

Q2 FY26



Accelerating Innovation

Dev Accelerator Ltd.

Investor Presentation | November 2025

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Agenda

1. Company Overview
2. Business Overview
3. Operational Highlights
4. Financial Highlights
5. Way Forward





Company

Overview

About Us



Essence of Our Identity

- India’s leading provider of flexible workspace and managed office solutions
- One of largest Tier-2 footprints by operational flex stock
- Among fastest homegrown workspace solution providers in the country
- Catering to the evolving needs of enterprises, startups, and global corporations
- Facilitator & Enabler of collaborative and customizable work environments,



0.86 Mn Sq.ft. AUM	28 Centers	13.6 K+ Total Seats	88.4%	12	12.02 K+
▲10%	▲12%	▲4%	Occupancy %	Cities	Occupied Seats
Vs 0.81 in Q2 FY25	Vs 25 centers Q2 FY25	Vs 13.1K in Q2 FY25			

Key Milestones

2017

Founded as LLP.

2019

Mumbai (21,000 sq. ft.),
Ahmedabad (25,509 sq. ft.)
Recognized Start-up by DIPP
Awarded 'Co-working Space of the
Year' at the 11th Realty Conclave &
Excellence Awards

2021

Two Ahmedabad Centers
(36,002 sq. ft.)

2023

Indore (19,204 sq. ft.)
Co-working Space of the Year' by
eChai Startup Awards

2025

Pune (28,400 sq. ft.)
Hyderabad two Centers (25,487 sq. ft.)
Surat (24,600 sq. ft.)
Successful IPO & Public Listing

2018

Ahmedabad (49,035 sq. ft.)
Vadodara (30,320 sq. ft.)

2020

Hyderabad (35,564 sq. ft.)
Converted from LLP to Dev
Accelerator Pvt Ltd

2022

Rajkot (22,173 sq. ft.)
Pune (18,682 sq. ft. & 18,987 sq. ft.)
Noida (55,866 sq. ft. & 30,900 sq. ft.)
Mumbai (23,470 sq. ft.)
Ahmedabad two Centers (179,010 sq. ft.)

2024

Udaipur (13,333 sq. ft., 110 seats),
Ahmedabad two Centers (23,886 sq. ft., 480 seats)
ISO Certified (9001:2015 & 27001:2022)

Leadership



Parth Shah

Chairman and Whole-Time Director

- 10+ years of overall experience in the flexible workspace sector
- MBA from Acharya Molibhai Patel Institute of Computer Studies, Ganpat University & BBA from V.M. Patel College of Management Studies, Ganpat University
- Previously associated with Talentnow Solution Services Private Limited



Umesh Uttamchandani

Managing Director

- 10+ years of overall experience in the flexible workspace sector
- MBA from Sheffield Hallam University & B.Com from Som-Lalit College of Commerce
- Recipient of “Ecosystem Stakeholders Recognition” award by Gujarat University Startup & Entrepreneurship Council



Rushit Shah

Whole-time Director

- 10+ years of overall experience in the flexible workspace sector
- Bachelors' in Information Technology from U.V. Patel College of Engineering
- Previously associated with The Gujarat State Co-operative Bank Limited

Core Competencies

Design with Purpose

Creating workspaces that blend aesthetics, functionality, and brand identity.

Innovation in Every Detail

Reimagining workspaces to suit evolving business needs.

Better > Unique

Ensuring precision, reliability, and consistency across every project..

Build Beyond Boundaries

Delivering scalable, customized solutions for enterprises across India.





Business

Overview

Workspace Solutions



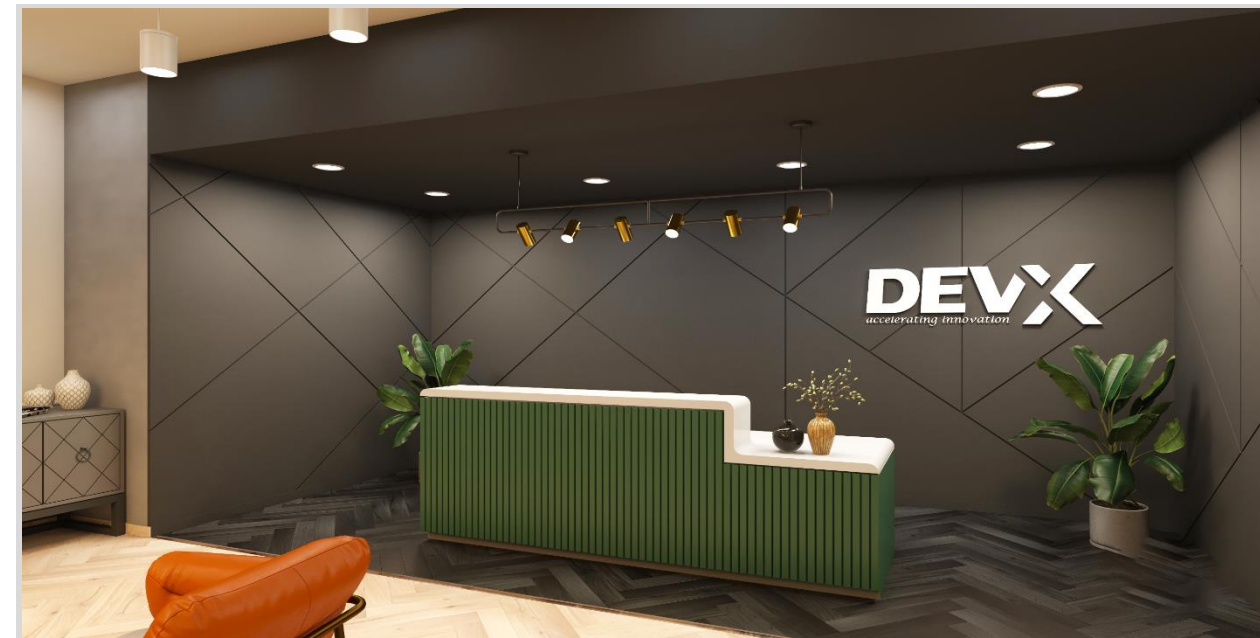
We are a one-stop integrated platform providing flexible workspace solutions through three key verticals



Managed Office

Tailored build-to-suit workspaces for large enterprises and MNCs, offering end-to-end services — design, fit-outs, and management.

- Delivered as private managed offices or shared-floor offices.
- Lease tenures: 5–9 years with 3.5–5 years lock-in, ensuring stable revenue.
- Offered across Premium and Standard Grade Centers.
- Includes facility management, IT setup, and customization support.
- Clients acquired via business development, RFPs, and consultants.



Co-working Solutions

Ready-to-move flexible workspaces designed for freelancers, startups, SMEs, and corporates across diverse sectors.

- Available by day, week, month, or year as per client needs.
- Multiple formats: Private Cabins, Dedicated Desks, Individual Desks, Manager Cabins, and Meeting Rooms.
- Equipped with WiFi, pantry, meeting areas, event zones, crèche, and gym facilities.
- Revenue generated through per-seat pricing and amenity rentals.
- Bookings managed via sales teams, partners, and digital platforms.



Design and Execution Solutions

Comprehensive design, build, and fit-out services offered through subsidiaries for both internal Centers and external client offices.

- Develops custom commercial offices typically ranging from 7,000–8,000 sq. ft.
- Utilizes technology-driven tools for customized, sustainable, and user-centric workspace design.
- Provides end-to-end project management — from concept to completion.
- Includes software development, cloud, data analytics, and digital marketing services via tech subsidiary.
- Projects secured through marketing initiatives and RFPs from property consultants.

Workspace Solutions



Our Platform connects Landlords, Clients and Vendor Partners – Creating a Powerful Network Effect for All.

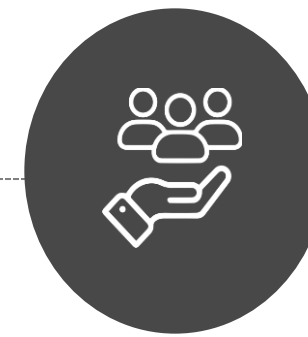
Who we partner with....

Non-institutional Landlords

One stop solution with guaranteed results

Vendor Partners

Access to assured footfalls and Projects



Who we serve....

Enterprise Clients

Flexible, Hassle-free offices in just 75-90 days

Client Employees

Access to world class amenities

Asset Procurement Strategy

We leverage our presence across key markets to build a strong network of space owners and developers, supported by an in-house team that identifies suitable locations and engages landlords through multiple asset procurement models.

Procurement Models



Straight Lease Model

- Traditional lease with fixed rental and market-standard terms.
- Lease tenure : 5–9 years; capital expenditure for fit-outs borne entirely by us.
- Revenue linked to performance of the Center, including F&B and digital products.
- 75% of Centers operate under this model.



Revenue Share Model

- Landlord and operator share both risks and rewards.
- Rent is a percentage of generated revenue; landlords may require minimum-guarantee payments.
- Currently, 1 Center (GIFT City) operates under this model; we pay 60% of revenue.



Furnished by Landlord

- Landlord provides fully furnished and equipped spaces.
- Costs recovered via fixed rent or revenue/profit share.
- 21.43% of Centers operate under this model.



OpCo – PropCo Model

- OpCo : Manages day-to-day operations, memberships, services, and community engagement.
- PropCo : Owns the physical property and leases to OpCo; generates revenue through rent.
- Separates operational management from property ownership, enabling scalable and efficient operations.

Structured Onboarding Approach

Serving 314 clients*,
including domestic
corporations and MNCs

Key Clients

QX Global Services
Private Limited

Paperchase
Accountancy India Pvt
Ltd.

Eternal Limited

Horizontal Limited

Manubhai & Shah
LLP

Identification of Cities & Submarkets



- Comprehensive research and analysis to assess the viability of new centres
- Dedicated team conducts on-ground site inspections and evaluations
- Office spaces assessed to ensure alignment with Dev Accelerator's quality and design standards

Search for Suitable Space Owners



- Combination of direct sourcing and broker network for identifying suitable properties
- In 6M FY2026, ~93% of seats sold through direct channels, with the balance via brokers
- Agreements typically structured under the straight lease model

Signing of Definitive Agreements



- Negotiations focus on key commercial terms such as rent-free periods, lease duration, lock-in, rent/license fees, and renewal conditions
- Following due diligence, site visits, and layout finalization, definitive agreements are signed — generally for a term of 5–9 years

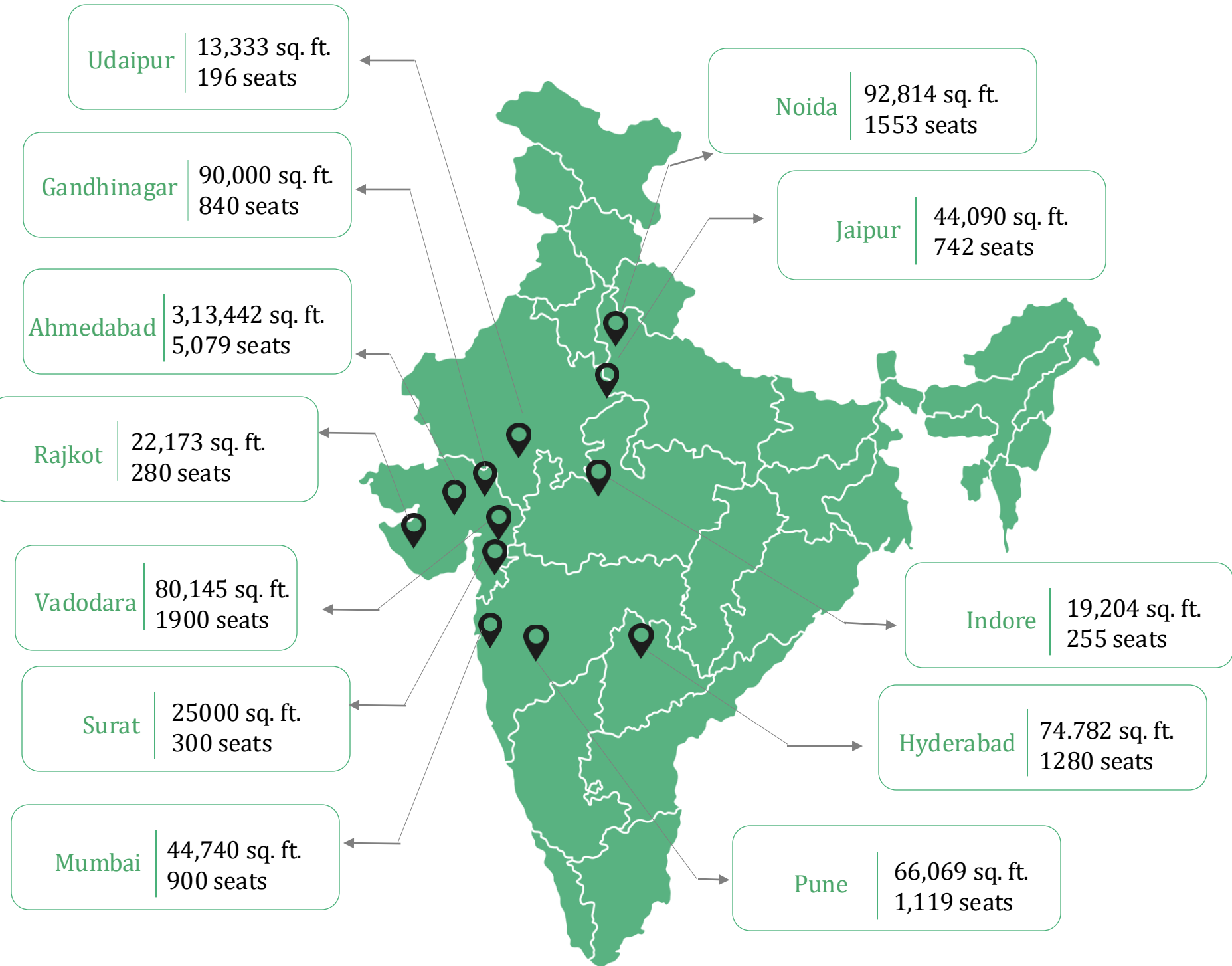
Pan-India Presence with Peak Occupancy



Present across 11 cities, with an average overall occupancy levels of 88%+ in all fiscals

₹ Crores

Our Presence



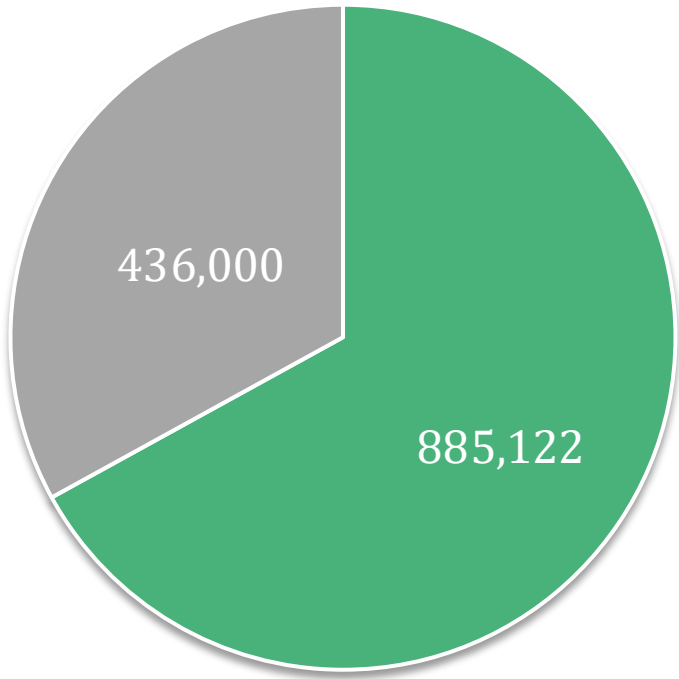
Tier & City wise % of Total Revenue – Q2 FY26

Location	% of Revenue	Revenue
Total Tier 1	25.11%	₹10.70
Pune, Maharashtra	8.33%	₹ 3.55
Hyderabad, Telangana	6.64%	₹2.83
Noida, Uttar Pradesh	5.24%	₹2.23
Mumbai, Maharashtra	4.90%	₹2.09
Total Tier 2	74.89%	₹31.90
Ahmedabad, Gujarat	46.65%	₹19.87
Vadodara, Gujarat	13.33%	₹5.68
Jaipur, Rajasthan	5.84%	₹2.49
Gandhinagar, Gujarat	3.77%	₹1.61
Surat, Gujarat	2.14%	₹0.91
Indore, Madhya Pradesh	1.61%	₹0.68
Rajkot, Gujarat	1.08%	₹0.46
Udaipur, Rajasthan	0.48%	₹0.20

* As at Q2 FY26
¹ Includes 28 centres operational as at September 2025

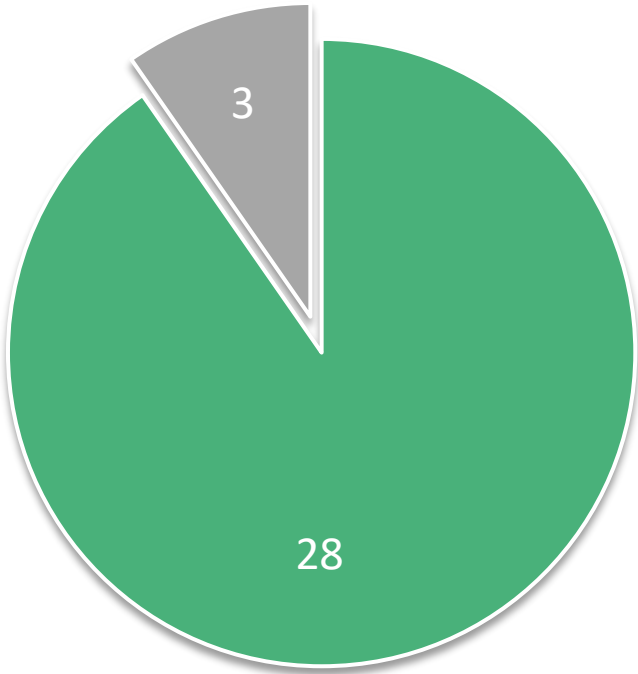
Operational Presence & Signed Pipeline – Q2FY26

Area of 13,21,122 sqft.



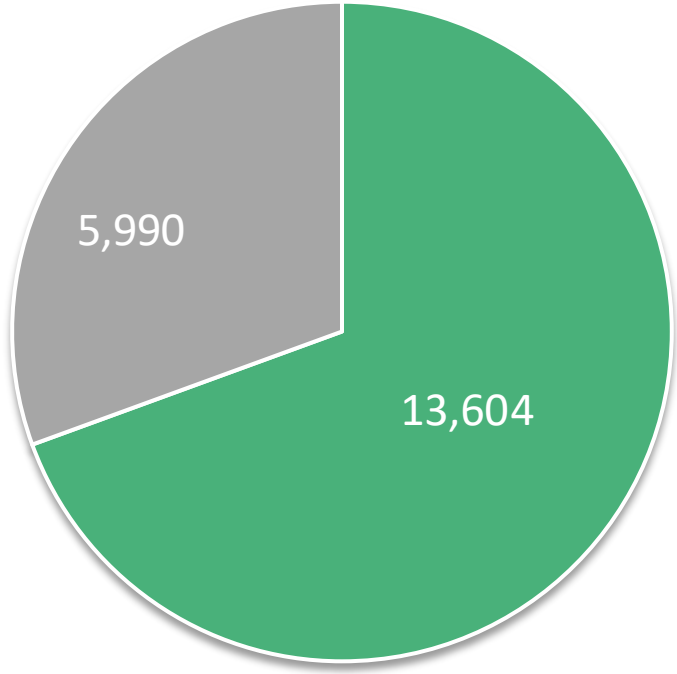
■ Operational Centres ■ Under fit-out

31 Centres



■ Operational Centres ■ Under fit-out

19,594 Seats



■ Operational Centres ■ Under fit-out



Demand is Enterprise focused, De-risked and diversified across cities and Sectors

Large Multicity enterprise clients

65%

Rental Revenue
(Enterprise Clients)

65%

– Rental Revenue
(for 300+ seats)

33%

Rental Revenue
(Multi-city clients)

High Rental Visibility

88% | 90%

Overall Occupancy Rate |
Committed Occupancy Rate

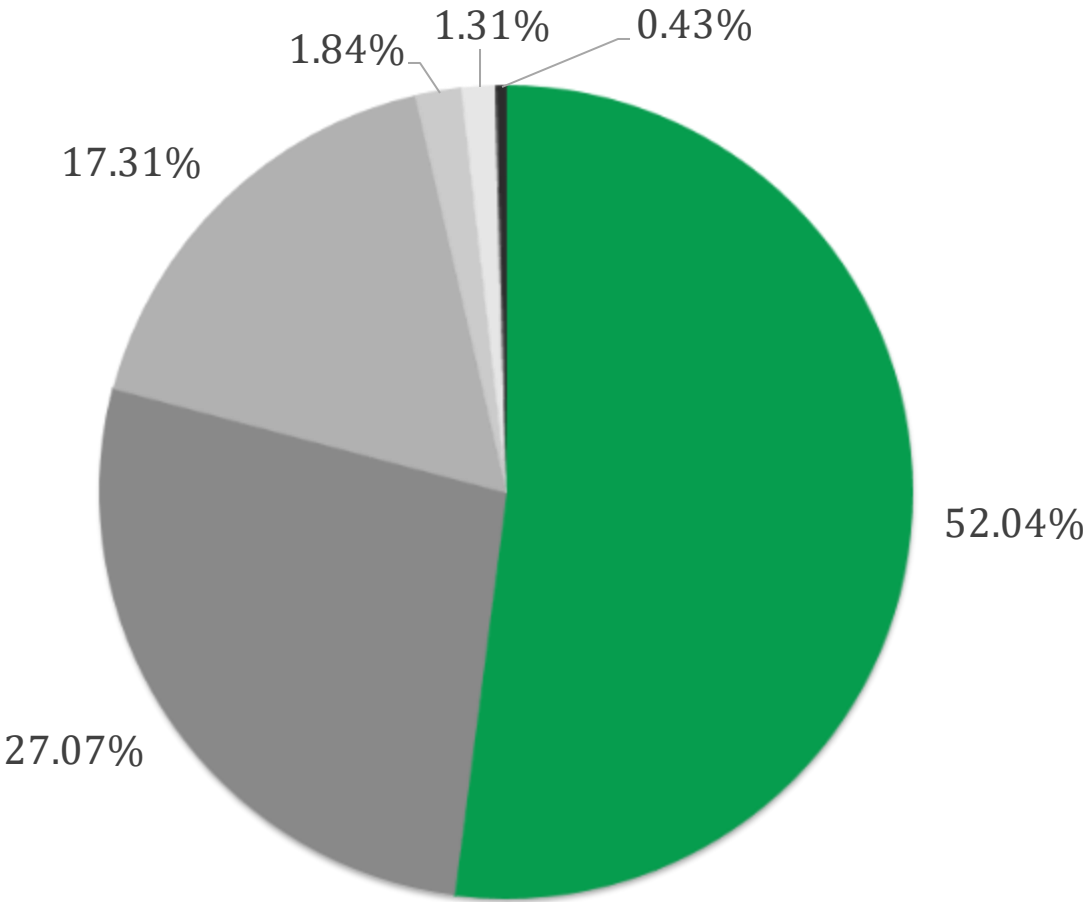
98.7%

Seats Retention Rate

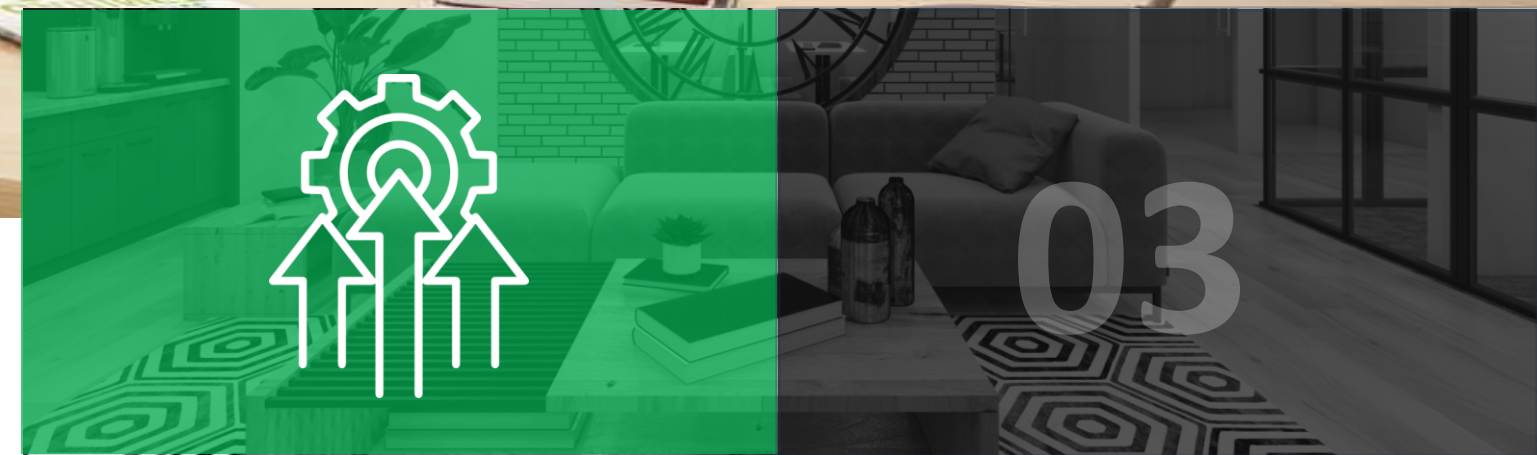
~3.5 years

Average Client Tenure
(for 300+ seats)

Diverse Industry Mix



- Information Technology
- Consulting services
- Real estate & Others
- Education Services
- Manufacturing
- Others



Operational

Highlights

Key Operating KPIs – Q2 & 1H FY26

Particulars	Q2 FY26	Q2 FY25	Q1 FY26	H1 FY26
AUM in SBA (Mn Sq.ft.)	0.89	0.81	0.86	0.89
Number of Cities by AUM	12	11	11	12
Number of Centers by AUM	28	25	28	28
Active stock (Mn Sq.ft.)	0.89	0.86	0.86	0.89
Number of seats (under active stock)	13,604	13,140	14,144	13,604
Centres (under active stock)	28	25	28	28
Cities (under active stock)	12	11	11	12
Occupied seats	12,019	11,234	12,534	12,019
Occupancy %	88.35%	85.49%	88.62%	88.35%
Rent to Revenue Ratio	2.56	1.93	2.38	2.47
Operational SBA for Mature Centers	0.55	0.57	0.58	0.55
Mature Occupancy %	97.01%	95.12%	95.60%	97.01%
Brokerage % Revenue from Operations	1.63%	1.89%	1.10%	1.37%

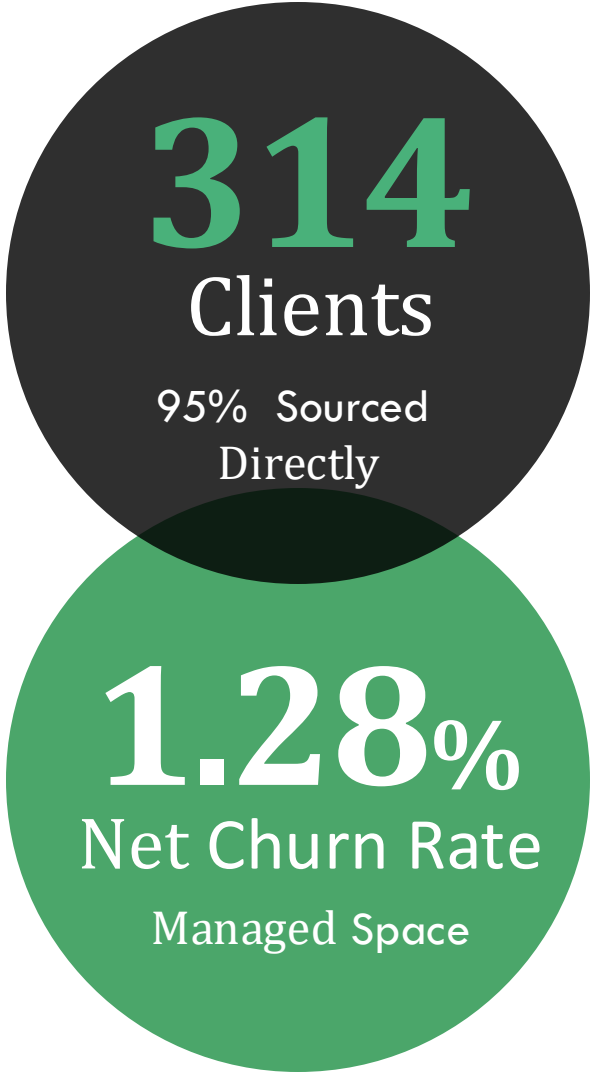
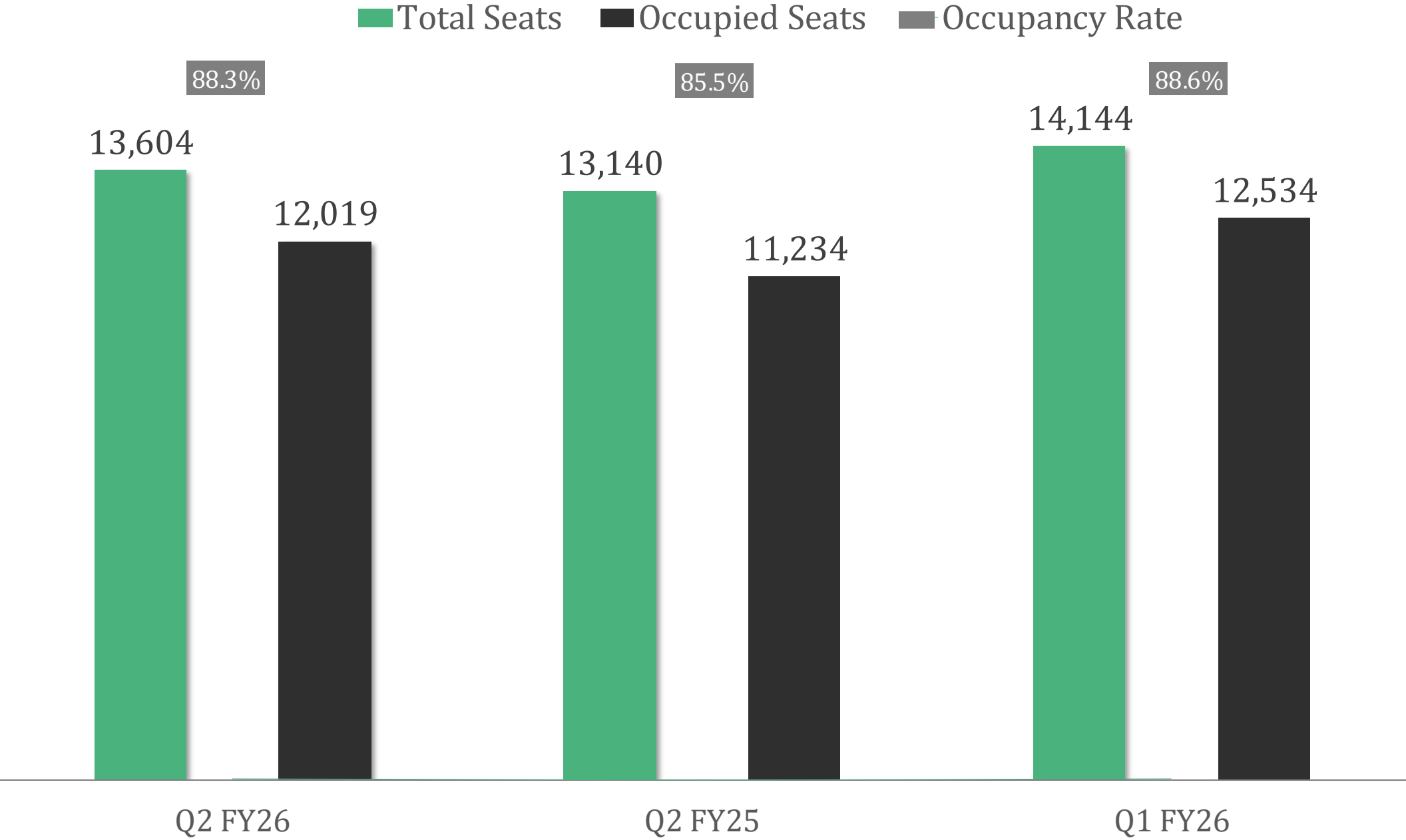
Historical Key Operating KPIs



₹ Crores

Particulars	FY25	FY24	FY23
AUM in SBA (Mn Sq.ft.)	0.86	0.81	0.63
Number of Cities by AUM	11	11	9
Number of Centers by AUM	28	25	17
Active stock (Mn Sq.ft.)	0.86	0.86	0.63
Number of seats (under active stock)	13,759	12,543	10,165
Centres (under active stock)	25	25	17
Cities (under active stock)	11	11	9
Occupied seats	12,054	10,422	8,218
Occupancy %	87.61%	83.09%	80.85%
Rent to Revenue Ratio	2.16	1.65	1.78
Operational SBA for Mature Centers	0.55	0.52	0.51
Mature Occupancy %	93.08%	95.87%	92.91%
Brokerage % Revenue from Operations	1.47%	1.70%	2.11%

Improving Overall Occupancy – Q2 FY26

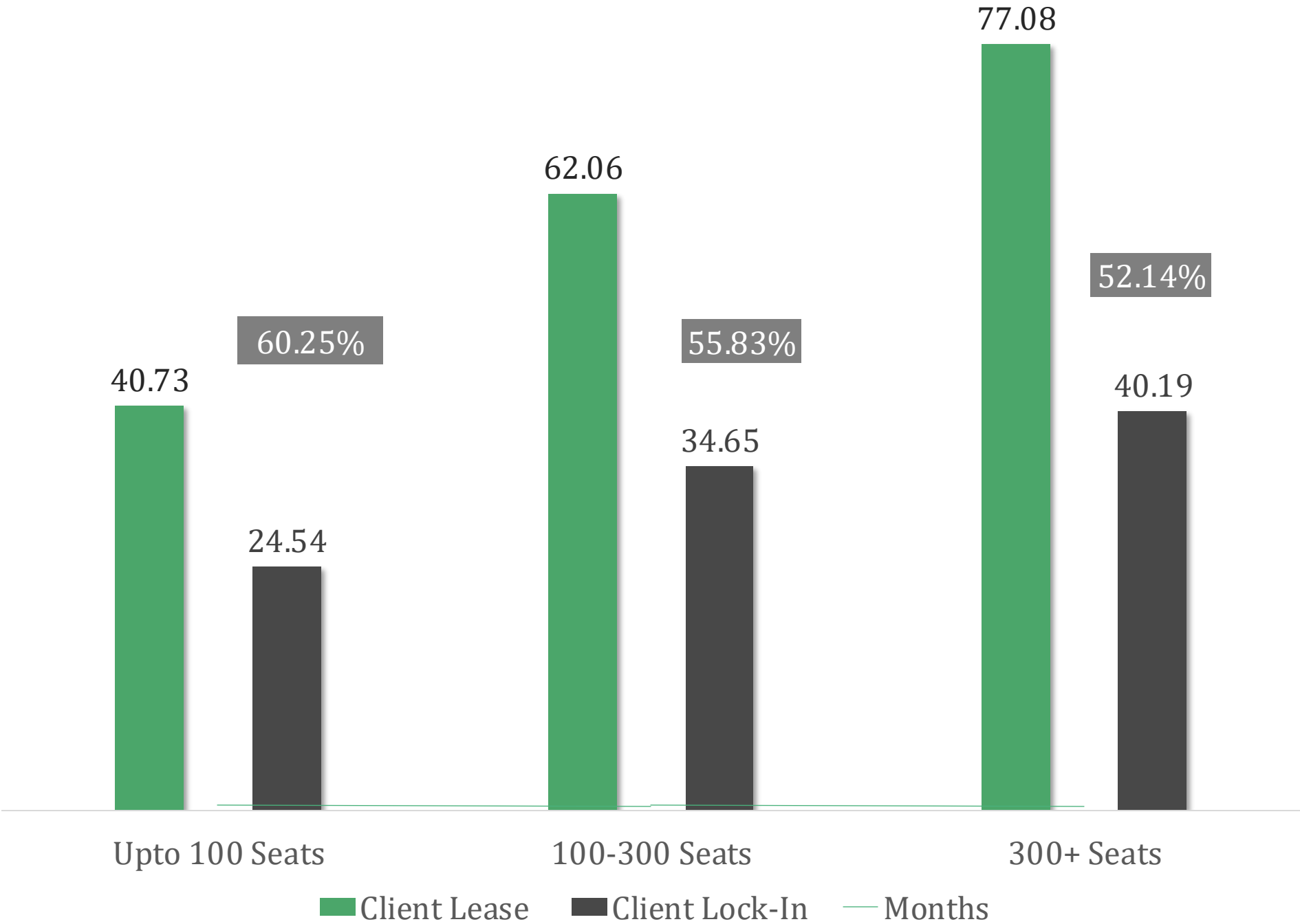


Net churn rate – Total clients left subtracted by total new clients added as on September-25

Total Lease Period – Q2 FY26

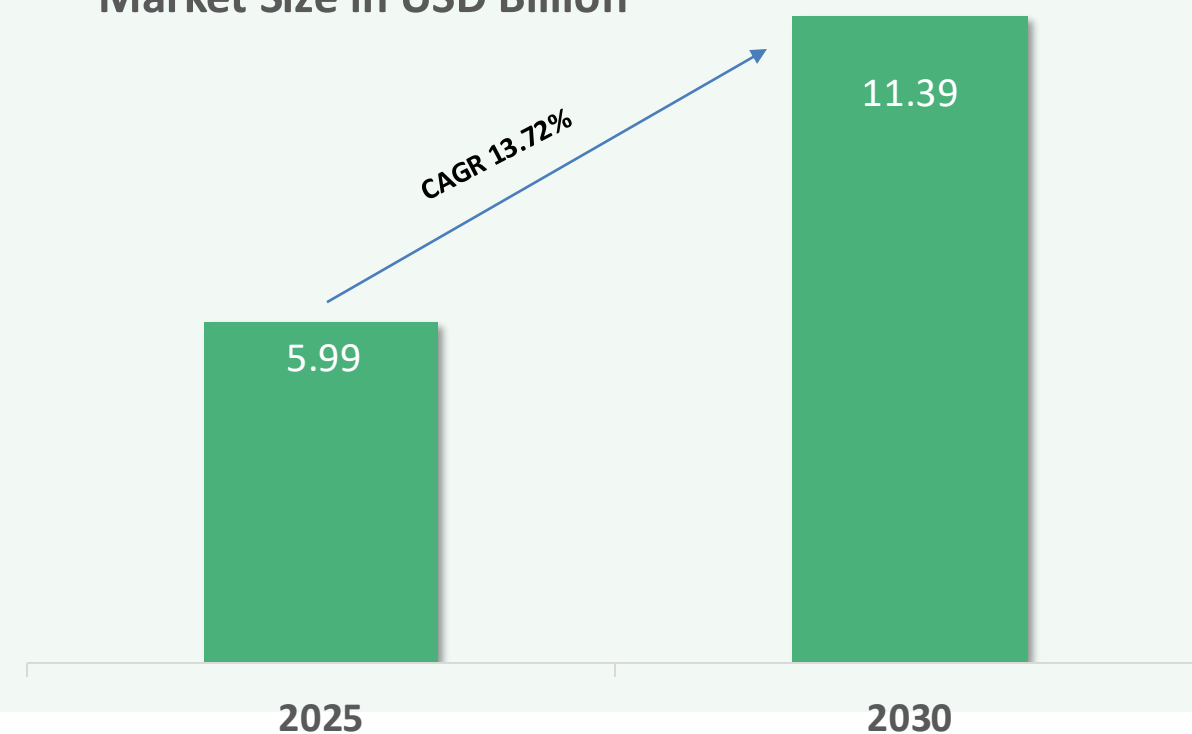


Total Lease vs Client Lock-in



Industry Overview

India Flexible Office Space Market
Market Size in USD Billion



- Growth is driven by **hybrid work adoption** after the pandemic.
- **Plug-and-play offices** offer cost advantages over long-term leases.
- **Enterprise clients** are increasingly seeking nationwide flexible seat supply.
- Operators are expanding fast to provide **tech-enabled spaces** that cut real estate costs by **25–30% per employee**.
- **Rising capital inflows** and **planned public listings** show strong investor confidence in the sector.
- The **SEZ denotification policy** is unlocking **grade-A inventory**, easing rent pressures.
- **Micro-market oversupply** remains a short-term concern.

Geography Snapshot – India Flexible Office Space Market

- **Bengaluru** leads with **24.8% share**, backed by **600+ GCCs** and strong tech demand.
- **Tier-2/3 cities** growing at **16.15% CAGR**, led by **Jaipur** and **Coimbatore**.
- **MMR & NCR** deliver **high yields** despite premium rents; **hybrid suites** in suburbs cut costs by **30–40%**.
- **Pune, Hyderabad, Chennai** offer **balanced costs** and strong infrastructure.
- **SEZ denotification** to add **grade-A supply**, easing rent pressures.

Competitive Landscape – India Flexible Office Space Market

Top 10 operators control major share across 1,000+ centres.

- **Scale** drives cost, network, and tech advantages.
- Shift from **desk pricing** to **value-added services** and **tech integration**.
- **Consolidation** accelerating (e.g., **Incuspaze–Trios**).
- **Growth hotspots**: life-sciences and legal hubs.
- Backed by **institutional capital** via REIT-linked platforms.
- Winners will combine **multi-format models** and **suburban expansion**.

Building Bharat: How Tier-2 Cities Are Reshaping India's Growth



- India's growth is shifting beyond metros — Tier-2 cities like Ahmedabad, Coimbatore, Indore, Jaipur, Kochi, and Lucknow are emerging as new economic engines.
- Backed by national programs like **Smart Cities Mission** and **PM Gati Shakti**, these regions are witnessing rapid infrastructure development across **industrial corridors, metro networks, logistics parks, and IT SEZs**.
- **Hiring in Tier-2 cities rose 21% YoY in 2025**, with their share in new GCCs expanding from 5% in FY19 to ~20% in FY25.
- These hubs now host **800,000+ digitally skilled professionals**, offering **10–35% lower operating costs** a powerful mix of **talent and cost efficiency**.
- “**Bharat shift**” is a strategic advantage driving expansion through **flexible workspaces** and **managed real-estate solutions** across Tier-2 growth corridors.
- As India's growth turns **multi-polar**, we stand at the intersection of **infrastructure, innovation, and inclusion**, shaping world-class workspaces for a **self-reliant Bharat**



Financial

Highlights

Management Comment

We are pleased to report steady growth in Q2 FY26, supported by sustained enterprise demand and stable occupancy levels. Our operational footprint expanded to **28 centers** across **12 cities**, covering **0.89 lakh sq. ft.** with occupancy at **88%**.

Revenue for the quarter stood at **₹51.8 crore**, up **50.4% YoY**, while EBITDA margin remained healthy at **51%**, reflecting strong operating leverage and disciplined execution.

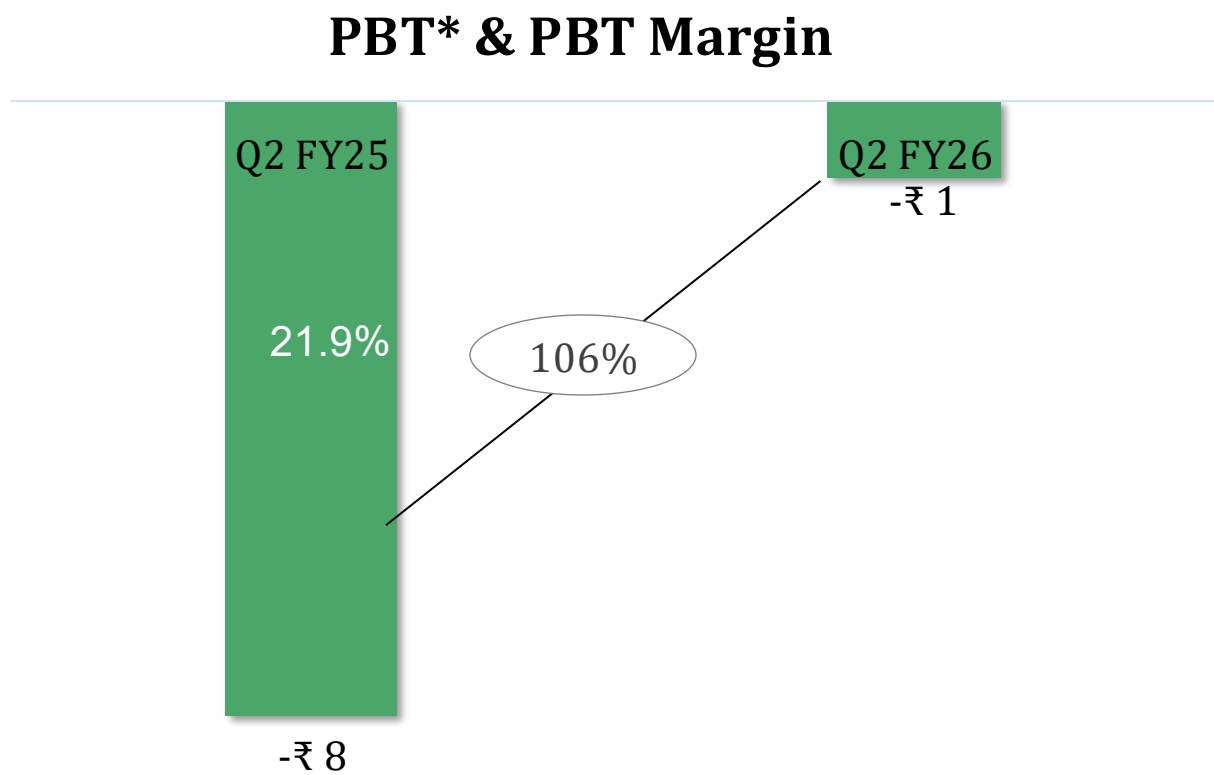
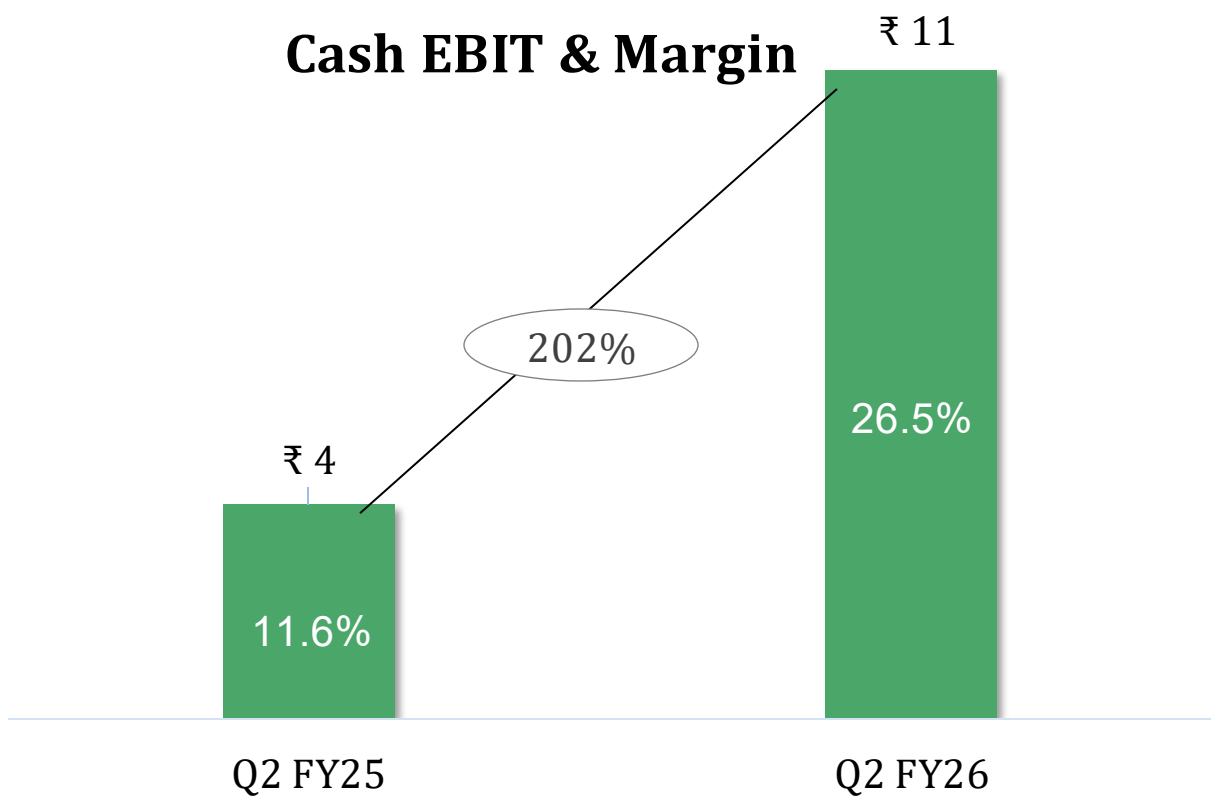
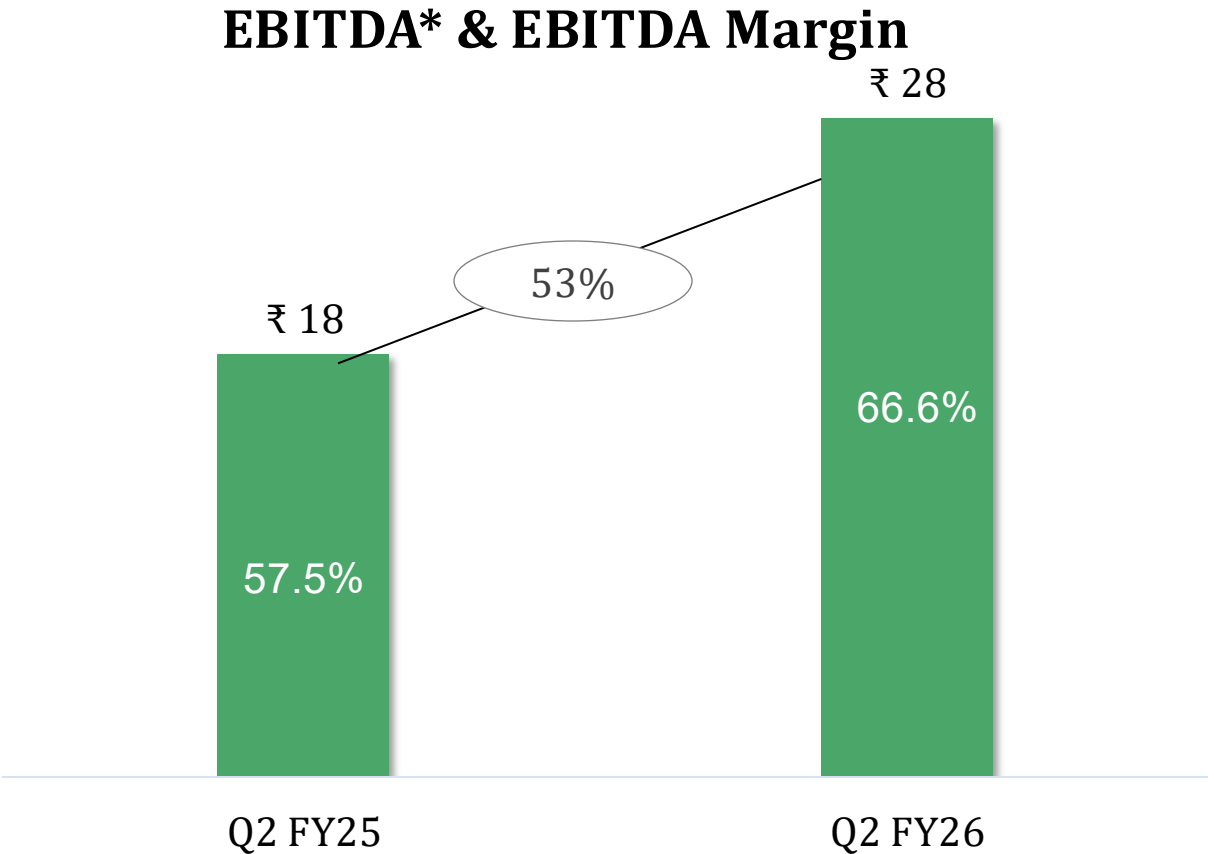
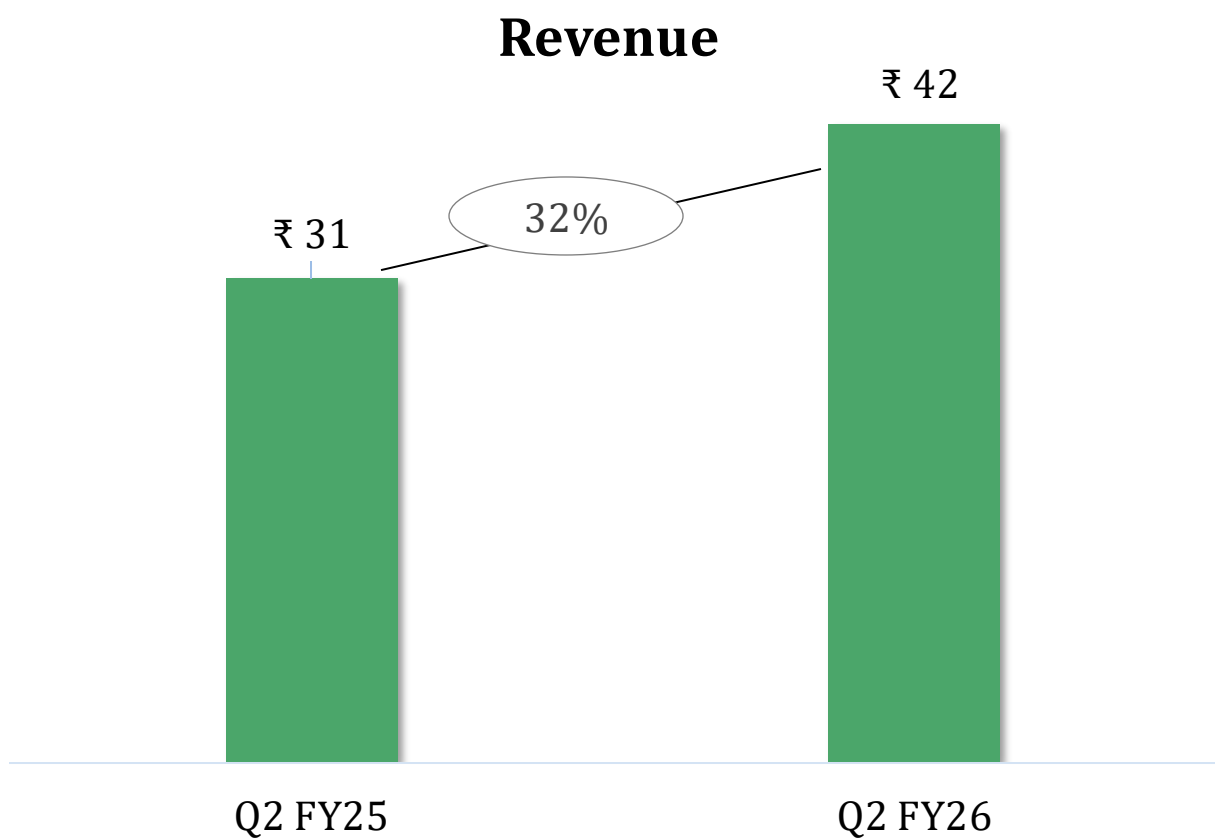
The growing share of enterprise clients at **65%** underscores our position as a preferred partner for flexible workspace solutions. Our focus remains on enhancing network depth, operational efficiency, and client experience.

With **0.44 lakh sq. ft.** under fit-out and a strong demand pipeline, we remain confident of delivering sustained growth and creating long-term value for our shareholders.



Standalone Financial Metrics – Q2 FY26

₹ Crores

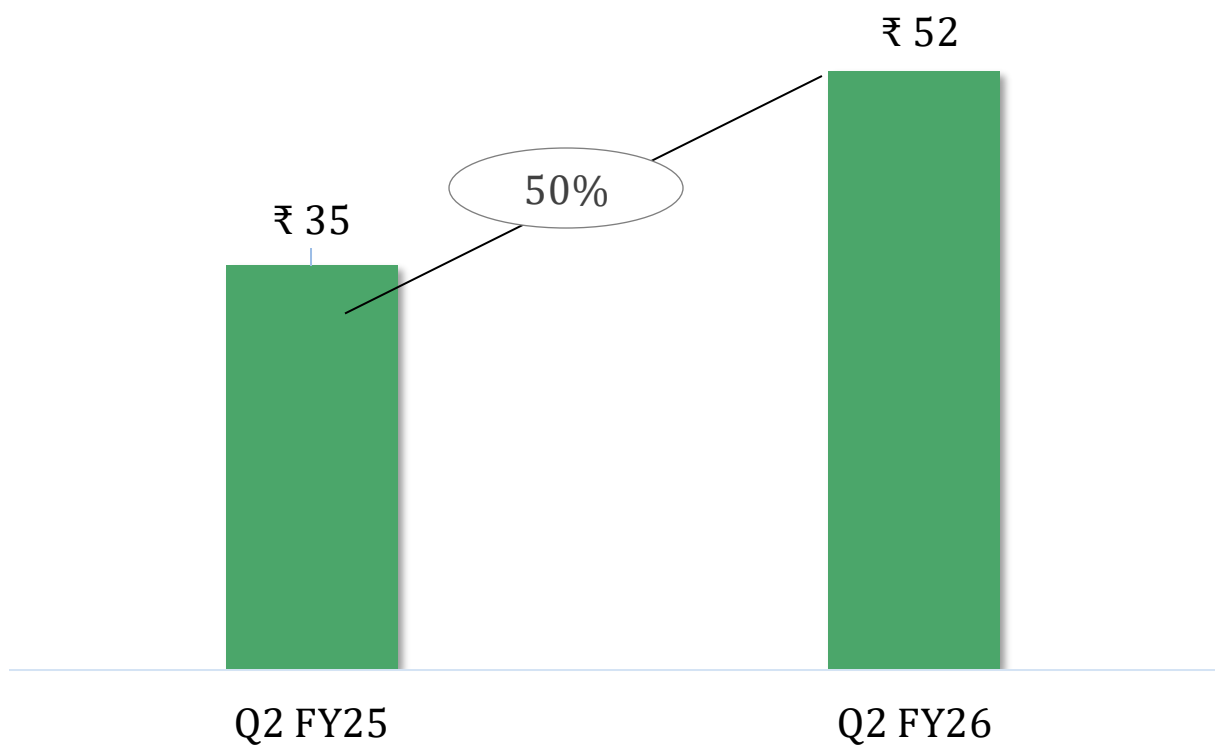


*EBITDA, PBT excluding Other Income

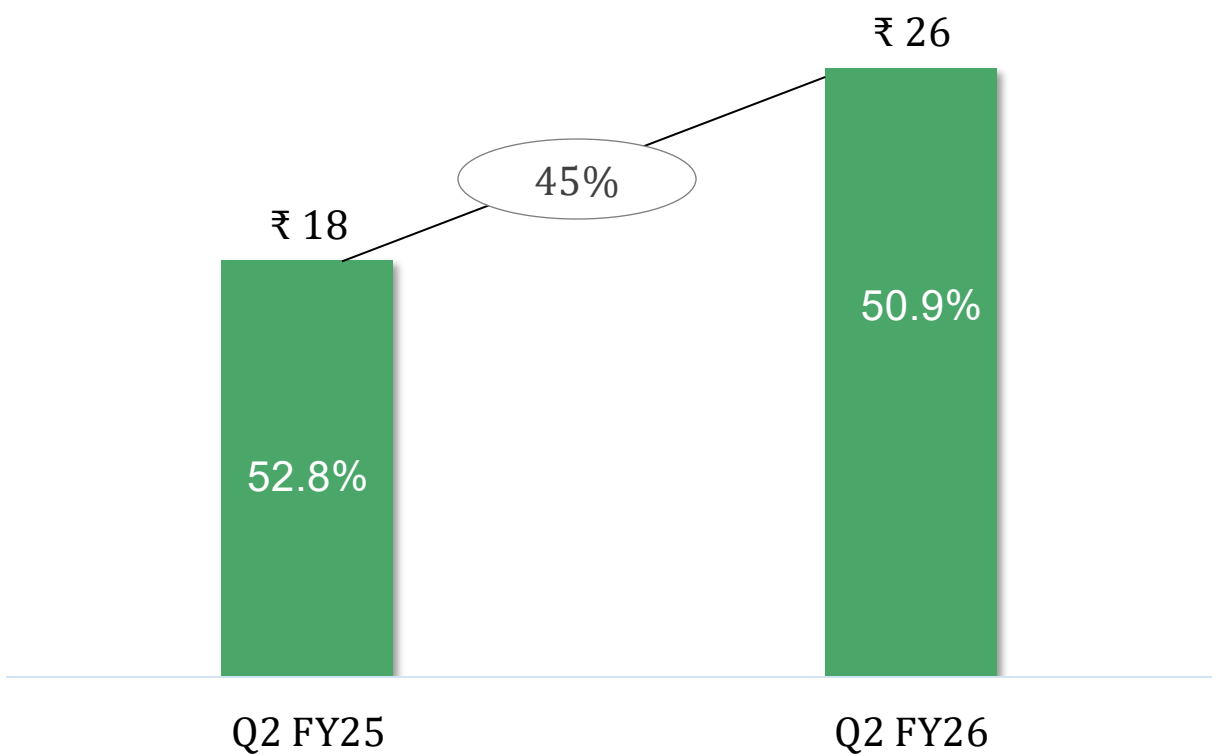
Consolidated Financial Metrics – Q2 FY26

₹ Crores

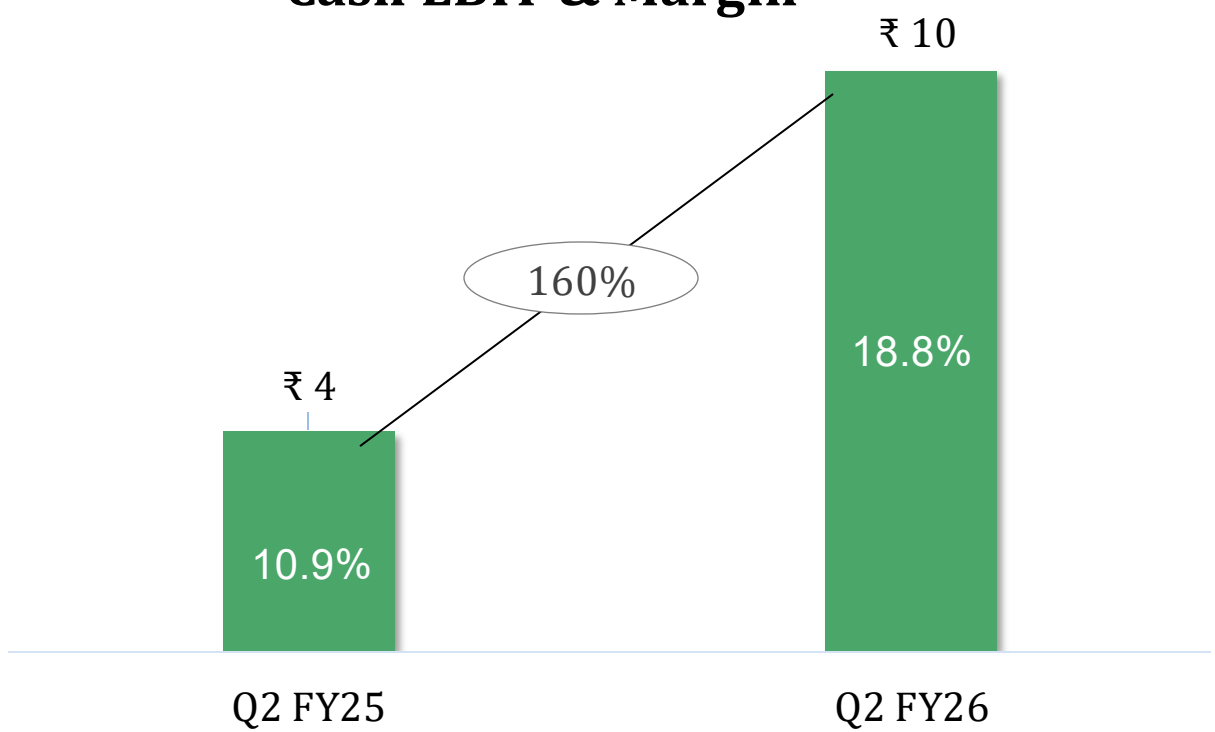
Revenue



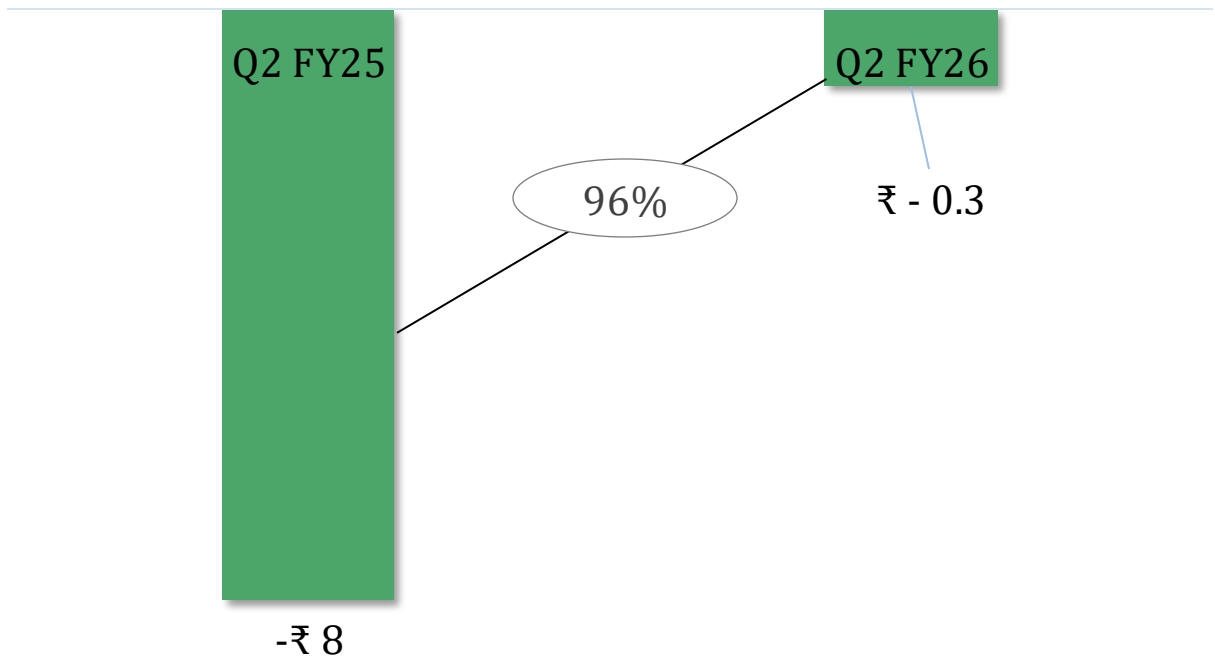
EBITDA* & EBITDA Margin



Cash EBIT & Margin



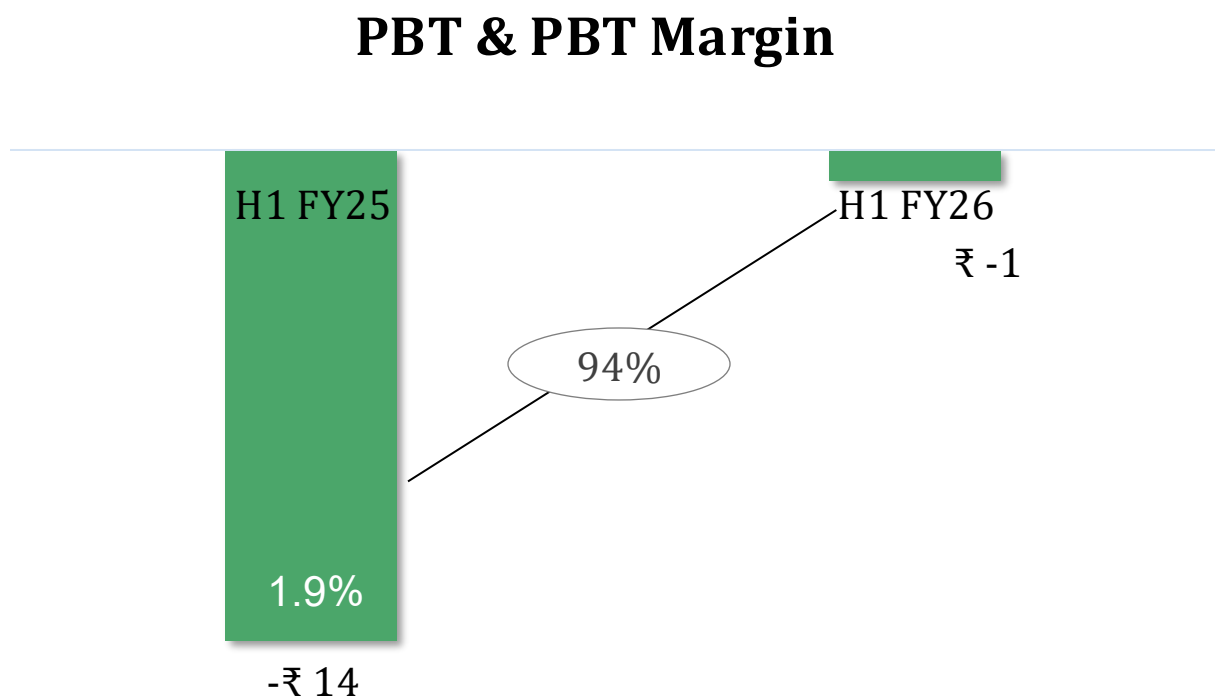
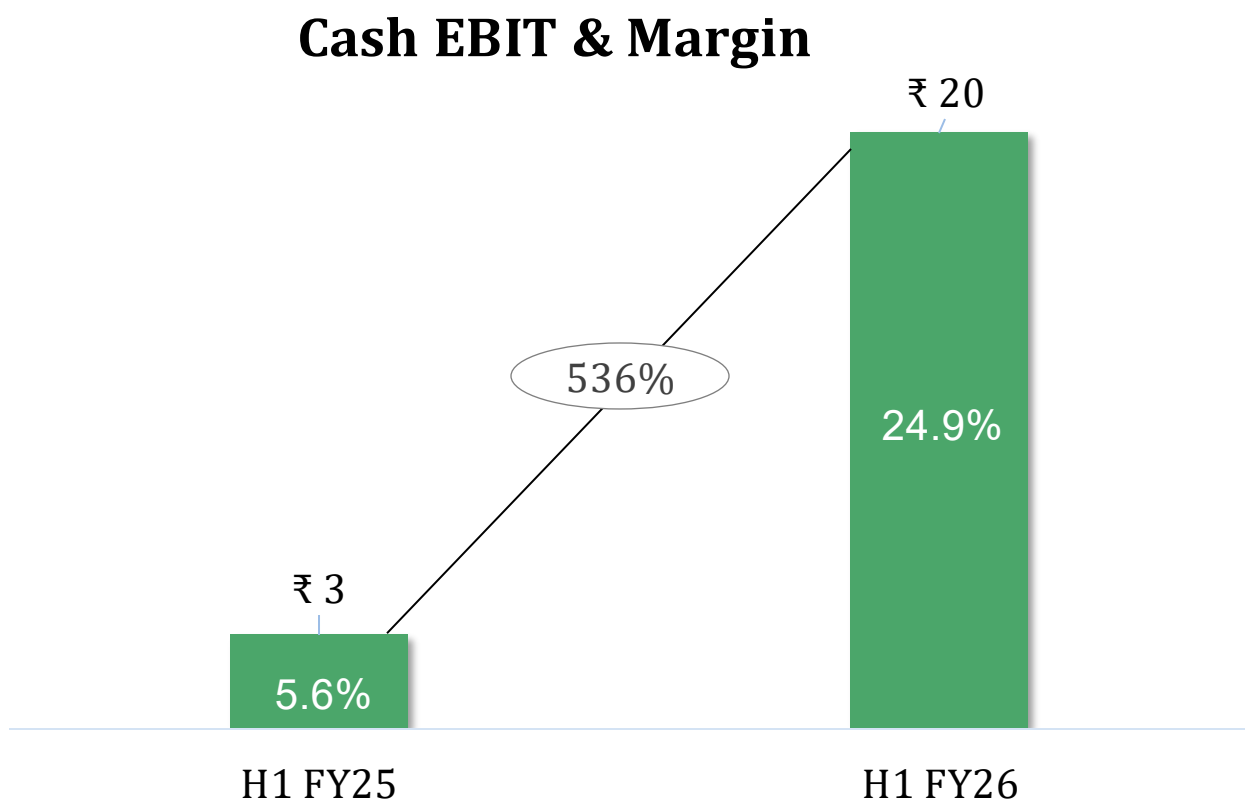
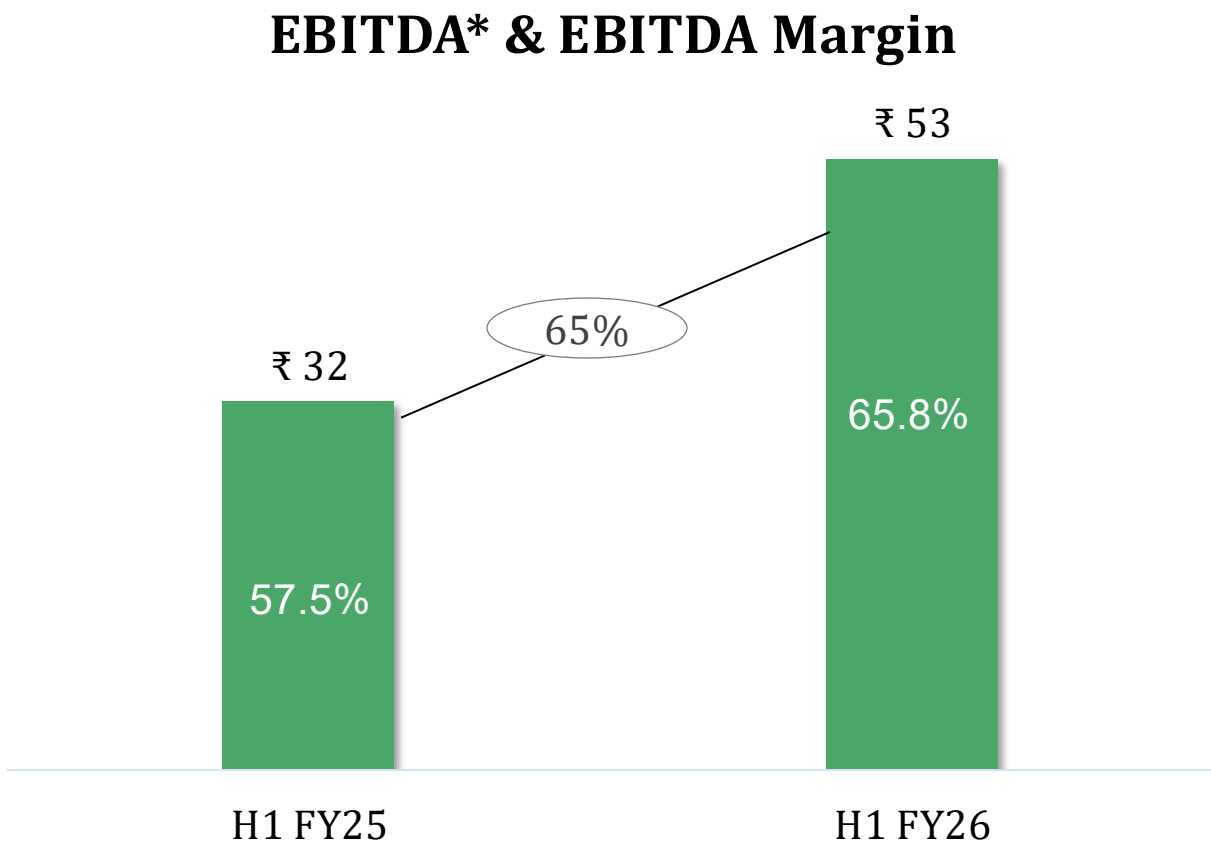
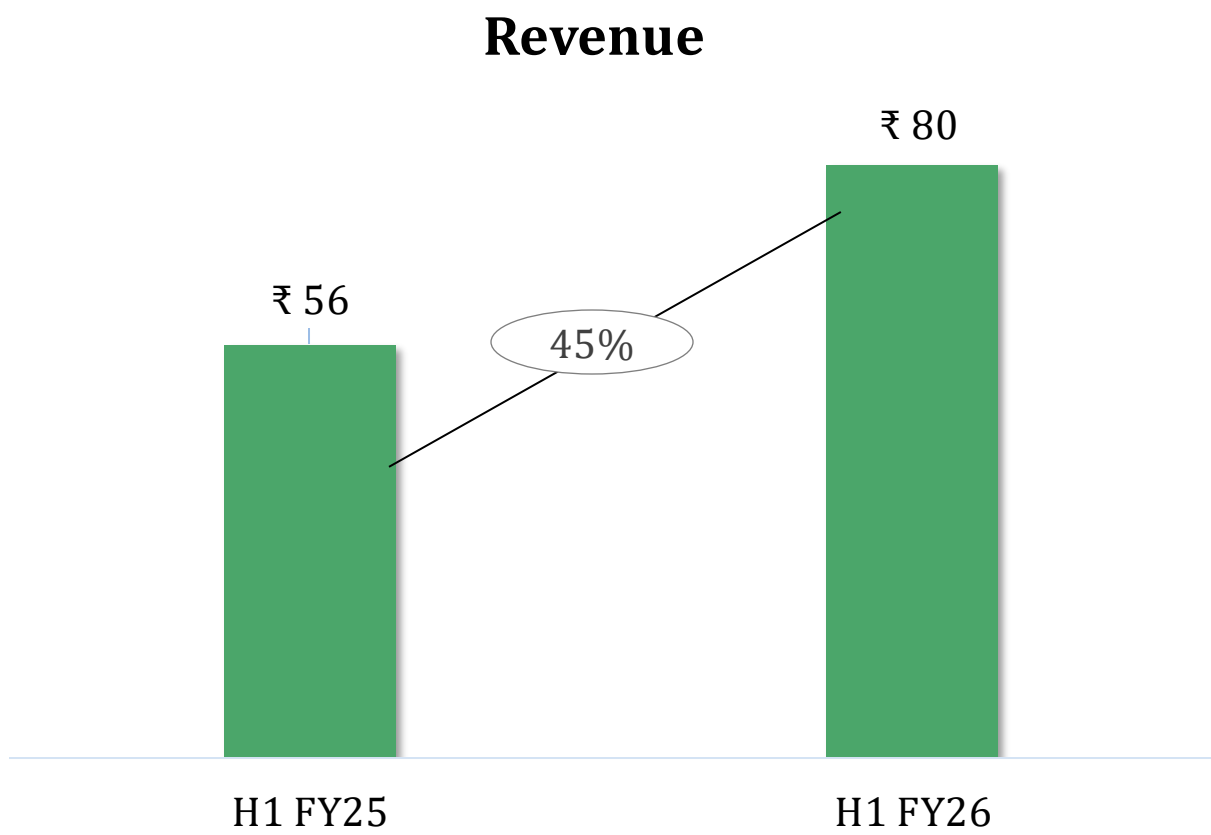
PBT*



*EBITDA, PBT excluding Other Income

Standalone Financial Metrics – H1 FY26

₹ Crores

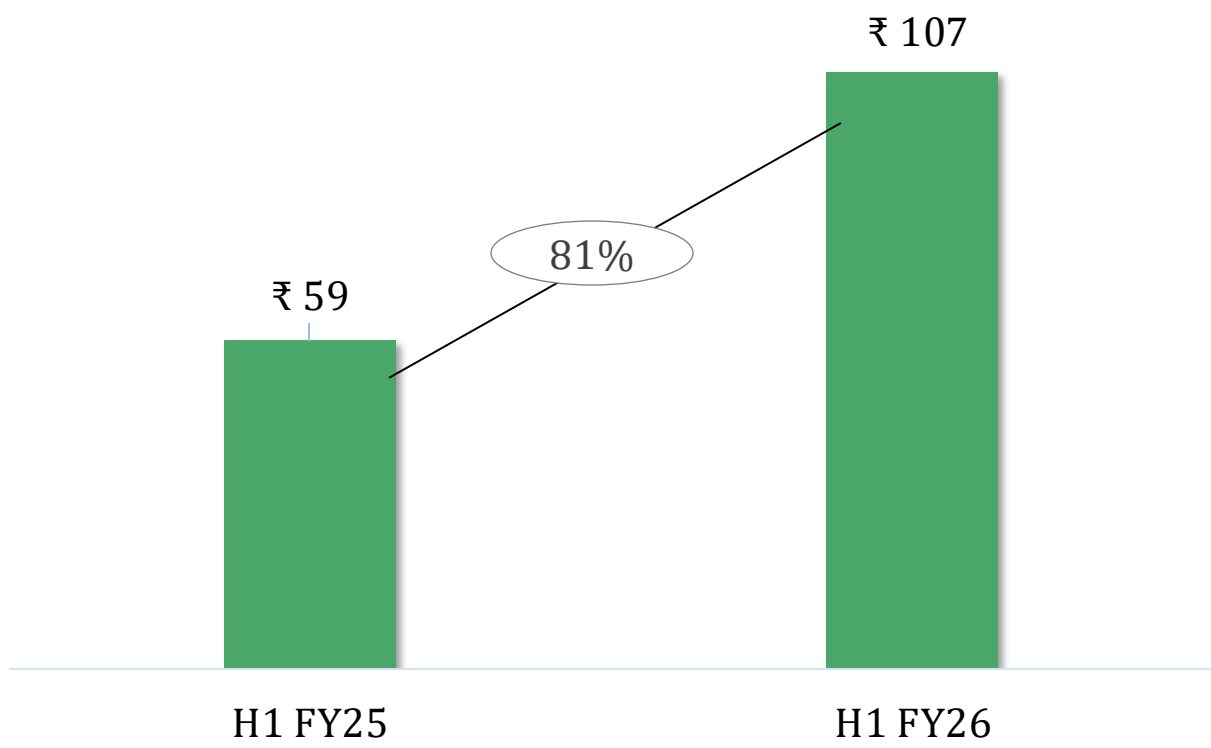


*EBITDA, PBT excluding Other Income

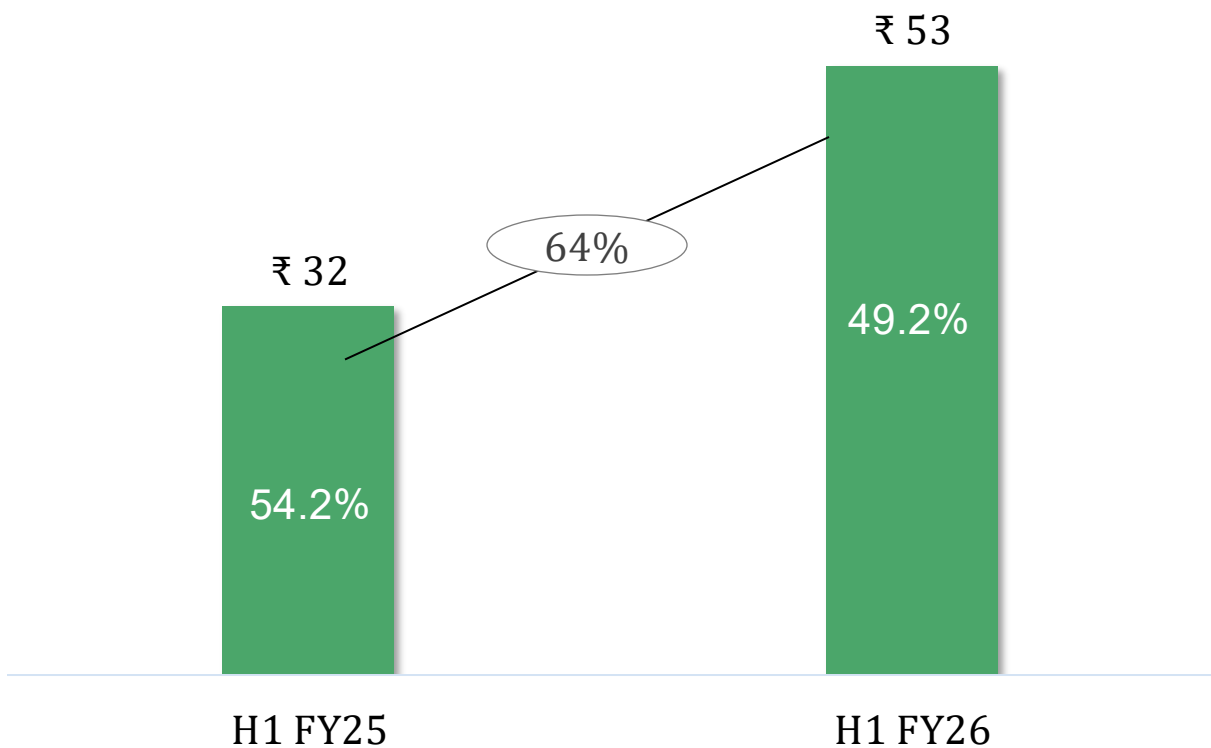
Consolidated Financial Metrics – H1 FY26

₹ Crores

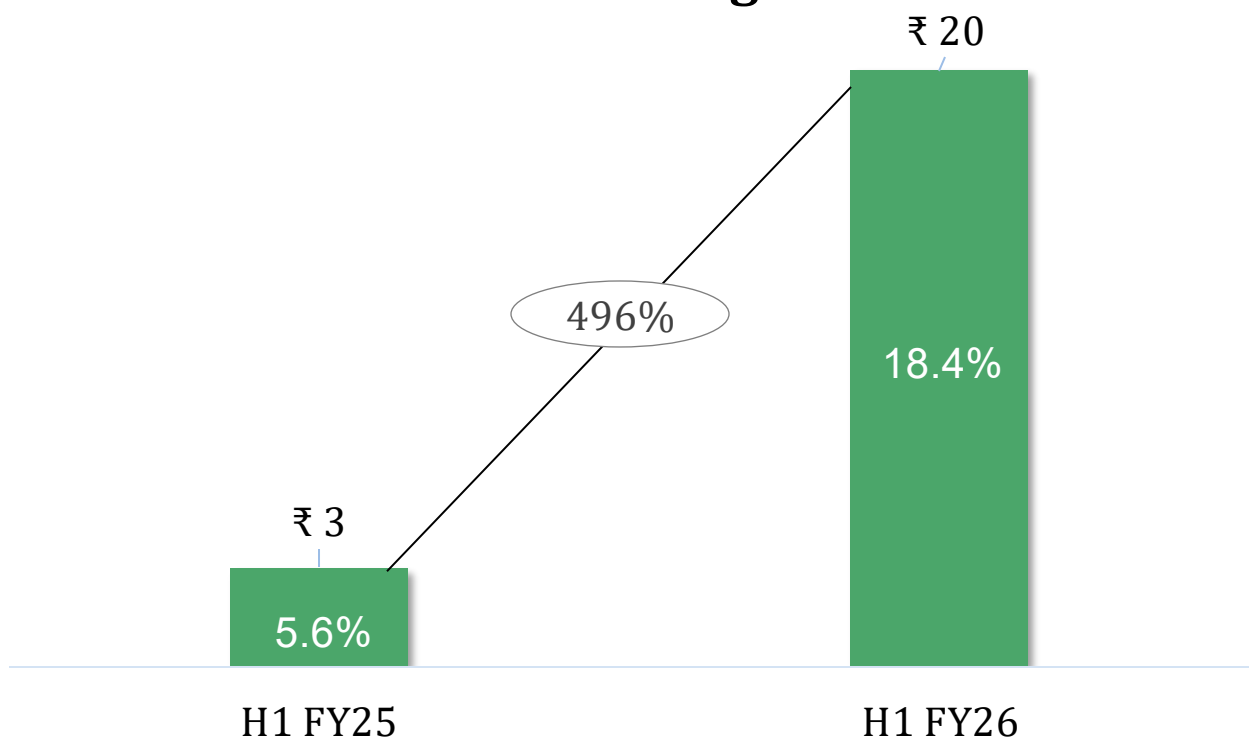
Revenue



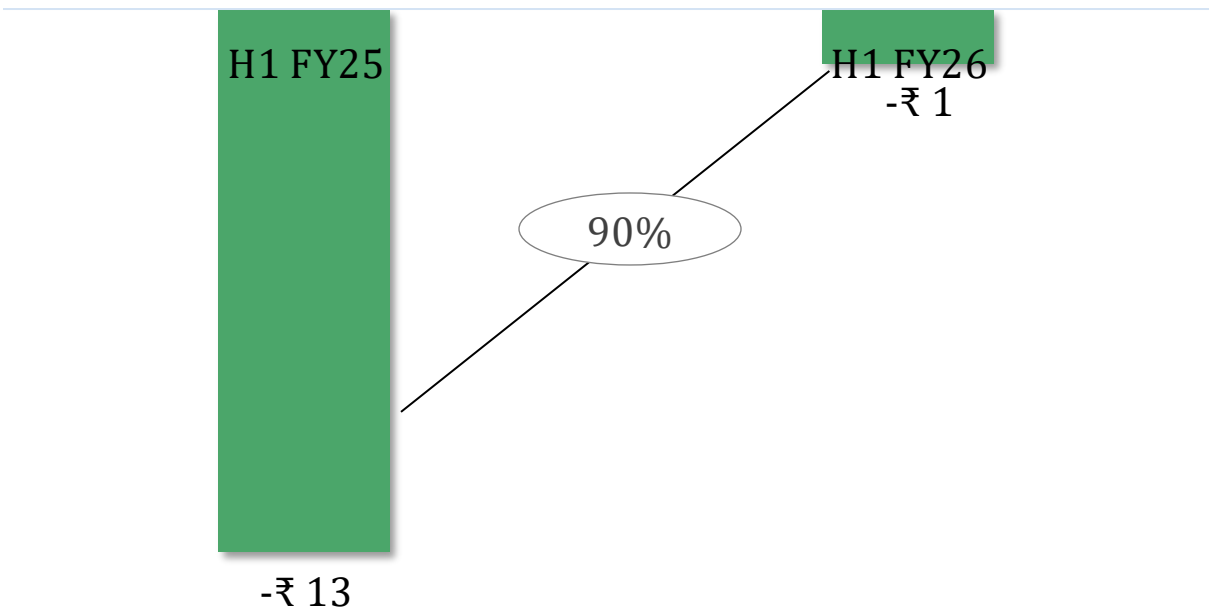
EBITDA* & EBITDA Margin



Cash EBIT & Margin



PBT*

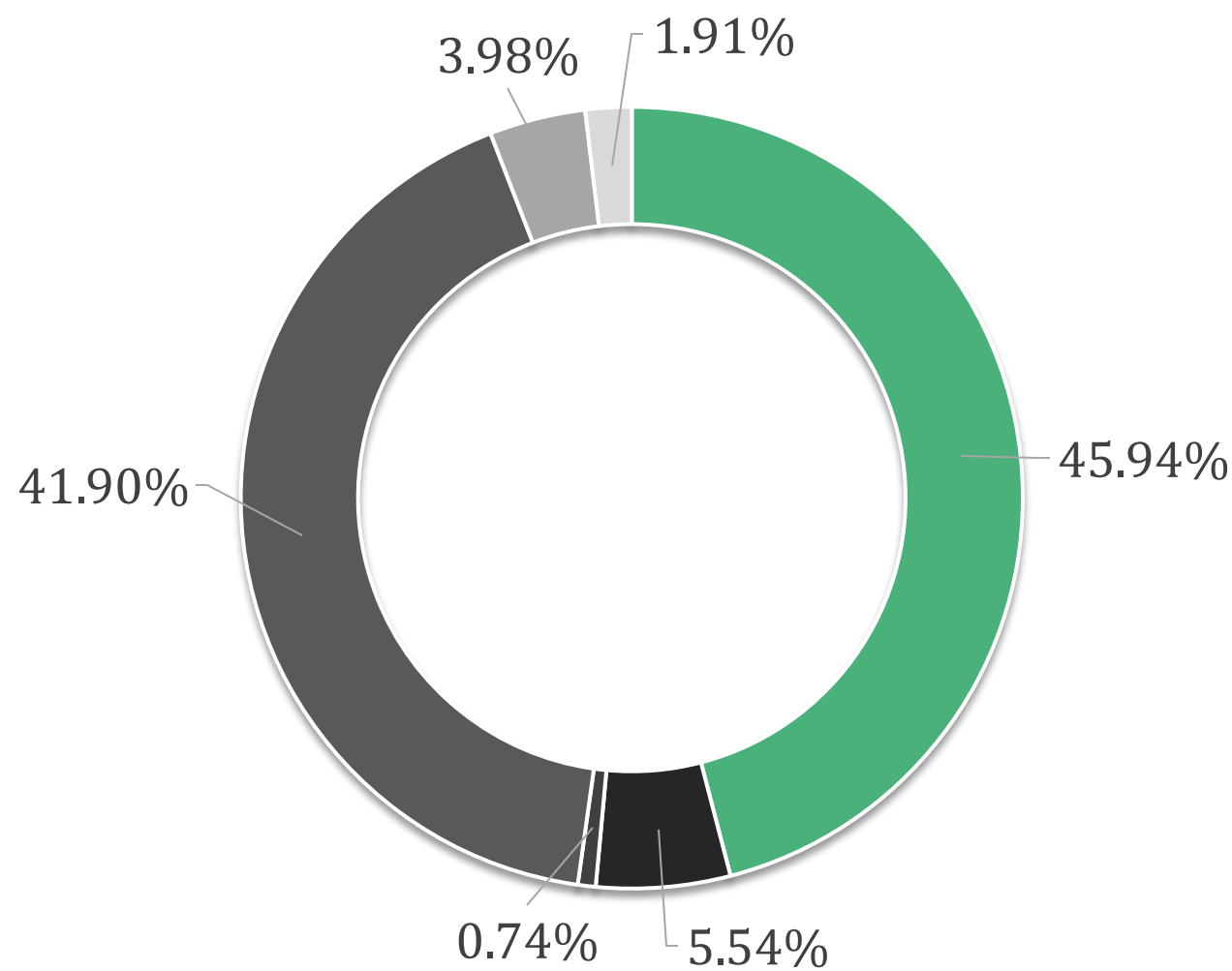


*EBITDA, PBT excluding Other Income

Segment-Wise Revenue Contribution

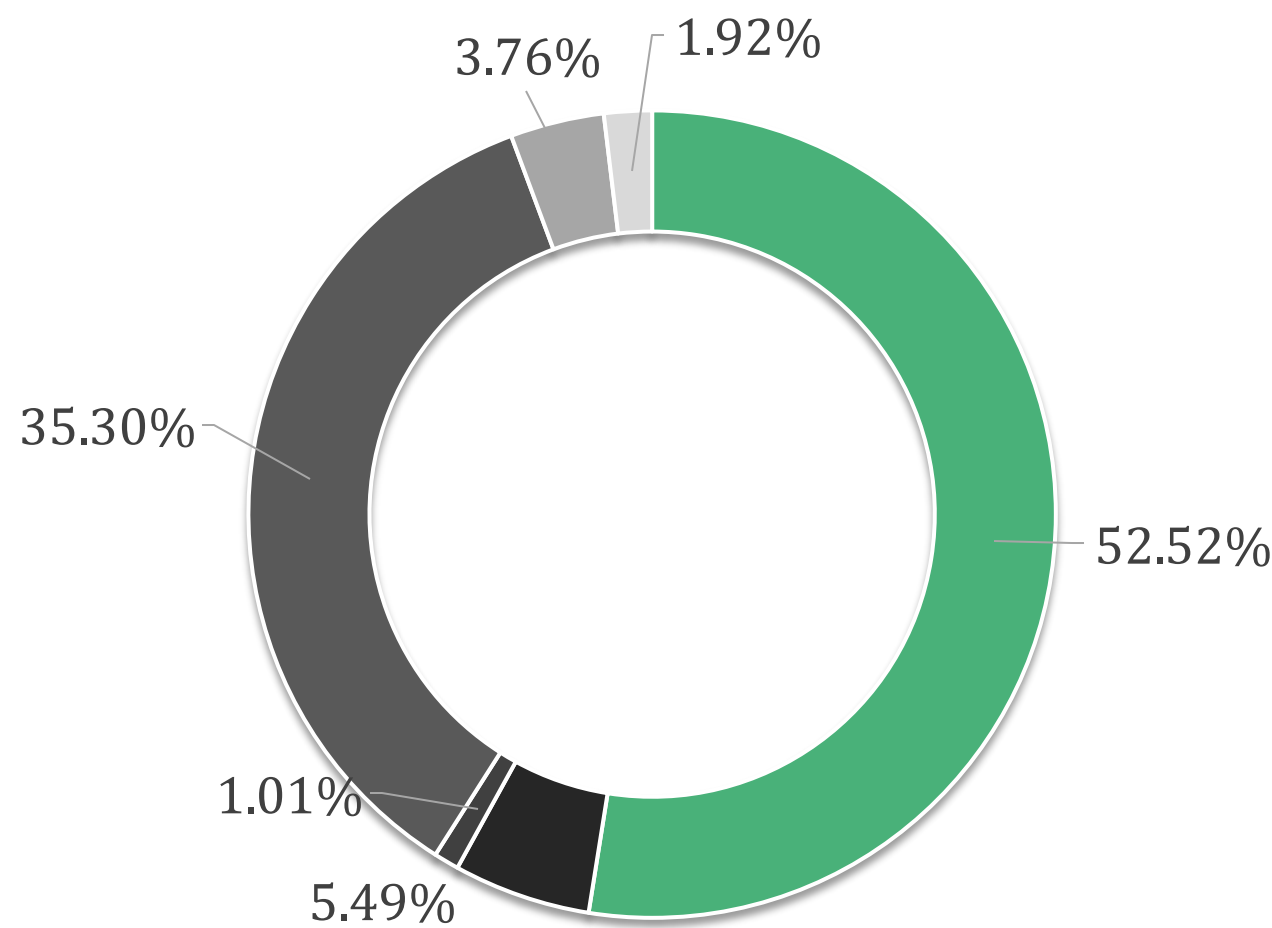


Q2 FY26 Revenue - mix %



- Managed Space Services
- Co-working Space
- Payroll Management Service
- Designing & Execution
- Facility Management & Other Services
- IT/ ITes Services

H1 FY26 Revenue - mix %



- Managed Space Services
- Co-working Space
- Payroll Management Service
- Designing & Execution
- Facility Management & Other Services
- IT/ ITes Services

Consolidated Income Statement

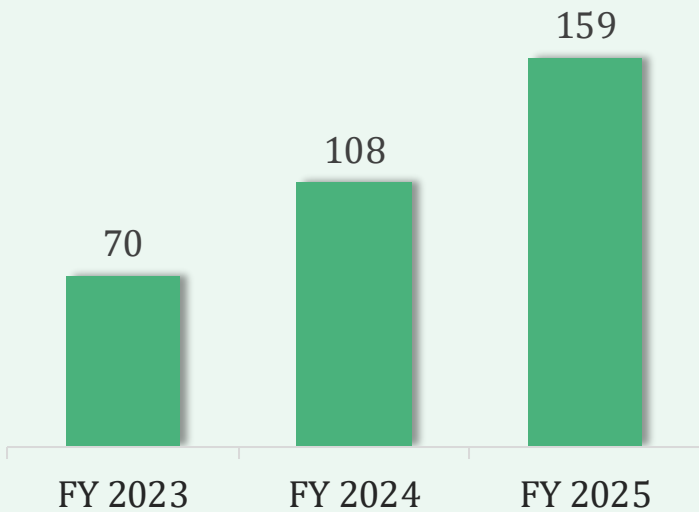
Particulars	Q2 FY26	Q2 FY25	YoY %	Q1 FY26	H1 FY26	H1FY25	YoY %
Revenue from operations	51.84	34.47	50.4%	55.63	107.47	59.38	81.0%
Other income	2.65	14.33		1.31	3.96	14.48	
Total Income	54.48	48.80	11.7%	56.94	111.42	73.86	50.9%
Cost of Goods and Services	12.08	6.95		16.80	28.89	11.13	
Employee benefit expenses	5.15	3.45		4.64	9.79	5.90	
Finance costs	12.64	11.38		12.26	24.90	20.14	
Depreciation and amortisation	14.80	14.44		14.51	29.30	25.57	
Other Expense	8.18	5.88		7.79	15.97	10.15	
Total expenses	52.85	42.09	25.5%	56.0	108.85	72.89	49.3%
Profit/ (loss) before exceptional items and tax	1.64	6.70		0.93	2.57	0.98	
Share of Profit/(Loss) of Associates	0.06	0.06		0.01	0.07	0.12	
Profit before tax	1.70	6.64	-74.4%	0.95	2.64	1.10	140.1%
Current tax	-0.24	0.00		0.26	0.02	0.00	
Deferred tax	0.18	0.40		0.21	0.39	0.71	
Adjustment of Tax for earlier Years				0.34	0.34		
Total Tax Expenses	-0.06	0.40		0.81	0.75	0.71	
Profit for the period	1.75	6.24	-72.0%	0.14	1.89	0.39	382.8%

Consolidated Balance sheet

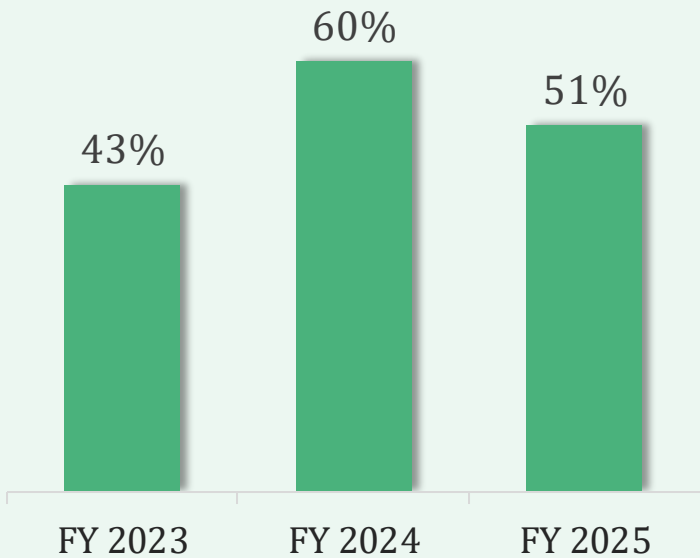
Particulars	H1 FY26	FY 2025	FY 2024
1. ASSET			
Non-Current Assets			
Property, plant and equipment	308.99	293.85	269.32
Other non-current assets	159.72	143.09	74.67
Total Non-Current Assets	468.70	436.93	343.99
Current Assets			
Inventories			
Trade receivables	48.07	42.27	11.88
Cash & cash equivalents	41.63	3.36	0.54
Other current assets	79.32	57.81	54.68
Total Current Assets	169.02	103.45	67.10
Total Assets	637.72	540.38	411.09
2. EQUITY & LIABILITIES			
Equity			
Equity share capital	21.62	16.92	3.59
Minority interest	0.03	0.03	0.01
Other equity	160.90	37.87	25.2
Total Equity	182.54	54.82	28.80
Non-Current Liabilities			
Long term borrowings	11.27	98.94	70.11
Other non-current liabilities	292.37	236.83	202.52
Total Non-Current Liabilities	303.64	335.76	272.63
Current liabilities			
Short term borrowings	55.51	31.74	30.94
Trade payables	63.51	39.09	23.14
Other current liabilities	32.51	63.79	55.58
Total Current Liabilities	151.53	15.18	109.66
Total Liabilities	455.18	149.79	382.29
Total Equity and Liabilities	637.72	540.38	411.09

Historical Financials

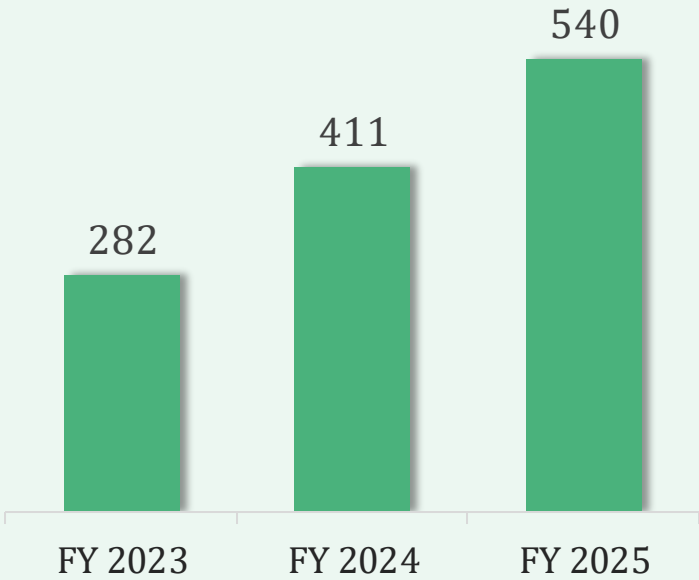
Revenue from Operations
(Rs. Cr.)



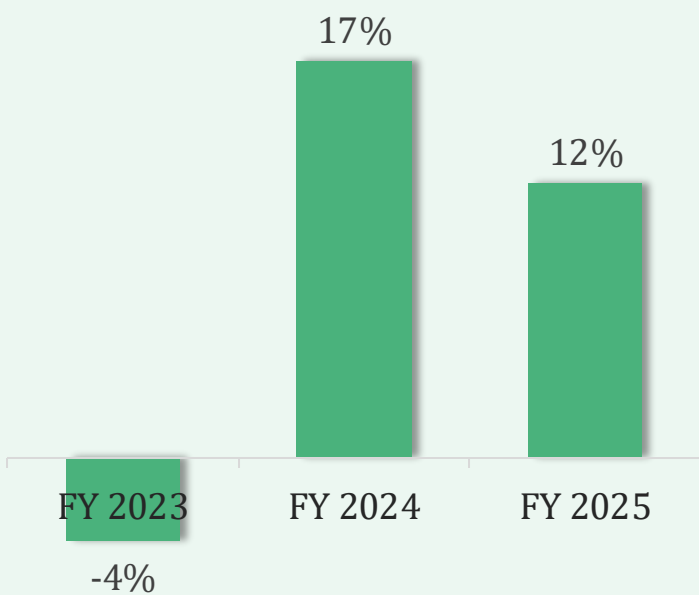
EBITDA Margin %



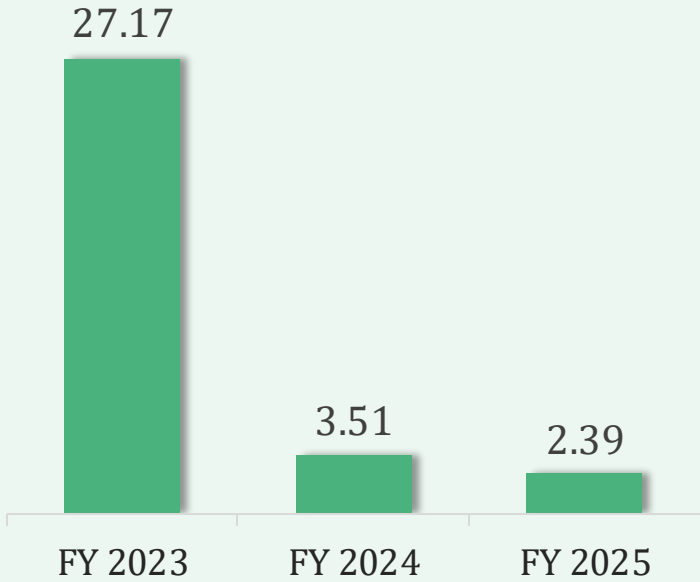
Total Assets (Rs. Cr)



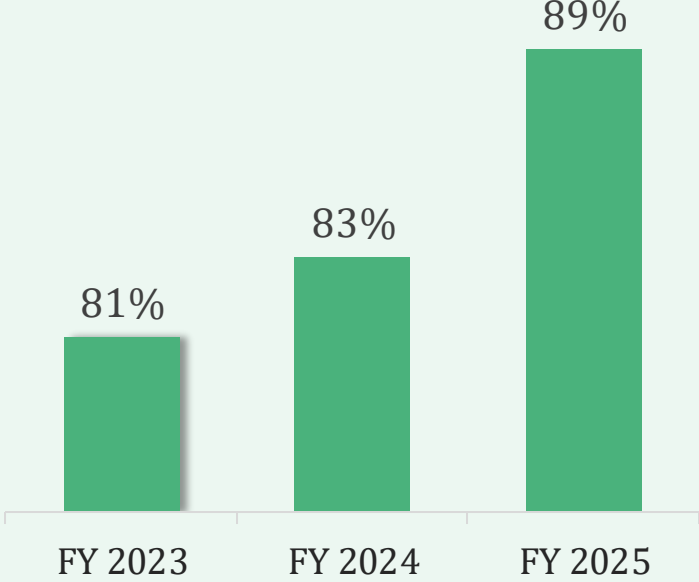
ROCE %



Debt-Equity (X)



Occupancy Rate %



Consolidated Income Statement

Particulars	FY 2025	FY 2024	FY 2023
Revenue from operations	158.88	108.09	69.91
Other income	19.01	2.65	1.46
Total Income	178.89	110.73	71.37
Operational expenses	41.56	20.22	23.76
Employee benefit expenses	13.19	7.54	6.74
Finance costs	44.55	31.00	17.28
Depreciation and amortisation	52.22	45.00	30.10
Other Expense	23.63	15.74	9.62
Total expenses	175.15	119.50	87.50
Profit/ (loss) before exceptional items and tax	2.74	-8.77	-16.13
Share of Profit/(Loss) of Associates	-0.04	0.15	0.09
Profit before tax	2.70	-8.62	-16.05
Current tax*	1.38	0.13	
Deferred tax*	-0.79	-9.19	-3.22
Adjustment of Tax for earlier Years	0.34	-	-
Total Tax Expenses	0.93	-9.06	-3.22
Profit for the period	1.77	0.44	-12.82



Way Forward



Way Forward

Enhancing Client Offerings

- One stop solution provider for business setting up office in India (Infrastructure development, Furniture & Interiors, Technology Enablement, Staffing & Peoples Relation)
- Introduced bespoke tech solutions including enterprise software, mobile & web apps

Leveraging GCC Opportunity

- GCCs occupy ~34% of Grade-A office stock (~245 mn sq. ft.)
- Expected to exceed 2,350 units & 300+ mn sq. ft. in 3 years
- Offering facility management, payroll, talent sourcing & AI-based tools to GCC clients

Expansion into New & Existing Markets

- To set-up 8 centres (~799,179 sq. ft.) under straight lease model, funded from IPO proceeds
- 4 additional centres in Ahmedabad, Pune, Surat & Sydney (~276,269 sq. ft., 3,199 seats)
- Expanding presence in Tier II cities to capture untapped demand

Strengthening Asset Procurement

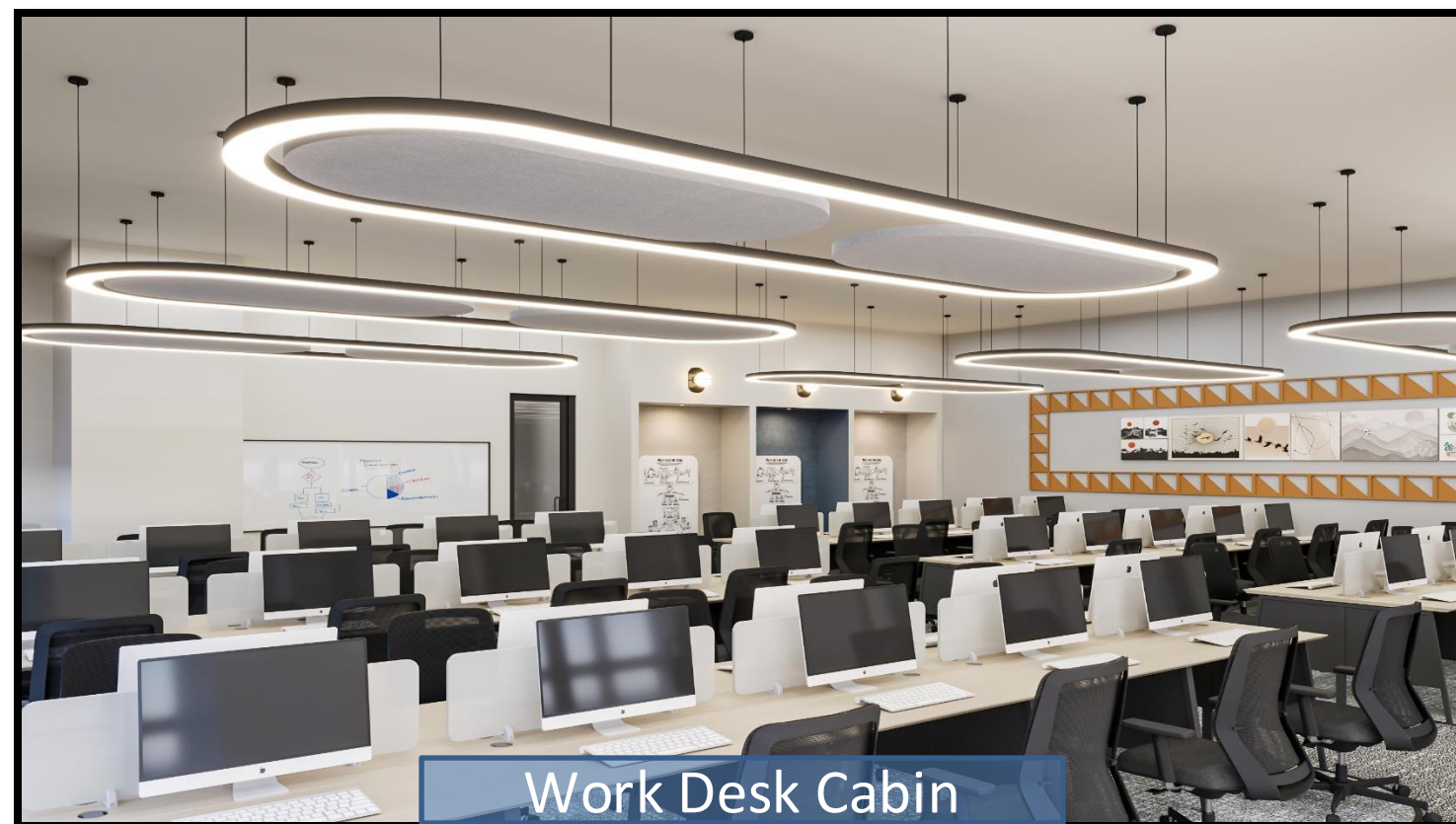
- Scale OpCo-PropCo via investments in JUPL/AEPL to secure strategic sites; benefit from fund-management fees (15% of carry) and improved unit economics.
- New GIFT City centre launched under revenue-share model (60% of revenue)

India's single largest Managed Office Space Campus in Ahmedabad



- India's single largest managed office campus in a Tier-II city; a new benchmark for enterprise-grade flex.
- 95% pre-leased ahead of being operational, validating strong demand and supply-led playbook.
- Ahmedabad Mega Campus spans 3.15 lakh sq. ft. with ~3,990 seats.
- ~₹2.5 crore/month incremental revenue locked in before being operational; margin & ROCE accretive from day one.
- Faster ramp-up and superior realisations via large-asset on-boarding and extended rent-free periods.
- Strengthening multi-city pipeline with repeatable large-format conversions.
- Deeper enterprise wallet share and longer average tenure; improved cash conversion and yield quality.
- Tier-II cities emerging as core enterprise corridors; proximity to talent lowers total cost of occupancy.
- Rapid flex adoption by mid-to-large enterprises and GCCs in Tier-II markets.
- Ahmedabad as a bellwether blueprint to scale the BHARAT flex model across emerging hubs..

Diverse Portfolio at Glance



Diverse Portfolio at Glance



2x Meeting Room



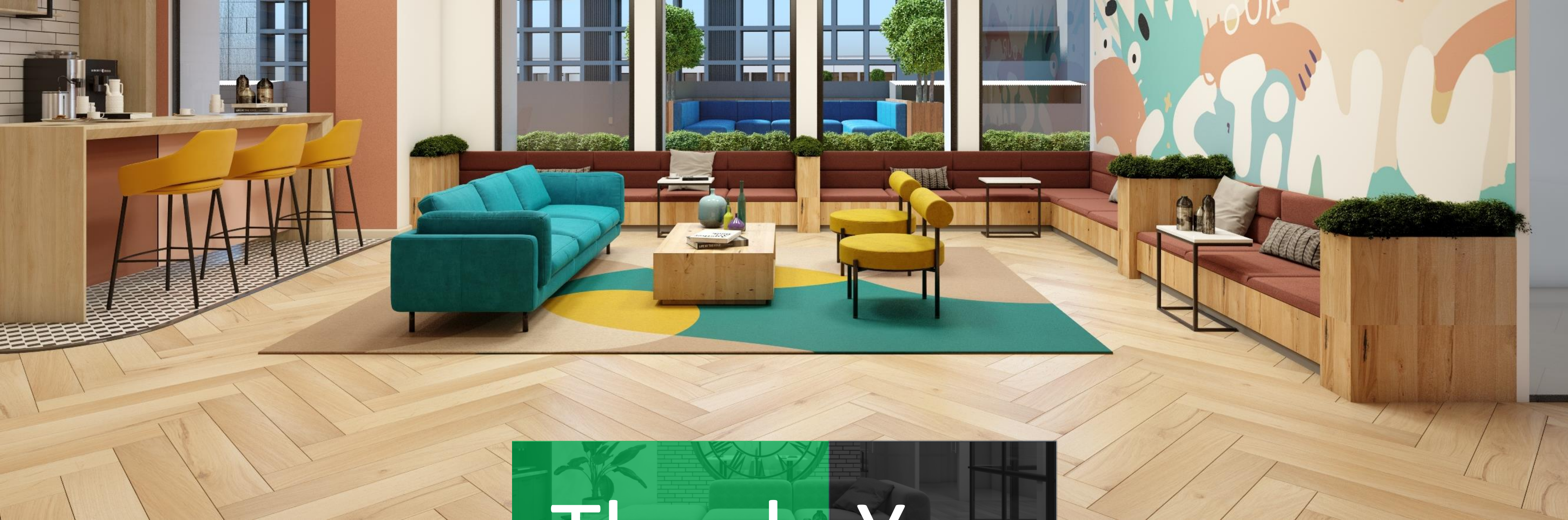
Pantry Unit



6x Meeting Room



Community Manager



For more information please contact,

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