



May 23, 2026

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai – 400 001

National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex
Bandra (East)
Mumbai – 400 051

Scrip Code: 544008

SYMBOL: MAXESTATES

Sub.: Investor Presentation

Dear Sir/ Madam,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and in continuation of our intimation dated May 20, 2026, for schedule of the Earnings Conference Call, please find enclosed the Investor Presentation. The same shall also be available on the website of the Company www.maxestates.in.

You are requested to take the aforesaid on record.

Yours faithfully,

For Max Estates Limited

Abhishek Mishra
Company Secretary & Compliance Officer

Encl: a/a

Max Estates Limited

Corporate Office: Max Towers, L-20, C-001/A/1, Sector-16B, Noida-201301, Uttar Pradesh, India, | P: +91 120-4743222
Regd. Office: Max House 1, Dr. Jha Marg, Okhla Phase 3, Opposite Okhla Railway Station, Okhla Industrial Estate, New Delhi -110020

Email : secretarial@maxestates.in | Website : www.maxestates.in | CIN: L70200DL2016PLC438718



Investor Presentation

An overview of Max Estates' journey

May 2026



Max Estates Delivers Rs. 5,305 Crore Pre-Sales in FY2026; with ~Rs. 3,392 Crore Booked in Q4



Second consecutive year crossing Rs. 5,000 Cr in pre-sales (FY25: Rs. 5,321 Cr | FY26: Rs. 5,305 Cr)
— reinforcing Max Estates as a leading end-user-centric developer.

5,305Cr+

Pre-sales in FY26

driven by the fourth quarter, which accounted for ~Rs. 3,392 crore of the total volume

~3,200Cr

Pre-sales from Noida

Estate 105 alone clocked ~Rs. 1,783 Cr within just 10 days of its March 20 launch

~1,578Cr

Collection in FY26

61% YoY growth in collections 20–25% of sales value — funding construction with zero debt across residential projects

17,200Cr+

Pipeline GDV

Estate 105, Max One, Estate 361 & Sector 59; Sector 59 GDV uplifted to Rs.3,900 Cr; further Rs.3,000 Cr from Estate 105 Phase 2 conversion

CY 2027

Delivery of Estate 128

First residential delivery at Estate 128 on track; all other projects progressing on schedule

200K sq. ft.

Pre-leased at Max District, Gurugram

Rs.270+ Cr rentals locked-in 3 years pre-completion at 35%+ premium to micro-market

86K sq. ft.

Pre-leased at Max Square Two, Noida

Rs. 95+ Cr rentals locked-in 2 years pre-completion at 25%+ premium to micro-market

700 Cr+

Peak Annuity Income

Peak commercial portfolio rental potential — trading Rs.140 Cr lease income for Rs.3,000 Cr GDV uplift via Estate 105 Phase 2 repositioning

190,000 cu m

Concrete poured in FY26

Vs ~100,000 cu m poured in total construction since inception 175+ slabs across the projects casted in FY26

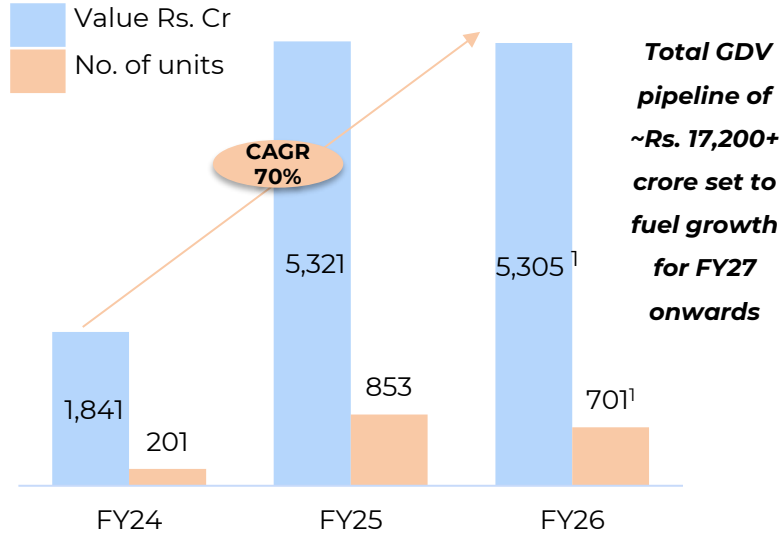
1,500Cr+

FY27 Construction Spend

Planned construction execution in FY27 across active residential & commercial projects

Residential business update

Residential – pre-sales / booking value (Rs. Cr)



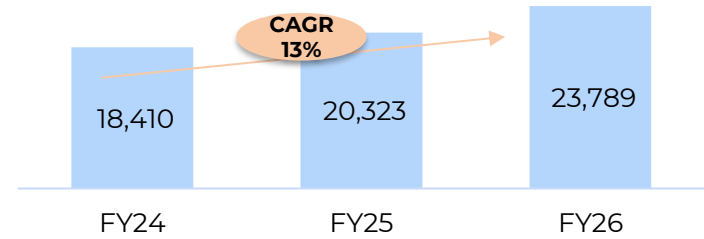
Cancellation (No. of units / Rs. Cr) – post 10% receipt

	Estate 128	Estate 360	Estate 361	Max One	Estate 105
Nos.	Nil	15	1	Nil	Nil
Value	Nil	92	7	Nil	Nil

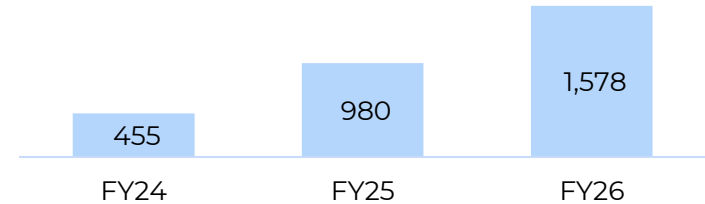
1 – includes Rs. 1,221 crore / 218 units of pre-sales recognised post receipt of RERA, which was done by the erstwhile developer
2- Advance received towards booking of unit



Pre-sales / booking (Rs. Psf price realisation)



Collection (Rs. Cr)

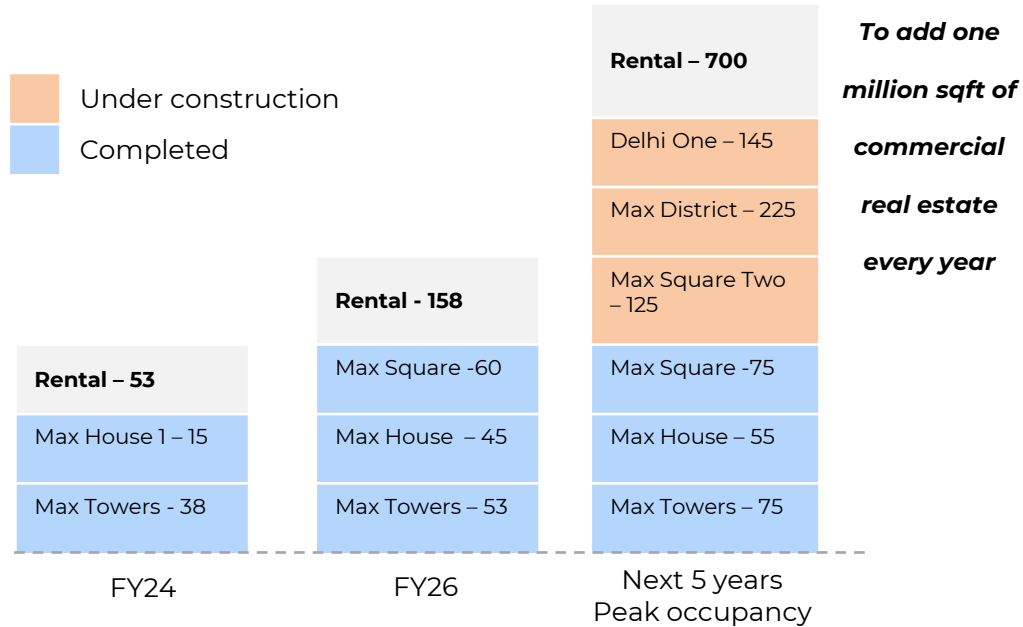


Collection efficiency (Rs. Cr)

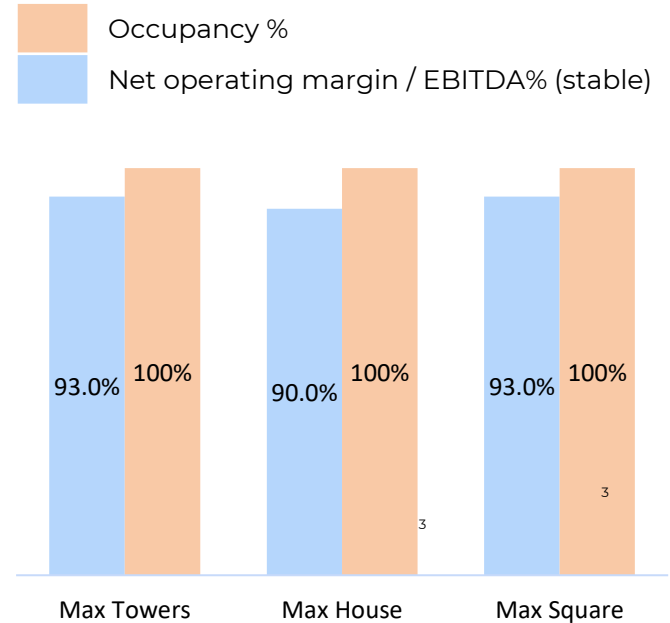
	Estate 128	Estate 360	Estate 361	Max One	Estate 105
Billed till date	1,122	1,953	201	NA	NA
Collected till date	1,122	1,636	172	16	66
% efficiency	100%	84%	86%	Adv ²	Adv ²

Commercial business update

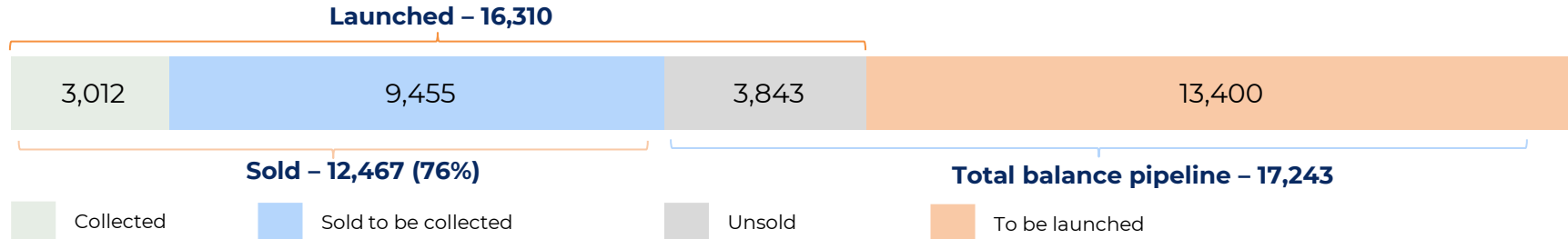
Commercial –annuity portfolio (100%²) (Rs. Cr)



Net operating margin / EBITDA & Occupancy (%)



Consolidated synopsis of residential pre-sales booking value and operating cash flow



Operating cash flow of launched projects (Rs. Cr)

Particulars	Resi	Mixed use ¹
Estimated receipts from launched units	10,089	6,221
- From sold units	9,269	3,198
- From unsold units	820	3,023
Collection to date from sold units	2,930	83
Remaining to be collected from sold units	6,339	3,116
Remaining - from sold & unsold units	7,159	6,138

Particulars	Resi	Mixed use ¹
Remaining - from sold & unsold units	7,159	6,138
Estimated total cost of launched units	7,524	4,516
- Cost already incurred	2,264	1,070
- Estimated balance cost to be incurred	5,260	3,446
Operating cash flow from launched units	1,899	2,693



Project wise profitability for launched inventory

Particulars (Rs. Cr)	Estate 128 (Phase I & II)	Estate 360	Estate 361	Max One ¹	Estate 105 ¹
Area (mn sq. ft.)	1.40	2.40	1.14	2.00 (Sale)	1.10 (Phase I)
Sold (mn sq. ft.)	1.40	2.40	0.69	1.40	0.68
Unsold(mn sq. ft.)	-	0.01	0.45	0.60	0.42
Launched	2,734	4,855	2,500	3,221	3,000
GDV sold	2,734	4,831	1,704	1,415	1,783
Collection	1,122	1,636	172	16	66
Est Margins	40-45%	20-25%	20-25%	25-30%	30-35%
Est PBT (Rs. Cr) launched (Post corporate allocations)	1100-1200	950-1200	500-600	800-900	900-1,000
Possession for PBT and sales booking	FY28 for Ph I and FY29 for Ph II	FY29	FY31	FY29/30	FY31

**Embedded values
(Rs.)**

16,310 Cr

Revenue from launched projects
Yet to be Booked
In Profit & Loss

12,500 Cr

Revenue - already sold
Yet to be Booked
In Profit & Loss

4,250 - 4,900 Cr

Embedded PBT
from Launched Projects

Guidance vs actual



Particulars	FY 24 Guidance	FY 24 Actuals	FY 25 Guidance	FY 25 Actuals	FY 26 Guidance	FY 26 Actuals	FY 27 Guidance
Pre sales (Rs. Cr)	1,300	1,844	4,000 Revised to 4,800-5,200	5,321	6,000-6500	5,305	Total GDV pipeline of ~Rs. 17,200+ crore set to fuel growth for FY27 onwards
Launches (GDV Rs. Cr)	1,300	1,844	4,000 Revised to 4,800-5,200	5,723	9,500	8,721	
Project addition (BD) – sq. ft.	2mn	3.4mn	3mn	Resi – 4mn Mixed use -5.0 mn	3mn	1.3mn	3mn
Leasing	12-18 months	On track	Max Square – 100% Max House-2– 100%	Max Square – 99% Max House-2– 100%	100% across all operating assets	100% - operational assets; Pre-leasing at Max District and Max Square Two	100% across all operating assets
Net Debt to equity	<1	<1	<1	Net debt zero	<1	Net debt- 174 Cr <1	<1
Project execution	Within budget and timelines	On track	Within budget and timelines	On track	Within budget and timelines	On track	Within budget and timelines

Execution in the next 5 years

Measured not just in numbers, but in scale



150 Lac sq. ft. in Tiles

Enough built-up area to cover over 260 football fields



12 Lac m³ in Concrete

Enough concrete to build a 6-lane highway from Delhi to Chandigarh



2 Lac Metric Tons in Steel

Equivalent to the weight of nearly 30 Eiffel Towers



42 Lac sq. ft. in Glass

Enough glass to cover over 70 football fields



10 Lac Running Mtr Piping

If laid end to end, the piping could stretch from Delhi to Mumbai nearly 7 times over



60K+ Doors Across Developments

Enough doors to fill a city-sized neighborhood of homes



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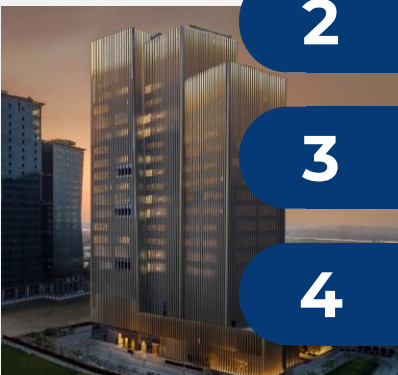
Execution enablers

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Q4 & FY 26 financials

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Experience WorkWell & LiveWell at
Max Estates

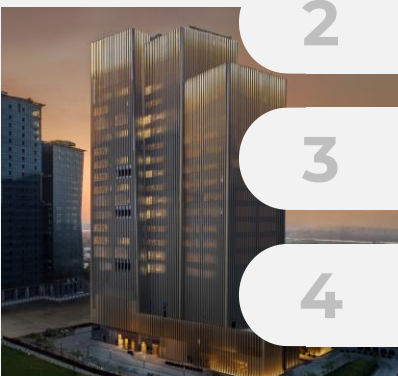


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What we do, and why

Our purpose is to enhance quality of life through the spaces we create

Our values



Bringing Real Well-being to Real Estate

A thoughtful coming together of design, nature, community and well-being, shaping spaces where people can truly LiveWell, WorkWell and PlayWell.



Pillars of Well-Being



Where we do it

Operational assets



About Max Estates

WorkWell
Commercial

LiveWell
Residential

PlayWell
Leisure, retail, culture

Commercial – 4.2 mn sq. ft

Residential – 9.1 mn sq. ft

Mixed – 5.1 mn sq. ft



Max Towers,
Noida

Max Square,
Noida

Max House,
New Delhi-



Estate 128,
Noida



Estate 360,
Gurugram



Max One,
Noida



Estate 105,
Noida



Max District,
Gurugram



Max Square Two,
Noida



Estate 361,
Gurugram



Estate 59,
Gurugram

**Target
Market -
Delhi
NCR**



Focus Strategy | One region multiple asset class

18.4
Mn sq. ft

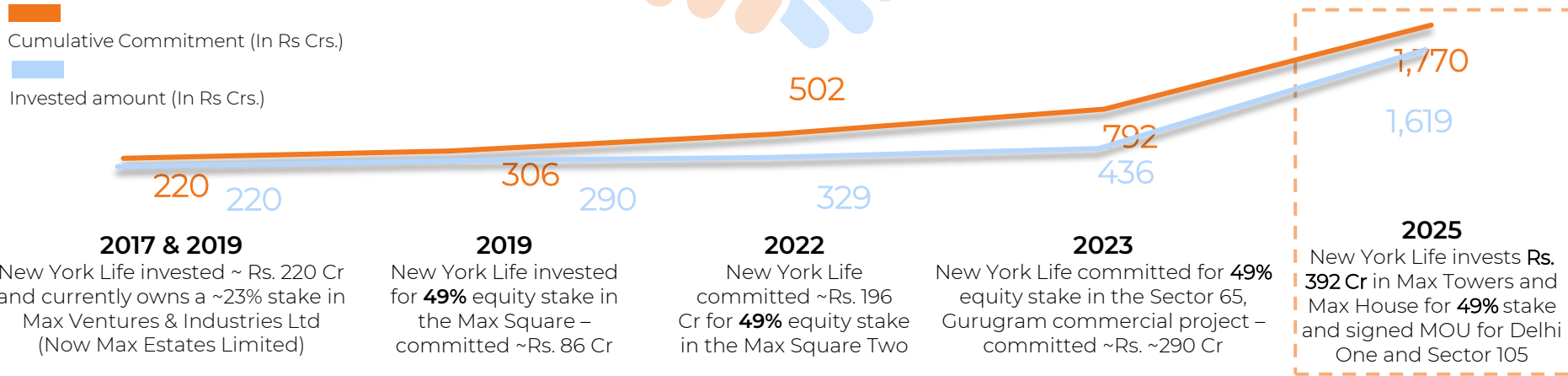
New York Life – Our strategic partner in the commercial real estate business



Founded in 1845, New York Life is a Financial Services Company and the largest mutual life insurer in the U.S

Since 2001, partnered with Max group to form Max New York Life Insurance Company Limited with 26% ownership, which subsequently got sold to Mitsui Sumitomo Insurance in 2012.

Re-invested when Max started real estate journey



Max Estates is an exclusive real estate partner in India for New York Life. It has committed ~**Rs. 1,800 Cr.** till date across 7 rounds and will continue to evaluate co-investment opportunities with Max Estates



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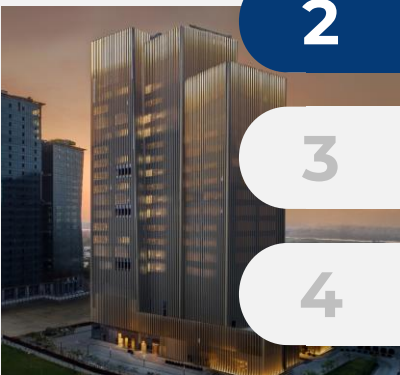
Execution enablers

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Q4 & FY 26 financials

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Experience WorkWell & LiveWell at
Max Estates



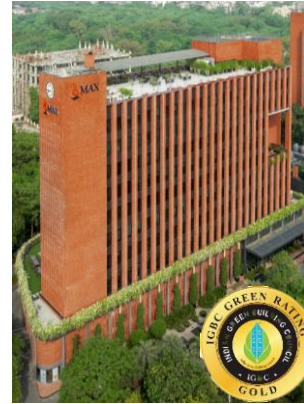
Commercial projects in operation



Max Towers, Sector 16B, Noida

- Total leasable area 358,234 sq. ft
- Weighted average rental: ~Rs. 130 per sq. ft. per month
- WALE¹: 3.4 years
- Occupancy: 100%
- Last Achieved Rent – Rs. 152 per sq. ft. per month
- Largest tenant: Cyril Amarchand Mangaldas (22% of space)
- Top 4 sectors - Professional Services (39%), Financial Services (14%), Technology (10%) and Managed Office Spaces (10%)

Portfolio of tenants



Max House – I, Okhla, Delhi

- Total leasable area 108,006 sqft
- Weighted average rental: ~Rs. 144 per sq. ft. per month
- WALE¹ 4.5 years
- Occupancy: 100%
- Last Achieved Rent – Rs. 165 per sq. ft. per month
- Largest tenant: Target occupies 25% of space
- Top 3 sectors - Retail (27%), Manufacturing (26%) and Financial Service (18%)

Portfolio of tenants



1. Weighted average lease expiry

Commercial projects in operation

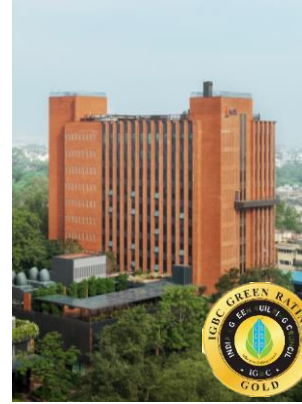
Max Square, Sector 129, Noida

- Total leasable area 680,665 sq. ft.
- Weighted average rental: ~Rs. 76 per sq. ft. per month
- WALE¹: 5.0 years
- Occupancy: 100%
- Last Achieved Rent – Rs. 76 per sq. ft. per month
- Largest tenant: Adobe occupies 23% space
- Top 3 sectors in the tenant portfolio are Technology (32%), Financial (29%) and Media (19%)



Max House – II, Okhla, Delhi

- Total leasable area 150,839 sq. ft.
- Weighted average rental: ~Rs. 160 per sq. ft. per month
- WALE¹: 6.7 years
- Occupancy: 100%
- Last Achieved Rent – Rs. 175 per sq. ft. per month
- Largest tenant BBC-CNR occupies 23% of space
- Top 3 sectors in the tenant portfolio are Professional services (34%), Media(23%) and Flexible Workspace (18%)



Portfolio of tenants



Portfolio of tenants



1. Weighted average lease expiry

Commercial projects under Design and Development



Artistic Rendition

Max Square Two, Sector 129, Noida

~4

Acre land parcel

~0.9 mn sq. ft.

Pre-leasing of 86K sq. ft. at 25%+ premium to micro-market

~0.2

Mn sq ft of retail potential

125+

Rs. Cr Annual Rental Potential

Q1 FY25

Construction started

Q2 FY28

Occupancy Certificate



Artistic Rendition

Max District, Sector 65, Gurugram

7.35

Acre land parcel

~1.6 mn sq. ft.

Pre-leasing of 200,000 sq. ft. at 35%+ premium to micro-market

~225+

Rs. Cr Annual Rental Potential¹

Q2 FY25

Construction Works started

Q2 FY28

Occupancy Certificate-Phase 1

Q3 FY29

Occupancy Certificate-Phase 2

Our commercial projects have a potential to generate annual rental income of ~Rs. 700 Cr (our share ~Rs. 350 Cr)

Max Square Two: Construction update (Tower A)



Description (clockwise)

1. Q1 FY26: Basement 3 works in progress
2. Q2 FY26: Basement 2, 1 works completed; Basement 1 works in progress
3. Q3 FY26: Lower Ground works in progress
4. Q4 FY26: 2nd Floor Level in Progress

Max Square Two: Construction update (Tower B)



Description (clockwise)

1. Q1 FY26: Basement 3, 2 works completed; Basement 1 works in progress
2. Q2 FY26: Upper Ground Works in progress
3. Q3 FY26: Upper Ground Work Completed
4. Q4 FY26: 4th Floor Level in Progress

Max District: Construction Update (Phase-1)



Description (clockwise)

1. Q1 FY26: Raft and Basement 4, 3 works in progress
Excavation in progress for a section;
2. Q2 FY26: Raft completed and RCC works for
Basement 4, 3, 2, 1 in progress
3. Q3 FY26: Basement 4 completed and RCC works
for Basement 3,2,1 in progress
4. Q4 FY26: Basement 3 & 4 Completed, RCC Work
for Basement 1 & 2, Ground Floor Roof and Level 1
Roof in Progress.

Max District: Construction Update (Phase-2)



Description (clockwise)

1. Q1 FY26: Basement 4 completed, RCC works for Basement 3, 2 in progress
2. Q2 FY26: Basement 4,3 completed, RCC works for Basement 1,2 in progress
3. Q3 FY26: Basement 4,3,2 completed and RCC works for Basement 1 and Ground Floor in progress
4. Q4 FY26: Basement 1 and GF Roof completed and RCC works for Level 1 and 2 Roof Slab in progress

Residential projects – launched



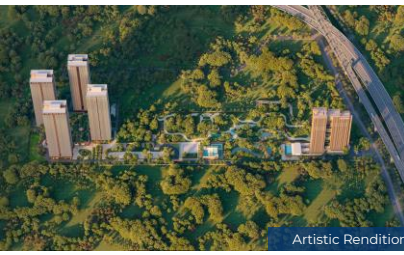
**Estate 128,
Sector 128,
Noida (Phase 1
and Phase 2)**

10 Acre land parcel	~1.40 Mn sq. ft. of saleable area	268 Total number of units
~2,734 Rs. Cr Pre-sales Booking Value	100% % Sold	~1,122 (41%) Rs. Cr Total Collection (% of sales)



**Estate 360,
Sector 36A,
Gurugram**

11.80 Acre land parcel	~2.40 Mn sq. ft. of saleable area	864 Total number of units
4,831 Rs. Cr Pre-sales Booking Value	100% % Sold	1,636 (34%) Rs. Cr Total Collection (% of sales)



**Estate 361,
Sector 36A,
Gurugram**

18 Acre land parcel	~4.00 Mn sq. ft. of Total saleable area	~9,000 Rs Cr Booking Value Potential Launched 2,500 Cr
1,704 Rs. Cr Pre-sales Booking Value	68% % pre-sales to launched units	~172 (10%) Rs. Cr Total Collection (% of sales)

Residential projects – launched



**Estate 105 Ph I,
Sector 105,
Noida**

10
Acre land parcel

~2.60
Mn sq. ft. of Total
saleable area

~6,000
Rs Cr Booking
Value Potential
Launched 3,000 Cr

1,783
Rs. Cr Pre-sales
Booking Value

60%
% pre-sales to
launched units

~66 (4%)
Rs. Cr Total
Collection (% of
sales)



**Max One,
Sector 16B,
Noida**

10
Acre land parcel

~2.50
Mn sq. ft. of Total
saleable area

~3,221
Rs Cr GDV
(sale by erstwhile
developer - Rs. 1,221 Cr)

~145
Rs Cr annual rental from
CRE lease portion

1,415
Rs Cr Pre-sales
(sale by erstwhile
developer - Rs. 1,221 Cr)

~16 (1%)
Rs. Cr Total
Collection (% of
sales)

**Embedded values
(Rs.)**

16,310 Cr

Revenue from launched projects
Yet to be Booked
In Profit & Loss

12,500 Cr

Revenue - already sold
Yet to be Booked
In Profit & Loss

4,250 - 4,900 Cr

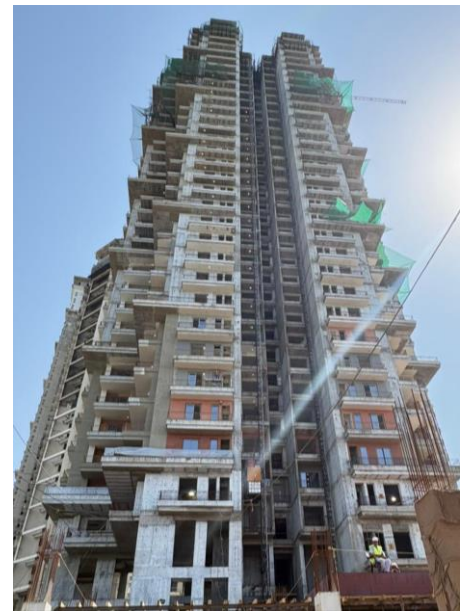
Embedded PBT
from Launched Projects

Total GDV pipeline of ~Rs. 17,200+ crore set to fuel growth for FY27 onwards

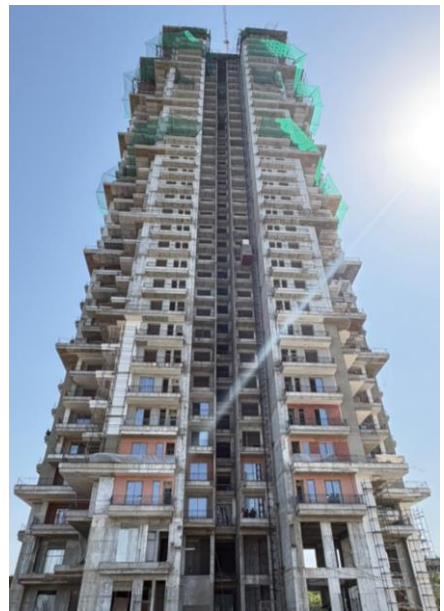
Estate 128, Noida: Progress Update



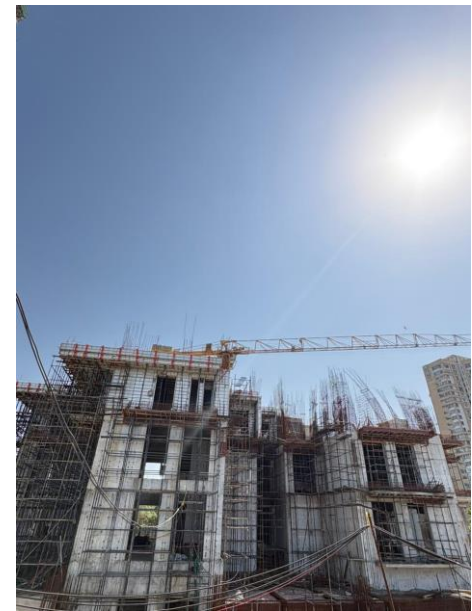
Tower 1 – As on 30th April 2026 – Thirty fifth floor slab is being casted.



Tower 2 – As on 30th April 2026 – Thirty fourth floor slab is being casted.



Tower 3 – As on 30th April 2026 – Thirty sixth floor slab is being casted.



Tower 4 – As on 30th April 2026 – 3rd floor slab is being casted.

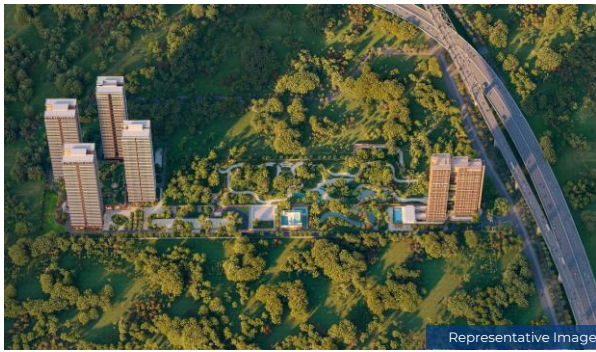
Estate 360, Gurgaon: Construction Progress



Description (clockwise)

1. Ground floor slab of Tower 1 & 2 completed. First floor slab in progress
2. First floor slab of Tower 3 & 5 completed. Second floor slab in progress
3. Second floor slab of Tower 4 complete. Third floor decking work in progress
4. Second floor slab of Tower 6 complete. Second to third floor vertical in progress

Residential Projects to be launched in FY27



Representative Image



Representative Image



Representative Image

Estate 361 -Ph 2 (Gurugram)	
Development Potential	~4.0 mn. sq. ft.
Gross Development Value	Rs. 9,000 Cr + (inc 2,500 Cr in phase I)
Status	Phase 1 – Rs. 2,500 Cr already launched
<p>Expanding our footprint in Gurugram, Estate 361 is a LiveWell development located in Sector 36A along the Dwarka Expressway. Spread across ~18-acres with a development potential of ~4 mn sq. ft., Estate 361 is being thoughtfully envisioned around our LiveWell philosophy with the vision of bringing real wellbeing to real estate. Central to the design is a lush, 2-acre forest that will anchor the offering and foster holistic wellness for its community. We have already launched Phase I of the project in Q3FY26</p>	

Estate 105 - Ph 2 (Noida)	
Development Potential	~2.6 mn. sq. ft.
Gross Development Value	Rs. 6,000 Cr + (incl 3,000 Cr in phase I)
Status	Phase 1 – Rs. 3,000 Cr already launched
<p>With three open sides and a striking 75-meter frontage along the Noida-Greater Noida Expressway, the site enjoys excellent visibility and connectivity. Situated within a thriving residential and commercial micro-market, the offering will reflect our LiveWell and WorkWell philosophies, seamlessly integrating fitness, sports, and an active lifestyle into a thoughtfully curated urban experience.</p>	

New Opportunity (Sector 59, Gurugram)	
Development Potential	~1.3 mn. sq. ft.
Gross Development Value	Rs. 3,900 Cr +
Status	Under design
<p>Continued our expansion in Gurugram's luxury residential market, by securing development rights on prime land parcel measuring 7.25 acre strategically located in Sector 59, Gurugram, on the Golf Course Extension Road, with group housing development potential of ~1.3 mn sq. ft. and Gross Development Value (GDV) potential of more than Rs. 3,900 Crore. This significant milestone in Max Estates' journey of building NCR's most trusted luxury real estate brand with unwavering commitment to curate 'LiveWell' experiences across key development vectors in Delhi NCR</p>	

Project wise summary



S.No.	Project name	Location	Type	Area (Mn sq. ft.)	Peak rental / GDV (Rs. Cr)	Status	Completion timeline	Max Estates Economic interest
1	Max Towers	Sector 16B, Noida	Comm	0.5	75	Operational	NA	51%
2	Max House Ph1&2	Okhla, Delhi	Comm	0.3	55	Operational	NA	51%
3	Max Square	Sector 129, Noida	Comm	0.7	75	Operational	NA	51%
4	Max Square Two	Sector 129, Noida	Comm	1.1	125	Under cons	FY28	51%
5	Max District	Sector 65, Gurugram	Comm	1.6	225	Under cons	FY29	51%
6	Estate 128	Sector 128, Noida	Resi	1.4	2,734	Sold, Under cons	FY28	100%
7	Estate 360	Sector 36A, Gurugram	Resi	2.4	4,800	Sold, Under cons	FY29	100%
8	Max One	Sector 16B, Noida	Mixed	2.5	GDV – 3,200 Rental – 145	Under cons	FY30	51%
9	Sector 105	Sector 105, Noida	Mixed	2.6	GDV – 6,000	Under cons	FY30	51%
10	Estate 361	Sector 36A, Gurugram	Resi	4.0	9,000	Under cons	FY31	100%
11	Sector 59	Sector 59, Gurugram	Resi	1.3	3,900	To be launched	FY32	100%



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Experience WorkWell & LiveWell at
Max Estates



Indicative Growth Pipeline in the near term



Project Location	Residential / Commercial	SBUA (sq. ft.)	Type	Stage
Delhi	Residential	0.1 Mn	JDA	Commercial negotiation
Delhi	Residential	0.1 Mn	Outright	Commercial negotiation
Noida	Residential	1.5 Mn	JDA	Commercial negotiation
Gurgaon	Residential	2.6 Mn	Outright	Commercial negotiation
Gurgaon	Commercial	0.9Mn	JDA/JV	Commercial negotiation
Delhi	Residential	4.1 Mn	JDA	Regulatory approval
Noida	Mix-Use	1.4 Mn	Outright	Under evaluation
Noida	Mix-Use	3.1 Mn	Outright	Under evaluation
Noida	Residential	0.7 Mn	Outright	Commercial negotiation

Our aspiration is to add 3 mn sq. ft. of projects



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Max Estates



Key execution enablers



Board of Directors – Max Estates



Analjit Singh

Chairman

- Founder and Chairman of Max Group
- Felicitated with Padma Bhushan, India's 3rd highest civilian award



Jillian Leigh Moo-Young

Non-Executive Director

- Senior-Vice President and Head of Alternative Strategy at New York Life Insurance Company.
- 33+ years of experience, with prior leadership roles at American International Group/ Corebridge Financial, AIG Investments, and Bank of America Merrill Lynch;
- Holds degrees from Columbia University and Harvard University.



D K Mittal

Independent Director

- Former Indian Administrative Service (IAS) officer from the batch of 1977
- Served Govt. of India as Secretary- Department of Financial Services; Ministry of Corporate Affairs



Atul B. Lall

Non-Executive Director

- Managing Director and Vice Chairman of Dixon Technologies (India) Limited.
- Master's Degree in Management Studies from the Birla Institute of Technology and Science, Pilani.



Niten Malhan

Independent Director

- Founder and managing partner of an investment manager, New Mark Advisors
- Former Managing Director and India lead of Warburg Pincus; over 15 years of experience in private equity and consulting

Board of Directors – Max Estates



Analjit Singh

Chairman

- Founder and Chairman of Max Group
- Felicitated with Padma Bhushan, India's 3rd highest civilian award



Malini Thadani

Independent Director

- 41+ years experience as Former Indian Revenue Service officer and Head of Sustainability with HSBC in India and Hong Kong.
- Master's Degree in Arts - Ohio University, a Master's Degree in History - Hindu College, University of Delhi, and Bachelor's degree in History - Lady Shri Ram College, University of Delhi



Ira Gupta

Independent Director

- With over 27 years of HR leadership and coaching experience, she most recently served as CHRO for Microsoft India & South Asia—overseeing HR across product engineering, development centres, service delivery, consulting, research labs and sales & marketing.
- She is also on the advisory boards for NGOs and institutions such as XLRI Jamshedpur, and is an ICF-certified coach.



Gauri Padmanabhan

Independent Director

- Ex-Global partner, leading Consumer Market Practices for Heidrick & Struggles in India
- Key person in establishing Heidrick & Struggles' India business

Experienced Management team ... with mix of real and non real estate background (1/2)



Sahil Vachani

Vice Chairman & Managing Director, Max Estates

- Responsible for overall strategic vision, direction and growth of the company
- Prior experience in investment banking with Citigroup & business building in consumer electronics with Dixon Technologies & Dixon Appliances



Vachan Singh

COO – Projects Max Estates

- Ex-COO & Business Head, Adani Realty; Ex-COO, Oberoi Realty, L&T Realty, Tata Housing, DLF
- Over 35 years of experience in project execution, design management, contracts, operations, and strategy across large-scale residential, commercial, and infrastructure developments in India and overseas.



Nitin Kansal

CFO - Max Estates

- Chartered accountant and a Max group veteran with experience across key leadership & strategic positions
- Over 25 years of experience across hospitality and real estate



K S Ramsinghane

Senior Advisor - Max Estates

- Over 45 years of experience; 9 yrs. with Max Health Care as Exec. Director and 11 years as CEO/MD of business units
- Business Management, project engineering, management experience including 10 greenfield projects



Sanjeev Ailawadi

Head – Legal Max Estates

- Accomplished advocate, with more than 30+ years of rich experience in the domains of Real Estate, Contracts, Constitutional, Civil, Criminal and Environmental law.

Experienced Management team ... with mix of real and non real estate background (2/2)



Sahil Vachani

Vice Chairman & Managing Director, Max Estates

- Responsible for overall strategic vision, direction and growth of the company
- Prior experience in investment banking with Citigroup & business building in consumer electronics with Dixon Technologies & Dixon Appliances



Dharmender Kumar

Director & Chief Corporate Affairs Officer

- He led policy advocacy, government relations, and stakeholder engagement at Group Level while serving in Max India Limited. He joined Max India in 2007, rose to Director & Group Chief Corporate Affairs Officer.
- holds a Post Doctorate and a PhD in Public Policy from Ecole Supérieure Robert de Sorbon, France, also PG Diploma in Personnel Management and Industrial Relations from Bhartiya Vidya Bhavan (Delhi Kendra), and a BA in Humanities from Shaheed Bhagat Singh College.



Arihant Kothari

Chief Investment Officer – Capital Strategy

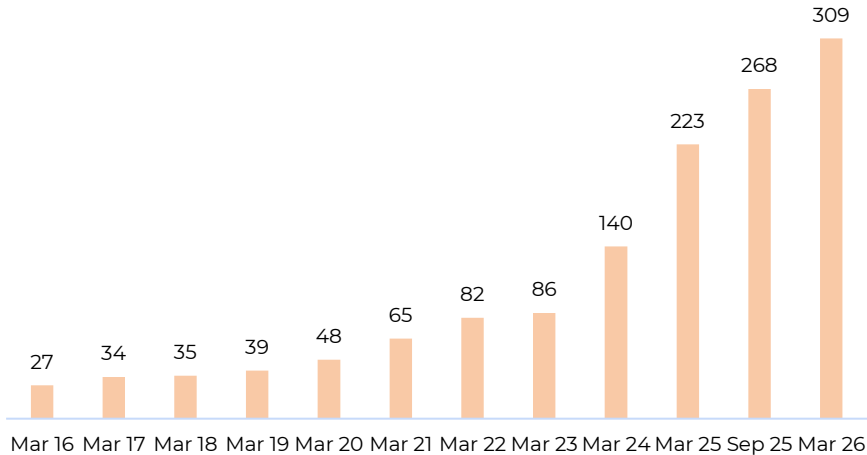
- Was Managing Director at Tishman Speyer
- Over 18 years of experience across institutional real estate private equity in India and the United Kingdom.
- Having initially joined the firm in London, he brings wide-ranging experience across equity capital markets, acquisitions, portfolio management, and asset management, with deep exposure to global best practices in real estate investing.

Scaling with Skill. Leading with Inclusion.



At Max Estates, growth isn't just about expanding our footprint — it's about building a diverse, future-ready team that embodies our values and drives our ambition forward, **because true growth includes everyone...**

Employee Head Count

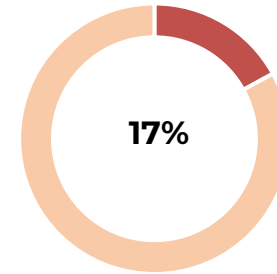


From 27 to 282 — a **10x growth in headcount** that reflects not just scale, but the strength of our people-first strategy, fueling our growth ambitions.

INVESTING IN OUR PEOPLE: GROWTH, PERFORMANCE & POTENTIAL

74% of employees received career and performance development reviews, supporting continuous growth, alignment, and internal mobility.

Gender Diversity (%)



Women make up 17% of Max Estates' total workforce, a notable representation in the real estate sector

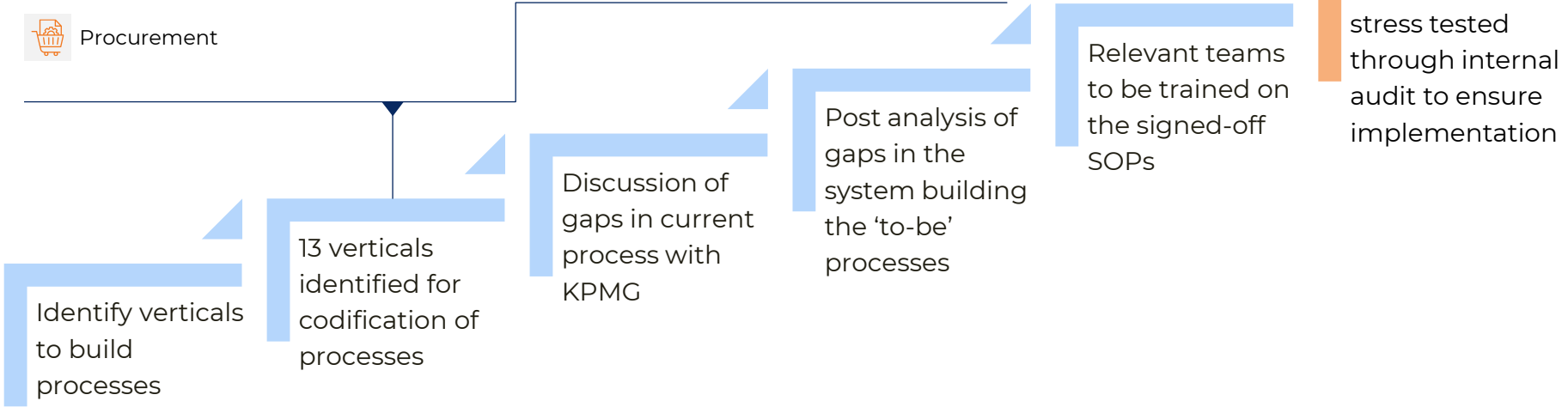
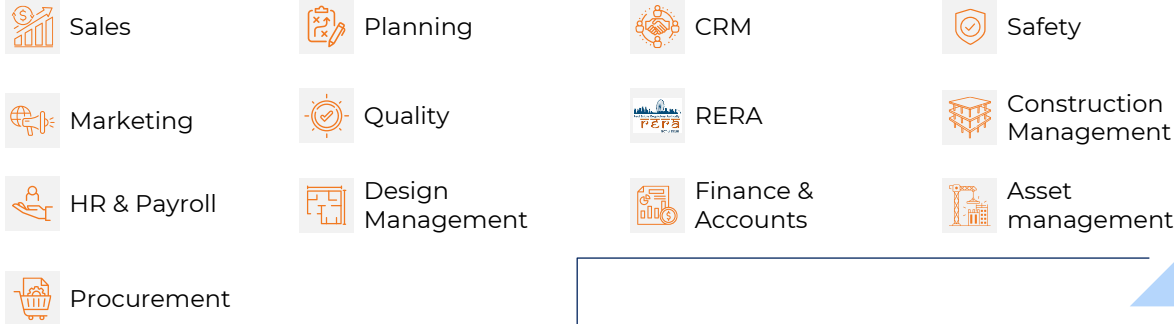
EMBEDDING CARE, SAFETY & RESPONSIBILITY

1.62% of revenue invested in employee well-being, a 3x increase over last year, reinforcing our commitment to a healthier, more engaged workforce.

93.3% trained on health, safety, and wellness, and 82.15% on human rights and ethics, building a safer, more responsible, and compliant workplace culture.

Institutionalizing internal processes to enable seamless execution at scale

13 Verticals identified as follows



Suite of digital interventions across value chain in progress



Non exhaustive



Clairco

Solution to provide enhanced air purification and real-time air quality monitoring for the wellness of our occupants



FacTech

Tenant Building management and compliant management application for improving customer experience



AutoDesk Construction Cloud

Design, quality, safety and Construction planning software for efficient tracking and monitoring of execution



Ozonetel

Call center software designed to boost sales and customer service agent performance



Smart Joules

An AI-based energy conservation tool to optimize the efficiency of our HVAC system and chillers, thereby decreasing the costs



Sales Force

Industry best practice cloud-based relationship management solution to monitor leads



SAP

comprehensive ERP offering on Cloud for Real Estate Modules



Zykr

ML-enabled management platform real-time visibility over customer / employee



BIM

Intelligent 3D modelling of our assets to detect clashes and design flaws, thereby saving on time and cost of the project



Wobot

AI-based video analytics tool for enhancing customer experience, crowd control, safety and security



Max Towers App

Tenant engagement app to act as portal for events / amenities at Max Towers









Reloy

Digital platforms to empower homeowners / channel partners.

Driving impactful Sustainability initiatives

Implemented Sustainable Initiatives

	FY26 Achievements	FY27 Priorities
 Energy	<ul style="list-style-type: none"> Integration of double-glazing units and IoT-based chiller operations optimize energy efficiency, while heat recovery mechanisms and rooftop solar PV systems reduce environmental impact 	<ul style="list-style-type: none"> Establish Net Zero Targets for MEL backed with Science Based Targets Initiatives (SBTi) Exploring renewable power purchase for Max Towers
 Water	<ul style="list-style-type: none"> Low flow faucets in washroom to reduce water consumption Zero wastewater discharge by treating the wastewater in sewerage treatment plants 	<ul style="list-style-type: none"> Exploring IoT sensor-based water leakage and consumption tracking
 Waste	<ul style="list-style-type: none"> Waste segregation aim for zero landfill by sorting building waste, while replacing single-use plastic with glass bottles An organic waste composter converts organic waste into compost 	<ul style="list-style-type: none"> Explore different closed-loop systems for waste management through partnerships and building in-house capability for creating a circular economy solution
 Indoor environment quality	<ul style="list-style-type: none"> Real-time air quality monitoring adjusts ventilation based on PM2.5 and PM10 levels, while MERV 8 MERV 13 (ESP) filters reduce pollutants in conditioned areas, improving air quality 	<ul style="list-style-type: none"> Align initiatives with IWBI WELL Standards Explore new technologies and solutions to improve environment quality of air across projects
 Material	<ul style="list-style-type: none"> Publicly available policy on Sustainable Procurement Adherence to material guidelines defined by LEED and IGBC; for example, low VOC content paint and locally sourced materials 	<ul style="list-style-type: none"> Work on roadmap for progressing on LCA calculation and embodied carbon computation Set embodied carbon emission targets for future developments
 Safety	<ul style="list-style-type: none"> Observations from Fire, Life & Safety audit at Max Towers & Max House rectified and closed 	<ul style="list-style-type: none"> Progressing as per roadmap for achieving 5-star in British Safety Council audit
	<ul style="list-style-type: none"> Achieved LEED Platinum Operations & Maintenance for Max Towers Solar Power PPA at Max Square Cooling-as-a-Service integration at Max Towers 	
	<ul style="list-style-type: none"> Started measuring different sources of water consumption throughout operational projects 	
	<ul style="list-style-type: none"> Implemented robust waste management policy, segregating waste in various waste streams. Tie up with authorized recycler for ensuring 100% diversion of waste (solid, hazardous & cigarette waste) from landfill in operational projects 	
	<ul style="list-style-type: none"> Improved the filtration mechanism for treatment of outdoor air to always achieve indoor AQI <50 Tracking & display of AQI across delivered assets 	
	<ul style="list-style-type: none"> Streamlined embodied carbon study for all projects Closed in-depth material study to identify green alternatives Sourced green certified materials for under construction projects 	
	<ul style="list-style-type: none"> Achieved IMS certification comprising of ISO 9001, ISO 14001 and ISO 45001 for all operational projects. Achieved WELL Health & Safety Ratings for all operational projects Achieved British Safety Council International Safety Award 	

Non exhaustive

Ratings & Certifications | Operational Portfolio



Max Towers



LEED Platinum
Certified for Green
Building Strategies



LEED Platinum
Operation &
Maintenance



ISO -9001
ISO -14001
ISO -45001



WELL Health &
Safety Rating



International
Safety
Awards



BSC 5-star
Health & Safety
Certification



Max House



LEED Gold Certified
for Green Building
Strategies



IGBC Platinum
Rated for
Health and
Well-Being



ISO -9001
ISO -14001
ISO -45001



WELL Health &
Safety Rating



International
Safety Awards
BSC



Max Square



IGBC Platinum
Certified for Green
Building Strategies



IGBC Platinum
Rated for
Health and
Well-Being



ISO -9001
ISO -14001
ISO -45001



WELL Health &
Safety Rating



LEED
Operation &
Maintenance¹

1. Under process

Ratings & Certifications | Upcoming Portfolio



Max District



LEED Platinum pre-certified for Green Building Strategies



WiredScore Platinum



WELL Certification¹



Estate 361



IGBC Platinum Pre-Certified for Green Building Strategies



Max Square Two



IGBC Platinum pre-certified for Green Building Strategies



WELL Certification¹



Max One



IGBC Platinum Pre-Certified for Green Building Strategies¹



Estate 128



IGBC Platinum Pre-Certified for Green Building Strategies



WELL Certification¹



Estate 105



IGBC Platinum Pre-Certified for Green Building Strategies¹



Estate 360

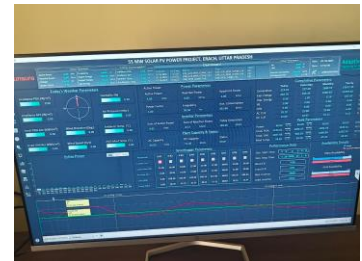
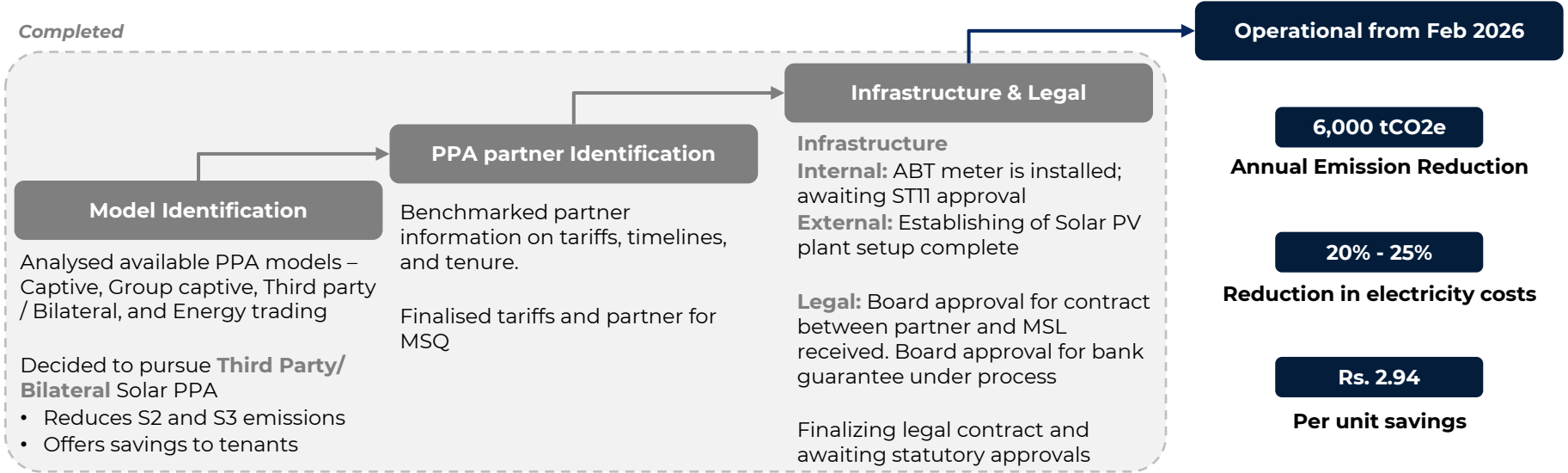
1. Under process



IGBC Platinum Pre-Certified for Green Building Strategies

Solar Power Purchase at Max Square

Completed



Key Sustainability Initiatives & Targets FY26-27

WELL

Align the designing of future projects with WELL features

1

Technology & Innovation

Search for new initiatives, specially in waste management

3

ESG Dashboard

Develop an ESG dashboard for portfolio level data exchanges and reporting

7

Net Zero Design

Establish guidelines and explore new opportunities

6

8

LCA

Initiate and formalize Life Cycle Assessment of all portfolio assets

2

GRESB

Retain 5-star rating

4

Renewables

Sourcing renewable power for Max Towers

5

Net Zero Goal Setting

Establishing Net Zero Targets for MEL backed with Science Based Targets Initiatives (SBTi) curriculum





Contributing back to society is at the core of how we approach the business



Max Estates and Max India Foundation (CSR arm of Max Group) collaborate to improve communities by engaging with local groups to ensure positive impact.

Collaborated with **12 NGO partners** to support the education of: **1.04 lakh** students **2,297** teachers **41** fellows

Partnered with NGO **'The Education Alliance'** through a work partnership with Tamil Nadu and Tripura government and positively impacted: **54 lakh** students of **42,000** local government schools.

Collaborated with Emory University, USA for **Social, Emotional and Ethical Learning (SEEL)**, a K-12 education program developed for training and facilitation of educators. **800+** Educators introduced, **200+hours** invested in training, **40,000** students receiving SEEL learning sessions



Max Estates and Max India Foundation (CSR arm of Max Group) collaborate to improve communities by engaging with local groups to ensure positive impact.

Max Estates is exploring partnership with **Habitat for Humanity** to sponsor homes for underprivileged

The initiative prioritizes secure housing for **impoverished construction workers** and laborers, combating **poor living conditions and health risks**

Rs. 5 Cr committed by Max Estates towards Habitat for Humanity till date

25 houses delivered



We intentionally design an ecosystem of amenities ...



A work environment that is good for people is great for business

Elevating Customer Experience Through 288 Events & 10,000+ Participants

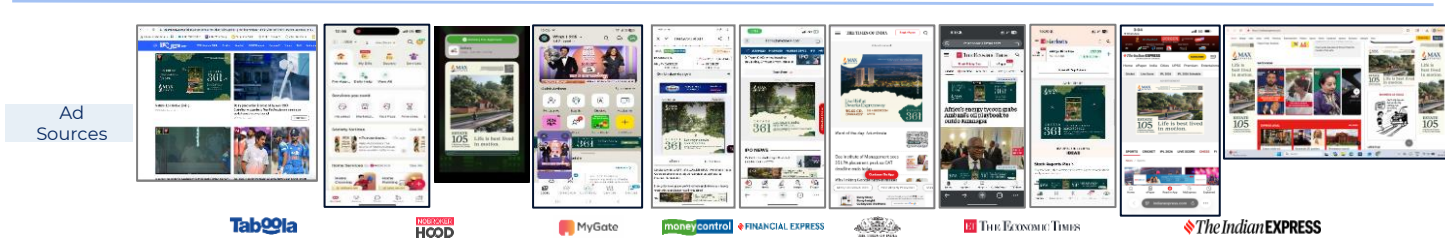
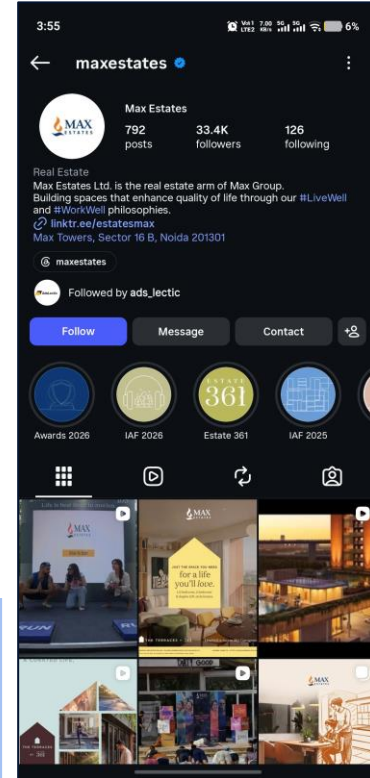
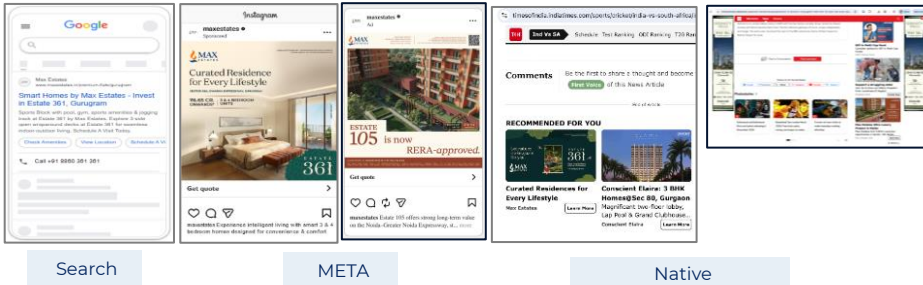


Building Awareness of Max Estates' Brand Story (1/6)

MEL Website, Digital Campaigns and Social Media Platforms

Launched comprehensive campaigns across all social media platforms, driving both organic growth and lead generation. Key achievements across platforms are as follows:

- **Website Traffic:** ~1M total visitors
- **Social Media Followers:** ~45.7K new followers gained across platforms
- **Impressions:** ~493 million total impressions across campaigns
- **Total Engagement:** ~18.3 million interactions across platforms



Data till 20th May 2026

Building Awareness of Max Estates' Brand Story (2/6)



Non exhaustive

Estate 361 Launch by Max Estates

Strategic OOH Dominance Across Key Catchments

- 45+ premium outdoor assets across Delhi NCR, ensuring high-frequency brand recall
- Focused coverage across Cyber City, Dwarka Expressway, NH-8, CPR, SPR, Golf Course Road, Worldmark.

Credible Print Reach at Scale

- 4 mainline insertions across leading Delhi NCR editions - publications include Hindustan Times, Times of India, Mint, and The Economic Times
- Extended amplification through 150+ upcountry publications across North India.

Immersive Experience & Digital-First Engagement

- Digital-first tools including 3D walkthroughs, isometric layouts, and 360° balcony views.



Terraces Launch by Max Estates

Strategic OOH Dominance Across Key Catchments

- The OOH campaign was significantly expanded across key entry points in Noida, Gurgaon, and Delhi, with a presence across nearly 35 premium outdoor sites.

Credible Print Reach at Scale

- Newspaper advertisements were also released across 4 leading publications (TOI, HT, ET, MINT) to strengthen visibility and reach.

Immersive Experience & Digital-First Engagement

- The project webpage and digital toolkit, focuses on innovative storytelling and an enhanced digital experience. A differentiated style of walkthrough video was developed to bring alive the overall experience, energy, and lifestyle proposition of The Terraces.



Building Awareness of Max Estates' Brand Story (3/6)



Non exhaustive

Max One Launch by Max Estates

Max One Experience Centre – One of its kind Immersive Digital-First Engagement

- An experience, thoughtfully divided into four immersive zones, where clients are introduced to the project's vision and the lifestyle philosophy it embodies.

A premium, unique gift for Client Outreach

- Each client receives a personalised experience kit in partnership with NOOE, featuring a customised invite with a QR code to book their exclusive visit to the Experience Centre.



Estate 105 Launch by Max Estates

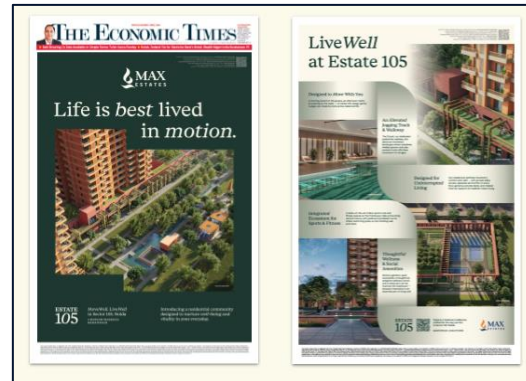
Strategic OOH Dominance Across Key Catchments

- 12+ premium outdoor assets across Noida & Delhi, ensuring high-frequency brand recall
- Focused coverage across Delhi-Noida Expressway, Mahamaya Flyover, Delhi Golf Club, Lajpat Nagar, Noida City Centre



Credible Print Reach at Scale

- 4 mainline insertions across leading Delhi NCR editions
- Publications include Hindustan Times, Times of India, Mint, and The Economic Times

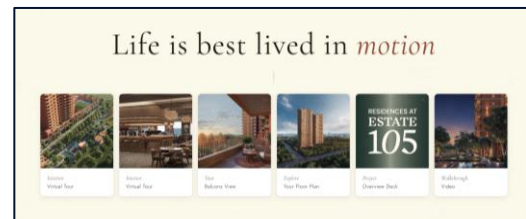


Green Belt Adoption Partnership – Noida Authority

- Commitment to adopt and maintain the 3-acre green belt adjacent to the site, reinforcing our focus on sustainable and nature-led development.

Immersive Experience & Digital-First Engagement

- Digital-first tools including 3D walkthroughs (interior & exterior), isometric layouts, and 360° balcony views from each floor level.



Building Awareness of Max Estates' Brand Story (4/6)



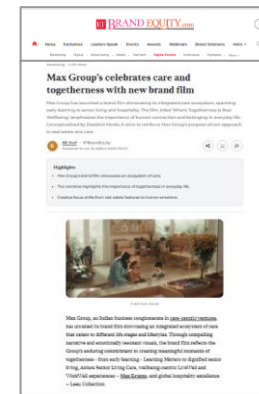
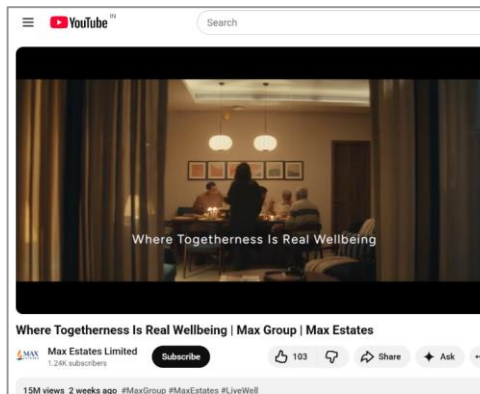
Non exhaustive

AIT Chowk curated by Max Estates

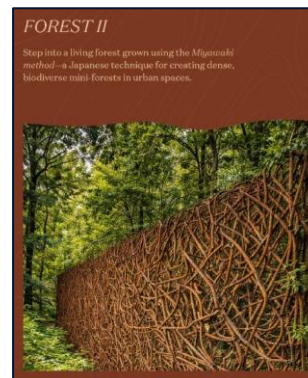
We have adopted and curated AIT Chowk, a vibrant public space spanning 2,800 sq. meters in the heart of Gurugram – Golf Course Road, Sector 54, for three years starting November 2024. As part of this initiative, we have developed and are now maintaining the green cover, introducing diverse floral species to enhance the natural landscape. To further bring alive the philosophy of LiveWell in Gurugram, the space also features wellness-inspired sculptures that celebrate mindfulness and holistic living amidst nature.



Max Estates launched its first Brand Film



Max Estates at India Art Fair 2026



Building Awareness of Max Estates' Brand Story (5/6)



Estate 361 Launch Event

- Unveiling of Estate 361, for a community of 700+ Gurugram LPs



LiveWell Partner Events

- The Terraces Launch
- Max One LP Soiree
- LW Diwali Social
- LP Retreat Gurugram
- A Seat at the Table 2.0
- 25 Brunches Hosted



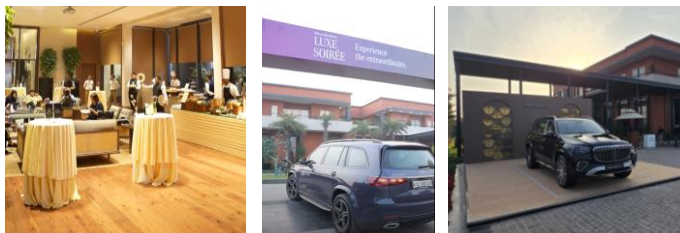
Upcountry & International Events

- Jaipur
- Mumbai
- Chandigarh
- Dubai-2
- Singapore-3



Mercedes Benz Luxe Soiree

- An exclusive 2-day Ranthambore drive and safari experience for 25 Maybach and AMG customers



UP Tradeshow



Rising Bharat Summit 2025



2,000+ Residents and Prospective Clients

Engaged

1,100+ LiveWell Partners

Engaged

55+ WorkWell Partners

Engaged

Building Awareness of Max Estates' Brand Story (6/6)

Sambhav 2026

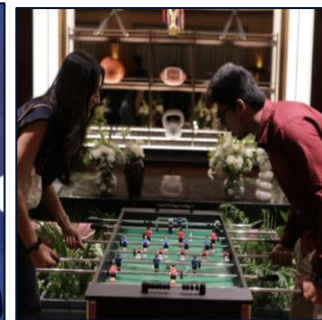
Sambhav, Max Estates' Partner Recognition Evening, brought together over 540 attendees, including collaborators, consultants, vendors, channel partners, and strategic associates who have contributed to the brand's growth journey. Hosted at Andaz Aerocity, New Delhi, the evening celebrated enduring partnerships through leadership addresses, recognition awards, networking, and a premium hospitality-led experience.



The Wellness Carnival



Estate 105 Success Event



Awards and Recognition



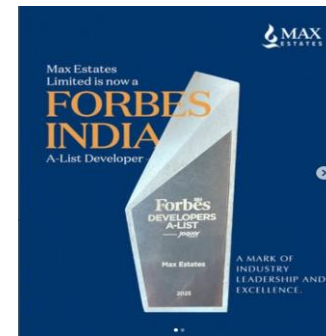
Commercial Project of the Year
Max Square Two
GRI Awards Real Estate India



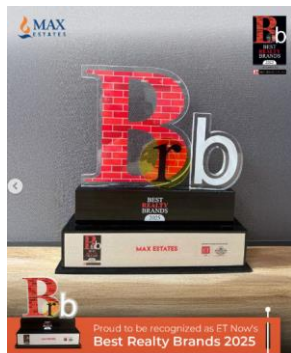
The International Safety Award
Max Towers & Max House
British Safety Council Safety Award



Best Organisation for Women 2026
The Times Group



A-List Developer Award
Forbes India



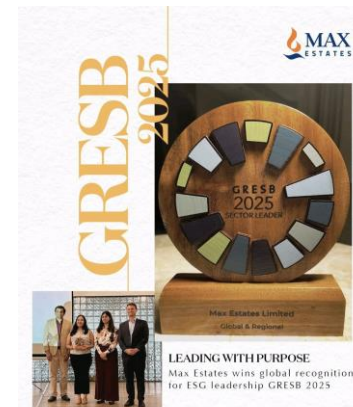
Best Realty Brands
ET Now Realty Convention



Commercial Project of the Year
Max Square
ET Now Realty Awards 2025



High-end Residential Project of the Year
Estate 360
ET Now Realty Awards 2025



GRESB 2025



1

About Max Estates

2

Project wise update

3

Growth outlook

4

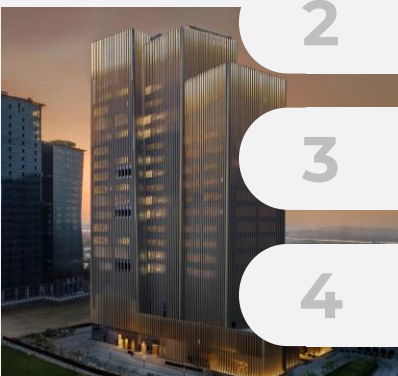
Execution enablers

5

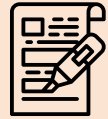
Q4 & FY 26 financials

6

Experience WorkWell & LiveWell at
Max Estates



Max Estates Limited – FY26 Performance Highlights



Key Highlights



Total Leased Area as on date
~1.3 mn sq. ft.



Lease Rental Incomes
FY26 – Rs. 154.0 Cr



Total Revenue
FY26 – Rs. 199.5 Cr



Total CRE Portfolio Occupancy as on March 2026
 Max Towers - 100%
 Max House – 100%
 Max Square – 100%
 Max House Phase 2 – 100%



Capital Structure
 Equity Capital: Rs. 3,161 Cr.¹
 (Max Estates share: Rs. 2,420 Cr)

Debt as on March 2026
External Debt : Rs. 1,855 Cr²
 (Including LRDs : Rs. 973 Cr)

Net Debt –Rs. 97 Cr



Cash & Cash Equivalents as on March 2026
Rs. 1,758 Cr.
Free balance – Rs. 587 Cr
RERA & other balance – Rs. 1,171 Cr
 Collection Q4– Rs. 650 Cr
 During FY 26- Rs. 1,578 Cr

1. Including minority interest of Rs. 741 Cr
 2. Excludes Rs. 524 Cr towards CCD (including interest accrued) of New York Life

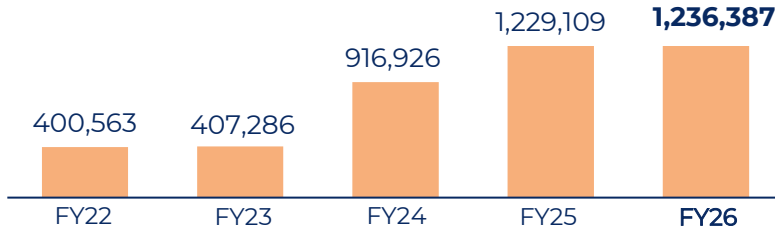
Summary: Financial Highlights for FY26

- Consolidated Revenue stood at Rs. 199 Crore in FY26, a growth of 24% on a YoY basis
- Consolidated EBITDA stood at Rs. 24 Crore in FY26
- Consolidated PBT stood at Rs. 23 Crore and PAT stood at Rs. 15 Crore in FY26
- Total Leased Area as on 31st March 2026 stood at 1.2 mn sq. ft.
- Lease Rental Income (Max Towers + Max House + Max Square) up by 40% YOY basis to Rs. 154 Crore in FY26
- Max Asset Services Revenue stood at Rs. 52 Crore in FY26, a growth of 24% on a YoY basis
- Debt as on March 2026 stood at Rs. 1,855 Crore, including LRDs of Rs. 973 Crores
- Cash & Cash Equivalents as on March 2026 stood at Rs. 1,758 Crore

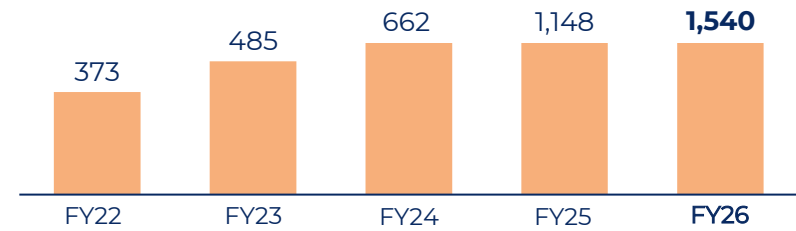
Max Estates – Operational Metrics



Total Leased Area (in Sq. Ft.)

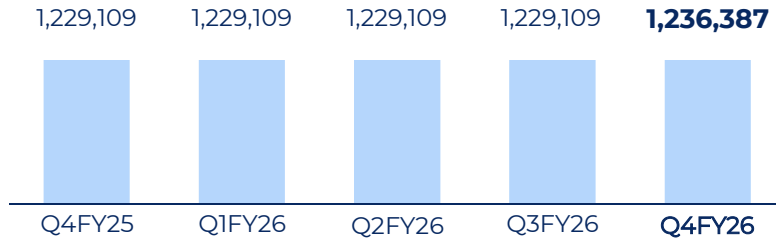


Lease Rental Income (Rs. Mn.)

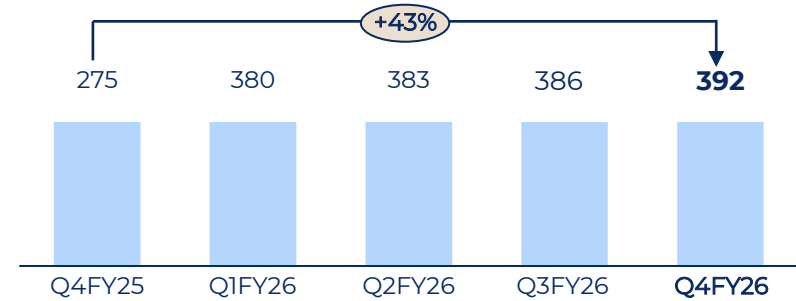


Quarterly Trend

Total Leased Area (in Sq. Ft.)



Lease Rental Income (Rs. Mn.)



Max Estates - Profit & Loss Statement



Consolidated Profit & Loss (In Rs. Cr)	Q4FY26	Q4FY25	FY26	FY25
Net Revenue	49.4	39.8	199.5	160.5
Cost of Goods Sold	0.0	0.0	3.8	4.5
Employee benefit expense	11.5	5.6	33.7	17.6
Advertisement and Marketing expense	24.3	9.6	69.4	38.4
Other expenses	17.1	15.5	69.0	55.5
EBITDA	-3.4	9.1	23.5	44.4
EBITDA Margins (%)	-6.9%	22.8%	11.8%	27.7%
Depreciation	7.9	8.8	32.4	34.1
Other Income	21.2	37.5	97.3	89.2
EBIT	9.8	37.8	88.5	99.5
Finance Cost	16.2	16.5	65.4	61.9
Profit before tax	-6.4	21.3	23.0	37.6
Tax	-2.1	7.3	7.6	11.2
Profit after tax	-4.3	14.0	15.5	26.4

Max Estates – Balance Sheet as on 31st March 2026



Assets (Rs. Cr.)	Mar'26	Mar'25
Non-Current Assets	3,909	3,028
Property, Plant and Equipment	11	6
Investment Properties	2,506	2,028
Other Intangible Assets	3	3
Right of use asset	3	9
Financial Assets		
Investments	5	5
Trade Receivables	3	4
Other Financial Assets	865	249
Deferred Tax Assets	195	88
Non-Current Tax Assets (net)	51	35
Other Non-Current Assets	267	600
Current Assets	8,528	4,218
Inventories	6,888	2,285
Financial Assets		
Investments	380	582
Trade Receivables	12	15
Cash and Cash Equivalents	205	229
Bank Balances	410	854
Other financial asset	359	164
Other Current Assets	274	90
Total Assets	12,437	7,246

Equity & Liabilities (Rs. Cr.)	Mar'26	Mar'25
EQUITY	3,161	2,661
Equity Share Capital	163	161
Pending for allotment	0	0
Money received against warrants	0	38
Other Equity	2,257	2,080
Non-Controlling Interest	741	382
Non-current liabilities	4,496	2,478
Financial Liabilities		
Borrowings	2,307	1,470
Lease Liabilities	28	34
Trade Payables	2,028	844
Other Non –Current Financial Liabilities	120	110
Provisions	6	4
Deferred Tax Liabilities (net)	23	17
Current liabilities	4,513	2,107
Financial liabilities		
Borrowings	73	145
Trade Payables	1018	453
Lease Liabilities	4	7
Other Current Financial Liabilities	42	32
Provisions	6	5
Current Tax Liabilities (net)	2	0
Other Current Liabilities	3,618	1,465
Total Equity & Liabilities	12,437	7,246



1

About Max Estates

2

Project wise update

3

Growth outlook

4

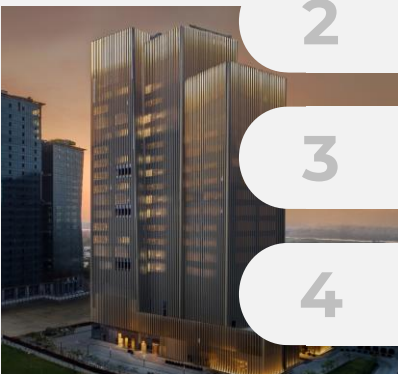
Execution enablers

5

Q4 & FY 26 financials

6

Experience WorkWell & LiveWell at
Max Estates



222 Rajpur – Key highlights



Area ~5 acre



Abutting the Malsi Reserve Forest



Limited inventory of 22 bespoke residences

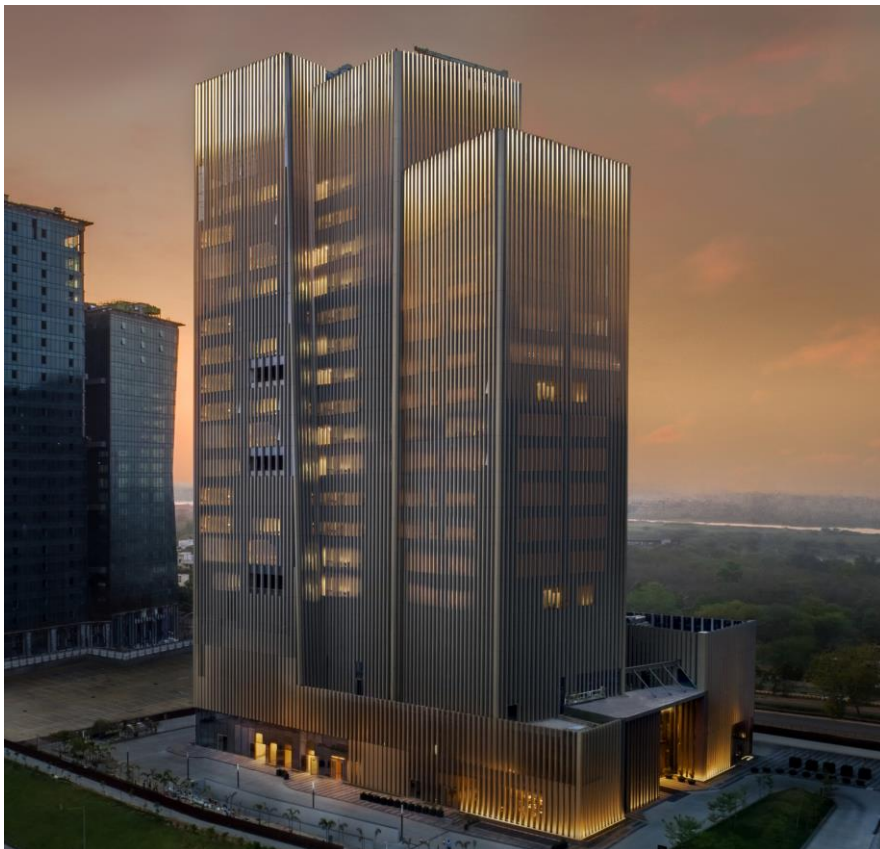


100% Sold



Night View

Max Towers – Key highlights



Leasable Area
~0.6 mn. sq. ft.



On DND Flyway, at
entrance of Noida



Occupancy 100%



Rental ~ 25-30%
premium to micro
market



Certified LEED
Platinum from
USGBC and Health
and Wellbeing Gold
from IGBC



Marquee tenant
profile
ESRI India, IEX, Kama
Ayurveda, Cyril Amarchand
Mangaldas, Emerson,
Khaitan & Co., Yes Bank,
Spaces etc.




The Experience Centre




Food Court


Max House – Key highlights



 Leasable Area
~0.3 mn. sq. ft.

 Boutique campus
development in CBD
of South Delhi

 Phase 1-
Occupancy 100%
Phase 2-
Leased¹ 100%

 Rental~ 25-30%
premium to micro
market

 LEED Gold certified
and Health and
Wellbeing Gold from
IGBC

 Marquee tenant
profile
BBC, Samsung, India
Electronics, Target, Religare
Enterprises, DSK Legal,
Dhampur Sugar Mills,etc

¹ including LOI – Letter of intents



MAX

An aerial view of Max House




Grand Entrance




Lobby

Max Square – Key highlights




 Leasable Area
~0.7 mn. sq. ft.

 On Noida- Gr. Noida
Expressway

 100% Leased¹

 Designed around a
central forest

 Marquee tenant
profile
NDTV, Adobe, AML, Cloud
angels, Hero Cycles, General
Atoms, Moody's, Unicharm
etc

 IGBC Platinum
certified for Green and
pre certified for Health
& Wellbeing

¹ including LOI – Letter of intents









Central Forest Courtyard



Food Court

Estate 128 – Our first luxury residential project in NCR



-  Leasable Area ~10 acres
-  Rectangular & contiguous
-  Abutting Noida Gr. Noida Expy
-  Frontage of ~340 m on expressway
-  ~ 7 acres of gardens/lawns
-  IGBC Platinum pre-certified for Green Homes

The Project is being developed by Max Estates 128 Pvt. Ltd., CIN No. U55101DL2006PTC151422 and having its registered office at Max House, 1, Dr. Jha Marg Okhla New Delhi 110020. The Project is registered with the UPRERA bearing registration no. UPRERAPRJ446459. Future development of group housing is subject to FAR being available on purchasable basis as and when approved by relevant competent authority of Government







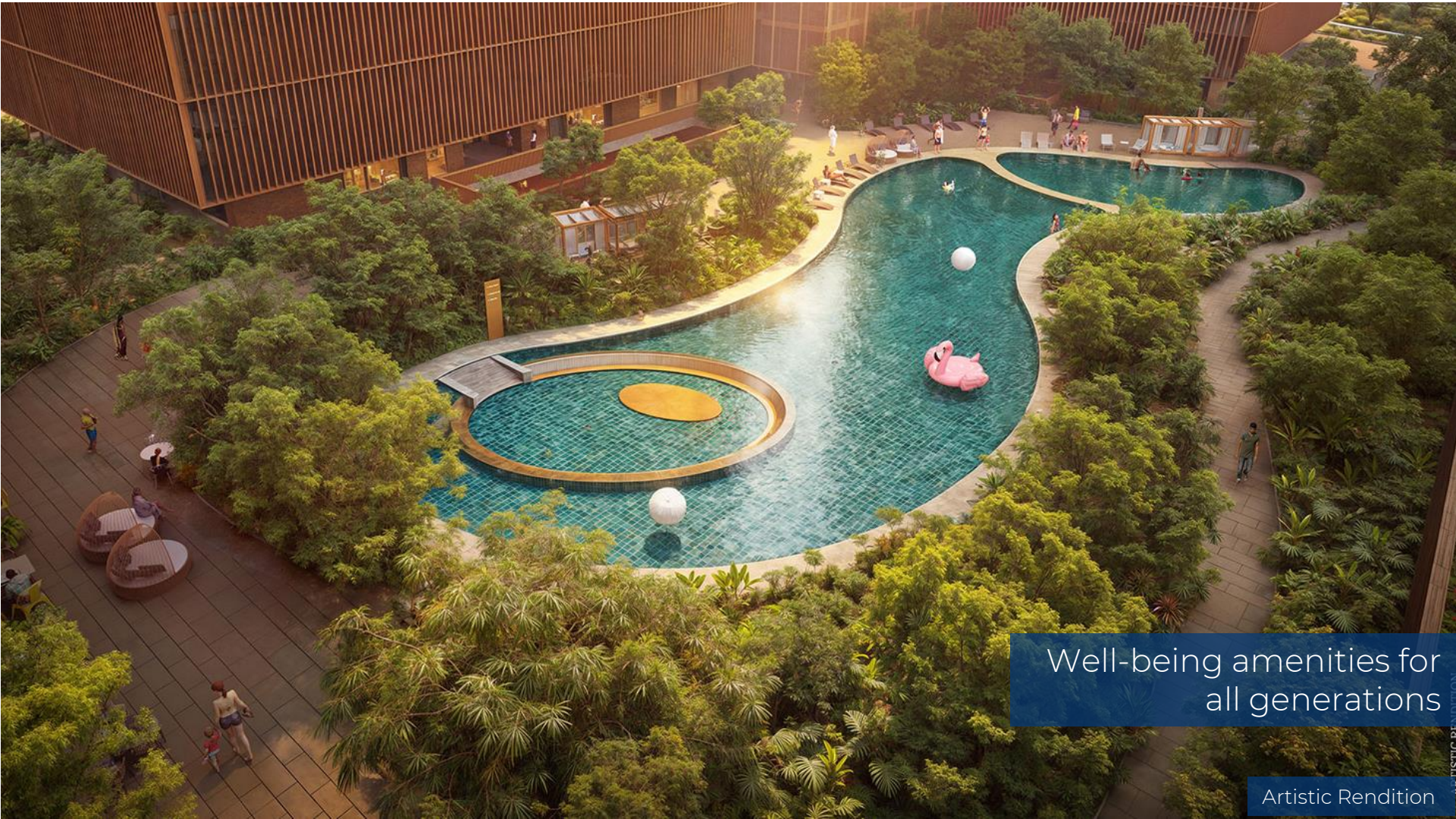
Large wrap around decks
in the units

Estate 360, Gurugram – Delhi NCR's first inter-generational community at scale



Artistic Rendition

-  Land Area = ~11.8 acres
-  At the confluence of 3 Gurugram's major corridors
-  ~2.4 Mn sq. ft. of development
-  Opposite 220-acre green zone and 50 m green belt and key commercial developments



Well-being amenities for
all generations

Artistic Rendition

ARTISTIC RENDERING



Countryside-themed
landscape

Artistic Rendition

Estate 361, Gurugram – Many habits, one habitat



Artistic Rendition



Land Area =
~18 acres



At the confluence of 3
Gurugram's major
corridors



~4 Mn sq. ft. of
development



250,000 sq. ft. of forest
greens

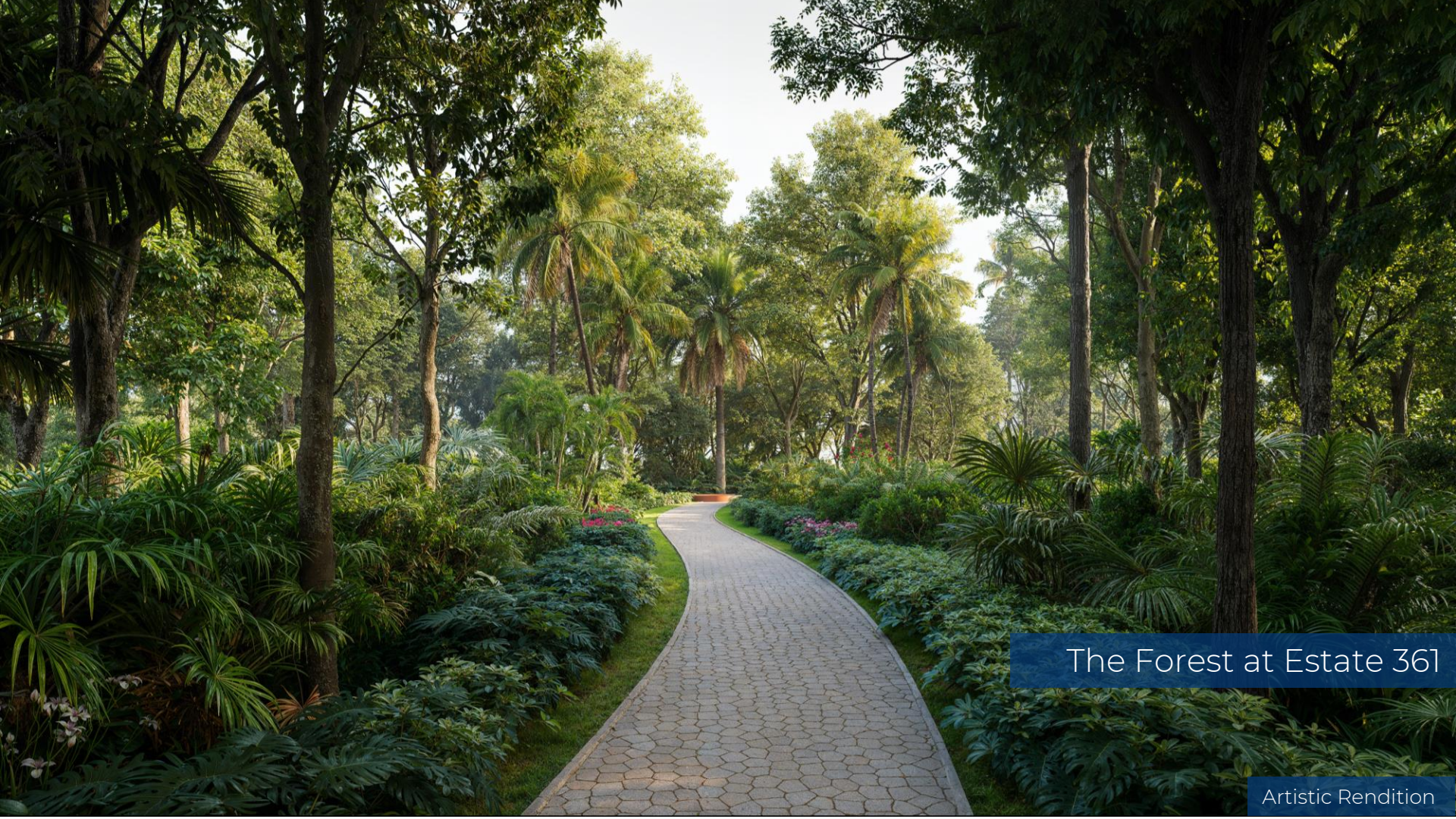


200,000 sq. ft. of
amenities



The winding lake at
Estate 361, along with a
crossing bridge

Artistic Rendition



The Forest at Estate 361


Artistic Rendition




Aerial view of The
community club


Estate 105, Noida – Move Well, Live Well




 10 acres of low-density living (Phase 1 5.62 acres)

 270 homes across 2 residences (Phase 1)

 2.5 acres of car-free landscaping (Phase 1)

 72,000+ sq. ft. of amenities (Phase 1)

 An elevated jogging track



Skyvilla at Estate 105

Artistic Rendition



Sports Block at Estate 105

Artistic Rendition

Max One, Noida – Live Well, Work Well, Play Well



Artistic Rendition



Land Area =
~10 acres



At the edge of south
Delhi



58 customizable
residences across two
towers



~60,000 sq. ft. of
curated experiences at
the Max Members
Club



BERGER TOWER

TOWER-B

MAX TOWERS

NEXUS TOWER

SERVICED
RESIDENCES-2

SERVICED
RESIDENCES-1

Artistic Rendition
Master Plan view from Sector 15 A/Delhi



View of The Loop at Max One


Artistic Rendition


Max Square Two





Artistic Rendition

 Land Area = ~4 acres

 Located in Sector 129, Noida, excellent connectivity via the Noida–Greater Noida Expressway

 ~0.9 Mn sq. ft. of leasable area

 ~108,000 sq. ft. of curated amenities and retail

 11,000 sq. ft. of forest greens

 Pre-certified IGBC Platinum For Green New Building Standards



Pick up and drop off for
Tower B at Max Square Two

Artistic Rendition



The Forest, lush green central forest courtyard at Max Square Two

Artistic Rendition

Max District



Land Area = ~7.35 acres



Located along the Golf Course Extension Road



~1.6 mn sq. ft. of leasable area



~130,000 sq. ft. of curated amenities and retail



~30,000 sq. ft. of green cover across campus



Pre-certified LEED Platinum

Artistic Rendition

The Terraces at Estate 361



~18.23 acres of vibrant ecosystem



Located in Sector 36A, Gurugram



8 community terraces spread across 5,000 sq. ft.



~80,000 sq. ft. of curated amenities



~80,000 sq. ft. of green cover across campus



IGBC Platinum Pre-certified

Artistic Rendition



 **MAX**
ESTATES

A view of The Terraces

Artistic Rendition



A view of rooftop amenities

Safe Harbor



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Area represented in mn sq ft within the presentation above should be read with a conversion factor of ~ 1 mn sq ft = 92,903 sq. meters.

Details of Group Entities

- Max Estates Ltd. (CIN no. L70200DL2016PLC438718) is having its Corporate office at Max Towers, L-20, C - 001/A/1, Sector- 16B, Noida, Gautam Buddha Nagar, Uttar Pradesh - 201301 & Registered office at Max House 1, Dr. Jha Marg, Okhla Phase 3, Opposite Okhla Railway Station, Okhla Industrial Estate, South Delhi, New Delhi, Delhi, India, 110020. Max Estates Ltd. is the promoter of Max Square Ltd., Max Estates 128 Pvt. Ltd., Acreage Builders Pvt. Ltd., Max Estates Gurgaon Ltd., Max Estates Gurgaon Two Ltd., Pharmax Corporation Ltd., and Max Towers Pvt. Ltd.
- “222 Rajpur” is owned by Max Estates Ltd., CIN No. L70200DL2016PLC438718 and having its registered office Max House 1, Dr. Jha Marg, Okhla Phase 3, Opposite Okhla Railway Station, Okhla Industrial Estate, South Delhi, New Delhi, Delhi, India. The Project is registered with the UKRERA bearing registration no. UKREP0817000001. Please refer to project details on the website of <http://ukrera.org.in> prior to making any decision.
- “Max Towers” is owned by Max Towers Private Limited, CIN No. U70109UP2016PTC087374 and having its registered office Max Towers, L-20, C- 001/A/1 Sector- 16B, Gautam Buddha Nagar, Noida, Uttar Pradesh, India, 201301. The Project is registered with the UPRERA bearing registration no UPRERAPRJ12475 <https://www.up-rera.in/projects>.
- “Max House” is owned by Pharmax Corporation Ltd. CIN No. U24232DL1989PLC458933 and having its registered office at Max House 1, Dr. Jha Marg, Okhla, New Delhi – 110020, Okhla Industrial Estate, South Delhi, New Delhi, India, 110020. Spaces at Max House are available for rent, and no sale of space is being advertised in said building.
- *Max Square is owned by : Max Square Ltd., having its Registered office Address at Max Towers, L-20, C- 001/A/1, Sector- 16B, Noida, Gautam Buddha Nagar, Uttar Pradesh, India, 201301 , CIN : U70200UP2019PLC118369. Its Occupation Certificate has been received on 25.2.2023. Spaces at Max Square are available for rent and no sale of space is being advertised in said building.
- *Max Square Two is owned by: Max Square Ltd., having its Registered office Address at Max Towers, L-20, C- 001/A/1, Sector- 16B, Noida, Gautam Buddha Nagar, Uttar Pradesh, India, 201301 , CIN : U70200UP2019PLC118369. Max Square Two is currently under design and no sale of space is being advertised in said building.
- The Project ‘Estate 128’ and ‘Estate 128-II’ are registered with the UPRERA with registration no. UPRERAPRJ446459 and UPRERAPRJ294911/12/2024 respectively. Please refer to project details on the website of UPRERA www.up-rera.in prior to making any decision. The promoter of Estate 128 and Estate 128 – II is Max Estates 128 Pvt. Ltd.(formerly known as Accord Hotels & Resorts Private Limited) (CIN no. U55101DL2006PTC151422) having its Corporate office at Max Towers, L-20, C - 001/A/1, Sector- 16B, Noida, Gautam Buddha Nagar, Uttar Pradesh 201301 & Registered office at Max House, 1, DR. Jha Marg Okhla, South Delhi, New Delhi, Delhi, India, 110020.
- The Project ‘Estate 360’ is registered with the HARERA with registration no. RC/REP/HARERA/GGM/860/592/2024/87. Please refer to project details on the website of HARERA Website: <https://haryanarera.gov.in> prior to making any decision. The promoter of Estate 360 is Max Estates Gurgaon Ltd. CIN No. U70109UP2022PLC170197 and having its registered office Max Towers, C-001/A/1, Sector - 16B, Noida, Gautam Buddha Nagar, Uttar Pradesh, India, 201301.
- The Project ‘Estate 361’ is registered with the HARERA with registration no. RC/REP/HARERA/GGM/1012/744/2025/115. Please refer to project details on the website of HARERA Website: <https://haryanarera.gov.in> prior to making any decision. The promoter of Estate 361 is Max Estates Gurgaon Two Ltd. CIN No. U68100DL2024PLC424818 and having its registered office Max House, Kh No 335/2, 355/18,337, and 1511/339, Okhla Industrial Estate, New Delhi, Delhi, India, 110020
- “Max 65” is owned by Acreage Builders Pvt. Ltd. CIN No. U70101HR2010PTC047012 and having its registered office Estate 360, Max Estates Gurgaon Limited, Village Harsaru, Sector 36A, Gurugram, Narsinghpur, Gurgaon, Narsinghpur, Haryana, India, 122004, The project is currently under design and no sale of space is being advertised in said building.

Thank you

MAX ESTATES LIMITED
L-20, Max Towers, Sector – 16B, DND Flyway, Noida, UP - 201 301
Tel: +91 120 4743200 | www.maxestates.in
CIN no. L70200DL2016PLC438718