November 12, 2026

ECL/SE/2026-27/18

National Stock Exchange of India Limited
Exchange Plaza, Plot No. C/1, G Block,
Bandra-Kurla Complex,
Bandra (E), Mumbai – 400051
Symbol: ELEVATE

BSE Limited
Phiroze Jeejeebhoy Towers,
25th Floor, Dalal Street, Fort,
Mumbai – 400001
Scrip Code: 544945

Dear Sir/Madam,

Sub: Investor Presentation on the Unaudited Financial Results of the Company for the quarter and half ended September 30, 2026

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), please find enclosed herewith the Investor Presentation on the Unaudited Financial Results of the Company for the quarter and half year ended September 30, 2026.

The said Investor Presentation is also being uploaded on the Company's website at www.elevatecampuses.com

Kindly take the above on record.

Yours faithfully,

For **Elevate Campuses Limited**
(formerly known as Good Host Spaces Limited)

JENNY VISHAL SHAH
Digitally signed by JENNY VISHAL SHAH
Date: 2026.11.12 21:47:12 +05'30'

Jenny Shah
Company Secretary & Compliance Officer

Encl.: As above



ELEVATE CAMPUSES LTD.

INVESTOR PRESENTATION – Q2 & H1FY27

India's Largest Independent Education Infrastructure and Services Company

Disclaimer

This Presentation and the accompanying slides (the "Presentation") have been prepared by **Elevate Campuses Ltd.** (the "Company") solely for information purposes. This Presentation does not constitute an offer, recommendation or invitation to purchase, subscribe for, sell or otherwise deal in any securities of the Company, and shall not form the basis of, or be relied upon in connection with, any contract or binding commitment whatsoever.

This Presentation has been prepared based on information and data that the Company considers reliable. However, the Company makes no representation or warranty, express or implied, as to the truth, accuracy, completeness, fairness or reasonableness of the contents of this Presentation. The Presentation may not contain all information that an investor may consider material, and no reliance should be placed on the information contained herein.

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This Presentation should not be construed as investment, legal, tax, accounting or other professional advice. Investors are advised to make their own independent assessment and seek appropriate professional advice before making any investment decision.

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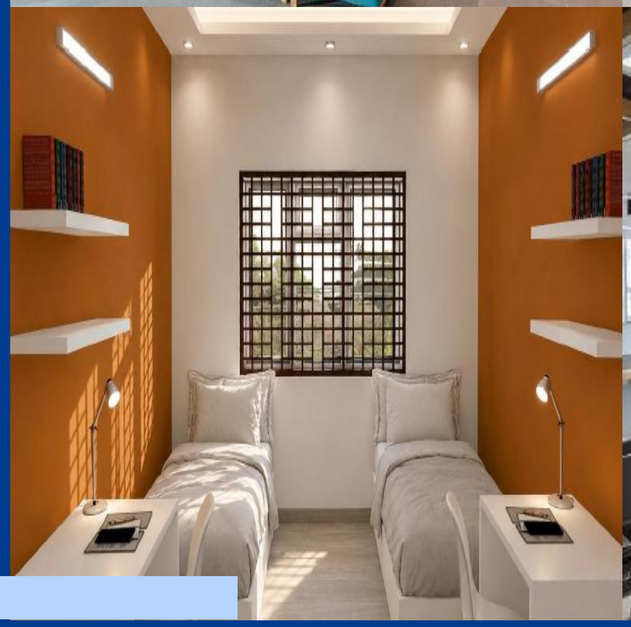
01

COMPANY OVERVIEW









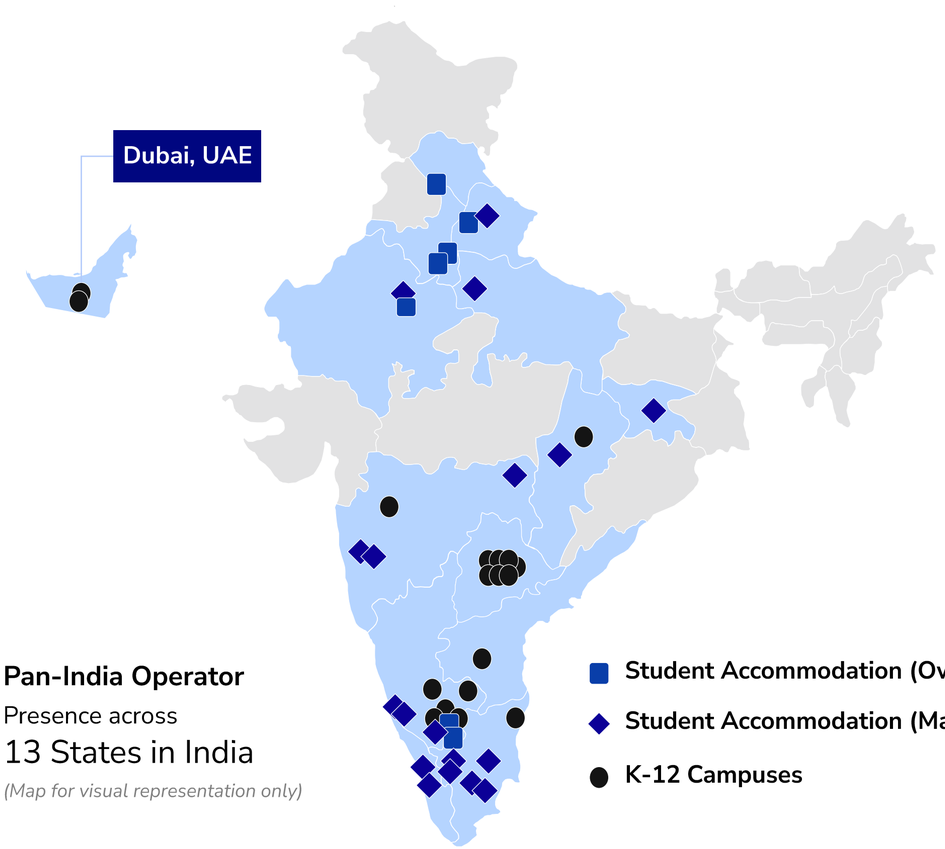




IIT Madras Proposed Hostels - Perspectives

Elevate Campuses at a Glance

India's largest institutionalized, independent education infrastructure and services company, engaged in owning, operating and managing on-campus student accommodation across Higher Education Institutions (HEIs)[1] & owning K-12 Campuses in India & Dubai



Key Metrics

18 K-12 Campuses	**23** Student Accommodation in HEI Campuses[2]
20,427 Owned Beds[3]	**58,785** Managed Beds[2]
95% Occupancy (Owned Beds)[4]	**1,07,698** Student Capacity[5]

Data as of September 30, 2026 unless otherwise stated

1. HEIs include universities, colleges, standalone institutes, etc.
2. Data as of October 01, 2026
3. Number of owned beds excludes: 1,878 beds under construction at IIT Madras and development potential of ~750 beds at UPES, Uttarakhand on existing land
4. ~5% vacancy is on account of our student accommodation facility - Woodstock in Karnataka which contributed revenue of ~Rs 41 Mn in FY26
5. Total student capacity includes K-12 student capacity, as per the CBRE Report as of June 15, 2026

Q2FY27 Executive Summary

Healthy revenue and EBITDA growth, underpinned by a resilient business model and a strong asset base

Rs 2,474 Mn

Total Income

▲ **28%**

Total Income Growth YoY

Total Income

Rs 1,696 Mn / 68.5%

EBITDA / Margin

▲ **16%**

EBITDA Growth YoY

EBITDA

Rs 1,584 Mn / 71.6%

Normalised EBITDA / Margin

▲ **17%**

Normalised EBITDA Growth YoY

Normalised EBITDA[1]

Rs 330 Mn / 13.3%

Reported PAT / Margin

Rs 781 Mn

Proforma Cash PAT[2]

Reported PAT & Proforma Cash PAT

Rs 64,152 Mn

Net Block

Rs 24,046 Mn

Net Debt

Net Block & Net Debt Position

1. Normalised EBITDA primarily excludes Ind AS adjustments on account of lease equalization, finance lease, security deposits and share based payment expenses
2. Proforma Cash PAT = Normalised EBITDA - Finance Cost + Potential Interest Saving from Debt Repayment using allocated IPO proceeds - Tax

IPO Raise & Use of Proceeds

Successful listing, strong institutional participation and strategic deployment of IPO proceeds

Elevate Campuses Ltd

Listed: September 30, 2026

Ticker

NSE: ELEVATE | BSE: 544945

Objects of the IPO	As per Prospectus (Rs Mn)	Utilised (Rs Mn)	Balance (Rs Mn)[1]
Acquisition of K-12 Entities & Campuses	11,000	11,000	-
Repayment / Prepayment of Outstanding Debt	7,500	7,500	-
Acquisitions, Strategic Initiatives & General Corporate Purposes[2]	2,500	1,647	853
Total	**21,000**	**20,147**	**853**

IPO Size — Rs 21,000 Mn

Issue Allocation Structure



Anchor	**Rs 9,450 Mn**
QIB (Ex- Anchor)	**Rs 6,300 Mn**
NII + Retail	**Rs 5,250 Mn**

Key Institutional Shareholders

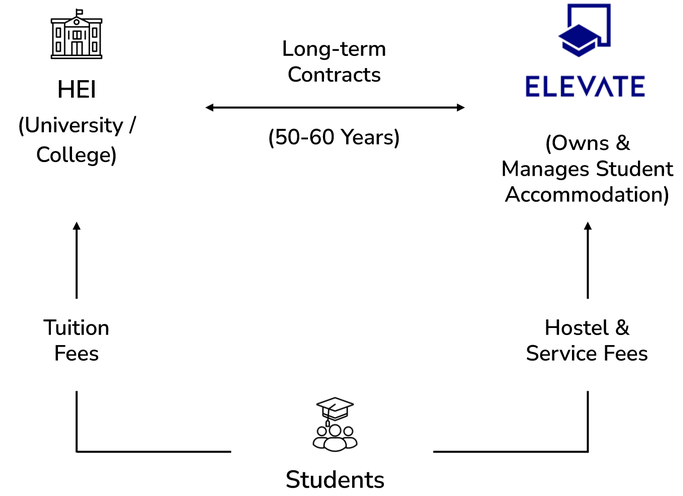
- SBI MF
- HDFC MF
- 360 ONE Fund
- Ashoka WhiteOak Capital
- Mirae Asset MF
- Bandhan MF
- Norges Bank Investment Management
- Tata AIG General Insurance
- PGIM India MF
- Abakkus MF
- Edelweiss MF
- Groww MF

1. Balance IPO proceeds as of November 11, 2026
2. General Corporate purposes includes Rs 1,204 Mn of IPO expenses

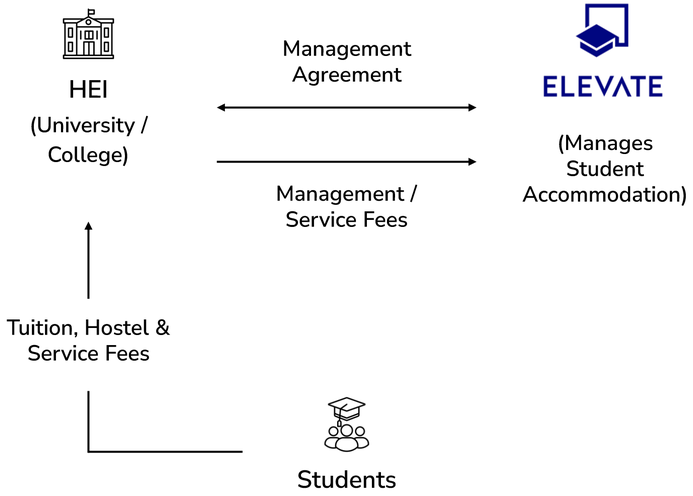
Elevate Campuses Serves the Entire Student Life Cycle from KG to PG

Delivering predictable, long-term cash flows with contracted revenue escalations & downside protection

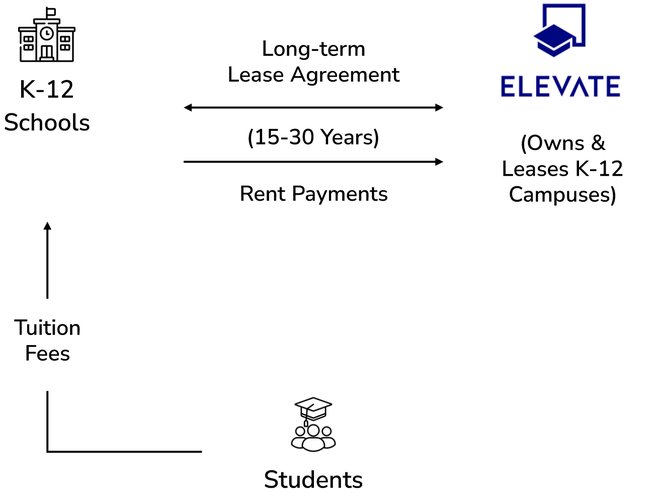
Student Accommodation (Owned & Managed Portfolio)



Student Accommodation (Managed Portfolio)



K-12 Campuses



Platform Strengths

1. **Ownership of assets backed by long-term contracts providing cash flow visibility**
2. **Minimum revenue escalation embedded in the contracts**
3. **Guarantee / Take-or-pay Arrangements with Education Institutions (88% - portfolio level minimum guarantee[1])**
4. **Negative Working Capital Cycle**
5. **Exclusivity of Operations on the Campuses**

1. As on September 30, 2026 for student accommodation business (Owned & Managed) excluding Woodstock

Our Value Proposition

An integrated platform combining operational scale, institutional trust and long-term contracts

In-house capabilities to acquire, develop, manage and enhance assets across the education infrastructure value chain

Asset Segments / Parameters	Asset Acquisitions	Greenfield Development/ Campus Expansions	Operations & Management (Asset Light)	Campus Management & Value-Added Services	Off-Campus
K-12 Campuses	✓	✓	Not Applicable	Not Applicable	Not Applicable
Student Accommodation at HEI Campuses	✓	✓	✓	✓	[1]

Track record of managing operationally intensive campuses at scale

78,000+
Beds Under Management across **23 HEIs**

- Room Inventory Management
- Onboarding & Offboarding
- Laundry
- Food Services / Mess
- Housekeeping & Facility Management
- Community Events
- Retail Management
- Concierge Services

Creating a 'home away from home' experience for students

Strategically located high-quality portfolio backed by a de-risked business model

Partnerships with Highly Accredited Educational Institutions

MANIPAL ACADEMY of HIGHER EDUCATION
IIT MADRAS Indian Institute of Technology Madras
OP JINDAL GLOBAL UNIVERSITY
mit-b
UPES UNIVERSITY OF TOMORROW
Shoolini University

1. Off-campus student accommodation market not presently a strategic priority

Our Growth Levers

EBITDA expansion underpinned by three complementary drivers

Embedded Growth from Existing Portfolio

Contracted annual escalations and operating leverage drive steady Same-Store Growth (5 – 6%)

Achieved 7 – 9% SSG from select existing assets

+

Development Pipeline Entering Operations

6 projects under development; expected to be delivered between FY28 to FY30

Projects underwritten to deliver accretive development yields *(est. 10 – 12% on total capex of ~Rs 6,500 Mn[1])*

+

Disciplined Acquisitions from Reinvestment of Internal Accruals

10+ opportunities in the pipeline across our business segments at various stages; 4 under diligence

Proven track record, sector network, know-how and capital readiness to execute value-accretive acquisitions

=

Business Poised for Strong Growth

Delivered 23% EBITDA[2] CAGR from FY23 to FY26

1. Pending Capex of ~Rs 3,500 Mn
2. Proforma Reported EBITDA

Indian Education Infrastructure Market: Massive, Highly Resilient and Under-served (1/2)

Elevate is operating in the world's largest education market with strong GDP growth and accelerating student enrolments

01.
India has World's Largest Education-Seeking Population



1 in 5

Students globally is Indian[1]



513 Mn

People in the age group of 3-23

361 Mn

K-12 Students
(Age 3 to 17)

(AY 2024-25)

152 Mn

HEI Students
(Age 18 to 23)

(AY 2024-25)

02.
India's Gross Enrolment Ratio (GER)[2] is ~58%

296 Mn out of 513 Mn people are enrolled in Education Institutions

K-12 Enrolments

247 Mn
(AY 2024-25)

→ **GER Target: From 68% → 100%**

340 Mn
Target by 2030

HEI Enrolments

49 Mn
(AY 2024-25)

→ **GER Target: From 32% → 50%**

90 Mn
Target by 2035

Note: AY: Academic Year; TAM: Target Addressable Market

Sources: CBRE Report, UDISE Annual Report, AISHE Annual Report

1. As of AY 2024-25, ~18% of global population in this age group is in India
2. Gross Enrolment Ratio (GER) measures enrolment at an education level as a percentage of the population in the official age group for that level

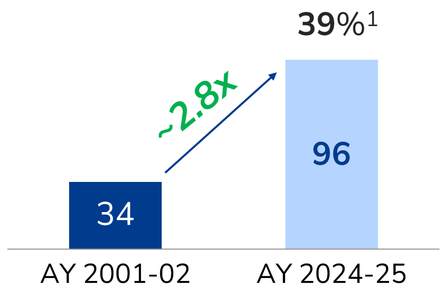
Indian Education Infrastructure Market: Massive, Highly Resilient and Under-served (2/2)

Despite being the largest institutionalized player, Elevate Campuses currently serves <1% of its TAM enrolments

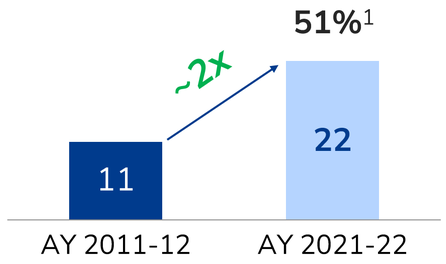
03.

Enrolments in Private Education Institutions have climbed sharply

Private Unaided K-12 Enrolments



Private Unaided HEIs Enrolments



04.

Education Infrastructure is a $9 Bn[2] Market Opportunity

$5 Bn

K-12 Campuses

TAM comprises ~13,000 private school campuses out of ~1.5 Mn schools in India

$4 Bn

Student Accommodation at HEI Campuses

TAM comprises ~2.9 Mn beds across private HEIs with scaled student accommodation facilities out of ~9.3 Mn hostel beds in India

Note: AY: Academic Year; TAM: Target Addressable Market

Sources: CBRE Report, UDISE Annual Report, AISHE Annual Report

1. Private enrolment as a share of total enrolment (%)
2. Projected revenue potential for AY 2028-29

02

Q2 & H1FY27 FINANCIALS



UPES, Uttarakhand

Q2FY27 P&L Statement

Particulars (Rs Mn)	Q2FY27	Q2FY26	YoY (%)	Q1FY27	QoQ (%)
Revenue from Operations	2,361	1,809		2,192	
Other Income	114	129		89	
Total Income	**2,474**	**1,938**	**28%**	**2,281**	**8%**
Employee Benefit Expenses	151	101		139	
Share Based Payments	61	-		27	
Other Expenses	567	378		380	
EBITDA	**1,696**	**1,459**	**16%**	**1,736**	**-2%**
EBITDA Margin (%)	*68.5%*	*75.3%*		*76.1%*	
Depreciation	423	303		412	
Finance Costs	861	620		830	
Profit Before Exceptional Items & Tax for the Period/Year	**412**	**536**	**-23%**	**494**	**-17%**
Tax on the above	82	105		101	
Profit after Tax (Before Exceptional Items)	**330**	**432**	**-24%**	**393**	**-16%**
Profit after Tax (After Exceptional Items)[1]	**330**	**432**	**-24%**	**341**	**-3%**

Rs 1,584 Mn

Normalised EBITDA[2]

Rs 781 Mn

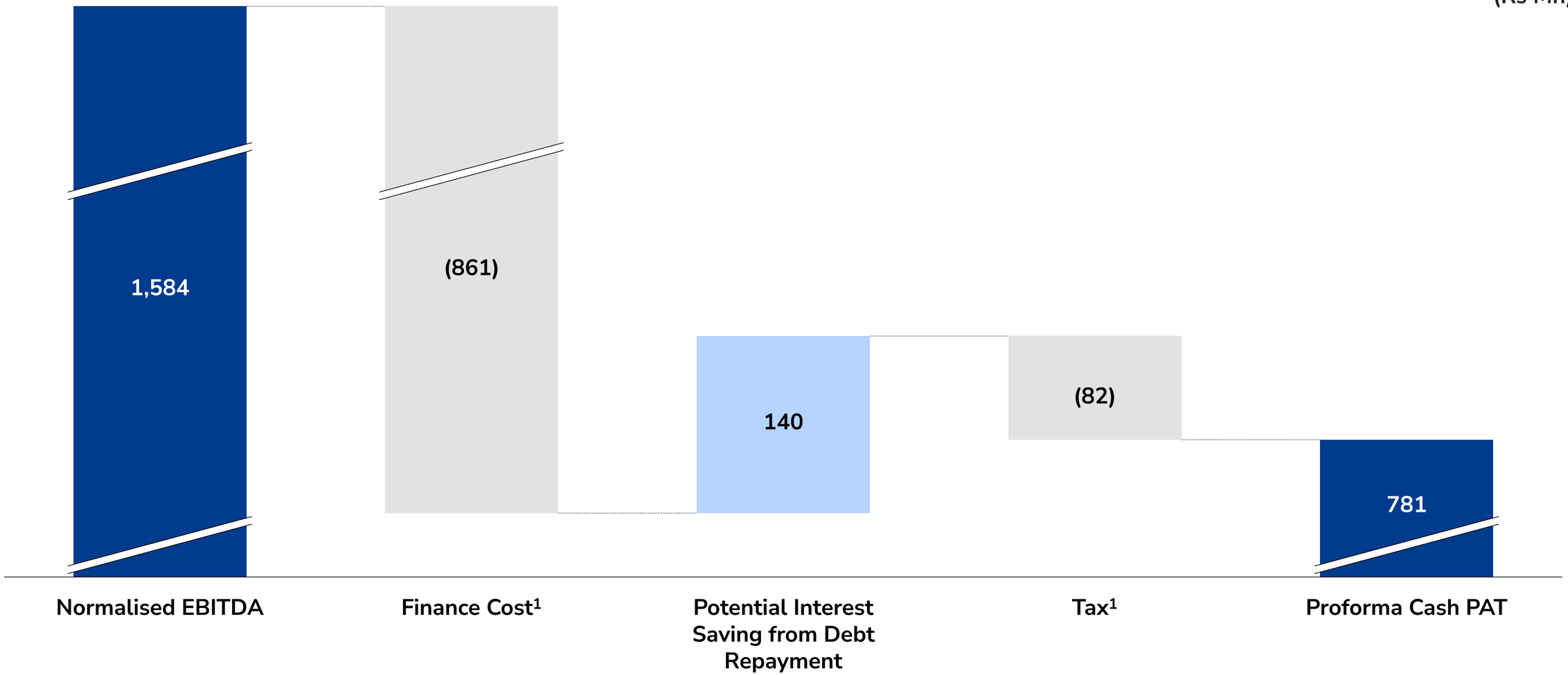
Proforma Cash PAT[3]

Note: Financial information is presented for analytical purposes and may differ from the format of Company's statutory financial statements. Figures may not sum to totals due to rounding

1. Q1FY27 includes non-cash impairment and accelerated depreciation on terminated contracts
2. Normalised EBITDA primarily excludes Ind AS adjustments on account of lease equalization, finance lease, security deposits and share based payment expenses
3. Proforma Cash PAT = Normalised EBITDA - Finance Cost + Potential Interest Saving from Debt Repayment using allocated IPO proceeds - Tax

Q2FY27 Proforma Cash PAT Bridge

(Rs Mn)



1. As per P&L Statement

H1FY27 P&L Statement

Particulars (Rs Mn)	H1FY27	H1FY26	YoY (%)
Revenue from Operations	4,552	3,478	
Other Income	203	221	
Total Income	**4,755**	**3,699**	**29%**
Employee Benefit Expenses	290	201	
Share Based Payments	87	-	
Other Expenses	946	673	
EBITDA	**3,432**	**2,826**	**21%**
EBITDA Margin (%)	*72.2%*	*76.4%*	
Depreciation	836	564	
Finance Costs	1,691	1,275	
Profit Before Exceptional Items & Tax for the Period/Year	**906**	**987**	**-8%**
Tax on the above	183	180	
Profit after Tax (Before Exceptional Items)	**723**	**807**	**-10%**
Profit after Tax (After Exceptional Items)[1]	**670**	**1,619**	**-58%**

Rs 3,153 Mn

Normalised EBITDA[2]

Rs 1,559 Mn

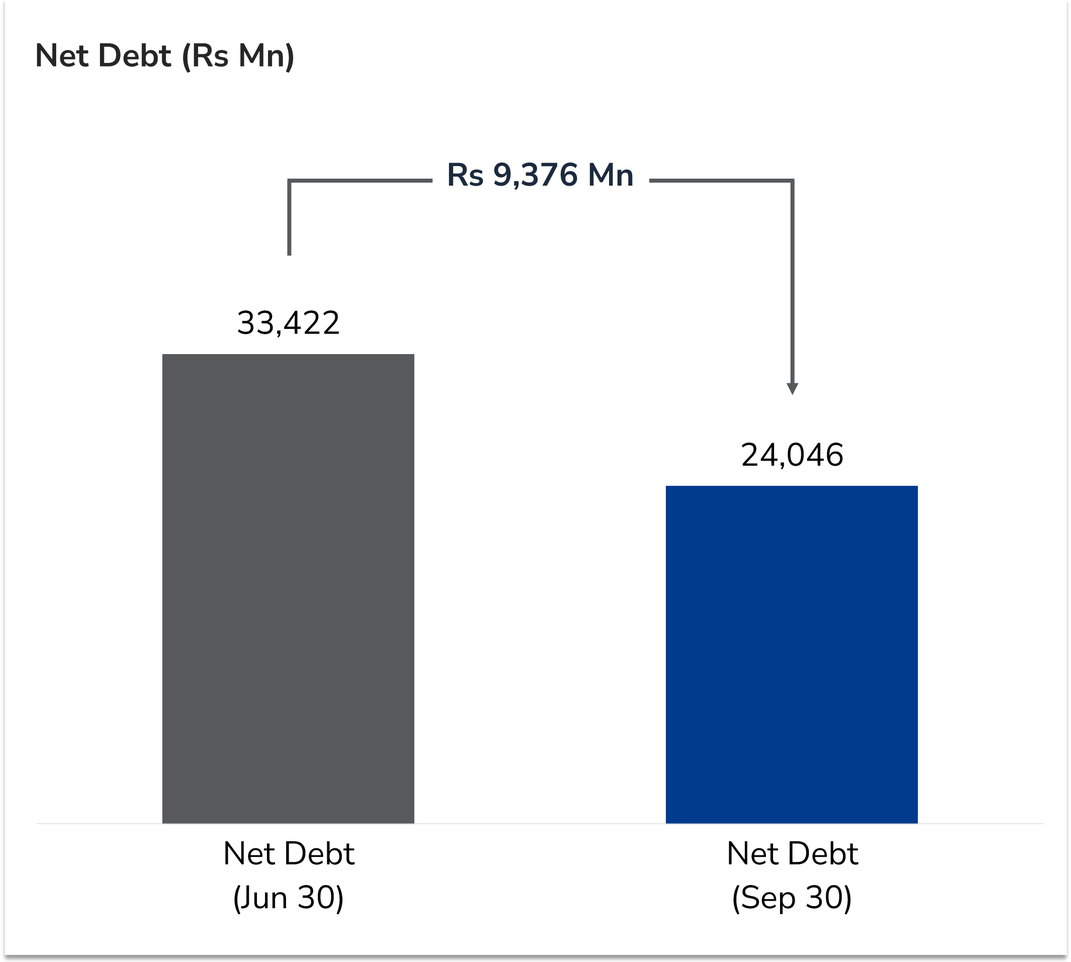
Proforma Cash PAT[3,4]

Note: Financial information is presented for analytical purposes and may differ from the format of Company's statutory financial statements. Figures may not sum to totals due to rounding

1. H1FY27 includes non-cash impairment and accelerated depreciation on terminated contracts
2. Normalised EBITDA primarily excludes Ind AS adjustments on account of lease equalization, finance lease, security deposits and share based payment expenses
3. Proforma Cash PAT = Normalised EBITDA - Finance Cost + Potential Interest Saving from Debt Repayment using allocated IPO proceeds - Tax
4. Proforma Cash PAT stood at Rs 778 Mn in Q1FY27 and Rs 781 Mn for Q2FY27

Debt Overview

IPO-led deleveraging reduces net debt, strengthening the balance sheet



Key Metrics

Rs 26,063 Mn
INR Denominated Debt

8.9%
Avg. Interest Rate on INR Debt[1]

Rs 13,124 Mn
AED Denominated Debt
(@26.13 INR / AED)

6.9%
Avg. Interest Rate on AED Debt[1]

Rs 15,141 Mn
Cash Position[2]

Rs 64,152 Mn
Net Block

28%
Proforma Net Debt to Enterprise Value
(EV computed at IPO price)

3.50x
Proforma Net Debt to EBITDA[3]

9 Years
Wtd Avg. Tenure of Loans

A / Stable
Credit Rating / Outlook
(CareEdge Ratings)

1. As of November 11, 2026
2. Cash is adjusted for the K-12 acquisition price (Rs 11,157 Mn) and IPO expenses yet to be incurred (Rs 858 Mn)
3. Proforma Net Debt to EBITDA based on annualized H1FY27 EBITDA

03

Q2 & H1FY27 BUSINESS UPDATES

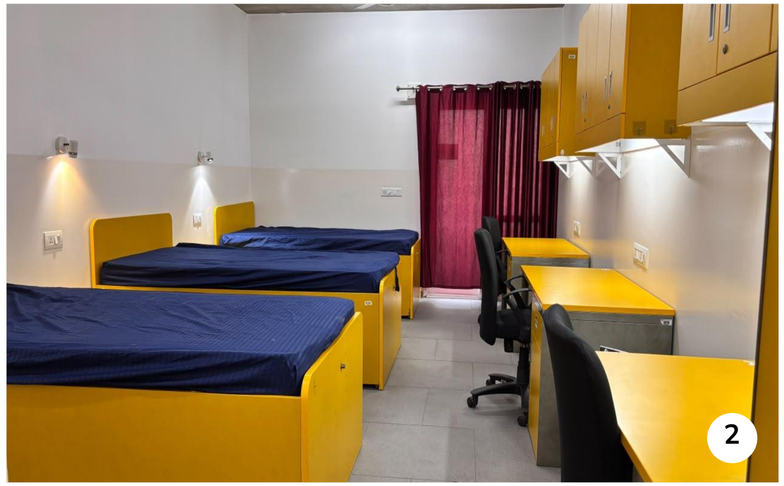


Manipal University Jaipur, Rajasthan

Enhancing Student Comfort & Campus Infrastructure

Strategic upgrades focused on improving living conditions, operational efficiency and student well-being









Select asset enhancement initiatives

1. Refurbished sports grounds, including basketball and badminton courts
2. Routine room repainting undertaken of select room inventory
3. Installed advanced insulation panels across buildings
4. Installed a Building Management System (BMS) for driving energy efficiency

Post Q2FY27 Update | Expanding Our Footprint at O.P. Jindal Global University (JGU)

Proposed addition of 2,450 beds at JGU reinforces Elevate's strategy of expanding alongside its existing institute/ HEI partners

JGU is an Institute of Eminence

1 of only 12 HEIs in India with this accreditation

Status awarded by Universities Grants Commission, Govt. of India

A mandatorily residential campus situated at Sonipat, Haryana



2009
JGU's Year of Establishment

100 Acres
Residential Campus

5-Star Excellent Rating
QS Stars University Ratings 2025 (Overall)

#1 in India/ #35 Globally
Law & Legal Studies, QS Rankings 2026

Law, Management, Architecture, Liberal Arts & Humanities
50+ Multidisciplinary Programmes

Rs 13,500 Mn
Purchase Consideration

To be paid over 9 years across 10 annual instalments; ~40% paid in the first 5 instalments

2,450 Beds
Proposed Addition

~10,500
Total Beds Post Transaction

50 Years
Contract Tenure

~9.3%
Stabilized Yield on Cost on NPV Basis

Along with SSG of 6% & Take-or-Pay Guarantees provided by JGU

Post Q2FY27 Update | IIT Madras, Tamil Nadu

Greenfield development under PPP mode





Vaigai Hostel Block (Perspectives)

- Completed pre-construction activities, paving the way for the commencement of construction
- Received Ministry of Finance approval for the release of Viability Gap Funding (VGF)

Development Pipeline

Strategic development pipeline across student accommodation and K-12 campuses

2,126 Beds across 2 HEIs
Student Accommodation

3,83,000 sq. ft.
K-12 Campuses

~Rs 6,465 Mn / ~Rs 3,500 Mn
Total Estimated Project Cost / Pending Capex

S. No.	Name of Institution	Business Vertical	No. of Beds / Built-up Area
1	IIT Madras, Tamil Nadu	Student Accommodation at HEI Campuses	1,878 beds
2	UPES, Uttarakhand	Student Accommodation at HEI Campuses	248 beds[1]
3	St. Andrews Keesara – Expansion	K-12 Campuses	~60,000 sq. ft.
4	St. Andrews Suchitra High School – Block F Development	K-12 Campuses	~1,82,000 sq. ft.
5	St. Andrews Suchitra High School – Future Development	K-12 Campuses	~95,000 sq. ft.
6	Billabong High International School – Expansion	K-12 Campuses	~46,000 sq. ft.

Data as of September 30, 2026

1. Development potential of ~750 beds on existing land

04

Appendix



Shoolini University, Himachal Pradesh

Experienced Leadership Team

Proven leadership in scaling operations, managing complex infrastructure and driving strategic growth



Narasimha Jayakumar
Chief Executive Officer

MBA, London Business School, PGDM, IIM Bangalore

26+ Years of Experience in Strategic Direction & Vision

Ex-Greaves Cotton & Brainly India



Vinod Rao
Chief Financial Officer

Chartered Accountant (CA)

30+ Years of Experience in Business Finance, Financial Control and Audit

Ex-Indus Towers & bp/ Castrol India



Stanislos Simon D'Britto
Chief Operating Officer

PGDBA, Welingkar, Mumbai

26+ Years of Experience in Facility Management

Ex-ISS India



Ajay Kumar
Chief Investment Officer

PGDCAM, IIM Calcutta

18+ Years of Experience in Financial Services

Ex-Investcorp India & Indiabulls Asset Management



Kunal Arvind Patwa
Chief Investment Officer (K-12 Schools)

MMS, JBIMS, Mumbai

16+ Years of Experience

Ex-Investcorp India & IDFC Alternatives

700+
Employee Strength

10 / 200+ Years
Leadership Roles / Cumulative Experience

Dedicated in-house projects team covering design, approvals, procurement and construction management

Data as of September 30, 2026

Board of Directors

Board combines real estate investment, financial acumen, governance and public administration expertise



Anami Narayan Roy

Chairman and Independent Director

Indian Police Service (IPS)

- Ex-Directorate General of Police and Police Commissioner of Mumbai
- **38+ years** of IPS Experience
- Independent Director at Bajaj Finserv, Siemens



Rashmi Satish Joshi

Independent Director

Chartered Accountant (CA)

- **25+ Years** of Experience Across Functions
- *Ex-Veedol, bp India*
- Recognised as CFO of year 2018 by Financial Express
- Independent Director at Bharat Forge, Orkla India



Vinod Rao

Whole-Time Director & Chief Financial Officer

Chartered Accountant (CA)

- **30+ Years** of Experience in Business Finance, Financial Control & Audit
- *Ex-Indus Towers & bp/ Castrol India*



Joseph Raymond Gagnon

Non-Executive Director

Bachelor's in Mathematical Economics, Wake Forest University, USA

- Co-Founder of Real Assets, Rava Partners
- **24+ Years** of Experience in Real Estate
- *Ex-Warburg Pincus & GE Capital Real Estate*



Siddhartha Gupta

Non-Executive Director

PGDM, IIM Lucknow

- Founder, Alta Capital
- **21+ Years** of Experience in Real Estate Investing
- *Ex-Blackstone & BofA Securities*



Mukesh Tiwari

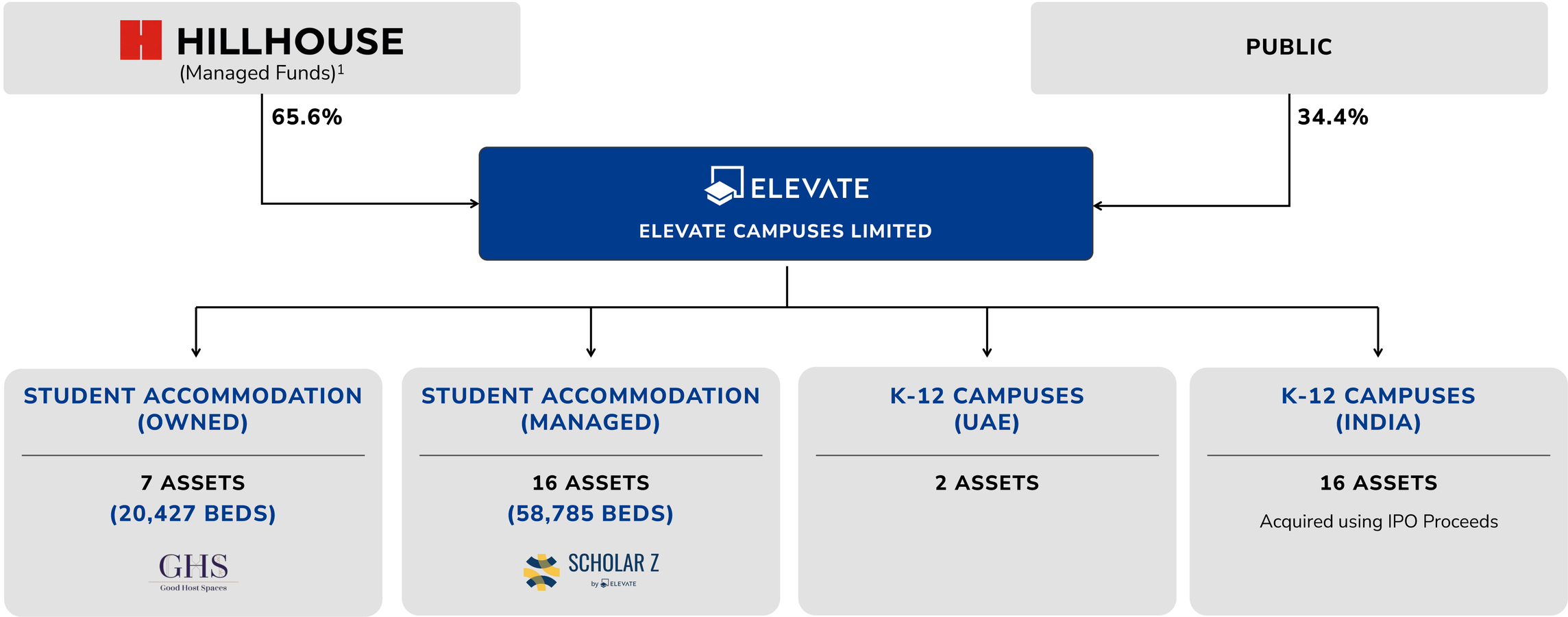
Non-Executive Director

PGDM, IIM Lucknow

- **21+ years** of Real Estate investing
- *Ex-Goldman Sachs Alternative Investments, Actis Advisors*

Company Ownership Structure Post IPO

A diversified education infrastructure platform supported by institutional sponsors



1. Our promoters are Genius Bidco Holdings Pte. Ltd. and Genius Rajkot Investment Holdings Pte. Ltd., ultimately owned and controlled by funds of Hillhouse Investment

Sustainability, Safety & Wellbeing Across the Platform

Building safe, sustainable and responsibly managed campuses

ENVIRONMENT

Energy Efficiency & Renewable Energy

Regular electricity audits, sensor-based LED lighting

Water Conservation & Wastewater Management

Installed sewage treatment plants across properties

Health, Safety & Sustainability Standards

3 K-12 Campuses awarded the WELL Health-Safety Rating, among only five schools in India with this rating as of AY 2024-25

SOCIAL

Student Safety & Wellbeing

Dedicated security staff and access control

Inclusive Campuses

Resident wellbeing roles, accessible infrastructure & e-rickshaws within properties

Employee Wellbeing & Development

End-to-end training, leadership development & career advancement

GOVERNANCE & EHS

Policies & Compliance

Adherence to applicable regulatory, zoning & safety requirements

EHS Due Diligence

Periodic structural audits, fire safety checks & environmental compliance checks

Technology-enabled Operations

Digital service management, real-time dashboards, amenity booking & student feedback

Responsible Governance

Regular risk assessments, robust internal reporting & dedicated specialist teams

Managing End-to-End Student Experience Across Touchpoints

ELEVATE

High-quality student experience powered by technology enabled operations

Student arrival at Campus

Ensuring service continuity & operational readiness at the time of commencement of academic session

Dedicated team for onboarding – documentation, room selection, fee payment etc.

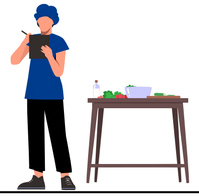
Daily food quality checks

Managing ancillary services (gyms, laundry, clinics, etc.)

Day-to-day on-demand service request management

Routine preventive maintenance






Key Services

- Student Onboarding
- Food & Mess
- Laundry
- Housekeeping & Facility Management
- Community Events
- Retail Management
- Concierge Services
- Repairs & Maintenance

The Evolution of Elevate Campuses

From campus operations to its IPO, Elevate Campuses has built a diversified education infrastructure platform

Establishment
FY18 – FY22

FY18
- Manipal University Jaipur, Rajasthan (5,920 beds)

FY20
- Acquisition of a portfolio of 1,604 beds in Shoolini University, Himachal Pradesh
- Entry into O.P. Jindal Global University (JGU) through acquisition of 5,575 beds; JGU was recognised as an “Institute of Eminence”
- Derisked business model, demonstrated through contractual protections during COVID-19 pandemic

FY22
- Acquisition of additional 208 beds at JGU
- Introduced app-based hostel management platform

Diversification
FY23 – FY25

FY23
- Initiated comprehensive renovation in Shoolini University, Himachal Pradesh

FY24
- Foray into asset-light business model within Student Accommodation
- Expanded footprint at JGU through acquisition of 1,320 beds

FY25
- Executed binding contract for acquisition of student accommodation at Marwadi University, Gujarat

Expansion & Evolution
FY26 – FY27

FY26
- International expansion into the GCC K-12 market through acquisition of K-12 campuses (Hartland International School and North London Collegiate School) in Dubai
- Entered into Concession Agreement with IIT Madras for development of 1,878 beds on a PPP basis
- Addition of ~46,500 beds to the Managed Portfolio through acquisition of ScholarZ
- Added two campuses into the portfolio (UPES & Manav Rachna) & expanded further at JGU

FY27
- Raised Rs 21,000 Mn through an IPO & listed on NSE & BSE on September 30, 2026
- Acquired 16 K-12 Campuses using IPO proceeds
- Execution of definitive documents for acquisition of 2,450 beds at JGU, expanding total campus capacity to ~10,500 beds

Note: FY18 represents our first year of operations as an independent owner and operator of student accommodation

Digital Transformation Strengthens Controls, Cost Visibility and Governance

Integrated digital systems strengthen internal controls, project cost tracking and data security

SAP S/4HANA Public Cloud ERP Transformation	Went live on April 01, 2026, with DOA and SOD frameworks rolled out to strengthen internal controls, accountability and process governance
HRMS Implementation Hire-to-Retire Automation	Implemented a unified HR technology platform to streamline workforce management, centralise employee data and improve access to HR services
Policy Management	Digitised policy communication and employee acknowledgements to improve compliance tracking, policy visibility and governance oversight
Project Cost Management SAP PS	Implemented the SAP PS module for greenfield projects to improve budget visibility, track actual expenditure against budgets and strengthen project cost control
Information Security ISO 27001	Student application software (third-party) used across higher education institutions received ISO 27001 certification, reinforcing information security controls and data protection practices



Thank You

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