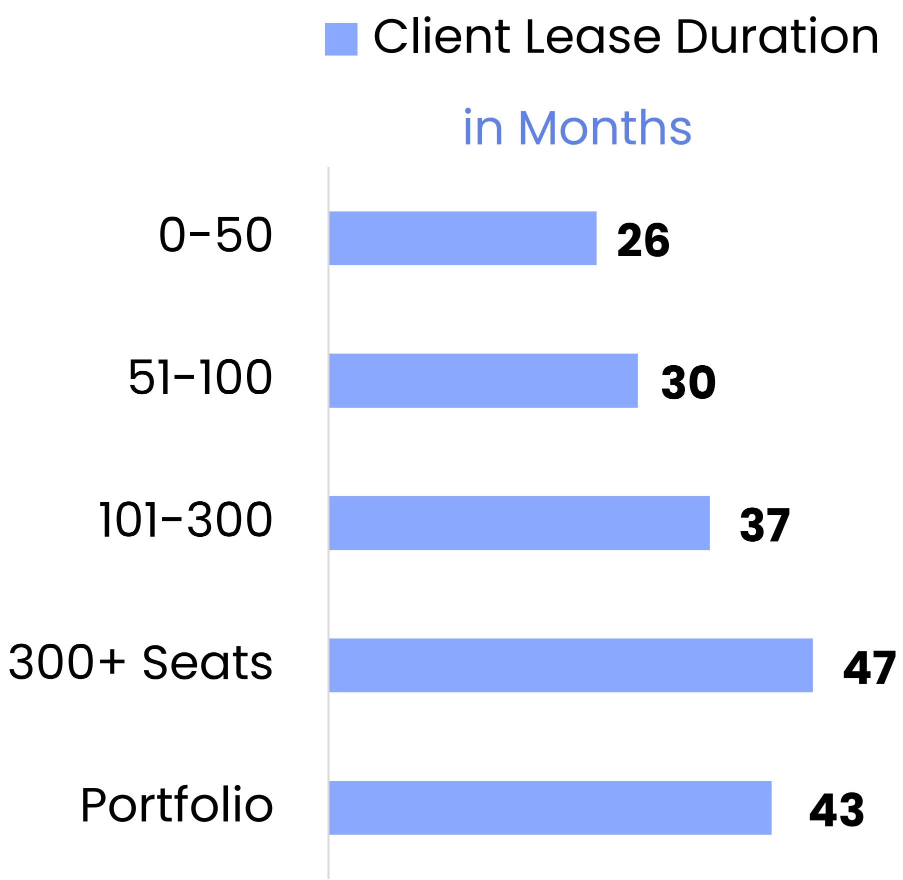
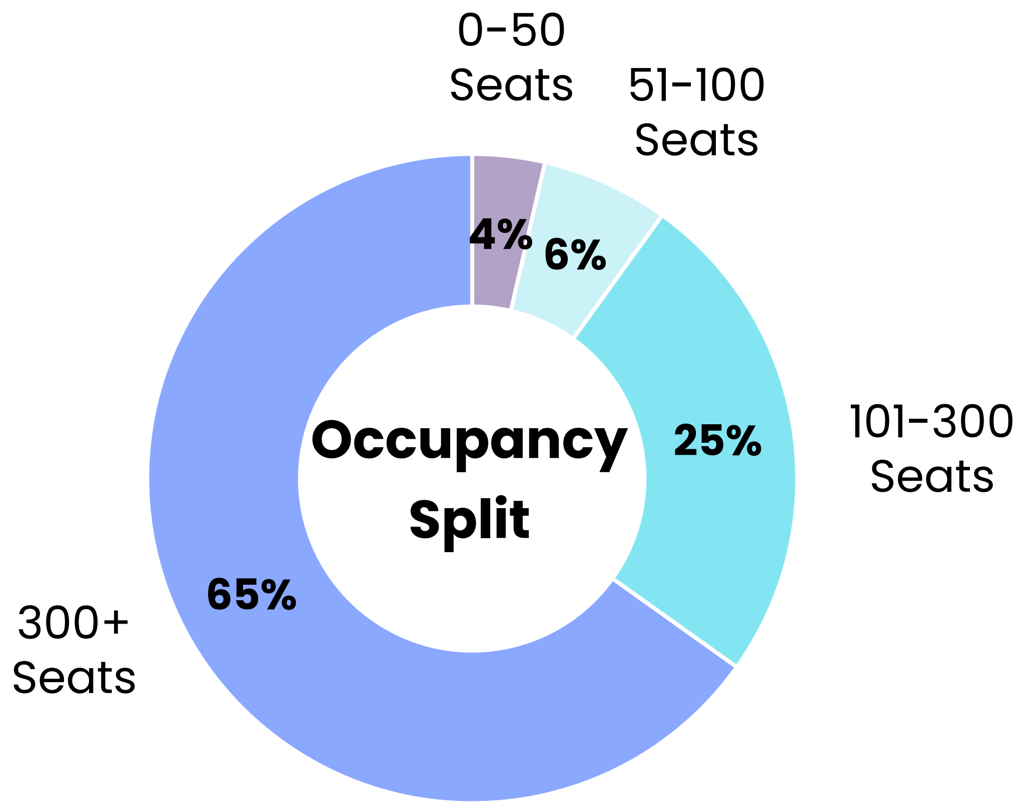
Fostering Workspaces For Large Size, Long Stay Enterprises

Clients	Brand Led Acquisition	GCC Share	Multi Center Clients
855	62%	53%	41%
PAN India	2.03% | Brokerage to Ops Revenue	Revenue Contribution	Revenue Contribution







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Scaling Horizons Across India's Growth Corridors

Tier I

Bangalore
76 Centers | 6.68M Sq. ft | 148K Seats

Chennai
16 Centers | 1.17M Sq. ft | 26K Seats

Pune
11 Centers | 755K Sq. ft | 17K Seats

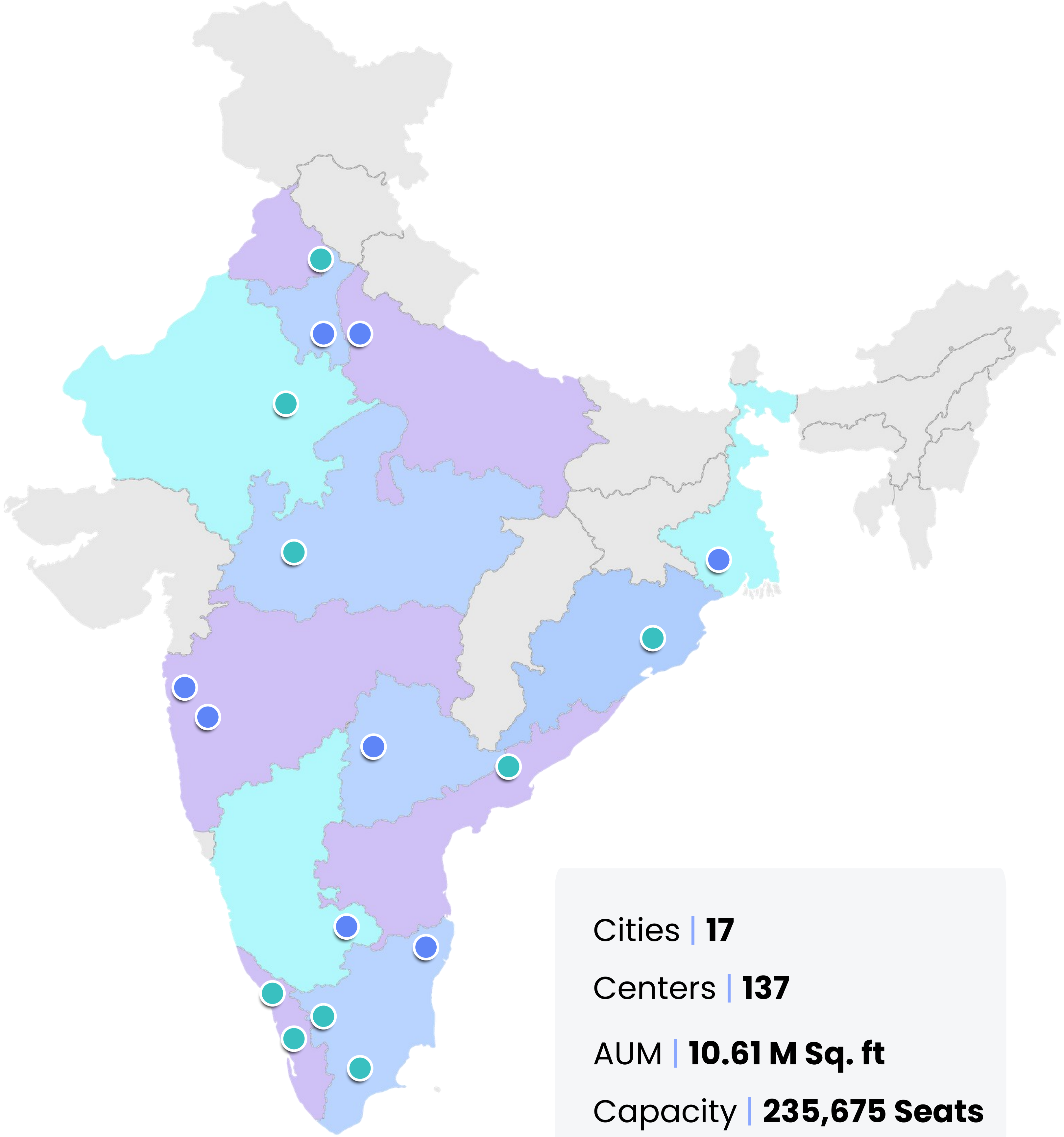
Gurugram
4 Centers | 139K Sq. ft | 3K Seats

Hyderabad
5 Centers | 411K Sq. ft | 9K Seats

Mumbai
5 Centers | 183K Sq. ft | 4K Seats

Noida
2 Centers | 420K Sq. ft | 9K Seats

Kolkata
2 Centers | 60K Sq. ft | 1K Seats



Cities | **17**

Centers | **137**

AUM | **10.61 M Sq. ft**

Capacity | **235,675 Seats**

Tier II

Coimbatore
5 Centers | 457K Sq. ft | 10K Seats

Kochi
4 Centers | 140K Sq. ft | 3K Seats

Madurai
1 Center | 37K Sq. ft | 1K Seats

Visakhapatnam
1 Center | 20K Sq. ft | 0.5K Seats

Jaipur
1 Center | 21K Sq. ft | 0.5K Seats

Kozhikode
1 Center | 20K Sq. ft | 0.4K Seats

Mohali
1 Center | 17K Sq. ft | 0.4K Seats

Indore
1 Center | 26K Sq. ft | 0.6K Seats

Bhubaneswar
1 Center | 45K Sq. ft | 1K Seats

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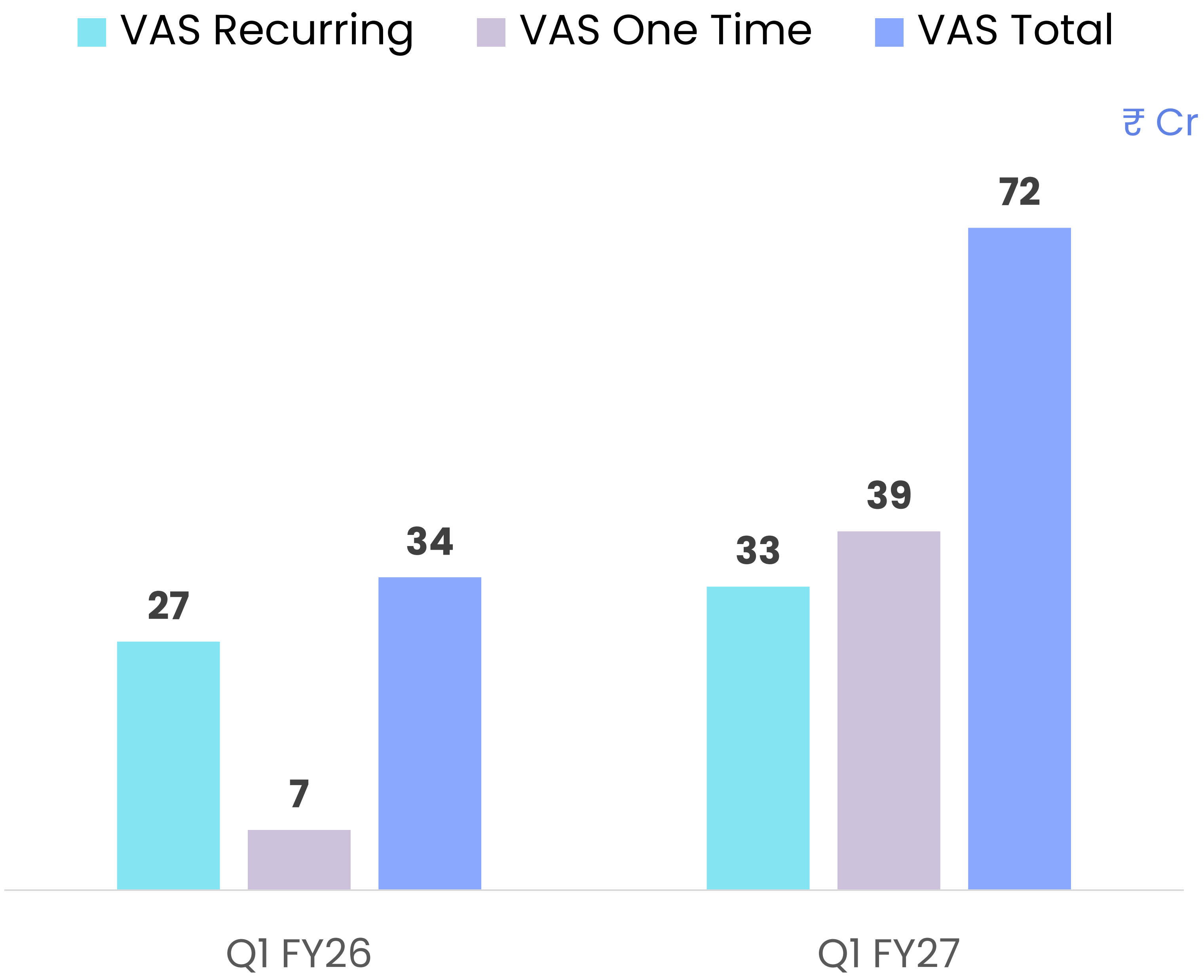
Growing Contribution of Value-Added Services



11% **VAS % Ops Revenue** 17%

DESIGNQUBE

Your Interiors, Crafted by us

INDIQARE

Managed Services

ECO

Green Transformation Solutions

 | Increasing VAS One Time Revenue : While one time VAS projects drove a higher VAS contribution in Q1 FY27, such revenues are expected to remain a recurring feature of our revenue mix, given the ongoing nature and pipeline of project based engagements across DesignQube, IndiQare and Eco.

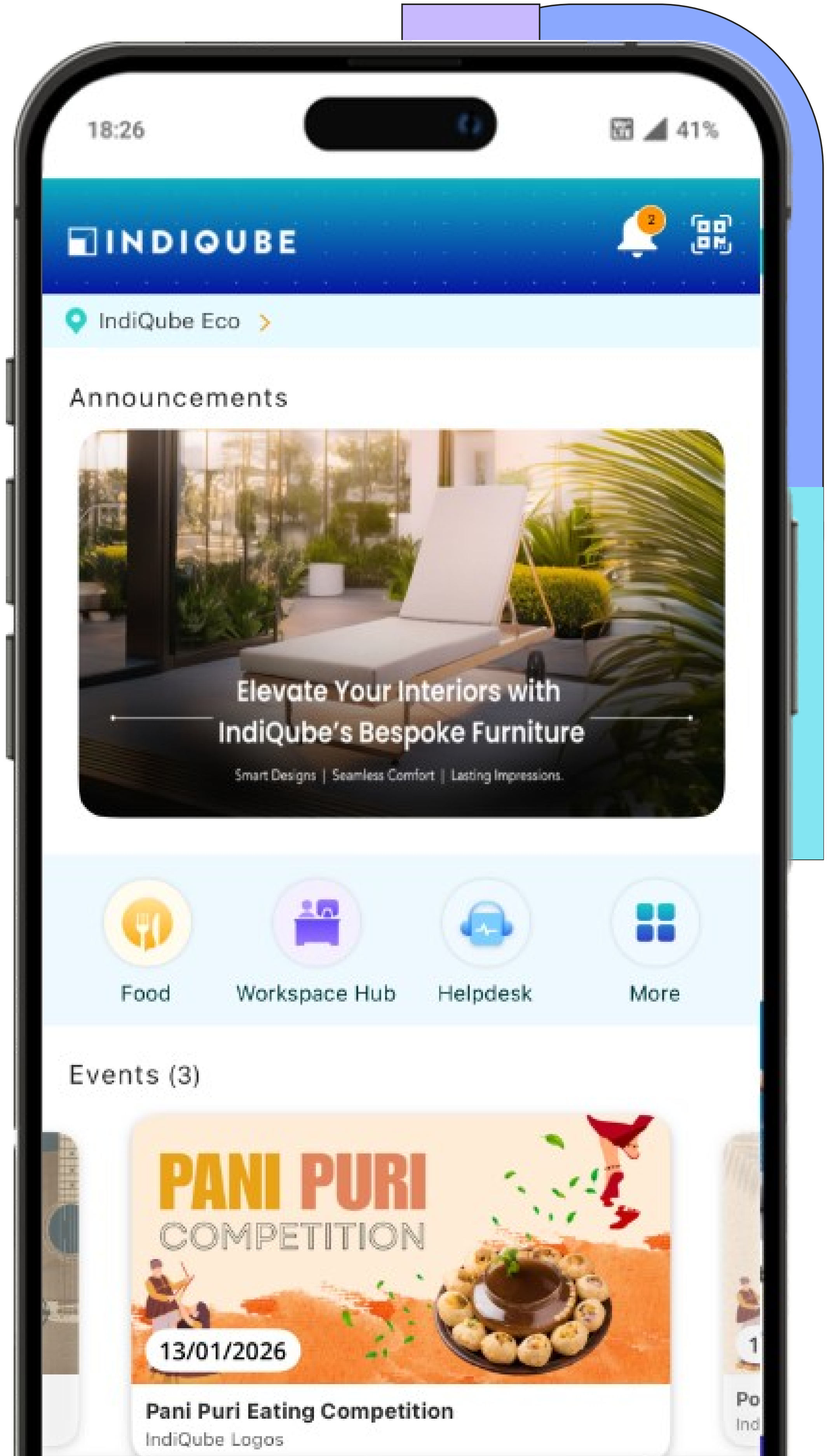
INDIQUBE

Digital Workplaces Powered by MiQube Tech Stack

148K+
Lifetime App Downloads

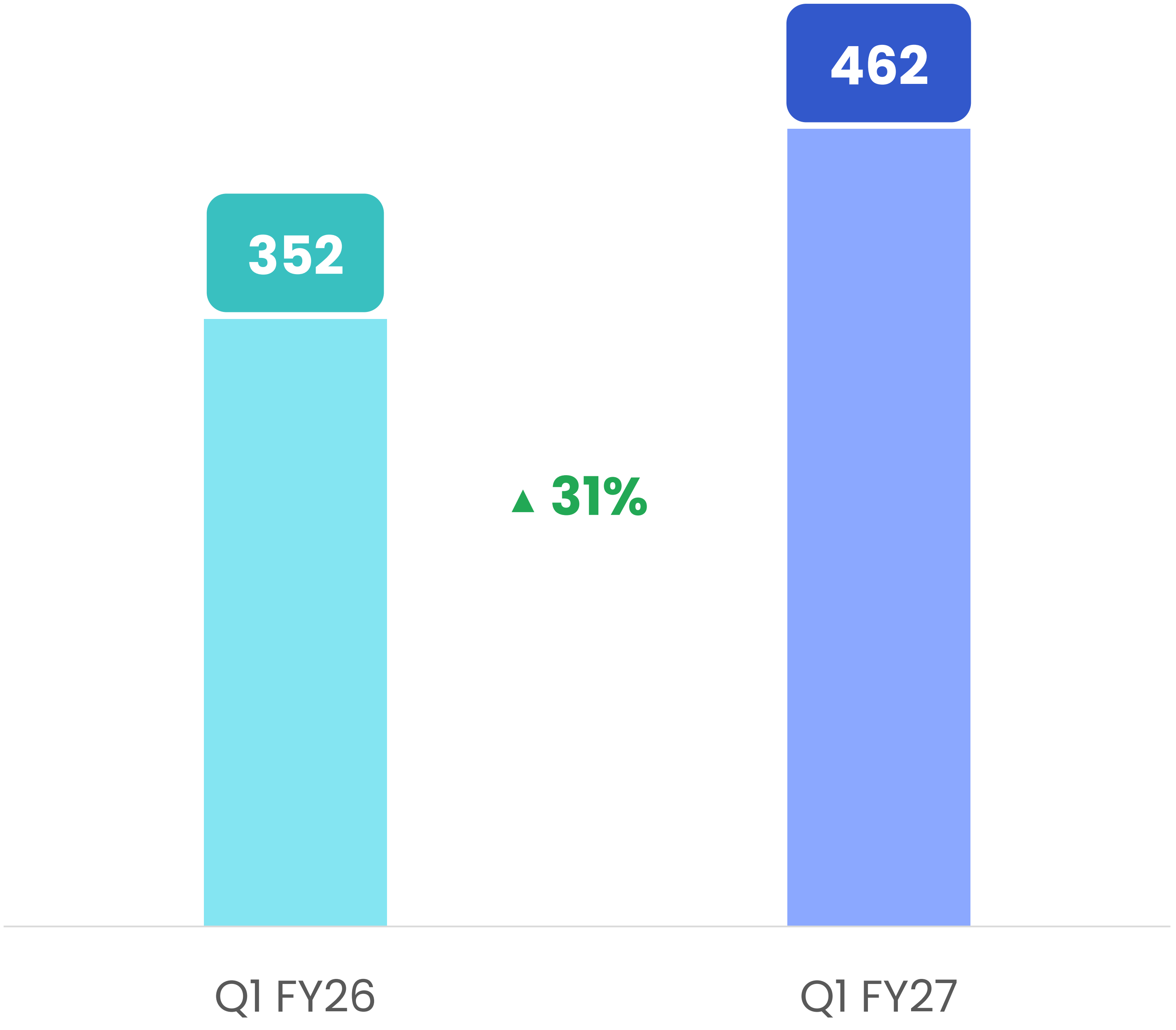
1.5 Mn+
Transactions in FY26

4.0 ★★★★★
Stars on Play Store



MiQube Transactions Volume

in 000's



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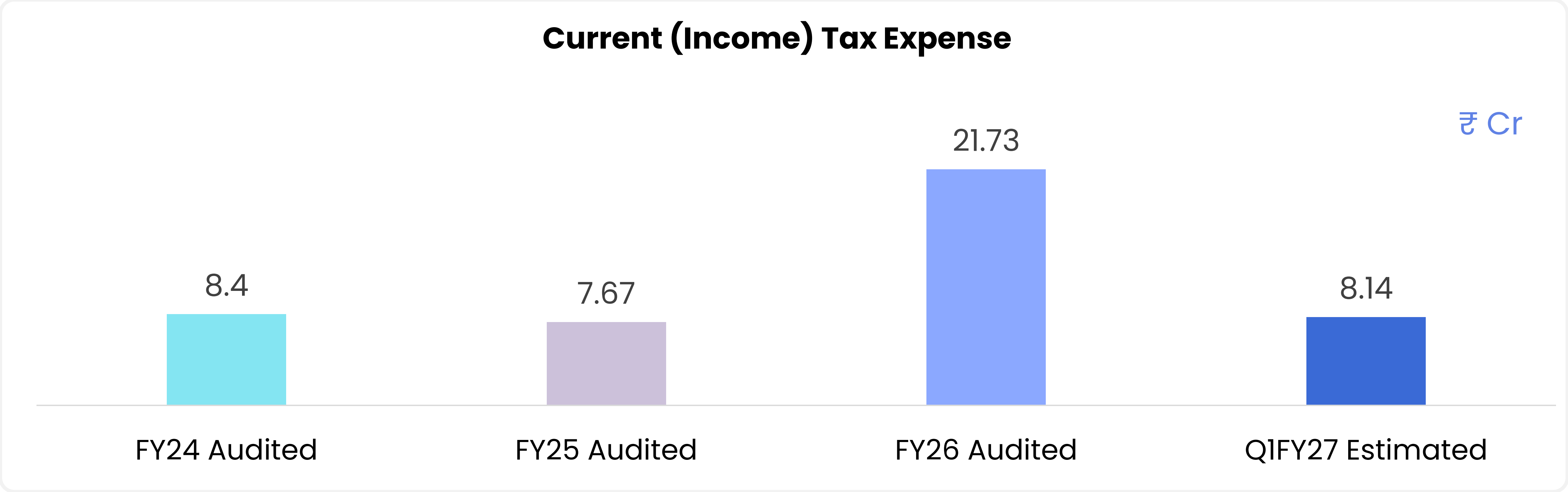
Questions for Investors

Key Questions Addressed for Investors

Q. Is the Company profitable ?

Yes, the Company is PAT positive and has consistently paid income tax. The accounting loss reported under Ind AS is largely due to Ind AS 116, which records noncash depreciation on Right of Use assets and interest on lease liabilities. The chart below demonstrates the income tax paid by the company and the underlying profitability of business.



Q. What is the difference between Cash EBIT and EBITDA ?

Refer to "Adjusted Cash EBIT" (Slide 12) instead of Cash EBIT. Under Ind AS, Design & Build revenues are excluded from operating income but represent real cash inflows and are therefore added back in Adjusted Cash EBIT.

The key difference between Adjusted Cash EBIT and EBITDA is the capitalization of rental expenses during the pre-operating phase of new centers. Since centers typically take 5–6 months to break even, rentals are capitalized for ~45–60 days annually, in line with standard practice, and only for newly commissioned buildings.

Key Questions Addressed for Investors

Q. How to perceive Lease Liability in our business?

A lease liability is the accounting value of future rent payable on leased properties. Under Ind AS 116, this amount is shown on the balance sheet even though it is not a traditional loan or borrowing.

IndiQube's contractual commitment is typically limited to the lock in period of around 3.5 years, but Ind AS 116 accounting rules require the entire lease period to be considered. This increases the reported lease liability and interest expense. So lease liabilities should not be considered while calculating debt equity ratios.

Q. How to perceive Right of Use ?

A Right of Use, or ROU, asset represents the accounting value of a company's right to use a leased property. For example, when IndiQube leases an office building, it does not own the property, but it has the right to occupy and use it for the lease period.

Under Ind AS 116, this right is recorded as an asset on the balance sheet. The ROU asset is then depreciated over the applicable lease period, and this depreciation is recorded as an expense in the P&L. As a result, the full depreciation charge on the ROU asset impacts reported profitability, even though it is a noncash accounting expense.

PARTICULARS | ₹ Cr	Q1 FY27	Q1 FY26
Interest on Lease Liabilities	*116*	*100*
Depreciation on Right of Use Assets	*148*	*113*
Total Ind AS 116 Impact	***264***	***213***
Payment of Lease Liabilities	*(190)*	*(140)*
Net Impact on P & L	***75***	***73***

INDIQUBE

Glossary

Glossary (1/6)

Term	Description
AUM	Total Area Under Management, comprising both Rent Paying Area & LOI Signed and yet to be Rent Paying Area.
Rent Paying Area	Also referred to as Operational Area, represents the area available for client occupancy where we are currently paying rent to the landlord
LOI Signed	Future supply pipeline where Letters of Intent have been signed with landlords, expected to become operational in next 12 to 18 months.
Rent Yielding Area	Also referred to as Occupied Area, represents the area currently leased to clients & generating rental income
Occupancy	Occupancy % is calculated as the Rent Yielding Area divided by Rent Paying Area

Glossary (2/6)

Term	Description
IndiQube Grow	'IndiQube Grow', which serves as our solution for providing plug and play workspaces that incorporate interiors, technology, facility management and VAS. IndiQube Grow represents a holistic workplace solution, encompassing the essential elements required by enterprises.
DesignQube	Customizable design and build solutions, from concept to completion, allowing clients to create workspaces that reflect their brand identity and operational requirements within their own premises. From design to turnkey project execution and maintenance, our approach ensures that each workspace is tailored to client specifications.
IndiQare	Comprehensive B2B and B2C solutions ranging from facility management, asset maintenance and plantation to catering, and transportation services for the employees of our clients.
MiQube	Our MiQube platform integrates technology solutions and interconnected smart devices that serve clients, their employees, and enable our frontline facility management teams to deliver consistent employee experiences, facility operations, and workspaces. These solutions include our community application, a tenant platform, service delivery application and a network of interconnected devices.
Eco	Under Eco, we renovate aging properties through technological upgrades, amenities, green initiatives, and designed interiors. By collaborating with landlords, we enhance assets to improve operational efficiency, thereby creating distinctive and appealing spaces.

Glossary (3/6)

Term	Description
Revenue	Revenue from operations plus income on finance lease
EBITDA	EBITDA is calculated as profit / loss after tax plus tax expense, finance cost, depreciation and amortization expense for the period
EBITDA margin (%)	EBITDA margin is calculated as EBITDA divided by revenue
EPS	Annualized PAT divided by number of equity shares
Recurring Revenue	Portion of a company's income that is stable, predictable, and expected to continue in the future, typically generated from ongoing customer contracts, subscriptions, or repeat services.
One Time Revenue	Portion of a company's income earned from non-recurring transactions, such as a single sale, project, or service, that may not repeat in the future.

Glossary (4/6)

Term	Description
Net Worth	Net worth represents total equity plus reserve and surplus, excluding share application money pending allotment
Net Debt	Net debt is calculated as total borrowings minus cash and cash equivalents and bank balances (other than cash and cash equivalents) for the period.
Other Expense	Expenses that are not classified under Cost of Goods Sold, Employee Benefit Expenses, Finance Costs, or Depreciation & Amortization, but are incurred in the normal course of business operations. These typically include administrative, selling, distribution, and general overhead costs such as rent, utilities, insurance, legal & professional fees, repairs & maintenance, advertising, travel, and miscellaneous office expenses.
Other Income	Other income shall be classified as sum of Interest Income, Dividend Income, Net gain / loss on sale of investments; interest income from income tax refunds, interest on investment and other non-operating income.

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Glossary (5/6)

Term	Description
Revenue from operations	Revenue from operations means revenue from rental income, finance lease, electricity charges, maintenance charges, sale of goods and other ancillary services for the period
Lease Liability	Lease Liability is the financial obligation to make lease payments over the lease term, representing the present value of future payments owed by a lessee to a lessor under a lease agreement. While our lease agreements with landlords typically span 15 to 20 years, lease liabilities are recognized only for the non cancellable lock in period, which averages around 38 months, and not for the full lease tenure, resulting in approximately 20 percent of the contractual lease term being reflected in lease liabilities.
Payment of Lease Liability	Actual rental payout during the period
Income on Finance lease	Under our DesignQube model, we handle the design and build of client offices. These arrangements are accounted for as financial leases. As per IND AS, the income from such agreements is classified under Other Income. Since it arises from our core operations, it should be considered part of Revenue from Operations.

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Glossary (6/6)

Term	Description
ROU	ROU asset represents the present value of the premises, that the company has the right to occupy and use, based on the lease agreement
Depreciation on ROU	Depreciation on ROU Asset is the expense recorded to spread the cost of a Right-of-Use asset, representing the value of premises a company can occupy and use under a lease—over the lease period.
Cash EBIT	Cash EBIT is calculated as EBITDA less payment of lease liabilities
Cash EBIT margin (%)	Cash EBIT margin is calculated as cash EBIT divided by revenue from operations
Adjusted Cash EBIT	Cash EBIT plus Income on Finance lease
Adjusted Cash EBIT margin	Adjusted Cash EBIT margin is calculated as adjusted cash EBIT divided by revenue from operations
Interest on Lease Liability	Finance cost recognized on the outstanding lease liability under Ind AS 116

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