

March 9, 2026

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

Listing Department  
BSE Limited  
Phiroze Jeejeebhoy Towers, Dalal Street,  
Fort, Mumbai – 400 001

**Symbol: WEWORK**

**Scrip Code: 544570**

Dear Sir/ Madam,

**Subject: Media Release**

We are enclosing herewith a media release being issued by the Company titled ‘**Rivet by WeWork India Debuts as End-to-End Design & Build Platform for Enterprises & End-Users**’.

The Media Release is also being hosted on the Company’s website at <https://wework.co.in/investors-relations/shareholders-information/#media-release>.

You are requested to kindly take the same on record.

Yours faithfully,

For **WeWork India Management Limited**

**Udayan Shukla**  
Company Secretary & Compliance Officer  
*Membership No.: F11744*

*Encl.: As above*

## **Rivet by WeWork India Debuts as End-to-End Design & Build Platform for Enterprises & End-Users**

*Arnav S Gusain elevated as Chief Executive Officer, Rivet, to drive the next phase of growth*

**National, March 09, 2026: WeWork India Management Limited** (“WeWork India”), one of India’s leading premium flexible workspace operators, today announced the launch of **Rivet by WeWork India** – a design & build platform delivering integrated, experience-led, customised workspaces tailored to the unique needs of enterprises and end users – backed by a proven large-scale operating footprint and expertise. The launch comes at a defining moment for India’s commercial office market. As enterprise expansion accelerates, GCCs scale rapidly, and workplace strategies grow more complex, the demand for execution certainty is rising — a need the fragmented, multi-vendor design and build (D&B) ecosystem has struggled to meet. Built on WeWork India’s extensive experience designing, delivering, and operating commercial workspaces across industries and businesses of all sizes, from global enterprises to high-growth startups, Rivet introduces a fundamentally distinct model to the market: a single contract, unified accountability, and end-to-end delivery from concept to commissioning. Alongside the launch, WeWork India has elevated **Arnav S Gusain** as **Chief Executive Officer, Rivet**, in addition to his ongoing role as Chief Supply Officer at WeWork India, underscoring the strategic significance of this new vertical and ensuring leadership continuity.

India’s office market is witnessing unprecedented momentum, with gross leasing activity reaching 83.3 million sq. ft. in 2025 alone, according to [JLL](#). This surge underscores growing demand for high-quality, future-ready environments that place human experience at the centre, enabling collaboration, productivity, and ESG-led performance. Today, WeWork India has evolved from a flexible workspace operator into a full workspace-as-a-service platform, supporting members at every stage of growth — from a day pass for an entrepreneur to fully customised managed offices for large enterprises and GCCs. Despite the scale of opportunity, the D&B ecosystem in India remains deeply fragmented. Enterprises today are required to manage multiple vendors across design, engineering, and construction, with limited cost visibility, dispersed accountability, and significant execution cost risk. The result is workspaces that are delivered late, over budget, and underperforming against the brief.

Rivet represents the next step in that evolution, addressing the gaps through an integrated, governance-led delivery model that combines unified ownership with full lifecycle visibility. The platform is powered by BIM-led planning, real-time site monitoring, and structured financial governance, offering enterprise clients the transparency and delivery performance that the traditional D&B model has struggled to provide. The launch of Rivet reflects WeWork India’s broader vision to build a comprehensive workspace-as-a-service ecosystem, and over time, extend into infrastructure-as-a-service – removing friction points for enterprises as they scale.

Commenting on the launch, **Karan Virwani, Managing Director & CEO, WeWork India**, said, “India’s workplace landscape is evolving rapidly. Over the past eight years, we have built deep insight into how enterprises operate and how workspace shapes performance, while designing, evaluating, and operating over 8.2 million square feet across markets. Working with businesses of varying scale and sizes, and a broad partner ecosystem has given us real-time understanding of what truly drives workplace success. Rivet brings that experience together into an integrated platform by combining behavioural insight, operational depth, and execution capability. It is built to deliver premium commercial workspaces that perform at scale, with the precision and confidence that enterprises demand.

*As we launch this new vertical, Arnav takes on the role of CEO of Rivet, bringing deep domain expertise and a proven track record. With over three decades of experience, he brings a holistic understanding of the real estate and workspace ecosystem. In his capacity as Chief of Supply at WeWork India, he has been instrumental in expanding our portfolio and strengthening delivery capabilities. Furthermore, backed by an experienced team that has delivered large-scale projects across markets, we are committed to building Rivet into the benchmark for end-to-end workspace delivery in India."*

Rivet's delivery model is powered by technology and built for long-term performance. Its tech-enabled systems bring structure, precision, and real-time visibility to every stage of the design-and-build process - improving cost control, timeline predictability, and execution clarity while reducing inefficiencies. Sustainability is embedded from the outset, with durable materials, efficient layouts, and design choices that enhance longevity and minimise waste, alongside eco-conscious options tailored to client goals. Rivet's accountability extends well beyond handover, supporting the workspace as an evolving ecosystem through integrated infrastructure, workplace technology, and a curated network of trusted partners. Backed by scale and long-standing vendor relationships, the platform delivers smarter value, consistent quality, and execution certainty without compromising speed or design integrity. Some of the successfully completed projects include workspace for a global leader in agricultural equipment and smart farming solutions, One World Centre, and Embassy One (EMBARK/Embassy Group HQ), spanning over 1 lakh sq. ft. and representing a cumulative project value of nearly ₹ 50 crore. *"Rivet is a natural extension of our core business. It allows us to continue serving members who have grown with us and may now seek their own independent spaces, while also engaging new enterprise clients who can benefit from our integrated design and build expertise. It strengthens our ability to serve their broader workspace needs across markets. Together, flexible workspaces, managed offices, and D&B create a connected ecosystem that removes friction and enables seamless scale - advancing our vision to evolve into a comprehensive infrastructure-as-a-service platform for enterprises in India,"* added **Karan Virwani**.

**Arnav S Gusain, CEO, Rivet by WeWork India and Chief Supply Officer, WeWork India,** added, *"Enterprises today are making increasingly strategic workplace investments, yet the delivery ecosystem has not evolved at the same pace. Rivet is connected to our larger vision of building infrastructure as a platform and service, where D&B is not isolated from real estate intelligence, but informed by it. Having assessed over millions sq. ft. of real estate across markets, we bring a deep understanding of site potential, constraints, cost variables, and delivery risks, allowing us to integrate those insights into design, cost optimisation, and execution planning from day one.*

*What differentiates us is our operational DNA. We don't just design spaces, we understand how they perform at scale and over time. That perspective enables future-ready design thinking - from smarter space planning and adaptability to embedding human-centric elements that enhance collaboration, productivity, and well-being. We also recognise that every organisation carries a distinct design language and cultural identity. Rivet's role is to translate that into a workspace that is not only aligned to brand and behaviour, but engineered for long-term performance. In my role as CEO, my focus is to build Rivet into a delivery platform enterprises can rely on with complete confidence - not just to create a space, but to deliver infrastructure that performs consistently, sustainably, and in step with how people actually work."*

Rivet further differentiates itself through the operational intelligence embedded within its platform. Drawing on WeWork India's experience designing and executing large-scale commercial workspaces, Rivet integrates real-world performance insights into every design and infrastructure decision. Transparency is embedded within its operating architecture, with technology-enabled systems providing continuous visibility into timelines, cost structures, and project milestones, ensuring informed decision-making throughout the lifecycle.

With the launch of Rivet WeWork India further strengthens its position across the full workspace lifecycle, from operating flexible workspaces to enabling how modern offices are designed and delivered. As enterprises place greater strategic importance on workplace performance and execution certainty, Rivet positions WeWork India to play a more strategic, end-to-end role in shaping India's next phase of commercial office development. WeWork India is currently operational across 8 cities, with over 1.21 lakh desks, with robust relationships across key stakeholders such as landlords, IPCs, and members. With solutions for all kinds of businesses - solopreneurs to startups to Fortune 500 companies - WeWork India offers the perfect workspace solutions that deliver a premium experience.

**About [WeWork India](#):**

Launched in 2017, WeWork India is one of India's leading premium flexible workspace operators - GPTW certified (Dec 2025 - Dec 2026). WeWork India has been the largest operator by total revenue for the past three fiscal years\*. Since its inception, WeWork India has expanded across 8 cities in Chennai, New Delhi, Gurugram, Noida, Mumbai, Bengaluru, Pune, and Hyderabad, with 73 operational centres spanning 8.2 million square feet (as of December 2025). WeWork India has played a significant role in the growth of the flexible workspace sector and contributed to the evolution of its products and services, providing customised and curated solutions for various office space needs\*. [\*Source: [CBRE](#)]

**For media inquiries, please contact: [press@wework.co.in](mailto:press@wework.co.in)**