TARC

November 12, 2026

To,
The General Manager,
Deptt of Corporate Services,
BSE Limited,
P.J. Tower, Dalal Street,
Mumbai – 400001

Equity Scrip code: 543249
Debt Scrip Code: 976606

To,
The Vice President,
National Stock Exchange of India Limited,
Exchange Plaza,
Bandra Kurla Complex, Bandra (E)
Mumbai – 400051

Scrip Symbol: TARC

Sub.: Investor Presentation

Dear Sir / Madam,

Pursuant to provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, please find enclosed a copy of Investor Presentation for your information and record.

Thanking You

For TARC Limited

Amit Narayan

Digitally signed by Amit Narayan
Date: 2026.11.12 21:30:19 +05'30'

Amit Narayan
Company Secretary
A20094

TARC

Inspired by India | भारतेन प्रेरितः

Differentiated Luxury. Curated Residences.

Investor Presentation Q2FY27

Disclaimer

This presentation contains “forward looking statements” including, but not limited to, statements relating to the implementation of strategic initiatives, and other statements relating to future business developments and economic performance.

While these forward looking statements indicate our assessment and future expectations concerning the development of our business, a number of risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, and other key factors that could affect our business and financial performance.

TARC Limited undertakes no obligation to publicly revise any forward looking statements to reflect future / likely events or circumstances.

AGENDA

Q2 FY2027 Investor Presentation

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30 Above & Beyond

34 Build Belong Beyond

36 Sustainability



Delhi & Gurugram: India's Luxury Epicentre



LIFESTYLE driven
Luxury Living



HIGH-MARGIN
Business Model



Design-Led,
CURATED LUXURY RESIDENCES



OWNED & FULLY PAID Land Bank



Strategic Focus:
NEW DELHI & GURUGRAM



EXPERIENCE CENTRE
Driven
LUXURY SELLING



EXECUTION
and **DELIVERY FOCUS**



Strong **NET OPERATING CASHFLOW**

Q2 FY2027 Financial Performance (Consolidated)

- **Total Income for Q2FY2027 stood at ₹134.07 crore**, compared to ₹34.10 crore in Q2FY2026
- **Company reported profit after tax for Q2FY2027 of ₹4.05 crore**, compared to loss of ₹15.63 crore in Q2FY2026

H1 FY2027 Performance Snapshot

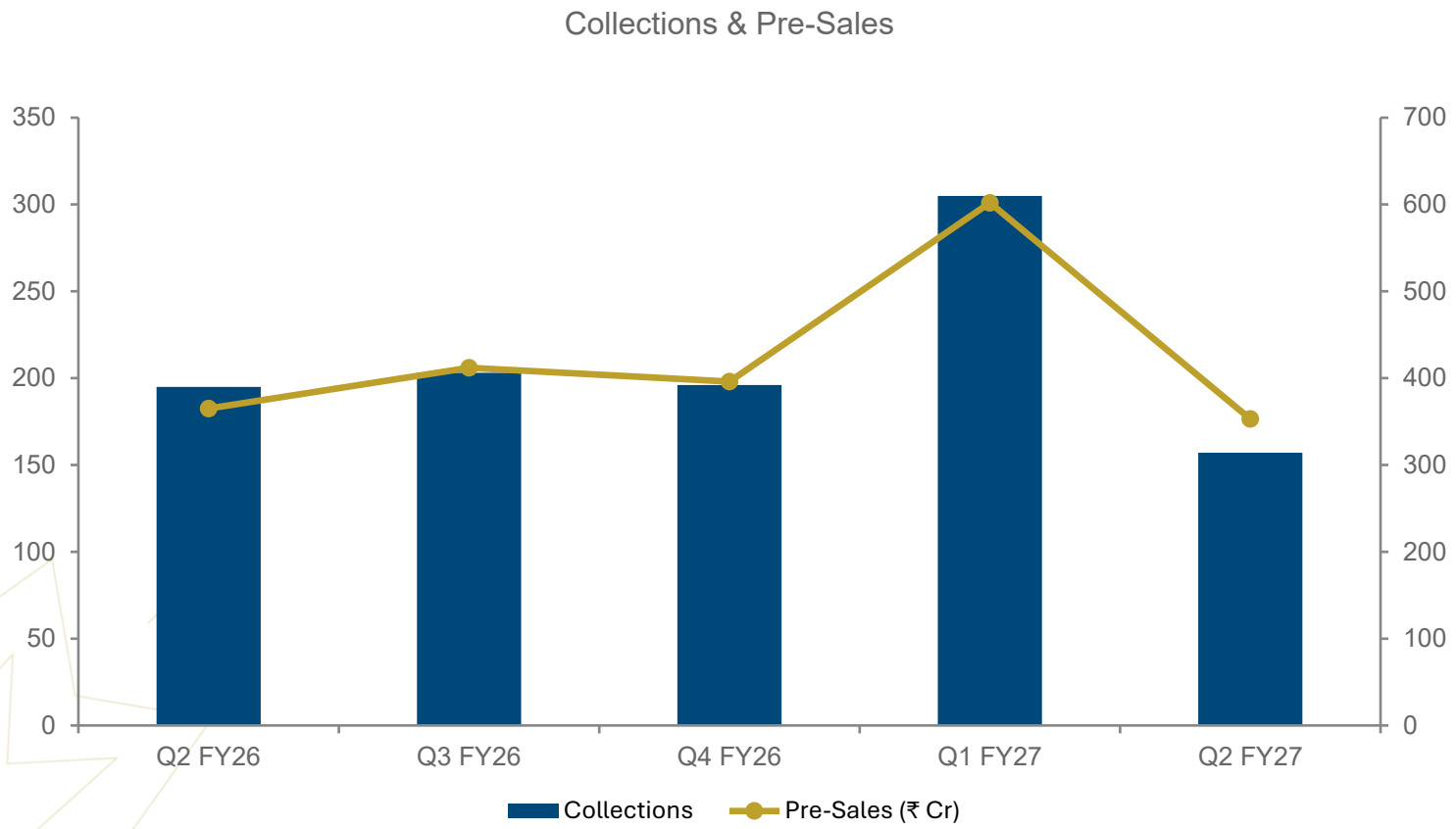
₹955 Cr	₹462 Cr	₹352.8 Cr	₹44.6 Cr
Pre-Sales Value	**Collections**	**Revenue**	**EBITDA**
~69% YoY	~27% YoY	as of H1 FY27	as of H1 FY27

CEO & MD Statement

"H1 FY2027 marks an important phase in TARC's growth journey, reflecting a meaningful strengthening of our financial and operational performance.
Our existing developments, TARC Kailasa and TARC Ishva, continue to attract encouraging customer interest, while our focus remains firmly on execution, customer experience and efficient capital deployment. With TARC Tripundra progressing through the revenue recognition phase, the Company is increasingly realising the financial value of its development portfolio, strengthening its earnings profile and demonstrating the contribution of project execution to financial performance.
Equally significant is the progress on our upcoming development pipeline. We are advancing towards the introduction of our next generation of Luxury and ultra-Luxury residential developments, supported by collaborations with internationally acclaimed architects, designers and consultants. The planning and preparatory work across these developments has progressed meaningfully, bringing us closer than ever to taking our next phase of growth to market.
As we look ahead, our priorities remain centred on accelerating project execution, strengthening financial performance, unlocking value from our development portfolio and bringing our upcoming projects to market. We remain confident in our strategy and committed to creating distinctive Luxury residential developments while delivering sustainable long-term value for our stakeholders."

Amar Sarin
Managing Director & CEO

Collections & Pre-Sales Momentum



KEY TAKEAWAYS

- Collections growth accelerating along with project execution
- Strong presales momentum across luxury developments, reflecting healthy demand and customer confidence.
- Collections efficiency supporting construction pace

Key Development Highlights

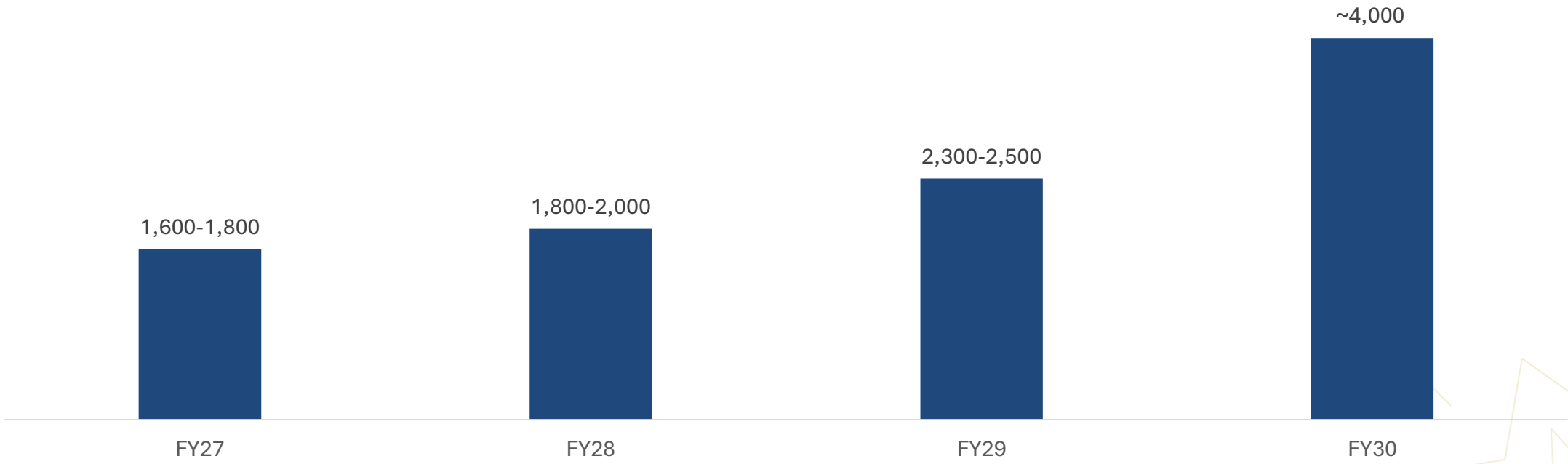
Residential Developments	Super Builtup Area (Sqft)	Units	GDV (₹ Cr)	Presales in H1FY27 (₹ Cr)	Collections in H1FY27 (₹ Cr)
Tripundra	~5,00,000	187	1,000	33	83
Kailasa	~1,700,000	417	4,400	428	168
Ishva	~1,700,000	480	3,600	494	211
Total			**9,000**	**955**	**462**

Encouraging presales momentum across the Company's Luxury developments, reflecting sustained customer demand and confidence in TARC's differentiated offerings. Pricing traction and realizations remain supported by product quality, distinctive positioning and customer preference for well-conceived Luxury residences.

Consolidated Financials for Q2FY2027

Particulars (₹ Cr)	Q2 FY2026-27	Q2 FY2025-26	H1 2026-27	H1 2025-26
Revenue	128.81	6.87	345.94	82.77
Add: Other Income	5.26	27.23	6.84	246.70
Total income	134.07	34.10	352.78	329.47
Less: Direct Costs (incl change in inventory)	110.29	12.91	255.63	9.35
Less: Other expenses	20.98	29.60	52.59	219.37
EBITDA	2.80	(8.41)	44.57	90.75
EBITDA Margin (%)	2.09%	-24.66%	12.63%	27.54%
Less: Depreciation	2.25	2.40	4.34	4.81
Less: Finance Costs	13.61	11.23	31.31	26.51
PBT	(13.06)	(22.04)	8.92	59.43
Less: Taxes	(17.46)	(6.27)	(18.12)	20.98
Reported PAT	4.39	(15.77)	27.04	38.45

Yearly Cashflow Projections



Company projects to generate ~₹10,000 crores of cashflows over next 5 years*

* Includes existing and upcoming developments

Future Milestones

FY 2026-27

- Revenue Recognition of TARC Tripundra of over ~₹1,000 crore
- Scale up new launches
- Debt Reduction

FY2027-28

- Improved Cashflows
- Cash Positive
- New Investments in JDA/JV and Land

FY2029 & 30

- Revenue Recognition begins for Kailasa & Ishva of ~₹8,000 crore

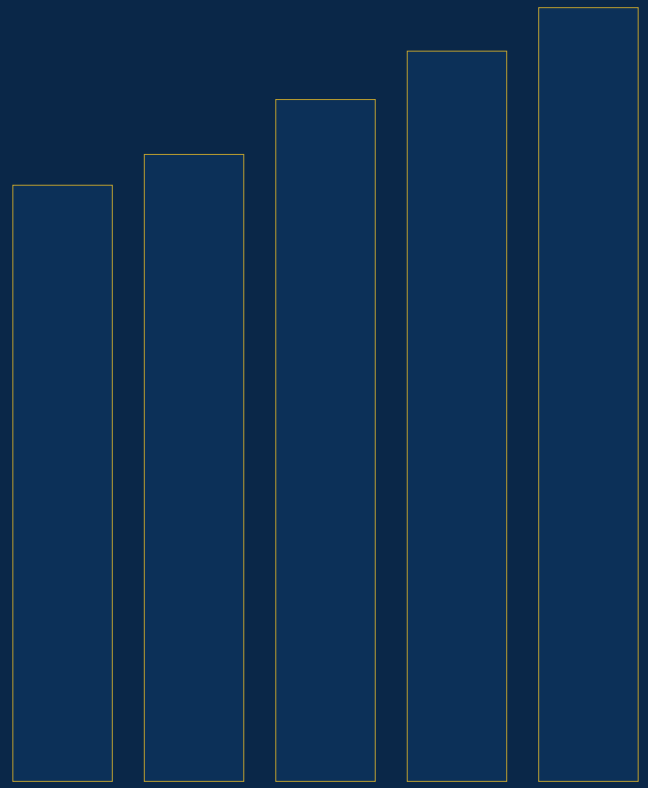
FY2031 & 32

- Additional Revenue Recognition for Upcoming Developments

Ultra Luxury
Residential Strategy

Delhi
Location

3
Planned Developments



Why Ultra Luxury in Delhi

🌆 Supply Constrained market

Delhi's urban core remains highly supply constrained, with limited availability of large developable land parcels. High entry barriers and restricted new supply continue to support long-term pricing strength in prime micro-markets.

📈 Sustained Price Appreciation

Delhi's urban core has near-zero developable land. High barriers to entry limit new supply, sustaining strong pricing power and long-term appreciation in well located micro markets.

🏛️ Underserved Premium Segment

The ultra-luxury segment in Delhi remains significantly underserved despite rising demand for large-format, amenity-rich and professionally managed residences.

💼 HNI & NRI Demand Base

Delhi continues to attract strong demand from HNIs, business families, senior professionals and NRIs seeking premium lifestyle offerings and long-term asset security in the Capital.

🚇 Infrastructure Upgrades

Metro expansion, road upgrades and urban redevelopment initiatives across Delhi and Gurugram continue to enhance connectivity and strengthen premium residential demand.

💰 Superior Economics

The ultra-luxury segment benefits from strong realizations, healthy margins, calibrated monetization and robust cashflow visibility, creating an attractive long-term business model.



Artistic Impressions

~1.0 mn sqft | ~7 acre | Approvals in Place - Design Finalization in Progress

Commanding a landmark position envisioned as a signature ultra-luxury development. Spread across ~1 mn sq. ft. of development potential, it will redefine city living with unmatched accessibility, curating a sophisticated blend of art, architecture and lifestyle.



Artistic Impressions

~0.5 mn sqft | ~3 acre | Approvals in Place - Design Finalization in Progress

Nestled within the green serenity, development spans ~0.5 mn sq. ft., bringing to life a refined residential experience where modern comfort meets natural tranquility. Conceived as a luxury development with holistic amenities, it will offer residents a serene urban retreat while remaining well connected to social and cultural heartbeat of city.



Artistic Impressions

~1.0 mn sqft | ~7 acre | Approvals in Place - Design Finalization in Progress

Set within ~1 mn sq. ft. of expansive development, supposed to emerge as an ultra-luxury address, envisioned as a one-of-a-kind destination blending contemporary design, exclusivity and experiential living. Surrounded by lush landscapes and complemented by world-class amenities, it will represent TARC's vision of crafting exceptional urban habitats.

Business Model

Balancing Profitability and Long-term Financial Sustainability

Fully Paid Land Bank

Strategic land bank supporting margin resilience and capital efficiency

01



Luxury-led Developments

Luxury-led developments offer structurally higher margins through differentiated positioning

02



Efficient Capital Deployment

Prudent capital deployment and Value-Accretive Execution across the development lifecycle

03



Profitability Focused

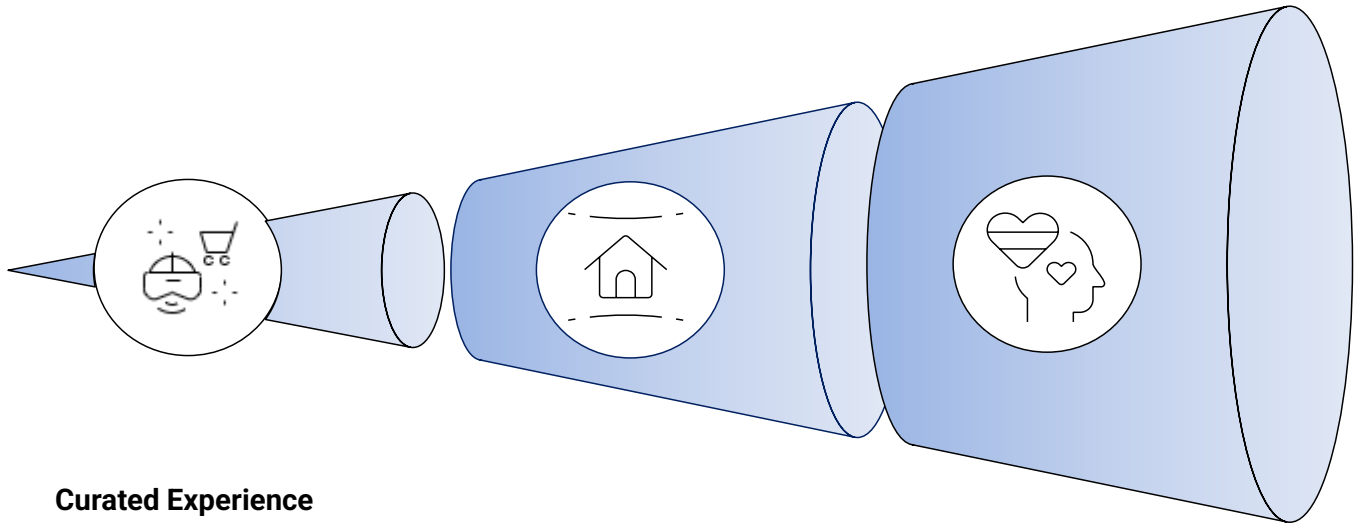
Enhanced profitability supported by sustainable, repeatable financial performance

04



How We Sell Luxury

Transforming Luxury Sales Experience



Curated Experience

Curated Experience Centres that go beyond traditional sales galleries, enabling customers to engage with the brand, design philosophy and lifestyle proposition

Immersive Preview

Experiencing future living through sample apartments, material gallery, spatial walkthroughs and lifestyle storytelling.

Emotion-Driven Decision

Focusing on lifestyle value over square footage

Proven Outcomes

Customer Focus
Genuine end-user approach, Higher conversions, Lower churn risk and Stronger collections

Sales Traction
Strong presales across ongoing developments

Pricing Discipline
Sustained and enhanced pricing, reflecting brand strength and differentiated product positioning

Cashflow Visibility
Structured sales plans and end-user dominance provide improved cash-flow predictability

Customer Centricity

Driving Focused Growth in Luxury and Ultra Luxury Segment in Delhi & Gurugram

Differentiated Luxury

Design-led Architecture

Signature Amenities

Prime City-Centric Locations

Quality of Build & Execution

Curated Residences

Bespoke Homes

Lifestyle-Centric Planning

Thoughtfully Designed Experiences

Personalised Customer Journey

Customer trust validated through sales velocity, collections and delivery performance

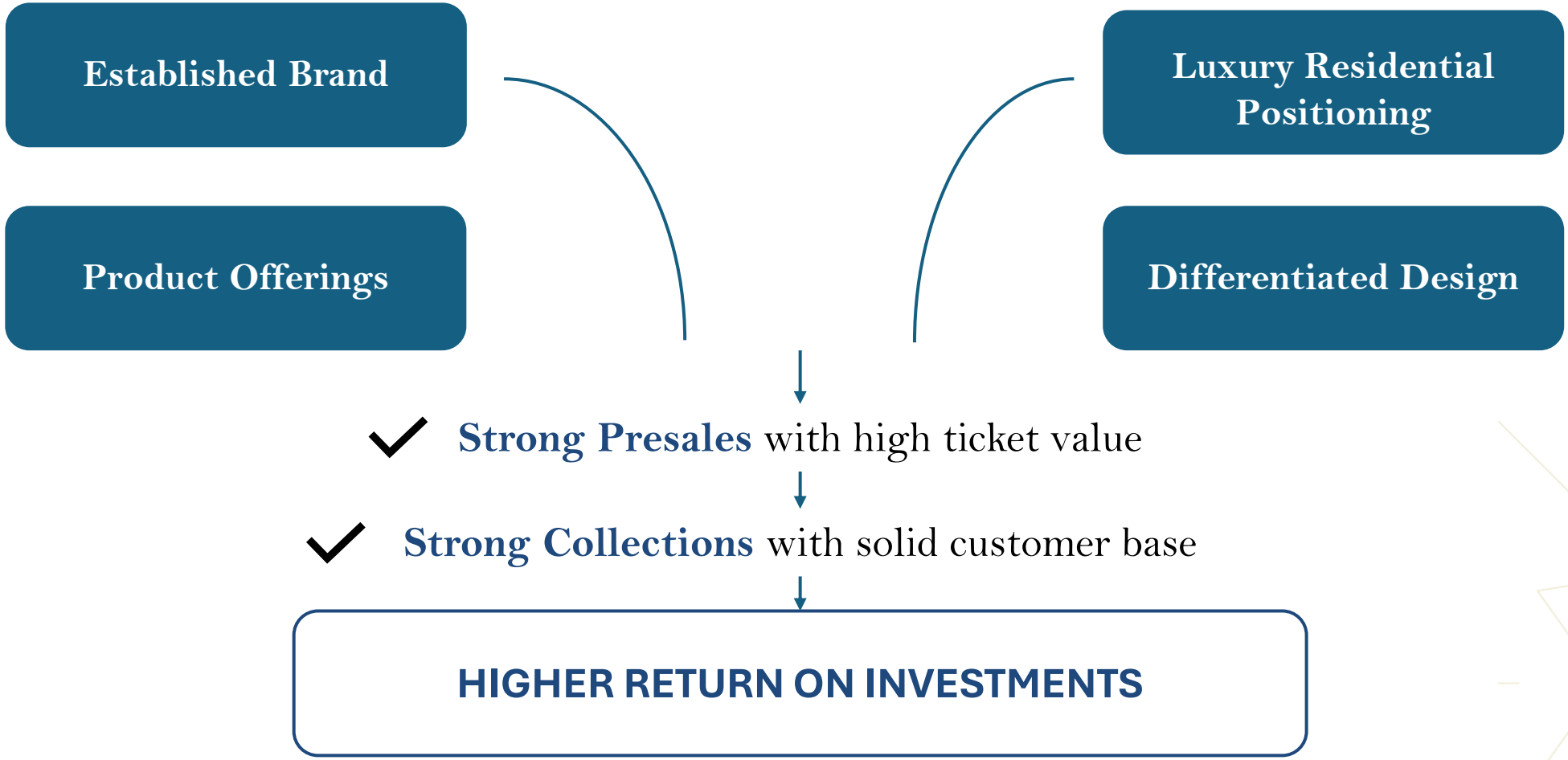
End-user led sales mix

Validated customer demand

Execution credibility

Brand Equity

Building Brand Strength That Translates into Superior Returns



Strong Foundation of Governance, Experience & Leadership



Mr. Anil Sarin

Founder & Chairman

Has invaluable experience and vision, which helped transform a modest construction enterprise of the 70s into an all-embracing luxury real estate development Company, TARC Limited.



Mr. Amar Sarin

Managing Director & CEO

The driving force at TARC Limited. Possesses the commitment and passion to lead the team with a well-defined strategy that steers the organisation's vision and develops capabilities for planning, finding solutions, and delegating.



Ms. Muskaan Sarin

Whole Time Director & Chief Brand Officer

Leads the marketing, branding, and customer-centric culture of TARC Limited, playing a key role in the company's visibility and outreach, as well as interactions with the company's new and old patrons.

Strong Foundation of Governance, Experience & Leadership



Mr. Jyoti Ghosh

Independent Director

Retired as the Managing Director of State Bank of Bikaner and Jaipur. Presently, contributes expertise as a lecturer at Bandhan School of Development and Management, Rajpur.



Mr. Miyar Ramanath Nayak

Independent Director

B.Com and C.A. L.L.B., held offices as General Manager, HO of Corporation Bank, and as Executive Director of Allahabad Bank.



Ms. Bindu Acharya

Independent Director

Retired banker with 32+ years of experience in banking and finance, ex Deputy General Manager (DGM) at State Bank of India.

Strong Leadership. Deep Expertise. Focused Execution.



RAJEEV TREHAN
Chief Operating Officer



ANIL MAHINDRA
Senior President - Land & Legal



AMIT NARAYAN
Company Secretary



MRIDUL SRIVASTAVA
Chief Human Resources Officer



ANKUSH KAUL
Chief Business Officer



NITIN GOEL
Chief Financial Officer



AJAY GUPTA
Chief Development Officer

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Actual Image

TRIPUNDRA

PRIME RESIDENCES IN NEW DELHI

- IGBC Gold-certified development, offering contemporary international design and architecture and a curated clubhouse and recreation zones.
- Luxury residential development with 3 & 4 bedroom apartments.
- Wellness and Fitness Amenities – Cycling tracks, Yoga Centre, Gym, Swimming pools, Sauna & Spa
- Family and Lifestyle Facilities - Kids' Play Areas, Gaming Zone, Exclusive Theatre, Pet Grooming Centre
- Nature and Creative Spaces - Zen Garden, Pottery Barn, Organic Garden



Actual Image

Lobbies



Actual Image

Sports Lounge



Artistic Impressions

Kailāsa

PATEL ROAD, NEW DELHI

- Large format high-end luxury development located in Delhi is designed to be an epitome of luxury offering customers all the conveniences of an ultra-luxurious lifestyle.
- Ultra luxury residential development with 3 & 4 Bedroom apartments.
- Grand bespoke luxury club along with 7-tier security for an elite lifestyle
- Private lift lobbies, large-format rooms, and architecture by Andy Fisher Workshop, Singapore
- 100% EV charging readiness, VRF climate control, and fully equipped modular kitchens with smart home systems

Kailāsa
PATEL ROAD, NEW DELHI

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Actual Image

Kailasa Sample Apartment



Artistic Impressions

TARC ISHVĀ

- State-of-the-art luxury apartments include best-in-class amenities and is well-connected to malls, restaurants, hospitals, and schools, allowing for an ultra-luxurious lifestyle.
- Luxury residential development offering four side open 3BHK and 4BHK residences.
- World-Class Leisure & Wellness including an all-weather pool, cryo-sauna therapy and a dedicated pickleball court
- Gourmet Experiences with multi-cuisine fine dining curated by expert chefs for a truly global culinary journey
- Sustainable Living Ecosystem with rainwater harvesting, waste management and energy-efficient systems promoting environmental balance



Actual Image

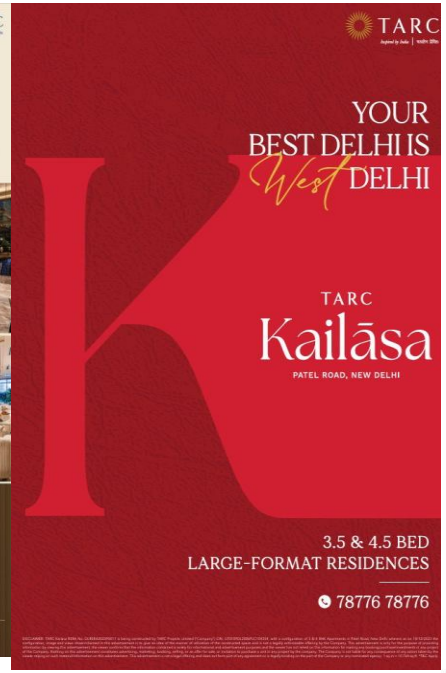
Ishva Sample Apartment

Strengthening Brand TARC

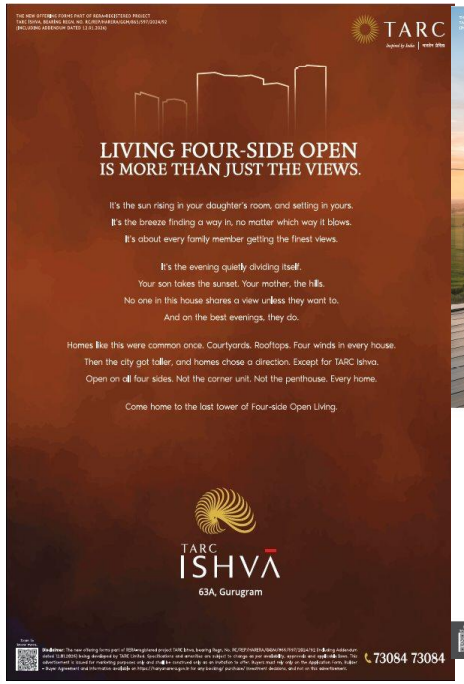
Beyond Inserts. Built For Recall.













Creating Curiosity Beyond The Front Page

A few newspaper inserts campaign transformed traditional print media into a luxury brand experience across TARC's ultra- luxury portfolio.
Executed across TARC Tripundra, TARC Kailasa and TARC Ishva, the activity created strong curiosity, offline engagement and memorable brand recall through storytelling-led communication.

Strengthening Brand TARC

Creating Buzz



[Lifestyle Influencers - @Itskivitime - Kriti & Viren]



Channel Partner Event @ TARC Ishva



TARC EVOLVE Event for Channel Partners



TARC Tripundra Sample Residence Reveal

Awards & Recognitions



Realty Plus Luxury Residential Project of the Year

Development : TARC Tripundra
Year: 2026



The Economic Times Real Estate Awards 2025

Category : Residential Project - Ultra Premium
Project Name : TARC Ishva
Year: 2025



Global ESG Awards Indian Edition 2026

Category: Platinum Award
Development : TARC Tripundra
Year: 2026



Asia One Awards

Category : India's Greatest Brands 2023-24
Project Name : TARC Kailasa
Year: 2024



Forbes India Development A List Award

Category : A-List Developer
TARC Limited
Year: 2025

Building Capability, Culture & Connection



TARC Learning Academy

Tana Bana Session · Building Camaraderie

The Tana Bana session and the Building Camaraderie workshop brought employees together across functions to strengthen trust, collaboration and shared ways of working.



Employee Engagement

Independence Day · Friendship Day · Birthday Celebration · Ganesh Chaturthi

From national and festive occasions to Friendship Day and birthday celebrations, teams came together to celebrate milestones and build a strong sense of belonging across sites.



TARC Circle

TARC Circle – Tripundra · TARC Circle – Kailasa

Circle sessions at Tripundra and Kailasa gave site employees an open forum to share experiences and feedback, strengthening connect and supporting seamless integration.

Wellness, Inclusion & Sustainability



Partnership Wellness

Wellness Session · Zumba

An instructor-led Zumba session brought energy, enthusiasm and fitness to the workplace, encouraging employees to stay active, unwind and embrace wellness through movement.



Employee Wellbeing

Monday Wellbeing Tips · Power in 60 Challenge

Weekly Monday Tips on fitness, hydration and connection, and the Power in 60 challenge across HO and sites, helped employees build healthy habits.



TARC Shakti

Nari Shakti

The Nari Shakti session celebrated the women of TARC, encouraging open dialogue on confidence, growth and well-being in a culture of respect.



Energy Conservation & Social Engagement

ESG Session on Environment

An ESG session raised awareness of responsible energy use and sustainable practices, reinforcing TARC's commitment to a greener future.

ESG Vision







Images for representation

ENVIRONMENT

- Committed to creating a strategy for Carbon Neutrality and Net Zero developments.
- Concluding ESG framework for the organization.
- Received IGBC Platinum rating for TARC Kailasa.
- Received IGBC Platinum Pre-certification for TARC ISHVA
- Received IGBC Gold Pre-certification for TARC Tripundra.
- Committed to 100% Green certified residential portfolio

SOCIAL

- Committed to leading community development initiatives to improve the welfare and well-being of society.
- Working towards developing community spaces around the ongoing projects.
- Provide educational support to children of employees.
- The company has conscientiously moved to explore alternate energy resources.
- TARC has adopted a No Single-Use Plastic Policy at the workplace.

GOVERNANCE

- Committed to growing ethically with transparency and accountability built at the core.
- Working towards finalizing Risk Management Framework, Robust policies, procedures, and Internal Controls with active oversight, being revisited and updated as and when required.
- Ensure the highest level of transparency and accountability through timely disclosures.
- Attract and retain the best talent and motivate employees to work with an ethical company.

Inspired by India

Thank You

INVESTOR RELATIONS

ANKUSH VIJAN

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