



Corporate PRESENTATION

February 2024

Disclaimer

Certain statements in this document may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties like regulatory changes, local political or economic developments, technological risks, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward looking statements. Macrotech Developers Limited will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.

Lodha: Largest Indian housing platform with robust growth opportunities

The Platform

Residential

- India's **largest*** residential real estate player with consistent track record of sales, collection & profits
- Industry seeing **robust demand growth & significant consolidation**
- **Strong** presence in **MMR & Pune**; Entered **Bengaluru**;
- Targeting medium term pre-sales CAGR of 20%

Growth Opportunities – Low investment annuity income streams

Digital Infra. Platform

- Developing Warehousing, Logistics, Data Centers, Light industrials catering to **digitization of economy**
- Pan-India Platform in JV with two marquee investors, to **create asset base of USD 1.0bn+**
- Sizeable land parcels available at our township for this segment

Property Mgmt. & Digital Services

- Growing facilities management business with digital services layer
- Have a **captive base of 60,000 households** with high spending power; **to grow to 250,000+ by 2030**
- **Developed digital app BelleVie**, to serve entire value-chain of home ownership & Wider gambit of owners need through 'near commerce'

Rental Portfolio

- Select **high quality office and retail portfolio** at our developments
- Have commercial assets with rental potential of INR **~2.0bn p.a.**,
- To grow over time with our mixed-use strategy

Continued strong performance

Sales Momentum

- Q3FY24 pre-sales at INR 34.1bn, highest ever Q3 pre-sales
- 9MFY24 pre-sales at INR 103bn¹
- On target to achieve full year guidance with the launches planned in Q4

Micro-market focused capital efficient growth

- Added 10 projects with GDV of INR ~203bn in 9MFY24 across MMR & Bangalore, surpassing 175+bn annual guidance for FY24

Focus on creating annuity streams with low investment

- Pan India JV for Digital Infra with Bain Capital & Ivanhoe Cambridge progressing well
- Adding layer of Digital Services to existing property management business; to help maximize lifetime customer value; Launched pilot with brand name 'BelleVie'
- Portfolio of select high quality office and retail annuity assets

Strengthening balance sheet

- Net Debt at INR 67.5bn as of Dec-23 (0.5x Net D/E)
- Continued reduction, targeting debt below ceiling of 1x Net Debt/OCF and 0.5x Net D/E in FY24

Enhanced ESG focus

- GRESB²: Ranked No.1 amongst residential developers in Asia
- S&P Global 2023 Corporate Sustainability Assessment (CSA): 2nd Highest score out of ~200 global Real Estate Development companies

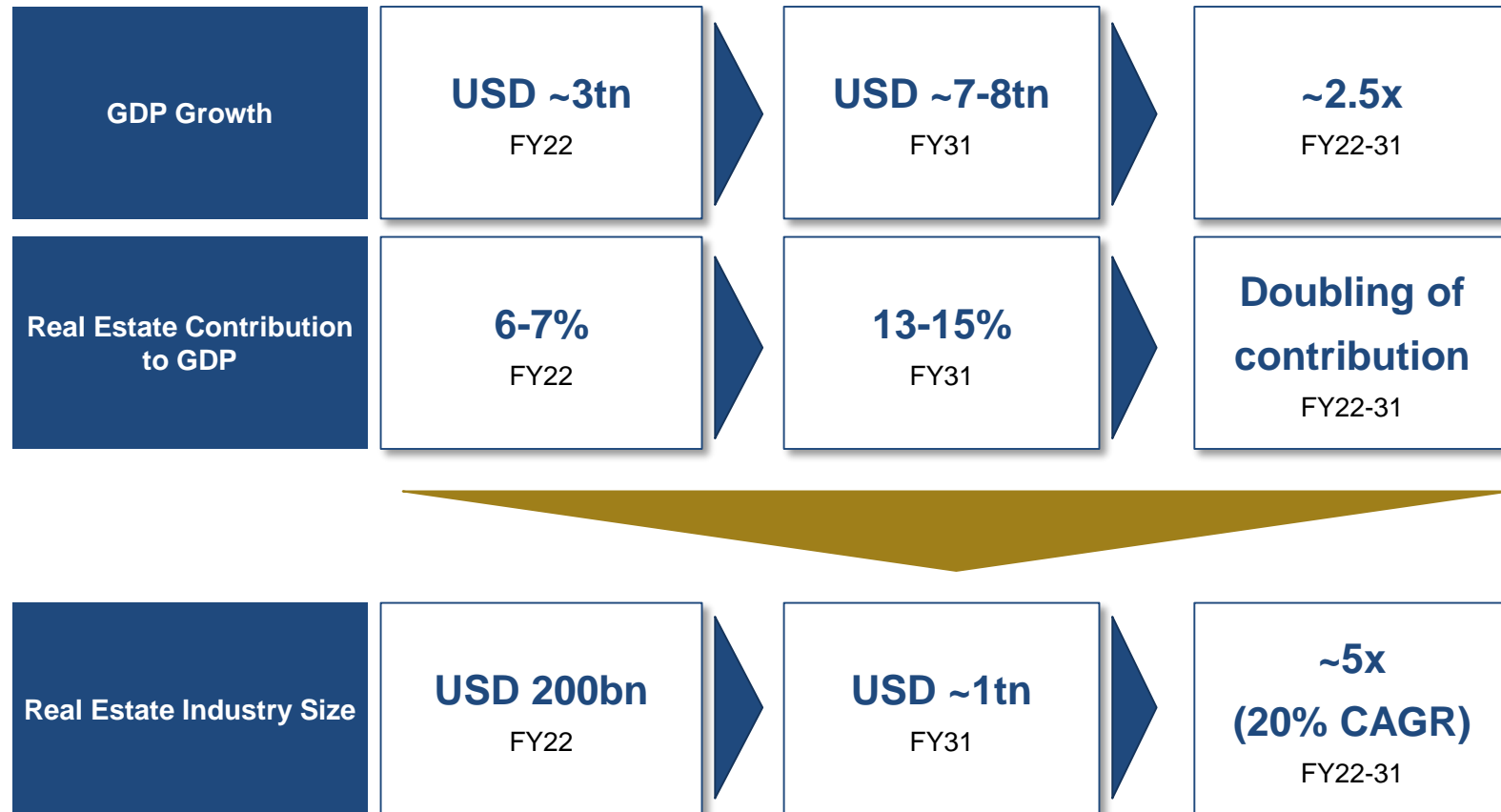
¹ Includes DM Sales: 9MFY24 INR 0.6bn

² GRESB: Global Real Estate Sustainability Benchmark



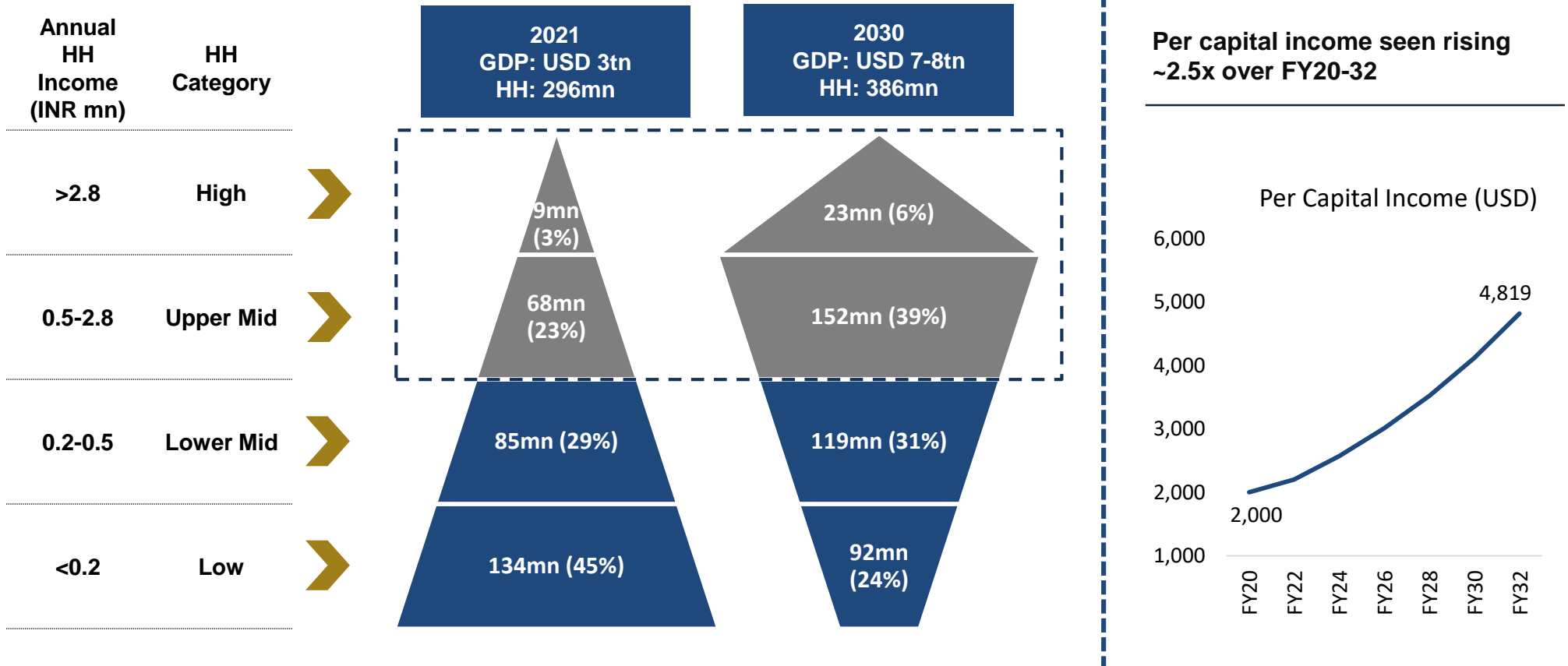
01 Industry tailwinds

Transition to middle income: Real Estate to grow ~2x faster than the Indian economy



Housing to be key driver of and key beneficiary from GDP growth

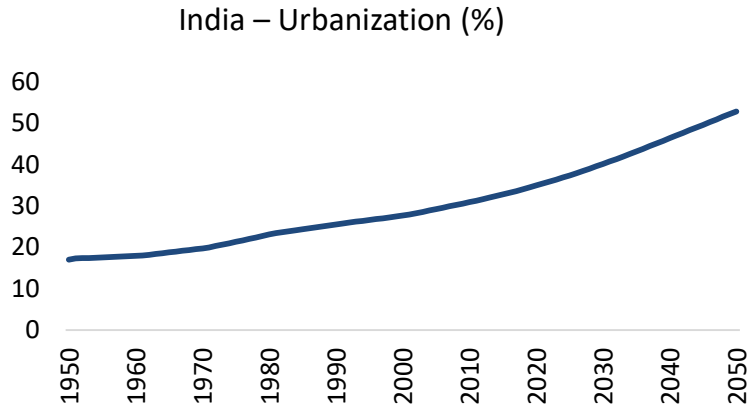
100 mn new households to become 'home ownership capable' this decade



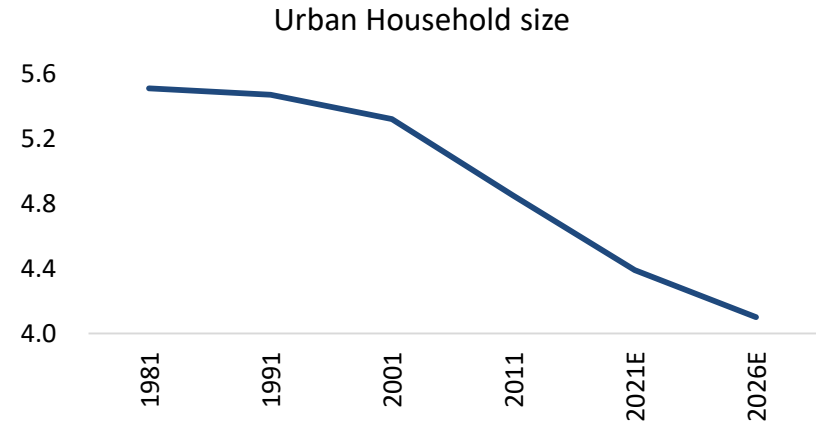
Once in a country's lifetime opportunity!

Strong affordability drives conversion of housing need to demand

Rapid urbanization to create need for quality urban housing

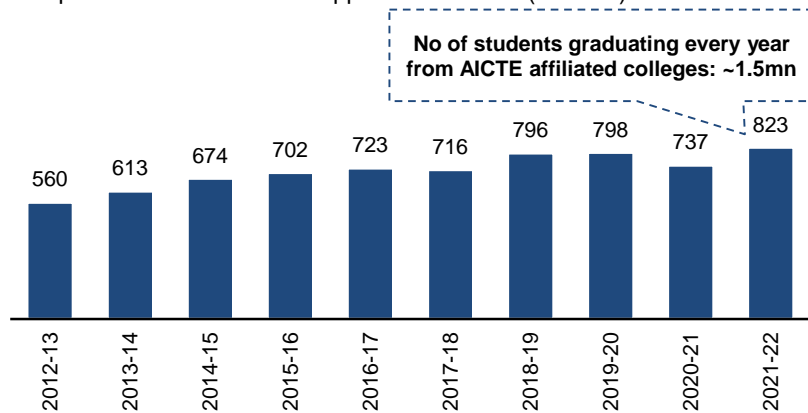


Family nuclearization

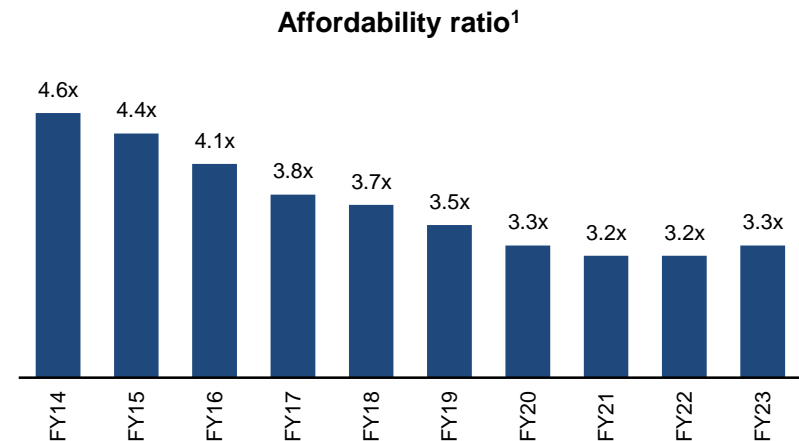


Large no of educated workforce added every year

Total placements from AICTE approved institutes (in '000s)



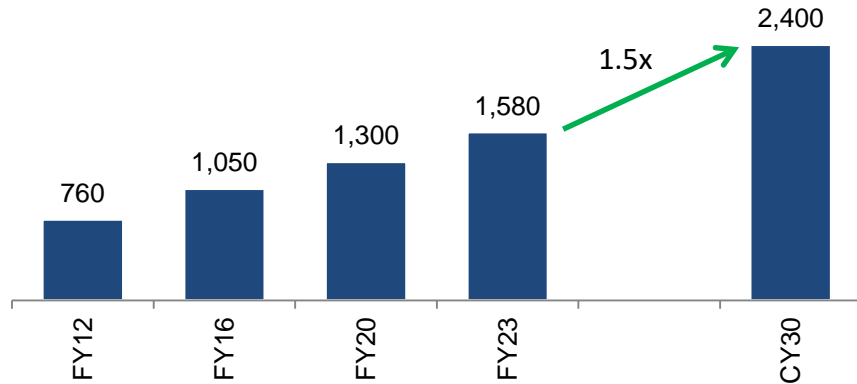
Improved affordability to support demand



As long as housing price growth is slightly below white collar wage growth, housing demand will grow sustainably

Robust job creation to sustain housing demand

Increasing presence of GCC* in India....

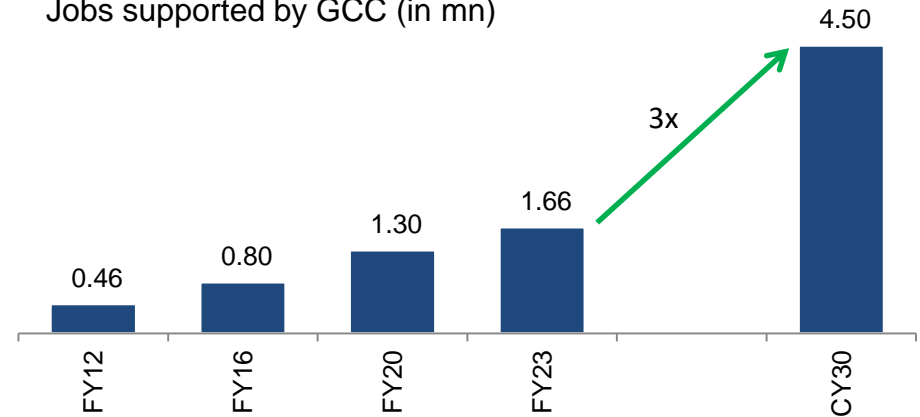


Large BFSI GCCs also increasing their presence: JPM has nearly doubled its presence in India



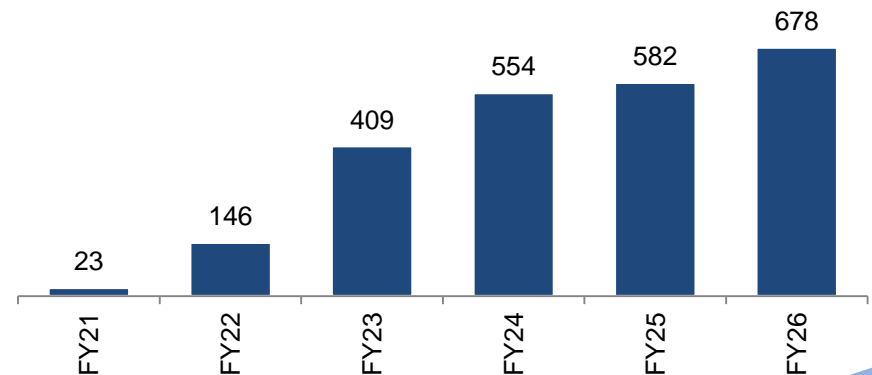
...has led to robust job creation, more than offsetting slowdown in hiring by IT services companies

Jobs supported by GCC (in mn)



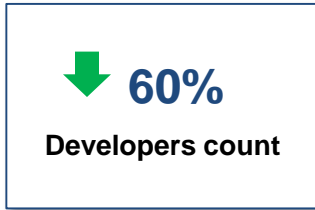
Manufacturing job creation led by PLI# capex

Capex outlay under PLI scheme (INR bn)



Supply side consolidating - unlikely to keep pace with accelerating demand

Consolidation wave due to policy reforms and liquidity crisis...



Remaining Tier - 2 & 3 players develop:

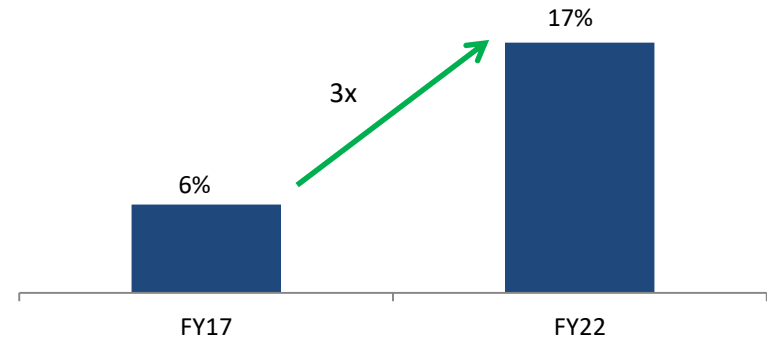
- ✓ Small-sized projects (< INR 5bn)
- ✓ One at a time
- ✓ Take longer (5-7 years) to complete

Multiple forces leading to consolidation

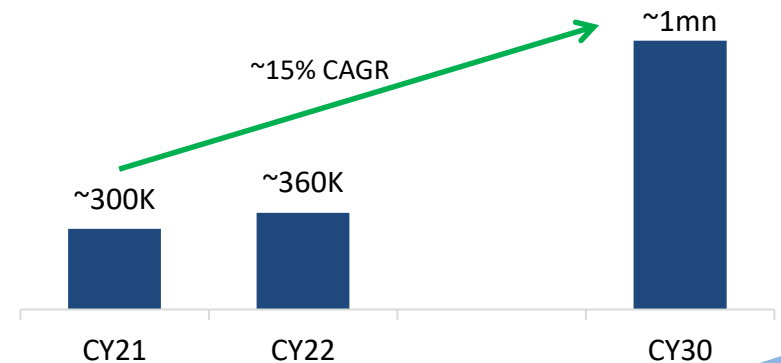
- ✓ Regulatory push: **RERA, Demonetization, GST, Amendment to Benami Act.**
- ✓ Funding squeeze for Tier – 2 & 3 developers:
 - NBFC's exiting market after large losses – wholesale lending bubble popped after IL&FS implosion
 - Inability to **sell during construction**
- ✓ Consumer loss of confidence with Tier – 2 & 3 developers:
 - Having **burnt their lifetime savings**
 - **Failure to deliver or untimely delivery** with poor quality

Source: Anarock

...has led to market share gains for listed developers

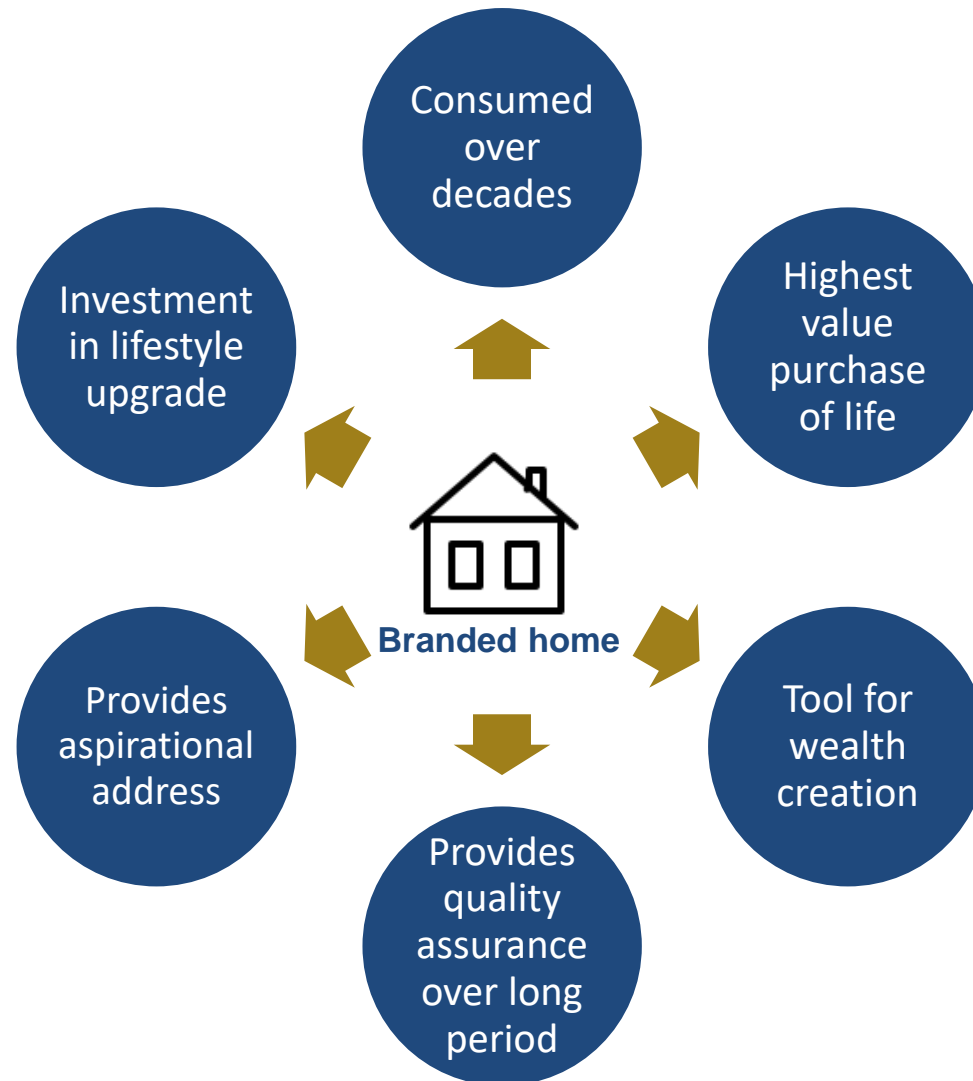


Housing sales in top cities to reach 1mn by 2030



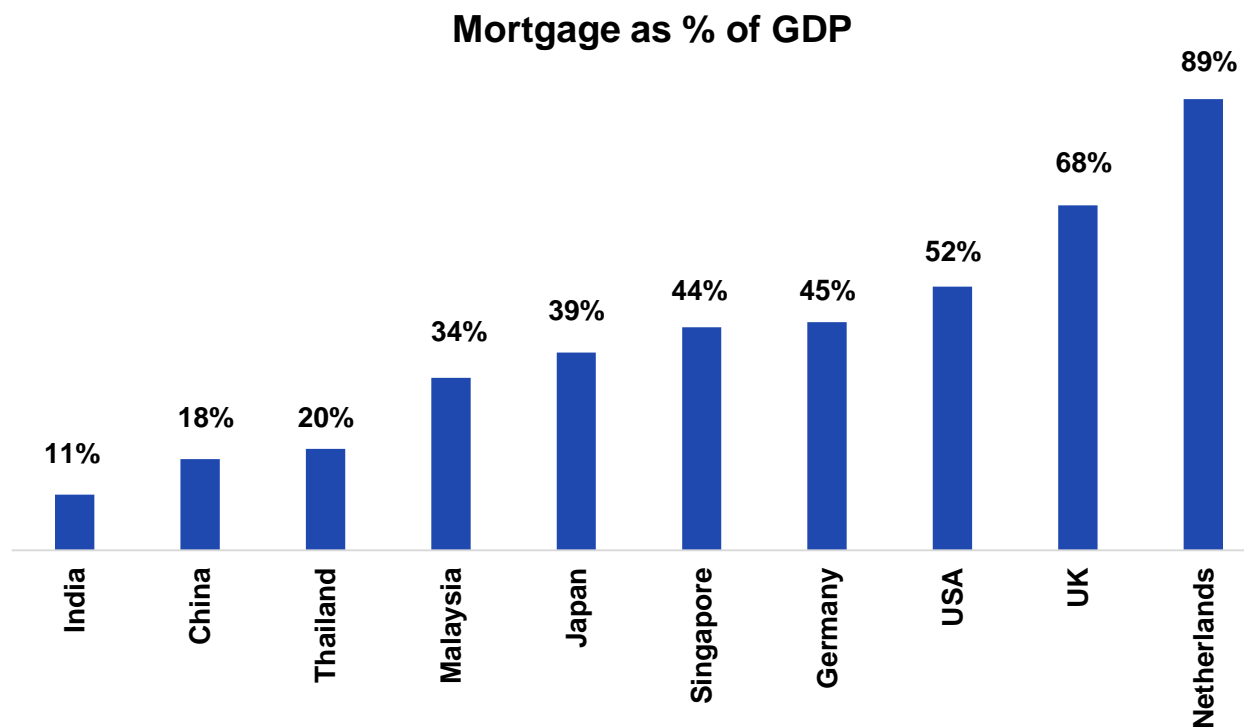
'Housing' increasingly becoming a branded 'Consumer Product'

Brand matters the most



Steady as it goes: Mortgage an enabler, not inducer of demand

- ✓ Conservative Central Bank, low risk mortgage market: LTV < 75%, no teaser rates
- ✓ Rate cycle seem to have peaked, pivot likely in CY24
- ✓ Strong performance of mortgages through all parts of the cycle - Intense competition for safe haven mortgage assets leading to plentiful availability
- ✓ A floating rate product; rate cycle well understood by homebuyers. Interest rate change modifies tenure, not EMI
- ✓ Salary growth of 8-10% enables mortgage repayment in 7-8 years



Low penetration of mortgage provides significant room for growth

Housing sales driven by fundamental need and nominal price growth, not by mortgage inducement

Low risk to margins from construction cost inflation

- ✓ Construction costs typically forms 25% to 45% of the sales price
 - Of which, one-third is related to low skilled and semi-skilled labor: plentiful supply though migration from rural areas (250+ mn people estimated to be 'underemployed' in agriculture). Hence, labour inflation is low and keep inflation from being 'sticky'

- ✓ Commodity inflation, though often sharp, generally of short cycles as demand and supply adjust to new normal, bringing price moderation in the short term
 - Spurt in commodity price due to Russia-Ukraine war is reversing

- ✓ ~3 year period of construction provides flexibility to manage costs across the project lifecycle

- ✓ Ready and advance under-construction inventory provides hedge against the commodity price inflation

Construction cost – inflation moderation since Mar-22

Commodity/Component	% Share in total cost	Mar'21 to Mar'22		Mar'21 to Dec'23	
		% Change	Weighted Impact	% Change	Weighed Impact
Steel	12.9%	35.1%	4.5%	-1.2%	-0.2%
Flooring Tiles	5.0%	23.9%	1.2%	15.3%	0.8%
Electrical/Plumbing	11.8%	10.1%	1.2%	4.5%	0.5%
Labour	34.4%	3.0%	1.0%	6.8%	2.4%
External Windows	3.9%	21.9%	0.8%	8.8%	0.3%
RMC + Cement	10.5%	6.3%	0.7%	13.9%	1.5%
Lifts & Elevators	3.3%	16.6%	0.5%	37.7%	1.2%
Carpentry Materials	3.5%	15.5%	0.5%	5.6%	0.2%
Painting	3.8%	13.1%	0.5%	33.6%	1.3%
Overall			~13.7%		~10.8%

Construction cost increase since 1st April 21 at ~4% annualized rate (expected to continue moderating)

This, in turn, implies impact on COGS of <2% p.a. for our portfolio

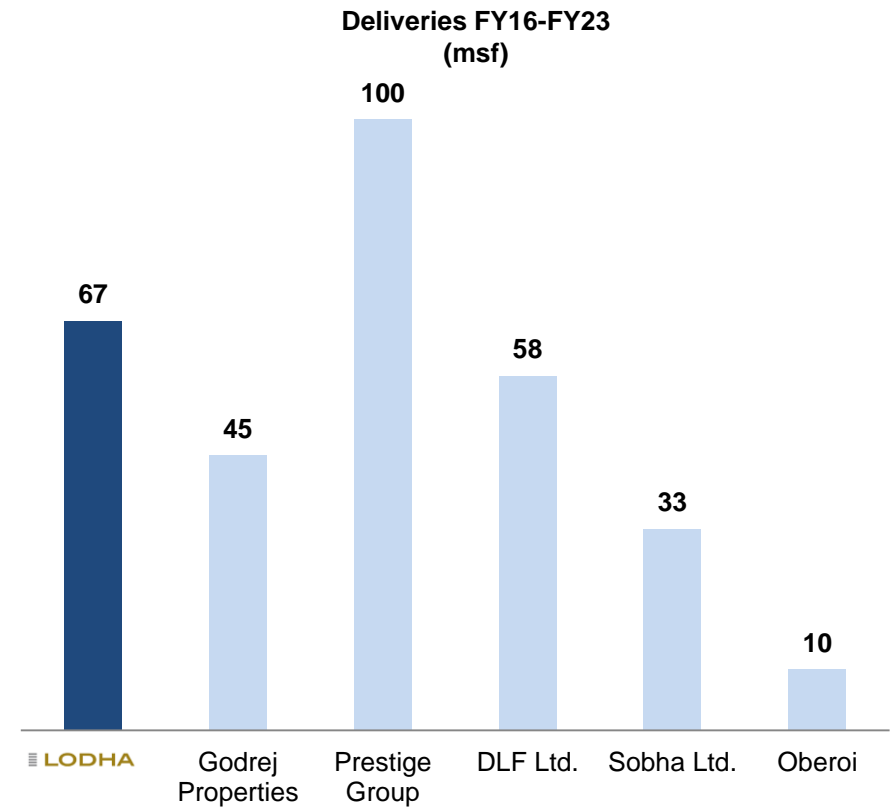
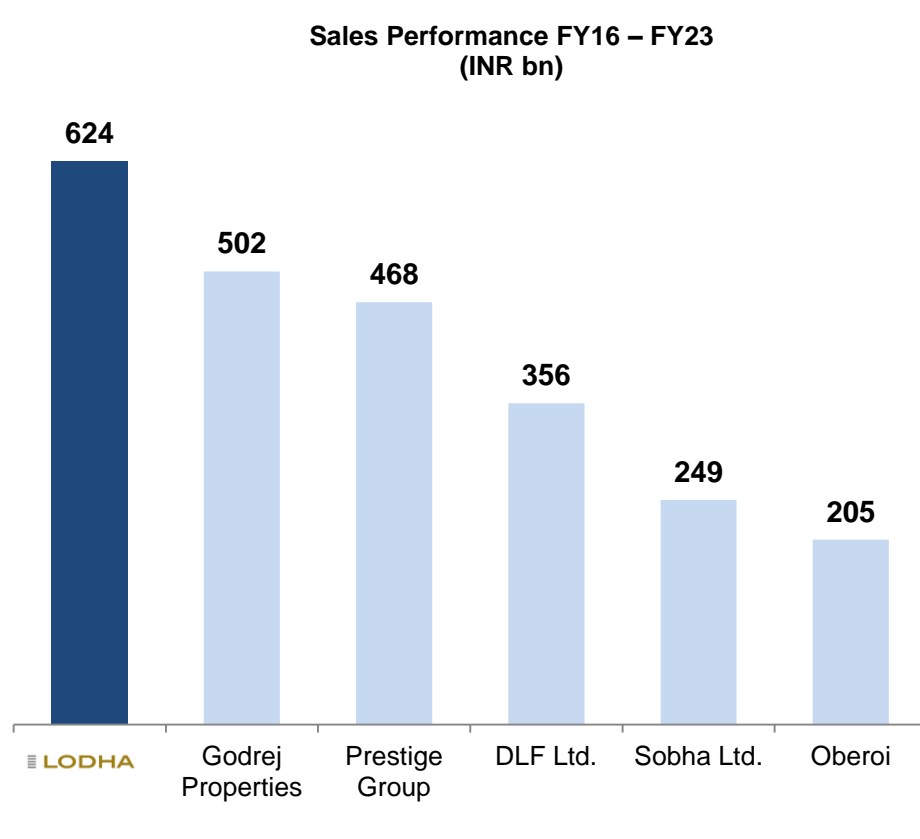


02 Lodha's Right-to-win

Lodha is India's largest residential real estate developer

Industry dominance through consistent performance

Sales – Consistently outperformed peers



Differentiated business model to deliver superior returns (1/2)

Predictable and consistent Pre-sales growth from diversified presence

Pre-sales

- **Not dependent on any single segment, location or project**
 - **Presence across all segments** - luxury, premium, mid-income & affordable
 - **30+ operating project** across MMR & Pune

Better margins due to strong brand and leadership in all cost elements

Pricing Power

- **Premium pricing due to superior product and strong brand**
- **Disciplined execution of moderate price growth (just below wage growth) supporting margin expansion**

Land

- **Strong underwriting:** Acquiring land under **various modes and across cycles** - **allows to choose projects with targeted margin & return** from large opportunity set
Aggregated Land || Outright purchase on bilateral basis || Auction
Redevelopment || JDA with Landowners
- **4000+ acres of land reserve** –natural hedge against land price inflation

Construction Cost

- **Only player with own GC capability** – avoids margin leakage & enables faster churn

Overheads

- **Going deep & operating at scale** in the cities we are present in, keeping overheads in check

Differentiated business model to deliver superior returns (2/2)

Superior Returns & Robust Cashflows

Fastest land to cash cycle

- **Bring to market expeditiously**- launch **within 9-12 months** of land acquisition
- **Accelerated monetization of land** through **product innovations** – Apartments, plots & villas, boutique offices, high street retail

Large townships with annuity like cashflow

- **~50% cash margin** with land entirely paid for - **step up significantly** with infra project completions (**Airport, Metro, Bullet Train, etc.**)

Strategically chosen annuity streams

- **Low capex intensity delivering RoEs inline with core resi business**
 - Facilities Mgmt. with near commerce through Bellevie app. – **adjunct to resi. business**
 - Warehousing & industrial platform
 - Select Retail & Office assets – **part of our mixed use development**

Growing while deleveraging & in a sustainable manner

Capital Structure

- **Net debt down to INR ~67bn vs INR ~161bn** at the time of IPO, simultaneously with **business addition of INR 480bn** Pre-sales grew by **42% CAGR** over FY21-23
- Net debt capped at lower of **0.5x Net D/E and 1x D/OCF, achieving in FY24**

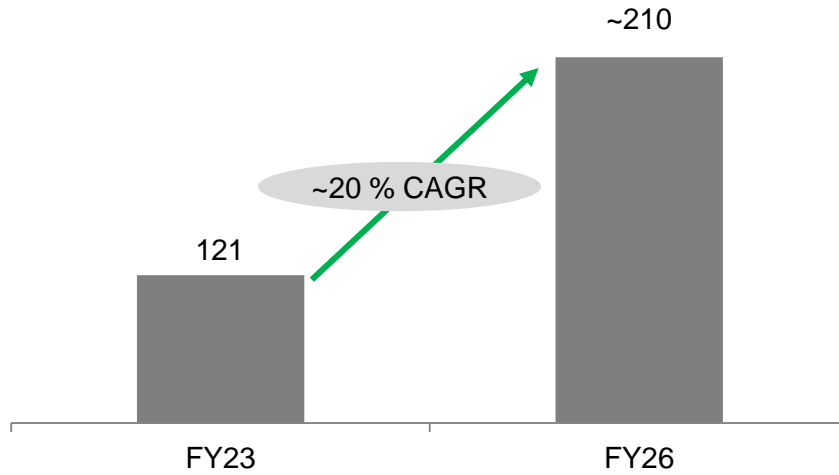
Strong ESG focus

- **GRESB: Ranked No.1 in Asia & 2nd Highest score by S&P amongst global RE Dev.**
- **High governance standards with versatile board** (Consumer, Tech, BFSI, Sustainability etc.) guiding management

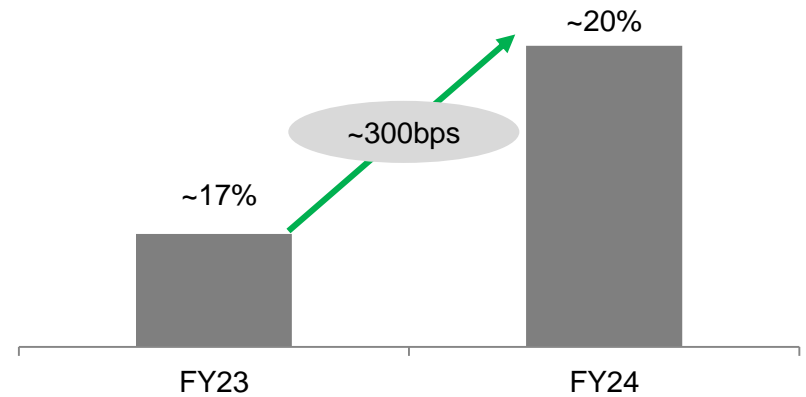
'20:20' Action Plan

INR bn

Focus to deliver ~20% Pre-sales CAGR & 20% RoE with net debt ceiling of 0.5x D/E and 1x D/OCF



Pre-Sales



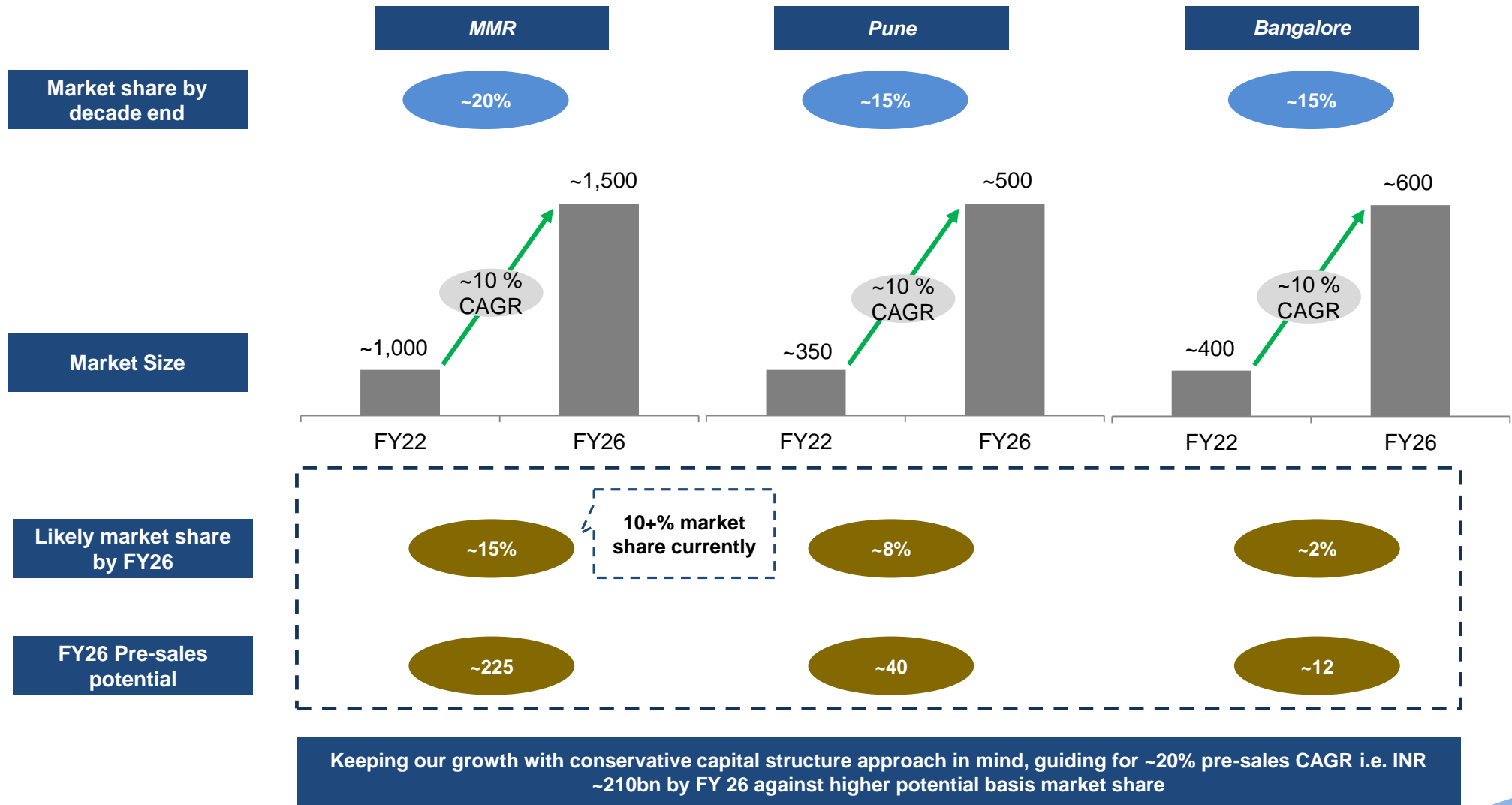
RoE

~20% ROE through mix of 'owned' & 'JDA' projects

	Share of pre-sales in steady state	PBT Margin Profile	ROE Profile
Owned land projects	~60%	27-30%	15% to 20%
JDA	~40%	17-19%	30%+
Overall			~20%

Significant headroom for growth in core markets of MMR & Pune

INR bn



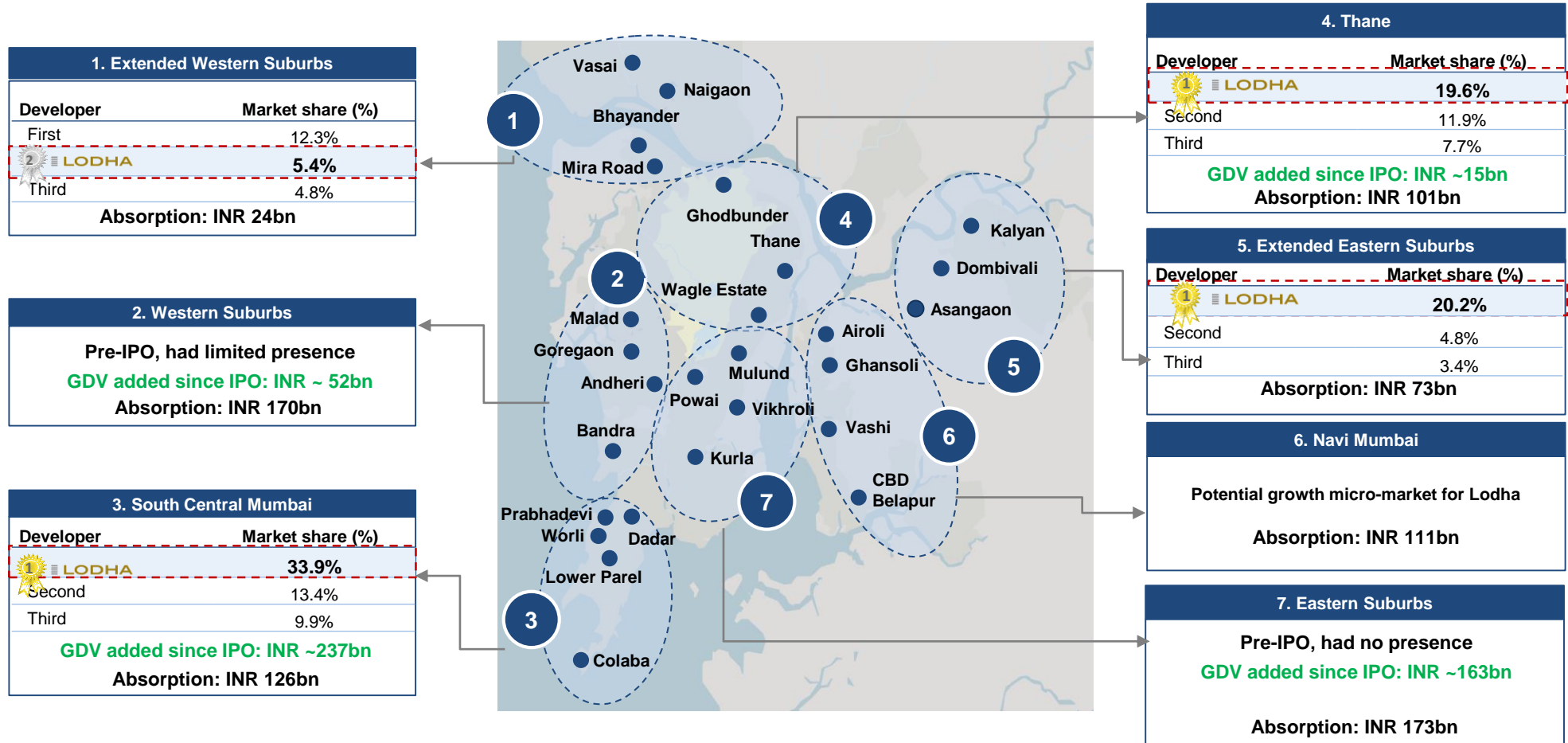
Business Strategy

- ✓ Micro-market focused growth strategy in MMR, Pune & Bangalore through capital light JDA model
- ✓ MMR: Largest developer with dominant presence in just three of the seven micro-markets; Holding market share in the three micro-markets;
 - Growing significantly in micro-markets with limited presence
- ✓ Pune: Accelerating growth; Signed four projects with development potential of 7.6 msf and GDV of INR ~60bn since IPO; advanced stage of signing definitive documents for multiple projects
 - Successful launches reflects strong recognition of brand Lodha
 - NIBM Road (South-East) in Aug-21, sold INR 8.2bn in 28 months (76% of launched inventory)
 - Kharadi (North-East) in Nov-22, sold INR 9.4bn in 13 months (71% of launched inventory)
 - Hinjewadi (North-West) in March-23, sold INR 5.7bn in 10 months (65% of launched inventory)
- ✓ Bangalore: Ahead of time entry to build brand through delivery, deepen local knowledge & build local team
 - Received phenomenal response to first project launched in Dec-23 quarter, entire inventory sold out within 3 weeks of launch
 - Measured low-risk growth in first phase; scale up after brand build up

Significant opportunity to scale up in other micro-markets of MMR

Market leading position in most micro-markets, with potential for growth in other regions

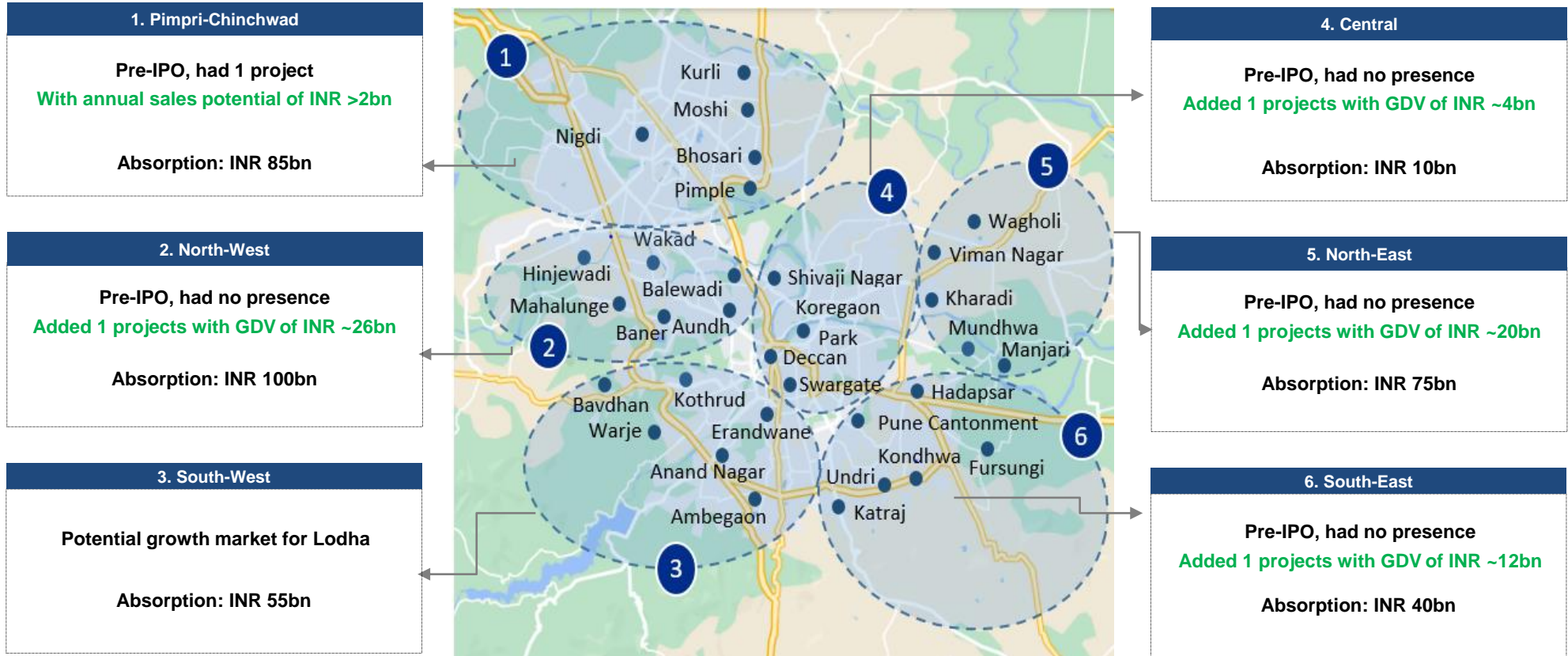
Market share by absorption in INR bn



Tied up INR ~467bn of GDV and development potential of ~23 msf across 27 projects in various micro-markets of MMR

Accelerating growth in Pune

Establishing presence across multiple locations in INR 365bn market

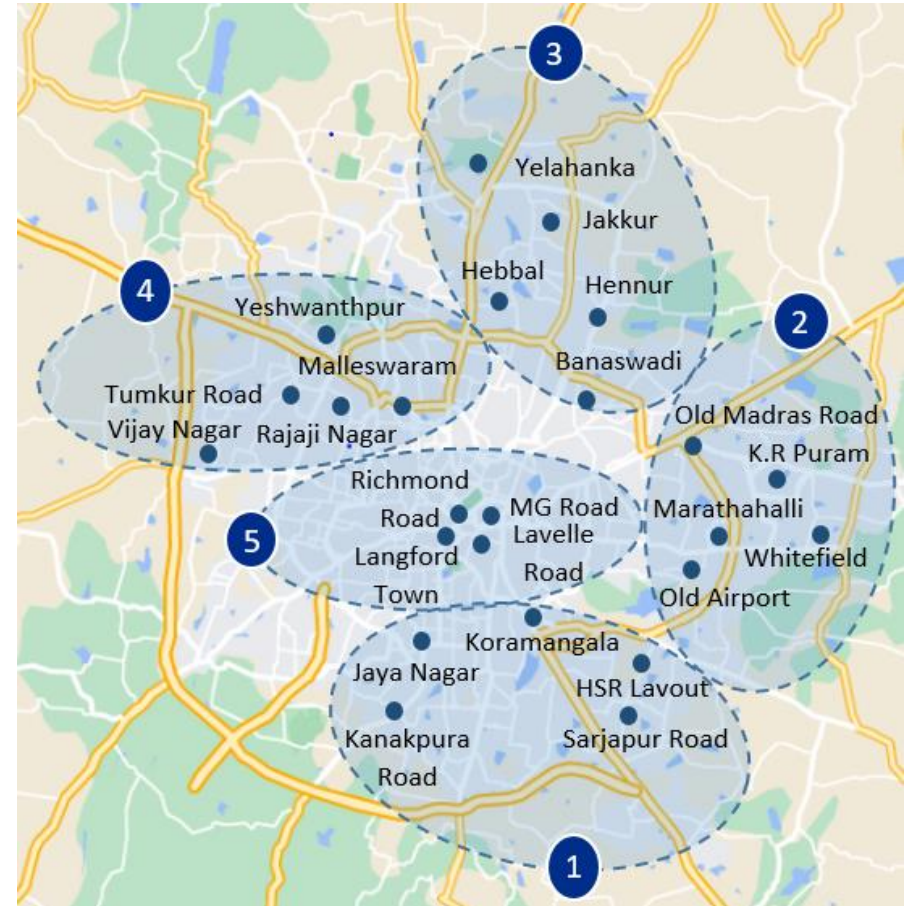


Tied up INR ~60bn of GDV with development potential of ~7.6 msf across four projects in various micro-markets of Pune

Entered Bangalore housing market

Market size: INR ~400bn

	Micro-market	Market Size (INR bn)
1	South	185
2	East	80
3	North	112
4	West	20
5	Central	3
	Total	400

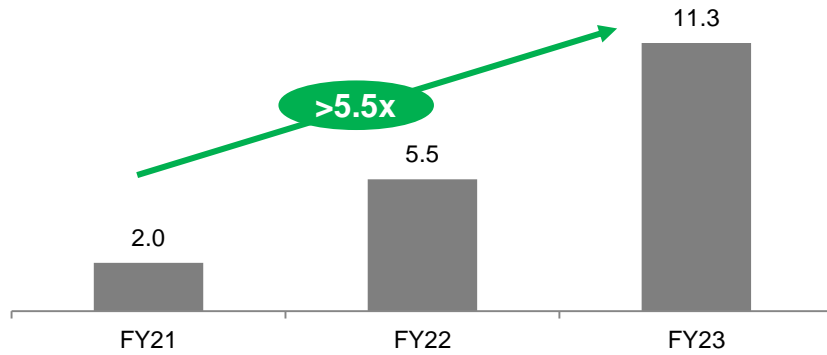


Signed two project with GDV of INR ~20bn and development potential of ~2.3 msf

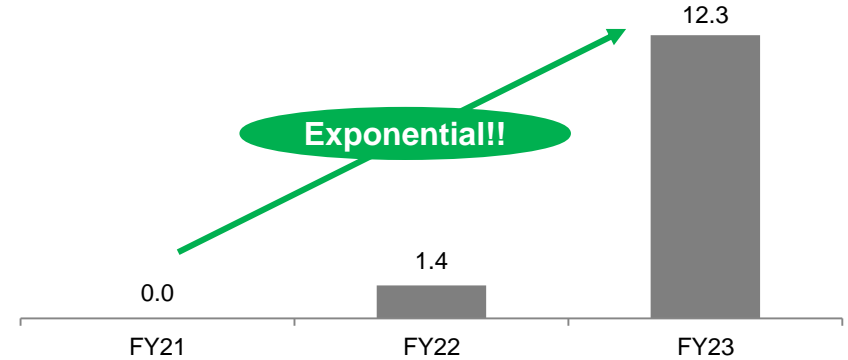
Exponential growth – Supermarket strategy paying good dividend in targeted micro-markets

INR bn

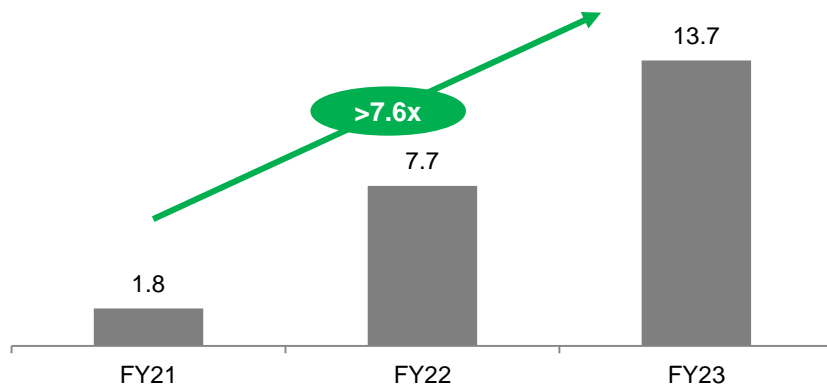
Pune



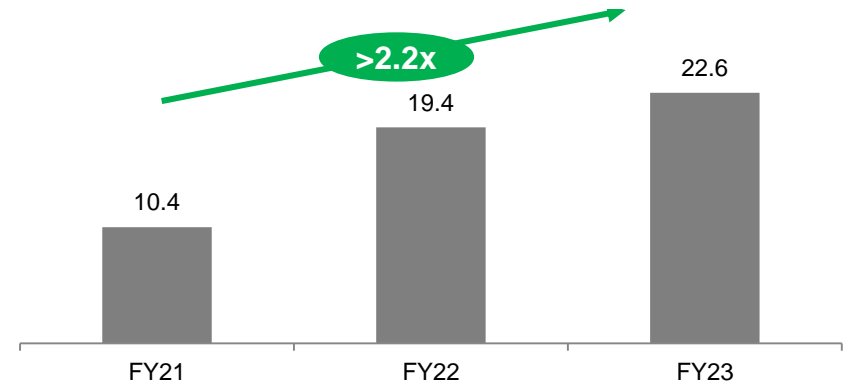
MMR – Eastern Suburbs



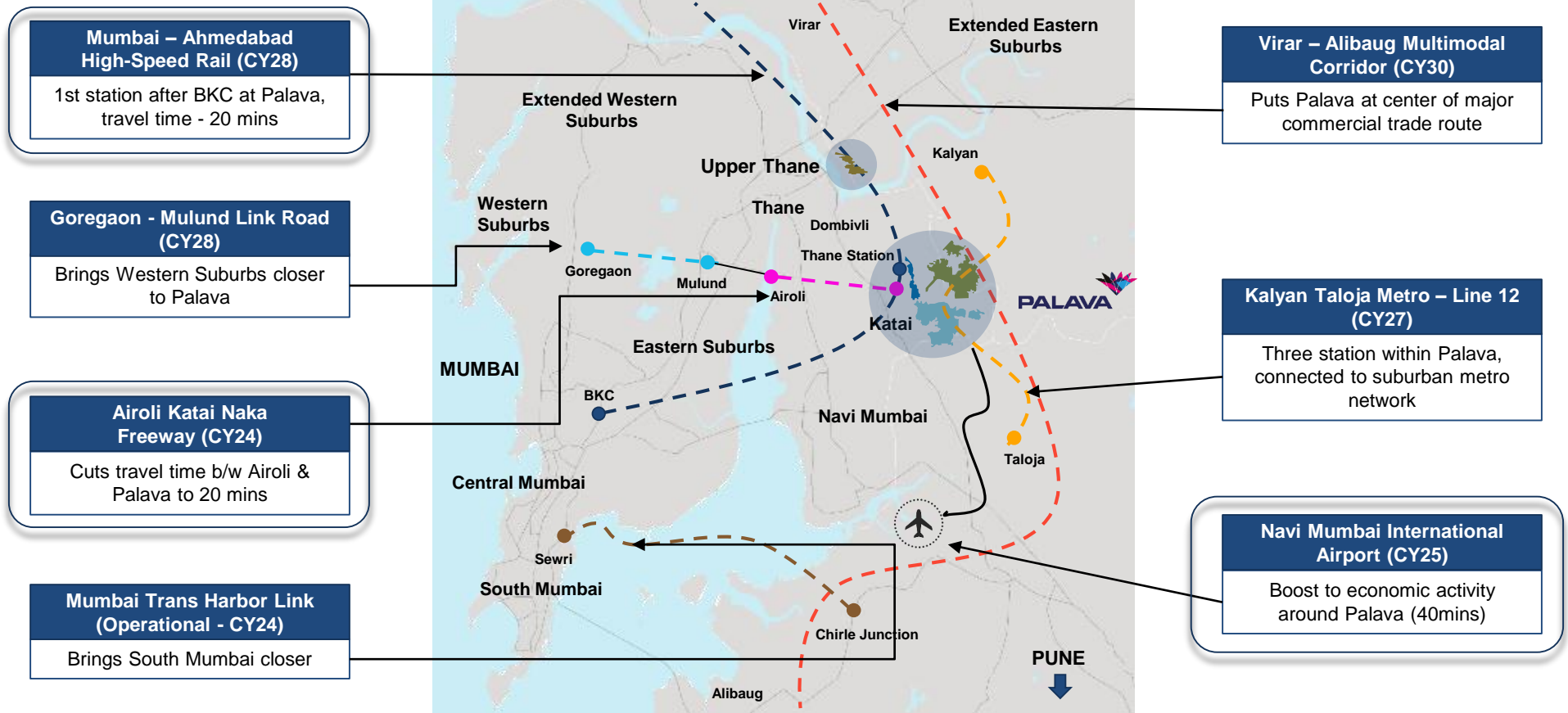
MMR – Western Suburbs



MMR – Extended Eastern Suburbs



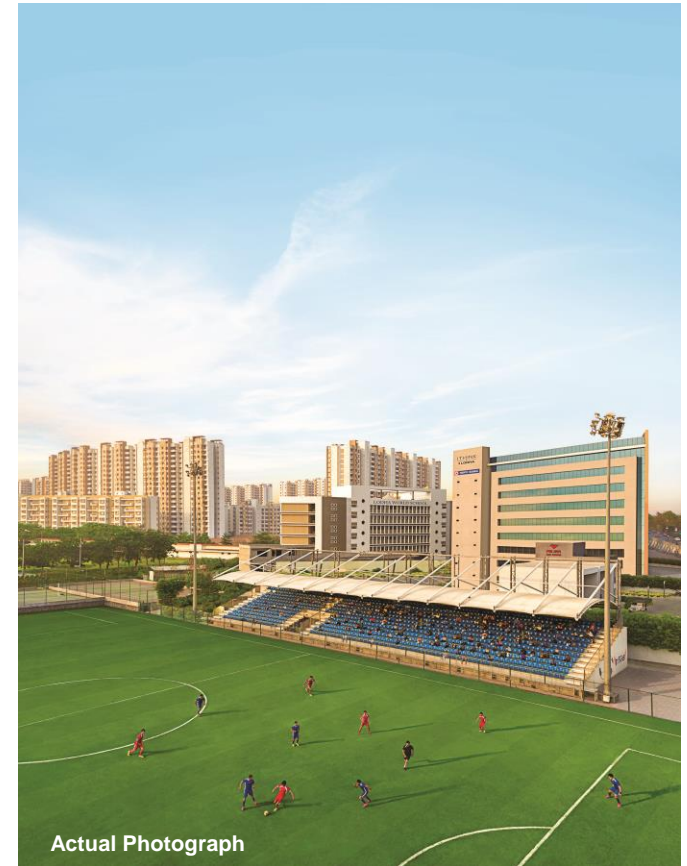
Ongoing infra projects (Airport, Metro, Bullet Train, Multi-modal Corridor etc.) to supercharge Palava's growth



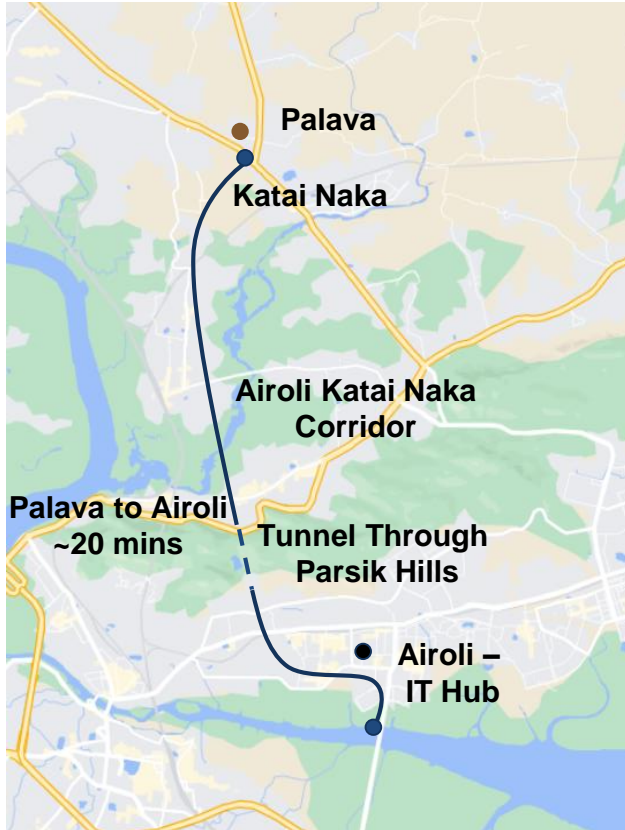
With 600 mn+ sq ft of development potential, Palava & Upper Thane set to deliver US\$175-200 bn of sales over next 3 decades with ~50% EBITDA margins

3 mega trends moving Palava & Upper Thane to becoming sought after suburbs

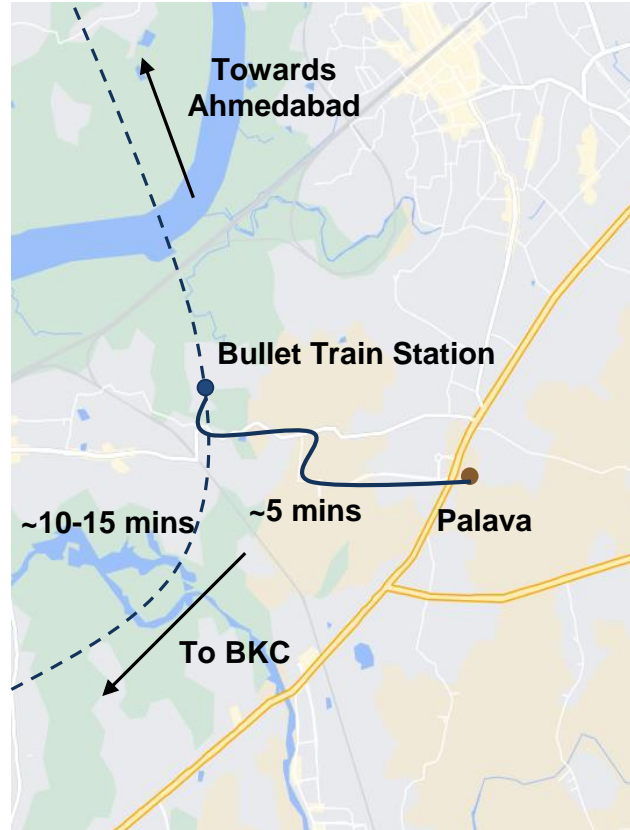
1. Mumbai – **World's densest metropolis**, sea restricts expansion in West and South
2. India going through **once in a country's lifetime transition from low to mid-income**, leading to significant demand for aspirational and premium housing
3. **Palava City** at the epi-centre of Mumbai Region (MMR)'s **infrastructure upgrades**:
 - a. Airoli-Katai freeway to make **Airoli, Mumbai's IT Hub**, **predictable 20 min drive** from Palava (Est. CY24)
 - b. **Navi Mumbai airport at just 40 min drive** from Palava (Est. CY25)
 - c. First stop of Mumbai-Ahmedabad Bullet train after BKC at Palava, **predictable 20 min journey to BKC** (Est. CY28)



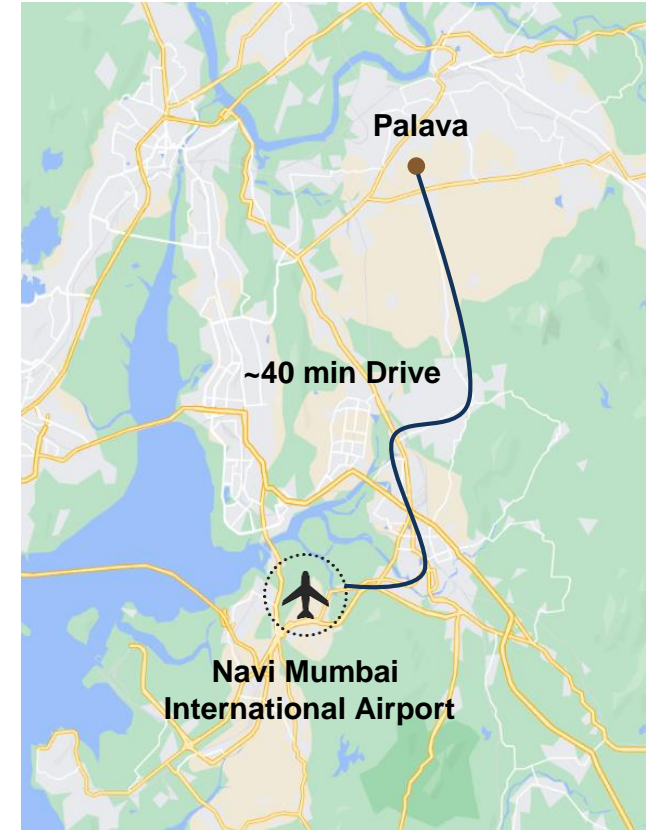
Palava is at the epicenter of Mumbai Metropolitan Region (MMR)'s infrastructure upgrades



Airoli to Palava in ~20 mins by Airoli-Katai Naka Corridor (Opening: 2024)



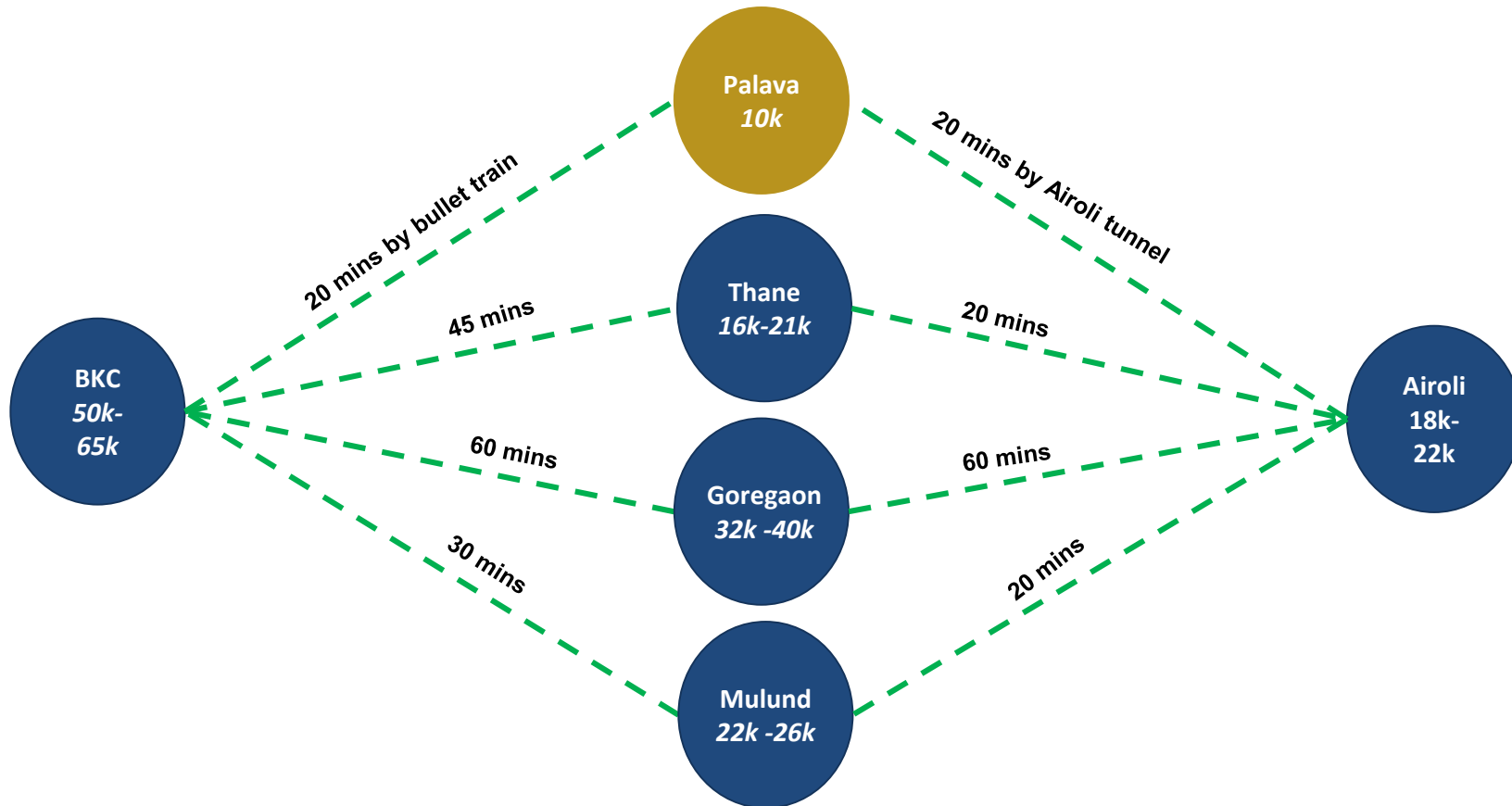
First Bullet Train station after BKC at Palava (Opening: 2028)



Proximity to new airport enhancing attractiveness of Palava (Opening: 2026)

Please note the above maps are at different scales

Palava: Large pricing arbitrage compared to competing markets: Opportunity to increase price + volume



Pricing gap for Palava to further narrow given proximity to Navi Mumbai Airport and Metro connectivity

Nos in circle indicate average selling price in INR/sf carpet area in those markets



Actual Photograph

Club Lakeshore @ Palava – Opened 2017



Actual Photograph

Lodha Villa Royale @ Upper Thane – Opened 2022

Guidance for FY24

INR bn

	FY23 Actuals	FY24 Guidance	9MFY24
Pre-Sales	120.6	145	103.0
Operating Cashflow	56.6	~ 60	36.7
New Project Additions	198.0	175+	203.0
Net Debt	70.7	Continued reduction, below ceiling of 1x Net Debt:Operating Cash flow and 0.5x Net Debt:Equity	67.5

Surpassed annual guidance
 Brand power attracting landowners towards MDL

On path to achieve full year guidance

Pro-forma P&L (basis operating performance)

Particulars	FY23		FY24E		9MFY24	
	INR Bn	%	INR Bn	%	INR Bn	%
Pre-sales	120.6		145.0		103.0	
Embedded EBITDA	38.6	32%	43.5	30%	30.9	30%
D&A	0.9		1.0		0.8	
Finance Cost	10.0		7.5		5.9	
PBT	27.7	23%	35.0	24%	24.2	23%
Taxes (assumed rate: 25.2%)	7.0		8.8		6.1	
PAT	20.7	17%	26.2	18%	18.1	18%
RoE	~16.7%		~19.6%			

High quality management team

Shaishav Dharia
CEO – Townships, Director – GDI Platform
 ■ Formerly worked with McKinsey & Company and Logic Tools

Prateek Bhattacharya
CEO – Western Suburbs & Thane
 ■ Formerly served as Expert Associate Principal at McKinsey and Co.

Rajib Das
President - Eastern Suburbs & Navi Mumbai
 ■ Formerly worked with Godrej Group, Indiabulls Properties

Tikam Jain
CEO – Pune
 ■ Grown at Lodha with 25 years of association, last position held as Head CPT

Rajendra Joshi
CEO – Bangalore
 ■ Formerly associated with Brigade Enterprises, Mahindra Lifespaces

Devender Singh Rawat
CEO – GDI Platform
 ■ Formerly MD& CEO of Bharti Infratel, also worked with Ericsson, Huawei

Sushil Kumar Modi
Chief Financial Officer
 ■ Formerly worked at GMR, Aditya Birla Group & JSW Steel

Prashant Bindal
Chief Sales Officer
 ■ Formerly part of Spice Mobility, Walmart India and Hindustan Coca Cola Beverages

Rajesh Sahana
President – Customer Experience
 ■ Formerly worked with Globacom, Reliance Jio, Bharti Airtel, ABN Amro & Bank of America

Raunika Malhotra
President - Marketing and Corporate Communications
 ■ Formerly worked with ECS Limited and Adayana Learning Solutions

Janhavi Sukhtankar
President – Human Resources
 ■ Formerly held senior positions at Greenpeace International & Sanofi India

Rajesh Agrawal
President - Procurement
 ■ Formerly served as Group CPO at Adani Ent. & held senior positions at RIL, JSW

Deepak Chitnis
Chief Designer
 ■ Previously served as senior architect at Oberoi Constructions Pvt Ltd

Rajat Kumar Singh
President- Finance
 ■ Formerly worked with Adani Group, Reliance Group & GMR

Shyam Kaikini
President – Hospitality & Property Management
 ■ Formerly associated with Taj Hotels, Jumeirah International

Dhruvi Dholkia
President legal
 ■ Formerly worked with Essel Group and Indospace capital advisors.

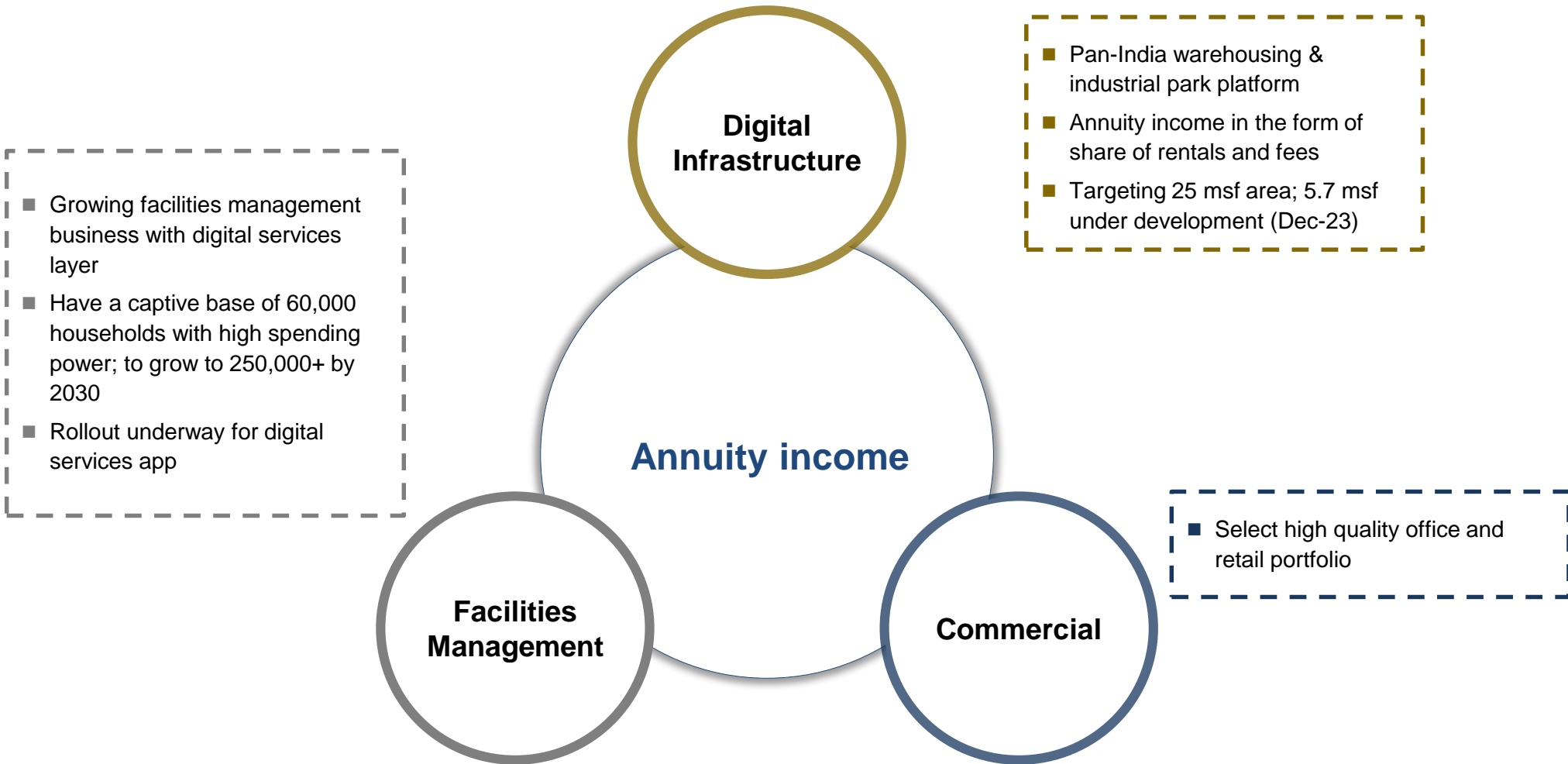
Mark Griffiths
Head – Pre-Constructions, QA & EHS
 ■ Formerly worked with Leighton Contractors, Baulderstone & Hornibrook

COOs
 ■ **Satish S:** Ex-Arabtec.
 ■ **Shrikanth K:** Ex- Phoenix
 ■ **Yogendra B:** Ex- L&T
 ■ **Brijmohan C:** Ex-Arabtec



03 Building annuity streams with low investments

Building annuity income portfolio



Targeting INR ~5bn of net annual income by FY26 and INR ~15bn by FY31

Rapid digitization of Indian economy to provide immense opportunities

- ✓ Developing Warehousing, Logistics, Data Centers, Light industrials catering to digitization of economy
- ✓ Opportunity to be amongst top 3 Digital Infrastructure (DI) players in India: **Dedicated ~3,400 acres land for this segment near our townships at Palava & Upper Thane**
- ✓ **Strong demand:**
 - Led by e-commerce, logistics, global manufacturing diversifying beyond China and India capitalizing on the same through incentives like PLI¹
 - Strong outlook² for Ecommerce (~25% CAGR till 2027), Warehousing (~20% CAGR till 2025), Data Center (2x in 3 years)
- ✓ **Need for strong India based player:**
 - DI industry largely served by international investors; No large India developer present significantly
 - Land acquisition and execution capabilities key differentiators
- ✓ **Long term sustainable growth opportunity**

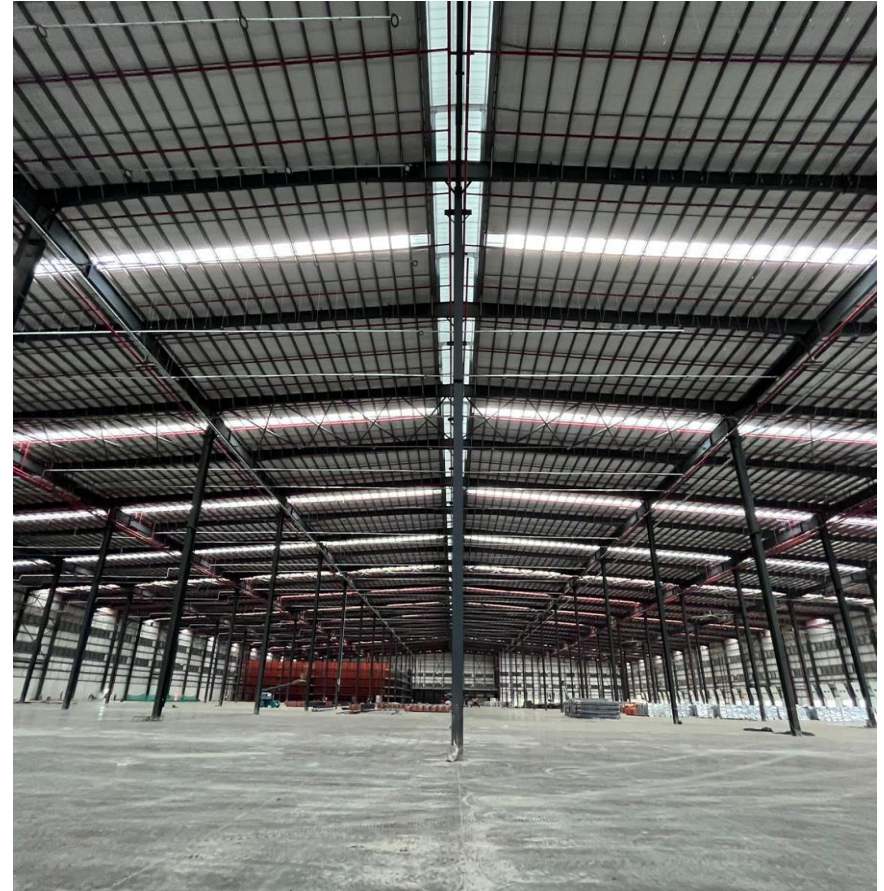
¹Production-linked Incentive Scheme

²Source: Report from Anarock

Digital Infra.: potential to generate significant recurring income

- ✓ Significant traction from marquee users for leasing at our DI Park
- ✓ Skechers & Schlumberger facilities generating rent from 3QFY24
- ✓ Pursuing land acquisition in NCR, Maharashtra & Bengaluru for the platform
- ✓ Strong demand from end users of diverse industries E-Commerce, Fashion & Sportswear retailers, Consumer Goods, 3-PL, Logistics, Data Center, EV Ecosystem, FMCG, Engineering Goods, Life Sciences, etc.

<i>(in mn Sq ft.)</i>	Area (msf)
Area Under Development	5.7
<i>Area Under Construction</i>	<i>1.1</i>
<i>Area Generating Rent</i>	<i>0.7</i>



India's largest warehousing box operationalized by Skechers

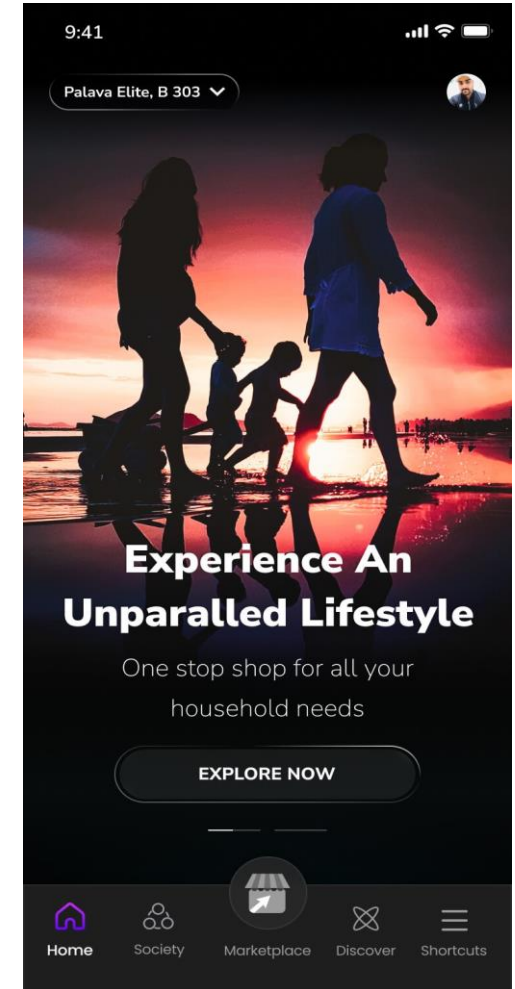
Recurring Cash-flow generation through land monetization

- ✓ Signed definitive agreement with NewCold, one of the largest automated warehouse & cold chain logistics companies globally, for land sale at Palava for INR 1.5bn
- ✓ Sold land to Panama Petrochem, a leading manufacturer of specialty petroleum product, at INR ~65mn per acre during the quarter
- ✓ ~375 acres land monetized till date from land sales to industry
- ✓ Aptar Pharma & Flyjack along with Schlumberger & Skechers to be operational in FY24, boosting economic activity & job creation at Palava

(INR bn)	Jan-21 to Dec-23	Q3FY24
Cashflow from land sales	16.8	0.5

Growing facilities management business with a digital services layer

- ✓ Growing facilities management business on the back of rising number households staying in Lodha developments
 - Captive base of 60,000 households; likely to rise to ~250,000 by 2030
 - Strong understanding of consumers and their spending patterns
- ✓ Adding digital layer to already established facility management business to provide seamless customer experience through integrated platform and offer:
 - Home improvement products and services
 - Near Commerce (not serviced by legacy e-commerce)
 - Real estate services eg. resale/ rental
- ✓ Potential to onboard other developments (other than those by direct competitors) and add a critical mass of consumers
- ✓ Core team for technology & business in place; **Signed up with 40+ brands; Rolling out 'BelleVie' in our developments**



Strategic business opportunity to generate significant recurring service / fee income

Commercial assets with rental potential of INR ~2.0bn p.a.

One Lodha Place



iThink Palava



Palava Mall



Area in msf

Location	Worli (World Towers)	Palava (Office)	Xperia Mall
Leasable area	0.50	0.58	0.42
Area Leased	0.22	0.15	0.39
Status	Ready	0.43: Under development	Operating
Annualized Rental Income	INR ~1,350+ mn p.a	INR ~270mn*	INR ~300mn *

* Basis Dec-23 monthly rentals



04 Growing in sustainable manner

We are *best in class* when it comes to measured ESG performance

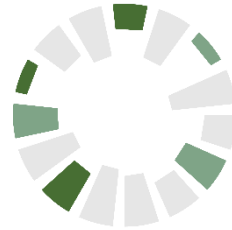
Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

S&P Global Corporate Sustainability Assessment 2023

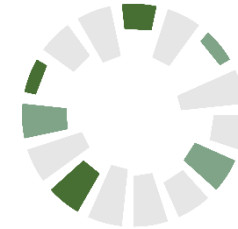
Third highest CSA score out of ~300 companies globally in Real Estate



G R E S B
★ ★ ★ ★ ★ 2023

GRESB Development Benchmark 2023

Ranked 1st in Asia with a 5-star rating and score of **100/100** in the category Residential: Multi-Family | Listed



G R E S B
★ ★ ★ ★ ★ 2023

GRESB Standing Investments Benchmark 2023

Ranked 8th in Asia with a 5-star rating and score of **90/100** in the category Diversified - Office/Retail | Listed



WBA Buildings Benchmark

Ranked **4th** among the 50 keystone buildings sector companies globally



FTSE4Good

FTSE4Good Index Series

Retained position in **the FTSE4Good Index Series** in Dec 2023 index review



IGBC Green Champion Award

Winner of the 10th IGBC Green Champion Award under the category of **'Developer leading the Green Homes Movement in India'**

Strong focus on ESG driven by our empowered Board of Directors



Abhishek Lodha
Managing Director

- Holds a master's degree in science (industrial and systems engineering (supply chain & logistics) from Georgia Institute of Technology
- Worked with McKinsey & Company, USA



Mukund Chitale, *Independent Director and Chairman*

- Director on the Board of L&T
- Former President of ICAI and Chairman of Ethics Committee of BSE



Rajinder Pal Singh, *Non-Executive Director*

- Director on the Board of Maruti Suzuki
- Former Chairman and Managing Director of Punjab & Sind Bank and Chairman of NHAI



Ashwani Kumar, *Independent Director*

- Former Chairman and Managing Director (CMD) of Dena Bank and board member of the LIC
- President of the Indian Institute of Banking and Finance



Lee Polisano, *Independent Director*

- Founding partner and President of PLP Architecture, UK; Fellow member of the American Institute of Architects
- Globally recognized for architectural and urban design work, emphasizing underlying concern for environment



Rajeev Bakshi, *Independent Director*

- Former MD & CEO of Metro Cash & Carry and formerly associated with Pepsico, Cadbury Schweppes
- Currently on the board of Cummins India, Dalmia Bharat Sugar



Harita Gupta, *Independent Director*

- Formerly associated with Microsoft and NIIT Technologies
- Currently leading APAC and Global Enterprise Business at Sutherland Global Services



Rajendra Lodha, *Whole-Time Director*

- 31 years of experience in all facets of real estate development
- Bachelor's degree in civil engineering from M.B.M. Engineering College, University of Jodhpur



Raunika Malhotra, *Whole-time Director, President - Marketing and Corporate Communications*

- 15+ years of experience in leadership, corporate strategic planning, consumer insights and brand management
- Formerly worked with ECS Limited and Adayana Learning Solutions in strategic consulting

Our ESG Philosophy: Do Good, Do Well



Environmental

Ensure sustainability in our core operations by **positively impacting** the natural environment. **Not to contribute to global warming**, and operate through a **resilient** value chain

Climate Resilience: Be resilient to climate change while not contributing to global warming

Achieve net carbon zero in Scope -1,2 in operations by the year 2024

Align Scope 3 emissions reduction roadmap with 1.5°C ambition for 2050



Social

Positively impact our people and community through utmost **respect to human rights, diversity and inclusion, and philanthropy**

Create a more diverse & inclusive workforce, with a workplace gender diversity ratio of 44% by 2027[^]. Focus to make work environment more and more engaging & learning oriented

Safety first: Ensuring a safe working environment at our sites to achieve zero fatality, zero hospitalization and lowest lost time injury in the industry.

Support brightest and deserving minds in the country to get access to quality education to achieve their full potential and promote healthcare and vocational training in the community



Governance

Bring about an industry transformation by **leading ethically and bolstering trust** through high degree of transparency and accountability

Strong board with diverse experiences to guide management through the business cycles

Meet expectation of diverse set of stakeholders through deeper engagement, transparent communication & ethical business conduct

Strong risk management framework

We see ESG issues as long term business risks, and not simply as a compliance risk



We mitigate or adapt to the risks through action backed by organizational policies and processes; while engaging with our stakeholders all along



We endeavour to report this de-risking journey transparently to all stakeholders, to build trust and gain momentum



Establish credentials by taking leadership positions on all applicable benchmarks

[^] excluding construction workforce

Strategy to achieve the overarching ESG Goals

Identify initiatives that enhance our impact and brings together our larger set of stakeholders to partner in the journey with us

Our ESG Goals

E → Ensure sustainability in our product and operations by positively impacting the natural environment

S → Positively impact our people and community through utmost respect for human rights, diversity and inclusion

G → Drive industry transformation by leading ethically and bolstering trust through high degree of transparency & accountability



Progress made in Environmental Sustainability

Overarching Goals

Achieve Carbon Neutrality in operations (Scope1, 2) by the year 2035 or earlier

Align Scope 3 emissions reduction roadmap with 1.5 °C ambition

Be resilient to climate change while not contributing to global warming

Through “**Lodha Net Zero Urban Accelerator**” in partnership with RMI – undertaking Initiatives covering entire spectrum of emission in built-environment & using Palava as a city-scale living laboratory to offer a development template that can demonstrate growth decoupled from emissions is possible - For more [here](#)

Part of ‘Build Ahead’ coalition by Xynteo to accelerate use of low-carbon building materials

~72% reduction in absolute GHG emissions – Scope 1, 2 – since FY 18

Advanced our net zero carbon emission for Scope-1 & 2 to CY24 from CY27

Renewable Energy: Transitioning to 100% of energy used on construction sites and assets to renewable sources through on-site generation & off-site purchases, achieved 98% as of Mar-23

Enabling switch to Electric Vehicles for residents at our developments - 97 active EV chargers installed across sites by Tata Power as of Mar-23

Partnered with mobility players at our projects - ~14 mn passenger-km/annum of private transportation switched to shared mode (FY23), potential emissions reduction of ~1,600 tCO₂e.

Over 42 MLD capacity of STPs installed across our projects

>25 tonnes capacity of organic waste management plants installed across projects

Sustainable and recycled material contribute to ~25% of the construction spends on material (FY23)

72% of direct material purchase (in value) from local suppliers, within 400km radius (FY23)

One Lodha Place – Our flagship office building

Received LEED v4 BD+C:CS Platinum Pre-certification, the highest rating for green buildings

Received IGBC Net Zero Energy (design) certification

Lodha Digital Infrastructure Park – LEED Platinum pre-certified by IGBC

Aligned our report with TCFD recommendations

Submitted science-based targets for verification to SBTi

GRESB[^]: Yet another exceptional score, ranked No.1 with score of 100 in the “Development Benchmark” among residential developers in Asia

[^]GRESB: Global Real Estate Sustainability Benchmark

Progress made in Social and Governance dimensions

Governance	Social	
Board	Our People	Communities
<p>Expanded Board and inducted as Independent Directors:</p> <ul style="list-style-type: none"> • Mr. Rajeev Bakshi, formerly associated with Pepsico, Cadbury Schweppes • Ms Harita Gupta, formerly associated with Microsoft, NIIT Technologies • Mr. Lee Polisano, a world renowned sustainability expert <p>Constituted ESG Committee at the board headed by an Independent Director</p>	<p>Diversity & Inclusion (44% Women by FY27)</p> <p>Women represent 27%* of employee strength as of Mar-23</p> <p>Learning & Development (8 man days by FY27)</p> <p>Achieved ~23 learning man-hrs per associate in FY23</p> <p>Annual Sustainability goals for all senior leaders</p> <p>Experience and Engagement (>95 by 2027)</p> <p>Achieved NPS score of 59 – up by 44%</p>	<p>Enabling Livelihood for Women</p> <p>Project Unnati - An initiative aimed at empowering and enabling women to participate in the formal labour force and achieve their Aspirations advance social and economic development of India</p> <p>~100 women benefited from this programme already. Started engaging with several corporates as well as SMEs to increase reach of the programme</p>
Disclosures	<p>Empowering our talent</p> <p>Instituted various rewards under our flagship initiative LACE & programs like Lodha KAG and EXCEL at Lodha to nurture future leaders</p>	<p>Education</p> <p>Lodha Genius –in partnership with Ashoka University, India’s leading Liberal Arts & Sciences University, to help the brightest students across our country to achieve their full potential</p> <p>Program to identify such students and support them by providing academic exposure, opportunities for growth, financial support and mentorship</p> <p>First cohort of 96 students from diverse backgrounds underwent a month long campus program & mentoring by some of the finest minds in the world including Nobel Laureates</p>
<p>Published our 2nd Integrated Annual Report for FY23</p> <p>Created best in class disclosure standards in Real Estate Industry -appreciated by stakeholders</p>	<p>Human Rights</p> <p>Human Rights Due Diligence Assessment completed for our operations including associates and contractual workforce</p>	
<p>S&P Global 2023 Corporate Sustainability Assessment (CSA): 2nd Highest score out of ~200 global Real Estate Development companies</p>	<p>Health and Safety</p> <p>Achieved Lost Time Injury Frequency Rate of 0.054 with > 46mn safe man-hours</p>	

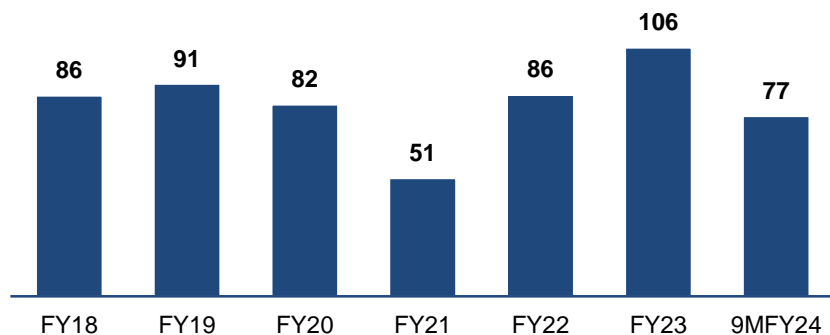
*in non-construction work force; ^LACE: Lodha Associate Celebrates Excellence, KAG: Key Associate Group



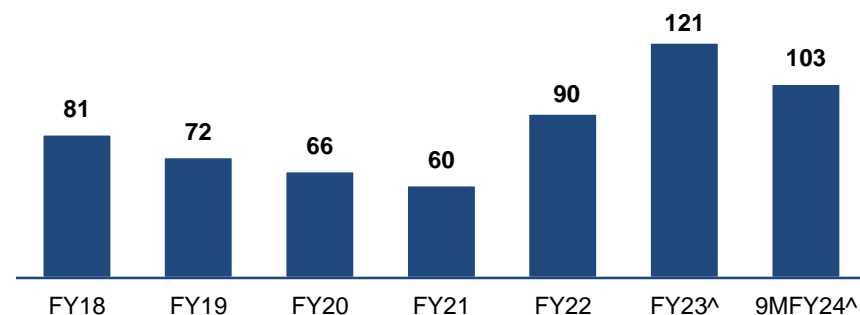
05 Financial Highlights

Strong execution track record

Collections (INR bn)



Sales (INR bn)



Summary financials (INR bn)

	FY19	FY20	FY21	FY22	FY23	9MFY24
Revenue from operations	119.1	95.8	54.5	92.3	94.7	63.0
Adjusted EBITDA ¹	37.2	28.3	15.4	32.4	29.7	20.9
Adjusted EBITDA ¹ %	31.3%	29.6%	28.3%	35.1%	31.4%	33.2%
Adj. Profit/ (Loss) ²	17.1	11.5	3.4	12.6	17.7	9.5
Adj. Profit/ (Loss) ² %	14.4%	11.8%	5.9%	13.2%	18.2%	14.9%

Sustaining 30+% Adj. EBITDA margin

Consistent track record of margin and profitability

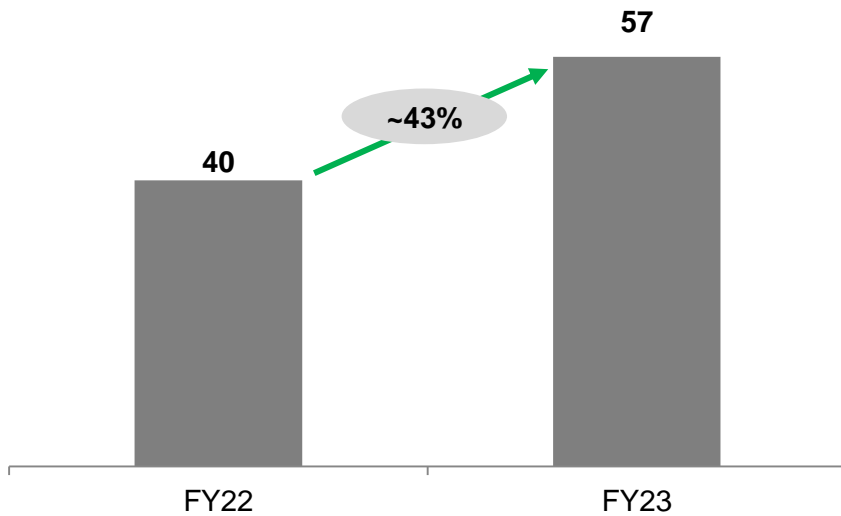
Note: ¹Includes DM Sales of INR 6.0bn and 0.6bn in FY23 and 9MFY24 respectively

¹Adjusted EBITDA = After Grossing up of Finance cost included in cost of project; ² Adjusted Profit/(Loss) = ex. Forex & Exceptional Item (Provision against UK investment in FY23, will benefit from tax break on it),

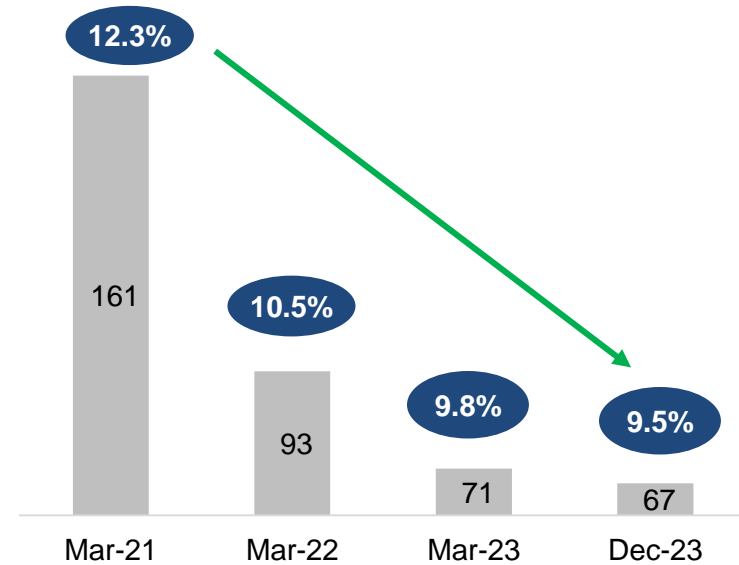
Generating significant operational cashflow for growth

INR bn

Operating cashflow at INR 57bn



Net debt and cost of debt on declining trajectory



x% Average exit cost of debt

Business Development: Seven new projects added in 9MFY24

Micro-market	Period Added	Saleable Area (msf)	Est. GDV (INR bn)
MMR – South Central	Q1FY24	4.3	74
MMR – South Central	Q1FY24	1.1	16
MMR – South Central	Q1FY24	0.4	12
MMR – Western Suburbs	Q1FY24	0.3	10
Bengaluru - South	Q1FY24	1.0	8
MMR – Eastern Suburbs	Q2FY24	0.7	13
MMR – Western Suburbs	Q2FY24	0.5	10
MMR – South Central	Q3FY24	0.8	24
MMR – South Central	Q3FY24	0.8	24
MMR – South Central	Q3FY24	0.4	12
		10.3	203

Good mix of inventory for sustainable growth

Micro-markets	Pre-sales (FY23)	Residual Collections from Sold units	Ready unsold	Ongoing unsold	Planned Inventory Launches				Land Bank [#]
					In next 12 months		Beyond 12 months		
	Own Land	JDA Projects	Own Land	JDA Projects					
	INR bn			Mn. Sq. ft.					
South & Central	39.1	35.1	0.8	2.3	-	1.5	0.9	7.7	-
Thane	12.6	9.6	0.3	2.8	0.8	-	3.5	-	-
Extended Eastern Suburbs	22.6	21.2	3.2	4.8	3.3	-	45.3	-	600+
Western Suburbs	13.7	8.2	0.0	0.7	-	1.1	-	0.4	-
Pune	11.3	14.9	0.1	1.9	0.4	1.5	0.1	1.5	-
Eastern Suburbs	12.3	18.3	-	1.8	0.4	1.1	1.1	2.5	-
Extended Western Suburbs	0.8	0.6	-	0.1	-	-	-	-	-
Bangalore	-	6.2	-	0.0	-	1.0	-	0.6	-
Offices & Retail (for rent)	1.5	0.6	1.3	0.4	-	-	7.2	-	-
Land Sales/Industrial Park*	6.8	1.5	0.7	5.0	-	-	-	-	-
Total	120.6	116.3	6.4	20.0	4.8	6.2	58.1	12.7	600+

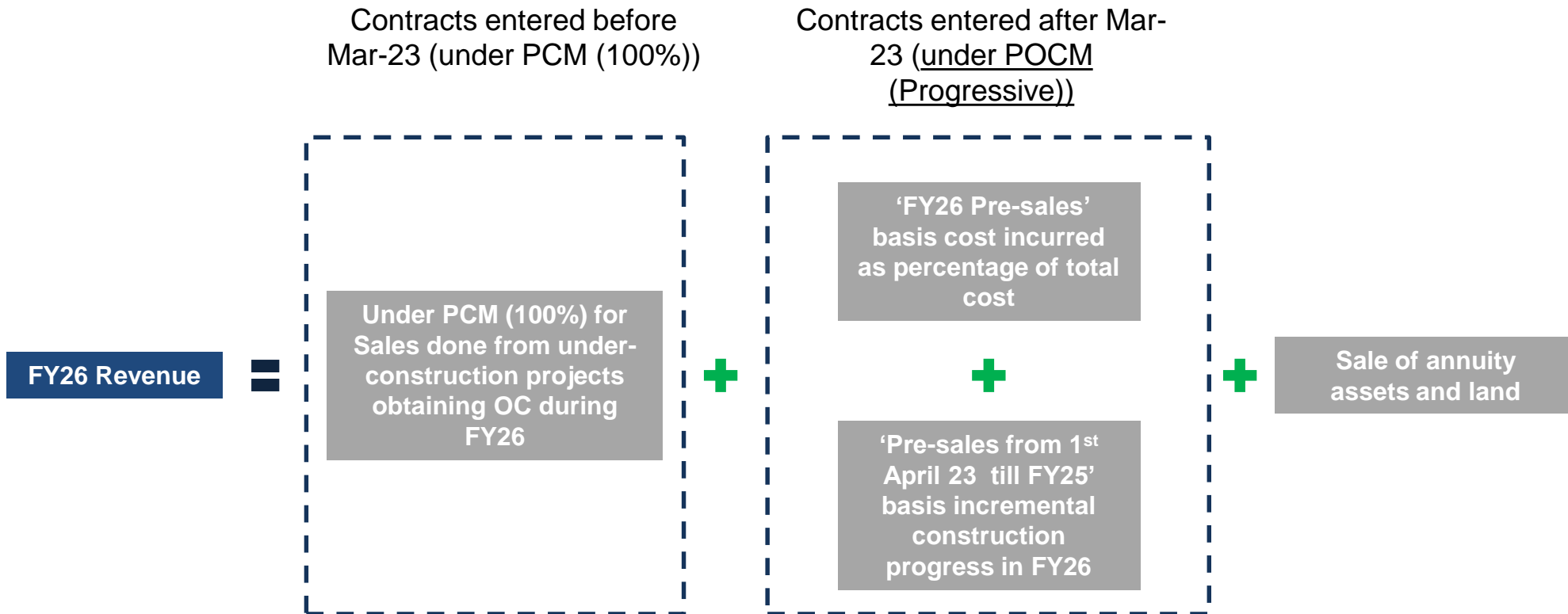
Data as on Dec-23; Value of Ready Unsold and Ongoing Unsold is INR ~80bn and INR ~229bn respectively

[#]Land bank is surplus land beyond the ongoing & planned projects, To be utilized for Township & Digital Infrastructure Park business

*Includes ~70 acres land under JV with Morgan Stanley (MDL interest 25%) and 110 acres in JV for Digital Platform (MDL interest 33%)

Revenue recognition for a financial year

Illustration for revenue recognition in FY26



Market wise completion plan for ongoing 'for sale' projects (1/2)

Mn. Sq. ft.

Market	Total area	Sold/ Unsold*	FY24		FY25		FY26		>= FY27	
			Own	JDA	Own	JDA	Own	JDA	Own	JDA
South & Central Mumbai	3.47	Sold-PCM	0.07	-	0.28	-	0.02	0.00	0.11	0.06
		Sold-POCM	0.00	-	0.16	-	0.11	0.04	0.04	0.23
		Unsold	0.08	-	0.70	-	0.35	0.44	0.33	0.43
Thane	4.82	Sold-PCM	0.25	-	0.39	-	0.58	-	0.01	0.03
		Sold-POCM	0.02	-	0.15	-	0.37	-	0.16	0.10
		Unsold	0.02	-	0.35	-	0.35	-	1.09	0.95
Extended Eastern Suburbs	11.54	Sold-PCM	1.73	-	2.77	-	0.26	-	0.10	-
		Sold-POCM	0.25	-	0.90	-	0.59	-	0.12	-
		Unsold	0.32	-	0.84	-	0.66	-	2.99	-
Western Suburbs	1.89	Sold-PCM	-	-	0.09	0.49	-	0.13	0.03	0.00
		Sold-POCM	-	-	0.01	0.14	-	0.21	-	0.04
		Unsold	-	-	0.07	0.06	-	0.47	0.06	0.07

*Sold/ Unsold data is as of Dec-23

Market wise completion plan for ongoing 'for sale' projects (2/2)

Mn. Sq. ft.

Market	Total area	Sold/ Unsold*	FY24		FY25		FY26		>= FY27	
			Own	JDA	Own	JDA	Own	JDA	Own	JDA
Eastern Suburbs	3.22	Sold-PCM	-	-	-	0.18	-	0.33	-	0.20
		Sold-POCM	-	-	-	0.06	-	0.09	-	0.58
		Unsold	-	-	-	0.11	-	0.20	-	1.49
Pune	5.35	Sold-PCM	-	-	0.20	1.36	0.16	0.09	-	0.00
		Sold-POCM	-	-	0.11	0.25	0.33	0.62	0.01	0.34
		Unsold	-	-	0.17	0.36	0.41	0.47	0.25	0.22
Extended Western Suburbs	0.40	Sold-PCM	-	-	-	-	0.32	-	-	-
		Sold-POCM	-	-	-	-	0.01	-	-	-
		Unsold	-	-	-	-	0.07	-	-	-
Bangalore	0.60	Sold-PCM	-	-	-	-	-	-	-	0.00
		Sold-POCM	-	-	-	-	-	-	-	0.55
		Unsold	-	-	-	-	-	-	-	0.05
Total	31.30	Sold-PCM	2.05	-	3.73	2.03	1.34	0.55	0.25	0.30
		Sold-POCM	0.27	-	1.33	0.45	1.42	0.96	0.33	1.84
		Unsold	0.42	-	2.13	0.53	1.84	1.57	4.73	3.32

*Sold/ Unsold data is as of Dec-23

Lodha - India's leading real estate developer

Leading Residential Platform

India's Largest Real Estate Developer

- **INR ~770bn** of pre-sales and **INR ~761bn** of collections (99% of pre-sales) **since FY14**

Diversified portfolio providing resilient growth

- 30+ operating projects contributing to sales
- **Presence across luxury, premium, mid-income & affordable**: 60%+ sales from affordable & mid-income

Focus on 3 cities contributing 2/3rd primary homes sales (INR 1.75tn) amongst Top 7 Indian cities

- ~10% market share in MMR
- Accelerating growth in Pune
- In seed phase in Bangalore

Operational Excellence & Strong Brand

- **Premium** brand positioning and high recall
- **High quality** leadership team
- **Best value from construction spends**:
 - Amongst only engineering led and engineering focused RE companies
 - No margin leakage to GC
- **Industry leading ESG practices & ratings**

Strong Financial Profile

Strong operating cash flow generation giving ability to grow & de-lever in tandem.

FY 23 performance:

- Operating cash flow: INR ~57bn
- Cash available for investment & capital providers: INR ~47bn
- Net debt reduction: INR ~22bn
- Rewarding shareholders: 1:1 bonus shares; 15-20% dividend payout – 1st dividend declared for FY23

Strong profitability track record; further expand due to scale up, price growth & debt reduction

- Sustained adj. EBITDA margin of ~30%
- RoE moving towards 20%, pro-forma RoE for FY23 at ~17%

Conservative leverage: Net debt ceiling of 0.5x D/E and 1x D/OCF

- Net debt of INR ~67bn (Dec-23); Will be below ceiling in FY24e
- A+ (Positive Outlook) - 5 upgrades already since 2021, set to get in AA family in 2024

Annuity like cashflow from townships

- FY 23 sales INR ~23bn and collections of INR ~22bn (Residential)
- Infra project completion (FY 24-26) expected to further accelerate growth
- 600+ mn sq ft. strategic land reserves providing long-term visibility

Multiple Growth Drivers

Planned consistent growth of ~20% p.a. in housing

- Dual consolidation, both on demand & supply side – a huge tailwind for Tier -1 brands
- Significant headroom to grow in MMR & Pune through 'supermarket' strategy of presence every 2-4 kms

Building recurring / annuity income - targeting INR ~5bn of net income by FY26 and INR ~15bn by FY31

- Pan-India Digital Infrastructure (warehousing and industrial) platform with Bain Capital and Ivanhoe Cambridge
- Growing Property Management business aligned to residential growth
- Select high quality office and retail portfolio

Partner of choice for landowners, lenders & investors

- Added 33 projects with GDV of INR ~547bn since IPO

Thank You!

For any further information, please write to investor.relations@lodhagroup.com